Roslindale Square

Squares + Streets Zoning Districts Deep Dive



CITY of **BOSTON**

Zoom Controls to Listen to Interpreters

В

(EN) Look for the interpretation icon **(globe)** at the bottom of your screen and select the language you want to hear.

(Español) Busque el ícono de la interpretación **(globo)** en el borde inferior de su pantalla y seleccione el idioma en el que desea escuchar.



Zoom Meeting Info + Tips

- В
- This meeting will be recorded and the recording will be posted on the Planning Department's webpage. If you do not wish to be recorded during the meeting, please turn off your microphone and camera.
- If you're joining by phone, **dial *9 to raise your hand** and wait to be called upon and **dial *6 to unmute and mute**.
- **Zoom controls are available at the bottom of your screen.** Clicking on these symbols activates different features.





Turn video on/off



Use the Q&A feature for written questions and comments (instead of the

chat)



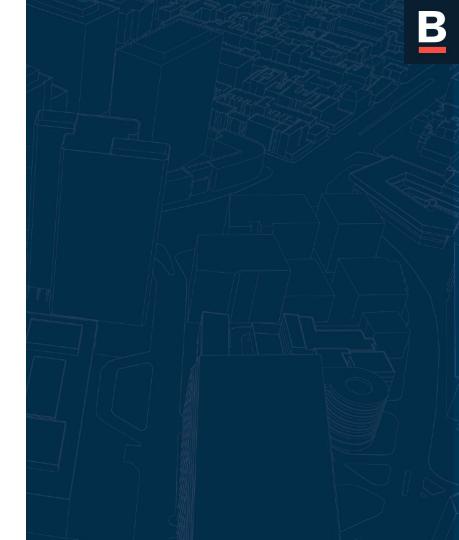
Raise hand to get in line to ask a question or provide comment



Turn on captions

Meeting Goals

- 1 What is Squares + Streets
- 2 What is regulated through zoning and why
- What are the Squares + Streets zoning districts and how are they different from each other
- 4 What is the process for mapping new zoning districts
- 5 Q&A Period





WHAT IS SQUARES + STREETS?

A PLANNING + ZONING INITIATIVE

Through **Small Area Plans**, this initiative will recommend **policy**, **programmatic**, **capital project**, **and zoning tools** to add, support, and improve housing, public space, small businesses, transportation, and arts and culture in transit-accessible areas.

WHAT IS A "SMALL AREA"?





- Neighborhood centers and along main streets.
- Small Area Plans focus on creating **recommendations** that can be implemented within **5-10 years**.
 - ← This general study area is where we focus engagement.
- Some recommendations will be more place-based, such as street improvements or zoning updates.

These plans aim to:

- Update zoning for mixed-use development (i.e., housing, small businesses, services)
- Preserve affordable **housing**, **commercial**, **+ cultural spaces**.
- Coordinate transportation improvements and public realm opportunities interdepartmentally.
- Allocate capital investments across City departments.
- Implement design interventions such as recommending areas that would benefit from more green infrastructure for climate and heat resilience.



Roslindale Square Engagement

What We Have Heard - Summary of Key Themes:

- Transportation Need to enhance walkability by slowing speeding traffic and improving vehicular circulation around the square. Frustrations around the infrequency and cost of commuter rail service
- Public Realm Desire for a greater variety of programming in spaces beyond Adams Park and more reflection of the diversity of the community in programs offered
- Housing Fear that housing produced will not be affordable to a typical Roslindale household and that new housing will perpetuate socioeconomic separation if not inclusive of a diversity of affordability levels
- Arts & Culture Priority to make the Square feel more 'alive' with well-maintained public art
 that reflects local identity and cultural events that draw more foot traffic to support the local
 business district
- **Small Business** Emphasis on the importance of supporting the long-term stability of existing businesses and mitigating displacement due to rising costs and construction impacts

Learn more about all our previous engagement on at the **Engagement Story Map**



What is Zoning?



Zoning is a set of laws that are used to guide development by dictating the **allowed use and scale of a building or structure** in a given area. Some of what zoning regulates includes:



Land Uses

the types of activities allowed within a given area



Physical Building Dimensions

how much space a building takes up, its height, and the open space around it

The **zoning district** that a property is in dictates which zoning rules apply to it.

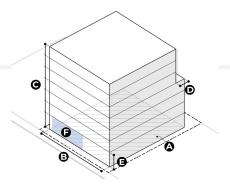
Article 80



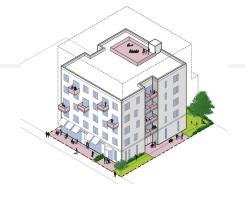
• **Article 80** (a chapter of the Boston Zoning Code) provides specific requirements for the review of all large development projects in Boston (any project over 20,000 sq ft or 15 units)

- Requirements vary by size of project, but includes at least:
 - Review by Planning Department's Urban Design Division to ensure consistency with urban design principles
 - Review by the Planning Department's Planning Review team to ensure consistency with recent planning goals and local context
 - Community process





Policies + Requirements Programs + Technical Assistance Funding + Costs Community Engagement + Plans



ZONING ENVELOPE

Zoning creates a **maximum zoning envelope**.



OTHER IMPACTS

Factors like existing parcels and buildings, building code requirements, financial feasibility, community processes for large projects, design review and more help shape the project and its impact.



BUILT PROJECT

A project is created – each final built project should adhere to the zoning limitations within a zoning district while still varying in style, form and uses based on the various factors and impacts mentioned.

Use Regulations CITY of **BOSTON** Planning Department

Use Regulations

В

Boston's Zoning Code regulates **how land can be used**.

Each land use is designated as **allowed**, **conditional**, **or forbidden**.

- **Conditional** means it requires a conditional use permit, based on set criteria, from the Zoning Board of Appeal (ZBA).
- **Forbidden** uses require proof of substantial hardship and can only be allowed via the granting of a *variance*







Use Regulations

В

In the Squares +
Streets zoning use
table, some uses are
regulated differently
depending on their
size, or are allowed or
conditional only on
the ground floors of
buildings.

S1 S2 S3 S4 S5 SO **ACTIVE USES Community Center** C Α Α Α Α Α Grocery Store - Small C Α Α Α Α Α CGrocery Store - Large F F C Α Α A-G - F A-G - F A-G - C Entertainment/Events C-G - F Extra Small C-G - F ___A-G - F F A-G - C Entertainment/Events -Α Α Small

Allowed on the ground floor, conditional above

Conditional on the ground floor, forbidden above

Multiple sizes

Use Regulations – Example



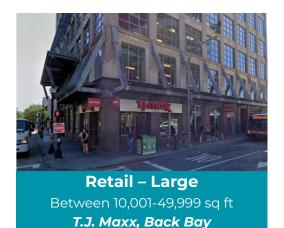


Less than 2,500 sq ft

Rialto Barber Shop, Roslindale



	Squares + Streets (S)						
	S0	S1	S2	S3	S4	S5	
Retail Store - Small	C-G F	A-G F	A-G C	Α	Α	Α	
Retail Store - Medium	F	C-G F	A-G C	Α	Α	А	
Retail Store - Large	F	F	С	A-G C	A-G C	A-G	
Retail Store - Extra Large	F	F	F	F	С	С	





For example, for Retail Uses, each S+S District regulates retail stores based on their sizes and the allowances change between the districts in a way that aligns with the scale that each district can accommodate.

Commercial Uses on Ground Floors



- "Commercial Uses" are distinct from "Active Uses" in the Zoning Code
 - "Commercial Uses" includes uses like banks and offices
 - "Active Uses" are limited to uses like retail stores, restaurants and service establishments
 - Every Squares + Streets district (besides S0) has some commercial and active uses allowed. In S0, these are conditional.





Active Uses



List of Active Uses

Community Center

Grocery Store

Entertainment/Events

Makerspace

Museum

Restaurant

Retail Cannabis Establishment

Retail Store

Retail Store

Indoor Recreation

Service Establishment

Social Club

- **Active Uses** are required to fill part of the ground floor in S3-S5
 - These districts are more likely to be able to support this requirement and not lead to vacant storefronts because they accommodate space for various uses.
 - Every Squares + Streets district has some active uses allowed or conditional (even if they're not required).
 - This allows flexibility in some districts where Active Uses are generally allowed or conditional allowed (S0-S2), and requires high quality activation in others (S3-S5).

Active Uses



Current zoning in Roslindale
Square requires a **conditional use permit** for ground-floor
residential dwelling in the
commercial districts
(CC, LC, and NS)



Existing non-conformity

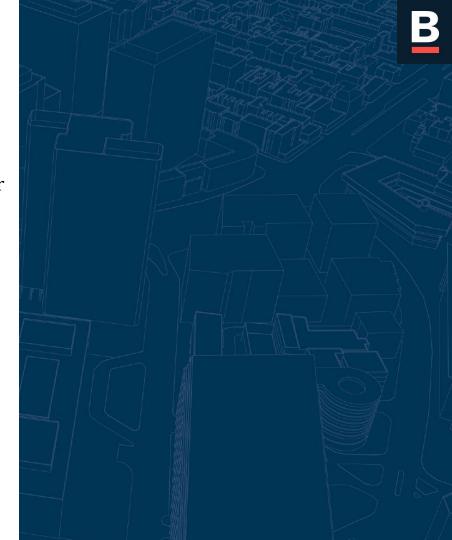
Residential

- Conditional on the ground floor in current commercial zoning districts (CC, LC, and NS)
- Allowed on the ground floor in all S+S districts, but forbidden along primary frontage of a building in S3-S5 and required to have a minimum 4 ft front yard in S2
- This increases housing opportunity near existing mixed-use and transit-accessible areas while still restricting the ground-floor impact of residential uses on active main streets.

Active Uses

Other ways to encourage non-residential uses through S+S zoning:

- The S2 district also requires a larger front yard for residential dwellings than other uses, which incentivises non-residential uses
- Non-residential ground floors could also be enforced through Article 80 design guidelines



Article 8

	Squares + Streets (S)					
	so	S1	S2	53	54	S5
OPEN SPACE USES						
Cemetery	F	F	F	F	F	F
Private Open Space	С	С	С	С	С	С
Publicly Accessible Open Space	А	А	А	А	А	А
CIVIC USES						
Child Care/Adult Day Health Center	А	А	А	А	А	А
Municipal Use	A	А	А	А	А	А
Place of Worship	А	А	А	А	А	А
School, K through 12	А	А	А	А	А	А
RESIDENTIAL USES						
Artists' Live-Work	A*	А	A*	A*	A*	A*

You can find the full Use Table and the definitions of the uses in <u>Article 8</u> of the Zoning Code.

Land Use Modernization Visual Guide



Household Living

A dwelling containing one or more dwelling units which is not any other residential use described in this Section 8-8.





Land Use Modernization Visual Guide

Entertainment/Events

A facility which regularly hosts live entertainment events, including but not limited to event centers, theaters, cinemas, night clubs, concert halls, arenas, and stadiums, or similar use. Such use may receive a Live Entertainment License.

> Small - An entertainment facility with a capacity of up to 500 persons.

Medium - An entertainment facility with a capacity of 501-2,000 persons.

Large - An entertainment facility with a capacity of 2,001-10,000 persons.

Extra Large - An entertainment facility with a capacity of greater than 10,000 persons.

Small

Large



Brighton Music Hall - 476 people Extra Large





Medium

Symphony Hall - 2,371 people TD Garden - 19,580 peopl

Retail Store

A store for sale of goods, commodities, or merchandise, including but not limited to food, clothing, homegoods, hardware, pharmaceuticals, alcohol, tobacco products, and tickets for events. Such use may also include consignment stores. Such use shall not include adult entertainment or grocery

Small - Total square footage not more than 2,500 square feet per use.

Medium - Total square footage between 2,501-10,000 square feet per use.

Large - Total square footage between 10,001 - 50,000 square feet per use. Extra-Large* - Total square footage exceeding 50,000 square feet use.

*Linkage Threshold



T.J. Maxx, Back Bay - 45,000 sf





Walgreens, East Boston - 9,000 sf

Extra Large

Medium

Available at bostonplans.org/ zoning4squares

Restaurant

An establishment devoted primarily to the preparing, retailing, and on- and/or off-premises consumption of food and/or alcoholic beverages. Such use may include

Small - Total square footage less than

Large - Total square footage greater or equal to 2,500 SF



Cafe JuiceUp, Mattapan - 700 sf

Large

Comfort Kitchen, Dorchester - 1,000 sf



Bell in Hand Tavern - 6,000 sf

Ocean Prime, South Boston - 3,500:

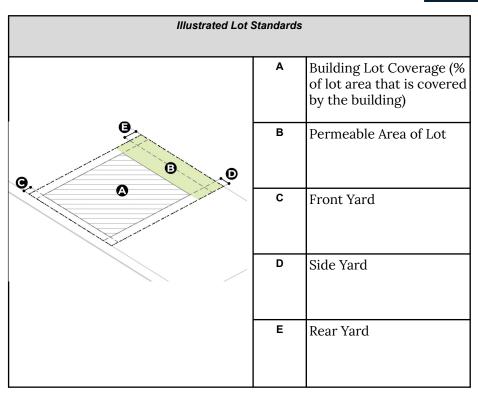


Dimensional Regulations CITY of BOSTON Planning Department

Dimensional Regulations



W + + + 12 W W = - + + + + + + + + + + + + + + + + + +					
Illustrated Building Envelope Standards					
	A	Building Floor Plate (total floor area of a single story within a building)			
	В	Building Width			
	С	Building Height			
0	D	Highest Story Rear Stepback			
	E	Ground Floor Ceiling Height			
B B	F	Ground Floor Active Use Requirement			
		Outdoor amenity space			



Building Standards

В

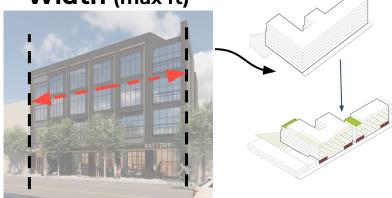
Height (max ft/stories)



Floor Plate (max sq ft)



Width (max ft)



Building Standards



Blank Wall Facade (max ft)



Rear Stepback (min ft)



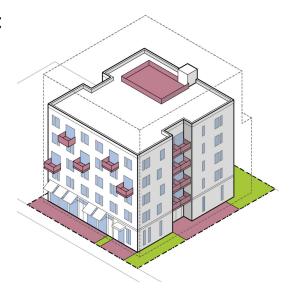
Outdoor Amenity Space



Some of the districts require a **minimum amount of outdoor amenity space**. This means outdoor space for gathering or recreation for a single dwelling unit, building residents, or the general public.

This can include spaces like:

- Private balconies
- Rooftops
- Terraces
- Interior courtyards
- Porches
- Plazas
- Outdoor dining spaces





Example of a courtyard 4345-4351 Washington St, Roslindale

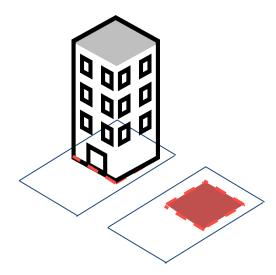


Example of balconiesWallpaper City (732 South St, Roslindale)

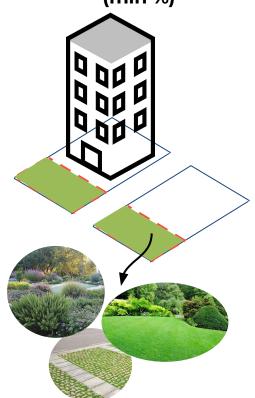
Lot Standards



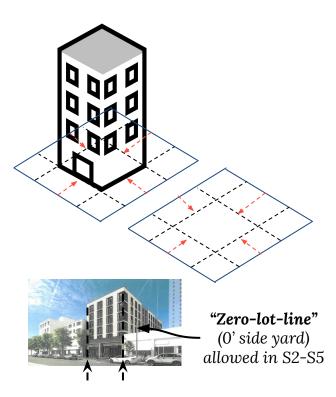
Lot Coverage (max %)



Permeable Area (min %)

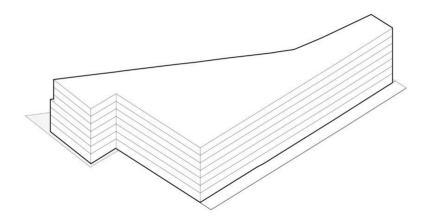


Yards (min ft)

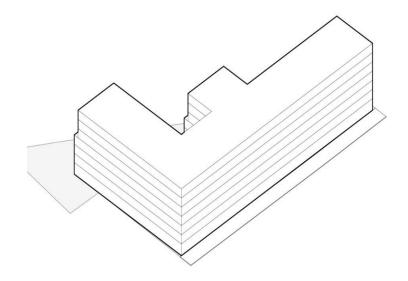


How does this play out on a actual parcel representing the largest scale of development on the largest type of parcel in Squares + Streets districts?

Starting from the **maximum lot coverage** envelope for the S4 district,
on a large parcel...

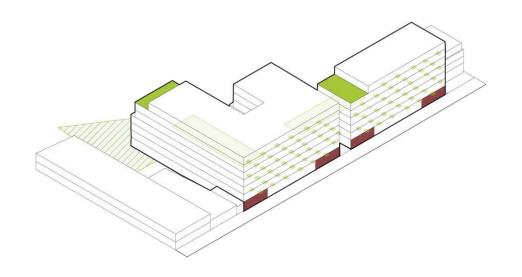


...add in **yards** requirements, **rear stepbacks** requirements, and alignment with the **building code**.



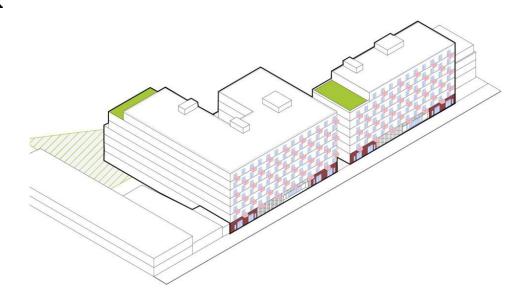
The zoning sets a maximum **building floor plate** and **building width** that
means there has to be two smaller
buildings, rather than one giant
building.

Outdoor amenity space requirements create more stepbacks and sculpt the massing.



The active use requirement and blank wall facade restriction add texture to the building and shape the ground level experience.

Art 80 **design review** and the **community process** further shape the project and building design within the zoning envelope.



Article 26

LOT STANDARDS	S0	S1	52	53	S4	S5
Building Lot Coverage (max) for Lots smaller than 11,000 sf	60%	70%	70%	90%	90%	80%
Building Lot Coverage (max) for Lots greater than or equal to 11,000 sf	60%	70%	70%	70%	70%	70%
Permeable Area of Lot (min) for Lots smaller than 11,000 sf	20%	15%	15%	278	-	55
Permeable Area of Lot (min) for Lots greater than or equal to 11,000 sf	20%	15%	15%	15%	15%	15%
Front Yard (min)	8'	6'	₂ n	2' 1	2'	2'

You can find the full Dimensional Regulations Table are in <u>Article 26</u> of the Zoning Code.

Dimensional Standards Reference Guide



Squares + Streets Dimensional Standards Reference Guide

Below is a summary of the key dimensional standards found in Squares + Streets Districts. These lot and building form requirements dictate the overall building envelope allowed in each district. Some districts have more requirements than others, such as for ground floor active uses, outdoor amenity space, or additional requirements for larger lots. Please refer to the zoning text for more detailed information on each requirement.

A. Lot Regulations

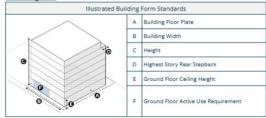


- A. Building Lot Coverage: The maximum percentage of Lot Area that is permitted to be covered by the Building Floor Plate of each building on the lot. Excludes any one-story detached buildings that are exempt from building code such as small tool or storage sheds, playhouses, and the like.
- B. Permeable Area of Lot: The Lot Area that must be covered by natural ground cover or any material/surface on the ground that allows water to pass through at a rate and quantity equal to or greater than natural ground cover. This includes surfaces such as vegetative landscapes, such as lawn and trees; vegetated green infrastructure, such as rain gardens and bioswales; porous paving materials, such as porous asphalt and permeable pavers.
- C. Yards: The required open space extending across the full width of the Lot between the front, rear, or side lot lines and the nearest building. Yards are measured from the front, rear, or side lot line to a parallel line drawn inside the lot, at the depth required in the Code.
 - a. Party wall: In some Districts there is not a Side Yard requirement when there is a Party Wall attaching buildings. A Party Wall is any wall located on a lot line

Available at bostonplans.org/zoning4squares

between adjacent buildings, which is used or adapted for joint service between the two buildings.

B. Building Form



- A. Building Floorplate: The total floor area of a single story within a Building. A story's floor plate includes the area measured from the outside surface of the Building's exterior walls and the area of any covered porches or covered balconies extruding from said story. Building Floorplate excludes decks, balconies, & porches open to the sky.
- B. Building Width: Width is measured parallel to the facade of a building, from the exterior of each side wall.
- C. Height Building height is measured as the vertical distance from grade to the highest point of the roof beams for a flat roof, or the mean level of the highest gable or slope of the roof for a non-flat roof.
- D. Stepback: A recess of an upper story façade a set distance behind the façade of the story below.
- E. Ground Floor Active Uses: Active Uses must occupy a specified percentage of the total width of the building on the ground floor that fronts the primary lot frontage. Active Use spaces must be a specified depth measured as the distance from the facade towards the interior of the building.
 - a. Active Uses: Depending on the District active uses can include Restaurants, Community Centers, Cannabis Establishments, Grocery Stores (small, large), Entertainment/Events (small, medium, large, extra large), Museum or Art Gallery, Retail (small, medium, large, extra large), Social Club, Service Establishment (small, large), Indoor Activities.

Squares + Streets Dimensional Standards Reference Guide

Squares + Streets Districts

B

Squares + Streets Zoning Districts

- A **toolbox of six varying zoning options** created to promote mixed-use development of housing, commercial and cultural development in neighborhood squares across Boston
- **Establish new dimensional regulations** for buildings that promote housing growth, climate resiliency, and better consideration of relationship of buildings to their surrounding area
- Based on analysis of:
 - Existing zoning across the City
 - Zoning Board of Appeal cases
 - Article 80-scale development projects
 - Modern building, energy, and accessibility codes
 - Feasibility of using the zoning determined by ISD, local small-scale and affordable housing developers, and designers



Rezoning process



Establishing the Districts Map

Mapping the Districts

Zoning Text Amendment Process + Engagement Oct 2023-Apr 2024

Including 6 meetings, 35 hours of office hours, a two month comment period, and individual responses to every comment and letter

Roslindale Small Area Plan Feb 2024 – Jan 2025

April 2024Zoning Amendment adopted which added S+S districts to

Zoning Code

December 2024 - January 2025

- Plan Adoption, including Land Use Framework
- Zoning Map Amendment Adoption

Squares + Streets Zoning Districts

Shared Characteristics

- Give smaller projects the same parking flexibility as large projects by removing parking minimums and modernize loading requirements
- Allow uses including:
 - Most residential uses
 - Community uses such as schools, places of worship, child care, and publicly accessible open space
 - Accessory parking, shared parking, accessory EV charging
- Most industrial and vehicular uses are forbidden
- Some commercial/active uses conditional or allowed, regulated depending on their size and impacts

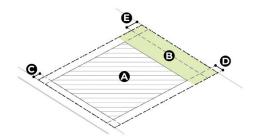
Squares + Streets Zoning Districts

Different Characteristics



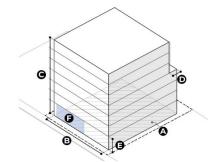
Uses

- Allowed, conditional, or forbidden uses
- Size and location (ground floor vs. upper floor) of uses
- Whether active uses are required on the ground floor



Lot Standards

- Minimums/maximums for building lot coverage, permeable area of lot, and size of front, rear, and side yards
- Whether specific minimum front and side yard depths are required



Building Form

- Minimums/maximums for building floor plate, building width, building height, and outdoor amenity space
- Whether outdoor amenity space is required

SO District: Transition Residential

This is a primarily residential mixed use district that provides a transition from mixed-use and high-activity Squares + Streets to lower-activity residential areas.

Lot Standards	
Building Lot Coverage	60%
Front Yard	8' minimum
Rear Yard	15' minimum
Side Yard	14' cumulative (3' minimum)
Permeable Area of Lot	20%

Building Form Standards	
Floorplate	4,000 square feet max
Height	50' / 4 stories maximum



SO District: Transition Residential

Allowed uses:

 Mostly residential uses, limited to 14-units / below Article 80 scale.

Conditionally allowed uses:

- A few active uses (community centers, small grocery stores, social clubs), some restricted to the ground floor (small restaurant, extra small entertainment/events, small retail, small service establishments)
- Small offices are conditionally allowed only on ground floor



SO Areas in Mattapan

Increase frontage required when transitioning to residential areas. Require significant landscaping year round.



Consistent block of triple-deckers

S1 District: Main Street Living

Mixed-use district where buildings generally have principally residential uses, small-scale side and front yards, and

minimum Permeable Area of Lot.

Lot Standards	
Building Lot Coverage	70%
Front Yard	6' minimum
Rear Yard	10'-15' minimum
Side Yard	10′-14′ cumulative (3′ minimum)
Permeable Area of Lot	15%
Building Form Standards	
Floorplate	8,000 square feet max
Building Width	120' maximum
Height	50' / 4 stories maximum

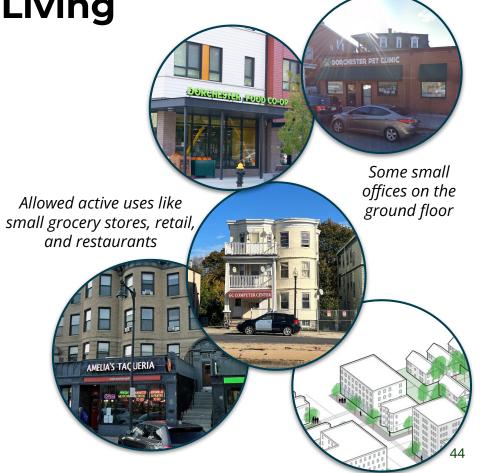


Small neighborhood retail on ground floor

S1 District: Main Street Living

Allowed uses:

- Most residential uses
- Small active uses (grocery stores and service establishments), some restricted to the ground floor (small retail stores and restaurants, extra small entertainment/events)
- A few other active uses (community centers, social clubs, museums, makerspaces)
- A few commercial and health care uses (small and medium offices and clinics [on the ground floor] and art studios)

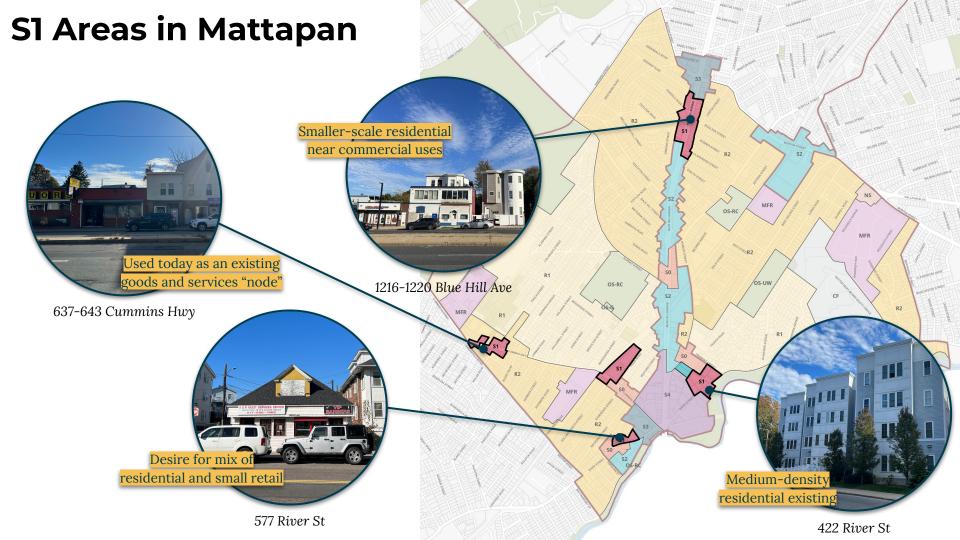


S1 District: Main Street Living

Conditionally allowed uses:

- A few additional active uses on the ground floor (including small entertainment/events, large restaurants, retail cannabis establishments, and medium retail stores)
- Banks [on the ground floor], standalone ATMs, funeral homes, and major transportation facilities





S2 District: Main Street Mixed Use

Small- to medium-scale mixed-use buildings that can fill the width of the lot to help create a

continuous and active main street.

Lot Standards	
Building Lot Coverage	70%
Front Yard	2' minimum (4' for residential)
Rear Yard	10'-15' minimum
Side Yard	5'-15' minimum (0' party wall)
Permeable Area of Lot	15%

Building Form Standards	
Floorplate	15,000 square feet max
Building Width	150' maximum
Height	65' / 5 stories maximum
Outdoor Amenity Space	20%



S2 District: Main Street Mixed Use

Allowed uses:

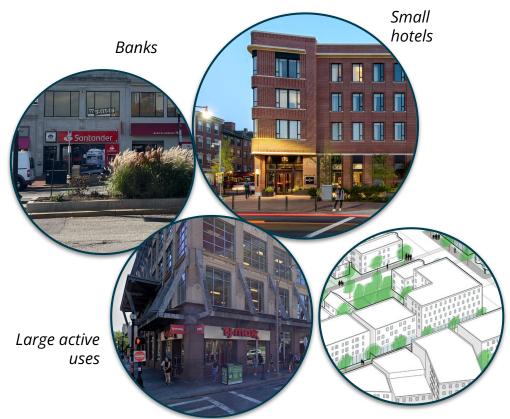
- Most residential uses
- Small active uses
- A few other active uses (including medium retail stores and small entertainment/events [on the ground floor] and larger restaurants)
- A few commercial uses

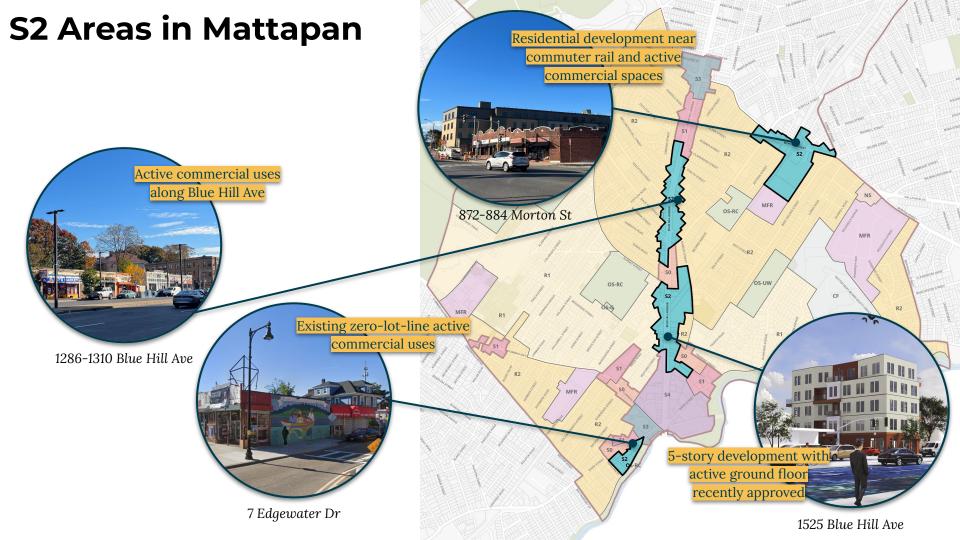


S2 District: Main Street Mixed Use

Conditionally allowed uses:

- Most large active uses (including service establishments, grocery stores, retail stores)
- A few commercial uses (including small hotels)



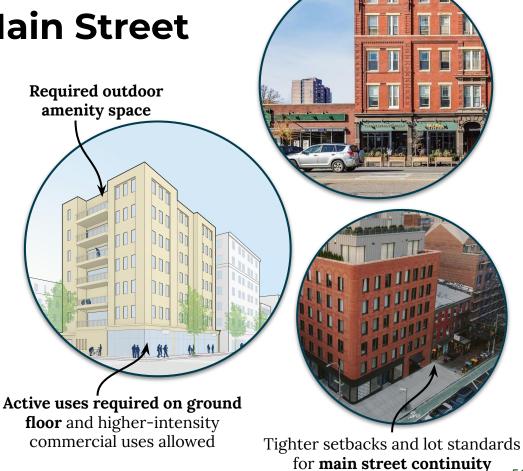


S3 District: Active Main Street

Mixed-use district of medium-scale buildings that **require** Active Uses on the ground floor.

Lot Standards	
Building Lot Coverage	90% (70% on large parcels)
Front Yard	2' minimum
Rear Yard	5'-15' minimum
Side Yard	5'-15' minimum (0' party wall)
Permeable Area of Lot	0% (15% on large parcels)

Building Form Standards	
Floorplate	20,000 square feet max
Building Width	150' maximum
Height	85' / 7 stories maximum
Outdoor Amenity Space	20%



S3 District: Active Main Street

Uses:

Most residential uses are allowed

Most commercial uses are allowed or conditionally allowed.

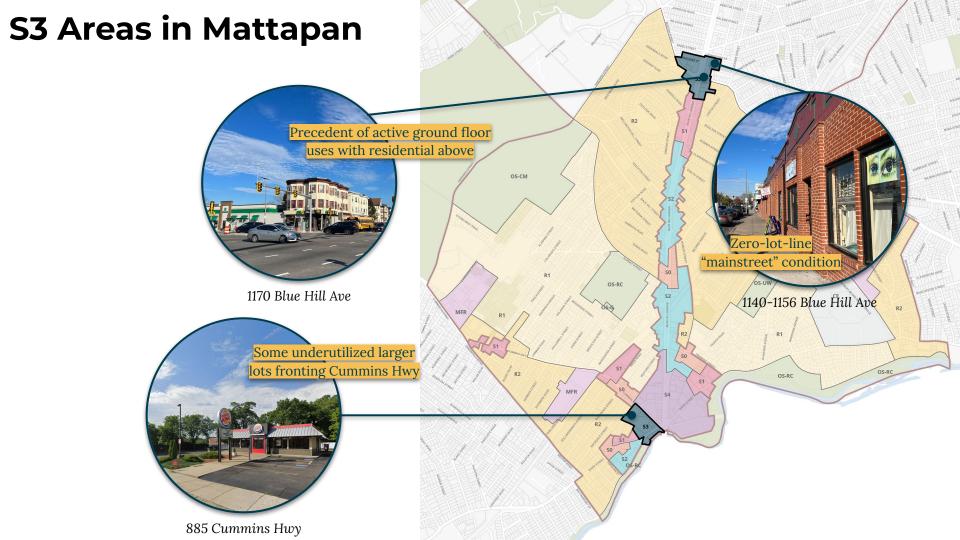
Most active uses are allowed, although some are only allowed on the ground floor.



Medium entertainment/events are allowed on the ground floor



Clinics are allowed



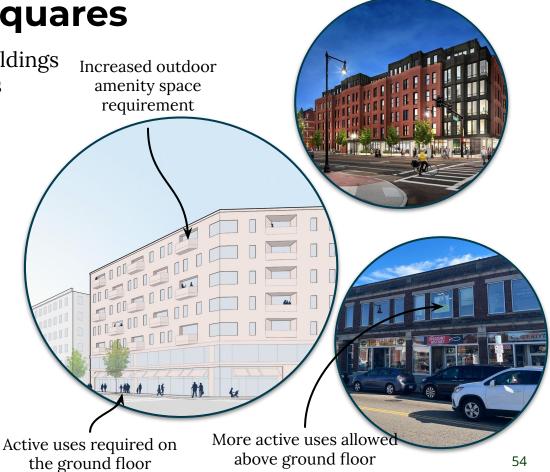
S4 District: Active Squares

Medium to large-scale mixed-use buildings with the widest range of allowed uses

compared to the S-0 to S-3 districts.

Lot Standards	
Building Lot Coverage	90% (70% on large parcels)
Front Yard	2' minimum
Rear Yard	5'-20' minimum
Side Yard	5'-15' minimum (0' party wall)
Permeable Area of Lot	0% (15% on large parcels)

Building Form Standards	
Floorplate	25,000 square feet max
Building Width	200' maximum
Height	85' / 7 stories maximum
Outdoor Amenity Space	25%



S4 District: Active Squares

Uses:

Most residential uses are allowed.

 Most commercial uses are allowed or conditionally allowed.

 Most active uses are allowed with on the ground floor and upper stories.



Large entertainment/events are conditionally allowed





Extra Large retails stores are conditionally allowed

S4 Areas in Mattapan



1575 Blue Hill Ave

Can you build residential on top of existing commercial?



500-510 River St



S5 District: Placemaker

Taller mixed-use buildings that support efficient sustainable building methods such as mass timber alongside greater housing and job growth - limited to highly active areas that can support higher density.

Lot Standards	
Building Lot Coverage	80% (70% on large parcels)
Front Yard	2' minimum
Rear Yard	5'-20' minimum
Side Yard	5′-15′ minimum (0′ party wall)
Permeable Area of Lot	0% (15% on large parcels)

Building Form Standards	
Floorplate	25,000 square feet max
Building Width	250' maximum
Height	145' maximum
Outdoor Amenity Space	30%



Rezoning Process CITY of **BOSTON** Planning Department









Planning process

Small Area Plan including analysis and community feedback.

Land use framework

The planning process will result in a plan, which will include a **land use framework**.

The land use framework sets a vision and priorities for land use activity across specified areas.

Zoning map

The land use framework will inform the proposed **zoning map amendment**, which will be released for public comment soon after the plan.

Engagement will include a public meeting **and** a meeting for property owners, tenants, and business owners on parcels proposed for updated zoning.

Land Use Framework Example – PLAN: Mattapan

Recommendations at a Glance

Equity & Environmental Justice

Strengthen public health and combat urban heat island effect by planting more street trees and implementing green infrastructure and lot coverage requirements

Housing

Increase development of housing supply within nodes, particularly of affordable housing. Support existing households and mitigate displacement risks.

Mobility

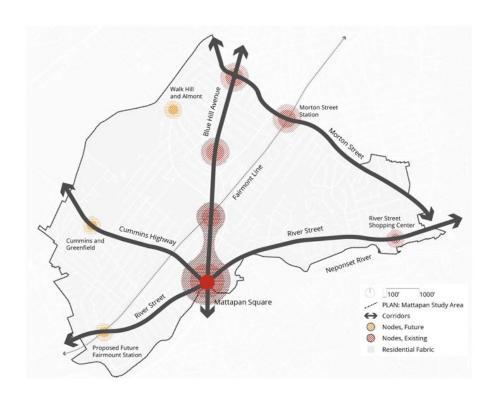
Expand access to travel options and redesign high-crash intersections and streets to encourage sustainable, pedestrian-friendly access to nodes.

Jobs & Businesses

Foster new, diverse retail within nodes. Connect existing businesses and future entrepreneurs with City programs that support their success.

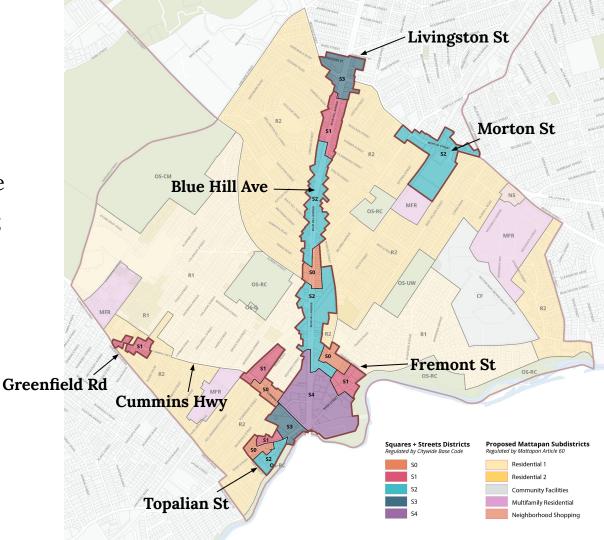
People & Places

Increase investment and maintenance in Mattapan's public realm, ensuring that nodes are clean and welcoming and reflect the vibrant cultural histories of residents.



Squares + Streets Zoning in Mattapan

An entire Square or Street does not need to be mapped with the same Squares + Streets District; they are tailored to fit better into the existing and planned context.



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Please ask one question at a time to provide space for each participant's question Feel free to ask for clarification on any terms used during the presentation

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Use the Q&A feature for written questions and comments.



Raise hand to get in line to ask a question or provide comment verbally.



Unmute your microphone to ask a question or say a comment after being called on. Please mute your microphone afterwards to avoid any background noise while other participants are speaking.

THANK YOU

We appreciate your time and hope you enjoyed this presentation.

HAVE QUESTIONS?

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OR VISIT:

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