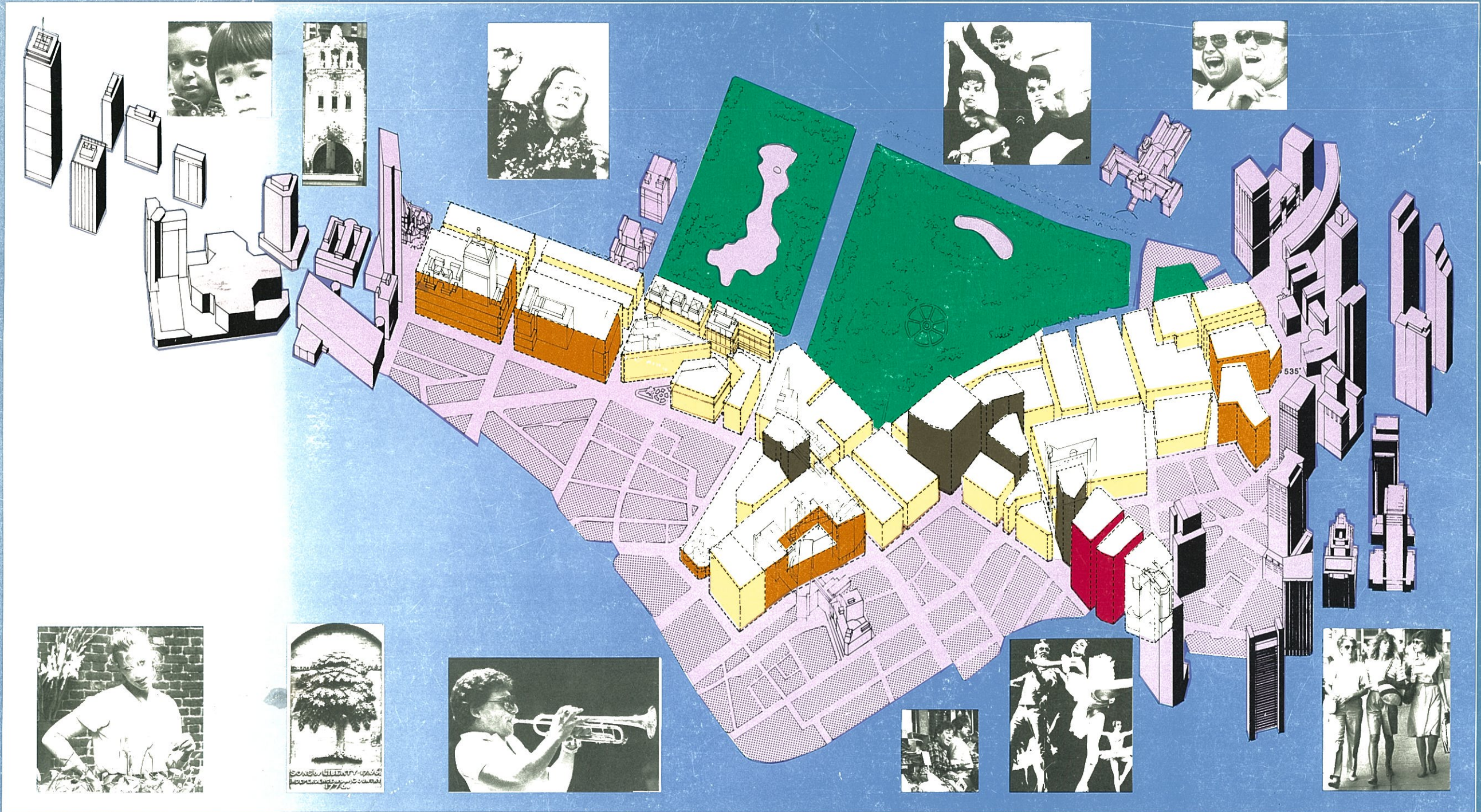


Judith Bourque

MIDTOWN CULTURAL DISTRICT PLAN



A
PLAN TO
MANAGE
GROWTH

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HUMANITIES
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MIDTOWN CULTURAL DISTRICT PLAN

A Framework For Discussion

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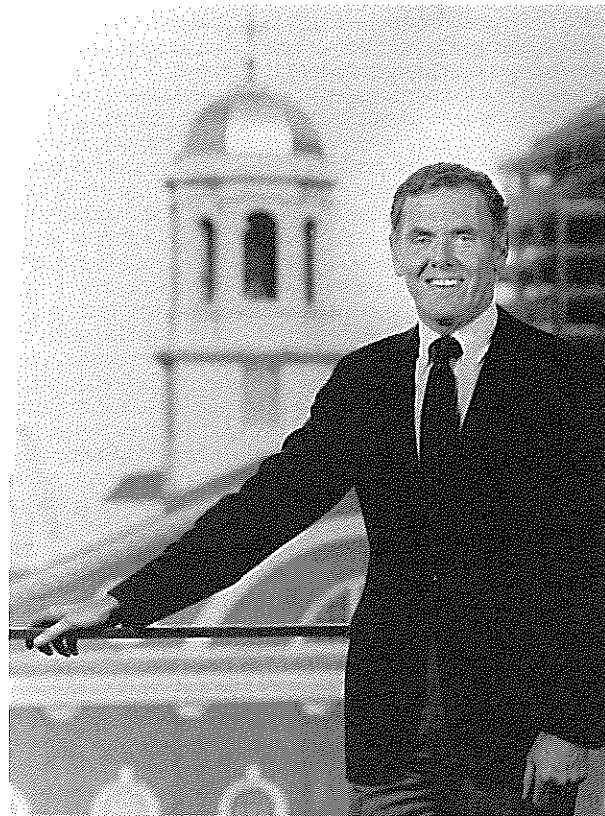
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6 Historic Preservation

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"Fighting for what we believe in is one of Boston's proudest traditions. It's part of building a city, building a hometown... where our kids can grow up free of the deadly menace of the drug pusher, and where the schools are giving them tools for the future.

It's part of building a city where the arts are vibrant and accessible to all; where there's affordable housing for working families; and where a strong economy continues to grow and to open its doors to people who've never known anything but having those doors slammed in their faces.

This is my vision for Boston. Not just for some. But for everyone."

Raymond L. Flynn, *Mayor*

*City of Boston
Second Inaugural Address
January 4, 1988*

1

FRAMEWORK FOR THE PLAN

GENERAL CONTEXT

KEY:

Midtown Cultural

Chinatown

The Midtown/Cultural District, once a thriving neighborhood of office, commercial, retail and theater activities, has undergone a long period of neglect. Today the area contains several active theaters and retail facilities, as well as many vacant and underutilized buildings and parcels of land. The nearby Chinatown/South Cove neighborhood is a thriving and growing residential and commercial area.

A number of factors make the Midtown Cultural District attractive for reinvestment. Midtown is centrally located, within a 10-minute walk of the Financial District, Government Center, and Copley Square. The area is served by three MBTA lines and is a short walk from South Station commuter rail facilities. Boston Common's unmatched open space is readily available for the districts users.

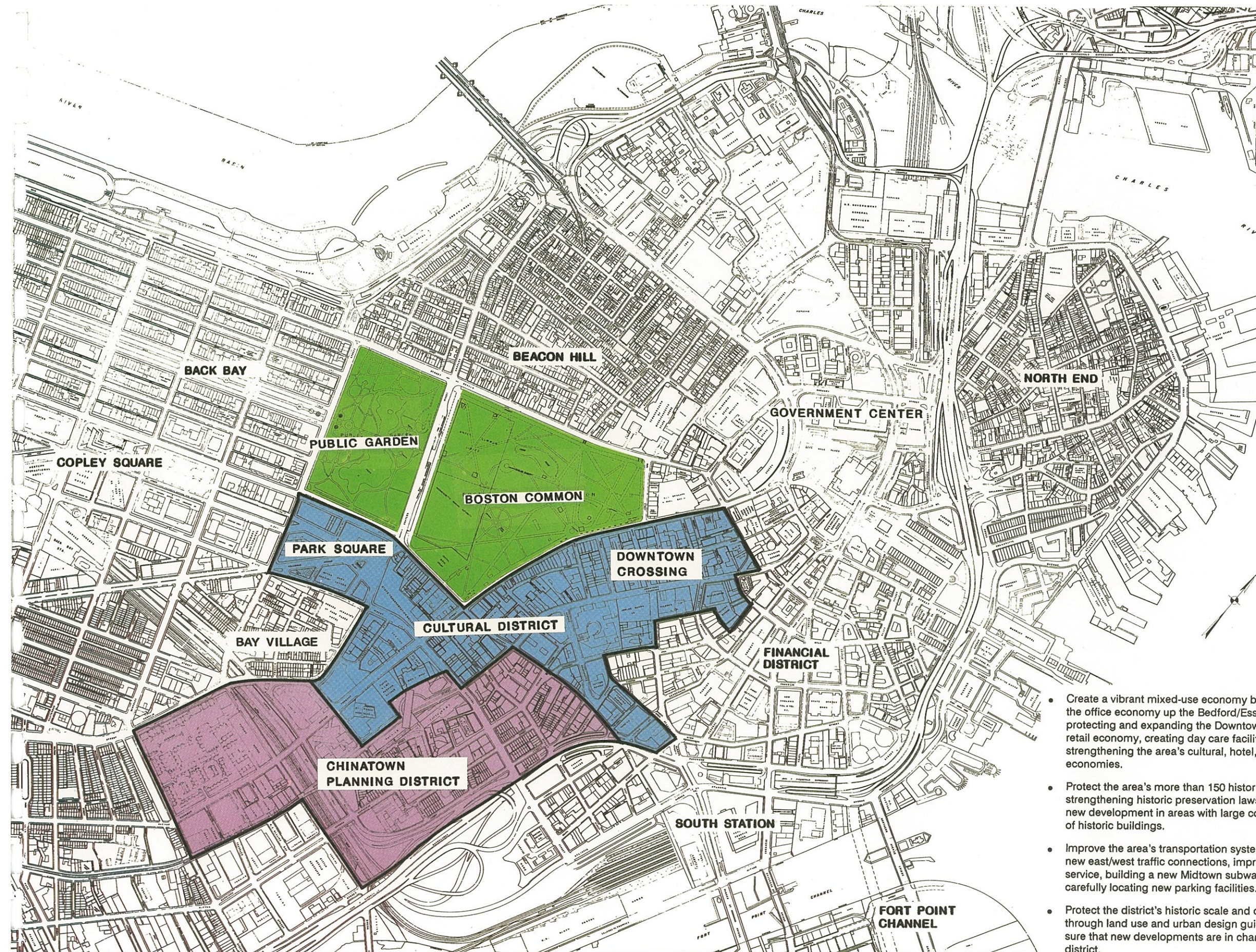
To ensure that future growth in the area is managed in a way that protects the area's resources, the 1987 Downtown Interim Zoning Plan requires the creation of a plan for the area and 10 other downtown districts. The Midtown Cultural District Plan, the result of a more than year-long, community planning process, will establish programs and policies that will:

- Create a new center of culture that will include 10 new theaters, existing historic theaters, new art galleries, satellite museums, and public art installations.
- Upgrade and expand the area's open space network by renovating the southeast corner of Boston Common, building a new gathering place on the Hinge Block, and creating smaller gathering areas and pedestrian-oriented walkways.
- Aid Chinatown's community-based planning efforts by funding the construction of 800 units of housing (two-thirds of them affordable), requiring the affirmative marketing of neighborhood commercial space in new Midtown buildings, setting aside job training funds for Chinatown residents, expanding open space facilities, jointly developing a traffic plan, limiting institutional expansion, and encouraging minority equity participation in new Midtown developments.
- Expand the existing downtown residential community by building 2,500 units of new housing, one-quarter of them affordable; directing all linkage money from Midtown developments to Chinatown, and setting aside 75 percent of the new affordable units built through inclusionary zoning for Chinatown residents.
- Create a vibrant mixed-use economy by extending the office economy up the Bedford/Essex corridor, protecting and expanding the Downtown Crossing retail economy, creating day care facilities, and strengthening the area's cultural, hotel, and visitor economies.
- Protect the area's more than 150 historic buildings by strengthening historic preservation laws and limiting new development in areas with large concentrations of historic buildings.
- Improve the area's transportation systems by creating new east/west traffic connections, improving subway service, building a new Midtown subway line, and carefully locating new parking facilities.
- Protect the district's historic scale and character through land use and urban design guidelines that ensure that new developments are in character with the district.

BOSTON REDEVELOPMENT AUTHORITY

MIDTOWN CULTURAL PLAN

CITY OF BOSTON OFFICE OF ARTS AND HUMANITIES





FRAMEWORK FOR THE PLAN

The Midtown Cultural District Plan has been developed to guide the reemergence of Midtown Boston as a center of commerce, culture, and city life.

Midtown is an ideal place for revitalization as a vibrant mixed-use district that will include new and existing cultural facilities, homes, offices, shops, and restaurants in new and renovated buildings.

The district stretches from the edges of Boston Common to Downtown Crossing, the Combat Zone, the Theater District, and Park Square. The area has many unique characteristics including a long history as the region's center for theater and retailing. It is centrally located in the middle of downtown



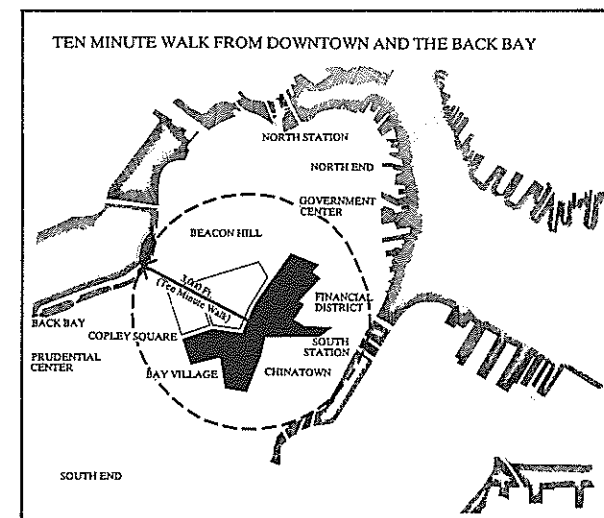
Underutilized land on LaGrange Street

Boston's thriving residential and business communities. Yet, the district also contains a high concentration of vacant land and underutilized historic buildings. This combination makes Midtown an ideal place for revitalization as a vibrant mixed-use district, with new and existing cultural facilities, homes, offices, shops, and restaurants in new and renovated buildings.

To ensure that future growth in Midtown Boston is managed in a way that protects the area's resources, the 1987 Downtown Interim Zoning Plan, the current zoning for the area, requires the creation of a district plan for the area. Similar studies are required in ten other downtown areas, including Chinatown where a draft community plan has been completed and ratified by the residents of the neighborhood. The Midtown Cultural District Plan and the Chinatown Community Plan are the first products of the community-based planning process initiated in the downtown plan. The Midtown plan will establish permanent zoning policies and programs to manage new growth, build mixed-income housing, meet cultural needs, preserve historic buildings, establish neighborhood business opportunities, protect and create open space, create day care facilities, and improve local transportation systems.

The Midtown Cultural District Plan and the Chinatown Community Plan are the first products of the community-based planning process initiated in the downtown plan.

The Midtown plan capitalizes on the district's central location at the heart of Boston. Each business day more than 300,000 people work, live, shop, or visit the one-square mile area which includes and surrounds the district. Many resources -- such as Government Center, the Financial District, Copley Square, Chinatown, Bay Village, Beacon Hill, the Faneuil Hall Marketplace, and the Charles River Esplanade -- are within a ten-minute walk. In addition, three of the region's four subway lines stop in the district, the South Sta-



tion commuter rail station is within walking distance, and Logan Airport is only a subway ride away.

Despite Midtown's central location, many areas in the district are underutilized, uninviting, and often dangerous. While the number of adult-oriented businesses in the

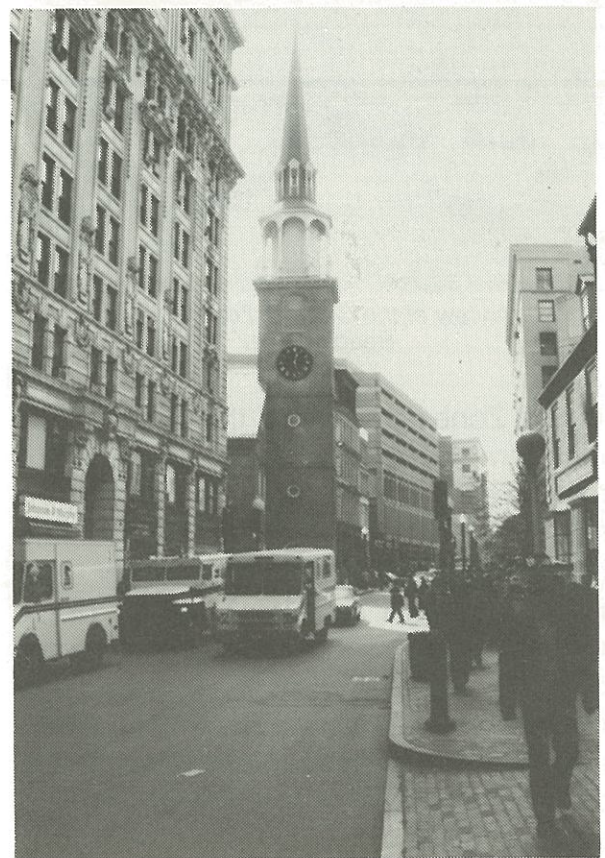


A view of the Combat Zone from Beach Street

Combat Zone is shrinking, the area still has more homicides, rapes, robberies, and aggravated assaults than any other downtown area in Boston. In addition, half of the district's historic theaters are vacant, and the southeastern corner of Boston Common is run down and lacks amenities for downtown workers, visitors, and residents of nearby neighborhoods. Only 2,500 people live in the district, even though it is near open space, mass transit facilities, and downtown jobs.

The Midtown plan capitalizes on the district's central location at the heart of Boston.

Many of the problems facing Midtown are the result of the economic decline of Boston that began during the Great Depression. This decline continued after World War II with the exodus of the middle class from the city to the suburbs and the slow deteriora-



Downtown Crossing

The Midtown Contradictions

Midtown is one the oldest, and best-preserved commercial theater districts in the country.

but

More than half the historic theaters in Midtown are vacant.

Chinatown continues to serve as a gateway community for recent immigrants and is the center of New England's growing Asian community.

but

Since the 1950s the neighborhood's population has tripled while it has lost more than half its land are to highway construction and institutional expansion.

Midtown is close to such downtown amenities as Boston Common and the Public Garden as well as downtown service-sector jobs.

but

Since 1984 only 224 units of housing have been built in the neighborhood while more than 11,000 units have been permitted by the city.

Midtown is strategically located between the Downtown and the Back Bay, two of the hottest real estate markets in the northeast.

but

Only six percent of the investment in the city in the last two decades was directed at Midtown, which has a large concentration of vacant and underutilized land.

The Midtown area has been the retail center of Boston for more than 100 years.

but

The once-vibrant retail core that stretched from Downtown Crossing to Boylston/Essex Street has shrunk and lacks pedestrian amenities.

Midtown is the home of the earliest settlements in Boston and more than 150 historically-significant buildings.

but

Most of those buildings are not protected from destruction or inappropriate renovations because of a unique provision in state historic preservation laws that only applies to downtown Boston.

The Midtown area has some of the best mass transit and highway access in the city.

but

The area has some of the worst traffic problems in the city, the key Boylston Street station badly needs to be renovated, and connections between the subway lines are poor.

Midtown is within walking distance of most downtown facilities.

but

The area's streets are uninviting and often dangerous.

tion of the New England economy. Since the 1960s, the city and the private sector have tried many times to revitalize the area. While some of these efforts produced sporadic successes, each has failed to generate a critical level of investment necessary to spur revitalization of the area as a whole. Today, although greater Boston's economy has grown rapidly in the last two decades, only six percent of the money invested in the city in that time has been directed toward Midtown.

Economic forces are already transforming the area.

The Boston economy is now strong enough to carry reinvestment to the Midtown area. While the Financial District and the Back Bay, the city's two major office centers, cannot accommodate substantial new growth, the Midtown Cultural District's concentration of vacant parcels of land and underutilized buildings can be redeveloped to accommodate a significant portion of the city's projected future demand for new offices, stores, housing, and cultural facilities. Interest in the area is already high: a 1986 BRA Office Industry Survey found that 81 percent of the Back Bay firms considering relocation or expansion believe Midtown would be a desirable new location.

The Midtown Cultural District Plan will guide these forces, directing incremental growth from the district's relatively strong edges towards its generally underutilized center. This planning policy was developed during a long community-based planning process led by the Cultural District Task Force, the Chinatown/South Cove Neighborhood Council, and other community and neighborhood groups.

New Development Strategy

The development strategy that evolved in this bottom-up planning process calls for building appropriately-scaled new mixed-use buildings on vacant parcels or blocks that have few historic buildings and for directing some of the demand for growth into the district's many historic buildings. The new development will reflect the scale and character of surrounding areas, clustering new office use near the Financial District, extended retail facilities in Downtown Crossing, building new housing near Boston Common, Chinatown, Bay Village, and the Back Bay; and creating new cultural facilities in the city's historic theater district.

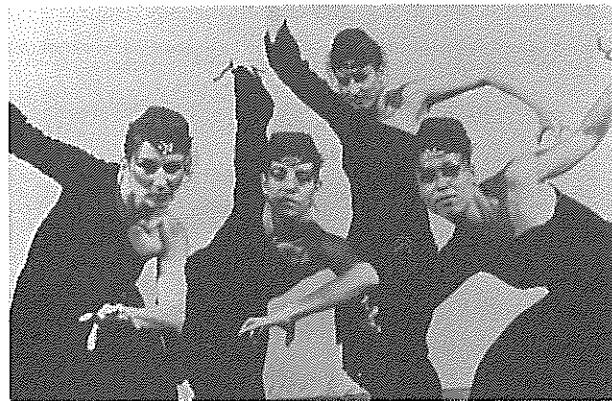
The strategy is a break from past plans for revitalizing the area that called for substantial public subsidies and for building a major new building at the center of the district.

Instead the Midtown Cultural District Plan guides revitalization forces towards the district's center, reducing the need for either substantial public subsidies or a high-rise office building. In this process, rising residual land values in the center of the district will make it economically feasible to construct more appropriately-scaled new buildings. These buildings will include a variety of uses that will contribute to the vitality of both the Midtown Cultural District and nearby Chinatown.

Ultimately the revitalization of the Midtown Cultural District will create a new mixed-use neighborhood of offices, homes, stores, restaurants, hotels, and cultural facilities and will help preserve and enhance the adjacent historic Chinatown neighborhood.



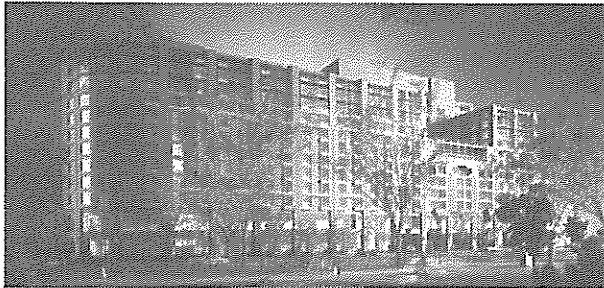
Many of the changes envisioned by the plan are already underway. New development projects such as 125 Summer Street, the Heritage on the Garden housing project, and Parkside West are either finished or under construction. Park Square has been improved by the construction of the State Transportation Building and the Four Seasons Hotel. Downtown Crossing continues to be a vibrant regional retail area, a role it has played for over 100 years.



Programming has increased in the district's major theaters.

The area's cultural facilities are also improving. Programming has increased in the district's major theaters. The Wang Center has been renovated and the Saxon/Majestic Theater, which has been closed since 1983, is scheduled to reopen in the spring of 1989. Warrenton Street has become a center for Boston's comedy club activity. Boylston Place features new nightclubs. CityPlace,

located in the ground floor of the State Transportation Building, features restaurants, an art gallery, and an indoor performance space.



The Four Seasons Hotel

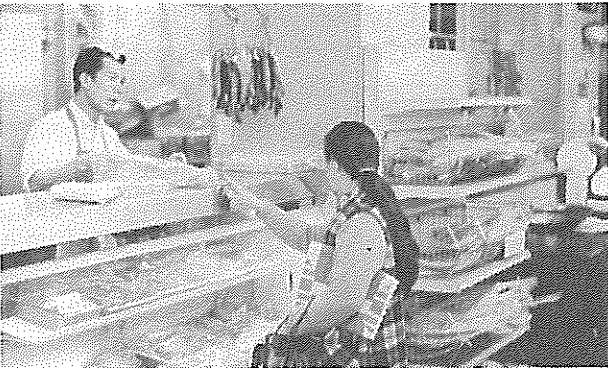
Eight new and recently renovated hotels are in or near the district.

In addition, eight new and recently renovated hotels with a total of 3556 rooms are in or near the district, making the area a well-known destination for business travellers and tourists.

Change has also come to the Combat Zone, where approximately two-thirds of adult-oriented establishments that were operating in March 1986 have closed. Many of these establishments have been replaced by Asian-owned businesses serving Chinatown and the region's growing Asian community. All told, retail uses now outnumber adult entertainment uses in the Combat Zone area.

All told, retail uses now outnumber adult entertainment uses in the Combat Zone area.

While encouraging these trends, the Midtown Cultural District Plan also ensures that the area's historic resources and character are respected. Revitalization of the area will create new cultural facilities and reestablish Midtown as a center of the arts, a role the

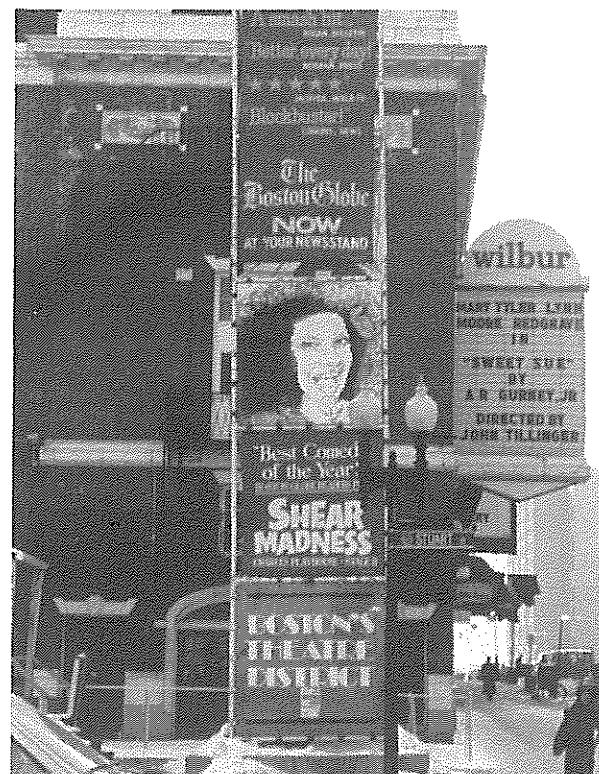


An Asian owned business in Chinatown

ADULT ENTERTAINMENT USES IN AND NEAR THE COMBAT ZONE 1970-1988

	1970	1974-1975	1977-1978	1981	1983	1988
IN THE ZONE						
Bars W/Adult Entertainment	9	11	12	8	7	3
X-Movies	0	6	7	8	7	2
Peeps/Book Stores	4	6	12	12	12	4
SUBTOTAL	13	23	31	28	26	9
NEAR THE ZONE						
Bars W/Adult Entertainment	8	7	7	1	1	1
X-Movies	0	2	1	1	1	1
Peeps/Book Stores	0	0	0	0	0	0
SUBTOTAL	8	9	8	2	2	2
TOTAL	21	32	39	30	28	11

Sources: Mayor's Office of Consumer Affairs and Licensing, Boston Licensing Board, Polk City Directories, BRA Land Use Surveys.



Theater District Kiosk

area has played for almost 200 years. Supporting the arts is critically important. While more than 7.6 million people attended non-profit cultural events in 1986, generating more than \$500 million in economic activity, rising real estate costs have left more than 50 of the city's non-profit performance groups and visual artists without regular access to performance, rehearsal, office, and gallery space. The program of new cultural facilities has been developed by the Cultural District Task Force which represents non-profit arts groups, business and community leaders, and residents of nearby areas.

To ensure that all the needs of the Midtown area are met, the city has been working for almost four years with representatives of groups with particular concerns about the district.

The new district will become a mixed-income residential neighborhood that will help the city meet a growing demand for both market-rate and affordable housing. The presence of new residents in the area will help make the district a lively and inviting area seven days a week. To ensure that all city residents have access to new Midtown jobs, the plan also requires the inclusion of day care facilities in major new office buildings.

The plan also addresses the acute need for affordable housing in Chinatown by requiring the construction of at least 800 units of affordable housing for Chinatown residents. These units are critically needed because since 1980 the population has risen by 37 percent but only 70 units of new housing have been built. In addition to new housing, reinvestment in the Midtown Cultural District will also help to address Chinatown's pressing need for commercial facilities, community services, open space, and parking facilities while improving pedestrian access, and controlling traffic flow in and around the



Boston Common

area. These measures have been designed to support the goals and principles of the Chinatown Community Plan which has been prepared by the Chinatown/South Cove Neighborhood Council and other community groups and residents.

A major challenge in achieving the plan will be problems associated with the Combat Zone that have helped stymie plans for the area for more than 20 years. While the plan recognizes that legitimate First Amendment activities cannot be outlawed, the plan takes advantage of tools allowed by the U.S. Supreme Court to reduce negative impacts, such as crime and prostitution, that have become associated with the area.

The city's licensing authorities are strongly encouraged to continue policies that hold the owners of establishments accountable for illegal activities that occur on their premises. The licensing authorities are also encouraged to continue requiring that the true owners of the clubs identify themselves on licensing applications. This policy is important because in some cases the true owners of Combat Zone clubs may have criminal records disqualifying them from holding city liquor and entertainment licenses. City zoning laws are also being rewritten to reflect the United States Supreme Court's rulings in cases involving adult-oriented facilities. In addition, the reemergence of the Cultural District as a center of arts and entertainment and the growth of Chinatown will speed up transformations already occurring in the Combat Zone.

The reemergence of the Cultural District as a center of arts and entertainment and the growth of Chinatown will speed up transformations already occurring in the Combat Zone.

The Supreme Court has upheld laws providing for the closing of adult businesses where the premises are used for illegal activities, such as prostitution. In the *Arcara v. Cloud Books, Inc.* case, the court decided that the First Amendment did not bar the closing of an adult bookstore where solicitation took

place, because the sale of the books does not create a First Amendment right to ignore a law aimed at penalizing and terminating illegal uses of premises.

In the leading cases of *Young v. American Mini Theaters* and *City of Renton v. Playtime Theaters*, the court affirmed the legality of zoning ordinances designed to reduce the undesirable secondary effects of businesses that sell sexually-explicit materials. The court ruled that the laws can be legitimate without unconstitutionally infringing upon liberties protected by the First Amendment.

Recently the court further discussed the meaning of laws aimed at regulating the secondary effects of adult entertainment businesses. In *Boos v. Barry*, decided March 22, 1988, Justice Sandra Day O'Connor explained that regulations aimed at effects that are almost unique to businesses featuring sexually explicit fare do not suppress free expression. Rather, such regulations are legitimate when they are aimed at the prevention of crime, maintenance of property values, and protection of residential neighborhoods.

The presence of new residents in the area will help make the district a lively and inviting area seven days a week.

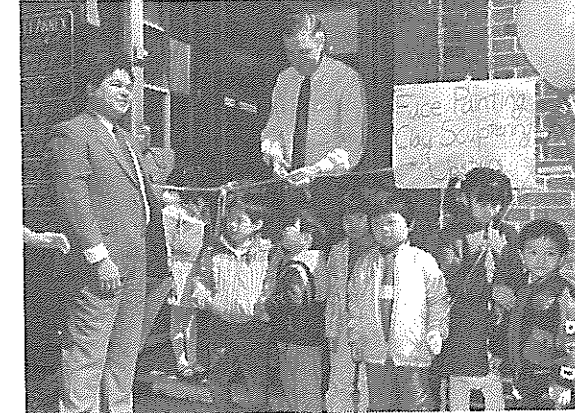


A Community Meeting

To ensure that all the needs of the Midtown area are met, the city has been working for almost four years with the Cultural District Task Force, the Chinatown/South Cove Neighborhood Council, and other neighborhood, community, and business groups.

This program will help knit together the city by linking the Back Bay and Financial District office markets and by reconnecting downtown's residential neighborhoods with each other and with the Boston Common and Public Garden.

The planning program that emerged from this process calls for the creation of a mixed-use downtown community. This program will help knit together the city by linking the Back Bay and Financial District office markets and by reconnecting downtown's



Mayor opening Day Care Center at 34-36 Oak St.

residential neighborhoods with each other and with the Boston Common and Public Garden. Specifically, the plan calls for a program of balanced growth that will:

- Transform Boston's historic theater district into a multi-faceted Cultural District by adding ten small- and medium-sized performance spaces, art galleries and museums, and a system of pedestrian-oriented streets and public spaces full of cafes, public art and performances and lined with restaurants, nightclubs, and shops open into the evening hours.
 - Address Chinatown's needs by using the linkage money from new Midtown Cultural District office buildings to fund affordable housing for Chinatown residents, by encouraging the continued expansion of the Chinatown business community and community services into lower Washington Street, and by building new affordable housing for
- Chinatown residents within the Midtown Cultural District.
 - Expand the existing downtown residential community by building 3,000 units of new housing, 25 percent of them affordable for low- and moderate-income households. The units will include 900 new units of affordable housing in and near Chinatown.
 - Create a vibrant, mixed-use economy by directing the downtown office economy into currently underutilized areas, enhancing the city's retail core, encouraging neighborhood-oriented businesses, strengthening the area's existing entertainment and visitor sectors, and ensuring that neighborhood residents share in the economic benefits of Midtown's revitalization.
 - Improve the area's transportation system by upgrading mass transit facilities, constructing a new Midtown subway line, creating better vehicular access without increasing traffic in nearby neighborhoods, building new parking facilities, and developing attractive pedestrian ways.
 - Protect the district's historic buildings by steering development away from areas with historic buildings, strengthening the city's power to protect historic buildings and create historic districts, and helping

ADULT ENTERTAINMENT DISTRICT

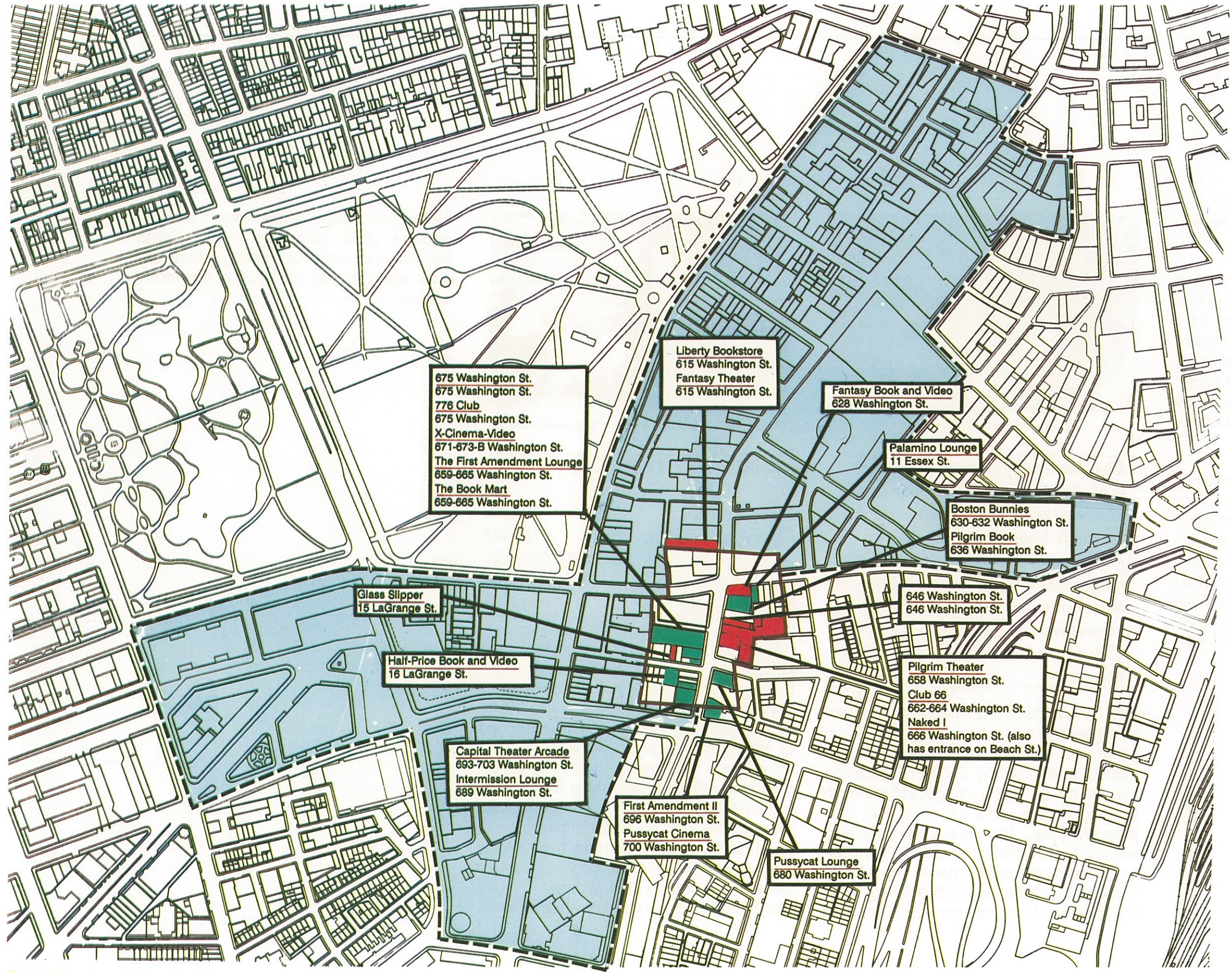
Combat Zone

- Key:
- Adult-oriented establishments operating in and near the Combat Zone in April 1988
 - Adult-oriented establishments in and near the Combat Zone that have closed since March 1986

The following chart shows the number of reported homicides, rapes, robberies, aggravated assaults, and arrests for prostitution and solicitation in the Combat Zone and five nearby areas.

Combat Zone (3.6*)	
Homicides	4
Rapes	10
Robberies	231
Aggravated Assaults	88
Prostitution	89
Total Crimes	422
Crimes/Million Sq. Ft. Land	117.0
Park Square/Bay Village (1.4*)	
Homicides	1
Rapes	7
Robberies	55
Aggravated Assaults	18
Prostitution	46
Total Crimes	127
Crimes/Million Sq. Ft. Land	90.7
Downtown (7.2*)	
Homicides	1
Rapes	7
Robberies	203
Aggravated Assaults	75
Prostitution	12
Total Crimes	298
Crimes/Million Sq. Ft. Land	41.3
Chinatown (2.2*)	
Homicides	0
Rapes	7
Robberies	49
Aggravated Assaults	26
Prostitution	26
Total Crimes	108
Crimes/Million Sq. Ft. Land	33.7
Back Bay (8.1*)	
Homicides	1
Rapes	7
Robberies	166
Aggravated Assaults	52
Prostitution	10
Total Crimes	236
Crimes/Million Sq. Ft. Land	29.1
Beacon Hill (4.8*)	
Homicides	1
Rapes	5
Robberies	68
Aggravated Assaults	21
Prostitution	14
Total Crimes	109
Crimes/Million Sq. Ft. Land	22.7

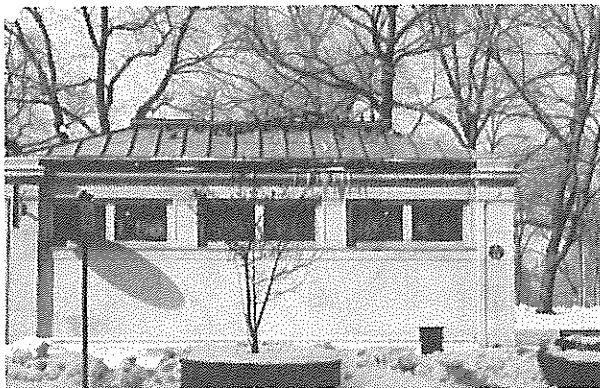
* Total area in million square feet.
Source: Boston Police Department



The Adult Entertainment District was adopted on November 27, 1974. The District boundary is outlined in red

fund the renovation of important historic buildings.

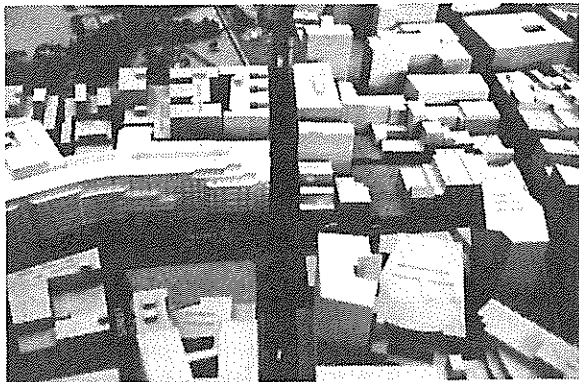
- Upgrade and maintain the area's open space network by improving public areas in Downtown Crossing and Park Square, renovating the southeastern corner of Boston Common, building a new public gathering spot in the center of the Cultural District, and creating small new public areas throughout the Cultural District.
- Enhance the character of the district by limiting the height of most new buildings in the district to about 12 stories, preserving the historic scale and character of the district's pedestrian oriented street-scape, protecting pedestrian areas from adverse environmental impacts, and ensuring that new development is appropriate to the Boston skyline.



Boylston Street MBTA Station

The challenge facing these groups is to manage growth in a way that protects the area's resources while reestablishing Midtown as a premier center of the arts and business, making the area an important residential community and supporting the unique resources Chinatown has long provided for the area.

New development proposed in the plan will also generate a number of benefits for the community including more than 16,000 permanent new jobs and 10,000 construction jobs, \$3 million in jobs linkage, \$16 million in housing linkage, and \$17 million in new property taxes. The development will also assist in funding the construction of new cultural facilities and public spaces, the renovation of historic theaters and buildings, and the creation of new day care facilities.



Cultural District Model / Benjamin Thompson Associates

BENEFITS OF THE PLAN

Permanent Jobs:	16,000
Construction Jobs:	10,000
Jobs Linkage:	\$3,000,000
Housing Linkage:	\$16,000,000
New Property Taxes:	\$17,000,000

Residents of the district and neighboring areas, arts groups, preservationists, businesspeople and other interested parties are already working with the city to implement the plan for the district. The challenge of this planning process is to manage growth in a way that protects the area's resources while reestablishing Midtown as a premier center of the arts and business, making the area an important residential community and supporting the unique resources Chinatown has long provided for the area. Ultimately, the Midtown Cultural District will become a well-known destination

for residents, workers, and visitors alike. In addition, cities nationwide are looking to Boston as a model for creating cultural districts and bringing life back to downtown centers.

2

THE CULTURAL DISTRICT

CULTURAL DISTRICT

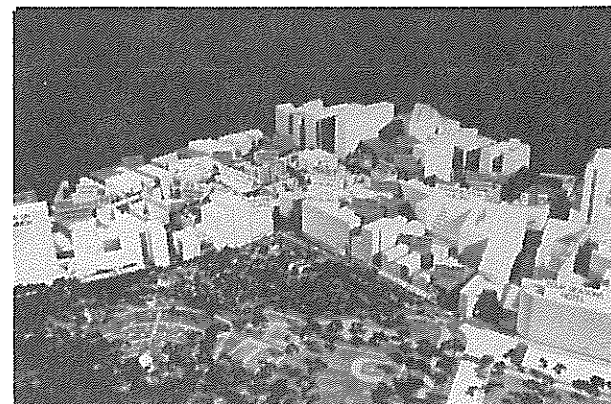
A new center for culture and the performing arts will be the core of the Midtown Cultural District. This new Cultural District, which was conceived and planned by Boston's non-profit arts community, will include ten new theaters for non-profit performing arts groups, visual arts facilities, and new public spaces as well as the area's existing large commercial theaters and legitimate nightclubs. A network of pedestrian-oriented streets lined with restaurants, shops, and nightclubs, as well as new offices, residences, and hotels will also contribute to the revitalization of the district.

Together this mix of uses will give the Cultural District a special character that combines the festive atmosphere of Faneuil Hall Marketplace, with the accessibility of Downtown Crossing, the excitement of First Night's celebration of the arts, the spirit of Broadway, and the richness of Boston's ethnic communities. The rejuvenation of the area will continue the area's almost 200-year history as the region's center for arts and entertainment.

A vibrant, multi-faceted Cultural District will be at the heart of the revitalized Midtown Cultural District serving as the region's center for the performing and visual arts.

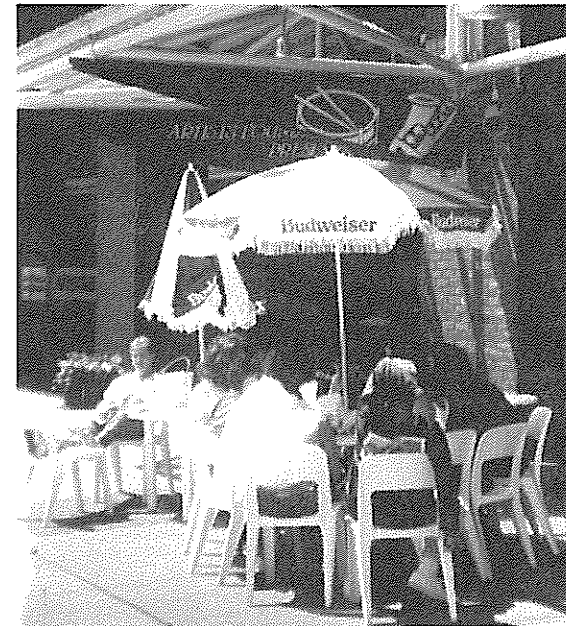
Goals/District Concept

A coordinated reinvestment program for the Cultural District will create a vibrant mixed-use district with a variety of uses that complement and support each other. Together the uses will ensure that the district is lively and interesting at least 18 hours a day, seven days a week.



A vision for the Midtown Cultural District
by Benjamin Thompson and Associates

The program for the area, developed in four years of planning by the Cultural District Task Force and the city's Office of Arts and Humanities, will better organize the currently fragmented Theater District by strengthening the district's concentration of historic theaters and quality evening activities. Those facilities will be connected through the creation of a new Visual Arts Center and public gathering place on the now-underutilized Hinge Block. This block, at the center of the district, is bounded by Stuart, Washington, Boylston and Tremont Streets. The new cultural facilities and open



space would utilize only a small portion of the square footage in the district's developments and would, in return, give the area a new identity and vitality. The plan has been designed to create a special identity and character for the Cultural District based on a series of interrelated images. The district should be:

- A place that provides performing and exhibition facilities for Boston's resident arts community.
- A daytime place that has a stable mixture of activities, a commercial and residential center which complements its location within the downtown.



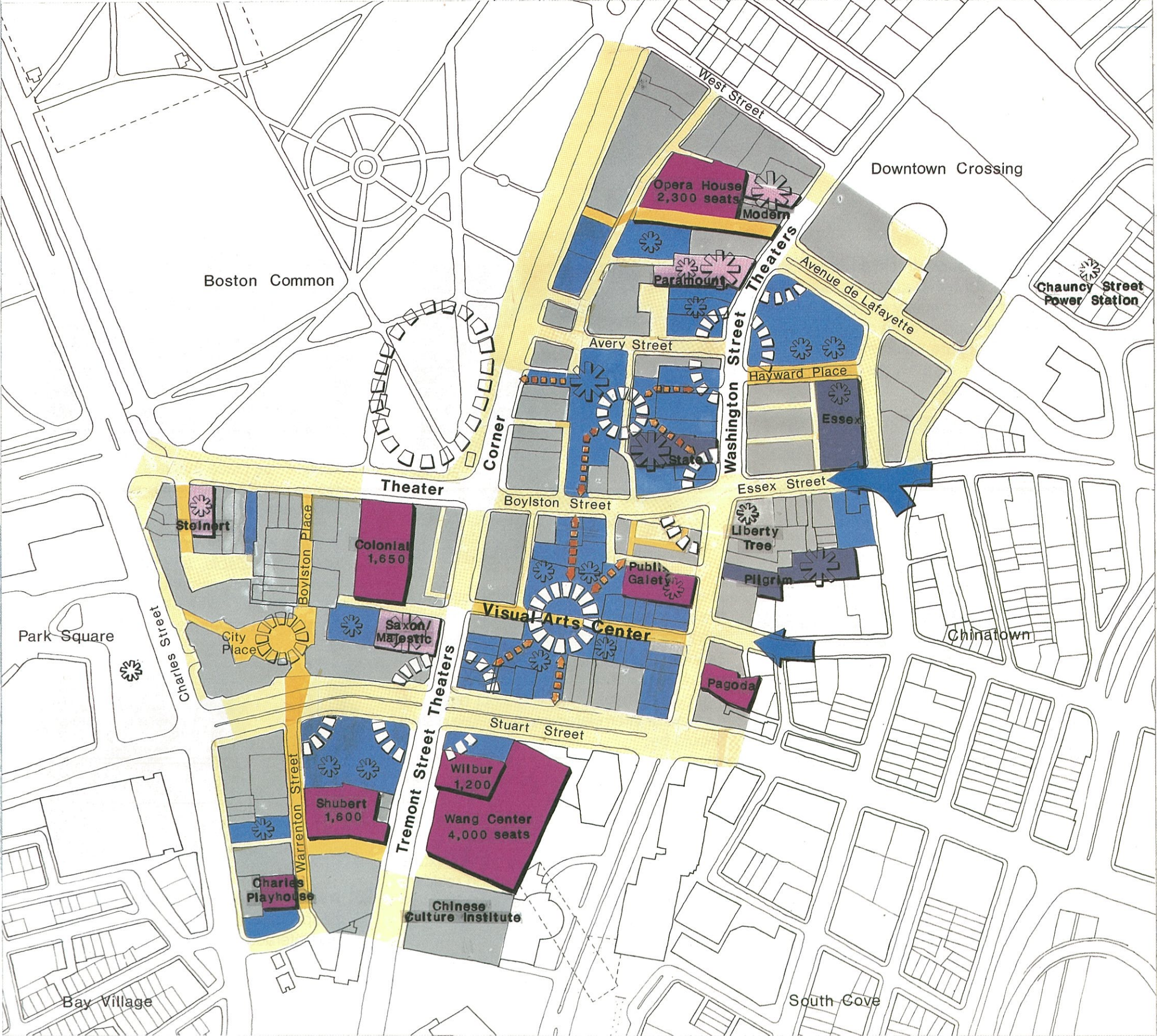
- A nighttime place that is safe as well as festive and full of lights, the arts, and entertainment activities.
- A place where the arts and theaters are visible, affordable, and accessible and bring together residents and visitors to celebrate their common cultural heritage as well as their ethnic diversity.



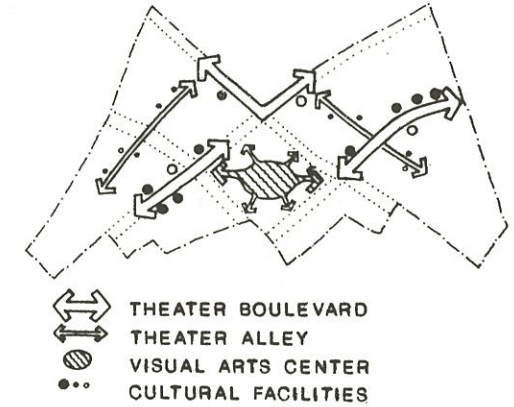
- A weekend and holiday place that draws people from all over the region to gather and interact.

CULTURAL DISTRICT CONCEPTUAL PLAN

Boston has the highest concentration of historic theaters of any American city outside of New York. In addition to its active theaters, Midtown's vacant theaters and development sites offer the opportunity to add a cluster of small new cultural facilities which will be accessible and affordable. Combined with restaurants, shops open into the evening, night-clubs, cabarets, sidewalk cafes, and public art, they will transform the historic theater district into a multi-faceted Cultural District.



- Theater Boulevards - segments of main streets with major theaters; like "A Great White Way" in character.
- Theater Alleys - small pedestrian ways with small and experimental theaters and nightclubs; like "off-Broadway" in character.
- New through block connectors.
- Existing active theaters
- Vacant theaters - worthy of preservation
- Vacant theaters - substantially altered
- Anticipated development sites
- Potential sites for new performance and visual arts facilities
- Potential public spaces for art installations, public performances, sitting areas, and sidewalk cafes
- Expansion of Chinatown to Washington Street



Specifically, the district will include new, renovated, and already-active theaters, galleries, museums, and clubs. The facilities will be tied together by an open space system that will include improved facilities on Boston Common, a new gathering place at the center of the Cultural District, smaller public areas in and near mixed-used developments, and a network of pedestrian-oriented streets and walkways full of stores, cafes, public art, and performances. These leisure time facilities will be complemented by the presence of residences, retail, offices, hotels, and expanded Chinatown businesses.

The district will include new, renovated, and already-active theaters, galleries, museums, and clubs. The facilities will be tied together by an open space system that will include improved facilities on Boston Common.

To ensure that the district's uses are connected, new zoning for the area will require the inclusion of active cultural and retail uses in the ground floors of all new buildings. Density bonuses will be given to buildings that include cultural facilities. In addition, the zoning will require the developers of major new developments in most of Midtown to either build an on-site cultural facility, fund the renovation of an historic

theater or building in the district, or build mixed-income housing.

The new zoning will continue to allow adult entertainment uses in the Combat Zone as the only area in the city designated for such uses. However, problems associated with the Zone, such as crime and unsightly conditions, will continue to be addressed through police enforcement, licensing policies, and physical improvements to the area.

Elements

The initiative that led to the development of the Cultural District Plan came from Boston's active non-profit arts community. Under the leadership of Bruce Rossley, then the city's arts commissioner; Larry Murray, the executive director of Arts/Boston; and other leaders of the non-profit arts community, the Performing Arts Development Task Force was formed in October 1984. The task force was later renamed the Cultural District Task Force and was enlarged to include residents of the area and of abutting neighborhoods, representatives of the business community, and community leaders concerned with such issues as historic preservation, open space, and urban design. Working with the city, the business and neighborhood interests in the area, and a team of urban designers and city planners, the task force established the framework for the Cultural District Plan. This framework is

based on a planning strategy that uses the revitalizing quality of the arts to help transform the city's historic, but now-underutilized entertainment district. Instead of meeting the need for cultural facilities in a single self-contained complex like Lincoln Center, Boston will spread its new theaters, galleries, and museums throughout a district. This system of public attractions will create the basis of the district's structure.

New Performance Facilities

Ten new or renovated small- and medium-sized performance facilities and associated rehearsal studios for non-profit music, dance, drama, and performance art will be added to the Cultural District's existing facilities. All but one of these theaters and concert halls will contain between 199 and 499 seats. These facilities, which together will have about 4,000 seats (less than the total number of seats in the Wang Center), will augment the facilities offered by the district's existing large theaters. In addition, new public areas in the district will be used for outdoor performances. This facilities program was developed with the assistance of Robert Brannigan of Brannigan-Lorelli Associates, a New York-based theater consulting firm.

The new and renovated facilities will be well-distributed throughout the district in identifiable clusters that will reinforce existing concentrations of active theaters and recreate

the historic pattern of cultural uses in the district. While the bulk of the new theaters (or museums) can be located in the windowless core of a building, the location of the marquees and entrances must be highly-visible on well-travelled public ways. The presence of both existing and new cultural facilities will be highlighted by the creation of "Theater Boulevards" in stretches that include the major theaters and "Theater Alleys" on minor streets and pedestrian walkways that are home to smaller theaters and clubs.

Some projects, already underway will aid the transformation of the area. The Emerson College Board of Trustees has appropriated funds to renovate the Saxon/Majestic Theater which is scheduled to reopen in April 1989. In addition to Emerson College productions, this new facility will serve as a 799-seat proscenium theater needed by three resident performing groups, the Boston Dance Umbrella, the Handel and Haydn Society, and the Boston Lyric Opera. Actor's Enclave, a theater troupe of nationally known actors, has committed to moving to Boston and will also use the Saxon/Majestic. In addition, private developers have agreed to renovate the Paramount Theater, Boston's landmark Art Deco Theater, potentially for use as a 499-seat non-profit dance facility and other cultural uses. Feasibility studies are being undertaken to determine whether it is possible to renovate the Modern Theater and Steinert Hall, facilities which both have superb

CULTURAL FACILITIES

The arts community has identified needed theaters and galleries to be shared by non-profit groups. The map shows preferred potential locations for these facilities.


The City is working with artists, community groups, and property owners to locate the needed facilities within the Cultural District.


Vacant Buildings Proposed for Renovation

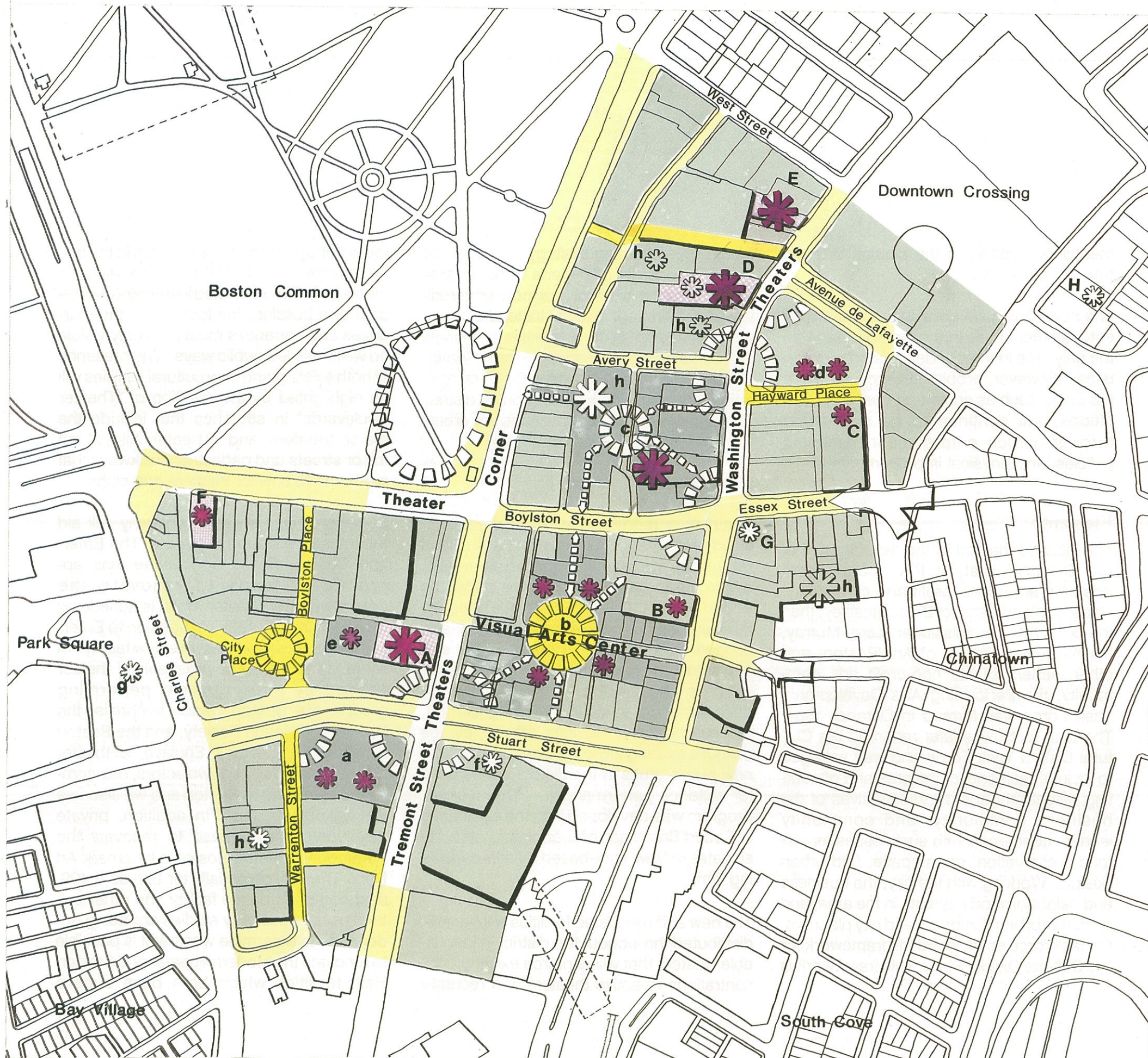
A. Saxon/Majestic	for 799 + seat proscenium theater
B. Publix/Gaiety	for Asian performing arts center
C. Essex Theater	replaced with 199 seat experimental theater
D. Paramount Theater	for 499 seat dance theater
E. Modern Theater	for 400 seat concert hall
F. Steinert Hall	for 200 seat concert hall
G. Liberty Tree Halls	for studio/rehearsal space
H. Former Chauncy Street Power Station	for studio/rehearsal space

New Facilities Proposed as Part of New Construction

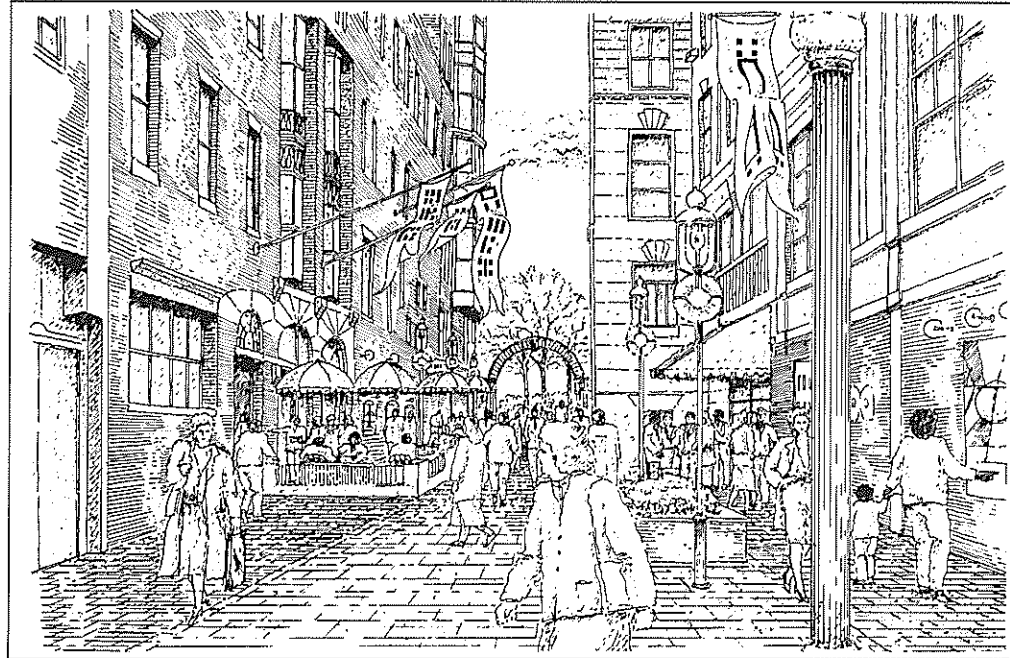
a. Parcel C-4	one 250 seat performance art space and four 2,000 sq.ft. membership galleries
b. Hinge Block	199 seat theater, Visual Arts Center with several visual arts exhibit spaces, galleries, experimental film/video cinema, art galleries, and major public space
c. Parcel 30	499 seat flex-space theater in or as a replacement for the State Theater
d. Hayward Place Site	199 seat dance theater and 199 seat experimental theater
e. Former Gary Theater	additional backstage space for Saxon/Majestic and shop, storage, studio/rehearsal, and arts office space
f. Parcel P-7/Wilbur Theater	potential new home of the Institute of Contemporary Art
g. Park Square Project	commercial galleries
h. Other Potential Sites	new cultural facilities

 Potential sites for new performance and visual arts facilities

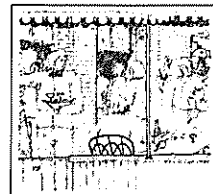
 Potential public spaces for art installations, public performances, sitting areas, and sidewalk cafes



Boylston Place



Theater Alley



SIDEWALK CAFES



MUSIC AND DANCE CLUBS



FESTIVE STREETSCAPING

acoustics. The Liberty Tree Building and the Chauncy Street power station which both have large spaces with high ceilings, could be renovated for use as rehearsal studios.

The reuse potential of the Publix/Gaiety Theater in the Hinge Block needs further study. Other historic theaters, such as the State, Essex, and Pilgrim have lost their architectural integrity and are too large (each over 1,200 seats) for today's needs. Mixed-use developments on the parcels contain-

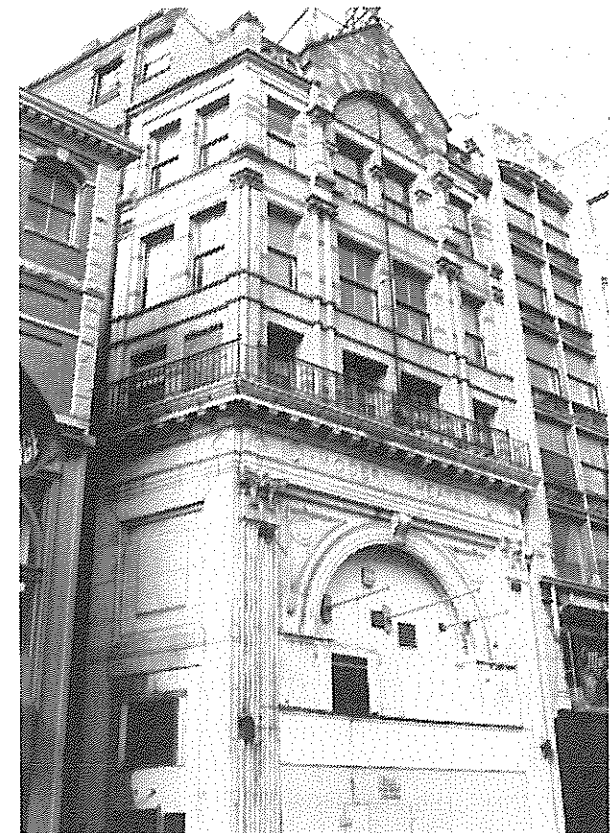
ing these theaters could include the conversion of existing facilities into smaller theaters. For example, the Essex Theater could be replaced with a 199-seat experimental theater in approximately one-eighth of its present volume while the Publix/Gaiety Theater or the Pilgrim Theater could become a new Asian performing arts center. These policies will maintain the historic and well-distributed pattern of theater uses throughout the district.

New cultural facilities could also be included as part of major new developments on sites such as the parking lot next to the Shubert



Theater (Parcel C-4), the lot next to the Wilbur Theater (Parcel P-7), the city parking lot at Hayward Place, the former Gary Theater lot behind the Saxon/Majestic Theater, the Hinge Block, and the lower Washington Street parcel bounded by Avery and Boylston Street. The parcel includes the now-closed State Theater, one of the oldest existing theater structures in the city.

The presence of both existing and new cultural facilities will be highlighted by the creation of "Theater Boulevards" in stretches that include the major theaters and "Theater Alleys" on minor streets and pedestrian walkways that are home to smaller theaters and clubs.



The Modern Theatre

Visual Arts Facilities

The visual arts will have an important presence in the Cultural District with galleries, art exhibition space, museums, and revolving temporary art installations in the district's public spaces. These facilities will be open every day including Mondays and holidays, during both business and evening hours.

The visual arts will have an important presence in the Cultural District with galleries, art exhibition space and museums, art work embellishing new theaters, and revolving temporary art installations in the district's public spaces.

Many non-profit and commercial galleries being displaced by rising rents in Back Bay have expressed an interest in relocating within the Cultural District. Possible new visual arts facilities include a 12,000 square-foot satellite museum, four 1,500-to-2,000 square foot membership galleries, ten 1,500-to-2,000 square foot commercial galleries, a theater for performance art, and a non-profit experimental film/video cinema, perhaps with three 100-seat screening rooms. A feasibility study is underway to analyze the potential of building a new home within the Cultural District for the Institute of Contemporary Art. Many visual arts facilities could be clustered as a Visual Arts Center as part of a coordinated mixed-use

development on the parcels which make up the large Hinge Block. This Visual Arts Center would serve as a central unifying feature for the Cultural District.

Public Realm

Public spaces, the activities which occur within them, and the environment that surrounds them, collectively comprise the public realm. Nowhere in Boston will the public realm be more extensive and intensive than in the Cultural District.

The district is envisioned as the place where people from around the city will be drawn in their free time to sample the artistic and ethnic culture of Boston. Many of the district's attractions will be affordable for the average Bostonian. Large and small theaters will provide a set of gathering places where the public can experience live performances and artistically decorated interiors. Museums and galleries, as well as restaurants, cafes, and shops, will also bring together the people of the city. This program of entertainment and retail uses will fill the streets of the district. Above the streets, a mix of residences, offices, and hotel rooms will both benefit from the special activity and special identity created by the arts and contribute to a sense of vitality and liveliness in the Cultural District.

Nowhere in Boston will the public realm be more extensive and intensive than in the Cultural District.

Public spaces within the Cultural District will also become cultural facilities and a stage set for community activities. Throughout the day, the public areas will be filled with street performers, changing art installations, and the active everyday street life of the city. A variety of shops, restaurants, and cafes open into the evening hours will surround the public areas, contributing to the overall sense of vitality in the district.

These spaces will be a center for spontaneous and programmed sidewalk activities and special events. They will be designed to accommodate not only the everyday needs of residents, workers, and visitors but also the activities of street musicians, actors, poets, dancers, magicians, and acrobats as well as art installations, interactive sculpture, art shows, and artists at work. In this way, art will play a special role in bringing together the people of the city. These activities, will, in the words of urban planner William Whyte, initiate "that process by which some external stimulus provides a linkage between people and prompts strangers to talk to each other as though they were not." For example, a street performer or sculpture can become a conversation piece and the art can

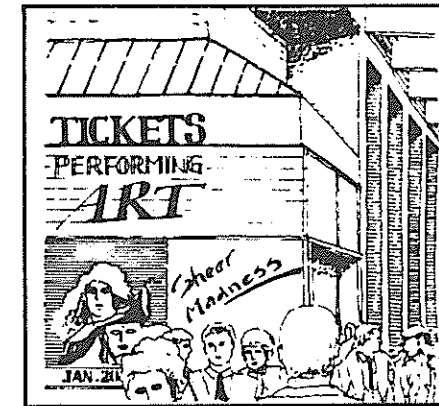
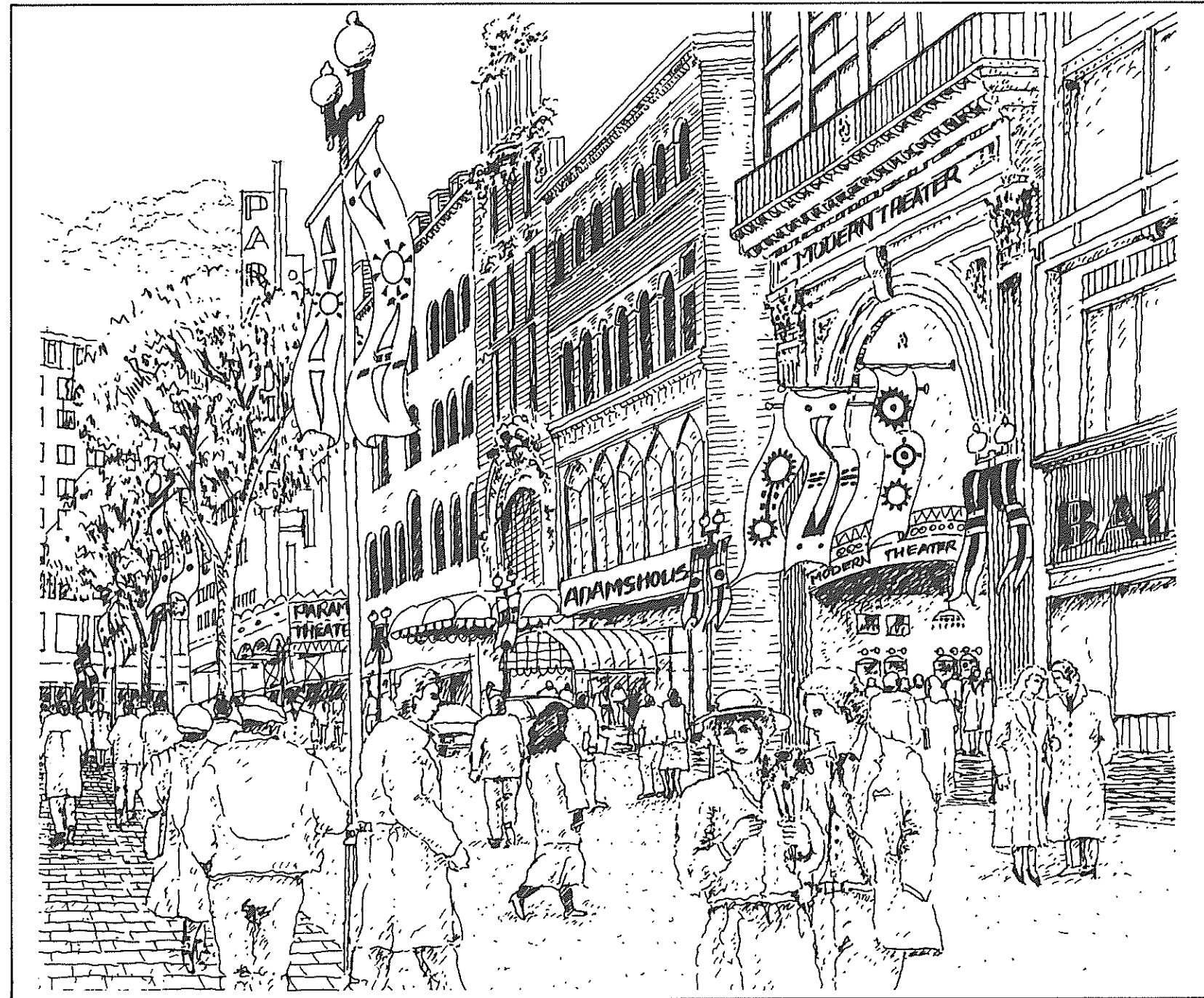
transcend social differences, giving people of diverse backgrounds and ages something in common. These street events attract people, creating a process in which watching the crowd is part of the entertainment. In such a friendly crowd, individuals experience and form a sense of camaraderie with a diverse range of people with whom they might not otherwise come into contact.

Ultimately, in this city of neighborhoods, Boston's Cultural District will be everyone's neighborhood. The district will provide its visitors with the best of city life. In sharing the art and human activity in its theaters, museums, and public spaces, people will form the bonds of a common culture.

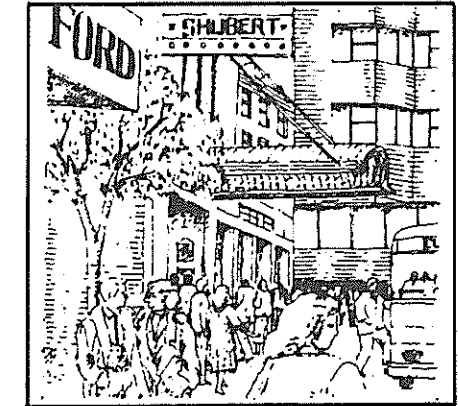


Public spaces themselves become cultural facilities.

Washington Street



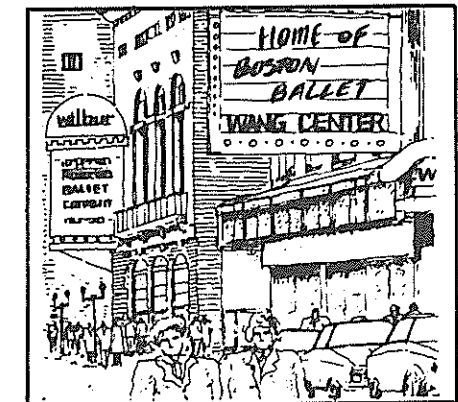
Theater & Concert Halls



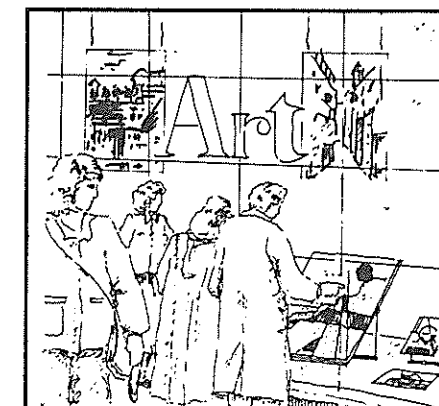
Shubert Theater



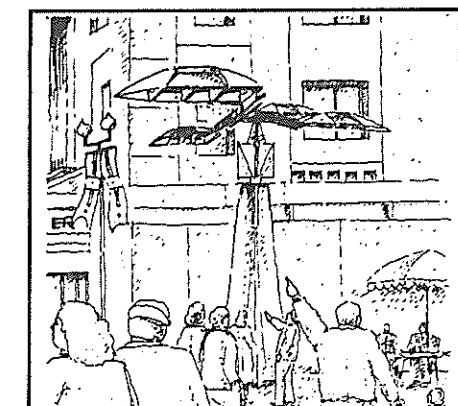
Special Events



Wilbur/Wang Center



Art Galleries



Public Art

Open Space

Improvements and additions to the district's network of open space, streets, and alleys will help better define the district.

A new major public gathering place will be created on the Hinge Block at the center of the district. Boston Common's now-underutilized southeastern corner will be redesigned to meet the needs of the Cultural District and Chinatown while maintaining its historic character. A network of Theater Boulevards and Theater Alleys will connect the district's many cultural facilities through lively and diverse street activity. In addition, major new developments in the district will be reviewed to ensure that they include adequate, well-designed public areas and that they do not create serious wind, shadow, or visual impacts on other public parks, sidewalks, and plazas. City Place, which has been developed in the State Transportation Building, as a meeting place and focal point for free performances and public art, serves as a model for development of interior public spaces in the district.

Improvements to the district's open spaces have already been funded and are in the planning stages. The city's 1985 capital plan includes \$575,000 to renovate Elliot Norton Park; \$940,000 to install brick

sidewalks, as well as new lights and trees on lower Washington Street; and more than \$500,000 for Boston Common improvements.

A new major public gathering place will be created on the Hinge Block at the center of the district.



*A vision for Boston Common
by Benjamin Thompson Associates*

The concept for future public space improvements was developed with the assistance of Benjamin Thompson, a driving force behind the creation of the Faneuil Hall Marketplace. Thompson's efforts focused on animating the Cultural District, including the southeastern corner of Boston Common, through an approximately \$20 million streetscaping program that includes specially-designed theater marquees, festive street lighting, dramatic facade lighting, and creative street furnishings including paving, benches, kiosks, vendors' carts, banners,

awnings and tree planting. Artists and artisans will assist the city in developing the guidelines and creating streetscape elements as works of art.

At the center of the Hinge Block, a major new public gathering area, open or glass-covered, might be created to be used for outdoor performances and art installations. A network of walkways and spaces lined with shops, galleries, and cafes could connect the central gathering place with the main streets. The block's public space system could also include a sculpture garden, multi-level walkways and performance platforms, cafes and artisans-at-work. The spaces and walkways should unify the various visual arts facilities, tie together the major streets, and connect the district with Chinatown. The many possibilities for the form and programming of this space will be pursued as part of the planning process for the block.

Boston Common is not technically within the Cultural District, but will be a complementary facility to the district. The city's Parks Department has already initiated a more than \$1 million Boston Common renovation and maintenance program that will result in the most extensive renovations to Boston Common since the early 20th century.

As part of this program, the city and the state installed a new \$1 million pedestrian lighting system for the Common in November 1987. In addition, more than 50 new signs were in-

stalled on the Common as part of a system of signs that was based on a master plan for the Common developed by the Friends of the Boston Common and Public Garden. A history wall detailing the Common's heritage was installed on the back of the Visitor Information Center. About 70,000 square feet of new sod was planted to return sections of the Common to their former elegance. Fixtures, statues, and plaques were repaired. Some 100 park benches were repaired and painted. More than 150 new trash baskets were installed. A trash collection system using three Cushman Carts was implemented, reducing the need for heavy vehicles on the Common.



Children on Boston Common

A new Boston Common maintenance plan has also been put in place. During warmer months, each morning at 5 am the Park

Street Corner is steam cleaned. About 25 other defined tasks are regularly performed according to a master schedule that can be regularly monitored. These tasks include emptying trash barrels, picking up litter, cutting grass, and pruning and planting flowers, shrubs, and trees. This work will continue with the restoration of the Brewer Fountain and the Parkman Bandstand, and the rehabilitation of the Common's two ballfields. A design competition will also be held as the first step in building a new Visitor's Information Center on the Common.

The city's Parks Department has already initiated a more than \$1 million Boston Common renovation and maintenance program that will result in the most extensive renovations to Boston Common since the early 20th century.

In the warmer months, Parks Department staff are also coordinating a recreation, entertainment, and education program that includes organized tennis, baseball, and soccer as well as environmental education, arts and crafts, wading in the Frog Pond, organized Boston Park Ranger tours and outdoor concerts. In the winter, thousands have attended the Light-a-Light holiday festivities.



Parkman Bandstand

Other city departments have contributed to the restoration of the Common. The police department has stepped up patrols in targeted areas. The Environment Department lent technical expertise in archaeology, arts, and landmarks. The Community Schools recruited children for parks department programs and the city's Public Facilities Department helped with the planting of trees and the planning of park structures. Other organizations and institutions have also joined in public/private partnerships that are helping improve the Common. These partners include Northeastern University,

the Boston Foundation, the Friends of the Boston Common and Public Garden, and the Boston Greenspace Alliance.

Benjamin Thompson's plan builds on the work already done on the Common. Thompson's plan suggests that "with minor redesign, the southeastern edge of Boston Common can become an outdoor extension of the Cultural District...creating a well-defined oval at the southeast corner, with an open area in the middle, which will echo the formal design of the Parkman bandstand, improving the alignment between this focal point and the southeastern corner. At the center of the oval the open area can become an outdoor stage, perfect for street theater, improvisation, and urban festivities... The unused maintenance building could become a new outdoor cafe ... [while] other new facilities offer refreshments and information for visitor orientation." On paths into the new plaza Thompson proposed "pairs



People on the Boston Common

of small temporary structures offering refreshments and concessions."



The Public Garden

This public space system could include a sculpture garden, multi-level walkways and performance platforms, cafes and artisans-at-work.

Smaller open areas should be created as part of other mixed-use projects in the district, in order to provide adequate public space in this soon to be intensely active area. Some new projects should include through-block pedestrian arcades and interior spaces that would serve as walkways during inclement weather.

The public realm program for the district should also enhance and define the character of the district. Stretches of Tremont and Washington Streets should be reinforced as "Theater Boulevards" which will emphasize the presence of the district's large theaters. Those theaters serve as the Cultural District's major institutions, providing the anchors which maintain the district's identity and stability. Grandly-scaled marquees, special street furnishings and dramatic lighting would give these stretches a Broadway like atmosphere. Special treatment should also be given to key Theater Boulevard intersections such as Tremont and Stuart Streets, Boylston and Tremont Streets, Boylston and Washington Streets, and to the gateway from Downtown Crossing to the Washington Street theaters. New developments at these intersections can add small open and glass-covered gathering spaces, special architectural and public art features, and more intense lighting to signal that the areas are important arrival and meeting points.

Boylston Place and Warrenton Street are pedestrian-oriented streets that have begun to house a string of smaller entertainment uses such as experimental theaters, cabarets, and clubs. Smaller scale, multi-colored marquees, street furnishings and lighting would give these "Theater Alleys" an off-Broadway like image. Other opportunities exist within the district to transform

small streets and pedestrian ways into Theater Alleys with new cultural facilities, clubs, and streetscaping.



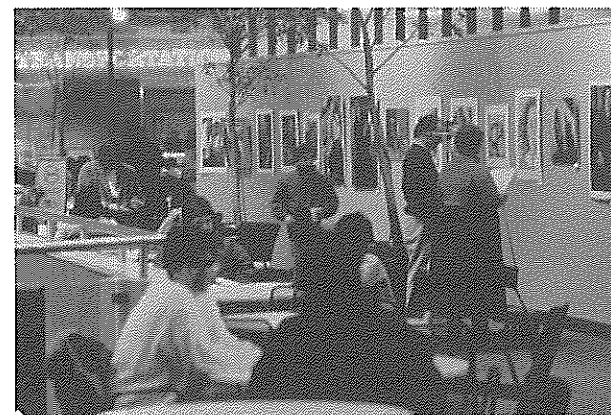
Street wall art in the Midtown Cultural District

Smaller scale, multi-colored marquees, street furnishings and lighting would give these "Theater Alleys" an off-Broadway like image.

Other district streets will be improved by zoning policies that mandate active ground floor uses in the district's buildings. In addition, the overlap between the Cultural District and adjacent Downtown Crossing, Chinatown, and Park Square will be emphasized through special treatments. Streetscaping and architectural features can be used to signal the transition between districts along Washington, Essex, Beach, Stuart, and Boylston Streets and the entryway to the Cultural District up Kneeland Street.

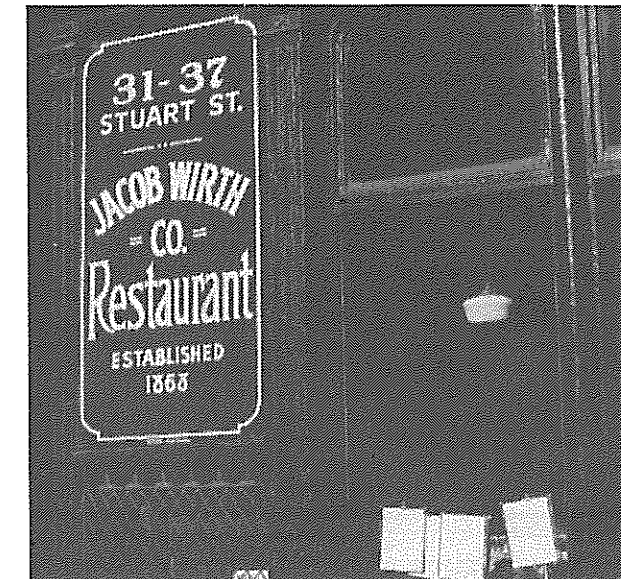
Public Art

Public art throughout the district will help unify and give an identity to the currently-fragmented area. An extensive public art plan for the entire city is being developed with the arts community in conjunction with the Public Art Task Force of the city's Office of Arts and Humanities. The effort will include policies for the Cultural District's public art program. Public art will be used to create identities for areas and define focal points in the district. In addition, artists could be engaged to create architectural



An art gallery in the Midtown Cultural District

detailing on new buildings, to embellish theater marquees, lobbies and auditoriums, and to design street furnishings which will contribute to the special character of the district. Public spaces could also be used for temporary art exhibits, transforming the Cultural District itself into an art gallery.



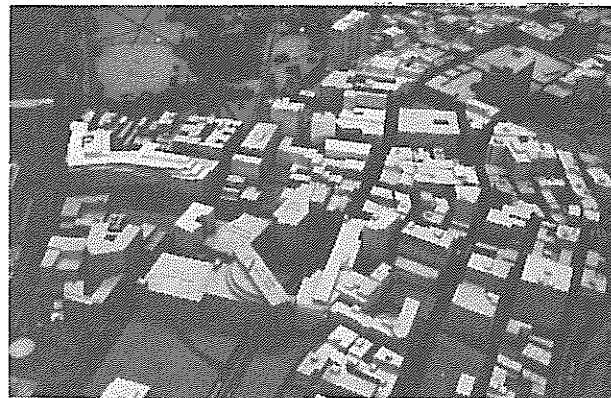
Complementary Facilities

Complementary uses such as art and music supply stores, restaurants, nightclubs, cabarets, and commercial theaters will be encouraged throughout the Cultural District. Facilities for the Asian arts community are being studied with the assistance of the Chinese Culture Institute, the Asian American Resource Workshop and the greater Chinatown community. The groups will also identify other opportunities for including Asian performing and visual arts, workshops and studio space within the district for Asian artists and artisans, as well as restaurants and import shops. Non-profit arts groups and arts service organizations also need affordable office space within the district.

Implementation

Funding

Funding for the renovation and construction of cultural facilities will come from a number of sources. A significant portion of the funds needed to build the new facilities will come as contributions from developers of projects allowed to exceed base massing and height limits on carefully-selected sites in the district. In addition, developers of other Midtown sites can receive a density bonus if their project includes new cultural facilities. Funds from the sale of BRA-owned property in the Midtown Cultural District will be set aside to help fund the construction and renovation of cultural facilities. Federal funds and the Massachusetts Civic/Convention Center Program could also help fund the new facilities. Low interest loans may be available from state entities such as the Health and Education Financing Authority (HEFA) and the Massachusetts Industrial Finance Agency (MIFA).



*A Vision for the Cultural District by
Benjamin Thompson Associates*

Funds to manage, operate, and maintain the non-profit cultural facilities, to promote the Cultural District, and to program public art and performances will be generated by a Cultural District endowment that will be managed by the Midtown Cultural District Trust, a new non-profit public/private partnership. In addition to modest rents from arts groups, funds for the endowment could be raised through other sources of earned income, developer contributions, foundation grants, corporate giving and fund raising events for the district.

Presently, funds from corporations make up 1.8 percent of the combined operating budgets of Boston's arts groups. By contrast, corporate contributions make up 4 percent of the arts groups' budgets in San Francisco, 10 percent in Houston, and 14.6 percent in Minneapolis.

Non-profit foundations, corporations and private individuals should also provide a significant portion of both the capital funds needed to build the facilities and the operating expenses of those facilities. The new trust will solicit corporate and private funding sources for the development and operation of Cultural District facilities. Presently, funds from corporations make up 1.8 percent of the combined operating budgets of Boston's arts groups. By contrast, corporate contributions make up 4 percent of

the arts groups' budgets in San Francisco, 10 percent in Houston, and 14.6 percent in Minneapolis. Private and corporate donors might also be approached to "adopt a theater." This would be comparable to An Wang's sponsorship of the Wang Center, but on a smaller scale.

Management

The district's new cultural facilities and public spaces need to be managed, programmed, publicized and maintained. In addition, one organization needs to coordinate fund-raising efforts, to manage capital development programs, and be responsible for the Cultural District endowment. All of these activities will be the responsibility of a new Cultural District Trust, a non-profit public/private partnership. The trust must also approve all plans to build and manage cultural facilities in buildings receiving zoning bonuses in the district, as well as construction and management plans for historic facilities renovated in return for height and density bonuses. Similar organizations exist in a number of cities including Pittsburgh, Dallas, Cleveland, and New York City. The responsibilities of the Cultural District Trust will include the following:

- Cultural Facilities: Manage, lease, and program cultural facilities in the district.

- Programming: Ensure a mix of programming that accurately reflects the cultural vitality of the district and the region.
- Public Funds: Administer funds set aside from the sale of public land and special assessments to help renovate historic theaters and buildings, develop new facilities, and fund a maintenance endowment. The Trust will also solicit and administer federal and state grants.
- Private Fund-raising: Solicit, accept, and administer grants and contributions; generate public and private support for the Cultural District's capital development program and operations endowment.
- Public Space: Program entertainment, events, and outdoor art in the district's public spaces and maintain those spaces.
- Promotion: Publicize and promote the Cultural District as a whole.
- Planning and Development: Participate in the long-range planning and development of the district's future.
- Education: Coordinate Cultural District activities with public school curriculum.

- Community Participation: Ensure widespread public involvement in, and access to, Cultural District activities.

The Cultural Community and the Cultural District Task Force

The development and management plans for the new Cultural District performing and visual arts facilities have been specifically designed to meet the needs of Boston's unique arts community, which includes over 150 arts organizations and 14,000 performing and visual artists. These groups include many nationally-known companies and performers in theater, dance, and music as well as many well-known visual artists and well-known galleries.

But rising real estate prices and a lack of adequate facilities have made it increasingly difficult for these groups to find affordable performance, rehearsal, gallery, and studio space.

As a result of this displacement, in 1984 the city's arts community joined forces to develop a program to meet its needs for affordable space. The result of these meetings was the creation of the Performing Arts Development Task Force, chaired by the heads of two of the city's major arts agencies and by Bruce Rossley, then the city's arts administrator.



A Midtown Cultural District Task Force Meeting

As a whole, "the professional little theater movement in Boston is uncommonly vital," Boston Herald theater critic emeritus Elliot Norton, noted in January 1987. "It is essential to the city's cultural well-being that resident theater be allowed to develop and expand."

The group's first priority was to quantify the extent of the problem and to recommend solutions. A survey of non-profit performing groups was conducted and published the following year as the "1984 Space Survey." This document indicated a need for a mini-

mum of nine new performing arts facilities with between 99 and 499 seats. It was indicated that these facilities should be used and administered collaboratively. Discussions about how to meet the demand for the facilities focussed on the mismatch between the many large vacant theaters in Boston's historic entertainment district and the performing arts groups' need for affordable small- and medium-sized performance facilities.

The survey, and subsequent surveys revealed a wide range of activity in the Boston arts community. Music groups in the city ranged from major, international organizations, such as the Boston Symphony Orchestra through smaller, well-known groups such as the Handel and Haydn Society, the Greater Boston Youth Sym-



phony Orchestra, the Boston Camerata, and the John Oliver Chorale, to small, emerging groups such as New Voices and the Boston Village Gamelan. As a whole, noted Boston Globe music critic Richard Dyer in January 1987, "Many of Boston's resident musicians and musical institutions are the equal to any in the world."

The city's theater activity is similarly vital, ranging from major productions in historic theaters such as the Colonial, the Wilbur, and the Shubert Theaters to smaller theater groups such as Theaterworks and the New African Company. As a whole, "the professional little theater movement in Boston is uncommonly vital," Boston Herald theater critic emeritus Elliot Norton, noted in January 1987. "It is essential to the city's cultural well-being that resident theater be allowed to develop and expand."



Bruce Rossley speaking to the Midtown Cultural District Task Force

The city also has a vibrant dance community which ranges from the Boston Ballet to the Concert Dance Company, the Danny Sloan Dance Company, and the Ramon de los Reyes Spanish Dance Theater. Noted Sali Ann Kriegsman, director of the National Endowment for the Arts' Dance Program: "Dance in Boston is in a period of unprecedented growth. As other cities experience similar expansion they are looking to Boston as a model of innovation."

In addition to performing arts groups, the city has an extensive network of visual arts facilities, many of which support Boston's many resident visual artists. These facilities include two major art museums, the Museum of Fine Arts and the Institute of Contemporary Art; 30 commercial art galleries; and four, non-profit membership galleries, the Boston Visual Artists Union, the Kingston Gallery, the Bromfield Gallery, and Gallery NAGA. According to Boston Globe art critic Christine Temin: "Boston now has a group of extremely fine young artists work-

ing on a level of any group in the country. And we have aggressive galleries here to support them."

Noted Sali Ann Kriegsman, director of the National Endowment for the Arts' Dance Program: "Dance in Boston is in a period of unprecedented growth. As other cities experience similar expansion they are looking to Boston as a model of innovation."

Subsequent surveys found that the non-profit arts community has also become an important part of the Boston economy. According to a 1987 survey sponsored by ARTS/Boston and the City's Office of Arts and Humanities, called "The Economic Impact of the Arts on the City of Boston," in 1986, approximately 7.6 million people attended non-profit cultural events in the city, more than double the number of people who attended professional sporting events. The survey also found that non-profit cultural organizations generated more than \$500 million for the Boston economy and that non-profit organizations are one of the city's largest employers, with 4,100 full- and part-time personnel. In addition, another 7,000 visual artists, 2,500 writers and poets, and 2,000 other self-employed artists live and work in the city.



Larry Murray, Director of the Midtown Cultural District Task Force

More than 50 of the city's performing arts groups do not have reliable access to small- and medium-sized performance spaces.

But a 1986 needs assessment undertaken by OAH and by ARTS/Boston, found that more than 50 of the city's performing arts groups do not have reliable access to small- and medium-sized performance spaces.

These groups vary in size, with annual budgets ranging from \$8,000 to \$250,000 with an average of \$100,000. The oldest group is the Actor's Workshop which has been in existence since 1954 while the youngest, the Stage Company of Boston, has been operating for only a few years. The average age of the groups is more than 14 years old. Their annual audiences range from 1,200 to 20,000 people, with an average of 6,000 people per group.



The survey also found that these group's demand for space could be met by sharing ten small-and medium-sized theaters. Working with Brannigan-Lorelli Associates of New York, the cultural community and OAH developed a facilities plan to meet existing needs for affordable space. The plan calls for the creation of:

- A 799 -seat Proscenium Theater: to be used by larger dance and theater productions and as a transfer house for productions out-drawing smaller facilities.
- A 499-seat Dance Theater: to be used by the over one dozen established local dance groups and the City's major one dance presenter.
- A 499-seat Flex-Space Theater to be used by the more than 20 local drama groups.
- A 499 seat Asian Arts Theater: to be part of an Asian Arts Center for use by both local and visiting companies.
- A 400 seat Concert Hall: to be used by classical music tours and medium range productions.
- A 200-seat Concert Hall: to be used by local folk and jazz groups, and over a dozen small classical and world music groups.

- A 250-seat experimental Performance Art Theater: To be used for performance art.
- A 199-seat Dance Theater: to be used by small or emerging dance groups.
- Two 199-seat "Black Box" Theaters: to be used by local drama and dance groups for new and experimental work.

The Task Force also proposed the establishment of a non-profit trust to control, manage, program, and maintain the new facilities. The Trust, which was first suggested as part of the 1984 report, would also bear responsibility for raising the funds to support itself.

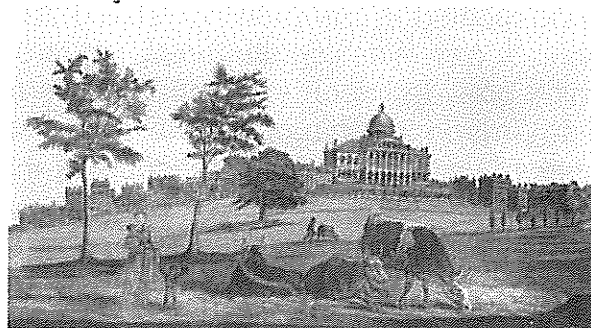
While the Task Force and OAH were honing their plans in 1985 and 1986, the Boston Redevelopment Authority decided to reconsider the city's downtown plan and zoning. Thus, while the BRA was proposing new zoning and district planning, the Task Force was proposing new specific planning concepts and guidelines for a part of the city that has historically been the region's theater district. Out of this work came the proposal for a Cultural District at the center of the Midtown IPOD study area. The 1987, Downtown Interim Zoning Plan created the opportunity to make this vision a reality.

In 1987 to respond to this opportunity, the existing Task Force was augmented with representatives from all constituencies concerned with the creation of a Cultural District in the Midtown area. At that time, the task force changed its name to the Midtown Cultural District Task Force. Since that time, the staff of the BRA and the city's Office of Arts and Humanities and the more than 150 citizens who make up the Task Force have worked closely to ensure that the Midtown Cultural District Plan, new Midtown zoning, and the ultimate development of the area, accurately represent the needs, desires, and diverse interests of the people who will live, work, and own property in the district.

The first fruit of this joint planning effort came in late 1987 when the BRA and OAH issued an interim report calling for new cultural facilities as part of mixed-use complexes in the district as well as the rehabilitation of some vacant historic theaters for use by non-profit performing groups. The BRA and OAH have also jointly issued some of the Task Force's reports on the city's arts community. The adoption of the Midtown Cultural District Plan and new zoning for the Midtown area will end this four-year planning process and begin the implementation of a badly-needed cultural development program for the city.

History/Current Conditions

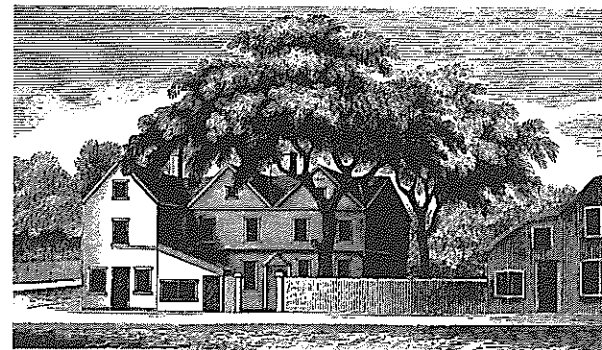
Locating the new cultural facilities in the city's historic entertainment district, improving the area's open space network, and strengthening the area through the development of a mixed-use economy continues the area's at least 200 year history as a regional center for the arts, recreation, and city life. The Midtown area has been a major center of culture and an important gathering place for at least 200 years. In the late 1600s and early 1700s, the sparsely-settled area around what is now the intersection of Washington, Boylston, and Essex Streets was the last outpost of homes that travellers passed before they crossed the narrow, soggy causeway that connected the Shawmut peninsula with the mainland in Roxbury. In 1634, the nearby 45-acre Boston Common was purchased by the town. By the early 1700s the Common had become a community resource used for leisurely walks, pasturing cattle, training the military, and punishing criminals and religious heretics.



Boston Common in 1804
From a sketch by Dobbins

The rejuvenation of the area will also recall the area's almost 200-year history as the region's center for arts and entertainment.

The district began to grow as a residential and commercial neighborhood in the mid 1700s, when new docks were built on South Cove and a new church was built on Hollis Street where Tufts/New England Medical Center garage now stands. The Central Burying Ground at the southeastern corner of the Common on Boylston Street was purchased by the town in 1756 when existing burying grounds on Tremont Street were

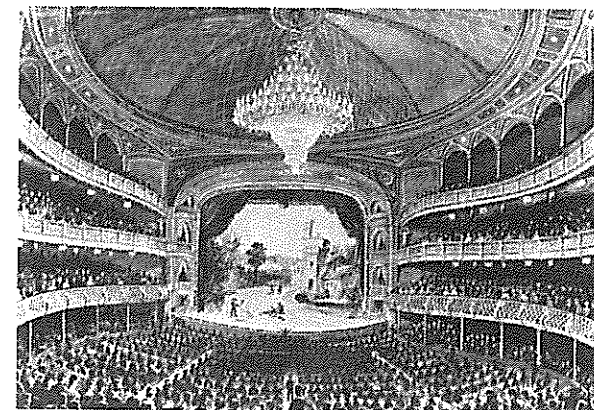


Liberty Tree in 1774

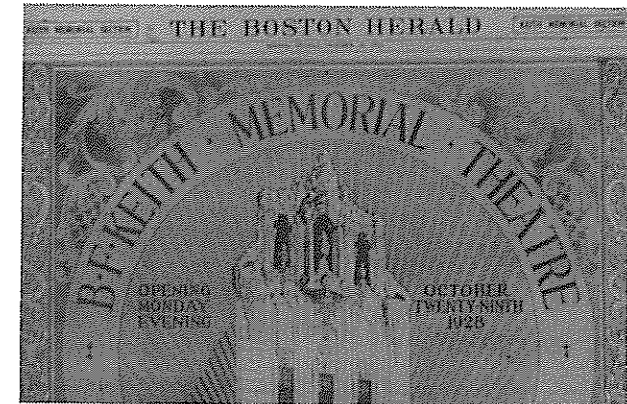
The district began to grow as a residential and commercial neighborhood in the mid 1700s.

filled up. In the years before the Revolutionary War, American patriots often gathered to protest British rule at the Liberty Tree, which stood at the corner of what is now Boylston and Washington Streets.

Boston's founders, as well as many 19th century religious leaders, frowned on the theater as a wicked institution. Despite their concerns, by the late 1700s many Bostonians became interested in theatrical performances, which were often presented under the guise of "moral lectures." The city's first theater, the New Exhibition Room, operated from 1792 until 1793 in a converted stable at the corner of what is now Franklin and Hawley Streets. The closing of the New Exhibition Room was quickly followed by the construction of the Bulfinch-designed Federal Street Theater in 1794 in what is now the Financial District. Two years later, in 1796, the Haymarket Theater opened near what is now the intersection of Tremont and Boylston Streets. While the Haymarket Theater closed in 1803, Bulfinch's theater, which was also known as the Boston Theater, operated until 1852. However, the Boston Theater name was taken by a new



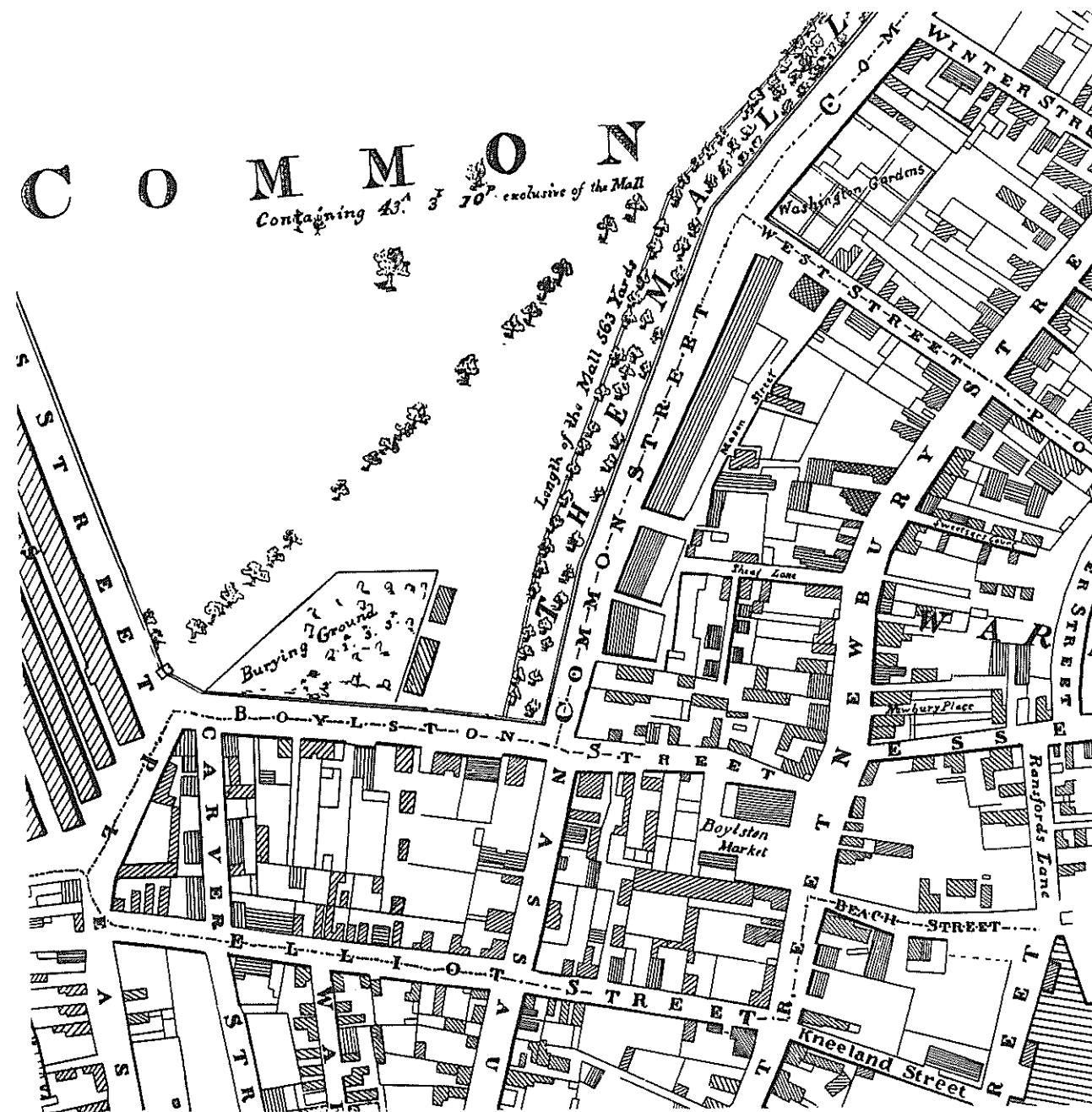
Interior of Boston Theater



Advertisement for opening of the B.F. Keith Memorial Theater

facility on Washington Street. This new Boston Theater was torn down in 1925 and replaced by the B.F. Keith Memorial Theater which was later called the Savoy Theater, and is now known as the Opera House. The facility is currently the home to the Opera Company of Boston.

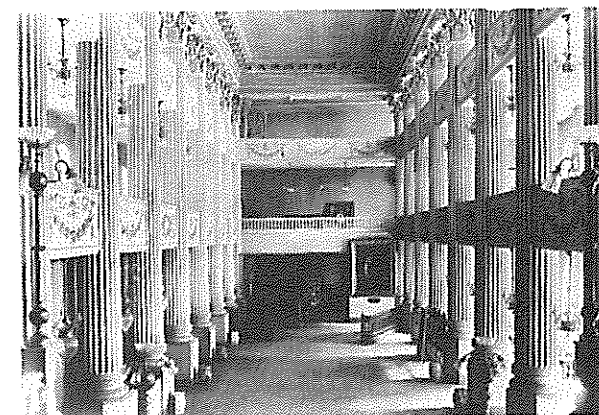
During the early 1800s the region grew physically through the landfilling of South Cove. The area also grew in importance through increased commercial activity, becoming a center for entertainment. In the early 1800s the Handel and Haydn Society performed above market stalls at the Boylston Market, which stood at the corner of what are now Boylston and Washington Streets. The Boston Museum, which opened in 1846 on Tremont Street at Bromfield Street and later moved to Tremont



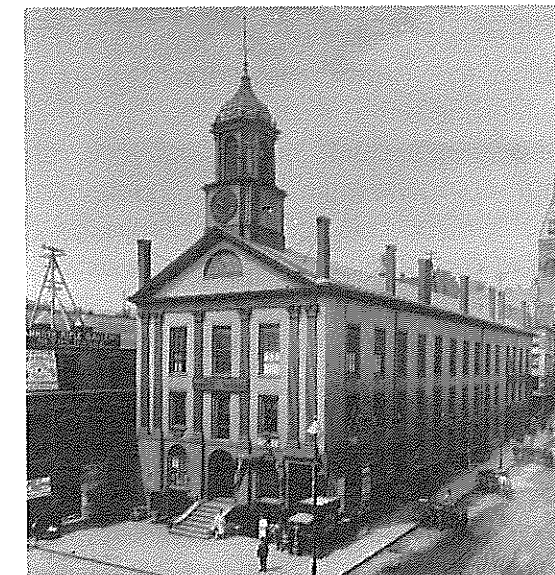
The Cultural District Area in 1814 -Among the renamed streets, Newbury became Washington Street.

During the early 1800s the region grew physically through the landfilling of South Cove. The area also grew in importance through increased commercial activity, becoming a center for entertainment.

Street near the King's Chapel Burying Ground, featured exhibits, concerts, and performances until 1903. Many important political and artistic figures, including Abraham Lincoln, Charles Dickens, Daniel Webster and Jenny Lind spoke or performed on the stage of The Tremont Theater built on the site now occupied by the Tremont Temple Baptist church. The 136-year old Music Hall, now known as the Orpheum Theater, was the first home of the Boston Symphony Orchestra, and is still used for popular concerts.



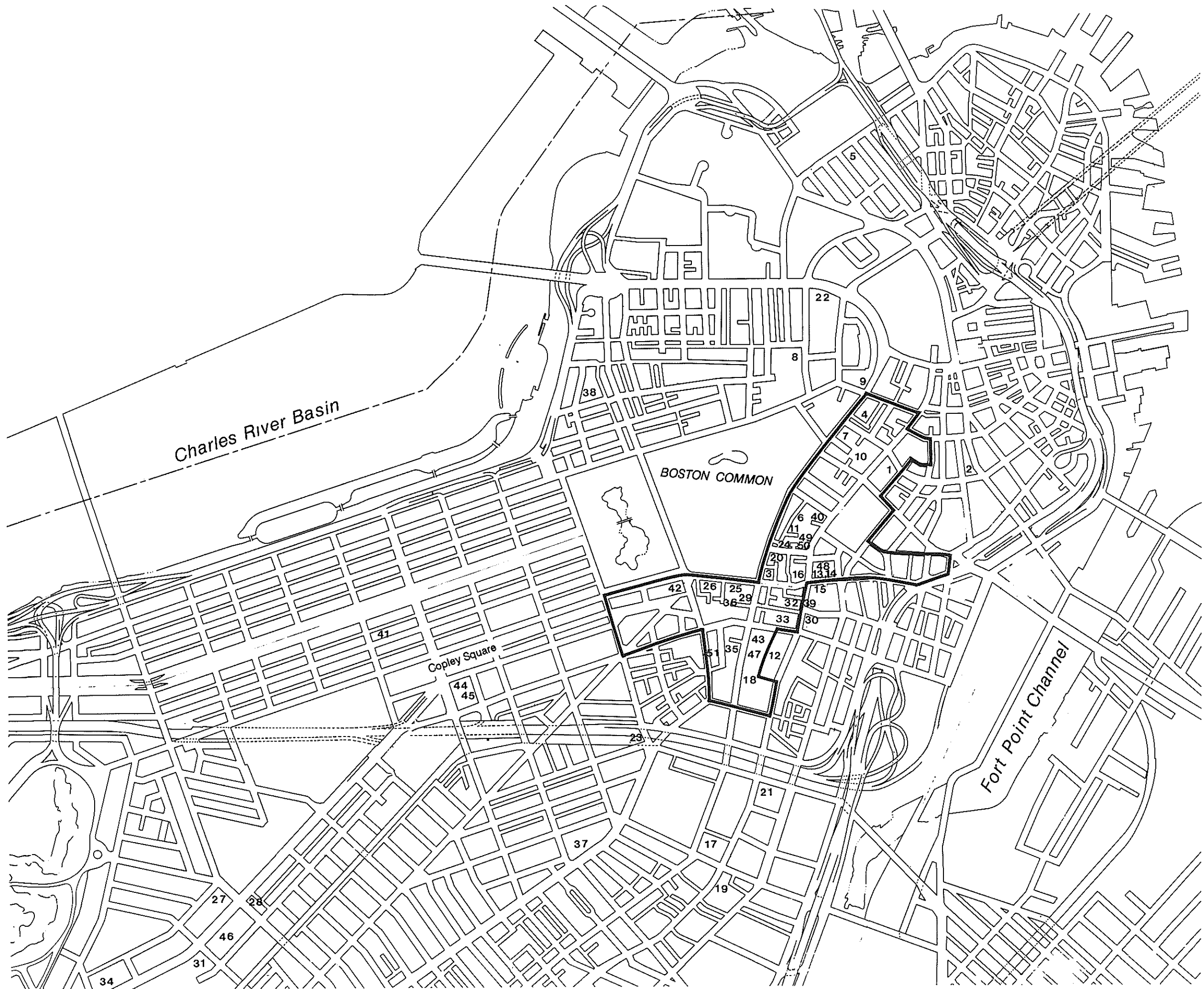
Interior of Boston Museum



Boylston Market

All told, there were more than 50 theaters in the city after the turn of the century.

In the mid and late 1800s, the area continued to grow as a center of commerce, and as a center of entertainment for the city's growing middle class. New theaters tended to be located in the growing retail district along lower Washington Street, an area which grew in importance with the rise of ready-made clothing. Some of these theaters were grand facilities, such as the 3,200 seat Boston Theater which stood on the site of what is now the Opera House. Other new theaters were created through the conversion of ground-floor space in office buildings on Tremont and Washington



HISTORIC THEATERS

Playhouses, Movie Theaters, and Concert Halls

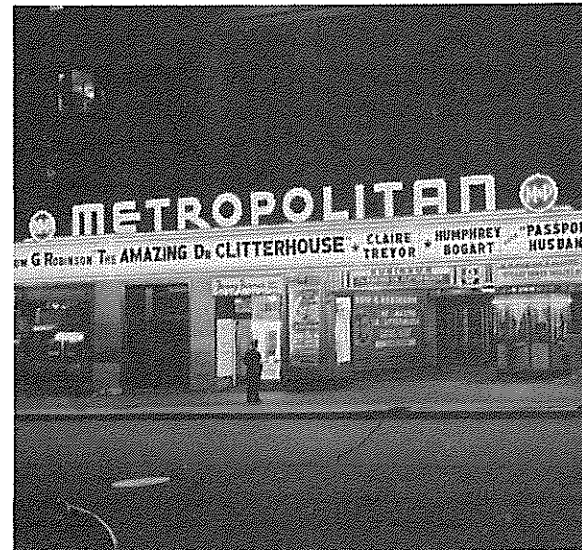
1.	New Exhibition Room	1792 - 1793
2.	Boston Theater	1794 - 1852
(Also known as the Federal Street Theater)		
3.	Haymarket Theater	1796 - 1803
4.	Tremont Theater	1827 - 1803
5.	National Theater	1832 - 1863
6.	Lion Theater	1836 - 1878
7.	Boston Museum	1841 - 1846
8.	Howard Athenaeum	1845 - 1962
9.	Boston Museum	1846 - 1903
10.	The Music Hall	1852 - Present
(Now the Orpheum)		
11.	Boston Theater	1854 - 1925
12.	Continental Theater	1866 - 1873
13.	Selwyn's Theater	1867 - 1870
14.	Globe Theater	1870 - 1873
15.	Globe Theater	1874 - 1903
16.	Park Theater	1879 - 1984 *
(Later called the Translux and the State)		
17.	Windsor Theater	1882 - 1888
18.	Hollis Street Theater	1885 - 1935
19.	Grand Opera House	1888 - 1956
20.	Tremont Theater	1889 - 1978
(Later called the Astor)		
21.	Columbia Theater	1891 - 1955
22.	Bowdoin Square Theater	1892 - 1955
23.	Castle Square Theater	1894 - 1932
24.	B.F. Keith's Theater	1894 - 1952
25.	Colonial Theater	1900 - Present
26.	Steinert Hall	1896 - 1941 *
27.	Symphony Hall	1900 - Present
28.	Chickering Hall	1901 - 1975
29.	Majestic Theater	1903 - 1983 *
(Later the Saxon, will reopen in 1989)		
30.	Globe Theater	1903 - Present
(Later called the Center, now called the Pagoda)		
31.	Jordan Hall	1904 - Present
32.	Gayety	1908 - 1980s *
(Later the Publix)		
33.	Unique	1908 - 1988 *
(Later the Stuart and the Pussycat)		
34.	Boston Opera House	1909 - 1957
35.	Shubert Theater	1910 - Present
36.	Plymouth Theater	1911 - 1978
(Later called the Gary)		
37.	National Theater	1911 - 1970s *
38.	Toy Theater	1911 - 1913
39.	Olympia	1912 - Present
(Now the Pilgrim)		
40.	Modern	1913 - 1976 *
(Later the Mayflower)		
41.	Exeter Street Theater	1914 - 1984
42.	Cort Theater	1914 - 1915
43.	Wilbur Theater	1914 - Present
44.	Toy Theater	1914 - 1922
45.	Copley Theater	1916 - 1971
(Later called the Capri)		
46.	Repertory Theater of Boston	1925 - Present
(Now called the Boston University Theater)		
47.	Metropolitan Theater	1925 - Present
(Now called the Wang Center)		
48.	Keith Boston	1925 - 1984 *
(Later the RKO Boston, the Cinerama, the Essex, and the Star)		
49.	B.F. Keith Memorial Theater	1928 - Present
(Later the Savoy, now the Opera House)		
50.	Paramount	1932 - 1976 *
(slated to reopen in 1990)		
51.	Charles Playhouse	1957 - Present
*(Extant, but vacant)		

THE B. F. KEITH CIRCUIT

A. Paul Keith, President
E.F. Albee, Vice President

B.F. Keith's Theatre	Boston, Mass.
B.F. Keith's Bijou Theatre	Boston, Mass.
B.F. Keith's Palace Theatre	New York
B.F. Keith's Union Square Theatre	New York
B.F. Keith's Harlem Theatre	New York
B.F. Keith's Colonial Theatre	New York
B.F. Keith's Alhambra Theatre	New York
B.F. Keith's Bronx Theatre	New York
B.F. Keith's Royal Theatre	New York
B.F. Keith's Orpheum Theatre	Brooklyn, N.Y.
B.F. Keith's Greenpoint Theatre	Brooklyn, N.Y.
B.F. Keith's Bushwick Theatre	Brooklyn, N.Y.
B.F. Keith's Crescent Theatre	Brooklyn, N.Y.
B.F. Keith's Gotham Theatre	Brooklyn, N.Y.
B.F. Keith's Prospect Theatre	Brooklyn, N.Y.
B.F. Keith's Jersey City Theatre	Jersey City, N.J.
B.F. Keith's Bijou Theatre	Jersey City, N.J.
B.F. Keith's Theatre	Atlantic City, N.J.
B.F. Keith's Theatre	Philadelphia, Pa.
B.F. Keith's Allegheny Theatre	Philadelphia, Pa.
B.F. Keith's Theatre	Washington, D.C.
B.F. Keith's Hippodrome	Cleveland, Ohio
B.F. Keith's Prospect Theatre	Cleveland, Ohio
B.F. Keith's Theatre	Columbus, Ohio
B.F. Keith's Theatre	Toledo, Ohio
B.F. Keith's Theatre	Dayton, Ohio
B.F. Keith's Theatre	Indianapolis, Ind.
B.F. Keith's Theatre	Cincinnati, Ohio
B.F. Keith's Theatre	Louisville, Ky.
B.F. Keith's Theatre	Lowell, Mass.
B.F. Keith's Theatre	Portland, Me.
The Keith Theatre (E.F. Albee, Prop.)	Providence, R.I.
The Keith Theatre (E.F. Albee, Prop.)	Pawtucket, R.I.

Booking Affiliation with United Booking Offices
A. PAUL KEITH, President
Palace Theatre Building



*The Metropolitan Theater
(Now the Wang Center)*

Streets. The Bijou Building, on lower Washington Street, housed the theater where Benjamin F. Keith perfected what became known as vaudeville, a concept he parlayed into a nationwide chain of more than 400 theaters.

By the early twentieth century performing arts spaces became the main function of new buildings such as the Shubert, the Majestic, and the Wilbur Theaters. Theaters such as the Colonial, the Essex and the Publix/Gaiety were built as part of new commercial buildings. These stages were the sites of a number of theatrical milestones, including the world premieres of *A Streetcar Named Desire* and *Our Town*. All told, there were more than 50 theaters in the city after the turn of the century. During this era the

Parkman Bandstand was also built on the Common. Residents of the city not only gathered to hear concerts at the bandstand, they also used its stage for political rallies.

Midtown Boston's growth as a cultural center was bolstered by the advent of movies. The first talking film, *The Jazz Singer*, had its Boston premier at the Modern Theater on Washington Street in 1920. Both the Paramount Theater and the Metropolitan Theater (now the Wang Center) were built as movie palaces in the 1920s and 1930s.

The decline of the New England economy after the Great Depression, the exodus of the middle class from the city after World War II, and the changing nature of the theater industry all combined to create problems in the district and the city. While some theaters -- such as the the Shubert, the Colonial, the Wilbur, the Orpheum, and the Charles -- continued to operate as mainstream theaters many other historic theaters closed during the post-war era. Vacant historic theaters in the district include Steinert Hall, the Saxon/Majestic, the Paramount, the Modern, the Essex, the Publix/Gaiety, and the State.

During the 1960s adult-oriented bars and theaters began to flourish on lower Washington Street, in the "Combat Zone." In 1974, in an attempt to confine the area's activities, the city, through zoning regulations, made the area a designated Adult

Entertainment District. Throughout the 1970s and early 1980s about 25 to 30 adult-oriented establishments flourished in the Combat Zone. The area's reputation was tarnished by a high incidence of major crimes and illicit drug trafficking.

The decline of the New England economy after the Great Depression, the exodus of the middle class from the city after World War II, and the changing nature of the theater industry all combined to create problems in the district and the city.

The few public spaces in the area also fell into disrepair. The little-used southeastern corner of Boston Common became uninviting and often unsafe. The Parkman Bandstand was no longer used for concerts.

In addition, the new Liberty Tree Park, built in the Combat Zone during the 1970s, and Elliot Norton Park, built in the 1970s between the Theater District, South Cove, and Bay Village, became havens for a host of undesirable activities, including prostitution. Shrinking city budgets and declining political support for open space contributed to problems in the parks. Due to Proposition 2 1/2-induced budget cuts in the early 1980s, the Parks Department budget was,



Southeastern Corner of the Boston Common

in real dollars, cut almost in half. At this time, on a per capita basis, Boston was spending less on parks than any other major American city. The city was also devoting a lower percentage of its total budget to parks than any other major city in the country.

In recent years many forces have started to transform the area. Boston's growing downtown economy and the rapid growth of Chinatown have created a demand for office, retail, and residential space in the district. Some of the new retail and office activities occupy space once used for adult-oriented clubs and stores in the Combat Zone. The increased availability of sexual-

ly-explicit materials at local newsstands and video rental stores has also cut into the business of Combat Zone establishments. In addition, city licensing authorities and federal investigators increased their scrutiny of Combat Zone facilities. The combination of these factors have created major changes in the once-thriving Combat Zone. Since March 1986, about two-thirds of the adult-oriented establishments in the district have gone out of business or had their licenses revoked. None of the facilities have reopened in other parts of the city. By contrast, non-adult entertainment uses now outnumber the adult bookstores, movie theaters, peep shows and bars on lower

In recent years many forces have started to transform the area. Boston's growing downtown economy and the rapid growth of Chinatown have created a demand for office, retail, and residential space in the district.



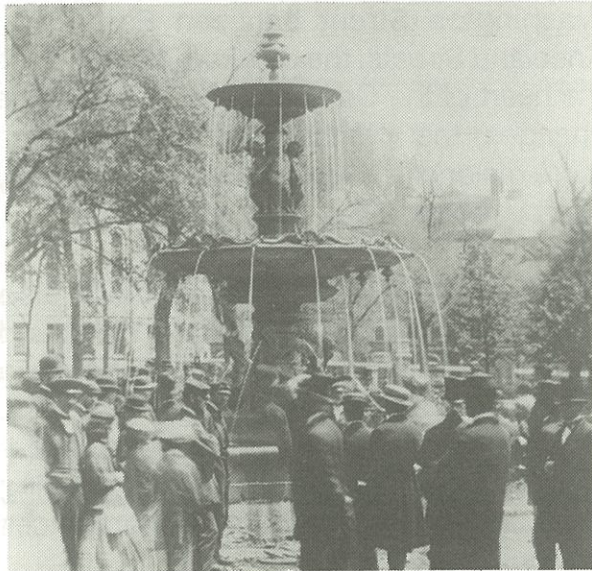
The Combat Zone in the 1970's

Washington Street between Essex and Kneeland Streets, the block which was once the heart of the Combat Zone. Despite the changes, the Combat Zone area still has more major crimes per square foot than any nearby residential or commercial area.

Some new cultural facilities have also opened in the district. Boylston Place and Warrenton Street have begun to house a string of smaller theaters and nightclubs. City Place, in the State Transportation Building, has been developed Theas a meeting place and focal point for free performances and public art.

Some new cultural facilities have also opened in the district. Boylston Place and Warrenton Street have begun to house a string of smaller theaters and nightclubs.

The growth in the city's economy is generating revenues to make badly-needed improvements to local infrastructure. The Flynn Administration's 1985 capital budget provided significant funds to renovate both Boston Common and Elliot Norton Park. A \$1 million lighting system, funded by the city and the state, was installed on the Common in November 1987. This summer the Parks Department will renovate Brewer Fountain near the Park Street MBTA Station. The



Brewer Fountain in 1870

Parks Department has increased programming on the Common and has installed new trash receptacles, fencing, signs, and interpretative history panels. In addition, all of the Common's benches and structures have been painted, planters and play equipment have been repaired, old signs have been removed, and trees have been trimmed. On July 7, 1988, the City announced a design competition to build a new information booth on the Common. As part of the development of future plans and facilities, the department has completed a user survey for the Common and has established an interdepartmental task force to study administrative and management issues on the Common.

A Vision for the Public Realm by Benjamin Thompson Associates

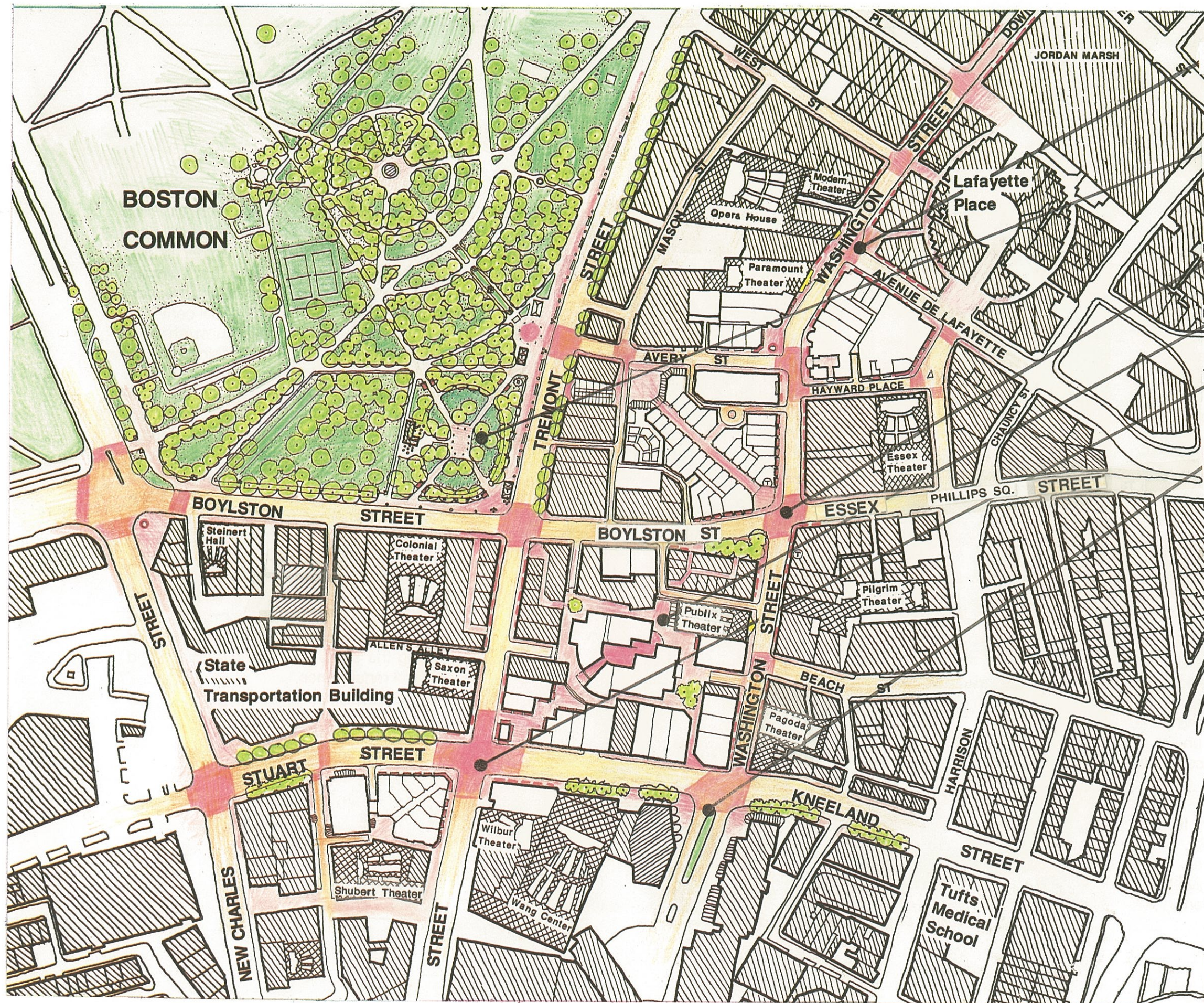
In order to develop a comprehensive public space program for the Cultural District, the city hired Benjamin Thompson Associates, the designers of Faneuil Hall and many similar projects across the country, to develop a comprehensive public space program for the district. The suggestions made by Thompson will be used to guide the development of public spaces in the district. About \$19 to \$20 million will be required to fund the proposed streetscape improvements in the district. According to Thompson: "Revitalization of the Boston Midtown area, and in particular the Cultural District, focuses on realizing the vision of a fresh identifiable character for this important part of downtown. The initial concept concentrates on an image of a place that is safe as well as festive and fun, a place to go in the evening for theater, cinema, music, dance, opera, and many other activities allied with the arts, as well as for dining, dancing, and late evening entertainment. It must also become a daytime place that has a stable mixture of activities, and the other commercial components of a central business district that complements a vital urban area."

The conceptual approach has been, first, to identify the components that contribute to and animate the overall identity of a "city cultural district" -- beginning with the area's



Street Lighting Plan for the Midtown Cultural District by Benjamin Thompson Associates

*Street
Lighting
Plan*



BEN THOMPSON ASSOCIATES MIDTOWN AREA PLAN FOR THE PUBLIC REALM

KEY:

The plan prepared by Benjamin Thompson Associates focuses on the realization of a vision for an identifiable character for the district. The study calls for the creation of focal points and public plazas, and makes recommendations for streetscape improvements. It is anticipated that between \$19 and \$20 million will be required to fund the proposed streetscape improvements for the midtown area.

Avenue de Lafayette at Washington: "Opera House Square", a district within a district. Give special treatment to the stretch of Washington Street in front of the Paramount Theater, Opera House, and Modern Theater. Redesign Lafayette Place to add an entrance at the corner, shops, and pedestrian activity along the street edges.

Boston Common: extending the beauty of greenery and the liveliness of public events into the Cultural District.

Make the southern edge of Boston Common an outdoor extension of the Cultural District. Create a well-defined oval at the corner with a central area for street theater and urban festivities. Add an outdoor cafe in the former Deer Park building and yard.

Essex at Washington: Liberty Square comes alive again.

Reactivate the Liberty Tree Corner through redesign of the small park for outdoor cultural events, active uses in the 600 Washington Street and Liberty Tree buildings, and through placement of a major entry space leading to a through-block arcade at the corner of Parcel 30.

Hinge Block: heart of the Cultural District.

As part of the Visual Arts Center, in the middle of the Hinge Block, create a protected pedestrian place with a new architectural element as the focus.

Stuart at Tremont: "Tremont Circus", crossroads of the Cultural District.

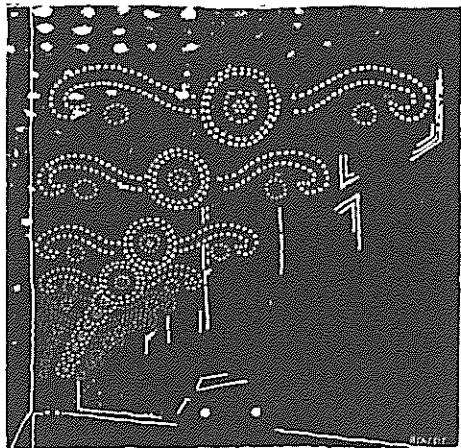
Articulate the Tremont/Stuart intersection as "Tremont Circus" with dramatic lighting and unique paving. Create a gathering space at the corner of Parcel C-4 with connections through to a pedestrianized Warrenton Street.

Stuart at Washington: a true edge to the Cultural District where it meets Chinatown.

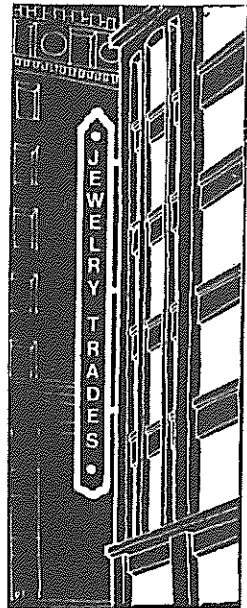
Orient new development along lower Washington Street to Chinatown. Give special attention to the terminus of the view up Beach Street.

Creative use of lighting will add to the character and life of the Cultural District. It will provide human-scale street furnishings during the day. At night it will enhance the atmosphere of public ways through lamp posts and shopfronts and the special effects of lit facades, trees, and artworks.

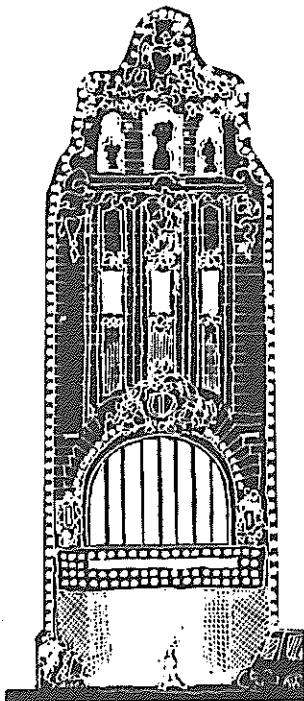
Lighting Visions
by Benjamin Thompson Associates



lights of celebration
form a
luminous
ceiling
modulating
space and
stimulating
activity



artistry of the
sign for
color and
light on the
street



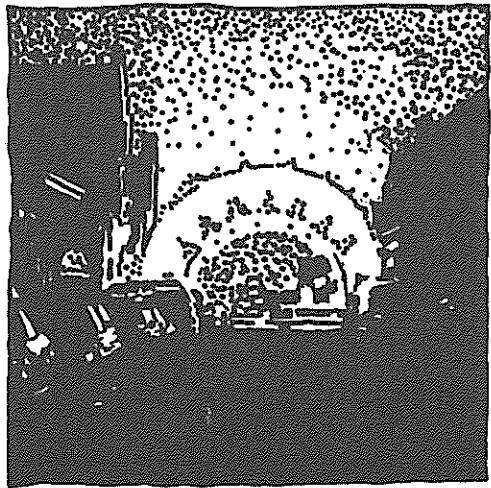
buildings of
special
illumination
become points
of reference,
energy, and
excitement



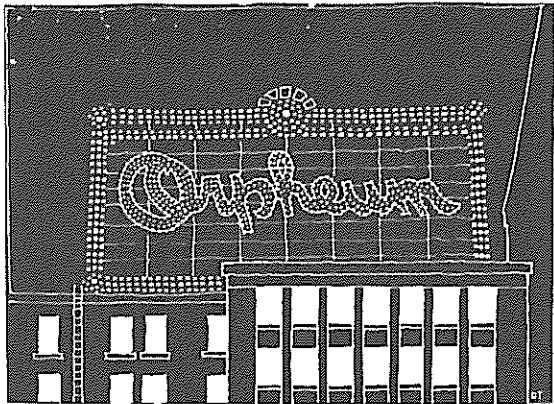
restaurants and
cafes
activate and
light the
street edge



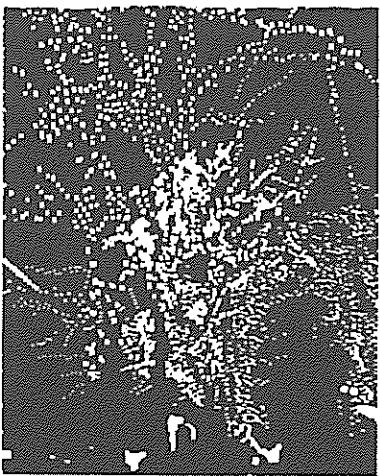
light and texture
change at
thresholds
are an
"invitation"



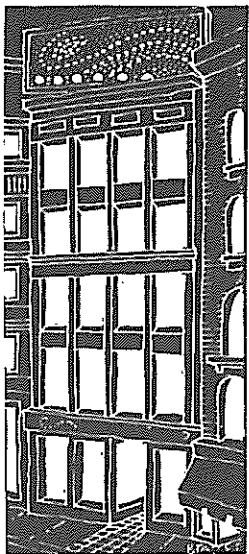
ILLUMINATED
GATE



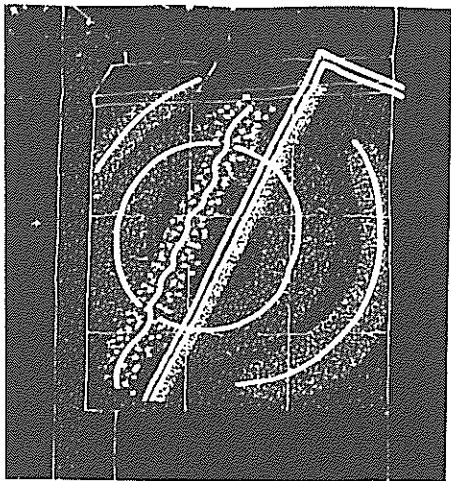
artistry of
the sign offer
opportunities
for lighting
and identity
in the district



Twinkl Lights



artistry of the
billboard offers
an opportunity
for major
lighting
events



Neon signs

Cultural District Planning Projects

Cultural District Redevelopment Projects

Planning for the Cultural District has focussed on several key parcels in the district, including: the Hinge Block, the vacant parking lot next to the Shubert Theater (Parcel C-4), the vacant parking lot on Hayward Place next to the Lafayette Place mall, and the parcel on Washington Street between Boylston and Avery Streets. Planning efforts have also examined ways to aid two of the city's major cultural institutions: the Institute for Contemporary Art and the Opera Company of Boston. In addition, planning for the district has focussed on ways to revitalize two of the historic districts located within the Cultural District: the Liberty Tree National Historic District and the Washington Street Historic Theater District.

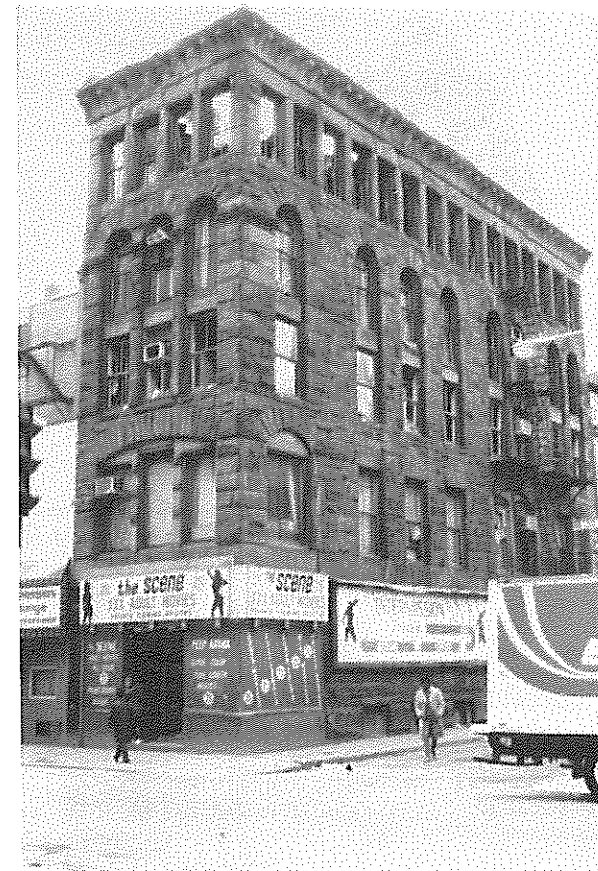
As part of the public review process, the city will ensure that these projects have a favorable impact upon the quality of the pedestrian environment, are in harmony with surrounding historic buildings and districts, and are consistent with the plans and guidelines for the Cultural District.

Hinge Block

For more than 20 years city planners and community members have identified the Hinge Block as a key parcel in the revitalization of Boston's theater district. The block, which is bounded by Stuart, Tremont, Washington, and Boylston Streets is the crossroads of the Cultural District and a key overlap between the Cultural District and Chinatown. New development of the block should be low-rise, in scale with the nearby Chinatown neighborhood and should be incrementally built so that rapid change does not overwhelm the fabric of the area.

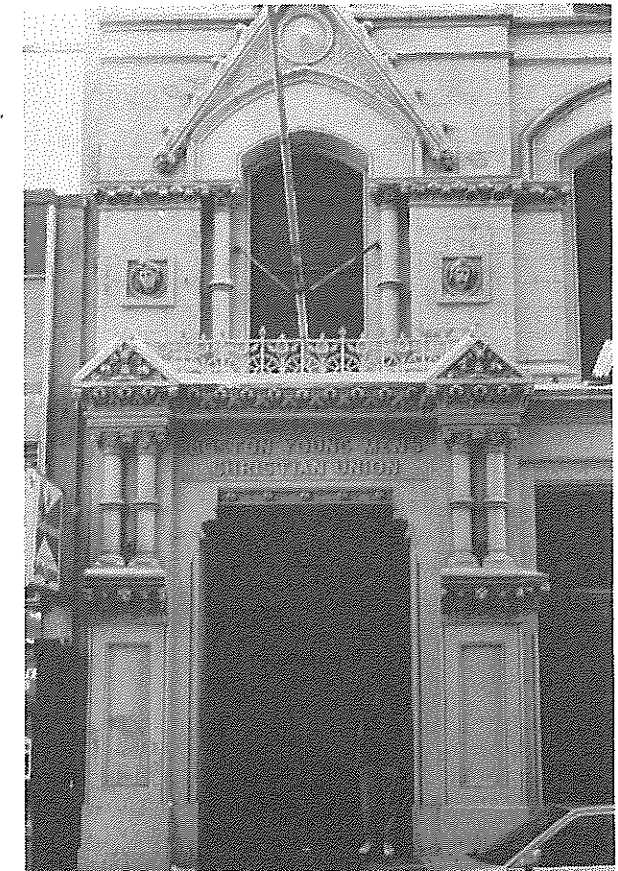
The block will house a variety of uses that reflect the different character of the areas that surround it. New facilities on the block should include a major public area, public space for the performing arts, visual arts facilities, affordable housing and commercial and cultural facilities for the Asian community, and other retail and restaurant uses that serve both Chinatown and the Cultural District. Some ground floor uses should be oriented to the creation of a Visual Arts Center which will include a set of arts facilities interconnected by shop- and cafe-lined walkways surrounding the major public space.

The development program for the block should also create opportunities for equity participation by minority business enterprises and should preserve and re-



The Hayden Building (H.H. Richardson)

store the block's many historic buildings, which include H.H. Richardson's Hayden Building and the Young Men's Christian Union (YMCU) Building. The development program should also study the feasibility of reopening the closed Orange Line Station in the center of the block as well as building an underground parking facility on the block. City owned-land in the Hinge Block can be used to leverage many of these benefits and uses.



The YMCU Building

As part of this plan, the BRA and two consultants, Benjamin Thompson Associates (BTA) and Skidmore, Owings and Merrill (SOM), Chicago (the designers of Rowe's Wharf), studied different configurations for the block, which is equal in size to two or three Financial District blocks. Three different configurations were studied for the Hinge Block. Two were prepared by SOM, the other was done by BTA. All three plans create a new public space at the center of

the block and preserve the block's historic buildings. BTA emphasized the pedestrian environment of the block and its relation to the surrounding public space system. SOM looked at the overall massing of the Hinge Block, including the scale of building elements taller than 80 feet and their relation to potential massing in surrounding developments.

SOM also looked at skyline images of the block with the options of three new 155-foot (about 12 story) buildings on the block or two new 155-foot high buildings and a 235-foot building (about 20 stories) set back from the corner of Tremont and Stuart Streets opposite the Shubert lot. This building would step up towards a taller campanile-type building on the Shubert lot. The BRA is currently proposing a height limit of 155 feet for all of the buildings on the block.

The Hinge Block is the geographical and functional center of the new Cultural District.

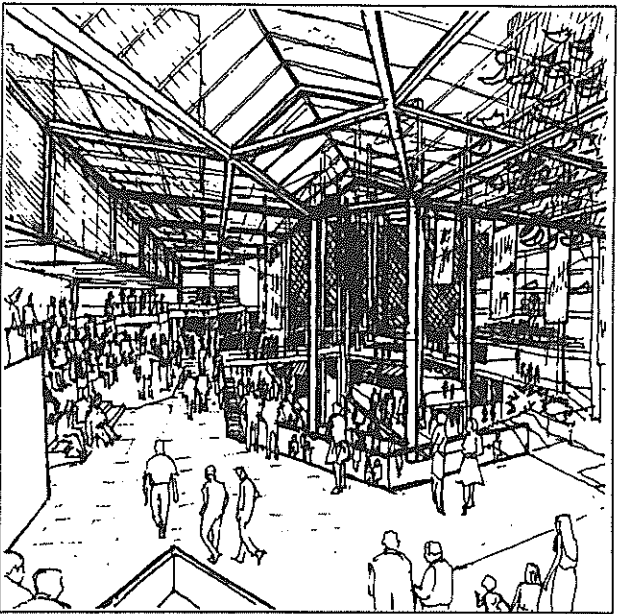
SOM, Scheme A: calls for a grand, enclosed winter garden surrounded by a multi-level, glass-covered space. This central space would be surrounded by stores, cafes, and galleries. All new buildings on the Hinge Block would connect from the main street to the winter garden. The scheme would require a single parcel owner for all of the Hinge Block or an agreement by different

owners to jointly develop the Hinge Block. LaGrange Street would be open for pedestrian access through the block.

According to SOM, under this scheme "... A multi-level, terraced central space is created that provides varied impromptu and controlled performance space as well as commercial and retail functions. The central space would be glass-covered and become a destination for the Midtown area, especially during the winter ... It also becomes a destination for the region at night with its commercial, office, and arts/theatrical orientation. A towering skylight structure provides a Cultural District identity and a graphic billboard with an energy level of Times Square. ... The common, central space is surrounded by towers, two residential and one office."

SOM, Scheme B: calls for a central open area surrounded by a series of open and enclosed spaces, courts, and terraces connected by a network of bridges, gallerias, and walkways. These areas would be connected through interior spaces surrounding a central courtyard type space. The scheme assumes that the different owners of property on the Hinge Block cooperate with the BRA, OAH, and with arts groups.

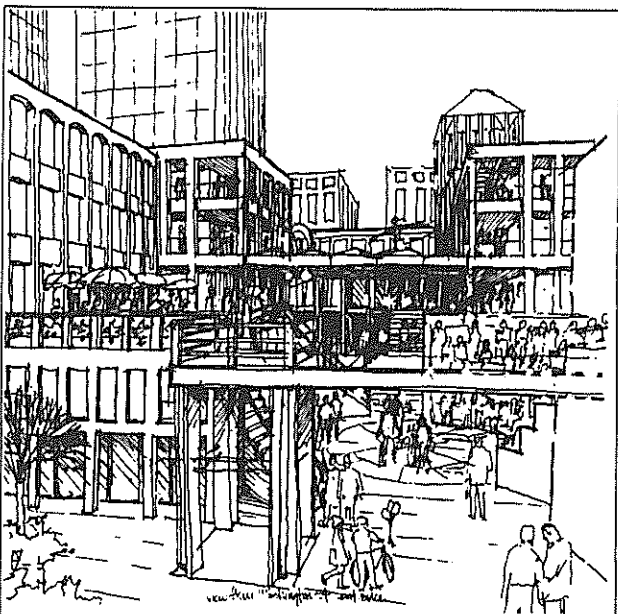
According to SOM, "One of the site concepts is to create a series of overlapping spaces, and arts/performance areas of



HINGE BLOCK SITE A

various heights, levels, and proportions that enhance one's movement through or into the Hinge Block. ... The major thrust of the scheme is that as one enters one of the spaces in the Hinge Block, there is the sense that something else (a performance or other activity) is going on in an adjacent area several levels above. ... A 199-seat theater becomes a focus in the major space with art galleries, museums, commercial/retail cafes and impromptu performance spaces highlighting other areas."

Benjamin Thompson Associates suggested an open space network with an arts facility



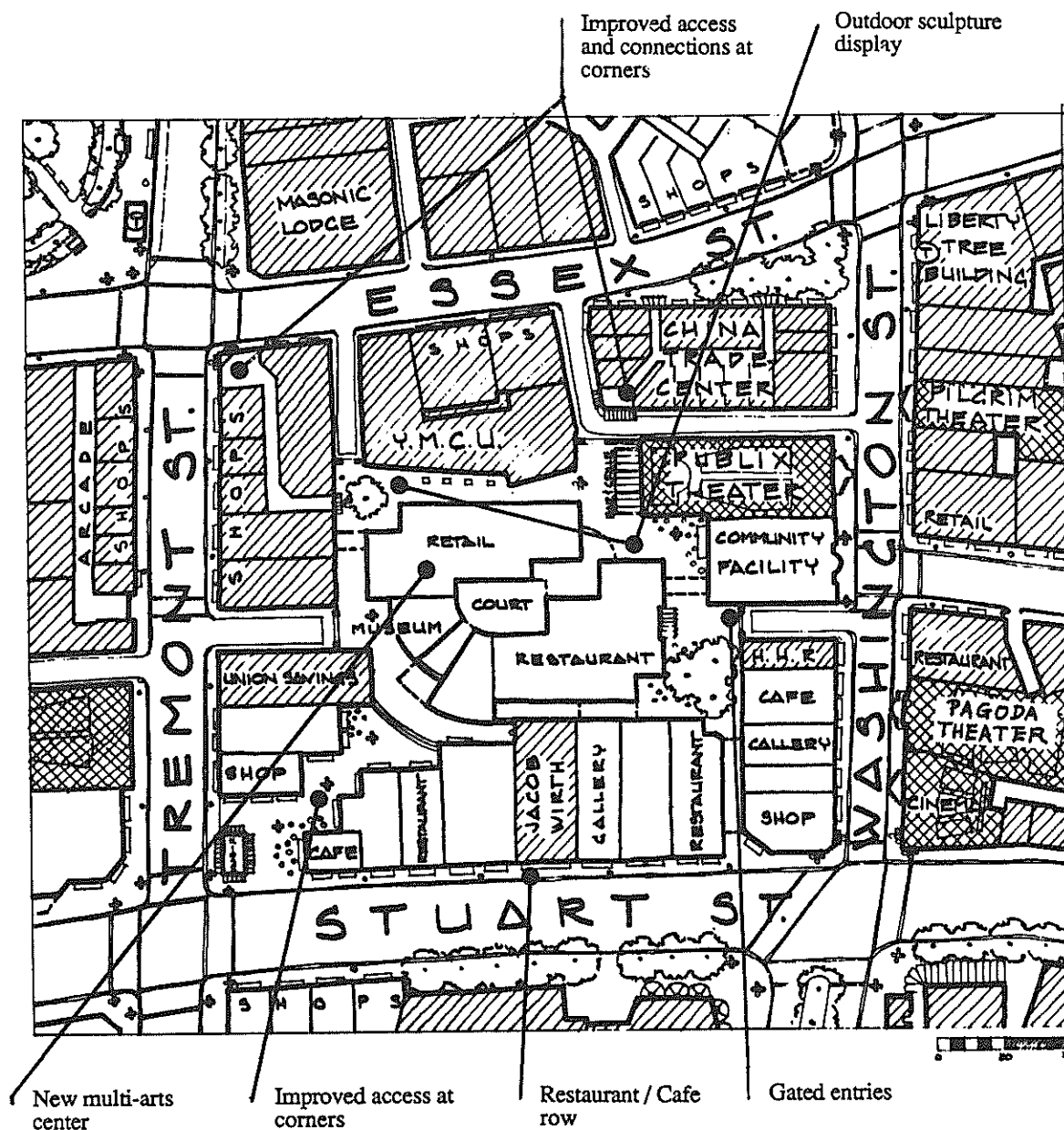
HINGE BLOCK SITE B

at the center surrounded by cafes, kiosks, and shops. The plan also assumes that different property owners will cooperate with the BRA, OAH, and arts groups.

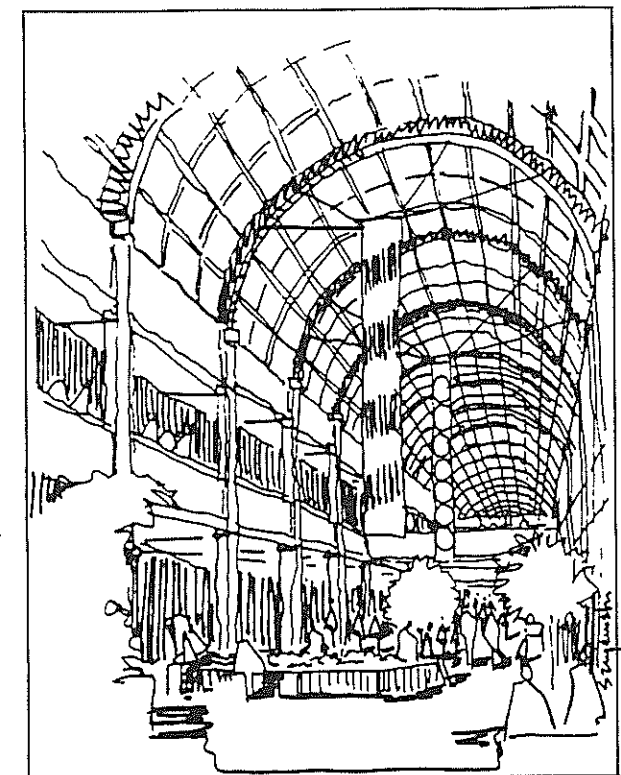
According to Thompson, "The 'Hinge Block' ... is the geographical and functional center of the new Cultural District. It has several historic buildings in it ... its surrounding structures are of low and medium height. At its center is a spacious area which lends itself to the creation of a protected pedestrian place with a new architectural element as its focus. This building could house a museum, as well as shops and offices, an outdoor

Hinge Block: heart of the Cultural District.

The "Hinge Block," so named because its central location is in fact defined by the boundaries of four districts, is the geographical and functional heart of the new Cultural District. It has several historic buildings in it, including the H. H. Richardson Building on Washington, the Y.M.C. Union on Essex, and Jacob Wirth restaurant on Stuart Street. Its surrounding structures are of low and medium height. At its center is a spacious area which lends itself to creation of a protected pedestrian place with a new architectural element as its focus. This building could house a museum, possibly an art school, as well as shops and offices, an outdoor sculpture garden, and a cafe, all taking advantage of the light and warmth of its southern exposure. The new building will be visible from the Stuart/Tremont intersection, and that corner will be redesigned to invite people to enter and walk through the block. On this edge of "Tremont Circus," a corner kiosk will attract pedestrians, and offer services supportive of the theater and nightlife activities nearby.



sculpture garden, and a cafe, all taking advantage of the light and warmth of its southern exposure."



INTERIOR PERSPECTIVE
View of gallery by S O M

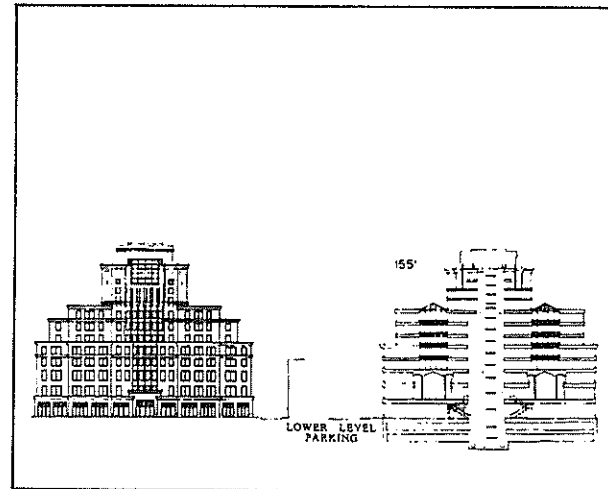
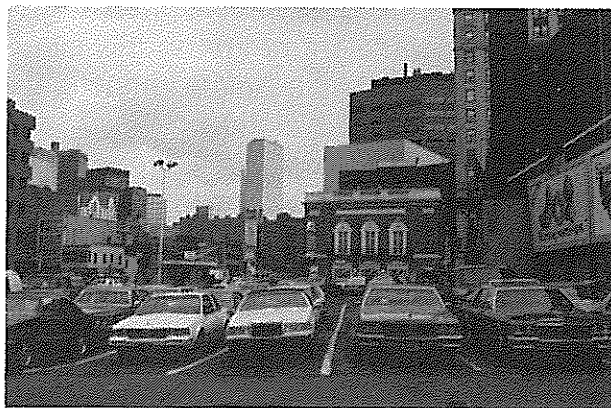
After a careful review of the three preliminary schemes, a decision was made to recommend low-rise development on the block. This option is consistent with both the Benjamin Thompson plan and the Chinatown 2000 plan, which was prepared for the Chinatown/South Cove Neighborhood Council.

Shubert Parking Lot

The lot, located at the corner of Tremont and Stuart Street, which is the privately-owned South Cove Urban Renewal Parcel C-4, lends itself to development which could significantly contribute to the Cultural District. A mixed-use project on the site could include a major hotel, in addition to offices, housing and ground-floor retail and restaurant uses. In return for additional height above 155', performance art space and membership galleries could be developed.

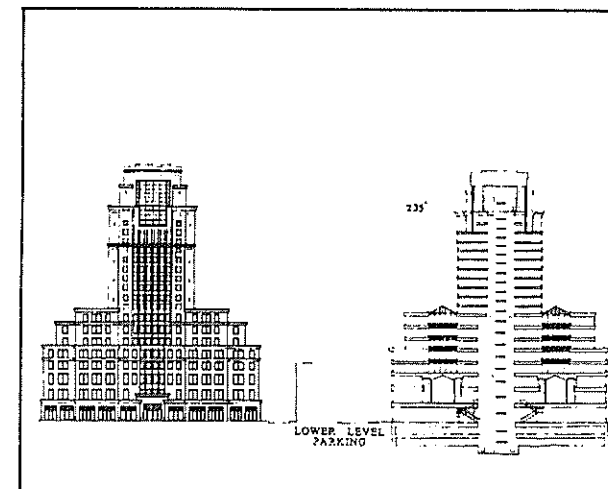
Three different configurations for the Shubert parking lot were studied by SOM. SOM recommended a 325-foot high, campanile-type building on the site.

Based on the need to balance traffic impacts and the provision of cultural facilities, the intermediate (Option 2) plan has been recommended. This option will encourage reinvestment without risking overdevelopment.



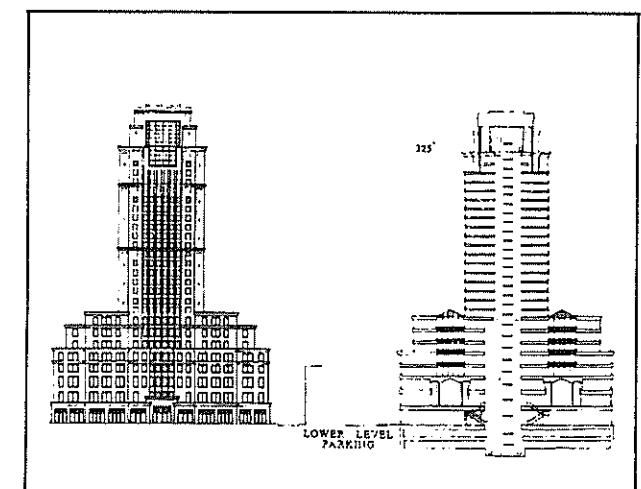
Option 1

This 250,000 square foot building would be 155-feet high with an FAR of 10. The ground floor would be used for retail activity while the upper stories would be primarily residential or hotel. This height and massing would be about the same scale as recent Park Square developments.



Option 2

This 300,000 square foot building would be 235 feet high and have an FAR of 11.5. The building could be either primarily offices or a mixed use development. Retail facilities would be located on the ground floor. The project would also include a 199-seat theater and adjacent art galleries. The size of the building is approximately the height of the mid-rise building of Howard Johnson's at Park Plaza. The additional height would allow views of Boston Common without creating adverse environmental impacts.



Option 3

SOM has proposed a 350,000 square foot building of 325 feet with an FAR of 13.5 for this site. The building would be either a hotel and/or residences with ground floor retail facilities. In addition, the project would include either galleries or two 199-seat theaters. The tower element would not cast new shadows on Boston Common and its decorative top and slender, campanile-type image could serve as a beacon that would identify the Cultural District on the Boston skyline.

Hayward Place

The currently-vacant parking lot bounded by Hayward Place, Washington Street, Avenue de Lafayette, and Harrison Avenue, could be redeveloped as a mixed-use complex that will include cultural facilities. Development rights for the parcel, which is owned by the city, are controlled by the Campeau Corporation, the parent company of Jordan Marsh and Bloomingdales and manager of the Lafayette Place shopping mall. Campeau has expressed an interest in developing mixed-use facilities on the site.

Redevelopment plans for this site have long envisioned a mixed-use project to include a major retailing component to extend Downtown Crossing activity into the Cultural District. An intensive shopping facility would front on Washington Street across from the row of historic theaters. Two small theaters, a 199-seat dance theater and a 200-seat concert hall, are to be included with their marquees located on Hayward Place and/or Avenue de Lafayette to contribute to the creation of "Theater Alleys".

The project also offers opportunities to improve the pedestrian environment of Washington Street such as extending the auto-restricted zone and adding small public spaces for cafes, public art, and performances. Any office, residential, or hotel space above the traditional height of the adjacent

street walls will be stepped back to protect the microclimate and scale of the public ways.

A height allowance of 250-to-350 feet has been recommended for the Hayward Place site. At 350 feet, no major new shadows will fall on Boston Common. The site is adjacent to three MBTA stations and could include a new parking garage. Further office development on this location can provide the economic incentive needed to renovate the failed Lafayette Place mall. This latter development is critical to providing a true mixed-use economy in Midtown.

Parcel 30/Keith Block

The larger block bounded by Boylston, Tremont, Avery, and Washington Streets is known as Parcel 30. It is two to three times the size of many Financial District blocks and contains a number of historic buildings. A large portion of Parcel 30 and the Keith Block parcels across Avery Street contain several largely vacant buildings and parking lots which are part of the proposed Commonwealth Center mixed-use project. The project area is located between three historic districts - the Liberty Tree, Piano Row, and Washington Street Theater districts - and is the visual terminus to Downtown Crossing.

Parcel 30 has long been an important site for theater in Boston, until recently having

theater marquees on Washington and Tremont Streets. The parcel includes the vacant State Theater, which is the second-oldest extant theater structure in the city. Ruth St. Denis, one of the founders of American modern dance has performed in this theater.



The parcel was also the site of one of the first theaters in the area, the Haymarket Theater, which operated from 1796 to 1803. The Tremont Theater, later called the Astor, also operated on part of the parcel from 1889 to 1978. Many George M. Cohan musi-

cal comedies played at that theater which was also the site of the first Boston showing of the controversial movie "Birth of a Nation."

The creation of legitimate theater activity on this site will be important to reestablishing the continuity and historic patterns of the Cultural District.

The Commonwealth Center proposal, now under review by the city and the community, provides a major opportunity to reinforce this portion of the Cultural District. The project is expected to include two small theaters - a 499-seat flexible space drama theater and a 499-seat dance theater as well as complementary uses, public spaces, and through-block pedestrian ways. In addition, the renovation of the Paramount Theater is to be undertaken by the same developer and its adaption for use as the 499-seat dance theater is being explored.

A number of significant issues remain to be resolved about Commonwealth Center. To check against overdevelopment, the recommended height range on this site is 250-to-350 feet. Microclimate impacts, the effect on adjacent historic buildings, and new shadows on Boston Common are among the critical concerns that must also be addressed. These issues must be balanced with the benefits proposed by the project's developers. A project on this site will not be recommended until this balance is achieved.

Opera House

As part of the transformation of the Cultural District, the city of Boston is seeking a \$16.8 million state grant to renovate the historic Opera House, which was built in 1928 as the B.F. Keith Memorial Theater. The money, which would come from the state's Civic Convention Center Fund would help:

- Provide first-class performance space that would be available to the Opera Company as well as other Boston-based performing arts and community groups;
- Provide an anchor for the Cultural District's facilities along lower Washington Street;
- Maintain the Opera Company's artistic quality and ensure its continued existence.

Under the plan, the Opera Company, which purchased the theater in 1978, would convey the theater to the city which in turn would establish a commission that would lease the property back to a non-profit agency to be called Opera House, Inc. Opera House, Inc. would manage the facility as a performance center for the opera company and other performing arts groups designated by the commission.

The funds would pay for badly needed renovations to the historic theater. In the late 1800s, Keith and his partner Edward Albee perfected what became known as

vaudeville near the site of the Opera House on lower Washington Street. They parlayed the concept into a nationwide chain of more than 400 theaters that became part of the RKO (Radio-Keith-Orpheum) entertainment conglomerate which also included financier Joseph Kennedy.

The renovation plans call for replacing the building's roof; upgrading mechanical and electrical systems; upgrading lighting, projection, and sound systems; constructing adequate kitchen facilities; making the building accessible for handicapped people; replacing hot water tanks and boiler room sump pumps; replacing old theater seats and carpeting; and cleaning the front dome of the theater. The plan further calls for: repairing and restoring cornices and center pieces in the auditorium; restoring the buildings murals to their original forms; restoring the Mason and Washington Street facades; restoring the box seating area and renovating the trustees room; renovating and replacing present elevator systems. In addition stage facilities should be expanded to handle full-scale opera productions; offices and rehearsal studios need to be renovated; hydraulic lifts must be installed in the orchestra pit. Finally, the renovation plan envisions constructing a smaller 150-seat theater in the Opera House building and converting a small portion of the building's office space into a museum and library for rare manuscripts, books, and art works owned by the Opera Company.



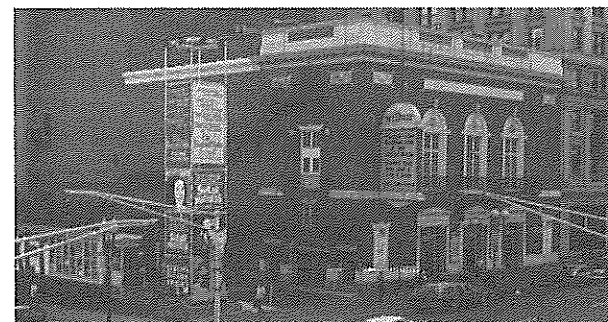
A Potential Home for The Institute of Contemporary Art

The ICA has been an integral part of Boston's cultural character for over 50 years. The Institute brings to the city innovative programs and performances that include painting, sculpture, photography, music, dance performances, multi-media art, lectures and special education programs.

The ICA's present 25,000 square foot facility on Boylston Street is too small, placing enormous limitations on the Institute's ability to present a full range of contemporary art of Boston's resident artists as well as those of the larger national and international art world. A new facility would allow the ICA to better provide comprehensive contemporary art programming. Specifically, the ICA hopes to develop major new exhibition and gallery space, extend its film and performing arts programs, improve its educational facilities, and develop a cable television program focusing on video art.

As a first step in developing plans for a new facility, the ICA is currently seeking a \$210,000 state grant, which would be matched by a \$90,000 city grant from the Boston Redevelopment Authority. The money would be used to study programmatic concepts, develop schematic designs, and analyze potential sites. One of the potential sites being studied for a new

ICA home is the Wilbur Theater/Parcel P-7 site. The project on this site would involve a joint effort among the ICA, the Wilbur Theater, the Wang Center, the New England Medical Center, owners of the Biewen Building/Wang Center and the air-rights over the Wilbur Theater; and developers who have previously received designation from the BRA to develop the vacant lot next to the Wilbur Theater. The concept currently being explored calls for ICA galleries, shop and restaurant uses at the base of the narrow P-7 lot. The lot would also contain elevators to larger ICA galleries and office space at the top of a 235-foot building which would extend over the Wilbur Theater, but would be set back from the theater's historic facade. The middle floors of the building would contain New England Medical Center office space and would be connected to the Biewen Building. The conceptual plan for the site also includes an interior walkway that would link the ICA, Wilbur Theater, and Wang Center continuing to a glass-covered arcade joining the Chinese Culture Institute, the NEMC parking garage, and the nearby Orange Line NEMC Station.

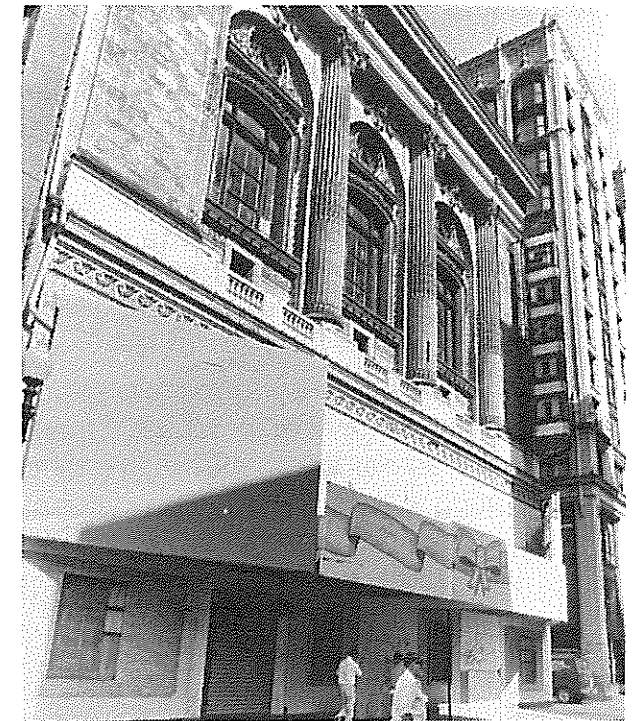


Historic Preservation Projects

A number of the neglected historic buildings in the district would lend themselves to reuse for cultural facilities. As part of their work on the plan, Brannigan-Lorelli Associates will undertake feasibility studies for the restoration of Steinert Hall, the adaptation of the Modern Theater to a 400-to-600 seat concert hall and arts office space, and the reuse of the Chauncy Street power station for rehearsal studios. Emerson College, as part of its plans to restore the Saxon/Majestic Theater, is designing a concept for the development of the former Gary Theater lot behind the Saxon/Majestic. The vacant lot would provide space for backstage uses, rehearsal studios, shop/storage, and arts offices as well as possible expansion of State Transportation Building offices.

A number of the neglected historic buildings in the district would lend themselves to reuse for cultural facilities.

Two districts on the National Register of Historic Places -- Washington Street Theater District and the Liberty Tree District -- merit special studies to coordinate renovation and reuse of their neglected historic buildings.





Liberty Tree District

The Liberty Tree District, at the corner of Essex and Washington Streets, consists of half a block of mid-to-late 19th century commercial buildings. The district forms one corner of the prominent Washington/Essex/Boylston Street intersection. Six of the buildings are listed in the National Register of Historic Places and three others are considered notable historic buildings. Many of the historic buildings are largely vacant and a few could be considered as endangered. The Liberty Tree Building at the corner is a neglected architectural treasure. The red brick commercial building was built with two upper story meeting halls and a carved wooden plaque set in a facade niche to commemorate the Liberty Tree which stood across the street. The upper floors of several of the commercial buildings have high ceilings, lending them to use as rehearsal studios. All the buildings should be restored and made viable for a mix of cultural facilities, Asian-oriented shops and services, and general retail/office uses. The building may also house legitimate adult entertainment uses. Should the Pilgrim Theater, currently operated for X-rated movies, be redeveloped, it could be partially adapted for cultural uses, perhaps as an Asian arts center.



Washington Street Theater District

The Washington Street Theater District is located along the west side of Washington Street south of West Street and is listed in the National Register of Historic Places. The district contains seven buildings dating back from the 1870s to the early 1930s and includes buildings that represent Midtown Boston's historic role as a center of vaudeville and movies. The district is unique in its diversity of architectural styles, providing a rich street wall to this stretch of Boston's main street. The handsome Bigelow-Kennard Building, a French Second Empire commercial building with

mansard roof and balconies, has recently been restored and the Adams House restaurant building is being renovated for use as a restaurant and club. Funds to upgrade the Opera House are being sought and a private developer has agreed to restore the Art Deco-style Paramount Theater, possibly to include a small dance theater and other complementary uses. The feasibility of redeveloping the Modern Theater as a concert hall is being studied. Restoration of the remaining commercial buildings for uses which contribute to the quality and activity of the Cultural District will be encouraged.

Summary

The center of the revitalized Midtown area will be a vibrant, multi-faceted Cultural District which will become the region's center of culture.

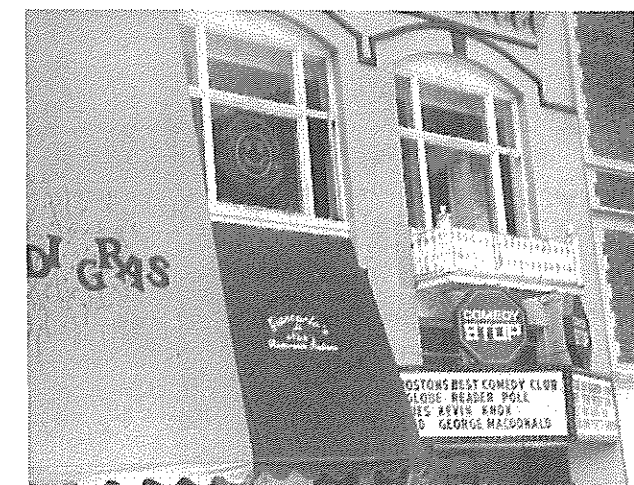
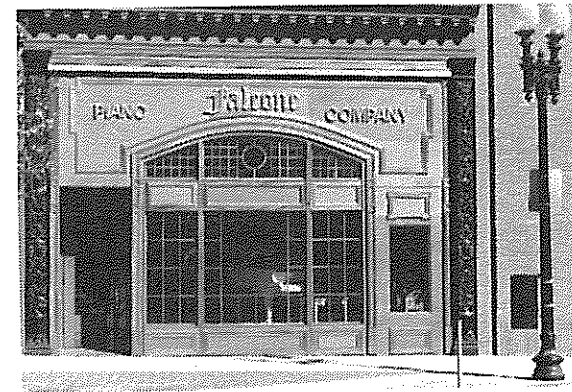
The Cultural District Plan was developed over the last four years by the Cultural District Task Force, a group that represents the non-profit arts community, residents of the area and of abutting neighborhoods, representatives of the business community, and community leaders concerned with such issues as historic preservation, open space, and urban design. Under the plan, the district's currently-fragmented concentration of historic theaters and quality evening activities will be strengthened by the addition of ten small- and medium sized-performance facilities in new and renovated theaters. These facilities will be connected through an improved open space system that will include a renovated Boston Common, a new public gathering place on the Hinge Block, and smaller public areas in and near new Midtown buildings. The facilities will be complemented by the presence of a new community of residences, neighborhood-oriented retail facilities, offices, hotels, restaurants, and art galleries, as well as expanded commercial and residential facilities for nearby Chinatown. The variety of uses in the district will ensure that the district is lively and inviting at least 18 hours a day, seven days a week.

The new performance facilities will be used by the more than 50 high-quality, non-profit performing groups in the city that currently do not have regular access to performance and rehearsal space. The facilities will range in size from 199-to-799 seats and will augment the existing large commercial theaters in the district. The new facilities will include renovated historic theaters, and new facilities in mixed-use projects. New public areas in the district can also be used for impromptu and informal performances.

Visual arts facilities will include new galleries, exhibition space, satellite museums, and possibly a new home for the Institute of Contemporary Art. Many of the new facilities will be clustered around a Visual Arts Center on the Hinge Block at the center of the district. The visual arts will also be supported through an extensive public art program in the Cultural District.

Funding for the transformation of the area will come from a variety of sources. The developers of large projects on certain carefully-selected parcels will be given height bonuses if they include cultural facilities as part of their project, renovate historic theaters or buildings, or build mixed-income housing. Density bonuses will be given to any other building in the district that includes cultural facilities and active ground floor uses. Funds from the sale of city-owned land in the Cultural District as well as federal and state

grants could also help fund new facilities. Fund-raising, programming, and promotion of the district and its facilities will be the responsibility of the Cultural District Trust, a non-profit public/private partnership.



3

CHINATOWN

CHINATOWN

Chinatown is a community at a crossroads. For more than 30 years, the neighborhood has struggled with highway builders, institution makers, and urban planners. But those fights were fought within a framework that based all plans for the area on the needs of the city, the regional economy, and the nearby medical institutions. As a result, the neighborhood, which tripled in population from 1950 until 1987, lost more than half its land to new roads and medical institutions. Chinatown's streets have become major thoroughfares for Boston. In addition, the adjacent Combat Zone is incompatible with the family character of Chinatown and cuts the neighborhood off from downtown, other neighborhoods, and Boston Common and the Public Garden.

Now, community members, with the support of the city, are planning Chinatown's future, building new housing, and starting new economic enterprises. Led by the Chinatown/South Cove Neighborhood Council, Chinatown's leaders are coordinating a grassroots planning process which makes the community the central reference point.

Now, community members, with the support of the city, are planning Chinatown's future.



Beach Street Gateway looking towards the Leather District

This initiative comes at a critical time. The growth in the neighborhood's population, the loss of land, and rapidly rising land values have created a crisis situation. The neighborhood needs more affordable housing, improved open space facilities, traffic relief, and better economic opportunities. Community-based planning must also embrace Chinatown's unique role in the city, prevent further encroachment on neighborhood land, and allow the community to grow.

Making the Chinatown community the central reference point in the planning process is fundamental to the success of the Midtown Cultural District Plan and establishes a number of key planning principals for the area:

- A community-based master development plan is being prepared that addresses such issues as the neighborhood's need for affordable housing, better and more diversified economic opportunities, improved open space, better traffic conditions, and improved social services and community development capabilities.
- No further institutional expansion should be allowed until a master plan is adopted by the community and the city.
- Publicly-owned land in Chinatown should be used only for housing, community services, and open space.
- Chinatown's residential areas should be expanded by developing affordable housing on air rights created by the depression of the Central Artery as well as on air rights over the Massachusetts Turnpike.
- Chinatown's growth into nearby areas, such as lower Washington Street and the Bedford/Essex corridor, should be encouraged.
- Chinatown should be reconnected with the city's central business district, with nearby residential neighborhoods, and with Boston Common and the Public Garden.
- The quality of life in Chinatown should be improved by reducing traffic in the neighborhood and by eliminating crime and blight associated with the presence of the Combat Zone.

The new context is critically important because Chinatown is again confronting the challenge of change in nearby areas. The state is planning to depress the Central Artery and build a new Seaport Access Road. The city is creating a new mixed-use downtown neighborhood in the Midtown area. The medical institutions are proposing continued growth and the downtown office economy is poised to expand into underutilized areas near Chinatown.

The changes wrought by all of these forces must be assessed in the context of Chinatown's community-based planning program. If this principle is followed then Chinatown can be protected from further harm and the neighborhood will have the opportunity to benefit from the revitalization and transformation of surrounding areas.

Midtown Plan Benefits Chinatown

As one of the first plans to be completed in accordance the new Chinatown policies, the Midtown Cultural District Plan embraces the goals of the Chinatown planning process. In addition, the Midtown Cultural District Plan establishes a number of policies that will support the goals and principles outlined in the Chinatown planning program. Specifically, the Midtown plan requires:

- Joint planning and review of all projects in the Midtown Cultural District.
- The production of 800 units of affordable housing for Chinatown residents. About 500 of the units will be built in Chinatown on publicly-owned land. At least 150 of the units will be built on the Hinge Block. The remaining units will be created in Chinatown and Midtown by inclusionary zoning requirements in the Midtown plan.
- Targeting linkage money from Midtown developments to benefit Chinatown. The money will be used by Chinatown community groups to design, build, and manage new housing in the neighborhood. This will increase community development capabilities.
- Making all of the about 1,000 job training slots created by Midtown jobs linkage programs available to Chinatown residents.
- Marketing new retail space in large Midtown developments to Chinatown businesses, a move which will encourage the continued expansion of the Chinatown business community onto lower Washington Street and the Hinge Block.
- Creating opportunities for equity participation by Chinatown residents in new developments on publicly-owned land.
- The establishment of an \$18.6 million community development fund, capitalized by the developers of the Parcel-to-Parcel linkage development of the Kingston-Bedford parking garage site and Parcel 18 in Roxbury.
- Improving the public realm by blocking through traffic in Chinatown, constructing a major new public area on the Hinge Block, and allowing only appropriately-scaled developments on key parcels near the neighborhood.
- Reducing problems associated with the Combat Zone through city licensing policies and a police presence in the Combat Zone.
- The establishment of an Asian arts center on the Hinge Block and the increased programming of Asian arts in other Midtown Cultural District facilities.
- Protecting the historic scale and character of Chinatown by establishing urban design and land use guidelines that only allow appropriately scaled and designed new developments on key parcels near the neighborhood such as the Hinge Block, by protecting historic buildings near the neighborhood, and by encouraging the renovation of historic buildings in and near the neighborhood.
- Ensuring that the Chinatown community continues to be an active participant in evaluating the benefits and trade-offs during the implementation of the Midtown Cultural District Plan.

The concurrent planning for Chinatown and the Midtown Cultural District will strengthen Chinatown's historic role as a residential, commercial and cultural center for New England's Asian community while enhancing the repertoire of entertainment, activities, and cultural events offered in the Midtown Cultural District. Through community efforts, the distinct identities and functions of the two districts will be respected, and the common concerns and needs of the areas will be addressed. Ultimately, the dual success of enhancing and preserving the historic Chinatown neighborhood and revitalizing the Midtown Cultural District will transform Boston's midtown

area into a vital urban nucleus distinguished by its historic resources and cultural diversity.



Hudson Street, one of the oldest streets in Chinatown

The Critical Turning Point

The policies established by the Chinatown Community Plan and the Midtown Cultural District Plan mark the first time in Chinatown's history that the neighborhood's needs have been systematically addressed through a community-based planning process.

Credit for turning around planning policies for Chinatown goes to the community, its business, social, and cultural leaders, and the neighborhood council. Although today's bottom-up efforts were initiated by the community, the necessity of this approach was expressed more than 30 years ago by Boston's visionary planner, Kevin Lynch, in his 1955 study on the potential expansion of the New England Medical Center (NEMC). Lynch opened the study, which was done for the NEMC board, by noting that: "The New England Medical Center is faced with a problem of growth and its neighborhood, the South Cove, with a problem of decay. Both problems are connected. Not only must the Medical Center understand its neighborhood so that it may find the space it needs for expansion, not only must it help reconstruct it so that its own environment be improved, but indeed as the strongest force in the area, it bears a responsibility for rebuilding that goes across its own property lines. Unhappily or otherwise, it must look beyond its internal preoccupation to other issues that surround it."

Writing not long after the state had taken part of Chinatown to construct the Central Artery, Lynch observed that "the takings for the new expressway will demolish many Chinese-occupied dwelling units and leave the community disturbed and pressed for housing. Their principal desire at the moment is to be left alone."

The policies established by the Chinatown Community Plan and the Midtown Cultural District Plan mark the first time in Chinatown's history that the neighborhoods have been systematically addressed through a community-based planning process.

Lynch further noted that the Chinatown community was "isolated, lacking in social or economic opportunity, and housed in an inadequate supply of very bad dwellings. Despite some outward movement, the community is anchored here and has an obvious need for decent housing and adequate recreation in the vicinity."



NEMC Proger Building

But the community's need for "decent housing and adequate recreation" facilities was never really addressed. Instead, institutions expanded in accordance with the city's 1965 South Cove Urban Renewal Plan. In addition to the Central Artery, the neighborhood lost land to the construction of the Southeast Expressway in the late 1950s and then to the construction of the Massachusetts Turnpike extension in the early 1960s. The growth of the Combat Zone on lower Washington Street during the late 1960s and the 1970s was incompatible with Chinatown's family character and cut off the neighborhood from the rest of the city and from the Boston Common and the Public Garden. City planning projects, such as the ill-fated 1971 Park Plaza urban renewal plan, proposed little to help the neighborhood. The Park Plaza plan called for high rise buildings, such as a 450-foot high rise luxury, mixed-use building on the Chinatown side of lower Washington Street. The final result of these changes was that the neighborhood lost more than half of its land to institutional expansion and highway construction, and was increasingly isolated from the rest of the city.

Many of these projects were bitterly fought by Chinatown, but with little success. New housing was built in Chinatown during the 1970s, much of it to replace units lost to institutional expansion. But almost no housing has been built in the 1980s.



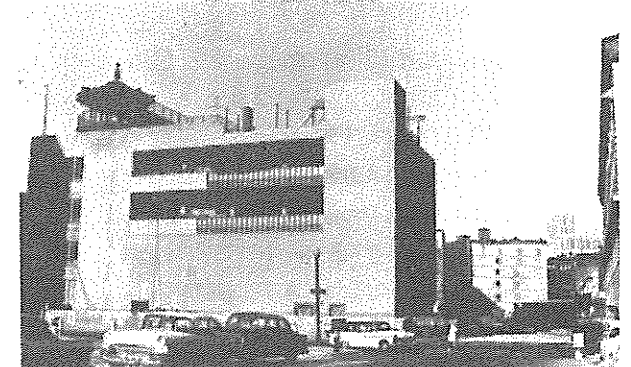
Lee Family Association, Tyler St.

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The housing construction has not kept pace with the growth of the neighborhood. First during the 1960s when U.S. immigration laws were finally changed to make it easier for Asians to immigrate to America, and later in the late 1970s and early 1980s when a wave of immigrants from Asia and southeast Asia came to the United States, the neighborhood grew in size. The combination of these changes has resulted in the neighborhood's population more than tripling in size since 1950, making Chinatown the most crowded neighborhood in the city today.

A key event for the neighborhood was the creation of the Chinatown/South Cove Neighborhood Council in 1985. The council was established by the Flynn Administration, as part of a new focus on the needs of the neighborhoods.

The conflicting forces of neighborhood needs and institutional expansion collided over a 1986 NEMC proposal to build a \$9 million, 600-car parking garage on a Chinatown site that was partially owned by the city. That proposal was vehemently opposed by the neighborhood council. In March 1987, after more than a year of meetings between the community and the hospital, the council voted to discontinue negotiations and to oppose the garage plan. The city supported the neighborhood's position.

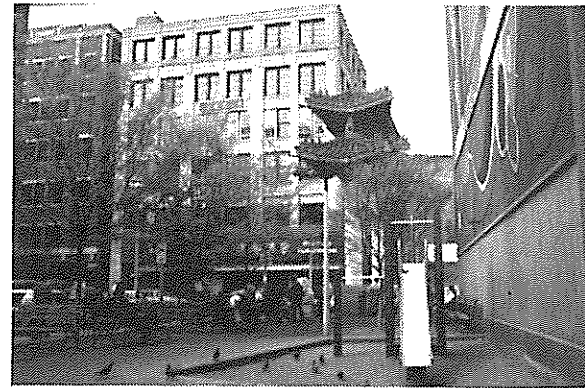


The Chinese Merchants Building on Hudson Street before it was severed to make way for the Central Artery

A June 1987 BRA report noted that: "A previous planning analysis about the NEMC garage came to the wrong conclusion about land uses in Chinatown because it failed to shape the policy questions appropriately. With respect to NEMC's garage proposal, the central issues in formulating the decision framework were not where to locate a garage, how to finance it, or how large it should be."

The report continued: "Rather, the appropriate planning principles were to maintain and improve the quality of life in Chinatown, and to strengthen its residential character. This analysis represents a change in the perspective which held that land use decisions in Chinatown should be analyzed in the context of institutional expansion plans. A shift to the community

needs and values as the standard of reference changes both the nature of the questions posed, and the resulting answers. On a broader level, this analysis shows a need for a community-based comprehensive planning process to guide future land use decisions in Chinatown."



Chinatown Gateway Park Beach St.

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The planning program started with a survey of community conditions including the Chinatown Housing Survey. After numerous meetings, the neighborhood council approved the draft plan in February

1988. The draft plan was ratified by the community in March 1988. Community members are now working on ways to implement the plan's goals and objectives in a final plan for the neighborhood.



Striking Workers

The shift in policy for Chinatown establishes the planning context for the relationship between the Midtown Cultural District Plan and the Chinatown community. The Midtown plan offers an opportunity to reinforce the new Chinatown policies and to address the neighborhood's needs and aspirations.

Chinatown Community Plan

The historic Chinatown planning effort begun in 1987 established new policies regarding the neighborhood. The planning process was further strengthened by the city's September 1987 Downtown Interim Zoning Plan which required the develop-

ment of a community-based comprehensive development plan for Chinatown and South Cove before final zoning could be enacted for the neighborhood. This process has already resulted in the passage of a draft Chinatown Community Plan. While the community plan is being finalized the city has established a number of interim policies and programs concerning institutional expansion, new and existing public land, and the creation of affordable housing.

Institutional Expansion

For more than 30 years institutions in the Chinatown/South Cove neighborhood have grown, often with the support of the city and the state. To ensure the integrity of the community-based planning process, further institutional expansion will be allowed only in accordance with the neighborhood master plan adopted by the community and the city. Existing buildings will be the boundaries of the institutions until the plan is adopted. In the future, the Chinatown/South Cove community will participate in the review of all proposals for institutional expansion.



New England Medical Center

To ensure the integrity of the community-based planning process, further institutional expansion will be allowed only in accordance with the neighborhood master plan adopted by the community and the city. Existing buildings will be the boundaries of the institutions until the plan is adopted. In the future, the Chinatown/South Cove community will participate in the review of all proposals for institutional expansion.

Air Rights Development

Chinatown's residential areas should be expanded by developing affordable housing on air-rights over state roads built on land that was once part of Chinatown. Some of that land will become available at the end of the next decade when the state finishes developing the Central Artery, freeing up a site to the southeast of the Chinatown Gateway. Other land is already available on air rights over the Massachusetts Turnpike. The state should make this land available to the neighborhood, possibly by conveying the land to a neighborhood-based land trust. After a community-based planing process the land should be developed to help meet the Chinatown's need for housing, new business opportunities, and open space.

Chinatown Housing Improvement Program

As part of the Chinatown Community Plan, the BRA and the Chinatown community are jointly developing the Chinatown Housing Improvement Program (CHIP). This program will address the neighborhood's overwhelming need for affordable housing

About 500 units of housing will be built on the five parcels of land in Chinatown that are owned by the city.

by reserving city-owned land in Chinatown for housing and community facilities, and using housing linkage funds to ensure that the housing is affordable. The plan sets a goal of building about 650 units of affordable housing. The program aims to break ground on 60 percent of these units by 1989.

About 500 units of housing will be built on the five parcels of land in Chinatown that are owned by the city. The sites include land bounded by Oak, Washington, and Marginal Streets (Parcels R-3 and R-3a); a site at Tyler and Hudson Streets (Parcel R-1); the Posner site (Parcel P-2); a site bounded by Oak, Nassau, and Washington Streets (Parcels P-3,, P-4, and P-4a); and the Don Bosco parking lot site (Parcel P-12). Another 150 units will be built for Chinatown residents on the Hinge Block, which is bounded by Washington, Stuart, Tremont, and Boylston Streets. The program will also advance other primary goals identified in the Chinatown Community Plan, including neighborhood stabilization, improvement of

open space and community recreation facilities, and community participation in the programming, design, development, and maintenance of Chinatown housing facilities.



Tyler Street, Chinatown

Development of the first of the CHIP parcels has already started. In March 1988 the BRA issued a Request for Proposals to build a minimum of 220 units of housing on Parcels R3 and R3a. A minimum of 50 percent of the units will be developed for large families, and at least 25 percent of the units will be set aside for the elderly. The South Cove YMCA will also be relocated to the site. Development proposals for the 80,000 square foot site were due on June 14, 1988. The BRA has received two proposals, one from the Asian Community Development Corporation and the other from the Chinese Economic Development Council. The proposals are being reviewed by the community.

This project is especially significant because it is the first major housing project built in the neighborhood in a decade. Equally significant, the project sets a precedent for direct and active community participation in the various phases of housing production, from programming to development and management. In addition, the project testifies to the function of the community master plan as a guide for future actions affecting Chinatown.

Community Planning

The historic joint Chinatown community planning effort aims to build a broad-based consensus on critical issues facing the neighborhood. Ultimately, the process will result in a blueprint for the future that will outline set of programs and policies to:

- Stabilize the neighborhood and allow it grow;
- Create affordable housing opportunities;
- Develop business and service opportunities;
- Diversify Chinatown's economy;
- Create better job opportunities;
- Build community access, capacity, and resources;
- Improve traffic and parking conditions;
- Preserve Chinatown's historic and cultural heritage; and
- Enhance the environmental quality of Chinatown.

The plan is being conducted in two phases over a twelve month period. The draft Chinatown Community Plan, which concluded Phase I, was adopted by the CNC on February 22, 1988 and was ratified by the community at a public meeting on March 29, 1988. The draft plan outlines the community's consensus on overall goals, objectives, and policies in five areas of concern: housing, community services, land use, business and economic development, and traffic and transportation.

The historic joint Chinatown community planning effort aims to build a broad-based consensus on critical issues facing the neighborhood.

Phase II of the planning process is focusing on feasibility studies of alternative actions and strategies, public discussions, and inter-community agreements. As a first step in developing these strategies, a design studio at MIT's department of urban studies and planning produced a report for the neighborhood council entitled Chinatown 2000, which examines ways to meet the neighborhood's varied needs. The final Chinatown Community Plan will be completed in the summer of 1988 and will be reviewed by the community before it is presented to the city for formal adoption as the master plan for Chinatown. The plan's recommendations will form the basis of new zoning for the neighborhood.

A Vision Of Growth

The draft Chinatown Community Plan was derived from a shared vision of Chinatown's continued growth as a local residential neighborhood and as a regional center of commerce and culture. As envisioned, Chinatown's future growth will branch out in



Kneeland Street in 1925

Chinatown looks toward the revitalized Midtown Cultural District primarily for the continued development of neighborhood businesses, employment opportunities, housing, community services, and cultural facilities.

many directions. Chinatown looks toward the revitalized Midtown Cultural District primarily for the continued development of neighborhood businesses, employment opportunities, housing, community services, and cultural facilities. The neighborhood looks toward the South End and air rights over the Massachusetts Turnpike primarily for affordable housing and open space. A third area for growth will be the future "gateway site" that will be created east of the Southeast Expressway through the Central Artery/Third Harbor Tunnel project. This area should be used for affordable housing, open space, industries that will support the diversification of the Chinatown economy and work force, community-controlled commercial developments, and other uses that will complement the core Chinatown area to the west of the Expressway.

Housing

Preserving and expanding the supply of housing, particularly affordable housing in and near Chinatown, is essential to the continued growth of the Chinatown neighborhood. Existing housing stock should be upgraded, while new housing should be built in and near Chinatown. In particular, there is a pressing need to preserve and increase the supply of affordable housing for large households and for the elderly. Different housing types and alternative forms of ownership need to be expanded in order to create a stable and permanent base for a socially, economically, and environmentally viable neighborhood.

Community Services

Community self-sufficiency will allow Chinatown to better meet the needs of its residents. Community awareness of how to utilize available services should be increased. Existing programs should be expanded and new programs should be developed to address the needs of the increasingly diverse community. Primary services such as those relating to housing, jobs, and health care should be supplemented with more services oriented towards recreation, entertainment, cultural enhancement, and community advocacy. The financial, physical, and human resources of community service agencies should also be improved.



United Service of China Appeal - Opening Day for Carnival

Land Use

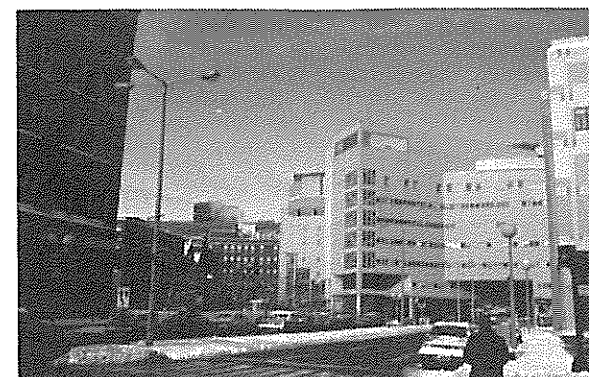
The residential, commercial, cultural, and community service base of Chinatown needs to be preserved and expanded in order to serve the future growth and vitality of the area's Asian community. The residential and business core of Chinatown should be stabilized and expanded to allow for the creation of new housing, businesses, jobs, services, and open space. Existing land uses and resources need to be protected from institutional encroachment, gentrification, displacement, and detrimental impacts on the physical environment. In addition, the community must have a significant voice in monitoring and regulating downtown development and institutional expansion. In particular, the Chinatown community looks to establish its claim of the "gateway site" to restore land lost in the past

to highway construction and institutional expansion. The quality of the neighborhood's physical environment should also be improved.

The Chinatown community looks to establish its claim of the "gateway site" to restore land lost in the past to highway construction and institutional expansion.

Business And Economic Development

Chinatown businesses should be strengthened and revitalized to facilitate their expansion into nearby areas such as the Midtown Cultural District and the Leather District. In addition, the plan aims to diversify the neighborhood's economy by expanding the types of businesses in Chinatown and to improve working conditions and the status of the Asian/Chinatown

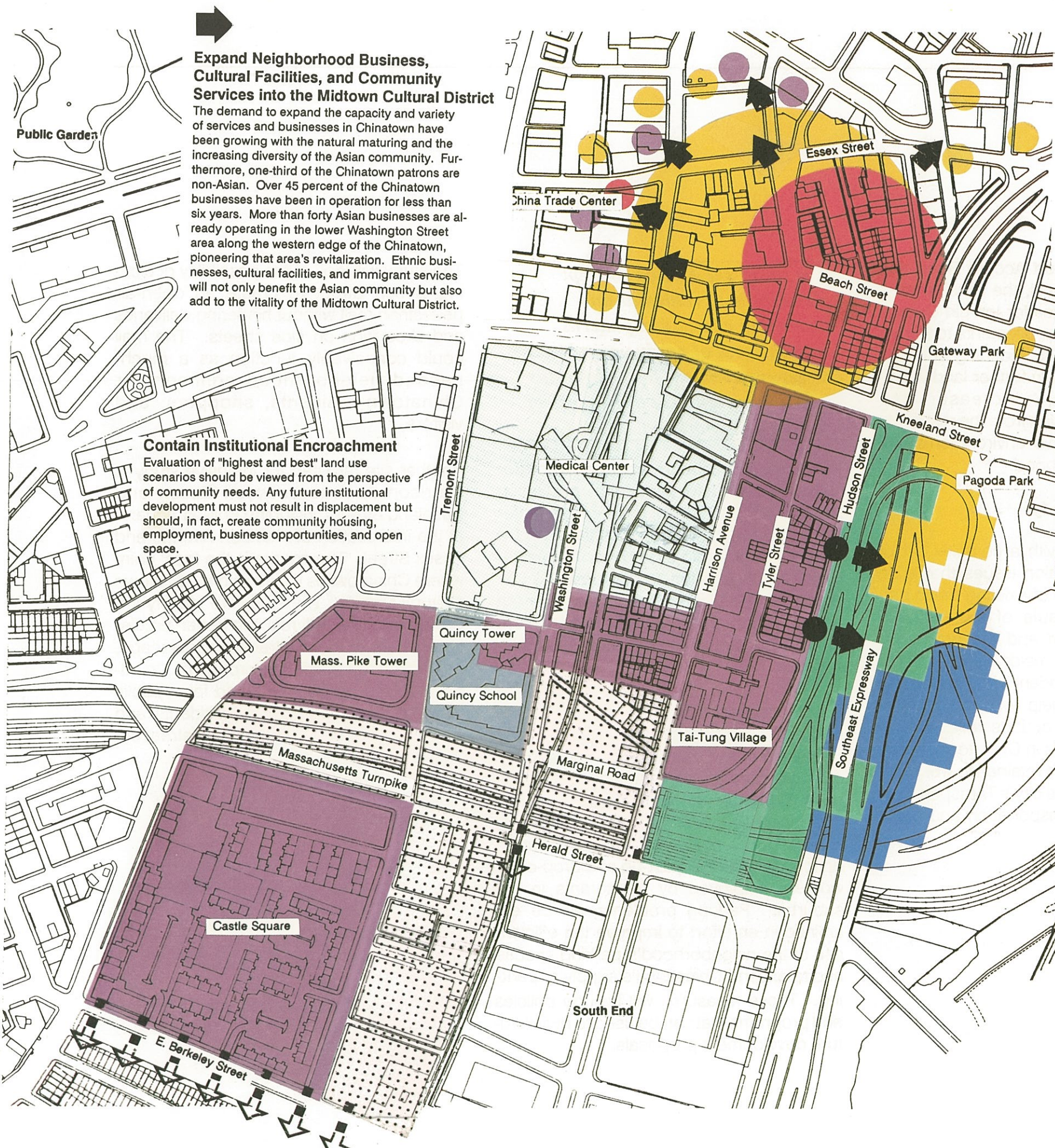


NEMC New Floating Hospital, Washington Street



Laid off garment workers in street protest 1986

labor force. Reinforcing the existing economy through diversification will allow the community to adapt to market fluctuations. Neighborhood-based businesses need to be encouraged and preserved. Employment options need to be upgraded and expanded into growth areas and opportunities created by downtown development. These measures will also improve worker conditions and status in areas such as wages, health insurance, work environment, employer/employee relations, and day care needs.



Expand Neighborhood Business, Cultural Facilities, and Community Services into the Midtown Cultural District

The demand to expand the capacity and variety of services and businesses in Chinatown have been growing with the natural maturing and the increasing diversity of the Asian community. Furthermore, one-third of the Chinatown patrons are non-Asian. Over 45 percent of the Chinatown businesses have been in operation for less than six years. More than forty Asian businesses are already operating in the lower Washington Street area along the western edge of the Chinatown, pioneering that area's revitalization. Ethnic businesses, cultural facilities, and immigrant services will not only benefit the Asian community but also add to the vitality of the Midtown Cultural District.

Contain Institutional Encroachment

Evaluation of "highest and best" land use scenarios should be viewed from the perspective of community needs. Any future institutional development must not result in displacement but should, in fact, create community housing, employment, business opportunities, and open space.

Preserve And Upgrade Existing Cultural/Commercial Core

Chinatown is an ideal cultural, business, and service center to New England's Asian community, because of its central location and easy access by public transportation and regional roadways. Only one-fifth of the Chinatown business patrons are residents of the neighborhood. About two hundred businesses and over sixty community organizations and service agencies are based in the neighborhood. To enhance the historic role of the business core north of Kneeland Street, public images, physical appearance, and utilities need to be improved along with parking, trash collection, and public safety.

Preserve And Reinforce Existing Neighborhood Fabric

Chinatown consists of a commercial core north of Kneeland Street and a residential center south of Kneeland and across the Turnpike. The neighborhood is characterized by modest-sized lots with buildings of moderate heights that are tightly interwoven with alleyways and narrow streets. Nearly 50 percent of the buildings have four floors or less, and almost all are under 100 feet. About 77 percent of the buildings are constructed of brick. The modest and intimate neighborhood structure is broken up along major streets fronting the neighborhood, including the few high-rise housing complex bordering the Massachusetts Turnpike and institutional facilities along Washington Street. Future developments should amend and reinforce a physical neighborhood context that accommodates a pedestrian-oriented environment and residential ambience in terms of scale, design, and use. The connection between the subdistricts should be protected to preserve the neighborhood as a unified entity.

Continue Residential Expansion South of the Turnpike

Chinatown remains a primary choice of residence because of its central location and a well-established social network and support system. In addition to being the most densely populated neighborhood in the city, Chinatown's limited housing stock also has the highest rate of overcrowding at 21 percent. Affordable housing for families and the elderly remains a top priority. The southward migration over the Turnpike was instigated with the construction of the Expressway and the extension of the Turnpike in the 60s and 70s. Additional housing opportunities should be explored without infringing upon the established neighborhood entities.

LAND USE DRAFT CONCEPT PLAN

Key:

- Commercial
- Residential (Existing)
- Institutional
- Open Space
- Office/Manufacturing/Others
- Residential (Future Growth)



Expand Open Space, Businesses, and Jobs Resources in the Future Subarea East of the Realigned Southeast Expressway

The Chinatown neighborhood should retain access to and control of the additional land area that will be created with Central Artery/Third Harbor Tunnel project to accommodate the needs of the growing Asian community. Since 1970, the Asian population in the City of Boston has increased from about 8,500 to an estimated 25,000 today. The additional land resources will be critical in addressing the contending demands on the existing Chinatown neighborhood. In addition to obtaining the much needed open space and recreation resources, businesses and industries that will be located in the new subarea of Chinatown should provide a base for the economic diversification of the community.

Transportation And Traffic

The plan's major goals and objectives are to strengthen the connections within the neighborhood and with abutting districts; to upgrade Chinatown's pedestrian environment; and to improve traffic circulation patterns to serve residents, businesses, and service organizations. Traffic impacts on Chinatown generated by nearby development and transportation projects should be controlled and managed. Steps should be taken to reduce street congestion, noise, and air pollution caused by traffic and parking in and near Chinatown. Traffic circulation patterns should be designed in a way that provides for safe, convenient, and comfortable pedestrian movements in and around Chinatown. Better transportation services should be developed for Chinatown's residents, business patrons, service clients, and other visitors.

Traffic impacts on Chinatown generated by nearby development and transportation projects should be controlled and managed.

The impacts of the many public works projects in and near Chinatown is of paramount importance to the neighborhood. These projects -- which include the depression of the Central Artery, the con-

struction of the Seaport Access Road and the Third Harbor Tunnel, the installation of the replacement service for the old Orange Line, the proposed improvements to Herald Street, and the planned widening of Essex Street -- cannot result in further land taking from Chinatown, increase the neighborhood's isolation from the rest of the city, or create negative environmental impacts in the neighborhood.

Chinatown Traffic Study

Chinatown is faced with a complex set of traffic and transportation issues that arise from the combination of existing traffic patterns, major overhauls of the regional transportation system and the downtown traffic network, and major developments planned for the adjacent downtown and midtown areas. To help evaluate potential impacts and develop options which will improve traffic conditions in Chinatown, a traffic consultant has been retained to work with the community and the city's Transportation Department on a transportation and traffic study for Chinatown.

The study will develop concept plans for both vehicular and pedestrian circulation patterns with the goal of producing a better street environment for pedestrians and a more efficient traffic system for the neighborhood.

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Street congestion created by the loading and unloading of trucks for the many wholesalers and retailers in Chinatown's business core will be examined in depth in order to identify measures that can reduce the congestion while maintaining needed services. The study will look into different options for the daily pick-up and drop-off of workers employed by restaurants in the suburbs. Parking problems will be examined in an effort to improve the efficient use of the neighborhood's parking spaces and to expand Chinatown's supply of parking. These measures will include policies and programs that can be used to review future development proposals.

The study will look at the possibility of closing Beach Street to create an open-air pedestrian mall without hindering deliveries and circulation on side streets. The mall could conceivably function as a much-needed neighborhood common for Chinatown residents, shoppers, and visitors.

Another site targeted for intensive study is Harrison Avenue between Essex and Kneeland Streets, including Phillips Square, at the intersection of Harrison Avenue and Essex Street. The square is the focal point where Chinatown is linked with the Midtown Cultural District. The study will identify improvements that will result in better circulation of cars, a more attractive streetscape, and a safer pedestrian environment. In addition, plans will be developed for a public plaza in the square where residents and visitors can rest, relax, and enjoy street activities.

New Highway Connections

New highway connections could also reduce through traffic in Chinatown. Under current configurations, Back Bay traffic would travel through the neighborhood on its way to the Central Artery and the Third Harbor Tunnel. Because this flow would convert Marginal Road into a major arterial route, the city's Transportation Department has proposed that the Back Bay traffic make its artery and tunnel connections through the Massachusetts Turnpike. Under the proposal, traffic from the Third Harbor Tunnel and the Central Artery destined for the Back Bay would travel west on the turnpike to a new Back Bay off-ramp at Berkeley Street. Cars from Back Bay would connect with the east-bound turnpike through a new ramp from Herald Street. This proposal would keep this regional traffic off Chinatown streets such as Kneeland Street, Marginal Road, and Essex Street.

The Midtown Cultural District And Chinatown

The Midtown Cultural District Plan supports the principles established in the Chinatown Community Plan. The Midtown Cultural District Plan will also develop compatible resources, direct the benefits of Midtown development toward Chinatown, and protect Chinatown from adverse impacts created by new development.

Housing

About 800 units of affordable housing will be created for Chinatown residents by Midtown Cultural District Plan policies. The 800 units, represent more than 25 percent of the 3000 new units that will be built in the Midtown area. The new units will increase Chinatown's total supply of housing by over 50 percent. With the parallel efforts in preserving and upgrading the existing housing units and in expanding alternative forms of home-ownership, the new housing will contribute significantly to the stabilization of the residential base of the Chinatown community.

Projected office developments in the Midtown Cultural District will generate about \$16 million in housing linkage funds. These funds will help finance the Chinatown Housing Improvement Program's (CHIP) construction of 500 units of affordable housing in Chinatown and at least 150 units of affordable housing on the Hinge Block.



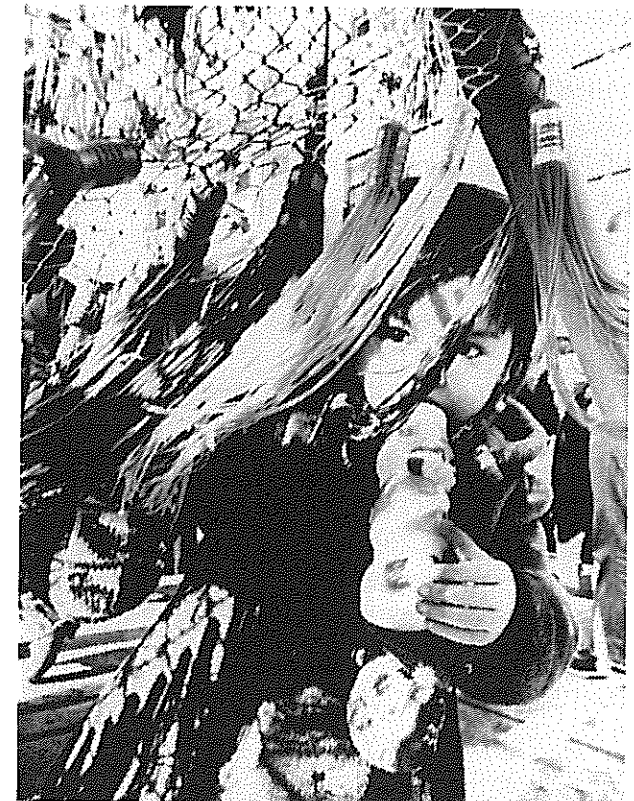
Artwork by children at Chinese Cultural Institute

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In addition to 650 units created under the CHIP program, about 75 percent of the 200-to-250 affordable housing units built in the Midtown Cultural District or in Chinatown will be set aside for Chinatown residents. These units will be created through zoning guidelines that allow projects to receive density bonuses if the buildings are primarily used for housing and if either 10 percent of the units in the development are affordable or if affordable off-site units are created elsewhere in the Midtown Cultural District or in Chinatown. The number of off-site units must be equivalent to at least 15 percent of the total units in the project receiving the zoning bonus.

Neighborhood Business Opportunities

The Midtown Cultural District Plan supports the continued growth of Chinatown/South Cove neighborhood businesses through a variety of measures that include requiring affirmative marketing of neighborhood commercial space, encouraging compatible uses, and improving the connections between downtown retail center and the Chinatown commercial core. With the opportunities provided through these measures, neighborhood businesses that



Chinese New Year

meet the everyday needs of the growing Chinatown/South Cove community can continue to expand onto lower Washington Street and nearby streets. More than 40 Asian-owned businesses are currently operating in these areas. In addition, the plan creates opportunities for equity participation in new Midtown developments and encourages the use of minority business enterprises in the construction of the new developments.

To protect and promote neighborhood business opportunities and to mitigate the potential effects of displacement and gentrification, major developments in the Midtown Cultural District will be required to take definitive affirmative actions to create and market opportunities for the Chinatown/South Cove neighborhood businesses to lease commercial space.

The Midtown Cultural District Plan also helps Chinatown businesses through proposed zoning regulations that will allow the inclusion of only commercial and cultural uses on the ground floor of all new or substantially renovated Midtown Cultural District buildings. An active retail environment will be further supported by a general upgrading of the public realm in the Midtown area.

As a result, Chinatown's business core will be better connected with the city's downtown retail area. In this process, the China Trade Center, which is housed in the renovated Boylston Building on one corner of the Hinge Block, could be reinforced as a focal point for the area. Chinatown businesses will be further aided by an increased clientele drawn from the new office workers and residents in Midtown as well as from the people using the Midtown Cultural District's cultural facilities. The presence of 800 more units of housing for Chinatown residents will also help support the growth of neighborhood businesses.

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Neighborhood businesses can also benefit from the revitalization of the Midtown area through development guidelines for city-owned land or for projects receiving substantial public assistance. A model for this approach is the Parcel-to-Parcel I development program that links the development of a city-owned site in the Midtown Cultural District at Kingston, Bedford, and Essex Streets with the development of Parcel 18 at the intersection of Tremont and Ruggles Streets in Roxbury. The project is being developed by a joint venture of Metropolitan Structures, one of the country's largest developers, and Columbia Plaza Associates, a partnership of businessmen from Boston's communities of color. Other minority businessmen, as well as Chinatown and Roxbury community groups, have been given the opportunity to become limited partners in the project.



New Neighborhood Shops on Kneeland Street 1987

The Parcel-to-Parcel I development project is being developed by a joint venture of Metropolitan Structures, one of the country's largest developers, and Columbia Plaza Associates, a partnership of businessmen from Boston's communities of color.

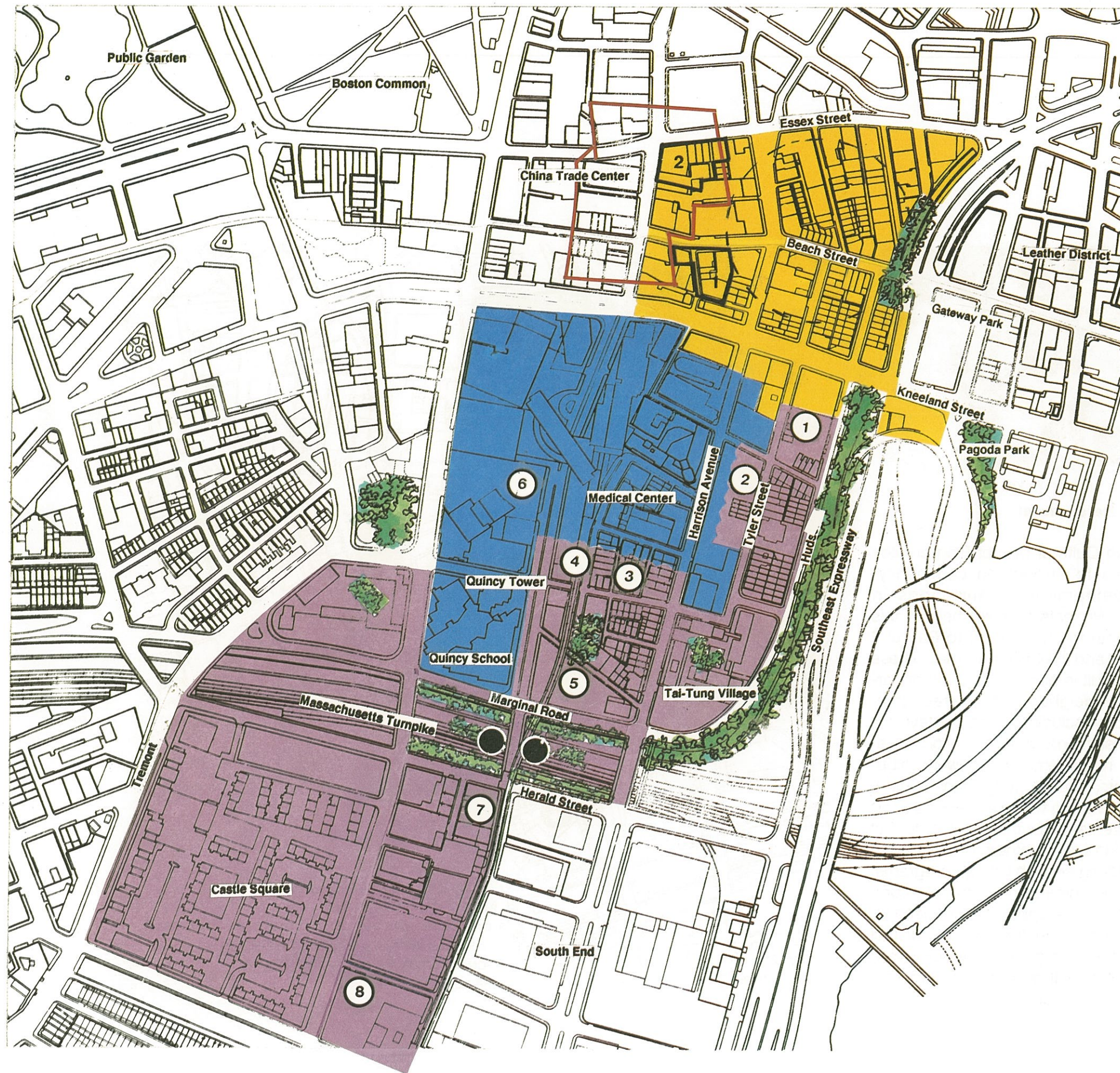
The joint partnership has set a goal of employing minority- and women-owned groups have been given the opportunity to become limited partners in the project.

The joint partnership has set a goal of employing minority- and women-owned business enterprises for 30 percent of the work on the project and has agreed to set aside affordable space in the project for minority- and women-owned businesses. The developers are also capitalizing a community development fund and providing child care-facilities for 200 children.

Job Opportunities

The Midtown Cultural District Plan includes programs and policies ensuring that members of the Chinatown community have access to the approximately 10,000 construction jobs and 16,000 permanent jobs which will be created in the district.

Since Chinatown is directly affected by major developments planned for the Midtown Cultural District, all of the 1,000 jobs training slots created by jobs linkage funds from Midtown developments will be available to Chinatown residents. Developers should create specific job training programs that will prepare Chinatown/South Cove residents for the construction and permanent jobs that will be available at project sites.



LAND USE DRAFT REGULATION

Key:

- Mixed-use With Street Level Retail
- Housing With Provisions For Community Space And Street Level Retail
- Institutional
- Open Space And Recreation
- Adult Entertainment District
- Study Area For Historic Preservation
- National Register Districts
 - 1. Beach Knapp
 - 2. Liberty Tree
- Affordable Housing
 - Air Rights Development
 - 1. Tyler Street Lot (Parcel R-1)
 - 2. Posner Lot (Parcel P-2)
 - 3. Oak Street Lot (Parcel P-3/P-3A)
 - 4. Washington Street Lot (Parcel P-4/P-4A)
 - 5. Marginal Road Lot (Parcel R-3/R-3A)
 - 6. Tremont Street (P-12)
 - 7. South Herald Street
 - 8. Waterford Place

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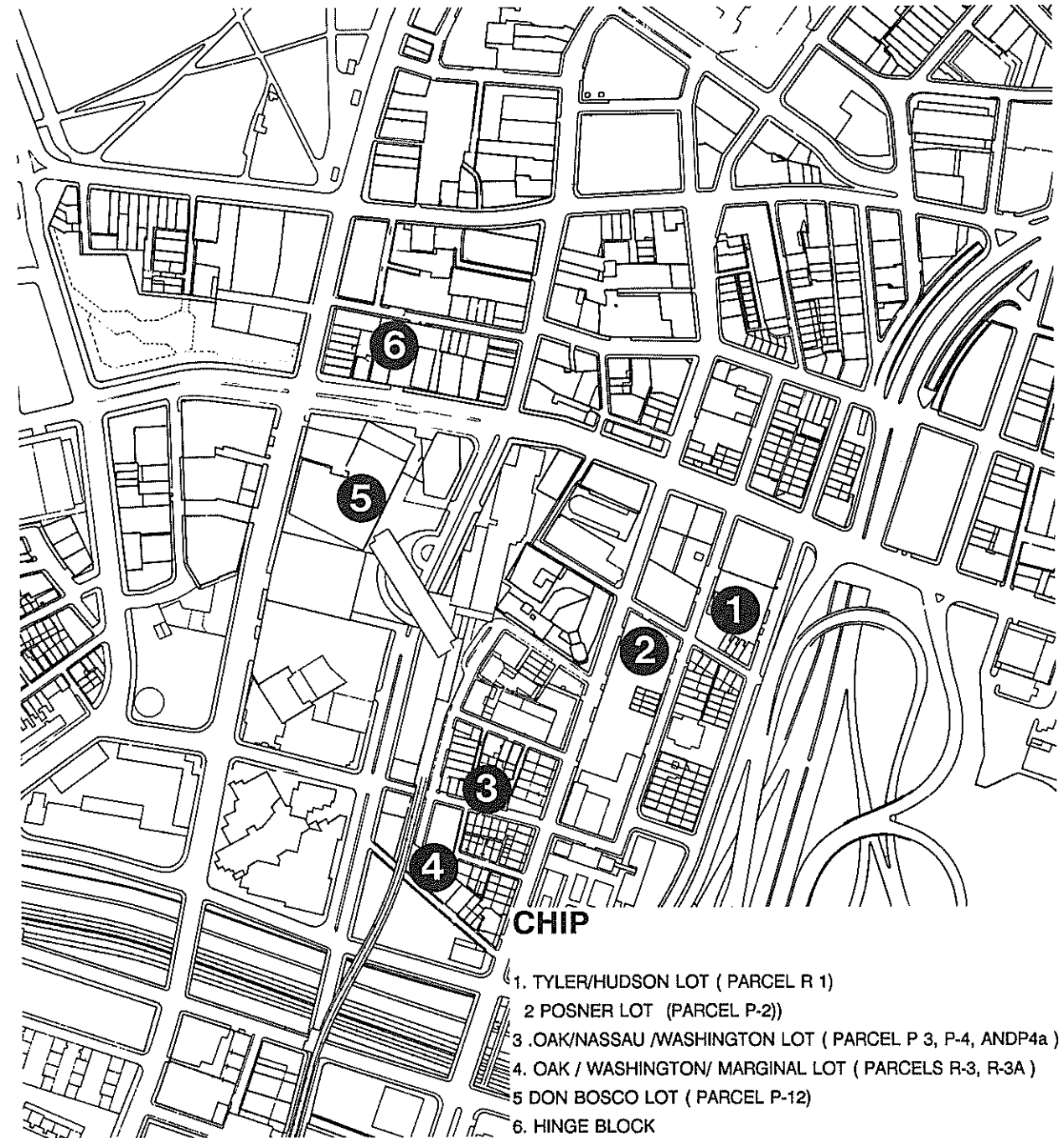
Neighborhood residents will also gain access to construction jobs on major private development projects in the Midtown Cultural District through resident jobs policies established by the city. These programs mandate that Boston residents work at least 50 percent of the total employee hours on all major construction jobs in the city, that 25 percent of the hours are worked by minorities, and that 10 percent of the hours are worked by women. Developers receiving city assistance, such as loans, land acquisitions, lease agreements, or licenses, must also sign an employment agreement that covers the permanent jobs created in their projects. Typically, these agreements require the developers to make a good faith effort to have Boston residents make up 50 percent of the workers in their project, to have minorities make up 30 percent of the work force, and to have women make up 10 percent of the work force. Developers must also agree to give advance notification of job opportunities to the city and/or community-based organizations.



Pastry Worker

Community Development

The Midtown Cultural District Plan creates opportunities to strengthen community-based development organizations in Chinatown. Projects that will help in this process include the Parcel-to-Parcel I development and the CHIP program. These efforts will result in alternative forms of participation by neighborhood-based community groups including, shaping development and design programs, equity participation in and management of new development projects, and property management. Some of these goals will be achieved as part of the requirements for the development of city-owned land, while others will be funded through housing and job linkage programs. In addition, the Chinatown/South Cove community will have the opportunity to become an active member in the Cultural District Trust, a new non-profit, public/private partnership that will oversee the revitalization of the Midtown area.

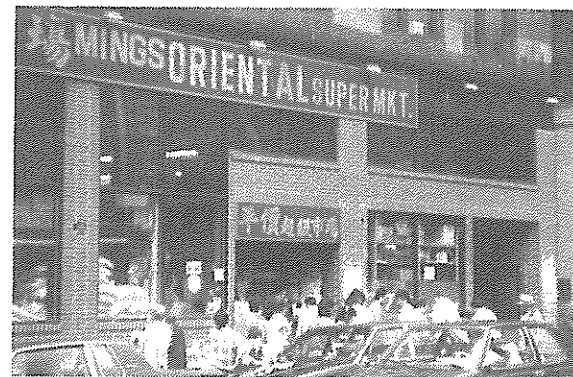


The Midtown Cultural District Plan creates opportunities for Chinatown to strengthen community-based development organizations.

To date, the Parcel-to-Parcel I joint partnership has agreed to donate 10 percent of the developer's fee, 5 percent of the project's net operating income, and 10 percent of the net residuals from the project to a capitalize a community development trust fund to aid the development of new businesses in Chinatown and Roxbury. In the next 15 years these contributions are expected to total about \$18.6 million. Community groups will also have the opportunity to become limited equity partners in the development. In addition, the development team has offered a \$100,000, one-to-one matching challenge grant to be shared by the Chinatown community and the Roxbury community in planning the uses of the fund. The development team has also offered a \$400,000 two-for-one challenge grant to be used for on-the-job training for management training of minorities.

The CHIP program, which is building affordable housing on city-owned land in Chinatown with financial assistance from Midtown Cultural District housing linkage payments, will also help develop community development resources. As part of the CHIP program, Chinatown groups will have

the opportunity to design, construct, and manage new housing developments in the neighborhood. The development of the R-3/R-3A parcel is a good example of how this process is already working for the neighborhood.



Chinese Market on Essex Street

Combat Zone

In order to protect the residential neighborhood, ensure public safety, and maintain property values, the plan supports measures to limit the adverse effects associated with the Combat Zone, but does not limit First Amendment rights.

In particular, public efforts will concentrate on preventing crimes and reducing illegal activities such as prostitution, and eliminating other adverse effects posing a threat to public safety and the residential neighborhood. City licensing officials will continue to hold establishments accountable for illegal

City licensing officials will continue to hold establishments accountable for illegal activities occurring on their premises.

activities occurring on their premises and to require the identification of the true owners of those establishments. In addition, city zoning laws are being rewritten to reflect recent U.S. Supreme Court rulings in cases involving adult-oriented facilities. Upgrading the Combat Zone will not only enhance Chinatown's visibility and image but also improve Chinatown residents' access to downtown amenities by providing greater pedestrian safety and comfort along lower Washington Street.

The Hinge Block

The Hinge Block will be a key area in establishing the mutual relationship between the Cultural District and Chinatown. The block, which is bounded by Stuart, Tremont, Washington, and Boylston Streets, is the central crossroads of the Cultural District and a key overlap between the Cultural District and Chinatown. New development of the block should be low-rise, in scale with the nearby Chinatown neighborhood, and should be incrementally built so that rapid change does not overwhelm the fabric of the area.



Beach Street Festival

The Hinge Block will be a key area in establishing the mutual relationship between the Cultural District and Chinatown.

The block will house a variety of uses that reflect the different character of the areas that surround it. New facilities on the block should include a major public area, public space for the performing arts, visual arts facilities, at least 150 units of affordable housing and commercial facilities for the Asian community, and other retail and restaurant uses that serve both Chinatown and the Cultural District. The development program for the block should also create opportunities for equity participation by

The Midtown Cultural District Plan helps improve the physical character of Chinatown by creating a network of pedestrian-oriented ways that will better link Chinatown with the Cultural District, Downtown Crossing, the Back Bay, Boston Common, the Public Garden, and the downtown financial district.

Zoning regulations governing the siting, size, setbacks, and use of new developments in the Midtown Cultural District will minimize the environmental impact of new developments on Chinatown and will ensure that mixed-use developments near Chinatown are sensitive to the historic character of the neighborhood. All major development projects in the Midtown Cultural District will be subject to extensive review by the community.

These efforts will build upon capital improvements already planned for Chinatown in the city's 1985 Capital Plan, which outlines a program to renovate the city's basic infrastructure. The plan allocates \$90,000 for design work on the reconstruction of Beach Street from the Chinatown Gateway to Washington Street, \$135,000 for the improvement of the Chinatown Gateway, and

\$875,000 for the design and reconstruction of Harrison Avenue between Essex and Kneeland Streets.

Current Conditions

The policies in the Midtown Cultural District Plan have been created to address the many serious problems in the neighborhood. These problems were quantified in a four-part survey conducted in 1987 by the city and the Chinatown/South Cove Neighborhood Council. The survey covered housing conditions, the characteristics of the



Acorn Day Care Center, Oak Street

neighborhood's residents and users, land uses, and business and employer characteristics. In addition, a survey on the job expectations and employment opportunities for Asian-American clients of Chinatown's social service agencies was sponsored by the neighborhood council and funded by the city's Neighborhood Jobs Trust. Combined with census data and information from the BRA's 1985 citywide household survey, the

two surveys provided information on current conditions, preferences, needs, and trends in Chinatown.

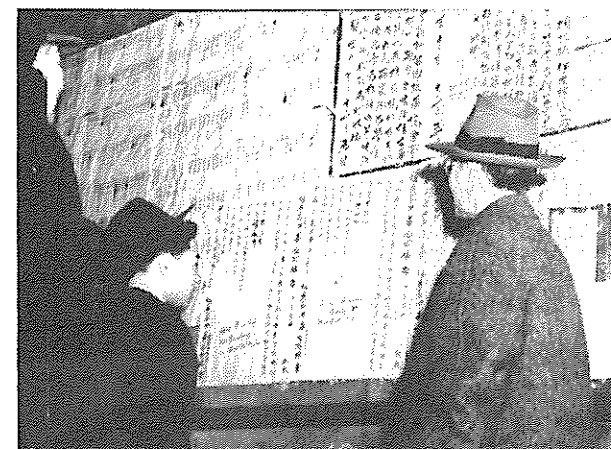
Population

Boston's Chinatown is primarily home to first-generation Chinese immigrants who are poor and have had a limited education. Ninety-one percent of the residents are Chinese, while two percent are Vietnamese, Cambodian, or other Asian nationalities. Nearly two-thirds of Chinatown's residents were born in a foreign country. By contrast, only 33 percent of all of Boston's residents were born abroad. More than a third of Chinatown's residents came from China, while 24 percent came from Hong Kong.

Thirteen percent have lived in the neighborhood for less than a year while about one-third have lived in Chinatown for more than ten years. People live in the neighborhood because they like the convenience (22 percent), they want to be close to their relatives and friends (22 percent) and they like to live in a Chinese community (10 percent).

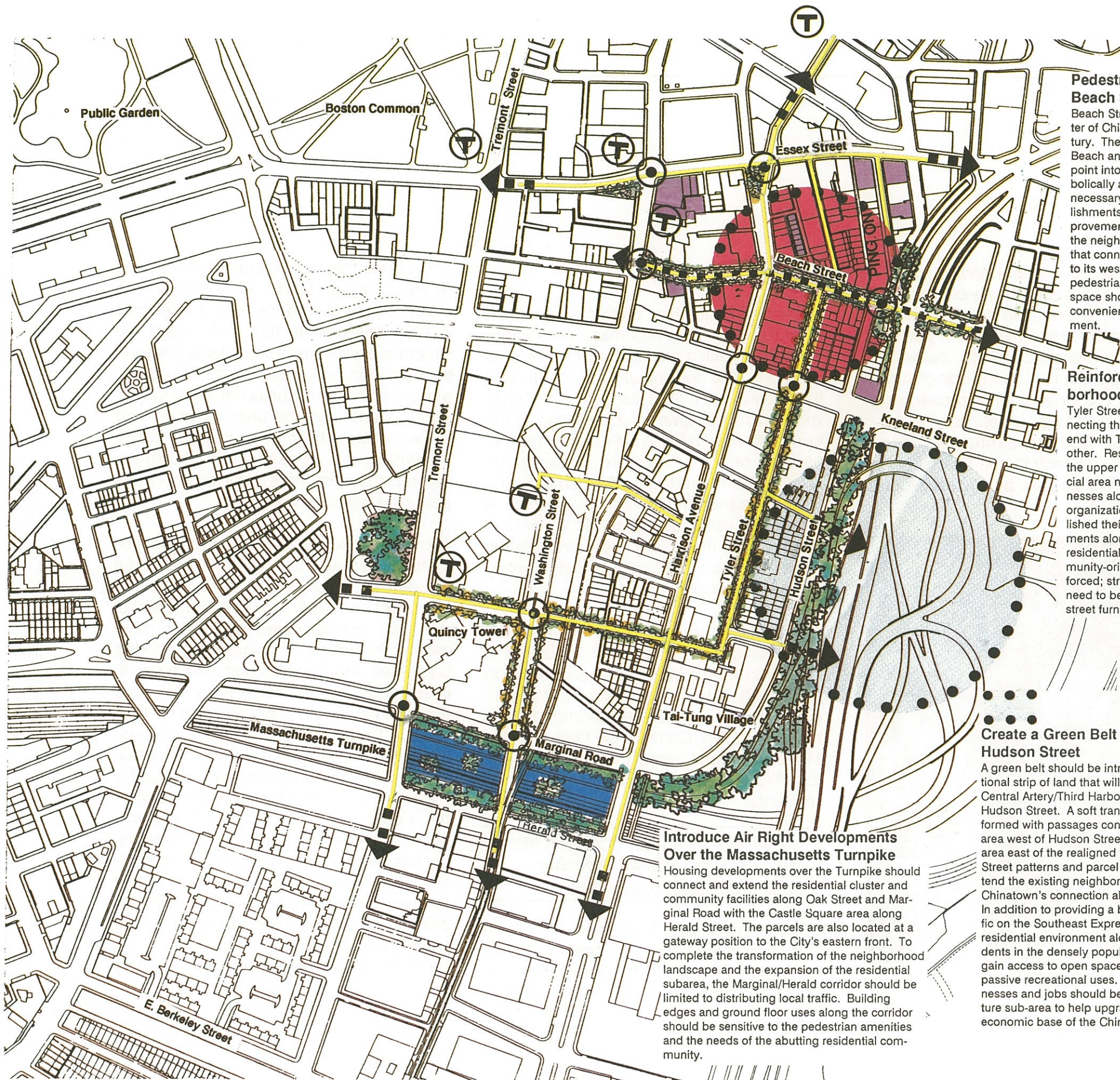
Chinatown tends to have more families, elderly residents, and children than other Boston neighborhoods. In 1980, six out of every ten households in Chinatown were families, compared to five out of every ten households in the city as a whole. One-fifth

Boston's Chinatown is primarily home to first-generation Chinese immigrants who are poor and have had a limited education.



Chinatown residents in the 1940s

of the neighborhood's families have children who are five years old or younger. In addition, 41 percent of all units currently house at least one elderly person. While the city's Asian community has become increasingly diverse, 60 percent of Chinatown's adult residents have not completed high school education and 20.2 percent of Chinatown's households meet federal poverty guidelines. By comparison, only 16.6 percent of the household incomes throughout the city fall below the federal poverty line.



Pedestrianize (portions of) Beach Street

Beach Street has evolved as the commercial center of Chinatown since the late nineteenth century. The Chinatown Gateway at the corner of Beach and Edinboro Streets marks the entry point into the unique ethnic neighborhood, symbolically and functionally. While maintaining the necessary services to the business establishments, the pedestrianization and general improvement of Beach Street should reinforce it as the neighborhood common and pedestrian axis that connects Chinatown with the Cultural District to its west and the Leather District to its east. A pedestrian network of passageways and open space should be established to support a safe, convenient, and comfortable pedestrian environment.

Reinforce the Residential Neighborhood Characteristics of Tyler Street

Tyler Street spans across Kneeland Street, connecting the Beach Street commercial core at one end with Tai-Tung Village on Oak Street at the other. Residential uses predominate, including the upper floors of some buildings in the commercial area north of Kneeland. Neighborhood businesses along with several major community organizations and service agencies have established their footing on the street. Future developments along Tyler Street should not disrupt the residential character complimented with community-oriented uses. Human scale should be enforced; streetscape and pedestrian amenities need to be improved, including landscaping, street furniture, and utilities.

Create a Green Belt Along Widened Hudson Street

A green belt should be introduced on the additional strip of land that will be created by the Central Artery/Third Harbor Tunnel project along Hudson Street. A soft transitional edge can be formed with passages connecting the residential area west of Hudson Street with the future sub-area east of the realigned Southeast Expressway. Street patterns and parcel delineations should extend the existing neighborhood and improve Chinatown's connection along its eastern front. In addition to providing a buffer zone against traffic on the Southeast Expressway and upgrade the residential environment along Hudson Street, residents in the densely populated neighborhood will gain access to open space for various active and passive recreational uses. Furthermore, businesses and jobs should be introduced into the future sub-area to help upgrade and diversify the economic base of the Chinatown neighborhood.

Introduce Air Right Developments Over the Massachusetts Turnpike

Housing developments over the Turnpike should connect and extend the residential cluster and community facilities along Oak Street and Marginal Road with the Castle Square area along Herald Street. The parcels are also located at a gateway position to the City's eastern front. To complete the transformation of the neighborhood landscape and the expansion of the residential subarea, the Marginal/Herald corridor should be limited to distributing local traffic. Building edges and ground floor uses along the corridor should be sensitive to the pedestrian amenities and the needs of the abutting residential community.

LAND USE DRAFT URBAN DESIGN PLAN



Enforce Historic Preservation at the Core of Chinatown

The core area of Chinatown is distinguished by buildings and locales that are architecturally and culturally significant in the historic development of the neighborhood. In addition to the mercantile buildings constructed during the late nineteenth century to house the burgeoning wholesale textile industry and the utilitarian commercial/industrial lofts completed at the turn of the twentieth century, many of the neighborhood streets are lined with Greek Revival row houses that can be dated from mid-19th century. Other distinctive architectural features, uses, activities, and ambience reflect the unique Chinese heritage of the immigrant community which began with a tent site on the Ping On (Safety and Peace) Alley over a century ago. Architectural preservation should be complimented with the conservation of the historical monuments and ethnic heritage.



Category III Buildings Rated by Boston Landmarks Commission



Increase Chinatown's Presence and Image Via Community Facilities or Cultural Landmarks at Critical Intersections and Focal Points

Chinatown's presence and public image should be strengthened and upgraded to solidify its visibility and identity in the larger downtown environs. Critical intersections connecting Chinatown with the Midtown Cultural District, the Leather District, Bay Village, and the South End should accommodate facilities/uses that promote the unique ethnic heritage and address neighborhood needs. Cultural landmarks and designs that are reflective of the community identity should highlight focal points along major visual corridors that link the neighborhood with the surrounding districts.



Major Pedestrian Routes and Directions

Land Use

Land uses in the core area of Chinatown are distinguished by an extremely high population density, extensive institutional uses, and a high proportion of mixed-use buildings. The neighborhood contains about 2 million square feet of land (about 46 acres). As a result of the dramatic increase in population and the substantial decrease in land area, Chinatown now has a population density of 110 persons per acre, almost triple the South End's density of 30 persons per acre and more than six times the city population density of 17.6 people per acre. Open space currently totals less than an acre per 1,000 residents. By comparison, the South End averages 1.2 acres of open space per 1,000 residents while the city as a whole averages 3.9 acres of open space per 1,000 residents.

Chinatown now has a population density of 110 persons per acre, almost triple the South End's density of 30 persons per acre and more than six times the city population density of 17.6 people per acre.

Institutions are the major land owners in Chinatown. The New England Medical Center and Tufts University own about 27 percent of the parcel land area; Asian community organizations own about 21 percent

of the land; government entities, primarily the BRA, own about 18 percent the land. The most common land use in Chinatown, mixed-use buildings, make up 37 percent of the neighborhood's buildings. Seventy-five percent of the mixed-use buildings include housing. The value of these properties has been rapidly rising. Assessed values for residential and residential/commercial properties on Beach Street, Tyler Street and Harrison Avenue rose by 158 percent from 1983 to 1987.



Chinese Kindergarten

Housing

Chinatown's housing units are the most crowded in the city and many are in poor condition. Within the Chinatown core area there are 1478 housing units. At the time of the survey, 1431, 96.8 percent, of the units were occupied, giving the area one of the lowest vacancy rates in the city. In 1980, 95 percent of the units were occupied by renters, compared with 70 percent city-wide. The median housing payment for all Chinatown users was about \$400 per unit. On average, this meant that families were spending about 24 percent of their monthly income on housing.

The combination of rising land values, the low vacancy rate, and the large number of renters in the neighborhood could lead to gentrification and displacement of low-income tenants from the neighborhood. Both the Chinatown Community Plan and the Midtown Cultural District Plan ensure that affordable units remain available to Chinatown residents.

Chinatown also suffers from a unique mismatch of small housing units and large households.

Many of the existing buildings in Chinatown were built in the nineteenth century. About a third of the housing units are in brick row houses constructed before 1939. More than half of the housing units in Chinatown

are in three major subsidized projects built between 1970 and 1980. Only 39 new units of housing, on Oxford Place, have been built in Chinatown since 1980. Although the structural conditions of the older buildings in the neighborhood appear to be fairly good, a large number of the units are deteriorating. About one-third of the units surveyed had some defects in their floors, ceilings, doors, or windows. Accessible and private bathroom facilities were reportedly not available in 14 percent of all units.

Chinatown also suffers from a unique mismatch of small housing units and large households. While the average number of adults per unit is 3.6 and while 25 percent of the units are occupied by five or more people, 94 percent of Chinatown's housing units have only one bedroom. As a result, in 1980 30.7 percent of the units had more than one person per room, which is the U.S. Census Bureau's definition of overcrowding. This overcrowding rate was almost six times higher than the overcrowding rate for the city as a whole. Overcrowding has gotten worse in the 1980s as Chinatown's population has grown but its supply of housing has remained relatively stable. In addition, more than half the former residents of Chinatown who responded to the survey cited overcrowding as the main reason for moving from the neighborhood. More than half the former residents also said that if they

could find housing at a comparable cost in Chinatown they would move back to the neighborhood.

Businesses

Chinatown's thriving commercial sector is a regional center of commerce used not only by its residents of Chinatown but also by Asian and non-Asian visitors. A total of 185 businesses are currently operating in the Chinatown core area. In addition, about 40 Asian-owned businesses are currently operating on lower Washington Street and nearby streets, leading the way in the commercial revitalization of the area. Collectively, food services make up almost half of the businesses in the neighborhood while professional and personal services account for 29 percent of the total businesses in the neighborhood.

Chinatown's thriving commercial sector is a regional center of commerce used not only by its residents of Chinatown but also by Asian and non-Asian visitors.

Almost half of those who use the businesses, 44 percent, live outside of Boston while only 20 percent are residents of Chinatown. Fifty-five percent of all users are Chinese and 8 percent are Vietnamese or Cambodian. Fifty-four percent of the non-resident users visit Chinatown daily; 18 per-

cent visit weekly; and 15 percent visit biweekly.

Nearly three-quarters of the businesses have fewer than 10 employees and almost half have less than five employees. Thirty-six percent of the restaurants employ between 10 and 24 employees and 12 percent employ between 25 and 49 people.

About 40 Asian-owned businesses are currently operating on lower Washington Street and nearby streets.

A significant number of the businesses are new. One half started operation in the last six years and five percent of the businesses have operated for less than a year. On the other hand, ten percent of the businesses have operated for more than 30 years. In general, grocery stores and markets have the longest histories while restaurants have had the largest number of new openings.

The average rent per square foot is \$15 per square foot. Nearly two-thirds of the businesses have had their rents raised in the past five years. Over one half of the businesses in Chinatown would like to expand. Thirty-seven percent of those businesses would like to expand at their current location while 43 percent would like to move to another location in Chinatown. The median size of businesses is small, only 1,050 square feet.

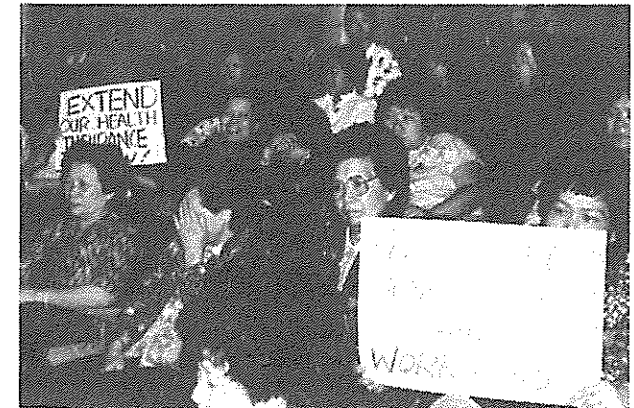
To improve the business environment, Chinatown's business owners would like to see more parking, better garbage removal and street cleaning, improved lighting, and more offices in the neighborhood.

Employment

While Chinatown's job base is changing, most residents of the neighborhood still have low-paying, labor-intensive jobs. In addition, a lack of language skills prevents many people from taking advantage of many job opportunities.

Language barriers also contribute to underemployment and job mismatches for many immigrants with professional qualifications and experience.

Historically, Chinatown's job base has been in the apparel industry and in restaurant work. However, retail trade and service industries are replacing the jobs once found in manufacturing. Currently, health, education, and social services account for nearly one-half of the approximately 40,000 jobs within the Chinatown/Leather District area. The lack of a traditional base in the construction industry has made it difficult for the community to reap the benefits of the city's recent construction boom.



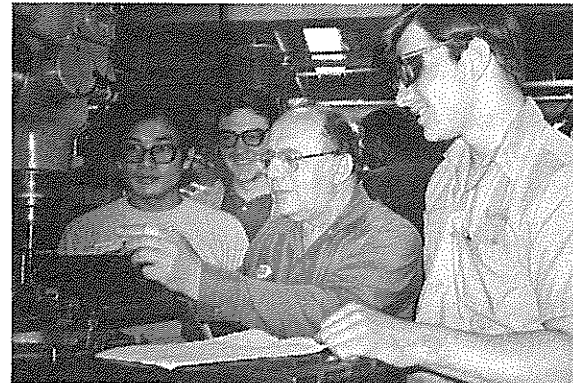
Laid-off garment workers meeting to discuss job training

Respondents to the social service client survey cited a number of barriers to employment. The major barriers were lack of child care services, language problems, a limited social network, and insufficient employment information. Language barriers also contribute to underemployment and job mismatches for many immigrants with professional qualifications and experience. The language barrier is important even in Chinatown, where nearly three quarters of the businesses require English language ability in some or all employees. As a result, 44 percent of Chinatown's businesses have experienced difficulties in recruiting employees for a variety of positions in the last five years.

Services

Chinatown's social service organization offer a wide variety of services but are unable to keep up with the growing demand for assistance. Currently, 67 agencies and organizations in Chinatown serve the Asian community. These groups offer a range of programs and activities, many of which help immigrants through the various stages of acculturation. The groups include the traditional, multi-functional social, religious, and business organizations with a long history in the community, such as the Chinese Consolidated Benevolent Association, the Chinese Christian Church, the South Cove YMCA, and the Chinese Merchant Association. In addition, a number of major community service agencies were founded during the 1970s. These include, among others, the Chinese American Civic Association, the South Cove Community Health Center, the Chinatown Housing and Land Development Task Force, the Chinese Progressive Association, the Quincy School Community Council, and the Asian American Resource Workshop.

Seventy-seven percent of Chinatown's residents use the services available in Chinatown. Demand has also been increasing for skills needed to obtain better jobs such as English as a Second Language classes, translation, and vocational training.



Job Training

Demand has also been increasing for skills needed to obtain better jobs such as English as a Second Language classes, translation, and vocational training.

However, low budgets and limited manpower constrain the ability of service organizations to meet the demand for services. Service agencies in Chinatown are generally small, with fewer than ten employees. About half employ fewer than six people. In addition, the lack of affordable space, equipment, and qualified bilingual staff restricts the ability of agencies to expand and improve their offerings.

Transportation And Parking

Chinatown is easily accessible by public transportation and regional roadways. However, the neighborhood's streets are inappropriately used for through traffic and a large portion of the neighborhood's land is devoted to parking for the employees, staff, patients, visitors, and students in the medical institutions. On-street parking in Chinatown is particularly difficult in the core business area, especially during the weekends when many Asian families come to the neighborhood to shop, eat out, or visit friends and family.

In 1981 there were 1,573 off-street parking spaces in Chinatown, giving the neighborhood 22.8 parking spaces per acre. By contrast, the South End has only 2.3 off-street

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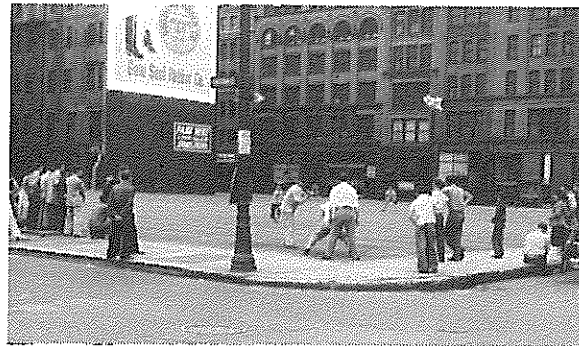
parking spaces per acre while the city as a whole has only 1.7 parking spaces per acre. The neighborhood is within walking distance of five MBTA stations on three of the MBTA's four subway lines. Because of this accessibility, close to 40 percent of the non-resident users of Chinatown use public transit when they come to Chinatown.

Only 29 percent of Chinatown's residents own a car. More than 86 percent of these owners use their car to get to work. Currently parking is available in only about 27 percent of the neighborhood's residential buildings. As a result, 59 percent of the Chinatown residents who need parking must park at a fee in public and private facilities. The demand for parking is expected to increase as more residents own cars and as new residences without parking facilities are created through the rehabilitation of existing residential buildings and the conversion of commercial buildings to housing.

The neighborhood also suffers from extensive traffic problems. Severe street congestion is a common phenomenon, caused by through traffic not destined for Chinatown, illegal parking by shoppers, and extended periods of truck loading and unloading. Many drivers use the neighborhood's streets to go to and from the Southeast Expressway and the Massachusetts Turnpike. In addition, Chinatown is bisected by Kneeland Street, a major east-west arterial route. Given the large number of elderly people and children in the neighborhood, as well as the extensive foot traffic using the neighborhood's businesses, these streets pose serious threats to pedestrian safety and environmental quality in the neighborhood.

Physical Environment

Chinatown's rich heritage is present in the neighborhood's many historic buildings and its historic street patterns. However, the community has few pedestrian amenities, a notable lack of green space, and no centrally-located common area. In general, the neighborhood is characterized by modest-sized lots with buildings of moderate heights that are tightly interwoven through a network of alleys and streets. Nearly 50 percent of the buildings are four stories or smaller and almost all are less than 100 feet tall. The modest and intimate neighborhood structure is broken up by high-rise housing complexes bordering the Massachusetts Turnpike, commercial buildings flanking Kneeland Street, and institutional facilities along lower Washington Street. The business core is distinguished by buildings that are architecturally and culturally significant in the development of the neighborhood including mercantile buildings constructed during the late nineteenth century and utilitarian commercial/industrial loft buildings completed at the turn of the twentieth century. Many streets are lined with Greek Revival row houses that were built in the mid-nineteenth century. Other distinctive architectural features, uses, and ambience reflect the neighborhood's almost century-long Chinese heritage.



"Ball Park" on Kingston Street 1948

Major outdoor recreation facilities in the core area of Chinatown are limited to the minute Gateway Park, the central courtyard in Tai-Tung Village, the Quincy School terrace, and the partially restricted Oak Street playground.

The richness of the streets contrasts sharply with the neighborhood's lack of green space. The major outdoor recreation facilities in the core area of Chinatown are limited to the minute Gateway Park, the central courtyard in Tai-Tung Village, the Quincy School terrace, and the partially restricted Oak Street playground. Access is hampered to other nearby facilities. Pagoda Park at the entry to the expressway is badly located. Elliot Norton Park at the Chinatown/Bay Village edge is a haven for illegal activities, including prostitution and drug dealing. Both the Oxford Place sitting area and the make-shift South Cove Park off Johnny Court are poorly maintained.

Problems associated with the Combat Zone, most noticeably a major crime rate that is almost four times higher than the crime rate in Chinatown, threaten the business and residential environment in Chinatown.

The pedestrian environment is further hampered by the presence of major roadways, such as the Southeast Expressway, separating Chinatown from the Leather District, and the Turnpike separating Chinatown from the South End. In addition, problems associated with the Combat Zone, most noticeably a major crime rate that is almost four times higher than the crime rate in Chinatown, threaten the business and residential environment in Chinatown. Combat Zone problems also limit access to Boston Common and the Public Garden.

Another major problem plaguing the neighborhood's residential and business environments is sanitation and garbage disposal. Vermin and rodents are present in 48 percent of all units, and 43 percent of these units have no access to a building container or dumpster for proper rubbish disposal. More than one third of Chinatown's businesses leave their rubbish on the sidewalk

for removal by the city. Only one quarter of the businesses have an on-site dumpster.

The overall street environment is made worse by traffic congestion and the poor condition of the streets and sidewalks, including drainage problems, insufficient street lighting, litter, and poor maintenance and abuse of the neighborhood's few pieces of street furniture and amenities. To combat some of these problems the city has recently started street-cleaning and rodent control programs in the neighborhood.

History

The survey data confirmed that Chinatown continues to carry on its historic role as an immigrant foothold in a city built by immigrants.

The core of Chinatown -- an area bounded by the Surface Artery, the Southeast Expressway, Washington Street, Tremont Street, Essex Street, and the Massachusetts Turnpike corridor -- was once marshes and open water in Boston's large South Bay.

As a gateway community that hosts a continued influx of new arrivals, Chinatown continues to carry on its historic role as an immigrant foothold in a city built by immigrants.

Those areas that were dry land, around what are now Washington, Essex, and Beach Streets, were relatively unpopulated in the early 1700s but grew in importance throughout the remainder of the century. Landfilling began to change the area in the early eighteenth century and by the 1830s much of what is now Chinatown had been filled for new wharves, railroad facilities, related warehouses and wholesaling facilities, hotels, and residences. As the area continued to grow as a center for railroads and industry, the middle class moved out to new, quieter neighborhoods such as the Back Bay and South End, and working-class immigrants moved into the area. Industrial growth continued with the development of the Leather District near South Station and clothing manufacturers and theaters in the area around lower Washington Street. Medical uses have also been in the area since the late 1700s, starting with the establishment of the Boston Dispensary, now part of the New England Medical Center.

Although Chinese merchants had visited and lived in Boston throughout the early nineteenth century, few Chinese people lived in the city until the 1870s when a group of Chinese men who had been hired as strikebreakers in a North Adams shoe manufacturing plant came to Boston to work on the Pearl Street telephone exchange. Other Chinese immigrants arrived via the newly-completed Transcontinental Railroad to escape from anti-Chinese persecution on the West Coast. The wave of anti-Chinese sentiment had risen after the completion of the railroad when Chinese immigrants, who had worked on the railroad, began to compete with other immigrants for scarce jobs. Many of the new immigrants pitched their tents in Ping On Alley (The Alley of Peace and Safety) and most ultimately settled near the alley in the working-class, immigrant South Cove neighborhood. But, while many other immigrant groups who lived in the neighborhood such as the Irish, Central European Jews, Italians, and Syrians moved on to better areas, the Chinese remained, often because discrimination prevented them from moving to other areas. As a result, the area around Oxford and Beach Streets became the heart of Boston's Chinatown and the area's Chinese population began to grow rapidly, from about 200 in 1890 to about 1,000 in 1910.

Although Chinese merchants had visited and lived in Boston throughout the early nineteenth century, few Chinese people lived in the city until the 1870s.

Most of the Chinese immigrants were men who came to America to find work so they could support their families in the Kuang Tung province which was suffering from a serious drought. Unlike other immigrant men, who were able to send for their families, Chinese immigrants could not bring their families to America because the 1882 Chinese Exclusion Act forbade the entry of most Chinese women into the country. Discrimination also kept many Chinese from competing with white workers for jobs. As a result, Chinese workers often were only able to take low-paying difficult jobs, such as laundry work, that were shunned by other immigrant laborers. The lack of families, the presence of anti-Asian prejudice, and the stress of living in a foreign land led the new immigrants to recreate and transform a number of traditional Chinese community institutions. These included family associations of people with the same last name, district associations of people from the same area, merchant's associations, and secret societies.

Unlike other immigrant men, who were able to send for their families, Chinese immigrants could not bring their families to America because the 1882 Chinese Exclusion Act forbade the entry of most Chinese women into the country.

In the post-war years, Chinatown's population grew when the immigration policies finally allowed Chinese women and children to immigrate to America. The growth of Chinatown was further aided by the 1965 immigration reform bill which abolished the national quota system that had restricted the number of Chinese immigrants allowed into the country. Since the mid-1970s, the growth of the neighborhood has been spurred by an infusion of refugees from Southeast Asia. As a result of these changes, the neighborhood's population has more than tripled from about 1,600 people in 1950 to more than 5,000 people. In addition, approximately 2,000 Asians now live in the adjacent South End. Chinatown has also become the commercial and civic center for Boston's Asian community, which has grown from about 8,500 people in 1970 to more than 26,000 in 1987.

In the post-war years, Chinatown's population grew when the immigration policies finally allowed Chinese women and children to immigrate to America.

The post-war increase of Chinatown's population contrasts sharply with an approximately 50 percent decrease in the physical size of the neighborhood. In rapid succession the neighborhood lost land to Central Artery in the early 1950s, the Southeast Expressway in the late 1950s, and the Massachusetts Turnpike Extension in the early 1960s. In the mid-1960s and early 1970s, the South Cove Urban Renewal Plan allowed both the New England Medical Center and the Tufts University's Schools of Medicine and Dentistry to expand into Chinese residential areas. During the late 1960s and the early 1970s, the rise of the Combat Zone constricted the neighborhood's access to Boston Common, the Back Bay, and downtown.

Today, the neighborhood is facing new challenges. Escalating downtown real estate values and continued expansion of the area's medical institutions threaten the neighborhood's historic role as a commercial, cultural, and residential center for the

area's Asian community. Major public works projects, such as the depression of the Central Artery and the replacement service for the Washington Street elevated train line, will all have major effects on the community. In the face of these challenges, the Chinatown community is seeking to protect and reinforce its historic anchorage in downtown Boston.



Celebration of the new Chinatown Gateway, 1982

A Vision for the Future

The next step for the Chinatown neighborhood will be to implement the goals and objectives outlined in the Chinatown Community Plan. As a first step in developing these strategies and actions, a design

studio at MIT's department of urban studies and planning produced a report in cooperation with the neighborhood council entitled Chinatown 2000. The report examines ways to meet the neighborhood's varied needs.

"On the traditional 12-year cycle, the next Year of the Dragon will be the year 2000. We hope that the next time we see the dragon in the streets of Chinatown, we will also see a Chinatown which fulfills the aspirations of the plan."

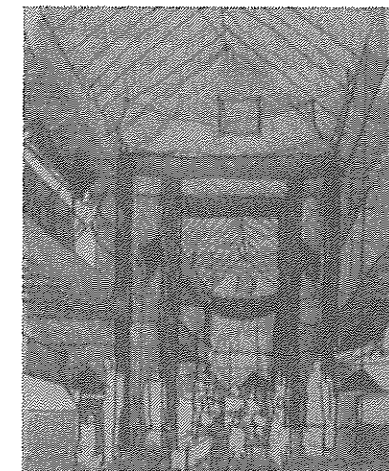
"It is fortuitous that the first phase of the draft Chinatown Community Plan has appeared this year, almost at the start of the Year of the Dragon: one of the most powerful of the Chinese symbols," notes the Chinatown 2000 report. "On the traditional 12-year cycle, the next Year of the Dragon will be the year 2000. We hope that the next time we see the dragon in the streets of Chinatown, we will also see a Chinatown which fulfills the aspirations of the plan."

Three main goals were established for the plan:

- To restore Chinatown's geographic base.
- To repair and re-supply its housing stock.
- To reinforce its economic vitality.



*Study of the "Gateway Site"
(MIT Urban Design Studio)*



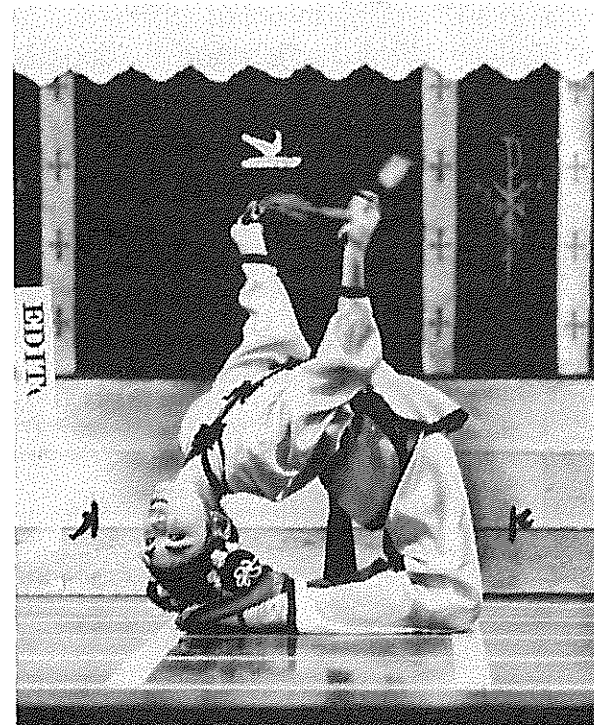
*Asian Market envisioned for the Gateway Site
(MIT Urban Design Studio)*

Housing

The Chinatown 2000 plan set a goal of building 2000 affordable housing units for the neighborhood by the year 2000. "This housing will be part of a mixed-use, mixed-income, community controlled development which includes the amenities of a livable neighborhood: parks, community gardens, day care centers, youth centers, schools, clinics, retail stores, restaurants, movie theaters, and cultural facilities. Beginning with a rejuvenated core Chinatown the neighborhood will extend north into the Cultural District, east into the Gateway site, bridge southward over the Mass Turnpike with an air-rights development, and continue into the South End as far as Waltham Street." Among the possible sites for new housing sited by the report are publicly owned land in Chinatown, including the Posner Lot between Oak Street, Tyler Street, Harrison Avenue, and Harvard Street; the Cathedral site in the South End, which is bounded by Washington Street, Waltham Street, Harrison Avenue, and Savoy Street; the Hinge Block; and the future Gateway site.

Cultural District

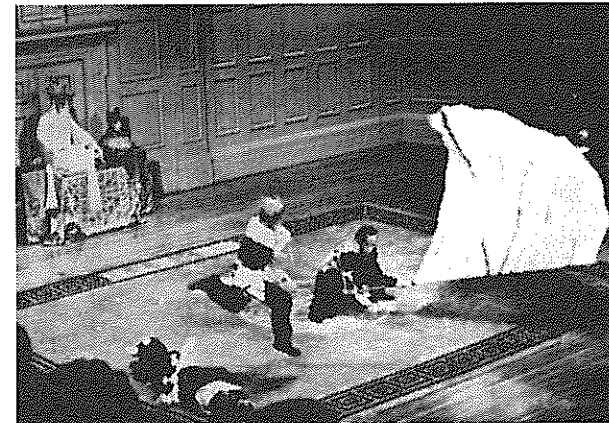
"Redevelopment of the Midtown Cultural District poses a major opportunity for Chinatown to expand its boundaries to the north where the community can stake a claim in the development of the area and have its needs met for cultural facilities, as



Quong Kau Chinese School tribute of Chinese songs and dance

well as capture opportunities for commercial, retail, and residential space," presents the report. "However if the community does not take advantage of these opportunities and does not monitor the redevelopment process, adverse consequences may result."

The report notes that facilities for Asian performing arts groups could be met in the Cultural District. "The request for facilities has been voiced by dozens of organizations and individual artists in Boston's Asian community," the report notes. "There exists the potential for these activities to occur in a



Classical Peking Opera

centralized location as well as in a mixed-use facility within core Chinatown and the Midtown Cultural District."

The area has the "potential" to be "an ideal link between the downtown commercial district of Boston and Chinatown."

The report goes on to note that development sites in the historic lower Washington Street entertainment area and on the Hinge Block "are situated in highly visible areas adjacent to core Chinatown areas and can anchor Chinatown's presence in the city of Boston." In addition, notes the report, the area has the "potential" to be "an ideal link between the downtown commercial district of Boston and Chinatown." To meet this potential, the report suggests the development of a mixed-use complex on the Hinge Block that would include mixed-use development with cultural and neighbor-

hood retail uses, open space, an Asian cultural center, offices and housing that would include affordable units for Chinatown residents.

Central Artery/Gateway Site

"The place in downtown Boston which offers the most exciting possibilities for Chinatown 2000 is a site which does not even yet exist as open developable land," the report notes. "Now it is only a nest of highway ramps, a no-man's land ... But ten or 15 years from now, when the Central Artery/third harbor tunnel construction project is done, this 14-acre landmark site will stand ... [this site] could become both a monumental new entry to downtown Boston as well as a passage to Chinatown's economic redevelopment."

"The place in downtown Boston which offers the most exciting possibilities for Chinatown 2000 is a site which does not even yet exist as open developable land."

The report goes on to note that turning the site over to Chinatown has the "potential to repair the neighborhood fabric torn" during the construction of the artery and subsequent highway and urban renewal projects. "There are two ways in which the Gateway could and should become an

economic generator for Chinatown," the report continues. "First the community should have site and development control, through a community-based non-profit development arm specifically created for owning, managing, and controlling development on the Gateway. Then the high market value of the site could cross-subsidize the space for neighborhood-based business, business services, job and language training, and other economic activities both on the site and in core Chinatown ... The idea of using the Gateway's enormous market value to leverage other economic benefits builds logically on previous steps in the city's linkage program."

Specifically, the report noted: "There must be a clear emphasis on not just adding new blocks of restaurants and souvenir shops but:

- Community ownership and management of the site.
- New neighborhood-based business opportunities (including employee-owned enterprises) and support services for them.
- Appropriate job training and targeted placements.
- Subsidized space for community human-service agencies and providers.



Employment Center

After analyzing three scenarios for the site, the report recommended that the site house a 300-room hotel, 2 million square feet of office space, 500,000 square feet of retail space, 80,000 square feet of wholesale/industrial space, 300 housing units, 100,000 square feet of community space, and a 2,000 car garage. The plan further recommended that most of the retail space be used for an Asian-oriented marketplace, while the wholesale/manufacturing space be used as a new home for Chinatown wholesalers and for the Chinatown food-processing industries.

Summary

For more than 30 years, Chinatown has fought highway construction, institutional expansion, and urban renewal plans. But those fights were fought within a framework that based all plans for the area on the needs of the city, the regional economy, and the nearby medical institutions. As a result, the neighborhood, which tripled in population from 1950 until 1987, lost more than half its land to new roads and medical institutions. Chinatown's streets have become major thoroughfares for Boston. In addition, the adjacent Combat Zone is incompatible with the family character of Chinatown and cuts the neighborhood off from downtown, other neighborhoods, and Boston Common and the Public Garden.

Now, community members, with the support of the city are planning Chinatown's future, building new housing, and starting new economic enterprises. Chinatown leaders are coordinating a grassroots planning process which makes the community the central reference point.

This initiative comes at a critical time. The growth in the neighborhood's population, the loss of land, and rapidly rising land values have created a crisis situation. The neighborhood needs more affordable housing, improved open space facilities, traffic relief and better economic opportunities. Community-based planning must also embrace Chinatown's unique role in the city, prevent further encroachment of neighborhood land and allow the community to grow.

Making the Chinatown community the central reference point in the planning process is fundamental to the success of the Midtown Cultural District Plan and establishes a number of key planning principles for the area:

- *A community-based master development plan is being prepared that addresses such issues as the neighborhood's need for affordable housing, better and more diversified economic opportunities, improved open space, better traffic conditions, and improved social services and community development capabilities.*
- *No further institutional expansion should be allowed until a master plan is adopted by the community and the city.*
- *Publicly-owned land in Chinatown should be used only for housing and community services.*
- *Chinatown's residential areas should be expanded by developing affordable housing on air rights created by the depression of the Central Artery as well as on air rights over the Massachusetts Turnpike.*

- Chinatown's growth into nearby areas, such as lower Washington Street and the Hinge Block, should be encouraged.
- Chinatown should be reconnected with the city's central business district, with nearby residential neighborhoods, and with Boston Common and the Public Garden.
- The quality of life in Chinatown should be improved by reducing traffic in the neighborhood and by eliminating crime and blight associated with the presence of the Combat Zone.

As one of the first official plans to be completed in accordance with the new Chinatown policies, the Midtown Cultural District Plan embraces the goals of the Chinatown planning process. In addition, the Midtown Cultural District Plan establishes a number of policies that will support the goals and principles outlined in the Chinatown planning program. Specifically, the Midtown plan requires:

- Joint planning for and joint review of all projects in the Midtown Cultural District.

- The production of 800 units of affordable housing for Chinatown residents. About 500 of the units will be built in Chinatown on publicly-owned land. At least 150 more units will be built on the Hinge Block. The remaining units will be created in Chinatown and Midtown by the Midtown zoning plan.

- Targeting linkage money from Midtown developments to benefit Chinatown. The money will be used by Chinatown community groups to design, build, and manage new housing in the neighborhood. This will increase community development capabilities.

- Making all of the 1,000 job training slots created by Midtown jobs linkage programs available to Chinatown residents.

- Marketing new retail space in large Midtown developments to Chinatown businesses, a move which will encourage the continued expansion of the Chinatown business community onto lower Washington Street and the Hinge Block.

- Creating opportunities for equity participation by Chinatown residents in new developments on publicly-owned land.

- The establishment of an \$18.6 million community development fund, capitalized by the developers of the Kingston-Bedford parking garage site and Parcel 18 in Roxbury.

- Improving the public realm by blocking through traffic in Chinatown, constructing a major new public area on the Hinge Block, and allowing only appropriately-scaled developments on key parcels near the neighborhood.

- Reducing problems associated with the Combat Zone by continuing strict city licensing policies and maintaining a strong police presence in the Combat Zone.

- Establishing an Asian arts center and increasing programming of Asian arts in other Midtown Cultural District facilities.

Together the two plans can enhance the character of Chinatown and help revitalize the Midtown area. Ultimately, Boston's historic Midtown area can be transformed into a vital urban nucleus distinguished by its historic resources and cultural diversity.

4

BUILDING A NEW NEIGHBORHOOD

BUILDING A NEW NEIGHBORHOOD



Daytime Downtown Activity

Midtown Boston is centrally located, close to amenities such as Boston Common and the Public Garden, and within walking distance of the City's major centers of employment, entertainment, and relaxation. But even though other nearby downtown areas have become popular residential neighborhoods, only about 2,500 people live in the Midtown area. In addition, since 1984 only 224 of the more than 11,000 new units of housing built in the city have been built in the Midtown Cultural District. The Midtown Cultural District Plan will promote the construction of both market-rate and affordable housing in Midtown and in Chinatown. The presence of the new residents will reverse these trends, ensuring that the Midtown Cultural District becomes a vibrant mixed-use district that will help meet the city's increasing demand for both market-rate and affordable housing.

The Midtown Cultural District Plan sets a goal of adding 3,000 mixed-income units in the Midtown area with 25 percent affordable for low- and moderate-income households.

To meet the rising demand for housing, the Midtown Cultural District Plan sets a goal of adding 3,000 mixed-income units in the Midtown area. At least 25 percent of the units will be affordable for low- and moderate-income households. Five hundred of the 3,000 units will be affordable units located in Chinatown. An additional 400 affordable units will be located in the Midtown Cultural District for both Chinatown residents and new residents of Midtown.

The additional units will allow people to live near downtown jobs and to take advantage of amenities located in and near the district, such as the Boston Common and the Public Garden.

Much of this housing will soon be available for occupancy. Almost 200 units are under construction and the city is currently reviewing plans for more than 800 other housing units in Chinatown and the Midtown Cultural District.

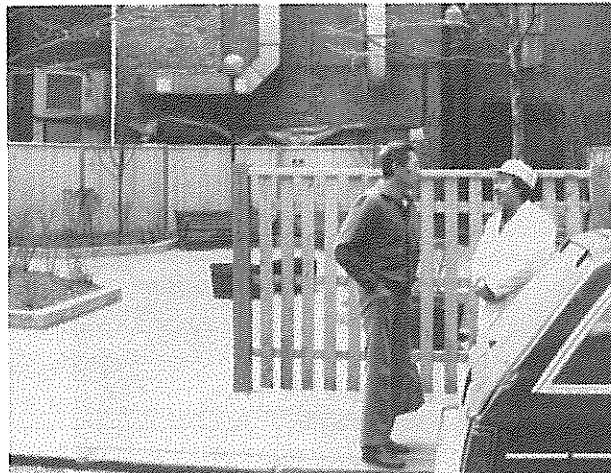


Boston Common

The additional units will allow people to live near downtown jobs and to take advantage of amenities located in and near the district, such as the Boston Common and the Public Garden. The presence of residents will make the area vibrant at night and on weekends when stores and offices are closed. The new housing will also connect the area with nearby residential neighborhoods such as Chinatown, Bay Village, and the Back Bay and help improve the connections between those areas and the Common and Public Garden. The presence of

tions between those areas and the Common and Public Garden. The presence of day care facilities will ensure that the Midtown area is a diverse neighborhood that includes families. The expected development of 2,500 units in the Midtown Cultural district over the next eight years, will greatly exceed the projected production of housing in every other Boston neighborhood.

The creation of 2,500 residential units in the district will add approximately 5,000 residents to the area, which currently has a



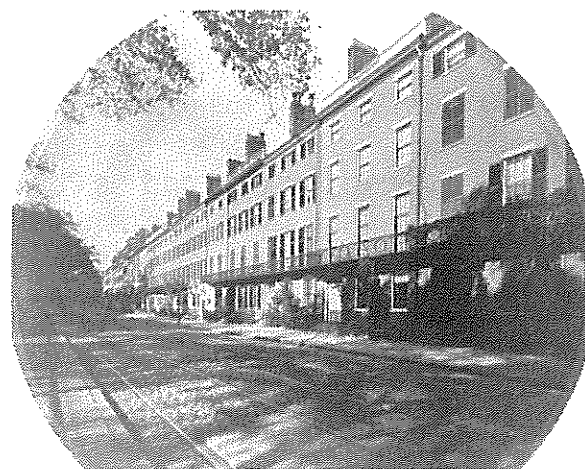
Open Space Amidst Chinatown Housing

population of about 2,500 people. The rate of increase of the district's population is greater than that of any other neighborhood of Boston, or any other city or town in Massachusetts. Despite this growth, the district's population will still be less than the 1985 populations of such Boston neighborhoods as Beacon Hill (about 10,000 residents), Charlestown (about 13,400 residents) or the North End/Waterfront (about 11,500 residents). But by 1995 the projected population in the district will be similar to the projected populations of the towns of Rockport, Sturbridge, Hopkington and Orleans, and Nantucket Island. The growth in population is estimated to be greater than the projected population increases from 1985 to 1995 for the cities of Worcester, Springfield, Cambridge or Brookline, according to projections done by Massachusetts Institute of Social and Economic Research.

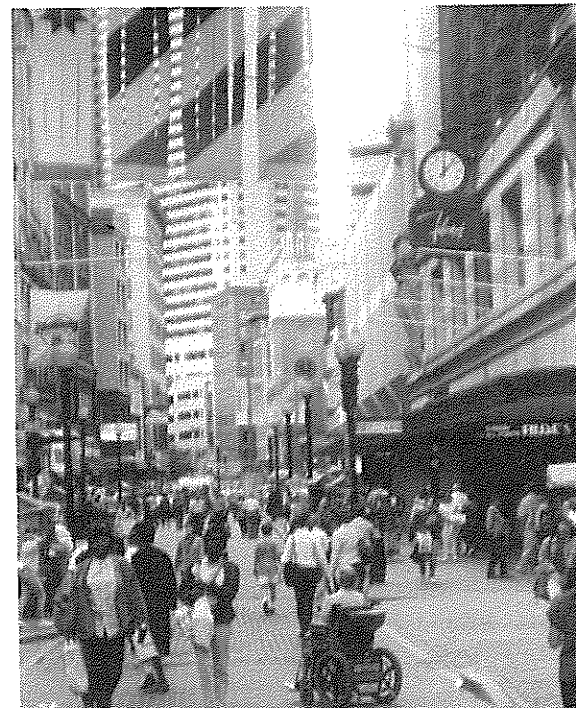
Current Conditions

Although parts of what is now the Midtown Cultural District were popular residential areas in the late eighteenth and early nineteenth century, the area's importance as a residential area waned in the mid-nineteenth century. While thriving residential areas such as Back Bay, the South End, Chinatown, Bay Village and South Cove are nearby, the Midtown Cultural District now has less than 2,500 residents and only approximately 1,400 units of housing in seven buildings. The bulk of those units consist of subsidized and elderly housing.

The new housing will also connect the area with nearby residential neighborhoods such as Chinatown, Bay Village, and the Back Bay.



Colonnade Row



Downtown Crossing

But an increasing number of Bostonians are living in other downtown neighborhoods where they can capitalize on the benefits of living downtown. Evidence of the growing desire to live downtown is reflected in the surge of residential development in the central downtown district. Between 1980 and 1985, 1,025 new residences were built in all of Boston's central neighborhoods. In addition, the percentage of workers who walk to work in downtown Boston jumped from 4 percent in 1978 to 12 percent in 1986. More downtown housing is needed to meet the demand created by the growth in Boston's downtown work force.

Evidence of the growing desire to live downtown is reflected in the surge of residential development in the central downtown district.

New housing is also needed for residents of the densely populated Chinatown. The severity of Chinatown's housing shortage has been substantiated by a December 1987 BRA housing survey, which found that 21 percent of the housing units in Chinatown meet the standard U.S. Census Bureau definition of overcrowding by housing more than one person per room per unit. Twenty percent of all units have four or more adults residing in them.

This severe overcrowding is further illustrated by the determination with which the community has pursued affordable housing in and near Chinatown. In December 1987, over 900 applications were distributed in two-and-half hours for the 20 units of affordable housing available in Tremont Village.

Over 2,000 people are currently on waiting lists for a total of 877 units in publicly subsidized housing developments in Chinatown. The waiting list for these projects is approximately six-to-eight years.

MEALS PROGRAM IN THE MIDTOWN CULTURAL DISTRICT

Organization			Meals/Week*
ST. FRANCIS HOUSE 39 Boylston Street	Breakfast:	Monday-to-Friday	625
	Lunch:	Sunday-to-Saturday	2611
ARLINGTON STREET CHURCH 351 Boylston Street	Dinner:	Friday	130
THE KINGSTON HOUSE 39 Kingston Street	Breakfast:	Monday-to-Friday	300
	Lunch:	Monday-to-Friday	375
	Dinner:	Sunday	175
THE PAULIST CENTER 5 Park Street	Dinner:	Wednesday	160
ST. PAUL'S CATHEDRAL 136 Tremont Street	Lunch:	Monday	75
BRIDGE OVER TROUBLED WATERS 148 Tremont Street	Lunch:	Monday-to-Friday	50
	Dinner:	Monday-to-Friday	140
CHURCH OF ALL NATIONS 333 Tremont Street	Dinner:	Saturday	125
	Dinner:	Sunday	200
TOTAL			4966

* Meals/Week figures are from April 1987
Source: Project Bread Hunger Hotline



Current Housing on the Upper Levels of
a Chinatown Building

The problem of homelessness is also very serious in and near the district. While there is no figure on the number of homeless people living in the district, seven soup kitchens in and near the district serve 4,906 meals a week, approximately 17.7 percent of the 27,700 free meals served each week in Boston. None of these facilities are threatened by current development proposals and future developments will not be allowed to displace facilities serving the

To ensure that the new housing gets built, land use guidelines for the district allocate 50 percent of all new space built in the district for housing.



Heritage on the Garden

homeless. The plan also supports the work of the Downtown Crossing Association's Homelessness Task Force. The Task Force has been working for a year on short-and long-term solutions to the problem of homelessness in the area. Federal, state and city-wide efforts to provide services and housing for the homeless, are also supported.



Parkside West Under Construction

New Housing Production

Projects under construction include Parkside West and Heritage on the Garden. The BRA has approved or is reviewing eight other projects that include housing.

These projects are Don Bosco (Parcel P-12), Commonwealth Center, Woolworth's, Parkside East, Parkside at Mason, Park Square, South Cove (Parcel C-2), and 146 Boylston Street. Potential sites for new housing include parcels at Washington and Avery Streets, the Hinge Block, the Shubert parking lot (Parcel C-4), at the intersection of Tremont and Stuart Streets, and parcels opposite Boston Common. To ensure that the new housing gets built, land use guidelines for the district allocate 50 percent of all new space built in the district for housing. Specifically, proposed zoning for the district will:

- Set aside some areas along Tremont Street across from Boston Common and south of Stuart Street as Housing Priority Areas (HPAs). Within HPAs 75 percent of the space in all new or substantially rehabilitated buildings must be used for housing.
- Allow height and density bonuses for commercial developments on upper Washington Street and on Tremont Street below Stuart Street if 25 percent of the additional space in the buildings is used for housing.
- Grant a 20 percent density bonuses to other buildings within the Midtown Cultural District if 75 percent of those buildings are used for housing.

To ensure that at least 25 percent of the housing built in and near the Midtown Cultural District is affordable for low- and moderate-income families:

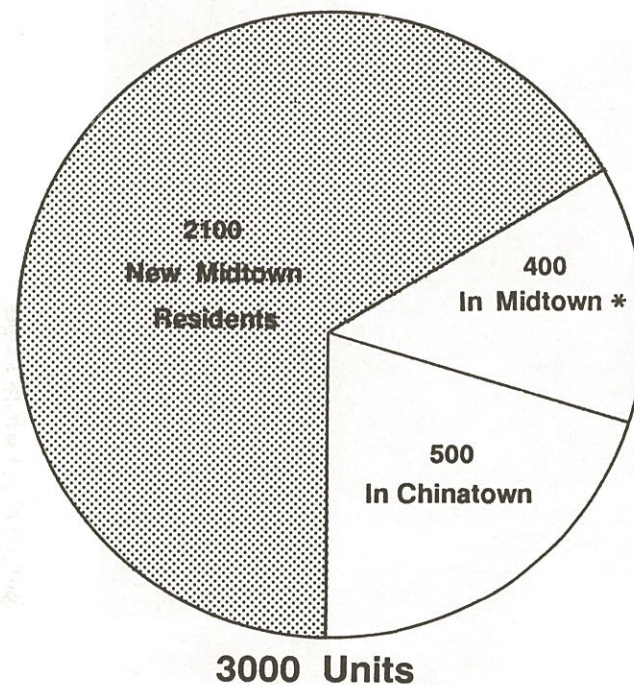
- All linkage funds generated by new development in the Midtown Cultural district will be used to help fund affordable housing for Chinatown residents.
- At least 10 percent of the units in projects that receive a density bonus must be affordable. In lieu of setting aside the units, affordable off-site units must be equivalent to at least 15 percent of the total units in the project receiving the zoning bonus.



Parkside Under Construction

The Parkside housing development is the first major housing project to be built in the Cultural District since the construction of Tremont-on-the-Common in the 1960s. The Midtown Cultural District Plan encourages future housing development and sets a goal of building 2,500 units of housing in Midtown and Chinatown. The presence of the new residents will create a downtown residential community and will ensure that the area is lively and inviting seven days a week, for at least 18 hours a day.

New Housing



Market Rate Units

Affordable Units

* For Chinatown Residents
And New Midtown Residents

- Residential buildings taller than 14 stories will be allowed on certain carefully selected sites if at least 10 percent of the units in those buildings are affordable for low- and moderate-income households.

Significant new resources can be raised for affordable housing from proposed and approved projects in the Midtown Cultural District. Projected office development in the district will generate about \$16 million in housing linkage funds. About 250 affordable housing units would be created through the density and height bonuses. Residential developments currently under review would include about 75 of these units.

Significant new resources can be raised for affordable housing from proposed and approved projects in the Midtown Cultural District.

The Don Bosco project (Parcel P-12) provides an example of the expected success of these guidelines. The developers of the project, the Salesian Society and BostonCentennial, have proposed the development of 205 residential units on the site of the Don Bosco Technical High School at 300 Tremont Street. The project complies with the Housing Priority Area regulations that have been proposed for this portion of Tremont Street, in that at least 75 per-

cent of the square footage of the project is devoted to residential use. The developers are also seeking to comply with requirements that would allow additional building height by proposing to contribute a portion of their site along Washington Street (Parcel P-12A) for the construction of on-site housing that is affordable to low- and moderate-income households.

Projects under construction include Parkside West and Heritage on the Garden. The BRA has approved or is reviewing eight other projects that include housing.

Other proposed housing developments in the district include the Park Square Parcel-to-Parcel II linkage site which will include about 110 units of housing in a 155-foot high building. The South End site paired with this parcel will contain 90 units of housing, including 36 units of affordable transitional housing for low-income single mothers and young children, and 24 units that are affordable for moderate-income families. The Pavilion Corporation and the South Park Partnership will develop the two projects.

Public improvements will also make Park Square more attractive for new residents by giving the area a more coherent and attractive identity. The city's 1985 capital budget allocated \$5.8 million for the reconstruction of the square's roadways, the construction

of brick sidewalks, and the addition of new street lights and trees. These improvements will be done in accordance with the 1981 urban renewal plan for the area. The city has also allocated \$500,000 to reconstruct nearby Elliot Norton Park. In addition, the owners of the Park Plaza Hotel have adopted the Statler Park, taking responsibility for its paving, lighting, plantings, and fountain. The developers of the new Park Square housing development are also required to maintain and improve the area around the Emancipation Statue in Park Square.

Other proposed housing developments in the district include the Park Square Parcel-to-Parcel II linkage site which will include about 110 units of housing in a 155-foot high building. The South End site paired with this parcel will contain 90 units of housing, including 36 units of affordable transitional housing for low-income single mothers and young children, and 24 units that are affordable for moderate-income families.

The BRA is also currently reviewing a proposal to build about 160 units of housing in the two Parkside projects located at Tremont Street and Mason Street across from Boston Common. About 33 units have been proposed for a new building at 146 Boylston Street.

About 150 units of housing will be provided for Chinatown residents as part of residential developments on the Hinge Block.

The 500 units of housing to be developed in Chinatown will be built on five city-owned sites in that neighborhood. This constitutes Phase 1 of the Chinatown Housing Improvement Program (CHIP). The first site to be developed under this program is Parcel R-3/R-3A. This BRA-owned parcel, which consists of approximately 80,000 square feet of land, is bounded by Washington Street, Oak Street and Marginal Road. The BRA has issued a request for proposals that calls for the development of approximately 225 residential units, two-thirds of which will be affordable for low- and moderate-income households. A minimum of 50 percent of the units should be developed for large families, and at least 25 percent of the units should be set aside for the elderly. The relocation of the South Cove YMCA onto this parcel is also required. The BRA and the community are currently reviewing two development proposals for the site.

A minimum of 50 percent of the units should be developed for large families, and at least 25 percent of the units should be set aside for the elderly.

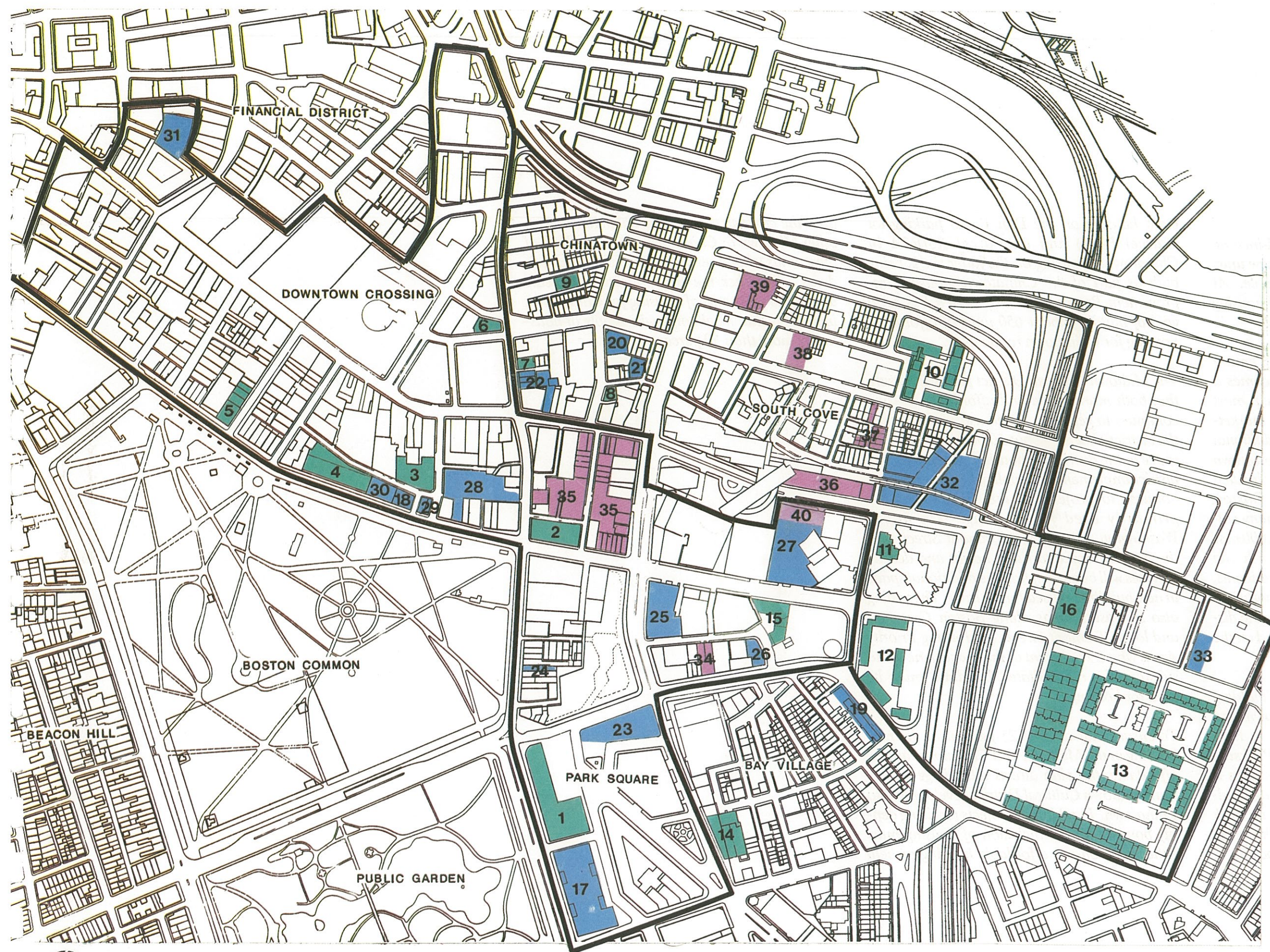
At least 150 units of affordable housing will be provided for Chinatown residents as part of residential developments on the Hinge Block. Under zoning guidelines that encourage the inclusion of affordable housing, at least 150 of an additional 200-250 affordable units built in the district will be set aside for low- and moderate-income Chinatown households. The set-aside program will be established in accordance with procedures outlined by the Massachusetts Commission Against Discrimination and the Boston Fair Housing Commission. The two policies initiatives will increase Chinatown's housing supply by 800 units over the next seven years. This 50 percent increase is the largest short-term increase in supply in Chinatown's history.

The two policies initiatives will increase Chinatown's housing supply by 800 units over the next seven years.



Park Square

About 110 units of housing will be built in a 155-foot high building on the Park Square Parcel to Parcel II linkage site. The South End site that is paired with this development will contain 90 units of housing, including 36 units of affordable housing for low-income mothers with small children.



HOUSING

KEY:

EXISTING - MIDTOWN		Total Units
1.	The Four Seasons	100
2.	Touraine Building	276
3.	80 Mason Place	129
4.	Tremont on the Common	374
5.	The Stearns Building	140
6.	Chauncy House	87
		1,106
EXISTING - CHINATOWN		
7.	Hong Lock House	26
8.	Chinagate Apts.	15
9.	Oxford Place	39
10.	Tai-Tung Village	214
11.	Quincy Tower	162
12.	Mass. Pike Towers	200
13.	Castle Square	500
14.	South Cove Plaza	147
15.	South Cove Plaza East	84
16.	South Cove Manor Nursing Home	100
		1,487
UNDER CONSTRUCTION		
17.	Heritage on the Garden	87
18.	Parkside West	94
19.	Tremont Village	20
20.	31 Beach Street	32
21.	Richwin Place	30
22.	Lodging House	78
		341
UNDER REVIEW		
23.	Park Square	110
24.	146 Boylston Street	33
25.	Parcel C-4	125
26.	Parcel C-2	36
27.	Parcel P-12 (Don Bosco)	205
28.	Commonwealth Center	170
29.	Parkside at Mason	38
30.	Parkside East	121
31.	Woolworth's	150
32.	Parcel R-3/R-3A	225
33.	Waterford Place	40
		1,253
PROPOSED		
34.	Edison Parking Lot	63
35.	Hinge Block	300
36.	Parcel P-4/P-4A	80
37.	Parcel P-3/P-3A	
38.	Parcel P-2	60
39.	Parcel R-1	80
40.	Parcel P-12a	30
		613



Summary

The Midtown area will become a mixed-income neighborhood that will include 3,000 new units of housing, at least 25 percent affordable. At least 800 of the units will be affordable housing for Chinatown residents.

The presence of the new units will help ensure that the Midtown Cultural District becomes a vibrant new neighborhood and will help meet the city's increasing demand for both market-rate and affordable housing. The additional units will allow people to live near downtown jobs and to take advantage of amenities located in and near the district, such as Boston Common's open space or the area's many cultural facilities. The presence of about 5,000 new residents in the area, combined with the district's approximately 2,500 current residents, will also support the growth of neighborhood-oriented businesses and will help make the district lively and inviting in the evening and on the weekend.

The city is almost halfway to its goal of building 3,000 units of new housing in Midtown and Chinatown. Heritage on the Garden in Park Square is almost completed; the Parkside development across from Boston Common is under construction; and plans are being finalized for a new mixed-use building in Park Square. In addition, the city and the community are currently reviewing proposals to

build housing on the Don Bosco parking lot (Parcel P-12) and on Parcel R3/R3A in Chinatown. Housing on the latter site is being built as part of the Chinatown Housing Improvement Program (CHIP), which has set a goal of building about 650 units of affordable housing for Chinatown residents.

The Midtown Cultural District plan will ensure that both market-rate and affordable housing continues to get built. Land use guidelines for the district allocate about 50 percent of all new space in the district for housing. Zoning for the district implements this policy by giving density bonuses to projects in the district that are primarily used for housing. On upper Washington Street, lower Tremont Street, and the Bedford/Essex corridor, height and density bonuses will be given if half the additional space in new buildings is used for housing. The zoning also sets aside areas along Boston Common and lower Tremont Streets as Housing Priority Areas where 75 percent of the space in new and substantially rehabilitated buildings must be used for housing.

To ensure that at least 25 percent of the new housing in the Midtown and Chinatown area is affordable, the plan directs all linkage money from Midtown Cultural District development to Chinatown. In addition, projects receiving density bonuses for the inclusion of housing must either have on-site affordable housing or help

fund the construction of affordable housing on other Midtown or Chinatown sites. The bulk of these units will be set aside for Chinatown residents. Together the two policies will create about 800 new units of housing for Chinatown, increasing that neighborhood's supply of housing by more than 50 percent.

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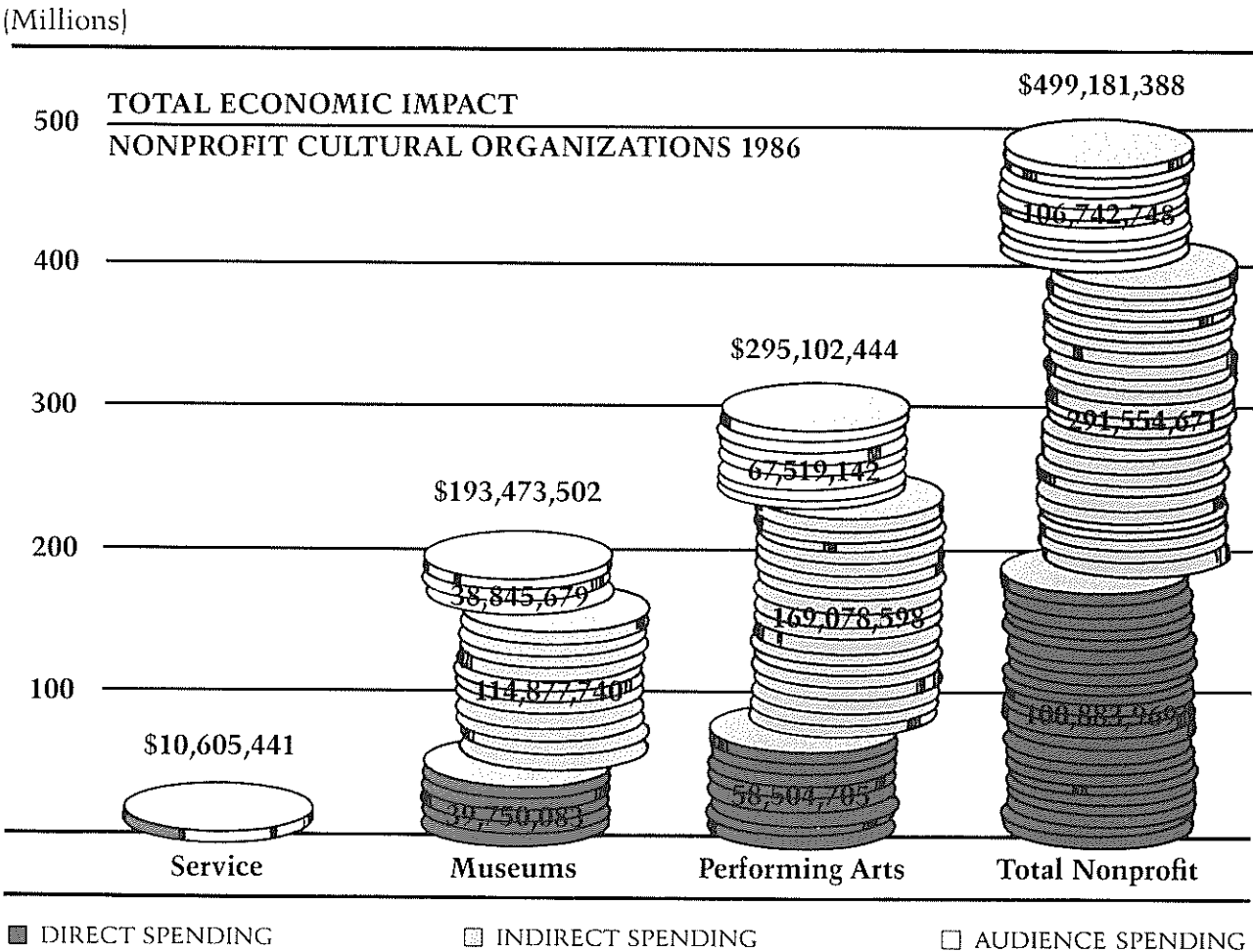
THE MIDTOWN CULTURAL DISTRICT ECONOMY

THE MIDTOWN CULTURAL DISTRICT ECONOMY

The development of a vibrant and balanced mixed-use economy whose separate components will benefit each other and the district as a whole will return the Midtown Cultural District to the center it once was. This development will reinforce the retail and cultural role of the district, while enhancing the residential character of Midtown. The office market will also expand into the district's underutilized buildings and vacant parcels. To ensure that all residents of the city have access to Midtown jobs, day care facilities will be created in new Midtown buildings.

The Midtown Cultural District, located in the heart of downtown Boston, can accommodate the demand for new office space, retail development, housing, cultural facilities, day care centers, and hotel rooms created by this growth.

A balanced economy will preserve the Midtown Cultural District's unique features while keeping pace with the demands of the city's growth. Boston's thriving economy serves as the engine that drives economic growth throughout Massachusetts and the entire New England region. National forecasters predict this dynamic growth will continue into the next century, with Boston gaining an average of 10,000 new jobs a year during this time. The Midtown Cultural District, located in the heart of downtown Boston, can accommodate the demand for new office



Development will reinforce the retail and cultural role of the district, while enhancing the residential character of Midtown.

space, retail development, housing, cultural facilities, and hotel rooms created by this growth.

The Midtown Cultural District Plan also ensures that residents of the city, especially those who live in or near the district, will benefit from the economic opportunities created by the development of the Midtown Cultural District's economy. These economic opportunities include construction jobs, permanent employment, and the creation of neighborhood businesses.

Current Conditions/Future Projections

Over the last two decades, only a small portion of the development taking place throughout the city has been in the Midtown Cultural District. From 1967 to 1987, only 6 percent of the \$10 billion in public and private construction in Boston took place in this area.

Currently over 27,000 people are employed in the Midtown Cultural District's more than 1,500 businesses. About 50 percent of the ten million square feet of commercial and residential space in the district is used for retail, cultural, or hotel activities, while 40 percent is used for public and private offices, and 10 percent is used for housing. About \$550 million is spent in the district on retail, restaurant, cultural, and hotel sales every year. Overall, the district contributes about seven percent of the city's total economic activity.

From 1967 to 1987, only 6 percent of the \$10 billion in public and private construction in Boston took place in this area.

Projected growth in Boston is based on a number of compelling statistics:

- In 1987, the City of Boston generated nearly \$25 billion for the Massachusetts economy.

- With only 10 percent of the state's population, Boston provides 18.5 percent of all jobs and 21 percent of the goods and services produced in Massachusetts.
- The city's unemployment rate reached 3.2 percent in 1987, compared with 6.2 percent for the nation.
- Development construction totalled \$5 billion in the four year period from 1984-1987.

- The city's bond rating has been increased four times in the last five years, at a pace outstripping the nation's other major cities.
- National forecasters place the Boston region in the top five growth areas in the nation to the year 2000, predicting broad gains in population, jobs, and personal income.

Office Economy

New office development in the Midtown Cultural District will extend the downtown growth economy to this area, enhancing its economic base and encouraging other types of development.

Overall, the district contributes about 7 percent of the city's total economic activity.

The Midtown Cultural District currently contains a small core of professional and business firms as well as governmental services. In the last decade the office stock in this area has been upgraded substantially. In 1978 only 21 percent of the office space in this area was rated class A or B, characterized by superior condition, recent construction or recent renovation. By 1986 the proportion of Class A or B space had risen to 84 percent.

The Midtown Cultural District's location between two thriving business centers, the Financial District and the Back Bay, further enhances its value as a developing office market. While the Back Bay and the Financial District cannot accommodate much new growth, the Midtown Cultural District's location as a link between these two traditional office centers, proximity to various modes of transportation, and excess of vacant and

By 1986 the proportion of Class A or B office space had risen to 84 percent.

underutilized land and buildings make it a logical locale for new development. In a 1986 BRA survey, 62 percent of downtown office tenant firms rated the Midtown area as the most desirable location for their businesses outside of the Financial District or the Back Bay. In addition, Boston's office vacancy rate of 5.2 percent at the end of 1987 was the lowest of the top 25 office markets in the nation, indicating a ongoing demand for new office space that is expected to continue into the 1990's.

MIDTOWN CULTURAL DISTRICT DEVELOPMENT AND RENOVATION 1978-1988

Year	Office (S.F.)	Retail (S.F.)	Hotel (rooms)	Residential (units)
1978		425,000		
1979				
1980		8,000		267
1981	62,700	13,200	300	
1982	281,000	30,000		
1983	150,000			255
1984	848,700	45,600		
1985	180,800	52,800	800	
1986	61,900	60,000		100
1987	281,000		290	
1988	110,000	63,000		96
1989	382,200	26,625		28
TOTALS	2,358,300	744,225	1,390	998

Source: BRA Research Department

MIDTOWN CULTURAL DISTRICT OFFICE SPACE: 1978 & 1988

Quantity and condition of office space in the Midtown Cultural District:

Class	Square Feet in 1978		Square Feet in 1988	
A	384,000	(9%)	464,585	(12%)
B	508,603	(12%)	2,818,178	(72%)
C	3,282,804	(75%)	663,632	(16%)
D	184,946	(4%)	-----	
TOTAL	4,360,353		3,946,395	

Note: Although the definition of A and B space are not strictly comparable for these two years, the combined classes do meet the same criteria.

Source: BRA Office Industry Surveys

The district's location, between two thriving business centers, the Financial District and the Back Bay, further enhances its value as a developing office market.

The plan will direct major office developments to large underutilized parcels along the Bedford/Essex corridor, extending the office economy now clustered around South Station's transportation facilities. New offices will also be part of appropriately-scaled new buildings and renovated historic buildings in the Ladder Blocks between upper Washington and Tremont Streets. This area

is well situated between Boston's centers of government and its financial and retail districts.

New day care facilities will also ensure that all Bostonians have access to jobs in the Midtown Cultural District. Under proposed zoning for the district, developers of Midtown commercial projects exceeding 155 feet in height must set aside the equivalent of two percent of the space above 155 feet for a day care or family care center. Other buildings in the district can receive a density bonus if the project includes a day care or

family care center large enough to satisfy the demands for such a center by the people working within the proposed building.

The more than \$3 million in jobs linkage funds generated by Midtown developments will also enhance Bostonian's access to the more than 16,000 permanent and 10,000 temporary jobs that will be created in the district. Jobs set aside programs will also ensure that construction and permanent jobs in the district are available for residents of the city.

City policies will also encourage the participation of minority business enterprises in the revitalization of the Midtown area. For example, the development programs for city-owned land can require the inclusion of minority businesses enterprises as equity partners in new Midtown developments. A model for this approach is the Parcel-to-Parcel I program which links the development of the Kingston/Bedford garage and Parcel 18 in Roxbury. Businessmen from Boston's communities of color make up 50 percent of the team developing the two sites. Similar arrangements can be required in the future development of city-owned sites or in projects requiring substantial public assistance.

Retail Economy

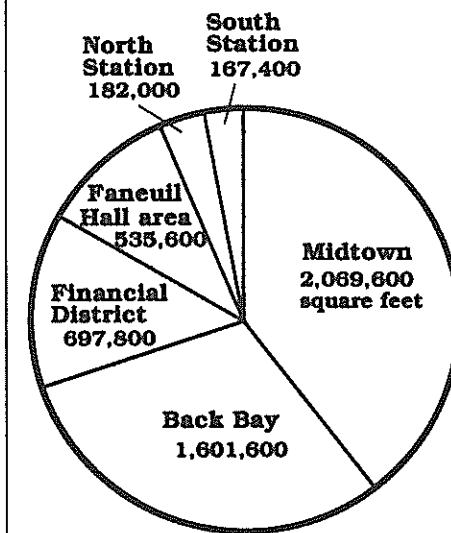
Downtown Crossing, the northern part of the Midtown Cultural District, has been the city's retailing center since the development of ready-made clothing in the mid-to-late nineteenth century. Currently, the area is one of the busiest parts of the city receiving 100,000 visitors a day. The shoppers are drawn from the nearby financial and Government Center businesses and institutions as well as from surrounding communities. Retail activity in the area is centered around the main retail firms of the area, Filene's and Jordan Marsh, and is strengthened by many smaller specialty shops along Washington Street, and on other streets in the Downtown Crossing area.



A key improvement to the area was the 1978 creation of the Downtown Crossing pedestrian mall, which is one of the most successful pedestrian malls in the country. The mall was created to accommodate pedestrians on the area's narrow streets while preserving truck access for the retail core's stores. The elimination of the day-time through traffic in the area, the creation of a paved walking surface, the installation of benches and planters, and the 1983 introduction of pushcart vendors in the area have all combined to ensure that Downtown Crossing remains one of the premier shop-

Central Boston's retail markets

Square footage of each submarket and relative size



Source: Coldwell Banker

ping areas in New England. The recent removal of the area's outdated weather protection system has also brought the many architecturally- and historically-significant buildings in Downtown Crossing back into public view.

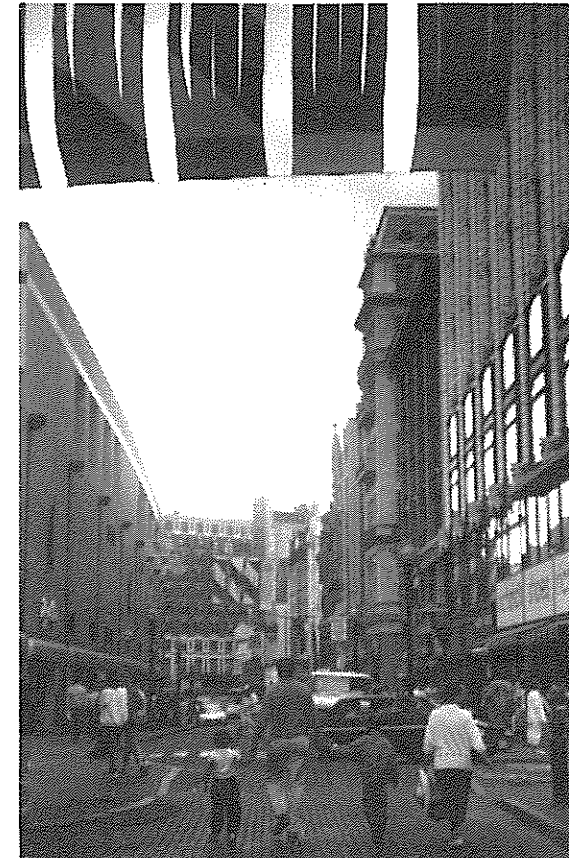
Downtown Crossing currently receives 100,000 visitors a day.

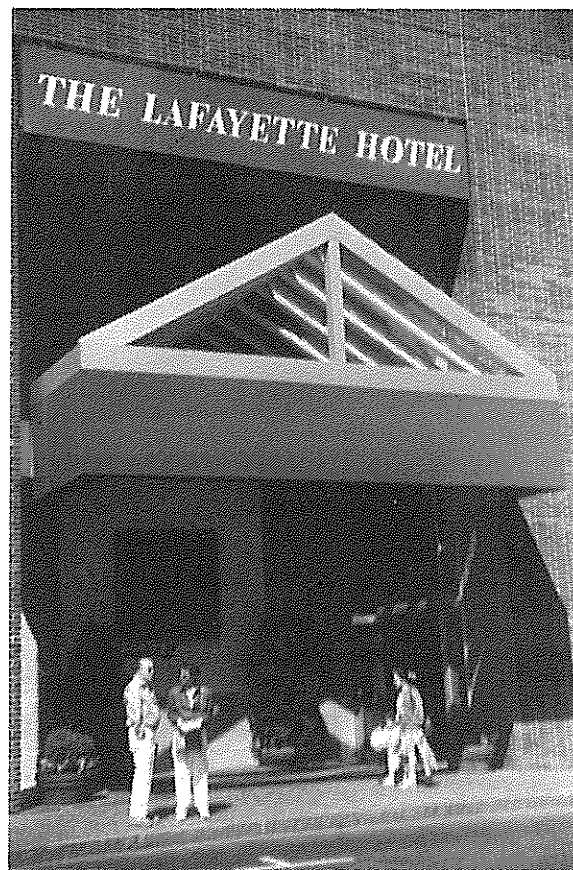
The Midtown Cultural District Plan calls for enhancing and expanding the retail core of Downtown Crossing. Retail uses will be encouraged through zoning regulations requiring the inclusion of ground-floor retail or cultural facilities in all new Midtown Cultural District developments. This measure will also ensure that the Downtown Crossing area retains its pedestrian-oriented environment and will help extend the retail core into new mixed-use developments on both upper Washington Street and in the Bedford/Essex development corridor. The plan also calls for setting aside some new parking spaces in the district for short-term shoppers' parking.

Future retail development in the area could be spurred by the Campeau Corporation, which owns Allied Stores, the parent company of Jordan Marsh; recently took over Federated Department Stores, Inc., parent company of Bloomingdales; and is currently managing the Lafayette Place mall.

Downtown Crossing

The Downtown Crossing area has been the region's retail center for more than 100 years. The plan supports the continued growth of the retail core by improving public amenities in the area, requiring the inclusion of retail or cultural facilities in the ground floors of all major developments, and increasing the number of workers, residents, and visitors in the area.





Many physical improvements will also be made to the Downtown Crossing area. As part of the city's 1985 capital budget and in conjunction with the development of the Midtown Cultural District Plan, Wallace Floyd Associates, a local planning and architectural firm, is conducting a study of possible improvements for the area, including replacing the recently-removed canopy on Washington Street, working with property owners to develop storefront and sign guidelines, and expanding the pedestrian

environment of the area. Pedestrian amenities in the area, such as lighting, benches and sitting areas, and weather protection areas, will also be added and improved. The Boston Redevelopment Authority is working with the Department of Public Works to implement recommended streetscape improvements.

The Downtown Crossing Association, a non-profit organization of Downtown Crossing businesses and property-owners, is also working to improve the area's environment. The association will manage the renovated Filene's Park, located between Filene's and Woolworth's, adjacent to a new MBTA stop. The park is scheduled to open this summer.

Retail uses will be encouraged through zoning regulations requiring the inclusion of ground-floor retail or cultural facilities in all new Midtown Cultural District developments.

The Lafayette Place mall, a disappointment from the start, will receive a major uplift from the Campeau Corporation. Downtown Crossing will also benefit from a new major retail anchor at Hayward Place. Combined with a renovated Jordan Marsh, these facilities will provide more than 900,000 square feet of retail space, more than the total amount of retail space in the Financial District. The new retail space will help anchor Downtown Crossing as a premier shopping area into the next century. In addition to new retail and cultural facilities development, the Midtown Cultural District Plan encourages developers to provide neighborhood business opportunities for Chinatown residents. The plan will give height and massing bonuses to developers who rent space to community businesses and organizations. Expansion of the retail economy along Washington Street will link Asian-oriented businesses with the city's retail center in Downtown Crossing.

Cultural/Tourist Economy

The growth of Boston's economy is expected to heighten demand for cultural facilities to serve Boston's burgeoning arts community. At the present time, more than 50 of the city's performing groups do not have regular access to small- and medium-sized performance space.

NONPROFIT CULTURAL ADMISSIONS:

The number of people attending nonprofit cultural activities in 1986 breaks down as follows:

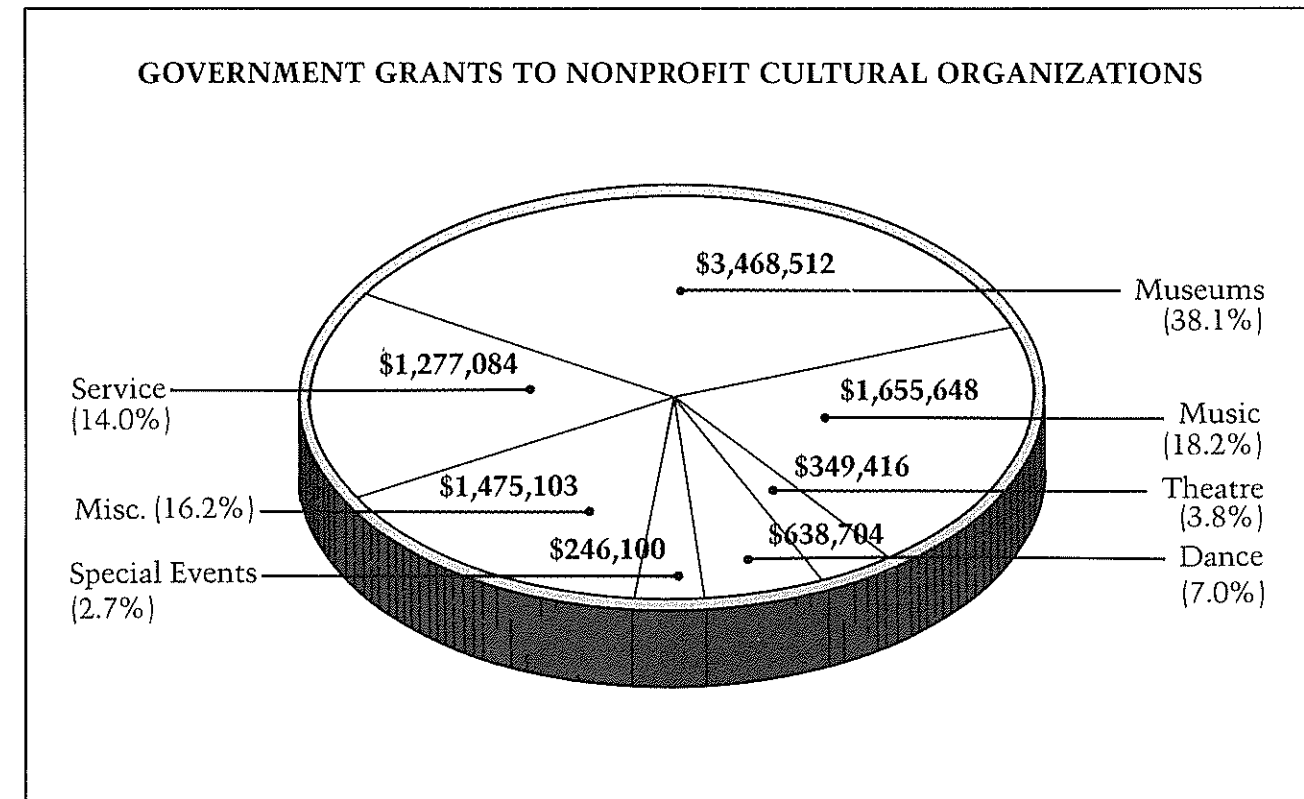
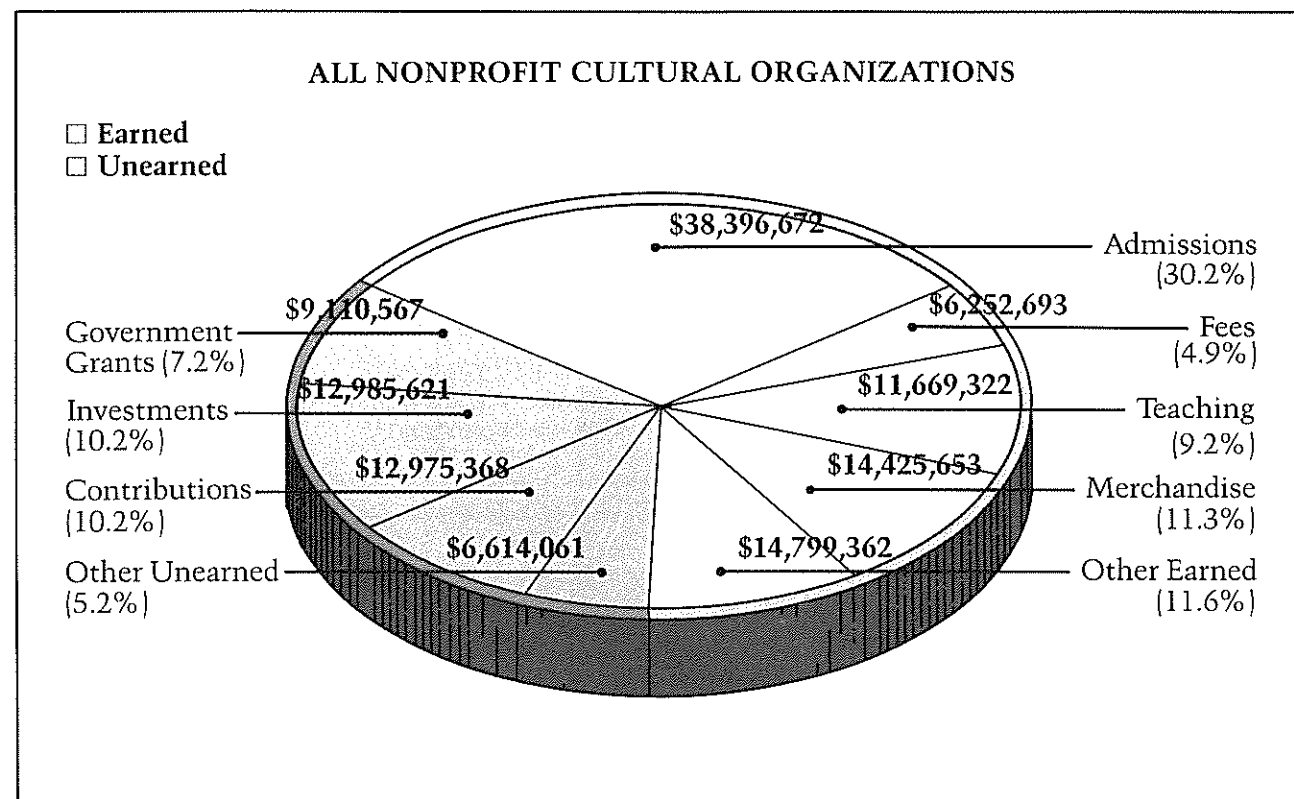
Museums	4,247,339
Special Events	1,772,461
Music	1,031,855
Dance & Ballet	324,878
Nonprofit Professional Theater	233,995*
Miscellaneous & Community Arts	39,340
Service Organizations	13,790

TOTAL NONPROFIT ADMISSIONS 7,663,658

Of these 7,663,658 admissions, about 43% (3,264,818) were FREE. Ticket prices for nonprofit cultural events averaged about \$6.00 in 1986.

Because people may attend several events during the course of a year, total admissions exceeds the population of the Greater Boston Metropolitan Area (2 - 3 million people).

Cultural events in the Midtown area, including commercial theater, concerts, dance and ballet, music, non-profit theater, and special events, currently attract about two million admissions per year, generating \$24 million in ticket revenues, and creating over ten times as much direct and indirect spending by organizations and audiences. Citywide, non-profit cultural organizations had an overall impact of \$500 million on the economy of Boston in 1986.



The growth of Boston's economy is expected to heighten demand for cultural facilities to serve Boston's burgeoning arts community.

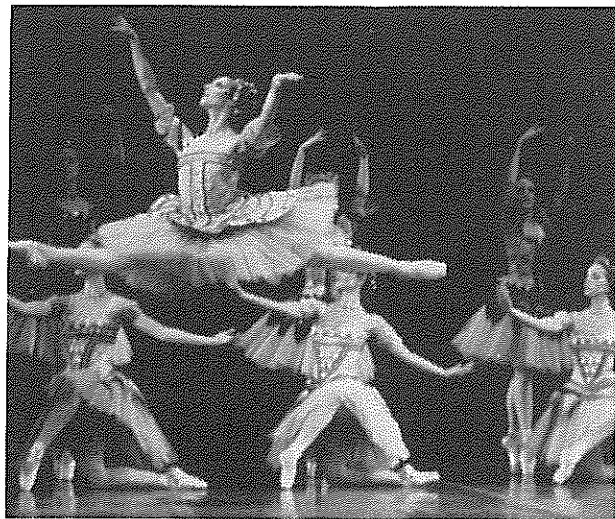
The Midtown Cultural District Plan calls for the development and expansion of a wide range of cultural activities and related services in this area. These would include new and refurbished theater space, galleries, museums, restaurants, arts facilities, nightclubs, and shops, providing a variety of employment opportunities, especially for the city's performing and visual artists.

Hotel development, which has traditionally taken place in and around the city's cultural and entertainment district, will also benefit from the expansion of cultural activities in

Midtown and restoration of the market conditions there which support successful hotel operations.

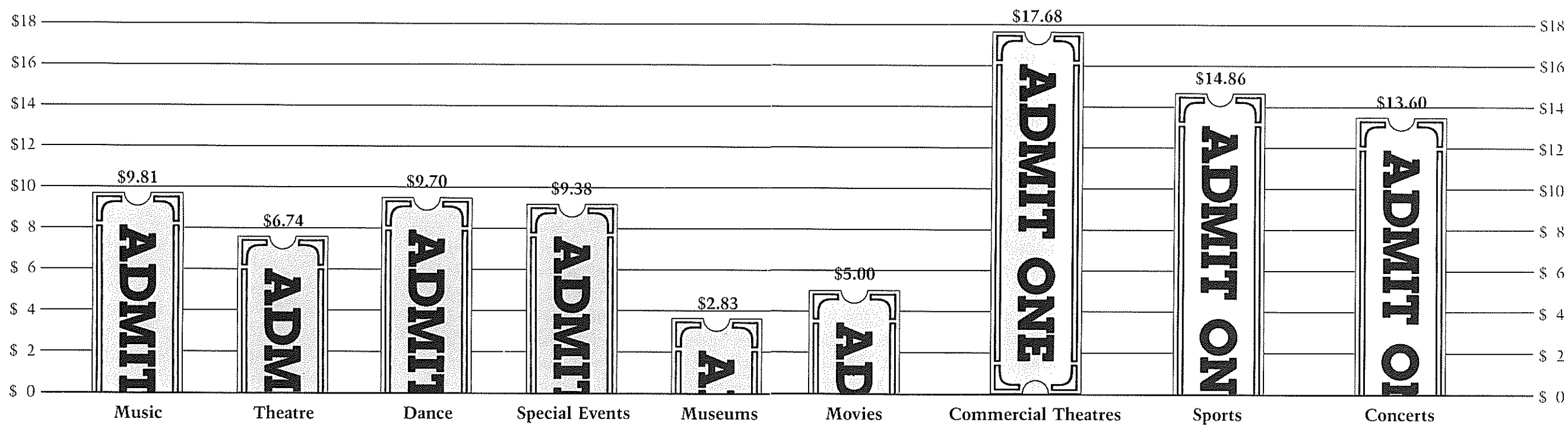
Currently there are five hotels in the district with 2,594 rooms. Two of these hotels are new since 1984, while the other three have been renovated in the last ten years. Three more hotels, with 962 rooms, are located just outside the district's boundaries. A new hotel has been proposed for the district and other potential hotel sites have been identified. The demand for more rooms can be seen in the fact that Boston's 35 hotels

averaged over 73 percent occupancy in 1987, one of the best rates in the country. Average room rates during this period reached \$96.50.



AVERAGE TICKET PRICES—NONPROFIT

AVERAGE TICKET PRICES—COMMERCIAL



HOTELS IN AND NEAR THE MIDTOWN CULTURAL DISTRICT

IN THE DISTRICT:

HOTEL	NUMBER OF ROOMS
Boston Park Plaza Hotel	977
Four Seasons Hotel	289
Lafayette Hotel	500
Omni Parker House	540
Quality Inn Downtown Boston	288

SUBTOTAL: 2,594

NEAR THE DISTRICT:

'57 Park Plaza Hotel	353
Meridian Hotel	330
Ritz-Carlton Hotel	279

SUBTOTAL: 962

TOTAL: 3,556

The Midtown Cultural District Plan's emphasis on historic preservation will also strengthen the economy of the district by drawing tourists into the area where they can take advantage of the variety of retail and cultural activities. Last year, over 8 million people visited Boston to share its cultural treasures, and participate in conventions and other activities. Over three million

of these visitors walked the Freedom Trail, which skirts the edges of the district. Altogether, these visitors are responsible for generating more than \$5 billion for Boston's regional economy each year. The plan enhances Boston's historic character by establishing policies that will protect and encourage the restoration of historic buildings and maintain the historic character of the district.

Summary

The Midtown Cultural District, located in the heart of downtown Boston, is ideally located to accommodate much of the city's growing demand for new office space, shops, restaurants, day-care centers, housing, cultural facilities, and hotel rooms. The inclusion of these uses in the Midtown area will preserve the district's unique features and history while keeping pace with the demands of the growing city. National forecasters predict that the city's economy, which is the engine that drives the Massachusetts economy, will continue to grow into the next century.

New office development in the Midtown Cultural District will extend the downtown growth economy, reinforce the area's economic base, and encourage other types of investment. The area's location between the Back Bay and the Financial District strengthens its value as a developing office market. While the Back Bay and Financial District cannot accommodate much new growth, Midtown's location as a link between these two centers, its proximity to various modes of transportation, and its excess of vacant and underutilized land make it a logical locale for new development. The plan will direct major office development to large underutilized parcels along the Bedford/Essex corridor to lower Washington Street, extending the office economy now clustered around South Station. New offices will also be allowed in renovated historic buildings and in new, ap-

propriately-scaled buildings in the Ladder Blocks. To ensure that all Bostonians have access to jobs in the Midtown area, on-site day-care facilities will also be required in major office facilities in the district.

The plan also reinforces the area's more than 100-year role as a regional center of retail trade. Downtown Crossing, which currently receives about 100,000 visitors a day, will be strengthened through major improvements at Lafayette Place and a new retail anchor at Hayward Place. Improvements to the area's transportation systems such as improved mass transit service, better east/west traffic links, and the set-aside of short-term parking for shoppers, will also support the area's merchants. In addition, the retail core will be expanded through policies requiring the inclusion of ground-floor retail or cultural space in new or substantially-rehabilitated buildings. Chinatown's commercial economy will also be aided by better connections to the Downtown Crossing area and the creation of new housing for Chinatown residents.

The growth of the Boston economy and the presence of more workers and residents in the district will aid the development of cultural facilities in the district. In addition, the presence of a thriving cultural and business center as well as its network of historically-significant buildings will spur the creation of more hotel rooms in the area, which is already a major center for visitors to Boston.

6

HISTORIC PRESERVATION

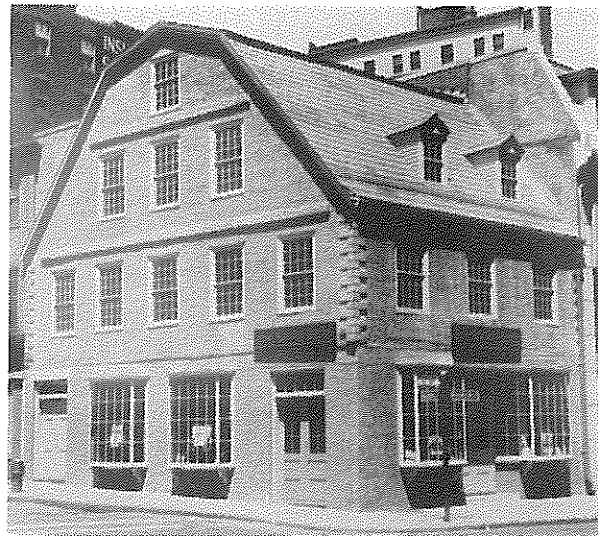
HISTORIC PRESERVATION

Midtown Boston's rich past exists today in the many historic buildings, theaters, streets and alleys of the district, and in neighboring Chinatown and Bay Village.

The Midtown Cultural District Plan will preserve the historic character of the area by protecting historic buildings, blocks, and street patterns.

However, many of the district's most important historic buildings -- including H.H. Richardson's Hayden Building, the Liberty Tree Building, and the historic Modern Theater -- are in poor condition and need to be renovated. In addition, most of the 150 historically or architecturally significant buildings in the district are not formally protected from demolition or inappropriate renovation. In addition, state law makes it more difficult to protect historic buildings in downtown Boston, one of the oldest areas in the commonwealth, than in any other community in the state.

The Midtown Cultural District Plan will preserve the historic character of the area by protecting historic buildings, blocks, and street patterns; steering major development into areas that contain few historic structures; limiting building heights in areas with historic buildings; and promoting the renovation of historic buildings. This commitment to historic preservation, ends a 30-



The Old Corner Bookstore (circa 1711) is at the edge of the district

year era in which more than 1,200 historic downtown buildings were destroyed for such projects as Government Center, the Central Artery, and Charles River Park.

The preservation of historic buildings in the district will also help the city's economy by strengthening Boston's reputation as a city that respects and its past. The importance of that reputation can be seen in the fact that, of the approximately eight million people who visited the city in 1986, more than three million chose to walk Boston's historic Freedom Trail.

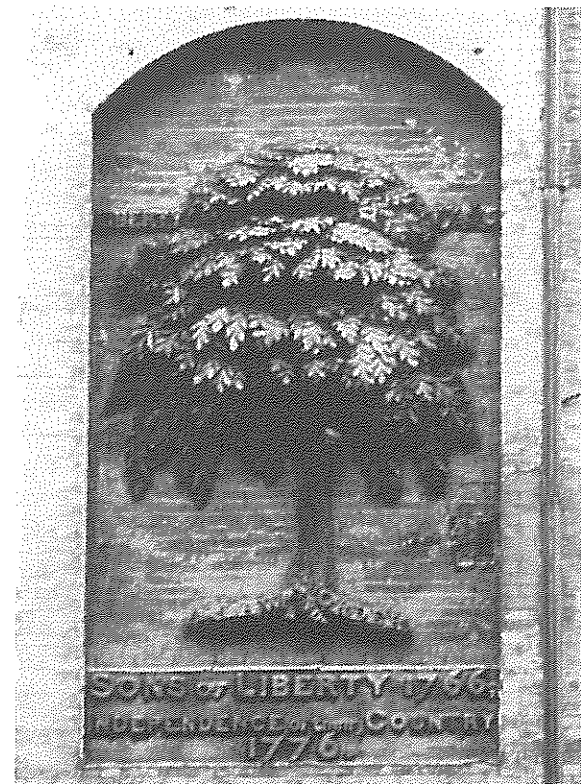
Historic Importance of the District

The area now known as Midtown has been an important part of Boston since the mid-1600s when the route of what is now

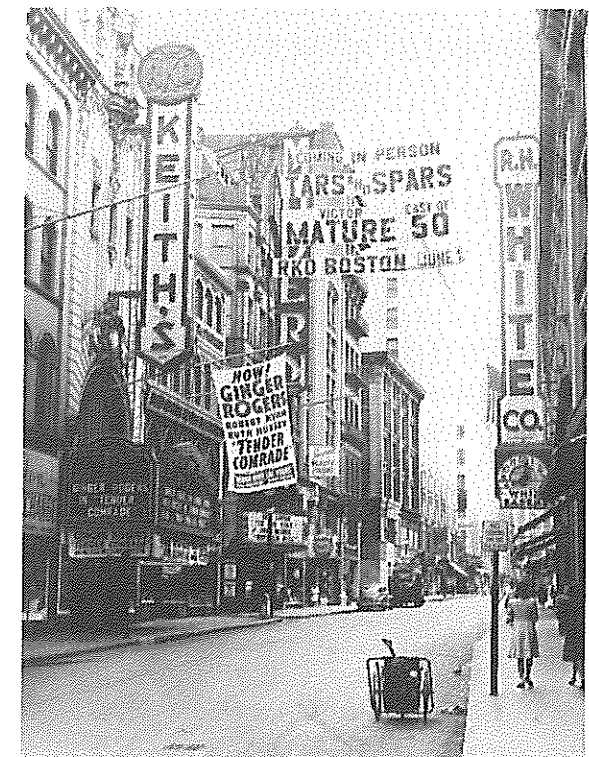
Washington Street was the only connection between the Shawmut peninsula and the mainland at Roxbury. In the 1700s, the area between the Old State House and Essex/Boylston Street was an important commercial and residential center for the burgeoning city. Reminders of this era still exist in buildings in and near the district such as the Old State House, Old South Meeting House, the Old Corner Bookstore and at Liberty Tree Park, which is located near the site of the Liberty Tree where patriots

gathered to protest British rule in the years before the Revolutionary War.

In the early 1800s landfilling and railroads changed the character of the district. Harrison Avenue was created through landfill in 1804-1805 and in the 1830s what is now Chinatown was created through the filling of South Cove to create a railroad station and railyards. Another railroad station stood in Park Square from the 1830s until the end of the century when southern and western rail service was relocated to South Station.



The Liberty Tree Relief on the Liberty Tree Building



Washington Street in the 1940s

By the mid-1800's, the area had become a commercial center of the region. The lower Washington Street area became an important retail center, featuring ready-made clothing for men and women. As the retail sector expanded, the area's importance as a residential area began to decline. Many people left Midtown for homes in new neighborhoods such as South Boston, the South End, and the Back Bay.

The area's large concentration of late nineteenth- and early twentieth-century theaters is one of the best examples of an early theater district in the country.

In 1872, the Great Fire destroyed 60 acres and 776 buildings in the Financial District and many of the stores and warehouses in the area now known as Downtown Crossing. After the fire many new buildings -- such as the Bedford Building at 99 Bedford Street and the nearby Church Green Building -- were built in an exuberant masonry style which gave the area its name as the Commercial Palace District.

In 1872, the Great Fire destroyed 60 acres and 776 buildings in the Financial District and many of the stores and warehouses in the area now known as Downtown Crossing.



Chinatown in the 1900s

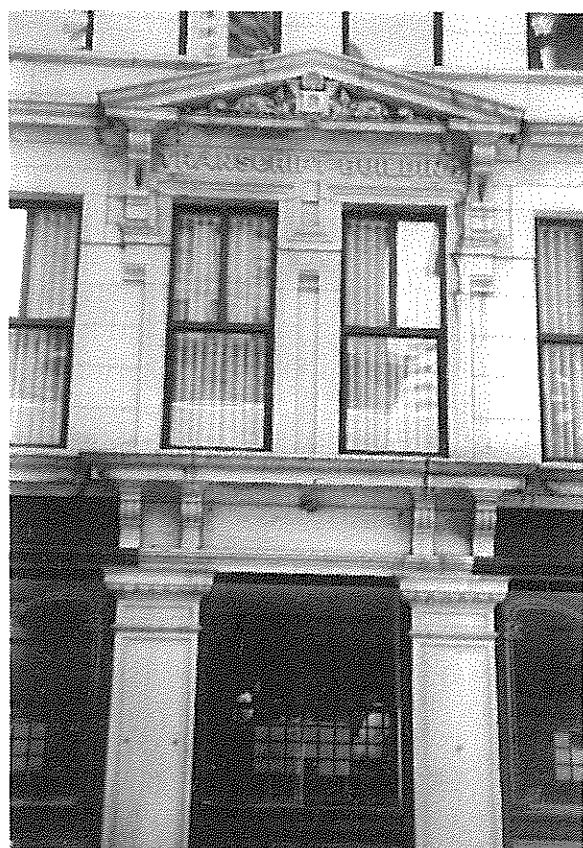
During the late 1800s and the early 1900s the district reached the height of its commercial success. Newspapers and book publishers flourished on Newspaper Row which was centered at the corner of Washington and Milk Streets. The area between Tremont and Washington Street was a fashionable shopping area. The music industry flourished on Piano Row near the many first-class hotels on Tremont and Boylston Streets. Chinatown also dates to the turn of the century when Chinese immigrants arrived and settled near Oxford and Beach Streets.

This era also saw the district emerge as a cultural center for vaudeville, theater, and later the movies. The area's large concentration of late nineteenth - and early

Hayden Building

The Hayden Building, located at the corner of Washington and LaGrange Streets, is the only surviving commercial structure designed by H.H. Richardson, who designed Trinity Church. The building's upper floors were damaged by fire a few years ago. The building should be restored perhaps for conversion into a home for preservation and architectural groups.





The Boston Transcript Building

twentieth - century theaters is one of the best examples of an early theater district in the country. The historic theaters include the Orpheum, the Modern, the Opera House (formerly the Savoy), the Paramount, the Shubert, the Colonial, the Wilbur, the Wang Center (formerly the Metropolitan), and the Saxon/Majestic. Other existing buildings in the district that date from this era include H.H. Richardson's Hayden Building on lower Washington Street, the Boylston

Building (now the China Trade Center) at the corner of Washington and Boylston Streets, the Boston Transcript and Boston Post buildings on Newspaper Row, the YMCU on Boylston Street, the Wesleyan Association Building on Bromfield Street, and the Steinert Building on Piano Row.

Historical Resources

Each generation of Bostonians has worked to improve the city. Their craftsmanship, aesthetic values, and ingenuity are reflected in the city's buildings, streets, and parks. The work of these business people, public servants, citizens, architects, and artisans is also part of the public realm the part of Boston which people enjoy and share in common with one another. This legacy provides Boston with ties to its past, a special identity, and a valuable resource.

Boston in 1986 is a city which combines urban features from 350 years of history, development, and change. The evolution from a tiny settlement to a major metropolis was accompanied by the loss of many distinctive buildings and extensive areas of parkland and open space. The great reordering of the city's built environment has largely been the result of growth and of changes in Boston's economic base from fishing, trade, and manufacturing to service industries. In many cases valuable portions of the city's architectural heritage have been destroyed to make way for new development.



*Boylston Street at the West corner of
Boylston Place in 1910*

Planning for the public realm includes protecting not only historically significant individual buildings but also structures and buildings which may not be noteworthy standing alone but which, in relation to other neighboring buildings, establish the historic character of an area. The Boston Landmarks Commission has surveyed and evaluated approximately 900 existing buildings in the core of the downtown and in the Back Bay along Boylston Street between Arlington Street and Massachusetts Avenue. Rating buildings into one of six categories.

This survey serves as a basis for historic preservation policies.

The preservation and re-use of many buildings has enhanced both Boston's character and its economy. Boston's building stock is a resource - the investment of manpower, energy, materials, and craftsmanship inherited from the past. Throughout Boston's history, buildings have been renovated and reused. In the last ten years significant investment has been made to rehabilitate structures, restoring millions of square feet of space while creating thousands of construction jobs and tens of thousands of permanent jobs. Simply put, preservation is not only a cultural and aesthetic concern; it is a critical element of Boston's economy as well.

The National Register of Historic Places

The National Register of Historic Places is the official list of the Nation's most significant historic districts, sites, buildings, structures, and objects worthy of preservation. Listing in the National Register ensures review of development impacts on historic properties as part of the planning of Federally-assisted projects. As well, owners of National Register properties are eligible for Federal tax benefits and preservation grants.

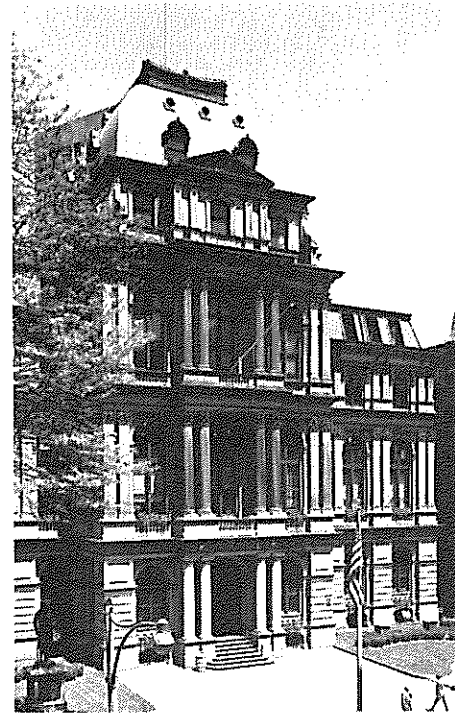
The Boston Landmarks Commission's Building Evaluation System

The Boston Landmarks Commission embarked upon a comprehensive survey in 1979 for the purpose of identifying and protecting the architectural and historical resources of the city. This systematic survey of properties built before 1960 contains six categories:



HIGHEST SIGNIFICANCE /category I

Buildings in this group have nation-wide significance because they (1) are associated with Boston history, particularly Colonial or Revolutionary War periods; (2) are nationally known examples of the work of noted Boston architects; or (3) are distinctive examples of particular building styles or types



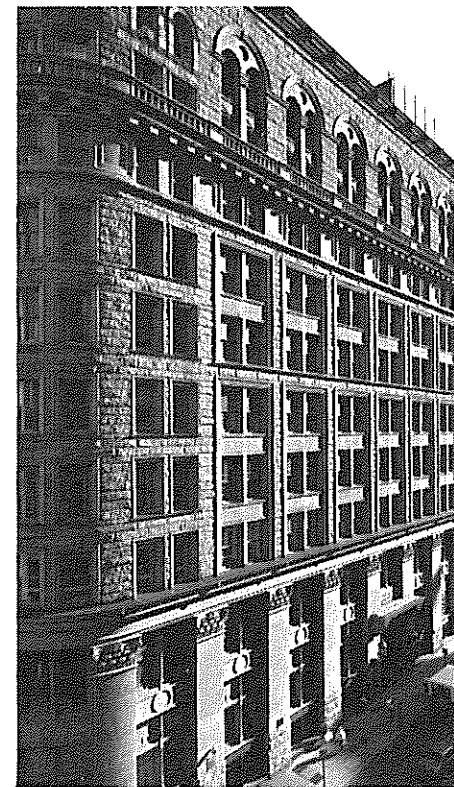
Old City Hall

which became models for similar buildings, some of which may now be rare throughout the country. All buildings in this category merit designation as Boston Landmarks and individual listing in the National Register of Historic Places. St. Paul's Cathedral on

Tremont Street and the Park Street Church, Old South Meeting House, the Globe Corner Bookstore, and Old City Hall on the edge of Midtown are Category I buildings.

MAJOR SIGNIFICANCE /category II

Buildings in this category have the highest significance to the City of Boston, the Commonwealth and the New England Region. They represent (1) the city's most outstanding examples of their style or building type, distinguished for high architectural quality



and high degree of intactness; (2) early or rare examples of the use of a particular style or building technology in Boston; (3) the best examples of the work of major Boston architects, as well as buildings outstanding in their setting, with particular urban design value; or (4) buildings of the highest regional or local historic value. These buildings are eligible for Landmarks designation and individual listing in the National Register. Among Midtown's Category II buildings are the Wilbur Theater, The Charles Playhouse, the Tavern Club, the YMCU, Filene's, Locke Ober's, and the Transcript Building.

SIGNIFICANT /category III

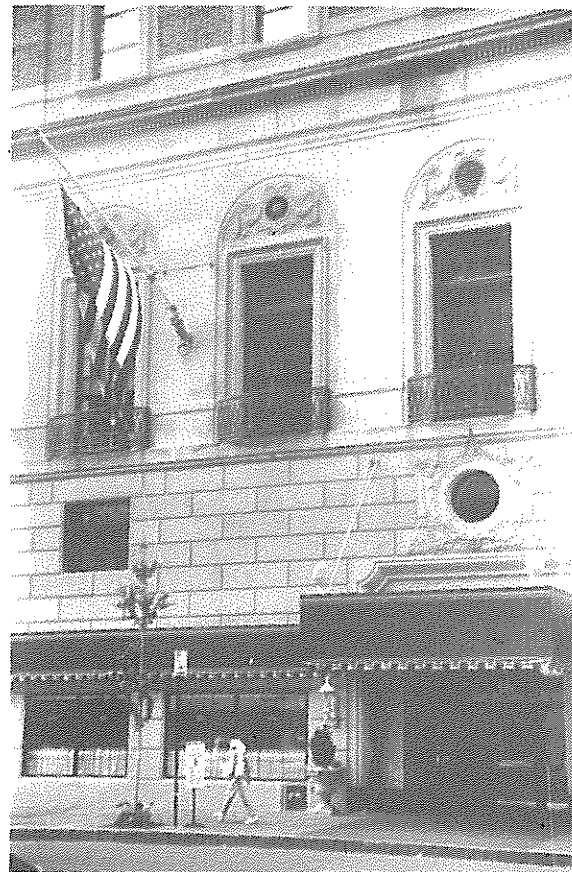
Buildings in this group are considered to be significant to the City of Boston because they are (1) fine examples of the work of Boston architects; (2) buildings that make an important contribution to the character of a street or area; (3) buildings with strong historical associations with major Boston industries, organizations, institutions or events; or (4) fine examples of a particular style or building type. Some buildings in this group may meet the criteria for designation as Boston Landmarks and individual listing in the National Register. Examples of Category III buildings within Midtown are the Steinert Building, the Shubert Theater, 600 Washington Street, Tremont Temple, and the Parker House.



III Little Building

NOTABLE /category IV

Buildings in this category are considered important to the character of their particular street, neighborhood or area. They represent (1) integral parts of visually cohesive streetscapes or integral elements within a district; (2) buildings with some individual architectural distinction, because of their materials, craftsmanship or detailing; (3) the best examples in their area of a particular



IV Quality Inn

style or building type; or (4) buildings with some local historic interest. These do not merit Landmarks designation but are valuable because each is part of the group of background buildings which collectively form the image of Boston's streetscape. They are often a critical part of the "toute ensemble" where the quality of the whole scene is of more significance than the individual parts. The recently renovated Quality Inn and the center of the row of buildings on Washington Street across from Filene's are examples of Category IV buildings.

MINOR /category V

These buildings have little architectural or historical interest but may be considered for their minor contribution to their streetscapes. They (1) are compatible with surrounding structures in scale, style, materials or fenestration patterns; or (2) have some architectural interest or integrity. These buildings may be important when grouped with others of higher ratings, but are not considered eligible for designation as Boston Landmarks or for individual listing in the National Register of Historic Places.

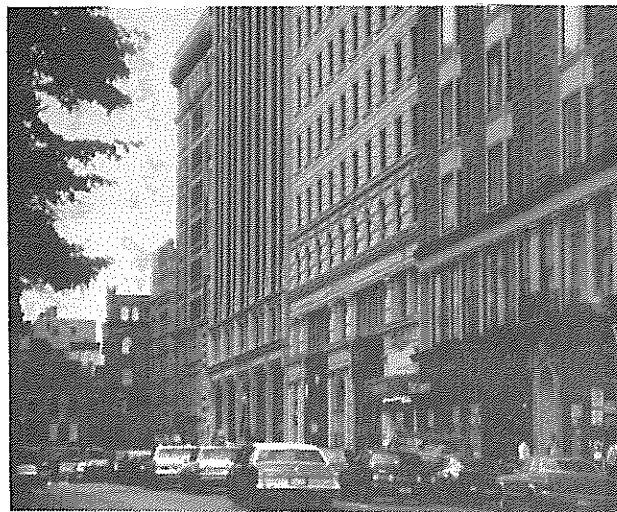
The Boston Landmarks Commission embarked upon a comprehensive survey in 1979 for the purpose of identifying and protecting the architectural and historical resources of the city. This systematic survey of properties built before 1960 contains six categories.

NON-CONTRIBUTING /category VI

Buildings in this group are considered to be visual intrusions, incompatible with the surrounding urban fabric. If these buildings are located within National Register Districts, they are not eligible for tax incentives for rehabilitation and may be exempted from tax penalties for demolition.

Landmark Districts

In order to protect areas of historical significance, the Boston Landmarks Commission can designate Landmark Districts. A Landmark District is an area containing any physical features or improvements or both which are of historical, social, cultural, architectural or aesthetic significance to the city and the Commonwealth, the New England region or the nation and cause such areas to constitute a distinctive section of the city. A specially created district commission with local representation must approve any exterior changes to property within a Landmark District (among them the South End and St. Botolph Street) or within Historic Districts established through special acts of the State Legislature (Beacon Hill and Back Bay) or through general enabling Legislation, Chapter 40C (Bay Village).



Piano Row



Liberty Tree District



Ladder Blocks

Current Conditions

Sixty-nine of the district's buildings have been rated as nationally, regionally, or locally significant by the Boston Landmarks Commission. Another 88 buildings have been rated as "notable" because they contribute to the architectural or historic character of the area.

The Landmarks Commission is constrained in its power to create downtown historic districts. Therefore, the only way the commission can permanently protect historically-significant groups of buildings is through the designation of individual buildings as protected landmarks.

Many of these buildings are located in one of the six areas in the Midtown Cultural District listed in the National Register of Historic Places. These districts are: the Washington Street Historic Theater District, Piano Row, Newspaper Row, the Liberty Tree District, the West Street Historic District, and the Beach/Knapp Historic District. A large number of historic buildings are also located on the Ladder Blocks between Washington and Tremont Street and in the Commercial Palace district south of Downtown Crossing.



Washington Street on July 8, 1889,
the day of the Sullivan-Kilrain fight

However, city ratings and federal designations do not provide permanent protection for the historic buildings or districts. The Landmarks Commission is constrained in its power to create downtown historic districts. Therefore, the only way the commission can permanently protect historically-significant groups of buildings is through the designation of individual buildings as protected landmarks. This status is currently given to nine of the district's buildings: the YMCU, the Jacob Wirth Building, the Wilbur Theater, the Paramount Theater, the Liberty Tree Building, the Hayden Building, 20-30 Bromfield St., the Saxon/Majestic Theater, and the Boylston Building (now the China Trade Center). The Landmarks Commission is also considering applications to designate as landmarks the exteriors of the Opera House, the Hutchinson Building at

BOSTON LANDMARKS COMMISSION BUILDING RATINGS AND NATIONAL REGISTER DISTRICTS

KEY:

Categories I, II, & III: Includes buildings rated as significant structures by the Boston Landmarks Commission. (See map of building ratings for further information.)

National Register Districts

1. Piano Row

Twenty-nine buildings around the corner of Tremont and Boylston Streets that include properties used for music-related industries in the late nineteenth and early twentieth centuries; nineteenth century residences on Boylston Place; turn-of-the-century commercial buildings; and important theaters.

2. Beach/Knapp

Six buildings on two side streets between lower Washington Street and Harrison Avenue that reflect the historical development of the area from residential to mixed commercial and light industrial warehouse uses.

3. Liberty Tree

Six mid-to-late nineteenth century buildings at the corner of Washington and Essex Streets. The Liberty Tree Tavern and the Liberty Tree, where patriots gathered to protest British rule before the Revolutionary War, once stood in the area.

4. Washington Street Theater

Seven buildings built between the 1870s and 1930s which were the site of the city's most concentrated theater activity. The district, which is where vaudeville was perfected in the late 1800s, was also the site of the region's first movie theaters.

5. West Street

Four early twentieth century commercial buildings, on Tremont and West Streets that are of high architectural quality and illustrate important trends in the history of Boston's retail shopping facilities.

6. Newspaper Row

Four commercial buildings located on Washington, Milk and Hawley Street. The buildings are all that remains of the publishing district which flourished in the area during the late nineteenth and early twentieth centuries.

Proposed Historic District:

Ladder Blocks Historic District

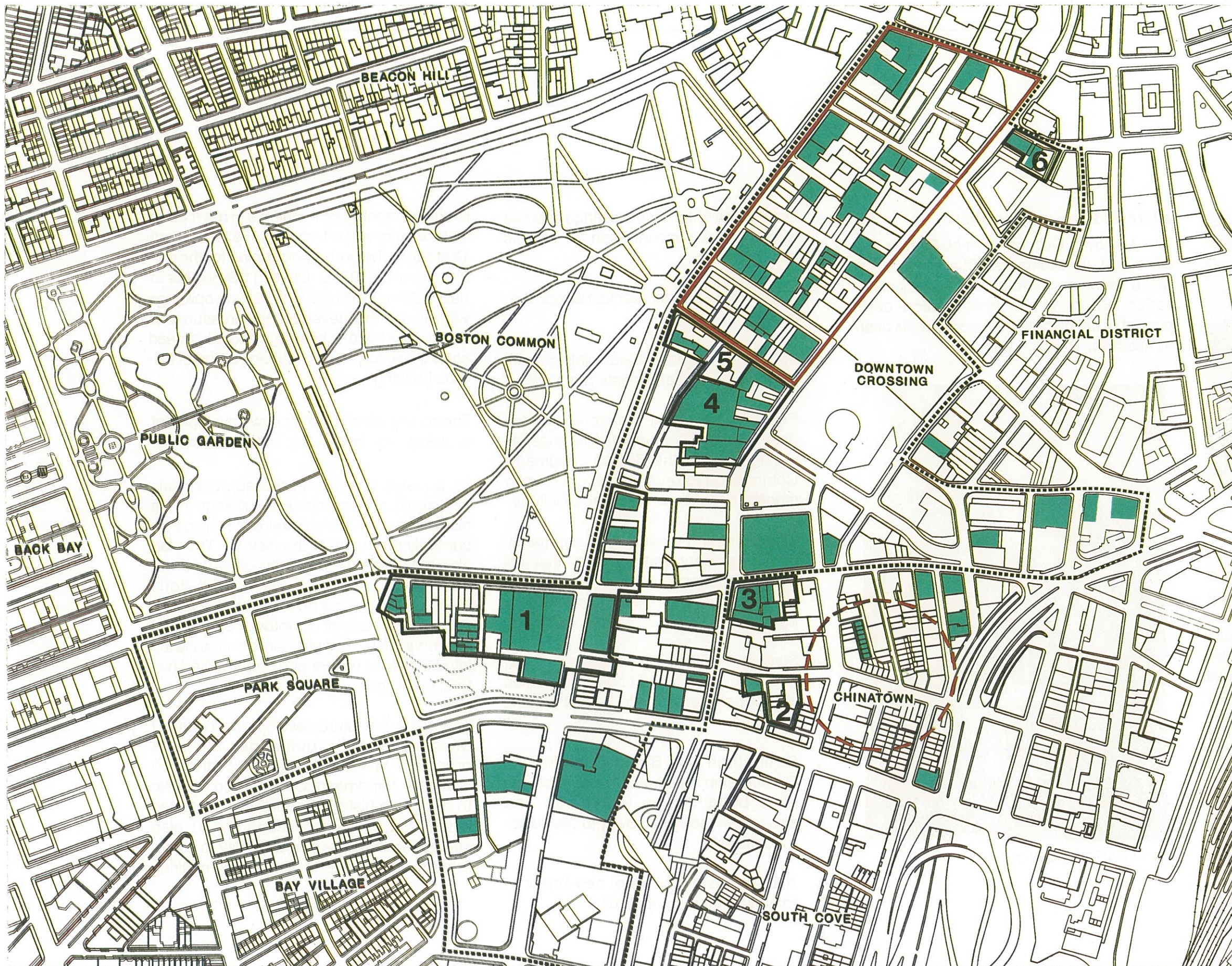
Study Area for Chinatown Historic Preservation

For designation as a historic district or the designation of individual buildings as landmarks.

BOSTON REDEVELOPMENT AUTHORITY

MIDTOWN CULTURAL PLAN

CITY OF BOSTON OFFICE OF ARTS AND HUMANITIES





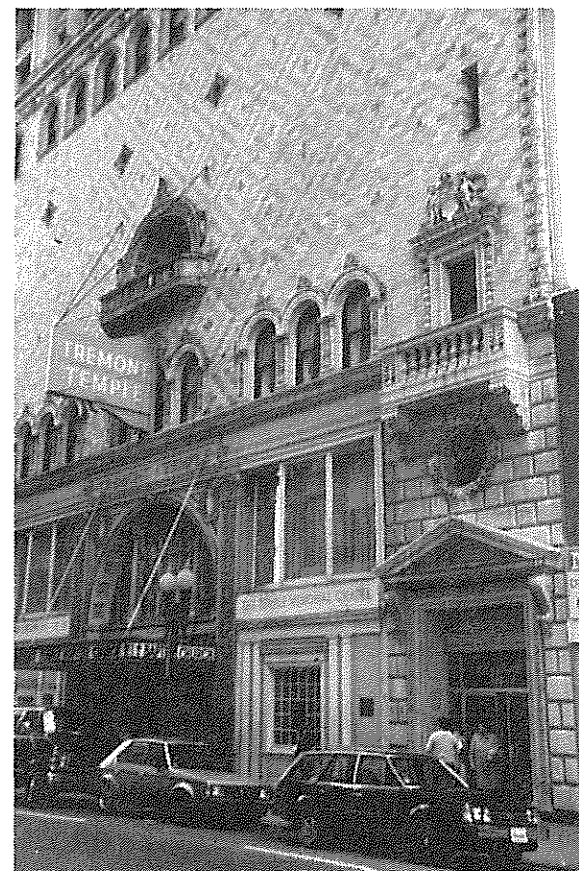
The China Trade Center

32-54 Province St., the Jeweler's Building on Washington Street, Tremont Temple, the Parker House, the New Studio Building on Tremont Street and the Phillips Building on Tremont Street. The Commission is also considering petitions to designate the interiors of the Wang Center, the Colonial Theater, and the Opera House as landmarks.

Historic districts in downtown Boston can be created by the City Council. However, a unique state law requires a two-thirds vote of the council to establish a historic district anywhere on the original Shawmut Peninsula. This law applies only to downtown Boston -- a historic district can be created by a majority vote in every other community in the Commonwealth.

Historic Preservation Plan

The Midtown Cultural District Plan is the city's first redevelopment plan that starts with a strong commitment to historic preservation. Enacting the preservation component of the plan is fundamental to its overall success. The plan will:



Tremont Temple

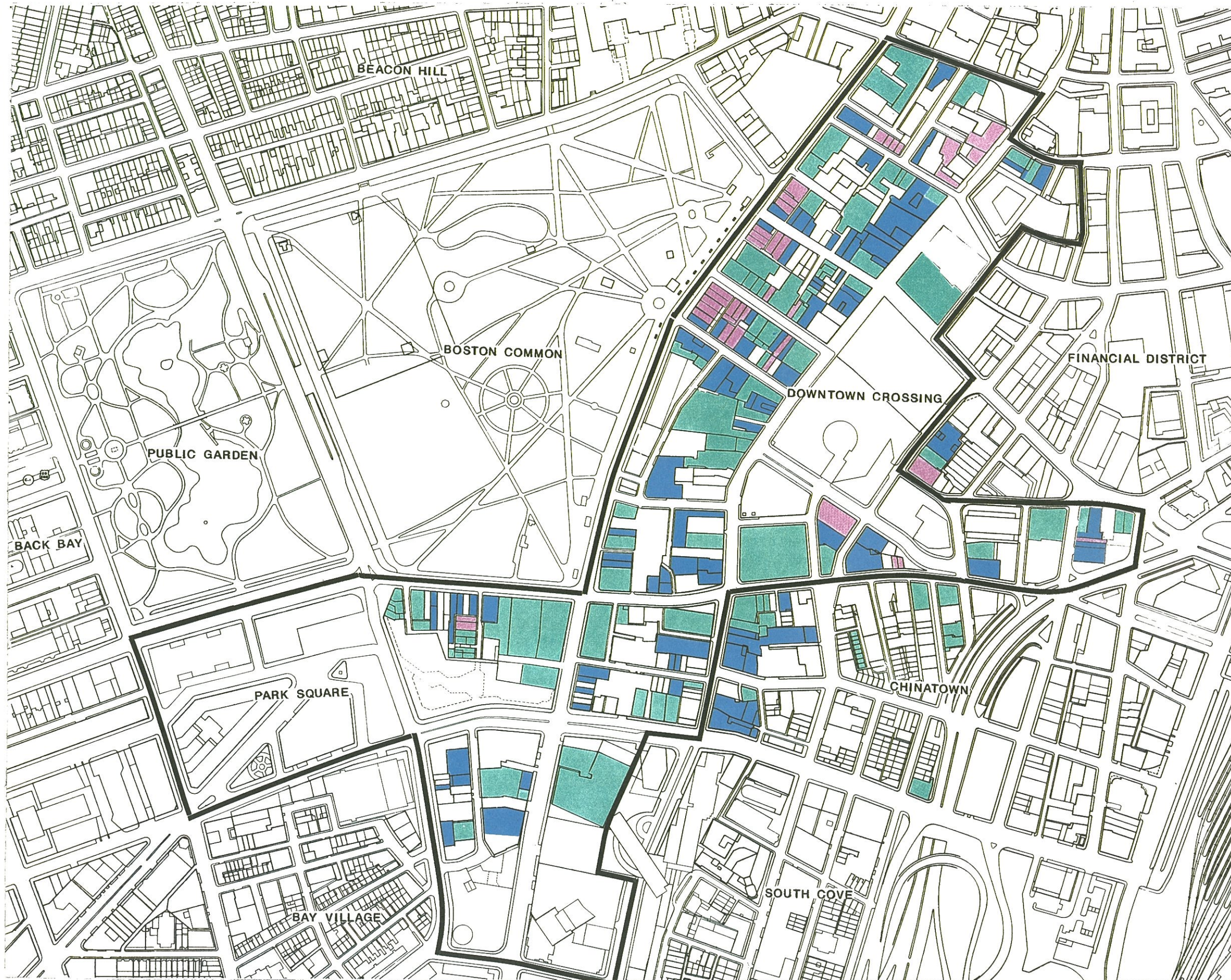
- Limit the height of new buildings in areas with a large concentration of historic buildings.
- Establish the Ladder Blocks Historic District.
- Protect about 150 historic buildings from demolition or inappropriate renovation.
- Establish a five-year moratorium on the destruction of Category III buildings, allowing time for the Boston Landmarks Commission to review and vote on permanent protections for those buildings.
- Establish the "Preserve the Landmarks" historic preservation program that will provide economic resources to restore some 25 critical, at-risk landmark buildings.
- Steer new construction to areas with few historic buildings and channel a portion of Boston's growth into vacant historic buildings.
- Strengthen the Boston Landmarks Commission's power to designate historic buildings as landmarks and strengthen the city's power to create historic districts.
- Require design review of new buildings to ensure their compatibility.

Under the zoning plan, heights in most parts of the district will be limited to 155 feet (about 12 stories), the underlying zoning for the district since the 1920s. Limiting the heights of new buildings in areas with historic buildings will reduce the development pressures to destroy the historic buildings and will instead steer those forces into the renovation of historic buildings.

The zoning will also direct new development to areas with few, if any historic buildings.

As a result, only five of the approximately 150 significant and notable buildings in the district are affected by development projects currently proposed in the district. The plan also puts restrictions on the destruction or change of use of the district's historic theaters. By limiting heights in these areas, and in other parts of downtown, a portion of Boston's office growth can be channelled into Midtown's vacant and underutilized historic buildings.

To ensure that future development does not threaten historic buildings, the plan proposes home rule legislation that will clarify the Landmarks Commission's power to designate historic buildings as protected landmarks. The legislation would also strengthen the city's council ability to establish downtown historic districts by requiring



BOSTON LANDMARKS COMMISSION BUILDING RATINGS

Key: The Boston Landmarks Commission is surveying historic buildings within the downtown and has rated them as "significant" (in three hierarchical categories), "notable", "minor" and "non-contributing". Proposed city policy would protect significant historic properties from demolition and adverse alteration while encouraging the preservation of notable historic properties. The Boston Landmarks Commission also designates as Boston Landmarks exceptional historic properties which cannot be demolished and which must have systematic design review before being altered.

- Category I - Highest Significance**
Buildings in this group have nationwide significance because they (1) are associated with Boston history, particularly Colonial or Revolutionary War periods; (2) are nationally-known examples of the work of noted Boston architects; or (3) are distinctive examples of particular building styles or types which became models for similar buildings. Buildings in this category merit designation as Boston Landmarks and individual listing in the National Register of Historic Places.
- Category II - Major Significance**
Buildings in this category have the highest significance to the City of Boston, the Commonwealth and the New England Region and are eligible for Landmarks designation and individual listing in the National Register.
- Category III - Significant**
Buildings in this group are considered to be significant to the City of Boston. Some buildings in this group may meet the criteria for designation as Boston Landmarks and individual listing in the National Register.
- Category IV - Notable**
Buildings in this category are considered important to the character of their particular street, neighborhood or area. These do not merit Landmarks designation but are valuable because each is part of the group of background buildings which collectively form the image of Boston's streetscape.
- Category V - Minor**
These buildings have little architectural or historical interest but may be considered significant for their historic contribution to the streetscape. They may be important as part of a group of other buildings, but are not considered eligible for designation as landmarks.



Ladder Blocks

The ladder blocks, which are located between Tremont and Washington Street contain many good examples of nineteenth and early twentieth century commercial architecture. To protect these buildings from destruction or inappropriate renovation, the plan recommends creating a new city historic district in the Ladder Blocks.

only a majority vote of the council to establish a downtown historic district. These changes are important because any changes to a landmark building or a building in a city's historic district must be approved by the Boston Landmarks Commission.

Limiting the heights of new buildings in areas with historic buildings will reduce the development pressures to destroy the historic buildings and will instead steer those forces into the renovation of historic buildings.

The plan recommends using the new powers to establish a Ladder Blocks historic district in Midtown. The Ladder Blocks run along the Boston Common bordered by Washington and Tremont Streets to the east and west, and by Court and Boylston Streets to the north and south. Their name is derived from the configuration of the six short streets connecting Washington and Tremont Street which look like the image of a ladder. The blocks contain a number of historically and architecturally significant structures which over the years fell into a state of disrepair. Recently, however, the area has attracted extensive development interest. As new development occurs it is important that a balance is struck between economic revitalization of the area and preservation of the many buildings which are now a part of the city's social, economic, and architectural history.

In addition, Chinatown's historic character should be protected either through the creation of a historic district or through designating certain Chinatown buildings as protected landmarks.

The Landmarks Commission and the City Council may also want to consider creating city historic districts in the six Midtown areas already listed in the National Register of Historic Places.

A zoning amendment, proposed as part of Boston's new downtown zoning and pending before the city's zoning commission, would also protect historic buildings in the district by establishing a five-year moratorium on the destruction of all significant buildings. During the moratorium the Landmarks Commission will examine which of those buildings should be permanently protected by designation as historic landmarks. The commission would also review which buildings now rated as

A proposed zoning amendment, proposed as part of Boston's new downtown zoning and pending before the city's zoning commission, would also protect historic buildings in the district by establishing a five-year moratorium on the destruction of all significant buildings.

"notable" should be reclassified as landmark buildings.

Required design review of all major new buildings, will also ensure that new buildings are sensitive to the historic character of the district.

The Preseve the Landmarks Program

In addition to preserving historic buildings, the plan proposes a new program which will provide four-to-one incentives for the renovation of critical historic buildings such as the Hayden Building, the YMCU building, and the Modern Theater. The "Preserve the Landmarks Program" designates some 25 historic structures as eligible for inclusion in the program. Under the program, the developers of projects on some carefully selected sites can receive permission to add four additional square feet of space to their buildings for every square foot of space they renovate in the critical historic buildings. Federal tax credits for historic renovations can also be a powerful tool for historic preservation. These credits helped finance the renovations of 197 historic buildings in Boston from 1977 until 1986. In Midtown, buildings renovated with help of such credits include the Bigelow-Kennard Building at 511-513 Washington Street, the Schrafft's-Fabyan Building at 16-24 West Street, the Walker Building at 114-116 Boylston Street,



Rendering from the Announcement of the Opening of the Bigelow-Kennard Building

PRESERVE THE LANDMARKS

Street Number	Street	Building
120-124	Boylston Street	Walker Building Addition
130-132	Boylston Street	Tucker Building
138-140	Boylston Street	S.S. White Dental Building
154-156	Boylston Street	154-156 Boylston Street
48	Boylston Street	Young Men's Christian Union
96-196	Boylston Street	Colonial
62	Boylston Street	Steinart Hall
11-13	Essex Street	11-13 Essex Street
15-17	Essex Street	15-17 Essex Street
19-21	Essex Street	19-21 Essex Street
25-31	Essex Street	Essex Hotel
6 1/2	Hamilton Place	Orpheum Theater
150	Tremont Street	Lawrence Building
174-175	Tremont Street	Evans Building
177	Tremont Street	Harry Kraft Building
180-182	Tremont Street	Boston Edison Illumination Co.
216-218	Tremont Street	Union Warren Savings Bank
219-221	Tremont Street	Saxon (Majestic) Theater
244-250	Tremont Street	Wilbur Theater
252-272	Tremont Street	Wang Center
263-265	Tremont Street	Sam S. Shubert Theater
76-78	Warrenton Street	Charles Playhouse
515-521	Washington Street	The White Building
525-527	Washington Street	Modern Theater (Dobson Building)
531-535	Washington Street	Adams House Restaurant
539	Washington Street	Opera House
543-547	Washington Street	Adams House Annex
549-563	Washington Street	Paramount Theater
617-631	Washington Street	State Theater
628-636	Washington Street	Liberty Tree Building
638-644	Washington Street	Brewster Hotel
658	Washington Street	Pilgrim Theater
659-665	Washington Street	Publix Theater
681-683	Washington Street	Hayden Building

Renovating the above-noted theaters, landmarks, and historic buildings can result in height and density bonuses for new buildings on some parcels in the Midtown Cultural District.

the Tucker Building at 130-132 Boylston Street, 180-182 Tremont Street, and the Boylston Building (now the China Trade Center) at the intersection of Boylston and Washington Streets. While studies show that revenues lost through the tax credits were soon recovered in taxes paid by construction and permanent workers in the renovated properties, the 1986 federal tax reform bill made the credit much less attractive to investors. As a result, application for the credits have decreased dramatically, with no new applications currently pending for projects in the city. However, recently-filed legislation in Congress would change the federal tax code to encourage more historic renovations and the construction of low-income housing. The city strongly supports these changes.

The newly established Midtown Cultural District Trust will also be able to acquire, renovate, and manage historic buildings with funds raised from government grants, private foundations, corporations and non-profit foundations. Federal and state grants will also be sought to establish a revolving loan fund which would provide low-interest loans for historic renovations.

Summary

The Midtown Cultural District Plan is the city's first redevelopment plan that starts with a strong commitment to historic preservation. Enacting the preservation component of the plan is fundamental to its overall success. The plan will protect the area's many historic buildings and blocks, steer development into areas that have few historic buildings, and encourage the renovation of historic buildings. The plan also maintains the human-oriented scale given to the area by its 17th and 18th century street patterns and its 19th and early 20th century blocks of buildings.

These policies will ensure that the district's rich history as a commercial, cultural, and residential center is not obliterated. The history dates back to the founding of Boston when what is now Washington Street was the only route off of the Shawmut Peninsula and continues in the 18th century with the emergence of the area around what is now Washington, Essex, and Boylston Streets as a commercial and residential area. In the early 19th century parts of South Cove were filled in for new wharves, railroad yards and related facilities and in the late 19th and early 20th century the area grew as a center of retail and wholesale commerce, particularly for the garment, entertainment and music industries.

This rich past is reflected in such buildings as St. Paul's Cathedral, the Filene's Building, the Paramount, Wilbur, and Colonial Theaters, the Wang Center (formerly the Metropolitan

Theater), the Liberty Tree Building, and H.H. Richardson's Hayden Building on lower Washington Street. The historic scale and character of the district is also present in blocks of historic buildings in areas such as the Ladder Blocks and Piano Row.

While some of these blocks and buildings are well used, others are in poor condition and need to be renovated. In addition, most of the approximately 150 historically-significant buildings in the district are not currently protected from demolition or inappropriate renovation.

The Midtown Cultural District Historic Preservation Plan will:

- Limit the height of new buildings in areas with a large concentration of historic buildings.*
- Establish the Ladder Blocks Historic District.*
- Protect about 150 historic buildings from demolition or inappropriate renovation.*
- Establish a five-year moratorium on the destruction of Category III buildings, allowing time for the Boston Landmarks Commission to review and vote on permanent protections for those buildings.*

- Establish the "Preserve the Landmarks" historic preservation program that will provide economic resources to restore some 25 critical, at-risk Landmark Buildings.*
- Steer new construction to areas with few historic buildings and channel a portion of Boston's growth into vacant historic buildings.*
- Strengthen the Boston Landmarks Commission's power to designate historic buildings as landmarks and strengthen the city's power to create historic districts.*
- Require design review of new buildings to ensure their compatibility with the district's historic buildings.*

The "Preserve the Landmarks" program also encourages the renovation of historic buildings. Developers of large projects on certain, carefully-selected sites, can receive height and density bonuses if they renovate certain historic buildings. The plan supports federal tax law changes that will encourage the renovation of historic buildings. The newly-established Midtown Cultural District Trust will also be able to acquire, renovate, and manage historic buildings with funds raised from a variety of sources.

7

URBAN DESIGN AND LAND USE

URBAN DESIGN AND LAND USE

The Midtown Cultural District will be enhanced as a major center of activity between Copley Square and Faneuil Hall with attractive public spaces and active ground-floor retail and cultural uses. The vision for the district builds upon the physical character created by the district's historic blocks and street patterns. Land use and urban design principles will help shape the district's unique character by balancing new development with the area's existing uses, historic qualities, and pedestrian scale.

The Midtown Cultural District will be enhanced as a major new center of activity between Copley Square and Faneuil Hall with attractive public spaces and active ground-floor retail and cultural uses.

Land use plans for Midtown are based on a mix of uses that will give the area a more vibrant quality. The combination of residential, office, cultural, hotel, and retail uses can ensure that the area is safe and appealing 24 hours a day. Integrating new development with existing and adjacent neighborhood uses will also connect nearby residential areas to the Boston Common, tie local retail uses with citywide retail activities, and knit together the downtown office economy with its Back Bay counterpart.

Urban design concepts for the Midtown District focus on the fine-grain design issues of the pedestrian environment and on the cityscape, scale and environmental issues of large-scale development. At the pedestrian level, the Midtown Cultural District will serve as the vibrant and colorful hub of a much larger urban core. On the Boston skyline, new Midtown buildings will be transitional elements that visually connect the office towers of the Financial District to buildings in the Prudential/Copley Square area. Midtown buildings will also integrate these buildings into the low-rise profile of the city's 18th and 19th century buildings. New buildings will be located and designed in ways that create minimal new shadows and little additional wind in public spaces.

Land use and urban design principles will help shape the district's unique character by balancing new development with the area's existing uses, historic qualities, and pedestrian scale.

To ensure that these goals are accomplished, the proposed zoning for the district sets standards for the use, size, and design of new buildings. Under proposed zoning for the district, all buildings larger

than 125 feet high, about 10 stories, are subject to design review by the community, the BRA and the Boston Civic Design Commission.

Integrating new development with existing and adjacent neighborhood uses will also connect nearby residential areas to the Boston Common, tie local retail uses with citywide retail activities, and knit together the downtown office economy with its Back Bay counterpart.

The guidelines and reviews do not establish the designs of new buildings. Instead, they establish a framework for planning in the district. This framework will direct the creativity of architects and developers by setting parameters for building heights, massing, materials, and uses. The private sector, the community, and city officials will rely on the guidelines when evaluating current and proposed developments. The goal of this framework is to encourage growth while providing the community with an appropriate balance of housing, open space, historic preservation and economic and cultural benefits.

Land Use Guidelines

To create an active mixed-use center for Boston, land use guidelines for the Midtown Cultural District will encourage the development of new office, residential, retail, hotel and cultural spaces and the preservation of the district's present uses and historical character. The new mixed-use district will link the Financial District and Back Bay office markets, unite Chinatown neighborhood retail establishments with the city's retail spine along Washington Street, and connect Midtown with nearby residential neighborhoods. The variety of uses in the district will help create the activity needed in a vibrant cultural center.

The goal of this framework is to encourage growth while providing the community with an appropriate balance of economic, cultural, housing, open space and historic preservation benefits.

The BRA and the Cultural District Task Force are studying a number of development scenarios for the district with particular emphasis on key parcels. Through these studies, the city will be able to utilize its limited land resources by directing the location of new development away from the con-

centrated downtown districts to less developed areas or vacant sites.

Land use guidelines have been developed to ensure that a mix of uses occurs in the district and that overbuilding does not occur in the Midtown area. Under these guidelines, which are the basis for the new zoning for the area, the total buildout for the district until the year 2000 will be about 7 million square feet of development. About 3 million square feet of the new space will be housing and about 3 to 4 million square feet will be used for offices, retail facilities, and new cultural facilities. This development program will result in about \$1.7 billion in new investment in the district in the next 12 years.

The land use and urban design guidelines will also steer new growth in a way that will:

- Expand and enhance residential areas by locating housing in areas near Bay Village and Chinatown/South Cove, locating additional housing along the edges of Boston Common and on upper Washington Street, and reconnecting Chinatown and South Cove, to Boston Common via the Cultural District.

- Integrate neighborhood and citywide commercial and retail activities by extending street-level retail and commercial uses on Washington Street from Downtown Crossing to Chinatown.
- Strengthen and expand the Downtown Crossing area, the city's retail center for more than 100 years, by encouraging mixed-use development near the retail core, mandating ground-floor retail and cultural uses, and protecting and improving the public realm in Downtown Crossing.
- Extend the city's office economy by directing major office uses to large underutilized parcels on the Bedford/Essex corridor which is adjacent to the city's Financial District.
- Reinforce the district's historic network of theaters by protecting existing theaters from demolition and encouraging the renovation of vacant theaters and the construction of new performance facilities.

The proposed zoning for the district will accomplish these goals by setting aside certain areas as housing priority areas; allowing large development on a few carefully selected sites; by giving density bonuses for

the inclusion of cultural facilities, day care facilities, or housing; and giving height and density bonuses in some areas for the construction of housing, cultural facilities or the renovation of historic buildings or theaters.

Land use guidelines for the district will encourage the development of new office, residential, retail, hotel and cultural spaces and the preservation of the district's present uses and historical character.

Urban Design Guidelines

Urban design policies for the Midtown Cultural District have been developed to comply with the policies established by the city as part of the Plan to Manage Growth. The guidelines ensure that new buildings in the district accentuate the historic character of the area by preserving historic street patterns and continuing historic cornice lines and streetwalls. The upper floors of new buildings will be set back so that the historic and human-scale character of the streets is preserved.

To ensure that a mix of uses occurs in the district, 50 percent of all new space built in the district will be allocated for office uses; 30 percent of the new space is set aside for housing while 20 percent of the space will be for retail, cultural, and hotel uses.

Mid-rise buildings as tall as 34 stories will be allowed only on sites large enough to allow setbacks sufficient to protect the environment and visual quality of the area. To maintain the district's historic street pattern, which developed before the Revolutionary War and was expanded through 19th century landfilling, the preservation of existing streets and alleys and their rejuvenation and use as pedestrian-oriented ways is encouraged. Significant view corridors will be preserved and enhanced.

The upper floors of new buildings will be set back so that the historic and human-scale character of the street is preserved.

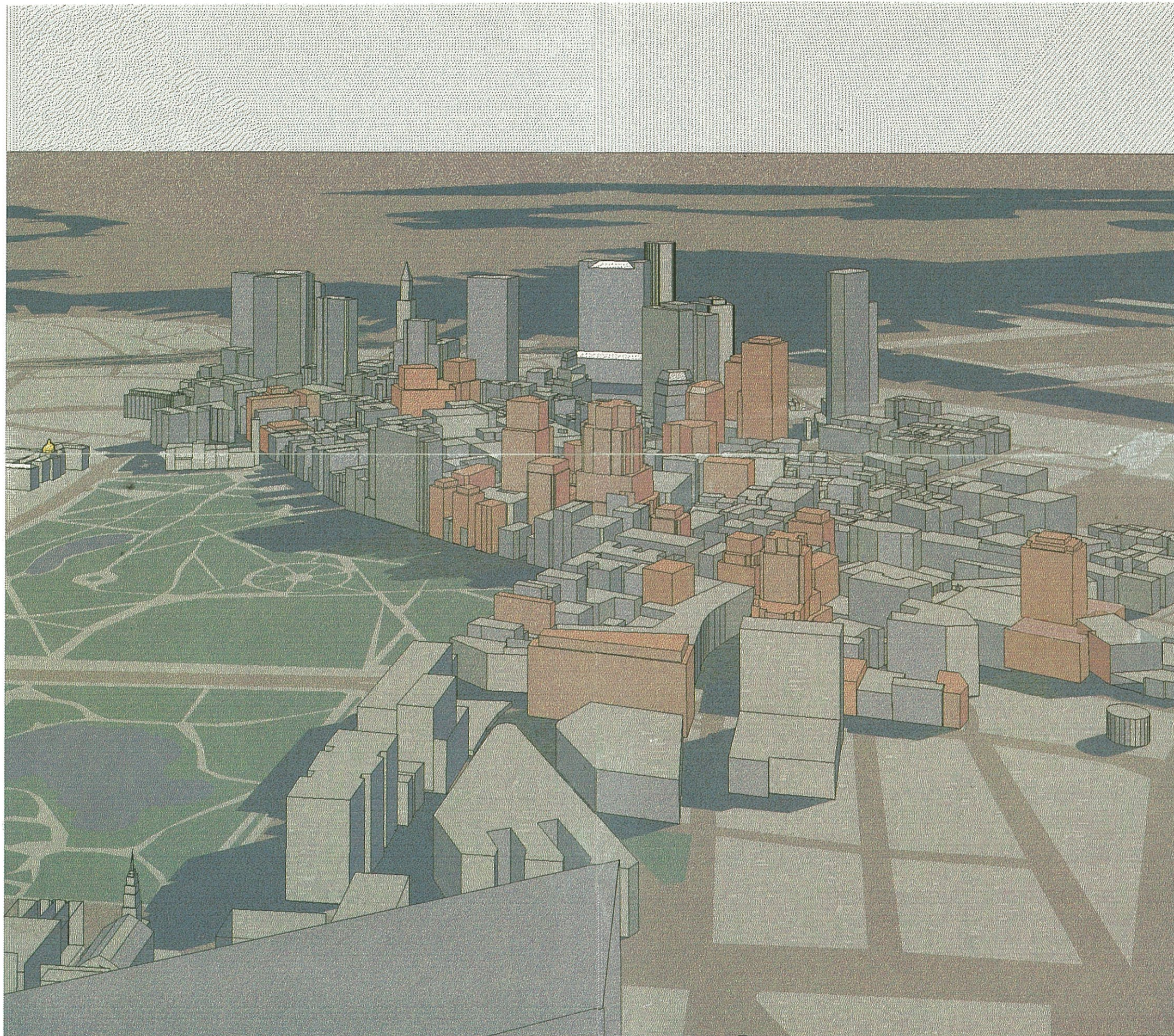
The following set of urban design guidelines addresses the pedestrian-scale elements of the streetscape, including street patterns, view corridors, and containment of streets; and the larger-scale concerns of building

URBAN DESIGN CONCEPT

Existing Buildings

Proposed Buildings

- Create a major pedestrian oriented area that includes Downtown Crossing, and which draws both residents and visitors in a manner similar to Faneuil Hall and Copley Place. This cultural hub will be a centerpiece for Boston and New England.
- Reinforce the existing street/alley patterns to avoid superblocks and preserve the unique historic character of the District.
- Develop building setbacks to preserve the historic Boston streetscape and pedestrian scale while allowing tower elements within the parcel as well as to prevent adverse environmental impacts upon the public realm.
- Establish guidelines to create new richly detailed building facades which enhance the historic character of the area, and support active street retail.
- Introduce a new intermediate building scale (height and massing) in the city's skyline that serves as a transitional element between the Financial District, the Prudential/Copley area, as well as to the horizontal massing of historic Boston buildings.
- Ensure adequate space between building tower elements for sufficient light and air such that the public realm is protected against adverse wind, shadow visual and traffic impacts.
- Identify parcels where increased building heights and mass may be located to create an unified skyline composition and allow sufficient space between building clusters to prevent a continuous wall of tower elements in the skyline.
- Preserve and reinforce existing view corridors.
- Develop guidelines to ensure appropriate roof-top additions to historic buildings in the district.



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massing, facade design, rooftop additions, and skyline form, and environmental concerns. The guidelines should be used to direct the development of the various elements which shape a building's design, to integrate new development into the historic fabric of Midtown, and to reinforce a coherent image of the district.

Street Patterns, Parcel Sizes, Through Block Connections and Interior Public Spaces

Boston's charm relies on the continuous pedestrian network that connects major activity centers in the city. The network begins in the historic North End, continues through downtown Midtown, and the Back Bay, and extends through to the outer reaches of Olmsted's Emerald Necklace. The Midtown Cultural District Plan establishes policies that will revitalize the missing link among these pedestrian environments. This will reconnect the district to the city's urban fabric. Specifically, the district's streets, alleys and open spaces will be designed to encourage active uses during both the day and evening hours. To accomplish this goal, new development projects will be required to:

- Preserve the district's historic street and alley patterns that create small block sizes and facilitate pedestrian circulation.
- Improve minor streets, lanes, and alleys as pedestrian ways, while continuing to allow vehicular access on minor streets.
- Include new through-block pedestrian arcades and public corridors which will provide protected routes during inclement weather and extend the district's existing network of alleys, lanes, and minor streets.
- Provide several large lobbies, atriums, and other covered spaces for performances and public seating areas.
- Provide smaller seating areas in accessible places that are near sidewalks and open spaces.
- Create public or semi-public spaces for restaurants, leisure or cultural activities.

Public Realm and Pedestrian Activities

Active ground floor uses in the district's new buildings will contribute to the revitalization of the pedestrian scale of the area. The

mandatory inclusion of ground-floor retail, cultural, and community uses will encourage pedestrian activity and make the district inviting and interesting.

A new public gathering place at the center of the Hinge Block will be the hub that ties together the area's diverse activities.

Washington, Tremont, Boylston, and Stuart Streets will be reinforced as Midtown's primary connecting spines. At the edges of Midtown's subareas, street and public activities will reflect the overlapping character between Downtown Crossing, the Cultural District, Chinatown, and Park Square. A new public gathering place at the center of the Hinge Block will be the hub that ties together the Cultural District's diverse activities. Major pedestrian pathways will connect the Hinge Block with the rest of the district and with adjacent areas, such as Chinatown and Bay Village. A refurbished Boston Common, that includes kiosks and possibly an outdoor cafe, will also become a major public amenity. Improved public areas will also enhance the character of Park Square and Downtown Crossing.

Containment of the Streets

A building streetwall can define and enhance the character of an alley or street, ensure that a comfortable pedestrian scale is maintained, and define a positive psychological street environment for pedestrians. Design guidelines for the Midtown area reinforce the district's traditional street wall patterns by:

- Maintaining the established streetwall plane that is consistent with adjacent buildings in order to retain the street's continuity and the district's overall character.
- Continuing the street wall above recessed entrances to frame view corridors.
- Requiring any addition to have significant setbacks which will mitigate adverse visual impacts.

Facade Design

The design of a building facade contributes to the human scale of a street and can bring art in the form of architecture to the district's streetscape. Following a period of minimalist design in modern architecture, architects are rediscovering the creative

aspects of facade detailing and incorporating them in new and exciting ways into designs that are more compatible with Boston's traditional late 19th and early 20th century buildings. Recent examples of this trend include new buildings at Rowe's Wharf, 75 State Street, 75-110 Federal Street, and Heritage-on-the-Garden in Park Square.

Facade designs that are sympathetic to the historic character of the district will enhance the quality of the area's public realm and the pedestrian experience of the street.

The facade also provides clues to a building's use and its place in history. In addition, facade designs that are sympathetic to the historic character of the district will enhance the quality of the area's public realm and the pedestrian experience of the street.

Because the central part of Midtown has traditionally been a theater district, builders and designers of new buildings in the Cultural District have a unique opportunity to use the themes of lighting, signs, and pedestrian environment amenities that are traditionally found in American and European theater districts. In new struc-

tures in the district that exceed the height of the prevailing cornice line, the facade of the base should take cues from the design of adjacent buildings within the district. The tower portion of the structure should, in turn, takes its facade cues from the base as well as other historic tower images. In this way, the building can be well integrated into the district's existing context. The tops of these towers can create a unique character for individual buildings and an identity for the district.

Rooftop Additions

Rooftop additions are not a new phenomenon. At various times throughout Boston's history, additions have been built as a way of gaining additional space in a densely built city. There are excellent examples of late 19th century and early 20th century additions (as well as a handful of recent ones) in Boston that have been designed with care and sensitivity that can serve as effective models for contemporary approaches.

An important distinction should be made between adding one or two stories on top of an existing building (using the existing interior structural system as support), and that of demolishing the existing interior structural system, retaining the facade and building an

addition that is more than two stories. The former is allowable under certain circumstances, while the latter is generally discouraged. In determining whether a rooftop addition is appropriate, several urban design issues must be addressed. These include the architectural quality of the existing building, its current roof configuration and its context as well as environmental impacts or increases in traffic due to the increased square footage in the building. Rooftop additions will be allowed on existing buildings only if the buildings are not architecturally- or historically-significant, and only if the design of the addition is in keeping with the character of the building and the area. Rooftop additions are not appropriate:

- In buildings considered nationally- or regionally-significant by the Boston Landmarks Commission.
- In buildings where the existing roof form is an important design feature (i.e., an existing mansard).
- On streets where cornice lines are uniform, and where roof-top additions other than dormers or cupolas would detract from the consistency of the established street wall.

Rooftop additions are appropriate:

- With the exception of the above, when not visible from a public way.
- On streets where variations in cornice heights occur historically, if both perpendicular and oblique (down street) views are taken into consideration in setting the addition back from the cornice line so the addition is not visible from the street.

View Corridors and Focal Points

View corridors are lines of sight ending at landmark buildings or important open spaces. Several significant Midtown view corridors include the view of the State House and Boston Common from the corner of Stuart and Tremont Street; the view up and down Washington Street between its historic theaters and the Old South Meeting House; and the view of the Common and the Old Granary Burying Ground from the Ladder Blocks between Washington Street and Tremont Street.

In Midtown, existing view corridors will be protected and the design of new buildings will emphasize significant view corridors and provide new visual markers.

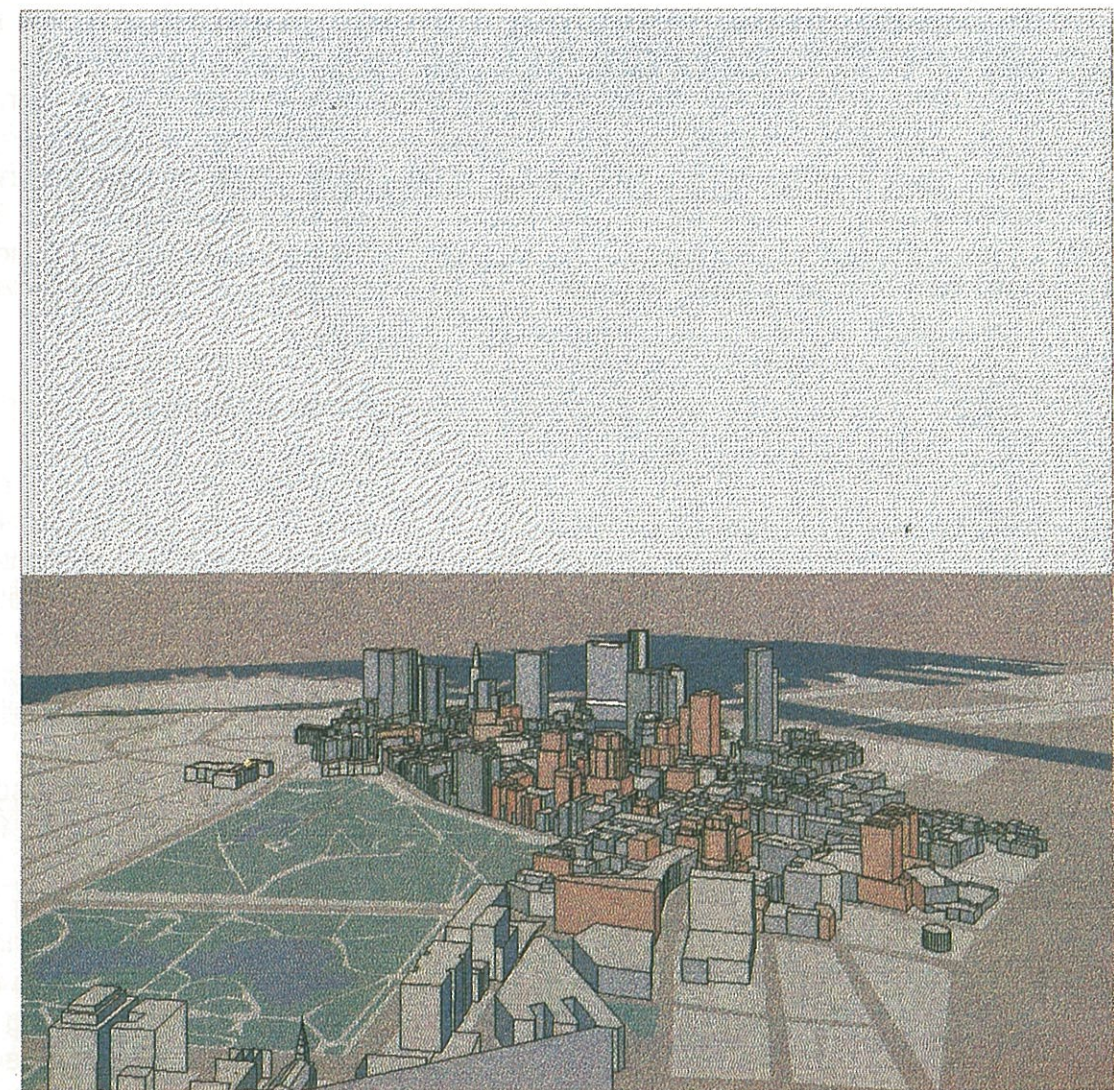
These view corridors and focal points are significant because they provide special and memorable images and give a sense of connection and orientation within the existing urban fabric. Maintaining and strengthening these view corridors is vital in making inner-city and district-wide spatial connections. The corner of the Four Seasons Hotel, for example, was set back to preserve the view up Columbus Avenue to the Park Street Church steeple. In addition, towers in the skyline, building illumination, landmarks and open spaces can also become visual markers or focal points to attract pedestrians to the district or to serve as orienting devices for both pedestrians and vehicular traffic. In Midtown, existing view corridors will be protected and the design of new buildings will emphasize significant view corridors and provide new visual markers.

Building Massing

The design of large new Midtown Cultural District buildings will reflect the historic massing and design of the district's blocks

and buildings. The majority of buildings in the district are 70-to-125 foot high buildings from the 19th and the early 20th century. A few modern towers of 155-to-275 feet are on the edges of the district. Low-rise residential neighborhoods and the Boston Common are also adjacent to the district. To ensure that the character of the area is enhanced:

- Bases of new buildings - up to approximately 90 feet or first setback - will respond to the height, width, bay rhythm, and massing of surrounding buildings.
- New construction will adopt cornice lines that are consistent with the traditional range of building heights in the surrounding area.
- Taller building elements and towers that are higher than the prevailing cornice line will have significant setbacks from the building base that will reduce their visual impact from the street, admit light, give air and sky exposure, and prevent adverse effects from strong wind conditions. Recent buildings with significant setbacks include 101 Arch Street and 99 Summer Street.



VIEW FROM COPLEY SQUARE

- Building elements above the cornice line will be designed to relate to its role as part of the district and citywide skyline. Architectural treatments such as variable setbacks, orthogonal and sculptured towers, and texture and color in the facade materials should be incorporated. The use of mirrored glass is discouraged.

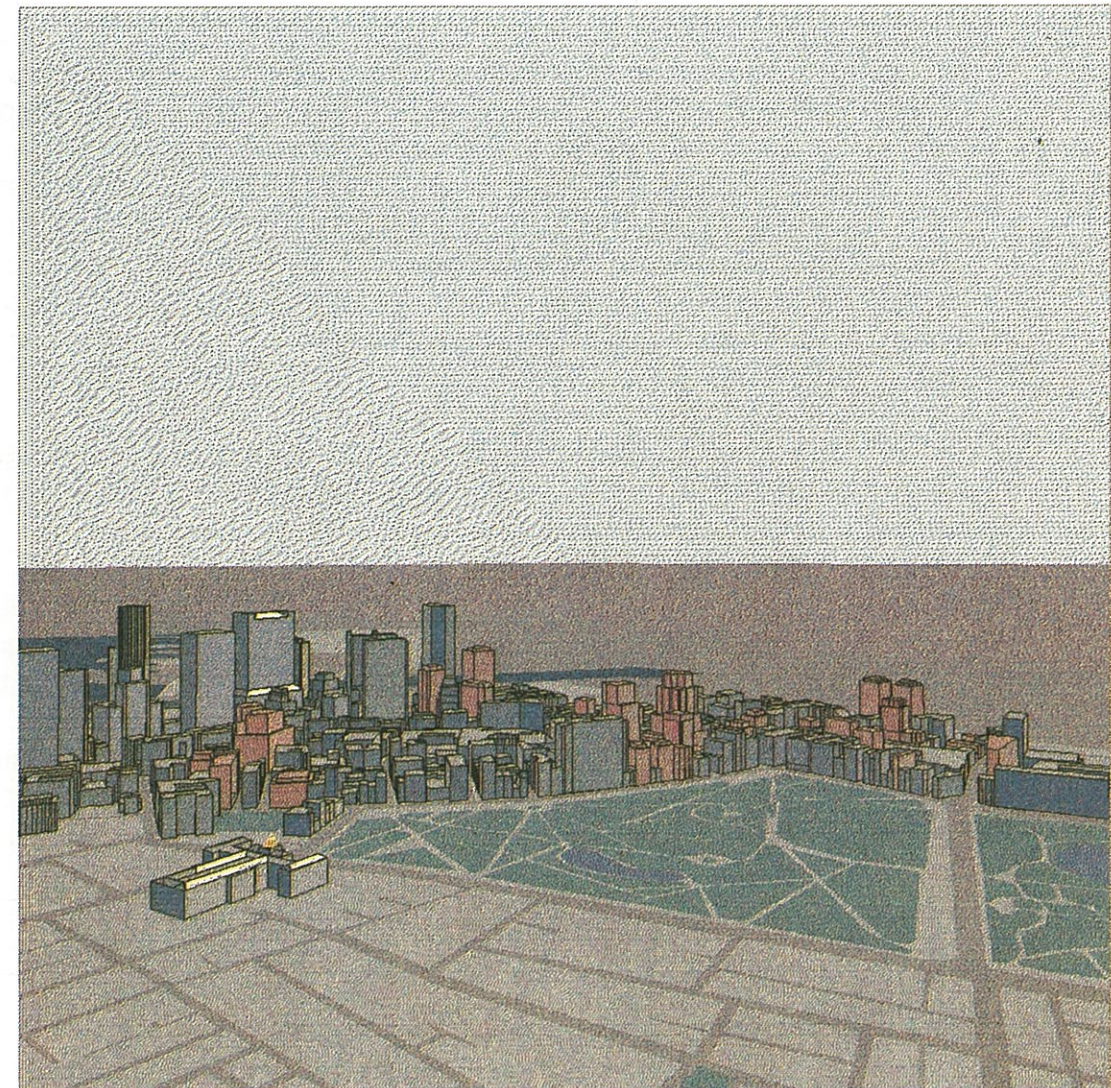
The design of large new Midtown Cultural District buildings will reflect the historic massing and design of the district's blocks and buildings.

Building Heights and Skyline Imagery

The development of taller towers, their proximity to others and their massing must be strategically incorporated into the Midtown Area in order to enhance and complete, but not crowd, the Boston skyline. The district's resurgence will depend on the successful placement, scale and massing of these additional towers. The Midtown Cultural District plan locates the appropriate clustering of a limited number of new towers and controls massing, floor plate sizes, and environmental impacts.

Specifically:

- A spine of mid-rise towers should follow the Essex/Bedford Street economic development area from South Station to Washington Street to define the southern edge of the Financial District and form a transition to the low-rise Chinatown neighborhood.
- Intermediate building massing and heights should be located in the Upper Tremont area and the area west of Park Square area to serve as transitional elements between the existing taller structures of the Financial District and Prudential/ Copley Square area.
- Lower heights and mass are required at the Ladder Blocks, Hinge Block, the Boston Common edge, and Park Square area to protect their pedestrian-oriented environments and to preserve the continuity between Chinatown, Bay Village, the South End, and the Common.
- Floor plate size will be limited to 22,500 square feet so that towers are not overly bulky and allow for daylight and views of the sky.



AERIAL VIEW FROM ABOVE LONGFELLOW BRIDGE

- A slender, campanile-type building may be located in the center of the Cultural District to serve as a visual marker for the area.

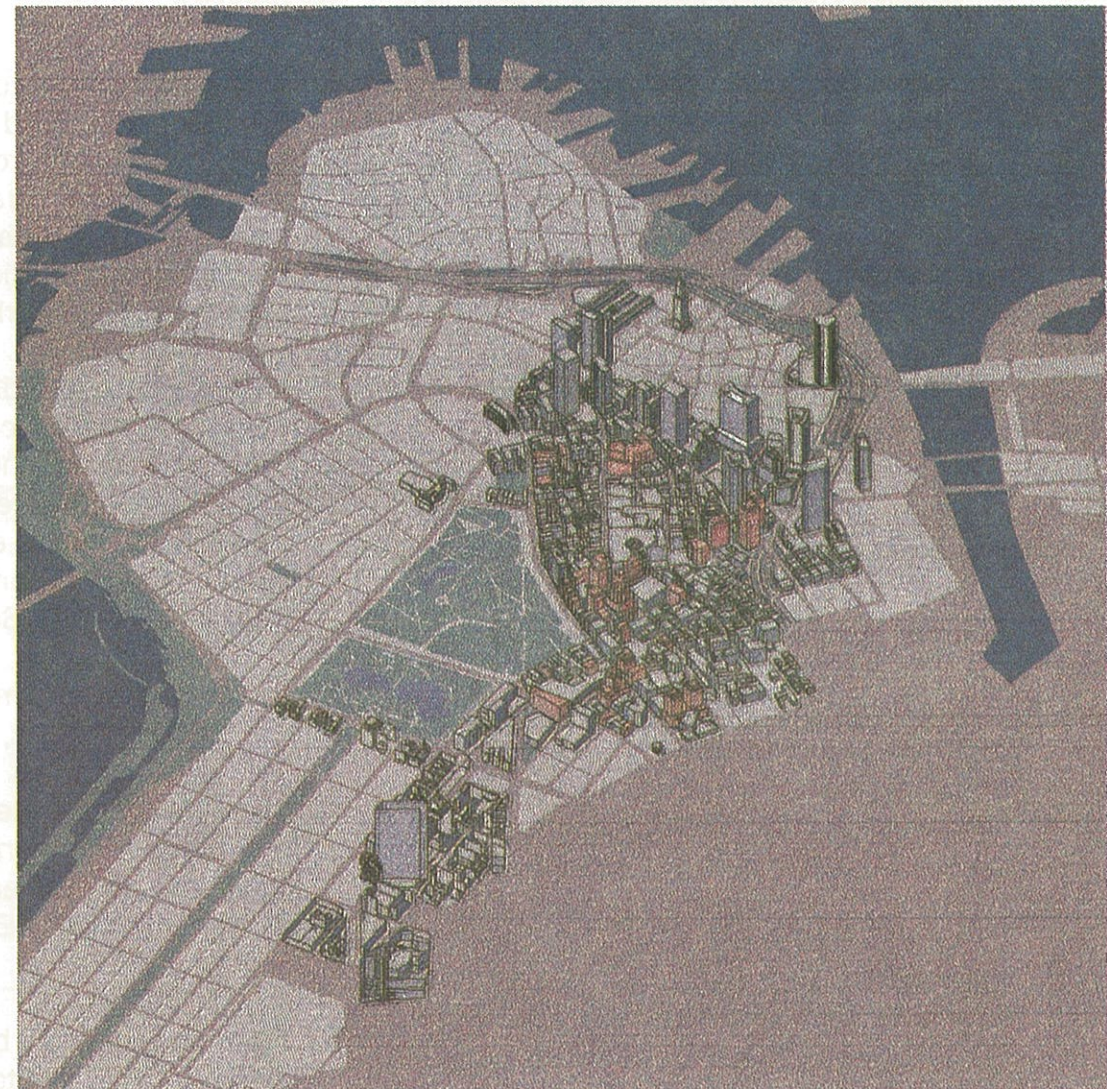
The new low-rise towers will act as transitional elements between nearby historic areas and the district. The few mid-rise buildings will connect the Back Bay and Financial District towers on the Boston skyline. The Boston Common edge will be protected from further encroachment of inappropriately-scaled buildings, such as Tremont-on-the-Common which at one time appeared "to be only the first of a group of such towers that will fringe the Common," according to the Boston Society of Architects' 1970 Guide to Boston Architecture.

The development of taller towers, their proximity and their massing must be strategically incorporated into the Midtown area in order to enhance and complete, but not crowd, the Boston skyline.

Recently approved buildings such as the Parkside project and Heritage on the Garden, are examples of historically sensitive development near the Common and Public Garden.

Skidmore, Owings and Merrill, Chicago (SOM), a nationally-known architecture and design firm, was hired to develop and analyze various skyline configurations for the Midtown Cultural District Plan. Through the use of computer graphic techniques, SOM has been able to demonstrate that these guidelines can be used to create a pattern of tower heights, dimensions and locations which:

- Avoid over-building and thus overwhelming a significant historic section of the city.
- Form transitional heights and massing between existing and proposed buildings in and adjacent to the district.
- Establish a lower and more continuous connection on the Boston skyline by interspersing new buildings between the major cluster of high-rise buildings in the Financial District and the secondary grouping of towers in the Back Bay over the Turnpike.
- Provide ample space between the higher elements in the Midtown Cultural District to prevent the creation of adverse wind, shadow and density effects as well as an impenetrable visual barrier between the District and adjacent neighborhoods.



AERIAL VIEW

- Step down to the Common to the north and Chinatown to the south in a manner consistent with the lower heights of these areas.
- Permit the identification of the Midtown District on the skyline, in a manner similar to the historic Custom House Tower and the Prudential Building.

This building program is reflected in proposed zoning for the district. The zoning allows clusters of building masses to step up from low-rise residential areas and from the historic areas near Boston Common, to mid-rise buildings to high-rise buildings near the center of the district. The tallest buildings could be 300 to 400-feet high (about 26 to 34 stories), approximately half the height of the 790-foot high John Hancock Building. However, the building at 125 Summer Street, the first building approved under interim guidelines for the district, will be only 300 feet high.

The Boston Common edge will be protected from further encroachment of inappropriately--scaled buildings.

Environmental Considerations

Midtown contains a wealth of historic parks, streets, buildings and sites that contribute to Boston's unique character. The district fronts the historic Boston Common, providing an unspoiled and unmatched quality of public open space for the city's inhabitants. Midtown also borders the historic Park Street Church (1809), the Granary Burial Ground (1660), King's Chapel (1750) and Burying Ground (1630), the Old City Hall (1865), Old Corner Book Store (1711), Old South Meeting House (1729), and the popular public plaza fronting the Boston Five Cents Savings Bank. Washington Street, one of the city's early market streets and now a primary retail spine and major pedestrian street, extends through Midtown from Downtown Crossing to the Cultural District.

The environmental effects of new construction will need to be tested and analyzed in order to minimize negative impacts on the area's historic resources.

The presence of these assets creates environmental constraints for new development in the area. Massing and heights for towers in the historic Midtown area must be carefully designed to minimize negative environmental impacts, such as increased wind velocity or shadows, upon the pedestrian environment. The environmen-

tal effects of new construction will need to be tested and analyzed in order to minimize negative impacts on the district's historic resources. In particular, any new wind and shadow conditions resulting from proposed construction will be assessed, as part of the approval process for development in the Midtown Cultural District.

Shadow

A series of computer generated shadow studies were compiled by SOM for the Midtown Cultural District Plan. The studies depict the shadows which would occur as a result of the projected district build out. The areas that potentially would be affected by the new buildings' shadows are:

- A small portion of the Boston Common during morning hours in the late fall, the winter, and the early spring.
- Parts of Washington Street during the afternoon hours in the late fall, winter, and early spring.

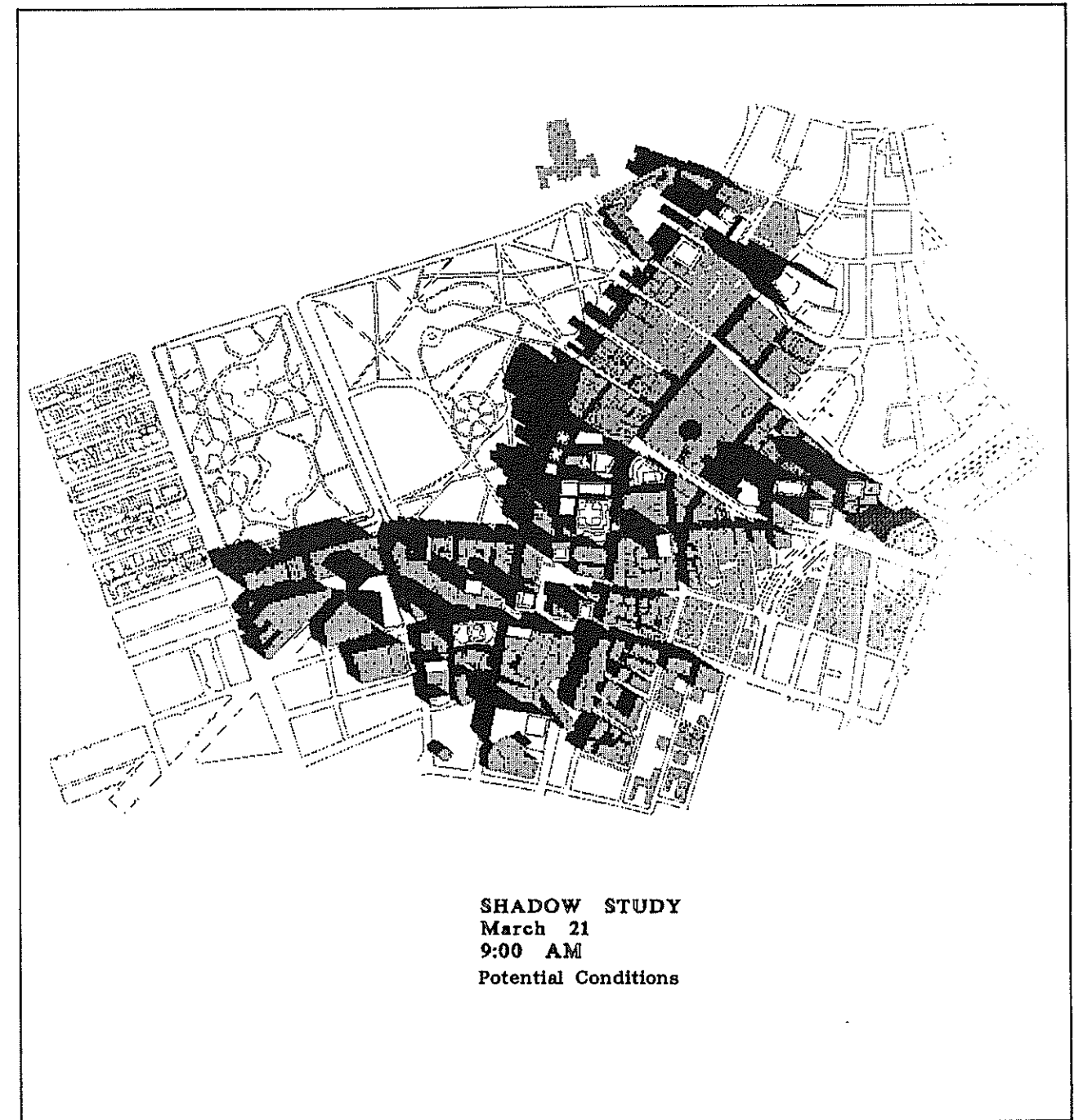
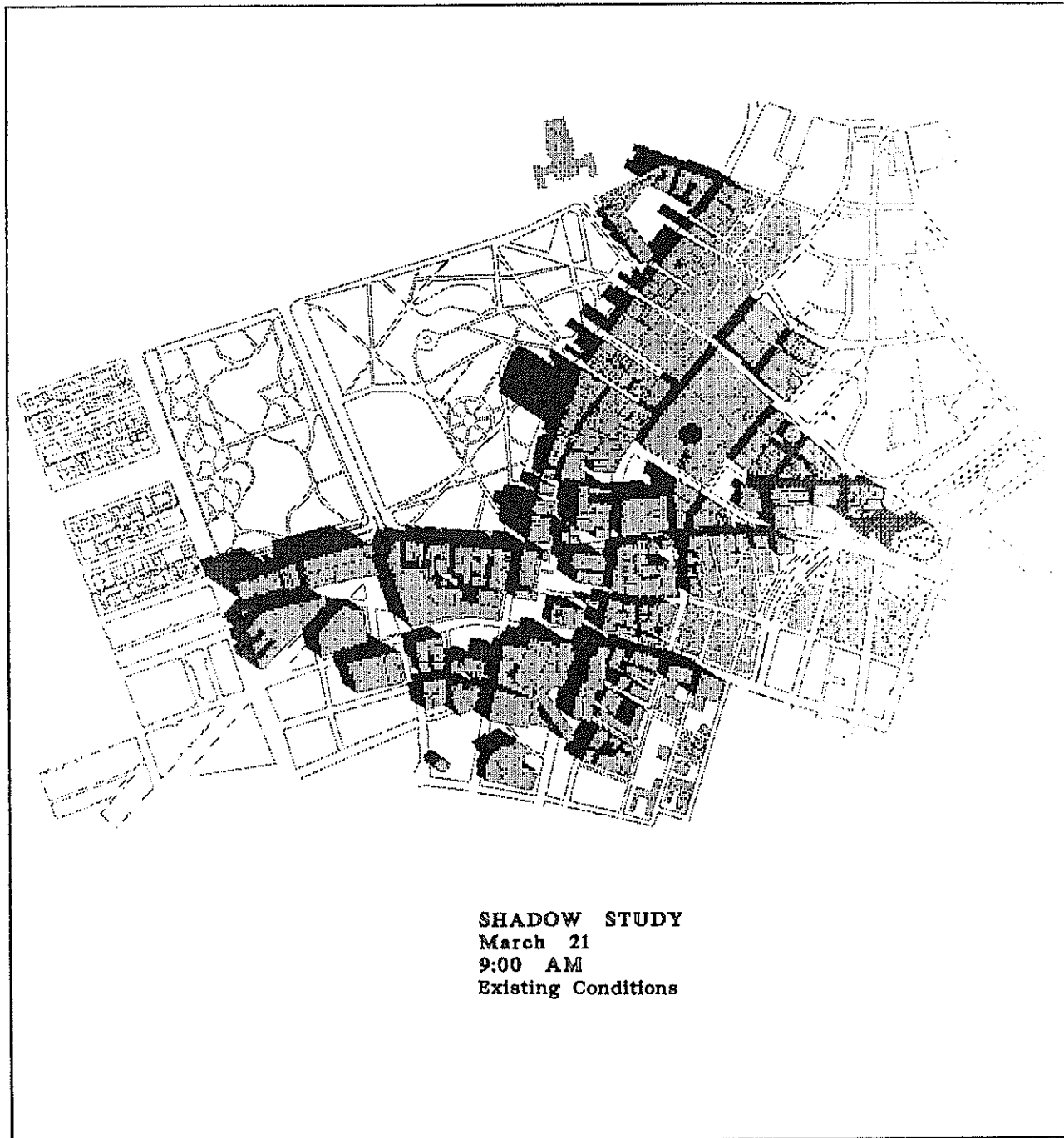
As specific developments are reviewed, the primary environmental consideration will be to minimize the amount of new shadows on the district's parks, public plazas, major pedestrian streets and significant historic structures, particularly during spring, summer and fall when the majority of outdoor activities occur and shadow impacts are the most noticeable. Additional shadows on

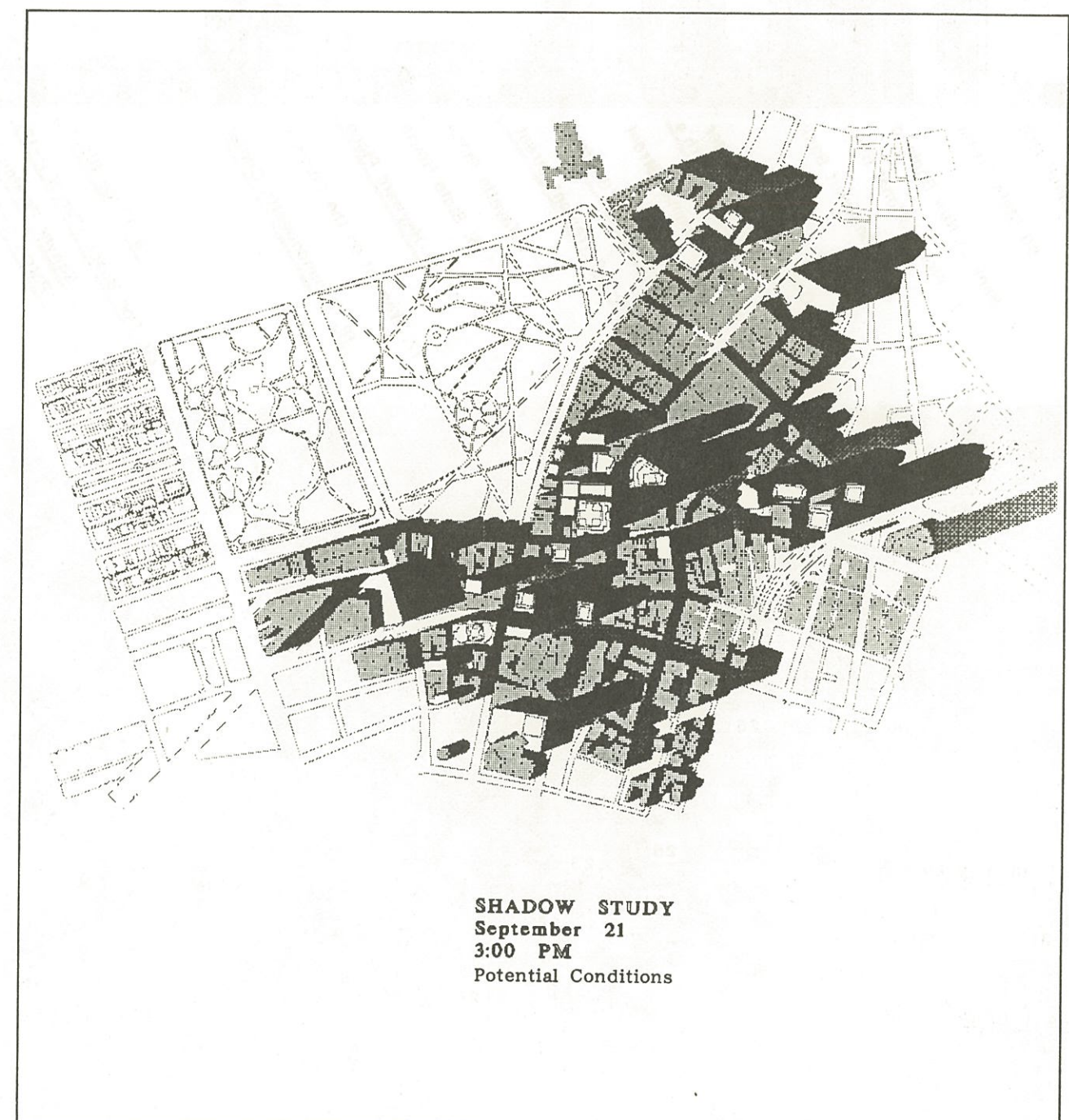
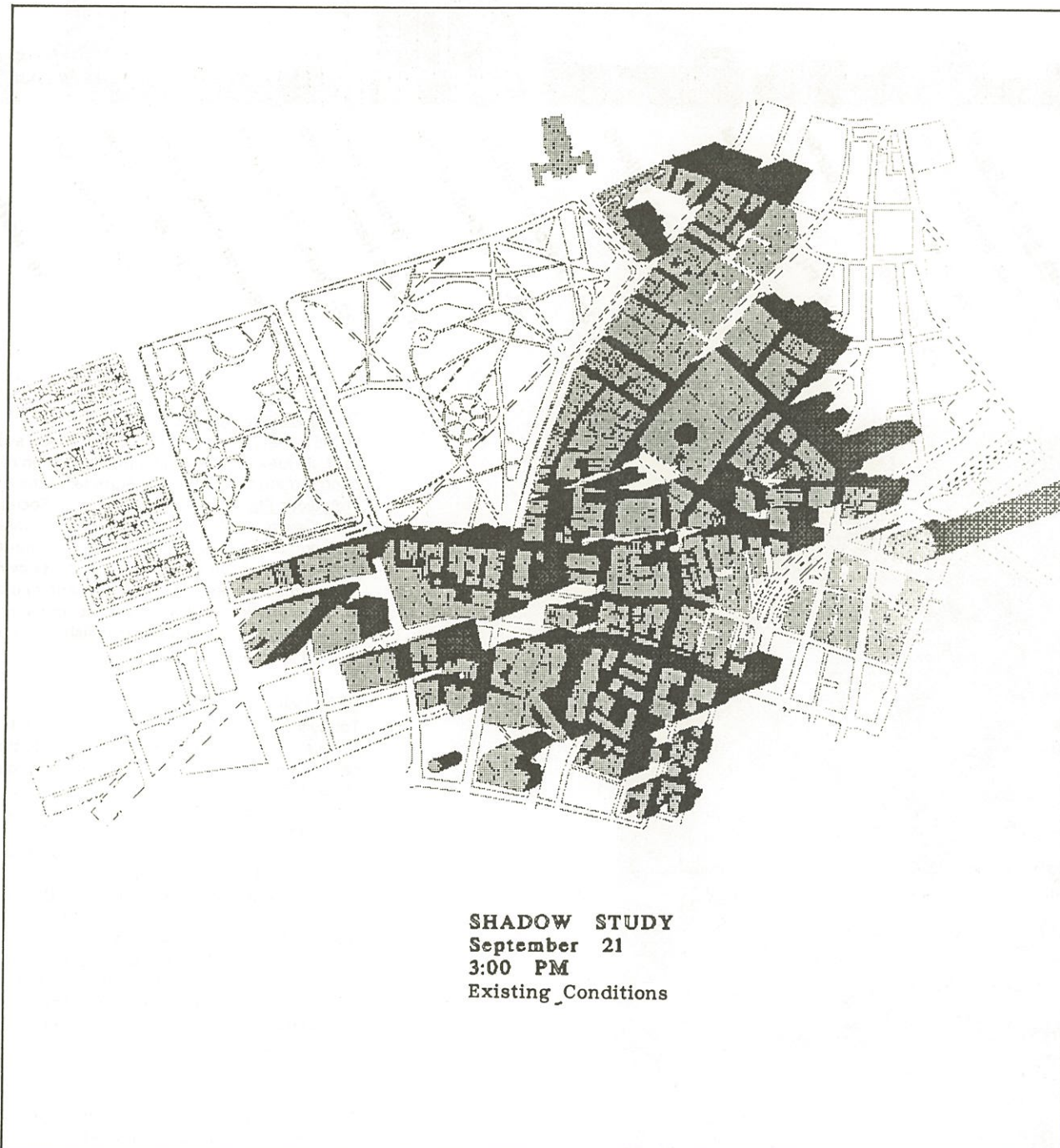
Downtown Crossing should be minimized during the Christmas shopping season.

Zoning for the district will set limits on how much new shadow a proposed development can generate. Community and design review will also determine how much new shadow is acceptable for the district.

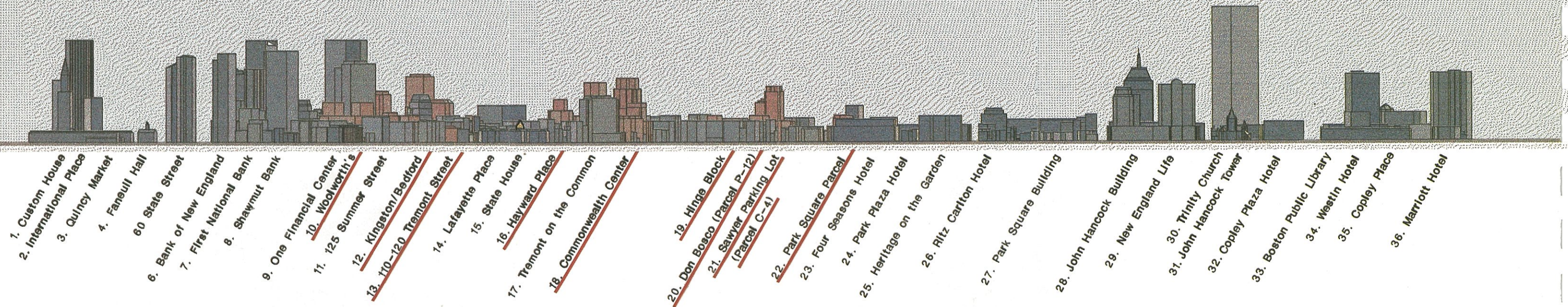
Wind

Wind tests will be conducted to evaluate the existing conditions and project generated wind conditions (including the projected district build-out) at the pedestrian level. Conditions should be maintained at a comfortable wind velocity for pedestrians with no significant increases in overall wind levels for the District's major pedestrian streets, alleys and public spaces. The resulting wind speeds should be low enough to create a comfortable walking environment and to accommodate long term stationary activities in the area's streets, parks and public plazas. This factor is of critical importance in order to realize a key component of the plan which provides for outdoor public plazas and performance spaces, increased pedestrian and retail activity, and streets enlivened with outdoor cafes and restaurants. Under the development review procedures of Article 31 of the city Zoning Code, all proponents of major new projects must analyze potential wind and shadow impacts and propose mitigation measures for unacceptably high wind conditions.





SKYLINE VIEW FROM THE WEST



The High Spine Concept: Circa 1961

In 1961, urban planner Kevin Lynch made a sketch of the "High Spine" Concept, an idea for channeling the expansion of the downtown into a dense band around the southerly perimeter of the Back Bay. Later that year, in *Architect's Plan for Boston*, the Boston Society of Architect's Committee on Civic Design developed Lynch's idea and initiated one of the first efforts to incorporate the tall building into a city planning framework, by proposing a wall of towers from the Financial District down Boylston Street to Massachusetts Avenue. A quarter of a century later, this nearly forgotten enterprise anticipated what has become a major physical characteristic of Boston that inadvertently re-establishes in a new way the shape of the original peninsula.*

BRA Skyline Concept: 1988

Today's urban design concept put forth by the BRA is a less literal and more environmentally sound alternative to the original "High Spine" concept. Within the Midtown District this approach identifies the locations for three clusters of smaller towers, separated by sufficient air and space, that visually tie together the City's skyline without creating a continuous, impenetrable wall of high rise buildings. The primary cluster, centrally located within the district, is the Commonwealth Center proposal. This development visually connects the larger office tower groupings in the Financial District with the commercial Back Bay. Smaller clusters on Upper Tremont (adjacent to Downtown Crossing) and Lower Tremont (near Park Square) provide the necessary massing transition between existing and proposed high rise developments and the traditional, smaller structures within the district. This clustering concept preserves the lower scaled pedestrian environment, provides the residential neighborhoods in the area with a link to Boston Common, and guards against adverse environment impacts to the area.

* Alex Krieger and Lisa Green, *Past Futures*, Two Centuries of Imagining Boston, Harvard University Graduate School of Design, 1985, pp. 70-71.

BOSTON REDEVELOPMENT AUTHORITY

MIDTOWN CULTURAL PLAN

CITY OF BOSTON OFFICE OF ARTS AND HUMANITIES

KEY: — Planned Development



The Public Realm

In the 350 years since its settlement, Boston has evolved a vibrant and colorful urban form that gives this old walking city its vivid sense of place. Boston today is a city with many remarkable historic buildings, a beautiful and extensive park and open space system, and a richness, vitality, and diversity of districts and neighborhoods that distinguish it from other great American cities.

Many of these important public areas are located in and near the Midtown Cultural District. Boston Common has been an important open space resource since the founding of the city. Downtown Crossing has for centuries been the city's main street shopping center where all Bostonians mingle amidst colorful shopfronts, pushcarts, and sidewalk minstrels. As a result of public initiatives and private reinvestment, Park



Square and the Cultural District are being revitalized to become equally pedestrian-oriented in nature and will serve to connect the downtown core with Back Bay commercial and cultural activities. Nearby Chinatown gives Boston one of its most enticing street scenes as people from throughout the region flock to its markets, restaurants, and import shops. These downtown environments belong to the public realm.

These public spaces, the activities which occur within them, and the environment surrounding them collectively comprise the public realm. The public realm encompasses areas such as parks, tree-lined boulevards, sidewalks, and streets. It also includes interior spaces that are often privately owned, but in their function are truly public, such as the lobbies of buildings and interior gardens that substitute for parks in winter. The concept of public realm cannot be relegated to the park bench or the sidewalk because cities, by their nature and function, are public places, not merely clusters of private property.

The public realm involves any element that contributes to the pedestrian experience -- warm sunlight, comfortable breezes, handsome and humanly-scaled buildings, views of Boston's landmarks, the tolling of church bells, drifts of spring daffodils, summer greenery, and autumn leaves. Much as a living room is the common gathering place for the individual members of a family, the public realm is the common gathering place where community members experience civic life. From a Faneuil Hall podium, Oliver Wendell Holmes, in 1876, described this "unroofed and unwall'd nature" as "the natural birthright of mankind."



Since completion of the last comprehensive plan in 1965 the downtown has undergone tremendous change, including the development of twenty new towers in excess of 400 feet in height. Their total impact has altered the face of Downtown Boston. With the dramatic changes in Boston's urban fabric there has developed a widespread public concern about the impact of large-scale

development on the city. The Boston of the 21st century should not be a city where streets are canyons and where historic buildings and parks are buried in shadow. Rededication to sound planning principles which protect and enhance the public realm is fundamental to ensuring future growth which is compatible with Boston's human scale and character.

The planning for Boston's public realm must balance many complex factors including history, tradition, rules of fairness, market forces, property ownership characteristics, present benefits, and future expectations, to name a few. The overriding goal in this balancing process is to protect the public interest while encouraging private enterprise and creative expression. The very definition of public realm expresses the belief that the public has an historic, necessary, and abiding interest in the way the city develops and changes. The urban design and land use policies set forth in this report are designed to articulate the kind of public realm Bostonians expect now and in years to come.

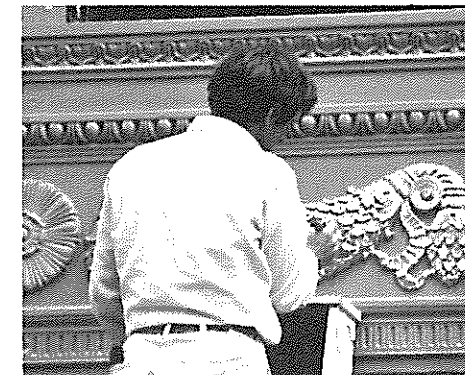
Understanding Urban Design

Boston has a special character which expresses the city's vitality and its sense of tradition. With its historic buildings, winding streets, expanses of greenery, brief and panoramic views of the harbor, pushcart vendors and sidewalk cafes, it is the urban environment at its best.

From a colonial town founded in 1630, Boston has grown into a multi-faceted city of distinctive districts with pleasant streets and public spaces and a characteristic architecture and urban pattern. Boston's containment on a peninsula has led to its compactness and vibrancy, and also to the continual threat of overcrowding at its center being repeatedly countered by expansion into newly filled areas at its edges.

This continuous reshaping of Boston's urban environment, a combination of gradual evolution punctuated by major development projects, is guided by the city through plans and ordinances, civic improvements, and public programs, and is formalized as the field of Urban Design.

Urban design is concerned with the city's public realm, with how the city looks and how it works. It is involved with how the physical nature of the city contributes to its social and economic health, and to the quality of life of those who use it.

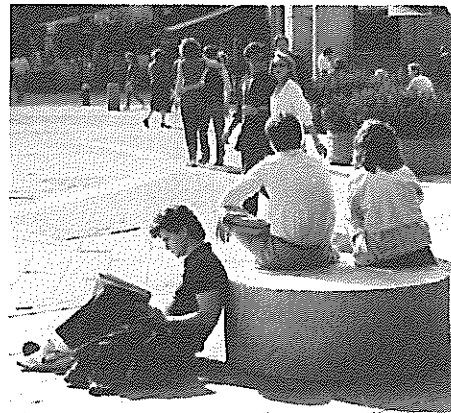


In Boston, urban designers are especially concerned about the environmental quality of areas which are being overbuilt and areas in need of development and revitalization. Equally important is the need to preserve and enhance Boston's special character. Urban designers are also interested in the successful functioning of the city on a detailed level - how people move about and use the city and how land and the stock of space are allocated to ensure a balance of uses and a diversified and vital economy.

The Vision for the City

People who are concerned about planning for Boston's future repeatedly call for a clear "vision". A vision provides a community with a collective image or mental picture of what their city should be. It provides a sense of purpose and an overall goal upon which individual decisions can be based.

There is general consensus about the problems which need to be overcome in Boston: a shortage of well-paying jobs for Boston residents, inadequate space for businesses and housing, traffic congestion and unpleasant commuting, a sometimes inhospitable environment with some improperly maintained and unsafe public spaces, dead building walls, and buildings of overwhelming size.



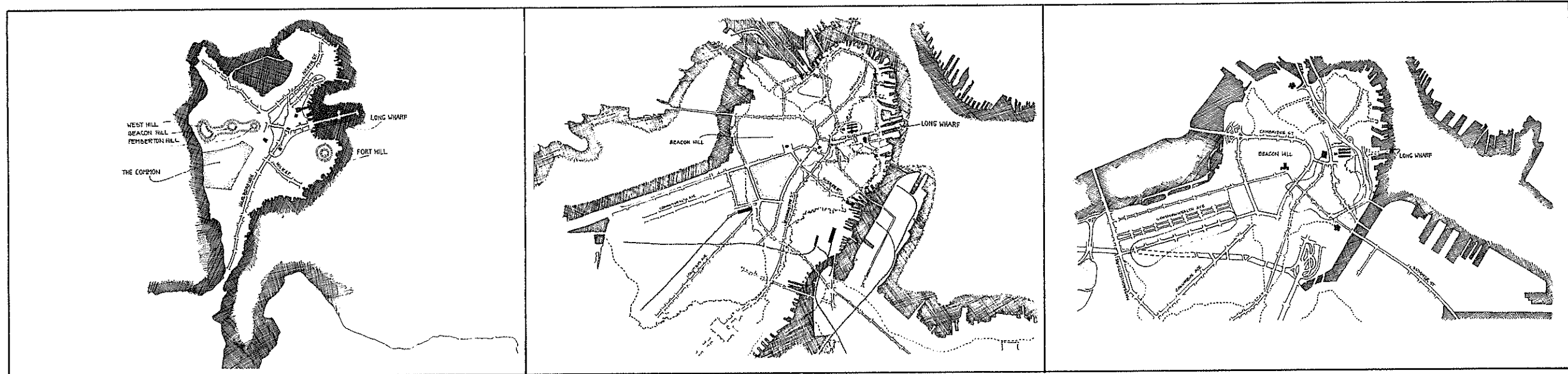
At the same time most people would agree on the things they like about Boston: its relatively healthy economy and diversified opportunities; its historic character, small scale, compactness, and walkability; its varied districts, pleasant parks, lively shopping streets, and innumerable leisure time activities.

Sometimes a city fails to articulate or appreciate its assets and can destroy some of them in the very process of solving certain problems. A city needs a vision which ensures protection and enhancement of its assets while coping with growth and change. Such a vision is articulated in the form of a city plan and a set of policies with which to guide growth and change.

The new vision for Boston, expressed in the 1987 Plan to Manage Growth, suggests a new attitude towards downtown development. It is a commitment to an image of Boston as an urban environment that is pedestrian in scale, public in character, and a celebration of the urban patterns, historic character, ethnicity, and culture which is unique to Boston.

The vision for the city - that set of images and attitudes held in the public mind - is molded not only through daily experience but also by the network of communication created by the media, hearsay, and the promotional and educational efforts of private interests and public agencies.





Historic Development

200 YEARS AGO

As an early New England settlement, Boston focused on State Street, Long Wharf, Washington Street and the Town Cove where commerce of all kinds, government, and community activity intermingled. This heart of Boston, the Common, and the major structure of city streets with Washington Street as its main spine were established in these early years.

100 YEARS AGO

As the Shawmut peninsula expanded through filling operations and the city became a major New World center of trade, business became specialized. Districts for drygoods, produce, leather, furniture, finance, insurance, entertainment and other uses developed, creating much of the urban pattern and architectural heritage of the city of today.

PRESENT

During the middle of the twentieth century Boston's significance as a leading importer and producer of goods was greatly reduced, but Boston has since established itself as a major service center based on its supremacy in the fields of research and investments. Medical, educational, and office activity dominate the economy and the cityscape. Shopping, cultural industries, and tourism also play major roles in Boston's vitality. These are the forces which are shaping Boston today.

District Design

Managing growth for Boston is based in large part on a recognition of the important role of districts and neighborhoods in organizing and giving character to the city. The Midtown and Chinatown plans are two of a set of district and neighborhood plans now being undertaken throughout the city under the Interim Planning Overlay District (IPOD) process. Midtown is comprised of four subareas - Park Square, the Cultural District, Downtown Crossing, and the Essex Street Corridor.

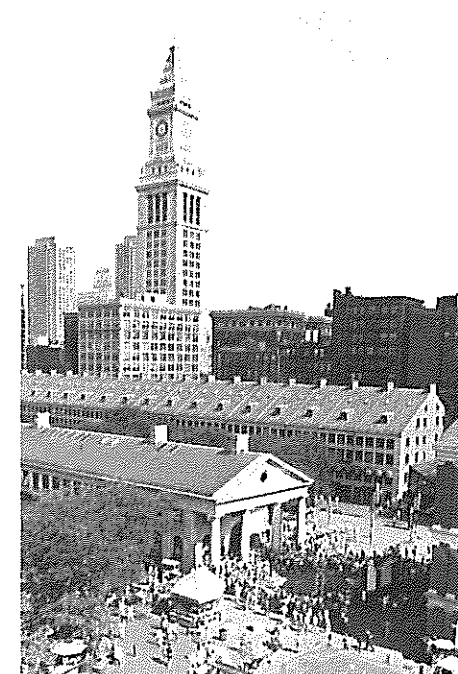
The notion of districts and neighborhoods helps us to organize and understand the city. Similar primary uses tend to cluster for reinforcement. The City formalizes and controls this clustering through zoning. Thus, Boston has the Financial District, Government Center, Chinatown, the Downtown Crossing retail center, and the Cultural District each playing its particular role as part of the city.

Districts are memorable places which have a quality of accommodating change while remaining essentially the same. Each district has an identifying character which derives from its ever-evolving urban form and from cultural contributions made by the people who live and have businesses there. The district structure and urban fabric give each district its special physical identity and enable people to find their way within it.



The particular layout of a district's major features or landmarks such as key open spaces, main streets, and monumental buildings create its structure. There is usually an identifiable "center", perhaps a major square, intersection, or portion of the main street. Often the edges of districts tend to merge and are difficult to define except where "gate-ways" have been consciously created or a barrier is formed by a highway or water body.

The term "urban fabric" is used to describe the cohesive pattern created by a district's particular composition of streets, city blocks, and buildings. The scale, materials, and colors of buildings and the way in which buildings meet the street and form public spaces contribute to the urban fabric.



The condition and potentials of each district's structure and urban fabric are the basis for many of the urban design issues facing Downtown Boston. Small changes can dramatically disrupt the texture of the many finely patterned districts whose structure and urban fabric derive from the 18th and 19th centuries. Where sections of the city have eroded in places, new infill construction can enhance the district by contributing to its structure and urban fabric.

Land use planning and urban design policies strive to protect and enhance the public realm of Boston's districts.

Summary

Land use and urban design principles will help shape the Midtown Cultural District's unique character by balancing new development with the area's existing uses, historic qualities and pedestrian scale.

The combination of residential, commercial, cultural, and retail uses will ensure that the area is safe and appealing 24 hours a day. To ensure this mix of uses occurs, the land use guidelines have been developed to ensure that a mix of uses occurs in the district and that overbuilding does not occur in the Midtown area. Under these guidelines, which are the basis for the new zoning for the area the total buildout for the district until the year 2000 will be limited to about 7 million square feet of development. About 3 million square feet of the new space will be housing and about 3 to 4 million square feet will be used for offices, retail facilities, and new cultural facilities. This development program will result in about \$1.7 billion in new investment in the district in the next 12 years. The guidelines will also site new buildings and uses in ways that protect historic buildings, connect nearby residential areas with Boston Common, tie local retail uses with citywide retail establishments, and knit together the downtown office economy with its Back Bay counterpart.

Urban design guidelines for the district focus on the fine-grain design issues of the pedestrian en-

vironment as well as the cityscape, scale, and environmental issues of large scale development. Under proposed zoning for the district, all buildings taller than 125 feet, about ten stories, must be reviewed by the city and the community.

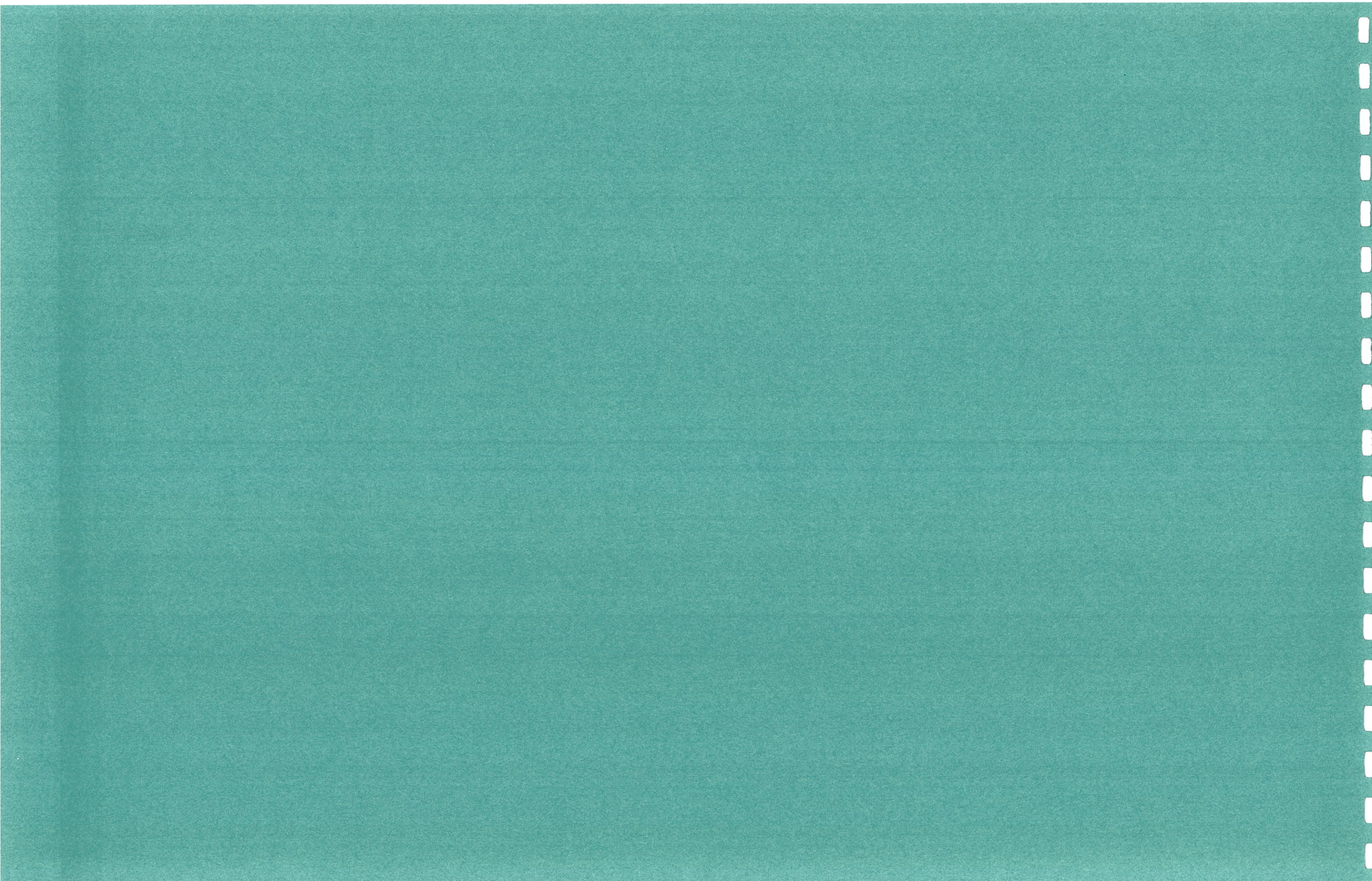
At the pedestrian level, Midtown will be a vibrant hub within the larger urban core. The district's historic street and alley patterns will be preserved and enhanced. Building facades and streetwalls, as well as rooftop additions, will reflect the historic scale and character of the district. The pedestrian-oriented character of the district will be enhanced by the mandatory inclusion of ground-floor retail or cultural space in new or substantially-renovated buildings. A new public gathering spot on the Hinge Block will be the hub that ties together the district's diverse activities. Boston Common will also be a major public amenity. A series of pedestrian-oriented ways emanating from the Hinge Block will connect the different parts of the district with each other and with nearby neighborhoods. Significant view corridors will be preserved and enhanced and new visual markers will help give the district a distinct identity.

On the skyline, Midtown's buildings will be the transitional elements that connect Financial District office towers to the high-rise buildings in the Prudential/Copley Square area. Specifically, a spine of mid-rise towers will follow the

Essex/Bedford Street economic development area from South Station to Washington Street. Lower heights and massings are required on the Hinge Block, along the Boston Common edge, the Ladder Blocks, and in the Park Square area to preserve the continuity between nearby residential areas and the larger-scale office areas. Floor plate sizes will be limited so that new buildings do not block the view of the skyline and a slender, campanile-type building may be located in the center of the Cultural District to serve as a visual marker for the area. New buildings will also be located and designed in ways that create minimal new shadows and little additional wind in public spaces.

8

TRANSPORTATION ACCESS



TRANSPORTATION ACCESS PLAN

The Midtown area is well served by mass transit and local highways. But its streets are congested and confusing, its mass transit facilities are not fully used, and many of its streets are uninviting for pedestrians. In addition, Chinatown, which already has serious traffic problems, cannot be forced to bear the brunt of increased traffic generated by the growth of Midtown. Bay Village must also be protected from traffic impacts.

The Midtown area is well served by mass transit and local highways. But its streets are congested and confusing, its mass transit facilities are not fully used, and many of its streets are uninviting for pedestrians.

To ensure that the area's transportation systems will continue to provide good access and to improve traffic conditions in Midtown and Chinatown, the city's Transportation Department and the community have developed a Midtown Transportation Access Plan. The plan proposes a multi-pronged transportation strategy that maximizes the use of existing mass transit facilities and proposes a number of measures to improve the area's transportation systems. The plan has six key components: transportation and development, traffic relief, mass transit improvements, a new \$250 million Midtown subway line, Chinatown protection, parking, and promo-

tion. Measures proposed in the plan will:

- Reduce total traffic impacts by controlling the location, size, and use of major developments in the Midtown Cultural District
- Provide traffic relief by creating new east/west traffic connections, improving key intersections such as Phillips Square, and reducing through traffic by creating new connections to the Massachusetts Turnpike.
- Improve mass transit service through the purchase of new equipment, and the renovation of key stations.
- Create a new \$ 250 million Midtown subway line to better connect existing and proposed subway lines.
- Increase the supply of parking in the district and at South Station and ensure that the parking spaces are available to all of the district's users.
- Protect Chinatown and Bay Village from new traffic generated by Midtown development and improve Chinatown's traffic situation.
- Create a network of pedestrian-oriented streets and alleys and improve connections between cultural facilities, parking garages and subway stations.

- Promote transit improvements and options through an aggressive public information campaign that clearly explains how to access the area by mass transit and car.

The combination of these improvements will ensure that the area's transportation systems continue to function at acceptable levels and that the district's users as well as nearby residents continue to have good access to the area.

To ensure that the area's transportation systems will continue to provide good access and to improve traffic conditions in Midtown and Chinatown, the city's Transportation Department and the community have developed a Midtown Transportation Access Plan.

Implementing the recommendations in the plan will require a coordinated program of action by the state, city, and the community. Some of the improvements outlined in the plan are already part of the budgets of city and state agencies. Some promotional efforts can be launched by the Cultural District Trust, a public/private partnership which will be formed to aid in the revitalization of the area. Other promotion efforts will be undertaken by the MBTA.

Current Conditions

Despite recent improvements, the area continues to have a fragmented, and often confusing transportation system. The area is well-served by mass transit. Three of the MBTA's four subway lines -- the Green, Red, and Orange Lines -- stop in the district. A Blue Line stop is located just outside the district and both the Green and Orange Lines connect with the Blue Line, which provides access to Logan Airport.

Even with recent improvements to mass transit facilities, mass transit ridership has not kept pace with the increase in the size of the downtown work force.

Commuter rail service is also well-connected with the district. Trains from southern and western suburbs stop at both the Back Bay Station and South Station which are connected with the district through the Orange Line and the Red Line. North Station, which serves commuters from the northern suburbs, is connected to the district by both the Green and Orange Lines. Many suburban commuters can also use MBTA parking garages and lots to get to the district.



Boylston MBTA Stop on the Green Line

Even with recent improvements to mass transit facilities, mass transit ridership has not kept pace with the increase in the size of the downtown work force. Although the absolute number of subway riders has risen in recent years, from 1978 until 1986 the percentage of downtown workers using the subway to get to work dropped by about ten percent. Less than five percent of the district's theater-goers currently use mass transit facilities to get to performances in the Theater District. Theater-goers are deterred from using the Green Line in part because the key Boylston Street station in the Theater District is in extremely poor condition and is uninviting to riders. Mass transit ridership is further discouraged by serious overcrowding, particularly on the Green Line, during peak commuting hours.



Cars on the Southeast Expressway

Only five percent of the district's theater goers currently use mass transit facilities to get to performances in the Theater District.

As a result of post-war highway construction, the district is easily accessible by car from Storrow Drive, the Massachusetts Turnpike, the Central Artery, and the Southeast Expressway. But the access between the district and local highways is not matched by an easily-used network of arterial streets within the Midtown area. The district's major east/west arteries are Stuart/Kneeland and Boylston/Essex

Streets. However, Essex Street is one-way, allowing only east-bound travel. Charles Street is the major northbound artery, while Chauncy Street and Washington Street carry some northbound traffic. Washington Street's northbound arterial role is restricted by the presence of the Downtown Crossing pedestrian mall. Tremont Street is the major southbound artery while Bedford Street, Chauncy Street, one block of Washington Street, and Avenue de Lafayette also provide some westbound and southbound service.

Four of the district's five worst intersections are located on the Boylston/Essex corridor: at Charles Street, Tremont Street, Washington Street, and Chauncy Street/Harrison Avenue (Phillips Square). The fifth problem intersection is at Stuart and Tremont Streets, where east/west traffic merges with southwest-bound traffic. These intersections are also potential choke-points if future development is not carefully managed.

Traffic problems in the district are worsened by a confusing and chaotic network of one-way streets, loading zones, parking lanes, and turning lanes. In addition, streets in the district and in nearby Chinatown must carry a large amount of through traffic travelling between other downtown areas and major roadways. The Central Artery's Beach Street ramp, for example, encourages through traffic to travel directly through Chinatown's main shopping area.

Traffic problems in the district are worsened by a confusing and chaotic network of one-way streets, loading zones, parking lanes, and turning lanes.

Much of the traffic in the district is generated by the users of the more than 7,000 parking spaces in Midtown. Many of these spaces are in surface parking lots which will be redeveloped as Midtown is transformed into

a more vibrant area. A number of these current facilities do not allow evening parking which is needed by theater-goers and residents. Other parking facilities are badly-located without clear pedestrian connections with important cultural facilities or the downtown shopping and office areas.

Much of the traffic in the district is generated by the users of the more than 7,000 parking spaces in Midtown. Approximately 1,000 of these spaces are in surface parking lots which will be redeveloped as Midtown is transformed into a more vibrant area.

Pedestrian connections between important parts of Midtown and nearby subway stops are also poor. Since most-theater goers are evening users, the lack of good pedestrian connections between theaters and subway stations discourages the use of mass transit. Uninviting streets and alleys also discourage Downtown Crossing shoppers, Financial District workers, and residents of nearby neighborhoods from using Midtown's cultural facilities in the evening.

The following chart shows the existing level of service at key Midtown Cultural District intersections and at other well-known intersections in Boston. The chart assumes a saturation flow rate of 1,800 cars per hour.

Intersection	Level of Service*	Existing PM Peak Volume (Per Hour)
Midtown		
Boylston/Charles Streets	B	2855
Boylston/Tremont Streets	C	2560
Tremont/Stuart Streets	B	3229
Washington/Essex/Boylston	B	1136
Harrison/Essex	F	1456
Other City of Boston		
Beacon/Berkeley	D	2690
Massachusetts/Boylston	D	2458
Huntington/Longwood	D	2430
Riverway/Brookline Ave.	F	4170
Summer/Atlantic	F	2150

* Level of Service is the average stopped delay per vehicle on a scale of A (best) to F (worst). Level of service D, a delay of 25 to 40 seconds is generally considered acceptable in urban areas.

Transportation and Development

The Midtown Cultural District Plan maximizes the potential of the district's extensive network of mass transit facilities by locating major developments in areas best served by mass transit. In particular, large mixed-use developments will be allowed on the corridor stretching from South Station to lower Washington Street. This corridor is near the

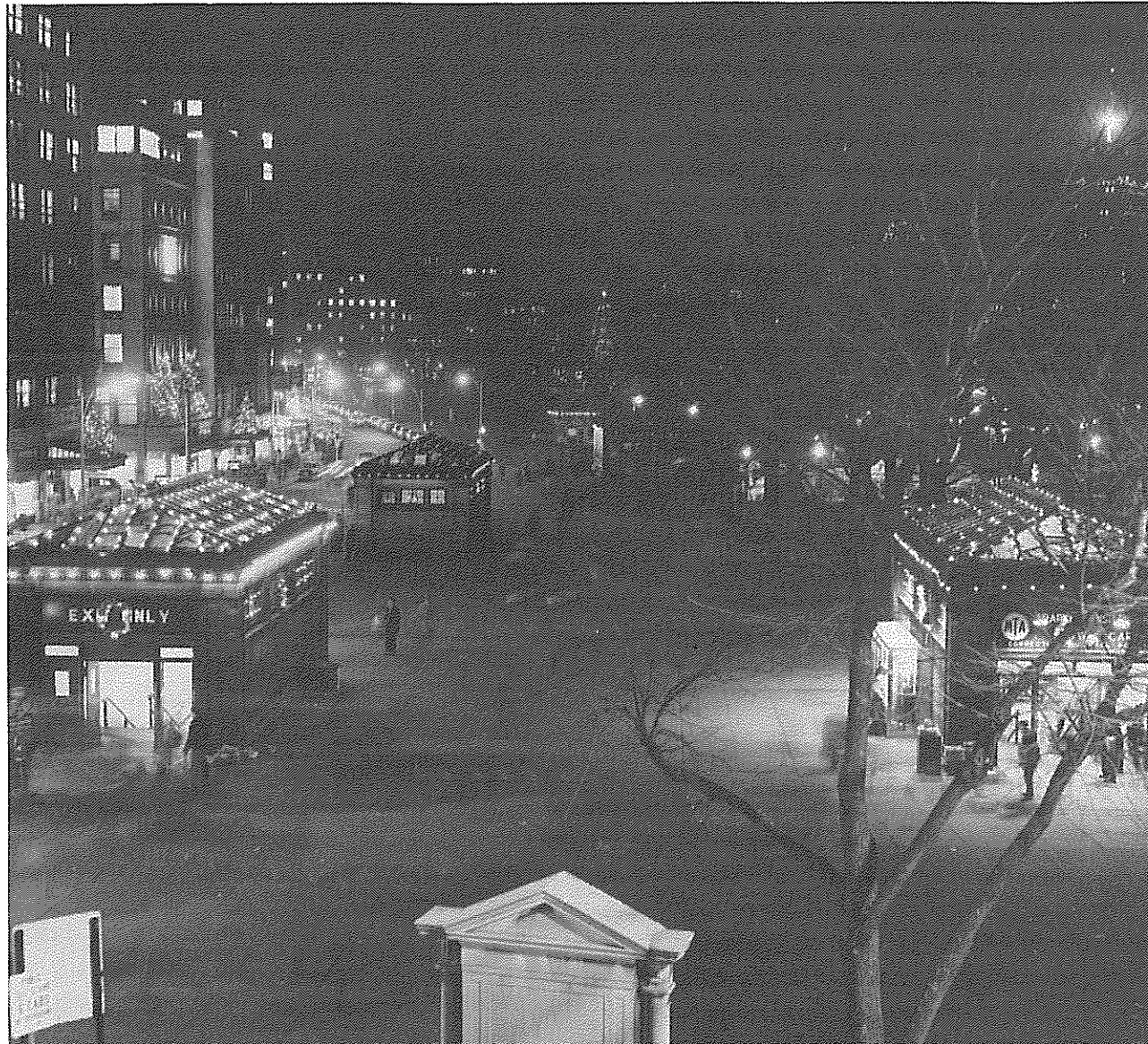
Red Line's South Station and Downtown Crossing stops; the Green Line's Boylston Street station; and the Orange Line's Chinatown and Downtown Crossing stations. The corridor is also within easy walking distance of South Station's commuter rail and bus facilities and is connected by the Orange Line to the Back Bay commuter rail station. Similarly, most new and proposed cultural facilities in the district are located

near existing subway lines. The Green Line's Boylston station, the Orange Line's Chinatown, NEMC, and Downtown Crossing stations, and the Red Line's Downtown Crossing station are all in or near existing and proposed clusters of cultural facilities.

The Midtown Cultural District Plan maximizes the potential of the district's extensive network of mass transit facilities by locating major developments in areas best served by mass transit.

To ensure that the users of these buildings take advantage of mass transportation options, as part of the Planned Development Area process the builders of these large buildings will be required to assess their project's transportation impacts and to develop transportation management programs to encourage the use of mass transit, car pools, and other high occupancy vehicles.

The overall mix of uses within the Midtown Cultural District will also reduce peak-hour demands on the area's transportation systems. In general, shoppers and residents of new Midtown buildings will not use the subway or major feeder streets during the morning and afternoon rush hours. Theater-goers and visitors will also use streets, subways, and rail facilities in the evening when the demand on those systems is reduced.



Park Street Station in 1957

Special holiday lighting near the Park Street MBTA Station has been a Boston tradition for many years. The historic station and nearby areas have been recently upgrading through programs such as regular steam cleaning around the station by the city's Parks and Recreation Department, the lengthening of the Red Line platform, and new tracks and cars for the Green Line.

To make sure that the total proposed development for the district will not, in the aggregate, overwhelm the district's transportation systems, TAMS was asked to study the impacts of different development scenarios on the district's streets. The TAMS study warned that if all the development allowed under the district's current zoning is allowed to occur then "extreme delays will be experienced." The TAMS study added that "no reasonable traffic reassignment or roadway improvements would alleviate these extremely poor levels of service."

*As part of the **Planned Development Area** process the builders of these large buildings will be required to assess their project's transportation impacts.*

However, the TAMS study found that under the proposed zoning and historic protection measures proposed for the district, "acceptable traffic operation can be achieved with the existing circulation pattern in the district" if aggressive transportation management programs are launched, and minor improvements are made in the Boylston/Tremont intersection and the Harrison/Essex intersection (Phillips Square), and Essex Street is widened.

In addition, the city's Transportation Department and the community are currently studying ways to further improve the traffic flows at the Boylston/Essex intersection by creating better east/west connections in the district and by improving the area's mass transportation systems to reduce the number of drivers using the district's streets.

Streets and Arterial Roads

The city's Transportation Department, affected communities, TAMS and the state are currently studying five major options to improve traffic flows in the area, particularly for east- and west-bound traffic. After a more extensive review by the Transportation Department, the community, TAMS, and the state, one of these options will be chosen as a final street and road plan for the district and for Chinatown.

The city's Transportation Department is considering a plan that calls for changing the direction of Avery Street and extending the street through the Hayward Place parcel across from Lafayette Place to Avenue de LaFayette. This new roadway would connect with a widened Essex Street from Kingston Street to the Central Artery. The plan may require splitting the Hayward Place parcel, reducing its potential use as the site of a major new mixed-use facility that would include new cultural facilities and a major new downtown retail store. In addition, the widening of Essex Street would re-



Washington Street on July 8, 1889,
the day of the Sullivan-Kilrain fight

The city's Transportation Department, affected communities, TAMS and the state are currently studying five major options to improve traffic flows in the area, particularly for east- and west-bound traffic.

quire the demolition of at least one, and possibly two, historic buildings on the northeast corner of Essex and Kingston Streets.

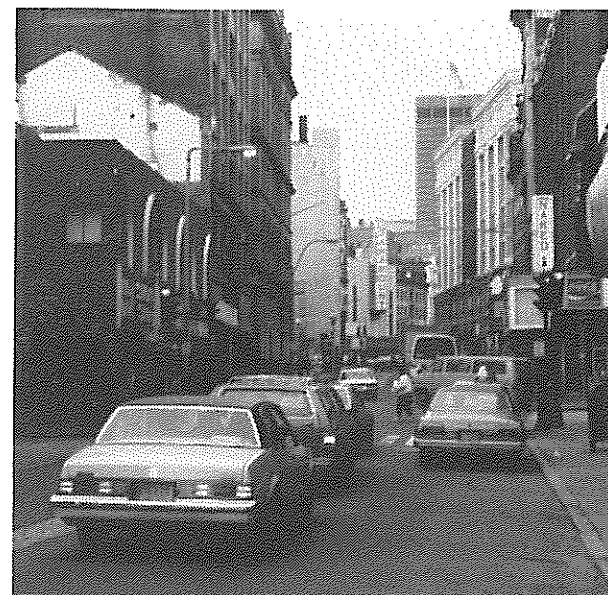
At the request of the Transportation Department, TAMS studied three alternatives to this plan which may not require splitting the Hayward Place parcel.

Scheme I would reverse the direction of Hayward Place and Avery Street to flow towards Tremont Street. Avenue de Lafayette would be closed at Harrison

Avenue to create better pedestrian movement and Chauncy Street would be reversed to provide southbound access while Harrison Avenue, north of Essex Street would be reversed to allow northbound access into the Lafayette Place parking garage.

Scheme II proposes a similar Avery Street/Hayward Place configuration but would also allow two-way traffic on Washington Street from Stuart/Kneeland Street to Avery Street. The plan would also reverse the direction of Harrison Avenue from Kneeland Avenue to Avenue de Lafayette. This scheme provides southbound egress out of the area on Washington Street and further limits through traffic in Chinatown by prohibiting the use of Harrison Avenue as a southbound exit from downtown. By reducing this currently-existing traffic flow, a better east/west pedestrian flow can be created between the Midtown Cultural District and Chinatown. A modified version of this scheme would reverse the direction of Harrison Avenue but maintain Washington Street as a one-way road.

Scheme III is similar to Scheme I but closes Avery Street and leaves Avenue de Lafayette open as a two-way traffic link. This scheme forces westbound traffic to either use Chauncy Street and Harrison Avenue to access Kneeland Street westbound, or travel north on Washington Street to West Street and Temple Place to access Tremont Street.



Cars on Washington Street

All three of TAMS options also assume that Essex Street is widened and at the Boylston/Tremont intersection the southbound lane would be restriped to allow through movements in the lane currently reserved for left and right turns. According to the TAMS analysis, if a higher saturation flow figure is used, then all "intersections would operate under acceptable conditions for each of the schemes, except under Scheme II at Boylston/Essex/Washington ... due to two-way traffic flow on Washington Street." TAMS has not yet analyzed the proposed alternative Scheme II-A.

A fifth option would be to create a new east/west loop by making Boylston and Essex Streets one way and Kneeland/Stuart Streets one way in the opposite direction. This loop could include one lane in the opposite direction reserved solely for High Occupancy Vehicles (HOVs) such as buses, taxis, vans, and car pools. Some of those vehicles would operate as a shuttle service between commuter rail and parking facilities at South Station and important cultural and business destinations within the Cultural District.

The traffic plan for the district will allow on-street parking and loading only during off-peak hours or at locations that do not impede traffic circulation.

In addition to the new east/west connector, a number of other steps are being taken to improve traffic in the area. At the Boylston/Tremont intersection TAMS recommended restriping the southbound lane which is now used only for left and right turns to allow through movements. In addition, the traffic plan for the district will allow on-street parking and loading only during off-peak hours or at locations that do not impede traffic circulation.

The following chart shows delay, in seconds, and the level of service (LOS) in 1994 at five key Midtown Cultural District intersections under four different configurations for the district's streets. The calculations assume that new development in the district is built under the zoning and historic preservation guidelines proposed in the Midtown Cultural District Plan, that these intersections have a saturation flow rate of 2,000 cars per hour, and Essex Street is widened.



Public Parking Sign

Intersection	Existing Circulation Pattern	Scheme I	Scheme II	Scheme III
	Delay/LOS	Delay/LOS	Delay/LOS	Delay/LOS
Stuart/Kneeland/Tremont	15.6 B/C	15.6 B/C	15.6 B/C	15.6 B/C
Boylston/Charles	13.3 B	13.3 B	13.3 B	13.3 B
Boylston/Tremont	18.1 C	23.8 C	26.1 C/D	18.3 C
Boylston/Essex/Washington	14.9 B/C	16.4 C	47.2 E	16.4 C
Harrison/Essex*	12.8 B	16.1	19.5 C	16.1 B/C

* Currently there is no traffic light at this intersection. Installing a traffic signal at the intersection would be required to obtain acceptable traffic operations at this intersection.

Mass Transit

A number of improvements to the area's mass transit system are needed to increase the percentage of workers, residents, and visitors using mass transit to get to the Midtown area and reduce the percentage of people who use cars to travel to the area.

The MBTA has already launched a \$140 million program to expand the capacity of the overcrowded Green Line. By adding approximately 100 cars and upgrading electrical systems on the Boston College, Beacon Street, and Riverside Lines, the MBTA will be able to replace some two-car Green Line trains with three-car trains. In order to fully serve the Midtown area the MBTA will need to purchase about 75 more Green Line cars at a cost of about \$85 million.

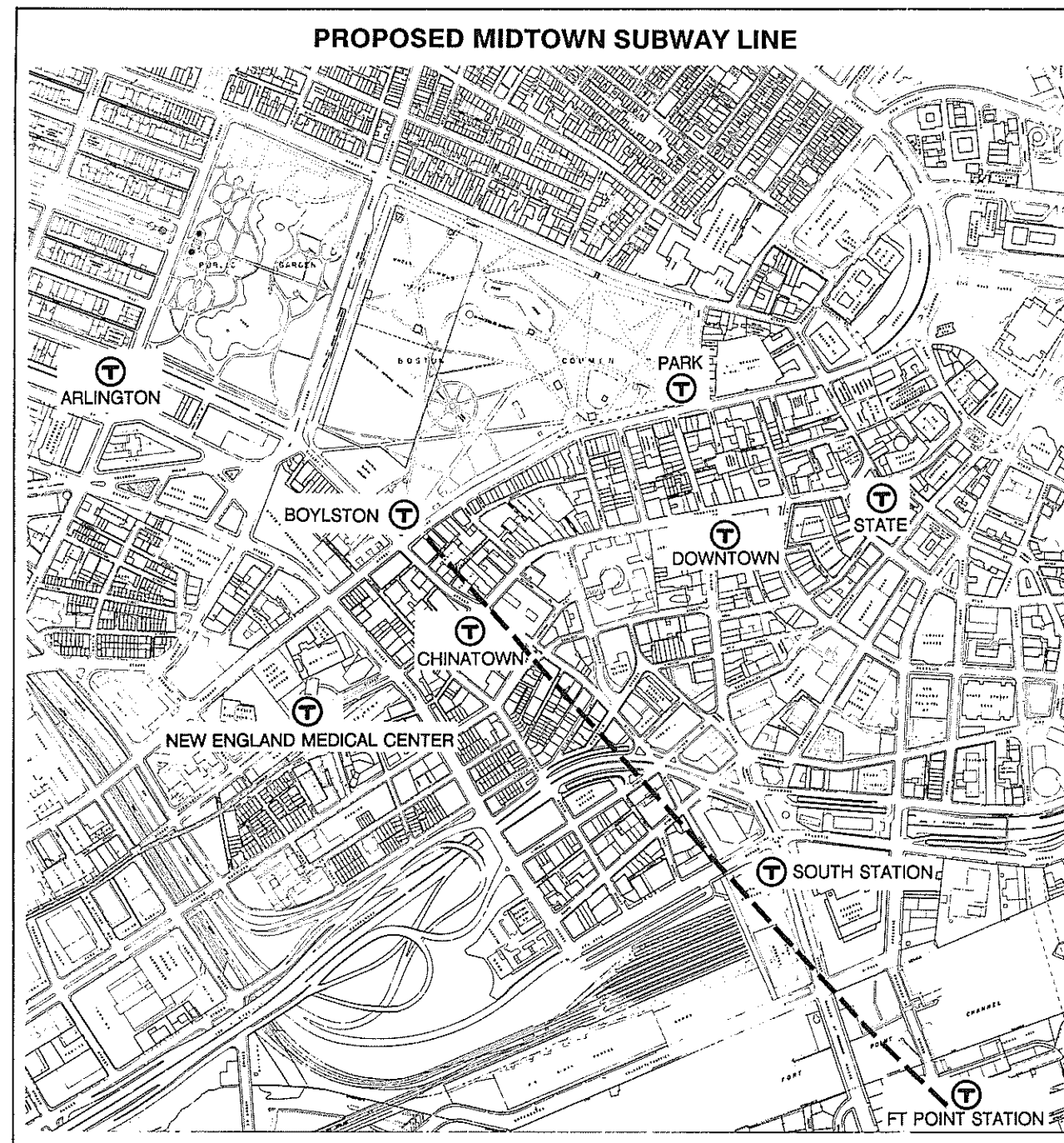
The MBTA has also expanded the capacity of commuter rail lines. The authority has purchased 107 new commuter rail cars with a total of about 5,000 more seats. The MBTA is also negotiating the purchase of 40 to 50 more cars, with about 4,000 seats, and in the next three or four years is planning to buy a fleet of bi-level trains with about 6,600 seats. But the MBTA is now facing a critical shortage of parking spaces at commuter rail stops. The MBTA has plans to add about 3,000 parking spaces to its stock of about 10,000 spaces.

A number of improvements to the area's mass transit system are needed to increase the percentage of workers, residents, and visitors using mass transit to get to the Midtown area and reduce the percentage of people who use cars to travel to the area.

In addition to expanding commuter rail service for downtown workers, the MBTA also needs to increase weekend and evening rail service to better serve theater-goers and visitors to the district. A \$1 million increase in the annual operating budget for commuter rail service is needed to promote and operate this service.

The Midtown Line

A key transit improvement for the Midtown area would be the construction of a new Midtown transit line. The MBTA board recently appropriated \$200,000 to study the line which would run underground from the Boylston Street Green Line station to South Station. As envisioned, the line would tie together the Green Line, the Orange Line, the Red Line, and South Station's commuter rail and bus service. In addition, the line, which follows a route similar to that followed by part of the Atlantic Avenue Elevated Line that operated from 1901 until 1938, could either be extended to the Fort Point Channel area or could tie into other new transit service serving that growing area.



A key transit improvement for the Midtown area would be the construction of a new Midtown transit line.

The Midtown "people mover" would be underground and could use light rail vehicles, self-guided trains, or combined trolley/bus cars. Fort Point Channel service options currently being studied by the MBTA include a Red Line extension, an above-or below-ground people mover, or expanded bus service. Together the two programs would cost between \$275 million and \$350 million, significantly less than the cost of either the new Orange Line or the Red Line extension. Funding for the new lines would come from a combination of federal, state, and private funds. Betterment districts and tax increment financing could also be used to finance the new lines. If construction of the lines is coordinated with the depression of the Central Artery up to \$50 million in excavation and construction costs can be saved by locating some of the mass transit tunnels in the same underground envelope as the depressed roadway.

As part of the construction of the new Midtown Line, the Boylston Street Green Line station should be fully renovated at a cost of about \$25 million. The renovations should also be done in conjunction with the decision on replacement service for the now-closed elevated Washington Street



Beach and Washington Street 1988

Orange Line service. The MBTA is currently considering a number of options for that service including a new trolley line, a combined bus and trolley line, or expanded bus service along Washington Street. Renovations to the Boylston Street station should also include reopening now-closed subway entrances in the lobby of the Little Building.

Chinatown

The Midtown Transportation Access Plan is being done in conjunction with transportation planning done for Chinatown as part of the Chinatown Community Plan. Current planning includes studies of a number of measures to protect Chinatown from increased traffic and to improve the neighborhood's traffic problems. To prevent intrusion by through traffic in Chinatown, Beach Street could be closed, at least during peak hours, between Harrison Avenue and the Surface Artery. The Phillips Square intersection would also be



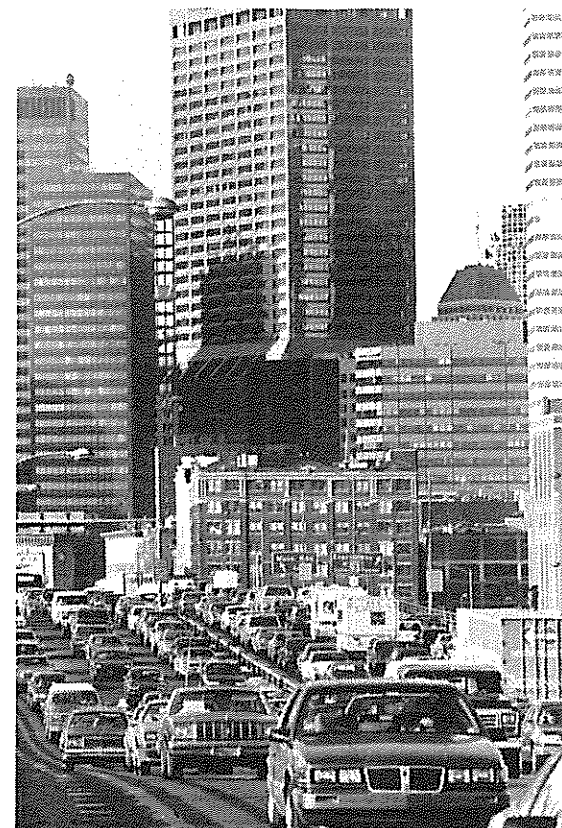
Traffic in Chinatown

signalized and reconfigured and some on-street parking spaces would be removed. The city and the community are also reviewing proposals which would reverse the direction of Harrison Avenue, preventing through traffic from leaving the city through Chinatown. Similarly, a proposal to reverse the direction of Edinboro Street is also being reviewed.

The state's department of public works is also studying methods to better connect Back Bay traffic with the Central Artery and the Third Harbor Tunnel. The city's Transportation Department has proposed that this connection be made through links to the Massachusetts Turnpike. Traffic from the Third Harbor Tunnel and the Central Artery destined for Back Bay would travel west on the Turnpike to a new Back Bay off-

The Midtown Transportation Access Plan is being done in conjunction with transportation planning done for Chinatown as part of the Chinatown Community Plan. In addition, as part of the Central Artery project the state is planning to close the Beach Street ramp, preventing major westbound movements through Chinatown.

ramp at Berkeley Street. Cars from Back Bay would connect to the east-bound Turnpike from a new ramp off Herald Street. These proposals would keep the regional traffic off of Midtown and Chinatown streets such as Kneeland Street, Marginal Road, and Essex Street. Under this plan, Marginal Road and Herald Streets would be converted from arterial roadways into local distributors of traffic for Chinatown, South Cove, and Bay Village rather than ramp connections to the interstate system, as initially proposed by the Central Artery project. State officials are currently reviewing the city's proposal.



Expressway Leading to Downtown and Massachusetts Turnpike

Parking

Approximately 7,200 off-street parking spaces are currently available in the district. Another 4,100 parking spaces are available near the district. According to the TAMS study, the proposed development scenario for the district will generate the demand for approximately 4,600 additional parking spaces. About 3,600 parking spaces have already been proposed as part of new Midtown Cultural District developments.

In addition, the MBTA is planning to build a 400-to-600 car garage at South Station which is within walking distance of the major development corridor in the Midtown Cultural District. To help meet the demand for parking in the area the Midtown Cultural District Plan also proposes that the state construct approximately 1,200 more parking spaces on city-owned air rights at South Station. Because above-ground parking spaces cost about \$15,000 per space to build while below-ground spaces cost about \$30,000 a space to construct, locating these spaces on air rights over South Station tracks would be significantly cheaper than constructing the spaces underground at other Midtown sites. Expansion of the Lafayette Garage at Hayward Place by adding a 400-600 car garage is also being reviewed.

To help meet the demand for parking in the area the Midtown Cultural District Plan also proposes that the state construct approximately 1,200 more parking spaces on city-owned air rights at South Station.

The South Station spaces, as well as the station's rail and subway facilities should be connected to Midtown Cultural District facilities through an extensive shuttle bus service similar to the shuttle buses used at

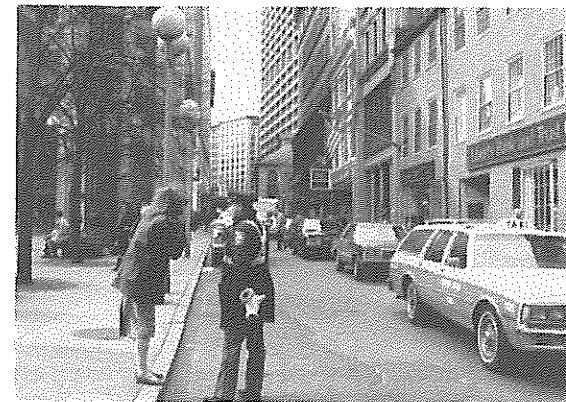
the Boston Common parking garage. The service could be enhanced through the use of HOV lanes in the proposed Essex/Boylston/Stuart/Kneeland east-west traffic loop. Construction of the South Station parking facilities will also require changes to the city's parking freeze which has been instituted in accordance with federal clean air standards. The federal Environmental Protection Agency must review and approve any proposed parking cap.

The more than 11,000 parking spaces in and near the district must be accessible for the district's different users. Using pricing policies, the set-aside of parking spaces for certain users, and the use of shared parking facilities, the proposed parking facilities can be allocated in a way which serves the district's workers, residents, shoppers, theater-goers, and visitors. These policies specifically allocate space for office tenants, residents, shoppers, and hotel guests. Spaces used by commuters should also be available in the evening for theater patrons and people visiting the Cultural District.

Pedestrian Network

A network of pedestrian-oriented streets and alleys will connect the different parts of the Midtown Cultural District and will connect the district with other parts of the city. In addition, pedestrian connections between Midtown's theaters and the district's mass transit facilities and parking garages will be improved. Entrances to new parking facilities and loading zones will be located in sites where they will not infringe on the district's pedestrian-oriented streets and alleys.

A network of pedestrian-oriented streets and alleys will connect the different parts of the Midtown Cultural District and will connect the district with other parts of the city.



The center of the pedestrian network will be a major new public gathering place on the Hinge Block in the Cultural District. As part of this new gathering place a closed Orange Line entrance in the center of the block should be reopened.

A network of pedestrian-oriented streets and ways will emanate from the block. Smaller public areas could also become new focuses in the district. These might include a new pedestrian mall on Beach Street in Chinatown, a public plaza in Phillips Square, a new pedestrian mall on Avenue de Lafayette and/or Avery Street, and an extension of Downtown Crossing's pedestrian amenities. Interior lobbies and covered through-block connectors in new buildings will also improve pedestrian circulation in the district. The enhancement of "Theater Alleys" and "Theater Boulevards" will also make the area more attractive to pedestrians, as will the upgrading of Boston Common's southeastern edge. Chinatown's pedestrian network should also be improved by adding pedestrian amenities to Kneeland Street and by creating a better north/south route between the neighborhood and downtown Boston.

The enhancement of "Theater Alleys" and "Theater Boulevards" will also make the area more attractive to pedestrians, as will the upgrading of Boston Common's southeastern edge

Safe pedestrian access from theaters to both parking garages and subway stations will be facilitated by additional lighting for streets and transit stations and increased attention to security needs. Preliminary

sketches for an air-rights museum/office development over the Wilbur Theater, for example, included a covered pedestrian walkway from both the Wilbur and the Wang Center to the New England Medical Center Orange Line station and the Tufts/NEMC parking garage.

To minimize impacts on nearby residential areas and on pedestrian ways, garage entrances will be located on arterial streets such as Boylston, Tremont, and Stuart Streets, away from Chinatown and Bay Village residential areas. To encourage school and charter buses to bring people to the district, a central location for the storage of buses is currently being evaluated. Since many of these buses now park and idle on Tremont Street across from Boston Common, the new loading and storage areas will also help make the Common more attractive to pedestrians. New drop-off locations are also being identified for retail and cultural facilities and major new projects will be required to include carefully-sited loading facilities.

Some of these projects are already included in the city's capital budget. The city is currently spending \$940,000 to build brick sidewalks, install new streetlights, and plant trees along lower Washington Street. The city's 1985 capital plan also includes funds to study Downtown Crossing's pedestrian environment and to add pedestrian

amenities in Park Square. Future capital budgets will have to include funds to complete the district's pedestrian and road network. In addition, promotion campaigns for the district will be undertaken by the Cultural District Trust, a new public/private partnership formed to aid in the revitalization of the area.

Promotion

Transportation improvements made in the district need to be promoted and effectively communicated. A clear system of traffic signs are needed to direct drivers in and out of the district and to direct drivers to parking garages. A similar set of signs will direct pedestrians to Cultural District facilities and to direct subway riders to theaters. In addition, a broad public promotion campaign is required to make the district's users aware of the various options which might be available to them. The development of a distinctive Cultural District logo will help guide people to the district's many facilities.

Transportation improvements made in the district need to be promoted and effectively communicated.

The use of certain parking garages can be encouraged through a number of policies. Directions to those facilities can be included in ticket mailings to theatergoers and discount incentives can be provided to theater

goers using specific garages. Parking vouchers for some garages can be sold through the mail along with tickets to Cultural District events. The use of outlying parking facilities located adjacent to mass transit stations can be encouraged through promotion.

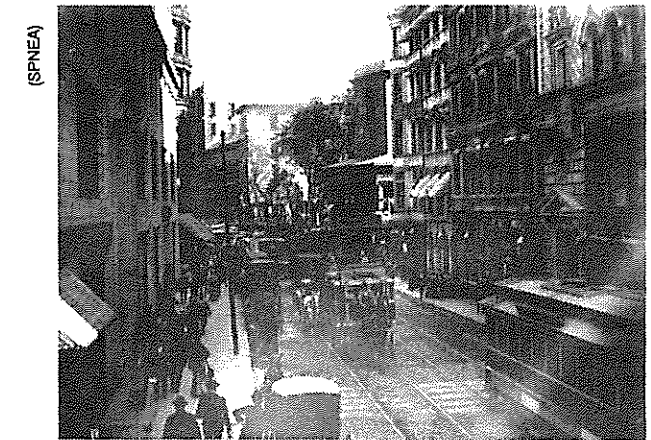
Similarly, mass transit facilities can be promoted in ticket mailings and through maps given out at Cultural District theaters many of which are near the Orange Line's NEMC stop, the Green Line's Boylston Stop, and the Red Line's Downtown Crossing stop. These efforts can also promote park-and-ride facilities operated by the MBTA, possibly through a "frequent parker" program. The MBTA has expressed a willingness to include maps of the Cultural District in the area's subway station and to promote Cultural District access in its advertising campaigns. The campaigns can also emphasize connections between Cultural District subway facilities and rail stops at South Station, Back Bay Station, and North Station as well as connections between outlying MBTA parking facilities at sites such as Alewife, and Riverside and subway lines that serve the Cultural District.

History

The transportation plan will protect Midtown's historic street patterns which reflect the area's incremental physical growth through landfilling during the early nineteenth century and its economic growth as a retailing and cultural center in the mid-nineteenth and early twentieth century.

In the seventeenth and eighteenth centuries the route followed by what is now Washington Street was the only overland connection between the Shawmut Peninsula and the mainland in Roxbury. What is now Beach Street led down to the waterfront in Boston's large South Bay while Boylston Street, then called Frog Lane, led to the marshes of the Back Bay. What is now Downtown Crossing and the upper Tremont Street area were residential and commercial sections already developed with the medieval street pattern that still exists today.

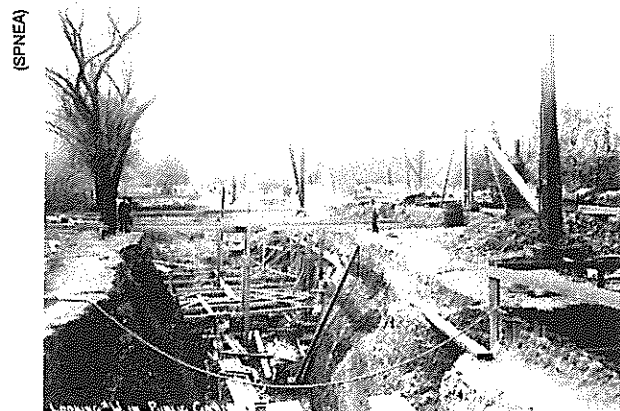
The topography of the area changed greatly in the early nineteenth century with the filling of South Bay waterfront land to create Front Street, later renamed Harrison Avenue. The area changed again in the 1830s with the filling of South Bay for new wharves and railroad facilities. The creation of the Public Garden and the filling of the Back Bay made both Charles and Boylston Streets important routes for the district. In the mid-nineteenth century railroads also



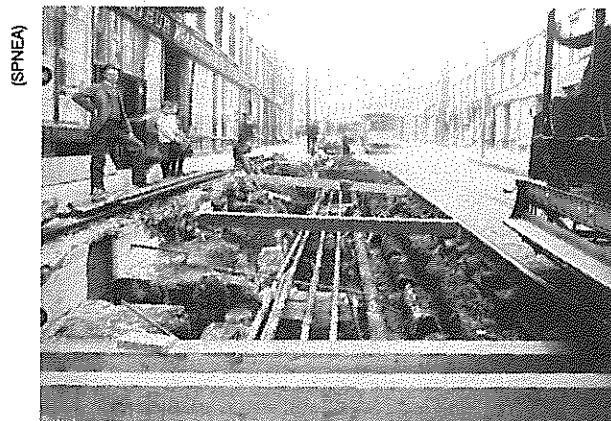
Looking North on Tremont Street in 1896

shaped the street patterns of the area. The configuration of Park Square, for example, was largely determined by the presence of a railroad station and yards in the square until the late 1800s.

Since the middle of the eighteenth century, mass transit facilities have connected Midtown with outlying areas. Starting in the 1850s horse-drawn streetcar service ran from the new downtown retail and office areas to nearby suburbs. In the 1890s, electric streetcars began operating in the city. By the late nineteenth century the extensive network of service and the rapid growth of the downtown area had created serious traffic problems, particularly along Tremont Street. In 1892 a state-appointed special commission on Boston's transportation needs recommended the construction of four railway lines and a Tremont Street subway tunnel to relieve traffic congestion in the area.



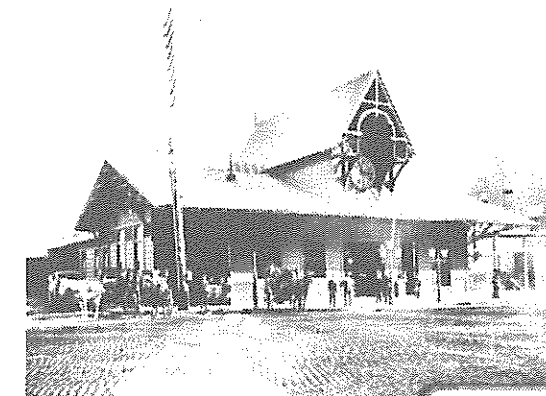
Looking West in the Public Garden in 1895



Looking West Down Washington Street in 1897



Washington Street in 1905



Early railroad station

The first subway in America, running from under Tremont Street and the Boston Common from Park Street to the Public Garden, opened in 1897, more than 50 years after underground trolley lines were first proposed for the area. Over the next two decades rapid transit construction in the area continued at an aggressive pace. Park Street to North Station service started in 1898. The elevated line from Sullivan Square to Dudley, via the Tremont Street subway, opened in 1901 as did the elevated line that travelled down Atlantic Avenue then up Harrison and Beach Streets and onto Dover Street (now East Berkeley Street). This line was closed in 1938 and was torn down for scrap metal during World War II. In 1908 the Washington Street tunnel, now part of the Orange Line, opened. In 1912 the Park Street to Harvard Square tunnel opened. The tunnel, which is now part of

the Red Line, was extended to South Station in 1916, to Broadway in 1917, and to Andrew Square in 1918. In addition, the Tremont Street subway, now called the Green Line, was extended to Kenmore Square in 1914.

In the post World War II era, a number of projects changed traffic patterns in the area. In the 1950s and 1960s, the construction of the Central Artery, the Southeast Expressway, and the Massachusetts Turnpike, dramatically altered nearby areas and made the area much more accessible by car. City-owned downtown parking garages, such as the Kingston/Bedford garage and the Boston Common garage (which is now owned by the Massachusetts Convention Center Authority) were con-

structed to attract drivers to Boston's ailing downtown. The era also saw a decline in mass transit and train service, most notably the closing of the Old Colony rail line in the 1950s.

The first subway in America, running from under Tremont Street and the Boston Common from Park Street to the Public Garden, opened in 1897, more than 50 years after underground trolley lines were first proposed for the area.

Post-war proposals to improve the area's traffic problems included plans to build a truck tunnel under the Ladder Blocks as well as proposals to build either an elevated walkway or roadway on Washington Street.

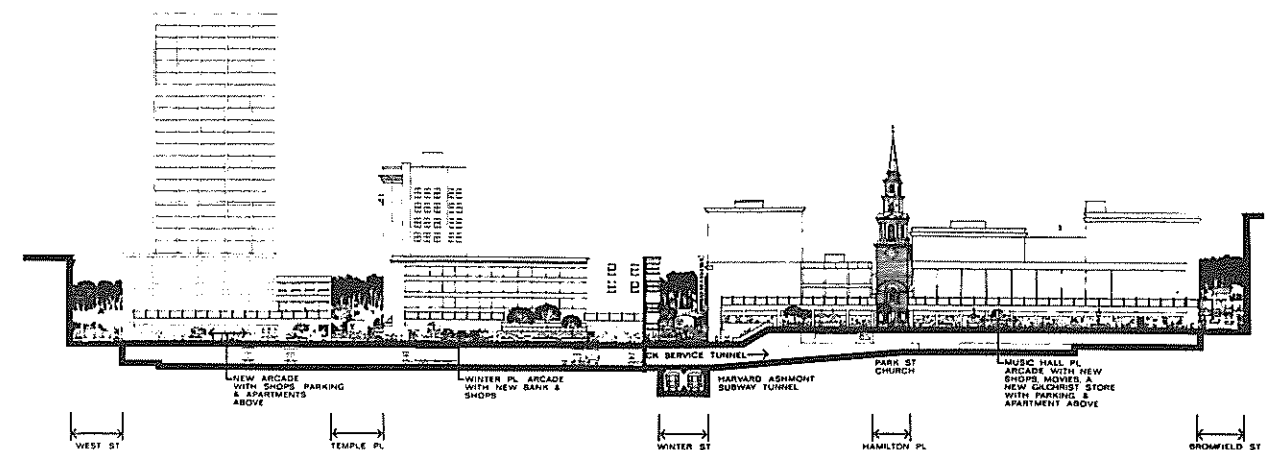
Most post-war plans for the area also called for extending existing mass transit lines to the growing suburbs around Route 128 and building a third underground subway tunnel in the downtown area to relieve overcrowding in the Green Line's main tunnel.

While many of these proposals were never carried out, some major improvements were made to the area's mass transit systems during the 1970s and 1980s. Extended and improved subway service was introduced into the area through the \$574 million Red Line extension and the new, \$743 million Orange Line. Recently the MBTA finished station renovations which will allow the operation of longer Red Line trains, a move which will increase the capacity of that line by 50 percent.



Tremont Street in 1942

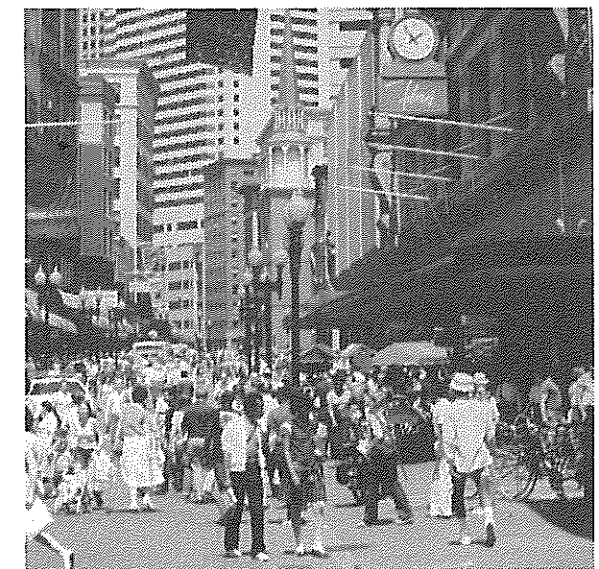
A 1942 Boston Herald photograph noted the unusual lack of traffic on Tremont Street one afternoon.



Plan View of the 1967 Proposed Underground Truck Route from Boston Central Business District Planning Report (B.C.B.D.P.R.)

Recently the MBTA finished station renovations which will allow the operation of longer Red Line trains, a move which will increase the capacity of that line by 50 per-cent.

In 1978 the Downtown Crossing pedestrian mall was created to improve the atmosphere and attractiveness of Boston's retail heart. Other major street improvements in the district included the construction of a Charles Street extension in Park Square and the reconfiguration of intersections at Boylston, Essex, and Washington Streets; at Bromfield and Franklin Streets; and at School, Milk and Water Streets. More recently, the city has, as part of its Traffic Relief Program,



Downtown Crossing

removed parking meters and strictly enforced no parking regulations on many major streets in the district including Tremont Street, Stuart Street, Kneeland Street, Boylston Streets, and Essex Street.

TRANSPORTATION

KEY:

Downtown Crossing - Pedestrian Mall

Most Heavily Traveled Streets

Number of Vehicles

	Daily	PM
Charles (Northbound)	14,200	833
Tremont (Southbound)	16,700	1,238
Boylston (Westbound)	11,200	743
Kneeland (Westbound)	9,900	1,009
Washington (Northbound)	4,800	417

Critical Intersections

Tremont/Stuart	Short traffic delays
Boylston/Charles	Short traffic delays
Boylston/Tremont	Average traffic delays
Boylston/Essex/Washington	Short traffic delays
Harrison/Essex	Extreme delays (intersection improvements warranted)

Existing Public Parking Facilities in District

1. Motor Mart	900
2. Four Seasons Hotel	220
3. State Transportation Building	275
4. Tufts NEMC	937
5. Kingston/Bedford	600
6. Lafayette Place	1,267
7. Tremont on the Common	350
8. Province St. Garage	290
9. Woolworth Garage	900
10. C-4	95
Total	5,834

Existing Public Parking Facilities Near District

11. Park Plaza 57	900
12. Shopper's Garage	500
13. Washington Street	600
14. One Financial Center	120
15. Leather District	350
16. Under Boston Common	1,500
17. 99 Summer Street	70
Total	4,040
Total	9,874

Potential New Parking Facilities

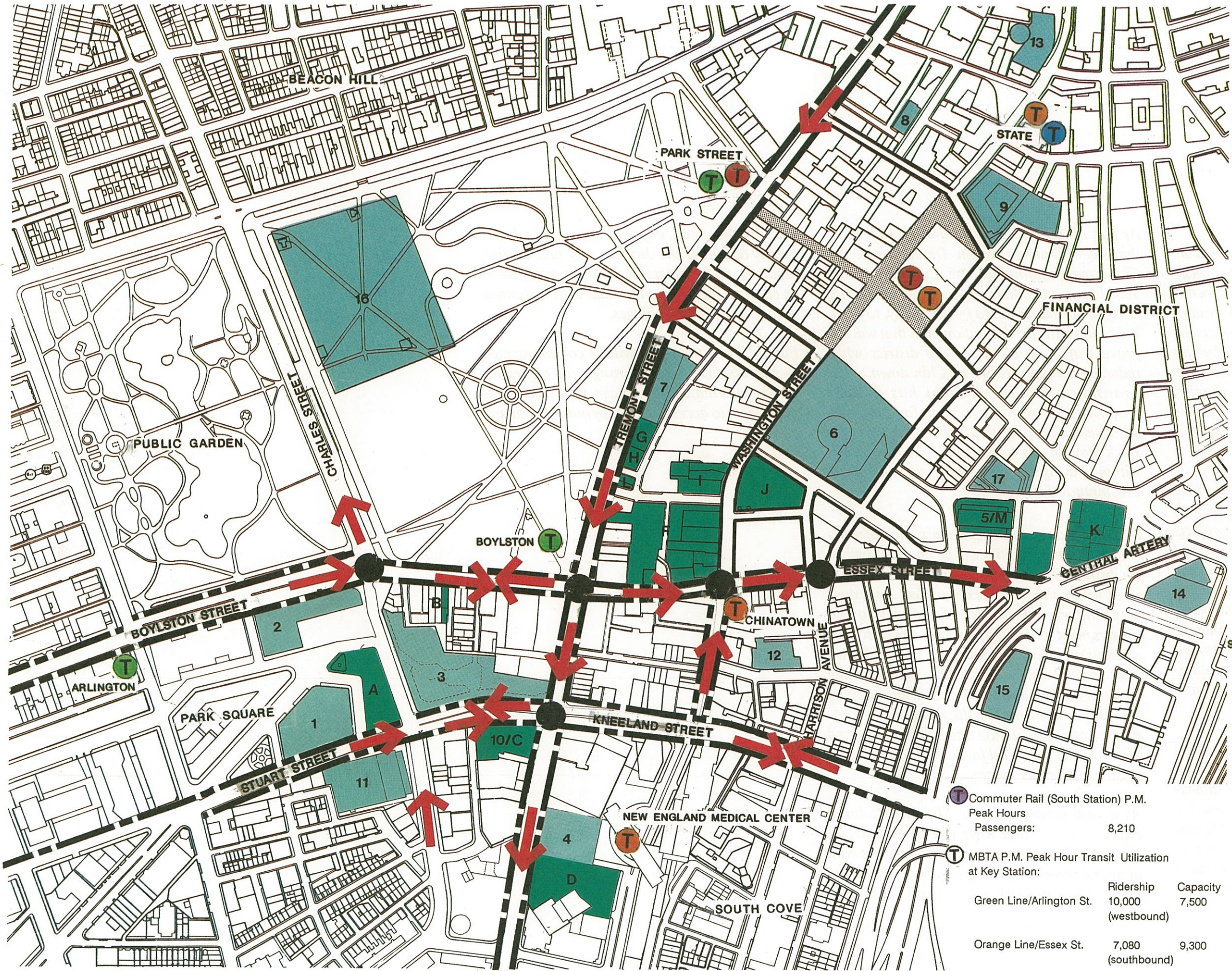
A. Park Square	250
B. 146 Boylston	70
C. Parcel C-4	205
D. Parcel P-12	236
E. South Station	1,800
F. Commonwealth Center	1,033
G. Parkside East	161
H. Parkside West	94
I. Keith Block	358
J. Hayward Place	420
K. 125 Summer Street	350
L. Parkside at Mason	10
M. Kingston-Bedford	200
Total Estimated	5,187

Traffic Direction

BOSTON REDEVELOPMENT AUTHORITY

MIDTOWN CULTURAL PLAN

CITY OF BOSTON OFFICE OF ARTS AND HUMANITIES



Summary

The Midtown Cultural District Transportation Access Plan proposes a multi-pronged strategy so the area's transportation system can serve the district's new residents, workers, and visitors without creating adverse traffic impacts in Chinatown. The strategy, developed by the city's Transportation Department, state transportation agencies and the community, maximizes the use of existing mass transit facilities and proposes a number of measures to improve the area's transportation systems.

A key part of the plan is to locate major new buildings in the parts of the district that are well served by mass transit. Each of those projects will be required to assess their transportation impacts and to implement aggressive transportation management programs. Siting a variety of uses in the buildings will also reduce peak-hour demands on local transportation systems. Total build-out for the district will be controlled so that the aggregate amount of new development does not overwhelm the transportation system.

The plan calls for improving the area's mass transit systems by adding a new Midtown subway connection, improving service on subway and rail lines, renovating subway stations that are in poor condition, and finally establishing South Station as a regional transportation center that includes train, bus, subway, and shuttle bus service as well as extensive parking facilities.

As part of the Midtown Cultural District Plan, the city's Transportation Department, the Chinatown community, the Cultural District Task Force, and others are working with TAMS, a traffic consultant hired by the city, to jointly develop a traffic circulation plan that will improve traffic problems in the district while reducing through traffic in Chinatown. The Transportation Department has already proposed a new ramp system for the Massachusetts Turnpike that will create ways for Back Bay drivers to get to the Central Artery without having to travel through either Midtown or Chinatown.

While the plan encourages extensive use of mass transit, parking facilities will be provided within the district. These facilities will be carefully located where they can accommodate both daytime and evening users. Entrances to the garages must be located on major streets so that entering and exiting vehicles do not spill onto local streets. In addition, the spaces in the facilities will be allocated to the various users of the district. New parking facilities will be constructed at South Station and will be connected to the district's cultural facilities through an extensive shuttle bus system.

As a vital urban area, the Midtown Cultural District's streets and ways will be pedestrian-oriented. The plan envisions creating a network of pedestrian-oriented ways on both streets and alleys. This network will connect the district

with nearby areas, improve the neighborhood quality of life for the district's new and existing residents, and connect important centers, such as cultural facilities, with mass transit stations and nearby parking garages.

Finally, these measures will be communicated to the district's users through an aggressive public information campaign that clearly explains how to access the area by mass transit and car.

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ACHIEVING THE PLAN

ACHIEVING THE PLAN

For more than 30 years major redevelopment efforts in Boston -- such as the Prudential Center, Charles River Park, Government Center, and the failed 1971 Park Plaza Urban Renewal Plan -- were based on a model that called for building major new projects to stimulate reinvestment in distressed areas. The Midtown Cultural District Plan creates a new model suitable for our times. Taking an approach that relies on appropriately-sized new private development to provide the economic support for affordable housing, cultural facilities, and historic preservation, the plan builds incrementally from the edges of the district toward the center.

The traditional urban renewal strategy of redevelopment relied on significant public funding, involved demolition and displacement, and excluded the effected neighbors from the planning process. The city's current redevelopment strategy is more incremental in nature, and relies on an extensive community process to reach a balance of interests.

Accomplishing the goals of the Midtown Cultural District Plan will also require extensive coordination by city and state governments with the private sector and community and neighborhood groups.

For example, a number of city and state departments and agencies need to include components of the Midtown Cultural District Plan in their future public improvement programs and budgets.

Achieving the Plan: Redevelopment Strategy, Zoning Plan, Related Public Actions, and Community Participation Process

The Midtown Cultural District Plan follows an approach that is the direct opposite of the direction taken by downtown urban renewal plans for the last three decades. The Midtown plan is incremental, relying on multiple projects and development teams, and building upon what already exists and what should be preserved and enhanced. The plan does not try to rejuvenate the area by providing massive public subsidies for an oversized project at the center. Instead the plan tries to revitalize the Midtown area by extending the strong existing uses at the area's edges towards its underutilized center.

The Midtown Cultural District Plan follows an approach that is the direct opposite of the direction taken by downtown urban renewal plans for the last three decades.

The plan also studies existing uses and buildings as well as the microclimates of small areas to ensure that the scale and character of growth is not overwhelming. Ultimately this approach will lead to redevelopment at the center of the district without having to use massive public subsidies and without allowing inappropriately-sized buildings or incompatible uses. Through zoning the plan requires a mix of uses in the area, including cultural facilities and housing. The strategy also uses housing and jobs linkage policies to ensure that all Boston residents have access to the benefits of downtown development. Guidelines for the development of publicly-owned land such as the Kingston/Bedford parking garage and the last Park Square urban renewal parcel have also been used to ensure that all of the city's residents can participate in the benefits of development. To ensure that all residents of the city have access to downtown jobs, the plan requires that space in new large office buildings be set aside for day care facilities. This development strategy has been further refined by analyzing the locations of historic buildings

in the Midtown area and studying the skyline, microclimate, and transportation impacts of different development scenarios for the district. According to analyses done of this program, the development program affects only a handful of the more than 130 historic buildings in the district, generates a manageable amount of new traffic if certain transportation improvements are made, creates relatively few new shadows during key fall, spring, and summer months in important public areas such as Boston Common and Downtown Crossing, and does not overwhelm the Boston skyline or the pedestrian character of the district.

For example, the redevelopment of the city-owned Kingston/Bedford parking garage in the Bedford/Essex corridor will be appropriately scaled. Because the project will be built on city-owned land, it will also generate a number of other public benefits as part of the Parcel-to-Parcel I linkage program. People of color are equity partners in the development of the site. A second site in Roxbury will be developed as part of this program. Profits from the development will be used to capitalize a community development fund for Chinatown, and housing linkage from the development will be directed to Chinatown.

The redevelopment of the city-owned Kingston/Bedford parking garage in the Bedford/Essex corridor will be appropriately scaled.

The Bay Village edge is protected by strict height and density limits. Nearby, the Park Square Parcel-to-Parcel II development extends the Back Bay and Bay Village residential communities and helps fund transitional and affordable housing in the South End. Park Square height limits reflect the lower density of nearby residential areas.

Another part of the strategy is to extend the residential community on Tremont Street across from Boston Common, a trend that the private sector has already begun. Buildings in this location must reflect the historic lower building heights along the Common.

The plan encourages appropriately-scaled commercial growth in the historic Ladder Blocks area between Tremont Street and upper Washington Street. This growth must be carefully managed to ensure that the area's historic buildings are protected while the area's growing service and office economy continues to grow. Proposed projects will be reviewed on the basis of how well they balance these needs.

New projects in the lower Washington Street area, which is part of the city's historic entertainment district, will include a mix of commercial space, retail facilities, housing, and cultural facilities. The cultural facilities will reinvigorate lower Washington Street as an arts center for the city, a role it has played for almost 200 years. The city and the community are currently reviewing proposals for development on lower Washington Street which would include all of these uses. The city-owned Hayward Place parking lot could also become a mixed-use development that includes a variety of new retail facilities which will complement Downtown Crossing. The variety of uses meeting in this area, including the growth of Chinatown up Beach Street and along lower Washington Street, will make it economically feasible to develop the Hinge Block and the vacant parking lot next to the Shubert Theater without the need for excessive building heights or high-rent office facilities.

The different uses will begin to meet in the lower Washington Street area, which is part of the city's historic entertainment district.

The plan proposes limiting heights on the Hinge Block to 125 feet (155 feet with design review), the historic zoning for the area since

the 1920s. The zoning would preserve the historic scale of the block and allow a variety of uses, including housing, offices, retail facilities, and cultural uses. Planning for the site has identified the Hinge Block as a possible Visual Arts Center that would include a number of galleries, a satellite museum, and small performance art and experimental film/video theaters within mixed-use development. A large public area at the center of the block could become the focus of a network of pedestrian-oriented ways and could be used for impromptu performances. In addition, planning for Chinatown has identified the block as the possible site for at least 150 units of housing, two-thirds of them affordable, for Chinatown residents. An Asian cultural center or other theater use could be located in the 80-year old Publix/Gaiety Theater on Washington Street.

Proposed zoning limits heights on the Hinge Block to 125 feet (155 feet with design review), the historic zoning for the area since the 1920s.

Chinatown

In a related process, the city will continue working with the Chinatown/ South Cove community to develop a community-based comprehensive development plan for Chinatown. The plan, released in draft form in February 1988 and ratified by the community in March 1988, addresses issues of housing, community services, business and economic development, land use, transportation, and traffic.

The city will continue working with the Chinatown/ South Cove community to develop a community-based comprehensive development plan for Chinatown.

Supporting the continued growth of Chinatown is fundamental to the success of Midtown Cultural District Plan. The community-based planning process is addressing ways to meet Chinatown's needs for affordable housing, better economic opportunities, and more open space. These needs can be met in the lower Washington Street area, the Hinge Block, the Bedford/Essex corridor, and air rights over the Massachusetts Turnpike. In the future, Chinatown should also grow onto land created by the depression of the Central Artery, the Gateway sites.

Many of these areas are already being transformed by the growth of the Chinatown neighborhood. More than 40 Asian-owned businesses are now operating in the Midtown Cultural District, leading the way in the area's revitalization. The redevelopment of the Kingston/Bedford site as part of the city's Parcel to Parcel I program is a model for Chinatown community participation in the redevelopment of the Midtown Cultural District.

The Midtown Cultural District Zoning Plan

New zoning for the Midtown Cultural District will create a legal mechanism that implements many of the policies outlined in the Midtown Cultural District Plan. The zoning plan can be approved only after both the BRA and the city's Zoning Commission hold public hearings. The primary purposes of the zoning plan are:

- To manage the Downtown economy in a way that promotes balanced growth for Boston, by preventing overdevelopment of the Financial District and Back Bay commercial areas;
- To revitalize Midtown as the city's center the performing arts, by creating new cultural facilities;

- To protect and provide for expansion of the thriving Chinatown neighborhood, by creating affordable housing and by controlling institutional expansion;
- To preserve the historic resources of the district by giving legal protection to 122 historic buildings and 8 landmarks; and
- To create a new residential neighborhood downtown by constructing 3,000 new dwelling units, at least 800 of which will be affordable.

As one of the first permanent district plans to be created following the passage of the Downtown Interim Zoning Plan in September 1987, this comprehensive plan will be specially tailored to the unique character and demands of the various areas within the Midtown Cultural District. By setting firm guidelines, the zoning plan is intended to speed the revitalization of the district. Because one of the central purposes of this historic rezoning is to establish strict rules for development, the zoning plan will also provide, to the greatest extent possible, predictable regulations that minimize the number of variances sought by developers. Planned Development Areas ("PDAs") will be established in certain areas within the Midtown Cultural District, in which development

will take place only in accordance with the master plan approved for the district.

As one of the first permanent district plans to be created following the passage of the Downtown Interim Zoning Plan in September 1987, this comprehensive plan will be specially tailored to the unique character and demands of the various areas within the Midtown Cultural District.

As of Right Height and Density Regulations

In order to preserve the scale of the district and provide predictability in regulation, the zoning plan will allow a building height of 125' (155' upon design review, about 12 stories) and will limit building density to eight times the size of the building lot throughout the area (ten times with design review), except within the area adjacent to Bay Village, where a building height of 65' (about 5 stories) and a density of four times the size of the building lot will be allowed.

Density Bonus for Affordable Housing, Cultural Facilities, or Day Care Centers

Outside of the master plan Planned Development Areas, the zoning plan will permit a density bonus of up to 20% if a developer builds affordable housing, or up to 10% for construction of a theater or other cultural facility, or for a large family care or day care center. To qualify for the density bonus for housing, at least 75% of the proposed project must be housing, with at least 10% of that space affordable to low- and moderate-income families. The developer may choose to provide the affordable housing elsewhere within the district or Chinatown, but in that case must create a number of affordable dwelling units equal to at least 15% of those built in the proposed project. The developer could also choose to build a theater or other cultural facility for which there is an identified need in the district, or provide a large family care or day care center.

Master Planning

A special master plan will govern development in certain Planned Development Areas. Contained within this zoning plan, the master plan sets forth the development concept for the area. It includes the planning objectives for the area, a statement of

the character of the proposed uses of the areas, and the range of dimensional requirements contemplated for each of the proposed uses.

The zoning plan will allow additional building heights only in the specified Planned Development Areas, in accordance with the zoning plan's approved Master Plan for development. Within Planned Development Areas, projects must proceed according to a development plan approved after public hearings by the BRA and the Zoning Commission. The Board of Appeal must then approve exceptions for the additional height. Projects in approved Planned Development Areas must comply with design review requirements, described below under Design Regulations.

The zoning plan will allow additional building heights only in the specified Planned Development Areas, in accordance with the zoning plan's approved master plan for development.

The range of building dimensions established in the master plan for particular sites have been determined on the basis of location within the district, developable site area, proposed uses, and the historic character of buildings currently on particular sites. For

example, the maximum building height allowable within residential developments will be 235' (about 20 stories), with building density limited to twelve times the size of the building lot. Within the Bedford/Essex Corridor, which has excellent transportation access to South Station and the Massachusetts Turnpike and subways, building heights above 235' will be allowable up to a maximum of 400' (about 30 stories) on building lots which are close to an acre or larger. Building density within the Bedford/Essex Corridor will be limited to a maximum of fourteen times the size of the building lot.

Creating Cultural Facilities, Rehabilitating Historic Buildings, and Building Affordable Housing

Projects in PDAs must mitigate the negative impact of increasing land values in the district in the following ways:

- the construction of an on-site theater or other cultural facility;
- the rehabilitation of certain identified landmarks, historic buildings and theaters; or
- the construction of on-site housing, ten percent of which must be affordable for low- and/or moderate-income households.

Neighborhood Business Opportunities

In order to preserve and promote opportunities for business establishments from the Chinatown and South Cove neighborhoods, the zoning plan provides that major new developments take affirmative actions to create neighborhood business opportunities. Using funds created by the Kingston-Bedford project's community development fund, small businesses will be able to expand into the district.

In order to preserve and promote opportunities for business establishments from the Chinatown and South Cove neighborhoods, the zoning plan provides that major new developments take affirmative actions to create neighborhood business opportunities.

Active Ground Level and Cultural Uses

To create an area attractive to pedestrians and residents, the zoning plan will allow the ground floors of all new development in the Midtown Cultural District to contain only active commercial or cultural uses. The presence of these uses at the ground floor

will provide the level of activity essential to achieving renewed vitality in the area. To provide a further incentive for these uses, the lot size of a building containing active ground-level uses, space set aside for community services and day care facilities, and cultural uses will not be included in the calculation of building density. However, the space will be counted when calculating building heights.

To create an area attractive to pedestrians and residents, the zoning plan will allow the ground floors of all new development in the Midtown Cultural District to contain only active commercial or cultural uses.

Housing Priority Areas

The zoning plan will designate certain areas within the Midtown Cultural District as "Housing Priority Areas." Within these areas, the zoning plan will ensure that at least 75% of all development within the Housing Priority Area is for housing. The Housing Priority Areas will be established next to the Boston Common along Tremont Street, and south of Stuart Street adjacent to Bay Village and Chinatown.

Inclusion of Day Care or Family Care Centers

Developers of commercial projects exceeding 50,000 square feet (about the size of a six-story office building) will provide at least two percent of the space for a day care or family care center. In this way, more Boston residents will be able to participate in the city's economy as it grows. In addition, the space devoted to an on-site day care or family care facility will be excluded from the calculation of the project's density (but not height).

Except where residential and active ground level uses are required, the zoning plan will allow a broad spectrum of uses throughout the Midtown Cultural District. Among the uses that will be allowed are: service; retail; commercial; residential; and restaurant and entertainment. To ensure future manufacturing uses are not detrimental to the character of the district, they will, in the future, be permitted only conditionally.

The boundaries of the Adult Entertainment District will remain in their present, historical location. In order to respect constitutionally-protected liberties, the zoning plan effects no legal change in the district's status. Adult

BUILDING HEIGHT AND DENSITY

125' (10 stories) as-of-right; 155' (12 stories) upon design review

Density Incentives

Housing

Cultural Facilities

Day Care or Family Care Center

Boston Common/Public Garden Protection Area

Special Height limits within 100 feet of Boston Common and Public Garden

Bonus

Community Services

Neighborhood Businesses

Active Ground Level Uses

Non-Profit Cultural Space

Historic Preservation

Rooftop additions limited

entertainment uses will be allowed only within that area.

The zoning plan will provide that certain other uses are permitted, but only if they will not be detrimental to the character of the area. In addition to light manufacturing uses, such conditional uses will include: parking lots or garages; automotive rental agencies; and institutional and wholesale uses. Projects containing such uses will not be forbidden, but will require community review and Board of Appeal approval.

The boundaries of the Adult Entertainment District will remain in their present, historical location.

Historic Preservation

No Additional Building Height and Density for Additions to Historic Buildings. In order to promote the preservation of historic buildings the zoning plan will exclude additions to such structures within a Planned Development Area from eligibility for building height and floor area which exceeds the historic height limit, and will prohibit the granting of exceptions for height and density for extension of a historic building. Rooftop additions will be limited to 125'.

Restrictions on Demolition and Change of Use of Theaters. In order to preserve the existing concentration of theater structures and uses in the Midtown Cultural District, the zoning plan will prohibit demolition or change of use of the existing theaters in the district. An existing theater can be demolished if the theater is unsafe and demolition is required under the State Building Code, or the Board of Appeal finds that demolition will not be detrimental to the character of the district. In addition, as a condition to allowing demolition, a new development on the lot that contained all or a portion of the theater to be demolished will be required to provide replacement space for cultural uses.

Design Regulations

The Midtown Cultural District has historically been part of the human scale and fabric of Boston. A major objective of the Midtown Cultural District Plan is to allow for freedom of design, while preserving and enhancing the district's historic architectural character. To implement this objective, the new zoning for the district will:

- Provide that projects within Planned Development Areas must be architecturally compatible with their surrounding area, satisfy environmental criteria concerning shadows and wind, and be reviewed by the Boston Civic Design Commission;
- Contain regulations providing for street wall continuity and street wall height to establish an attractive pedestrian area and avoid windswept plazas;
- Establish set-backs for portions of buildings to ensure that sufficient light and air reach the street; and
- Limit the size of portions of buildings exceeding the street wall height, resulting in slender buildings rather than boxes.

In addition to the design regulations, every project in the district larger than about five stories will be subject to design review in accordance with the city's Development Review Requirements. The reviews assess a project's impact on the environment, the transportation and infrastructure systems, historic resources, the streetscape, and the skyline.

Parking

Off-Street Parking. The zoning plan will not require off street parking in any development, except in housing development. Parking which is accessory to commercial projects will continue to be allowed to serve as an after-hours resource for visitors to the district.

Necessary City Actions

The success of the Midtown Cultural District Plan depends on a coordinated program of actions by the Mayor, the Boston City Council, and city agencies and departments.

Boston Landmarks Commission

- Creation of Historic Districts. The creation of new historic districts in the Ladder Blocks and in Chinatown should be initiated by the Landmarks Commission and presented to the City Council and the Mayor for approval. In addition, the Commission should consider protecting historic districts in areas already on the National Register of Historic Places, such as the Piano Row Historic District, the Washington Street Historic Theater District, and the Liberty Tree Historic District.
- Designate landmark buildings. The Commission can designate important Midtown Cultural District buildings as protected landmarks.

A major objective of the Midtown Cultural District Plan is to allow for freedom of design, while preserving and enhancing the district's historic architectural character.

- Review development proposals. The Commission reviews all proposed changes to landmark buildings. If new historic districts in the Midtown Cultural District are created by the City Council and the Mayor, the Commission will review proposed changes to buildings in those districts.

Neighborhood Housing Trust

Reservation of Housing Contribution Grants. The Neighborhood Housing Trust should adopt a resolution that Housing Contribution Grants from developments in the Midtown Cultural District be reserved for the construction of affordable housing for the Chinatown neighborhood, in keeping

HOW THE ZONING PLAN GETS ADOPTED

September 1987: City requires creation of Midtown Cultural District Plan

July 1988: First public hearing before Boston Redevelopment Authority on proposed District Zoning Plan

September 1988: End of 3-month public comment period; second public hearing before BRA; BRA recommends approval to Zoning Commission

October 1988: Zoning Commission approves plan

November 1988: Mayor approves plan

with the city's policy to provide affordable housing and reduce overcrowding in that neighborhood.

The success of the Midtown Cultural District Plan depends on a coordinated program of actions by the Mayor, the Boston City Council, and city agencies and departments.

Office of Capital Planning

- Major Public Improvements. Future city capital budgets should include funds for improvements to Midtown Cultural District parks, streets, sidewalks, and public areas. Proposed public improvements in the Midtown Cultural District Plan would cost between \$20-and-\$25 million.

Boston Zoning Commission

- Historic Preservation Zoning Amendment. A city-wide historic preservation zoning amendment now before the Zoning Commission would also protect historic buildings in the Midtown Cultural District. The amendment mandates that for five years, the Landmarks Commission review the proposed alteration of all historically-significant buildings in the

city while the commission decides which of those buildings should be permanently protected through designation as landmark buildings.

- Planned Development Areas. The Zoning Commission must approve a development plan after a public hearing before a project is allowed to exceed the base zoning in a planned development area.

Boston Zoning Board of Appeal

- Planned Development Areas. The board of appeal must approve exceptions to the underlying zoning for projects to exceed the base zoning for the district in Planned Development Areas.

Boston Transportation Department

- Transportation Master Plan. The Transportation Department, working with community groups, is developing and will implement a transportation master plan for the Midtown Cultural District and for Chinatown. The plan will create new east/west connections, reduce traffic flow in Chinatown and establish pedestrian-oriented areas in locations such as Phillips Square and Beach Street.

Boston Parks and Recreation Department

- Boston Common Improvements. The Parks Department's master plan and improvements of the Boston Common, at a cost of more than \$1,000,000, have been an overwhelming success. The improvements, which are a critical part of the Midtown plan, include measures that upgrade the southeastern corner of Boston Common as a complementary resource for the new Cultural District.
- Elliot Norton Park. As part of the city's 1985 capital plan, the parks department is overseeing the \$575,000 redesign and reconstruction of Elliot Norton Park.
- Any new park or open space initiated by the Boston Redevelopment Authority will be managed by the Parks Department, and all existing Boston Redevelopment Authority-owned parks and open space in Midtown and Chinatown will be conveyed to the Parks Department.

Boston Department of Public Works (DPW)

- Downtown Crossing. The DPW has begun improvements to Downtown Crossing, in conjunction with Downtown Crossing Association. Funding for a study of the improvements, costing \$100,000, was part of the 1985 city capital plan.

- Park Square. The DPW is finishing improvements to Park Square's streets, sidewalks, and public areas, costing \$5,800,000. The improvements were part of the 1985 city capital plan.
- Other improvements. The DPW has scheduled completion of capital programs which include the reconstruction of lower Washington Street's sidewalks at a cost of \$940,000, and \$90,000 for design funding for the reconstruction of Beach Street from the Chinatown gateway to Washington Street.

Boston Licensing Board and the Mayor's Office of Consumer Affairs and Licensing

- Review of licenses. Both licensing authorities have been successful in implementing policies that require the identification of the true owners of all licensed establishments in the city, including those in the Combat Zone. Enforcement of this policy has already revealed that some true owners of Combat Zone facilities have criminal records which may disqualify them from holding liquor and entertainment licenses.

Both licensing authorities have been successful in implementing policies that require the identification of the true owners of all licenced establishments in the city, including those in the Combat Zone.

Boston Redevelopment Authority

- Chinatown Community Plan. The BRA and the Chinatown/South Cove Neighborhood Council will adopt and implement a Chinatown Community Plan. The BRA will also issue requests for proposals to develop city-owned sites in Chinatown for affordable housing. The BRA has already required the inclusion of minority and neighborhood equity partners in the development of city-owned land in the Midtown Cultural District.
- Urban Design Guidelines. The BRA will establish comprehensive urban design guidelines to be used in the review of proposed projects in the Midtown Cultural District.
- Project Review. The BRA and community groups will review proposed large projects to make sure they are in keeping with the policies outlined in the Midtown Cultural District Plan.

- Planned Development Areas. The BRA must approve development plans for projects allowed to exceed the base zoning for the district as Planned Development Areas.

Necessary State Actions

State transportation agencies will play an important role in the in the Midtown Cultural District because their actions will help alleviate traffic problems in the area. In addition, state grant programs could help pay for improvements to Boston Common, affordable housing in the district or in Chinatown, the construction of a new parking garage in or near the district, and the renovation and operation of historic theaters and buildings in the district. The state legislature may also need to approve increases to the MBTA budget to pay for mass transit improvements needed to revitalize the district.

State Department of Public Works

- Beach Street ramp. The state DPW must finalize its plans to close the Beach Street ramp to the Central Artery.
- Back Bay connections with the Massachusetts Turnpike and Central Artery. The city has proposed that the state build limited access ramp connections between the Back Bay and the Massachusetts Turnpike. This action would reduce through traffic in the Midtown Cultural District and in Chinatown.

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MBTA

- Commuter rail improvements. The MBTA has scheduled the reopening of the Old Colony Line, creating better mass transit connections to the South Shore. The MBTA should also expand evening and weekend commuter rail service for theatergoers travelling from the suburbs to the Midtown Cultural District.

This program will require a \$1 million increase in the MBTA's operating budget.

- Green Line improvements. The MBTA is finishing its current Green Line improvement program to further increase the rush hour capacity of the Green Line the MBTA needs to buy 75 new cars at a cost of about \$85 million.
- Boylston Street Station improvements. The Boylston Street Green Line station, which is at the center of the Midtown Cultural District, needs to be renovated at a cost of \$25 million.
- Midtown Subway Line. The MBTA is studying proposals for a new Midtown subway line that would connect the Boylston Street Green Line station with the Orange Line, South Station and the Red Line, and new mass transit service planned for Fort Point Channel.
- Orange Line Replacement Services. The decision on the form and route of replacement service for the now-closed Washington Street elevated line is critical to Chinatown and the district. The state must decide on a plan that is acceptable to the community as soon as possible.

- South Station Transportation Center. The multi-modal transportation center under construction at South Station is a long-term asset to Boston and the district. Construction of the major new parking facility must begin within the next eighteen months.

Federal Government

The federal government can also aid the revitalization of the Midtown Cultural District.

- Tax Credits for Historic Preservation. Recently proposed changes to the federal tax code would also make tax credits for renovating historic buildings a more effective incentive for the renovation of historic buildings. The reemergence of the tax credits would also allow the state and federal government to review changes to historic buildings to make sure they are in keeping with the historic character of the building.

Recently proposed changes to the federal tax code would also make tax credits for renovating historic buildings a more effective incentive for the renovation of historic buildings.

- Parking Freeze. Changes may be required to the city's federally-controlled parking freeze to allow for the construction of parking facilities at the South Station Transportation Center.

Midtown Cultural District Trust

To carry out the plan will require the establishment of the Midtown Cultural District Trust. The organization of the Trust and related policy questions will be addressed by the Office of Arts and Humanities, the Midtown Cultural District Task Force, and the Boston Redevelopment Authority. The Trust will be eligible for tax-deductible gifts, grants, and contributions. The purpose of the Cultural District Trust will be to create a permanent endowment to govern the maintenance and advance and make accessible the arts, culture and arts education in the Midtown Cultural District of, by and for the diverse peoples of Boston and the New England region.

The Trust shall lease, manage, operate, maintain and promote cultural facilities, open space, and air space in the Midtown Cultural District, and disburse funds, from all sources, to support the facilities and activities in the Midtown Cultural District. The Trust will also have the responsibility to promote the Midtown Cultural District.

The Trust shall lease, manage, operate, maintain and promote cultural facilities, open space, and air space in the Midtown Cultural District.

Cultural District Neighborhood Planning Process

To ensure that new development in Midtown Boston is balanced, environmentally sound, and sensitive to the area's unique history and culture, city representatives have been meeting with neighborhood groups from Chinatown, South Cove, Bay Village, and other nearby neighborhoods. Local business groups, developers, six private consultants, the Cultural District Task Force, and representatives of the arts community have also been meeting to ensure that the plan represents the vision of the community.

Decisions affecting the future of Boston's Midtown Cultural District require the participation of its diverse neighborhood groups. The ultimate success of the Midtown Cultural District Plan, the translation of ideas and plans into reality, depends in great measure on establishing a process that assures citizen participation.

Neighborhood participation will be structured so that community representatives consider broad topics such as the mix of land uses, transportation, district character, and implementation strategies, as well as advocating development of cultural facilities and reviewing specific development proposals.

Decisions affecting the future of Boston's Midtown Cultural District require the participation of its diverse neighborhood groups.

The Midtown Cultural District Plan presents ideas and concepts that help to frame the planning discussions which will follow. While the document provides direction and basic principles, the neighborhood participation process will examine and develop the Cultural District concept into a comprehensive plan. To do so successfully, the process must be public, open, and fair. The Cultural District Task Force, chaired by Larry Murray, serves as the citizen advisory committee for the Cultural District to guarantee an open and fair process.

The Cultural District Task Force Executive Committee will consist of persons representing the interests of the Cultural District as a neighborhood, abutting districts and neighborhoods, related city and regional

groups, and concerned citizens. Because of the potential for impacts on Chinatown and Bay Village, the Executive Committee must have significant representation from the Chinatown and Bay Village neighborhoods. The diversity of interests that will be represented include:

Cultural District Neighborhood Interests

- Residential Community
- Business Community - Theater District Association
- Asian Business Community
- Property Owners/Developers

Abutting Districts and Neighborhoods

- Chinatown/South Cove Neighborhood
- Bay Village Neighborhood
- Park Square
- Downtown Crossing
- Boston Common

City and Regional Interests

- Corporate Leadership
- Greater Boston Real Estate Board
- Greater Boston Convention and Visitors Bureau
- Chamber of Commerce Center City Task Force
- Arts Patrons - Arts Boston
- Arts Organizations - Massachusetts Cultural Alliance
- Individual Artists - Artists Foundation
- Designers - Boston Society of Architects
- Historic Resources - Preservation Alliance
- Public Space - Green Space Alliance

Public-At-Large

- Citizens who have demonstrated special concern and commitment to the Cultural District. Committee chairs will be selected from this group.

The Task Force will review reports and proposals from the BRA and OAH staffs and consultants, as well as from developers, community groups, and public agencies.

The function of the Cultural District Task Force is to advise the Boston Redevelopment Authority, the Office of Arts and Humanities, and other relevant public agencies and commissions on all matters concerning the Cultural District at the center of Midtown. The Task Force will review reports and proposals from the BRA and OAH staffs and consultants, as well as from developers, community groups, and public agencies.

A major task of the Cultural District Task Force will be to review and make recommendations concerning the rezoning of the Cultural District. The Task Force will also actively participate in developing plans and guidelines for cultural facilities, the Cultural District Trust, and funding of public improvements and facilities, and issues regarding transportation, and design and development as outlined below:

Cultural Facilities

The plan identifies new facilities and specifications.

The Committee advises BRA/OAH regarding:

- Refinement of specifications
- Review of theater renovation studies by consultants
- Review of developers' proposals

Trust and Funding

The plan identifies the Trust concept and potential funding sources.

The Committee advises BRA/OAH regarding:

- Drafting of Trust ordinance and bylaws
- Nomination of Trust members
- Development of private funding strategy
- Development of public funding strategy

Transportation

The plan identifies transportation objectives.

The Committee advises BRA/OAH regarding:

- Ensuring that transportation improvements meet the diverse and special needs of a Cultural District without adverse impacts to surrounding neighborhoods and the pedestrian environment

Design and Development

The plan identifies proposed zoning, district conceptual plan, preservation policies, and general urban design guidelines.

The Committee advises BRA/OAH regarding:

- Establishment of permanent zoning
- Creation of a district character theme and design guidelines for renovation and new construction
- Design of public space improvements
- Creation of a public art program

- Review of special studies (such as Hinge Block)
- Review of developers' proposals
- Review of licensing proposals

The diverse voices of the community must be heard in order that informed decisions can be made by the Boston Redevelopment Authority and the Office of Arts and Humanities. In order to ensure an open forum for the many perspectives represented on the Task Force, the public record of meeting discussions and correspondence from the Task Force will reflect the varying viewpoints expressed. All members are encouraged to raise their comments verbally or in writing at Task Force meetings, to take information from meetings back to their constituents for discussion, and to submit comments from their constituents to the appropriate committee.

There are no hard boundaries to the Cultural District. Its edges overlap with those of the surrounding districts and neighborhoods, specifically Downtown Crossing, Chinatown/South Cove, Bay Village, Park Square, and Boston Common. Therefore, planning to address the issues and opportunities within each of these overlap areas will be undertaken with special attention to the views of the representatives from the abutting district or neighborhood.

Lafayette Place and Washington Street between West Street and Hayward Place are as much a part of Downtown Crossing as of the Cultural District. Redevelopment of Lafayette Place will contribute retail and cultural facilities as well as complementary office and hotel uses. Improvements to Lafayette Place and to Washington Street provide the opportunity to enhance the pedestrian environment and strengthen the image of Boston's central shopping and cultural districts. Establishment of plans, guidelines, and implementation measures such as zoning and funding strategies and review of proposals will be undertaken jointly by the Cultural District Task Force and Downtown Crossing Association.

Lower Washington Street between Essex/Boylston Street and Kneeland/Stuart Street, and Essex Street between Washington Street and Harrison Avenue, are as much a part of Chinatown as of the Cultural District. These streets will be recognized as Chinatown neighborhood streets and will include Asian cultural facilities, shops, and restaurants among the allowed uses. Tremont Street south of the Wang Center is also a part of Chinatown/South Cove, and the Elliot Norton Park serves that

neighborhood and Bay Village. Establishment of plans, guidelines, and implementation measures such as zoning and funding strategies and review of proposals for these areas will be undertaken jointly by the Cultural District Task Force and Chinatown.

There are no hard boundaries to the Cultural District. Its edges overlap with those of the surrounding districts and neighborhoods, specifically Downtown Crossing, Chinatown/South Cove, Bay Village, Park Square, and Boston Common. Therefore, planning to address the issues and opportunities within each of these overlap areas will be undertaken with special attention to the views of the representatives from the abutting district or neighborhood.

The Cultural District edge of Charles Street south of Stuart Street is a part of the Bay Village neighborhood, and the future of Warrenton Street, Lyndeboro Street, and Elliot Norton Park are of concern to the neighborhood. Any rezoning, public improvements, and review of proposals will be undertaken jointly with the Bay Village Neighborhood Association.

The southeastern corner of the Boston Common affords an opportunity to provide open space amenities associated with the Cultural District. The Cultural District Task Force will work with the Friends of the Boston Common and Public Garden, the Boston Parks Department, and the MBTA to establish plans and funding strategies for improvements to the Cultural District corner of Boston Common.

Community Review

Once the Midtown Cultural District Plan is approved, community review will continue to play a major part in the restoration of the Midtown area. Public comment will be needed to help evaluate the benefits and negative effects of new development, and to make choices about the amount and mix of community benefits required from larger programs, minority and neighborhood business and employment opportunities, and the creation of affordable housing, especially in Chinatown. Benefits must also include programs to revitalize the Cultural District, restore historic buildings, and create new public gathering spaces.

The Boston Redevelopment Authority, the Office of Arts and Humanities, the Mayor's Office of Neighborhood Services, and the city's Transportation Department will continue to work with all segments of the community in implementing the Midtown Cultural District Plan.

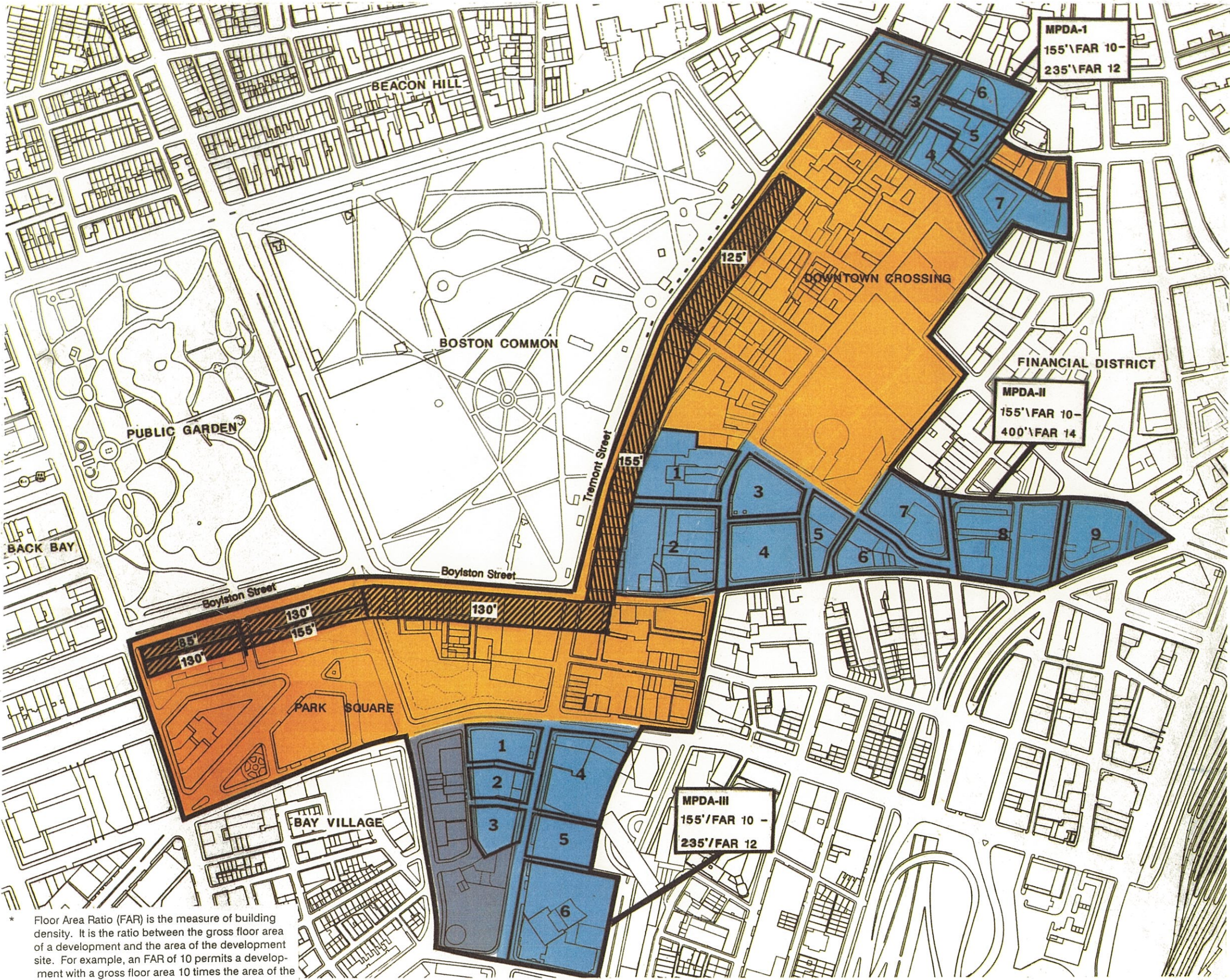
Summary

In the final analysis, whether the Midtown Cultural District Plan and the companion Chinatown Community Plan succeed will depend on the city's ability to form an effective partnership with the community, state agencies, and the private sector. Redevelopment today is a more incremental and careful process. It requires the patient understanding of different points of view, the candid discussion of alternative strategies and choices, and the realization of a broad-based consensus.

The Midtown Cultural District Plan offers Boston a number of meaningful opportunities. It offers the opportunity to add a unique, new, vibrant neighborhood and cultural district for the arts to a city of neighborhoods. It offers the opportunity to strengthen and improve the quality of life of one of its oldest and most important neighborhoods, Chinatown. It offers the opportunity to reconnect the downtown to the Back Bay, and to reconnect the South End and Chinatown to the Common and Public Garden. It offers the opportunity to integrate the commercial, service, retail, tourism, and residential economies. It offers the opportunity to provide people of color with equity participation in Boston's growth economy. It offers Boston the chance to fashion a new model for major urban redevelopment, based on incremental reinvestment, not overwhelming mega-projects; preservation of history, not demolition of his-

toric structures; and the participation of the community, not its displacement.

Because of the historic nature of the district, proximity to Chinatown, the adjacent Common and Public Garden, the difficulty of managing traffic in an already over-burdened transportation system, the need for affordable housing, and the pressure of speculative investment, a number of challenges must be met before the Midtown Cultural District Plan can succeed. The publication of this document begins the public discussion of how the city and the community can best meet these challenges, so Boston can realize the opportunities inherent in creating a Midtown Cultural District.



PROPOSED BUILDING HEIGHTS AND FARs

- Key:
- 125-155' Building Height/FAR 8- 10*
 - 65' Building Height/FAR 4 Bay Village Edge
 - Boston Common/Public Garden Protection Zone
 - Within one hundred feet of Tremont Street and Boylston Street, the maximum building heights for new development will be as indicated, and the floor area ratio (FAR) will be 8- 10
 - Planned Development Areas

Development within the Planned Development Areas can proceed only in accord with the master plan for the area, and only after a specific development plan has been approved by the Boston Redevelopment Authority and the Zoning Commission. The plan prescribes the uses, massing, height, location, and appearance of the buildings. The sizes of the buildings in the Planned Development Areas are set out in the table below. The Supreme Judicial Court of Massachusetts, in the case Manning vs. Boston Redevelopment Authority, confirmed that "the PDA process [is] intended to establish a more flexible zoning law and encourage large-scale private development while insuring good design by improving planning and design controls."

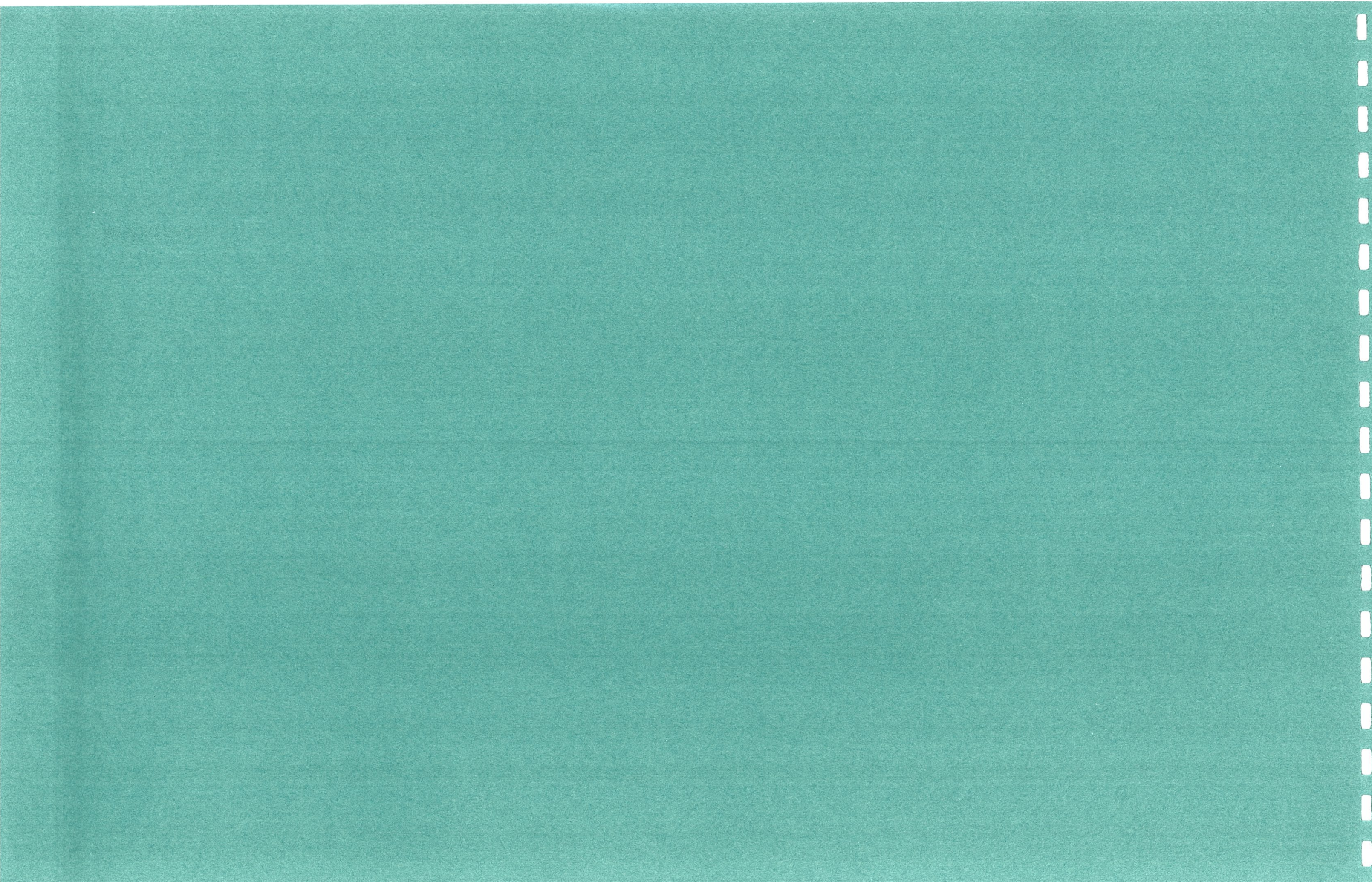
MIDTOWN CULTURAL DISTRICT MASTER PLAN FOR PLANNED DEVELOPMENT AREAS
MAXIMUM BUILDING HEIGHT AND FAR*

	PDA Height/ FAR Standards
MPDA-I	
Blocks 1, 2, 3, & 6	155'/10
Blocks 4, 5, & 7	155'-235'/10-12
MPDA-II	
Blocks 1, 2, & 3	250'-350'/12-14
Blocks 4, 5, 6, & 7	155'/10
Block 8	400'/14
Block 9	300'/14
MPDA-III	
Blocks 1, 4, & 6	155'-235'/10-12
Blocks 2, 3, & 5	155'/10

* Notwithstanding the foregoing provisions, the maximum building height and FAR permitted within any Housing Priority Area is two hundred thirty-five (235) feet and an FAR of 12.



ACKNOWLEDGEMENTS



Acknowledgements

The development of the Midtown Cultural District Plan, and the companion zoning law has been a collaborative, grassroots effort. The City wants to thank the following individuals and organizations who have contributed to the process.

Special appreciation is given to City Council President Christopher Iannella, who has long been a supporter of cultural facilities and of Chinatown and who has been critical in shaping this plan.

Special thanks are also given to City Councillor Brian McLaughlin, chairman of the City Council's Committee on Arts and Humanities, and to City Councillor Michael McCormack, chairman of the City Council's Committee on Planning and Development. The members of the Arts and Humanities committee City Councillors James Byrne, Thomas Menino, Rosaria Salerno, and David Scondras and the members of the Planning and Development Committee City Councillors Maura Hennigan Casey, Brian McLaughlin, Thomas Menino, and Charles Yancey are also thanked for their important contributions to this plan.

Special thanks are also given to the other members of the City Council, City Councillors Bruce Bolling, James Kelly, Albert O'Neil, and Robert Travaglini.

A number of city departments and agencies have also been critically important in developing this plan. These departments and agencies include the:

Administrative Services Department
Raymond Dooley, Director

Assessing Department
Thaddeus Jankowski Jr., Commissioner

Boston Landmarks Commission
Alan Schwartz, Chairman
Judith McDonough, Executive Director

Board Of Appeal
Richard Dennis, Sr. Chairman
Carol McDonough, Executive Secretary

Boston Police Department
Francis M. Roache, Commissioner

Boston Licensing Board
Andrea Gargiulo, Chairwoman

Boston Community Schools and Recreation Centers
William Doherty, Executive Director

Boston Fair Housing Commission
Miguel Satut, Acting Chairman
Ernest Gutierrez, Executive Director

Emergency Shelter Commission
Rev. Bernard McLaughlin, Chairman
Ann Maguire, Executive Director

Inspectional Services Department
Thomas McNicholas, Acting Commissioner

Neighborhood Housing Trust
Lawrence Dwyer, Chairman
George Mahoney, Managing Trustee

Neighborhood Jobs Trust
City Councillor
Thomas Menino, Trustee
Kristen McCormack, Trustee
George Mahoney, Trustee

Mayor's Office
John Connolly, Development Advisor
Joseph Fisher, Aide
Nancy Snyder, Aide

Office of Arts and Humanities
Bruce Rossley, Commissioner

Office of Budget and Program Evaluation
Robert Ciolek, Budget Director

Office of Business and Cultural Affairs
Rosemarie Sansone, Commissioner

Office of Capital Planning
Mary Nee, Director

Office of Consumer Affairs and Licensing
Diane Modica, Commissioner

Office of Neighborhood Services
Donald Gillis, Director

Parks and Recreation Department
William Coughlin, Commissioner

Public Facilities Department
Lisa Chapnick, Commissioner

Public Works Department
Joseph Casazza, Commissioner

Transportation Department
Richard Dimino, Commissioner

Zoning Commission
Richard Fowler, Chairman

Many state agencies and offices have also played a major role in developing this plan. These agencies include the:

Executive Office of Transportation and Construction

Frederick Salvucci, Secretary
Matthew Coogan, Deputy Secretary

Governor's Office
Alden Raine, Governor's Advisor on Economic Affairs

Massachusetts Bay Transportation Authority
James O'Leary, General Manager

Massachusetts Council on the Arts and Humanities
Dr. Nicholas Zervas, Chairman
Anne Hawley, Executive Director

Massachusetts Department of Public Works
Jane Garvey, Commissioner

Massachusetts Film Bureau
Mary Lou Crane, Director

Massachusetts Historical Commission
Michael Connolly, Chairman
Valerie Talmage, Executive Director

Massachusetts Turnpike Authority
Allan McKinnon, Chairman

The Midtown Cultural District Plan is the result of more than four years worth of work by a large group of citizens who have been meeting together as the Midtown Cultural District Task Force. Members of the Task Force are:

Executive Committee
Lawrence Murray, ARTS/Boston Inc., Chairman:

Design and Development Committee:
Judee Shupe, Chair

Cultural Facilities Committee:
Dona Summers, Chair

Transportation Committee:
Richard Concannon, Chair

Trust and Funding Committee:
Warren Smith, Chair

Simone Auster, Greater Boston Chamber of Commerce/ Center City Task Force

Ann Beha, Boston Society of Architects

Gaye Bok, Bay Village Neighborhood Association

William Constable, A.W. Perry Inc.

Ronald Lee Fleming, Friends of the Public Garden and Common

Bethany Kendall, Downtown Crossing Association

Charles McEntee, 80 Mason Place resident

Mary McEntee, 80 Mason Place resident

Ruth Moy, Greater Boston Chinese Golden Age Home

Susan Park, Boston Preservation Alliance

Ron Rothman, Artists Foundation Inc.

Stella Trafford, Park Plaza Civic Advisory Committee

Unfilled, Chinatown community

“When a city begins to grow and spread outward from the edges, the center which was once its glory. . . goes into a period of desolation, inhabited at night by the vague ruins of men. . .

Nearly every city I know has such a dying mother of violence and despair where at night the brightness of the street lamps is sucked away and policemen walk in pairs

And then one day perhaps the city returns and rips out the sore and builds a monument to its past.”

John Steinbeck