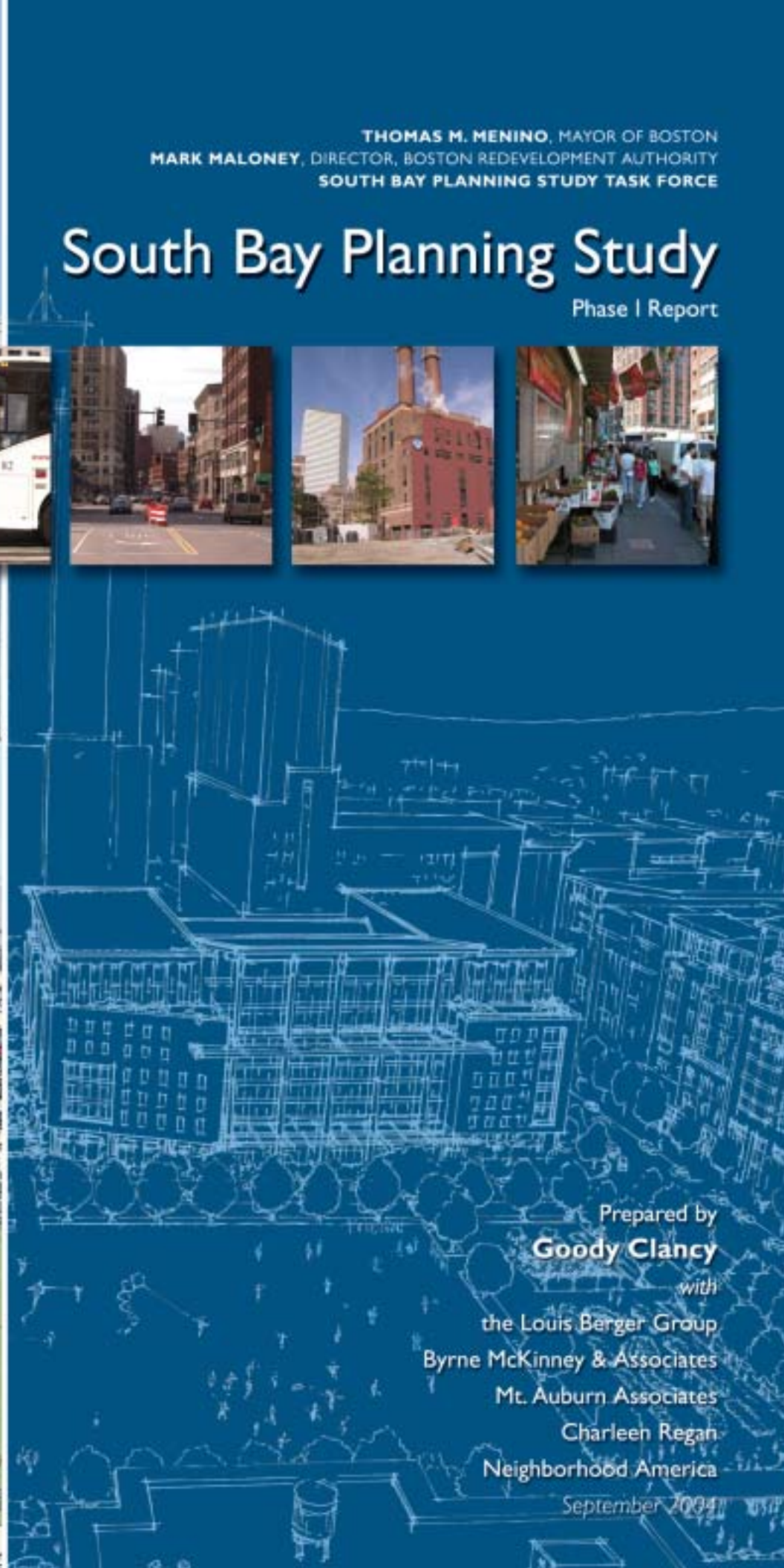


THOMAS M. MENINO, MAYOR OF BOSTON  
MARK MALONEY, DIRECTOR, BOSTON REDEVELOPMENT AUTHORITY  
SOUTH BAY PLANNING STUDY TASK FORCE

# South Bay Planning Study

Phase I Report



Prepared by  
**Goody Clancy**

*with*  
the Louis Berger Group  
Byrne McKinney & Associates  
Mt. Auburn Associates  
Charleeh Regan  
Neighborhood America

September 2004





ATLANTIC AVENUE

KNEELAND STREET

ALBANY STREET

25

26a

26b

26c

29

28a

27a

28b

31

30



Boston  
Redevelopment  
Authority

CITY HALL 5TH FLOOR 1 CITY HALL SQUARE BOSTON, MA 02201 617.722.4300

Dear Friends:

It is with great pleasure that the Boston Redevelopment Authority issues this Phase I of the South Bay Planning Study. The ideas it contains have been shaped and strengthened through the active and committed participation of residents working with business and government.

The South Bay District is an opportunity to create a vibrant new mixed-use neighborhood in downtown Boston that complements the adjacent Chinatown and Leather District neighborhoods. These neighborhoods' vital social, cultural, and economic character must be preserved. This report outlines a community vision with guiding principles for the development of the new district, including public realm, land use, urban design, transportation, jobs and career development, and sustainability.

The strength of our City is in its neighborhoods. The cooperative work of City staff, Massachusetts Turnpike Authority, and the South Bay Task Force in the development of the Phase I report will ensure Boston's assets are maintained and enhanced through this new development. This report conveys a commitment to the advancement of livable communities, affordable housing, and the creation of employment opportunities.

I want to thank all those who have been part of this very important effort. As this process advances, so will the need for continued public participation. I look forward to working with you towards the completion of the South Bay Planning Study and its implementation.

Sincerely,



Mark Maloney  
Director





Boston  
Redevelopment  
Authority

CITY HALL 9TH FLOOR 1 CITY HALL SQUARE BOSTON, MA 02201 617.722.4300

親愛的朋友：

波士頓重建局非常高興能出版這份南灣規劃研究第一期報告，由於居民積極致力參加，與商戶及政府一同努力，形成並加強了其中各個觀念。

南灣區的開發是個好機會，可藉此機會，在波士頓市中心建立一個生氣蓬勃而有綜合用途的新街坊，使華埠及皮革區更充實。南灣區將成為波士頓市中心一個活躍的新街坊，而華埠這個重要的社會、文化及經濟社區亦必須受到保護。本報告扼要列出一個社區願景，並提供新區發展的指導原則，內容包括公共領域、土地利用、都市設計、交通運輸、工作及職業發展、持續性。

本市的力量存在於其各個街坊，市府人員、麻州收費公路局以及南灣專案小組，為產生南灣第一期報告而共同努力，這種合作將可確保波士頓歷史性街坊的資產因這個新發展而得到維護。這份報告傳達一個堅定的承諾，那就是提升各個可居住的社區、提供平價住宅以及創造就業機會。

本人要感謝所有曾經參與這極重要工作的各位人士；繼續進行這個過程，需要公眾繼續參與，本人盼望與您共同努力，完成南灣規劃研究，並且實踐由研究所導出的計劃。

誠摯的



波士頓重建局局長  
馬克·馬隆尼 (Mark Maloney)

# SOUTHBAY

P L A N N I N G S T U D Y

August 30, 2004

Mr. Mark Maloney  
Director of the Boston Redevelopment Authority  
City of Boston  
9<sup>th</sup> Floor City Hall Plaza  
Boston, Massachusetts

Dear Mr. Maloney-

On behalf of the South Bay Planning Study Task Force, I am pleased to present to you the South Bay Planning Study - Phase One. Over the past seven months our group of seventeen devoted volunteers, including representatives from Chinatown and the Leather District, have worked to create a plan for this important new part of the City of Boston. The vision that has emerged from our efforts is exciting and broad-reaching, and at the same time identifies many issues that will require further study in the second phase of our work.

Conclusions that we have reached include:

- ⌘ The project should be expanded from a set of parcels totaling 10 acres to a District consisting of 20 acres, transforming it from a project to a neighborhood.
- ⌘ The district, which currently consists of highway infrastructure that divides and separates it from the neighborhoods, should become a series of city blocks that knit together and connect many important assets of the City of Boston.
- ⌘ The southern entrance into the City that is now dominated by transportation infrastructure should instead be revealed as a great gateway portal for the City from the South.
- ⌘ We must collectively work towards providing housing for all income levels and towards providing employment and employment training to benefit the adjacent neighborhoods.
- ⌘ We should create a terminus to the Rose Kennedy Greenway in the form of a signature park that will help to meet the recreational needs of the neighborhoods and connect the Greenway to Fort Point Channel.
- ⌘ South Bay will be a first class location for the world's businesses. Further planning should ensure taking full advantage of its exceptional transit access as well as the opportunity to accommodate vehicles outside local roadways. The district must be a dynamic, safe environment that fully integrates the pedestrian, vehicular, and public transportation systems.

We have reached many important conclusions. However, there is still much work to be done. We all look forward to working with you and your wonderful staff to make South Bay the vibrant new neighborhood that we know it can be.

Sincerely,



Mark Margulies  
Chair- South Bay Planning Study Task Force.

# SOUTHBAY

P L A N N I N G S T U D Y

2004 年 8 月 30 日

致：波士頓重建局局長  
馬克·馬龍尼先生 (Mr. Mark Maloney)  
麻薩諸塞州波士頓市市政廳九樓

親愛的馬龍尼先生：

本人代表南灣規劃專案小組，很高興地向你呈遞第一期的南灣規劃研究報告。過去七個月，本組十七位工作賣力的義工（包括來自華埠及皮革區的代表），努力為這個重要的波士頓市新區擬定了一個計劃，我們工作所塑造的願景令人興奮而且所涉廣泛，我們同時也鑑定出許多問題，這些問題需要在我們第二期的工作中做進一步的研究。

我們的結論包括：

- 工程項目應該從總共 10 英畝的一組地段擴展為一個 20 英畝的區域，從區區一個工程項目變轉為一個街坊。
- 該區目前所包含的公路基建將街坊割裂，本身又與街坊分開，該區應該變為一系列互相交織的城市街區，並將許多波士頓市的重要資產連接。
- 進入波市的南邊入口目前受交通基建支配，但該處應展現為從南方進入波市的宏偉大門。
- 我們必須共同努力，以向各收入階層的市民提供住宅，並且提供就業機會及就業培訓，以惠及毗鄰街坊。
- 我們應建立一個有鮮明特徵的公園作為露斯甘迺迪綠道的終點，以符合各街坊的娛樂需要，並將綠道和 Fort Point 水道連接起來。
- 南灣將成為世界商戶的一流地點；進一步規劃時，應保證充分利用該區優越的通路，把握機會避免車輛在該區街道行駛，並且必須使該區的環境充滿活力而安全，而且使行人、車輛和交通系統能夠完全整合。

我們已經獲得許多重要結論，然而，尚有很多工作需要做，我們盼望與您及您傑出的職員共同使南灣成為生氣勃勃的新區，我們知道這是辦得到的。

誠摯的



Mark Margulies  
南灣規劃研究專案小組主席

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波士頓重建局努力提供此文件的完整翻譯，如果此譯文的文意不清楚，波士頓重建局將依照英文版所述為您澄清原意。







## Purpose and Process

This Report sets forth the status and products of Phase I of the South Bay Planning Study. The planning study, currently being conducted by the Boston Redevelopment Authority (“BRA”) and City departments in consultation with the South Bay Planning Study Task Force (“Task Force”), the Massachusetts Turnpike Authority (“MTA”), and the consultant team of Goody, Clancy & Associates (“GCA”), is intended to produce a District Plan and zoning for the Study Area, located south of Kneeland Street and bordered by Albany Street to the west, the Massachusetts Turnpike (I-90) on the south, and the Massachusetts Bay Transportation Authority rail lines on the east. During Phase I, the BRA has worked with the Task Force to develop a vision and a framework of guidelines for the future of the area. The MTA, which issued a Request For Proposals (“RFP”) on June 1, 2004 for parcels within the Study Area, will provide the Report to interested respondents as an addendum to the RFP. Phase II of the study will establish the plan and zoning regulating these and any other future development within the Study Area.

### PURPOSE OF THE PLANNING STUDY

The South Bay Study Area was envisioned, as early as 1990, as a significant new mixed-use development district within Boston’s downtown. Its location, adjacent to Chinatown, the Leather District, and the South Station/Fort Point Channel area, and its multi-modal transportation connections create the potential for a new Boston mixed-use district that will bring economic vitality and housing resources to the adjacent communities as well as the city as a whole. The BRA has undertaken the South Bay Planning Study in order to develop a plan and zoning that will bring this potential to reality. Specifically, the plan and zoning are intended to satisfy the requirements of zoning Article 43, Chinatown Zoning District, which requires a comprehensive plan be put in place for the Chinatown Gateway Special Study Area. It is our expectation that the resulting plan will encompass not only the Gateway area but also the balance of the area included within the boundaries of the planning study. In late 2003, Mayor Thomas M. Menino

appointed a 17-member Task Force comprised of Chinatown, Leather District, and citywide community members and residents as the community advisory body to the BRA and City in the formulation of the plan and zoning.



*There were five public meetings and fourteen task force workshops held in Phase One.*

### PROCESS FOR THE PLANNING STUDY

The South Bay Planning Study is being undertaken in two phases. Phase I is intended to produce a broad vision and a framework of guidelines for the future development of South Bay. The BRA, City departments, and the MTA held fourteen workshops with the Task Force and conducted five community-wide meetings, including a community charrette. Working together, we assessed the opportunities and challenges presented by the planning area and its context, considered broad alternative development approaches, and converged on a comprehensive vision for the area. This vision became the basis for guiding principles in the areas of public realm and infrastructure; land use, including housing, open space and public facilities, commercial and retail space; transportation; and urban design. It is expected that these principles will become core components of the South Bay District Plan and zoning.

This Report presents the results of Phase I of the South Bay Planning Study. It provides the policy framework for the South Bay Plan, information on the area’s regional and neighborhood context, a statement of the shared vision for the site, and then sets forth South Bay planning principles, which are





*An example of the working models created during the public charrette.*

expected to become the core elements of the plan. It also identifies issues raised by the Task Force that are expected to be resolved in Phase II. Finally, it illustrates these principles through annotated illustrative scenarios.

#### **NEXT STEPS**

The MTA will provide this report to interested developers as an addendum to its RFP. We expect that developers' submissions will demonstrate a comprehensive approach to achieving the goals and public benefits. The BRA, City and Task Force will use the goals and guidelines from the report as criteria for evaluating these submissions and make recommendations of developer selection to the MTA.

Prior to initiating Phase II, the BRA will work with the Task Force and the Chinatown and Leather District communities to put in place a South Bay Interim Planning Overlay District ("IPOD"). An IPOD is a zoning tool that establishes use, dimensional and other regulations, as well as a special permitting process that controls development within an area while it is being planned. These temporary regulations are written to ensure that no development is permitted that could compromise the conclusions of the community planning process. The South Bay IPOD is expected to contain policy and regulatory provisions that will make the recommendations of this report mandatory during the completion of Phase II of the planning

study. This IPOD will be in place during Phase II of the planning study, estimated to be approximately one year.

Phase II of the study will test, evaluate and further explore the plan elements established in Phase I. They will be subjected to environmental evaluation and transportation analysis; assessment of physical and financial feasibility; consultation with State and Federal agencies regarding the transformation of area infrastructure into local streets with curb cuts for building and parking access; and further analysis of building heights. Open issues such as the placement of the major open space will be resolved. The District Plan's transportation elements and its employment goals and programmatic content will be formulated. The role of adjacent land owners such as the Massachusetts Bay Transportation Authority ("MBTA"), land owners within the study area, and the effect of other planned projects in the impact area will be further incorporated into the Phase II study. Further analysis, design and public participation through the Task Force and community meetings, as well as the impact of the selected developer, will clarify and solidify the vision for South Bay set forth in this report.

#### **RESULTS OF THE PLANNING STUDY**

At the conclusion of Phase II, the BRA, in consultation with the South Bay Task Force and adjacent communities, will adopt a South Bay District Plan. It will also submit a zoning revision to the Boston Zoning Commission that will replace the IPOD with permanent land use, dimensional and public benefit regulations. We will determine the relationship of the new zoning text to the existing zoning districts through consultation with the Task Force and adjacent communities. The adopted District Plan and zoning will then guide the public review of development proposals for the area. The BRA, with the advice of Task Force members, will use the District Plan as the basis for reviewing proposed development projects under Article 80 of the Boston Zoning Code.



## 目的和過程

這份報告指出了南灣規劃研究第一階段的狀況及結果。這項規劃研究目前正由波士頓重建局，市府各部門，麻州收費公路局(“MTA”)，專家組及 Goody, Clancy & Associates (“GCA”) 公司與工作小組共同進行，這項研究目的是替研究區域制定一個區域計劃及分區制度。該區域的範圍南至尼倫街南部，西接奧本尼街，南至麻州收費公路(I-90)，東至麻州海灣運輸局的鐵路線。在第一階段研究中，波士頓重建局與研究小組共同合作制定了這個區域的發展藍圖及指導原則。麻州收費公路局在今年 6 月 1 日已就研究區域內的地段發佈了徵求提案書(“RFP”)，他們將向感興趣的答應者提供這份報告以作為徵求提案書(“RFP”)的補充文件。研究計劃的第二階段將制定發展計劃及分區制度以作為研究區域內現行及未來發展計劃的章程。

### 規劃研究的目的

南灣研究區域早在 1990 已被構想為一個在波士頓市中心內的重大新型混合使用發展區。該區的位置毗鄰華埠、皮革區和南站/旁特堡水道，而且擁有多種交通連接，創造了一個新型的波士頓混合使用區，將給毗鄰社區及城市整體帶來經濟生命力和住房資源。波士頓重建局承擔南灣規劃研究是為了在地區內使用一個能夠將這些潛力變成現實的區域發展及分區計劃，該計劃和分區製意欲滿足華埠分區條文第 43 條，該條文規定對華埠門戶特別研究地區必須要有全面的規劃。我們期望最終的計劃將不僅包含門戶地區，而且包括在計劃研究的邊界範圍以內的區域平衡。在 2003 年底，萬寧路市長指派了 17 名南灣規劃研究小組成員。這些成員包括來自華埠，皮革區和市内各區的成員及居民。他們作為社區顧問團對波士頓重建局及市政府在規劃和分區製上提出建議。

### 規劃研究的過程

南灣規劃研究分兩階段進行。第一階段是意欲制定南灣區的未來發展藍圖及指導原則。波士頓重建局，市府各部門，麻州收費公路局(“MTA”)與研究小組一起舉辦了 14 個工作會議、5 個社區會議及一各社區參與活動。通過共同努力，我們估計規劃範圍和它內容呈現的機會和挑戰，衡量了大量可供選擇的發展方法，最後聚合了區域發展的全面藍圖。這個藍圖將成為以下各方面指導原則的依據：公共系統和基礎設施區域；土地利用，包括住房；露天場所和公共設施；商務和零售空間；運輸及都市設計。

這個報告的目的是指出南灣計劃研究第一階段的結論。該報告為南灣計劃提供了政策框架，及有關區域和鄰區的資訊，一份有關本區域發展藍圖的共有聲明，然後指出了南灣計劃的規劃原則，這些原則將成為計劃的主要因素。最後，它通過附註說明及情節詳盡解析了這些原則。

### 下一步

麻州收費公路局將會將這份報告作為徵求提案書的補充文件提供給感興趣的發展商。我們期望發展商的提案書將闡述如何達到這些目標及公眾福利的詳盡計劃。波士頓重建局，市府各部門，麻州收費公路局(“MTA”)與研究小組將會按照報告列出的目標及標準衡量這些提案並向麻州收費公路局提出選擇發展商的建議。



在第二階段開始之前，波士頓重建局將與南灣規劃研究小組及華埠與皮革區的社區一同協作制定南灣臨時計劃覆蓋區("IPOD")。臨時計劃覆蓋區是一個分區制的工具，它制定使用，範圍等其他章程，同時也是這個區域在規劃期限內的一個特別允許過程。這些臨時章程的作用是保證在社區計劃過程的結論得出之前，不能有任何損害規劃過程的發展計劃被通過。南灣研究區域提供分區製將包括條約及章程規定在規劃第二階段完成時必須接受本報告的建議。南灣臨時計劃覆蓋區的臨時分區製將在第二階段研究過程中生效，估計大約為期一年。

第二階段將對在第一階段創立的計劃元素進行測試，評估和進一步探索。這將包括將這些元素進行環境評估和運輸分析；對計劃財政可行性的評估；就區域基礎設施變革向聯邦及州政府進行諮詢，這些變革包括將街道切開給大廈和停車處提供通道；還有計劃的就業目標和綱領性內容的發展。現存問題譬如安置主要露天場所將被解決。區域計劃的運輸元素和它的就業目標和綱領性內容將被形成。毗鄰土地所有人譬如麻省海灣運輸局("MBTA")，在研究區域之內的土地所有人，和其它計劃在受衝擊區域的項目的作用的角色將在第二階段研究被進一步合併。通過工作小組和社區會議的進一步分析、設計和公眾參與，以及選擇開發商的影響，將澄清和令這個報告對南灣的展望具體化。

#### 規劃研究的結果

在第二階段完成后，波士頓重建局憑藉向南灣工作小組及鄰近社區的諮詢，將訂立南灣區域發展計劃。波士頓重建局將向波士頓分區製委員會提交一篇區域分區製條文。被採用的區域發展計劃和分區製將引導公眾對區域發展提案書的審閱。在工作小組成員的諮詢下，波士頓重建局將以區域發展計劃作為依據，審閱有關波士頓分區製第 80 條文之下提出的發展項目。





## CONTEXT AND OPPORTUNITIES

The BRA, City departments, Task Force, and MTA invested much of their time in the beginning of the study in understanding the regional, city and site context of South Bay. It became apparent that the location, history, physical characteristics, adjacent neighborhoods and transportation characteristics present a unique set of opportunities and

challenges that, with visionary and careful planning, will transform the district into a world class destination for visitors, a vibrant place to work and a wonderful neighborhood to call home.

### LOCATION

The South Bay study area encompasses an approximately 20-acre area bounded by Kneeland Street on the north, Albany Street on the west, the Massachusetts Turnpike I-90 mainline on the south, and the I-93 northbound mainline on the

east. The MTA is the principal land and air rights owner. An MBTA-owned parcel at the intersection of Kneeland Street and Atlantic Avenue and the Trigen-Boston Energy Corporation parcel on Kneeland Street are crucial to the area's future. The district is located at the crossroad of New England's regional interstate highway system, the epicenter of the city's rail infrastructure, and is served by some of the city's most important east-west and north-south streets. Situated at the intersection of three sections of Boston's downtown—Chinatown, the Leather District, and the South Station/Fort Point Channel area—and within close walking distance of the Financial District, the area presents the opportunity to link these sections in a way that forms a unique new district for the City of Boston.

### HISTORY

The South Bay study area, as well as the adjacent Chinatown and Leather District neighborhoods, is located on filled land. The area was originally part of South Cove, a portion of Boston's South Bay, which



The Planning Study added significant air-rights parcels to the district in addition to providing for connections to the east and south.





Much of Chinatown and the Leather District exist on land that was once South Cove.

formed a large indentation in the Shawmut Peninsula east of Washington Street and south of Essex Street. In 1833 the South Cove Corporation was formed to fill much of the cove, and it initiated a mixed-use development incorporating an innovative intermodal waterside terminus of the Boston and Worcester (later the Boston and Albany) Railroad. The development included housing, commercial space, and what was at the time the largest hotel in the United States, located on Lincoln Street. Through most of the 19th Century and the first half of the 20th Century the study area consisted of rail yards serving the lines entering Boston from the south and west. These lines attracted leather and garment businesses, which constructed the commercial buildings in the adjacent Leather District and west along Kneeland Street. The impact of the railroads perpetuated the character of the residential district to the west as an immigrant gateway, a role it has played since the 1890's for Chinese and other

Asian newcomers. In the 1950's the Massachusetts Highway Department displaced most of the rail use to construct the John F. Fitzgerald Expressway, a use that was expanded in the 1960's when the Massachusetts Turnpike Authority terminated its extension of the Turnpike at an interchange with the expressway. This interchange is being rebuilt today by the Central Artery Tunnel Project, which has extended the Turnpike through the Ted Williams Tunnel to Logan Airport and north.

#### PHYSICAL CHARACTERISTICS

The study area contains street-level terra firma, the I-90/I-93 interchange, including the I-93 mainline and supporting elevated highway ramps, and boat sections. The highway elements generally ascend from north to south. Of particular importance to the area's future development is the High Occupancy Vehicles ("HOV") ramp from Logan Airport to the South Station Transportation Center, which rises from a boat section to merge with the elevated South Station Connector.

Non-highway structures on the site include the Wang Building, a ten-story office building owned by the Massachusetts Highway Department, and the Trigen-Boston Energy Corporation Power Plant, located on Kneeland at the end of South Street. The plant supplies steam for heating as well as cooling through a 22-mile distribution network to a wide area of the City. The facility's exhaust stacks are 250' in height.

*The location of Trigen-Boston, the operational characteristics of the South Station Connector and the high-occupancy vehicle ramp's connection with the South Station Connector must all be addressed to unlock the opportunity to achieve the goals set forth in this report.*

The Study area also includes Pagoda Park, a modest but important recreational facility serving the youth of Chinatown, downtown workers, and others. Other infrastructure includes the subsurface New England Sanitary Sewer Interceptor sewer line and the Boston Fire Department high-pressure pump.

**THE ADJACENT NEIGHBORHOODS**

The adjacent Chinatown, Leather District, and South Station districts are a lively mix of residential, commercial, institutional and transportation uses.

Chinatown is a vital community that is the center of Chinese social, cultural and economic life in New England. The neighborhood has approximately 6,000 residents, the majority of whom are Chinese and Asian and many who are recent immigrants. As a gateway for immigrants, household income levels are considerably lower within the neighborhood than those of the City as a whole. According to 2000 U.S. Census data, Chinatown's median household income is approximately \$14,800, about 37% of the Boston citywide median income of \$39,629 per household. Overall, about 37% of Chinatown residents live in poverty.

Education levels and English language skills are lower than those of the city as a whole, contributing to an 11% unemployment rate, compared to 7% in Boston citywide. Approximately 60% of Chinatown adults have less than a high school education.

Chinatown residents are particularly underemployed in those industries with the most jobs,



Adjacent neighborhoods are a mix of land uses.



South Bay can become Boston's Southern Downtown Gateway District.





*Much of Chinatown's charm is derived from its architectural diversity.*

including finance, insurance, and real estate, as well as professional, scientific, management and administrative activities, including health care. Conversely, the strength of the Chinatown community is due to its diverse and extensive network of non-profit, social service, and member-serving organizations, which together play an essential role in preserving Chinatown's cultural and economic resources and shaping its future. Development of South Bay will bring significant housing and employment opportunities that will strengthen the community.

Physically, Chinatown is characterized by a street grid supporting brick row houses dating to the original South Cove development, as well as late 19th Century garment buildings and 20th Century institutional structures, making it eligible for the



*The consistency of architectural massing helps make the Leather District an historic district.*

National Register of Historic Places. The neighborhood has the highest percentage of subsidized housing of any in the city. While it is the most densely populated and multi-generational neighborhood of the city, it has the lowest ratio of open space to residents. In addition to its residential uses, it contains retail establishments and the institutional buildings of the New England Medical Center and Tufts University Medical School.

The Leather District consists predominantly of five to six-story commercial buildings, some of which contain living and working loft spaces. The area was developed for the shoe and leather trade, primarily during the 1880's and 1890's. Because the core of the district is a remarkably intact example of late 19th Century commercial





The existing street grid pattern should influence the urban design of the new district.

The development will be a combination of air rights and terra firma development.

and industrial development, it is listed on the National Register. Asian retail and institutional uses are moving across the Expressway to the district. Recently, a number of buildings have been converted from commercial uses and renovated as housing for primarily market-rate users, the most common form of housing units being market-rate lofts and condominiums. As the Leather District continues its transformation from an industrial and manufacturing district to a mixed-use urban neighborhood, South Street has taken the character of an urban entertainment destination consisting of artist galleries, unique retail stores and restaurants.

The third edge of the study area is the South Station/Fort Point Channel District, which contains

New England's major multi-modal transportation center and the United States South Postal Annex and is bounded by the Fort Point Channel. Immediately east of the study area and west of the Postal Annex is the MBTA rail corridor, a potentially important development opportunity.

Active planning and development projects that will affect South Bay include the South Station air-rights project, which is proposed as an extensive development with heights over 600 feet, and the Postal Annex site which the U.S. Postal Service is considering for redevelopment. There have been recent planning processes in the Fort Point Channel district, including the "Fort Point Channel Watersheet Activation Plan" and "Fort Point/Downtown Municipal Harbor Plan".

The BRA is currently conducting a community process to refine guidelines for Central Artery Parcel 24, which will be developed as approximately 300 units of rental and ownership housing with maximum achievable levels of affordability. Heights are expected to range from approximately 155 to 185 feet at the parcel's Kneeland edge to five to seven stories further

south along Hudson Street. Parcel 24 will also contain a park located on the alignment of Harvard Street and provide a pedestrian connection to the South Bay area. When completed, the Rose Kennedy Greenway will include a new park at Beach Street and a landscaped edge extending along the Chinatown side of the narrowed southbound expressway from the new park to



2002 aerial of the study area.

Kneeland Street. Other important initiatives include planning intended to transform the Fort Point Channel into a waterfront recreation area and the Crossroads Program recently initiated by the City. The intent of this initiative is to transform a number of streets crossing the Greenway, including the area's retail and commercial "main street", Kneeland Street, into active and attractive streetscapes linking the neighborhoods on either side of the Greenway. The South Bay planning process presents the opportunity to make connections to and enhance each of these projects.

### ACCESS AND TRANSPORTATION

One of South Bay's major assets is that it lies at the crossroads of New England's transportation infrastructure. Most of the district lies within a five-minute walking distance from the MBTA Red Line, Silver Line, commuter rail, intercity bus terminal, and facilities at South Station, New England's largest transportation center. There is the potential to further strengthen South Bay's transit accessibility through new pedestrian and shuttle connections to South Station, and even the potential for new stations on the commuter rail corridor. In addition to its extraordinary public transit access, South Bay is also the beneficiary of the Central Artery Project's

reconfiguration of the region's highway system. The district is located at the intersection of the Massachusetts Turnpike (I-90) and Interstate 93, giving it highway access to the north, west, and south. The Central Artery Project created a highway link to the east by extending I-90 through South Boston to Logan Airport and north. A high occupancy vehicle ("HOV") ramp from the airport directly enters the district, giving it unique connections to air travel. It is hoped that the new Central Artery connections between the highways and the city street system can be redefined to permit drivers to have direct access to parking in the district without entering local streets. In addition to its highway connections, South Bay is located at the intersection of Kneeland Street, the major east-west arterial in this section of Boston's downtown, and Atlantic Avenue, the area's major north-south arterial.



Computer model begins to illustrate the complexity of the transportation infrastructure.



## 背景及機會

波市重建局、市府各部門、專案小組及麻州收費公路局為瞭解南（海）灣附近的區域、市區及地段背景，在這個研究計劃開始時投入了很多時間，逐漸發現在位置、歷史、形體特徵、毗鄰街坊及交通特色方面顯然會遇到的獨特機會和難題，若以長遠的眼光仔細計劃，將可把此區轉變為一個既是世界級的觀光地，又是一個充滿活力的工作地方，並且是可以居住的街坊。

### 位置

南灣研究區包含 20 英畝地，北界汝倫街，西界奧本尼街，南邊是麻州收費公路 I-90 的幹線，東邊是 I-93 的北向幹線。麻州收費公路局是土地和上空使用權的主要業主；汝倫街與大西洋道交叉處的地段，為 MBTA 所擁有，該地段與汝倫街上的 Trigen-波士頓能源公司地段，對本區的未來極為重要。位於紐英崙區州際高速公路系統的交叉路口，是波市鐵路基礎建設的集中點，可利用波市東西南北的最重要街道；南灣區位於波士頓市中心的華埠、皮革區、南車站暨勞德堡（Fort Point）水道區三個鬧區交界，步行到金融區非常近，因此本區可提供一個機會，將這些區域連結成波士頓市的一個新區。

### 歷史

南灣研究區與毗鄰的華埠及皮革區都是填海地，原為南內灣（South Cove）的一部分，而南內灣是波士頓南海灣（South Bay）的一部份，是所物半島上的華盛頓街以東益碩街以南處的一個大缺口。1833 年，South Cove 公司成立，將內灣大部份變成填海地，成為一個用途混雜的新發展區，包括由烏斯特（Worcester）至波士頓（後來是紐約州奧本尼市至波士頓）鐵路的終站，該站是一個創新的水邊聯合運輸站；發展區包括住宅、商用空間以及林肯街當時全美最大的酒店。本研究區在十九世紀大部份及二十世紀前半，一直為從南面和西面進入波士頓的鐵路線提供火車調車場，這些鐵路線引來皮革業及成衣業，這些業者在毗鄰的皮革區及在西面沿著汝倫街建商業大樓。西面住宅區因為受到鐵路影響，具有移民入口的永久特性，該區自 1890 年代起，一直是華人及其他亞洲新移民的入口。1960 年代，麻州公路部將大部份的鐵路轉成 John F. Fitzgerald 快速公路；1960 年代擴展這種用途，當時麻州收費公路局將收費公路延長線止於上述快速公路的交流道，該交流道目前正依中央幹道隧道計劃重建，該計劃已將收費公路經泰德威廉斯隧道延伸到羅根機場及以北之地。

### 形體特徵

本研究區包含街面高度的陸地、I-90 與 I-93 的交流道（包括 I-93 的主線及輔助性高架公路坡道）以及船形部份，公路通常由北至南升高。對本區未來發展特別重要的是從羅根機

場到南車站運輸中心專供有乘客車輛（HOV）使用的坡道，該坡道從船形部份升高與高架「南車站連接道」會合。

研究區的非公路結構包括王安大廈，該大廈是十層樓高的辦公大樓，為麻州公路部所擁有，本區亦包括 Trigen 波士頓能源公司發電廠，該廠位於汝淪街上與南街終端相接處，以 22 英畝的分配網，為波士頓地區提供蒸氣作為加熱及冷卻的能量，該廠的煙囪高 250 英尺。

本研究區亦包括賽塔公園，該園不大但確是重要娛樂場所，供華埠年輕人、商業區工人及其他人使用；其它基本建設包括地而下紐英倫生活污水管道的截流污水渠及波士頓消防局的高壓泵。

### 毗鄰街坊

毗鄰的華埠、皮革區及南車站區是生氣蓬勃的區域，具有住宅、商業、機構及交通的混合用途。

華埠是個極為重要的活躍社區，是紐英倫的華人社會、文化及經濟中心，約有 6,000 居民，大部份是華人及亞洲人；作為一個新移民的人口，區內的家庭收入水平比全市的低甚多；根據 2000 年美國人口調查資料，華埠的中等家庭收入約為 \$14,800，差不多是波士頓全市中等家庭收入的 37%，後者是每戶 \$39,629；總體而言，約有 37% 的華埠居民生活貧困。教育水平與英文語文能力低於全市平均，是 11% 失業率的原因之一，與之比較，全波士頓的失業率是 7%；華埠成人約有 60% 未曾上過高中，工作機會最多的行業中華埠居民特別少，這些行業包括金融、保險、房地產、專門職業、科學、管理、行政、保健業。然而，華埠社區的實力來自其多元化的廣泛網絡，這個網絡包括非營利組織、社會服務組織、為會員服務的組織，這些組織在維護華埠的文化與經濟資源以及塑造華埠未來方面，共同扮演一個不可或缺的角色。開發南灣將帶來數目可觀的住宅及就業機會，可鞏固這個社區。

華埠的形體特徵是棋盤式的街道佈局，街上磚屋成排，這些建築可追溯到最初的小灣（South Cove）發展區，再加上十九世紀末期的成衣業樓宇及 20 世紀的機構大樓，使其有資格登錄全國歷史地點名冊。華埠補助住宅所佔百分率為全市最高，雖然華埠人口密度為全市最高，而且同處一地的世代最多，但其供居民使用的空地所佔比例則是全市最低；除了住宅之外，華埠亦有零售業，以及紐英倫醫療中心與塔芙茲醫學院的大樓。

皮革區主要是五至六層的商業大樓，有些大樓有居住和工作的閣樓；該區過去是為鞋業及皮革業而開發，主要是在 1880 與 1890 年代開發，由於該區的核心是個 19 世紀末期工商業發展區的範例，而且原封未動，很不尋常，故列於全國歷史地點名冊。亞洲人零售業及各機構逐漸越過快速公路進入皮革區；最近有許多建築已經由商用樓宇改裝為按市價租住的住宅，最普遍的住宅形式是市價閣樓及共管公寓（condo）。正常皮革區繼續由製造

業及工業區轉型為用途混雜的市區，南街已具有都市娛樂區的特徵，街上有藝廊、獨特的零售店和餐館。

研究區的第三邊是南車站暨旁德堡水道區，該區有紐英崙主要的多模式運輸中心以及美國郵政局的南局大樓，並與旁德堡水道接界；郵局大樓西面有 MBTA 鐵道走廊，與研究區東邊鄰接。

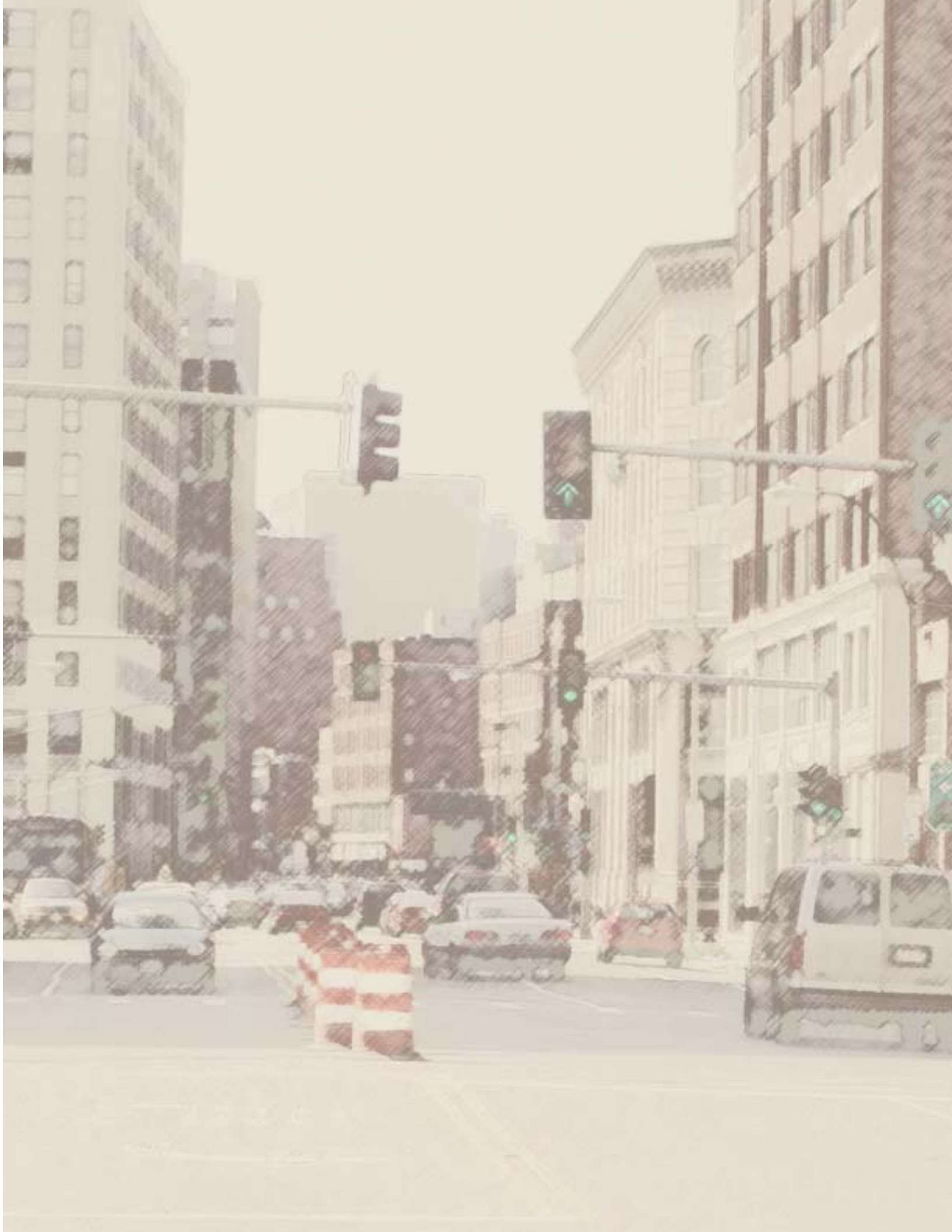
會影響南灣的積極計劃及開發方案包括南車站上空使用權方案及郵局大樓地段，該方案有提議作大規模發展，高度超過 600 英尺，美國郵政局亦正在考慮重建郵局大樓。旁德堡水道區最近曾進行計劃過程，包括「旁德堡水道 Watersheet 活化計劃」及「旁德堡暨市中心波市海港計劃」。

波市重建局目前正在進行一個社區程序，琢磨有關中央幹道地段 24 的指導原則，該地段開發後將有 300 個左右的租賃和自購住宅單位，其平價度是能夠達到的最佳平價程度；地段在汝倫街的一邊，房屋高度預計約為 155 至 185 英尺，沿乞臣街往南則為五至七層樓；地段 24 亦會有一個公園，位置與哈佛街成一直線，並有行人道與南（海）灣區連接。完成後的露斯甘迺迪綠道，將在必珠街口設一個新公園，而且自新公園沿縮窄的南向快速公路至汝倫街，綠道靠華埠的一邊將有景觀美化。其它重要的初步建議包括將旁德堡水道轉型為水邊娛樂區的計劃，以及最近由市府提出的交叉路計劃，該項提議打算將若干條與綠道交叉的街道轉型為街景引人的活躍街道，將綠道兩旁的街坊連結，這些街道包括區內零售暨商業「主街」汝倫街。南灣規劃過程提供了連接和促進各個方案的機會。

## 進出通道與交通

南灣位於紐英崙交通基建的交叉路口，是南灣主要資產之一；從本區的大部份地點，走不到五分鐘便可到 MBTA 紅線站、銀線站、通勤火車（commuter rail）站、市內巴士的終站、紐英崙最大的交通運輸中心——南車站。若設行人連接道，甚至提供短程往返巴士，以通往南車站，則有可能進一步加強南灣的公車可用性，南灣甚至有潛力可以在通勤火車鐵道走廊建一些新車站。除了搭公車異常方便之外，中央幹道計劃將紐英崙地區的公路系統重新配置，南灣亦因而受惠；南灣區位於麻州收費公路（I-90）和 93 號州際公路的交叉處，因而往北、西、南三個方向都有公路可進出；中央幹道計劃將 90 號州際公路延伸，通過南波士頓到羅根機場及以北之地，為南灣創造了一條向東連接的公路；另有一條供有乘客的車輛（HOV）使用的坡道，可直接從機場進入本區，使南灣具有獨特的連接道，方便空中旅行。希望將公路與市街系統連接的中央幹道連接道，能重新設計，以容許車輛直接駛入區內的停車場而不需進入區內的街道。本區除了與公路有所連接之外，南灣亦位於汝倫街與大西洋道的交叉處，前者為波士頓鬧區在此段的東西向幹道，後者則為主要的南北向幹道。









## ZONING, REGULATORY, AND PUBLIC POLICY FRAMEWORK

Planning and development of South Bay is subject to the Boston Zoning Code, as well as a number of public policies and regulations, both citywide and site-specific. This section summarizes the most relevant elements of several of these policies.

### STUDY AREA ZONING AND REGULATIONS

**Article 43, Chinatown District Zoning:** The South Bay study area is overlapped by two contiguous zoning districts, as designated in the Boston Zoning Code. The western two-thirds of the area is within the Gateway Special Study Area of the Chinatown District (Article 43). The Gateway Special Study Area requires that a comprehensive plan be developed that balances the needs for housing, economic diversification and open space; urban design considerations; the development of affordable housing; the expansion of the local economy; the need for parks and recreation; an appropriate mix of retail uses; and regulations necessary to implement the plan. Redevelopment within the Gateway Special Study Area is subject to the use, height and

density requirements set forth for the district. The underlying zoning currently allows for buildings of 100 feet with Floor-to Area-Ratio (“FAR”) of 7 with design review. Planned Development Area’s (“PDA’s”) are not allowed until the completion of the comprehensive plan for the area.

### Article 40, The New Economy Development Area of the South Station Economic Development Area:

The eastern third of the area lies within the South Station Economic Development Area of the zoning code. All development within the New Economy Development Area of the South Station Economic Development Area is subject to specific use, building height and density requirements. The underlying zoning allows for buildings up to 400 feet with FAR of 14 with design review.

### Section 106 Historic Resource Considerations

**Guidelines:** Portions of South Bay in proximity to historic resources are subject to the Section 106 Design Guidelines required by the Central Artery Project under federal law. These guidelines recommend street wall continuity; active and pedestrian-oriented ground floor uses; large ground-floor windows along Kneeland Street; and materials, scale and patterns reflecting adjacent historic buildings.



Zoning districts around the study area.

### Plans and Public Policies 1990 Chinatown

**Community Plan:** The Chinatown Community Plan, adopted by the BRA and the Boston Zoning commission in 1990, calls for development within the study area to include a substantial amount of housing and to form a “Land Bridge” extending Chinatown eastward to connect the neighborhood with the South Station transportation and economic center.



**Plan to Manage Growth: Leather District, 1990:**

The Leather District Plan recognizes the need for modest growth in the district through ground-floor retail and adaptive reuse and rooftop additions. It gives priority to connections to adjacent districts through better pedestrian crossings and walkways and to open space at the edges of the district. Adjacent development should be “sensitive to historic design features” of the district. It also designated the district as a housing priority area. The approved zoning set a maximum height in the district of 80 feet that could be raised to 100 feet with design review.

**The Boston 2000 Plan, 1991:** The City’s adopted plan for the Central Artery corridor calls for the South Bay Parcels to be a mixed-use district of housing, commercial as well as other complementary uses, a playground and other recreational uses.

**Chinatown Transportation Study, 1999:** The Boston Transportation Department’s Chinatown Transportation Study addresses issues related to pedestrian safety, traffic congestion, commercial loading, parking and residential life. The Study provided the transportation baseline and strategy for the City and the community to address the transportation impacts of subsequent development.



Turnpike Air Rights Parcels 20-23 are just to the southwest of the study area.

**A Civic Vision for Turnpike Air Rights:** Adopted by the BRA in June 2000, it establishes policies and guidelines for the Massachusetts Turnpike Extension air rights, including Parcels 20-23, which are adjacent to the southwest side of the South Bay study area.

**Boston Parks and Recreation Department Open Space Plan 2002-2006, September 2002:** The plan supports the goals of the 1990 Chinatown Plan and

the Civic Vision Plan to add open space where possible through new developments within Chinatown. The plan also recognized the potential of the South Bay Harbor Trail, which would link Roxbury via Melnea Cass Boulevard to Fort Point Channel with a multi-use recreation trail.



South Bay is located at an important point in the Boston open space framework.

**Fort Point Channel Area:** The “Fort Point Channel Watersheet Activation Plan” established a vision for the cultural and recreational use of both the water surface and the edges of the Channel. The “Fort Point/Downtown Municipal Harbor



Plan” will determine the amenities that future developments within filled tideland areas must bring to visitors and users of the Channel.

**Chinatown Master Plan 2000 (The Chinatown Initiative):** The Chinatown community prepared an update to the goals of the 1990 Chinatown Community Plan. The plan includes priorities and expectations for continued growth of the neighborhood, including affordable and mixed-income housing, a variety of housing types, community facilities, and job training and creation.

**Sustainability:** Mayor Menino’s Greenbuildings Task Force is developing policies that would call for future development to address sustainability standards. The Boston Environment Department has noted the importance of further groundwater studies in the South Bay area as well as the adjacent neighborhoods. The Boston Parks Department is researching the benefits to sustainable park design on construction, operations and maintenance.

Several of the documents referenced above can be found on the project website: [www.southbayplanningstudy.com](http://www.southbayplanningstudy.com) or can be viewed at the Boston Redevelopment Authority's Executive Director/ Secretary's Office at Boston City Hall, Room 910, 9th floor.



*South Bay is adjacent to the cultural, recreational and open space asset of the Fort Point Channel.*



## 分區，管理和公共政策的框架

南灣的規劃及發展應依照波士頓分區制度及其它一些有關城市及地區的公共政策及規定。這個部分終結了這些政策中最為相關的要點。

### 研究地區分區及管理條例

**第 43 條，華埠區域分區制：**波士頓分區制上指定南灣研究區域由兩個連續分區重疊。根據第 43 條，區內西部佔全區三分之二的地段是在華埠門戶特別研究區域之內。門戶特別研究區域必須制定一份詳盡的計劃以平衡各種需要，其中包括：住房，經濟多樣化和空地的需要；城市設計的考慮；可負擔住房的發展；地方經濟的擴展；對公園和娛樂的需要；混入適當的零售用途；以及實施計劃必要的條例。門戶特別研究區域內的從新發展計劃應依照為該地區制定的用途，高度及密度要求。目前的分區制允許建造 100 英尺的樓宇，樓層與面積比率("FAR")為 7。在區域詳盡發展計劃完成之前，不允許有計劃發展 ("PDA's")。

**第 40 條，南站經濟發展地區的新經濟發展地區：**區內東部佔全區三分之一的地段在南站經濟發展區域內。所有位於南站經濟發展地區內新經濟發展地區之用途，樓房高度及密度必須依照特別的要求。目前的分區制允許建造 400 英尺的樓宇，樓層與面積比率("FAR")為 14。

**第 106 章歷史資源考慮指南：**根據聯邦法律南灣區內接近歷史資源的部分地區必須依從中央幹道第 106 章的設計指南。這些指南建議街道牆壁的連續性；活躍和方便行人的底層用途；沿尼倫街使用大型的底層窗口；並且在材料、標度和樣式上反映出毗鄰的歷史建築。

### 計劃及公共政策

**1990 年華埠社區計劃：**在 1990 年為波士頓重建局及波士頓分區制委員會採用的華埠社區計劃要求在研究區域內包括大量的住房，並且形成一條“陸橋”將華埠向東延伸與南站運輸和經濟中心的鄰區連接。

**皮革區；管理增長計劃，1990 年：**皮革區計劃認可了區內需要一定程度的增長，其途徑是通過樓房基層的零售使用及可變通的再用及樓頂加層。它通過改善在區域邊緣的行人交叉路、走道和與露天場所，為連接毗鄰區域給與優先權。毗鄰的區域應該小心對待皮革區的歷史設計特點。該計劃還認定該區為住房優先地區。通過的分區制允許區內建造最高 80-100 英尺的樓宇。

**1991 波士頓 2000 年計劃：**被採用的波士頓市中央幹道走廊計劃規定南灣地段為混合使用區，包括住房、商務等其他用途，一個兒童遊樂場或其他娛樂用途。



1999年華埠交通研究：波士頓交通部所作的華埠交通研究提及有關行人安全，交通堵塞，商務送落貨，泊車及居民生活等問題。該研究為城市和社區提供了交通的底線和策略以應付以後發展計劃對運輸的影響。

波士頓市對麻州高速收費公路空權的展望：于2000年6月為波士頓重建局採用。它為麻州高速收費公路延伸空權制定了政策及指南。其中包括與南灣研究區域的西南面連接的20-23地段。

波士頓公園及娛樂部2002-2006年露天場所計劃，2002年9月：該計劃支持了1990年訂立的華埠規劃及城市展望規劃中的目標：在新的華埠發展計劃裏增加露天場所。該計劃還認可了南灣海灣漫步徑的潛力，這條路徑將會由McInea Cass大道連接Roxbury到旁特堡水道，形成一條多用途的娛樂路徑。

旁特堡水道地段：旁特堡水道水版啓動計劃(“Fort Point Channel Watersheet Activation Plan”)為水道的表面及兩傍的文化及娛樂用途制定了一個藍圖。“旁特堡/市中心市政海港規劃”(The “Fort Point/ Downtown Municipal Harbor Plan”)將會決定未來在填海地上的發展計劃必需給水道使用者及來訪者提供的各種設施。

2000年華埠主導計劃 (The Chinatown Initiative)：華埠社區對1990年的華埠社區計劃的目標進行了更新。該計劃包括了對不斷增長的鄰區的首要目標及期望，包括混合收入的可負擔住房，多種類型的住房，社區設施以及職業培訓及就業機會。

持久性：萬寧路市長的綠色樓宇小組正在制定政策要求未來發展計劃必需提及持久性標準。波士頓環境保護部已經意識到在南灣區及毗鄰鄰區進一步進行地下水研究的重要性。

幾篇以上提及文件均可在本規劃的網址上找到：[www.southbayplanningstudy.com](http://www.southbayplanningstudy.com) 或者可到波士頓重建局的主任辦公室查看。地址是波士頓市府大樓，九樓910室。







## The Vision: A Vibrant New Boston District

The South Bay area presents an exciting opportunity to develop a new mixed-use, gateway district of downtown Boston that responds to both the city-wide and neighborhood-based aspirations. It has the potential to connect neighborhoods and the larger city with a pedestrian-friendly urban environment that includes new parks, streetscape, housing, jobs, community facilities, and other vital uses. The location of this area provides exceptional linkage to several public transit modes and highway systems that will make this area accessible to the local, citywide, and regional communities.

### MISSION

South Bay is this generation's opportunity to add to Boston's rich history of creating new land, in this case through the artful combination of land and air-right parcels at the crossroads of the region's transportation network. Working with the Task Force, the City and BRA have drawn on the diversity of the people and activities surrounding South Bay to envision a vibrant new mixed-use district that will achieve significant public goals:

- Enhance Boston's place in the regional economy.
- Create a dramatic gateway to the city from the south.





*The design and quality of the public realm will be one of the district's assets.*

- Form an attractive and diverse new residential neighborhood.
- Contribute to the prosperity of the adjacent neighborhoods, Chinatown and the Leather District. In particular, promote the stability of Chinatown as a social, cultural and economic hub for the city and region's Asian community.
- Provide new job opportunities for residents of the city, and in particular adjacent neighborhoods.
- Meet the city's and the adjacent neighborhood's urgent housing needs.
- Create significant new open space for the district and adjacent communities.
- Provide a framework for the public realm that can expand over time to integrate the district with the development of its adjacent areas.
- Enrich Boston's culture and sense of history.

To achieve this vision, South Bay's initial development phase should include sufficient site area and enough housing, commercial, retail, entertainment uses, parks and public uses to sustain a vibrant public realm and make a tangible contribution to the quality of life and economic opportunity for the surrounding neighborhoods and the larger city.

## CHARACTER

Balanced at the edges of Chinatown and the Leather District, neighborhoods with rich architectural and cultural heritages, and adjacent to the emerging South Station and Fort Point Channel areas, South Bay will form a stepping-stone from Boston's rich past to its dynamic future. South Bay should be:

- A district with strong physical, social, functional, and symbolic connections to adjacent neighborhoods, the larger city, and the region.
- A district that takes advantage of proximity to the heart of the region's public transportation system at South Station to support a wide mix of uses and densities and a pedestrian-oriented environment.

- A close-knit district where people of many ages, ethnic backgrounds, incomes, stages in life, and family types can live, work, shop, study, and play.



*The district will be a multi-generational four season destination.*

- A crossroads welcoming people from the south to the heart of the city, forging new connections between Chinatown and the Leather District; and linking Chinatown, the Leather District, and adjacent parts of downtown to the Fort Point Channel and ultimately to the South End and South Boston.

- The city's first "green district", combining state-of-the-art site planning and building design and technologies that promote environmental, fiscal and social responsibility.



*A winter garden provides a public gathering place throughout the year.*

The district will encompass a diverse mix of residential blocks, community-serving uses such as a new library, new offices, research, hotels, and/or other commercial activities, a wide variety of retail and entertainment, major new public parks, and other uses—all within walking distance of each other. A lively public realm of landscaped streets, squares, parks, winter gardens, and other public spaces will form an initial armature around which this district can continue to grow as it extends to the Fort Point Channel and to the south. Buildings will exhibit a wide range of scales and character—reflecting continuity with established nearby neighborhoods to the north and west and rising to significant heights to the south to reflect the district's and the city's economic vitality.



*South Bay will be a mixed-income neighborhood.*



*The North-South promenade will contribute to the rich public realms.*



*Providing for active recreation is an important part of the vision.*



## 前景：一個充滿活力的波士頓新區

南灣區提供一個令人振奮的機會，可以藉此機會反應全市及社區的熱望，創造一個有混合用途的新區，作為市中心的門戶。此區可利用一個方便行人的都市環境，連接市內各個街坊及更大的市區，環境中有新公園、街景、住宅、工作、社區設施和其它重要用途；本區位置極優，連接多個公共運輸及高速公路系統，方便本地、全市及紐英崙地區的社區人士出入本區。

## 使命

波士頓在創造新土地方面有豐富的歷史，如果在這些位於地區交通網絡交叉路上的地段內，將土地及上空使用權巧妙地結合，南灣將有機會在這個世代為這個歷史傳統增色。規劃研究專案小組與波士頓市府及麻州收費公路局共同合作，基於南灣區周圍多元性的群眾及活動，預想南灣成為一個生氣勃勃、可以達到重要公眾目標的多用途區域，這些目標包括：

- 增強波士頓在地區中的經濟地位。
- 創造一個從南面進入波市的顯要門戶。
- 創造一個有吸引力的多元性住宅區。
- 為鄰近街坊、華埠及皮革區的繁榮作出貢獻，尤其是提升華埠的穩定性，繼續作為本市及紐英崙地區亞洲人的社會、文化及經濟中心。
- 為本市尤其是毗鄰街坊的居民提供新的就業機會。
- 為毗鄰街坊及本市提供急需的住宅。
- 提供一個公共設施框架，供日後繼續擴展以融入毗鄰區域的發展計劃。
- 使波士頓的文化與歷史感覺更加豐富。

為達到這個理想，南灣的初步發展階段應該包括足夠的面積，並且能在住宅、商業、零售、娛樂、公園及公眾用途各方面作充分利用，可以維持一個有活力的公眾範圍，並且對周圍的街坊甚至波市本身的生活質素及經濟機會作出實質的貢獻。

## 特性：

南灣在華埠及皮革區邊緣，這些鄰區都有豐富的建築及文化遺產，南灣又毗鄰南車站區及龐特堡水道區，將是波士頓由悠久歷史邁向動感將來的踏腳石；南灣區應該能夠：

- 與毗鄰街坊、波市甚至整個地區結實地作實質性、社會性、功能性及象徵性連接。
- 充分利用鄰近於地區公共運輸中心南車站的有利位置，支持種類廣泛的用途及密度，並以行人為主。



- 成爲一個親密社區，區內年齡、種族、收入、人生階段以及家庭形式不同的人都能一起生活、工作、購物、學習及玩耍。
- 成爲一個迎接人群從南面進入市中心的交叉路口，並在華埠及皮革區之間形成新連接道，將華埠、皮革區及市中心與南灣鄰接的部份與龐特堡水道連接起來，並最終與南端及南波士頓相連。
- 成爲波市首個「綠區」，將可以提高環保、財務及社會責任的最先進地段規劃、樓宇設計及建築技術互相結合。

本區將有多種用途，有建住宅的街區，有提供社區服務的場所，諸如新圖書館、新辦公樓、研究中心、酒店或其它商業場所，有種類眾多的零售業及娛樂業，又有大型新公園及作其它用途的場所，而這些場所彼此只相隔步行可到的距離。利用包含美化街道、廣場、公園、冬季花園及其它公用空間的活躍公眾範圍來形成初步的骨架，以此繼續發展本區並延伸至磅特堡水道及南部；樓宇將有許多種不同的規模及特性，反映出在南面和西面的鄰近街坊與本區之間的連續性，而向南方向則以明顯高度來顯示本區及波市的經濟活力。



## Plan Components

The following section consists of goals, suggestions and requirements for each component or system that make up a new urban district. Many of these elements address South Bay's desired physical attributes, while others address the social systems that will be necessary to support the new district. They were developed from the guiding principles that emerged from the analysis of the context and the work of the task force and community members during the public planning charrette. It is expected that they will become components of the District Plan and zoning that will emerge in Phase II. They are presented within the following categories: Public Realm, Uses, Urban Design, Transportation, Jobs and Career Development and Sustainability.

### CORE COMPONENTS

Of the goals, suggestions and requirements illustrated in this section there are six core components that are fundamental to the success of the district and achieving the vision.

- The study area should be envisioned not as a set of parcels totaling about 10 acres but a mixed-use district consisting of more than 20 acres. It should be approached not as a development but as the creation of a neighborhood of residential, commercial, open space and civic uses.
- The district, which currently consists of highway infrastructure that divides and separates the neighborhoods, should become a series of city blocks that knit together and connect many important assets of the City of Boston.
- The southern entrance into the City that is now dominated by transportation infrastructure should instead be revealed as a great gateway portal for the City from the south, comparable in impact to the City's new bridge entry from the north.
- The district should provide housing for all income levels and employment and job train-

ing benefiting the city and adjacent neighborhoods.

- The new district should take its character from a signature park, create a dramatic new attraction within the Rose Kennedy Greenway, and ultimately link the Greenway to the Fort Point Channel.
- As a first class location for the world's businesses, South Bay must be a dynamic, safe environment that is fully integrated into the vehicular, pedestrian, and public transportation systems.

### PUBLIC REALM

The public realm system to be established by the South Bay Plan and zoning will define the character of the district and set the framework for future expansion to the south and east. The district's spaces will be organized within a framework of public parks, squares, streets, winter gardens, and similar public spaces.







One possible configuration of the signature park.



Signature park to be programmed for multiple uses.

■ **An integrated system of public parks, squares, streetscapes, and public facilities...**

- > This system will be anchored by two defining public spaces.
- > A signature park of at least two acres that serves a broad population from South Bay, nearby neighborhoods, and the larger city – the park should be sufficiently flexible to provide a variety of recreation activities (ball games, tennis, soccer, throwing Frisbees, etc.), to function as a community gathering place, to accommodate the multigenerational nature of the surrounding community, and to be a place to enjoy nature in the city. This park will have good physical access to the surrounding neighborhoods as well as good access to sunlight and air. Associated with the recreational function of the park there should be a passive “garden-like” component. The park should include an open lawn area with the minimum dimensions of 230’ x 230’. This open green area will accommodate more informal active uses, including limited youth league use,

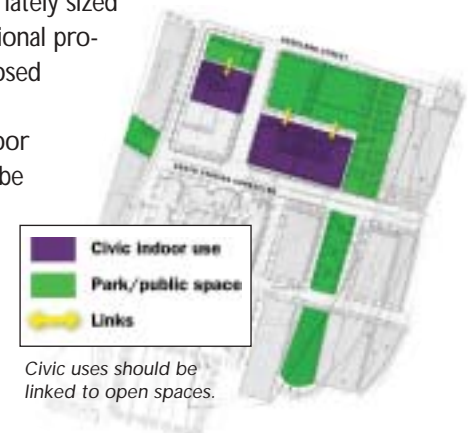
rather than adult league uses.

- > A vibrant north/south pedestrian series of spaces – promenades – a second park that serves as a lively, place-making focus for the larger-scale commercial uses on the site, winter gardens and southern terraces to draw people from Kneeland Street to the southernmost parts of the site. The promenade should have significant width to balance the scale of the buildings that front onto it, which could be 140’.

- > Civic uses such as a library, indoor recreation (multi-purpose courts such as basketball and tennis), and other community-serving uses will be located adjacent to the large park and to outdoor spaces designed to complement the building program. Appropriate commercial uses can also be located adjacent to the large park, such as a retail food outlet or a concession stand.

- > In addition to these anchoring elements, the district will include a variety of public spaces with a mix of scales and characters—green squares, small “neighborhood” parks, community gardens, tot lots, roof-top terraces, winter gardens and other types of interior public spaces, and landscaped sidewalks—that can be extended across the district and grow as the site expands. These spaces should be appropriately sized to meet the functional program of the proposed spaces.

- > Outdoor and indoor public spaces will be located to offer dramatic elevated views toward the Fort Point Channel and to the south.



Civic uses should be linked to open spaces.



*Vehicular and pedestrian connections are extremely important to the future of the district.*

- The district's system of public spaces and civic facilities should continue the Rose Kennedy Greenway into the district and establish the potential to extend to the Fort Point Channel and the region's open space systems. To that end, a public open space and a supporting facility should be located at the intersection of Kneeland and Albany Streets where it will be visible as a component of the Greenway from the new Central Artery Parcel 23D park at Beach Street and from Kneeland Street to the west.
  - > Some members of the Task Force hold the opinion that continuity of the Greenway should be expressed by extending the signature park on Parcel 26 across Lincoln Street into Parcel 25.
- A traditional city grid of public, landscaped streets and sidewalks will...
  - > Connect to existing streets in Chinatown (Harvard and Tai Tung Streets) and the Leather District

(South and Lincoln Streets) and other nearby public streets and create pedestrian connections in instances where vehicular streets cannot be extended. These pedestrian connections are to be well lit, tree-lined and, where appropriate, the paving material should differentiate the sidewalks associated with streets from the pedestrian paths not associated with the street edge. The widths of the paths should be no less than 10'.

- > Continue the City's treatment of Kneeland Street as a "Crossroad" that, like other components in the Mayor's Crossroads Initiative, are designed to encourage connections between neighborhoods. For example, the locations where Kneeland Street intersects the Greenway (at Atlantic Ave. and at Surface Artery Southbound) are to be treated as special nodes in this pedestrian network,

designed to orient people to their surroundings, to host special events, and to act as meeting places. The environment along Kneeland Street is to be lively, safe, and pedestrian-friendly. It should encourage new sidewalk-level businesses on both sides of the street that link Chinatown with South Station and the Leather District, as well as South Bay's public realm system.

- > Extend the vitality of South Bay's streets into Chinatown and the Leather District where possible, enhancing them as safe and lively pedestrian-oriented streets.

- A pedestrian-friendly environment along all elements of the public realm will...
  - > Activate streets, squares, and parks with retail, community-serving uses, civic and cultural uses, and other pedestrian-friendly activities.
  - > Contain streets with sufficient width to accommodate generous sidewalks, street trees, pedestrian



*The existing street grid from the adjacent neighborhoods is extended into the district.*





Active ground floor uses spilling onto the sidewalk are an important component of the public realm.



All of the public realm will be public space.



South Station Connector extended to Fort Point Channel and beyond.

scale lighting and a curbside lane for parking and other uses. The sidewalk along Kneeland in the District should be 20' wide to accommodate a tree, light fixtures, seating where appropriate, and other street furniture.

- > Transform highway elements into pedestrian-friendly neighborhood streets with traffic calming design, such as on-street parking, crosswalks and generous sidewalks. Albany and Lincoln Streets should become neighborhood streets at least as far south as their intersection with the South Station Connector and the potential to extend their neighborhood character further south should be explored; the South Station Connector is to become a central east/west public street with the potential to connect to the Fort Point Channel in the future. The HOV access ramp and other infrastructure may be reconfigured to permit the creation of the vital public realm envisioned in these principles.

- The vitality of the public realm and uses is to be supported by an integrated and comprehensive signage (including Harborwalk signs and other visitor orientation/ information sig-





A diverse mix of uses is critical to the future rich character of the district.



Active ground floor uses are important to extending the activity to the southern portion of the site.

nage when appropriate in the future) and wayfinding system that includes lighting and state-of-the-art security within the district.

- The public realm, in particular the parks, must be designed, operated, and maintained as public space.
- Resources for construction, ongoing maintenance and operation of the public realm are to be provided by the developer in accordance with criteria to be developed with the Boston Parks and Recreation Department and Boston Public Works Department.
  - > The developer is expected to provide support for programming of the open space, such as concerts in the park, winter wonderland fairs, and other activities that enrich the lives of the residents, surrounding communities, and visitors of South Bay.

## USES

The land use components consider the demographic and physical characteristics of the adjacent neighborhoods, public policy concerning housing, open space, jobs and career development, and community-building, and the ideas and aspirations revealed dur-

ing this process. They call for a wide range of mixed-income housing, commercial development positioning Boston to capture the region's economic growth, the public facilities required for a high-quality of life for residents and visitors.

- Provide a mix of housing, commercial uses, and community infrastructure sufficient to establish a viable new district that is vital in its own right as well as one that contributes to quality of life and economic opportunity in this part of the city and region. Therefore, at least one-third of the developed space should be housing, at least one-third should be job-creating commercial, retail and institutional uses, and the remaining third can include a wide range of these and/or other uses.
- Incorporate a public library, winter garden, and other civic, cultural, recreation uses (including basketball and similar activities), and/or other community-serving uses.
- Pedestrian-level uses should enliven the public realm, relate to the life of nearby neighborhoods, and draw people to South Bay and nearby neighborhoods...

- > Incorporate opportunities for local retailers from Chinatown, the Leather District, and other nearby neighborhoods.
  - > Incorporate “destination” uses such as music, cinemas, and other types of entertainment; unique retailers; a variety of restaurants and cafés; and similar uses.
- Provide a mix of upper-floor uses that enhance quality of life and economic opportunity for nearby neighborhoods and take advantage of the site’s unique location and transportation connections to strengthen the economic vitality of the larger city, including housing, office, hotel, hospitality, entertainment, research that poses no health risks to the community, educational, institutional, and similar uses.
- Housing in South Bay must address the city’s housing needs and create a sense of neighborhood and livability...
    - > To achieve these goals at least one-third of the developed space should be housing.
    - > A sense of neighborhood and livability can be achieved by developing the required housing, which would produce approximately 1200 – 1500 units, as mid-rise housing adjacent to the existing Chinatown and Leather District neighborhoods. The area’s livability, as well as that of the existing Chinatown and Leather District neighborhoods, are to be enhanced by providing open space and community facilities.
    - > The mix of housing units in South Bay should be compatible with the adjacent Chinatown neighborhood, expand Chinatown residents’ housing supply, and address their affordability requirements.
  - Housing in South Bay should implement City of Boston housing policy that calls for at least 20% of the units in new mixed-use districts to be affordable at income levels specified by the BRA’s inclusionary development policy. The inclusionary development policy states that at least one-half of the affordable units shall be affordable to moderate-income households that earn no greater than 80% of the Boston



*Each building will be a mix of affordable and market rate units.*

Area Median Income (“AMI”), and no more than half of the affordable units shall be affordable to middle-income households that earn between 80% and 120% of the Boston AMI, provided that on average, these middle-income units are affordable to households that earn less than or equal to 100% of the Boston AMI. The requirement that 20% of the units be affordable is a district-wide requirement, which does not require that each residential project individually meet the 20% requirement. Some projects may have greater and some may have lesser percentages of affordable housing, so long as the affordable units are not unduly concentrated in specific buildings or area and the total of all projects achieving the district-wide requirement of 20% affordability.

- It is desirable that 30% of the housing units in the South Bay district be affordable, and that these units be provided at deeper levels of affordability than those called for in the typical

city-wide policy stated above. It is expected that individual housing project proposals will identify the significant additional development resources and subsidies that will be needed in order to reach these greater levels of affordability. Developers will be expected to make best efforts to obtain these resources.

- The South Bay Task Force members have stated the following goals for housing affordability in the South Bay district:
  - > Of the 1200-1500 units of housing, 30% should be affordable at the levels listed below:
    - > 12% for households with incomes of 0-30% of AMI
    - > 35% for households with incomes of 30-60% of AMI
    - > 38% for households with incomes of 60-80% of AMI
    - > 15% for households with incomes of 80-110% of AMI
  - > The mix of unit types provided should address the full range needed in the new neighborhood, particularly “family-friendly” units with three or more bedrooms. The affordable units should also reflect the full range of unit types.
  - > The range of unit types should be appropriate across generations, including families and elderly.
  - > A mix of rental and ownership residential units is desired.
- Evaluation of the Developer in Supporting District Housing Goals: In order to evaluate the capacity of potential developers to achieve a higher level of affordability than the minimum 20%, South Bay development proposals should provide examples of successful past experience in obtaining and utilizing housing subsidies.
- Provide a balance of commercial, residential, and other uses that provide a critical mass of each type of use to achieve market and placemaking. It is anticipated that high value commercial and residential uses will support the cost of providing lower-rise mixed-income housing and other public amenities.

- Provide a rich public realm: civic, cultural, recreational, and other community-serving uses, and other building blocks for genuine community building.



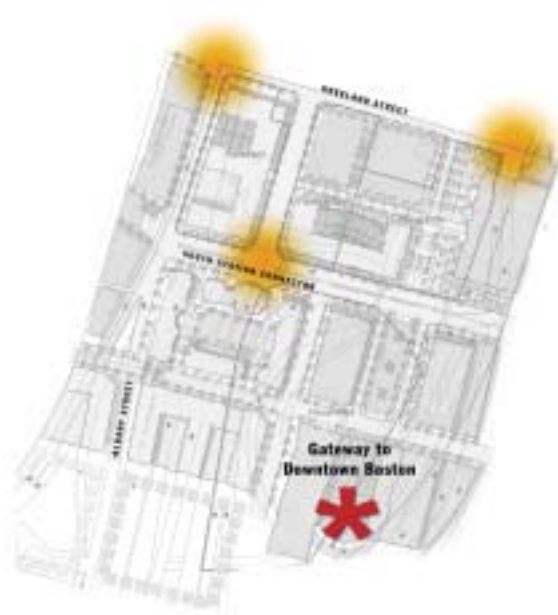
*During development areas of high economic value (B) will be paired with areas of high public value (A).*

- Each phase of development should include a balance of the different uses, including public realm and affordable housing. Full private benefit will be realized by developing full public benefit.
- Because the benefits of relocating the present Trigen-Boston Energy Corporation operation from its Kneeland Street facility, which include improved public realm and removing possible restrictions on building height resulting from the exhaust stacks and freeing up a key parcel for uses addressing these principles, developers are expected to work with the company to this end.

#### **URBAN DESIGN**

The urban design components extend the existing street patterns and building sizes from the existing neighborhoods into the site. They take advan-





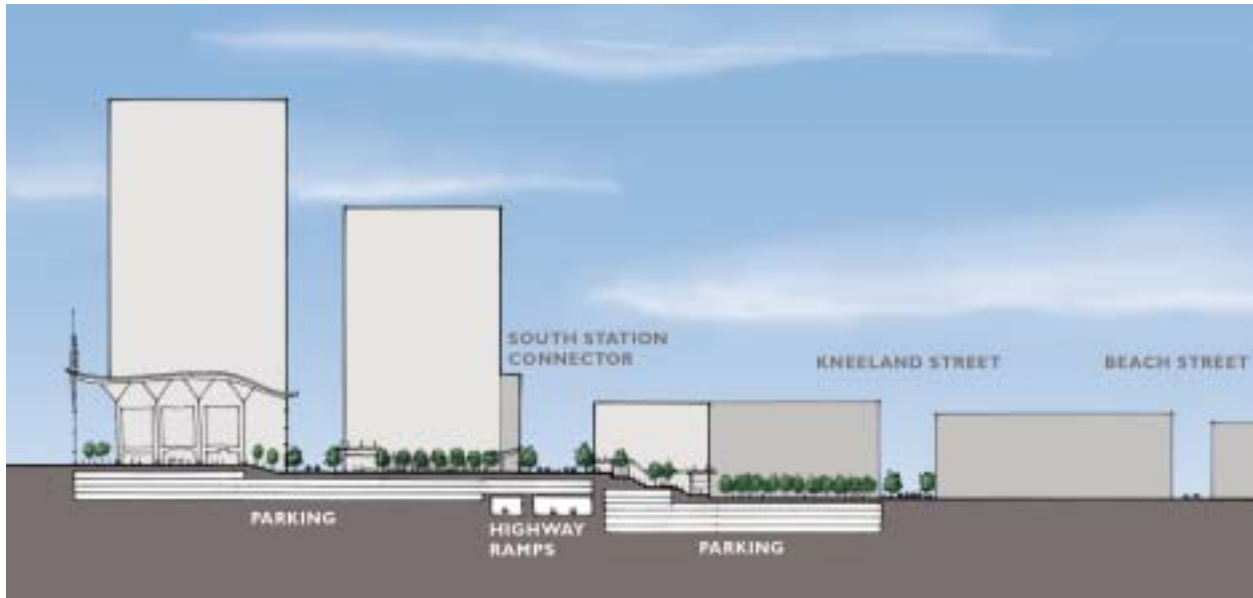
The district will be a gateway to Boston and the neighborhoods.



Illustrative height gradient.

tage of the distance of sites at the southeast end of the district to encourage buildings that can achieve landmark heights, creating a southern gateway to the city, without significant shadow impact on existing neighborhoods.

- Use a combination of dramatic architecture, striking open space features, and significant public art to create an iconic entry to the district and Boston's downtown from the south.
- Create a series of significant gateways that help define South Bay's role as an urban crossroads...
  - > Use buildings, public spaces, and public art to create visible arrival points from the Greenway, Chinatown, and the Leather District and which invite people into South Bay, Chinatown, and the Leather District.
  - > Develop vistas into the district by continuing the local street grids into the site, including South and Lincoln Streets.
  - > Locate a library and other significant civic use, together with public space and distinctive architecture, at a location that affords this facility prominence in the community and enables it to be created in the first phase of development, complementing the creation of the first residential development on this site; this facility could also form a transition for the Rose Kennedy Greenway into the district and potentially through the district to the Fort Point Channel and the south.
- Create a range of heights appropriate to the different contexts and use patterns associated with different parts of the site...
  - > Buildings along Kneeland Street should continue the predominant heights already established along that street.
  - > Extend these heights along the parcels closest to Chinatown.
  - > Increase heights to the south, with the tallest buildings located to the south of the South Station connector.
  - > Step buildings over 155' down at the edge of major public streets such as the South Station connector.
  - > Locate and design buildings to minimize shadow impacts on Chinatown and the Leather District.



Parking to be accommodated below the street level.

- Design buildings that offer variety, visual interest, durability, and human scale...
    - > Break down the horizontal scale of buildings along public streets, squares, and parks to avoid monolithic buildings and create a sense of variety in design, materials, and details.
    - > Provide a rich and varied architecture, unified by a consistent emphasis on forming a lively pedestrian-friendly public realm, but offering a range of expressions for upper floors appropriate to a public district as opposed to a large, more private, complex of buildings.
  - Locate all but curbside parking below streets, parks and buildings, avoiding any parking facilities at the district's pedestrian level; locate parking access away from areas of busy pedestrian use; and if necessary to avoid placing parking at the pedestrian level utilize vertical parking mechanisms.
- TRANSPORTATION**
- The transportation plan components seek to take advantage of the district's location at the confluence of the region's transportation systems, while at the same time mitigating their impact on the public environment of South Bay and the adjacent communities.
- Maximize the connection between South Bay and South Station Transportation Center by providing new connections to the commuter rail platforms, and/or establishing other connections to improve the walking time between the Center and the development; to this end investigate direct pedestrian connections to the southern end of the facility; investigate shuttle and other transit services via the South Station connector or possibly other routes.
  - While the reconfiguration of the HOV access ramp from Logan Airport to improve the pedestrian qualities of the South Station Connector should be examined, its function should be maintained in all scenarios.
  - Early in the development process investigate the potential to create a transportation management association ("TMA") that, following examples such as the Longwood Medical Area, provides transportation demand management programs, including vans, buses, and other forms of transit service.



A shuttle connection can extend the effectiveness of the regional transportation center.

- Provide parking ratios that take advantage of proximity to South Station, the mix of uses on the site, and South Bay's urban setting to encourage greater use of transit, walking, and other alternatives to driving. Provide designated spaces for carpools and Zipcar.
- Provide multiple direct connections between the highway system and the parking facilities.
- Encourage bike usage with connections to the city's bike trails, routes and infrastructure for bike commuting (bike boxes, bike stands, shower facilities for office uses).
- All service activity at the site should occur within the parking facilities, not at curbside.
- Study the feasibility of additional transportation infrastructure, including auto, rail, light rail, water, and airport connections, including

a potential station on the commuter rail tracks serving a future East-West shuttle.

#### **JOBS AND CAREER DEVELOPMENT**

Providing job opportunities for residents of the city, particularly residents of adjacent neighborhoods, is a significant public goal for development of the South Bay District. The following principles have been articulated to guide the achievement of this goal:

- Ensure that jobs and investment created in the district benefit the residents of Chinatown and the Leather District through skills training, education, and similar programs.
- Support economic, job and career development through the availability of district resources, such as the establishment of facilities for instruction.



- Provide a wide range of job opportunities in South Bay, including jobs accessible to area residents with a variety of skills, language abilities, and education levels, through job opportunities in the construction of the development and through employment with the commercial tenants of the development.

### District Employment Goals and Programs

As a new district within the city, South Bay will create significant new employment opportunities for the adjacent Chinatown and Leather District neighborhoods as well as residents from the city as a whole. These opportunities are particularly significant to Chinatown, an immigrant gateway community containing many residents who have special needs affecting their ability to enter the workforce or advance their careers. To take advantage of the employment opportunities arising from the operation of the District Plan and zoning, the Plan will include district goals and programmatic requirements. It is expected that these requirements will go beyond the requirements such as complying with Boston's Linkage ordinance that developers are ordinarily required to meet. The effort to include within a district planning project an employment and career development program based on a study of the needs of the host community is an unprecedented effort in workforce development planning and may serve as a model for other such efforts in the City of Boston.

### Establishing the District Plan Goals and Programs

During Phase II of the study, the Mayor's Office of Jobs and Community Services will lead the South Bay Task Force and community members in establishing the goals and program requirements specifically to the South Bay District Plan and zoning. This process will include two phases:

#### Needs and Program Prioritization

- 1) The key employment and training needs of residents of Chinatown and the Leather District, including current demographics, economic opportunities, training opportunities, gaps in



*The commercial tenants of South Bay will be a source of employment for the residents of the neighborhoods, city, and region.*



*South Bay as a home of major corporations.*

- services, and the role of Chinatown as a regional economic center; and
- 2) Desired services and actions based on identified needs.

### **Selecting District Goals and Programs**

The needs and program prioritization will form the starting point for development of jobs and career-related community benefits specifically designed to reflect the types of employment opportunities expected to occur within the South Bay District and for the special requirements of the adjacent communities. While there will be a particular effort to locate education, employment, job training programs, and career development opportunities within the District; the prioritization of needs and programs may lead to a plan objective of targeting some job training programs and employment opportunities sited outside the District in order to maximize opportunities for Chinatown and Leather District residents. This effort may serve not only to inform program planning for jobs and career development services related to the South Bay, but also for workforce development initiatives in Chinatown and the Leather District.

Any developers selected by the MTA prior to the start of Phase II are expected to support the Mayor's Office of Jobs and Community Services as it works with the South Bay Task Force and other parties on the employment related elements of the District Plan. The developer's role could include:

- Engaging in discussions with appropriate public agency and neighborhood stakeholders on employment and job training priorities related to South Bay development;
- Providing projections of the scale and occupational structure of construction and permanent employment, as they become available; and
- Funding professional expertise for background research and program development support.

### **Potential Roles for the Developer in Achieving South Bay Employment Goals**

The discussions with Task Force and community members regarding needs and desired services will shape the actual jobs, careers and training-related community benefits developed for this project. However, in the interim, the following actions and activities are offered to convey the scope and nature of possible employment-related community benefits and to assist developers in incorporating such programs and services into their proposals and into their initial planning process.

#### **Link Residents with Construction Jobs**

The developer could undertake one or more of the following activities, either individually or in some combination as part of a comprehensive program.

- Establishing targets for hiring of Boston and adjacent neighborhood residents by construction contractors, in consultation with the Boston Resident Jobs Policy Office;
- Providing funding and in-kind support for construction initiatives in line with community priorities, such as the following:
  1. Support for pre-apprenticeship training programs or construction trades career exploration programs. These could be modeled after the Apprenticeship Preparedness Program ("APP") established for the Central Artery/Tunnel project and managed by the Boston Building Trades Council, or after career exploration programs for youth managed by the City's Office of Jobs and Community Services;
  2. Support for pre-employment/remedial education programs for individuals needing basic skill development prior to entering pre-apprenticeship programs; and/or
  3. Support for outreach and recruitment efforts targeted to adjacent communities.

#### **Link Residents with Permanent Jobs**

The developer could undertake one or more of the following activities, either individually or in some combination as part of a comprehensive program.

- Support for foundational skills programs, including GED and ESOL programs, which prepare individuals for occupational skills training;
- Support for skills training in entry-level and lower-skill occupations that are likely to provide significant employment in the South Bay District, including office, retail, and hospitality industry occupations;
- Support for job placement activities targeted to District jobs. This could include support for community-based organizations to provide job placement services, and support for employment information and outreach efforts by District employers. The latter might include establishing a joint recruitment office or developing and maintaining a web site with District job listings;
- Access to information about job and job training opportunities outside the District. This could include access to the MOSES database system into which many local workforce organizations are networked, or integration with other systems related to information about the broader local workforce system and local job, career development and training opportunities.
- Support for advanced training programs aimed at job retention and career advancement for incumbent workers of District employers;
- Providing on-site training facilities for entry-level and incumbent employees, for use by employers and job training providers;
- Providing space and/or funding for on-site or nearby child care services targeted to District employees; and/or
- Providing incentives for building tenants to hire adjacent neighborhood residents through lease concessions or other benefits.

#### ***Develop Relationships with Workforce Development Organizations***

In addressing employment goals, the developer is strongly encouraged to leverage existing resources and organizational capacity by developing partnerships with existing workforce development organizations, particularly those active in adjacent communities. The developer will work closely with the Mayor's Office of Jobs and Community Services to develop links to the local workforce development system. Types of organizations in this network include:

- Community-based organizations;
- Other nonprofit workforce development organizations serving the Chinatown community;
- Higher educational institutions, such as community colleges and local universities; and
- One-Stop Career Centers.

#### **Implementing the South Bay District Plan Employment Goals and Program Requirements**

##### ***Special Contributions and Evaluation of the Developer in Supporting the District's Goals***

South Bay development will be expected to comply with the goals and requirements for employment related facilities and services that are identified in Phase II and incorporated into the District Plan and zoning.

Demonstration of commitment to or experience in providing employment-related services or facilities, as well as any specific ideas of how to enhance needed employment-related activities in the District, would be helpful in evaluating proposals.

The developer's satisfaction of the District Plan's employment goals and programmatic requirements will be an important element of the public review of development proposals under Article 80 of the Boston Zoning Code and will be subject to cooperation agreements emerging from these development reviews.



### Linkage Compliance

In addition to meeting the South Bay District Plan goals and requirements, developers must comply with the City's Job Linkage ordinance, which requires contributions to the Neighborhood Jobs Trust for education and job training programs determined by the trustees. Under the terms of the ordinance:

- Projects within this development must contribute \$1.44 per square foot for all non-housing projects over 100,000 square feet. Contributions are due upon granting of the building permit and on the one-year anniversary of the permit issuance;
- Funds are distributed through periodic Requests for Proposals; and
- At least 20% of jobs linkage money generated by a particular development is earmarked to benefit residents living in neighborhoods impacted by the development.

### SUSTAINABILITY

The South Bay District is to be the city's first "green district", combining state-of-the-art site planning with building design and technologies that promote environmental, fiscal and social responsibility.

- Use green building and site planning technologies for the design of the district and individual buildings, including ...
  - > Design individual buildings to achieve LEED® certification.
- Reduce energy demand using techniques such as reducing solar gain; passive lighting, cooling, and heating strategies; and studying energy self-sufficiency (including on-site renewable energy creation).
  - > Use recycled and renewable materials.
  - > Emphasize green coverage including extensive green outdoor spaces, tree canopies, roof gardens, and similar techniques.



*Energy-saving light tables and sun shades should be incorporated into the district's architecture.*

- > Minimize water consumption by using grey water systems for irrigation, native plant species, and efficient appliances.
- **Develop a comprehensive groundwater recharge plan.**
- **Create a system that harvests, cleans and uses storm water on the site resulting in significantly reducing storm water runoff.**



*Green roofs add to the character and mitigate the effect of hard dark surfaces on the urban environment.*

## 計劃組成部分

以下部分包括目標、組成一個新都市區各個組成部分或系統的建議和要求。許多這些元素反映了南海的渴望的具體特性，而其他反映了將要支持新區的必需的社會系統。這些元素是由工作小組的工作分析和社區成員在社區參與活動中湧現的指導原則中得出的。他們將成為在第二階段中區域規劃及用地原則的組成部分。他們主要分以下幾個部分：公共系統、使用、城市設計、交通、工作及職業培訓與持久性。

### 主要組成部分

這個部分中闡述的目標、建議和要求有六個根本的核心組分對對區域的成功十分重要。

- 研究區域應該不單只被構想成是一個總範圍是 10 英畝小塊地段，而是一個範圍超過 20 英畝的混合使用區域，對它的發展不應只是一個發展計劃，而是作為開發一個包含居住、商業用途、開闢地及各種公共用途的鄰區。
- 區域內目前有一些高速公路基礎設施劃分 and 分離鄰里，這些應該成為一起編織和連接波士頓市內眾多重要財產的一系列城市街區。
- 南部的入口現由運輸基礎設施所控制，以後應該作為一個從南部進入的城市偉大門戶，可與北面進入波士頓市內的新建大橋相媲美。
- 區域應該為所有收入水平提供住房，及提供有益於城市和毗鄰鄰區的就業和工作訓練機會。
- 新區的主要特點是它的中央公園，它在羅斯·甘乃迪綠道之內產生了一種劇烈的新吸引力，並且最終將綠道和傍特堡水道相連接。
- 作為世界企業的頭等地點，南灣必須擁有一個充分融合交通工具，步行，和公共交通系統的動態、安全環境。

### 公共系統

由南灣區域規劃及用地標準制定的公共系統將會確定本區域的特性，訂立未來向南面及東面擴展的框架。區域內的空地將被組成一個公共用地系統——公共公園，廣場，街道，冬季花園及其他類似公眾用地。

- 一個完整的公共公園、廣場、街景及公共設施系統...
  - 這個系統將會環繞兩個特點鮮明的公眾用地。
  - 一個有代表性佔地至少有兩英畝的大型公園，該公園滿足南灣及附近鄰區甚至整個城市的需要，公園應該能夠提供各種娛樂活動（例如各種球類比賽，網球，足球，飛碟等等）並能提供公眾集會場所，滿足毗鄰鄰區不同年齡居民的需要，成為一個城市內可以享受大自然的地方。這個公園應該方便周圍的鄰區進入並且擁有充足的陽光及新鮮空氣，除了公園應有的娛樂功能外，還應具有一些庭園的特色，公園應該包括一塊開



- 闊的草地，面積至少為 230 英尺 x 230 英尺。這塊草地將適合非正規的娛樂活動，包括有限的青少年比賽用途，但不適合成年人的比賽活動。
- 一個充滿活力並有特色的南北走向行人道網絡。另一個主要給區內大型商業用戶使用的公園，還有能吸引人們從尼倫街來到區域南端的各式冬季花園。這個網絡應該具有足夠的寬度以平衡面對它的樓宇，這些樓宇可高達 140 英尺。
  - 各類公共設施例如同書館，室內娛樂設施（例如多用途的室內籃球及網球場），及其他社區服務設施的位置將與大廈外的空地及大型公園相連。在公園附近還可以設置適當的商業用途，例如一個小型食物店或件賣店。
  - 除了以上主要的因素外，本區域還將包括一系列不同規模而各具特色的公共用地。綠色廣場，小型鄰區公園，屋頂太陽臺，冬季花園及其他種類的室內公眾用地，園林及行人道，並應隨著區域的發展而不斷增長。這些公共用地的面積應與計劃中提議的功能用地面積大致相同。
  - 室內及室外公共用地將會提供良好視野景觀，俯視傍特堡水道及南面。
- 區域內的公共設施將使探討 肯尼迪綠道與傍特堡水道及區域性的空地系統相連接並且建立潛力以延伸到傍特堡水道和區域的露天場所系統。朝著那個方向，一個公開露天場所和一個支持的設施應該設於尼倫街及奧本尼街之交匯處。它將作為綠道在中央幹綫 23D 地段公園的可見部分。
    - 一些工作小組的成員持有這樣的觀點：綠道的連續性應該由延伸在 26 地段的主要公園，橫跨林肯街進入 25 地段來表達出來。
  - 一個傳統城市的公共，美化街道及行人道系統將會...
    - 將半坪內現存街道（哈佛街和大同街）和皮革區（南街及林肯街）以及其他附近的公共街道相連接，在一些行車道不能到達的地方創立行人連接處。這些行人連接處應該有充足照明設備，種植樹木，在適當的位置使用不同的鋪路材料以區分行人道和行人連接處。這些行人連接處的寬度不能少於 10 尺。
    - 繼續市府對尼倫街的“交叉路”待遇，如其他在市長交叉路計劃中的街道一樣，交叉路的設計是鼓勵鄰區之間的連接；例如將尼倫街與綠道交接處（大西洋街及表面管溝向南處）看作是行人道網絡的特別交接點，設計成舉辦特別集會，聚會的地方，在尼倫街連接華埠到南站及皮革區。綠道創造一個有生氣，安全，方便行人的環境，在街道兩旁鼓勵新的路邊生意。
    - 將南端街道之生氣帶入半坪及皮革區；集中表現這種是安全、有生氣及方便行人的街道。
  - 在各種公共設施之外，一個方便行人的環境將會...

- 以零售，社區服務，文化，及各種方便行人的活動激活街道及廣場。
- 令新街道的設計有足夠寬度用作寬闊的行人道，種樹，放置路燈以及路邊泊車及其他用途。區域內尼倫街的人行道應至少為 20 英尺寬，在適當的地方種樹，安置路燈，座椅及其他街道用的家私。
- 將方便高速公路的元素轉變成方便行人的區域街道，歐本尼街及林肯街南至連接南站連接道的路段應成為鄰區街道，並繼續探討延伸鄰區特徵的可能性，南站連接道應該成為一條東西走向的公共中央街道，將來有可能與傍特堡水道相連接。探索如何重新組建 HOV 進路坡道及其他基本設施以允許在現有原則內創造一個重要的公共設施系統。

- 通過路標（包括海灣漫步的路標、其它提供給旅遊者的路標及導遊資料），照明裝置，及高科技安全系統相結合以支持區內公共設施的生命力。
- 公共設施，特別是公園，必須當作公共用地進行設計、管理和維護。
- 建築、運作、維護公共設施的資源將由發展商提供，其標準應符合由波士頓公園和休閒部和波士頓公共事務部制定的標準。
  - 發展商應為露天場所的各種活動提供支持，譬如公園音樂會、冬季妙境集市、和其它豐富南灣居民、周圍社區、和訪客生活的其它活動。

#### 使用

土地使用部分考慮毗鄰鄰區的人口統計和具體特性，關於住房，露天場所、工作和職業培訓、和社區大廈的公共政策、和在規劃過程期間顯露的想法和志向。他們要求大範圍混合收入住房、商業發展以幫助波士頓助長區域的經濟增長，以及為居民和訪客提供優質生活的公共設施。

- 提供一個以住宅，商業及社區組成的足夠基本設施，以建設一個不但可自我生存的區域，也可給城市甚至地區的生活素質及經濟機會作出貢獻。因此住房至少要佔發展計劃總面積的三分之一，另外的三分之一應該是能製造工作機會的商業，零售及學術用途，剩下的三分之一可以包括多種類的其他用途。
- 設置一個公共圖書館，冬季花園，及其他民事，文化，休閒使用（包括籃球和其他類似的活動）及社區服務活動。
- 行人應給各種公眾設施增添活力，與毗鄰的鄰區的生活相銜接，吸引人們到南灣和附近的鄰區來。
  - 為華埠，皮革區及其他附近鄰區的零售商人提供機會。
  - 融合“目的地”使用例如音樂，戲院及其他各種娛樂形式，獨特的零售店，多類型的餐館及咖啡店或類似的使用。
- 提供多種上層樓宇的混合使用方式，為鄰近鄰區提高生活素質及商業機會，並增強市內的經濟活力，包括住宅，研究機構，辦公室，酒店，服務業，娛樂，研究設施，教育機構等類似用途。
- 南灣的住房必須迎合市內住房的需要並且營造鄰區的感覺及生氣…
  - 為達到這些目標，住房至少要佔總發展面積的三分之一。
  - 營造鄰區的感覺及生氣的目標可以通過發展必需的住房來實現，這些住房大約可提供 1200 至 1500 個單位，將以中等高度的樓宇形式在與

- 現今華埠及皮萃區的鄰區旁邊出現。這個地區包括現今華埠及皮萃區的鄰區的可居住性將會因為空地及社區服務設施的增加而增強。
- 南灣住房單位的混合模式應該與鄰近的華埠鄰區相配，以能擴展華埠的住房供應，並且照顧華埠對可負擔住房的要求。
- 南灣的住房應遵從波士頓有關混合使用型新區的政策，至少百分之二十的住房單位應是可負擔住房，其可負擔收入水平應遵從波士頓重建局指定的包含發展計劃準則。波士頓重建局的包含發展計劃準則指出可負擔住房單位中至少應有一半能讓收入不超過波士頓地區中等收入程度(AMI) 80% 的中等收入家庭負擔得起，而可負擔住房單位中不能有超過一半的單位適合收入在波士頓地區中等收入程度(AMI) 的 80%至 120%的中等收入家庭，通常這些中等收入單位都能夠讓收入水平少於或相當於波士頓地區中等收入程度的家庭負擔得起。百分之二十的要求是對整個區域的要求，對個別住宅發展計劃並無百分之二十的要求。因此不同的發展計劃包含的可負擔住房的比例會有多有少，只要區域發展計劃總體的比例達到百分之二十的要求便可。
  - 理想中南灣區內的住房應有百分之三十為可負擔住房，並且這些住房單位的可負擔程度應該比以上所提及之一般市內準則的要求還要高。我們期望各個住房發展計劃將指出重大的發展資源及補貼，以便達到提高住房可負擔性的需要。
  - 南灣工作小組的成員提出以下有關南灣區住房可負擔性的目標：
    - 在 1200 至 1500 個單位中，百分之三十的住房應該符合以下的可負擔水平：
      - 百分之十二給收入達到波士頓地區中等收入程度(AMI)水平 0-30% 的家庭
      - 百分之三十五給收入達到波士頓地區中等收入程度(AMI)水平 30-60%的家庭
      - 百分之三十八給收入達到波士頓地區中等收入程度(AMI)水平 60-80%的家庭
      - 百分之十五給收入達到波士頓地區中等收入程度(AMI)水平 80-110%的家庭
    - 住房發展計劃單位的混合類型應照顧到新區內人範圍需要，特別是適合大家庭的 3 睡房以上的單位。
    - 住房的單位應適合各種年齡層次，包括家庭及老人。
    - 提供各種可供租用或購買的單位。
  - 為對發展商支持南灣住房目標的評估：評估潛在發展商是否具有將住房可負擔程度提高，以至超越最低要求百分之二十的能力，南灣發展計劃提案書內應提供以往獲得及使用住房補貼的成功例子。
  - 提供均衡的商業，居民及其他用途的實體以協助市場及定型。據估計高價格的商業及居民住房將幫助維持提供高度較低的多收入住房及其他公共設施的費用。
  - 提供豐富的公共設施：民事，文化，娛樂及其他社區服務使用，及其他專門的社區樓宇。



- 每階段的發展應該包括不同用途的平衡，包括公開設施和可負擔住房。充分發展公益將會幫助達到充分的私有利益。
- 由於目前 Trigen-Boston Energy Corporation 的設施將從尼倫街搬走，並包括有可能因排氣堆的原因而除去對樓宇高度的限制，並能釋放一個關鍵的地段用於實施這些原則，我們希望發展商同該公司在這個問題上合作到底。

### 城市設計

城市設計部分從現有的鄰區進入南灣區擴大現有的街道樣式和大廈大小。他們利用區域的東南端距離站點較遠的優勢，鼓勵建造可能達到地標高度的大廈，創造一個南部的城市門戶，而沒有對現有鄰區造成重大陰影效應。

- 使用戲劇性的建築風格，醒目露天場所之特點及突出的公眾藝術組合創造一個代表波士頓市南大門的區域——。
- 建造一系列的醒目門戶幫助訂立南灣作為城市交叉路的地位
  - 使用樓房，公共用地及公眾藝術創造從綠道，華埠及皮革區進入區域的地方建造明顯的入口，可以吸引人們進入南灣，華埠及皮革區。 . A
  - 將當地的街道，包括南街及林肯街延伸入區內以製造出遠景效果。
  - 將一個圖書館及類似的民事設施，加上公眾用地及醒目的建築建造在一處能夠在社區中有突出地位的位置，並在發展工程的第一階段建成，以保全在區內的第一個住宅區的建成，這個設施還可以形成露詩-肯尼迪綠道進入該區的過渡點並有可能貫穿本區直至伯特堡水道及南面。
- 根據不同的內容創造出不同的高度並在區內各處使用不同的模式。
  - 繼續使用沿尼倫街沿綫多數的中等高度樓宇的高度。
  - 將這些高度的樓宇在離華埠最近的地段延伸。
  - 將南面樓宇的高度增高，最高的樓宇位於南站連接道的南部。
  - 將超過 155 尺高的樓宇避開主要街道的邊緣，例如南站連接道。
  - 在樓宇的位置及設計方面盡量減少陰影效應對華埠及皮革區的影響。
- 樓宇的設計應樣式多種，能引起視覺興趣，耐久性好及有人性…
  - 打破沿公共街道，廣場及公園一線樓宇的水平分佈，避免樓宇的一體性，創造多樣化的設計，材料及細節。
  - 提供豐富及多樣化的建築風格，以形成一個生氣並能方便行人的公共系統中心，提供多種上層樓宇的混合使用方式，其形式應適合公共區域而非大型的私人建築。
- 除路邊泊車位外，將所有泊車位放置於街道，公園及樓宇之下，避免任何街面的停車場，停車場入口避免在行人稠密的地方，如有必要使用垂直泊車裝置而避免將停車位放在街面。

## 交通

運輸計劃組成部分尋求利用區域在地區運輸系統的優勢地點影響力，同時緩和他們的對南海和毗鄰社區公眾環境的衝擊。

- 加強南灣與車站交通中心的連接，提供新的連接到火車站台，或增設其他連接道以改進由發展計劃到交通中心的步行環境；調查由區內到中心南端的直接行人連接道；調查自動行人道，經過車站連接道或其他路線到達車站的直通巴士及其他交通服務。
- 在重新組建從盧根機場 HOV 進路坡道以改善行人路質素的同時，車站連接道的質素也應檢討，其功能應該在任何時候都保持有效。
- 在發展計劃初期探討設立交通管理協會的可能性，效法長本醫學地區，提供交通需求管理計劃，包括小巴，巴士，共用汽車或其他各種形式的交通服務設施。
- 提供利用臨近車站優勢的泊車比率，本區的混合使用特點以及車站的城市環境，鼓勵使用公共交通設施，步行或避免開車。為合夥使用汽車者或方便和車計劃，例如 ZIPCAR 提供專門車位。
- 為高速公路到停車場提供多處直接連接道。
- 同市內單車道及單車使用設施連接以鼓勵使用單車上班，提供放車棚，鎖車架，辦公樓內的洗滌設施等。
- 規定所有服務活動均在停車場內進行，不是在路邊。
- 研究改進額外交通基本設施以加強系統連接的可行性，包括高速公路，鐵路，水路，及機場通道，包括火車有可能增設一個車站，服務將來東西向的直通巴士。

## 工作及職業培訓

為全市的居民，尤其是毗鄰鄰區居民，提供工作機會是南灣區發展計劃的一項重大公共目標。以下原則明確地表達了如何達到這個目標的途徑：

- 確保在區內創造的工作機會及投資，透過職業培訓和教育及其它類似的課程為本地居民提供福利。
- 透過區內可及性的資源，支持經濟，職業及工作培訓，譬如創立教學設施。
- 通過發展計劃的建築工程及發展計劃內的商務租客為南灣提供大範圍的工作機會，包括給鄰區內具有各種不同工作技能，語言能力及教育程度的居民提供工作機會。

## 區域就業目標及項目

作為市內的一個新區，南灣將為毗鄰的華埠及皮革區乃至全市的居民創造大量新的就業機會。對於華埠這樣一個移民門戶社區，包含有眾多因特殊需要而影響他們進入勞工行列或推進自身事業的居民，這些機會顯得尤其重要。為了利用由於區域計劃和分區區的運用而產生的工作機會，計劃將包括區域目標和領導性要求。據預計，這些要求將超出開發商通常必需做的貢獻範圍，譬如依從波士頓的聯結法令。在區域計劃項目內包括就業和職業培訓項目的努力是根據對主持社區需要的研究而決定的，這是在勞工發展計劃中史無前例的努力，也許對在波士頓城市內類似的努力起一個模型作用。

### 建立區域計劃目標及項目

在第二階段研究過程裏，市長辦公室的職業和社區服務處將會帶領南灣工作小組及社區成員對南灣區域計劃和分區建立具體的目標及項目要求。這個過程將包括兩個階段：

#### 需要及計劃優先評估

- 1) 華埠及皮革區居民對就業及培訓的主要需要，包括當前的人口統計，經濟機會，培訓機會，服務的空白處，以及華埠作為地區經濟中心角色；
- 2) 根據需要而認定的服務及行動。

#### 選擇區域目標及項目

需要評估將會為開發有關工作及職業的社區福利提供一個起點，這些特別設計的福利反映了南灣區內期望出現的不同工作機會以及毗鄰社區的特別要求。區內將有計劃特別針對教育、就業、工作訓練計劃，和職業培訓機會；需要評估可能會導致一些工作訓練計劃和工作機會計劃選址在區域之外，這是為了給華埠和皮革區的居民以最大的機會。這個評估不僅會替與南灣有關的工作及就業發展規劃提供資料，還會給在華埠及皮革區內的勞工發展規劃服務。

凡是由麻州收費公路局選取的發展商，在第二階段計劃開始之前都需要支持市長辦公室的職業和社區服務處，並與南灣工作小組及其它機構在區域規劃有關就業的部分上合作。發展商的角色應包括以下：

- 與適當的公共機構及鄰區代表展開討論有關南灣發展計劃的就業及職業培訓優先權；
- 在適當時候提供建築行業的就業標準和職業性結構以及永久性工作機會的預計；
- 為進行背景研究及項目發展的專家提供基金。

#### 發展商在達到南灣就業目標中的潛在角色

同工作小組和社區成員進行關於服務需求的討論將為這個發展計劃塑造出實際工作、事業和培訓相關的社區福利。但是，在此期間，以下行動和活動表達了潛在的與就業有關社區福利的範圍和本質，並且協助開發商融合這樣項目和服務入他們的提案以及他們的最初計劃過程。

#### 將居民與建築行業的工作連接起來

發展商能單獨地承擔一個或更多以下活動，或作為一個綜合項目的一部分。

- 諮詢波士頓居民工作政策辦公室，為建築承包商聘用波士頓和毗鄰鄰區居民建立目標；
- 為主動依照社區優先權的建築項目提供資助及親密的支持，譬如以下：



1. 支持準學徒培訓課程或建築行業入門課程。課程可以效法於由波士頓建築行業協會與中央幹道計劃舉辦的學徒預備班，或由市府職業及社區服務辦公室舉辦的青少年職業培訓班；
2. 支持為需要基本技能的居民舉辦的職業先修/矯正課程，為他們進入準學徒班做準備。以及；
3. 支持針對毗鄰社區的外展和招收工作。

將居民同永久性工作連接起來

發展商能單獨承擔一個或更多以下活動，或作為一個綜合項目的一部分。

- 支持為職業訓練課程作準備的各種基礎技能課程，包括高中文憑課程和基礎英文課程；
- 支持針對初級及低技能工作的技能培訓課程，南灣區將提供大量這樣的工作機會，包括辦公室、零售及服務性行業；
- 支持針對區內工作的職業介紹活動。包括支持社區機構提供的職業介紹服務，以及支持區內的雇主主持的職業信息及外展活動。後者可包括建立一個聯合招收辦公室或創立並維持一個專門公佈區內工作機會的網頁。
- 獲取有關區域以外關於工作和工作訓練機會的資訊，包括進入 MUSEIS 資料庫系統，獲取眾多地方勞工組織的資料，或與其它系統互相融合，更加開闊地方勞工系統的資訊和地方工作、職業培訓和訓練機會。
- 支持為區內的新任工作者舉辦的高級培訓課程，內容集中在如何保留工作職位及事業推進。
- 為低等級和新任雇員提供本地的訓練設施，供雇主和職業訓練提供者使用。
- 提供空間或資金給本地或附近專為區內雇員服務的托兒服務設施。
- 給雇用毗鄰社區居民的大廈租客提供租約優惠及其他福利。

發展與勞工培訓機構的關係

為達到就業目標，我們強烈鼓勵發展商通過與現有勞工培訓機構的合作，開發支持現有的資源和組織容量，尤其是那些活躍在毗鄰社區的機構。發展商將與市長辦公室的職業和社區服務處緊密合作，創立鏈接地方勞工培訓系統。在這個網絡的組織類型包括：

- 社區機構；
- 服務華埠社區的其他非牟利勞工培訓機構；
- 高等教育機構，譬如社區大學及本地的大學院校；
- 多功能職業介紹中心。

實施南灣區域計劃就業目標和項目要求

發展商對支持區域計劃目標的特別貢獻和評估

南灣發展計劃將按要求遵照在第二階段被辨認和被合併在區域計劃和分區製內的，有關就業設施和服務的目標和要求。

任何展示對提供與就業有關的服務或設施的承諾或經驗，以及任何如何提高區域內與就業有關活動需要的具體想法，將會在提案評估中佔一定分量。

根據波士頓分區製規章第 80 條，發展商對區域計劃的就業目標和綱領性要求的滿意將是發展計劃提案公開審閱的一個重要元素，並將會依照從這些發展審閱中湧現出的協議。

#### 服從聯結

除達到南灣區域規劃的目標及要求外，發展商還需服從市政府的職業聯結法令，該法令要求對鄰里職業教育和職業訓練計劃基金注資，注資數目由基金的委託人確定。法令規定如下：

- 在本發展計劃之內所有超過 100,000 平方英尺的非住房項目，必須捐獻 \$1.44 每平方英尺。捐獻的金額需在授予建築許可證和在許可證發行的 1 年的週年紀念時交納；
- 資金被分佈在整個週期性要求提案；並且
- 由個別發展計劃交納的聯結基金中，至少 20% 被特別制定為讓受發展計劃衝擊的鄰區居民受益的基金。

#### 持久性

南灣區聯市內第一個“綠色區域”使用最先進的規劃及建築設計及技術以保護環境，提倡財政及社會責任。

- 在設計整個地段系統及個別樓宇時，使用樓宇設計及地段規劃的綠色技術，包括…
  - 設計個別樓宇以達到 LEED 的標準證書。
- 設計樓宇外形以減少對太陽光的吸取。被動照明系統，冷氣暖氣系統盡量減少對能源的消耗。該地區應該是“能源自給”，可能在區內自創能源（例如太陽能）
  - 使用環保材料。
  - 鼓勵綠色覆蓋包括大範圍的室外綠色空地，樹蔭，屋頂花園及相近的技術。
  - 保留用水及循環用水：限制水消耗量，應該使用灰水系統（greywater）作為灌溉，使用本地天然植物，省電電器。
- 發展一個周詳的地下水計劃。
- 在區內建造一個收集、清結及循環使用雨水的系統，以減少雨水的流失。







天下為公

鮮酒家  
馳名中外  
正宗粵菜

廣州酒家  
Guangzhou Restaurant

廣州酒家  
Guangzhou Restaurant



## ILLUSTRATIVE SCENARIOS

Phase I of the South Bay study explored the potential and challenges of the planning area through the development of alternative design and development scenarios. By discussing these scenarios with the South Bay Task Force we identified core principles that are expected to inform the District Plan at the conclusion of Phase II. Ultimately the way in which these principles are realized will emerge from addressing broad choices still ahead of us, as well as from the resolution of technical challenges posed by the district's infrastructure. The plans included in this report are provided as illustrations of the core principles established in Phase I and to highlight key choices yet to be made.

Each scenario has elements in common. They include:

- Mix of lower buildings at the neighborhood edges and taller buildings with higher economic value furthest from the existing neighborhoods.
- Mid-rise buildings contain 1,200–1,500 housing units.
- Taller buildings can accommodate 1.5–2 million square feet of commercial space.
- 350,000–500,000 square feet of community and retail space throughout the district.
- Additional development can accommodate housing, commercial space, or other uses.
- 2+ acres of signature park space and series of smaller parks.
- Pedestrian promenade continues South Street through the district, drawing activity to the southeast portion of the district.
- Major gateway element on axis with I-93 northbound.
- Opportunity for expansion to the south and east.
- Parking below pedestrian level.



Height, land use and connections remain constant components of the district's framework.



The location of the signature park, connection across the South Station Connector and the response to the the Lincoln Street corridor are the variables in these scenarios.





### SCENARIO 1A

While placing the signature park in different locations, both Scenarios 1A and 1B illustrate the park's desired characteristics. Its dimensions should permit a wide variety of recreational activities, from Little League ball games to community festivities. Scenario 1A places the park prominently on Kneeland Street, between Lincoln Street and the South Street promenade, where it can be at-grade and form a recreational link between Chinatown and the Leather District. The power plant, whose outline is shown superimposed on the park, would have to be relocated to achieve these characteristics. This scenario also illustrates the continuity desired between the Rose

Kennedy Greenway to the north and the new park by showing an open space on Parcel 25 with an attractive use set behind it to activate the space. Some Task Force members in fact place such importance on the open space definition of Kneeland Street that they advocate for the major new park to continue across Lincoln Street into Parcel 25, as illustrated in the variations shown on page 43. Both Scenarios 1A and 1B illustrate the goal of placing a major community facility, such as a much-desired branch library and community recreation center, at the edge of the signature park. In Scenario 1A, this facility is located between the park and the South Station Connector. In both scenarios, a grid of pedestrian-

friendly streets, achieved by modifying Albany Street, Lincoln Street, and the South Station Connector to include tree-lined sidewalks, lighting, and curb cuts, serves the district. The district's pedestrian realm and parks extend the Rose Kennedy Greenway into the district and have the potential to extend the Greenway into the Fort Point Channel area. Scenarios 1A and 1B illustrate the promenade laid out on a north-south orientation, culminating in the year-round winter garden. They also show mixed-income residential development and community facilities adjacent to Chinatown, while the taller structures are arranged at the southern end of the promenade.











### SCENARIO 1B

One of the principles to emerge from Phase I is that Chinatown and South Station should be connected by lively, pedestrian-friendly uses along Kneeland Street. This principle suggests an alternative outcome in which built structures with community and retail ground floor uses line more of

Kneeland Street than is provided for in Scenario 1A. Scenario 1B illustrates the concept by placing buildings that maintain a street wall on Kneeland Street. Such buildings should be comparable in height to those across Kneeland Street in the Leather District. The signature park is, in turn, located between the buildings and the South Station

Connector. As in Scenario 1A, the community uses on Kneeland Street would relate to and activate the park.









### OTHER VARIATIONS

These scenarios illustrate variations from Scenarios 1A and 1B. The first variation reflects the central importance of the connection provided by the South Street promenade and public spaces between Kneeland Street and the higher density mixed-use area in the southeast quadrant of the district. It explores how the north-south promenade might be maintained in the event that the South Station Connector cannot accept a street-level pedestrian crossing in this alignment, suggesting that the walkways and public space would rise above the level of the Connector.



*Pedestrian bridge linking Parcel 26 to Parcel 27a.*



*The extension of South Street as a pedestrian bridge.*

The second variation further develops the principle of extending the Leather District street grid through the South Bay District and enhancing the lines of sight created by the extension of these streets by opening a view and pedestrian corridor in the Lincoln Street alignment south of the South Station Connector.



*Lincoln Street maintained as a visual corridor.*

The third variation illustrates the extension of the district's signature park on Kneeland Street across Lincoln Street onto Parcel 25.



*Signature park extending from Albany to South Street.*



*A view incorporating some of the possible variations.*



## 方案說明

第一階段的南灣研究通過發展各種可供選擇的設計和開發方案，探索了規劃區域的潛力和困難，與南灣專案小組討論這些方案後，我們鑑定了在第二階段結束時應向區域計劃人員說明的核心原則；我們將作的廣泛選擇以及解決本區基礎設施技術難題的辦法會引導我們發展出最後實現這些原則的方式。報告中所包括的計劃是用來說明第一階段所訂的核心原則並扼要列出需作的主要選擇。

每個方案都有共同要素，這些要素包括：

- 在各街坊邊緣建造較矮低樓宇，將經濟價值較高的高樓建在離現有街坊最遠處。
- 中等高度的樓宇有一千二百至一千五百個居住單位。
- 較高的樓宇有一百五十萬至二百萬平方英尺的商用空間。
- 整個區內有三十五萬至五十萬平方英尺可供社區及零售業使用的空間。
- 額外的發展可用於住宅、商業或其它用途。
- 有一個有鮮明特徵的大型公園及一系列的小型公園，共佔地兩英畝以上。
- 散步場所將南街延伸通過本區，為本區東南部帶來活動。
- 主要入口的要素與93號公路北向線在同一軸線上。
- 有向南及向東擴展的機會。
- 有低於行人道路面水平的泊車位。

## 方案1A

方案1A和1B雖然將特徵公園置於不同地點，但都顯示出所需的公園特徵，其大小應可容許種類廣泛的休閒活動，從少年棒球到社區節慶。方案1A將公園顯要地放在林肯街及南街散步場之間的尼倫街上，其地面標高與街道相同，在華埠及皮革區之間形成一條休閒連接道；方案顯示將發電廠的輪廓覆蓋在公園之上，因此必須將發電廠遷移才能賦予公園這些特徵。方案顯示地段25上有一個露天場所，該處的使用可吸引人群，使之充滿生氣，顯示希望此新公園與北面的露斯甘迺迪綠道之間具有連續性；事實上，有些專案小組的成員極之重視汝倫街露天場所的定義，甚至鼓吹將大型的新公園延伸，跨越林肯街伸入地段25，正如其它方案所示。方案1A及1B都顯示出一個相同目標，即是在特色公園邊緣設置一個大型的社區公用設施，例如渴望已久的圖書分館及社區娛樂中心；方案1A將該設施置於公園與南車站連接道之間。兩個方案都修改奧本尼街、林肯街及南車站連接道，提供一個方便行人的街道網為本區服務，街道有照明及駛上行人道的斜面，行人道上有樹木。本區的行人用地及公園將露斯甘迺迪綠道延伸入區內，並具有將綠道延伸至旁特堡水道地區的潛



力。方案1A及1B的散步場都是南北走向，以全年不變的冬季花園為終點；毗鄰華埠處有混合收入住宅發展區，並且有社區設施，較高的建築則在散步場的南端。

### 方案1B

第一期研究中出現的原則之一是尼倫街以各種有生氣而且方便行人的活動將華埠及南車站區連接起來，根據這個原則的建議，產生另一個結果——在方案1B中，汝倫街上供社區使用及有街面一樓零售業的建築比1A多。方案1B顯示汝倫街的建築形成一道街牆，這些建築的高度與汝倫街對面皮革區的建築高度相似，而特色公園則位於這些建築與南車站連接道之間。就如方案1A一樣，汝倫街的社區用途將是與公園有關而且會使公園生色。

### 其它方案

這些方案與方案1A和1B有些不同。第一個不同點是將原則進一步推展，該原則要將皮革區街道網延伸穿過南灣區，並且改善因延伸這些街道而形成的視覺走廊，推展的方法是在南車站之南沿林肯街方向開一個視覺兼步行的走廊。

第二個不同點反映出連接性最為重要，本區東南部密度高且用途混雜，在該處及尼倫街之間設南街散步場及公眾空間可提供這種連接性；萬一南車站連接道無法接納這部署於路面水平的行人穿越道，該方案亦探索如何使散步場維持北南走向，它建議將走道和公眾空間提升，使之高過連接道水平。

第三種變化顯示將區內汝倫街的特色公園延伸，跨越林肯街伸到地段25。



## ACHIEVING THE VISION

Phase I of the South Bay Study has created a vision for a new district within Boston. This vision balances the potential for appropriately located high economic value development of significant height, which would add to the city's housing stock and strengthen Boston's place within the region's economy, with public benefits that would enhance the surrounding neighborhoods and achieve the kind of new district to which Boston aspires. This vision is illustrated in the scenarios in this report.

During Phase II the BRA, City departments, consultant team, and MTA will work with the Task Force to test these scenarios against urban design, environmental, transportation and infrastructure factors, federal highway policies, and other criteria to produce a single outcome that can be represented in a District Plan and zoning. The Plan and zoning will set forth the public benefits that are expected to emerge from development of the district as well as regulate the uses, densities and heights of development that will be allowed.

It is fundamental to the Phase I vision that the public is assured of the benefits to be obtained from the district's development and therefore that the right to build-out the scenario resulting from Phase II of the study will depend on the realization of these benefits. To that end, we expect the permanent zoning for the area to permit substantial density and height only with the provision of the plan's key benefits. We also expect that the benefits called for in the District Plan and zoning will be provided in an agreed upon sequence, as the phases of South Bay's

development take place, and that the developments with the highest economic value will not move forward unless an agreed upon level of public benefits are provided at the same time.

Phase II will therefore not only establish a final development scenario, but the minimum level of public benefit to be provided with each increment of development. Using the scenarios illustrated in this report, for example, development of the first two of the towers on Parcel 27A and 28A and B would entail the development of a significant amount of mixed-income housing, the district's major park, and a new library or community center. Development of the second two towers would entail additional mixed-income housing, a major winter garden, relocation of highway-related infrastructure, or other agreed upon benefits.

We look forward to working with the Task Force during Phase II to translate these concepts into the language of the District Plan and zoning, and the continued participation of its members in the Article 80 development reviews through which they will be implemented.



*There is still significant work to be accomplished by the City, South Bay Planning Task Force and neighborhoods.*



## 達到設想目標

南灣規劃研究的第一階段為這個波士頓內的新區域繪製了一幅藍圖。這份藍圖平衡了適當高度的樓宇對經濟價值影響的潛力，從而增加了城市的住房比例並且增強了波士頓市在地區內的經濟地位。其公共福利也可讓周圍的鄰區受惠。這正是波士頓所嚮往的新區。在這份報告中的各種模式描述了這幅藍圖。

在第二階段中，波士頓重建局、市府各部門、專家組及麻州收費公路局將會與工作小組一起從城市設計、環保、交通、基建因素、聯邦高速公路政策及其他標準測試這些模式，從而得出一個能夠在區域計劃及分區製中展示的結果。區域計劃和分區製將指出從區域發展中被期望呈現的公共福利，並且調控發展計劃允許使用的用途、密度和高度。

第一階段藍圖的一個基本目標是保證公眾將從區域的發展計劃得益，因此是否獲得權利建造由第二階段研究得出的結果將取決於是否兌現對公眾福利的承諾。朝著這個方向，我們期望分區製在允許發展計劃的密度和高度時從計劃的關鍵好處著想。我們並且期待，在區域計劃和分區製內被認定的公眾福利將與南灣發展計劃各個階段同步實施，在提供的公眾福利未達到某個同意的程度之前，發展計劃的最高經濟效益部分不能進行。

因此第二階段不僅要制定一個最終的發展模式，還需要制定在發展計劃每個階段所需提供公眾福利的最低限度。用這份報告的模式為例，在第 27A 和 28. A 和 B 地段的最初兩棟高樓建成后，將必需導致相當數量混合收入住房的發展、區域主要公園、和一個新圖書館或社區活動中心的建成。在另外兩棟高樓建成后，將導致額外的混合收入住房、一個主要的冬季花園、與高速公路相關基礎設施的拆遷、或其他協議得出的公眾福利。

我們期待在第二階段與工作小組共同將這些想法寫入區域計劃及分區制裏面，並期待工作小組成員繼續參與發展計劃 Article 80 的審閱過程。



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## **SOUTH BAY PLANNING STUDY TASK FORCE**

Marc Margulies, AIA, Chair  
 Bissera Antikarov  
 Roger Berman  
 Ed Chiang  
 George Chin  
 Stephanie Fan  
 Albert Li  
 Melissa Lo  
 Ruth Moy  
 Robert O'Brien  
 Lawrence Rosenblum  
 David Seeley  
 Michael Segal  
 Jeff Sevich  
 Wesley Wong  
 Henry Yee  
 Sam Yoon

### **Ex-Officio Members**

State Senator Dianne Wilkerson  
 State Representative Salvatore DiMasi  
 City Councilor James Kelly



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Mark Maloney, Director  
 Rebecca Barnes, Chief Planner  
 Daniel Connolly, Intern  
 Bruce Ehrlich, Senior Development  
 Finance Analyst  
 Richard Garver, Deputy Director-  
 Transportation/Infrastructure Planning  
 Loan Ho, Intern  
 Sue Kim, Community Planning Project Manager  
 Robert Kroin, Chief Architect  
 Randi Lathrop, Deputy Director for  
 Community Planning  
 Todd Lee, Senior Planner, Office of Jobs  
 & Community Services  
 Richard Shaklik, Deputy Director of Zoning

## **BOSTON ENVIRONMENT DEPARTMENT**

Chris Busch, Environment Assistant  
 Maura Zlody, Environmental Reviewer

## **BOSTON PARKS & RECREATION DEPARTMENT**

Sue Brown, Project Manager  
 Aldo Ghirin, Senior Planner

## **BOSTON TRANSPORTATION DEPARTMENT**

Vineet Gupta, Director of Planning & Policy  
 Ralph DeNisco, Senior Transportation Planner

## **BOSTON DEPARTMENT OF NEIGHBORHOOD DEVELOPMENT, CAPITAL CONSTRUCTION**

Maureen Anderson

## **BOSTON PUBLIC WORKS DEPARTMENT**

Para Jayasinghe, City Engineer

## **MAYOR'S OFFICE OF NEIGHBORHOOD SERVICES**

Denny Ching





#### **MASSACHUSETTS TURNPIKE AUTHORITY**

Matthew Amorello, Chairman  
 Stephen Hines, Chief Development Officer  
 William Tuttle, Deputy Director of Real Estate  
 William Moy, Community Liaison/Mitigation—  
 Chinatown/South End  
 Kristen Bleyman, Project Engineer

#### **THE CONSULTANT TEAM**

##### **Goody Clancy**

David Dixon, Principal-in-Charge  
 Dennis Swinford, Senior Planner, Project Manager  
 Ben Carlson, Urban Design  
 David Curran, Graphic Design  
 Dorothy Howard, Planner  
 Geoffery Morrison Logan, Urban Design  
 Amit Price Patel, Urban Design  
 Paul Santos, Graphic Design  
 Steve Wolf, Graphic Design  
 Olivia Quintana, Planner

##### **Louis Berger Group**

Bill Schwartz, Transportation Planner  
 James Purdy, Transportation Planner

##### **Byrne McKinney & Associates**

Pam McKinney, Principal

##### **Mt. Auburn Associates**

Peter Kwass, Principal

##### **Charleen Regan**

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