

PLAN

JP/Rox

Washington St.
Columbus Ave.



boston planning &
development agency

02/01/2017



CITY OF BOSTON
Martin J. Walsh, Mayor

MAYOR'S LETTER



Dear neighbor,

Boston is experiencing an unprecedented period of growth, as our city's population is projected to surpass 700,000 people by the year 2030. Our city is evolving rapidly and it is important that we make sure all Bostonians are able to reap the benefits of such progress. As housing prices increase and poverty persists, racial tensions, income and educational disparities remain, causing Boston's children to grow up under inequitable circumstances. Embracing growth provides us with the opportunity to address these challenges and improve the quality of life for all Bostonians. Across the city, through Imagine Boston 2030 and our community planning initiatives, we are developing a shared vision for preserving and enhancing what we love about Boston, while embracing the benefits of growth to address our challenges and make our city stronger and more inclusive.

Welcoming tens of thousands of new neighbors in the next decade and a half brings with it the potential to strengthen the vitality of our neighborhoods and the fabric of our city, but also the challenge of creating additional housing so that our city remains accessible to families with a range of incomes.

Our city's growing housing needs place pressures on our established neighborhoods, including, but not limited to, the PLAN: JP/ROX Study Area. While there were a number of areas we could have started with, we chose to focus on this area first because of the displacement pressures and the community's request for a planning process to ensure equitable growth. Growth in this neighborhood holds tremendous promise, but change can also be difficult if it is not planned well. We must work together so that this community, and communities across the city, can grow responsibly and inclusively, while protecting existing residents and businesses from displacement.

With this philosophy in mind, we began a new approach to neighborhood planning in July 2015 – an approach that relies on robust community engagement and comprehensive collaboration between City departments, reflecting shared ownership in our city's future.

After more than a year of well-attended community workshops, tours of the study area, and discussion forums, we are excited to release PLAN: JP/ROX. We asked an array of stakeholders, including residents, business owners, and neighborhood organizations, to help us envision the future of the neighborhoods spanning from Jackson Square to Egleston Square and down Washington Street to Forest Hills along the Orange Line. Based on extensive public input throughout the planning process, this document serves as a framework for addressing displacement, enhancing livability and guiding balanced growth that is anchored by public transportation and provides benefits consistent with the community's priorities.

We believe we have a unique opportunity to shape inclusive growth in the JP/ROX area. PLAN: JP/ROX establishes far reaching goals and pilots several new strategies that will help drive short- and long-term investments to ensure that current and future residents of the area can call it home for generations to come. This plan will also be the foundation for updating zoning in the area so that it aligns with the community's vision and creates predictable conditions for future development.

To everyone who played a role in shaping this effort, we thank you for your thoughtful involvement and look forward to working together to realize our vision.

Sincerely,

Martin J. Walsh

Mayor of Boston

ACKNOWLEDGMENTS

PLAN: JP/ROX is the result of a collaborative effort with the dedicated members of the Advisory Group, wider community members, planning enthusiasts, and Interdepartmental Working Group that represented City and State departments. This strategic plan would not be possible without the generous contribution of time and insight by these participants.

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EXECUTIVE SUMMARY

WHY PLAN TODAY?

Boston is a growing city. Historically, it is a city that has gone through many periods of major socio-economic change. With each cycle of change, new opportunities and new challenges have emerged. Today, we are at one of those points in time. Jamaica Plain and Roxbury (JP/ROX) have desirable resources for residents, such as transportation access, beautiful parks, vibrant culture, and, as such, is an extremely attractive place to live. Given these attributes, the area is already experiencing significant market pressure for development. Planning is needed to ensure that development can happen without displacement and in alignment with existing neighborhood character.

This PLAN: JP/ROX planning document provides recommendations to shape new growth that is inclusive. Key to this is protecting those who already live and work in this community from displacement while also welcoming new residents. This Plan strives to leverage development interest to create new opportunities for housing, especially affordable housing, and provide other community benefits. At the same time, this Plan proposes targeting investment in the area to provide additional affordable housing. Based on input from robust community conversations, this Plan provides the groundwork to guide the preservation, enhancement and growth of the Study Area's neighborhood assets through revised zoning, development guidelines, and coordinated city policies. This document advocates the Community Vision to the City of Boston and the Commonwealth of Massachusetts.

PLAN: JP/ROX IS ENHANCING LIVABILITY

Preserving Diversity

The strength and identity of the PLAN: JP/ROX Study Area is derived from the people who live in Jamaica Plain and Roxbury. The neighborhoods of the Study Area are characterized by a diversity of people and households of different races, ethnicities, incomes, and ages. As the community grows and changes, it is crucial that current residents and businesses have the opportunity to remain.

Enhancing Neighborhood Character

Just as the people of these areas of Jamaica Plain and Roxbury are diverse, so is the area's built environment. Diverse architecture and land uses also contribute to the character, strength and vitality of the area. As new development is proposed in the PLAN: JP/ROX Study Area, it is imperative that it respects the existing neighborhood. The design of new buildings might seek greater affordability and energy efficiency, but they must also mitigate their visual and environmental impacts on neighbors. Infrastructure,

CHALLENGES

10% rent increase in JP in 2014

Housing is becoming increasingly unaffordable.

72% of rent burdened residents make below \$50k

Residents face rent burden and risk of displacement.

Boston Population 2030

618,000 persons in 2014

+ 105,500 over 16 years

723,500 persons in 2030

Source: BPDA Research Division

OPPORTUNITIES

50 acres of former industrial or vacant land

These sites can be used to build additional housing affordable at a range of income levels and to improve the public realm.

Increased Orange Line capacity

Future trains will allow service in the peak periods to increase from every 6 minutes to every 4-5 minutes, increasing peak service capacity by as much as 30%.

Source: MBTA

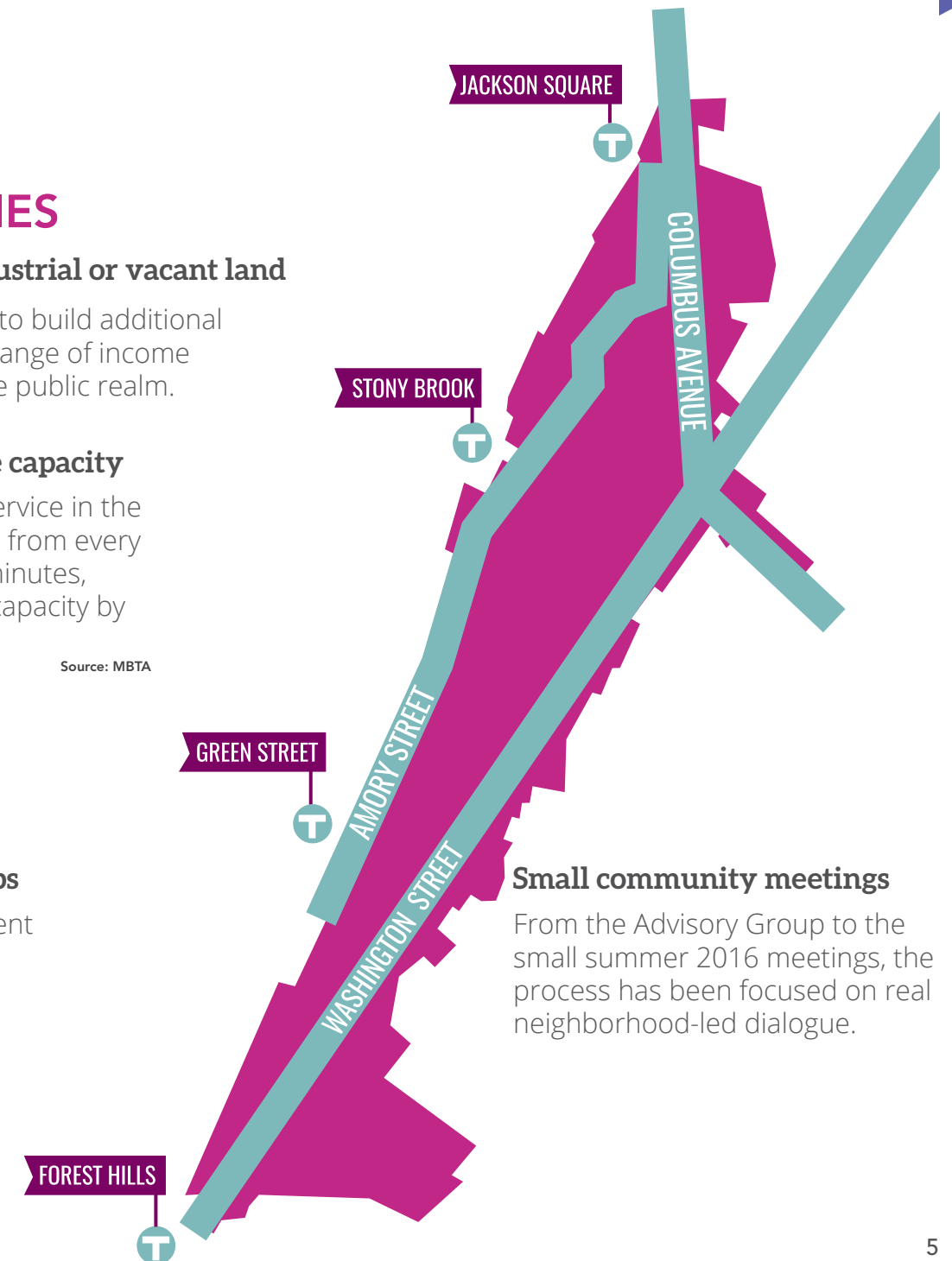
PROCESS

Community workshops

Interactive and transparent workshops have been in partnership with the community.

Small community meetings

From the Advisory Group to the small summer 2016 meetings, the process has been focused on real neighborhood-led dialogue.



such as roads, utilities, and other public improvements must support new development. Open space and recreational areas will improve the quality of life and enhance connectivity through all modes of transportation.

Guiding Balanced Growth

Balancing growth here means ensuring that current and future residents of this area can call it home for generations to come. As the area continues to be attractive for new development, there are many ways in which this Plan seeks to provide greater predictability and transparency. While new development can bring services and amenities to the area, it must not detract from the thriving established community. By actively guiding growth, the community, developers, and City will make investments that yield multiple benefits.

Accelerating Affordable Housing Production

While this Plan seeks to achieve multiple goals, it was clearly stated by many residents, advocates, and City of Boston agencies that the focus of the plan must be on addressing housing affordability and preventing displacement of low- and moderate-income residents, particularly people of color. In addition to leveraging public land and subsidies, this Plan provides additional strategies to increase the number of income-restricted affordable units, highlight assistance programs to those in need, and adopt new policies around housing. The Boston Planning and Development Agency (BPDA) and Department of Neighborhood Development (DND), and all Departments of the Walsh Administration stand firmly with the community and have made housing affordability and prevention of displacement a central goal of the PLAN: JP/ROX process.

PARTNERING WITH THE COMMUNITY

In July 2015, the Planning Team launched an extensive participatory community process through open conversations in many different engagement settings. Careful consideration was given to the thoughtful input that came from the community planning process. Although residents, business, and property owners came from different and sometimes opposing perspectives, the BPDA's planners sought to engage and understand the viewpoints of as many people as possible. This robust engagement shaped the goals of this Plan. The BPDA and City are committed to fulfilling these goals in partnership with the community.

TAKING ACTION

Our goal is to provide residents, property owners, business owners, advocates, public agencies and other stakeholders with clear direction for the

Figure 1. Paraders in Egleston Square for the annual Wake Up The Earth Festival



future of this area of Jamaica Plain and Roxbury through the guidelines emerging from the planning process. The key goals of PLAN: JP/ROX include:

- Preventing displacement of low- and moderate-income residents through the acceleration of new affordable housing opportunities and technical assistance.
- Adding to the overall existing housing supply in the Study Area to relieve growing pressure on rents and cost of homeownership.
- Preserving the vast majority of the Study Area's existing form and character while guiding new development built on vacant or under-used land.
- Identifying areas of former industrial uses as strategic mixed-use redevelopment opportunity sites with an emphasis on the provision of affordable housing and job creation.
- Building and enhancing the existing physical character and diversity of places in the Study Area – from Egleston Square, to Green Street, to Stony Brook to Forest Hills – as distinctly different from each other.
- Creating and/or modifying City policies, planning guidelines and tools to implement the vision established by this Plan.
- Developing updated zoning that provides predictable baseline as-of-right development conditions.
- Proposing explicit requirements for the provision of public benefits, specifically affordable housing, in exchange for additional height and density.

HOUSING AFFORDABILITY & DEVELOPMENT WITHOUT DISPLACEMENT

Affordability tools work together to address displacement while also increasing the overall housing supply.

The PLAN: JP/ROX document recommends multiple solutions to provide housing that is affordable to a range of different income levels. The goal is to ensure that growth preserves housing affordability, increases the housing stock, and prevents the displacement of low- and moderate-income households.

There are four main strategies that, combined, work to address the overall goal of preserving housing affordability and protecting low and moderate-income households from displacement. They include:

- **Housing Production:** Stabilizing rents by expanding the supply of market rate and affordable housing to better meet growing demand.
- **Affordable Homes:** **Doubling** the number of affordable and income-restricted units in the Study Area and setting a **minimum long-range 40% affordable housing goal** for future construction in the Study Area (35% of all new housing when including projects in permitting).
- **Housing Stability:** Providing legal, financial and other forms of technical assistance for households facing displacement.
- **Homeownership:** Promoting homeownership among low- and moderate-income residents.

The primary tools to implement these four strategies and achieve the goal are private development commitments, public funding, and policy tools.

32% of households are cost-burdened, paying more than 35% of income on rent.

Implementation Summary

- **Zoning and Design Guidelines:** By increasing allowable density, streamlining the zoning process, and making it possible for housing to be created on sites currently zoned as commercial or industrial, developers will be able to and required to provide a higher percentage of their units as income-restricted, and at a range of income levels.
- **Department of Neighborhood Development (DND):** DND is committed to continuing programs that fund affordable housing construction for low-income households, prioritize deeply affordable projects, purchase land and acquire market-rate housing that can be used for income-restricted housing, and commit publicly owned land to affordable housing.
- **Office of Housing Stability:** The newly launched office provides case management and advocacy for residents facing displacement.
- **Policies and Programs:** These include measures to promote homeownership such as first-time home buyer assistance and updated compact living units and accessory dwelling unit policies.



JOBS & BUSINESSES

More affordable commercial space and access to enhanced technical support helps to preserve and revitalize the area's local businesses and jobs.

Job markets and consumption patterns shift. Local businesses and the people of Boston need the right tools to adapt. This Plan seeks to preserve and revitalize small, independent businesses; attract new businesses; encourage affordable and accessible commercial space; and support workforce development.

To support existing local businesses and attract unmet services, this Plan recommends a combination of technical assistance, support for startups, business development, the creation of more affordable small or shared commercial spaces, and the expansion of workforce development programs.

While Egleston Square is a lively Main Streets district, sales leakage data shows residents are spending elsewhere on desired goods and services.



TRANSPORTATION, MOBILITY & CONNECTIVITY

Mobility, improved connections and safety for all modes of transportation must keep pace with future development.

The Study Area recommendations are intended to promote alternative ways of getting around the Study Area, improve connectivity within and out of the Study Area, align transportation needs with anticipated growth, and address existing traffic flow challenges.

Recommendations provide strategies to improve existing connections, particularly for pedestrians and bikers, while safely and gradually decreasing vehicle usage without causing detrimental congestion. Interventions range from minor but streamlined (e.g. signal timing), to intensive but effective (e.g. cycle tracks, improved MBTA bus and Orange line service). Many of these recommendations suggest areas for future study, such as a Washington Street bus priority lane.

The Orange Line carries over 200,000 riders on the typical weekday, the third highest ridership in the MBTA system.



Implementation Summary

- **Zoning:** Preserving local industrial/creative uses and allowing innovative compact or shared commercial spaces creates accessible opportunities for new and existing businesses.
- **Office of Economic Development (OED):** Boston's Office of Small Business Development and other neighborhood business support organizations (BSO) provide technical assistance (TA) to businesses in a changing economy. Recommendations include increasing TA funding, improving coordination within BSOs, and improving business development services for women-, minority-, and immigrant-owned businesses. Additional market studies are recommended to better understand gaps in goods, services, and business spaces.
- **Additional Tools:** Relocation and revitalization assistance strategies will be explored through the City of Boston's Back Streets or ReStore programs.

Implementation Summary

- **Zoning:** Proposing maximum parking ratios for commercial and residential uses based on proximity to transit hubs which will seek to 'unbundle' the cost of parking from housing.
- **Boston Transportation Department:** The mobility action plan (MAP) would create a series of recommendations and an action plan for implementation and would include a robust community process.
- **Coordination with Boston Transportation Department, Public Works Department, MBTA:** Multiple recommendations for future study and small-scale improvements include bus stop amenities; updated guidelines such as Complete Streets or Slow Streets; and major improvements including the redesign of Columbus Avenue or Washington Street.

OPEN SPACE, PLACEMAKING & PUBLIC REALM

Placemaking helps to preserve and enhance the public realm which reinforces neighborhood character and builds community.

The Study Area vision and recommendations are intended to improve connections to existing large 'anchor' open space and recreation resources, while enhancing existing neighborhood open spaces and improving the public realm's comfort and walkability along streets.

Specific recommendations to improve activity nodes such as active open spaces and retail or commercial clusters are tailored to each area's character. General, Study Area-wide public realm recommendations are put forth to address problematic stretches of the public realm within the Study Area between activity nodes, and to preserve the character of less active-residential areas. These recommendations will guide future private and public investment.

100 acres of open space are adjacent to or within 1/4 mile from the study area boundaries.



SUSTAINABILITY & GREEN BUILDINGS

Sustainable building practices save money, reduce environmental impacts, enhance resiliency, and improve community health.

The Study Area vision and recommendations support Boston's goals for carbon-free/climate-ready buildings, districts, and neighborhoods. New buildings in the PLAN: JP/ROX Study Area offer an unprecedented opportunity to showcase the next generation of high performance green buildings.

In addition to high-performing buildings, this Plan makes recommendations for preparedness and resiliency, green infrastructure, district energy planning and development. All of these combined strategies seek to lessen the impacts of the built environment and ensure sustainable development.

Gradual increased energy performance standards for new buildings will help Boston reach its 2050 greenhouse gas (GHG) emissions reduction goal of carbon neutrality and reduce future costs.

Implementation Summary

- **Design Guidelines:** Private development will be shaped by these recommendations in order to respect the character and makeup of the neighborhood context. In general, this calls for transparency at the ground floor, widening sidewalks, and breaking up large, unpleasant street walls.
- **Coordination between departments:** Public realm improvements will require additional studies with BTS and DPW to determine the placement of pedestrian, transit, or bike infrastructure enhancements. Boston Parks and Recreation and the Department of Conservation and Recreation (DCR) will help to update the Southwest Corridor and neighborhood parks to meet future needs of residents. Opportunities for public art should be coordinated with local artists and the Mayor's Office of Arts and Culture.

Implementation Summary

- **Coordination with Office of Environment Energy and Open Space:** Build upon the most current research, findings and recommendations including Climate Ready Boston and the Boston Climate Action Plan.
- **Design Guidelines:** Minimum LEED standards will be increased to ensure new buildings and large development projects reduce carbon emissions and environmental impacts. Passive practices include efficient building envelopes and orientation while active, innovative strategies and technologies include building-integrated renewable energy, energy storage, and community solar.

LAND USE & ZONING

Appropriately scaled development that provides benefits to the community is possible through innovative zoning solutions tied to more predictable design standards.

Zoning regulates the shape, density, and use of development in a given area. Currently, the zoning in JP/ROX is not consistent with today's built form and uses, nor is it aligned with the community's vision. This misalignment often results in developers seeking to build projects that do not meet the existing zoning, which requires them to seek special permission called a zoning variance. The zoning variance process can add time to project permitting and can be unpredictable. This can slow the pace of housing production and delivery of community benefits. This Plan seeks to update the zoning to allow future growth in appropriate areas identified with the community through the planning process; to set clear guidelines that ensure new development fits within the context of the neighborhood; and to provide predictable community benefit requirements.

While 34% of the Study Area's land is zoned for light industrial, only 13% is used for those purposes. Much of the land is actually used by residential or non-industrial commercial purposes.

During the planning process, participants were asked to identify areas that were "likely to change" or where they would "like to see change." This feedback informed where changes to the zoning would be appropriate to shape the allowable uses, height and size of future development.

There are a few proposed changes to the base zoning to reflect current use conditions, while a density bonus option is being proposed in certain areas that the community felt would change or are changing the most. This density bonus would allow developers to build at greater heights in exchange for additional affordable housing units.

Implementation Summary

- **Zoning:** Land uses and zoning subdistrict boundaries will be updated to reflect current use conditions and regulate anticipated growth. While the Inclusionary Development Policy (IDP) will remain the same, a density bonus option will be codified in zoning to allow greater height in exchange for additional affordable housing units.
- **Design Guidelines:** Projects that seek greater height and density through the density bonus option must comply with the additional urban design guidelines. For example, Local Industrial (LI) zoning subdistricts dimensional guidelines are currently different from residential zoning guidelines. Therefore, proposed projects with residential uses that fall within the LI subdistricts will need to comply with urban design guidelines that are residential in character.
- **Implementation Roles:** The BPDA will work to update the zoning code and also continue to work with other city departments. One example is how the BPDA will consult the Mayor's Office of Arts and Culture to ensure zoning tools help neighborhood artists keep affordable residences and spaces to work.

GOAL: TRANSPARENT PROCESS

FLEXIBLE GUIDELINES
Projects have unique physical conditions - stakeholders can work together on a final design

PREDICTABLE
Clear standards inform future development proposals, so the community and developers know what to expect

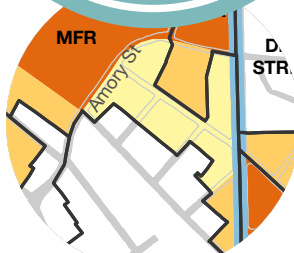
WHAT IS BEING UPDATED

UPDATED BASE ZONING
Minimal changes to base zoning help to preserve most of the existing neighborhood in areas not eligible for increased heights

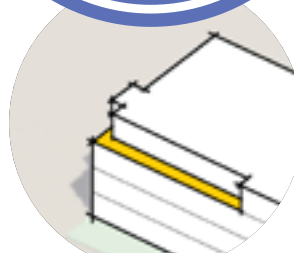
NEW DENSITY BONUS
New zoning rules apply only to projects seeking additional height beyond base zoning in eligible, strategic areas

DENSITY BONUS: MECHANISM & DESIGN GUIDE


AFFORDABILITY REQUIREMENTS
To be approved for increased heights, new development must meet the increased affordability requirements



HEIGHTS
The amount of increased height, illustrated in a density bonus map, depends on adjacent zoning and proximity to identified areas where growth would be appropriate



DIMENSIONS
Development should follow urban design guidelines in setbacks, stepbacks, and open space requirements to reasonably fit neighborhood character



DOCUMENT ORGANIZATION & LOOKING FORWARD

Chapter 2: Planning Context

The PLAN: JP/ROX document begins by exploring different aspects of the Study Area context, from history to current conditions.

Chapter 3: Framework

Each section of the Framework outlines a specific topic's context, issues, and recommendations. In addition, it ties the plan's recommendations to specific goals, policies, and actions.

Chapter 4: Implementation Strategies

The two parts of the implementation chapter are intended to act as an approachable, concrete list of actions or guidelines to shape future development and projects.

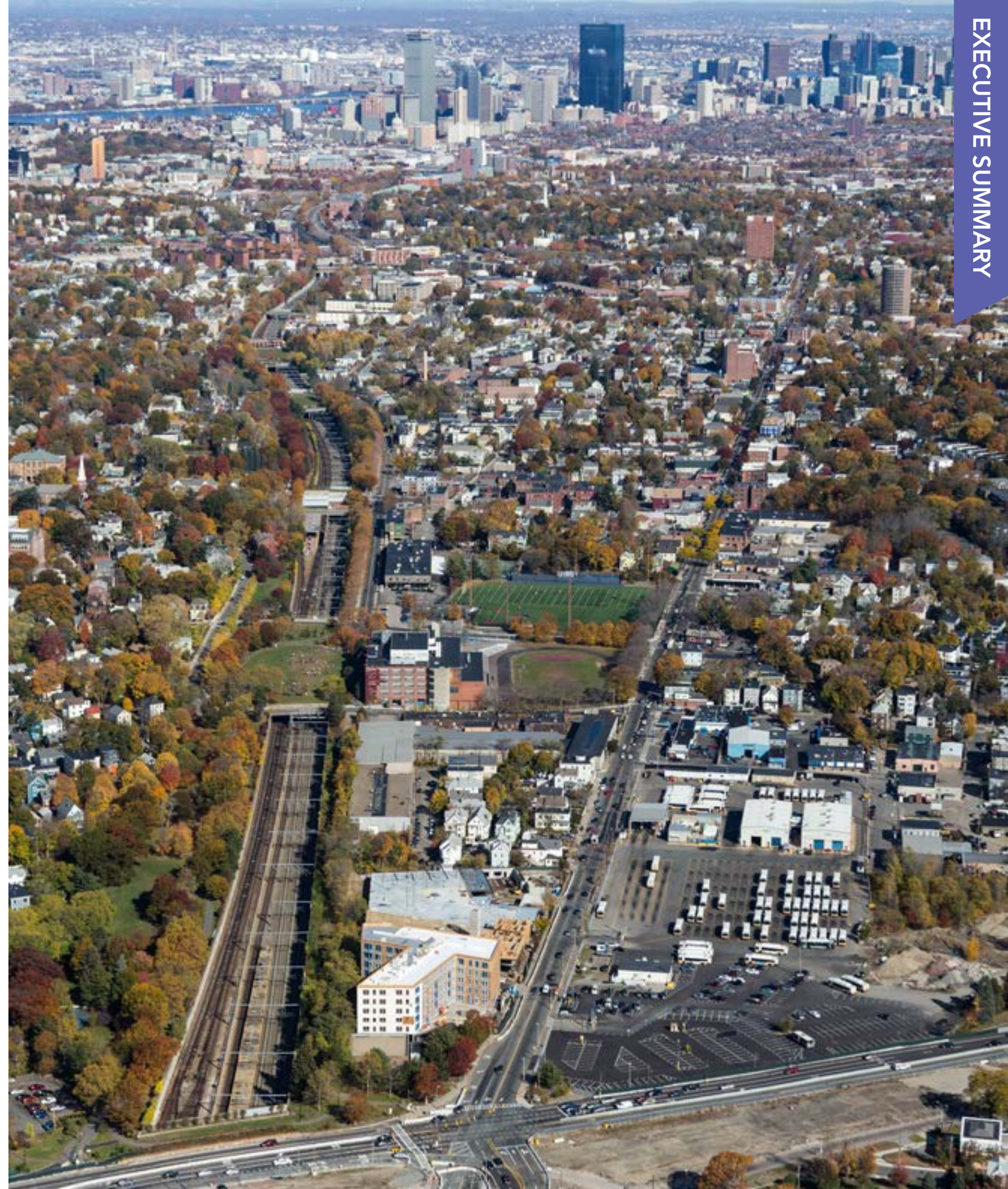
The Urban Design Guidelines are intended to steward the implementation of the community vision for PLAN: JP/ROX and are built on the goals of respecting the existing cultural and historical character of the area while encouraging appropriate future growth in the right locations.

The BPDA/City Interdepartmental Implementation Action Plan is a table that is organized by topic, paralleling the framework outlined in the plan. For each recommendation, the chart indicates the time frame in which implementation can be expected to occur; the department(s) that will be involved; and whether the recommendation will be implemented through policy or guidelines.

Chapter 5: PLAN: JP/ROX Workshops and Outcomes

The community workshops and outcomes are documented to reflect a new approach to community partnerships and engagement.

Figure 2. Opposite: Aerial view of the Study Area looking north from Forest Hills



The planning stage of PLAN: JP/ROX has been an iterative process and will continue to be so through the implementation phases of the plan. It will be reviewed and updated as necessary, in concert with the community. The City, planning team, and inter-agency working team would like to sincerely thank every member of the community that has invested their time, energy, ideas, and patience in this process, and we look forward to working together to achieve these shared goals.



PLANNING CONTEXT

HISTORY

The first known inhabitants of Jamaica Plain and Roxbury were the residents of a major Algonquin settlement. Beginning in the 17th century, people built small farms and estates that used Jamaica Pond and Stony Brook as a source of fresh running water. The landscape was suitable for beautiful country estates.

Horse drawn omnibuses began operating service between the suburbs of Jamaica Plain, Roxbury, and Boston around 1820. Establishment of the Providence-Boston railroad, including a station at Green Street and Forest Hills in 1834, cemented the area's place as one of Boston's first commuter suburbs. Green Street became the primary east-west connector between Centre Street and Washington Street, functioning as a hub for artisans, builders, and retailers. Stony Brook Valley grew into a small industrial center because of its plentiful land, access to transportation, and proximity to moving water. Residential development grew to meet the demand for local workforce and commuter housing. By 1850, the area had transformed from an agricultural landscape into a booming suburb.

The area continued to grow rapidly through the late 19th century as transportation infrastructure was continuously upgraded. The first tenements and triple-decker housing appeared in 1870. By 1880, the wealthy country life was largely replaced by worker housing. Contemporaneously, Olmsted's Emerald Necklace System established public parkland and the Arborway Parkway on nearby land. The raising of the Boston-Providence rail tracks in the 1890's impacted land values, dividing the wealthier western section closer to Jamaica Pond from the area east of the rail line. The neighborhood continued to urbanize as the Stony Brook was deepened, and later buried in a culvert, as adjacent, intensive development required additional drainage and flooding control. The presence of the brook as a water source made the area attractive to multiple breweries: Haffenreffer Brewery, now the Brewery Complex, was the neighborhood's first brewery, built in 1871. The breweries were among the many manufacturing and industrial uses along Stony Brook and rail line that provided employment for the area's growing immigrant population.



Figure 3. Opposite: Historical map of Jamaica Plain, 1832, with an overlay showing the Study Area boundaries



Figure 4. Opposite left: Historical map of Jamaica Plain, 1924-1931
Opposite right: Historical map of the Stony Brook neighborhood, 1924-1931

In 1909, the Washington Street Elevated rail was extended from Dudley Square to Forest Hills, with Egleston Square functioning as a transfer point for electric streetcars serving Roxbury and Dorchester. At this time, streetcars did not need to radiate from downtown Boston and instead fed into rapid transit points.

Most of the area's streetcar lines were replaced by buses in the 1950's. Capital for neighborhood investment was difficult to obtain, contributing to a cycle of disinvestment in the area. Industrial uses moved outwards to find larger parcels of land that were made more accessible by highway construction.

The proposed Southwest Expressway route for I-95 in the 1970's threatened to cut through the neighborhood with infrastructure designed to serve suburban automobile commuters. In response, the neighborhood organized and rallied together with other areas, such as Cambridge, to protest the project. The campaign was successful and the Southwest Corridor instead became a series of parks, gardens, pedestrian and bike paths, and development sites, running along and above the Orange Line. Funding for the original highway was used to fund transit investment instead. Neighborhood activists continued to advocate for reinvestment and an end to illegal redlining bank practices. In this period, new populations of students, artists, immigrants, and musicians contributed to the cultural diversity.

Egleston Square lost its status as a major transportation hub when the Washington Street elevated rail was taken down. The Washington Street Corridor that once was shadowed by the elevated rail was opened to daylight but deprived of its defining element of transportation infrastructure. The fruits of reinvestment and neighborhood activism have made the neighborhood increasingly desirable for a new generation of residents who appreciate the area's mix of good accessibility, attractive surrounding landscape, and active community. These desirable qualities also challenge principles of affordability for a neighborhood that once was primarily worker housing. A dynamic history has followed from the development of its transportation network. The neighborhood's rich collection of historic housing, old industrial structures, triple-deckers, and public housing blocks is a present-day testament to its dynamic history. Today's challenge is to create a plan that builds on and preserves this history and identity as a diverse and inclusive community.

Figure 5. Opposite: Egleston Square, circa 1950, Photo credit: Wikimedia Commons





Early (1832) map with 'Jamaica Plain'. Small clusters of development pre-railroad.

1600's and before

A major Algonquin settlement existed in Jamaica Plain. Roxbury settled by English in 1630.

Roxbury Latin School was established in 1645 where its founder John Eliot translated the Bible into Algonquin language.



Postcard of Forest Hills Station from 1907

1834

Providence-Boston rail begins service, with stations in Jamaica Plain, encouraging more development.

1890's

The Emerald Necklace (Fens, Jamaica Pond) by Olmsted is completed. Arborway Parkway built.



Haffenreffer Brewery at its peak (JPNDC)

Horse drawn street cars

17TH CENTURY
Early Agriculture

18TH CENTURY
Country Estates

19TH CENTURY
Commuter Rail Suburb and Industry

1700s - 1890's

Mansions and estates were built along the banks of Jamaica Pond and along Centre Street.

The Loring-Greenough house was the headquarters for General Greene during the Revolutionary War and still stands today.



Loring-Greenough House built in 1760.

1850s-1950's

Stony Brook Valley becomes a small industrial and residential center due to its access to running water, transportation, and abundant land.

1880-1900

Stony Brook straightened and then hidden underground to control flooding and drainage. Most streets have been laid out.

1870's - 80'

Triple deckers and tenements begin to grow rapidly, transforming the neighborhood from single-family estates to commuter housing.

1900s

Street cars are electrified.



Industry and development in 1924

20TH CENTURY

Rapid Growth, Decline, and Community Action



Forest Hills Station and Arborway 1924

Area and other inner-city suburbs face a period of decline due to outward suburbanization and lack of capital to invest.



Egleston Square Transfer Station 1955

1953

Streetcars abandoned or converted to bus service.

1987

Washington Street Elevated Train taken down. Orange Line relocated to SW Corridor.

Washington Street Elevated

Orange Line in Southwest Corridor

Electrified street cars

Bus service

21st century

Opportunities

1970-80

Local activists fight back against I-95 and redlining. Community reinvestment through nonprofits stabilizes neighborhood. Artists, immigrants, and students start moving in to the improved area.

Banks used 'redlining' to indicate 'risky' areas with a minority population they were less or not willing to give mortgages and loans to, a self-fulfilling prophecy of disinvestment.

2015-2016

At a request by the community, PLAN JP/Rox embarks on a discussion around affordable housing issues and the future for the Washington St and Columbus Ave Corridors



2000 - 2010

Forest Hills and Jackson Square Initiatives discuss strategies to align development with community benefits.



Recent photo of Wake up the Earth parade, marking the successful end to the I-95 project.

NEIGHBORHOOD CHARACTER

Forest Hills / Stonybrook Neighborhood

In the Forest Hills / Stonybrook Neighborhood, development along Washington Street is replacing low-intensity, auto-oriented uses on large sites along the west side of Washington Street to multi-family mixed-use developments. East of Washington Street is a tight-knit enclave of three-family homes (“triple deckers”) with intermittent one-, two-, four-, and six-family dwellings. Participating residents desire pedestrian-oriented commercial and community areas that enliven the streetscape and better provide for needed community goods and services that are currently lacking in the southern end of Washington Street. Participating residents also hope to encourage uses that take advantage of the neighborhood's proximity to a major transit line. They also want safer and more attractive streets.

Green Street

Walking north on Washington Street to Green Street, there is a collection of light industrial and commercial businesses. English High School has a strong prominence on the west side of Washington Street with its facility, parking, and recreational fields and courts. Several residential buildings co-exist nicely in between the businesses. Green Street, between Amory and Washington Streets, wants to be a livelier and more inviting street that connects many to the transit stop, or further west to Centre Street shops. By heading east on Green Street, which turns into Glen Road, one arrives at a different entrance to the beautiful and vast Franklin Park.

Businesses, health services, and residences form a patchwork along Washington Street northward to Egleston Square. Along Amory Street, north toward Stony Brook Station, many light industrial uses face the Southwest Corridor with seemingly little disruption to local residents and visitors. Through the PLAN: JP/ROX process, participants noted their desire to maintain these businesses for jobs while also keeping the light industrial character and heritage along Amory Street.

Egleston Square

Egleston Square is a lively mixed-use commercial and residential area. Along Washington Street, there is a strong ground-floor retail presence with residential above. Egleston Square is also a community gathering place with its many community facilities which include the Father Jack Roussin Community Center (YMCA), Egleston Square library, and the Hernandez School.



Figure 6. Opposite: New mixed-use development along Lower Washington Street in Forest Hills



Figure 7. Opposite left: Storefronts on Green Street creating the beginnings of a retail corridor. Opposite right: Triple-decker housing stock found in the Stonybrook neighborhood



The surrounding residential base is a diverse mix of housing types where single family homes are adjacent to larger brick apartments with ground floor retail.

Stony Brook Station / Amory Street

The area around the Stony Brook Station contains abundant greenery thanks to the Southwest Corridor Park. There are many options for recreation within just a short walk of the station. New shops and eateries are starting to emerge among the residential clusters and light industrial uses along Amory Street. The PLAN: JP/ROX process revealed the need to improve the public realm to embrace this new activity and allow for better and safer connectivity along Amory Street.

The triangle between the Stony Brook Station, Jackson Square Station and Egleston Square consists of a very well established and tightly-knit neighborhood. Several of the streets that are included in this area are Atherton, W. Walnut Park, Beethoven, Copley, School, and Arcadia. Two- and three-family dwellings are common; however, there are also some single-family dwellings. Larger multi-family dwellings can be found on Bragdon and Ernst Streets, which connect to Columbus Avenue.

Jackson Square

Jackson Square continues to evolve through non-profit affordable housing development work with several proposals coming to fruition as part of the 10-year Jackson Square Master Plan. Local affordable housing partners have ambitious plans for the last site ("Site III") in the Master Plan. The Boston Housing Authority's elderly and disabled housing development at 125 Amory is slated for redevelopment through a local partnership and will include an assemblage of market-rate housing to offset redevelopment costs. The terminus of Amory Street at this end has an eclectic mix of social services and offices to keep the street active. However, the commercial and industrial uses along Columbus Avenue in Jackson Square do not resemble a lively pedestrian environment on the west side. The streets are auto-oriented with several abandoned storefronts lining the Corridor. On the east side, Academy Homes has incorporated several commercial uses on the ground floor of their development. Although they seem to be wonderful assets for the tenants of Academy Homes, generous setbacks from the sidewalk and the auto-oriented nature of Columbus Avenue would not support more of those types of uses.



Figure 8. Opposite: The Father Jack Roussin Center in the heart of Egleston Square houses two assets in the neighborhood: the Greater Egleston Community High School and the Egleston Square YMCA

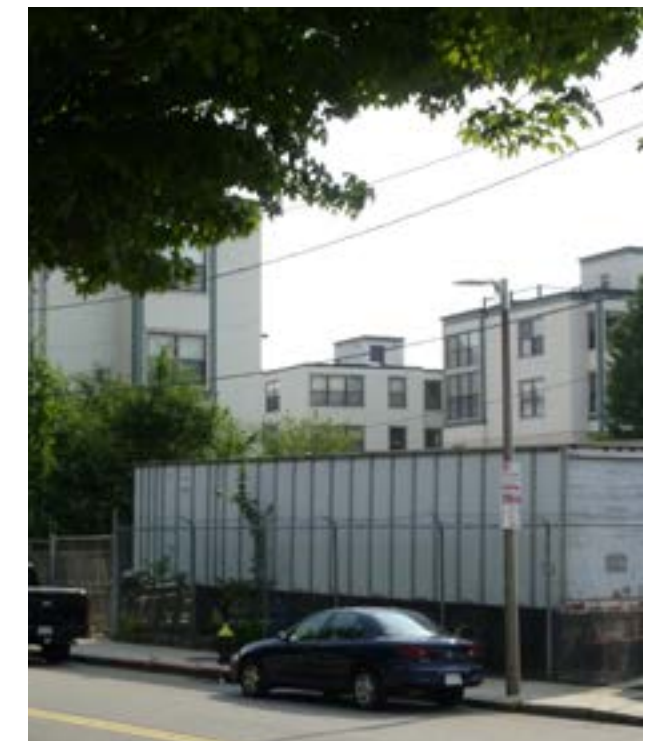
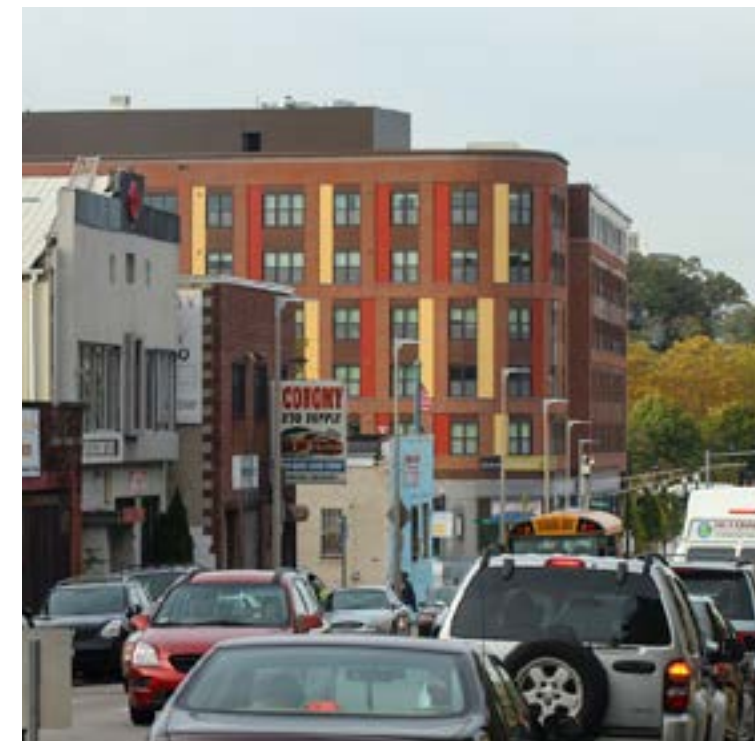


Figure 9. Opposite left: Columbus Avenue in Jackson Square
Opposite right: Direct adjacency of industrial uses to residential uses is common on Amory Street

COMMUNITY VISION

JP/ROX and all of Boston are facing rising housing pressures that create both challenges and opportunities. There is much to love in the tree-lined streets of the Study Area's eclectic mix of houses and ethnic businesses, yet much of the land along the study area's major transportation corridors remain underused and unpleasant. The community vision's main goal is a balance between preserving the physical, social, and affordable aspects of the well-loved neighborhood while also focusing on new development to improve the neighborhood's quality of life and provide economic opportunities.

Maintaining affordability through inclusionary housing is only one aspect of maintaining a diverse community. Mixed housing, both rental and owned, at different cost points allows people of different living arrangements, stages of life, and income to coexist in the neighborhood. Expanded opportunities for local businesses, minority-owned businesses, and new entrepreneurs bring well-paying local jobs to the neighborhood and preserve the unique character of the local community.

A lively, well-connected public realm provides the spaces for diverse neighbors to meet and express their creativity. Enhanced connections make the neighborhood easier to walk or bike. Reducing dependence on cars decreases costs and is part of a broader vision for a sustainable future. Green buildings provide quality, while also meeting the challenge of an uncertain energy future.

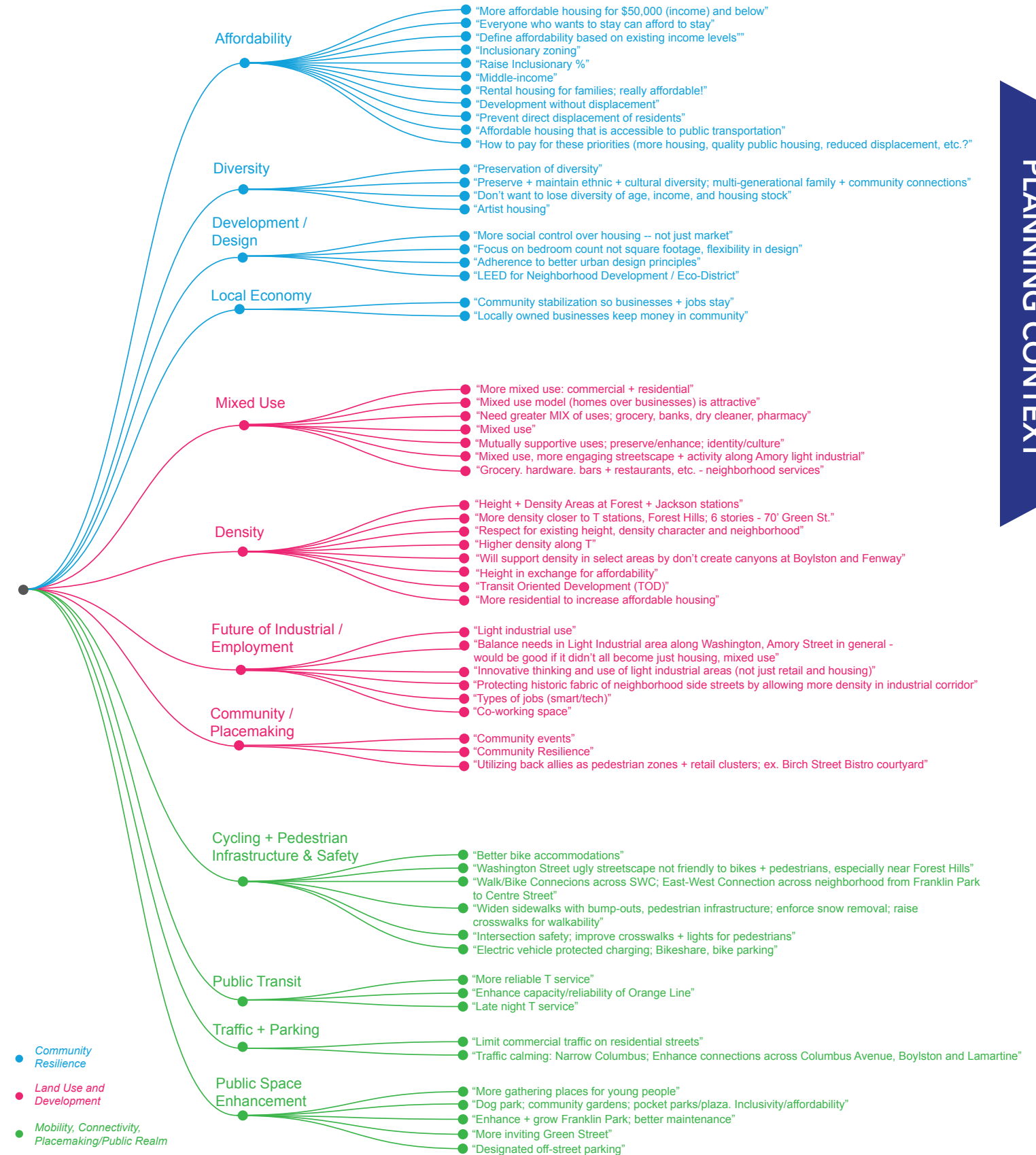


Figure 10. Opposite: Community priority visions and values, learned early on in the PLAN: JP/ROX process

Community Priority Statements

The following are synthesized priority statements that came out of a large visioning process in the early phase of the PLAN: JP/ROX process (Community Workshop 1):

- Promote new affordable housing and retail that supports the social and economic diversity of the area.
- Guide growth that strengthens the community and respects the physical character of the existing residential areas.
- Increase the variety of uses to create more innovative job and business opportunities, and strengthen existing local and small businesses.
- Preserve and enhance the variety of open space amenities.
- Promote more energy efficient, greener buildings, and overall neighborhood sustainability efforts.
- Support artistic, civic, cultural, and community assets.
- Enhance connections in, around, and out of the area to destinations and open space.
- Improve the safety and reliability of the many options for getting around the area.
- Create active and vibrant streets, sidewalks and public places.

Planning Themes

As the PLAN: JP/ROX process progressed, the following themes were targeted around these aforementioned priority statements. Subsequent Community Workshops were built around these themes:

- Community Resiliency & Sustainability
- Land Use & Development
- Mobility & Connectivity
- Public Realm & Placemaking

Neighborhoods constantly change. Through a comprehensive community vision, physical growth will be purposely shaped to maximize community benefits. This community vision of this Plan becomes a model of directed growth through fine-tuned intervention. Guided by community voices and City support, new development helps to create an enhanced neighborhood for all with a diverse population, affordable homes, community serving businesses, and a walkable public realm that connects the neighborhood.



*Figure 11. Opposite: Aerial view of existing residential area
Photo credit: Landslides Photography, Alex MacLean*



*Figure 12. CityPOP temporary artist and maker space in Egleston Square
Photo credit: Embarc Studio*



FRAMEWORK

GOALS & OBJECTIVES

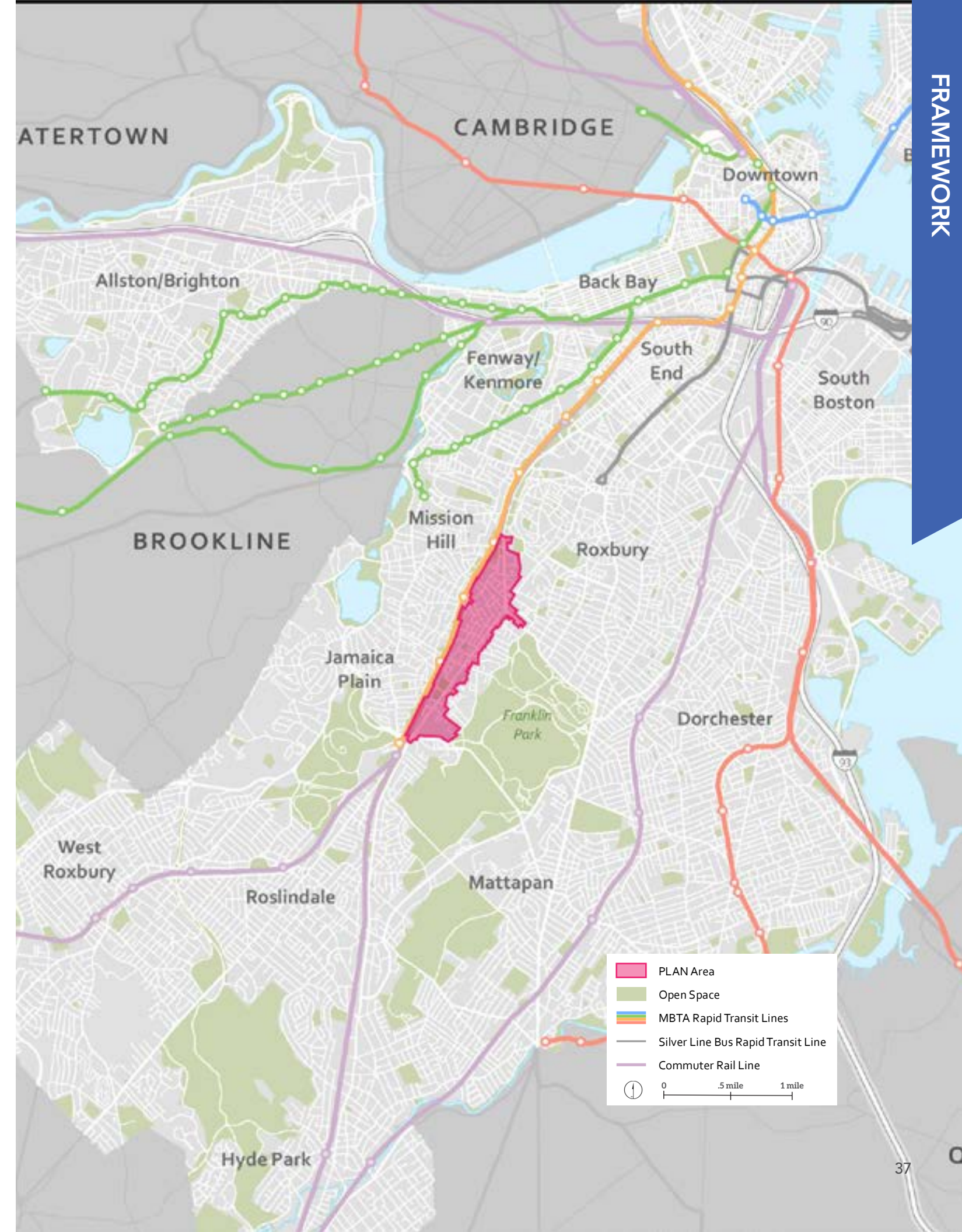
The PLAN: JP/ROX framework ensures that the goals and objectives which emerged from the PLAN: JP/ROX process are reflected in future development in the Study Area. It lays a road map for building on the existing diversity of the Study Area, while enhancing it with recommendations that will guide future development projects within the elements that make a complete neighborhood including:

- Housing Affordability & Development Without Displacement
- Jobs & Business
- Transportation, Mobility & Connectivity
- Open Space, Placemaking & Public Realm
- Sustainable Development & Green Buildings
- Land Use and Zoning

The recommendations put forth in this document will be incorporated into future zoning for the Study Area where applicable. Several key goals of PLAN: JP/ROX include:

- Preventing displacement of low- and moderate-income residents through the acceleration of new affordable housing opportunities and technical assistance.
- Adding to the overall existing housing supply in the Study Area to relieve growing pressure on rents and cost of homeownership.
- Preserving the vast majority of the Study Area's existing form and character while guiding new development built on vacant or under-used land.
- Identifying areas of former industrial uses as strategic mixed-use redevelopment opportunity sites with an emphasis on the provision of affordable housing and job creation.
- Building and enhancing the existing physical character and diversity of places in the Study Area – from Egleston Square, to Green Street, to Stony Brook to Forest Hills – as distinctly different from each other.
- Creating and/or modifying City policies, planning guidelines and tools to implement the vision established by this Plan.
- Developing updated zoning that provides predictable baseline as-of-right development conditions.
- Proposing explicit requirements for the provision of public benefits, specifically affordable housing, in exchange for additional height and density.

Figure 13. Opposite: Transit and open space community assets that are adjacent to PLAN: JP/ROX Study Area



HOUSING AFFORDABILITY, STABILITY & GROWTH

Overview

Boston and JP/ROX are facing a housing crisis. Without any action, the neighborhood risks losing the most important aspect of neighborhoods - the people. Many of the residents that have made Egleston Square, Jackson Square, and Forest Hills their homes for generations are being forced out due to rising rents and the cost of housing. To preserve and strengthen the fabric of the community, the focus must first be on retaining these long-term families and individuals and creating an opportunity for them to thrive. This imperative has been at the forefront of the community planning process and has guided the housing and affordability component of this Plan.

The City has heard from the majority of participants in the PLAN: JP/ROX process that the central focus of the plan must be addressing housing affordability and preventing displacement of low- and moderate-income residents, particularly people of color. The Boston Planning and Development Agency (BPDA), the Department of Neighborhood Development (DND), and all participating Departments of the Walsh Administration stand firmly with the community and have made housing affordability and preventing displacement a central goal of this Plan.

In keeping with this community vision, this Plan identifies one high level goal for creating housing and maintaining affordability in JP/ROX:

Preserve Housing Affordability and Prevent the Displacement of Low- and Moderate-Income Households.

The following strategies will help to accomplish this high level goal:

- Strategy 1: Double the number of affordable and income-restricted units in the PLAN: JP/ROX Study Area.
- Strategy 2: Stabilize rents by expanding the supply of market-rate housing to better meet growing demand.
- Strategy 3: Provide legal, financial, and other types of assistance for individuals facing displacement.
- Strategy 4: Promote homeownership among low and moderate income residents.
- Strategy 5: Ongoing community dialogue and collaboration

The remainder of this section expands upon each of these strategies,

Figure 14. Opposite: The Amory Foundry artist live/work space and JP Cohousing on Cornwall Street near the Stony Brook MBTA station



providing context and identifying existing and new initiatives that will contribute to meeting this goal.

The intent of this chapter of the PLAN: JP/ROX document is to serve as a first draft community stabilization plan for the corridor. To be successful, community stabilization efforts must be iterative and evolve through consistent community dialogue. However the need for action is clear and broadly supported across community groups in the neighborhood. The goal of such stabilization actions should be to preserve all at risk tenancies in the corridor, so that everyone who has chosen to make this neighborhood their home in the past can continue to do so in the future. Resources should be prioritized to serve those at greatest risk of displacement first, and then to lower risk households.

While this section deals primarily with residential displacement, protecting commercial tenants from displacement is also a major priority of this Plan. These strategies are discussed in more detail in the “Jobs & Businesses” chapter of this Plan. While these strategies appear in different places in this document, they are closely inter-related. As an overarching goal, **the City working with residents of the PLAN: JP/ROX Study Area, are committed to preventing the displacement of residential, commercial (both nonprofit and for-profit), and artist live/work tenancies in this neighborhood.**

Risk of Displacement

The PLAN: JP/ROX Study Area is a dynamic and diverse neighborhood. As such, it is an extremely attractive place to live. Unfortunately, the increased demand for homes in the neighborhood, in relation to a limited increase in supply of housing, has caused rents to rise quickly. In fact, the average rent in Jamaica Plain has increased by 15% and Roxbury by 22% between 2014 and June of 2016. The result is increasing cost pressure on low- and moderate-income households, who have long called the area home.

The residents of the PLAN: JP/ROX Study Area are predominantly lower-income than average in Boston and are predominantly people of color. People who identify as Hispanic or Latino (of any race) make up the largest ethnic demographic in this community.¹

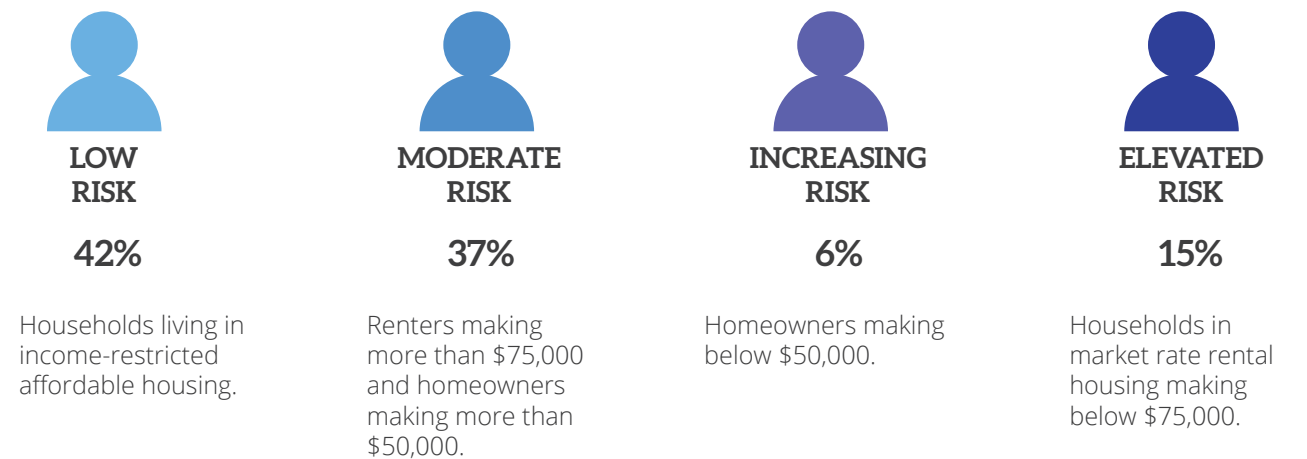
In the past few years, with the end of the recession and the dramatic upward swing in market pressures, many residents, businesses and artists in the Study Area have been displaced or threatened with displacement in the face of redevelopment. Throughout the planning process, many community members shared stories of displacement and neighborhood change. For example, City Life/Vida Urbana has reported working with residents at approximately 10 different addresses in the Study Area in 2016 who faced displacement. Similarly, the number of locally-owned businesses threatened by displacement has begun to be tracked jointly by the Jamaica Plain Neighborhood Development Corporation (JPND), Egleston Square Main Streets, and the Green Street Renters Association, and in 2016 included approximately 10 businesses plus several artist studios. These commercial displacements are often tied to residential displacements - as legacy businesses become particularly vulnerable when their customer base of long standing residents leave the neighborhood.

- **Renters:** According to the 2010 Census, there are 1,813 renters in the Study Area, making up 70% of the area's 2,579 households. 1,054 of those renters live in affordable rental units that are restricted to households earning below a certain income. Meanwhile, 759 of those renters live in unrestricted market-rate rental housing.
- **Homeowners:** The remaining 766 households (30%) in the neighborhood are homeowners. The latest data suggests 162 homeowner households make less than \$50,000 per year. The other 604 homeowner households make more than \$50,000 per year, with 30 of these households living in income-restricted units.

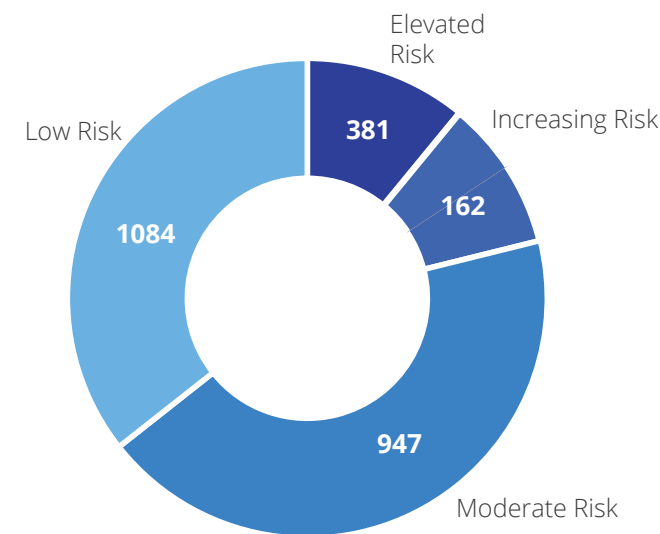
1. 2011-2015 American Community Survey 5-Year Estimates, factfinder.census.gov, referencing census tracts 813, 1203.01 and 1202.01

Risk of Displacement

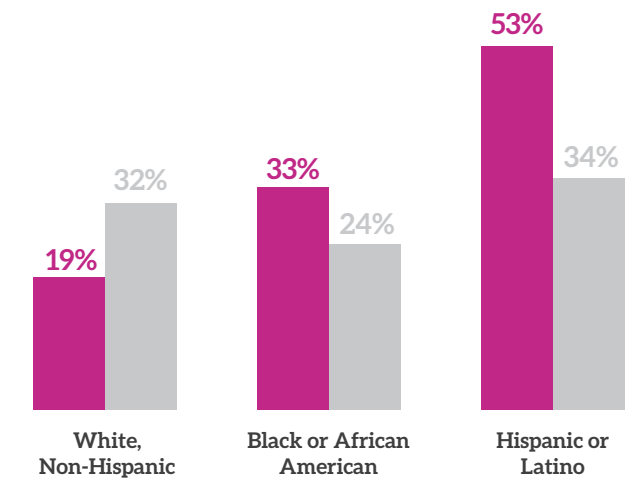
Of the 2,579 households in the PLAN: JP/ROX Study Area, risk of displacement varies.



of Households



By Race/Ethnicity



■ Households with incomes less than \$50,000.

■ All households in the Study Area.

Given that Hispanics/Latinos may be of any race, the percentages add to over 100%.

Figure 15. Opposite: Risk of displacement in the PLAN: JP/ROX Study Area

Degree of Displacement Risk

Low Risk of Displacement

There are 1,084 households (42%) who are most protected from displacement because they live in income-restricted affordable rental units. Income-restricted affordable rental units have capped rents, which are not subject to market pressures. The rents for these households are unaffected by rising market prices. Thus, even though these households have low and moderate incomes, they are generally protected from displacement.

Elevated Risk of Displacement

There are 381 renter households (15%) living in unrestricted market-rate rental housing and earning less than \$75,000 per year who are at an elevated risk of displacement. Of the 381 households, 231 renter households earn below \$50,000. Since market rents can escalate quickly, these low- and moderate-income households are most at risk.

The participants in the community planning process have voiced a clear preference for prioritizing resources to those renter households facing the most elevated risk. Therefore, the PLAN: JP/ROX document focuses on new affordable housing production and target rents, which households making less than \$50,000 per year can afford. In addition, households making between \$50,000 - \$75,000 may not face displacement risk imminently but could if market-rate rental prices continue to rise quickly. In efforts to provide housing opportunity at all income levels and increase economic mobility in this neighborhood some additional income-restricted units should be prioritized at this income level to ensure there is opportunity in the market for low- and middle-income renters.

Increasing Risk of Displacement

There are 162 homeowner households (6%) earning less than \$50,000 per year who are at increasing risk of displacement.

Homeowners generally face displacement when the cost to maintain and retain their homes exceed their ability to pay. These households certainly face displacement pressure, but with less intensity than renters who are at a more elevated risk. The majority of the strategies in this document target rental housing affordability. This is because homeowner households generally face less short-term displacement pressures and the majority of the Study Area households are renters.

Moderate Risk of Displacement

There are 947 households (37%) who are at moderate risk of displacement. These are rental households making more than \$75,000 and homeowner households making more than \$50,000.



Figure 16. Local housing advocates elevated the conversation around housing. Photo credit: Jamaica Plain News

People of Color

People of color are disproportionately affected by increasing housing costs. According to recent Census Bureau data for the three census tracts that contain the study area, 81% of households with incomes less than \$50,000 are persons of color, and over half (53%) are Hispanic or Latino households.

Non-Family Households

In the three census tracts that contain the PLAN: JP/ROX Study Area, 18% of all households are non-family, working age households with two or more people.² Certain individuals in these non-family households may also be at risk of displacement, even where the total household income appears to support market rents. For example, in a 3-person household, two of the roommates may make \$75k per year, and the third makes \$40k per year. The sum total of their income is \$190k per year, so the household appears safe from displacement. However, the lower-income individual in this household does not make enough income to afford most market rate apartments in the area on their own, and therefore is at risk of displacement if the living situation changes. Census Bureau data does not help us in identifying the number of at risk people in this circumstance; identifying these individuals will need to be part of the Office of Housing Stability's outreach and case management efforts.

Advancing Social and Racial Equity

Participants in the PLAN: JP/ROX process, as well as the larger community, have continued to place a tremendous emphasis on social and racial equity in both the housing goals and the larger vision of this

2. Ibid.

Plan. In order to prioritize housing resources in the most socially equitable manner, the plan must seek to prevent the displacement of the households most at risk for displacement. This must include a particular emphasis on the estimated 381 lower income renter households with the most elevated risk of displacement.

The majority of these elevated risk households are people of color, and prioritizing displacements protections for this group will further the goal of preserving the diversity of the neighborhood. The creation of additional affordable housing will not only serve to assist those facing displacement to remain in their community, but will also help protect the economic and cultural diversity of the neighborhood as it grows. This is one reason why this Plan proposes to add significantly more affordable housing units beyond the number of households at elevated risk for displacement. As housing development continues in the neighborhood, it is critically important that housing opportunities exist at all levels. Housing policies must ensure that new households moving into the district are not solely higher income earners, but people of all incomes and backgrounds, in order to sustain the diversity and vibrant character of the neighborhood.

Many of the housing, economic, and racial justice issues raised throughout the PLAN: JP/ROX process are broader issues that extend beyond the boundaries of this planning study. Therefore, the City of Boston commits to working with community advocates to advance citywide policies to combat displacement, advance racial diversity, and promote equitable economic growth. The work to advance these policies is being led by the City's Office of Resilience and Racial Equity, the Office of Housing Stability, and the Imagine Boston 2030 Plan. The coordinated work of these teams, along with community participation and feedback, will result in detailed written plans to advance these goals citywide.

People Centered Outreach on Displacement

As the PLAN: JP/ROX process moves from the planning stage into implementation, it is important to adopt a people-centered approach addressing need and preventing displacement. While this Plan identifies households at risk in broad categories based on census and other de-identified data sources, implementation will require strong one-on-one relationships to the actual people at risk and in need. Fortunately, this community is served by a number of strong non-profits with long histories of successfully advocating on behalf of their neighbors. These organizations, in partnership with the City's new Office of Housing Stability, can provide the outreach necessary to identify these households and provide the individualized case management necessary to help them remain stably housed.

Recommendations

Jamaica Plain and Roxbury are attractive places to live, which means the demand for housing in these neighborhoods continues to increase. Unfortunately, as demand for housing increases and exceeds supply, rents increase, and more and more households face the threat of displacement.

To address housing cost pressures that come from new people relocating to the PLAN: JP/ROX Study Area, the City and the community must take action to reduce instances of displacement by providing greater access to housing affordability. In light of this, the BPDA, the Department of Neighborhood Development (DND), and the City have identified one high-level goal for housing and affordability in the PLAN: JP/ROX Study Area.

Preserve Housing Affordability and Prevent the Displacement of Low and Moderate Income Households.

City policy can advance this goal under a framework with four broad strategies:

- Strategy 1: Double the number of affordable and income-restricted units in the PLAN: JP/ROX Study Area
- Strategy 2: Stabilize rents by expanding the supply of market-rate housing to better meet growing demand
- Strategy 3: Provide legal, financial, and other types of assistance for individuals facing displacement
- Strategy 4: Promote homeownership among low and moderate income residents
- Strategy 5: Ongoing community dialogue and collaboration

Strategy 1: Doubling the number of income-restricted affordable units in the JP/ROX Study Area

Boston has a long history of advocacy that has positioned our community as a national leader in affordable housing. Nearly 20% of the City's housing stock is income-restricted affordable, and according to a 2015 Urban Institute report, Suffolk County (of which Boston has 92% of the county's population) ranked first among America's 100 largest counties in meeting the affordable housing needs of extremely low-income renters (incomes less than 30% of Area Median Income). Even as successful as Boston is relative to other cities, it still only meets 51% of this need.

Boston's long-term accomplishments have included many partnerships between public agencies and nonprofits in the JP/ROX Study

Area. Today, over 30% of the housing stock is income-restricted affordable with over 1,000 units of income-restricted housing.

As housing prices continue to rise, more housing affordable at a range of income levels is necessary to help prevent displacement of existing residents. Throughout the PLAN: JP/ROX process, community participants have voiced a preference for creating as much affordable housing as possible while also reaching the lowest possible rents for these units. These preferences create a tension, however, as the lower the rent of each affordable unit, the fewer affordable units can be created because the required subsidy from the developer to support each unit is greater. For example, a developer would realize the same financial outcome creating three units with the rent restricted to \$1,400 (the two-bedroom rent for a household at 70% of AMI), as they would if they created two units with the rent restricted to \$600 per month (the two-bedroom rent for a household at 30% of AMI).

In order to advance the community goals articulated for income-restricted affordable housing while also ensuring that appropriate funds remain available to create affordable housing in other neighborhoods, PLAN: JP/ROX proposes to more than double the number of income-restricted units by adding more than 1,300 units of affordable housing. In addition, this Plan suggests navigating the tension between the desire to keep these rents as low as possible and to create as many units as possible by targeting an average rent in income-restricted units that would be affordable to households at or below 50% of Area Median Income (AMI, approximately \$34,000 to \$50,000 per year for most households) where possible. For more information on AMI and city-wide funding sources, see Figure 20.

There are two primary tools for creating affordable housing to meet this goal:

- **Government Subsidies to Finance Affordable Housing:** Discussed below are several programs that allow government agencies, including DND, to award direct financial assistance (including reduced land costs) to create affordable housing developments. These tools have the advantage of including a greater degree of community control, but the disadvantage of being fixed to annual budgets. Developers must compete for these limited funds, and these resources must be spread across neighborhoods that all have tremendous needs (i.e., greater investment in one neighborhood may come at the expense of less funds being available in other neighborhoods).
- **Requirements for Private Development to Include Affordable Units:** Boston was one of the first communities in the nation to require developers of multifamily residential housing to set aside



Figure 17. Affordable artist live/work space on Brookside Avenue near the Stony Brook MBTA station



Figure 18. Walnut Park Apartments, a 168-unit public housing development for seniors and people with disabilities ("Roundhouse")

a portion of the new units as income-restricted affordable housing. The tools described below further advance this requirement through a targeted analysis of the JP/ROX real estate market that seeks to capture as much value as possible from new development for affordable housing. These tools must be well calibrated: if the City requires more income-restricted affordable housing than is financially feasible, no new affordable housing set asides will be built. However, these tools have the advantage of creating a new source of affordable housing in JP/ROX that would not otherwise be available without private development in this neighborhood.

Subsidy tools

Subsidy tools fund the creation of affordable housing through the investment of public dollars in community development projects. Subsidy tools include tax credits, affordable housing development funds, and the disposition of publicly-owned land. In addition to these traditional tools, the City of Boston through the DND is working with the JP/ROX community to pilot some new financial subsidy approaches to create additional affordable housing.

Tax Credits and Affordable Housing Development Funds

These include Federal Low Income Housing Tax Credits (LIHTC), State Low Income Housing Tax Credits, Community Development Block Grants (CDBG), HOME Investment Partnership funds from the U.S. Department of Housing and Urban Development (HUD), the Housing Innovation Fund, the Housing Stabilization Fund from the State of Massachusetts, and Inclusionary Development Policy (IDP) and Neighborhood Housing Trust funds from the City of Boston. The future funding of some of these sources, especially from the federal government is unknown. In addition, each of these funding sources is limited, and therefore extremely competitive. Each funding source also comes with specific regulations about the level of project affordability required. The City will continue to support affordable housing projects that compete for these funds, and continue to advocate for expanding these resources when possible. JP/ROX has several successful community development organizations dedicated to expanding affordable housing opportunities, and the City will continue to support affordable housing developments proposed by these organizations in JP/ROX and beyond. A list of active and proposed future affordable housing projects in the pipeline for this area can be found in Figure 20. These projects are included in the anticipated goal of adding more than 1,200 income-restricted units.

Acquisition of Market Rate Housing

The Acquisition Opportunity Program recently launched by DND

Figure 19. Opposite: Projects supported by the Boston Housing Authority (BHA) and DND, currently under construction or currently in the permitting process

| SOURCE OF UNITS | AFFORDABILITY LEVEL | AFFORDABLE UNIT COUNT | TOTAL UNITS |
|---|---------------------|-----------------------|-------------|
| PUBLICLY SUBSIDIZED AFFORDABLE HOUSING IN PERMITTING/ UNDER CONSTRUCTION | | | |
| Jackson Sq (Site III, Phase 3, Building M) | All <60% AMI | 44 | 44 |
| 52 Montebello Road (all <60% AMI) | All <60% AMI | 6 | 6 |
| Jackson Square (Site III, Phase 3, Building N) | All <60% AMI | 28 | 100 |
| BHA Amory Street: (3 phases) | 70% AMI, <60% AMI | 137 | 350 |
| 75 Amory Avenue | All <60% AMI | 39 | 39 |
| Sub total | | 254 | 539 |

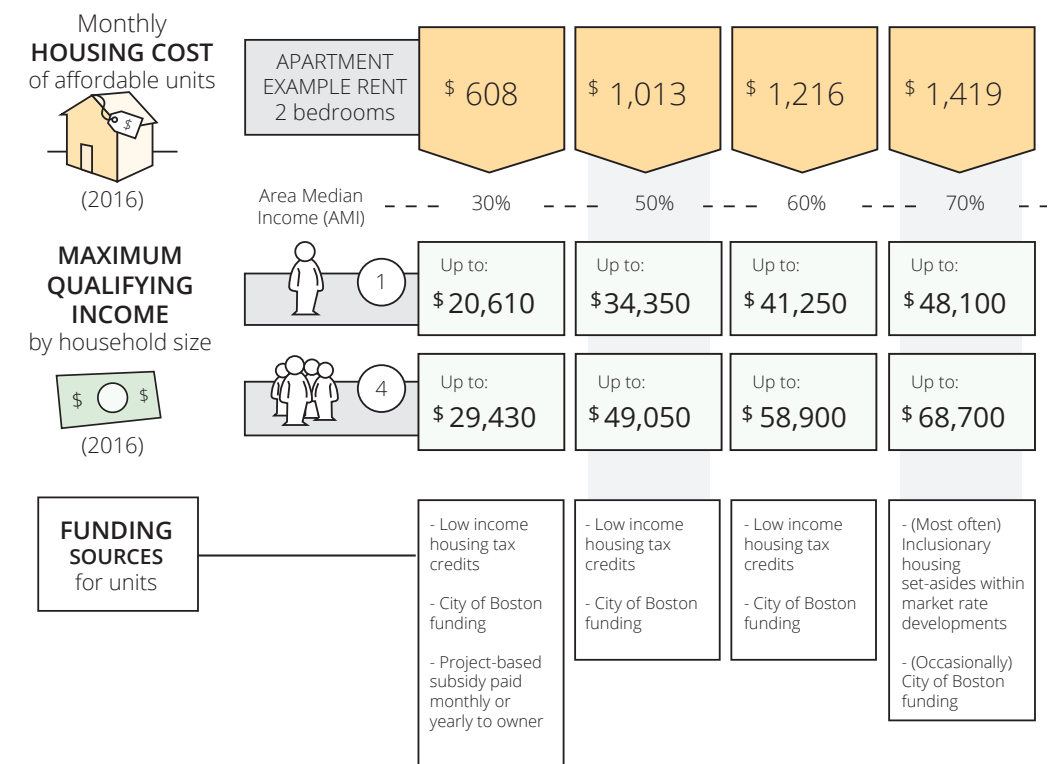


Figure 20. Opposite: Area Median Income (AMI) breakdown explanation

* Area Median Income (AMI) is defined by the US Department of Housing and Urban Development (HUD) in order to calculate income limits for eligibility in a variety of housing programs. HUD defines the boundaries for each area and the Boston metro area is much larger than the City of Boston. While the City is required to use the AMI definitions set by HUD, the community can choose from the options above on how to prioritize units the rent levels of newly created affordable housing units.

** Monthly rent of an apartment size of 1 bedroom per household member is calculated to be 31% of the monthly maximum qualifying income of that household size at that AMI level. For example, a 2 bedroom apartment's rent at 50% AMI (\$1,013) is 31% of the maximum qualifying income of a household of 2 (\$39,250).

makes \$7.5 million of funds available from the IDP Fund to community development organizations to purchase market-rate housing and convert it to income-restricted affordable housing. This will serve to remove existing housing from the speculative market and protect tenants from rent increases. Recognizing that acquisition costs are higher in the PLAN: JP/ROX Study Area than other areas of Boston, DND will consider proposals on a case-by-case basis that exceed the existing per unit subsidy limits, provided that resources are available and that these additional funds go to benefit the most vulnerable tenants.

Acquisition of Vacant or Underutilized Land

Working with lending partners, DND launched a Land Acquisition Pilot Program this year to help affordable housing developers purchase vacant land and buildings for the purpose of building affordable, multi-family housing. An investment of \$2 million in City of Boston IDP funds will leverage up to \$5 million in private funds, resulting in an anticipated \$7 million of low interest capital available to support the acquisition of the property. The City's investment will help to improve responsiveness of funding sources, reduce holding costs of the borrower over a 3-5 year period, and help to advance the site toward development of affordable housing. DND estimates that this investment will enable the purchase of between 60,000 and 175,000 square feet of land for affordable housing and will provide critical information to shape a potential permanent program focused on land acquisition. This program will be administered through partner agencies and is a firm commitment already endorsed by Mayor Walsh in his housing plan, *Housing a Changing City: Boston 2030*. DND also commits to working with local nonprofits in the PLAN: JP/ROX Study Area to finalize the design and implement this program.

Publicly-owned Land (City, State, Federal)

The public owner of a site can sell the property for below market value in order to achieve public benefits such as affordable housing. On city-owned land sold via DND, the expectation is that the percentage of income-restricted affordable housing will be determined by the community - up to 100% of the project. In the Study Area, there are nearly 150 acres of publicly-owned City and State land; however, the vast majority of it exists as current community assets, including schools, existing affordable housing, and open space. The majority of the potentially developable publicly owned land is located at Forest Hills and is owned by the MBTA.

In accordance with the November 16, 1999, and the April 24, 2001 Arborway Yard Memoranda of Understanding (see page 262 in Appendix) between the MBTA and City of Boston, no less than eight acres of the Arborway Yard site is to be transferred to the City for commu-

nity use including affordable housing, youth recreation, retail, light industrial, the Emerald Necklace Re-Connector, and mixed-use development along Washington Street. The Plan honors and reflects the terms of both MOUs and builds upon the October 2008 Forest Hills Improvement Initiative recommendations for the eight acres of public mitigation land. Discussions with the community, City and the BPDA will continue with a focus on near-term and long-term improvements at the Arborway Yard site and the transfer of the public mitigation land including a requirement that no less than half of the units produced at the site will be income-restricted affordable housing. Once the PLAN: JP/ROX process is complete, a timetable and disposition plan that supports the goals of this Plan should be worked on in partnership with the MBTA, City, and the community. (Note: another large parcel of potentially developable state owned land is located just outside of the Study Area at the Roxbury Community College parking lots. Further planning of these parcels are also important to advancing the goals of this Plan.)

Prioritized Affordable Housing Project Financing

To support reaching the affordable housing goals of this Plan, DND will prioritize funding to projects proposed within Strategic Planning Areas identified by the BPDA for housing growth, including the PLAN: JP/ROX Study Area. To be eligible for prioritized funding, projects must be within the Study Area, be responsive to all funding criteria, and demonstrate a commitment to deeply affordable housing at both the 30% AMI and 50% AMI levels. Developments that meet these criteria will be provided with expedited funding awards from the city, support from the City for their State applications, and advocacy with other city agencies and institutions.

Section 8 Project-Based Assistance

To support reaching the deepest level of affordable housing possible, the Boston Housing Authority (BHA) and DND will promote opportunities to make project-based Housing Choice Vouchers (often referred to as "Section 8" vouchers) to new affordable housing projects identified in this neighborhood. The City is working with the BHA to make 100 project-based Housing Choice Vouchers available per year and will award these vouchers to projects citywide. Developments located within Strategic Planning Areas will be provided priority access to these resources provided they meet the eligibility criteria for project based assistance.

Diversity Preservation Preference

Traditionally, affordable housing lotteries equally prioritize any qualified resident of Boston. Many community members have requested a change to this policy which would allow residents facing displacement

in a neighborhood to have priority for affordable housing opportunities built in that neighborhood. To be responsive to this request, DND is piloting a new Diversity Preservation preference which will provide a housing lottery preference of up to 50% of the new affordable units to people living within a defined radius of the project who are income-qualified and can demonstrate risk of displacement. This pilot program will be explored citywide in diverse neighborhoods; however, projects must demonstrate that prioritizing residents within the project neighborhood will not perpetuate racial segregation. If a segregating impact is likely, the radius must be drawn larger to ensure a diversity of applicants utilizing the Diversity Preservation preference.

Extremely Low Income (ELI) Set Aside Requirement

DND requires that 10% of all housing created in projects funded by DND be made available to extremely low income households who make below 30% of area median income (AMI). This policy creates a pipeline of very deeply affordable units which are set aside for formerly homeless households. As a result of community feedback during this planning process, DND will seek opportunities to encourage proposals in this area which exceed this 10% standard.

Affordable Housing Set-Asides from Private Development

Affordable housing set-asides are created in private development sites through the Inclusionary Development Policy (IDP) or through the creation of a Density Bonus option in the zoning.

Inclusionary Development Policy (IDP)

The IDP has been a City policy since 2000 and was redesigned in December 2015. When a private market-rate development has ten or more units and requires zoning relief, the current IDP requires that 13% of all units be income-restricted, affordable housing units. Developers may also seek to make a contribution to the IDP Fund (which is used to create affordable housing) or create units off-site, instead of creating the affordable units on-site. In the Jamaica Plain portion of the Study Area, the requirements for these options were increased in 2015.

Density Bonus Incentive

A density bonus is where a developer opts to incorporate public benefits into a project, such as affordable housing units, and in exchange is allowed to create additional density in a development. As new housing is built in JP/ROX, the community's stated preference is to capture as much of the benefits of this new investment as possible and turn it into affordable housing. The outcome is that each project that opts to seek a density bonus will result in additional affordable units, with a base

Density Bonus: How many affordable units are there?

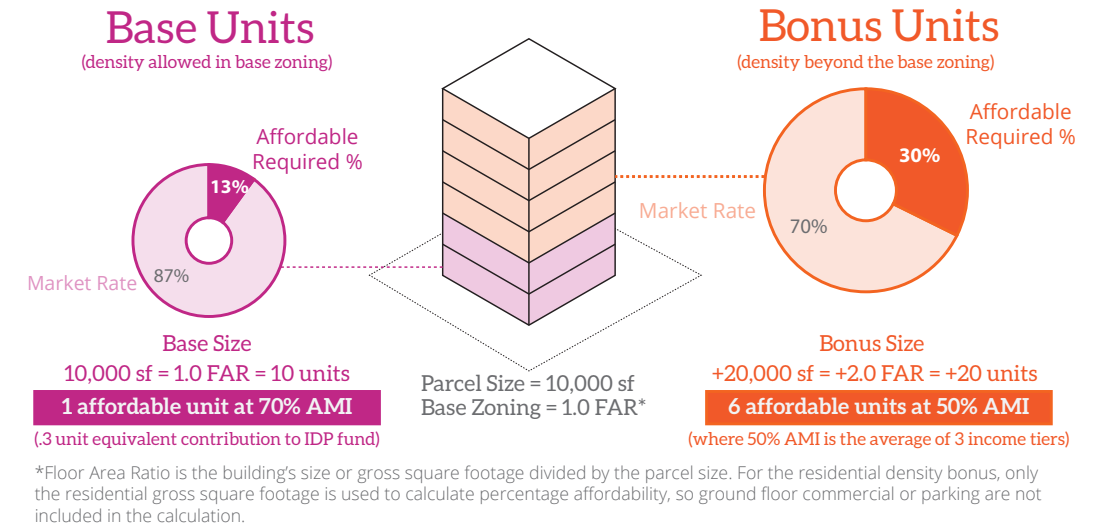


Figure 21. Opposite: Summarized calculation of the density bonus incentive

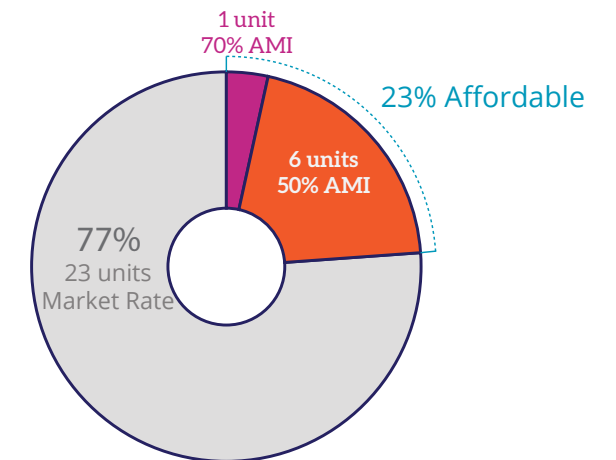
Summary and Total

Building Stats (Residential)

30,000 sf
3.0 FAR
30 units

7 affordable units

23% affordable



affordability of 13% at 70% of AMI, plus an additional set-aside at an average of 50% of AMI. Developers would be allowed and actively encouraged to create units from the density bonus at up to three income tiers, with a minimum of 30% of AMI and a maximum of 70% of AMI, and an average of 50% of AMI.

The BPDA, DND, and the Housing Innovation Lab worked closely together on a detailed financial feasibility study to design the most effective density bonus policy for JP/ROX. The study aimed to maximize the number of affordable units at AMIs desired by the community, without freezing development. Requiring a set-aside greater than what a developer can bear, limits the development of new housing units. This would not only mean fewer market-rate units, but also fewer affordable units created without a public subsidy. Initial results of the study (released in October 2016) showed on-site affordability would be maximized without undermining financial feasibility when 20% of the bonus density is set aside for affordable housing (on parcels with a base allowed Floor Area Ratio, or "FAR" of 1.0). The BPDA has received considerable feedback from the community on both the underlying assumptions of the feasibility analysis and

on the need to maximize affordability. Based on this input, the BPDA recommends that the density bonus incentive on new development to include 13% set aside at 70% of AMI of the base allowed FAR, plus an additional set-aside on the bonus density of 30% for parcels where the base allowed FAR is 1.0 and 35% where the base allowed FAR is 2.0. The total affordability in a typical project will be 21.5% of the total units, though this percentage increases with density. Making this recommendation represents a significant leap of faith that developers will be able to move forward with projects, as changing conditions could easily lead to infeasibility. The zoning tools to achieve a density bonus (e.g., Residential Development Area) are explained in more detail on page 127. For more detailed information about the October 2016 density bonus feasibility analysis, please see the BPDA website.

Inclusionary Zoning

While the IDP is a strong and influential policy for creating affordable housing, it does not apply to as-of-right projects. To address this challenge, the City will seek to file legislation with the State during the 2017 legislative session which will allow the City to write inclusionary development into the base zoning. This legislation will ensure that every future development that meets certain criteria will be subject to the same or similar requirements of the IDP. During the interim period before this legislation is passed, the JP/ROX rezoning will use existing tools to ensure that all projects with 10 or more units will be required to participate in the IDP, and where density triggers are met, the density bonus incentive program.

If the City is successful in obtaining inclusionary zoning authority, the BPDA will explore updating the zoning requirements in this area so that developments could proceed as-of-right if they meet the affordable housing requirements outlined in this Plan. This will allow development projects which meet the vision of this Plan to move forward without the additional step of seeking Zoning Commission or Zoning Board of Appeal approval. However, these projects will still be required to participate in the BPDA's project review process which includes opportunity for community input.

Use of Competitive Affordable Housing Resources by Private Developers

While relatively few private developers have experience working with affordable housing lenders and/or Low Income Housing Tax Credits (LIHTC), some developments will be able to provide 20% of units at 50% of AMI through a combination of affordable housing finance including competitive 4 % LIHTC. These credits are becoming more scarce; however the BPDA will actively encourage developers to look at this financing option in the PLAN: JP/ROX Study Area where possible.

Strategy 2: Stabilizing rents by expanding the supply of housing to better meet growing demand

While income-restricted affordable housing units offer the safest and most reliable strategy for protecting low- and moderate-income households from displacement, dramatically accelerating production of new housing supply will help to moderate rent increases in market rate housing.

Because the housing market is regional, Mayor Walsh's housing plan calls for dramatic increases in the pace of housing production, including a goal for producing 53,000 new units in Boston by 2030, and working with regional partners to increase housing supply in other communities as well. Furthermore, a large number of affordable units created by this Plan will depend on private development; while balanced income distribution in the Study Area is a key goal, there is a broader need to build more housing units to address growing demands at all income levels.

Evidence from across the United States indicates that cities and states that restrict the supply of new housing while their economies are growing experience greater increases in housing costs and displacement of low income groups – particularly those that are on the cusp of qualifying for affordable housing. At a wider level, the broader economy suffers from increased instability in the housing market and decreased labor mobility which may inhibit further economic growth. In addition to the income-restricted units created through the density bonus incentive described above, the following initiatives provide opportunities for increased housing production:

Appropriately Locating Development

The density bonus option will only be used in areas the community believes are appropriate for new, denser development. This will streamline the approval process for housing development in these locations. At the same time, this Plan envisions that the zoning in many areas of the corridor will not change at all. This will send a clear signal that higher density development is not desired in these areas by the community.

Density Bonus Zoning Tools

Currently, most new housing developments within the JP/ROX Study Area require zoning variances, even at sites where additional development would be appropriate. Zoning variances for nonconforming uses, heights, and other dimensional requirements add significant time to development schedules and are sometimes not granted at all. The Residential Development Area (RDA) is one identified tool that sets development parameters and affordability requirements. An RDA

plan creates new zoning for a site and requires a robust yet more predictable public process for approval, since expectations for affordability, development scale, and design are clearly stated. Other zoning processes including the Residential Development Incentive (RDI) allow developments that exceed base zoning in height and density to proceed as-of-right as long as they strictly follow all dimensional, use, and affordability requirements. All projects will still need to undergo the Article 80 community review process. See page 126 in the Land Use and Zoning section for a more detailed explanation of the possible zoning tools that have a density bonus option.

Exemptions and Incentives for Deeply Affordable Projects

In order to support developments with a high level of affordability, the BPDA will explore design flexibilities for private or non-profit projects that are greater than 50% affordable housing. These incentives will be examined during the zoning phase of this planning process. This may include reducing setback requirements or increasing height limits in order to support the creation income restricted affordable units.

Compact Living Incentive

The City is exploring a Compact Living program, which would seek to diversify housing types and increase middle-income housing in a neighborhood. With BPDA approval, developers would be allowed to build 20% smaller compact studios, one-bedroom, two-bedroom, and three-bedroom units that would be more affordable than standard-sized new units.

Accessory Dwelling Units

The City is exploring a pilot program which would permit homeowners to alter their homes to meet changing household needs. Households will be able to modify their homes to create a new dwelling unit for an aging parent, growing family, young adult, or a tenant to increase household income. These additional rental units would increase density without modifying the existing neighborhood fabric.

Strategy 3: Providing legal, financial, and other types of assistance for individuals facing displacement

To effectively combat the displacement of long time residents from its neighborhoods, Boston needs both a robust set of development policies that ensure “development without displacement,” and a strong set of policy tools that protect tenants and preserve diversity.

Office of Housing Stability

Mayor Walsh, recognizing the need for additional policy tools, in his 2016 State of the City address, called for the establishment of an Of-

fice of Housing Stability within City government to advocate for solutions for Bostonians in housing crisis. Both in the community feedback during the PLAN: JP/ROX process and in conversations with community leaders held by the Office of Housing Stability, there has been support for policies already in place that protect residents, and a clearly articulated need for stronger and more coordinated responses to the housing crisis. Existing policies and programs include:

- **Eviction Assistance:** Assistance to tenants facing eviction through programs that provide rent payment assistance, mediate landlord-tenant disputes, and provide access to legal services at housing court.
- **Boston Tenants Organizing Program:** Support and financial assistance for advocacy groups through the Boston Tenants Organizing Program (BTOP) to assist programs that organize tenants, advocate for tenant rights, and provide housing search to households in crisis.
- **Condo Conversion Ordinance:** Protection of tenants in rental units converting to condos by requiring up to a five year notice period prior to eviction of tenants, providing tenants the opportunity to purchase the condo, and establishing required relocation benefits.
- **Fair Housing Laws:** Coordinated enforcement of Fair Housing laws that ensure fair and equitable access to housing opportunities via the Office of Fair Housing and Equity.

In response to the overwhelming need for additional support for people in housing crisis, the Office of Housing Stability is also working to pursue additional policy supports.

- **Dedicated Outreach on Tenant Rights:** A major goal of the Office of Housing Stability is to ensure that tenants are informed about their existing rights and protections. Through targeted outreach campaigns, such as mailings to tenants in newly sold buildings or recently foreclosed properties, the office is intending to reach tenants well before any potential evictions occur. In addition, the Office of Housing Stability staffs a hotline and an evening clinic to assist tenants and landlords with maintaining tenancies.
- **Improved Case Management:** Improved coordination of case management between government and nonprofit agencies provide services to households in crisis, so as to prevent unnecessary hand-offs and ensure no family “falls through the cracks.”
- **Eviction Data Analysis and Intervention:** Utilizing access to comprehensive data on evictions within the City of Boston, including both housing court records and early pre-court eviction documentation, to identify trends and proactively intervene to preserve

tenancies. While there are few concrete data sources available to identify the specific households at risk for displacement and measure displacement in real time, the Office of Housing Stability is committed to advancing policies that will create the databases necessary to take proactive action. This will include a focus on eviction data and leading indicators of potential displacement.

- **Expanded Eviction Protections:** New, evolving policy will explore ways to minimize evictions leading to displacement, such as the eviction of long-term tenants for the purposes of flipping properties.
- **Coordinated Housing Search:** The Office of Housing Stability will reform the City's Metrolist service so that it is a user friendly housing search tool which has complete accurate listings of affordable housing opportunities in Boston.

Assistance for Artist Housing

There are several dedicated artist live/work developments in the study area including Amory Foundry Studios and Cornwall Studios. The Study Area also includes a number of thriving artist housing locations which the community has emphasized a desire to preserve and grow.

The Mayor's Office of Arts and Culture and the BPDA jointly manage the ArtistSpace program which includes opportunities for qualified artists to rent and/or purchase affordable, income-restricted artist live-work space. The City will seek opportunities to protect and expand the supply of artist housing in this area through updated zoning and the ArtistSpace program. The BPDA and the Mayor's Office of Arts and Culture are coordinating on these ideas, and they will be detailed in the zoning phase after the PLAN: JP/ROX process.

Strategy 4: Promoting homeownership among low and moderate income residents

Strong stable neighborhoods are often built around a substantial degree of owner-occupancy. While the majority of households in the PLAN: JP/ROX Study Area are renters, continuing to support homeownership opportunities within the community remains an important housing policy goal. The Department of Neighborhood Development advances homeownership programs through its Boston Home Center and related activities in partnership with other agencies and nonprofits.

Boston Home Center and Assessing Department

The Boston Home Center and the City's Assessing Department will provide outreach to homeowners and seniors in the area to help them take advantage of existing property tax relief programs and tools to

help them afford the cost of maintaining their homes. In addition, the Boston Home Center will prioritize identifying new strategies to lower the cost of ongoing homeownership for low and moderate income Bostonians with a particular focus on senior homeowners. These efforts include:

- **Assistance to first-time home buyers:** The Boston Home Center and other community programs financially help low-, moderate-, and middle-income Bostonians purchase their first home. Recognizing that the down payment and closing cost assistance programs offered by the City do not close the gap for many potential first time home buyers given the housing prices in the PLAN: JP/ROX area, DND will work with local non-profits to design and implement additional home buyer assistance tools to benefit moderate income home buyers.
- **Foreclosure prevention:** Assistance includes foreclosure counseling, advocacy and financial education.
- **Funding for home repair and renovation:** Assistance includes programs to improve the energy efficiency of homes to help owners save on housing costs over time.
- **Property tax assistance:** Programs can help fixed income households manage the tax burden of their properties including abatements, exemptions and deferrals.
- **New Programs to Advance Homeownership:** Expanding the Community Land Trusts can prioritize the creation of affordable housing through community control of development.
- **Alternative housing types:** Homeowners can modify their homes to meet changing needs. For example, Accessory Dwelling Units may allow seniors who would like to age in place to create a smaller, fully accessible space for themselves, and rent the remaining space.

Strategy 5: Ongoing community dialogue and collaboration

A task force of community stakeholders will be formed to meet regularly on housing stability issues, conduct outreach with those at-risk for displacement, and continue to create innovative anti-displacement strategies around the Study Area. The Department of Neighborhood Development's Office of Housing Stability will take responsibility for convening this group which will provide ongoing community-driven review of the goals and successes toward housing stabilization. Ongoing conversations around new anti-displacement strategies include exploring an Article 80 development review checklist for neighborhood stabilization. This checklist could include information around existing resident and business tenancies, assistance for tenants facing eviction, and other tenant stability issues.

Housing Growth Forecast, Affordability and Equity

The four strategies outlined will advance the goal of preserving housing affordability and preventing the displacement of low and moderate income families who are predominantly people of color. These strategies are guiding the land use and zoning changes that will steer more equitable housing development in years to come.

The BPDA has completed a detailed land use and development finance analysis to forecast potential future housing development in the area. The results of this analysis are shown in Figure 22. This analysis forecasts new housing development in the area to be approximately 3,783 total new units at the full build out. Based on community feedback, this buildout analysis has been revised from previous drafts to include projects currently in the pipeline or under review. The maximum potential build out of future projects has also been reduced from well over 3,000 in previous drafts to 2,487 in response to community feedback.

As a result of this planning process, a projected 36% of all new future housing units, both from projects in permitting and in future projects, to be built as a result of this Plan will be income restricted affordable housing. This analysis includes several development projects that are already underway and have limited opportunities for change. If we only consider the future projects that are yet to be identified but are projected to be built following the recommendations of this planning process, then a projected full **41% of new housing will be income restricted affordable.** See Figure 22 for detail.

Of these new affordable units, up to 1,019 will be in publicly subsidized affordable housing projects, representing a potential public subsidy requirement of nearly \$365 million dollars, of which \$54 million would come from the City of Boston.³ Already 39 of these units are in construction and another 215 have been identified for construction at specific locations (see Figure 19), many of which are well on the way to being built. Approximately 372 affordable units are targeted to be built at the publicly owned Arborway Yards site and another 193 affordable units are potentially feasible at sites already owned or controlled by non-profit and community development entities. Of the 200 publicly subsidized affordable housing units beyond these identified sites, strategic market-rate unit acquisitions aimed at preventing displacement will be prioritized where possible. While identifying sites for the rest of the additional 200 publicly subsidized affordable housing units will be challenging, it is a feasible goal given the strength of the community development partners in the area and the community's support for housing

3. Since 2014, the average affordable housing project in Boston required \$358,000 per unit in public financial assistance (including Federal, State and local sources). This includes an average of \$56,000 per unit from the City of Boston.

| FUTURE PLANNED DEVELOPMENT | | |
|---|------------------|--------------|
| | Affordable Units | Total Units |
| Private Development | 245 | 1,350 |
| Arborway Yards | 372 | 744 |
| Non-Profit Owned Sites | 193 | 193 |
| Additional Affordable Housing Created Via Acquisition, Land Banking, or Other Tools | 200 | 200 |
| Total | 1,010 | 2,487 |

41% of newly planned development is affordable.

| IDENTIFIED PROJECTS IN PERMITTING OR UNDER CONSTRUCTION | | |
|---|------------------|--------------|
| | Affordable Units | Total Units |
| Private Development | 114 | 757 |
| Publicly Subsidized Projects | 254 | 539 |
| Total | 368 | 1,296 |

28% of identified development in permitting or under construction is affordable.

| BOTH FUTURE PLANNED DEVELOPMENT AND IDENTIFIED PROJECTS IN PERMITTING | | |
|---|------------------|--------------|
| | Affordable Units | Total Units |
| Total New Development | 1,378 | 3,783 |

36% of all new development is affordable

Figure 22. A potential build out scenario based on proposed changes in land use and affordability requirements to forecast potential future housing development in the area

affordability. In addition, throughout the planning process, many community members made clear that these new affordable housing units should be prioritized for the lowest income levels possible (i.e., 30% and 50% AMI levels). The strategies outlined on the previous pages of this Plan provide the context by which this goal can be met.

Figure 23 identifies the maximum income levels that each new unit of income-restricted affordable housing is forecasted to be built at, given the tools outlined in the previous sections. Again, based on community feedback, significant efforts have been made in this Plan to reach the deepest levels of affordability possible. It should also be noted that an income restriction sets the maximum earnings a household can make and not the minimum. For example, any household making below the 50% of AMI income limit (i.e., \$44,150 for a three-person household) is eligible to live in a 50% unit as long as they can afford the rent cap for the unit (i.e., \$1,013 a month for a two-bedroom), either on their own, or in conjunction with a federal or state housing voucher.

For example, of the 245 affordable units created by private developers, 115 (47% of the total) are at an average of 50% of AMI, meaning some units will be restricted to those at 30% of AMI, some at 50% of AMI, and some at 70% of AMI. In addition, given that 19% of BPDA monitored units restricted at 70% of AMI have tenants with income of less than 30% of AMI, and an additional 14% have incomes of between 30% and 50% of AMI, it is expected that the resulting mix of incomes in privately produced affordable units will be a balanced mix: 32% at less than 30% of AMI, 25% between 30% and 50% of AMI, and 43% between 50% and 70% of AMI.

To forecast the potential impact of this housing growth on the social, racial and economic diversity of the neighborhood, the table in Figure 24 looks at the income levels of existing households in the census tracts surrounding the PLAN: JP/ROX Study Area. This table shows the resulting new household income level distributions if every possible new unit is built. However, while this table presumes a larger buildout in order to forecast the scenario that would be the largest impact on the character of the neighborhood, it is unlikely that every possible future unit will be built.

Predicting who will choose to move into a neighborhood is very inexact. Housing choice and access to opportunity are important core values of Boston's development and housing programs, so the decision to move in or out of a neighborhood should ideally rest with each household. However, in order to provide a baseline for discussion, if the prediction model presumes that new units at each income level will go to people who match the existing neighborhood demographics of that income level, then the overall number of households of color would substantially increase, and the neighborhood could be expected to remain at or above 50% people of color.

Figure 23. Opposite: Income levels for projected new units of income-restricted affordable housing

| PROJECTED STUDY AREA BUILDOUT BROKEN DOWN BY HOUSEHOLD INCOME GROUP | | | | |
|---|-----------------------------|------------------------------|---------------------------|-----------------------|
| UNIT CLASSIFICATION AND INCOME CAP | RENT CAP FOR 2-BEDROOM UNIT | IDENTIFIED PIPELINE PROJECTS | POTENTIAL FUTURE PROJECTS | TOTAL NEW DEVELOPMENT |
| Very Low Income (<30% AMI) | \$608 | 48 | 109 | 157 |
| Low/Moderate Income (<50% AMI) ⁽⁴⁾ | \$1,013 | 76 | 39 | 115 |
| Moderate Income (<60% AMI) ⁽⁵⁾ | \$1,216 | 39 | 693 | 732 |
| Moderate/Middle Income (<70% AMI) | \$1,419 | 186 | 169 | 355 |
| Middle Income (<100% AMI) | \$2,027 | 19 | 0 | 19 |
| Total Income-restricted Affordable Housing Units | - | 368 | 1,010 | 1,378 |
| Total Market-Rate Housing Units | Market Rate | 928 | 1,477 | 2,405 |
| Total Housing Units | - | 1,296 | 2,487 | 3,783 |

4. Density Bonus units will be required to be built at an average of 50% AMI. For this table we assume that a third will be at 30% AMI, a third will be at 50% AMI, and a third will be at 70% AMI.

5. The majority of units receiving public subsidy are required to be at 60% AMI or less. However, as this Plan moves into implementation, DND will work with developers prioritize funding to projects which use include 50% AMI units. This will move units out of the less than 60% AMI row and into the less than 50% AMI row.

Figure 24. Opposite: Projected change in each household income group based on existing census tracts that are in the PLAN: JP/ROX Study Area

| JP/ROX CENSUS TRACT PROJECTED CHANGE IN EACH HOUSEHOLD INCOME GROUP | | | | |
|---|-----------------------------|-----------------------------------|------------------------|--------------------------|
| HOUSEHOLD (HH) INCOME | RENT CAP FOR 2-BEDROOM UNIT | CURRENT TOTAL HH'S ⁽⁶⁾ | % PEOPLE OF COLOR HH'S | FUTURE NEW HOUSING UNITS |
| Very Low Income (<30% AMI) | \$608 | 917 ⁽⁷⁾ | 87% | 157 |
| Low/Moderate Income (<50% AMI) ⁽⁴⁾ | \$1,013 | 324 | 71% | 115 |
| Moderate Income (<60% AMI) ⁽⁵⁾ | \$1,216 | 124 | 54% | 732 |
| Moderate/Middle Income (<70% AMI) | \$1,419 | 153 | 55% | 355 |
| Middle Income (<100% AMI) | \$2,027 | 455 | 52% | 19 |
| Market Rate Units | Market Rate | 607 | 32% | 2,405 |

6. This data is from Census Table B19001 (ACS 2014 5-Year Estimates) which lists the number of households by income category. The income categories the Census uses are in hard dollar amounts (e.g. \$25,000 to \$29,999). AMI categories were assigned as closely as possible to these dollar categories, but are approximate. AMIs for a household size of 3 (Boston's average) were used.

7. The vast majority of households below 30% AMI live in affordable housing units with capped rents, and therefore are safe from displacement

Conclusion

The City is committed to achieving the goal of preserving housing affordability and preventing the displacement of low- and moderate-income households in the PLAN: JP/ROX Study Area and throughout the City of Boston.

Significant funding and resources have been dedicated to the development of affordable housing in support of this goal. Through the new and ongoing initiatives outlined in this report, the City plans to reach and, if possible, exceed the affordable housing goals of this Plan.

In total, the tools outlined above will support a 35% income-restricted affordable housing target for the combined pipeline and future new development in the PLAN: JP/ROX Study Area, doubling the affordable housing stock in the Study Area. Specifically, this will mean completing the existing pipeline of 306 affordable units, implementing a density bonus incentive to achieve an estimated 245 affordable units in private development affordable set-asides, and adding enough new publicly subsidized affordable units to reach a total of upwards of 1,378 new income-restricted housing units (see Figure 25 for details). Achieving this level of affordable housing will require upwards of \$350 million in public subsidy across local, state, and federal sources as long as funding remains available. This would include an estimated \$54 million in subsidy from the City of Boston.

In addition, the City understands that the promise of future affordable housing and stable rents does little immediate good for JP/ROX residents currently in crisis. Residents facing immediate displacement need assistance from the City, and the City is responding to that need with the newly created Office of Housing Stability (OHS). Backed by \$1.6 million in funding, the OHS team will provide critical case management services and advocate for policies that reduce evictions, prevent homelessness, and help Bostonians facing housing crises achieve housing stability.

Developing and maintaining affordable units for rent and purchase is not, on its own, sufficient to meet the ambitious vision laid out by JP/ROX residents through the planning process. In the long term, rents will only moderate when the supply of housing meets or exceeds housing demand. To that end, the City is equally committed to finding new ways to incentivize private sector developers to build additional market-rate units, increasing supply, and stabilizing rents.

Finally, affordable homeownership is a critical part of preventing the displacement and building the wealth of low- and moderate-in-

come households. The City will continue efforts to assist low-income homebuyers through the Boston Home Center, which provides financial assistance and classes for income-qualified individuals looking to purchase homes. This initiative will be complemented by continued exploration of Community Land Trusts – community-run organizations that create new opportunities for low- and moderate-income individuals and families to purchase homes.

Achieving the vision laid out by residents of the PLAN: JP/ROX Study Area will require continued partnership, advocacy, and hard work over the coming years. As the recommendations are implemented, the City will check in with the community on an annual basis, track the progress of subsidized affordable housing, evaluate the effectiveness of the density bonus incentive, and monitor resident displacement. The City looks forward to working with residents of the PLAN: JP/Rox Study Area to advance the strategies outlined in this Plan and make residents' vision for their neighborhood a reality.

JOBS & BUSINESSES

Context

Community

Preservation and Growth

The PLAN: JP/ROX community has an interest in balancing the preservation of the existing business community and development of new commercial activity. The community process highlighted residents' interest in maintaining a diverse neighborhood community. Residents view business – especially independent small businesses – as an important part of that preservation. Community comments shared that existing, independent businesses keep money in the community and serve an array of socioeconomic groups, not just the wealthy. At the same time, residents shared the desire to have access to more goods and services locally, which would require new businesses and more development.

Role of Local Organizations

The community recognizes that a number of local organizations, including Main Street organizations and community development corporations (CDCs), have played an important role in business successes and job creation. For example, the Egleston Square Main Street organization supports the business district in promotion, preservation, and revitalization. Another example of local-led development is the Brewery Complex, pointing to important partners for economic development of the Study Area. The Jamaica Plain Neighborhood Development Corporation (JPNDC) led the development of the Brewery Complex, a home for small businesses that employs approximately 500 people. CDCs are not only championing affordable housing but are also playing a significant role in business development and workforce development.



Figure 25. The Brewery Complex, renovated by the Jamaica Plain Neighborhood Development Corporation, contains approximately 40 businesses and services within 4 different buildings.

Businesses

Business Composition

The composition of businesses is diverse across the Study Area, with highest representation from healthcare and social service and retail trade. The wider neighborhoods of Jamaica Plain and Roxbury host 639 businesses and 763 businesses respectively. Within the JP/ROX Study Area, there are approximately 300 businesses and organizations, representing many sectors: healthcare and social assistance, retail, professional services, neighborhood services, and transportation services. Highlights of the business community are noted below, and sector diversification is illustrated in Figure 26.

- The community is well served by a diversity of health, community, and social services (13%) and non-profit/community/religious organizations (7%).
- The neighborhood is certainly service industry focused (44% excluding retail) but the area is economically diverse with some manufacturing, construction, whole sale, and logistical operations (15%).
- Salon services along Washington Street. (5.6%) are the second most numerous specific type of business behind restaurants (7%) and tied with real estate agencies/management (5.6%).
- Most of the restaurants are fast food and takeout (7%). Food markets (2.6%) are mostly smaller bodegas, convenience stores, and some ethnic-focused grocery stores.
- Retail (11%) is focused on basic needs rather than specialty or window shopping retail establishments.

Business Size

Businesses are predominantly small in terms of revenue, employment, and real estate needs. The size of businesses in JP/ROX is illustrated in the charts below. Nearly 50% of businesses had annual sales less than \$500,000 in 2012, and 72% of businesses had revenues less than \$1 million. Furthermore, nearly 60% of businesses employed fewer than five people. There is a high number of enterprises in the professional services and retail sectors; however, these industries do not necessarily correspond with employment quantity or quality. In fact, as explained in the subsequent Jobs section, health and social services organizations drive the number of jobs located in the area. Finally, businesses in the Study Area occupy small commercial spaces. Approximately 35% of businesses operate in spaces less than 2,500 square feet, and nearly 75% operate in spaces less than 10,000 square feet.¹

¹ InfoUSA Business Data, 2012.

| INDUSTRY CATEGORY | NUMBER IN THE STUDY AREA |
|--|--------------------------|
| Healthcare, Community, & Social Assistance | 41 |
| Retail Trade | 33 |
| Professional, Scientific, & Technical | 32 |
| Neighborhood Services | 30 |
| Food Services | 22 |
| Community/Religious Organizations/Associations | 21 |
| Transportation Services, Logistics | 21 |
| Construction | 17 |
| Real Estate, Leasing | 17 |
| Other | 17 |
| Finance and Insurance | 14 |
| Wholesale Trade | 13 |
| Other Administrative, Business Support | 10 |
| Arts, Entertainment, & Recreation | 8 |
| Manufacturing | 6 |
| Educational Services | 3 |

Figure 26. Categories of industries found in the Study Area

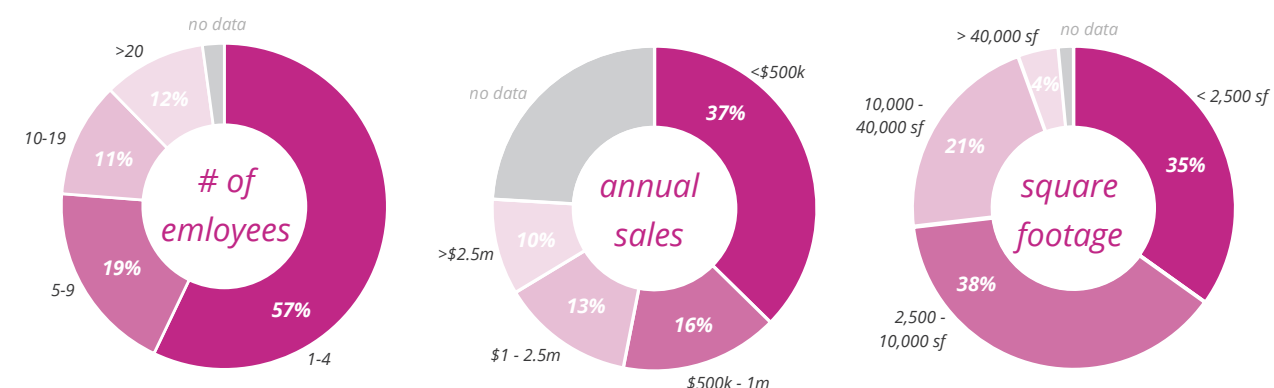


Figure 27. Opposite: Size of businesses in the Study Area by number of employees, annual sales and square footage

Jobs

Employment, Education and Earnings

Employment, education, and earning levels in the Study Area are above the Boston city average. Boston’s unemployment rate is 3.9%, and the rate within the Study Area is 0.8 times this average, based on census estimates.² 70% of the population aged 16+ participates in the labor force, as compared to 68% citywide.³ Unemployment is not an alarming issue for the JP/ROX community relative to other neighborhoods in Boston. Median earnings however, do raise concern. Although median earnings within the Study Area are above the city average, it is below the wider Jamaica Plain average, and it stands at only \$31,158, as seen in the nearby table.⁴ Positively, residents in the Study Area have an above average level of educational attainment, where 35% of residents in the census tracts of the Study Area who have advanced degrees.⁵

Drivers of Jobs Located in Study Area

Jobs located within the Study Area are driven by the healthcare and social services sector, followed by construction. In broader Jamaica Plain, which includes the Study Area, there are three employers in the healthcare and social assistance sector that each employ more than 500 employees.⁶ The sector has 115 establishments and provides 56% of the jobs located in Jamaica Plain and 44% of the jobs located in the Study Area.⁷ Thus, within the JP/ROX Study Area, the healthcare and social assistance sector is the most significant driver of jobs locally. Major employers within the Study Area include Brookside Community Health Center and Dimock Center, while just outside the Study Area, major employers include Faulkner Hospital, VA Boston Healthcare, Angell Animal Medical Center, and Sherrill House.⁸ These organizations are not only providers of jobs, but also providers of important social services. The second major source of jobs located in the Study Area is construction, with 13% of the jobs located locally.⁹

Jobs Held by Residents of the Study Area

Most residents commute to jobs outside of the Study Area, in health, education, and accommodation areas. The number of jobs available in the Study Area and surrounding neighborhoods does not necessarily correspond to the source of employment for res-

2 U.S. Census Bureau, 2010-2014
 3 Ibid.
 4 Ibid.
 5 Ibid.
 6 Boston Neighborhood Business Patterns, 2016.
 7 U.S. Census Bureau, 2010-2014.
 8 Boston Neighborhood Business Patterns, 2016.
 9 U.S. Census Bureau, 2010-2014.

| EARNINGS OF WORKERS | JP/ROX STUDY AREA | JAMAICA PLAIN | ROXBURY | BOSTON |
|---------------------|-------------------|---------------|----------|----------|
| <\$10,000 | 16.8% | 14.6% | 30.0% | 21.9% |
| \$10,000 – \$24,999 | 22.8% | 17.1% | 24.3% | 18.6% |
| \$25,000 – \$49,999 | 29.3% | 27.9% | 28.9% | 24.9% |
| \$50,000 – \$74,999 | 17.1% | 18.2% | 10.5% | 16.0% |
| \$75,000 – \$99,999 | 7.9% | 9.9% | 4.2% | 8.0% |
| \$100,000+ | 6.1% | 12.3% | 2.2% | 10.6% |
| Median Earnings | \$31,158 | \$40,395 | \$22,370 | \$34,544 |

Figure 29. Earnings of workers located within the Study Area, compared to the surrounding neighborhoods and Boston at large.

| EDUCATIONAL ATTAINMENT | JP/ROX STUDY AREA | JAMAICA PLAIN | ROXBURY | BOSTON |
|----------------------------------|-------------------|---------------|---------|--------|
| Less than high school | 8.1% | 19.9% | 24.5% | 15.0% |
| High school or GED | 14.2% | 21.3% | 30.3% | 22.0% |
| Some College/ Associate’s Degree | 14.5% | 15.0% | 24.8% | 18.3% |
| Bachelor’s Degree | 28.2% | 21.6% | 12.8% | 24.5% |
| Advanced Degree | 35.0% | 22.2% | 7.5% | 20.1% |

Figure 30. Educational attainment of residents in the Study Area, compared to the surrounding neighborhoods and Boston at large

idents in the JP/ROX Study Area. Of the 6,040 residents in JP/ROX with payroll jobs (not self-employed), only 150 of them both live and work in JP/ROX.¹⁰ This is on par with the live/work trend across Boston; only 6.9% of residents live in the same neighborhood in which they work. The implication for the Study Area is that most residents commute to work, and that this is not abnormal. The majority of residents commute to work in sectors of healthcare and social assistance, educational services, accommodation and food services, and professional, scientific and technical services, as summarized in the accompanying table.¹¹

In sum, residents in the Study Area perform better than average across Boston around employment, earnings, and educational attainment. However, that does not mean that there is not room for business development and job opportunity improvement. The observations that healthcare and social services provides the most jobs locally and for residents, and that most residents do not work where they live, should be noted.

¹⁰ Ibid.
¹¹ Ibid.

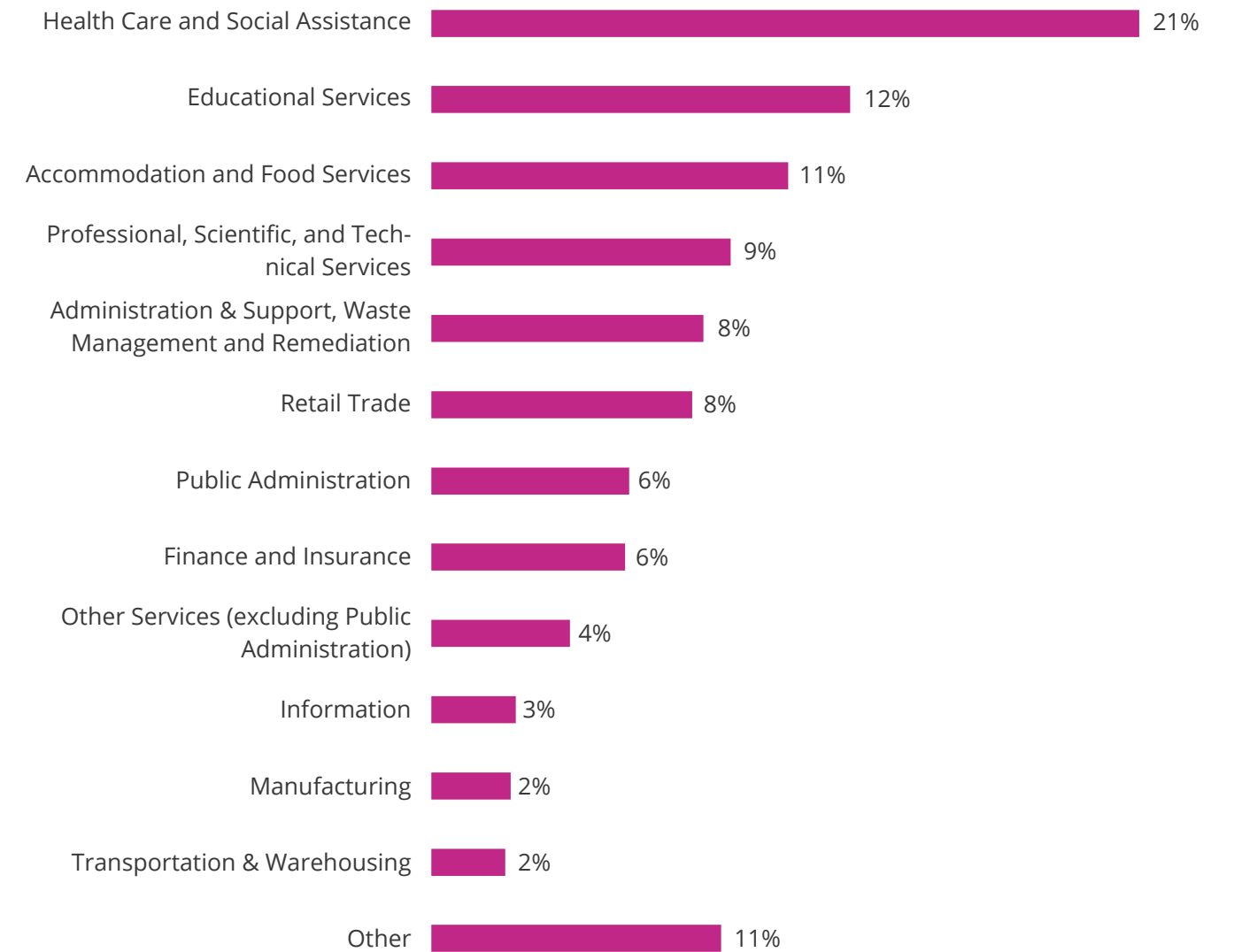


Figure 31. Industry sectors in which residents work

Issues

Small business, combined with access to larger commercial and job hubs in Boston, are together the engine of cultural and economic development in the PLAN: JP/ROX Study Area. However, a number of issues raised by community members and business leaders reveal that a prosperous and inclusive future for the current community will depend not only on improving the landscape for existing businesses, but also on developing local talent and attracting new commercial activity. The issues highlighted below are business-centric, with implications for job creation and retention.

Community

Commercial Rents and Changing Customer Demographics

There is a substantial concern that increasing commercial rents and changing demographics will displace businesses and non-profit organizations, which contribute to the Study Area's identity. Since 78% of businesses occupy rented space in Egleston Square, this concern should be noted.¹² As real estate prices rise in housing as well, the demographics of a community changes and businesses may struggle to adapt their models to new demand profiles. The community's stake in this issue was shared during the planning process. The consequences of business displacement include undesirable changes to the culturally rich and unique character of the Study Area. Residents also stressed the importance of keeping small-scale and independent businesses in the Study Area as they cater to the needs of nearby residents, employ local people, and provide spaces for community meetings. In sum, the feedback throughout the community process reveals a fear of losing small and independent businesses. Collection of data regarding commercial rental rates and neighborhood-specific business tenure would substantiate or alleviate concerns about business displacement.

Unmet Community Needs

The community has unmet needs for local provision of goods and services, according to two observations. First, according to a 2013 study, retail sales data indicates that the current offerings in Egleston Square may not capture all of the potential sales from local residents. Sales leakage is the amount of residents' spending that is completed outside of the trade area. In Egleston Square, there is 75% sales leakage in the primary trade area (0.5 miles outside of area) and 45% in the secondary trade area (1 mile outside of area). These high figures show that local businesses are not cap-

¹² PAE report, 2016.

turing all of residents' demand; residents are spending elsewhere. Leakage is especially large in sectors like health and personal care, restaurants, clothing, electronics, sports, and building materials.¹³ Second, this data is supported by residents' comments throughout the community process. Residents expressed a desire for grocery stores, hardware stores, restaurants and bars, and neighborhood services. Further research is needed to understand why sales leakage is high and what the market gaps are. Existing businesses may be able to meet some of this demand, but it is likely that new enterprises will need to be attracted to or generated in the Study Area.

Businesses

Accessible and Affordable Real Estate

Small and local businesses in the Study Area are specifically constrained by real estate options. The size of space and the availability of parking comprise business' concern with appropriate real estate. According to one prominent business leader, there is demand in Egleston Square for 1,000 sq. ft. spaces that can be maintained by small businesses in the face of increasing rental rates.¹⁴ A number of participants in the planning process also expressed need for spaces amenable to co-working and leases amenable to shared spaces. Additionally, business owners demand increased parking; of nearly 100 businesses surveyed in Egleston Square, 58% of respondents cited parking for patrons and employees as one of their top three business challenges.¹⁵ Local merchants are sensitive to parking issues as it can compromise access to their business. Improved parking signage and on-street parking enforcement is outside of the control of local businesses but is an area for future improvement.

Second, businesses lack the expertise to negotiate leases in their favor and to find good spaces. In some instances, small businesses do not have a written lease; just over 10% of businesses surveyed in Egleston Square reported this condition.¹⁶ Leases provide business stability. During the community process, participants suggested that rent for small businesses could be stabilized with longer term and more flexible agreements. Additionally, businesses struggle to identify spaces for growth or relocation. According to the City's Small Business Plan, small commercial spaces are under-represented by brokers and online marketplaces; there is no clear way to identify, compare, and assess smaller commercial space, even if available.

¹³ Baringer, 2013.

¹⁴ Ibid.

¹⁵ Ibid.

¹⁶ Ibid.

Finally, as the Study Area grows economically, businesses are not always able to adapt to a changing customer base or to afford increases in commercial rent that accompany growth. Even with the community's unmet demand for commercial activity, explained above, it is uncertain if existing small businesses or local entrepreneurs have the capability to respond to the need. Specific to Egleston Square, "growth" is the second most cited challenge to doing business.¹⁷ Underlying this challenge is a business' capabilities to effectively manage revenue and cost streams, which are negatively affected by increasing real estate prices and the corresponding demographic changes.

Equity and Inclusion

Gaps in the small business ecosystem are more severely experienced by minority-, women-, and immigrant-owned businesses. According to the City of Boston's 2016 Small Business Plan, members of these groups are less likely to have access to capital and networks when compared to other firms, negatively affecting their business performance and ability to employ from and give back to the community. Constraints faced by all small businesses include access to capital, information, and talent. Lack of access to these inputs makes it difficult to afford well-located real estate, hire great employees, invest in employee development, and most importantly, acquire new customers.

Business support organizations (BSOs) intermediate between firms and these inputs. However, the 250 BSOs in Boston are unevenly distributed across the city and small businesses lack awareness of available support services. Further, discrimination by capital providers, networks, and even customers – based on language, customs, or ethnicity – widens the gap between minority- or immigrant-owned business enterprises and growth support (Small Business Plan, 2016). Approximately 35% of residents in the JP/ROX Study Area are Hispanic / Latino and 25% are Black / African American, and a significant number of businesses are owned by women, minorities, and immigrants. Access to capital, information, and talent, and corresponding support services for those inputs, could be strengthened and targeted to these populations.

Industrial Areas

Businesses in industrial areas are concerned about displacement. Numerous comments during the planning process pointed to the idea that commercial and industrial spaces should be preserved alongside of increased housing stock, as business generates employment and neighborhood identity. Zoning codes for business

¹⁷ Ibid.



Figure 32. Small businesses on the ground floor along Washington Street in Egleston Square

include commercial, industrial, mixed-use, and institutional (non-open space) land area. With this in mind, a number of residents expressed demand for the preservation of light industrial zoning and the revitalization of those zones' usage. Innovative uses that would reflect the community's vision include artist and maker spaces and co-working spaces for entrepreneurs and small businesses. Active and engaging streets in existing light industrial areas, combined with more density in the industrial corridor were expressed as ways to preserve the historic fabric of these areas. However, preservation of industrial areas within this vision of creativity and innovation may not align with existing uses, e.g., auto-related business activity. If industrial tenants are pressured to sell property or not renew leases, they will need support with relocation.

Jobs

Career Path Diversity

An array of jobs – entry points and career paths – are needed to match the diverse demographics of the underlying community. In practice, the community would like to have access to both low- and high-skilled jobs. The Jamaica Plain Good Jobs Working Group provided specific comments for creation of a “first source” jobs program that would facilitate job placement for residents into anchor employers located downtown (accessible from the Orange Line) and into local construction and development jobs. Additionally, other residents expressed interest in being connected to new types of jobs – not just in construction and retail – but in technology and related industries. These comments point to an issue faced across Boston, that is, how Boston residents can identify and be prepared for jobs that provide upward mobility.

Job Quality

Job quality is just as important as job quantity to participants in the planning process. Many residents in the community, including the Jamaica Plain Good Jobs Working Group, request that job standards and procurement processes draw on local residents and local contractors, especially women- and minority-owned enterprises. Residents might benefit from access to permanent jobs that pay a livable wage, in housing projects, commercial development, and business development. Residents and companies may also benefit from preferred access to construction jobs and contracting opportunities; and if policies exist to coordinate these benefits, they should not be left unenforced. Regardless the solution, accessibility to jobs and benefits (livable wages, full time hours, stable shifts, workplace rights) associated with the economic growth of JP/ROX is a concern of residents.

Health and Social Services

The stability of health and social services sector organizations is important, but possibly threatened. Although not raised in high volume during the planning process, health and social services is the primary driver of jobs available locally. An increased turnover of property and increasing commercial rents could put pressure on tenants that provide important services to the community, let alone jobs across Boston. Indicative organizations include Brookside Community Health Center, Somali Development Center, Friends of the Children, and Ethos.



Figure 33. Businesses along lower Washington Street closer to Forest Hills



Recommendations

The JP/ROX community shared its vision to preserve the diversity of the Study Area's economy and character, while at the same time enabling new growth to respond to unmet local needs. Frustrations inherent in the balancing act between preservation and growth were also heard from the community, reflected in concerns about displacement, relocation, and parking, for example. Conversations across the City of Boston, as documented in the City of Boston's 2016 Small Business Plan and its Economic Inclusion + Equity Agenda, also point to gaps in services for minority-, women-, and immigrant-owned businesses. Additionally, a plan for economic development cannot be complete without also addressing underlying needs and opportunities for workforce development. The recommendations below can be implemented through zoning, policy, guidelines, or programs by the City of Boston, but also by a host of community leaders with development influence, including CDCs and private landowners.

Preserve and Stabilize Small, Independent Businesses

There is a need to support preservation and growth of existing businesses, especially independent businesses, and support revitalization or relocation of industrial businesses in the Study Area. Changing customer demographics and increased rents affect both the revenue and cost drivers of a business. As the Study Area develops, businesses need to be equipped with the tools to remain competitive, transforming their business to meet community demand or accessing more affordable space.

Technical assistance can help businesses adapt to changing customer demographics. For example, a number of small businesses in the Study Area need financial management support to guide growth, and that need becomes acute in the face of decisions around property leasing and ownership, and investments for business evolution. Boston has approximately 250 business support organizations (BSOs) that provide education and technical assistance to firms in the form of information, funding, advisory, and advocacy. For example, the Jamaica Plain Neighborhood Development Corporation (JPNDC) has a Small Business Technical Assistance program that offers counseling, workshops, financing, and leadership development to businesses in the Study Area. The City of Boston's newly organized Office of Small Business Development has an On-Site Technical Assistance program that connects consultants to businesses across Boston. The City of Boston should facilitate better access to BSOs and the technical assistance offerings, and develop a robust technical assistance offering to

target neighborhoods undergoing significant transformation. The latter can be accomplished through increased funds to BSOs or programming through City departments. While a recommendation around technical assistance does not directly relate to zoning, it does affect the performance and longevity of the businesses that shape the economy and character of the JP/ROX Study Area.

Technical assistance for existing industrial businesses may take a more specific form in the JP/ROX Study Area. For businesses that own their property, hard decisions are being forced regarding the sale of property. For businesses that rent their property, industrial uses may not support lease renewal as new property owners instead opt to develop residential units. In both instances, there is a need to relocate businesses. Without education or support from the City of Boston, industrial uses – especially auto- and electrical-related – may relocate to areas outside of Boston. The City should explore a strategy to support business revitalization through Back Streets or ReStore programs or practices around relocation assistance.

Underlying the recommendations to preserve and revitalize local businesses is the need to pay attention to underserved populations. As specified in this commentary and in the City of Boston's Small Business Plan and Economic Equity + Inclusion Agenda, women-, minority-, and immigrant-owned businesses face hurdles in accessing business development services. For example, it is extremely difficult for a Spanish-speaking business owner to adapt a business to a changing customer demographic that does not speak Spanish. Programmatic interventions should be led by relevant City departments to guide inclusive development.

Attract New Businesses

There is unmet demand for local services: grocery stores, hardware stores, restaurants and bars, and neighborhood services. A study of Egleston Square showed that the area has high sales leakage. A market study of current and future consumer demands, as well as an assessment of consumer preferences and perceptions that cause leakage, would support local organizations and the City to attract the right businesses to the Study Area.

Encourage Affordable and Accessible Commercial Space

Affordable real estate can take multiple forms, and the City should explore how to encourage or incentivize such developments for commercial and industrial tenants. First and foremost, an increase

in the amount of space available would bring down prices. The vacancy rate in the Study Area is low, and where there are vacancies, regulation could be used to encourage occupancy. Second, smaller spaces and shared spaces provide lower cost entry points for tenants. Lease structures and approved zoning uses that support co-working and co-locating should be encouraged. Additionally, demand for smaller commercial spaces should be tested and shared with developers to encourage a variety of office and retail spaces to be developed. Third, funding for innovative lease structures that solve for cash flow issues with startups, business expansions, or business relocations should be explored. Finally, as explained above, technical assistance can help existing businesses stay competitive and thus afford increasing rents.

Improved access to available real estate would be welcome by new businesses and existing businesses alike. First, the information market for smaller commercial space is not well covered by real estate brokers. Second, small businesses, generally speaking, lack expertise in negotiating leases and securing terms favorable to business stability. Options to support lease clinics and real estate brokerage for small businesses should be explored.

Support Workforce Development

Expanded City of Boston workforce goals, job standards, and career pathways spanning construction and permanent jobs for area residents can encourage local economic advancement and stability. Pathways towards jobs that provide family sustaining incomes make opportunities for economic advancement for all residents to ensure they are prepared with the education and training they need to meet the growing labor demand.

Since its creation in 1983, the Boston Residents Jobs Policy (BRJP) has stood as the City of Boston's signature policy for ensuring resident employment on city sponsored, privately funded and federally regulated development projects within city limits. BRJP was recently updated in order to increase employment opportunities and bring greater diversity to the city's construction labor pool. The new employment standard increases the percentage of Boston residents and workers of color and women on each development site, and applies the same standards to apprentices. Developers and contractors agree to make best faith efforts to employ 51% residents, 40% people of color and 12% women across all trades and thereby invest directly in populations underrepresented in the construction industry. As recommended by the Mayor's Neighborhood Innovation District Committee in 2014, Neighborhood Innovation Districts (NIDs) are designed to support innovation in existing neighborhoods and to provide widespread employment opportunities, not merely to provide good physical space for internet

entrepreneurs. Neighborhood Innovation Districts recognize that entrepreneurship and innovation come in many forms, and that under-resourced neighborhoods are already hubs of creativity, whether or not that creativity has been fully transformed into economic wealth. The pilot program for the inaugural NID identifies Dudley Square and Uphams Corner as the focus for a place-based strategy of growing entrepreneurship among local entrepreneurs beyond Downtown and the existing Innovation District on the South Boston waterfront.

The Mayor's Office of Workforce Development (OWD) seeks to ensure the full participation of all Boston residents in the city's economic future. As the city's largest workforce development funder, the OWD funds and oversees programs that promote workforce development through education, job training, apprenticeships, and career pathways. Some of the career, educational and other opportunities we offer or help residents access are:

The Mayor's Tuition Free Community College Initiative: This initiative facilitates entry into higher education by providing up to 3 years of community college tuition-free for eligible Boston Public School graduates. It provides another pathway for post-secondary education for low-income students, expanding opportunities for them to realize the greater earning power of a college degree credential.

The Greater Boston American Apprenticeship Initiative (in partnership with BEST Corp Hospitality Training Center, Building Pathways, YouthBuild Boston, and Wentworth Institute of Technology): Funded by a 5 year, \$3 million dollar grant from the US Department of Labor, OWD and its partners will work to place over 400 residents into accelerated career pathways to careers with family-sustaining wages and opportunities to advancement through an apprenticeship program focused on the construction and hospitality industries. The initiative also allows some participants to earn college credits while training, and offers scholarships to reduce associated costs and debts.

Children's Savings Account (CSA) Pilot Program: This initiative for low- and moderate-income families in Boston Public Schools provides every child entering kindergarten in five schools with a CSA account of \$50 in seed funding that can be augmented by each family for at least 12 years, until that child is ready to pursue post-secondary education or career training. The goal of the initiative is to promote the habit of saving and to create a culture where post-secondary education and training are highly valued and sought after.

The Mayor's Office of Financial Empowerment: The office seeks to improve community access to financial and asset building tools and opportunities. Services include: tax return preparation assistance at community-based locations; help in accessing the Earned Income Tax Credit; free individual financial coaching and other financial supports; and services through the Roxbury Center for Financial Empowerment.

Dudley Square-based Youth Opportunities Unlimited (YOU): YOU helps to transform the lives of high risk/court-involved youth through offering intensive case management and support services, career exploration and job search assistance and industry-specific job training.

Summer jobs programs and year-round programming for disconnected youth: These programs include high school equivalency classes, alternative education, job readiness and work-based learning, and career exploratory programs.

Access to American Job Centers: This organization offers job search and career resources, career workshops and individual counseling, job fairs and other contacts with employers and job openings. Job training opportunities include individual training account vouchers that pay for training/re-training needed to obtain employment, both for workers who lose their jobs through layoffs or company closings, and low-income residents with barriers to employment.

Fighting Income Inequality

In January 2016, the Brookings Institute released a study that scored Boston as the U.S. city with the highest level of income inequality in the country. In recognition of this, Mayor Walsh has made it one of the highest priorities of his administration to proactively close this gap, wherever possible, through all the branches of city government.

Emphasizing career pathways: In Boston, few individuals, and fewer families can make ends meet with entry level jobs paying minimum wage. Recognizing that, the OWD prioritize workforce development programming to target local industries and occupational sectors where there are identified pathways from the initial job to progressively higher levels of responsibility and income. The OWD also seeks and supports proposals that map out and chart career pathways in occupational clusters and industries where they currently are not well-documented.

Continued Engagement and Planning

The City of Boston and BPDA Staff continue to engage local businesses and advocates in an effort to further develop strategies and actions that will support existing businesses and new business growth, strengthen and train the local workforce, and address income inequality and business displacement in the JP/ROX area.

TRANSPORTATION & CONNECTIVITY

Context

Getting around in the PLAN: JP/ROX Study Area has been changing. From 2000 to 2014, the share of people commuting by car decreased by 10%, while walking increased by 2%, bike by 4% and transit by 3%. The Boston Transportation Department's Go Boston 2030 (BTD) visioning process envisions a city where all residents have better and more equitable travel choices, efficient transportation networks that foster economic opportunity, and steps are taken to prepare for climate change.

The Study Area is served by major transportation infrastructure, and a dense network of neighborhood streets. On the west, the MBTA's Orange Line and Southwest Corridor Park provide non-motorized transportation within the Study Area continuing to points north. Amory Street runs parallel to the Orange Line, and often acts as an alternative to driving on Washington Street.

On the east, Washington Street and Columbus Avenue are major motor-vehicular routes. Columbus Avenue is served by several MBTA bus routes. At the Study Area's southern tip, the Casey Overpass is being grounded and converted into an at-grade roadway network that will restore The Arborway and provide new and enhanced facilities for walking and biking.

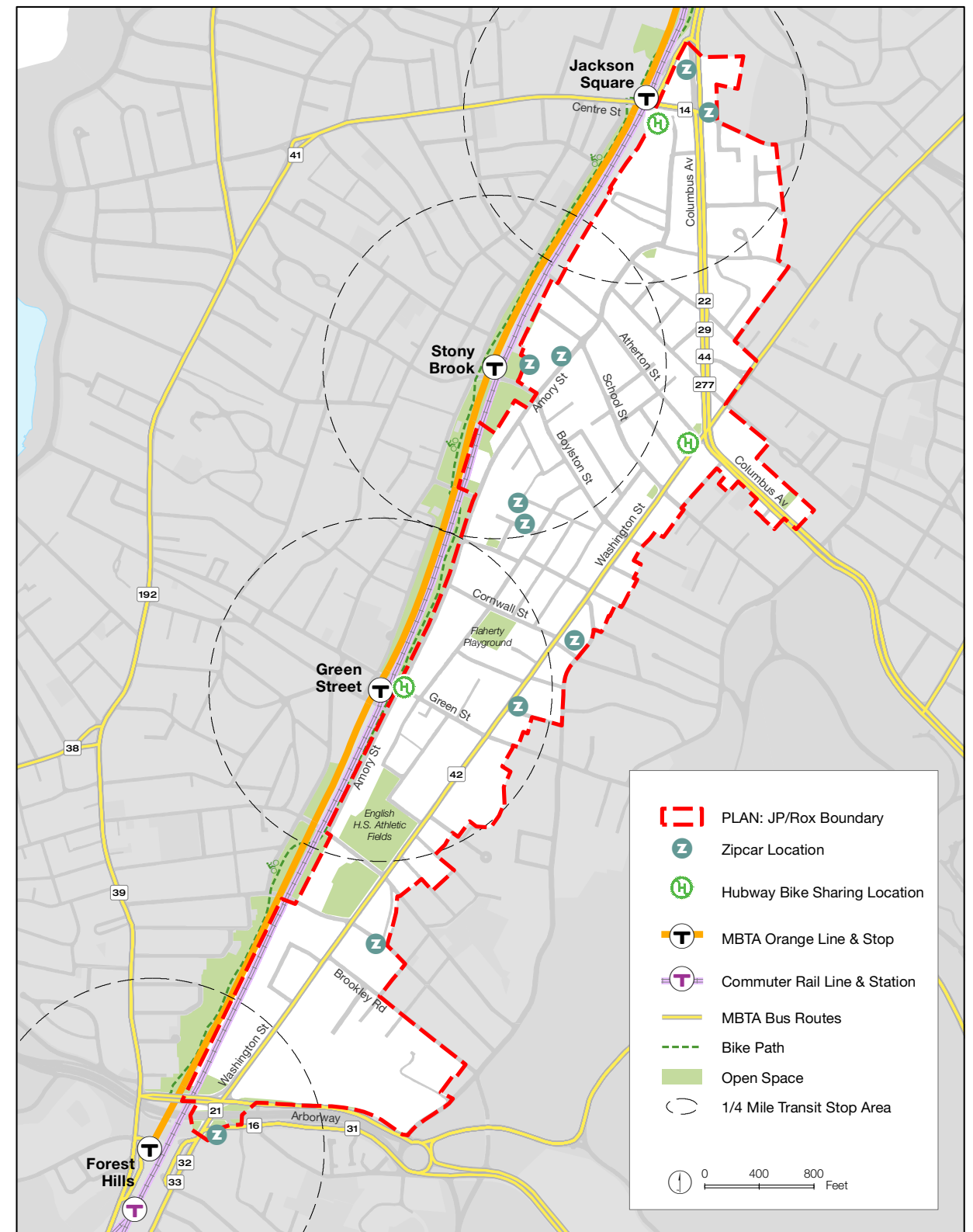
There are several neighborhood streets providing connectivity between these major transportation corridors, including Green Street, Boylston Street, Atherton Street and Centre Street.

Issues

Pedestrian Network

The dense network streets between Washington Street, Columbus Avenue, and the Southwest Corridor are generally pleasant neighborhood streets to walk along, as demonstrated by the many people walking there. Most of these streets do not have particularly wide sidewalks, and some are not wide enough for adequate wheelchair access, street trees, or other buffering elements. Green Street's sidewalks are seven to eight feet wide, which, while wide enough for ADA accessibility, are minimal for a "Neighborhood Main Street" as defined in the City's Complete Streets Guidelines.

Figure 34. Opposite: Transportation network in and around the Study Area.



There are several neighborhood streets, however, that act as cut-through routes for vehicular traffic, and these are significantly less pleasant for pedestrians during times of high automotive use. This is a particular concern on the Amory Street/Dimock Street corridor (which also has substandard sidewalks).

The Southwest Corridor Park provides a pedestrian route the length of the Study Area with few cross street interruptions. Spaces for pedestrians and cyclists are poorly defined in some locations however, leading to conflicts between people using these two modes. For much of the length of the Park, the area designated for pedestrians is of worse quality than that of the cyclists, leading to pedestrians using the cycling path.

Washington Street and Columbus Avenue are major automotive streets that are not particularly friendly for pedestrians, either to walk along or to cross. Sidewalks on Columbus Avenue are 8' wide, and do not have street trees or extensive street furniture. Washington Street has sidewalks of 10' with street trees. Intersections with cross streets frequently do not have cross walks, making crossing at high volume pedestrian desire lines along the street difficult.

Egleston Square, where Washington Street and Columbus Avenue intersect, is not a friendly place for pedestrians because the intersection has long crosswalks, long wait times, and challenging geometric conditions (created by five legs in the intersection meeting at odd angles).

Washington Street south of McBride Street/Rossmore Road is particularly unfriendly to pedestrians. Automotive, industrial and maintenance land uses dominate, leaving a windswept area without eyes on the street or appropriate buffering. This creates some unpleasant conditions and public safety issues.

Bicycle Network

The Southwest Corridor Park forms the western edge of the Study Area, and has a dedicated bike path that connect the area to the South End and Back Bay with occasional road crossings. Spaces for pedestrians and cyclists are poorly defined, however, leading to conflict between people using these two modes. For much of the length of the Park, the area designated for pedestrians is of worse quality than that of the cyclists, leading to pedestrians using the cycling path.



Figure 35. Opposite: Sidewalks on Amory Street are too narrow to accommodate pedestrians and wheelchairs as new businesses relocate there.



Figure 36. Opposite: The crosswalk at the intersection of Columbus Avenue and Washington Street in Egleston Square does not accommodate safe pedestrian movement.

There are currently no other on-road cycling facilities in the Study Area, though there are ongoing projects that will create more cycling infrastructure. The Arborway redesign includes significant cycling facilities: grade-separated cycle tracks will connect the Southwest Corridor to the Arboretum and Franklin Park. Washington Street south of Burnett Street will get a southbound bike lane and northbound sharrows (in-road shared bike lane) as part of the Metromark Apartment (formerly Commons at Forest Hills) development. There are currently three Hubway stations in the Study Area: at Jackson Square, Egleston Square and Green Street Station.

Transit Network

The Orange Line carries over 200,000 riders on a typical weekday, the third highest ridership in the MBTA system. It carries 27% of the MBTA's mass transit, and 16% of all MBTA trips.

The Study Area has access to four MBTA stations: Forest Hills, Green Street, Stony Brook and Jackson Square. Forest Hills has the ninth most entries in the MBTA system, with over 14,000 entries on a typical weekday. This is due to the fact that it is at the end of the Orange Line and has many bus routes feeding into the station – it has by far the largest number of bus trips of any station in the MBTA system. Jackson Square (39th of 63 stations), Stony Brook (48th) and Green Street (50th) have smaller station boardings, serving mostly local destinations and residents.

Four MBTA bus routes traverse the Study Area. The 42 runs from Forest Hills Station along Washington Street to Dudley Square. The 22, 29, and 44 all run through the study area along Columbus Avenue. With almost 9,000 riders on the typical weekday, the 22 has the 10th highest weekday ridership of MBTA buses, whereas the 44 (37th of 66 bus routes), 42 (49th) and 29 (61st) all have lower ridership. Passenger delay for bus riders is not particularly bad in the Study Area, however riders heading northbound on Columbus Avenue experience travel time delay due to congestion. Many bus stops in the area could benefit from additional passenger amenities such as bus shelters.

Vehicular Network

Columbus Avenue has the most vehicular lane capacity in the Study Area, with two travel lanes and parking in each direction. The other major vehicular connection is Washington Street, which has one travel lane and parking in each direction. Washington Street has experienced increased congestion during the ongoing Casey Overpass Project.



*Figure 37. Opposite: Bike tour along Washington Street
The tour gave participants the opportunity to identify areas for improvement.*

Amory Street is used as a cut through, and has one lane in each direction. Other streets in the Study Area either have one lane in each direction, or are one-way, one lane roads. These other streets often also have one parking lane.

Egleston Square, where Washington Street and Columbus Avenue cross, is a major intersection that experiences heavy vehicular pressure as it is the intersection of these two major corridors.

Parking Regulations

The parking regulations within zoning in the Study Area varies since it is covered by both the Jamaica Plain and Roxbury zoning regulations. All new developments that are “large projects” (>50,000 sf) will have their parking supply determined through the Article 80 development review process, and with consideration of Boston Transportation Department (BTD) parking ratio maximums. Below are the current parking ratios for residential and commercial uses:

Boston Transportation Department Bicycle Parking Guidelines include requirements for one secure/covered bicycle parking space

per residential unit, and minimum parking and shower requirements for retail, office and other uses. The City also requires car share spaces and electric vehicle charging stations in larger developments.

The Study Area is in the Jamaica Plain and Roxbury residential parking districts, but few streets are signed resident-only. Because of this, many drivers from outside the area park on-street to access the Orange Line.

Recommendations

Go Boston 2030 established a progressive goal of increasing public transit commute mode splits by a third and bicycling commuting mode splits four-fold. The Study Area vision and recommendations are intended to accommodate this aspiration, which means prioritizing public transit, walking, and biking over driving.

The Study Area will develop over a 15-20 year period, during which best practices and mobility will continue to evolve. It is vital that the recommendations here be seen as components of a living document that will need to adapt over time. The next step is to create a mobility action plan (MAP) which would create a series of recommendations and an action plan for implementation and would include a robust community process. The MAP for the Washington Street and Columbus Avenue corridor will likely include many recommendations that emerged from the PLAN: JP/ROX process and more. The Implementation section of this Plan provides a complete list of the transportation recommendations developed with the community. The following sections provide an overview of these recommendations and the aspirations that were derived from the community process.

Study Area

In line with Vision Zero and Complete Streets, and building off of the pilot Stonybrook Slow Streets program, managing vehicular speeds and promoting active transportation is the City's highest transportation priority in the Study Area. This includes installation of approved traffic calming measures throughout the study area to improve safety and prevent speeding. BTB's Complete Streets Guidelines will direct all transportation improvements made by the City or those related to private development.

Wherever possible, sidewalks on neighborhood streets should be a preferred 11'6" wide on Neighborhood Residential Streets,



Figure 38. Opposite: Columbus Avenue has the most vehicular lane capacity in the Study Area.

| RESIDENTIAL | | | SPACES/ UNIT |
|---------------|--------------------|-----------|-----------------|
| Jamaica Plain | Zoning Minimums | 1-3 units | 1 |
| | | 4-9 units | 1.25 |
| | | 10+ units | 1.5 |
| | BTD Policy Maximum | | 0.75-1.25 |
| Roxbury | Zoning Minimum | | 1 |
| | BTD Policy Maximum | | 0.75-1.25 |

Figure 39. Jamaica Plain and Roxbury existing zoning requirements for parking. A minimum requirement means that a project would have to create at least this many spaces; a maximum means that the project would be allowed to create at most this many spaces.

| COMMERCIAL | | | SPACES/ 1,000SF |
|---------------|--------------------|--------|--------------------|
| Jamaica Plain | Zoning Minimum | | 2 |
| | BTD Policy Maximum | | 0.75-1.25 |
| Roxbury | Zoning Maximums | Office | 1 |
| | | Retail | 2 |
| | BTD Policy Maximum | | 0.75-1.25 |

16'6" on Neighborhood Main Streets, and never less than 7' wide to allow for ample pedestrian space, street trees and to meet accessibility requirements. Particular attention will be paid to Amory Street, Atherton Street, School Street, Green Street/Glen Road, Williams Street and McBride Street/Rossmore Road. In addition, options for improving sidewalk surface conditions, including saw cut sidewalks and updates to meet ADA-compliant cross slope requirements, will be explored .

The City will look for opportunities to implement tactical urbanism (i.e., "fast and flexible" improvements) that advance Complete Streets and Vision Zero goals, including physically separated bike facilities, curb extensions, and pedestrian plazas, that can lead to more permanent solutions.

As detailed below, this Plan recommends advancing multimodal complete streets improvements throughout the Study Area, and particularly for Washington Street, Columbus Avenue, and the major neighborhood streets of Atherton Street, Amory Street and Green Street. The City will advance studies and analysis, and if appropriate, pursue funding from development (through the Article 80 process) and through City, State and Federal capital funding opportunities.

Pedestrian and bicycle wayfinding should be instituted throughout the Study Area, including between Forest Hills Station and the Arboretum; between Egleston Square and Stony Brook Station, and from the Study Area to Franklin Park and Centre Street.

The City is committed to continuing to work with the MBTA to improve reliability on the Orange Line and bus routes, as well as improving conditions at bus stops. The upcoming acquisition of additional Orange Line vehicles will allow for increased capacity on the line. The City is advocating for the restoration of a bus circulation loop (formerly route 48) between Jackson Square and Forest Hills. The City, MBTA and MassDOT are working together to investigate bus priority measures, including exclusive bus lanes, queue jump lanes, and operational improvements at bus stops.

Traffic signal timings should be evaluated to improve traffic flow, minimize delay for walking and biking, as well as to moderate speeds to provide a safe, activated and vibrant urban condition. New signals should utilize the latest signal equipment technology and be interconnected with the City's Traffic Management Center (TMC), to allow real time adjustments to be made to combat congestion. All unsignalized intersections should be analyzed to examine necessity of and warrant for traffic signals. Walk signals

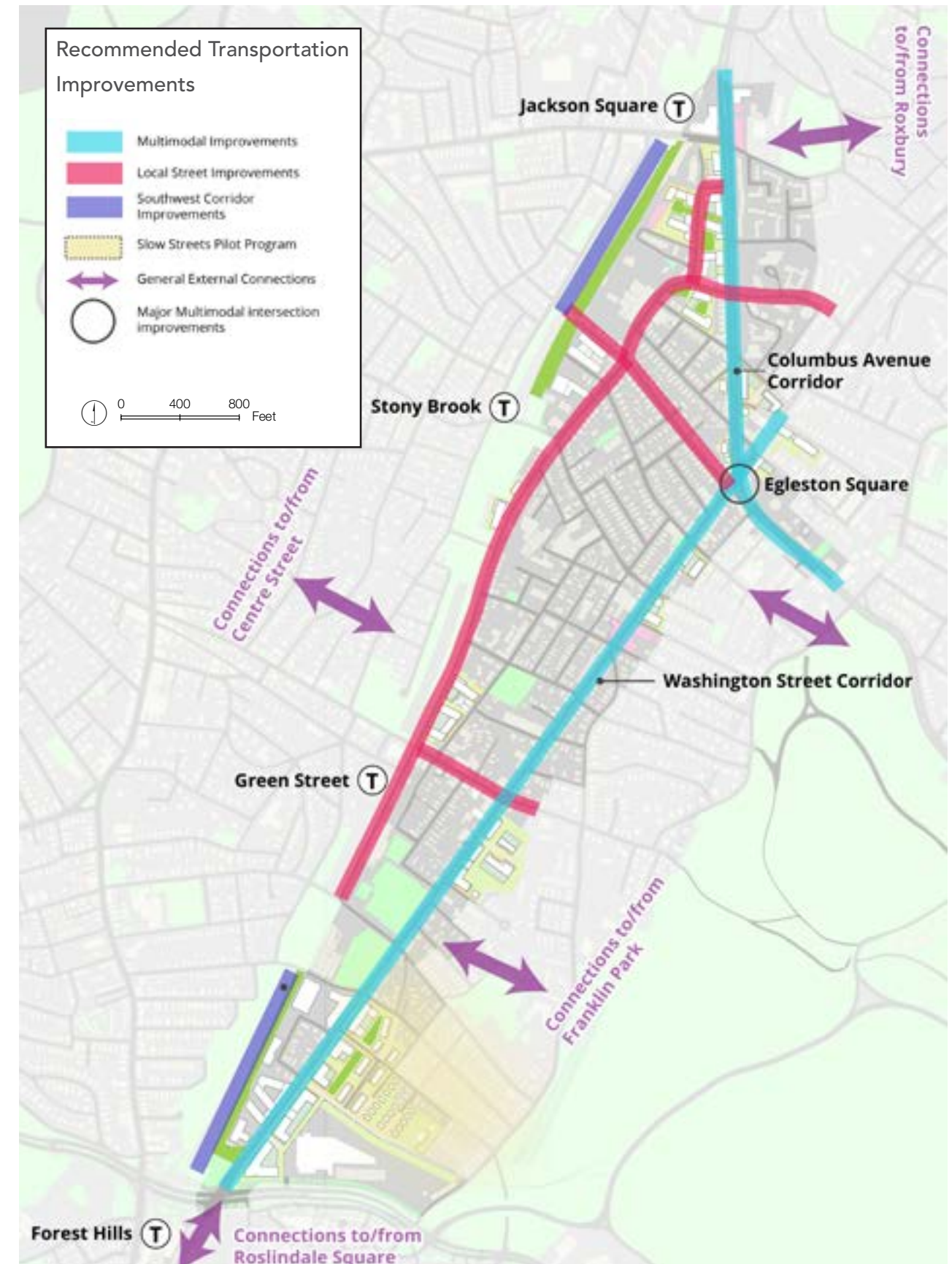


Figure 40. Opposite: Recommended transportation improvements in the Study Area

should be concurrent with traffic, with automatic recall, unless there are high volumes of conflicting turning vehicles or there are low pedestrian volumes.

Based upon the Study Area's proximity to transit, and in line with BTD policy, the PLAN: JP/ROX document recommends the following maximum parking ratios for amended zoning. Lower parking ratios will be required for projects that are closer to transit. Parking should be shared between developments.

Residential:

- Maximum of 0.75 spaces per unit for large projects (over 50,000 sf).
- Maximum of 1.0 space per unit for other projects.

Commercial (retail/office):

- Maximum of 0.75 spaces per 1,000 sf for large projects (over 50,000 sf).
- Maximum of 1.0 space 1,000 sf for other projects.

Finding on-street parking can be difficult in the Study Area, particularly with drivers from other areas parking in the neighborhood to access the Orange Line. The City will explore adding more residential permit parking, time limit restrictions and parking pricing techniques to better manage on-street parking supply.

In addition to revised parking ratios, this Plan also promotes shared parking. Shared parking is the use of a parking space to serve two or more individual land uses during different times of the day, day of the week, or season depending on the land use. For example, parking demand residential land uses generally peak during the night and parking demand for office land uses generally peak during the daytime. Parking is a key element of any site development plan and can prove to be costly if not properly utilized. Mixed-use developments or nearby developments willing to share parking can support greater density, create better pedestrian connections, and reduce reliance on driving. Multiple sites using one parking facility can lead to a more efficient transportation network by better locating and consolidating vehicular access, as well as improved urban design with not every site needing to build their own separate parking supply. Most importantly, the financial savings of shared parking can be better used on other building amenities or neighborhood improvements.

In order to foster cycling throughout the Study Area, the City will take advantage of every opportunity to add to both private and



Figure 41. Conceptual drawing of potential "Complete Streets" improvements for Columbus Avenue, including bus rapid transit (BRT) elements, protected bicycle accommodations, improved sidewalks, and landscaping



Figure 42. Conceptual drawing of potential "Complete Streets" improvements for Washington Street, including landscaping, protected bicycle accommodations, and improved sidewalks



Figure 43. Example of wayfinding in Downtown Crossing

publicly-accessible bicycle parking supply, through capital projects and private redevelopment opportunities. Development teams will be required to financially support the Hubway program’s continued growth and operations.

Finally, select locations (such as MBTA stations and Egleston Square) should be developed into "mobility hubs" by co-locating transit, bike-share, car-share and shared-van parking spaces, which bring together alternative transportation choices, virtual trip planning, and placemaking.

Columbus Avenue

Further analysis and design is needed to determine how Columbus Avenue can be a pleasant place for all modes, both to move along and across. At about 80’ wide, with about 65’ between curbs, Columbus Avenue is a prime candidate for reduced lane widths, eliminating excessive lanes and removing the road’s center median. This will free up space for other uses, including protected bicycle facilities, bus priority lanes, and widened sidewalks. This kind of reimagining of a street is called a “road diet.” Because there is some passenger delay on buses traveling northbound on Columbus Avenue, this section is a candidate for an exclusive bus lane or other “bus rapid transit” (BRT) elements (queue jump lanes, far-side bus stops, improved bus stops). Traffic flow improvements including signal upgrades and interconnection as well as better on-street parking management will be considered.

Washington Street

Washington Street does not have the same flexibility that is provided by the generous width on Columbus Avenue. A community conversation should guide opportunities to reallocate space to create protected bicycle accommodations or widened sidewalks by removing on-street parking on one or both sides of the street.

In any case, additional analysis and design is needed to determine how Washington Street can be an enjoyable place for all modes, both to move along and across. This study should consider: shrinking excessive lane widths; widening sidewalks and improved landscaping and street furniture; curb extensions; pedestrian crossing improvements; BRT elements (queue jump lanes, far-side bus stops, improved bus stops); and better on-street parking management.

BTD is currently working on a signal retiming plan for Washington Street in the Study Area to alleviate congestion. Other traffic flow



Figure 44. Opposite: Mobility workshop participants designing a conceptual roadway

| FACILITY | WASHINGTON STREET | COLUMBUS AVENUE | TOTAL |
|----------------------------|-------------------|-----------------|-------|
| Sidewalks | 100% | 100% | 100% |
| Sidewalk with Furnishing | 91% | 67% | 76% |
| Any cycle facilities | 82% | 100% | 93% |
| Protected cycle facilities | 64% | 83% | 76% |
| Exclusive Bus Lanes | 9% | 50% | 34% |
| One lane of parking | 64% | 28% | 41% |
| Two lanes of parking | 27% | 17% | 21% |
| Zero lanes of parking | 9% | 56% | 38% |
| Two or more travel lanes | 100% | 100% | 100% |
| Four travel lanes | 0% | 39% | 24% |

Figure 45. Opposite: Workshop participants' preferences for Right of Way improvements

improvements including signal upgrades/interconnection should be examined as well and implemented through development mitigation or as City resources become available. South of Rossmore Road, the City anticipates redevelopment on the east side of Washington Street. In conjunction with development, the east side of the street should be widened, allowing for widened sidewalks; landscaping and street furniture; protected bicycle facilities; and bus priority lanes.

Egleston Square

Further analysis and design is needed to determine how Egleston Square can be a pleasant place for all modes, both to move along and to cross. The study should consider: shrinking excessive lane widths; eliminating excess lanes (a "road diet"); widening sidewalks with landscaping and street furniture; curb extensions; pedestrian crossing improvements; protected bicycle facilities; bus priority lanes; queue jump lanes; far-side bus stops; improved bus stops; improved intersection design; traffic flow improvements including signal upgrades and interconnection; and better on-street parking management.

Local Neighborhood Streets

Neighborhood Slow Streets is a new approach to traffic calming requests in Boston, with a focus on street designs that self-enforce slower speeds and safer driving. Through this program, the City aims to reduce the number and severity of crashes on residential streets, lessen the impacts of cut-through traffic, and improve the quality of life in our neighborhoods. Pilot programs are being explored in the Stonybrook neighborhood in Jamaica Plain and Talbot-Norfolk Triangle (TNT) neighborhood in Dorchester.

Local Main Streets

Many neighborhood streets in the Study Area could benefit from the installation of approved traffic calming measures to manage vehicular speeds while promoting active transportation. Sidewalks and pedestrian crossings should be improved to make these pleasant places to walk, and bike facilities and amenities should be created where space allows.

Amory Street, Dimock Street, Atherton Street and Green Street require particular attention. They are local streets that serve important connections within the neighborhood, but should not be used by regional cut through traffic. Green Street and Atherton



Figure 46. Conceptual Neighborhood Slow Streets Program interventions (raised cross walks) from Complete Streets guidelines.

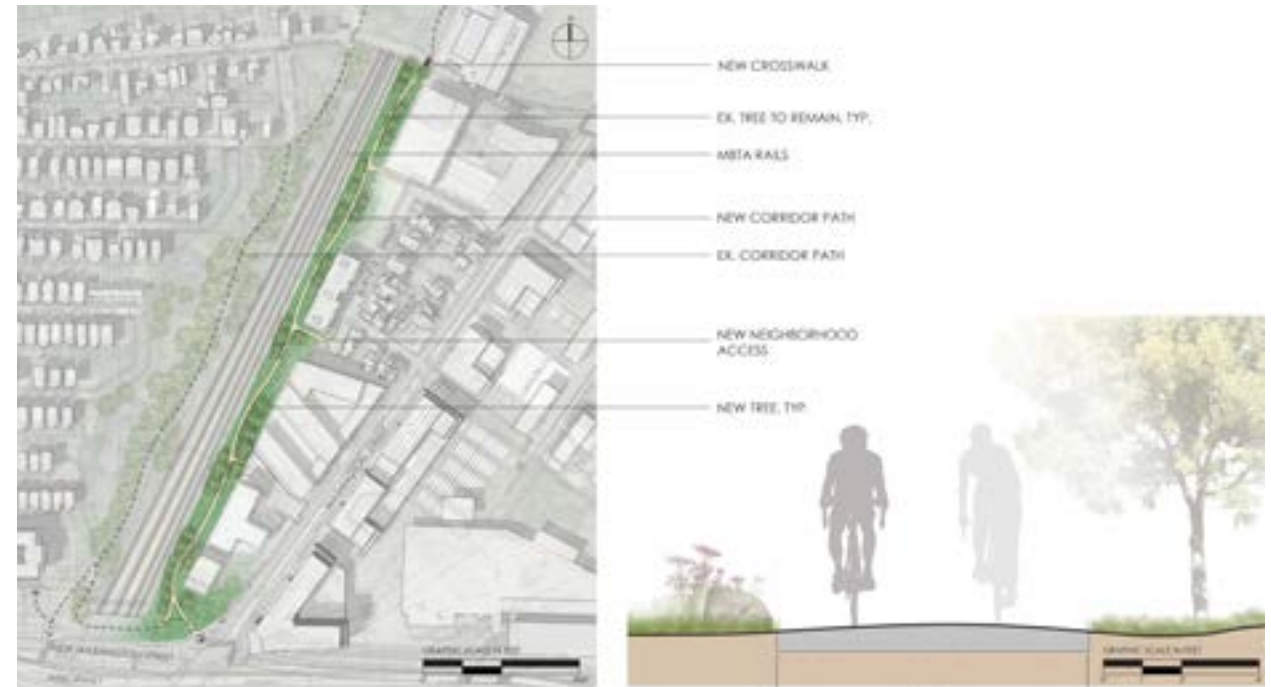


Figure 47. Conceptual illustration of Southwest Corridor extension from the Arborway to McBride Street, using MBTA-owned parcels
Photo credit: Ray Dunetz, Ray Dunetz Landscape Architecture

Street are major east-west corridors that should be improved for all modes.

In both the Bike Network Plan and the Green Link plan, Atherton Street is envisioned as a primary bicycle and pedestrian link to the Southwest Corridor Park from Egleston Square; improving this street is a priority.

Southwest Corridor Park

Working with DCR, new trail segments should be constructed on the east side of the Orange Line, from Atherton Street to Centre Street, and from the Arborway to McBride Street. Throughout the corridor, the quality of the pedestrian path should be increased so that walkers aren't tempted to be on the cycle trail. At the same time, wayfinding should be upgraded along the route to encourage separation of uses. There should be separate crossings for pedestrians and bicyclists where the Corridor crosses a street, and signal timings should be examined to make sure motorists and Corridor Park users are not brought into conflict.

As public safety is an issue on some stretches of the Park (such as near Jackson Square and south of Green Street), increased safety patrols and increased lighting in some locations are warranted.

OPEN SPACE, PLACEMAKING & PUBLIC REALM

Context

In any neighborhood, open space and the public realm contribute to a place's sense of community. It is in these spaces that neighbors meet, children play, and residents and businesses work together to make a place. The existing land use breakdown indicating 5% open space (13 acres) within the Study Area, stands in contrast to the presence of approximately 100 acres of supporting open space immediately adjacent to and within a quarter-mile of the Study Area's planning boundaries. Examples include the Southwest Corridor Park system along the western edge of the Study Area, and to the east, a portion of Franklin Park, the largest park in the Emerald Necklace Park system, to the east.

Open space assets within the Study Area include:

- English High School Playing Fields
- William F. Flaherty Playground
- Egleston Peace Garden
- Egleston Plaza ("Stonehenge")
- Small pocket park near 125 Amory Street
- Brookside Community Garden
- Egleston Community Orchard
- Egleston Square Community Garden

Public Realm and Placemaking

The **public realm** is any place, space, or building accessible and open to all members of the community whether publicly or privately-owned. This includes streets, sidewalks, courtyards, building setbacks, parks, plazas, and even buildings (such as a library or a lobby).

Placemaking finds opportunities to create unique and special places that reinforce an overall character of a neighborhood or district. These places might have interesting architectural expressions; building development with active ground floor uses open to the public; and/or areas of attractive, connected public realm that encourage pedestrian use and social gathering opportunities.

Figure 48. Opposite: Open space assets in and within a 1/4 mile of the Study Area



When such opportunities are created at the nexus of public and private property, they can energize the public realm and make a place come alive.

Two functions of the public realm are to facilitate mobility and to facilitate placemaking. The public realm should provide safe, accessible, and well-defined facilities for pedestrians, cyclists, and vehicles within the neighborhood. The public realm should also create inviting places through placemaking, bringing elements of activity, culture, and street life to the neighborhood's public places that reinforce the unique character of a place.

"Tactical urbanism" placemaking (i.e., fast and flexible) can also help to identify further opportunities for new open spaces, improvements to the public realm, and improved connections to existing and future assets. Placemaking can use temporary art; pop-up retail, recreational activities and games; street furniture; or temporary design elements to demonstrate how the public realm can be used differently. By changing or adding a few elements to a place, it can become a performance or gathering space, be densely activated, or transformed into a quiet space for reflection. The addition of public art can help tell the story of a neighborhood, bring joy to people as they walk by, or indicate that an area is available for use by the public. All of these elements help create and preserve neighborhood character. The PLAN: JP/ROX document includes a strategy for active placemaking through a careful consideration of ground-floor uses and transitions between public, semipublic, and private open spaces.

Areas with different characters (e.g. residential, gateway, neighborhood business) cannot be treated uniformly. Tailored placemaking strategies bring an appropriate level of activity to the area, such as active event space for a gateway district and a small tot lot for a residential area.

In the fourth community workshop, participants identified examples of spaces that are well-liked and spaces that need attention. The exercise showed that the Study Area already has many quality open spaces, recreational spaces, and residential streets. Many local businesses already activate street corners and bring local character to the public realm through their own expression and special events. Good examples of recent developments such as the Brewery Complex both activate the public realm and improve neighborhood connectivity with interstitial connections (i.e., pedestrian shortcuts). Yet many areas of the public realm could still benefit from more thoughtful interventions to create a more robust, connected mobility network, specifically for pedestrians and cyclists.



Figure 49. William F. Flaherty Playground
Photo credit: Rebeca Oliveira, JP Gazette



Figure 50. Egleston Plaza ("Stonehenge") at Columbus Avenue and Washington Street in Egleston Square obtained recent funding for improvements.

These interventions include:

- Comfortable pedestrian passage
- Street trees for shade
- Protected cycling facilities
- Opportunities for ground floor retail to animate the edges of the street through sidewalk cafes or retail sales displays

Such tactics would help to activate the street and create a collection of special places in the greater public realm. The public realm, through placemaking, is what defines the character of a neighborhood and provides connections to services and to community.

Part of placemaking in the public realm is the nurturing of a system of parks where recreation – active and passive – can be pursued in an environment separated from the hustle and bustle, the comings and goings of street life. In these unique places are some of the

primary sources of a sense of community and rejuvenation that “make a place special.” What has made Jamaica Plain and Roxbury special are the signature open spaces of the Emerald Necklace, and the smaller pocket spaces (e.g., the small neighborhood public parks) that blend into the neighborhood fabric and are beloved by the participants in this planning process. Where the fabric of the Study Area has limited open space, this Plan call for additional smaller public open space, whether from public or private investment, developed in a collaborative fashion. The development of new spaces will coincide with efforts to enhance or reprogram existing public open spaces.

The goal of these public realm recommendations is to provide spaces that promote walkability, enhance or establish connections, and create an active street life that expresses the neighborhood’s character. The recommendations are carefully tailored to include improvements that respect existing local context and preserve the primarily residential neighborhood character. They also serve to strategically consider future housing density that will increase the population, which in turn will be able to support additional ground floor space that can provide critical services to the neighbors and create social spaces within the focus areas of the Study Area.

Issues

The Planning Team heard that many favorite places in the Study Area are located in local businesses, both their interior and outdoor semipublic spaces. Other favorite spaces include several small neighborhood public parks. In contrast, many of the areas between these favorite spaces were characterized as unsafe, unpleasant streets, or large, private blocks with inactive ground floors immediately abutting the sidewalk. Participants noted that fast moving traffic finds its way through narrow residential side streets, creating a hazard for local residents. Others noted that some streets have narrow or missing sidewalks. Many key connection routes have litter problems, likely stemming from the high level of use. These same routes were perceived to lack street trees, clear signage, and adequate lighting. There is a lack of places to rest, especially when frequenting neighborhood retail centers and transit connections. Some large, private parcels that border the Southwest Corridor Park make access to the park system difficult. Taken together, improvements should be made to facilitate connections between open spaces, especially for pedestrians and cyclists.



Figure 52. Public space definition: Publicly owned, members of the public have access. Example includes a plaza or park, like the Egleston Square Peace Garden.



Figure 53. Private space definition: Privately owned, access is restricted or dictated by the owner. Example includes a backyard or the interior of a business, like the Rosindale Square’s Birch Street Courtyard. Photo credit: RVMS



Figure 54. Semipublic space definition: Privately owned, access is often conditional. Examples include a storefront, stoop, or sidewalk café, such as the JP Licks Patio on Centre Street.

Finally, many spaces within the Study Area, although very active, often lack the types of semipublic or public outdoor spaces that would promote unique program areas or social gathering spaces. Retail and cultural centers should be easily navigated and incorporate spaces for all users. Major street intersections in the commercial districts should be made safe, convenient, and usable for all - pedestrians, cyclists and vehicles.

Recommendations

There may be overlap with some of the following recommendations, found in the Urban Design Guidelines, and Transportation, Mobility and Connectivity sections of this Plan. They are tailored to enhance the existing character of five distinct focus areas. In addition, general Study Area-wide public realm recommendations can address problematic stretches of the public realm within the Study Area between activity nodes, and to preserve the character of less active-residential areas.

The following section is intended to be a guide for both public and private investment in the public realm, rather than a capital budgeting document. Public realm and open space improvements may result independently from development through direct public investment; as part of private development; or as a public investment undertaken in conjunction with private development. For more specific details on implementation and construction of public realm and open space improvements, please refer to the Implementation Action Plan.

Jackson Square

Character: Neighborhood gateway joining Roxbury and Jamaica Plain that is active with housing, job-producing uses, retail, and open space.

Recommendations:

- As a primary business node, active ground floor retail uses should front Centre Street, accompanied by active public spaces at street corners. Semi-active commercial or community uses should be on Amory Street, parallel to Columbus Avenue. This concentrates the most public realm activity away from but easily accessible to surrounding residential areas to build a cohesive gateway identity.
- New residential developments should be designed and scaled to enhance direct connections between Columbus Avenue and the new planned segments of the Southwest Corridor. Smaller buildings should also respect the surrounding neighborhood character. Multi-family residential developments should buffer their private open spaces with semipublic connections and passive open spaces. Large development programs that seek to fulfill open space requirements through private, walled-off spaces will not be permitted.
- The Columbus Avenue intersection should have enhanced pedestrian crossings and improved street amenities and furni-



Figure 55. Conceptual drawing of a major corridor showing public realm improvement potential with a dedicated bus lane and curb bump-out. Illustrative diagram



Figure 56. Active ground-floor uses at Centre and Lamartine Streets in Jackson Square

ture to build cohesion between existing and new buildings.

- Buildings along Columbus Avenue should reinforce a residential corridor through a buffering layer of semipublic spaces, including setbacks from the street, entryways, landscaping, and porches. However, parking entrances, loading docks, and service entrances should be configured to minimize impacts to Columbus Avenue and adjacent properties. The building shape and roof line (i.e., massing and edge) should be varied to mitigate the urban canyon effect.
- Pedestrian and cycling connections should be improved between Columbus Avenue and the new planned segments of the Southwest Corridor, through Amory Avenue, and to privately developed open space.
- MBTA right of way (ROW) should be preserved and activated behind new development in Jackson Square as a continuation of the Southwest Corridor.
- Encourage inclusion of public dog parks in larger development projects.
- Encourage green landscaping in all development projects.

Egleston Square

Character: Mid-sized neighborhood business district with additional multi-family residential.

Recommendations:

- Continue residential corridor with buffered edges down Columbus Avenue.
- Enhance existing private and public open spaces, including the Peace Park and Egleston Square Stonehenge, to create a network of open spaces that stitches the area together.
- Improve street crosswalks and curb extensions at intersections along Washington Street to make the area more walkable, and promote a cohesive identity within the neighborhood business district.
- Enhance connections between the Southwest Corridor and Franklin Park through design elements such as wayfinding signage, sidewalk plaques, kiosks, etc.
- Concentrate active commercial uses with active ground floors along Washington Street between Bray Street and Montebello Road. Active open spaces should be located adjacent to businesses to provide a mutually beneficial attraction to the area.
- New developments should respect the residential character of the neighborhood behind Washington Street.
- Improve the pedestrian connection on Atherton Street to connect Egleston Square to the Southwest Corridor.
- Work with the Egleston YMCA to provide a broader range of activities to accommodate varying age groups (i.e., older residents).



Figure 57. Enhanced pedestrian crossing markers at Seaver and Walnut Streets in Egleston Square improve the public realm and add safety measures for difficult pedestrian crossings



Figure 58. Recommended MBTA-owned parcels to extend Southwest Corridor park between Jackson Square and Stony Brook T stations north of the Study Area, and adjacent to the new development at Forest Hills between the Arborway and McBride Street

Stony Brook And Amory Street/Dimock Street Corridor

Character: Primarily residential area with some commercial and artistic uses along Amory Street.

Recommendations:

- Enhance connections to the Southwest Corridor through expanded open spaces from public land and pedestrian crossings on Amory Street.
- Improve walkability of Amory Street through widened sidewalks, landscaping, and street furniture to promote a cultural and artistic character.
- New construction should not obstruct access to the park and should reflect the residential character of its surroundings.

Green Street

Character: Neighborhood service district.

Recommendations:

- Concentrate active retail along Green Street between Washington Street and Amory Street. Extend active retail uses beyond the corners and onto Washington Street and Amory Street.
- Create active semipublic spaces for outdoor business activity (displays, seating).
- Improve street amenities and cleanliness on Green Street because of its significance as a neighborhood connector between Amory Street and Washington Street, as well as a connector between the Southwest Corridor and Franklin Park through design elements such as wayfinding signage, sidewalk plaques, kiosks, etc.
- Widen sidewalks and implement traffic calming strategies on Green Street.

Forest Hills

Character: Neighborhood gateway district and transportation hub.

Recommendations

- Enhance connection to the MBTA station as a walking, biking, public transit center.
- Expand Southwest Corridor (more facilities and more connections from Washington Street to Green Street).



Figure 59. Conceptual drawing of potential "Complete Streets" improvements for Columbus Avenue, including landscaping, bus rapid transit (BRT) elements, protected bicycle accommodations, and improved sidewalks



Figure 60. Conceptual drawing of potential "Complete Streets" improvements for Washington Street, including landscaping, protected bicycle accommodations, and improved sidewalks

- Enhance pedestrian use on Washington Street by widening sidewalks and including more amenities. Create active entrances and edges directly on Washington Street. Buffer sidewalks, space permitting, from faster moving car traffic.
- Concentrate active public and semi- spaces adjacent to active retail and services uses. Concentrate these open spaces at major entry points to signal a 'gateway.'
- Parking entrances, loading docks, and service entrances should be configured to minimize impacts to Columbus Avenue and adjacent properties. The building shape and roof line (i.e. massing and edge) should be varied to mitigate the urban canyon effect.
- Better connect Stonybrook Neighborhood and Washington Street with public access routes.

- Strategize new and enhance existing programs at Franklin Park to increase park usage.
- Provide better connections from the residential areas to Franklin Park.
- Preserve and activate MBTA ROW behind new development in Forest Hills as a continuation of the Southwest Corridor.

Study Area

Role: Connect active nodes with transit access and the rest of the neighborhood.

Recommendations

- Maintain sidewalks so they are navigable and safe. Include street amenities such as benches and trashcans.
- Use landscaping to buffer pedestrian zones from parking.
- Service entrances should be off of primary roads.
- New developments should use varied building shape and roof line (i.e. massing and edge) should be varied to mitigate the urban canyon effect and overshadowing surrounding neighborhoods.
- Respect smaller neighborhood context and create more activity in areas that can handle new development.
- Break apart larger developments with public and private connections to the Southwest Corridor and shortcuts (i.e. interstitial connections) similar to those found in the Brewery Complex.
- Ensure that ground floor uses maintain a high degree of transparency and maximize a visual connection between persons inside and passersby by providing clear and unobstructed windows, free of reflective glass coatings, advertisements, stickers, and security grates.
- Building edges should reflect the interior use. This strategy signals the transition between the business area and its context:
 1. Closer to activity nodes, active retail edges should be transparent.
 2. Commercial, community, and cultural uses should be semi-transparent.
 3. Residential uses should be screened / buffered by semiprivate space and landscaping.
- Reinforce the existing residential fabric by adding new public open spaces, improving existing neighborhood parks and community gardens, and creating cohesive commercial activities.

*Figure 61. Opposite left: First Chair, Fenway's Symphony Park
Opposite right: Community Fabric, Josiah Quincy School, Chinatown*



Streets around smaller public spaces should be made safer and allow for children to play nearby. Smaller streets may follow Stony Brook's Boston Transportation Department Slow Streets Program with speed reducing strategies in residential streets to discourage detouring, cut through traffic.

- Consider spaces for public art from local artists and interesting architectural expression that create a diverse mix of neighborhood identities for different activity nodes.
- Consider maximum lot coverage requirements in order to promote the creation of on-site open space.
- Encourage new community garden space and /or dog park space as part of larger development projects.

SUSTAINABLE DEVELOPMENT & GREEN BUILDINGS

Goal

PLAN: JP/ROX supports Boston's goals for carbon-free/climate-ready buildings, districts, and neighborhoods. New buildings in the Study Area offer an unprecedented opportunity to show case the next generation of high performance green buildings. The larger sites available for redevelopment also offer the opportunity for district scale sustainability and climate change ready practices including "green infrastructure" and distributed energy solutions.

Overview

Interwoven into Boston's "Innovation leader" brand is an ever growing cohort of high-performance green buildings. Driven by market demand, LEED Gold and Platinum buildings are becoming the norm for new construction. For developers, owners, and occupants alike, green buildings are paying dividends far beyond reduced energy and water expenses including human health and social benefits. Likewise, resiliency strategies are delivering benefits beyond infrastructure and buildings and now include both short and long-term social and economic benefits.

Recommendations:

- Establish a sustainability leadership position and brand of carbon-free/climate-ready development for the Study Area and subdistricts.
- Specifically support Boston's 2050 greenhouse gas (GHG) emissions reduction goal of carbon neutrality by setting progressively increasing building and area carbon reduction standards so that all new construction is net carbon neutral by 2030. New development should target net zero energy performance and include on-site clean and renewable energy systems.

Neighborhood Development and Buildings

- Set LEED for Neighborhood Development Gold as a minimum standard to ensure comprehensive sustainability of larger multi-building developments.

- Set LEED Platinum as the goal and LEED Gold as the minimum standard for all new buildings and major building renovations.
- All new buildings and major renovations should include innovative strategies and technologies for building-integrated and on-site renewable energy and, at a minimum, must include some on-site solar renewable energy.
- All new street configurations and buildings should be sited to optimize building solar orientation.

Preparedness and Resiliency

- Through site and building design, ensure new development is fully prepared for the effects of climate change including sea-level rise; higher temperatures and increased heat waves; and more frequent and severe storms with intense precipitation.
- All new and significantly renovated residential buildings must include passive survivability features and practices that allow extended resident sheltering in place including resilient energy supply (e.g., solar PV, energy storage, combined heat and power systems), cool/warm community rooms, and emergency supplies.

Green Infrastructure

- Limit the pollution and disruption of natural hydrology through individual site and larger-scale green infrastructure to manage stormwater through structural controls and non-structural means including landscaping, groundwater infiltration and vegetated roofs.
- Minimize the heat island effect with open space, vegetated roofs, cool roofs and hardscape materials with a solar reflectance index (SRI) of at least 29.
- Minimize the area of paved surface so that it is no greater than necessary to meet the needs of existing and new uses.

District Energy Infrastructure Planning and Development

- Explore opportunities for distributed and district energy for new multi-building developments with the potential to expand to include existing buildings over time.

LAND USE & ZONING

Context

Existing Land Use

The PLAN: JP/ROX Study Area consists of approximately 260 acres. Extracting 23% of the Study Area acreage for existing roads, the predominant use is residential buildings and/or vacant land that is zoned for residential use (32%). This number may increase slightly, as a mixed-use category makes up 4% of the acreage, whereby residential uses are typically located on the upper floors of commercial uses. Commercial buildings and land make up approximately as much acreage as industrial uses in the Study Area (13% industrial, 14% commercial buildings/land). There is an adequate supply (10%) of community and institutional uses such as English High School, Mendell Elementary School, Egleston YMCA, Egleston Branch Library, Brookside Community Health Center, E-13 police station, Pine Street Inn, local churches and the Dimock Community Health Center campus.

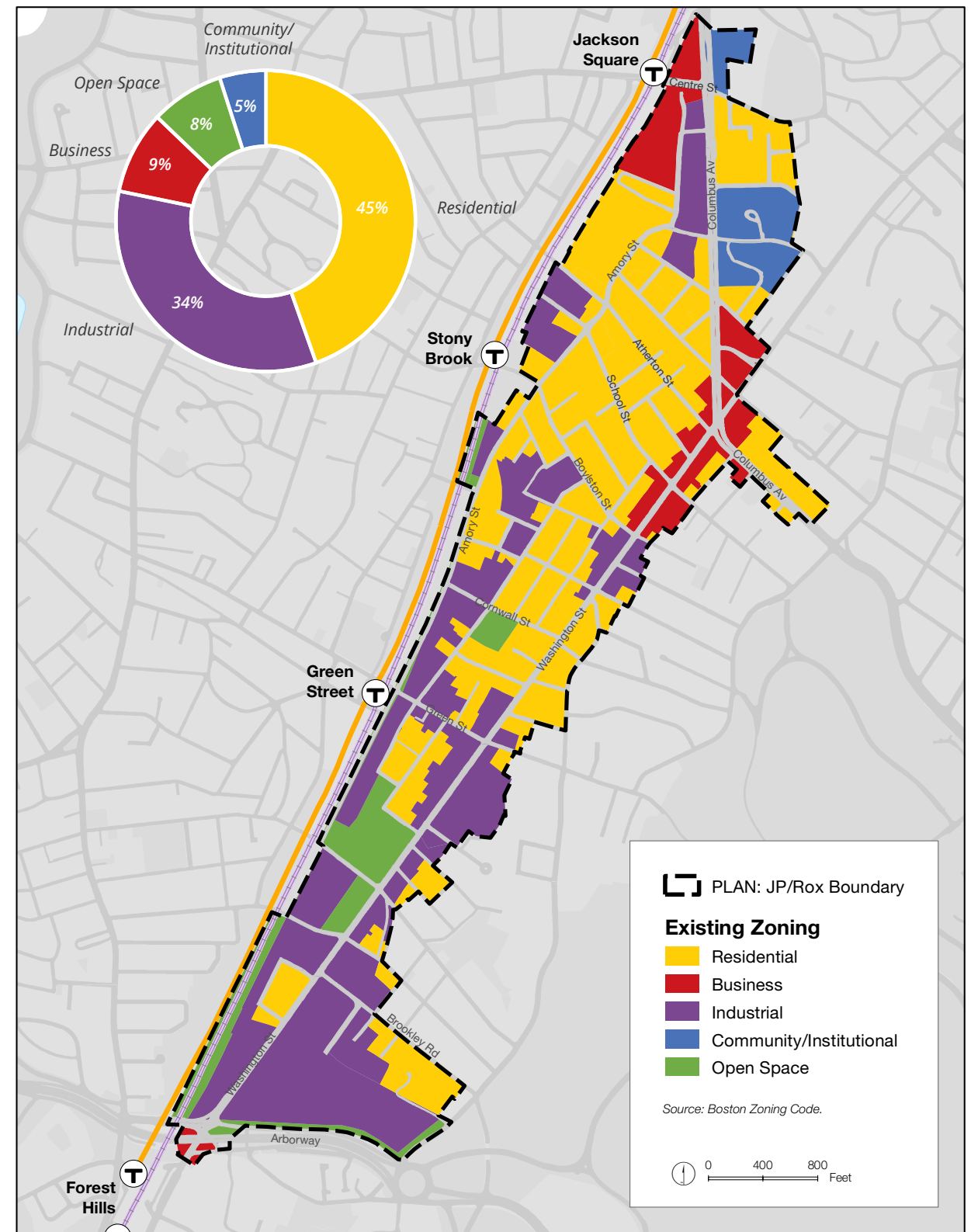
Zoning

Existing zoning in the Study Area is covered under Article 55 and Maps 9B/9C for Jamaica Plain, and Article 50 and Map 6B/6C for Roxbury. Recommendations below come from a synthesis of ideas from the PLAN: JP/ROX planning process, and they suggest amendments to the existing zoning text and maps. The zoning process for the amendments will take place after this Plan is adopted. The existing zoning varies greatly from the existing land use described above. Residentially zoned areas still make up the majority of the Study Area at 45%. However, the combined commercial, institutional and industrially zoned areas make up 48% of the Study Area, much more than what is on the ground today.

| EXISTING LAND USE | ACRES | PERCENT |
|---------------------------|------------|-------------|
| Residential | 75 | 29% |
| Vacant Land - Residential | 8 | 3% |
| Commercial | 26 | 10% |
| Vacant Land - Commercial | 9 | 4% |
| Mixed-use | 9 | 4% |
| Industrial | 35 | 13% |
| Institutional / Community | 26 | 10% |
| Open Space | 13 | 5% |
| Roads | 60 | 23% |
| Sum | 261 | 100% |

Figure 62. Opposite: Map showing existing land uses in the Study Area

Figure 63. Left: Existing land use breakdown in the Study Area



Rezoning allows underused land and property to develop in a way that better fits a community's long-range vision by maximizing shared benefits between property owners and residents and shaping the form of new development. Current land use and zoning are mismatched in the Study Area. For example, while 34% of the Study Area's land is zoned for industrial, only 13% is used for those purposes. This difference leaves land underused with longer processes to achieve the community's long-range vision.

Issues

Given the incongruity of zoning regulations, existing land use conditions, and the community's future vision, development proponents are pursuing use and dimensional variances through the Zoning Board of Appeal (ZBA) rather than pursuing "as-of-right" projects. Projects are as-of-right when they conform to both the use and dimensional requirements of the underlying zoning.

In addition, the City of Boston is faced with a market that does not have an ample supply of available housing stock to meet the demand - not only within JP/ROX, but Citywide. As a result, many residents are concerned about the current market conditions; thus, the City is identifying real solutions to address the rising cost of housing. An updated version of the City's Inclusionary Development Policy (IDP) has increased the number of affordable units created through private development, and the City has increased its commitment to increasing affordable housing through both traditional resources (subsidies and funding) and creative tools or programs to assist with unit production goals and anti-displacement of residents.

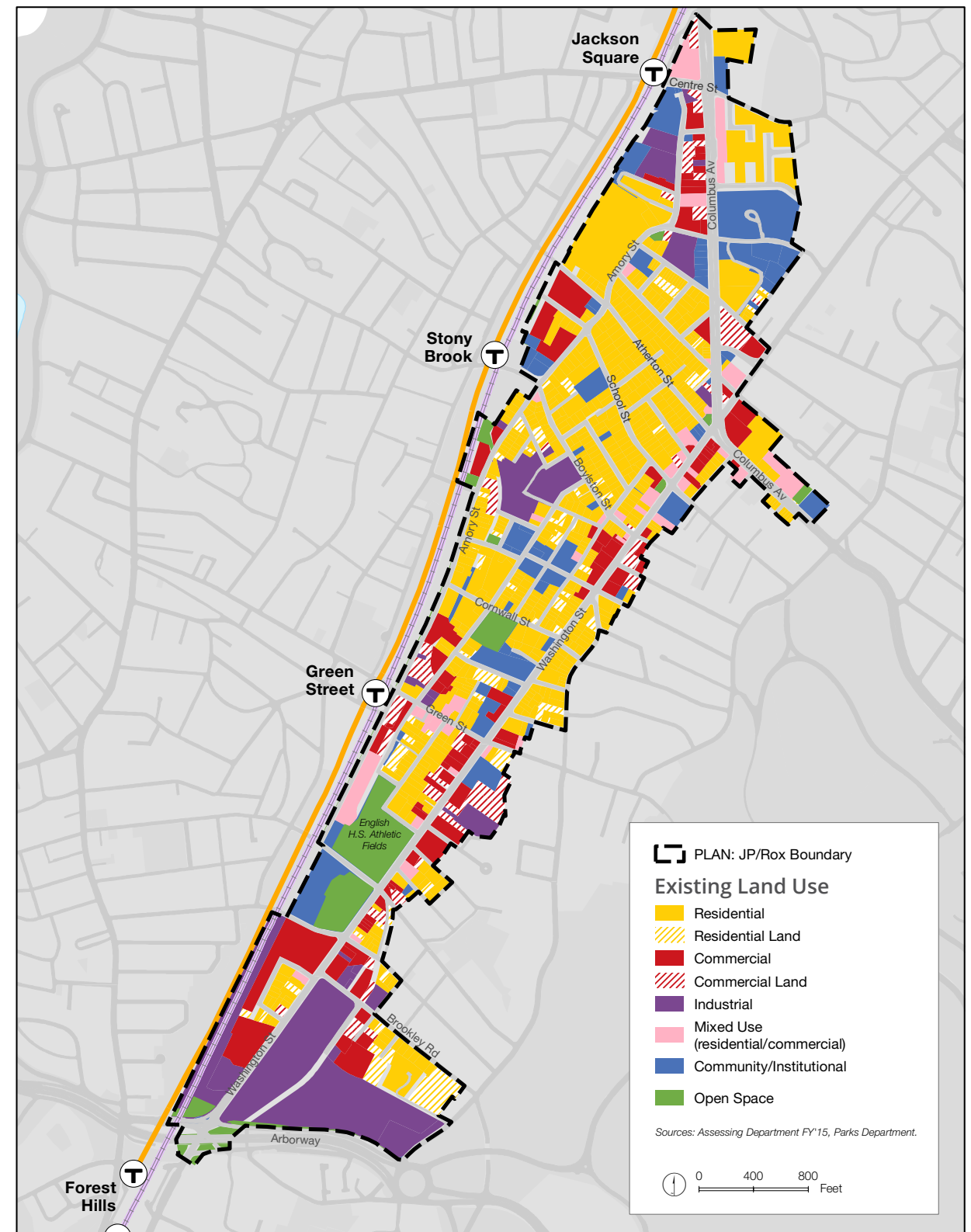


Figure 64. Opposite: Map showing existing zoning in the Study Area

Recommendations

Early in the PLAN: JP ROX Process, the community and City collaborated to identify parcels and areas that were “likely to change” and where people would “like to see change.” This exercise resulted in the identification of five clusters or focus areas consisting of underutilized and underdeveloped commercial and industrial parcels.

Drawing from the Community Vision and the specific ideas and recommendations emerging from the Community Workshops, the BPDA prepared a series of development scenarios within the focus areas to illustrate the potential form and character of new uses and buildings. To further understand each illustration, the potential site and building area was calculated. After vetting these development scenarios with the community, and through additional community discussions around land use, the following recommendations are being made.

Base Zoning Subdistrict Name and/or Boundary Changes

Overall, four zoning subdistrict names and/or zoning subdistrict boundaries would be changed in the base zoning.

In the following instances (Figure 68, label 1, 2), the name of the existing zoning subdistrict would be changed while the boundaries would remain the same. The intent of these proposed changes is to reflect either existing uses or recent new uses in varying stages of construction.

There was ample feedback through the PLAN: JP/ROX process about envisioning Green Street as a livelier pedestrian and bike-friendly connection between the Green Street MBTA station and Washington Street. The proposed change includes carving a commercial area (Local Convenience zoning subdistrict or LC) out of the Local Industrial (LI) zoning subdistrict to reflect existing conditions and envisioned uses (Figure 68, label 3). The new LC zoning subdistrict would support active ground-floor commercial uses for a more engaging streetscape. Some light industrial uses that do not negatively impact an active street life would still be allowed. This new LC zoning subdistrict would have a base height of 35’ and 1.0 FAR consistent with the former LI zoning subdistrict.

Two small changes are recommended in the Stonybrook neighborhood where it is currently zoned Local Industrial (Figure 68, label 4). These proposed changes would help to blend future development with the abutting three-family residential neighborhood, and reflects a recent redevelopment trend in the Stonybrook area whereby the industrial uses closer to the MBTA Arborway Yard are being proposed for residential development.



Figure 65. Green Street is envisioned to be a livelier and more pedestrian friendly connector street.



Figure 66. The Artisan's Asylum in Somerville, MA
Photo credit: The Artisan's Asylum



Figure 67. Active ground-floor uses below residences at Centre and Lamartine Streets in Jackson Square help to enliven that corner.

| LABEL | NAME | CURRENT | NEW | ADDITIONAL DETAIL |
|-------|------------------------------|--------------------------------|----------------------------|---|
| 1 | Stonybrook Neighborhood West | Local Industrial (LI) | Neighborhood Shopping (NS) | Have zoning reflect current land uses (some residential in areas zoned for industry). |
| 2 | English High School | Local Industrial (LI) | Community Facilities (CF) | Have zoning reflect current land uses (English High School facility). |
| 3 | Green Street | Local Industrial (LI); 3F-4000 | Local Convenience (LC) | Green Street should be a lively pedestrian friendly neighborhood street with active ground-floor uses. Create a Local Convenience (LC) zoning subdistrict along the length of Green Street, in addition to the nodes at Green Street/Amory Street and Green Street/Washington Street. Three parcels (#190-198) that front Green Street have been moved from the 3F-4000 zoning subdistrict. Housing would be a conditional use on the ground floor. |
| 4 | Stonybrook Neighborhood East | Local Industrial (LI) | 3 family houses (3F-4000) | Carve out a portion of the existing Local Industrial (LI) zoning subdistrict and add it to the adjacent existing 3F-4000 zoning subdistrict to blend with abutting residential neighborhood and reflect a recent redevelopment trend in the Stonybrook neighborhood. |

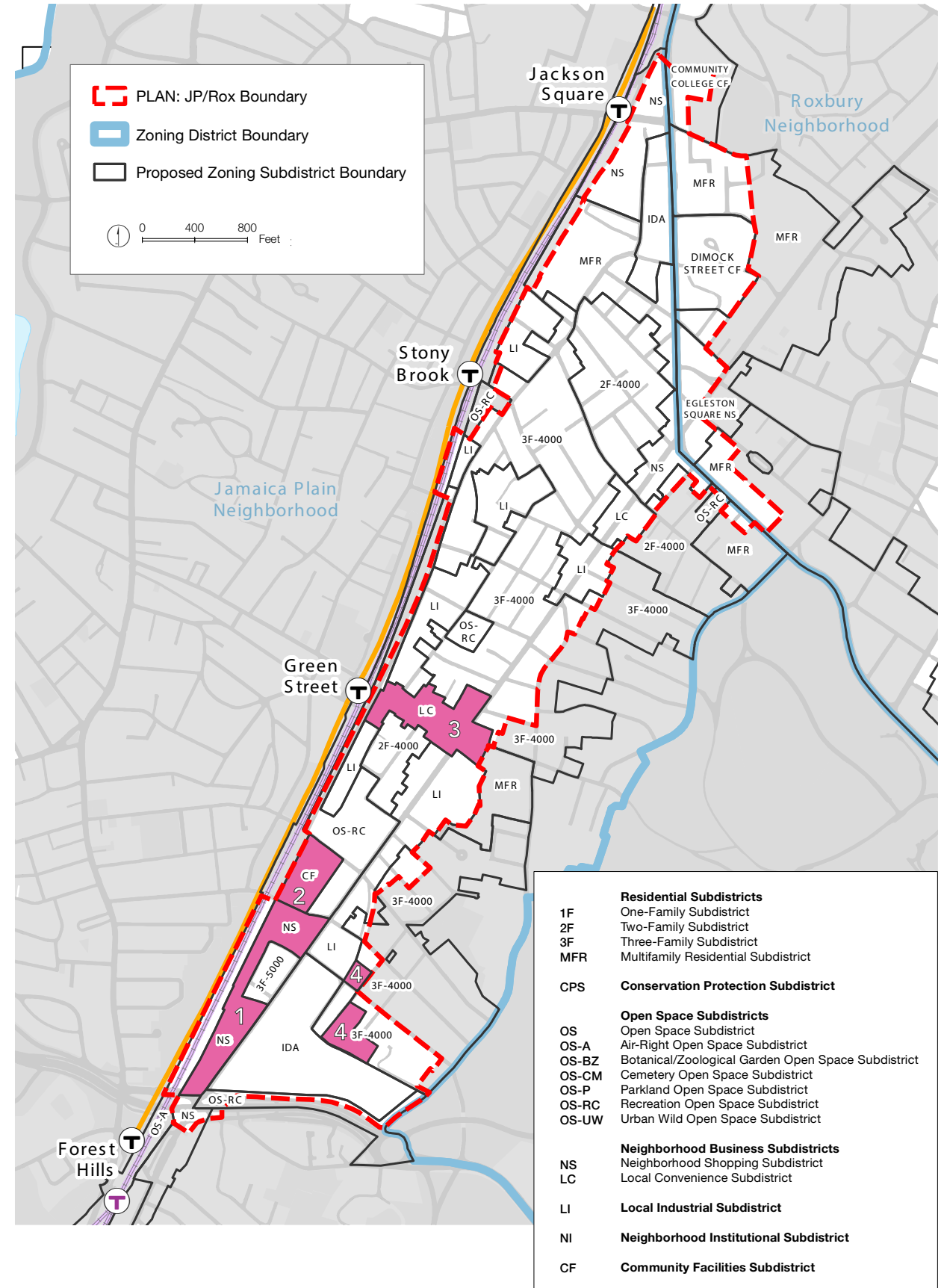
Base Zoning Use Changes - Local Industrial (LI)

Much of the feedback through the PLAN: JP/ROX process suggested that, if possible, local industrial uses should be preserved in order to keep jobs in the Study Area. In fact, the feedback suggested that opportunities for new types of local industrial uses, such as fabrication or "maker" space and new artist live/work space, should be addressed in the new zoning amendments. The feedback also suggested that zoning amendments should discourage heavier industrial auto-oriented and storage uses, and allow for residential uses above the ground floor. Finally, more active ground floor uses such as retail, restaurants, fitness centers should be encouraged in the LI subdistricts.

Use changes in LI subdistricts might include:

- Maintain current industrial uses.
- Create opportunities for new and contemporary local industrial uses; make art and fabrication or "maker space" uses more permissive.
- Discourage heavier industrial auto-oriented and storage uses that are currently more permissive in the LI subdistrict.
- Make residential an allowed use above the first floor.
- Make warehousing (self-storage) a conditional use. (This means that the use is not allowed by-right but may be acceptable in some areas. It requires the proponent to seek special

Figure 68. Top: Table of zoning changes
Opposite: Map showing proposed name and/or boundary changes to zoning subdistricts



permission, called a conditional use permit, from the Zoning Board of Appeals).

- Ensure that commercial and artist live-work space uses that activate the ground floor, such as restaurants, retail, galleries, fitness centers, etc. are encouraged and allowed.

Base Zoning Use Changes - Multi-Family Residential

Currently, active retail uses are restricted in multi-family residential (“MFR”) zoning subdistricts. In order to allow ground floor uses in appropriate areas, a recommendation is to make certain commercial and service uses conditional or allowed only on the ground floors to create vibrancy and convenience to the residents in areas where these types of uses are currently forbidden.

Base Zoning Dimensional Changes

There would be no changes to the base zoning heights and floor area ratios (FAR) in any zoning subdistrict. Heights are currently restricted to 35 feet as-of-right across the whole Study Area, with a few exceptions in Egleston and Jackson Square (45’ and 60’). As shown in Figure 69, the maximum heights and FAR for the zoning subdistricts in the Study Area would remain the same.

Density Bonus Policy

A density bonus is where a developer opts to incorporate additional public benefits into a project, such as affordable housing units, in exchange for the ability to build additional density and/or height in a development. Based on community discussions, certain areas would be eligible for the voluntary density bonus program. Each project that opts to seek a density bonus will result in additional affordable units, with a base affordability requirement of 13% of units at 70% Area Median Income (AMI), plus an additional set-aside at an average of 50% AMI. For a more detailed explanation, see Figure 21 on page 52 in the Housing, Affordability, Stabilization & Growth section of this Plan.

- If a zoning subdistrict has a base FAR of 1.0, the bonus set-aside is 30% of all additional units at an average of 50% AMI.
- If a zoning subdistrict has a base FAR of 2.0, the bonus set-aside is 35% of all additional units at an average of 50% AMI.
- Overall affordability for individual projects will be close to the model parcel affordability at 21.5% (base affordability requirement and the density bonus set-aside requirement).

Figure 69. Current zoning subdistricts and maximum height and FAR (floor area ratio) in the Study Area

| MAXIMUM HEIGHT/ FLOOR AREA RATIO (FAR) | | |
|--|---------------|-----------|
| ZONING SUBDISTRICT | JAMAICA PLAIN | ROXBURY |
| Two family (2F-4000) | 35' / 0.6 | |
| Three family (3F-4000) | 35' / 0.8 | |
| Three family (3F-5000) | 35' / 0.6 | |
| Multifamily (MFR) | 35' / 1.0 | 45' / 1.0 |
| Local Convenience (LC) | 35' / 1.0 | |
| Neighborhood Shopping (NS-Egleston Square) | 45' / 2.0 | 45' / 2.0 |
| NS-Jackson Square | 60' / 2.0 | |
| Local Industrial (LI) | 35' / 1.0 | |
| Industrial Development Area (IDA) | 35' / 1.0 | |
| Community Facilities (CF) | | 45' / 2.0 |

Density Bonus Tools

Four tools or options to apply the density bonus policy already exist in parts of the Boston Zoning Code – all of them are optional based on project feasibility.

Density Bonus Tool 1: One mechanism to become eligible for a density bonus is if a project opts into Article 80 Large Project Review.

Density Bonus Tool 2 & 3: Planned Development Areas (“PDA”) and Residential Development Areas (“RDA”) create new zoning for a site, whereby affordability minimums are required and written into the final Planned Development Area Plan or Residential Development Area Plan. They differ in size threshold and other requirements but are similar in community and approval processes. The approval of a PDA or RDA Plan requires a full public process, which includes community meetings hosted by the BPDA, a 45-day comment period, and public hearings in front of the BPDA Board and the Boston Zoning Commission. If approved by both the BPDA Board and the Boston Zoning Commission, the Mayor would sign the PDA or RDA Plan, and it would become the new zoning for the site.

Developments within a PDA or RDA may not exceed the maximum heights established through this Plan as shown in Figure 70 on page 128 and developments must incorporate the urban design guidelines found in the Implementation chapter of this Plan.

Density Bonus Tool 4: The Residential Development Incentive (RDI) creates an as-of-right situation in all zoning subdistricts where residential use is allowed (except for 1F, 2F and 3F zoning subdistricts) and where additional affordability above the IDP is required even though zoning relief is not needed. These as-of-right projects do not require a variance from the ZBA, do not require a plan with changed zoning for the BZC, but will still have to follow an Article 80 development review process, depending on project size. With an RDI, more than 50% of the gross floor area must be dedicated to residential uses and affordability requirements, maximum heights and densities are provided in the zoning language.

There are over 11 acres of privately-owned land in the Study Area that are vacant or being used for warehousing/storage, repair garages, surface parking, and auto salvage yards. Many of these areas may be opportunities to utilize a density bonus tool and provide additional affordable housing to the Corridor. The hope is that private developers will opt to use a density bonus tool that creates a feasible project thereby creating additional affordable housing and contributing to the Study Area goal of at least 40% of future housing to be income-restricted affordable housing units (35% of all new housing when including projects currently in permitting).

For the JP/ROX Study Area, Density Bonus Tool 3, the Residential Development Area (RDA), is the tool with the most appropriate balance between development potential, community benefits, and community engagement.

See the Framework section "Housing Affordability and Development without Displacement" for more details on the density bonus policy and tools. A separate detailed financial analysis document provides an explanation of this Plan's recommendations for the density bonus policy.

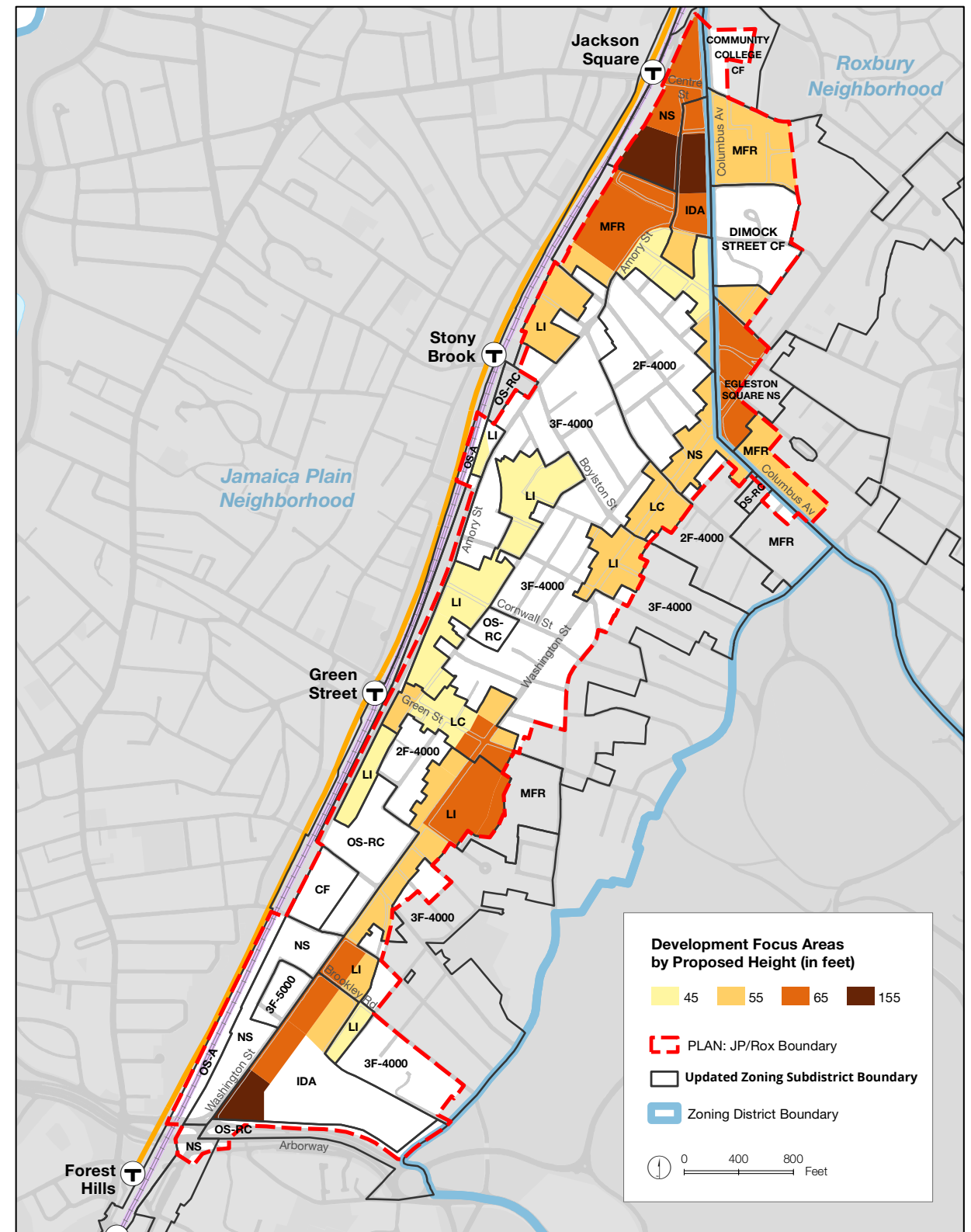


Figure 70. Conceptual map of areas eligible for a density bonus and allowed maximum heights



IMPLEMENTATION

URBAN DESIGN GUIDELINES

These urban design guidelines were created in partnership with the community with the goal of respecting the existing cultural, historical, and physical character of the neighborhood while providing a roadmap for guiding future growth. They specifically seek to maintain the social and economic diversity of the area by encouraging enough new housing to meet present and future housing demand and by increasing the present amount of income-restricted affordable housing.

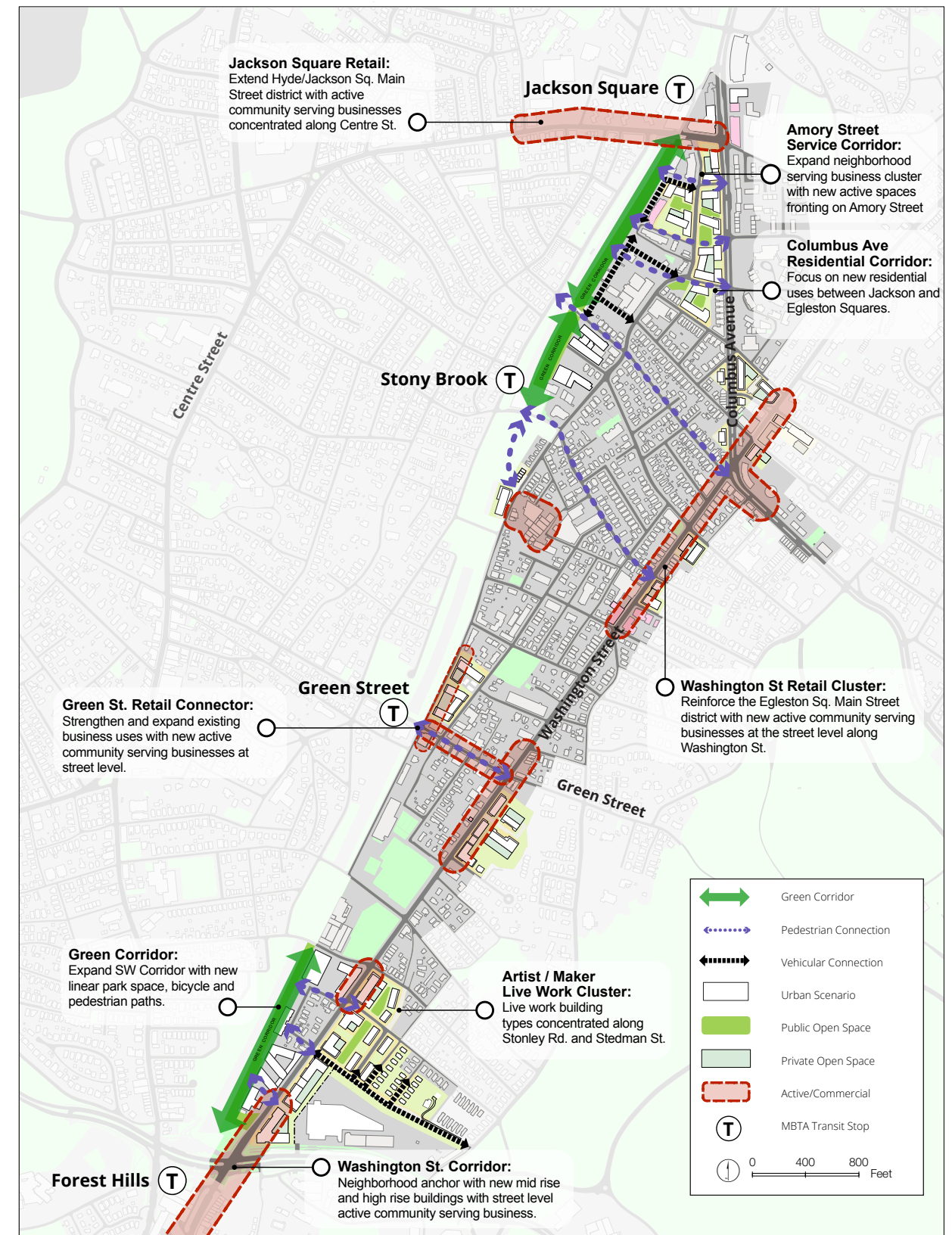
These guidelines aim to preserve the vibrancy and accessibility of the neighborhood and by enhancing the street and sidewalk experience, encourage walking, biking, and the use of public transit. The guidelines promote a future neighborhood that includes new uses which complement the variety of existing uses and new open spaces and public realm improvements that enhance the livability of the community. They seek to foster innovation and resiliency by setting high standards for green buildings and infrastructure and in doing so, reduce greenhouse gas emissions and energy costs.

These guidelines are intended to provide an urban design framework for new projects in the Study Area and to ensure variety in building form and character along with high quality architectural design. Specific guidelines, including height limits as well as setback and stepback requirements, will directly inform amendments to the existing zoning of the Study Area. While these guidelines set a clear expectations, there will always be the potential for inconsistencies; these will be resolved through the Article 80 project and design review process.

The urban design guidelines section is organized into area wide guidelines that address broader conditions in the Study Area and focus area guidelines that address the unique characteristics of five focus areas:

- Jackson Square
- Egleston Square
- Stony Brook Station/Amory Street
- Green Street
- Forest Hills/Stonybrook Neighborhood

Figure 71. Study Area urban design strategy overview



Area-Wide Urban Design Guidelines

Street and Block Patterns

Buildings should be separated with streets and open spaces to provide visual relief, reduce the scale of large parcels, and respect the surrounding street and block patterns. For larger parcels and development sites, such as those near the Jackson Square and Forest Hills focus areas, new public ways and paths should be added to reduce the scale of the blocks and promote local circulation in and through the site. Wherever possible, all new streets and buildings should be configured and oriented for maximum sunlight and solar exposure benefit (longer south façades and shorter east and west façades) and to minimize shadows.

Public Realm

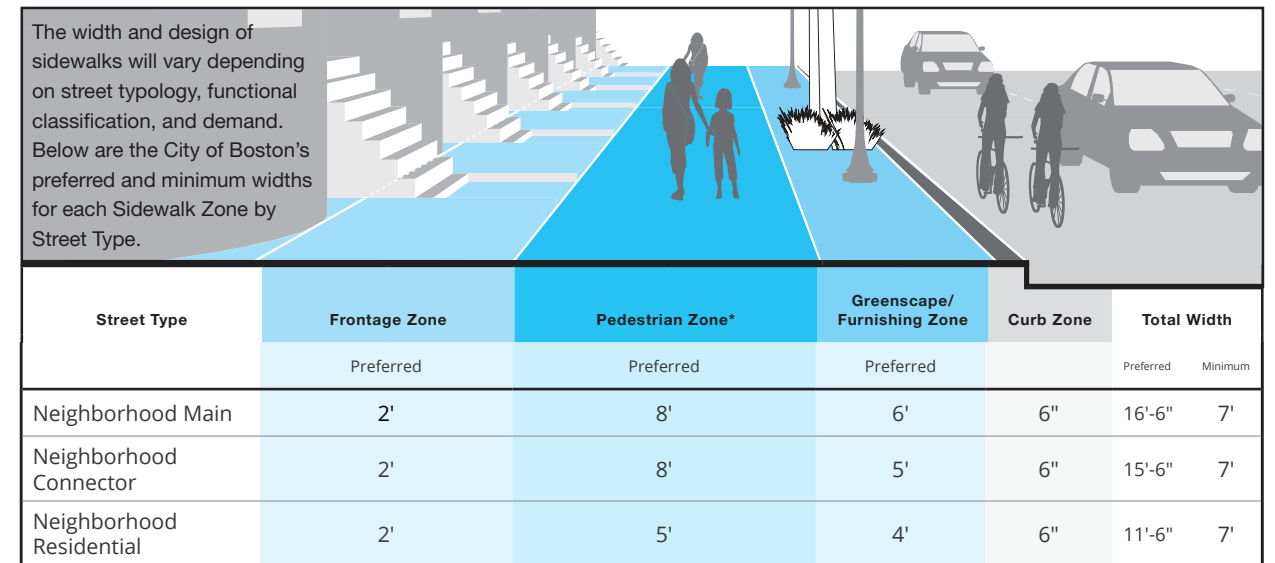
Commercial and active area streetscapes should be enhanced with wider sidewalks, landscaping, lighting, street furniture, and public art. New development projects, when adjacent to new and existing retail, service, and cultural uses, should include public and semi-public active spaces. New development will be expected to contribute to the public realm surrounding their development as described in this Plan. Unusual or unique site features should be capitalized on to create visually interesting spaces within the public realm (e.g. pedestrian-level lighting, murals or artwork, street furniture, pocket parks, special landscape, or historic features), and to welcome pedestrians and promote the streetscape qualities unique to the Study Area today.

New and expanded streets and sidewalks should meet Boston's Complete Street standards. Three street types, classified by their function and character, should guide the specific sidewalk / public right of way designs as follows:

- **Neighborhood Main:** Main Street districts / active retail areas including parts of Washington Street and Columbus Avenue.
- **Neighborhood Connector:** Local retail / commercial areas including parts of Washington Street, Columbus Avenue, and Amory Street.
- **Neighborhood Residential:** All neighborhood residential streets.

In locations where the existing public right of way is too constrained to allow sufficient sidewalk widths, new buildings should be set-back further from the property line to allow for wider sidewalks. With consideration to existing adjacent conditions, frontage zones should be maximized through additional front yard setbacks to

Figure 72. Preferred dimensions for Sidewalk Zone by Street Type, based on Boston Complete Streets



provide active outdoor spaces along building facades but not at the expense of reducing the sidewalk pedestrian zones beyond the recommended widths.

The three existing MBTA Right of Ways (ROWs) clustered along the east side of the Orange Line rail corridor should be transformed into new high quality public open spaces and added to the Southwest Corridor Park System. The new park spaces should provide active open and green spaces. The two ROW parcels in Jackson Square would connect Jackson Square to Atherton Street, and Atherton Street to Stony Brook Station / Boylston Street. In Forest Hills, the ROW parcel would connect McBride Street to the Arborway. See Figure 58 on page 110 for ROW parcel locations.

Site Planning and Topography

Project sites should be designed to create pedestrian connections, sight lines, and view corridors between buildings, thus integrating with the surrounding neighborhood. Open space features should be used to organize site features and buildings. Alleyways could be introduced and used for access to service areas and parking.

Changes in topography should be utilized to create new street level uses and access points under building parking from the lower grade level. Where changes in topography increase the visual impact of new buildings, additional setbacks and stepbacks should be considered to mitigate impacts on adjacent smaller scale residential uses.

Bicycle racks and other shared amenities that activate the streetscape should be located near building entrances, especially in residential and mixed-use projects.

Open Space and Landscaping

In designing open space, special care and consideration should be given to contributing to the fabric of the surrounding neighborhood. Open spaces should be clustered in a central location rather than dispersed throughout a site. Architectural solutions such as balconies, roof decks, porches, and stoops can contribute to the project's open space strategy but not in lieu of publicly accessible ground level open spaces. Balconies should be sized and located to maximize their intended use, and they should function as open space. Common amenities such as a communal vegetable garden, roof deck or tot lot are open space benefits to residents.

Existing trees should be retained wherever possible, especially mature trees. Existing trees of a 6" diameter or greater shall be replaced at a ratio of two new trees for every one tree removed. New trees shall be at least 2.5" in diameter.

Landscaping should complement the architecture and building uses and be suitable to the functions of the space. Landscaping associated with each development should be designed to minimize adverse visual impacts, especially from parking, loading, and service areas, and also contribute to the overall public realm goals of better connectivity and higher quality public experience of the Study Area.

Building Orientation and Street Edge Condition

New buildings define and contribute to the public realm by their orientation, placement of entries and active spaces, and façade transparency (windows and openings) at the ground level. Appropriately sited and designed buildings can enliven the public realm with active spaces and uses in commercial and mixed-use areas, or alternatively set the tone for quieter residential areas using landscaping. Of equal importance is how service and functional elements, including driveways, transformers and trash / recycling receptacles, are located and screened. For new projects and buildings:

- Main building entrances, lobbies, shops, and businesses should face and be accessible from the primary street and abutting sidewalk. Active use areas such as restaurant seating, reception and waiting areas, and retail should line street-facing walls so the activity is visible from the street level. Ground floor retail establishments should incorporate at least one usable street-facing entrance that is open during regular business hours.
- Larger developments should consider visual or physical breaks along the street frontage to diminish building scale and include prominent features to break up massing, accentuate corners, and create variety. Designs should incorporate textures, colors,

materials, and distinctive architectural treatments to add visual interest. In mixed-use buildings, differentiate ground floors from upper floors by changes in massing and architectural relief.

- In cultural, community, retail, and commercial areas, ensure frequent entrances, transparent façades, tall display windows, canopies, and attractive building materials to create an active pedestrian environment. Windows should be free of reflective glass coatings, advertisements, and stickers. Exterior security grates are not allowed.
- In residential areas, locate common spaces such as exercise, recreation, and community rooms at the ground level. Setback and buffer at grade residential uses with ornamental fencing and landscaping.

Parking and Service Areas

Parking, loading, and other service functions can detract from an active streetscape and raise safety concerns for pedestrians and bicyclists. To the extent possible new driveways, loading, service areas, and parking lots should be accessed from a side street, alley, or the least traveled abutting roadway and located at the side or rear of buildings. For new projects and buildings:

- Parking lots and garages are prohibited from fronting on neighborhood arterials including Washington Street and Columbus Avenue. Wherever possible, locate parking at the basement level, underground, and/or at the rear of buildings.
- All surface parking lots should be screened with fencing and landscaping and include trees for shade cover. Any portion of a parking level that is above grade should be screened and landscaped.
- In order to continue the sidewalk and allow on street parking, any unused curb cuts should be filled in to enhance the public realm.

Building Heights, Setbacks, Stepbacks, Open Space and Lot Coverage

New buildings and projects can help improve the urban fabric and positively contribute to the collection of buildings and open spaces that characterize the Study Area. The following guidelines establish building setbacks, lot coverage, on-site open space, and façade step-back standards to ensure all new buildings are optimally located and are appropriate in scale and massing. Special attention has been given to ensuring that the transitions between existing and new buildings are gradual while retaining the flexibility necessary for realizing creative and innovative designs and providing the new, envisioned uses.

The goals of these dimensional guidelines are to:

- Minimize any adverse impact on the scale and character of the existing two-family and three-family residential uses and zoning subdistricts in the Study Area.
- Ensure a gradual transition between new and existing buildings.
- Reflect the variety in building heights and sizes found in the existing urban fabric.
- Locate new larger buildings nearer to transit and along the neighborhood arterials, and site smaller buildings adjacent to existing residential.

Building Heights

As described in the Land Use and Zoning chapter of this Plan, density bonus areas allow a project the option of providing additional public benefit, such as more affordable housing units, in exchange for allowing additional building height and building area. Through the planning process, several areas were identified as eligible for projects that opt . A range of height sub-areas create specific opportunities to maximize the potential for building more housing while minimizing the impact on the existing neighborhood. The following chart shows the proposed maximum heights for each density bonus area:

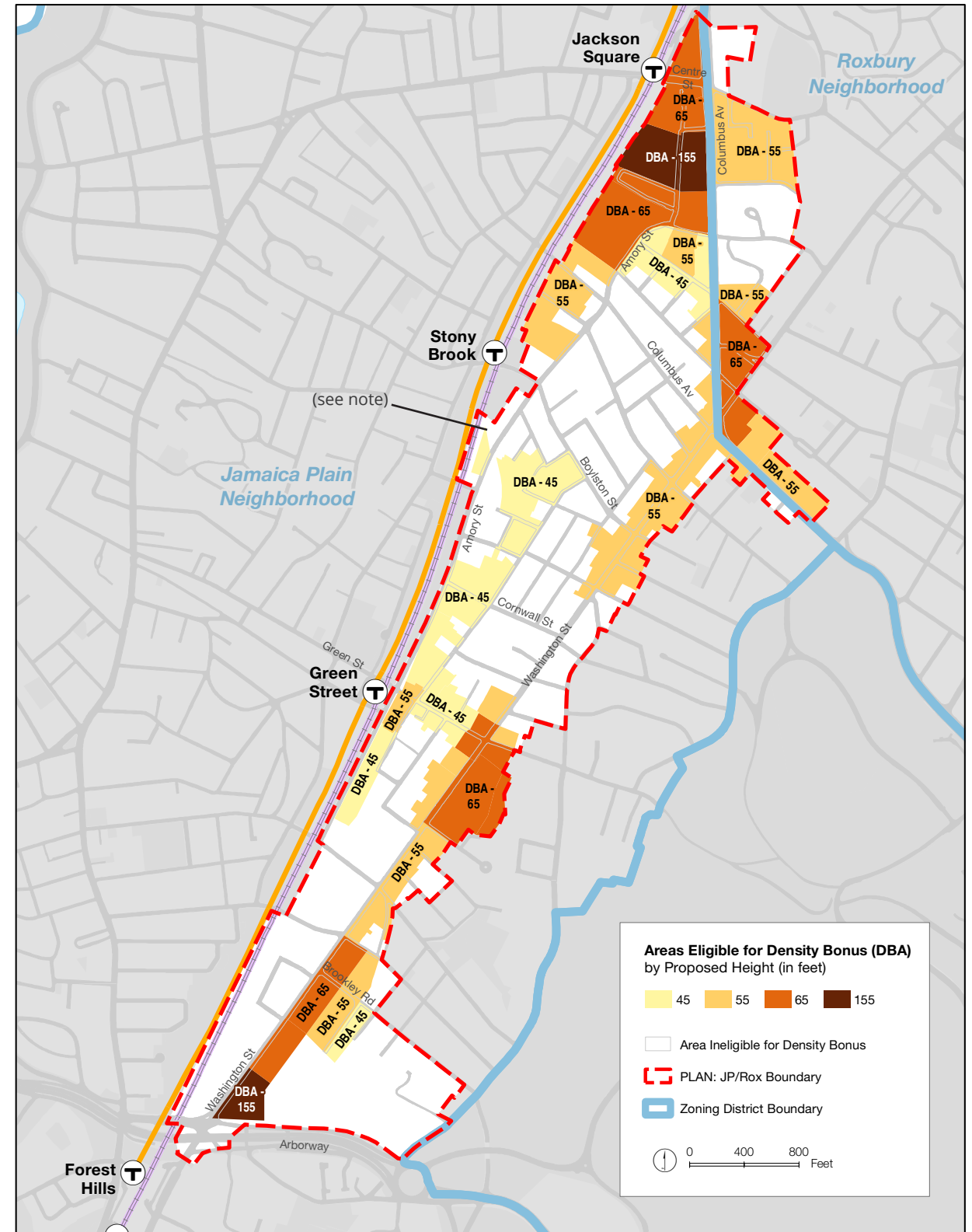
| PROPOSED MAXIMUM HEIGHTS IN ELIGIBLE DENSITY BONUS AREAS (E.G. RDA) | | |
|---|---------|---------------------|
| DENSITY BONUS AREA | STORIES | FEET ^(a) |
| 45' | 4 | 45' |
| 55' | 5 | 55' |
| 65' | 6 | 65' |
| 155' | 15 | 155' |

(a) Mixed-use buildings with commercial ground floor uses are allowed an additional 3' to 5' at the ground floor to allow the added necessary for successful ground floor commercial space.

Building Setbacks

Building setbacks limit how close a building can be located to the property line and help determine the character of an area, especially along the street. Front yard setbacks serve different functions for different uses and locations. In residential areas, setbacks provide areas for landscaping and buffer those residential uses, especially at the ground level, from street activities. For retail and active commercial areas, minimal front yard setbacks allow visual merchandising adjacent to the sidewalk and can provide space for outdoor seating, street furniture, public art, wayfinding and the like. Side and rear yard setbacks serve to protect abutting uses and buildings,

Figure 73. Opposite: Recommended areas eligible for a density bonus and maximum allowable building heights



*DBA does not include area north of the Southwest Corridor Path. See Figure 86 on page 157 for a more detailed map.

especially smaller scale residential, from new buildings and uses which may be larger in scale.

Buildings setbacks are measured from the property line to provide the front, side and rear yard space appropriate to the location and use. In Local Retail / Commercial and Main Street / Active Commercial areas, a more continuous street wall is recommended to ensure continuity of area character, while additional setbacks and recesses allow for outdoor seating and active spaces.

- Front Setback - varied by area character:
 1. Residential: 10' to 15' to allow landscaping and buffer ground floor residential uses.
 2. Local Retail / Commercial: 0' to 15' to allow for both residential and retail uses including outdoor seating and unique conditions.
 3. Main Street / Active Commercial: 0' to 10' to allow for outdoor seating.
- Side Yard and Rear Yard Setbacks - varied by area character:
 1. Residential: Side 10' / Rear 20'.
 2. Local Retail / Commercial ^(a): Side 0' / Rear 10' to 20'.
 3. Main Street / Active Commercial ^(a): Side 0' / Rear 10' to 20'.

Note (a): When the adjoining use is a 1F, 2F, or 3F residential zoning sub-district, the setback should be 10' at an adjoining side yard and 20' at an adjoining rear yard.

New buildings should generally reinforce existing street wall conditions while ensuring appropriate sidewalk widths and buffer areas to support new and existing uses. In locations where the existing public right of way is too constrained to allow sufficient sidewalk widths (see Public Realm Recommendations on page 134), new buildings should be setback further from the curb to allow for wider sidewalks. With consideration to existing adjacent conditions, the minimum suggested sidewalk widths are illustrated in Figure 74.

During the community zoning process, specific area condition definitions will be determined for areas currently zoned Local Industrial and Industrial Development Area.

Building Façades and Stepbacks

Successfully designed buildings, especially mid-rise and high-rise structures, often employ a variety of architectural strategies to enliven the building form, control the visual massing, and respond to the surrounding context. Building façade step backs, where the

Neighborhood Connector



Neighborhood Main



- Building Setback
- Pedestrian Zone
- Frontage Zone
- Curb + Greenscape/Furnishing Zone

Figure 74. Opposite: Illustrative example of how the urban design guidelines create a dynamic edge that regulates the public realm in front of new development.

wall plane shifts backward, typically occur on the upper levels of a structure.

The following are minimum stepback requirements that are intended to reduce the massing of new buildings and ensure a more gradual transitioning between buildings of different heights and massing. Building designs can employ additional stepbacks and initiate the required stepbacks at lower floor levels provided the minimum requirements are met. Stepbacks are measured from the primary façade and are implemented within a specific range of floor levels.

Open Space and Lot Coverage

All new projects and buildings must contribute to the public realm surrounding the development and provide accessible open spaces best suited to the building site conditions and occupants. For occupants this goal is implemented by providing an appropriate

| PROPOSED STEPBACKS: AREAS ELIGIBLE FOR DENSITY BONUS (E.G. RDA) | | |
|---|-----------------|--|
| FLOOR LEVEL | NUMBER | FRONT, SIDE, AND REAR |
| 1 TO 4 | None | None |
| 5 TO 6 ^(a) | First Stepback | 5' Average Depth for Minimum 80% of the Length of Façade |
| 7 AND ABOVE | Second Stepback | 5' Average Depth for Minimum 80% of the Length of Façade |

(a) Where the side or rear adjacent zoning subdistrict is residential 1F, 2F, and 3F, the minimum stepback at that edge shall be lowered to the fourth floor level.

Four, Five, and Six Story Building Examples

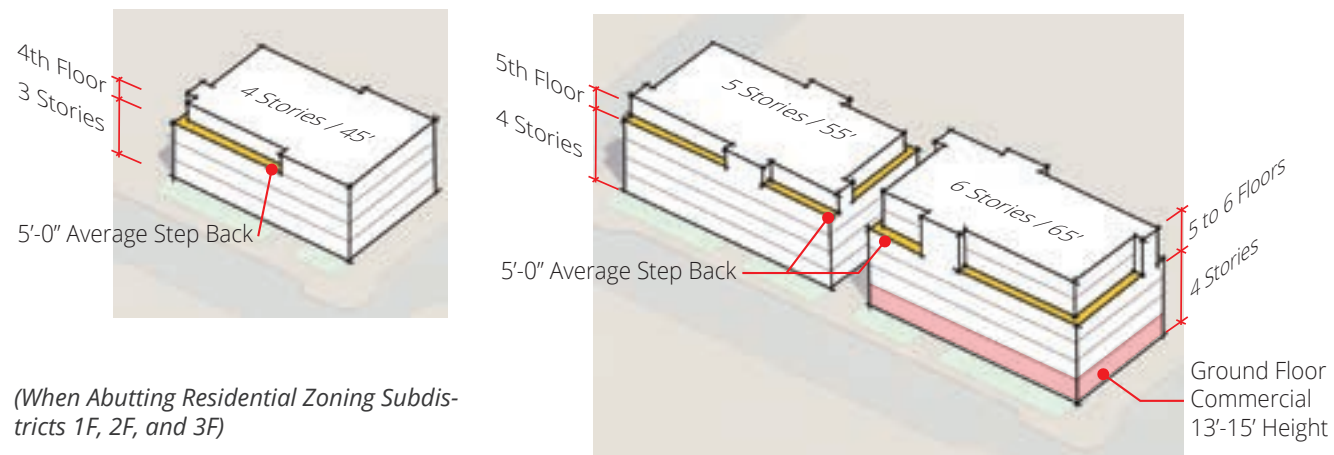
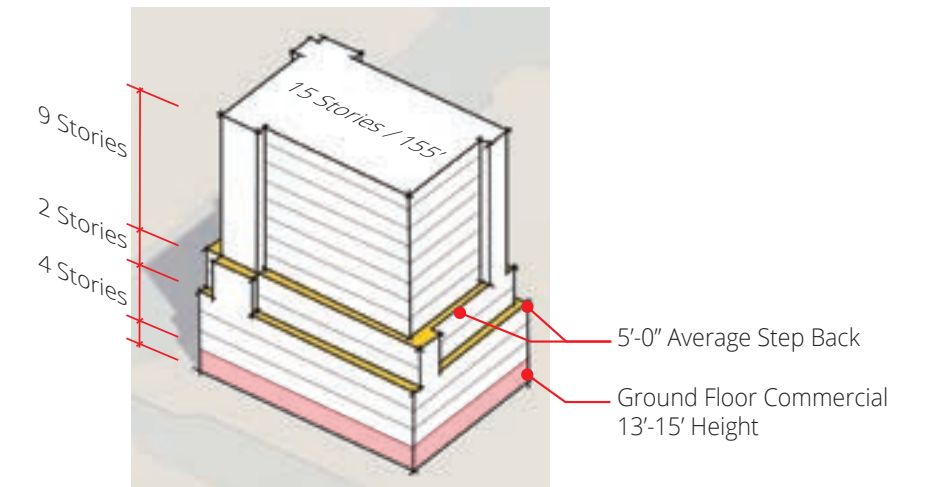


Figure 75. Illustrative stepback concept for a fifteen story building where the two stepbacks are marked in yellow

Fifteen Story Building Example



amount of open space per dwelling unit. For larger projects, the open space per unit requirement plus a maximum percentage of building allowed for lot coverage - will ensure sufficient area is dedicated to open space, setbacks, sidewalks, placemaking opportunity areas, pedestrian ways, alleys, and new streets.

- For each project there should be at least 50 SF of Open Space per residential unit.
- For large project sites over 20,000 SF in Jackson Square and Forest Hills / Stonybrook Neighborhood focus areas, the development footprint, including the building and associated parking and service areas, should not exceed 85% coverage of the site area. The remaining area is to ensure projects include new public open spaces and pedestrian ways and provide new roadways for access and area circulation.

1. Private ways: A continuous through-block connection linking streets at both ends, and would be open to public vehicle and pedestrian access including cyclists. It should be designed to meet City standards, while its location should contribute to creating compatible block sizes and enhancing connectivity to the existing network of streets.
2. Pedestrian ways: A continuous through-block connection linking sidewalks at both ends that is open to the public and limited to pedestrians and cyclists, where feasible. The pedestrian way would be open to the sky with a minimum number of exceptions for minor projections over it. Each end of a pedestrian way should be visible from the street, while its location and design should contribute to creating compatible block sizes and enhancing connectivity to the existing network of streets.

Figure 76. Opposite: Illustrative stepback building concepts where stepback areas are marked in yellow

3. **Alleys:** A continuous through-block connection linking streets at both ends that would provide access to the development site for activities such as drop-off, parking, loading or other service areas. The alley would be open to public access and may be limited to vehicle traffic but should be designed to accommodate pedestrians and cyclists, where feasible. Its location and design should contribute to creating compatible block sizes and connectivity to the existing network of streets.
4. **Placemaking space:** An open air plaza or green space such as a park that is located on the ground level and is open to the public. Its location and design should contribute to the overall character of the neighborhood and enhance the public realm of the area.

Sustainable Development and Green Buildings

High-performance green buildings provide occupant and community benefits far beyond reduced energy and water expenses including human health and social benefits. With proven market demand and the mainstreaming of practices, buildings achieving Leadership in Environmental and Energy Design (LEED) Gold and Platinum outcomes has become the norm for new construction. Likewise resiliency strategies can provide benefits beyond improved infrastructure and buildings including both short and long term social and economic benefits.

Neighborhood Development and Buildings

Compact complete communities reduce personal vehicle travel and localized vehicle emission pollution. Increased access to nearby goods and services, employment centers, open spaces, and public transit increase walking and bicycling, and, as a result, improve health. LEED for Neighborhood Development provides a framework for large multi-building projects to track and demonstrate comprehensive sustainable development strategies at the community scale.

- New projects should set LEED Neighborhood Development Platinum as a goal and at minimum achieve LEED Neighborhood Development Gold.

New projects and buildings will play a crucial role in meeting Boston's 2050 greenhouse gas (GHG) emissions reduction goal of carbon neutrality. New development planning should target net zero energy performance and include on-site clean and renewable energy systems.

- New buildings and major building renovations should set LEED Platinum as the goal and at minimum achieve LEED Gold certifiable.
- All new buildings and major renovations should include innovative strategies and technologies for building-integrated and on-site renewable energy and, at a minimum, must include some on-site solar renewable energy.

Preparedness and Resiliency

Through site and building design, ensure new development is fully prepared for the effects of climate change including sea-level rise, higher temperatures and increased heat waves, and more frequent and severe storms with intense precipitation.

- All new and significantly renovated residential buildings must include passive survivability features and practices that allow extended resident sheltering in place including resilient energy supply (e.g., solar PV, energy storage, combined heat and power systems), cool/warm community rooms, and emergency supplies.

Green Infrastructure

Building and site infrastructure can significantly reduce local and regional impacts from the built environment including ground water, storm water, and urban heat island.

- New projects should limit runoff pollution and disruption of natural hydrology through site and larger-scale green stormwater solutions including rain gardens, bio-swales, and landscaping that allow for groundwater infiltration and building rain harvesting and vegetated roofs. Minimize heat island effect with open space, landscaping and trees, cool and green roofs, and the use of building and hardscape materials with a solar reflectance index (SRI) of at least 29. Additionally, projects should minimize the area of paved surface so that it is no greater than necessary to meet the needs of existing and new uses

New multi-building developments should assess the feasibility for distributed thermal and electrical energy with the potential to add new buildings over time.

Development and Design Review

The community has identified two areas, one at Forest Hills and one at Jackson Square, where additional density is desirable and the immediate area is suitable for high rise buildings (up to 15 stories). Boston Zoning Article 80 B - Large Project Review establishes a comprehensive review framework that is scalable for addressing the impacts of buildings over 50,000 square feet and ensures community participation in the assessment of project impacts and appropriate impact mitigation commitments. The impact assessments for larger projects, such as high rise buildings, are proportionally larger and will include more detailed studies such as area transportation (vehicles, pedestrian, bicyclists, public transit), wind, light / shadow, and water, as well as associated mitigation strategies.

Jackson Square Urban Design Guidelines

Area Specific Character and Future Vision

Envisioned as the neighborhood gateway that joins Roxbury and Jamaica Plain, these guidelines seek to enhance Jackson Square with new active residential, commercial, and retail uses. Additional open space should support walking, biking, and public transit.

Urban Design Vision: Create new streets and blocks to provide a framework for new buildings and new public realm including establishing Amory Street as an active north south pedestrian / service spine that connects the Jackson Square T Station to the larger neighborhood to the south and acts as the new heart of the focus area.

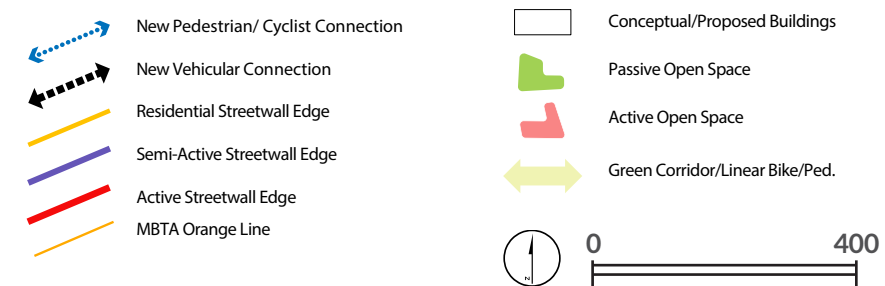
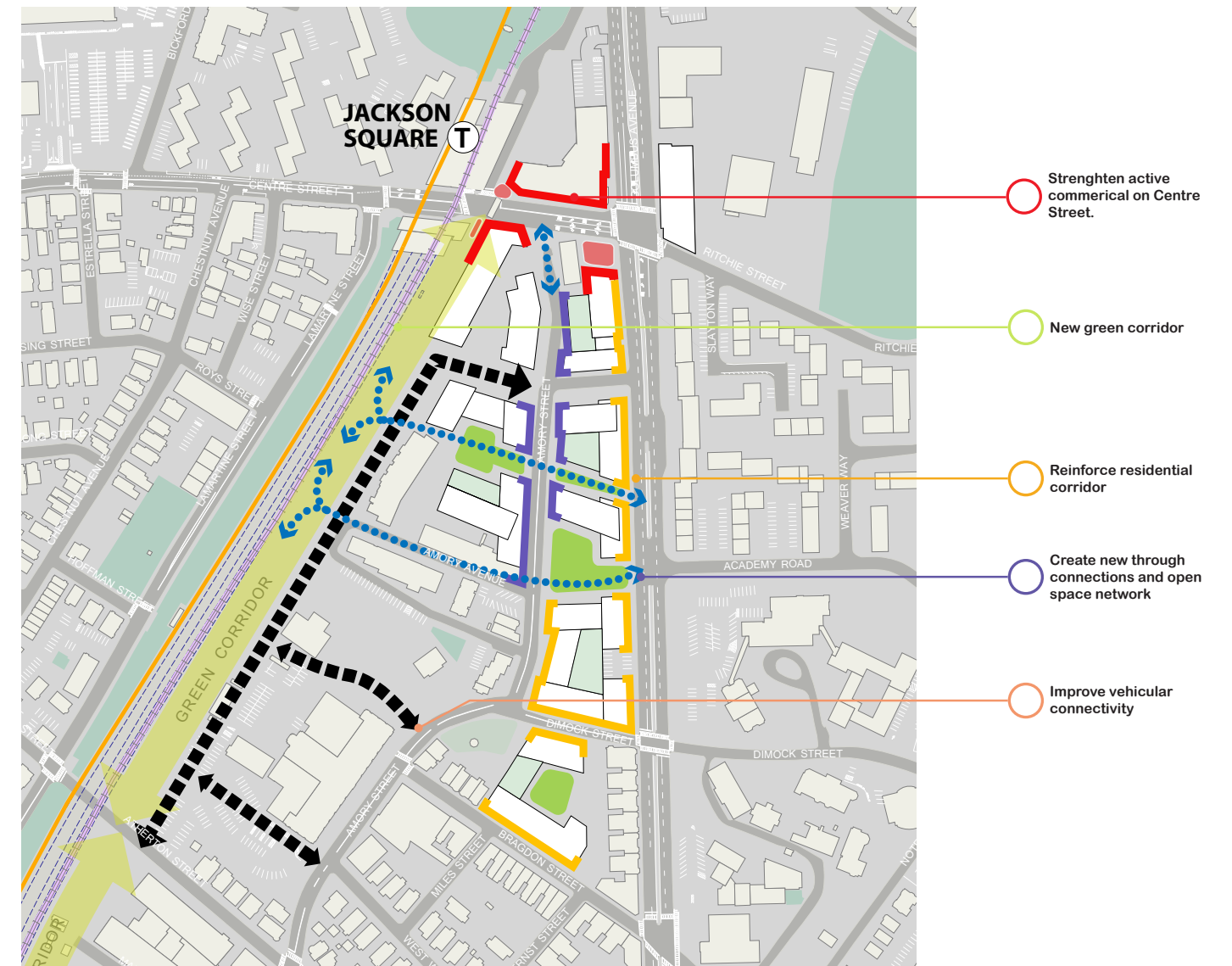
Area Uses

The primary land use should be multi-family residential that includes a mix of unit sizes and formats that meet the needs of diverse households of all income levels including singles, couples, growing families, seniors, and community members with varying degrees of physical abilities. The community seeks both home-ownership and rental housing opportunities. Secondary land uses include cultural, community, and service business uses that provide employment opportunities.

Ground floor uses should vary within the area to reinforce the existing context and support new uses envisioned in this planning process:

- **Amory Street Cultural and Service Corridor:** Enhance existing and grow the local cultural, community, and service businesses uses with new active and semi-active street level uses along Amory Street.
- **Columbus Avenue Residential Corridor:** Reinforce existing residential uses between Jackson Square and Egleston Square including first floor residential and residential-related uses.
- **Jackson Square Retail Edge:** Enhance the Hyde / Jackson Square Main Street district with new and active community-serving businesses at the street level along Centre Street.
- **Green Corridor:** Grow the Southwest Corridor Park with new linear park space along the east side of the rail corridor between Jackson Square and Stony Brook Station.

Figure 77. Opposite: Urban design plan outlines approach to street level connections and edges in the Jackson Square focus area



IMPLEMENTATION

Area Circulation and Connections

New connections and additions to the road and public way network can enhance vehicular, bicycle, and pedestrian circulation. Recommendations include:

- Improve and extend Amory Street to Centre Street.
- Add the network of roads and sidewalks envisioned in the Jackson Square Master Plan.
- Add new linear pedestrian and bicycle facilities in the expanded SW Corridor Park and lateral connections from Columbus Avenue to the park.
- Improve and widen Dimock and Amory Streets to enhance connection to Columbus Avenue.

Area Public Realm

Amory Street Cultural and Service Corridor: New development projects should provide public and semi-public activity spaces adjacent to new cultural, community, business service uses including enhanced streetscape, landscape, and lighting amenities.

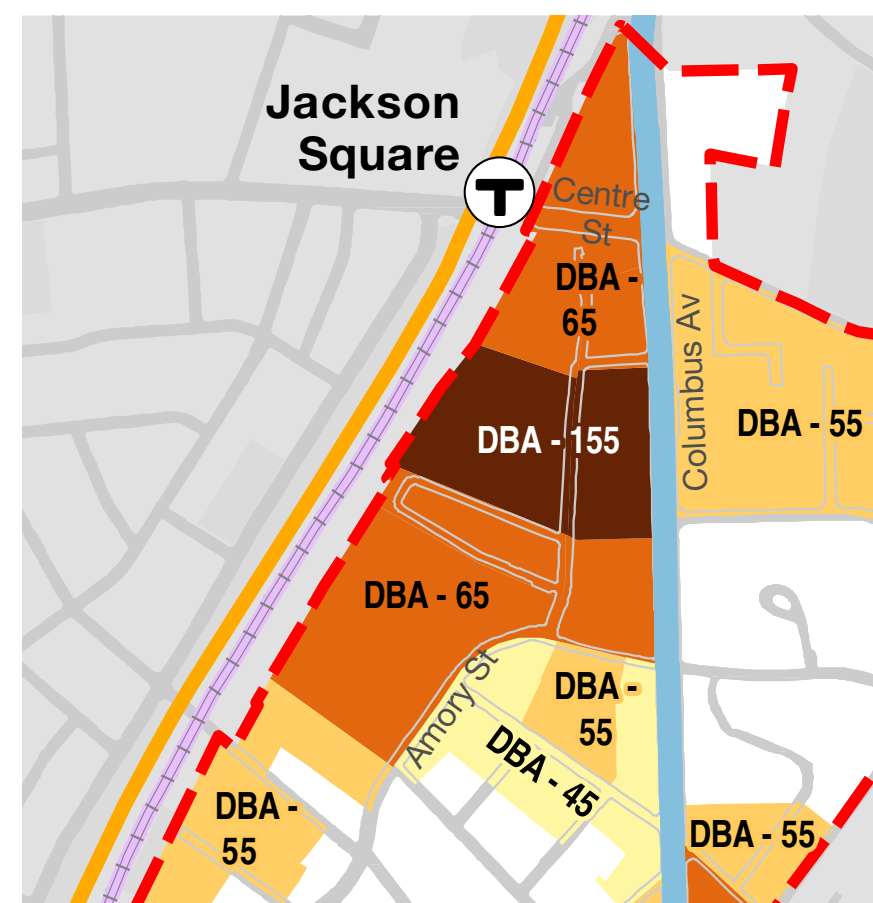
Area Building Height and Massing

Envisioned as a neighborhood gateway, Jackson Square has the potential for greater heights and density, thus creating a place-making opportunity. A small cluster of new mixed-use high-rise buildings and surrounding mid-rise buildings can ensure a gradual transition in height by stepping down towards the existing neighborhood.

Areas eligible for a density bonus are arranged to ensure high-rise buildings (Area 155') are buffered by mid-rise buildings (Area 65'), and building heights and massing are reduced from Columbus Avenue toward Amory Street and from new buildings toward existing buildings.



Figure 78. Conceptual plan drawing to provide details of the development scenarios in the Jackson Square focus area, with height zones



Areas Eligible for Density Bonus (DBA) by Proposed Height (in feet)

| | | | |
|----|----|----|-----|
| 45 | 55 | 65 | 155 |
|----|----|----|-----|

□ Area Ineligible for Density Bonus

⬡ PLAN: JP/Rox Boundary

▬ Zoning District Boundary

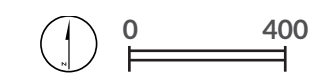


Figure 79. DBA's in the Jackson Square Focus Area

Egleston Square Urban Design Guidelines

Area Character and Future Vision

The Egleston Square Main Street district has long served as the cultural heart and commercial center of the community. These guidelines seek to strengthen and preserve existing businesses and the district by continuing to concentrate active commercial uses and by growing the customer base with new residential buildings that feature additional ground floor retail opportunities.

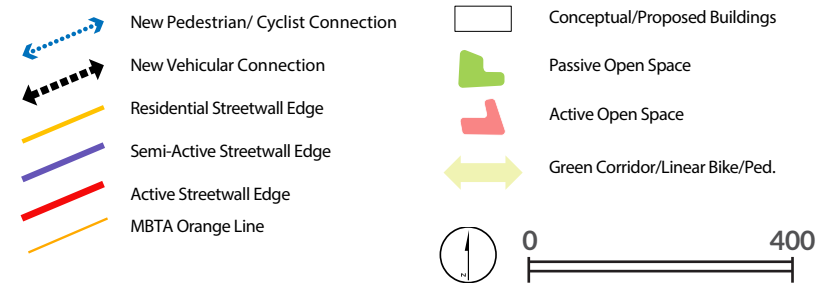
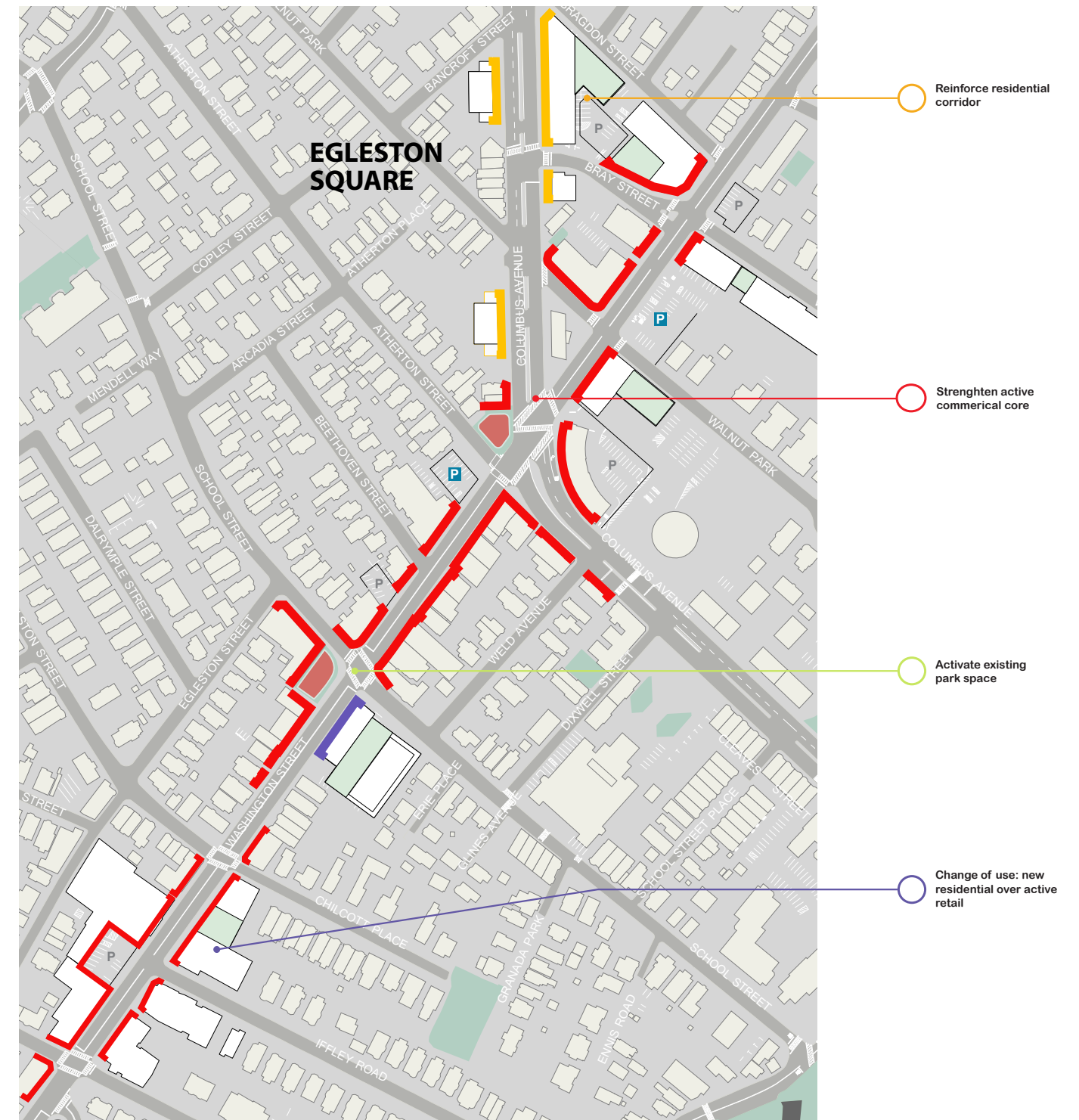
Urban Design Vision: Preserve and promote the diverse, small-scale, ethnic retail character and function of the area, improve the public realm by widening sidewalks and open space opportunities where possible, provide additional housing that can reinforce the retail hub.

Area Uses

The primary land use is mixed multi-family residential over retail with active uses concentrated along Washington Street between Bragdon Street and Montebello Road. New housing should be affordable to a range of income earners and include a mix of unit sizes, homeownership, and rental housing units.

- **Columbus Avenue Residential Corridor:** Reinforce existing residential uses between Jackson Square and Egleston Square.
- **Washington Street Retail Cluster South of Columbus Avenue:** Reinforce the Egleston Sq. Main Street district with limited infill development that includes businesses serving the community at the street level and residential uses above.
- **Washington Street Retail Cluster North of Columbus Avenue:** Grow and transform existing commercial uses along Washington Street with new community serving businesses at street level and residential uses above.

Figure 81. Opposite: Urban design plan outlines approach to street level connections and edges in the Egleston Square area



Area Circulation and Connections

New bike lanes, crosswalks, and connections can enhance pedestrian and bicycle circulation to the expanded SW Corridor Park and the surrounding community.

Public Realm

Recommendations include:

- Improve and enliven existing public and private active spaces including:
 1. Stonehenge Park
 2. Peace Garden (corner of School and Washington Streets)
 3. Corner of Montebello Road and Forest Hills Street
- Enhance streetscapes with wider sidewalks, landscaping, lighting, and street furniture.
- Maintain and improve existing public parking areas that support local businesses.

Area Building Height, Scale, and Massing

Egleston Square can maintain its charm even with envisioned mid-rise, mixed-use buildings that would bolster the existing businesses and continue to activate the streetscapes along Washington Street and Columbus Avenue. It is important to step back any new development to transition to the two and three-family residential abutting areas.



Figure 82. Conceptual plan drawing to provide details of the development scenarios in the Egleston Square focus area, with height zones. Illustrative diagram

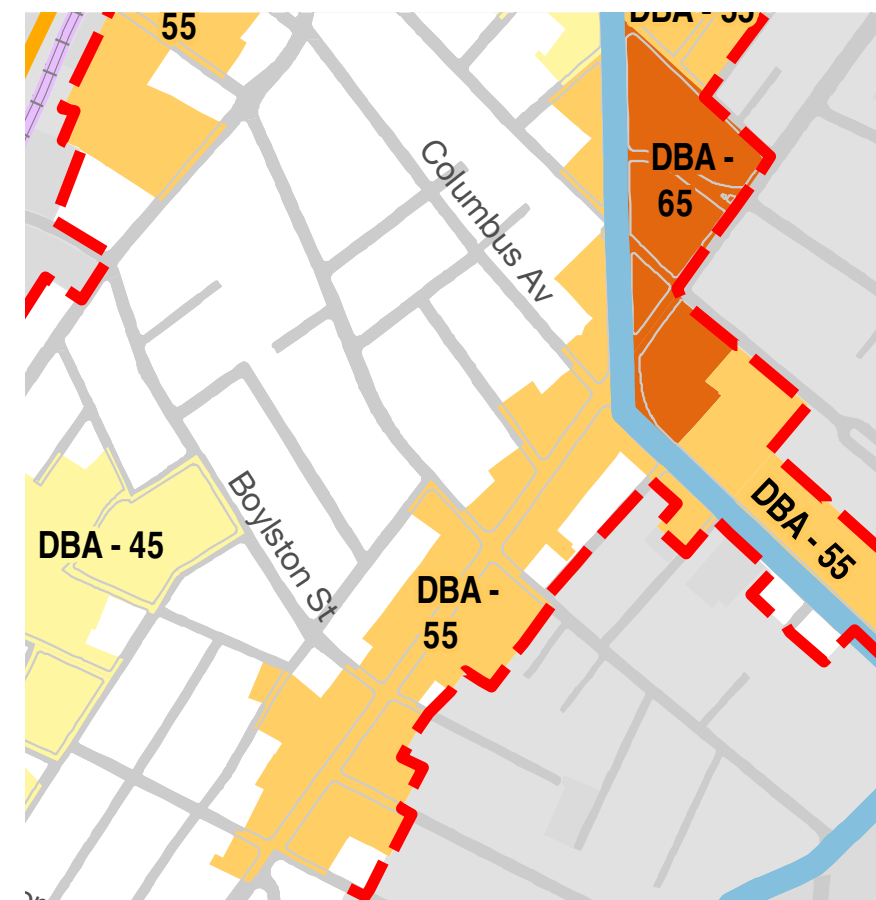


Figure 83. DBA's in the Egleston Square Focus Area

Stony Brook Station Urban Design Guidelines

Area Character and Future Vision

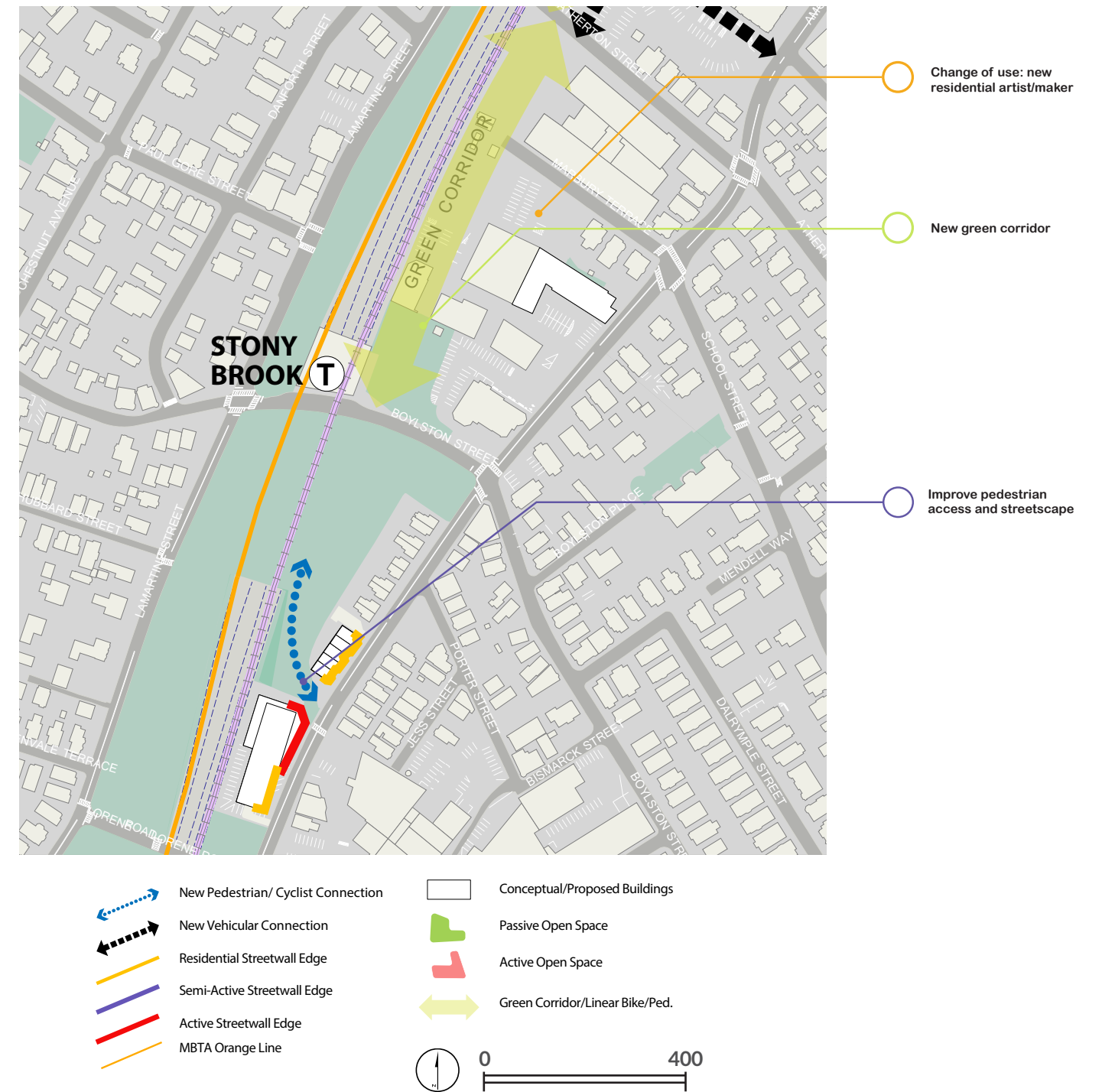
The area around Stony Brook Station is primarily residential. These guidelines seek to preserve the neighborhood's residential character with new mixed-use buildings with ground floor commercial uses along Amory Street.

Urban Design Vision: Fill in underutilized parcels with a mix of uses including community retail and low-impact 21st-century industrial, at a modest scale and density that contributes to the overall mix of uses in the Study Area, and consolidate the residential use of the focus area.

Area Uses

The primary land use should be multi-family residential and mixed-use multi-family residential over commercial uses. Housing should be affordable to a range of income earners and include a mix of unit sizes, homeownership, and rental housing units.

Figure 84. Opposite: Urban design plan outlines approach to street level connections and edges in the Stony Brook focus area.



Area Circulation and Connections

Because of the many existing, local industrial uses, some streets have incomplete public realm facilities. Adding missing sidewalks along Amory Street can enhance pedestrian and bicycle connections to the SW Corridor,

Area Public Realm

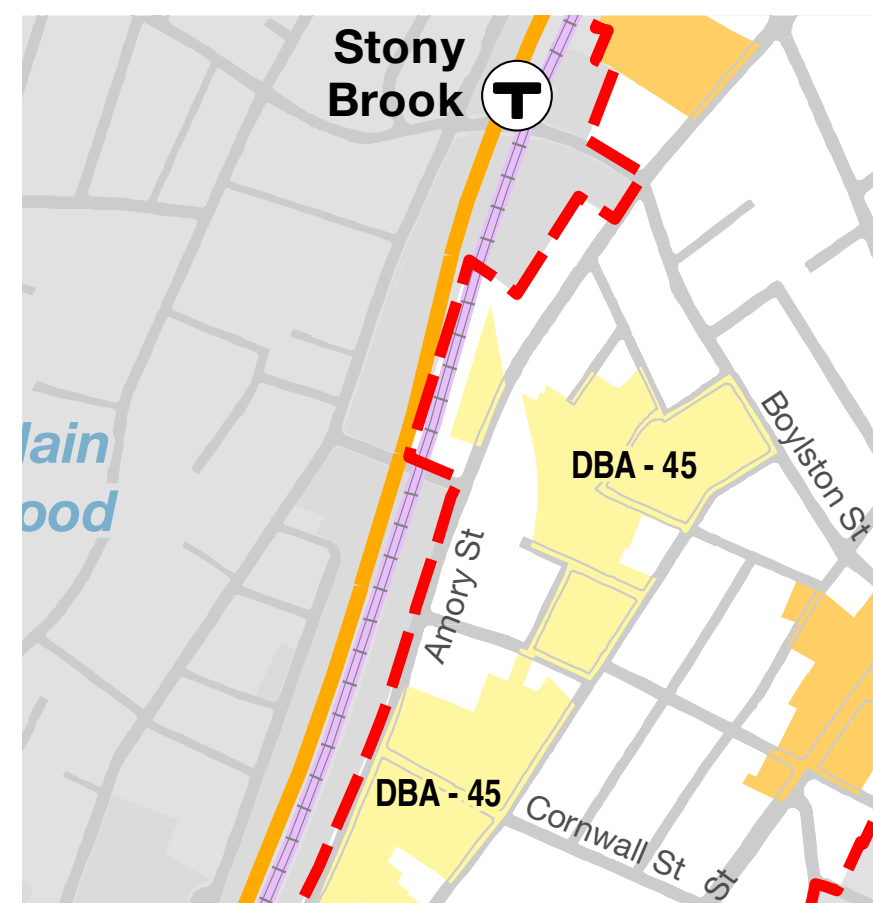
Recommendations include enhancing streetscapes with improved and, where space allows, wider sidewalks, landscaping, lighting, and street furniture.

Area Building Height, Scale, and Massing

This area is not envisioned for much change. It is important to step back any new development to transition to the two and three-family residential abutting areas.



Figure 85. Conceptual plan drawing to provide details of the development scenarios in the Stony Brook focus area, with height zones



Areas Eligible for Density Bonus (DBA) by Proposed Height (in feet)

| | | | |
|----|----|----|-----|
| 45 | 55 | 65 | 155 |
|----|----|----|-----|

- Area Ineligible for Density Bonus
- PLAN: JP/Rox Boundary
- Zoning District Boundary

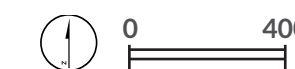


Figure 86. DBA's in the Stony Brook Focus Area

*DBA does not include area north of the Southwest Corridor Path.

Green Street Urban Design Guidelines

Area Character and Future Vision

These guidelines seek to preserve and strengthen the Local Convenience character of the area by growing the customer base with new active ground floor retail spaces and new residential uses above. Commercial uses should be concentrated at the intersection of Green and Washington Streets and at the intersection of Green and Amory Streets,

Urban Design Vision: Promote infill development and new uses that strengthen the connection between Washington Street and the SW Corridor.

Area Uses

The primary land uses are mixed multi-family residential over retail and commercial business spaces that are affordable to a range of income earners and includes a mix of unit sizes, home-ownership, and rental housing units.

- **Green Street Retail Connector:** Strengthen and expand existing business uses with new active community serving businesses at the street level.

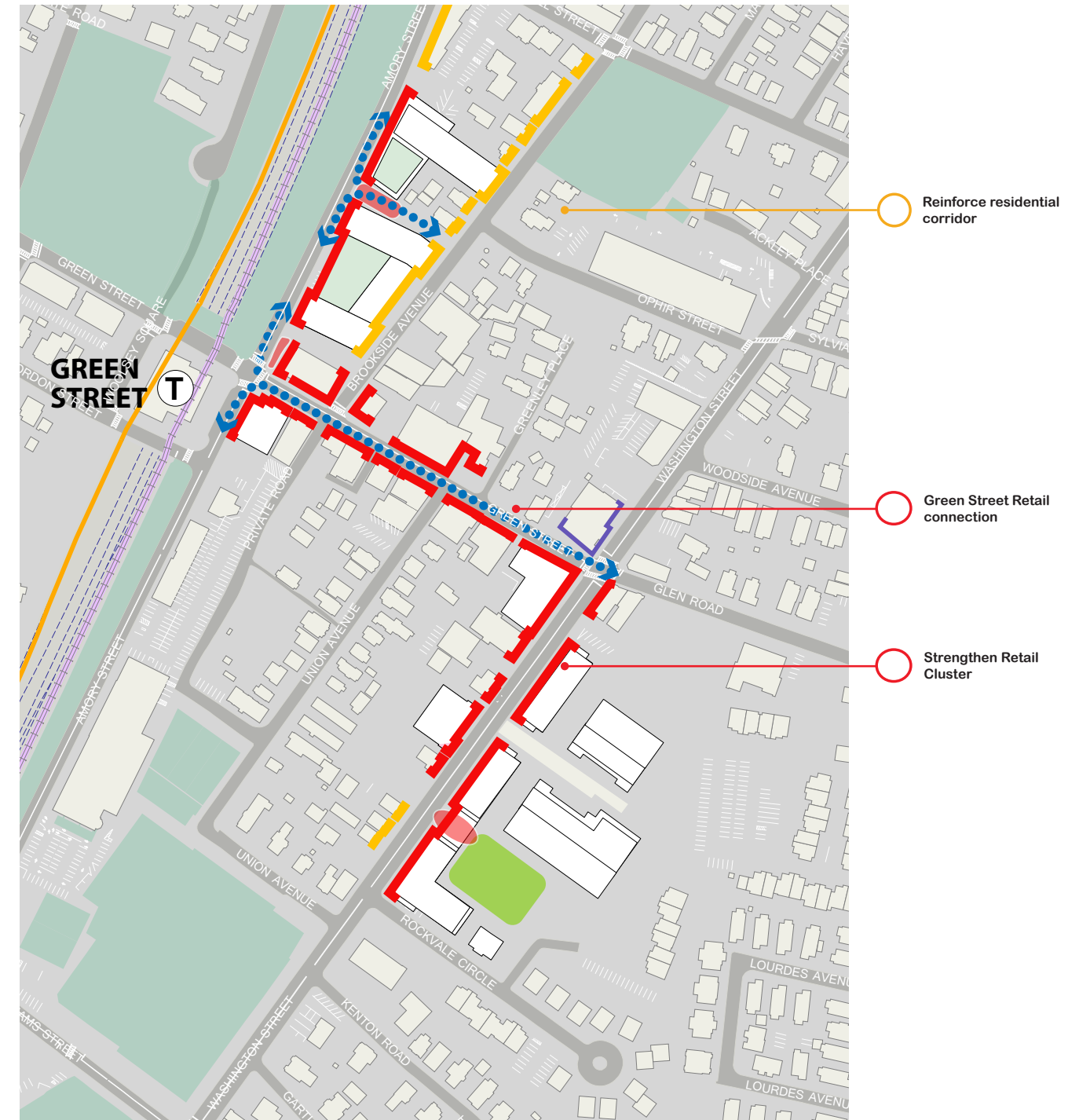
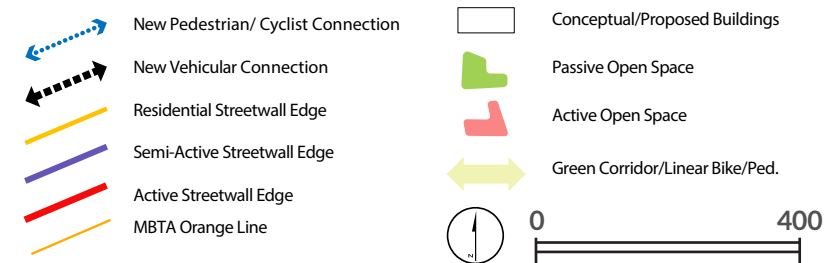


Figure 87. Opposite: Urban design plan outlines approach to connections, uses and edges in the Green Street focus area.



Area Circulation and Connections

Enhancing pedestrian and bicycle circulation and safety along Green Street, around the surrounding area, and to the SW Corridor, will support local businesses and new customers.

Area Specific Public Realm

Recommendations include enhancing the existing sidewalk and streetscape conditions along Green Street between Washington Street and the Green Street T Station. New development projects should include active outdoor spaces along the Amory and Washington Streets frontages.

Area Specific Building Height, Scale and Massing

This area is envisioned to have low-rise and mid-rise mixed-use residential buildings similar to the four story buildings with active ground floor uses found on Green Street today. To preserve the character and quality of the existing two- and three-family residential areas, it is critical that new buildings set back and step back along abutting edges.



Figure 88. Conceptual plan drawing to provide details of the development scenarios in the Green Street focus area, with height zones



Areas Eligible for Density Bonus (DBA) by Proposed Height (in feet)

| | | | |
|----|----|----|-----|
| 45 | 55 | 65 | 155 |
|----|----|----|-----|

□ Area Ineligible for Density Bonus

⬜ PLAN: JP/Rox Boundary

⬜ Zoning District Boundary

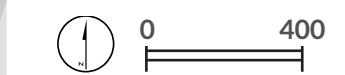


Figure 89. DBA's in the Green Street Focus Area

Forest Hills - Stonybrook Urban Design Guidelines

Area Character and Future Vision

Transformed by the removal of the Casey Overpass, Forest Hills demarks the southern end of central Jamaica Plain and is envisioned as a neighborhood gateway with active live, work, and retail uses. Expanded open space can support a walking, biking, and public transit centric community. The following recommendations honor and reflect the November 16, 1999 and April 24, 2001 Arborway Yard Memorandum of Understandings between the MBTA and the City of Boston and build upon the October 2008 Forest Hills Improvement Initiative planning recommendations for the 8 acres of public mitigation land.

Working with the local community, the City will conduct a series of public engagements to prepare more detailed urban design and development guidelines and requirements for the Arborway Yard parcel(s). The guidelines and requirements will honor and build upon the CPCAY Arborway Yard MOU between the City and State, and the recommendations of this Plan.

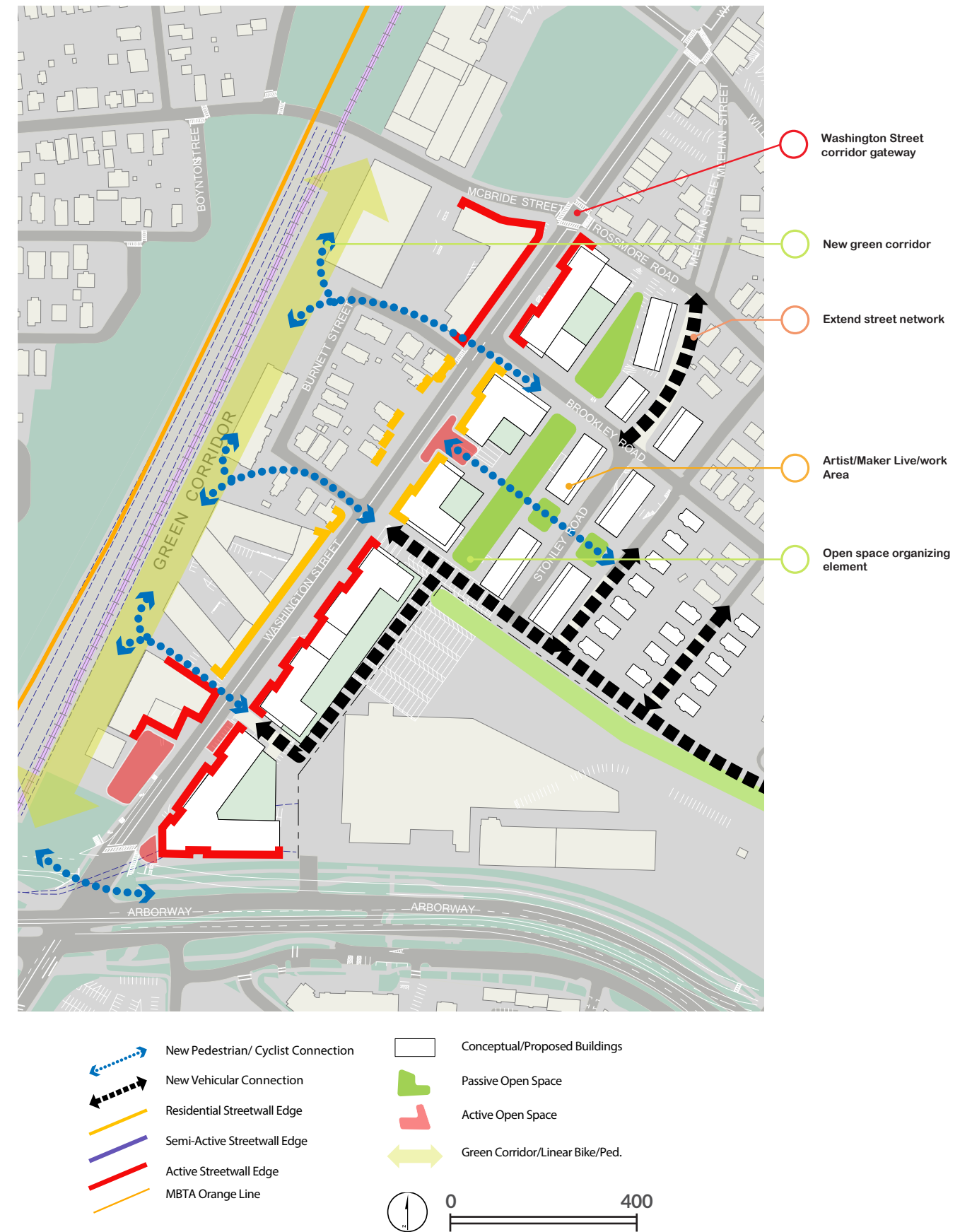
Urban Design Vision: Realize the development potential of the Arborway Yard public mitigation land as a transit-oriented, mixed-income development. Ensure an appropriate transition of scale and uses from new buildings to the existing Stonybrook residential neighborhood.

Area Uses

The primary land use should be multi-family residential that includes a mix of unit sizes and formats that meet the needs of diverse households of all income levels including singles, couples, growing families, seniors, and community members with varying degrees of physical abilities. The community seeks both home-ownership and rental housing opportunities.

- **Washington Street Corridor:** Anchor the Stonybrook neighborhood with new mid-rise and high-rise mixed-use buildings with active community serving retail and service business uses at street level along Washington Street.
- **Artist / Maker Live Work Area:** Cluster alternative live work building types along Stonley Road and Stedman Street.
- **Neighborhood Residential Area:** Reinforce existing residential uses along Stedman and Plainfield Streets.

Figure 90. Opposite: Urban design plan outlines approach to connections, uses and edges in the Forest Hills focus area



- **Green Corridor:** Expand the Southwest Corridor Park with new linear park space along the east side of the rail corridor between Forest Hills and McBride Street.

Area Circulation and Connections

Recommendations include:

- Enhance vehicular circulation with new roadway network and connections
 1. Extend Lotus Street from Forest Hills Street to Washington Street
 2. Extend existing street network at Stonley Road, Stedman Road, and Plainfield Street
- Widen Washington Street between the Arborway and McBride Street to allow for wider sidewalks and/or a prioritized bus lane.
- New pedestrian and bicycle facilities in expanded SW Corridor Park.
- Add pedestrian connections from Washington Street to the SW Corridor and Arborway.

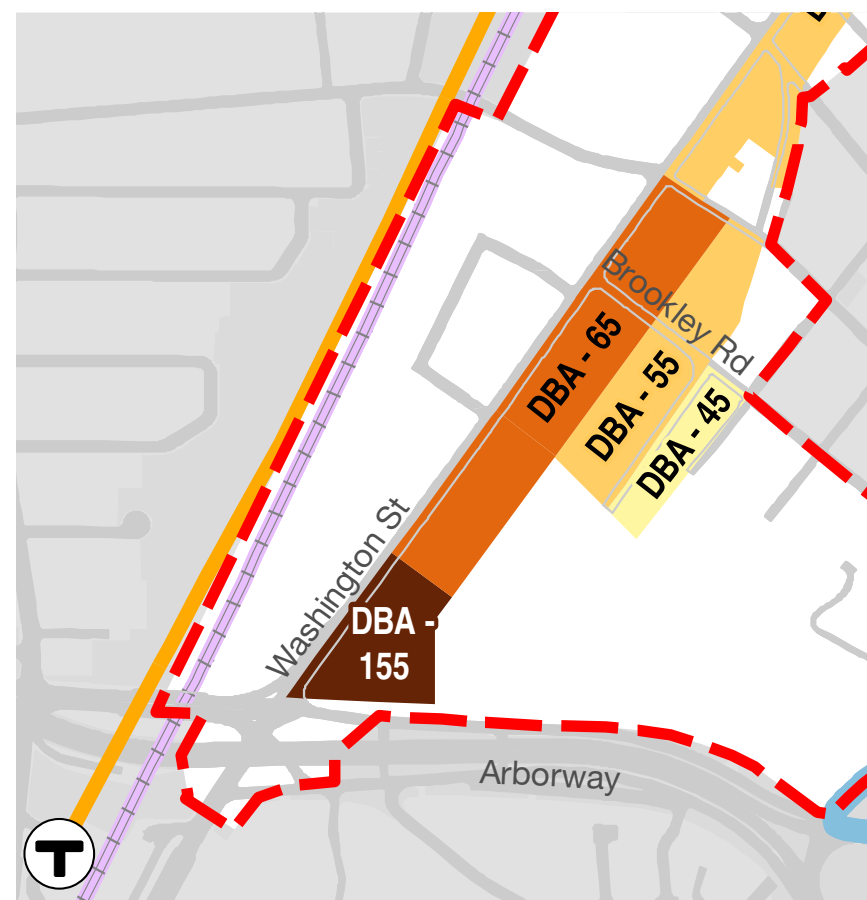
Building Height and Massing

Envisioned as a neighborhood gateway from the south, the Forest Hills / Stonybrook area has great potential for added height and density including a small cluster of new high-rise mixed-use buildings with adjacent mid-rise and low-rise buildings providing a gradual transition to existing buildings. It is important that the heights transition to the existing neighborhood character of two- and three-family homes.

Areas eligible for a density bonus are arranged to ensure high-rise buildings (Area 155') are buffered by new mid-rise buildings (Area 65'). Building heights and massing should transition down from Washington Street toward the north and east and from new buildings toward existing buildings.



Figure 91. Conceptual plan drawing to provide details of the development scenarios in the Forest Hills focus area, with height zones



Areas Eligible for Density Bonus (DBA) by Proposed Height (in feet)

| | | | |
|----|----|----|-----|
| 45 | 55 | 65 | 155 |
|----|----|----|-----|

Area Ineligible for Density Bonus
 PLAN: JP/Rox Boundary
 Zoning District Boundary

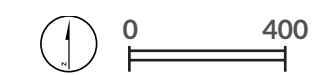


Figure 92. DBA's in the Forest Hills Focus Area

RECOMMENDATIONS TABLE

Overview

Implementing the recommendations from this Plan will be an on-going process that will happen over the next 15 to 20 years. Over this time period best practices will continue to evolve. It is vital that the recommendations presented here are seen as parts of a living document that will adapt over time. No single City department can implement the recommendations from the PLAN: JP/ROX document on its own, but through current guidelines and policies, the work to implement the framework will begin.

The following recommendations table is organized by topic, paralleling the framework outlined in the document. For each recommendation, the chart indicates the time frame in which implementation can be expected to occur, the department(s) that will be involved, and whether the recommendation is a policy or a guideline. Many of the medium- and long-term recommendations in the Plan will be dependent upon availability of funding as well as coordination and cooperation with other City and state agencies, private property owners, resident stakeholders, and advocacy groups. The BPDA will help to coordinate the implementation of the recommendations in the document.

The recommendations chart provides the community, the City, State, and the BPDA a guide and a framework for how the elements of the Plan can be accomplished through coordination with other departments.

Definitions

Underway - Already in process

Short-Term - 0-3 years

Medium-Term - 3-10 years

Long-Term - 10-20+ years

Policy (P) - A course or principle of action adopted by the City of Boston, the Commonwealth of Massachusetts or the federal government. Policies listed in the chart may be existing or new.

Guideline (G) - A general rule or principle that the City will follow while guiding the Plan's implementation, but which has not been formally adopted.

Development-Specific - Guidelines or policies with direct relevance to the Article 80 Review Process.

Acronyms and Abbreviations

AAB - Architectural Access Board

ADA - Americans with Disabilities Act

ADAAG - Americans with Disabilities Act Accessibility Guidelines

Assessing - Assessing Department

BPHC - Boston Public Health Commission

BPRD - Boston Parks and Recreation Department

BPDA - Boston Planning and Development Agency

BTD - Boston Transportation Department

BWSC - Boston Water and Sewer Commission

DCR - Department of Conservation and Recreation

DND - Department of Neighborhood Development

EEOS - Environment, Energy and Open Space Cabinet

Elderly Comm. - Elderly Commission

ENV - Environmental Department

HIL - The Mayor's Housing Innovation Lab

MassDOT - Massachusetts Department of Transportation

MBTA - Massachusetts Bay Transportation Authority

MOAC - Mayor's Office of Arts & Culture

MONB - Mayor's Office of New Bostonians

MOYE - Mayor's Office of Youth Engagement and Employment

OED - Mayor's Office of Economic Development

ONS - Mayor's Office of Neighborhood Services

PIC - Public Improvements Commission

PWD - Public Works Department

Treasury - Treasury Department

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|--|--------------------------------|--------------------|----------|
| LAND USE | | | |
| Amend existing zoning to reflect community conversations around preferred land uses, dimensional requirements and design guidelines as defined in PLAN: JP/ROX. | Short | BPDA | P |
| Create a range of housing typologies for families, live-work space, and compact living units. | Underway | BPDA, DND | P |
| Create ground-floor amenities that are visible and accessible to the general public (especially pedestrians) thereby activating the street edges. | Development Specific, Underway | BPDA | P |
| Allow for low impact 21st-century industrial-maker space especially in areas zoned Local Industrial (LI). | Underway | BPDA (MOAC assist) | P |
| Create gateway areas especially around transit stations (i.e., Jackson Square and Forest Hills) to encourage Transit-oriented Development (TOD) with higher FAR and heights allowed. | Development Specific | BPDA | P |
| Encourage more spaces for artists and "makers." | Ongoing | BPDA (MOAC assist) | P |
| Introduce updated, more contemporary uses in the land use regulations of the existing zoning (e.g., pilates studio, paint-your-own pottery studio, pet day care, etc.). | Short | BPDA | P |
| Recommend through the Office of Regulatory Reform in the Boston Planning and Development Agency that certain categories of businesses be "allowed" in all Neighborhood Shopping, Local Convenience, and Community Commercial Districts: Laundry, Local retail, Barber, Beauty shop (with appropriate Mass License), Outdoor sale of garden supplies, Public art display space, Restaurant with seating 49 and under, Theater with seating 49 and under, Music store, Music repair store, Photocopying establishment, Open space recreational building, Museum. | Short | BPDA | P |
| Promote Washington Street, especially the portion within Egleston Square approximately between Columbus Avenue and Montebello road, to be a primary retail corridor. | Short | BPDA, OED | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|------------|----------------|----------|
| Promote Columbus Avenue, between Washington and Centre Streets, to be a primary residential corridor (secondary: office and/or other commercial uses). | Short | BPDA | G |
| Maintain existing light industrial uses, but consider mixing low-mpact 21st-century industrial uses (e.g., maker space, artist space, artist live-work space, creative economy uses) with residential uses so as to keep jobs in the Study Area. | Ongoing | BPDA, OED | G |
| Create a land use and zoning category flexible enough to encompass all artist and "maker" type uses. | Short | BPDA | P |
| Provide better opportunities for convenient access to healthy, fresh, and affordable food especially for seniors, disabled persons and lower-income residents. | Ongoing | BPDA | G |
| Promote greater development that is within at least a 1/4 mile of MBTA Orange Line stations. | Ongoing | BPDA | G |
| HOUSING | | | |
| <i>Housing Goals</i> | | | |
| Accelerate housing production to address tremendous demand and escalating housing costs. | Ongoing | BPDA, DND, HIL | P |
| Support a Study Area minimum 35% income-restricted housing goal by both increasing public financial resources for affordable housing and encouraging developers to exceed the Inclusionary Development Policy requirements for affordable housing. | Underway | BPDA, DND, HIL | P |
| Balance middle-, moderate-, and low-income affordable units with market-rate housing to develop a more equitable distribution of mixed-income housing types. This will be achieved through a combination of inclusionary zoning and density bonuses (targeting moderate incomes), compact living incentives (targeting middle incomes) and affordable housing development projects (targeting lower incomes). | Underway | BPDA, DND, HIL | P |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|------------|----------------|----------|
| Support greater diversity of housing types through a robust buildout of residential units that vary in size and configuration and support new ways of living and working (also to include housing for seniors, families, young professionals, service workers), and those displaced by rising rents in market-rate housing. | Underway | BPDA, DND, HIL | P |
| Protect and expand the quality and amount of affordable housing for low and moderate income residents. | Underway | BPDA, DND, HIL | P |
| <i>Housing Strategies</i> | | | |
| Encourage building affordable units on-site instead of off-site. | Short | BPDA, DND, HIL | P |
| Allow 20% smaller compact living units to increase middle-income housing in the neighborhood. | Ongoing | BPDA | P |
| Allow developers to opt to seek a density bonus to build above existing density in exchange for additional income-restricted lower income affordable units (13% affordable of base density at 70% AMI, 30-35% affordable of bonus density at 50% AMI). | Underway | BPDA, DND, HIL | Z |
| Revisit density bonus policy every 2 years based on changing market conditions and community needs. | Short | BPDA, DND, HIL | P |
| Ensure all as of right projects achieve affordable housing goals of the Inclusionary Development Policy by incorporating this policy into zoning. | Underway | BPDA | Z |
| Devise ways to include higher levels of affordability in private market developments. | Ongoing | BPDA, DND, HIL | P |
| Work closely with community development corporations and other non-profit housing developers to identify and fund affordable housing developments and to acquire market-rate housing to become affordable housing. | Ongoing | DND | P |
| Provide case management and policy support to tenants threatened by displacement through the Office of Housing Stability and non-profit partners. | Ongoing | DND | P |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|------------|----------------|----------|
| Help existing low income, disabled, and elderly homeowners remain in their homes with the assistance of the Boston Home Center home repair programs and property tax assistance. | Ongoing | DND | P |
| Explore new ways to allow for extended family and/or aging, young and disabled family members to live nearby using Accessory Dwelling Units. | Ongoing | DND, HIL | P |
| Preserve existing public housing units and privately owned subsidized housing. | Ongoing | BPDA, DND, HIL | P |
| Prioritize City and BPDA owned land for the creation of low- and moderate-income subsidized housing. | Ongoing | BPDA, DND, HIL | P |
| Form a task force of community stakeholders to meet regularly on housing stability issues, conduct outreach with those at-risk for displacement, and continue to create innovative anti-displacement strategies around the Study Area. | Ongoing | BPDA, DND | P |
| JOBS AND BUSINESS | | | |
| <i>Preserve and Stabilize Small, Independent Businesses</i> | | | |
| Provide increased and improved technical assistance services to businesses to support growth and viability, especially to women, minority, and immigrant-owned businesses and especially to businesses facing changing customer demographics. | Ongoing | OED | G |
| Support relocation or revitalization of existing industrial businesses in the Study Area. | Short | OED | G |
| Ensure resources and support of existing organizations that support small businesses, e.g., Main Streets and CDCs. | Ongoing | OED | G |
| Explore adding street activation language to zoning regulations, requiring new developments to include local businesses as tenants. | Short | BPDA | P |
| Identify and share best practices of small businesses that have grown and are thriving in Boston. | Short | OED | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|--|-----------------------------|----------------|----------|
| <i>Attract New Businesses</i> | | | |
| Consider supporting an updated market study to document gaps in products and services available to existing and future residents, so that the City can work to attract the right businesses to the Study Area. | Short | OED | G |
| <i>Encourage Affordable and Accessible Commercial Space</i> | | | |
| Consider policies to increase the amount of available commercial space, and thus stabilize the market pricing, either through vacancy regulation or zoning. | Medium | BPDA | P |
| Explore incorporating language in future community benefit agreements for large developments that not only give back to the community and non-profit organizations but also support retention and growth of local small businesses. | Short | BPDA | P |
| Apply recommendations that align with the Small Business Plan to focus on increasing available, affordable space for small businesses and improve coordination and navigation of small business real estate market. | Short, Development Specific | OED | G |
| Encourage development of more economical spaces or structuring of co-working and co-locating arrangements in existing developments. | Short | BPDA / OED | G |
| Consider a market study on the supply and demand of commercial space, targeting the size of spaces and lease term practices of landlords, to better support affordable and accessible commercial space for businesses and organizations. | Short | OED | G |
| Explore incentives to encourage innovative (and affordable) lease structures for startups, business expansions, or business relocations. | Short | OED | G |
| Support businesses with lease negotiations via programming and services. | Short | OED | G |
| Support businesses in identifying and navigating the real estate market for affordable (often smaller) spaces. | Short | OED | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|------------|-----------------|----------|
| Recommend certain business categories be “allowed” in all Neighborhood Shopping, Local Convenience, and Community Commercial study areas: laundry, local retail, barber, beauty shop (with appropriate licensing), outdoor sale of garden supplies, public art display space, restaurant with seating for 49 and under, theater with seating 49 and under, music store, music repair store, photocopying establishment, open space recreational building, museum. | Short | BPDA, OED | P |
| <i>Support Workforce Development</i> | | | |
| Increase awareness of the Workforce Training Fund, a grant program managed by the Commonwealth Corporation, to ensure more local businesses are informed of funding resources to support training of incumbent employees. | Short | OED | G |
| Coordinate with the Boston Private Industry Council (PIC) to provide grant writing and other technical assistance for local businesses to access the Workforce Training Fund to train employees. | Underway | OED | G |
| Explore proposing policy or a practice for local Tax Increment Financing (TIF) or similar agreements intended for property owners or small businesses seeking to make new investment and create jobs in study area. | Short | OED | P |
| Connect impacted employees of displaced businesses with career services including local career centers, the Mayor’s Office of Workforce Development, the Boston Private Industry Council (PIC), and other workforce training providers. | Ongoing | OED | G |
| OPEN SPACE | | | |
| <i>Open Space Network and Design</i> | | | |
| Preserve, activate and maintain MBTA Right of Way parcels behind new development in both Forest Hills and Jackson Square; transfer ownership to the Mass Department of Conservation and Recreation (DCR). | Underway | BPDA, MBTA, DCR | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|--|---------------|----------------------|----------|
| Encourage continued variety of open spaces and recreational uses, such as children's plays, community gatherings, and public art venues. | Underway | BPRD, BPDA | P |
| Recommend minimum open space and maximum lot coverage in order to promote the creation of on-site private or publicly-accessible open space. | Underway | BPDA | G |
| Site new open spaces to link & contribute to the larger open space network. | Underway | BPRD, BPDA | G |
| Connect Franklin Park with the rest of the study area, especially residential areas, through new public realm and wayfinding. | Short, Medium | BPRD, BPDA, PWD, BTD | G |
| Integrate access and new connections to existing open space into the planning and design process (for new development). | Ongoing | BPDA, PWD | P |
| Ensure public park designs meet Boston Parks and Recreation Department's goals for all public parks per the Goals and Objectives of the City's Open Space and Recreation Plan 2015-2021. | Short | BPRD | P |
| Provide open space that is programmed for both active users as well as for passive users. | Ongoing | BPDA, BPRD | G |
| Work with the Parks & Recreation Department on alternate methods (beyond zoning) for creating and funding new open space (i.e DIFs and TIFs). | Ongoing | BPDA, BPRD | G |
| Strategize new, and enhance existing, programs at Franklin Park to increase visitability. | Short | BPDA, BPRD | G |
| Create a new community garden space and/or dog park space within the Study Area. | Medium | BPDA, BPRD | G |
| Support new smaller public or private open spaces interspersed within the Study Area. | Ongoing | BPDA, BPRD | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|--|---------------|----------------|----------|
| MOBILITY & CONNECTIVITY | | | |
| <i>Study Area-Wide Recommendations</i> | | | |
| Submit on a capital budget request for a mobility action plan (MAP) for the upcoming fiscal year. If approved, the funding would become available after July 1, 2017. The MAP would create a series of recommendations and an action plan for implementation and would include a robust community process. Topics the MAP for the Washington Street and Columbus Avenue corridor might study include traffic flow, intersection design, multi-modal improvements, pedestrian and bicycle improvements, potential bus lanes, street design, and neighborhood parking. | Short, Medium | BTD | P |
| Establish wayfinding throughout the study area. This would include pedestrian and bicycle wayfinding, as well as directing motorists to unoccupied parking spaces. | Short, Medium | BTD, PWD | G |
| Apply the City's Complete Streets guidelines to all roadway improvements, so they are safer and more pedestrian and bicycle friendly. | Ongoing | BPDA, BTD, PWD | P |
| As opportunities arise through new development, make changes to existing streets according to the City's Complete Streets guidelines, so they are safer and more pedestrian and bicycle friendly. | Short, Medium | BPDA, BTD, PWD | P |
| As outlined in the City's Complete Streets Guidelines, wherever possible, sidewalks on neighborhood streets should be a preferred 11'6" wide on Neighborhood Residential Streets, 16'6" on Neighborhood Main Streets and never less than 7' wide to allow for ample pedestrian space and street trees. | Ongoing | BPDA, BTD, PWD | P |
| Explore installation of approved Vision Zero Neighborhood Slow Streets traffic calming measures to manage vehicular speeds while promoting active transportation. | Short, Medium | BTD, PWD | G |
| Explore options for improving sidewalk surface conditions, including ADA-compliant cross slope and saw cut sidewalks. | Short, Medium | BTD, PWD | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|--|---------------|---------------------------------|----------|
| Careful design accommodations should be made to enhance and prioritize bicycle and pedestrian safety at intersections (aka "Protected Intersections"). | Ongoing | BTD, PWD | G |
| Pedestrian and bicycle wayfinding should be instituted throughout the Study Area, including between Forest Hills Station and the Arboretum; between Egleston Square and Stony Brook Station, and from the Study Area to Franklin Park and Centre Street. | Short, Medium | BPDA, BTD, PWD, EEOS, DCR, MBTA | G |
| Continue to work with the MBTA to improve reliability on the Orange Line and bus routes, including 42 along Washington Street, and 22, 29 and 44 along Columbus Avenue. | Ongoing | BPDA, BTD, MBTA | G |
| Continue to advocate for restoration of a bus circulation loop between Jackson Square and Forest Hills. | Ongoing | BPDA, BTD, MBTA | G |
| Traffic signal coordination should be considered, with the aim of balancing the needs of all users and to minimize the delay for pedestrians, bicyclists, and transit vehicles. Along priority bicycle routes, to the extent possible, the coordination should allow both motorists (traveling at 25mph) and bicyclists to travel through multiple intersections without stopping. | Short | BTD | G |
| All WALK signals should be concurrent with traffic, with automatic recall, unless there are high volumes of turning traffic or special circumstances. | Short | BTD | P |
| As per BTD policy, all concurrent WALK signals should provide a leading pedestrian interval (LPI) of 6 seconds. | Ongoing | BTD | P |
| All WALK signals should provide countdowns that give sufficient time for pedestrians to cross the street. At major intersections the timing should be set to accommodate the MUTCD standard of a pedestrian walking 3.0 ft/sec. | Ongoing | BTD, PWD | P |
| Conduct further analysis to examine necessity of and warrant for all traffic signals in study area. Look into other complete streets treatments including all-way stops, raised intersections and small roundabouts. | Medium | BTD, PWD | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|-----------------------------|-----------------|----------|
| At unsignalized crossing where crossing distance is greater than 4 lanes or 45', explore creation of landscaped pedestrian refuge areas. | Short, Medium | BTD, PWD | G |
| Explore installation sidewalk bump-outs at all pedestrian crossings where appropriate for pedestrian safety. | Short, Medium | BTD, PWD | G |
| New signals should utilize the latest signal equipment technology and be interconnected with the City's Traffic Management Center (TMC), to allow real time adjustments to be made to signal operations. | Short, Medium | BTD | G |
| Establish a maximum parking ratio of 0.75 space per commercial 1,000 SF for large projects. | Short, Development Specific | BPDA, BTD | P |
| Establish a maximum parking ratio of 0.75 space per residential unit for large projects. | Short, Development Specific | BPDA, BTD | P |
| Establish a maximum parking ratio of 1.0 for all other projects. | Short, Development Specific | BPDA, BTD | P |
| Add to the bicycle parking supply through capital projects and private redevelopment opportunities, as per City of Boston Bicycle Parking Guidelines, including one secure/covered bicycle parking space per residential unit, and minimum parking and shower requirements for retail, office and other uses. | Ongoing | BPDA, BTD | G |
| Where there is demand for bicycle parking and not ample room on sidewalk, explore using on-street parking space for bicycle parking. | Short, Medium | BTD, PWD | G |
| Developments will provide Hubway stations, as per City of Boston Bicycle Parking Guidelines. The City will decide on the best location for those stations within and around the Study Area. | Short, Development Specific | BPDA, BTD | G |
| Create "mobility hubs" at select locations (such as MBTA stations and Egleston Square) by co-locating transit, bike-share, car-share and shared-van parking spaces. | Short, Medium | BPDA, BTD, MBTA | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|-------------------------------|----------------------|----------|
| Provide on-street parking spaces for car share services by extending the Boston Drives program along Washington Street. | Medium | BTD | P |
| Explore adding more resident permit parking and new on-street parking regulations, for example 2-hour parking and meters to encourage better turnover. | Short, Medium | BTD | G |
| All developers that include parking must include car share parking spaces. If car share companies are unable to provide service for these spaces, large developments should provide their own car share system. | Ongoing, Development Specific | BPDA, BTD | P |
| Require future developments to separate ("unbundle") the costs of housing and parking spaces. | Development Specific | BPDA, BTD | G |
| As per BTD policy and Article 80 Review, all projects shall provide on-site loading zones and bays | Ongoing | BPDA, BTD | P |
| Improve bus stops with passenger amenities (shelters, etc.) and operational improvements (i.e. curb extensions for improved passenger loading). | Development Specific, Ongoing | BPDA, BTD, PWD, MBTA | G |
| Look to improve connectivity by all modes to neighboring areas, including other parts of Roxbury and Jamaica Plain, Franklin Park and Roslindale. | Short, Ongoing | BPDA, BTD, PWD, MBTA | G |
| For developments with 20 or more parking spaces, 5% will be equipped with EV charging stations. Smaller developments will install EV accommodations if tenants request. | Development Specific, Ongoing | BPDA, BTD, EEOS | G |
| All developments will install EV-ready electrical capacity for at least 15% of spaces, and a minimum of 1 space. | Development Specific | BPDA, BTD, EEOS | G |
| Continue to explore EV charging stations on streets and parking lots throughout the Study Area. | Ongoing | BTD, PWD | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|--|------------|----------------------|----------|
| Implement fast & flexible transportation improvements ("tactical urbanism") that advance Complete Streets and Vision Zero goals, including physically separated bike lanes, curb extensions, and pedestrian plazas. | Short | BTD, PWD | G |
| All Article 80 transportation analyses should trigger transit impact analysis as well as traffic impact analysis. | Medium | BPDA, BTD | G |
| A portion of development transportation mitigation will fund transit improvements in addition to bus lane and bus stop configuration. | Medium | BPDA, BTD | G |
| <i>Columbus Avenue Recommendations</i> | | | |
| Conduct further analysis and public process to redesign and reallocate space (a "road diet") on Columbus Avenue, including: bus priority measures (including bus priority lanes), far-side bus stops, reduced lane widths, reallocating excess lanes, widened sidewalks, curb extensions, pedestrian crossing improvements, pedestrian rapid flashing beacons, protected cycle facilities, traffic flow improvements and better on-street parking management (including considering delivery and drop-off needs). Due to the width of the avenue, protected bicycle facilities, bus priority measures and widened sidewalks area a priority. | Medium | BPDA, BTD, PWD, MBTA | G |
| Add raised crosswalks on side streets where appropriate and structurally feasible. | Medium | BPDA, BTD | G |
| <i>Washington Street Recommendations</i> | | | |
| Conduct further analysis and public process to redesign and reallocate space (a "road diet") on Washington Street including: reducing lane widths, widened sidewalks, curb extensions, pedestrian crossing improvements, pedestrian rapid flashing beacons, traffic flow improvements, better on-street parking management (including considering delivery and drop-off needs), queue-jump lanes, far side bus stops, and potentially reallocating space to create bicycle accommodations. | Medium | BPDA, BTD, PWD, MBTA | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|-------------------------------|----------------------|----------|
| South of Rossmore Road, adding dimension to the east side of the street should be explored in conjunction with redevelopment. This could allow widened sidewalks and street furniture; separated cycle facilities; and bus priority lanes. | Medium | BPDA, BTD, PWD, MBTA | G |
| Continue coordination on the transformation of Arborway Yard from a temporary facility to an updated permanent facility, transferring 8 acres to the City for community use (mixed-use development). | Medium | BPDA, BTD, PWD, MBTA | G |
| Explore midblock crosswalks at non-through streets. | Short, Medium | BTD, PWD | G |
| <i>Egleston Square Recommendations</i> | | | |
| Conduct further analysis and public process to redesign and reallocate space (a "road diet") including: bus priority measures (including bus priority lanes), improved bus stops, far-side bus stops, reducing lane widths, excess lanes, widened sidewalks, curb extensions, pedestrian crossing improvements, pedestrian rapid flashing beacons, protected cycle facilities, improved intersection design, traffic flow improvements and better on-street parking management (including considering delivery and drop-off needs). | Medium | BPDA, BTD, PWD, MBTA | G |
| <i>Local Neighborhood Street Improvements</i> | | | |
| Explore installation of approved Vision Zero, Neighborhood Slow Streets traffic calming measures to manage vehicular speeds while promoting active transportation. | Short, Medium | BTD, PWD | G |
| Sidewalks and pedestrian crossings should be improved. | Short | BTD, PWD | G |
| Bike facilities and amenities should be created where possible. | Ongoing, Development Specific | BPDA, BTD | G |
| <i>Southwest Corridor Park - Bicycle and Pedestrian Paths</i> | | | |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|---------------|----------------------|----------|
| Construct a new trail segment on the east side of the Orange Line from Atherton Street to Centre Street. | Short, Medium | BTD, MBTA, DCR | G |
| Construct a new trail segment on the east side of the Orange Line from the Arborway to McBride Street. | Short, Medium | BTD, MBTA, DCR | G |
| The quality of the SW Corridor pedestrian path should be enhanced so that walkers do not use the cycle trail. | Short, Medium | BTD, DCR | G |
| Wayfinding should be upgraded along the SW Corridor to encourage separation of uses. | Short, Medium | BTD, DCR | G |
| Increased safety patrols and where necessary increased lighting are warranted. | Short | DCR, State Police | G |
| Work with MBTA and DCR to create separate crossings for pedestrians and bicycles where the Corridor crosses a street, and to examine signal timing so that motorists and Corridor Park users are not brought into conflict. | Short | BTD, PWD, MBTA, DCR | G |
| ARTS & CULTURE | | | |
| Encourage and provide opportunities for public art using local artists within existing infrastructure, in public right-of-ways, and in areas of privately-owned parcels that are accessible for public use to provide an intervention, beautify, and/or activate a space by creating "place." | Underway | MOAC, BAC, PWD, BPDA | P |
| Support temporary artist ("pop up") uses that can later become permanent in same location or elsewhere when they thrive. | Short | BPDA, MOAC | G |
| Bring public art into the development (budget) discussion early on so it can create long-term neighborhood successes (as opposed to decorative afterthought). | Underway | BPDA, MOAC | P |
| Encourage more space for artists and/or artist live-work space. | Underway | BPDA, MOAC | P |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|-------------------------------|----------------|----------|
| Work with developers and real estate agencies, agents to activate any temporarily vacant space as well as build permanent shared arts production space in partnership with strong existing local arts organizations. | Short | BPDA, MOAC | G |
| Encourage artist and maker space in new developments. | Ongoing | BPDA, MOAC | G |
| Build off of the concentration of artists at the scale of the neighborhood. | Ongoing | BPDA, MOAC | G |
| Engage and organize the active group of individual artists and arts organizations in JP/ROX community. | Ongoing | MOAC | G |
| Consider areas for destination art that will bring people from outside the JP/ROX community in, especially to retail areas such as Egleston Square. | Ongoing, Development Specific | BPDA, MOAC | G |
| SUSTAINABILITY | | | |
| Establish a sustainability leadership position and brand for the new study area that is carbon-free, climate ready development. | Short | BPDA, EEOS | G |
| Support Boston's 2050 greenhouse (GHG) emissions reduction goal of carbon neutrality by setting progressively increasing building and area carbon reduction standards in order to reach net carbon neutrality for all new construction by 2030. | Underway | BPDA, EEOS | P |
| <i>Sustainable Development</i> | | | |
| Set LEED for Neighborhood Development Gold as a minimum standard to ensure comprehensive sustainability at the study area and neighborhood scale. | Short | BPDA, EEOS | P |
| Set LEED Platinum as the goal and LEED Gold as the minimum standard for all new buildings using the most appropriate USGBC LEED Rating System. | Short | BPDA, EEOS | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|--|------------|--------------------|----------|
| All new construction and major renovation projects should include highly efficient building envelopes and systems for reducing energy demand and promoting passive building performance. | Short | BPDA, EEOS | G |
| All new construction and major renovation projects should include innovative strategies and technologies for building-integrated and on-site renewable energy and, at a minimum, include enough on-site solar renewable energy for building common area base loads. | Short | BPDA, EEOS | G,P |
| Guide all new street configurations and buildings to be sited to optimize building solar orientation. | Short | BPDA, EEOS | G |
| <i>Preparedness and Resiliency</i> | | | |
| Ensure preparedness for the effects of climate change including sea-level rise, heat waves and severe storms through building and site design. | Underway | BPDA, EEOS | P |
| Include passive survivability features and practices that allow extended sheltering in place for all new construction and major renovation projects, particularly residential buildings. Practices should include resilient energy supply - solar renewable energy with battery storage, combined heat and power, cool,warm community rooms, and emergency supplies. | Short | BPDA, EEOS | P |
| <i>Green Infrastructure</i> | | | |
| Limit the pollution and disruption of natural hydrology through individual site and larger-scale green infrastructure to manage stormwater through structural controls and non-structural means including landscaping, groundwater infiltration and vegetated roofs. | Short | BPDA, EEOS, Others | P |
| Minimize heat island effect with open space, minimized pavement, cool roofs and hardscape materials with a solar reflectance index (SRI) of at least 29. | Short | BPDA, EEOS | P |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|--|------------|----------------|----------|
| <i>Energy Infrastructure</i> | | | |
| Explore creation of a study area energy plan among utilities and City entities that can showcase a new strategies for energy infrastructure. | Short | BPDA, EEOS | G |
| <i>Environment and Quality of Life</i> | | | |
| Through Article 80 review, assess wind in conjunction with shadow with particular attention to parks, plazas, other open space, areas where pedestrians are likely to congregate (e.g., historic resources or other tourist destinations), heavily used pedestrian areas, waiting areas, bus stops, and building entrances. When wind speeds are in the uncomfortable for walking or dangerous categories, mitigation measures should be proposed and modeled, mitigated wind speeds identified, and implementation mandated in an enforceable manner. | Short | BPDA, EEOS | P |
| Through Article 80 review, assess shadow in conjunction with wind with particular attention to parks, plazas, other open space, areas where pedestrians are likely to congregate (e.g., historic resources or other tourist destinations), heavily used pedestrian areas, waiting areas, bus stops and building entrances; of particular importance from an historic resources perspective is the potential for shadow to create perpetual damp conditions that can harm historic structures over time. | Short | BPDA, EEOS | P |
| Install landscaping with trees and vertical green infrastructure along the main highway, haul road and rail lines to aid in mitigating noise and air quality impacts. | Short | BPDA, EEOS | G |
| Design open space, to the greatest extent possible, for both active and passive recreational use and where children and athletes congregate, away from the main highway, haul road and rail lines. | Short | | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|------------|---------------------|----------|
| Locate building intake air vents both vertically and horizontally as far as possible from pollution sources - the main highway, haul road and rail lines. Best practices, such as the use of MERV 14 filters, should be incorporated into ventilation systems and into operation and maintenance protocols. | Short | BPDA, EEOS | G |
| Work with landlords to incentivize energy-efficient rental units. | Ongoing | EEOS | G |
| PEOPLE | | | |
| Build housing that is both affordable and accessible as it allows longtime residents to age in place and stay in community. | Underway | DND, Elderly Comm. | P |
| Support Complete Streets and Vision Zero initiatives in laying out new street network and designing intersections. | Underway | BTD, Elderly Comm. | P |
| Apply components of the Age-Friendly Boston Action Plan and Dementia-Friendly Action Plan (Plans to be completed Fall 2016) to inform ongoing development projects of the study area. | Medium | BPDA, Elderly Comm. | P |
| Increase age-friendly walking including well-marked cross walks, longer crossing times, smooth sidewalks, walking paths, trees and benches. | Underway | BTD, Elderly Comm. | P |
| Create short-term, day time parking for home health aides and friendly visitors. | Medium | BTD, Elderly Comm. | P |
| Create Age-Friendly Business designation including the Purple Angel program (training for businesses to serve people with Dementia). | Short | Elderly Comm. | P |
| Attract and support small local stores where residents can buy necessities and obtain essential services. | Short | OED | P |
| Encourage new developments to include public community space for meetings, cultural and fitness opportunities that can be utilized by everyone, including seniors. | Short | BPDA, Elderly Comm. | P |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|--------------------------------|-------------------------------|----------|
| Allow for flexible zoning to include in-law apartments, accessory dwellings, and smaller apartments for seniors within developments; Partner with Boston Senior Home Repair to add affordable units for seniors in existing underutilized properties. | Medium | DND, BPDA, HIL, Elderly Comm. | P |
| Help existing seniors and elderly homeowners remain in their homes with the assistance of the Boston Home Center home repair programs and property tax assistance. | Medium | Assessing, Treasury | P |
| Recommend a percentage of affordable units earmarked for seniors, including those with dementia. | Short | DND, BPDA, Elderly Comm. | P |
| Formalize the Article 80 review process to include Elderly Commission guidelines for housing. | Underway | BPDA, Elderly Comm. | G |
| Explore creation of housing with community-based support services such as PACE (Program of All-inclusive Care for the Elderly). | Medium | DND, BPDA, Elderly Comm. | P |
| Work with the Boston Home Center minor repair program for dementia and age-appropriate modifications. | Short | DND, Elderly Comm. | G |
| Work with MBTA and possibly, private partners, to build bus shelters and benches. | Short | MBTA, Elderly Comm. | G |
| Create signage in the new study area with large lettering. | Short | BTD, DPW | G |
| Work with the Egleston YMCA to provide a broader range of activities to accommodate varying age groups (e.g., older residents). | | | |
| <i>Disabled Persons</i> | | | |
| As redevelopment occurs, require the construction of accessible and wider sidewalks as a universal improvement for all residents. | Underway, Development Specific | PWD, BTD, PIC | P |
| Create accessible housing units that are also affordable and will allow longtime residents to remain in the community. | Short, Medium | DND | P |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|----------------------|--------------------|----------|
| Where appropriate, explore the possibility of installing raised crosswalks at intersections to create safer and more accessible crossings. | Medium | PWD, BTD, PIC | P |
| Assess parking lots and on-street parking for increased and conveniently located HP accessible parking spaces. | Underway | BTD | R |
| Create accessible transit that would allow for more connectivity within the community. | Medium, Long | MassDOT, MBTA | G |
| Apply the City's Complete Streets guidelines to create streets that are "multi-modal" for pedestrians, cyclists, and people with disabilities. | Underway | BTD | P |
| Apply the "City of Boston Public Works Department Sidewalk Construction and Rehabilitation Standards" (revised January 2014), which details the requirements for sidewalk and pedestrian ramp reconstruction. | Underway | PWD | P,G |
| Require sidewalk cafes to meet accessibility guidelines both inside cafes and on the sidewalk. | Underway | Boston PIC | P |
| Upgrade all traffic and crossing signals to be accessible (APS - Accessible Pedestrian Signals) for people with disabilities. | Medium, Long | BTD | P |
| Through Article 80 review, developers must show detailed accessibility in project plans, including housing units, sidewalks, ped ramps, and parking. | Development Specific | BPDA | P,G |
| Encourage developers to view State building codes for accessibility as minimum design requirements rather than goals, which will result in buildings, housing, and open spaces that are more inclusive of people with disabilities. | Development Specific | MA 521CMR, AAB | P,G |
| Encourage developers to view Federal building codes for accessibility as minimum design requirements rather than goals, which will result in buildings, housing, and open spaces that are more inclusive of people with disabilities. | Development Specific | Federal ADAAG, ADA | P,G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|--|--------------------------------|-----------------|----------|
| <i>Diverse Population</i> | | | |
| Support the existing ethnic diversity of the study area (e.g., in several sections of the study area, there are first and second generation Latino communities). | Ongoing | BPDA, MONB | G |
| <i>Youth</i> | | | |
| Work with the youth in the Study Area to provide programs in tutoring, training and job opportunities. | Ongoing | BPDA, MOYE, OED | G |
| PUBLIC HEALTH | | | |
| <i>Recreation</i> | | | |
| Ensure that all residents have access to public spaces and include access to open and green space, parks and recreation facilities and programming. | Underway, Development Specific | BPRD, BPDA | P |
| Ensure equitable access to active and passive recreational spaces across the city. | Underway, Development Specific | BPRD, BPDA | P |
| Design parks, open spaces, public and private recreational facilities and programming to complement the cultural preferences of the local population, and to accommodate a range of activities and age groups. | Underway, Development Specific | BPRD, BPDA | G |
| Connect neighborhood parks and trails to neighborhood centers and major public facilities. | Long | BPDA | G |
| <i>Health & Fitness</i> | | | |
| Provide convenient access to healthy, affordable food for all residents. Locate food distribution and retail facilities equitably among neighborhoods and dense centers. | Underway | OED | P |
| Promote active transportation and promote alternatives to car use. | Underway | BTD, BPDA | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|--|--------------------------------|----------------|----------|
| Balance affordable, moderate and market-rate housing to develop a more equitable distribution of mixed-income housing types across neighborhood. | Short, Long | DND, BPDA | G |
| <i>Safety</i> | | | |
| Enhance neighborhood safety and perceived safety. Require design elements that promote social cohesion, visibility and eyes on the street. | Development Specific | BPD, ONS | G |
| Design accessible, pedestrian friendly streets with high connectivity to increase physical activity and reduce injury risk. Adjust traffic patterns and include features that promote pedestrian visibility. | Short, Development Specific | BTD, BPDA | G |
| Ensure that parks are well lit into the evening, include features that support social connection. | Underway, Development Specific | BPRD, BPDA | G |
| Implement measures to protect indoor air quality in developments near high-traffic roadways, rail yards, and other specific sources of air pollution, including locating ventilation intakes as far away from high-traffic roadways and other pollution sources as possible and including filtration devices on all intakes. | Underway, Development Specific | EEOS | P |
| Utilize best practices to mitigate ambient air and noise pollution caused by high-traffic roadways, rail yards, and other specific sources of air pollution. These best practices include barriers such as sound walls and tree plantings. | Development Specific | EEOS | P |
| Position outdoor spaces and amenities on each development site as far away from high-traffic roadways as possible. | Development Specific | EEOS | P |
| <i>Resiliency</i> | | | |
| Ensure preparedness for the effects of climate change including: sea-level rise, heat waves and more severe storms. | Development Specific | BPDA, EEOS | P |
| Ensure that buildings are designed for “passive survivability” in emergency situations, and make buildings more energy efficient. | Development Specific | BPDA, EEOS | P |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|----------------------------------|----------------------|----------|
| Ensure that the design of buildings takes account of projected changes in the environment for the likely lifetime of the building, and that buildings in current and projected flood zones have taken steps to reduce vulnerability for projected flood levels. | Development Specific | BPDA, EOS | P |
| URBAN DESIGN & PUBLIC REALM | | | |
| All future projects in the Study Area should closely follow the set of urban design guidelines recommended in PLAN: JP/ROX. | Short, Development Specific | BPDA | P |
| Create and enhance existing areas that create a potential sense of "place" ("placemaking") in the study area through both Article 80 development, capital improvements, and private investment. | Short, Development Specific | BPDA | G |
| Preserve existing street trees and provide for more where shade is needed. | Ongoing, Development Specific | BPDA, BPRD | G |
| Improve wayfinding (signage) to destinations such as Franklin Park; MBTA stations; Centre Street shops, arts and cultural venues; and other points of interest. | Short, Medium | BPRD, BPDA, PWD, BTD | G |
| Support and allow active ground-floor uses which enliven the streetscape and provide daily goods and services to local residents. | "Development Specific, Underway" | BPDA | P |
| Encourage building design that creates physical and/or visual separation along the building façade and uses varying materials to match the historical context of the area and/or existing fabric. | Development Specific | BPDA | G |
| Ensure that all residents have access to public spaces (e.g., parks, plazas, buildings, etc.). | Development Specific | BPDA | G |
| Design parks, open spaces and public or private recreational facilities to complement the area-specific preferences of residents. | Ongoing | BPDA, BPRD | G |
| Design parks, open spaces and public or private recreational facilities to accommodate a range of activities and age groups. | Ongoing | BPDA, BPRD | G |

| TOPICS | TIME FRAME | RESPONSIBILITY | STRATEGY |
|---|----------------------|----------------|----------|
| Orient buildings and building entrances along main corridors (e.g., Columbus Ave and Washington Street) to promote walkability and easier access to public transit. | Development Specific | BPDA | G |
| Consider a requirement of shadow studies for any development over 4 stories. | Development Specific | BPDA | G |
| Consider stepbacks (i.e., top story steps back from streetwall) and setbacks (ground level) for developments abutting lower-density 2 and 3-family areas found in between the main study areas of Washington Street and Columbus Avenue. | Development Specific | BPDA | G |
| Enhance neighborhood safety and perceived safety through design elements that promote social cohesion, visibility and "eyes on the street." | Development Specific | BPDA | G |
| Consider Forest Hills and Jackson Square to be attractive "gateways" into the JP/ROX community. | Development Specific | BPDA | G |
| Arborway Yard Redevelopment Planning – Upon transfer to the City of Boston, the City will conduct a series of public engagements to establish specific urban design and development guidelines and requirements for the Arborway Yard parcel(s). The guidelines and requirements will honor and build upon the CPCAY Arborway Yard MOU between the City and State, and the recommendations of PLAN: JP/ROX. | Development Specific | BPDA | G |



WORKSHOPS & OUTCOMES

A NEW APPROACH TO COMMUNITY PARTNERSHIPS AND ENGAGEMENT

The PLAN: JP/ROX process was launched in July 2015 and was facilitated by the BPDA to conduct a comprehensive community discussion around changes, growth, and market pressures in the neighborhood. The BPDA Planning Team was assisted through an interdepartmental working group made up of City departments and state transportation agencies who weighed in regularly and helped to staff and facilitate all of the Community Workshops. At least 15 to 20 BPDA and City Staff were present at every Community Workshop along with at least 100 members of the community.

Acknowledging existing market pressures, the Planning Team first documented the existing physical and demographic conditions to understand baseline conditions. Next, the team launched an extensive participatory community process through open dialogue in large community workshops and weekly interdepartmental working group meetings to determine what and where to preserve, enhance, and grow.

“Preserve, enhance, and grow” were the initial three lenses that the Planning Team asked participants to think about for the Study Area in order to determine how to create an appropriate planning vision. Community discussions explored: housing affordability; job creation and retention; conceptual height and density for future development; public realm improvements; and enhancements to the existing transportation network to better connect the Study Area and support future growth. These topics formed the main Framework for this Plan.

The PLAN: JP/ROX process also examined the compatibility of different uses including housing, light industrial, retail, and other commercial uses. Recent market pressures that are particularly concentrated on the area’s low density commercial and light industrial uses made them a major focus for discussions of the Study Area’s future. As a result of these discussions, City departments are thinking within their own policy areas and across departments about how to accommodate growth and density along this transit corridor.



Figure 93. Opposite: Workshop participants discuss how they get around the Study Area at the Mobility Workshop.



Figure 94. PLAN: JP/ROX Open House kickoff.

The PLAN: JP/ROX process did not come without its challenges. A strong affordable housing group participated regularly and advocated for greater affordability goals and strategies within the Study Area. Their concerns were made clear early on in the process, and as the Planning Team started to release early recommendations on housing, their strong advocacy continued. As housing affordability champions for their community, especially for lower income residents and families, their perseverance called for the BPDA and City to think longer and harder about both strengthening existing housing policies already in place, and creating new strategies to increase overall affordability for the Study Area.

In an effort to begin the implementation of this Plan and in coordination with Imagine Boston 2030, City departments will continue to define new policies, zoning, and collaborative initiatives (see Recommendations Table on page 166).

Specific opportunities that were realized from the PLAN: JP/ROX process:

- A proactive approach to change in an area facing development pressure.
- Engagement of community residents, businesses, non-profits, property owners, advocates, and various stakeholders through a range of workshops, site visits, and events.
- A coordinated interdepartmental working group communicating through task driven dialogue and regular staff meetings.
- A vision that will allow the City and the community to create new opportunities and improve the Study Area.
- Establishment of new development guidelines for the Study Area that ensure the delivery of predictable community benefits.
- Establishment of recommendations that will form the basis for new zoning to guide future growth in a manner that is consistent with the community's vision.

Figure 95. Opposite: Bike Tour of the Study Area.



OPEN HOUSE

July 28, 2015

The PLAN: JP/ROX process kicked-off with an Open House where information was displayed about the study goals, area issues and challenges, as well as profiles of the Study Area's demographics, households, land use, and transportation infrastructure. Many members from the interdepartmental working group and the BPDA staffed each station and were available for questions and conversations. Interactive comment boards asked participants general questions about how well they knew the area, how they got around, and what they wanted in their neighborhood. Other more specific questions asked about what improvements they might suggest on main thoroughfares (Columbus Avenue and Washington Street), what else they specifically wanted to know about the Study Area, what were their concerns, or where they lived/worked and played.

Participants were encouraged to share their ideas, mark up the maps, and write comments and questions.



Figure 96. Left: Community member responds to interactive boards at the JP/ROX Open House kickoff. Opposite: Participants talking with their neighbors.



Outcome

Throughout the course of the evening, over 200 residents, business and property owners, advocates, and visitors provided hundreds of comments, questions, and ideas. Additional feedback was collected online through the PLAN website at bit.ly/planjprox. Examples of the ideas and comments received include:

- "Fewer cars is a good long-term goal, but design should accommodate existing needs and be adaptable to future change."
- "More trees and activity would make it a better place to walk, especially at night."
- "Bike everywhere."
- "More pleasant street experience for pedestrians."
- "More affordable housing - especially for families."
- "More businesses."
- "Mixed, welcoming, dense, transit-oriented, fun! Beautiful, affordable, creative, walkable, bikeable, neighborly, innovative. Inclusive! "
- A diverse community of mixed incomes, ethnicity, age and education.
- More services, retail and amenities along Amory corridor.

WALK & BIKE TOURS

September 1, 2015

Walking and biking tours were facilitated by the BPDA, where staff received "on the ground" feedback from stakeholders. Over 120 participants walked and biked around the Study Area with BPDA and interdepartmental working group members. During the course of the tour, participants were asked to consider emerging themes including: community resiliency and sustainability; land use and development; mobility and connectivity; and public realm and place making. Throughout the tours, participants were encouraged to record their comments in a field guide.

Outcome

Examples of the comments and ideas include:

- "We need some good policies and strategies to protect small businesses, provide them extra support to survive neighborhood changes. Many of them invested when no one else would."
- "I favor a mix of residential and light industrial - this makes it Jamaica Plain in my eyes."
- "My main concern is how to maintain the income and ethnic diversity in the area while still improving it."
- "Design excellence is important and ought to pick up on area history. Importance of bringing art into the design."
- "Artists are being priced-out, yet they bring vitality to the community."
- "Busway is seen as a big barrier and not a good fit to the emerging corridor."
- "Cross-town (east-west) traffic between Washington Corridor and Centre Street, along with feeder streets, needs major re-thinking."
- "Infrastructure for bicycles and bike and pedestrian safety."



Figure 97. Bike tour participants gather at the Green Street MBTA station

- "Great need for reserved open green space, for community gardens, for pocket parks."
- "Neighborhood has a great mix of housing styles. But too much 'luxury,' too little co-housing or other affordable alternatives."
- "More middle income/workforce housing."
- "Could we get more solar energy in JP?"
- "Careful thought needs to be put into buffering/transitions between uses to support the positive benefits of developments for the current residents."

VISIONING SESSION

Workshop #1

September 30, 2015

The BPDA hosted a Visioning Workshop with over 150 participants where familiar themes from the feedback gathered from the open house and walking/bike tours, were discussed in small groups. Themes included: community resiliency and sustainability; land use and development; mobility and connectivity; and placemaking and the public realm. Over twenty BPDA and City staff members facilitated small group discussions around these themes. From the discussions, value statements were generated and recorded after which participants ranked their top priorities by a “dot voting” system.



Figure 98. Small groups of workshop participants gather to discuss their priorities during the Visioning Session.



Figure 99. A workshop participant lists their priority statement during the Visioning Session.

Outcome

The emerging priorities that have helped to form a community vision statement and inform future Community Workshops were:

- Promote new affordable housing and retail that supports the social and economic diversity of the area.
- Guide growth that strengthens the community and respects the physical character of the existing residential areas.
- Increase the variety of uses to create more innovative job and business opportunities and strengthen existing local and small businesses.
- Preserve and enhance the variety of open space amenities.
- Promote more energy efficient and greener buildings, and overall neighborhood sustainability efforts.
- Support artistic, civic, cultural, and community assets.
- Enhance connections in, around, and out of the area to destinations and open space.
- Improve the safety and reliability of the many options for getting around the area.
- Create active and vibrant streets, sidewalks and public places.

PLANNING FOR PEOPLE

Workshop #2

November 4, 2015

At this workshop, the familiar theme of "Community Resiliency and Sustainability" was explored. The topics for this workshop were: housing and affordability, businesses and jobs, environmental sustainability, and community resiliency. The Department of Neighborhood Development (DND) provided an overview of affordable housing in the City of Boston and suggested tools that city policy makers can explore to increase the creation of affordable housing. Small groups participated in an exercise that involved listing and ranking questions around one of the top priority statements from the Community Resiliency and Sustainability theme. The top priority statements on Community Resiliency and Sustainability were carried over from the Visioning Workshop as a starting point for the question forming exercise.

Outcome

In small groups, participants listed their questions, offered their own answers or solutions to the questions, and then prioritized top questions to address. Any questions that were not answered at the workshop were later answered by the BPDA and City at the following workshop. Some examples of the priority questions participants asked include:

- "How could we pay for affordable housing?"
- "How do we maintain affordable housing requirements in the future?"
- "Where are the public lands? What is their current use? How much land is there to work with?"
- "How do we ensure small business space is affordable?"
- "How do we balance new small business and be accountable to existing?"
- "How to incentivize green-building, how to disincentivize non-green building?"
- "How to encourage sharing of resources?"



Figure 100. Participants discuss information on display in the open house and networking portion of the workshop.



Figure 101. Small group discussions gave residents an opportunity to formulate questions for the BPDA and City to explore throughout the process.



Figure 102. Workshop participants report back to the larger group about their small group discussions.

PLANNING FOR PLACES

Workshop #3

December 10, 2015

At this workshop, the theme of “Land Use and Development” was explored. After a presentation on land use, urban design principles and current real estate market conditions, participants worked in small groups to answer questions about the future physical character of the Study Area such as where is change likely to happen and where is change already happening.

With these areas in mind, participants were asked to consider the scale and height of future development, land uses, and what mix of uses would complete the community vision of the Study Area. In addition, participants were asked to think about desired building styles and design interventions. Participants worked with their neighbors to mark up table maps and discuss questions, trade-offs and ideas.



Figure 103. Workshop participants discuss future heights, density and land uses in the Study Area.



Figure 104. A table map and pointed questions from staff were provided to guide conversations on future land use and development in the Study Area.

Outcome

From this workshop, five main focus areas emerged as areas for further study including: Jackson Square, Egleston Square, Stony Brook Station/Amory Street, Green Street and Forest Hills/Stonybrook Neighborhood. Jackson Square and Forest Hills/Stonybrook Neighborhood were identified as areas with the greatest potential for growth, while Egleston Square, Stony Brook Station/Amory Street and Green Street were envisioned as areas to be scaled to the current neighborhood character. Participants expressed the desire to preserve the interstitial one, two and three-family residential districts. Ideas from this workshop provided land use and dimensional recommendations, some of which include:

- Create mixed-use districts including residential, commercial and low-impact industrial.
- Greater height at gateway districts of Jackson Square and Forest Hills.
- Maintain certain land uses such as Light Industrial (LI) in order to preserve jobs.
- Focus retail at Jackson Square and Egleston Square.
- Transition heights to the scale of the existing neighborhoods, step-down approach.
- More entertainment uses in district.
- Keep ground floor retail along Green Street.
- Small businesses at Jackson Square.

CONNECTING PEOPLE WITH PLACES

Workshop #4

January 21, 2016

The focus of this workshop was transportation, mobility, and how to get around the Study Area, as well as making connections outside the Study Area. This workshop also addressed special “places” and the public realm. In small groups, participants took part in several exercises, the first of which was a survey to understand how people usually get around when they are traveling to different destinations (e.g. school and work) and their aspirations for getting around in the future. Next, a large map of the existing transportation network was provided, and participants were asked to mark up the map with the walking, biking and driving routes that they use to get around. They were also asked to identify areas of the public realm which need improvement or that present opportunities to create a sense of place. The final component was an exercise to conceptually redesign either Washington Street or Columbus Avenue. The participants were asked to discuss and build their ideal roadway using pieces which represented different parts of the public right of way (e.g., sidewalks, bike lanes, street furniture and vegetation, etc).



Figure 105. Workshop participants mark up a table map on how they travel within and out of the Study Area.



Figure 106. Students from the Neighborhood School in Jamaica Plain learn about planning and community participation.

Outcome

In addition to understanding how people currently get around the Study Area and beyond, the feedback the planning team received emphasized how people would prefer to get around in the future. Some of the feedback from the discussions included:

- Aspire to get around differently than today: to bike and take the bus more and to drive less.
- Desire to walk and use subway at current levels.
- Improve existing pedestrian safety and streetscape to encourage walking.
- Provide better connections from transit stations to destinations.
- Enhance public realm.
- Improve and identify corridors.
- In addition to Washington Street and Columbus Avenue, Green Street and Amory Street emerged as important neighborhood connections.

FUTURE VISIONS FOR JP/ROX

Workshop #5

March 5, 2016

The BPDA presented draft scenarios for potential development and sought feedback from participants about the five focus areas which had emerged at the previous workshop. These areas include: Jackson Square, Egleston Square, Stony Brook Station/Amory Street, Green Street and Forest Hills/Stonybrook Neighborhood. The development scenarios were modeled on the feedback from previous workshops, the open house, and walking/bike tours. The scenarios presented at this workshop were for illustrative purposes and represented a possible envelope in which future development may occur. In addition, there was also a housing station where key City housing staff from the BPDA and DND were available to discuss emerging housing recommendations for the Study Area. Participants rotated around the housing and focus area stations, providing their comments and feedback to staff facilitators.



Figure 107. The Mayor's Housing Innovation Lab explains dimensional aspects of building form through the use of Lego.

Outcome

BPDA and City staff facilitators led conversations and recorded the feedback they heard on at their stations.

- **Jackson Square:** Overall, the density and heights depicted in the development scenario were acceptable. There were several suggestions to improve connections to Southwest Corridor and to break up buildings so as though not to create a wall along the street.
- **Egleston Square:** Scale back height of buildings, step back height to respect adjacent residential neighborhood, connect and enhance public and civic uses in the area (e.g. Egleston Library, Stonehenge, Peace Garden, etc.).
- **Stony Brook Station/Amory Street:** Generally, make provisions for new development that keep with the current fabric of the neighborhood and provide an active use at the North-eastern building.
- **Green Street:** Strengthen retail corridor along Green Street to create more vitality and increased pedestrian activity, step back height to respect adjacent residential neighborhood.
- **Forest Hills/Stonybrook Neighborhood:** Height was generally considered acceptable along Washington Street, stepping down closer to existing residential neighborhood.
- **Housing Strategy:** Benefits derived from new private development should be committed to creating more affordable housing at lower AMIs (50% AMI).

Figure 108. Opposite: Participants visit with neighbors and review the informational boards at the Future Visions for JP/ROX Open House.

DRAFT ELEMENTS OF THE PLAN & EMERGING RECOMMENDATIONS

Workshop #6

May 11, 2016

Similar to the format of the March 5th Community Workshop, there were focus area and topic area stations set up in an open house format. At each of the five focus area stations (Jackson Square, Egleston Square, Stony Brook Station/Amory Street, Green Street, and Forest Hills/Stonybrook Neighborhood) there were boards which displayed refined development scenarios, urban design diagrams, street level renderings and accompanying preliminary urban design guidelines. In addition, there were boards that displayed emerging recommendations on: affordable housing and development without displacement; jobs and businesses; transportation and how people in the community get around; and zoning. BPDA and City staff were available at each of the stations to answer questions and gather feedback.



Figure 109. BPDA staff discusses emerging recommendations for jobs and businesses in the Study Area.

Outcome

Some examples of the feedback from the different stations include:

Jackson Square

- Ensure open space for new density that will be publicly accessible.

Egleston Square

- Keep affordable housing, make it deeply affordable.

Stony Brook Station/Amory Street

- Amory Street would benefit from public realm improvements.

Green Street

- Keep artist housing and affordable rentals.

Forest Hills/Stonybrook Neighborhood

- Concern for existing and intact residential neighborhood.

Housing

- Need more very low-income options.
- The goal should be 70% affordable, 30% market-rate.

Job & Businesses

- Have businesses that reflect community needs.
- Opportunities for teaching, mentoring and incubator space.

Transportation

- Improve pedestrian and bike connections to the T stations and include bike parking at T stations.
- More widespread traffic calming and wider sidewalks (Amory and School Streets).
- Increase Orange Line service proportionately to match increase in population.

OFFICE HOURS & SMALL GROUP PARTNERSHIPS

Summer, 2016

After a series of large community-wide workshops, the PLAN: JP/ROX Planning Team spent several months spreading the word about the Plan. This phase of engagement included holding office hours throughout the study area as well as interacting with smaller neighborhood and advocacy groups. The purpose of these conversations was to raise awareness about the release of the draft document and gather feedback on the draft recommendations of the Plan. Simultaneous to the release of the draft document, an online survey was conducted as another venue for collecting comments. Office hours were held at three different locations:

- Green Street MBTA Orange Line Station
- Egleston Square Peace Garden
- Jackson Square MBTA Orange Line Station

The Planning Team met with several small groups:

- Urban Edge Tenant Groups
- Livable Streets Alliance
- Stonybrook Neighborhood Association
- Brewery/Porter Street Crime Watch & Brookside Neighborhood Association
- Egleston Square Neighborhood Association & Chilcott Place/Granada Group
- Union Avenue Neighborhood Association
- Green Street Renters
- CPCAY (Community Planning Committee for the Arborway Yard) & Jamaica Plain Neighborhood Council
- Parkside Neighborhood Association
- JP Local First
- Affordable Housing Coalition

Figure 110. BPDA staff talked with community members at the Egleston Square Peace Garden.



Outcome

Community members shared their feedback with the Planning Team and suggested areas of the document that would benefit from further explanation and clearer graphics. In addition to the meetings, the Planning Team received over 50 letters, website submissions and survey responses with detailed comments on the draft document. Although there were comments regarding all elements of the Plan, the majority were about transportation, urban design and affordable housing. In collaboration with the Interdepartmental Working Group, the Planning Team reviewed all comments received which informed the final draft of the document.

DOCUMENT EXPO

September 21, 2016

The PLAN: JP/ROX Planning Team hosted an Expo to present the core recommendations of the full PLAN: JP/ROX recommendations. The recommendations were organized into the following stations: preserving diversity and accelerating affordable housing development; enhancing neighborhood character; and guiding balanced growth. BPDA and City staff were available to answer questions and speak with participants. At each of the stations there were multiple boards which displayed information and recommendations on the following topics:

Preserving Diversity and Accelerating Affordable Housing Production

- Affordable housing goals and tools to achieve the goals
- Community Vision for PLAN: JP/ROX
- Study Area demographics and neighborhood character



Figure 111. Participants listen to and ask questions at a group of boards under the "Enhancing Neighborhood Character" theme. Photo Credit: Richard Heath

Enhancing Neighborhood Character

- Urban Design Guidelines (Study Area-wide and each focus area)
- Transportation, public realm, and open space recommendations

Guiding Balanced Growth

- Existing land use
- Proposed changes to the base zoning
- Density bonus eligible areas

In addition, there was a Quote Wall which displayed a sampling of the comments that the Planning Team has received throughout the community engagement workshops and other discussion forums.

Outcome

Participants viewed the boards and engaged with the BPDA and City staff members. Participants all received a copy of the Executive Summary and there were several hard copies of the PLAN: JP/ROX document available for viewing. The Planning Team continued to solicit feedback and comment letters, and website submissions after the Expo.

CONCLUDING CONVERSATIONS

January 18, 2017

Between September and January, the planning team continued to receive feedback on PLAN: JP/ROX recommendations. The purpose of this final public event was to update the community on key revisions to elements of the PLAN: JP/ROX document.

The event was structured to allow everyone to hear as many different perspectives through an interactive presentation style forum. BPDA staff first introduced key topics and themes, updating participants on the revisions and ongoing conversations with other city departments. Next, community representatives presented perspectives on each topic. The presentation concluded with an open discussion, where participants provided comments either in front of the audience or on notecards passed to staff.

Outcome

BPDA staff heard many perspectives from different community representatives, some of which include:

Transportation

- Increased densities and future development should follow a full transportation analysis and plan.
- While a transportation plan is necessary, the plan should focus on increasing alternative modes of getting around and new approaches to reducing parking needs.



Figure 112. Participants listen to BPDA staff and stakeholder presentations before sharing their own perspectives

Photo Credit: BPDA staff, Richard Heath

Jobs & Businesses

- Information on the quality of jobs from new developments and access to good jobs should be more transparent.
- An Office of Small Business Stability and targeted resources for technical assistance are needed to help local small businesses thrive.

Housing Affordability & Community Stabilization

- The overall affordability goal should be higher, and managed growth is needed to welcome new neighbors not at the expense of the existing community,
- The plan must focus on protecting the existing community through strong outreach, support, and a community task force.
- There should be more emphasis on the feasibility of privately-created affordable units and market-rate units to stabilize rents and meet growing demand.

Heights & Urban Design

- Strict urban design guidelines help preserve the neighborhood's character, especially next to areas poised for new development.
- Too many design restrictions can inadvertently reduce the potential to create all housing, particularly affordable housing.



APPENDIX

SOURCES & NOTES

Housing

- U.S Census Bureau, 2010 Census
- Leopold, Josh et al, "The Housing Affordability Gap for Extremely Low-Income Renters in 2013," Urban Institute, June 15, 2015. Accessed September 12, 2016 at http://www.urban.org/research/publication/housing-affordability-gap-extremely-low-income-renters-2013/view/full_report
- Kate Barker, (2004), Review of Housing Supply - Delivering Stability: Securing our Future Housing Needs
- The California Legislative Analyst's Office, (2016), Perspectives on Helping Low-Income Californians Afford Housing
- U.S. Census Bureau, 2010-2014 American Community Survey, Census Tract estimates
- Rent increase calculations: Q1 2016 average rent in JP was \$2050. In 2014 average rent in JP was \$1850.
- Income-restricted unit calculations: A discrepancy was discovered in the initial demographic analysis. As a result calculations have been modified from earlier presentations to more accurately match to the PLAN: JP/ROX Study Area boundary. Previous versions of this analysis reported a smaller number of income-restricted units within the boundary.

Jobs & Business

- InfoUSA Business Data (2012)
- U.S. Census Bureau, 2010-2014 American Community Survey, BPDA Research Division
- Boston Planning and Development Agency Research Division, Boston Neighborhood Business Patterns, May 2016
- U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2014), BPDA Research Division
- Harvard Kennedy School PAE report, "Commercial Gentrification and Displacement of Small Businesses in Boston," Independent Survey of Egleston Square Businesses (n=99), March 2016
- Peg Barringer, "Egleston Square Market Assessment," Boston Department of Neighborhood Development, September 2013.
- City of Boston, "Small Business Plan," March 2016

ARBORWAY YARD MEMORANDUM OF UNDERSTANDING

MEMORANDUM OF UNDERSTANDING BETWEEN MASSACHUSETTS BAY TRANSPORTATION AUTHORITY AND THE CITY OF BOSTON

This Memorandum of Understanding is entered into on this 16th day of November, 1999, by and between the City of Boston (the "City") with a principal place of business at City Hall, Boston, Massachusetts 02201 and the Massachusetts Bay Transportation Authority (the "MBTA") with a principal place of business at the Transportation Building, Ten Park Plaza, Boston, Massachusetts 02116.

WHEREAS, the MBTA has announced plans for the construction and development of a new Transportation Facility at the Arborway Yard which will include a Bus Maintenance Component, an MBTA owned site located on Washington Street in the Forest Hills area of the Jamaica Plain neighborhood (the "Arborway Yard"); and

WHEREAS, the City recognizes that the new Transportation Facility is an important component in MBTA's plans to improve transportation services both in this section of the City and throughout the City; and

WHEREAS, the City has legitimate needs and interests in the environmental, public transportation, vehicle and pedestrian safety, open and green space, and public works infrastructure impacts of the Arborway Yard; and

WHEREAS, the MBTA and the City recognize that development of a Transportation Facility at the Arborway Yard may impact the surrounding community and both parties desire to minimize these impacts; and

WHEREAS, the MBTA and the City want to establish a comprehensive and cooperative planning and design process to review and advise on the mitigation of impacts resulting from the construction and development of a new Transportation Facility at the Arborway Yard; and

WHEREAS, the MBTA recognizes that the City has a legitimate interest in ensuring that the concerns and needs of the Jamaica Plain community are adequately considered prior to the construction of a new Transportation Facility; and

WHEREAS, the MBTA and the City acknowledge that the Community Planning Committee for the Arborway Yard (the "CPCAY") has been formed by area residents to address issues and concerns presented by a new Transportation Facility.

NOW, THEREFORE, the City and the MBTA agree as follows:

1. The City recognizes that the MBTA has legitimate needs and interests in developing a new Transportation Facility at the Arborway Yard site, with a Bus Maintenance component.

2. The MBTA shall commence a collaborative and comprehensive community planning and design process with the City of Boston (the "Community Planning Process"). The process will include the entire MBTA property. The initial focus of the planning process identified in paragraph 1, above, will be on the Bus Maintenance component.
3. As a key component of the Community Planning Process, the MBTA and the City mutually agree that the CPCAY shall be the mechanism for coordinating and providing the community's input into the planning and design of the new Transportation Facility. The objective of the Community Planning Process is to insure that the surrounding community has full and adequate involvement in the process. The CPCAY shall be appointed by the Mayor as the Community Planning Committee for the Arborway Yard. The MBTA will not make any decisions regarding the new Transportation Facility without prior consultation with the CPCAY. This CPCAY shall provide the mechanism for community participation and review by interacting with the MBTA and City of Boston officials. The process shall explore all aspects of discussion, planning, design, construction and implementation regarding a new Transportation Facility at the Arborway Yard. All decisions regarding this Facility shall utilize the negotiations process as described in paragraph 7, below.
4. The City and the MBTA, through the Community Planning Process, shall establish mutually agreeable time frames for the completion of the various steps for a review of the planning and design of the Transportation Facility for the Arborway Yard. The parties agree to meet regularly in open and participatory meetings with those interested and concerned about the development of the Arborway Yard. Additionally, the parties agree to complete the Community Planning Process within six months from the date of this agreement.
5. As part of the Community Process, the MBTA shall make available to the City and the CPCAY information regarding plans for the Arborway Yard to date, as well as any such information and documentation that may be developed during the Community Planning Process.
6. The final development plan for the Arborway Yard, developed through the Community Planning Process, shall be appropriate in scale to the immediate neighborhood and shall be sensitive to the environmental, public transportation, vehicle and pedestrian safety, recreational and open green space concerns of the surrounding neighborhood and Jamaica Plain community. Further, the final development plan shall be acceptable to the MBTA and the City. Any disputes over the plan shall be settled by the signatories through a non-binding mediation process, to be agreed upon.
7. This Memorandum of Understanding is a legally binding document between the signatories hereto, which has the force and effect of law and shall be enforceable by the signatories in a court of law, after an agreed upon negotiation process has been completed. This negotiation process shall commence after the parties, acting in good

faith, have failed to reach an agreement on any issue and an impasse is causing the planning process to stall and is preventing it from entering the design phase.

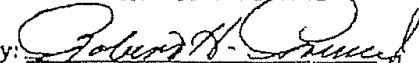
The negotiation process shall commence with each signatory providing three names for consideration as a mediator on the facts in dispute. This process of presenting and exchanging names shall continue until a name acceptable to both signatories is identified.

Upon acceptance, that person shall, within the next fifteen days, meet individually and then in three joint meetings with the signatories to resolve the dispute. All agreed upon facts, prior to the impasse, shall not be reconsidered unless doing so will assist in resolving the impasse. The mediator shall be allowed to request technical assistance as necessary to resolve any factual issue. The decision reached through the negotiation process shall be presented to the signatories for their approval. Any decision reached by a mediator shall be a recommended solution. This negotiation process is not binding on either of the signatories.


Regardless of the process by which any decision is reached this Memorandum of Understanding shall not create any rights in a party not a signatory hereto nor shall it give rise to any rights or claims against any party not a signatory hereto.

This Memorandum of Understanding is hereby executed as of the date first written above.

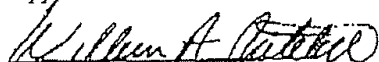
MASSACHUSETTS BAY
TRANSPORTATION AUTHORITY

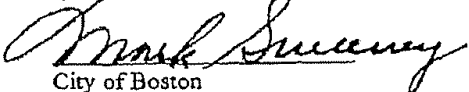
By: 
Robert H. Prince, Jr.
General Manager

CITY OF BOSTON


Thomas M. Menino, Mayor
City of Boston

Approved as to Form:


William A. Mitchell, Jr.
MBTA General Counsel


Mark Sweeney
City of Boston
Asst. Corporation Counsel



CITY OF BOSTON • MASSACHUSETTS

OFFICE OF THE MAYOR
THOMAS M. MENINO

MEMORANDUM OF UNDERSTANDING BETWEEN
THE CITY OF BOSTON AND
THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY

This Memorandum of Understanding is entered into on this 24th day of April, 2001, by and between the City of Boston (the "City") with a principal place of business at City Hall, Boston, Massachusetts 02201 and the Massachusetts Bay Transportation Authority (the "MBTA") with a principal place of business at the Transportation Building, Ten Park Plaza, Boston, Massachusetts 02116.

It represents the culmination of an exhaustive comprehensive and collaborative planning process between the City, the MBTA and the Community Planning Committee for the Arborway Yard (the "CPCAY") as described in the November 16, 1999 Memorandum of Understanding between the City and the MBTA.

The following agreements are based on information provided on the Topographical Survey and Planimetric Map [15N-8E] and provided by the City of Boston. In view of the design process that is under consideration, the MBTA will be obliged to perform a more exacting survey of the site, inclusive of the City Street Lighting Pole Yard [the "City Pole Yard"] and their abutting land.

To the extent that this process reveals any discrepancies between the original City Topological Survey and Planimetric Map [15N-8E], the total land area assumptions will be adjusted accordingly.

For contextual reference, we are providing the following site plans for review:

- City of Boston Topological Survey & Planimetric Map;
- MBTA-COB-CPCAY Revised Option-T with Site Analysis, May 2001

Now therefore, the City and the MBTA agree as follows:

FACILITY PROGRAM, PLANNING & DESIGN

- A. The total number of buses to be garaged and maintained at the proposed Arborway Transit Facility shall not exceed 118. If the LRV service is restored, then the maximum number of vehicles to be stored at the Transit Facility shall not exceed 104.

MEMORANDUM OF UNDERSTANDING BETWEEN
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- B. The buses garaged, fueled and maintained at the Arborway Facility, in the near term shall be 40' CNG buses and in the long term, there may be twenty-60' CNG buses. Alternative technologies including fuel cell and hybrid electric vehicles shall also be pursued. No diesel buses are to be fueled, garaged or maintained at the Arborway Yard, even on an interim basis. Only vehicles actually garaged at the facility will be fueled and maintained there.
- C. The Facility and all access and egress points must be located on the Arborway side of the site.
- D. The best location for a two-way road under the Casey Overpass should be studied, acquired, designed and constructed to provide optimum bus access/egress to the Arborway Yard.
- E. There must be an Emerald Necklace Re-Connector with an average width of 85-ft and not less than 60-ft at any point, to link Franklin Park with the Arnold Arboretum, and that does not run along the Casey Overpass. The MBTA should amend the Facility design contract of Goodkind & O'Dea to reflect the additional task of providing landscape architectural services for the Emerald Necklace Re-Connector.
- F. The Washington Street/Arborway corner of the site must be developed as a signature entrance to site and enhance the Emerald Necklace Re-Connection.
- G. No vehicles will cross the Emerald Necklace Re-Connector at grade unless it permits a substantial increase in green space.
- H. There shall be no commuter parking. Employee and visitor parking shall be accommodated on the roof of the transportation facility. In order to preserve and provide for adequate parking for existing businesses and residences, fifteen surface parking spaces shall be provided for businesses in the Brookley Road/Stonley Road area and the City will install parking meters on both sides of Washington St.
- I. All MBTA activity shall be confined within an area not to exceed 10.3-acres, inclusive of the Facility, the LRV reservation and # 500 Arborway. Should the LRV not be restored, then a minimum of 0.8-acres of land will be made available for community planning and use purposes.
- J. The Facility will meet federal and state standards as agreed upon by all; to reduce light pollution, all exterior lighting must be fully cut-off and shielded; must include sound barriers constructed to enclose noise sources; HVAC blowers and compressors should be structurally isolated; marshaling yard must be enclosed with walls/screening buffers of sufficient height so that buses are not visible..

The Facility design and construction must ensure that the discharge of any pollutants meet the higher of federal, state standards, codes or regulations.

The Facility must be designed, operated and maintained to prevent additional ambient noise.

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- K. The existing City owned "Pole Yard" will be incorporated into the Arborway Yard Plan.
- L. The MBTA will transfer, for good and valuable consideration, no less than 8.0-acres of the Arborway Yard site to the City for community use. The MBTA is transferring this land with the understanding that it is necessary to satisfy community priorities and mitigate the impact of the Facility. Priority uses, as determined by the CPCAY community planning process are affordable housing, youth recreation, retail, light industrial, the Emerald Necklace Re-Connector and mixed-use development along Washington St. The CPCAY will bring together all relevant community interests in Jamaica Plain, including, but not limited to, local abutters, to establish a committee of these interested parties that will oversee the community planning process for determining how these priority uses for the not less than 8.0 acres will be implemented.

OPERATIONS

- M. A vintage alternative fuel vehicle should be run between Forest Hills Station, the Arboretum, Franklin Park Zoo and the Mass Audubon Society's Boston Nature Center. The MBTA will participate in funding 50% of the cost of the seasonal service. The MBTA will not operate the service.
- N. No stationary commercial advertising of any kind is to be located on or associated with the facility.
- O. Comprehensive security arrangements must be provided at the facility by the MBTA.
- P. A transportation management plan must be approved by the City to ensure that no bus or other large MBTA vehicle is allowed on residential side roads; and MBTA employee's or clients will not use residential side roads for parking or access to the facility.
- Q. Traffic, acoustic air quality modeling must be completed before the project enters the schematic design phase and evaluated by the CPCAY and the City of Boston, as previously agreed to by the MBTA.
- R. The City must retain ownership of the Stoney Brook.
- S. The MBTA strongly encourages the use of Minority, Women, and Disadvantaged Business Enterprises and City of Boston residents as prime contractors, subcontractors, tradespeople, and suppliers in all of its contracting opportunities.
- T. Only low to mid-level maintenance shall be performed on vehicles in the facility. All work shall be performed between 6 AM and 11 PM. No repair work to be performed between 11 PM and 6 AM. Activity will be limited to visual bus inspections. Low to mid-level maintenance does not include major bodywork or engine and transmission overhaul.

MEMORANDUM OF UNDERSTANDING BETWEEN
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U. To ensure complete compliance of the Agreement between the MBTA and the City of Boston during the design completion, construction and operations of the Arborway Yard Facility, all design and construction documents will be made available to the CPCAY and the City for timely review, including, but not limited to 5% and 15% schematic design; 30% and 60% design development; and 90% and 100% construction documents.

In the event of any violation or alleged violation of the Agreement during the design phase of the project (which also shall include any design work concerning change orders during the performance of the construction contracts), the MBTA, on its own, or upon request from the City or the CPCAY, will suspend design only of the area of dispute concerning any such violation or alleged violation. The teams (CPCAY, the City and the MBTA) shall be given notice of any such violation or alleged violation, and the teams shall be provided thirty days to cure any violation of the Agreement. In no event, however, shall the MBTA cause or allow the design work following such 30 day cure period, to proceed in a manner that will cause or allow a violation of the Agreement.

In keeping with the MBTA's continued commitment to be responsive to community concerns, which has included, but not limited to transfer of a minimum of 8.0 acres of real estate, the MBTA shall implement and maintain the highest standard for responsiveness to community concerns on all aspects of the operations of the Transit Facility. As part of this standard, the MBTA will continue to meet with and report to community members on a regular basis, shall publicize the name and telephone number of the superintendent of the facility, and shall respond and act to resolve all reasonable community concerns on a prompt basis.

COROLLARY

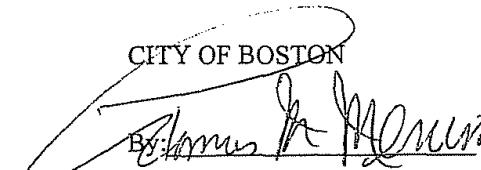
V. There must be a Forest Hills Area Master Plan to evaluate and optimize the full impacts of development and transportation related activity in the vicinity of the Forest Hills/Arborway Yards. The MBTA, the City and all appropriate agencies will participate in this master planning process.

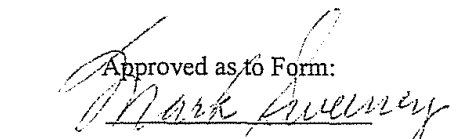
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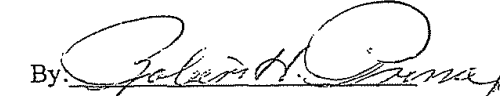
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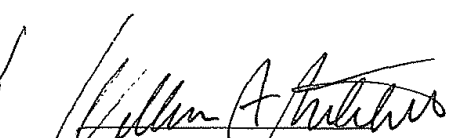
CITY OF BOSTON

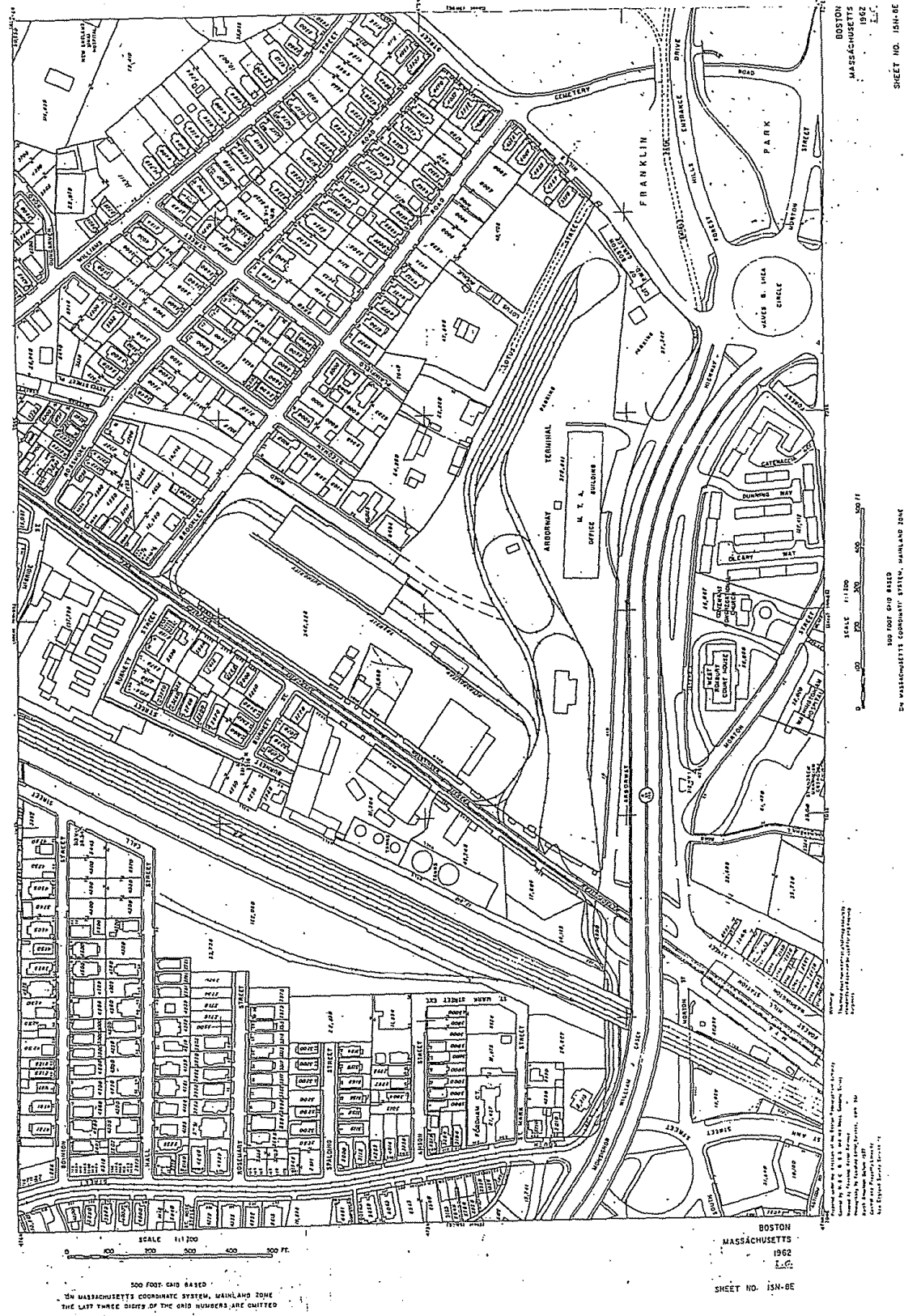
By: 
Thomas M. Menino, Mayor
City of Boston

Approved as to Form:

City of Boston
Corporation Council

MASSACHUSETTS BAY
TRANSPORTATION AUTHORITY

By: 
Robert H. Prince, Jr.
General Manager


William A. Mitchell, Jr.
MBTA General Counsel



MBTA Bus Facility
Arborway Yard
-Revised Option T

