

PLAN

JP/Rox
Washington St.
Columbus Ave.

FINAL
DRAFT
09.20.16



MAYOR'S LETTER

TO BE COMPLETED

ACKNOWLEDGMENTS

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

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EXECUTIVE SUMMARY

WHY PLAN TODAY?

Boston is a growing city. Historically it is a city that has gone through many periods of major socio-economic change and with each cycle of change, new opportunities and new challenges have emerged. Today, we are at one of those points in time. The JP/ROX corridor has desirable resources for residents such as transportation access, beautiful parks, amazing culture, and as such, is an extremely attractive place to live. Given these attributes, the area is already experiencing significant market pressure for development.

PLAN: JP/ROX provides recommendations to shape new growth that is inclusive. Key to this is protecting those who already live and work there from displacement, but also being a welcoming community to new residents. PLAN: JP/ROX strives to leverage development interest to create new opportunities for housing, especially affordable housing, and provide other community benefits. As a result of robust community conversations, PLAN: JP/ROX provides the groundwork to guide the preservation, enhancement and growth of the Study Area's neighborhood assets through revisions to zoning, development guidelines and city policies as well as a document advocating the Community Vision to the City of Boston and the Commonwealth of Massachusetts.

WHAT IS PLAN: JP/ROX? ENHANCING LIVABILITY

Preserving Diversity

The strength and identity of the PLAN: JP/ROX Study Area is derived from the people who live there. The neighborhoods of the Study Area are made up of people and households of different races, ethnicities, incomes, and ages. As the community grows and changes, it is crucial that current residents and businesses are able to remain if they would like to do so.

Maintaining neighborhood character

Just as the people of these areas of Jamaica Plain and Roxbury are diverse, so is the area's built environment. It is the diverse architecture and land uses that also contribute to the character, strength and vitality of the area. As new development is proposed in the JP/ROX corridor, it is imperative that it respect the existing neighborhood. The design of new buildings might seek greater affordability and energy efficiency, but they must also mitigate their visual and environmental impacts on neighbors. Infrastructure, such as roads, utilities, and other public improvements must support new development. Open space and recreational areas will improve the quality of life and provide connectivity through all modes of transportation.

CHALLENGES

10% JP RENT INCREASE IN 2014

Housing is becoming unaffordable.

72% OF RENT BURDENED RESIDENTS MAKE BELOW \$50K

Residents face rent burden and risk of displacement.

OPPORTUNITIES

50 ACRES OF FORMER INDUSTRIAL OR VACANT LAND

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

INCREASED CAPACITY

Future updated Orange Line Service.

PROCESS

SMALL COMMUNITY MEETINGS

From the Advisory Group to the small Summer 2016 meetings, the process has been focused on real dialogue.

BOSTON POPULATION 2030

618,000 persons in 2014

+91,000 over 16 years

709,000 persons in 2030

SOURCE: Housing a Changing City: Boston 2030



Guiding balanced growth

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

Accelerating affordable housing production

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

PARTNERING WITH THE COMMUNITY

In July 2015, the Planning Team launched an extensive participatory community process through open conversations in many different engagement settings. Careful consideration was given to the thoughtful dialogue that came from the community planning process. Although residents, business, and property owners came from different and sometimes opposing perspectives, the BRA's planners tried to engage with and understand the viewpoints of as many people as possible. This robust engagement shaped the goals of PLAN: JP/ROX to which the BRA and City are committed to fulfilling in partnership with the community.

TAKING ACTION

The key goals of PLAN: JP/ROX include:

- Preventing displacement of low and moderate income residents through the acceleration of new affordable housing opportunities and technical assistance.
- Adding to the overall existing housing supply in the Study Area to relieve overall pressure on rents and cost of home ownership.



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

- Preserving the vast majority of the Study Area's existing form and character while new development will occur on vacant or under-used land.
- Identifying areas of former industrial uses as strategic mixed-use redevelopment sites with an emphasis on the provision of affordable housing and job creation.
- Building and enhancing the existing physical character and diversity of places in the Study Area – from Egleston Square, to Green Street, to Stony Brook to Forest Hills – as distinctly different from each other.
- Creating and/or modifying City policies, planning guidelines and tools to implement a coordinated vision established by this plan.
- Developing updated zoning that provides predictable baseline as-of-right development conditions.
- Proposing explicit requirements for the provision of public benefits, specifically affordable housing, in exchange for additional height and density.

Our goal is to provide residents, property owners, business owners, advocates, public agencies and other stakeholders with clear direction for the future of this area of Jamaica Plain and Roxbury through the guidelines emerging from the planning process.

HOUSING AFFORDABILITY & DEVELOPMENT WITHOUT DISPLACEMENT

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

PLAN: JP/ROX coordinates multiple solutions to provide housing that is affordable to a range of different income levels. The goal is to ensure that growth prioritizes affordable housing creation while protecting existing households from displacement. To do so, PLAN: JP/ROX sets a Study Area-wide 30% affordable housing goal for total new construction in the neighborhood through commitments from private developers, public funding, and a range of policy tools.

There are four main strategies, that combined, work to address the overall goal of preserving housing affordability and protecting low and moderate-income households from displacement. They include stabilizing rents; doubling the number of affordable and deed-restricted units in the Study Area; providing legal, financial and other assistance; and promoting homeownership.

The three primary tools employed in order to achieve the goal and address these four strategies are: private development commitments; public funding; and policy tools.

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

Implementation Summary

- **Zoning and Design Guidelines:** By increasing allowable density, streamlining the zoning process, and making it possible for housing to be created on sites currently zoned as commercial or industrial, developers will be able and required to provide a higher percentage of their units as income restricted, and at a range of income levels.
- **Department of Neighborhood Development (DND):** DND is committed to continuing programs that fund affordable housing construction for low-income households, purchase land and acquire market-rate housing that can be used for deed-restricted housing, and commit publicly owned land to affordable housing.
- **Office of Housing Stability:** The newly launched office will provide case management and advocacy for residents facing displacement.
- **Policies and Programs:** Promote homeownership by low- and moderate-income households through existing Boston Home Center programs, and implement new programs that promote accessory dwelling units or compact living incentives, increasing the diversity of housing available for a range of needs.



JOBS & BUSINESSES

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

Job markets and consumption patterns shift, and local businesses need the right tools to adapt. PLAN: JP/ROX seeks to preserve and revitalize small, independent businesses; attract new businesses; encourage affordable and accessible commercial space; and support workforce development.

To support existing local businesses and attract unmet services, PLAN: JP/ROX recommends a combination of technical assistance, financing help, support for startups, business development, and the creation of more small or shared commercial spaces.

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

TECHNICAL ASSISTANCE
Providing guidance on financing, business plans, leasing, and legal issues.

AFFORDABLE SPACE
Promoting alternative ideas of commercial space for small businesses.

JOB PROGRAM
Educating workers to keep up with today's rapidly changing economy

SMALL SCALE
Fixing small issues quickly to improve the safety and efficiency of intersections and roads

PRIVATE DEVELOPMENT
Encourage or require new developments to improve sidewalks or widen some streets

FUTURE BIG STUDIES
Suggest future studies that involve complex, city-wide networks

TRANSPORTATION, MOBILITY & CONNECTIVITY

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

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

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

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

Implementation Summary

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

Implementation Summary

- **Zoning:** Proposing maximum parking ratios for commercial and residential uses based on proximity to transit hubs which will 'unbundle' the cost of parking from housing.
- **Coordination with Boston Transportation Department, Public Works Department, MBTA:** Multiple recommendations for future study and small-scale improvements including bus stop amenities; updated guidelines such as Complete Streets or Slow Streets; and major improvements including the redesign of Columbus Avenue or Washington Street.

OPEN SPACE, PLACEMAKING & PUBLIC REALM

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

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

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

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

CONNECT

Improve connections to large, anchor public spaces like Jamaica Pond, Franklin Park, and the Arnold Arboretum

IMPROVE EXISTING

Improve existing local parks and small plazas to be more comfortable and active.

BUSINESS & ART

Encourage local businesses and local artists to contribute to the public realm.

CARBON FREE

Promote energy positive and high performance green buildings with renewable energy

CLIMATE READY

Prepare for future climate conditions and ensure community resiliency

GREEN SOLUTIONS

Incorporate low impact development and natural systems practices at the building and district scale

Implementation Summary

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

SUSTAINABILITY & GREEN BUILDINGS

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

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

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

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

Implementation Summary

- **Coordination with Office of Environment Energy and Open Space:** Build upon the most current research, findings and recommendations including Climate Ready Boston and the Boston Climate Action Plan.
- **Design Guidelines:** Increase minimum LEED standards to ensure new buildings and large development projects reduce carbon emissions and environmental impacts. Focus first on passive practices including efficient building envelopes and orientation; promote innovative strategies and technologies including building-integrated renewable energy, energy storage, and community solar.

LAND USE & ZONING

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

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

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

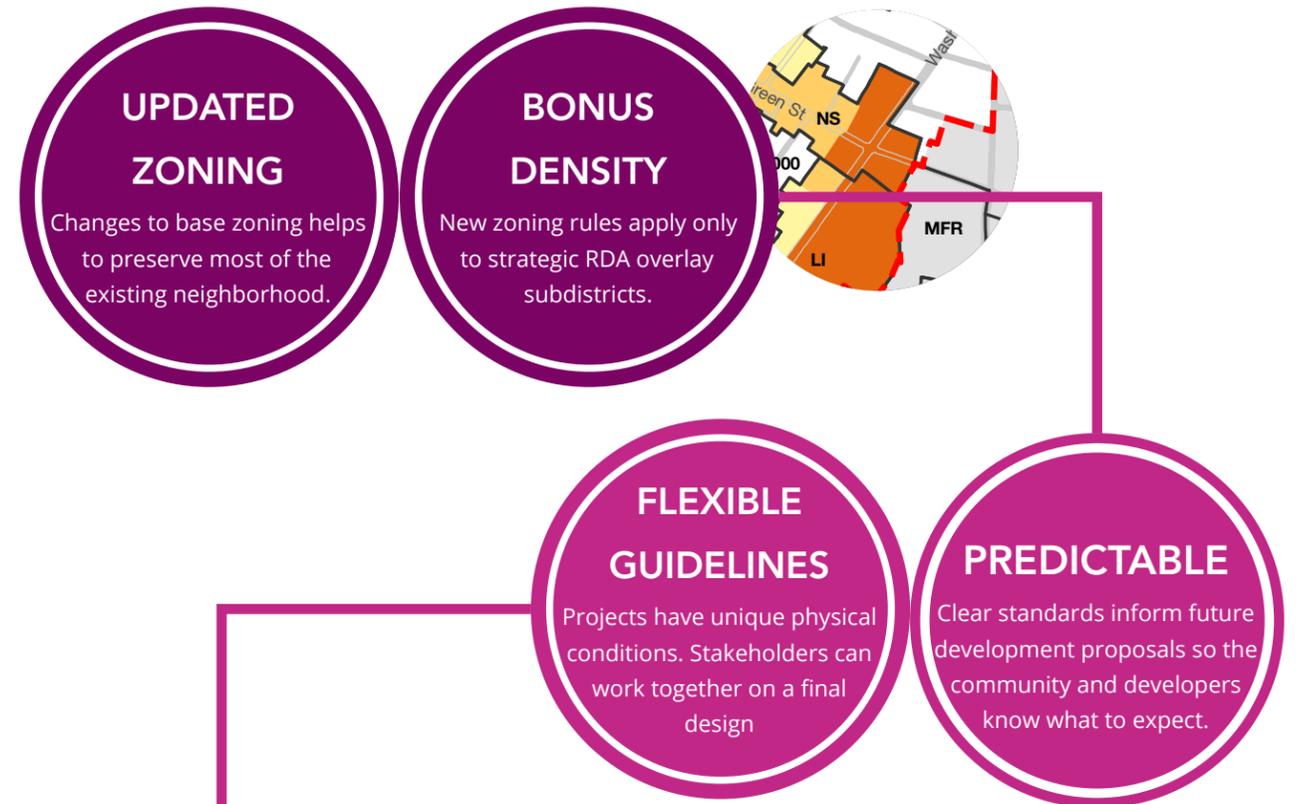
There are few proposed changes to the base zoning; however, a density bonus option is being proposed in certain areas that the community felt would change or is changing the most. This density bonus would allow developers to build higher in exchange for additional affordable housing units.

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

Implementation Summary

- **Zoning:** Land uses and zoning subdistrict boundaries are updated to reflect current use conditions and regulate anticipated growth. While the Inclusionary Development Policy (IDP) will remain the same, a density bonus option will be codified in zoning to allow greater height and density in exchange for additional affordable housing units.
- **Design Guidelines:** Projects that seek greater height and density through the density bonus option must comply with the additional design guidelines found in the Implementation section of PLAN: JP/ROX. For example, Local Industrial (LI) zoning subdistricts do not require the same setback and open space requirements that residential zoning subdistricts require. Therefore, proposed projects with residential uses that fall within the LI subdistricts shall comply with the PLAN: JP/ROX urban design guidelines for setbacks, setbacks and open space.
- **Implementation Roles:** The BRA will work to update the zoning code and also work with other city departments. One example is how the BRA will consult the Mayor's Office of Arts and Culture to ensure zoning tools help neighborhood artists keep affordable residences and spaces to work.

TRANSPARENT PROCESS



DESIGN GUIDELINE ASPECTS



DOCUMENT ORGANIZATION & LOOKING FORWARD

PLAN JP/ROX begins by exploring different aspects of the Study Area context. Each chapter of the Framework section is tied to a specific goal, policy, or action. The community process is then documented. The three parts of the implementation section of this plan are intended to act as an approachable, concrete list of actions or guidelines to shape future development and projects.

Urban Design Guidelines

The urban design guidelines are intended to steward the implementation of the community vision for PLAN: JP / ROX and are built on the goals of respecting the existing cultural and historical character of the area while encouraging appropriate future growth in the right locations. They include guidelines for site planning and topography, open space and landscaping, building form, orientation and adjacency to existing context, street and block patterns, parking and loading, and circulation and connections.

Coordination of Development and Benefits

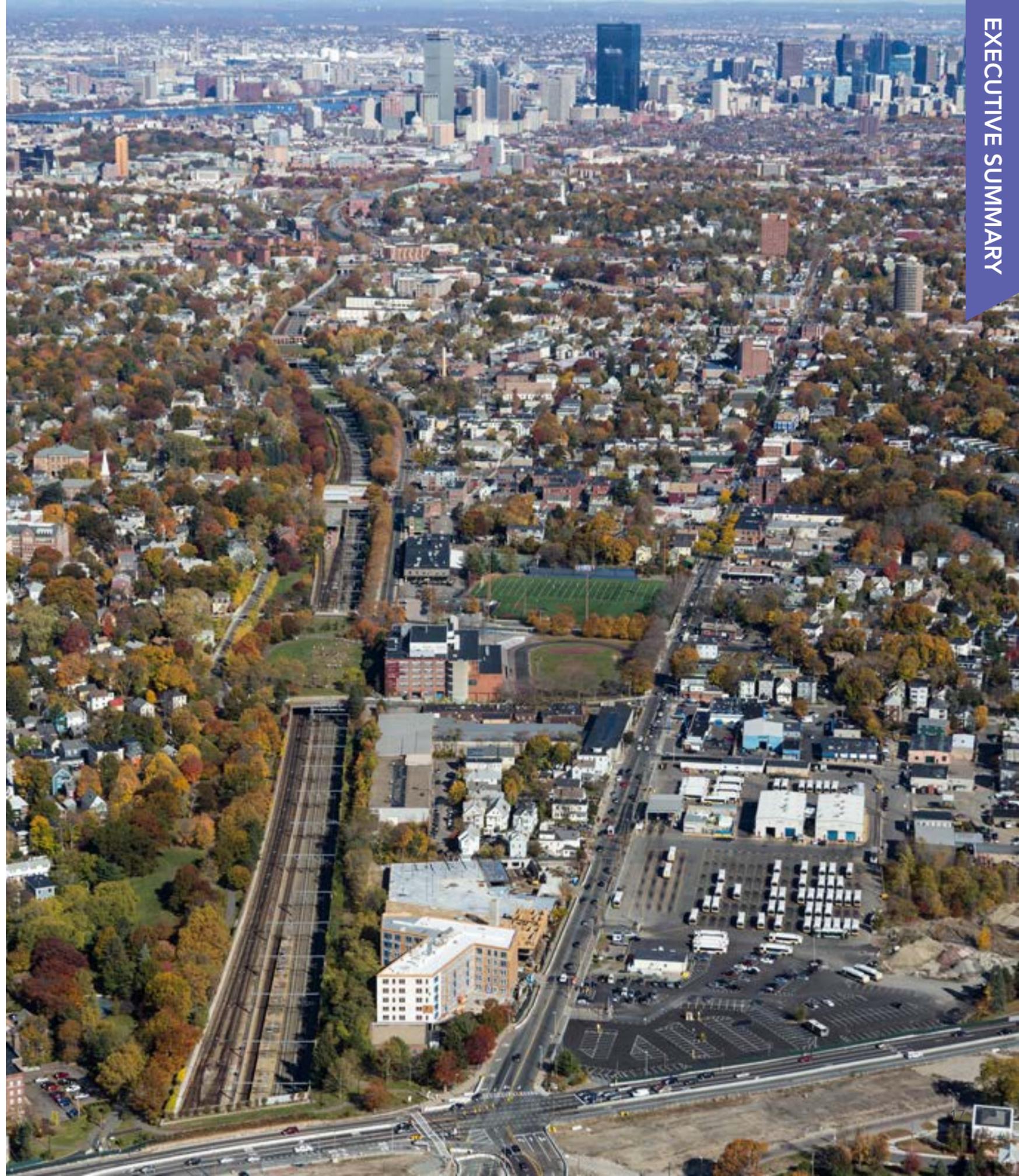
The BRA is proposing a density bonus policy whereby additional density would be allowed in exchange for additional income-restricted affordable housing units. Projects would still be limited by zoning requirements and urban design guidelines that restrict height, density, setbacks, open space and more.

Implementation Action Plan

The BRA/City interdepartmental implementation action plan is a table that is organized by topic, paralleling the framework outlined in the plan. For each recommendation, the chart indicates the timeframe in which implementation can be expected to occur; the department(s) that will be involved; and whether the recommendation will be implemented through zoning, policy or guidelines. .

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

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





PLANNING CONTEXT

HISTORY

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

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

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



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

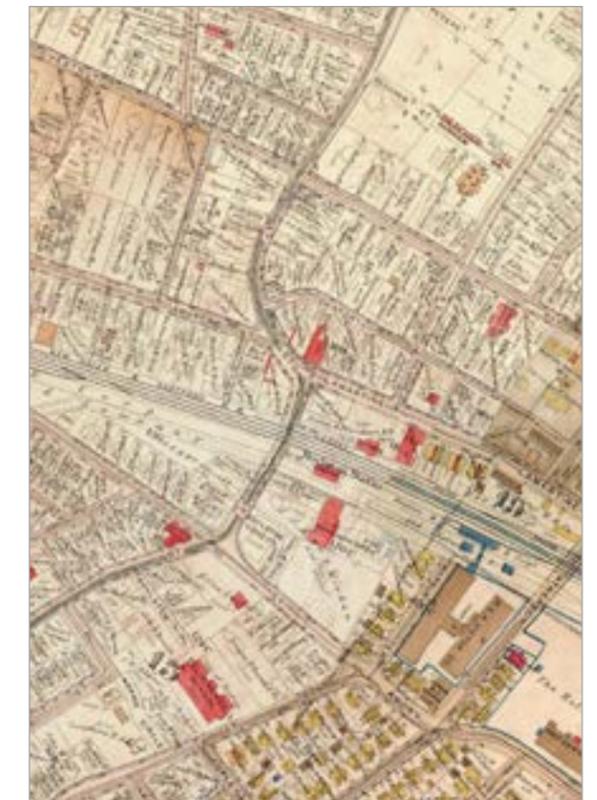


Figure 4. Opposite left: Historical map of Jamaica Plain, 1924-1931. Opposite right: Historical map of the Stony Brook neighborhood, 1924-1931.

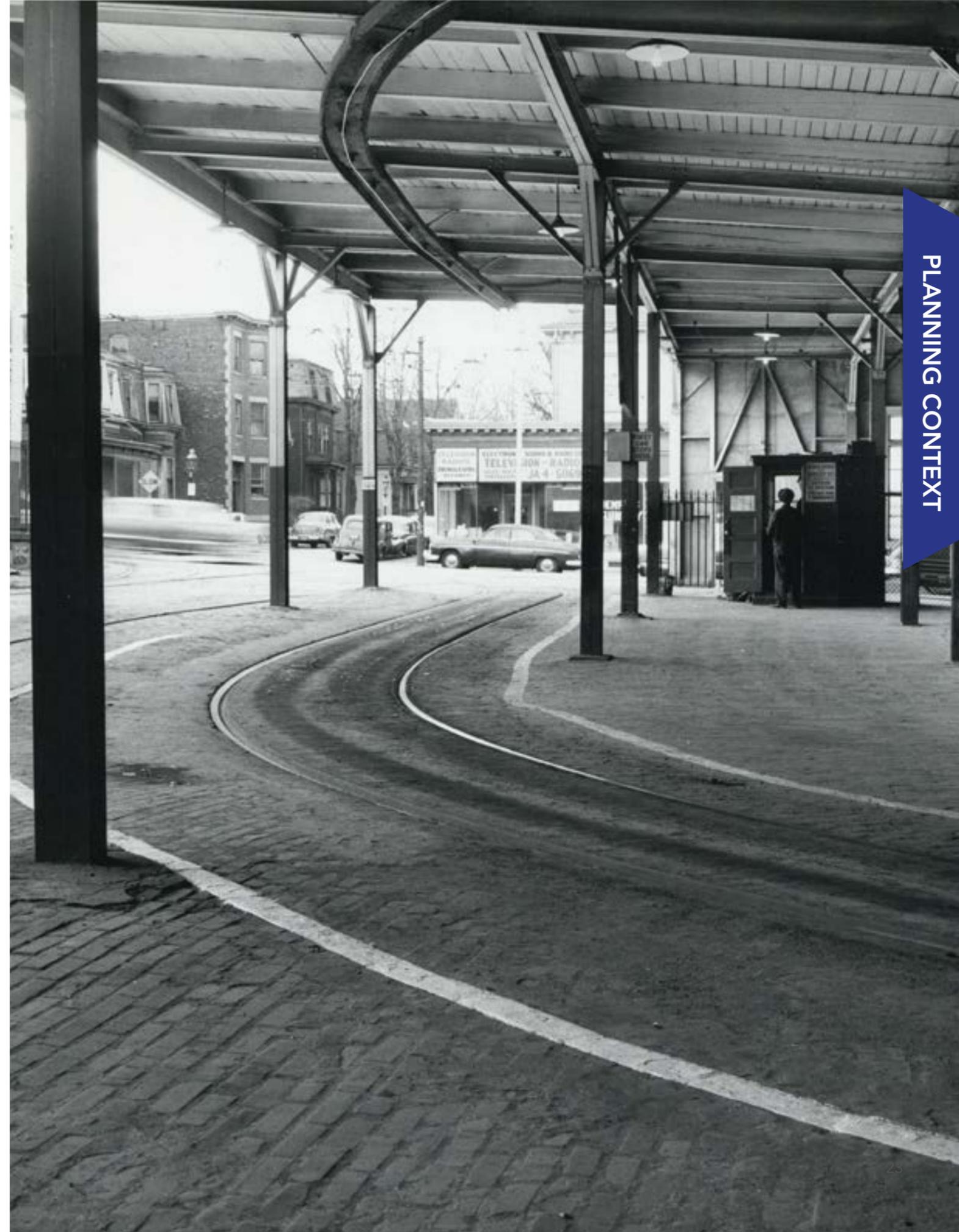
In 1909, the Washington Street Elevated rail was extended from Dudley Square to Forest Hills, with Egleston Square functioning as a transfer point for electric streetcars serving Roxbury and Dorchester. At this time, streetcars did not need to radiate from downtown Boston and instead fed into rapid transit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

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

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

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

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





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

1600's and before

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

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



Postcard of Forest Hills Station from 1907

1834

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

1890's

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



Haffenreffer Brewery at its peak (JP NDC)

Horse drawn street cars

17TH CENTURY
Early Agriculture

18TH CENTURY
Country Estates

19TH CENTURY
Commuter Rail Suburb and Industry

1700s - 1890's

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

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



Loring-Greenough House built in 1760.

1850s-1950's

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

1880-1900

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

1870's - 80's

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

1900s

Street cars are electrified.



Industry and development in 1924

20TH CENTURY

Rapid Growth, Decline, and Community Action



Forest Hills Station and Arborway 1924

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



Egleston Square Transfer Station 1955

1953

Streetcars abandoned or converted to bus service.

1987

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

Bus service

21st century

Opportunities

1970-80

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

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

2015-2016

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



2000 - 2010

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



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

NEIGHBORHOOD CHARACTER

For more focused discussions, the Study Area was organized into the following areas:

Forest Hills / Stonybrook Neighborhood

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

Green Street

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

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

Egleston Square

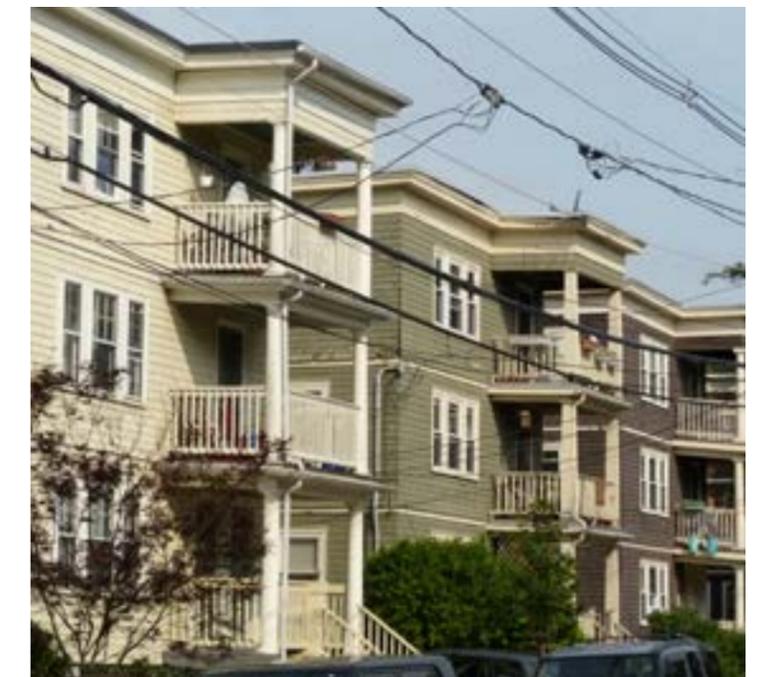
Egleston Square is a lively mixed use commercial and residential area. Along Washington Street, there is a strong ground-floor retail presence with residential above. Egleston Square is also a community gathering place with its many community facilities which include the Father Jack Roussin Community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



Figure 6. Opposite: Lower Washington Street in Forest Hills is experiencing new mixed-use development.



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



(YMCA), Egleston Square library, and the Hernandez School. The surrounding residential base is a diverse mix of housing types where single family homes are next to larger brick apartments with ground floor retail.

Stony Brook Station / Amory Street

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

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

Jackson Square

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



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

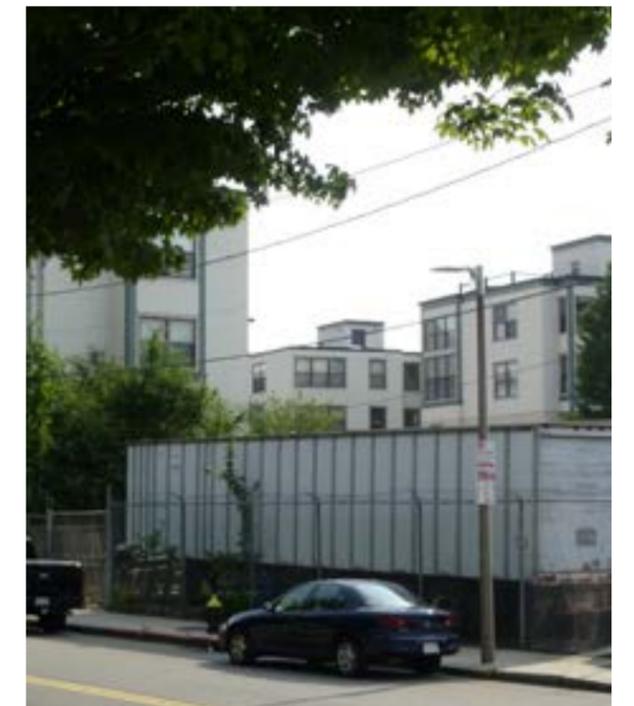
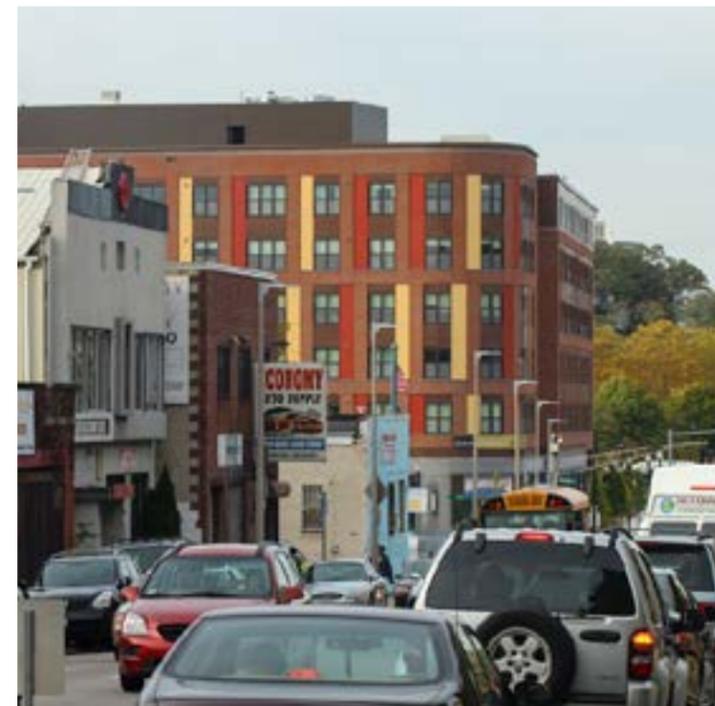


Figure 9. Opposite left: Columbus Avenue in Jackson Square. Opposite right: Direct adjacency of industrial uses to residential uses is common on Amory Street.

COMMUNITY VISION

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

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

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

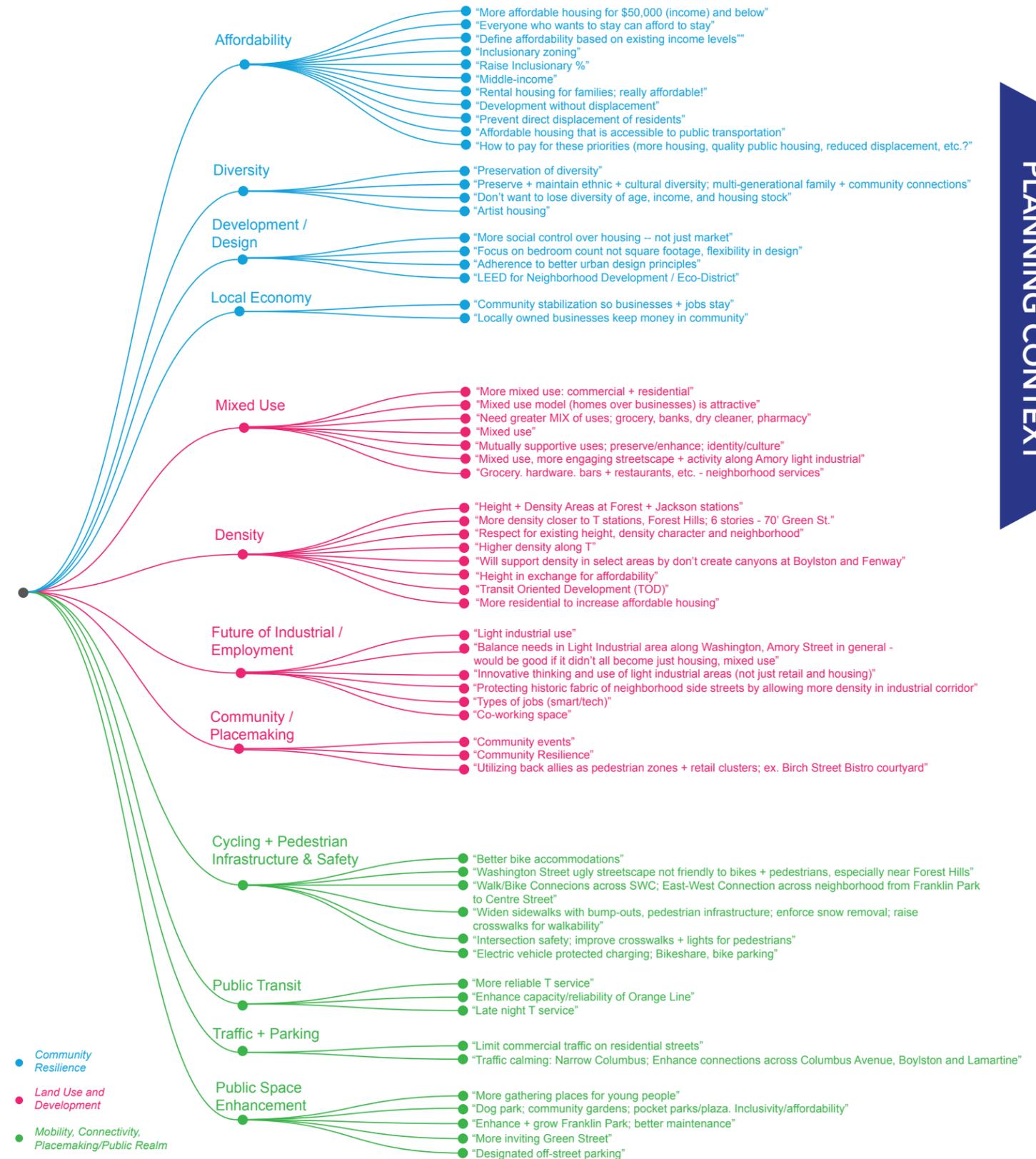


Figure 10. Opposite: Community Priority Visions and Values, learned early on in the PLAN: JP/ROX process.

Community Priority Statements

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

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

Planning Themes

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

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

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



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



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



FRAMEWORK

GOALS & OBJECTIVES

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

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

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

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

PLAN: JP/ROX STUDY AREA

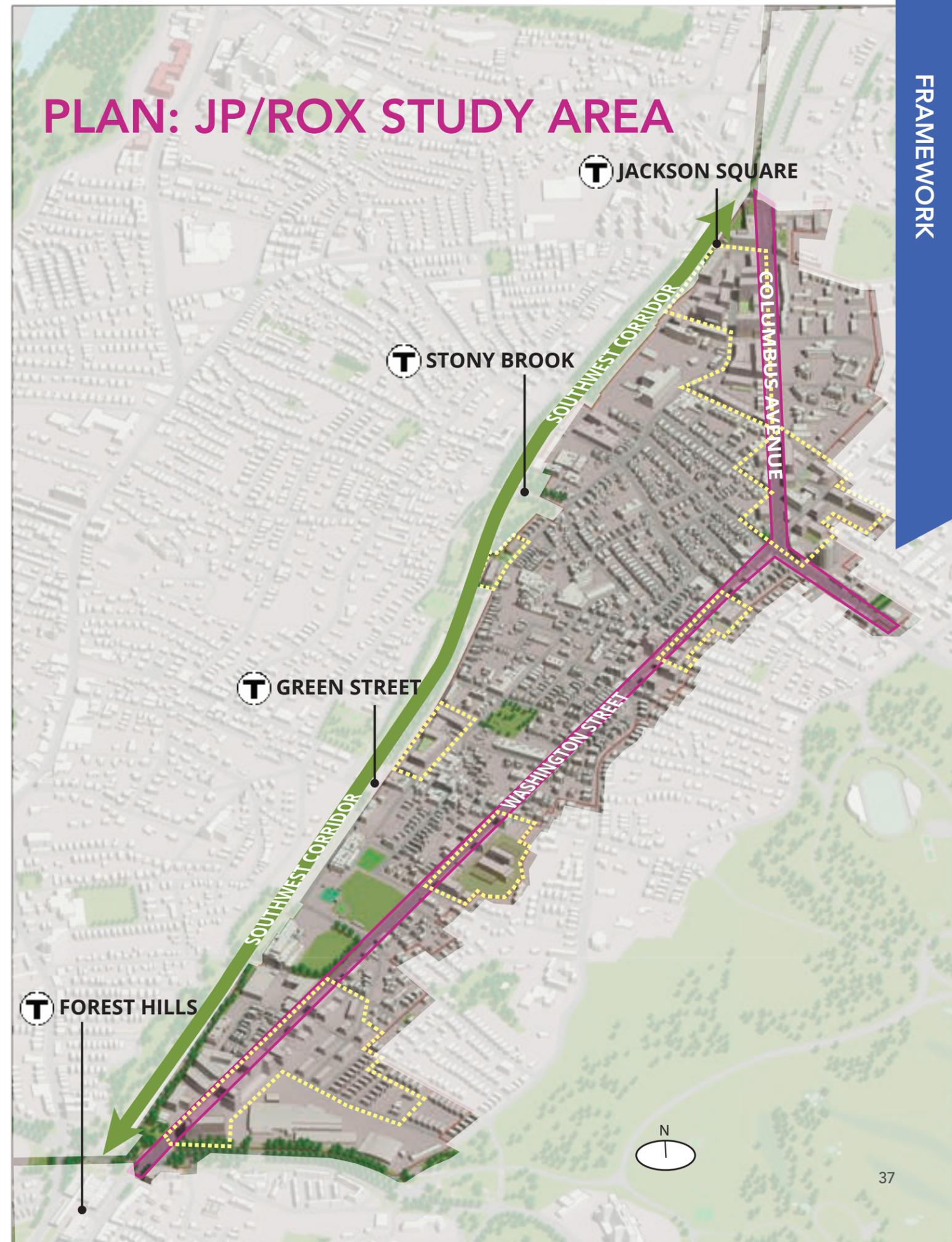


Figure 13. Opposite: Conceptual 3D model showing development scenario areas. Illustrative diagram.

HOUSING AFFORDABILITY & DEVELOPMENT WITHOUT DISPLACEMENT CONTEXT

Boston and JP/ROX are facing a housing crisis. If we do not act quickly, we risk losing the most important aspect of our neighborhoods - the people. Many of the residents that have made Egleston Square, Jackson Square and Forest Hills their homes for generations are being forced out due to rising rents and the cost of housing. To preserve and strengthen the fabric of the community, we must focus first on retaining these long term families and individuals and creating an opportunity for them to thrive. This imperative has been at the forefront of the community planning process and has guided the Housing and Affordability component of PLAN JP/ROX.

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

Based on the assessment of the current situation, contributing factors, and the community feedback gathered over the past year, this section of the plan outlines a proposed strategy and a set of tools to address displacement and housing affordability in



Figure 15. Local housing advocates elevated the conversation around housing. Photo credit: Jamaica Plain News.



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

the PLAN: JP/ROX Study Area. While growth is an important part of ensuring affordability in this neighborhood, the articulated community vision for this area is to ensure that new development proceeds alongside policies that will protect community members from displacement to the greatest extent possible.

In keeping with this community vision, PLAN: JP/ROX identifies one, high level goal for housing and affordability in the corridor: **Preserve Housing Affordability and Prevent the Displacement of Low and Moderate Income Households.** We will use four strategies to help us accomplish this high level goal:

- Stabilize rents by expanding the supply of market rate housing to better meet growing demand
- Double the number of income restricted affordable units in the JP/ROX planning area
- Provide legal, financial, and other types of assistance for individuals facing displacement
- Promote homeownership among low and moderate income residents

The remainder of this section expands upon each of these strategies, providing context and identifying existing and new initiatives that will contribute to meeting our goal.

ISSUES

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

Renters

According to the 2010 Census, there are 1,813 renters in the JP/Rox corridor, making up 70% of the area's 2,579 households. 1,054 of those renters live in affordable rental units that are restricted to households earning below a certain income. Meanwhile, 759 of those renters live in unrestricted market rate rental housing.

Homeowners

The remaining 766 households (30%) in the neighborhood are homeowners. The latest data suggests 162 homeowner households make less than \$50,000 per year. The other 604 homeowner households make more than \$50,000 per year, with 30 of these households living in income restricted units.

Displacement Risk

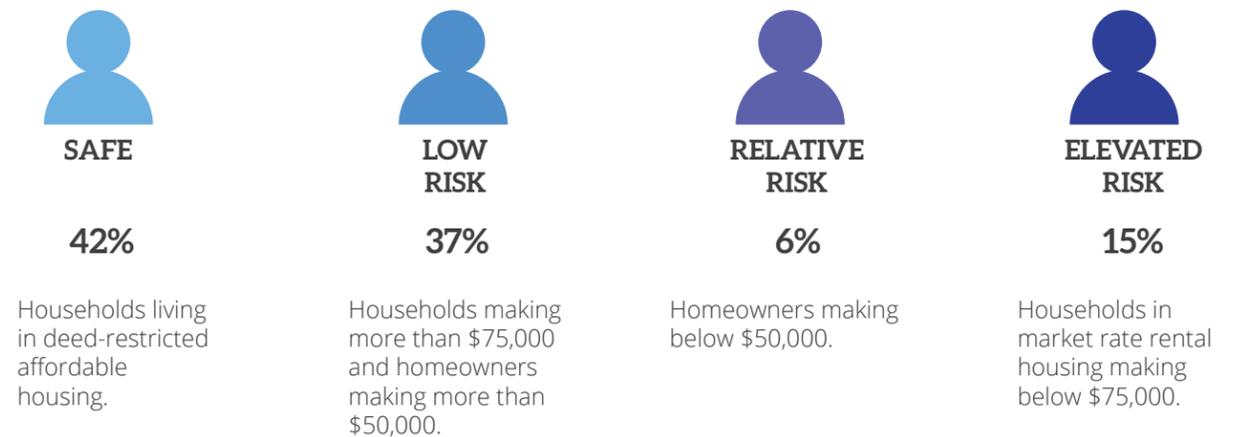
Who is safe? 1084 households (42%) are most protected from displacement because they live in deed-restricted affordable rental units. Deed-restricted affordable rental units have capped rents, which are not subject to market pressures. The rents for these households are unaffected by rising market prices. Thus, even though these households have low and moderate incomes, they are generally protected from displacement.

Who is at Elevated Risk? 381 renter households (15%) are at an elevated risk of displacement. These are the households making less than \$75,000 per year and living in unrestricted market rate rental housing, most of whom, 231, are making below \$50,000. Since market rents can escalate quickly, these low and moderate income households are most at risk.

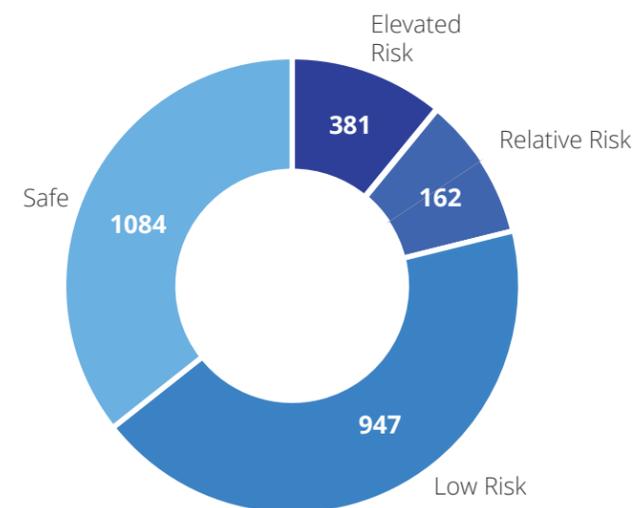
The participants in the community planning process have voiced a clear preference for prioritizing resources to those renter

Risk of Displacement

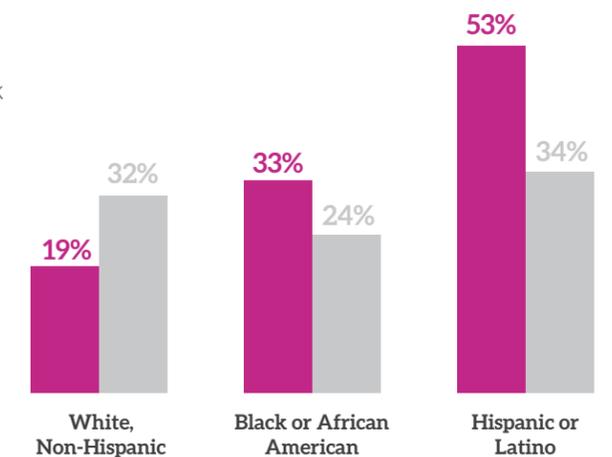
Of the 2,579 households in the JP/ROX Study Area, risk of displacement varies.



of Households



By Race/Ethnicity



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

■ All households in the Study Area.

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

Figure 16. Opposite: Risk of Displacement by overall study area and Household Income lower than \$50,000 by race and ethnicity.

households facing the most elevated risk. Therefore, PLAN: JP ROX focuses on new affordable housing production and target rents, which households making less than \$50,000 per year can afford.

In addition households making between \$50,000 - \$75,000 may not face displacement risk imminently, but could if market rate rental prices continue to rise quickly. In efforts to provide housing opportunity at all income levels and increase economic mobility in this neighborhood some additional income restricted units should be prioritized at this income level to ensure there is opportunity in the market for low and middle income renters.

Who is at Relative Risk? 162 homeowner households (6%) are at relative risk of displacement. These are homeowners making less than \$50,000 per year.

Homeowners generally face displacement when the cost to maintain and retain their homes exceed their ability to pay. These households certainly face displacement pressure, but with less intensity than renters who are at a more elevated risk.

The majority of the strategies in this document target rental housing affordability. This is because homeowner households generally face less short term displacement pressures and the majority of JP/Rox households are renters.

Who is at Low Risk? 947 households (37%) are at relatively low risk of displacement. These are rental households making more than \$75,000 and homeowner households making more than \$50,000.

People of color

It is also clear that people of color are disproportionately affected by increasing housing costs. According to recent Census Bureau data for the three census tracts that contain the study area, 81% of households with incomes less than \$50,000 are persons of color, and over half (53%) are Hispanic or Latino households (2010-2014 American Community Survey).

Advancing Social and Racial Equity

Participants in the PLAN: JP/ROX process, as well as the larger community, have continued to place a tremendous emphasis on social and racial equity in both the housing goals and the larger vision of PLAN JP/ROX. In order to prioritize housing resources in the most socially equitable manner, the plan must seek to prevent the displacement of the households most at risk for

displacement. This must include a particular emphasis on the 342 lower income renter households with the most elevated risk of displacement.

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

Recommendations

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

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

Goal

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

Framework

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

- Strategy 1: Doubling the number of affordable and deed restricted units in the JP/ROX Study Area
- Strategy 2: Providing legal, financial, and other types of assistance for individuals facing displacement
- Strategy 3: Stabilizing rents by expanding the supply of market rate housing to better meet growing demand
- Strategy 4: Promoting homeownership among low and moderate income residents

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

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



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



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

The long-term accomplishments Boston has made have included many partnerships between public agencies and nonprofits in the JP/ROX Study Area, and today, over 30% of the housing stock is affordable with over 1,000 units of income restricted housing.

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

In order to advance the community goals articulated for income restricted affordable housing, while also ensuring that appropriate funds remain available to create affordable housing in other neighborhoods as well, **this plan proposes to double the number of income restricted units by adding over 1,000 units of affordable housing.** In addition, this plan suggests navigating the tension between the desire to keep these rents as low as possible and to create as many units as possible by targeting an **average rent in income restricted units that would be affordable to households at or below 50% of Area Median Income AMI** (approximately \$34,000 to \$50,000 per year for most households). For more information on AMI and city-wide funding sources, see Figure 19.

There are two primary tools for creating affordable housing to meet this 1,000 unit goal:

- **Government Subsidies to Finance Affordable Housing:** Discussed below are several programs that allow government agencies, including DND, to award direct financial assistance (including reduced land costs) to create affordable housing developments. These tools have the advantage of including a greater degree of community control, but the disadvantage of being fixed to annual budgets. Developers must compete for these limited funds, and these resources must be spread across neighborhoods that all have tremendous

HOUSING AFFORDABILITY
EXAMPLE BREAKDOWN

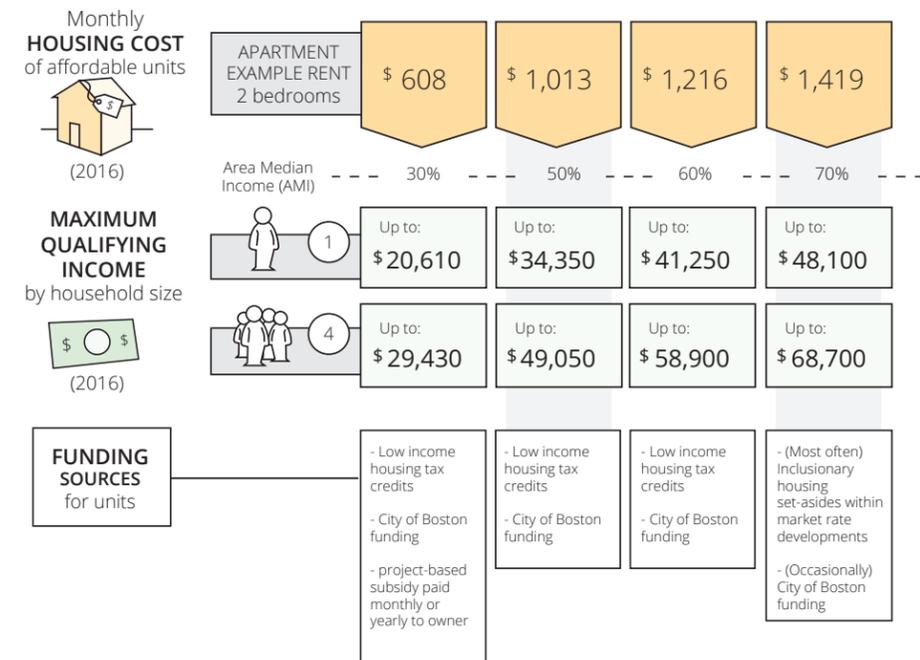


Figure 19. Area Median Income (AMI) breakdown explanation. Funding sources are explained by specific examples in the JP/Rox Plan

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

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

needs (i.e., greater investment in one neighborhood may come at the expense of less funds being available in other neighborhoods).

- **Requirements for Private Development to Include Affordable Units:** Boston was one of the first communities in the nation to require developers of multifamily residential housing to set aside a portion of the new units as income-restricted affordable housing. The tools described below further advance this requirement through a targeted analysis of the JP/ROX real estate market that seeks to capture as much value as possible from new development for affordable housing. These tools must be well calibrated - if the City requires more income-restricted affordable housing than is financially feasible, no new affordable housing set asides will be built. However, these tools have the advantage of creating a new funding stream for affordable housing in the PLAN: JP/ROX area that would not otherwise be available without development in this neighborhood.

The sections on the next page discuss these tools in greater

detail.

Subsidy tools

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

Tax Credits and Affordable Housing Development Funds:

include Federal Low Income Housing Tax Credits (LIHTC), State Low Income Housing Tax Credits, Community Development Block Grants (CDBG), HOME Investment Partnership funds from the U.S. Department of Housing and Urban Development (HUD), the Housing Innovation Fund, the Housing Stabilization Fund from the State of Massachusetts, and Inclusionary Development Policy (IDP) and Neighborhood Housing Trust funds from the City of Boston. Each of these funding sources is limited, and therefore extremely competitive. Each funding source also comes with specific regulations about the level of project affordability required. The City will continue to support affordable housing projects that compete for these funds, and continue to advocate for expanding these resources when possible. The JP/ Rox corridor has several successful community development organizations dedicated to expanding affordable housing opportunities, and the City will continue to support affordable housing developments proposed by these organizations in this corridor and beyond. A list of active and proposed future affordable housing projects in the pipeline for this area can be found in Figure 20. These projects are included in the anticipated goal of adding more than 1,000 income restricted units.

Acquisition of Market Rate Housing:

The Acquisition Opportunity Program recently launched by DND makes \$7.5 million of funds available from the IDP Fund to community development organizations to purchase market-rate housing and convert it to deed-restricted affordable housing. This will serve to take existing housing out of the speculative market and protect tenants from rent increases. To further target acquisitions within the PLAN: JP/ROX Study Area, DND will explore opportunities to expand the pool of funding available for acquisitions including higher per unit spending on acquisitions in potentially gentrifying areas.

Figure 20. Boston Housing Authority and Department of Neighborhood Development supported projects currently under construction or currently planned to be built

SOURCE OF UNITS	AFFORDABILITY LEVEL	AFFORDABLE UNIT COUNT	TOTAL UNITS
PUBLIC SUBSIDIZED AFFORDABLE HOUSING IN PIPELINE OR UNDER CONSTRUCTION			
Jackson Sq (Site III, Phase 3, Building M)	All <60% AMI	52	52
52 Montebello Road (all <60% AMI)	All <60% AMI	6	6
Jackson Square (Site III, Phase 3, Building N)	All Afford <60% AMI	28	100
BHA Amory St: (3 phases)	70% AMI, <60% AMI	117	327
Walker Park: 0 Columbus Avenue*	30% AMI; 60% AMI	49	49
1599 Columbus Avenue	60% AMI	54	54
Sub total		306	580

Acquisition of Vacant or Underutilized Land: DND, working with some of our lending partners, will launch a Land Acquisition Pilot Program this fall to help non-profit developers purchase vacant land and buildings for the purpose of building affordable, multi-family housing. An investment of \$2 million in City of Boston IDP funds will leverage up to \$5 million in private funds, resulting in an anticipated \$7 million of low interest capital available to support the acquisition of the property. The City's investment will help to improve responsiveness of funding sources, reduce holding costs of the borrower over a 3 - 5 year period, and help to advance the site toward development of affordable housing. DND estimates that this investment will enable the purchase of between 60,000 and 175,000 square feet of land for affordable housing and will provide critical information to shape a potential permanent program focused on land acquisition. This program will be administered through partner agencies and is a firm commitment already endorsed by Mayor Walsh in his Housing Plan.

Publicly-owned Land (City, State, Federal): offers the opportunity for the public owner of the site to sell the property for below market value in order to achieve public benefits such as affordable housing. On City owned land sold via DND, the expectation is that the percentage of deed-restricted affordable housing will be determined by the community - up to 100%

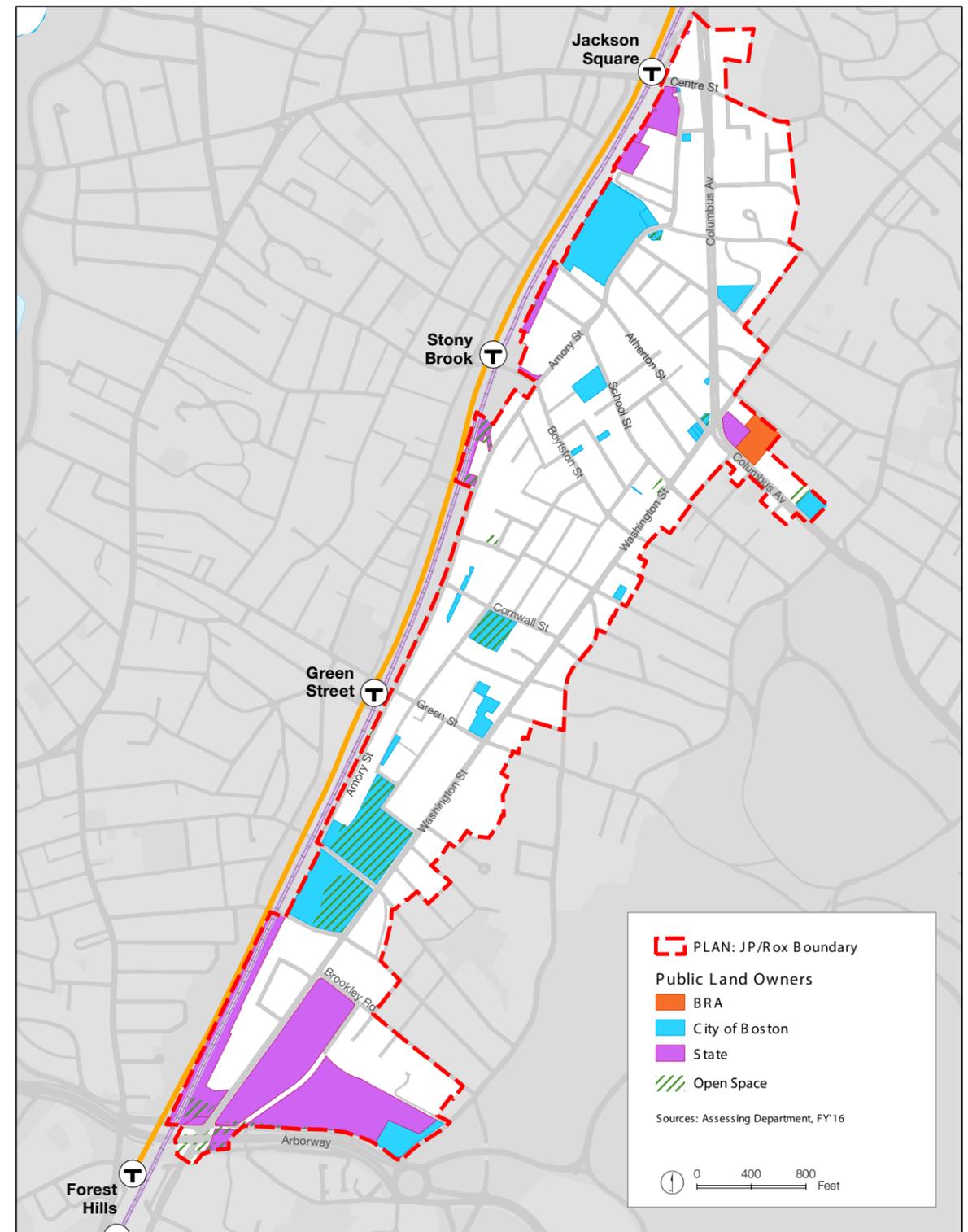
of the project. In the study area, there are nearly 150 acres of publicly-owned City and State land; however, the vast majority of it exists as current community assets, including schools, existing affordable housing, and open space. Figure 21 shows the publically-owned land that could be potentially redeveloped into housing. The vast majority of the potentially developable publicly owned land is located at Forest Hills and owned by the MBTA. The City and the BRA will continue to advocate for substantial affordable housing set asides at this location, but the final decisions on the use of this land rest with the State and require investments in relocating the existing bus yard facilities. Once the PLAN JP/ROX Process is complete, a disposition plan and timetable that support the goals of this plan should be sought from the MBTA. (Note: another large parcel of potentially developable state owned land is located just outside of the planning area at the Roxbury Community College parking lots. Further planning of these parcels are also important to advancing the goals of PLAN JP/ROX.)

Prioritized Affordable Housing Project Financing: To support reaching the affordable housing goals of this plan, DND will prioritize funding to projects proposed within Strategic Planning Areas identified by the BRA for housing growth, including the JP/ROX corridor. To be eligible for prioritized funding, projects must be within the planning area, be responsive to all funding round criteria, and demonstrate a commitment to deeply affordable housing at both the 30% AMI and 50% AMI levels.

Section 8 Project Based Assistance: To support reaching the deepest level of affordable housing possible, the BHA and the Department of Neighborhood Development will promote opportunities to make project based Section 8 vouchers to new affordable housing projects identified in this neighborhood. The City is working with the BHA to make 100 project based Section 8 vouchers available per year and will award this vouchers to projects citywide.

Diversity Preservation Preference: Traditionally affordable housing lotteries equally prioritize any qualified resident of Boston. Many community members have requested a change to this policy which would allow residents facing displacement in a neighborhood to have priority for affordable housing opportunities built in that neighborhood. To be responsive to this request, DND is piloting a new Diversity Preservation preference which will provide a housing lottery preference on up to 50% of the new affordable units to people living within a defined radius

Figure 21. Opposite: Publicly-owned land in the Study Area.



of the project who are income qualified and can demonstrate risk of displacement. This pilot program will be explored citywide, however projects must demonstrate that prioritizing residents within the project neighborhood will not perpetuate racial segregation. If a segregating impact is likely, the radius must be drawn larger to ensure a diversity of applicants utilizing the Diversity Preservation preference.

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

Affordable Housing Set-Asides from Private Development

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

Inclusionary Development Policy: The Inclusionary Development Policy (IDP) has been a City policy since 2000 and was redesigned in December 2015. The current IDP requires that 13% of all units in private market-rate developments be deed-restricted affordable housing units. Developers may also seek to make a contribution to the IDP Fund (which is used to create affordable housing) or create units off-site instead of creating the affordable units on-site, and for the Jamaica Plain portion of study area, the requirements for these options were increased in 2015. The IDP is triggered by the creation of 10 or more housing units and one or more variances to be obtained from the Boston Zoning Board of Appeal (ZBA).

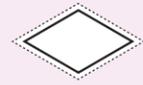
Inclusionary Zoning: While the IDP is a strong and influential policy for creating affordable housing, it does not apply to as-of-right projects. To address this challenge, the City will seek to file legislation with the State as part of the January 2017 legislative session that will allow the City to write inclusionary development into the base zoning. This will ensure that every future development will be subject to the requirements of the IDP. During the interim period before this legislation is passed, the JP/ROX rezoning will use existing tools to ensure that all projects greater than 10 units will be required to participate in the IDP and the density bonus program for affordable housing.

DENSITY BONUS

Illustrative Example of Private Set aside

Building & Parcel Example

1. Parcel Size



10k sf_(parcel)

2. Zoning Base Density and Heights

- a. 1.0 Floor Area Ratio
- b. Base Height of 35'

3. RDA¹ Height Sub-zone

- a. This example is in a 65' RDA zone

Example Building Total 30 units, 28,320 sf
Sample unit: 941 sf

Base Buildout

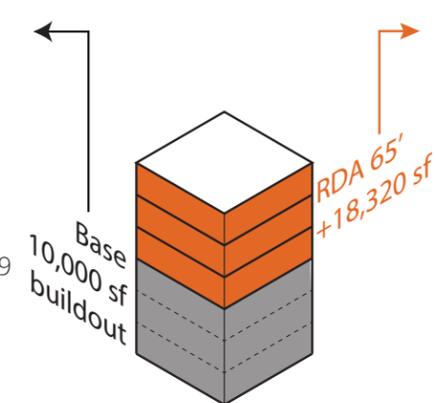
(under 1.0 FAR)

10.6 units = 10,000 sf / 941 sf

Base Requirement: 13%
(Same as IDP)

Restricted Income Level: 70% AMI
Example rent³ for a two bedroom: \$1,419

Base Calculation:
13% of 10.6 units = 1.4 unit



Additional Buildout
(beyond 1.0 FAR)

19.4 units = 18,320 sf / 941 sf

RDA density bonus: 20%²

Restricted Income Level: Average⁴ 50% AMI
Example rent³ for a two bedroom: \$1,013

Density Bonus Calculation:
3.9 units = 20% of 19.4 units

5.3 units
is rounded to
5 deed-restricted units⁵
1 unit restricted at 70% AMI
4 units restricted at 50% AMI
or average of 50% AMI

Final Affordability 16.7% (in example)
16-17% Private Project Affordability Goal

Figure 22. Opposite: A graphic that explains the basic mechanism of the density bonus incentive. The first portion of the building which falls under current base zoning will follow current IDP affordability percentages. Any portion within the additional allowed height of the building will follow an RDA-specific affordability requirement.

1. Refer to Residential Development Area (RDA) Process Illustration in Land Use and Zoning Chapter
2. If this was built in a subdistrict where 2.0 FAR was as-of-right, affordable units would be 25% of the additional housing units.

3. A real project would have a mix of unit sizes for households and families of different sizes.
4. Average AMI in the density bonus allows a mix of different rents restricted at different levels of income.
5. In this example, the remaining 0.3 unit would be a partial unit cash contribution for future affordable housing.

Density Bonus Incentive - A density bonus is where a developer opts to incorporate public benefits into a project, such as affordable housing units, and in exchange, the developer is allowed to create additional density in a development. As new housing at higher densities is built in the PLAN: JP/ROX area, the community's stated preference is to capture as much of the benefits of this new investment as possible and turn it into affordable housing, while still maintaining developers' motivation to build. The outcome is that each project that opts to provide a density bonus will result in additional affordability, with a base affordability of 13% at 70% AMI, plus an additional set aside at 50% AMI. Developers would be allowed to create units from the

density bonus at up to three income tiers, with a minimum of 30% of AMI and a maximum of 70% of AMI, and an average of 50% of AMI.

The BRA, DND, and the Housing Innovation Lab worked closely together on a detailed financial feasibility study to design the most effective density bonus policy for JP/ROX. The study aimed to maximize the number of affordable units at AMIs desired by the community, without freezing development. Results of the study show that on-site affordability percentage is maximized (on parcels with a base zoning of FAR 1.0) when 20% of the bonus density is set aside for affordable housing. A set aside greater than this level would limit the development of new housing units. This would not only mean less market rate development, but less affordable units as well. For more detailed information about the methodology and results of the density bonus feasibility analysis, refer to page 214 in the Appendix.

Based on this analysis the city recommends that the density bonus incentive on new development includes 13% set aside at 70% AMI of the base zoning, plus an additional set aside on the bonus density of 20% for parcels with base zoning of FAR 1.0 and 25% for FAR 2.0. The total affordability in a particular project will be approximately 17% of the total units, though this percentage increases with density. The tool to achieve a density bonus will be through a Residential Development Area (RDA), see page Figure 74 on page 124 for more details on the mechanism.

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

Strategy 2: Providing legal, financial, and other types of assistance for individuals facing displacement

To effectively combat the displacement of long time households from our neighborhoods, Boston needs both a robust set of development policies that ensure “development without displacement,” and a strong set of policy tools that protect tenants and preserve diversity. Recognizing this need for additional policy tools, in his 2016 State of the City address,

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

Existing policies and programs include:

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

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

- **Improved Case Management** - Improved coordination of case management between government and nonprofit agencies that provide services to households in crisis, so as to prevent unnecessary hand-offs and ensure no family “falls through the cracks;”
- **Eviction Data Analysis and Intervention** - utilizing access to comprehensive data on evictions within the City of Boston, including both housing court records and early pre-court eviction documentation, to identify trends and proactively intervene to preserve tenancies;
- **Expanded Eviction Protections**- Exploring new policies to minimize evictions leading to displacement, such as the eviction of long term tenants for the purposes of flipping properties.

- **Coordinated Housing Search:** The Office of Housing Stability will reform the City’s Metrolist service so that it is a user friendly housing search tool which has complete accurate listings of affordable housing opportunities in Boston.

Strategy 3: Stabilizing rents by expanding the supply of market rate housing to better meet growing demand

While deed-restricted affordable housing units offer the safest and most reliable strategy for protecting low- and moderate-income households from displacement, there are also actions the City and the community can take to moderate rent increases in market rate housing:

Increasing housing production

One tool for moderating rent increases is to dramatically accelerate production of new housing supply. Because the housing market is regional, Mayor Walsh’s housing plan calls for dramatic increases in the pace of housing production, including a goal for producing 53,000 new units in Boston by 2030, and working with regional partners to increase housing supply in other communities as well.

Evidence from across the United States indicates that cities and states that restrict the supply of new housing while their economies are growing experience greater increases in housing costs and displacement of low income groups – particularly those that are on the cusp of qualifying for affordable housing. At a wider level, the broader economy suffers from increased instability in the housing market and decreased labor mobility which may inhibit further economic growth.^{1,2}

The following initiatives provide opportunities for increased housing production:

- **Density Bonus Zoning Overlay** - One way the city is working towards this strategy is to create a density bonus zoning overlay to allow for increased growth in the study area. The BRA has been gathering community input on the areas that can accommodate increased height and density in the JP/Rox corridor. A full density bonus feasibility analysis is included on page 214 in the Appendix. In order to capture the value created from these zoning changes, the city is proposing a density bonus incentive. Developers who want to take advantage of the bonus allowed in the zoning changes would

¹ Kate Barker, (2004), Review of Housing Supply - Delivering Stability: Securing our Future Housing Needs

² The California Legislative Analyst’s Office, (2016), Perspectives on Helping Low-Income Californians Afford Housing



Figure 23. Projects under review during the PLAN: JP/ROX process explore providing additional affordability. Project rendering for 3193 Washington Street.

be required to meet increased affordability levels.

- **Compact Living Incentive** - The city is exploring a Compact Living Voluntary Program, which would seek to diversify housing types and increase middle income housing into the neighborhood. The voluntary program would allow developers to build 20% smaller compact studios, one-bedroom, two-bedroom, and three-bedroom units in exchange for a set aside of income restricted middle-income units onsite. In addition to creating more deed restricted units, the new compact units may be more affordable than standard sized new units in the neighborhood.
- **Accessory Dwelling Units** - The city is exploring a pilot program which would permit homeowners to alter their homes to meet changing household needs. Households will be able to modify their homes to create a new dwelling unit for an aging parent, growing family, young adult, or rental property to increase household income. These additional rental units would increase density without modifying the existing neighborhood fabric.

Strategy 4: Promoting homeownership among low and moderate income residents

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

- Assistance to **first time homebuyers** through the Boston Home Center and other community programs that help low, moderate and middle income Bostonians purchase their first home
- **Foreclosure prevention** activities including foreclosure counseling, advocacy and financial education
- Access to funding for **home repair and renovation**, including programs to improve the energy efficiency of homes
- **Property tax assistance** including programs to help fixed income households manage the tax burden of their properties including abatements, exemptions and deferrals
- Exploration of new ways to advance homeownership including expansion of **Community Land Trusts**, which prioritize the creation of affordable housing through community control of development
- Advancing alternative housing types which allow homeowners to modify their homes to meet changing needs. For example, **Accessory Dwelling Units** may allow seniors who would like to age in place to create a smaller, fully accessible space for themselves, and rent the remaining space.

Housing Growth Forecast, Affordability and Equity

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

The BRA has completed a detailed land use and development finance analysis to forecast potential future housing development in the area. The results of this analysis are shown in Figure 24. This analysis forecasts new housing development in the area ranging from **2,556 - 4,051 total new units**. Based on community feedback, this build out analysis has been revised from previous drafts to include projects currently in the pipeline or under review. The maximum potential densities of future projects has also been reduced from well over 3,000 in previous drafts to 2,344 in response to community feedback.

Figure 24. Opposite: Table summarizing a detailed land use and development finance analysis to forecast potential future housing development in the area.

FIGURE 24: NEW UNITS FROM RECENTLY CONSTRUCTED, PIPELINE AND POTENTIAL FUTURE PROJECTS			
SOURCE OF UNITS	INCOME RESTRICTED AFFORDABLE HOUSING	MARKET RATE HOUSING	TOTAL
IDENTIFIED PIPELINE PROJECTS			
Private Development: Under Construction	46	258	304
Private Development: Approved, Under Review or Pre-File	52	292	344
Private Development: IDP Exempt	0	38	38
Publicly Subsidized: Under Construction	39	0	39
Publically Subsidized: Funded, Under Review or Proposed	306	274	580
POTENTIAL FUTURE PROJECTS (LOWER BUILDOUT - HIGHER BUILDOUT RANGE)			
Private Development: IDP & New Zoning with Density Bonus Affordability Requirements	140-370	709-1,974	849-2,344
Publicly Subsidized Affordable Housing Needed (locations to be identified) to ensure at least 30% of new (identified pipeline projects + future) housing built is income-restricted affordable housing in the PLAN: JP/ROX Study Area.	402	0	402
TOTAL NEW DEVELOPMENT (LOWER FUTURE BUILDOUT - HIGHER FUTURE BUILDOUT RANGE)			
TOTAL JP/ROX (In Construction, Pipeline & Future)	985 - 1,215	1,571 - 2,836	2,556 - 4,051

The City will commit to ensuring that at full buildout no less than 30% of the new housing constructed in this area is affordable housing, and will seek to exceed this goal if at all possible. Reaching this 30% area wide goal will require both publicly financed affordable housing development projects as well as set-asides from private development. Depending on the level of private development and affordable housing resources made available, the build-out forecast predicts that between **30% and 39% of the new housing units built in this neighborhood will be income-restricted affordable housing.**

Of these new affordable units, up to 747 will need to come from publicly subsidized affordable housing projects, representing a potential public subsidy requirement of nearly \$270 million dollars, of which \$42 million would come from the City of Boston.³ Already 39 of these units are in construction and another 306 have already been identified for construction at specific locations (see Figure 20) and many of which are already well on the way to being built. While identifying sites for an additional 402 publicly subsidized affordable housing units will be challenging, it is a feasible goal given the strength of the community development partners in the area and the community's support for housing affordability. The strategies outlined on the previous pages of this plan provide the context by which this goal can be met.

Figure 25 identifies the income levels that each new unit of income restricted affordable housing is forecasted to be built at each income level given the tools outlined in the previous sections. Again, based on community feedback, significant efforts have been made in this plan to reach the deepest levels of affordability possible. It should also be noted that income restriction sets the maximum earnings a household can make and not the minimum. For example, any household making below the 50% AMI income limit (i.e., \$44,150 for a three person household) is eligible to live in a 50% unit as long as they can afford the rent cap for the unit (i.e., \$1,013 a month for a 2 bedroom).

To forecast the potential impact of this housing growth on the social, racial and economic diversity of the neighborhood, the table in Figure 26 looks at the income levels of existing

Figure 25. Opposite: Table showing the income levels that each new unit of income restricted affordable housing is forecasted to be built at each income level given the tools outlined previously.

FIGURE 25: PROJECTED STUDY AREA BUILDOUT BROKEN DOWN BY HOUSEHOLD INCOME GROUP				
	RENT CAP FOR 2 BED-ROOM AT THIS LEVEL	IDENTIFIED PIPELINE PROJECTS	POTENTIAL FUTURE PROJ-ECTS	TOTAL NEW DEVELOP-MENT
<30% AMI	\$608	42	40	82
31%-50% AMI	\$1,013	40	439 - 534	479 - 574
51%-70% AMI	\$1,216 - \$1,419	341	63-198	404-539
71% - 100% AMI	\$2,027	20	-	20
Total Income Restricted Affordable Housing Units	-	443	542 - 772	985 - 1,215
Total Market-Rate Housing Units	Market Rate	862	709 - 1,974	1,571 - 2,836
Total Housing Units		1,305	1,251 - 2,746	2,556 - 4,051

Figure 26. Opposite: A table showing the projected change in each household income group based on existing census tracts that are in the PLAN JP/ROX Study Area. The projected number of households was calculated by adding the number of new units by AMI-level at full build-out to the current number of housing units at each AMI-level. Source: ACS 2014 5-Year Estimates.

FIGURE 26: JP/ROX CENSUS TRACT PROJECTED CHANGE IN EACH HOUSEHOLD INCOME GROUP					
HOUSEHOLD (HH) IN-COME	RENT CAP FOR 2 BEDROOM	TOTAL HH'S ⁴	% PEOPLE OF COLOR HH'S	NEW HOUSING UNITS PROPOSED	TOTAL UNITS AT FULL BUILD OUT
<30% AMI	\$608	917	87%	82	999
31%-50% AMI	\$1,013	389	71%	574	963
51%-70% AMI	\$1,216 - \$1,419	211	55%	539	750
71% - 100% AMI	\$2,027	455	52%	20	475
101% AMI and above	market rate	607	32%	2836	3,443

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

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

households in the census tracts surrounding the PLAN: JP/ROX Study Area. This table shows the resulting new household income level distributions if every possible new unit is built. However, while this table presumes that maximum possible built-out in order to forecast the scenario that would be the largest impact on the character of the neighborhood, it is unlikely that every possible potential future unit will be built.

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

Conclusion

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

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

In total, the tools outlined above will support a 30% deed-restricted affordable housing target for total new development in the PLAN: JP/ROX Study Area, **doubling the affordable housing stock** in the Study Area. Specifically, this will mean completing the existing pipeline of 306 affordable units, enacting a density bonus incentive to achieve an estimated 370 affordable units in private development affordable development set asides, and adding enough new publicly subsidized affordable units to reach a total of upwards of 1,200 new income restricted housing units (see Figure 24 for details). Achieving this level of affordable housing will require upwards of \$270 million in public subsidy across local, state, and federal sources as long as funding remains available. This would include an estimated \$42 million in subsidy from the City of Boston.

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

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

Finally, affordable homeownership is a critical part of preventing the displacement and building the wealth of low and moderate income households. The City will continue efforts to assist low income homebuyers through the Boston Home Center, which provides financial assistance and classes for income-qualified individuals looking to purchase homes. This initiative will be complemented by continued exploration of Community Land Trusts -- community-run organizations that create new opportunities for low and moderate income individuals and families to purchase homes.

Achieving the vision laid out by residents of the PLAN: JP/ROX Study Area will require continued partnership, advocacy, and hard work over the coming years. The City looks forward to working with residents of the PLAN: JP/Rox Study Area to advance the strategies outlined in this plan and make residents' vision for their neighborhood a reality.

JOBS & BUSINESSES

Context

Community

Preservation and Growth

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

Role of Local Organizations

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



Figure 28. The Brewery Complex, renovated by the Jamaica Plain Neighborhood Development Corporation, contains approximately 40 businesses and services within 4 different buildings.

Businesses

Business Composition

The composition of businesses is diverse across the Study Area, with highest representation from healthcare and social services and retail trade. The wider neighborhoods of Jamaica Plain and Roxbury host 639 businesses and 763 businesses respectively. Within the JP/ROX Study Area, there are approximately 300 businesses and organizations, representing many sectors: healthcare and social assistance, retail, professional services, neighborhood services, and transportation services. Highlights of the business community are noted below, and sector diversification illustrated in Figure 30.

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

Business Size

Businesses are predominantly small in terms of revenue, employment, and real estate needs. The size of businesses in JP/ROX is illustrated in the charts below. Nearly 50% of businesses had annual sales less than \$500,000 in 2012, and 72% of businesses had revenues less than \$1 million (InfoUSA Business Data, 2012). Furthermore, nearly 60% of businesses employed fewer than five people (InfoUSA, 2012). There is a high number of enterprises in the professional services and retail sectors; however, these industries do not necessarily correspond with employment quantity or quality. In fact, as explained in the subsequent Jobs section, health and social services

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

Figure 30. Categories of industries found in the Study Area.

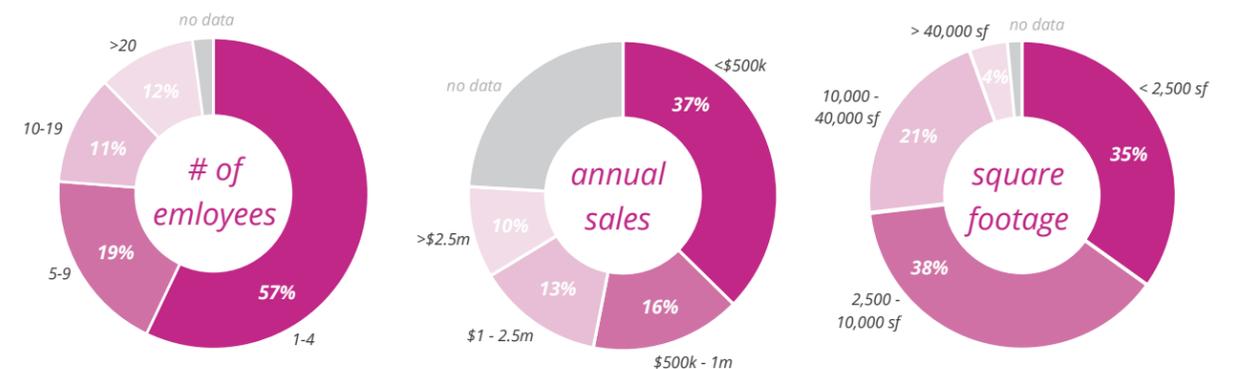


Figure 29. Opposite: Size of businesses in the Study Area by number of employees, annual sales and square footage.

organizations drive the number of jobs located in the area. Finally, businesses in the Study Area occupy small commercial spaces. Approximately 35% of businesses operate in spaces less than 2,500 square feet, and nearly 75% operate in spaces less than 10,000 square feet (InfoUSA, 2012).

Jobs

Employment, Education and Earnings

Employment, education, and earnings in the JP/ROX Study Area are above the Boston city average. Boston’s unemployment rate is 3.9%, and the rate within the Study Area is 0.8 times this average, based on census estimates (U.S. Census Bureau, 2010-2014). Seventy percent of the population aged 16+ participates in the labor force, as compared to 68% citywide (Census, 2010-2014). Unemployment is not an alarming issue for the JP/ROX community relative to other neighborhoods in Boston. Median earnings however, do raise concern. Although median earnings within the Study Area are above the city average, it is below the wider Jamaica Plain average and it stands only \$31,158, as seen in the nearby table (Census, 2010-2014). Positively, residents in the Study Area have an above average lever of educational attainment, with 35% of residents in the census tracts of the Study Area who have advanced degrees (Census, 2010-2014).

Drivers of Jobs Located in Study Area

Jobs located within the Study Area are driven by the healthcare and social services sector, and followed by construction. In broader Jamaica Plain, which includes the Study Area, there are three employers in the healthcare and social assistance sector that each employ more than 500 employees (Boston Neighborhood Business Patterns, 2016). The sector has 115 establishments and provides 56% of the jobs located in Jamaica Plain and 44% of the jobs located in the Study Area (Census, 2014). Thus, within the JP/ROX Study Area, the healthcare and social assistance sector is the most significant driver of jobs locally. Major employers within the Study Area include Brookside Community Health Center and Dimock Center, while just outside the Study Area, major employers include Faulkner Hospital, VA Boston Healthcare, Angell Animal Medical Center, and Sherrill House (Boston Neighborhood Business Patterns, 2016). These organizations are not only providers of jobs, but also providers of important social services. The second major source of jobs located in the Study Area is construction, with 13% of the jobs located locally (Census, 2014).

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

Figure 32. Earnings of workers located within the Study Area, compared to the surrounding neighborhoods and Boston at large.

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

Figure 33. Educational attainment of residents in the Study Area, compared to the surrounding neighborhoods and Boston at large.

Jobs Held by Residents of the Study Area

Most residents commute to jobs outside of the Study Area, in health, education, and accommodation areas. The number of jobs available in the Study Area and surrounding neighborhoods does not necessarily correspond to the source of employment for residents in the JP/ROX Study Area. Of the 6,040 residents in JP/ROX with payroll jobs (not self-employed), only 150 of them both live and work in JP/ROX (Census, 2014). This is on par with the live/work trend across Boston; only 6.9% of residents live in the same neighborhood in which they work. The implication for the Study Area is that most residents commute to work, and that this is not abnormal. The majority of residents commute to work in sectors of healthcare and social assistance, educational services, accommodation and food services, and professional, scientific and technical services, as summarized in the accompanying table (Census, 2014).

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

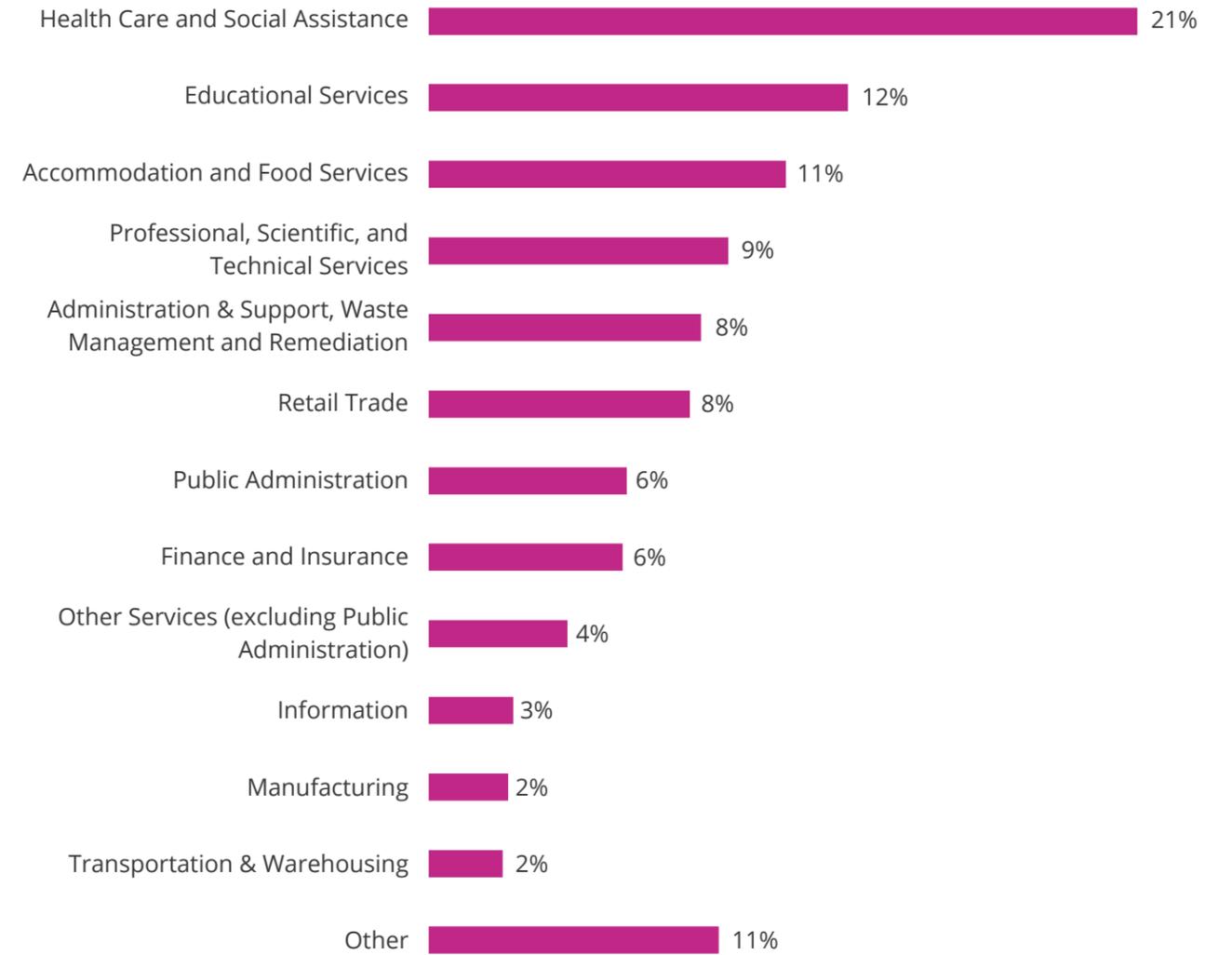


Figure 34. "Industry sectors" in which residents work.

ISSUES

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

Community

Commercial Rents and Changing Customer Demographics

There is a substantial concern that increasing commercial rents and changing demographics will displace businesses and nonprofit organizations, which contribute to the Study Area's identity. Since 78% of businesses occupy rented space in Egleston Square, this concern should be noted (PAE report, 2016). As real estate prices rise in housing as well, the demographics of a community changes and businesses may struggle to adapt their models to new demand profiles. The community's stake in this issue was shared during the planning process. Residents point to the consequences of business displacement: changes to the culturally rich and unique character of the Study Area. Residents also stressed the importance of keeping small-scale and independent businesses in the Corridor as they cater to the needs of nearby residents, employ local people, and provide spaces for community meetings. In sum, the feedback throughout the community process reveals a fear of losing small and independent businesses. Collection of data regarding commercial rental rates and neighborhood-specific business tenure would substantiate or alleviate concerns about business displacement.

Unmet Community Needs

The community has unmet needs for local provision of goods and services, according to two observations. First, according to a 2013 study, retail sales data indicates that the current offerings in Egleston Square may not capture all of the potential sales from local residents. Sales leakage is the amount of residents' spending that is completed outside of the trade area. In Egleston Square, there is 75% sales leakage in the primary trade area

(0.5 miles outside of area) and 45% in the secondary trade area (1 mile outside of area). These high figures show that local businesses are not capturing all of residents' demand; residents are spending elsewhere. Leakage is especially large in sectors like health and personal care, restaurants, clothing, electronics, sports, and building materials (Barringer, 2013). Second, this data is supported by residents' comments throughout the community process. Residents expressed demand for grocery stores, hardware stores, restaurants and bars, and neighborhood services. Further research is needed to understand why sales leakage is high and what the market gaps are. Existing businesses may be able to meet some of this demand, but it is likely that new enterprises will need to be attracted to or generated in the Study Area.

Businesses

Accessible and Affordable Real Estate

Small and local businesses in the Study Area are specifically constrained by real estate options. The size of space and the availability of parking comprises business' concern with appropriate real estate. According to one prominent business leader, there is demand in Egleston Square for 1,000 sq. ft. spaces that can be maintained by small businesses in the face of increasing rental rates (PAE report, 2016). A number of participants in the planning process also expressed need for spaces amenable to co-working and leases amenable to shared spaces. Additionally, business owners demand increased parking; of nearly 100 businesses surveyed in Egleston Square, 58% of respondents cited parking for patrons and employees as one of their top three business challenges (PAE report, 2016). Local merchants are sensitive to parking issues as it can compromise access to their business. Improved parking signage and on-street parking enforcement is out of control of local businesses, but an area for improvement.

Second, businesses lack the expertise to negotiate leases in their favor and to find good spaces. In some instances, small businesses do not have a written lease; just over 10% of businesses surveyed in Egleston Square reported this condition (PAE report, 2016). Leases provide business stability. During the

community process, participants suggested that rent for small businesses could be stabilized with longer term and more flexible agreements. Additionally, businesses struggle to identify spaces for growth or relocation. According to the City's Small Business Plan, small commercial spaces are underrepresented by brokers and online marketplaces; there is no clear way to identify, compare, and assess smaller commercial space, even if available.

Finally, as the Study Area grows economically, businesses are not always able to adapt to a changing customer base or to afford increases in commercial rent that accompany growth. Even with the community's unmet demand for commercial activity, explained above, it is uncertain if existing small businesses or local entrepreneurs have the capability to respond to the need. Specific to Egleston Square, "growth" is the second most cited challenge to doing business (PAE report, 2016). Underlying this challenge is a business' capabilities to effectively manage revenue and cost streams, which are negatively affected by increasing real estate prices and the corresponding demographic changes.

Equity and Inclusion

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

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



Figure 35. Small businesses on the ground floor along Washington Street in Egleston Square.

targeted to these populations.

Industrial Areas

Businesses in industrial areas are concerned about displacement. Numerous comments during the planning process pointed to the idea that commercial and industrial spaces should be preserved alongside of increased housing stock, as business generates employment and neighborhood identity. Zoning codes for business include commercial, industrial, mixed-use, and institutional (non Open Space) land area. With this in mind, a number of residents express demand for the preservation of light industrial zoning and the revitalization of those zones' usage. Innovative uses that would reflect the community's vision include artist and maker spaces and co-working spaces for entrepreneurs and small businesses. Active and engaging streets in existing light

industrial areas, combined with more density in the industrial corridor were expressed as ways to preserve the historic fabric of these areas. However, preservation of industrial areas within this vision of creativity and innovation may not align with existing uses, e.g auto-related business activity. If industrial tenants are pressured to sell property or not renew leases, they will need support with relocation.

Jobs

Career Path Diversity

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

Job Quality

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



Figure 36. Businesses along lower Washington Street closer to Forest Hills (above and right).



benefits (livable wages, full time hours, stable shifts, workplace rights) associated with the economic growth of JP/ROX is a concern of residents.

Health and Social Services

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

RECOMMENDATIONS

The JP/ROX community shared its vision to preserve the diversity of the Study Area's economy and character, while at the same time enabling new growth to respond to unmet local needs. Frustrations inherent in the balancing act between preservation and growth were also heard from the community, reflected in concerns about displacement, relocation, and parking, for example. Conversations across the City of Boston, as documented in the City of Boston's 2016 Small Business Plan and its Economic Inclusion + Equity Agenda, also point to gaps in services for minority, women, and immigrant owned businesses. Additionally, a plan for economic development cannot be complete without also addressing underlying needs and

opportunities for workforce development. The recommendations below can be implemented through zoning, policy, guidelines, or programs by the City of Boston, but also by a host of community leaders with development influence, including CDCs and private landowners.

Preserve and Revitalize Small, Independent Businesses

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

Technical assistance can help businesses adapt to changing customer demographics. For example, a number of small businesses in the Study Area need financial management support to guide growth, and that need becomes acute in the face of decisions around property leasing and ownership, and investments for business evolution. Boston has approximately 250 business support organizations (BSOs) that provide education and technical assistance to firms in the form of information, funding, advisory, and advocacy. For example, the Jamaica Plain Neighborhood Development Corporation (JPND) has a Small Business Technical Assistance program that offers counseling, workshops, financing, and leadership development to businesses in the Study Area. The City of Boston's newly organized Office of Small Business Development has an On-Site Technical Assistance program that connects consultants to businesses across Boston. The City of Boston should facilitate better access to BSOs and the technical assistance offerings, and develop a robust technical assistance offering to target neighborhoods undergoing significant transformation. The latter can be accomplished through increased funds to BSOs or programming through City departments. While a recommendation around technical assistance does not directly relate to zoning, it does affect the performance and longevity of the businesses that shape the economy and character of the JP/

ROX Study Area.

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

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

Attract New Businesses

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

Encourage Affordable and Accessible Commercial Space

Encourage affordable and accessible commercial space in the

Study Area, both for existing businesses and those of the future.

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

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

Support Workforce Development

Explore expanded City of Boston workforce goals, job standards, and career pathways spanning construction and permanent jobs for area residents [Undergoing edits and changes].

TRANSPORTATION & CONNECTIVITY

CONTEXT

Getting around in the PLAN: JP/ROX Study Area has been changing: from 2000 to 2014, the share of people commuting by car decreased by 10%, while walking increased by 2%, bike by 4% and transit by 3%.

The Boston Transportation Department's Go Boston 2030 visioning process envisions a city where all residents have better and more equitable travel choices, efficient transportation networks exist that foster economic opportunity, and steps are taken to prepare for climate change.

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

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

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

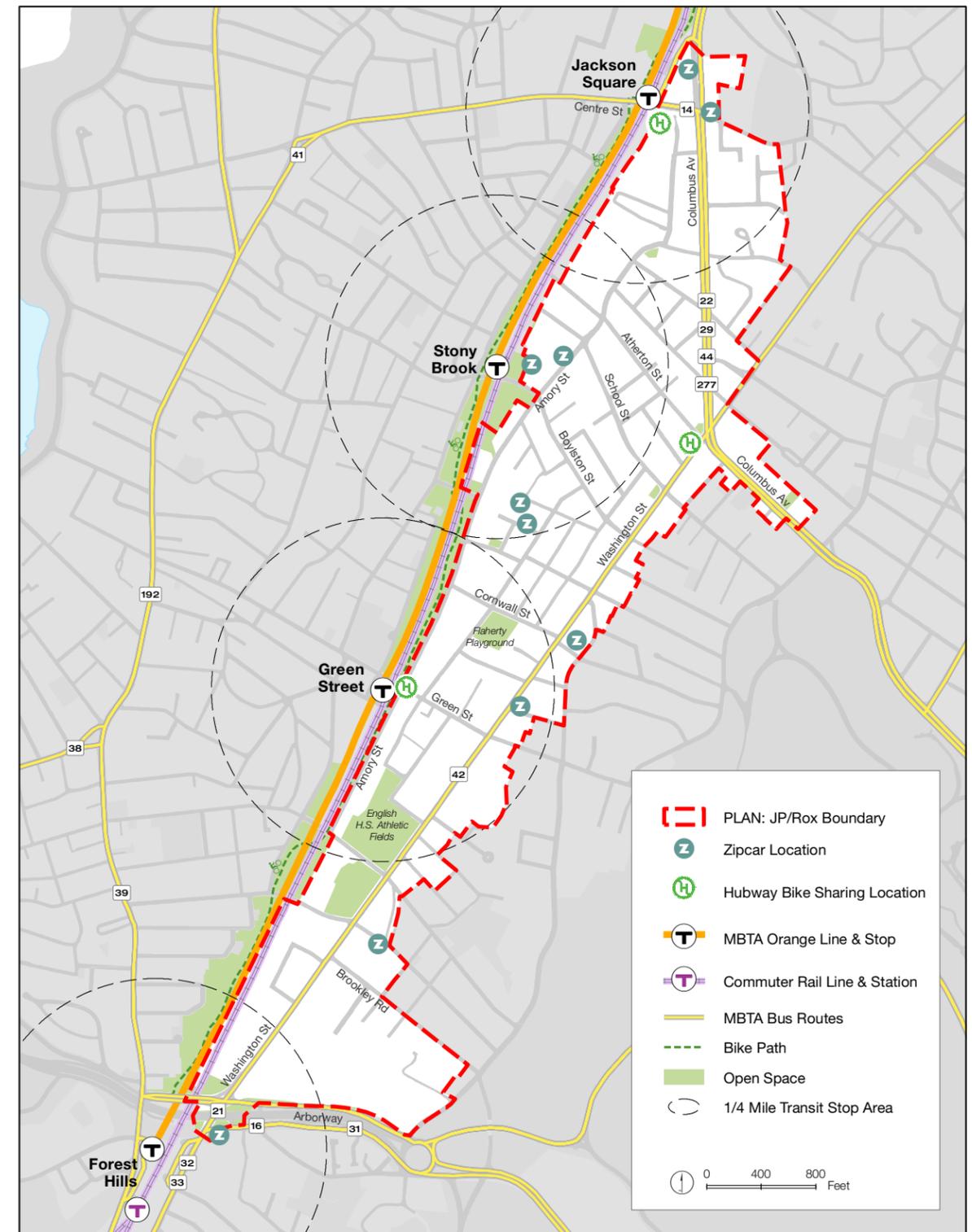


Figure 37. Transportation network in and around the Study Area.

ISSUES

Pedestrian Network – Existing

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

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

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

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

Egleston Square, where Washington Street and Columbus Avenue intersect, has long crosswalks signs and is not a friendly place for pedestrians due to challenging geometric conditions (created by there being five legs to the intersection and the streets meeting at odd angles).

Washington Street south of McBride Street/Rossmore Road is particularly unfriendly to pedestrians. Automotive, industrial



Figure 38. Opposite: Sidewalks on Amory Street are too narrow to accommodate pedestrians and wheelchairs.



Figure 39. Opposite: The crosswalk at the intersection of Columbus Avenue and Washington Street in Egleston Square does not accommodate safe pedestrian movement.

and maintenance land uses dominate, leaving a windswept area without eyes on the street or appropriate buffering. This creates some unpleasant, and public safety issues.

Bicycle Network – Existing

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

There are currently three Hubway stations in the Study Area: at Jackson Square, Egleston Square and Green Street Station.

There are currently no other on-road cycling facilities in the Study Area, though there are ongoing projects that will create more cycling infrastructure.

The Arborway redesign includes significant cycling facilities: grade separated cycle tracks will connect the Southwest Corridor to the Arboretum and Franklin Park.

Washington Street south of Burnett Street will get a southbound bike lane and northbound sharrows (in-road shared bike lane) as part of the Metromark Apartment (formerly Commons at Forest Hills) development.

Transit Network – Existing

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

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

Figure 40. Bike tour gave participants the opportunity to identify areas for improvement. Image shows tour along Washington Street.



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

Vehicular Network

Columbus Avenue has the most vehicular lane capacity in the Study Area, with two travel lanes and parking in each direction. The other major vehicular connection is Washington Street, which

has one travel lane in each direction and parking on both sides. Washington Street has experienced increased congestion during the ongoing Casey Overpass Project.

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

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

Parking Regulations

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

Boston Transportation Department Bicycle Parking Guidelines include requirements for one secure/covered bicycle parking space per residential unit, and minimum parking and shower requirements for retail, office and other uses. The City also requires car share spaces and electric-vehicle charging stations in larger developments.

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

RECOMMENDATIONS

Aspiration

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



Figure 41. Opposite: Columbus Avenue has the most vehicular lane capacity in the Study Area.

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

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

Figure 42. Jamaica Plain and Roxbury existing zoning requirements for parking. A minimum requirement means that a project would have to create at least this many spaces; a maximum means that the project would have to create at most this many spaces.

The study area is going to develop over a 15-20 year period, during which best practices and the way we get around will continue to evolve. It is vital that the recommendations here are seen as a living document that will need to adapt over time. The Implementation section of this Plan provides a complete list of the transportation recommendations developed with the community. The following sections provide an overview of these recommendations and the aspirations that were derived from the community process.

Study Area-Wide Recommendations

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

Wherever possible, sidewalks on neighborhood streets should be a preferred 11'6" wide on Neighborhood Residential Streets, 16'6" on Neighborhood Main Streets and never less than 7' wide to allow for ample pedestrian space, street trees and to meet accessibility requirements. Particular attention will be paid to Amory Street, Atherton Street, School Street, Green Street/ Glen Road, Williams Street and McBride Street/Rossmore Road. Explore options for improving sidewalk surface conditions including saw cut sidewalks and conforming to ADA-compliant cross slope requirements.

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

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

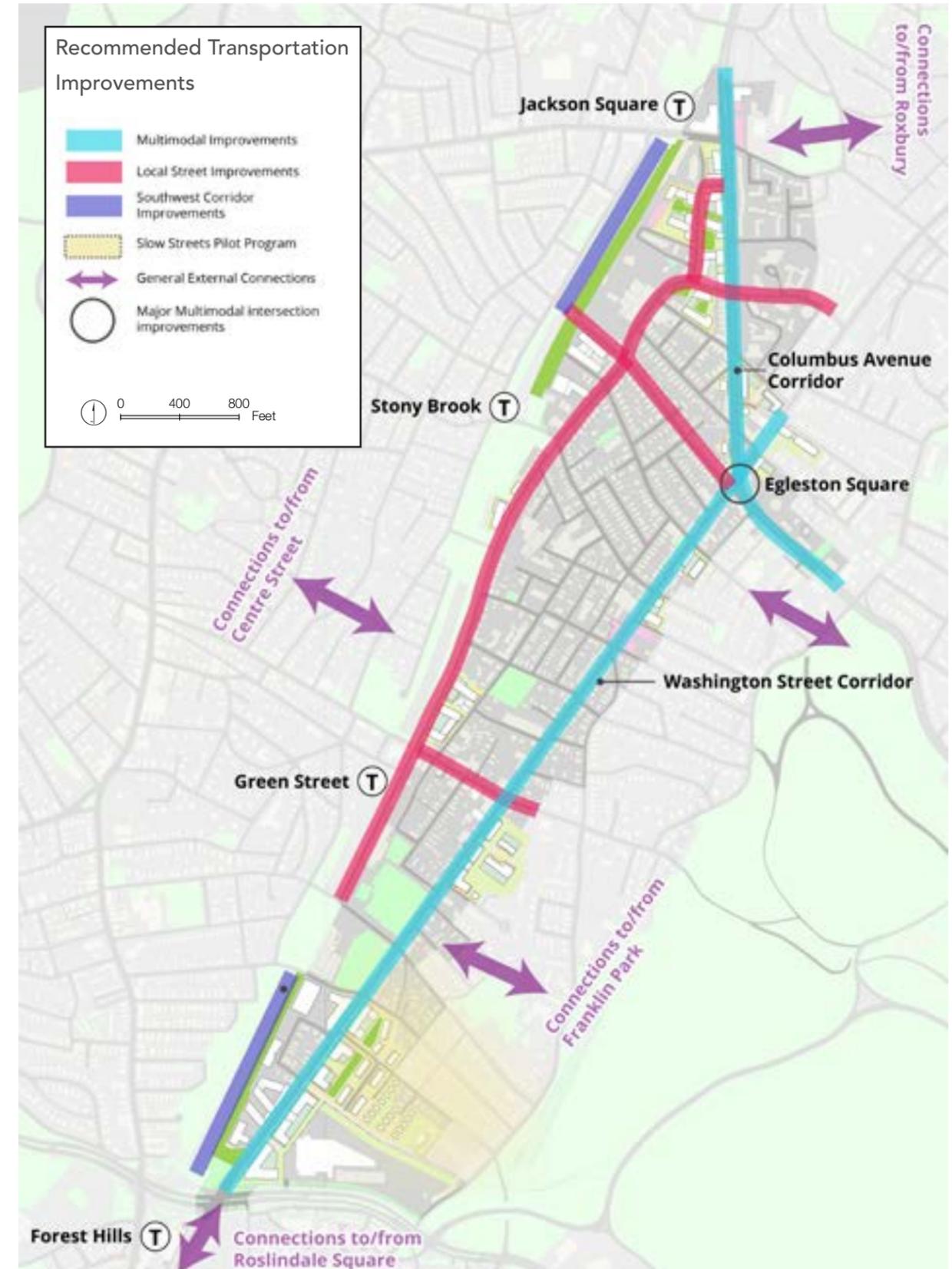


Figure 43. Opposite: Recommended transportation improvements in the Study Area.

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

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

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

Based upon the Study Area's proximity to transit, and in line with BTM policy, we recommend the following maximum parking ratios for amended zoning. Lower parking ratios will be required for projects that are closer to transit. Parking should be shared between developments.

Residential:

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

Commercial (retail/office):

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

Finding on-street parking can be difficult in the Study Area, particularly with drivers from other areas parking in the



Figure 44. Potential "Complete Streets" improvements for Columbus Avenue, including bus rapid transit (BRT) elements, protected bicycle accommodations, improved sidewalks, and landscaping.



Figure 45. Potential "Complete Streets" improvements for Washington Street, including landscaping, protected bicycle accommodations, and improved sidewalks.



Figure 46. Example of wayfinding in Downtown Crossing.

neighborhood to access the Orange Line. The City will explore adding more residential permit parking, time limit restrictions and parking pricing techniques to better manage on-street parking supply.

In order to foster cycling throughout the Study Area, the City will take advantage of every opportunity to add to both private and publically-accessible bicycle parking supply, through capital projects and private redevelopment opportunities. Development teams will be required to financially support the Hubway program's continued growth and operations.

Finally, select locations (such as MBTA stations and Egleston Square) should be developed into Mobility Hubs, which bring together alternative transportation choices, virtual trip planning, and placemaking.

Columbus Avenue Recommendations

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

Washington Street Recommendations

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

In any case, additional analysis and design is needed to determine how Washington Street can be an enjoyable place for all modes, both to move along and across. This study should



Figure 47. Opposite: Mobility workshop participants start a conversation about roadway design that is recommended to be studied further

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

Figure 48. Opposite: Table summarizing workshop participants' preferences for Right of Way improvements.

consider: shrinking excessive lane widths; widening sidewalks and improved landscaping and street furniture; curb extensions; pedestrian crossing improvements; BRT elements (queue jump lanes, far-side bus stops, improved bus stops); and better on-street parking management.

BTD is currently working on a signal retiming plan for Washington Street in the Study Area to alleviate congestion. Other traffic flow improvements including signal upgrades/interconnection should be examined as well and implemented through development mitigation or as City resources become available. South of Rossmore Road, the City anticipates redevelopment on the east side of Washington Street. In conjunction with development, the east side of the street should be widened, allowing for widened sidewalks, landscaping and street furniture; protected bicycle facilities; and bus priority lanes.

Egleston Square

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

Local Main Street Improvements

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

Amory Street, Dimock Street, Atherton Street and Green Street require particular attention. They are local streets that serve important connections within the neighborhood, but should not be used by regional cut through traffic. Green Street and Atherton Street in particular are major east-west corridors that should be improved for all modes.



Figure 49. Neighborhood Slow Streets is a new approach to traffic calming requests in Boston, with a focus on street designs that self-enforce slower speeds and safer behaviors. Through this program, the City aims to reduce the number and severity of crashes on residential streets, lessen the impacts of cut-through traffic, and add to the quality of life in our neighborhoods. The program is being piloted in the Stonybrook neighborhood as well as Talbot-Norfolk Triangle (TNT) in Dorchester. Refer to complete Streets Guidelines for more information about Slow Streets.



Figure 50. Conceptual illustration of Southwest Corridor extension from the Arborway to McBride Street, using MBTA-owned parcels. Photo credit: Ray Dunetz, Ray Dunetz Landscape Architecture.

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

Southwest Corridor Park

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

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

OPEN SPACE / PLACEMAKING / PUBLIC REALM

CONTEXT

In any neighborhood, open space and public realm contribute greatly to a sense of community. It is in these spaces that neighbors meet, children play, and residents and businesses work together to make a place. The existing land use breakdown indicating 5% open space (13 acres) within the Study Area, stands in contrast to the presence of approximately 100 acres of supporting open space immediately adjacent to and within a ¼ mile of the Corridor's planning boundaries. Examples include the Southwest Corridor Park system that borders the western edge of the area, and a portion of Franklin Park, the largest park in the Emerald Necklace Park system, to the east.

Open space assets within the Study Area include:

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

Public Realm and Placemaking

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

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

Figure 51. Opposite: Open space assets in and within a 1/4 mile of the Study Area.



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

Two functions of the public realm are to facilitate mobility and connectivity by providing safe, accessible, and well-defined facilities for pedestrians, cyclists, and vehicles within the neighborhood, and facilitate placemaking— bringing elements of activity, culture, and street life to the public realm that reinforce the unique character of a place.

Placemaking can also serve as an exercise to view the district through another lens that helps to identify further opportunities for new open spaces, improvements to the public realm, and suggests ways to connect existing and future assets to create a well-connected network. Placemaking can use temporary art, pop-up retail, recreational activities and games, street furniture, or temporary design elements to demonstrate how the public realm can be used differently. By changing or adding a few elements to a place, it can become a performance or gathering space, be densely activated or transformed into a quiet space for reflection. The addition of public art can help tell the story of a neighborhood, bring joy to people as they walk by, or indicate that an area is available for use by the public. All of these elements help create and preserve neighborhood character. The PLAN: JP/ROX Document includes a strategy for active placemaking through a careful consideration of ground-floor uses and transitions between public, semipublic, and private open spaces.

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

In the fourth community workshop, stakeholders identified examples of spaces that are well-liked, and spaces that need attention. That exercise made clear that the Study Area already has many existing quality open spaces, recreational spaces, and residential streets. Many local businesses already activate street corners and bring local character to the public realm through their own expression and special events. It also validates that past development efforts have considered the larger public realm context by accommodating interstitial connections, i.e. pedestrian shortcuts, to improve connectivity, while creating interesting places, such as the Brewery Complex. Yet many areas of the



*Figure 52. William F. Flaherty Playground.
Photo credit: Rebeca Oliveira, JP Gazette.*



Figure 53. Egleston Plaza ("Stonehenge") at Columbus Avenue and Washington Street in Egleston Square obtained recent funding for improvements.

public realm could still benefit from more thoughtful interventions to create a more robust, connected mobility network, specifically for pedestrians and cyclists. Currently, there are areas of disconnect created by lack of space to accommodate:

- comfortable pedestrian passage
- street trees for shade
- protected cycling facilities
- opportunities for ground floor retail to animate the edges of the street through sidewalk cafes or retail sales displays

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

Part of placemaking in the public realm is the nurturing of a system of parks where recreation – active and passive – can be pursued in an environment separated from the hustle and bustle, the comings and goings of street life. In these special places are some of the primary sources of a sense of community and rejuvenation that “make a place special.” What has made Jamaica Plain and Roxbury special are the signature open spaces of the Emerald Necklace, and the interstitial spaces that blend into the neighborhood fabric, the small neighborhood public parks beloved by the participants in this planning process. When the fabric of this study area, as previously mentioned, has limited open space, our plan recommendations call for additional smaller public open space, whether from public or private investment, developed in a collaborative fashion that coordinates with overall plan goals. These new spaces are combined with new efforts to enhance or reprogram existing public open spaces to address an evolving community resulting from this plan.

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

Issues

The Planning Team heard that many favorite places in the Study Area are located in local businesses, both their interior and outdoor semipublic spaces. Other favorite spaces include several small neighborhood public parks. In contrast, many of the areas between these favorite spaces were characterized as unsafe, unpleasant streets or large, private blocks with inactive ground floors immediately abutting the sidewalk. Participants noted that fast moving traffic finds its way through narrow residential side streets, creating a hazard for local residents. Participants also noted that some streets have narrow or missing sidewalks. Many key connection routes have litter problems, likely stemming from the high level of use. These same routes were noted to lack street trees, clear signage, and adequate lighting. It was also noted that there is a lack of places to rest, especially when



Figure 55. Public Space definition: Publicly owned, members of the public have access. Example includes a plaza or park, like the Egleston Square Peace Garden.



Figure 56. Private Space definition: Privately-owned, access is restricted or dictated by the owner. Example includes a backyard or the interior of a business, like the Rozzie Birch Street Courtyard. Photo credit: RVMS.



Figure 57. Semipublic Space definition: Privately-owned, access is often conditional. Examples include a storefront, stoop, or sidewalk café, such as the JP Licks Patio on Centre Street.

frequenting neighborhood retail centers and transit connections. Some large, private parcels that border Southwest Corridor Park make access to that park system difficult. Taken together, improvements should be made to facilitate connections between open spaces, especially for pedestrians and cyclists.

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

RECOMMENDATIONS

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

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

JACKSON SQUARE

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

Recommendations

- As a primary business node, active ground floor retail uses should front Centre Street, accompanied by active public spaces at street corners. Semi-active commercial or community uses should be on Amory Street, parallel to Columbus Avenue. This concentrates the most public realm activity away from but easily accessible to surrounding residential areas to build a cohesive gateway identity.
- New residential developments should be designed and scaled to enhance direct connections between Columbus Avenue and the new planned segments of the Southwest Corridor. Smaller buildings should also respect the surrounding neighborhood character. Multi-family residential developments should buffer their private open spaces



Figure 58. Conceptual drawing of a major corridor showing public realm improvement potential with a dedicated bus lane and curb bump-out. Illustrative diagram.



Figure 59. Active ground-floor uses at Centre and Lamartine Streets in Jackson Square help to enliven that corner.

- with semipublic connections and passive open spaces. Large development programs that seek to fulfill open space requirements through private, walled spaces will not be permitted.
- The Columbus Avenue intersection should have enhanced pedestrian crossings and improved street amenities and furniture to build cohesion between existing and new building.
 - Buildings along Columbus Avenue should reinforce a residential corridor through a buffering layer of semipublic spaces, including: setbacks from the street, entryways, landscaping, and porches. However parking entrances, loading docks, and service entrances should be configured to minimize impacts to Columbus Avenue and adjacent properties. The building shape and roof line (i.e. massing and edge) should be varied to mitigate the urban canyon effect.

- Pedestrian and cycling connections should be improved between Columbus Avenue and the new planned segments of the Southwest Corridor, through Amory Avenue, and to privately developed open space.
- Preserve and activate MBTA ROW behind new development in Jackson Square as a continuation of the Southwest Corridor
- Encourage including public dog parks in larger development projects.
- Encourage green landscaping in all development projects.

Egleston Square

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

Recommendations

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



Figure 60. Enhanced pedestrian crossing markers at Seaver and Walnut Streets in Egleston Square improve the public realm and add safety measures for difficult pedestrian crossings.



Figure 61. Recommended MBTA-owned parcels to extend Southwest Corridor park between Jackson Square and Stony Brook T stations north of the Study Area, and adjacent to the new development at Forest Hills between the Arborway and McBride Street.

- Work with the Egleston YMCA to provide a broader range of activities to accommodate varying age groups (i.e., older residents)

Stony Brook And Amory Street/Dimock Street Corridor

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

Recommendations

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

Green Street

Character: neighborhood service district

Recommendations

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

Forest Hills

Character: neighborhood gateway district and transportation hub

Recommendations

- Enhance connection to MBTA station as a walking, biking, public transit center.



Figure 62. Potential "Complete Streets" improvements for Columbus Avenue, including landscaping, bus rapid transit (BRT) elements, protected bicycle accommodations, and improved sidewalks.



Figure 63. Potential "Complete Streets" improvements for Washington Street, including landscaping, protected bicycle accommodations, and improved sidewalks.

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

- Public access routes to better connect Stonybrook Neighborhood and Washington Street.
- Strategize new and enhance existing programs at Franklin Park to increase visitability
- Provide better connections from the residential areas to Franklin Park
- Preserve and activate MBTA ROW behind new development in Forest Hills as a continuation of the Southwest Corridor

Neighborhood-Wide

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

Recommendations

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

Figure 64. First Chair (Fenway's Symphony Park) and Community Fabric (Josiah Quincy School, Chinatown) represent different ways public art can engage with the neighborhood.



3. Residential uses should be screened / buffered by semiprivate space and landscaping.
- Reinforce the existing residential fabric by adding new public open spaces, improving existing neighborhood parks and community gardens, and creating cohesive commercial activities. Streets around smaller public spaces should be made safer and allow for children to play nearby. Smaller streets may follow Stony Brook's Boston Transportation Department Slow Streets Program with speed reducing strategies in residential streets to discourage detouring, cut through traffic.
 - Spaces for public art from local artists and interesting architectural expression creates a diverse mix of neighborhood identities for different activity nodes.
 - Consider maximum lot coverage requirements in order to promote the creation of on-site open space
 - Encourage new community garden space and /or dog park space as part of larger development projects.

SUSTAINABLE DEVELOPMENT & GREEN BUILDINGS

GOAL

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

OVERVIEW

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

RECOMMENDATIONS:

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

Neighborhood Development and Buildings

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

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

Preparedness and Resiliency

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

Green Infrastructure

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

District Energy Infrastructure Planning and Development

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

LAND USE & ZONING

CONTEXT

Existing Land Use

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

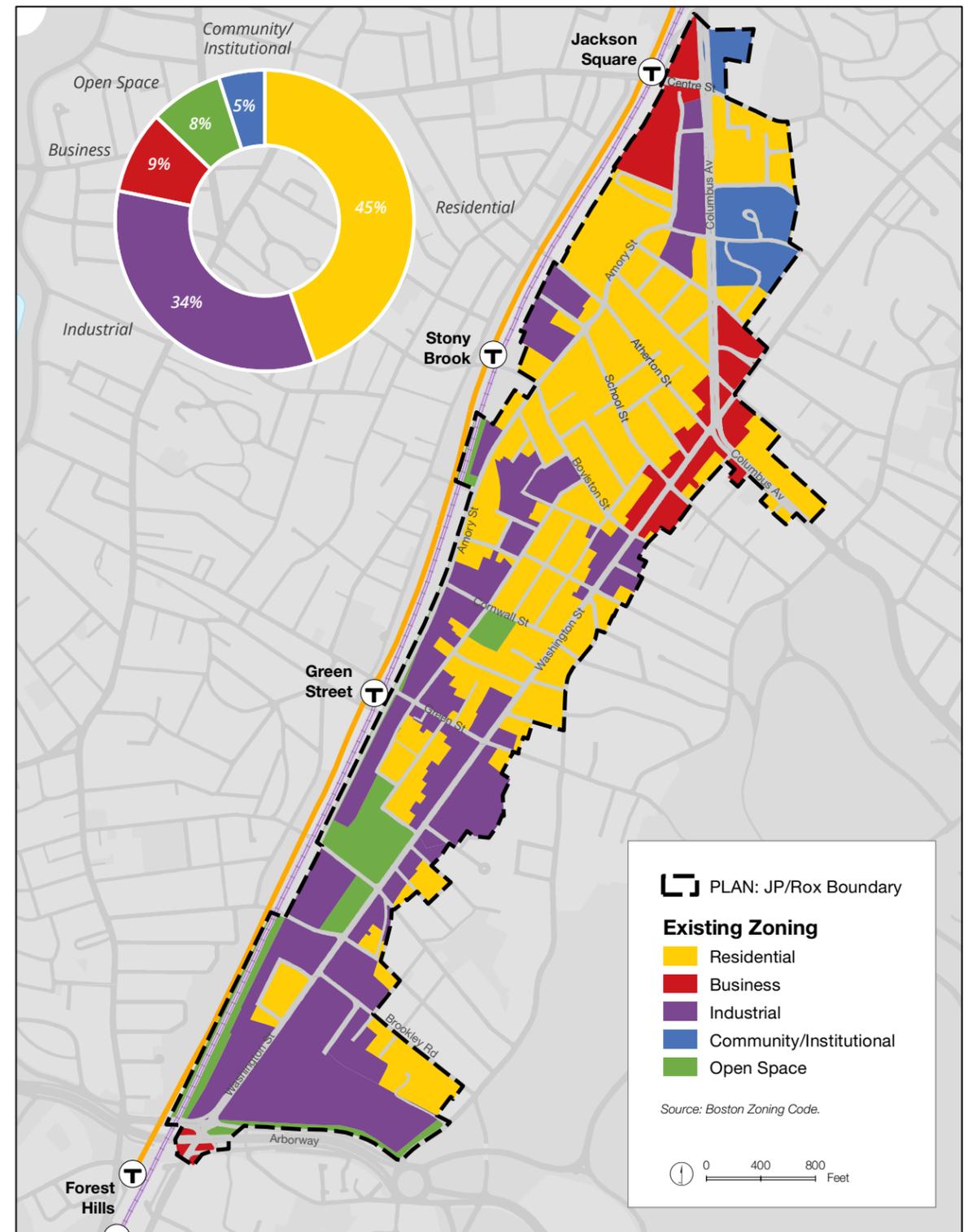
Zoning

Existing zoning in the Study Area is covered under Article 55 and Maps 9B/9C for Jamaica Plain, and Article 50 and Map 6B/6C for Roxbury. Recommendations below come from a synthesis of ideas from the PLAN: JP/ROX planning process, and they suggest amendments to the existing zoning text and maps. The zoning process for the amendments will take place after PLAN: JP/ROX

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

Figure 65. Opposite: Map showing existing land uses in the Study Area.

Figure 66. Existing land use breakdown in the Study Area.



is adopted. The existing zoning varies greatly from the existing land use described above. Residentially-zoned areas still make up the majority of the Study Area at 45%. However, the combined commercial, institutional and industrially-zoned areas make up 48% of the Study Area, much more than what is on the ground today.

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

Issues

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

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

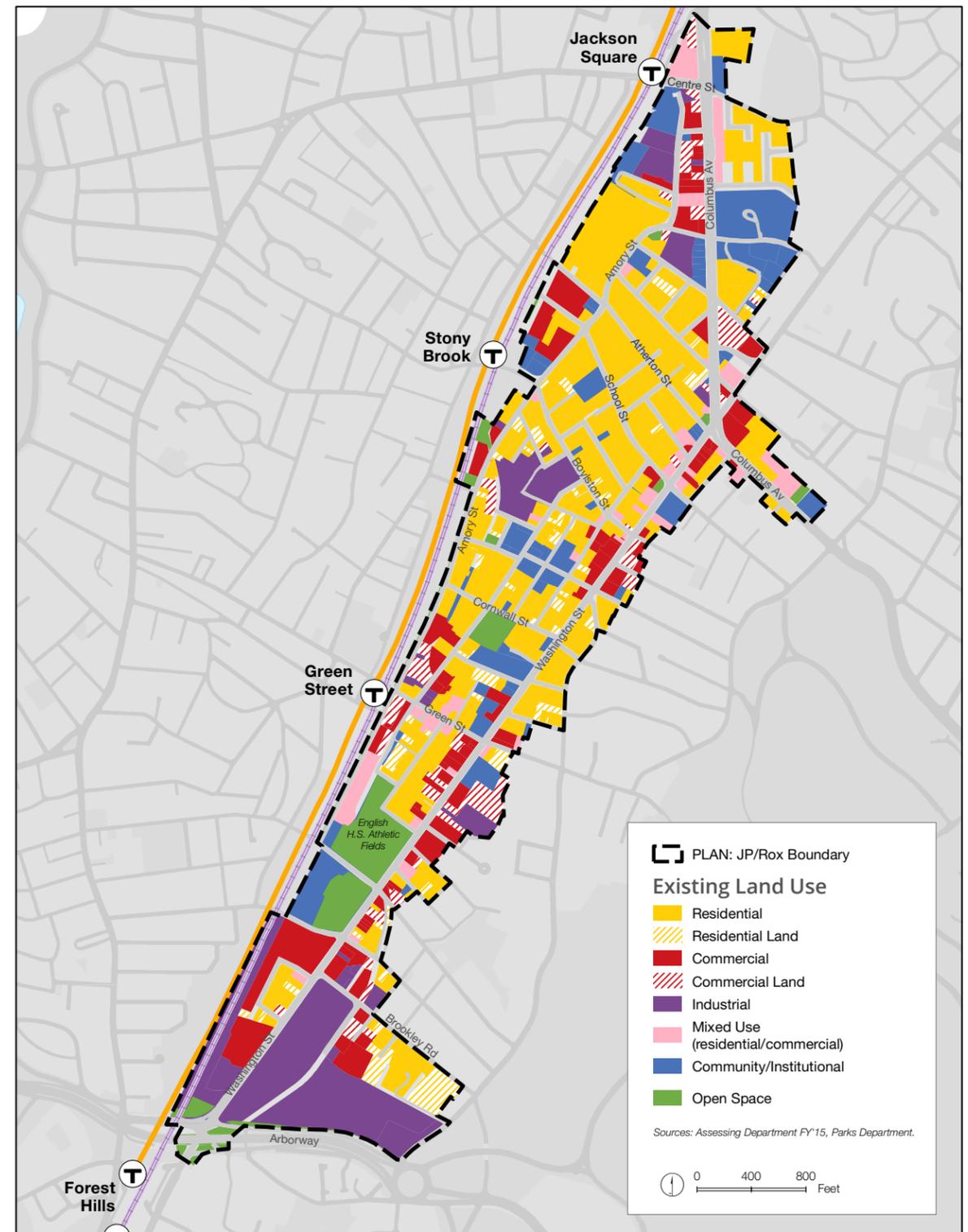


Figure 67. Opposite: Map showing existing zoning in the Study Area.

Recommendations

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

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

Base Zoning Subdistrict Name and/or Boundary Changes

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

In the following instances (Figure 71, label 1,2), the name of the existing zoning subdistrict would be changed while the boundaries would remain the same. The intent of these proposed changes is to reflect either existing uses or recent new uses in varying stages of construction.

There was ample feedback through the PLAN: JP/ROX process about envisioning a livelier pedestrian and bike-friendly street with active ground floor uses for the length of Green Street between Amory and Washington Street. The proposed change includes carving out a commercial subdistrict (Neighborhood Shopping) to replace the Local Industrial (LI) zoning to reflect existing conditions. Jobs and businesses would still be encouraged, although new NS zoning would support and promote more commercial types of uses rather than industrial in order to encourage a more active and engaging streetscape for this important connector street that leads to a prominent Orange Line MBTA station (Green Street). This new NS-Green Street zoning subdistrict would still have a base height of 35' and 1.0 FAR like the former LI zoning subdistrict.



Figure 68. Green Street is envisioned to be a livelier and more pedestrian friendly connector street.



Figure 69. The Artisan's Asylum in Somerville, MA. Photo Credit: The Artisan's Asylum.

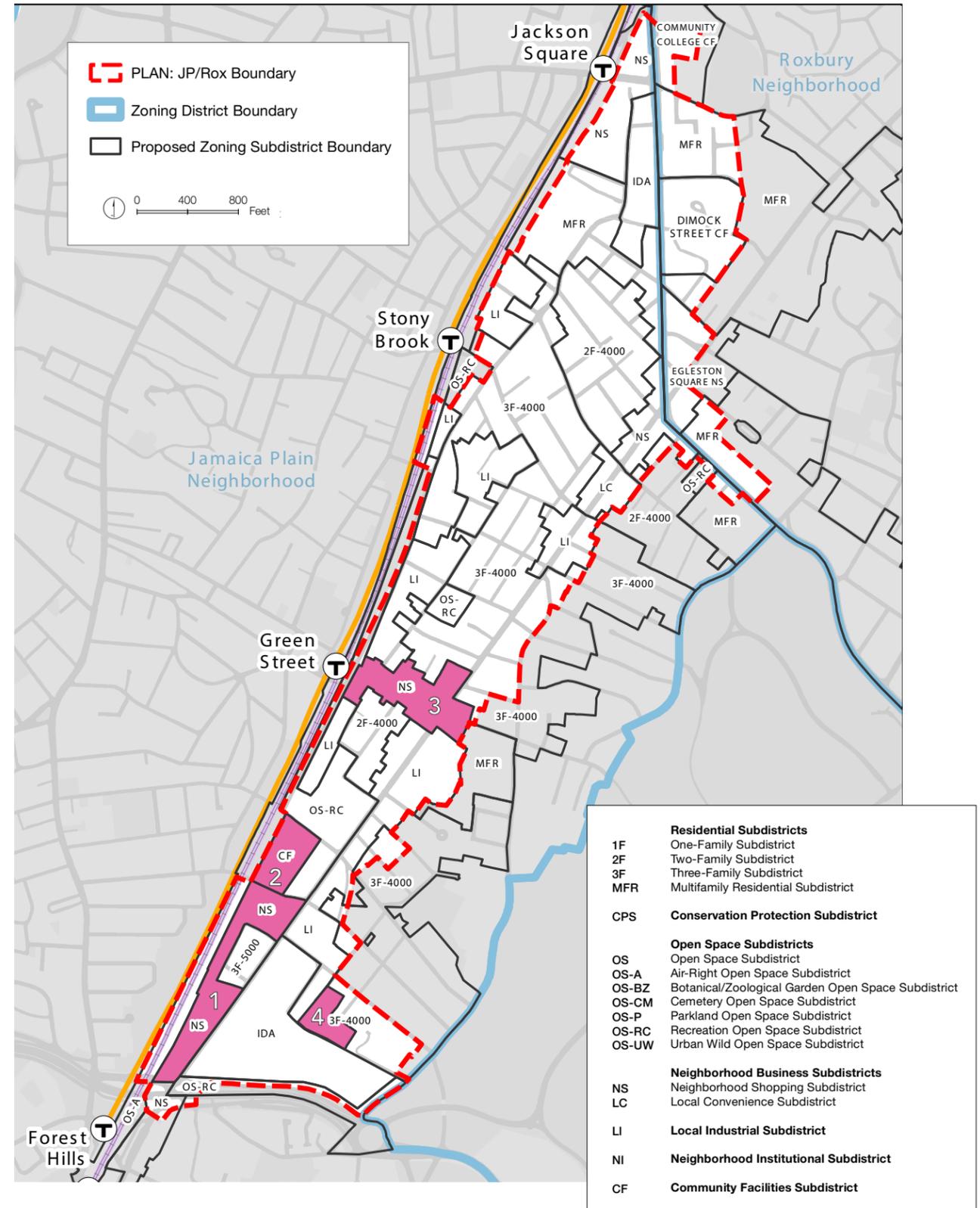


Figure 70. Active ground-floor uses below residences at Centre and Lamartine Streets in Jackson Square help to enliven that corner.

A small change is recommended in the Stonybrook neighborhood where it is currently zoned Local Industrial. This proposed change would help to blend future development with the abutting three-family residential neighborhood, and reflects a recent redevelopment trend in the Stonybrook area whereby the industrial uses closer to the MBTA Arborway Yard are being proposed for residential development.

LABEL	NAME	CURRENT	NEW	ADDITIONAL DETAIL
1	Stonybrook Neighborhood West	Local Industrial (LI)	Neighborhood Shopping (NS)	Have zoning reflect current land uses (some residential in areas zoned for industry)
2	English High School	Local Industrial (LI)	Community Facilities (CF)	Have zoning reflect current land uses (English High School facility)
3	Green Street	Local Industrial (LI)	Neighborhood shopping (NS)	Green Street should be a lively pedestrian friendly neighborhood street with active ground-floor uses. Create a Neighborhood Shopping ("NS") zoning subdistricts along the length of Green St, and nodes of Green St/Amory St and Green St/Washington St
4	Stonybrook Neighborhood East	Local Industrial (LI)	3 family houses (3F-4000)	Carve out a portion of the existing Local Industrial ("LI") zoning subdistrict and add it to the adjacent existing 3F-4000 zoning subdistrict to blend with abutting residential neighborhood and reflect a recent redevelopment trend in the Stonybrook neighborhood.

Figure 71. Opposite: Map showing proposed name and/or boundary changes to zoning subdistricts.



Base Zoning Use Changes - Local Industrial (LI)

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

Recommendations:

- Maintain current industrial uses.
- Create opportunities for new and contemporary local industrial uses; make art and fabrication or "maker space" uses more permissive.
- Discourage heavier industrial auto-oriented and storage uses that are currently more permissive in the LI subdistrict.
- Make residential an allowed use above the first floor.
- Make warehousing (self-storage) a conditional use. (This means that the use is not allowed by-right but may be acceptable in some areas. It requires the proponent to seek special permission, called a conditional use permit, from the Zoning Board of Appeals).
- Ensure that commercial uses that activate the ground floor, such as restaurants, retail, and fitness centers etc. are allowed.

Base Zoning Use Changes - Multi-Family Residential

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

Figure 72. Current zoning subdistricts and maximum height and FAR (floor area ratio) in the Study Area.

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

Figure 73. Conceptual development scenarios from a past for Egleston Square show mid-rise ideas if a density bonus is utilized. Illustrative diagram and massing not to represent real, planned projects.



Base Zoning Dimensional Changes

There would be no changes to the base zoning heights and floor area ratios (FAR) in any zoning subdistrict. Heights are currently restricted to 35 feet as-of-right across the whole Study Area, with a few exceptions in Egleston and Jackson Square (45' and 60'). The following maximum heights and FAR for the zoning subdistricts in the Study Area would remain the same. As mentioned above, even in the NS zoning subdistrict being proposed along Green Street, the proposed NS-Green Street zoning subdistrict would still have a base height of 35' and 1.0 FAR like the former LI zoning subdistrict.

Density Bonus Policy

A density bonus is where a developer opts to incorporate additional public benefits into a project, such as affordable housing units, in exchange for the ability to create additional density and/or height in a development. Based on community discussions, certain areas would be eligible for the voluntary density bonus program. The outcome is that each project that participates in the density bonus program will result in additional affordable residential development beyond the base affordability of 13% at 70% of Area Median Income (AMI) (modeled on Citywide IDP). These additional affordable units will be set aside at 50% of AMI.

- If a zoning subdistrict has a base FAR of 1.0, the set-aside bonus density is 20% of all additional units at 50% AMI
- If a zoning subdistrict has a base FAR of 2.0, the set-aside bonus density is 25% of all additional units at 50% AMI
- Overall affordability for individual projects will range between 16-17% (base affordability + density bonus set-asides)

Density Bonus Tools

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

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

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

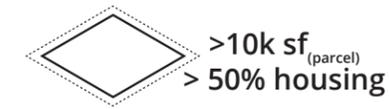
Developments within a PDA or RDA may not exceed the maximum heights established through PLAN: JP/ROX as shown in Figure 75 on page 126 and developments must incorporate the urban design guidelines found in the Implementation chapter of this plan.

RDA
Residential Development Area

The process creates the new zoning for a site, and affordability is required and written into the final Residential Development Area Plan.

WHEN IT IS USED

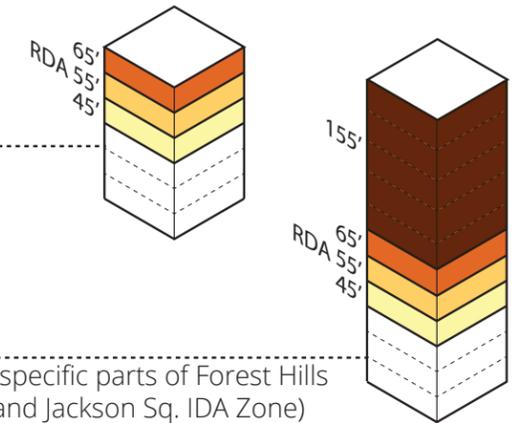
Development Area Size Requirement



New Structural Maximums after RDA approval process (see map)

Land Use Subdistrict Base

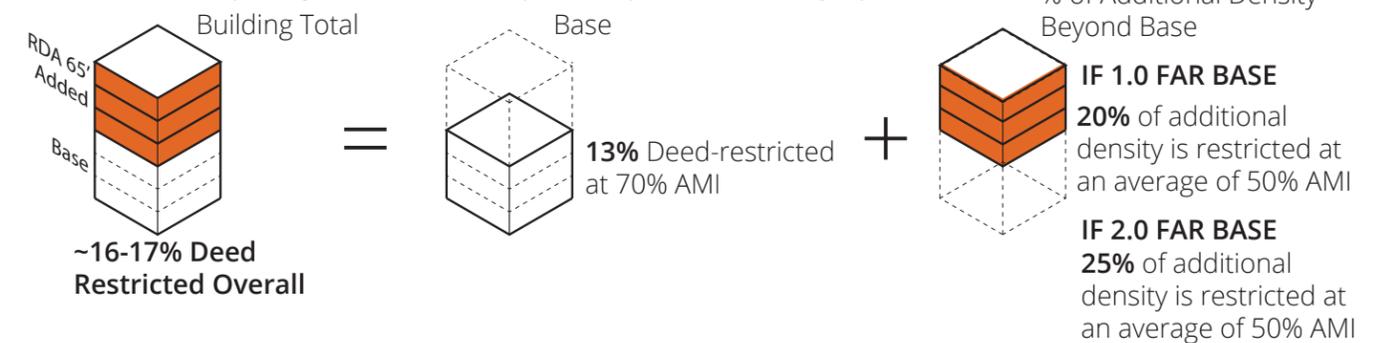
LI	Local Industrial	Base: 1.0 FAR, 35'
NS	Neighborhood Services	Base: 2.0 FAR, 45' - 60'
LC	Local Convenience	Base: 1.0 FAR, 35'
MFR	Multi-family Residential	Base: 1.0 FAR, 35'
IDA	Industrial Dev. Area	Base: 2.0 FAR, 45'



(specific parts of Forest Hills and Jackson Sq. IDA Zone)

DENSITY BONUS

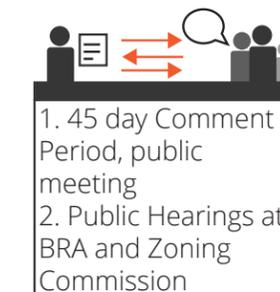
Affordability Requirement (not reflective of actual building layout)



APPROVALS

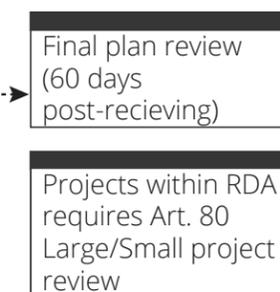
1. COMMUNITY ENGAGEMENT

Article 80 RDA Process



*If the building is a condo, 25% of added density is at 80% AMI

2. BRA BOARD
Boston Redevelopment Authority



3. ZONING COMMISSION



Figure 74. A graphical explanation of the requirements and process of Density Bonus Tool 3 - Residential Development Area (RDA)

Density Bonus Tool 4: The Residential Development Incentive (RDI) creates an as-of-right situation in all zoning subdistricts where residential use is allowed (except for 1F, 2F and 3F zoning subdistricts) and where additional affordability above the IDP is required even though zoning relief is not needed. More than 50% of the gross floor area must be dedicated to residential uses and affordability requirements, maximum heights and densities are provided in the zoning language.

There are over 11 acres of privately-owned land in the Study Area that is vacant or being used for warehousing/storage, repair garages, surface parking, auto salvage yards. Many of these areas may be opportunities to utilize a density bonus tool and provide additional affordable housing to the Corridor. The hope is that private developers will opt to use a density bonus tool that creates a feasible project thereby creating additional affordable housing and contributing to the goal of at least 30% new deed-restricted affordable housing units in the Study Area.

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

See the Framework section "Housing Affordability and Development without Displacement" for more details on the density bonus policy and tools. On page 214 in the Appendix, there is a detailed financial analysis to provide an explanation of PLAN JP/ROX's recommendations for the density bonus policy.

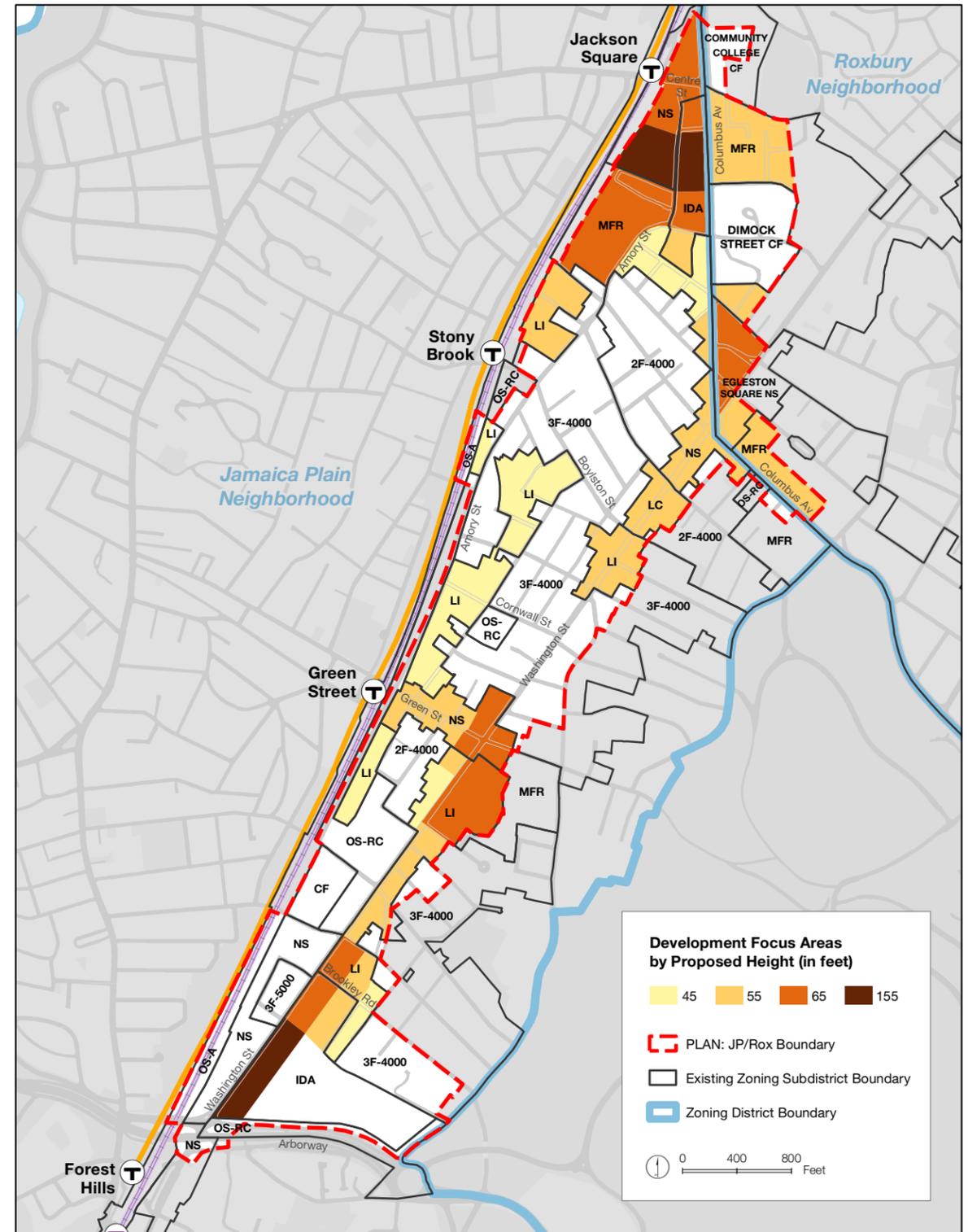


Figure 75. Conceptual map of Residential Development Area (RDA) eligible sites and the allowed maximum heights in each zone.



IMPLEMENTATION

URBAN DESIGN GUIDELINES

These Urban Design Guidelines are intended to fulfill the Community Vision for PLAN JP / ROX and are built on the goals of respecting the existing cultural and historical character of the area while encouraging appropriate future growth in the right locations. They specifically seek to maintain the social and economic diversity of the area by encouraging enough new housing to meet present and future housing demand and by doubling the present amount of income restricted affordable housing.

These guidelines seek to create a livable and accessible neighborhood that encourages walking and biking and the use of public transit. They promote a future neighborhood that includes new uses that complement the variety of existing of uses and new public and private open spaces that ensure and enhance the livability of the community. These will in turn ensure the long term social and environment sustainability of the community by fostering innovation and setting high standards for green buildings and infrastructure.

As we expect development to follow these guidelines we understand the possibility of developments that go above and beyond public benefit with a tradeoff for additional dimension. For any dimensional inconsistencies that arise from these guidelines will be resolved through Article 80 and the RDA permitting processes. These guidelines are not intended to create uniform, predictable formulaic architecture, rather they provide the envelope.

Area-Wide Urban Design Guidelines

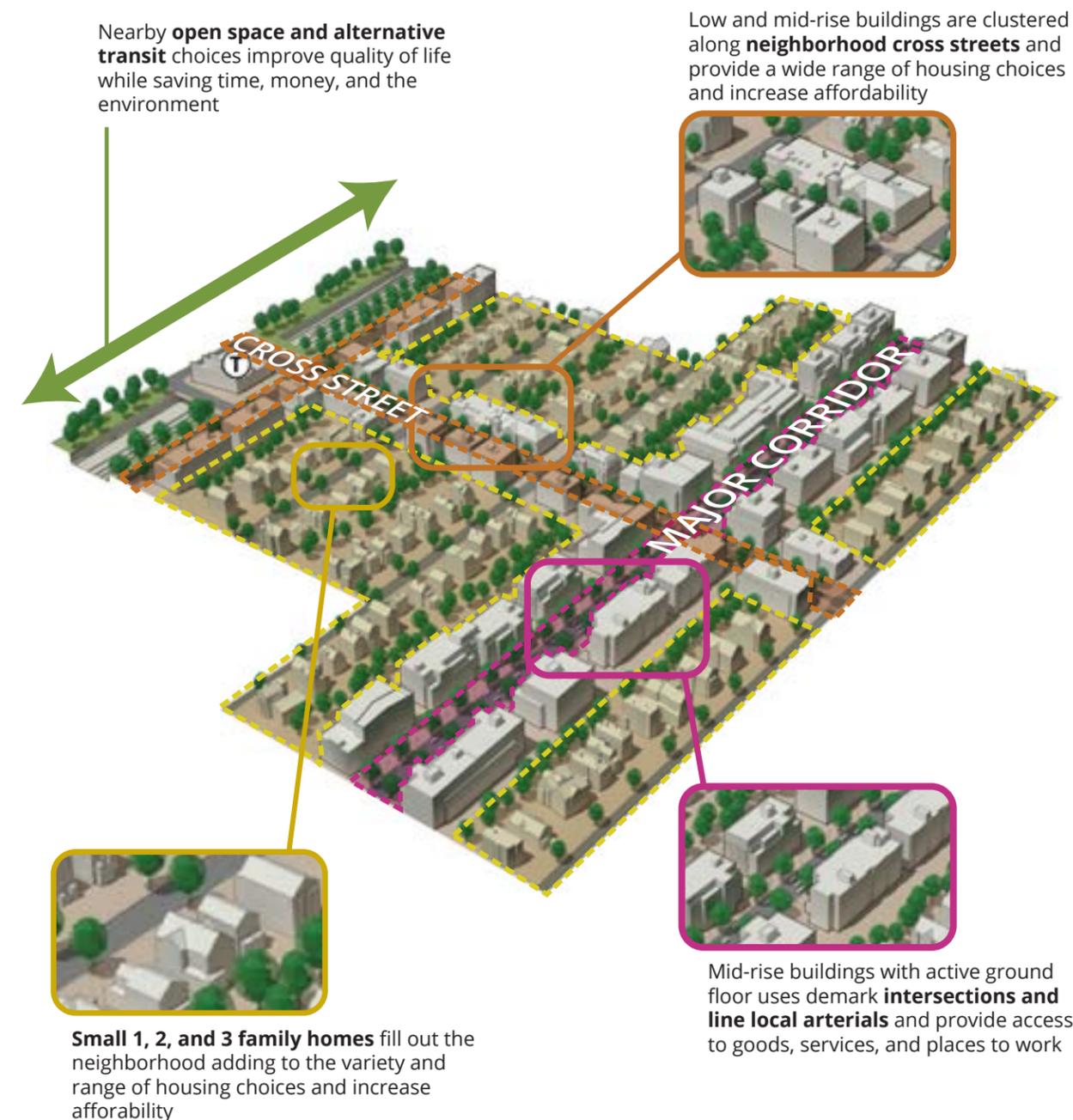
Street and Block Patterns

Add new public ways and paths to reduce the scale of large parcels and development sites and promote local circulation in, out, and through new development sites. Where ever possible, configure and orient new buildings and sites for maximum sunlight and solar benefit (longer south facades and shorter east and west facades) and to minimize shadows.

NEIGHBORHOOD CHARACTER AND SUSTAINABLE URBANISM

Part of JP/ROX's charm and character is the eclectic and varied social and urban fabric. Building use, size, and configuration are as varied as building age, construction, and style. While "the exception to the rule" is the norm, basic building patterns create a pleasant and familiar urban fabric that allows the unique to be the exceptional.

These varied uses and conditions also set the foundation for a highly sustainable neighborhood. Neighborhoods of homes and businesses provide the density of people needed to support public transit service, clusters of local businesses. Nearby goods, services, places to live or to work and alternative transit choices reduce greatly vehicle mile travel and car ownership rates which reduce greenhouse gas emissions and living costs.



Public Realm

Active and commercial area streetscapes should be enhanced with wider sidewalks, landscaping, lighting, street furniture, and public art. New development projects should include public and semi-public active spaces especially where adjacent to new and existing retail, service, and cultural uses.

The three existing MBTA Right of Ways (ROWs) clusters along the east side of the Orange Line rail corridor should be transformed into new high quality public open spaces and added to the Southwest Corridor Park System. The new park spaces should provide active open and green spaces and connect Jackson Square to Atherton Street, Atherton Street to Stony Brook Station / Boylston Street, and McBride Street to the Arborway at Forest Hills.

Site Planning and Topography

Configure new buildings to create pedestrian connections, sight lines, and view corridors between buildings. Locate a majority of open space at the ground level in a manner that is equally accessible to all residential units or building occupants.

Utilize existing grade changes to create new street level uses and access basement level parking. Consider introducing alley ways for access to service areas and parking.

Install bicycle racks and lockers near building entrances, especially in residential or mixed-use projects. Create visually interesting spaces within the public realm that might include pedestrian-level lighting, murals or artwork, street furniture, landscaping or special paving.

Open Space and Landscaping

Utilize open space features to organize site design and building configurations. Cluster open space(s) in a central location(s) rather than dispersing less usable open spaces throughout a development. Provide balconies, roof decks, porches, and stoops in addition to clustered open spaces. Balconies should be sized and located to maximize their intended use and function as open space. Common amenities such as a communal garden, roof deck or tot lot are an open space benefit to residents.

Existing trees should be retained wherever possible. Existing

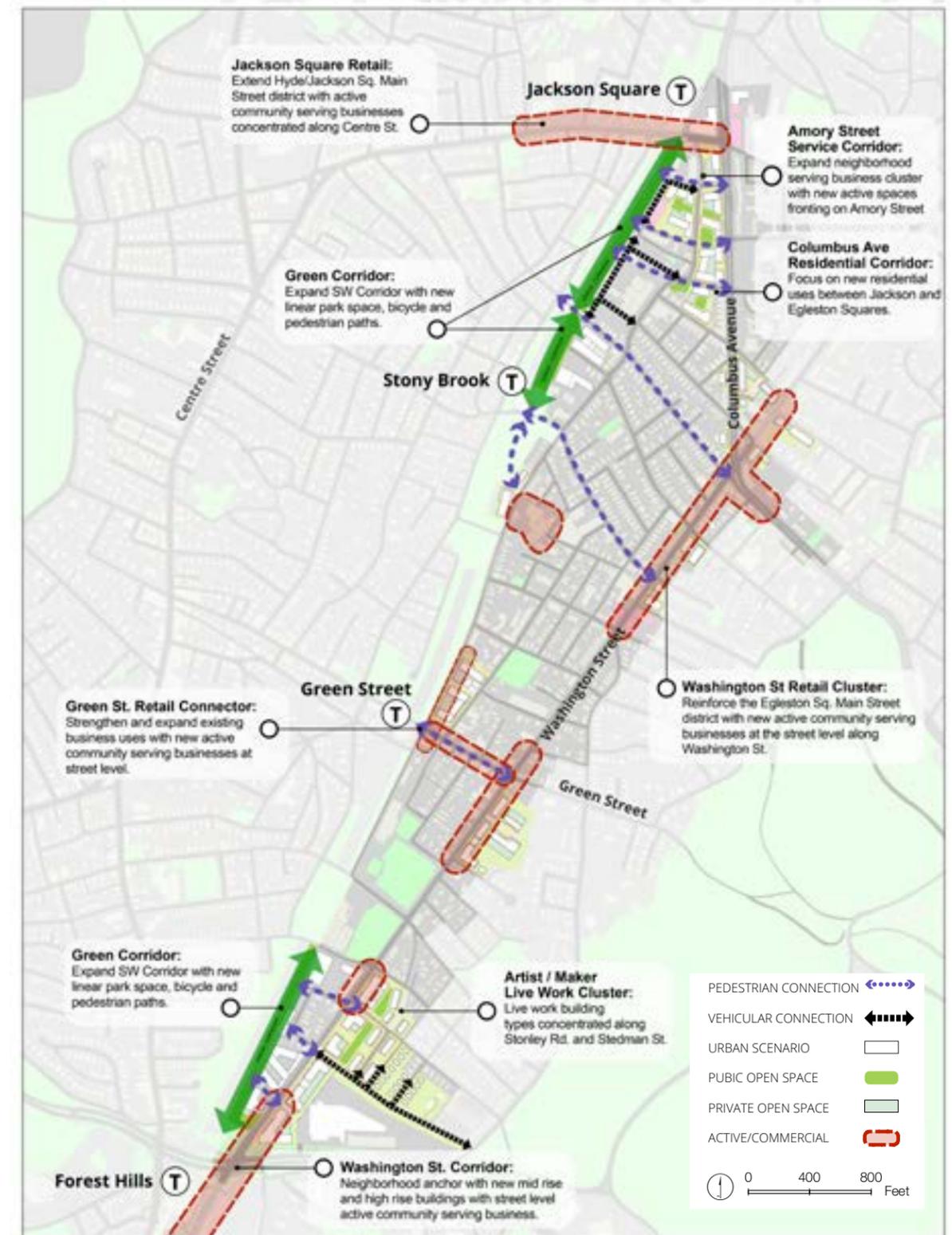


Figure 76. Study Area urban design strategy overview

trees of a 6" diameter or greater shall be replaced at a ratio of two new trees for every one tree removed. New trees shall be at least 2.5" in diameter. Landscaping should consider the architecture and form of the building, and be suitable to the functions of the space. Design landscaping to minimize adverse visual impacts, especially from parking, loading, and service areas.

Building Height, Scale and Massing

PLAN JP/ROX first seeks to preserve the scale and character of the existing residential Two-Family (2F) and Three-Family (3F) subdistricts by reinforcing those land uses, height limitations, and dimensional requirements.

In the existing MFR, LC, NS, LI and IDA subdistricts (see page 73), a Residential Development Area (RDA) overlay zoning tool is proposed to promote additional housing development and more affordable housing. The following RDA design guidelines seek to ensure gradual transitions between existing and new buildings while allowing the varied conditions and diverse building typologies that characterize the area. In addition to specific height sub-zones, these guidelines establish specific building setback from roadways, open space, and step-back from front building façade requirements to further control massing while maintaining flexibility and ensuring high quality building design.

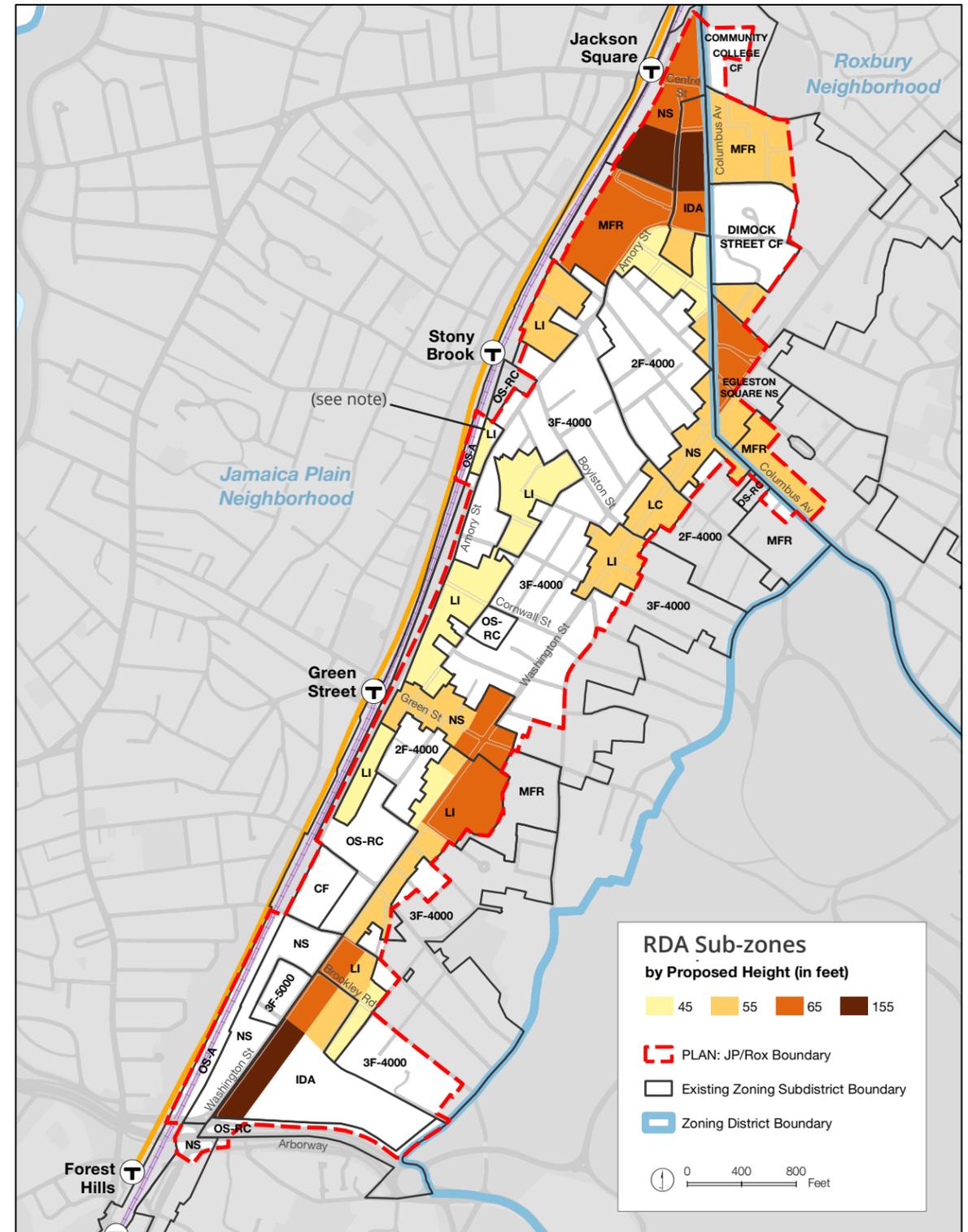
Four RDA sub-zones provide for a gradual transitions between adjacent existing and new buildings:

RDA SUB-ZONES AND ALLOWABLE HEIGHTS		
RDA SUB-ZONES	RDA BUILDING HEIGHT	ADJACENT BUILDING HEIGHT
RDA - 45	45' to 50'	from 3 to 4 Stories
RDA - 55	55' to 60'	from 4 to 5 Stories
RDA - 65	65' to 70'	from 4 to 6 Stories
RDA - 155	155' to 160'	from 7 to 15 Stories

RDA Building Setbacks

- New buildings should generally reinforce existing street wall conditions while ensuring appropriate sidewalk widths and buffer areas to support new and existing uses. In locations where the public right of way is too constrained to allow minimum sidewalk widths, new buildings should be setback further from the roadway to allow for wider sidewalks. See

Figure 77. Opposite: Recommended RDA zones eligible for a density bonus with maximum allowable building heights. Where additional height is allowed using a density bonus, urban design guidelines ensure new development will respect and blend with adjacent areas.



*RDA does not include area north of the Southwest Corridor Path

Transportation and Connectivity recommendations and Boston Complete Street guidelines for minimum and ideal width dimensions.

- Front Setback – varied by area character:
 1. Residential – 10' to 15' to buffer ground floor uses.
 2. Local Retail / Commercial – 0' to 15' and varied to allow different and unique conditions.
 3. Main Street / Active Commercial – 0' to 10' to provide opportunities for outdoor seating.
- Side Yard and Rear Yard Setbacks – varied by area character:
 1. Residential – Side 10' / Rear 20'.
 2. Local Retail / Commercial – Side 5' / Rear 10'.
 3. Main Street / Active Commercial – Side 0' to 10' / Rear 10'.

Side and Rear Yard Setbacks should be sensitive to existing abutting uses and buildings while supporting new uses and building conditions.

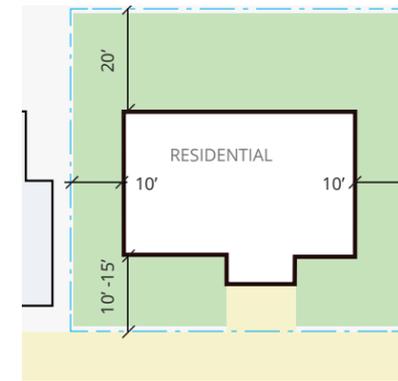
RDA Building Step-Backs

Building massing and form should vary to ease transitions between new and existing buildings, reduce the apparent massing of new buildings, and allow variety in building form.

- Front Step-Backs (street facing):
 1. Buildings over four stories must include at least one step-back at or below the 4/5 floor level, averaging 8' deep, and across 40% of the front / street facing façade, additionally;
 2. Buildings over six stories must include additional horizontal step-backs at or below the 6/7 floor level, averaging 8' deep, and across 80% of the front / street facing façade.
- Side and Rear Yard Step-Backs:
 1. Buildings over four stories must include at least one step-back, at or below the 4/5 floor level, averaging 8' deep, and across 80% of the side and rear facing façades, additionally;
 2. Buildings over six stories must include additional horizontal step-backs at or below the 6/7 floor level, averaging 8' deep, and across 80% of the side and rear facing façades.

Figure 78. Illustrative example of how RDA-specific urban design guidelines create a dynamic edge that regulates massing and frontage of new development.

RDA BUILDING SETBACK



RESIDENTIAL



10'-15'

Landscape and fencing to buffer ground floor uses

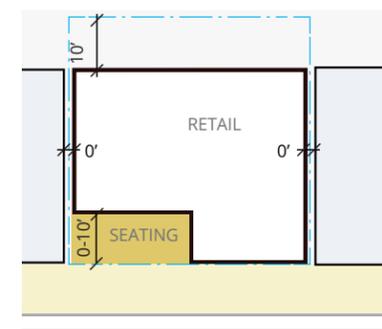


LOCAL RETAIL/ RESIDENTIAL



0'-15'

Varied active use storefront or landscape buffer



MAIN STREET



0'-10'

Active use storefront or outdoor seating

RDA Building Open Space

New projects and buildings should provide accessible open spaces best suited to the building site conditions and building occupants.

- Ground Plain – minimum requirement varied by area character:
 1. Residential – 10% of site area.
 2. Local Retail / Commercial – 5% of site area.
 3. Main Street / Active Commercial – up to 5% of site area.
- Occupancy – minimum requirement by use:
 1. Residential – 50 SF per unit.
 2. Commercial / Office – None
 3. Commercial Retail / Service / Industrial – none.

Building Orientation and Edge Condition

- Front new buildings and main entries on primary streets.
 1. Common ground floor entries (i.e., lobby or atrium) should be highly visible and prominent from the street and sidewalk.
 2. Entrances to shops, businesses, and offices should front the sidewalk and street.
 3. Active areas such as restaurant seating, reception and waiting areas, lobbies and retail should line street-facing walls so the activity is visible to sidewalk and street traffic.
 4. All building entrances and approaches must accommodate persons of all mobility levels.
- Larger developments should consider visual or physical breaks along the frontage to diminish scale and include prominent building features to break up massing, accentuate corners, and create variety. Designs should incorporate textures, colors, materials, and distinctive architectural treatments to add visual interest.
- In mixed use buildings, differentiate ground floors from upper floors by changes in massing and architectural relief. Ground floor retail establishments should incorporate at least one usable street-facing entrance that is open during regular business hours.
- In cultural, community, retail, and commercial areas ensure frequent entrances, transparent facades, tall display

Figure 79. Diagram shows guidelines to illustrate how different edge conditions enhance existing neighborhood character depending on location, e.g. the busier main street, local retail, and the quieter residential corridors.

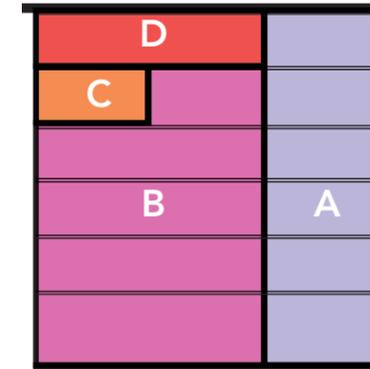
RDA STEPBACK GUIDELINES: ILLUSTRATED EXAMPLE

Step-back Requirements:

- At or below the 4/5 story level
- 40% of the façade area
- 8' average step-back

Requirement Calculation:

40% of façade at 8' = average 3.2'



Example Calculation:

Area A
25% of façade at 0' = average 0.0'

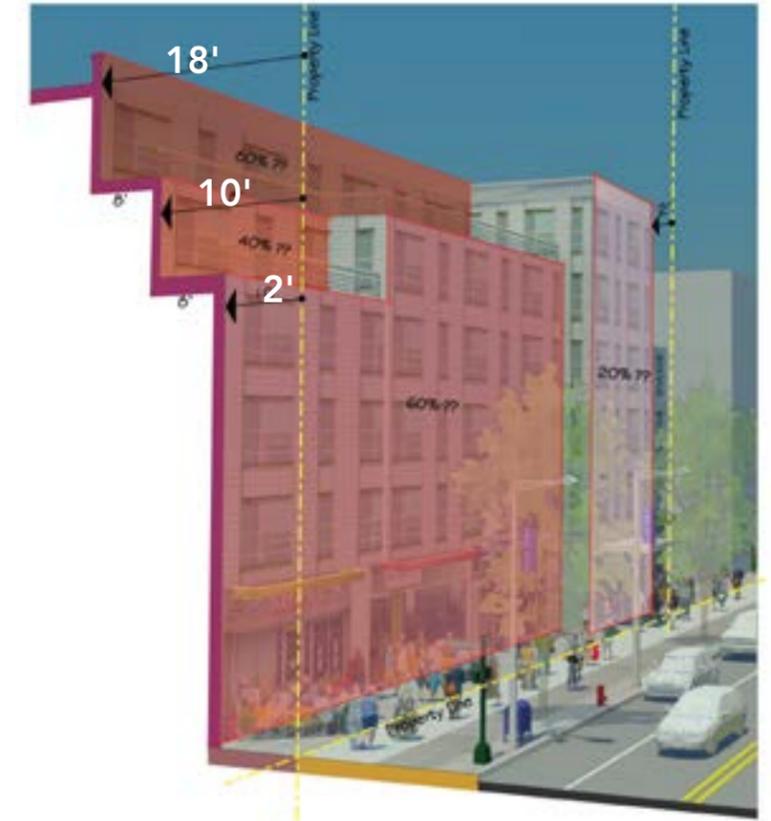
Area B
60% of façade at 2' = average 1.2'

Area C
5% of façade at 10' = average 0.5'

Area D
10% of façade at 18' = average 1.8'

Total Average Step-back = 3.5'

(exceeds minimum requirement)



- windows, canopies and attractive building materials to create a more active pedestrian scale and environment. Windows should be free of reflective glass coatings, advertisements, and stickers. Exterior security grates are not allowed.
- In residential areas locate common spaces such as exercise, recreation, and community rooms at the ground level. Buffer and screen residential uses with landscaping and setbacks.

Parking and Loading

- Locate curb cuts and loading areas off of side streets or on the least traveled roadway in a development site and at the side or rear of buildings. Fill in any unused curb cuts to continue the sidewalk and allow on street parking.
- Parking lots and garages are prohibit from fronting on any primary street.
- Locate parking at basement level, underground or at the rear of buildings. Any portion of a parking level that is above grade should be screened and landscaped.
- All surface parking lots should be screened with fencing and landscaping and include trees for shade cover.

Jackson Square Urban Design Guidelines

Area Specific Character and Future Vision

Envisioned as the neighborhood gateway that joins Roxbury and Jamaica Plain, enhance Jackson Square with new active live, work and retail uses and additional open space that supports a walking, biking, and public transit centric community.

Area Uses

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

Ground floor uses should vary within the area to either reinforce the existing context and or define new sub-areas as follows:

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

Area Circulation and Connections

Enhance area vehicular, bicycle, and pedestrian circulation with new connections and additions to the area road and public way network including:

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

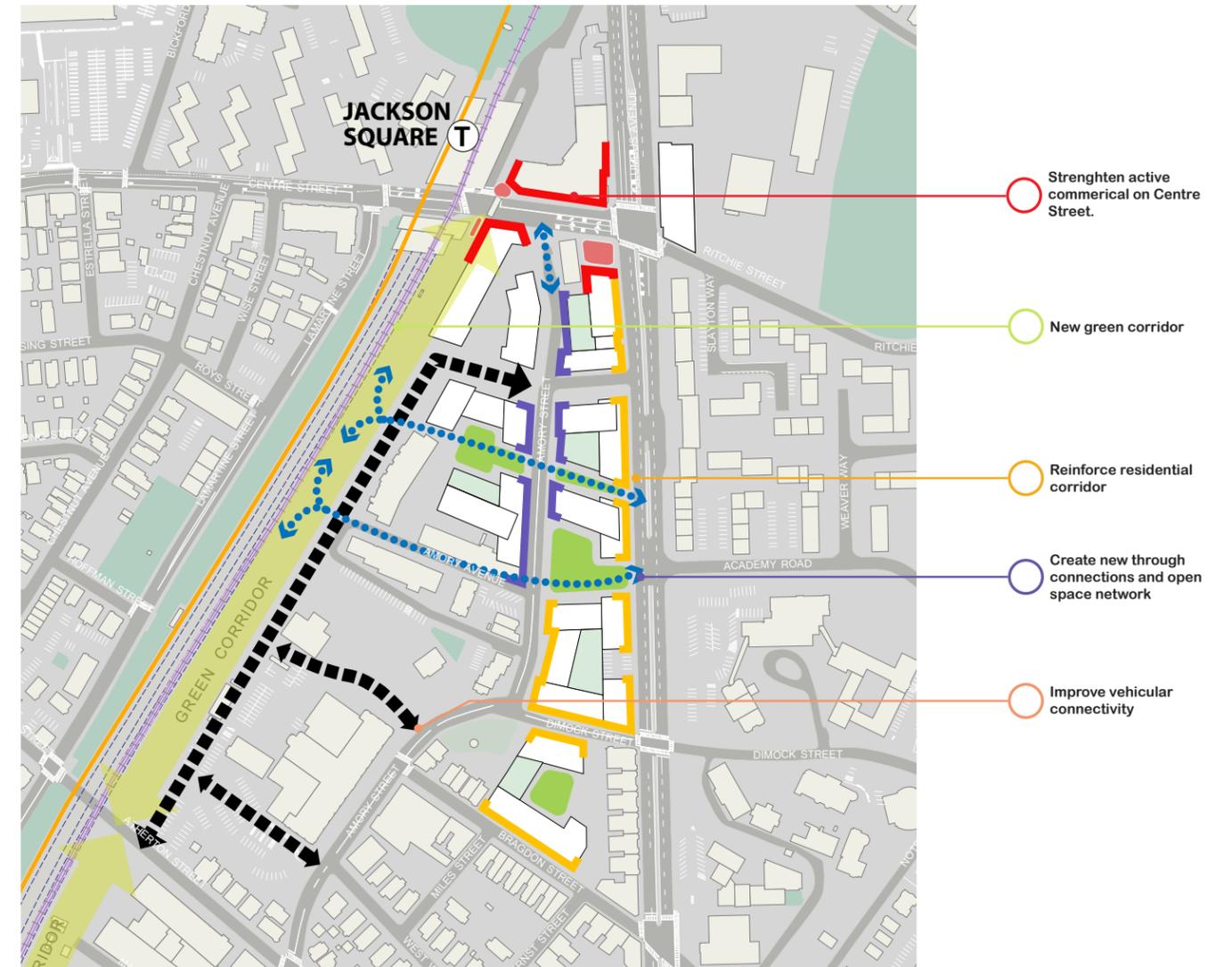
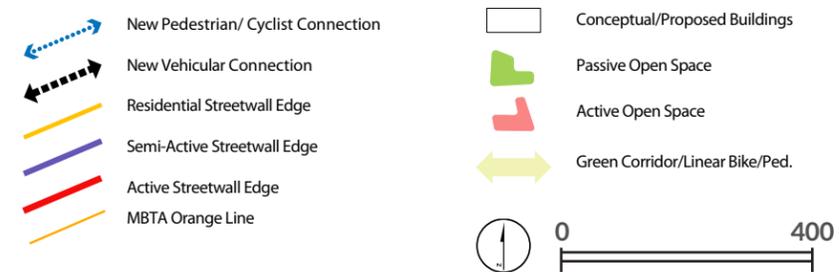


Figure 80. Opposite: Urban design plan outlines approach to street level connections and edges in the Jackson Square focus area.



IMPLEMENTATION

- Improve and widen Dimock and Amory Streets to enhance connection to Columbus Ave.

Area Public Realm

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

Area Building Height and Massing

Envisioned as a neighborhood gateway, Jackson Square has the support and potential for a placemaking opportunity with a small cluster new high-rise buildings while ensuring an appropriate transition by stepping down the height as approaching the existing neighborhood.

In addition to building massing, setback, and step-back requirements, four maximum building height categories define specific RDA sub-zones as follows:

- RDA - 45 – 3 to 4 Stories / 45' to 50' - adjacent to existing 1 to 3 story buildings.
- RDA - 55 – 4 to 5 Stories / 55' to 60' - adjacent to existing 3 to 4 story buildings.
- RDA - 65 – 4 to 6 Stories / 65' to 70' - adjacent to existing 4 to 5 story and new buildings.
- RDA - 155 – 7 to 15 Stories / up to 155' to 160' - adjacent to new buildings.

RDA sub-zones are arranged to ensure high-rise buildings (RDA - 155) are buffered by new mid-rise buildings (RDA - 65) and building heights and massing reduce from Columbus Ave. toward Amory Street and from new buildings toward existing buildings.

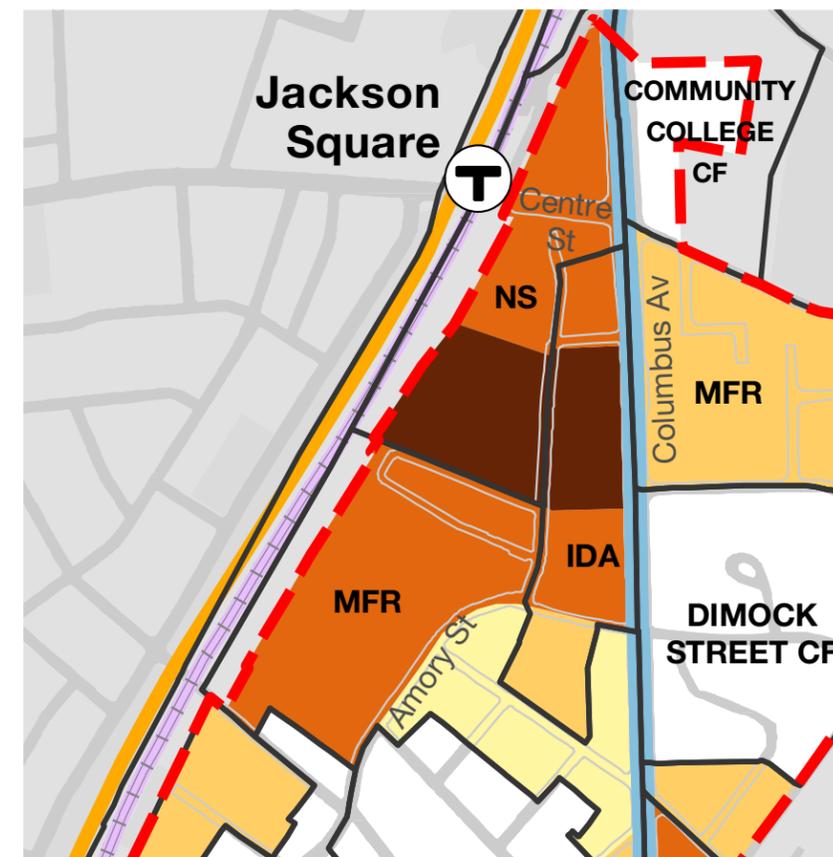


Figure 81. Conceptual plan diagram to provide details of the development scenarios in the Jackson Square focus area, with height zones. Illustrative diagram.

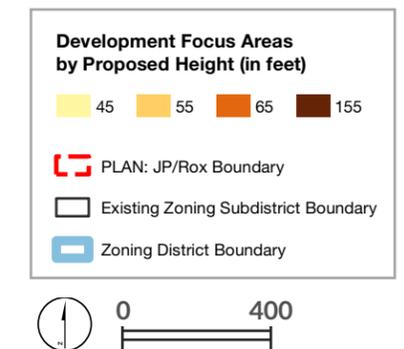


Figure 82. RDA Zones in the Jackson Square Focus Area reflect development scenario recommendations.

Egleston Square Urban Design Guidelines

Area Character and Future Vision

The Egleston Square Main Street district has long served as the cultural heart and commercial center of the local community. The future vision preserves these functions and sets strategies to strengthen existing businesses and solidify the district by continuing to concentrate active commercial uses in the district and by growing the customer base with new residential buildings that feature additional ground floor retail opportunities.

Area Uses

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

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

Area Circulation and Connections

Enhance area bicycle and pedestrian circulation with new bike lanes, crosswalks, and connections including new pedestrian and bicycle connections to the expanded SW Corridor Park and the surround community.

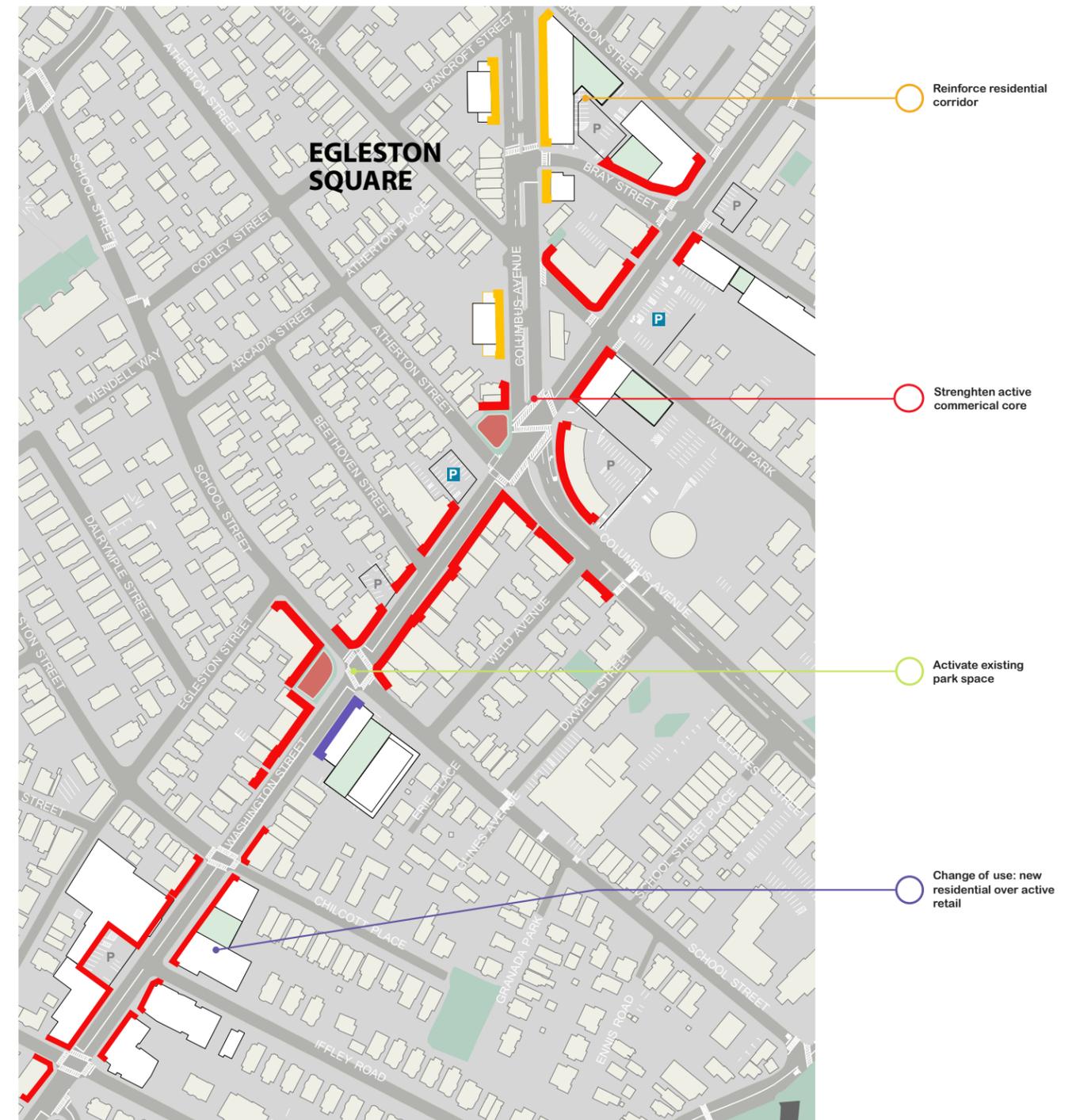
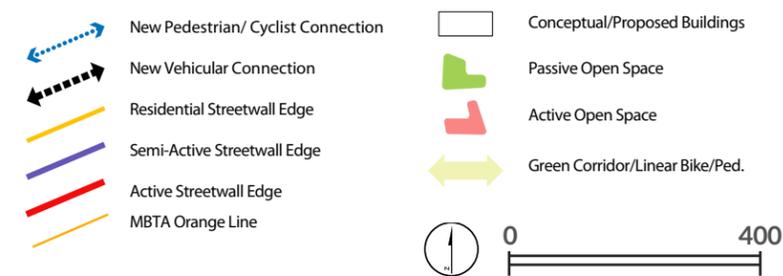


Figure 84. Opposite: Urban design plan outlines approach to street level connections and edges in the Egleston Square area.



Public Realm

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

Area Building Height, Scale, and Massing

In addition to building massing, setback, and step-back requirements, three maximum building height categories define specific RDA Zones as follows:

- RDA - 45 - 3 to 4 Stories / 45' to 50' - adjacent to existing 1 to 3 story buildings.
- RDA - 55 - 4 to 5 Stories / 55' to 60' - adjacent to existing 3 to 4 story buildings.
- RDA - 65 - 4 to 6 Stories / 65' to 70' - adjacent to existing 4 to 5 story and new buildings.



Figure 85. Conceptual plan diagram to provide details of the development scenarios in the Egleston Square focus area, with height zones. Illustrative diagram.

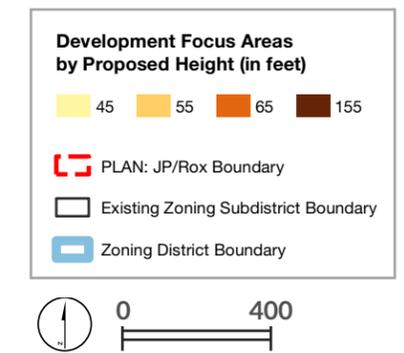
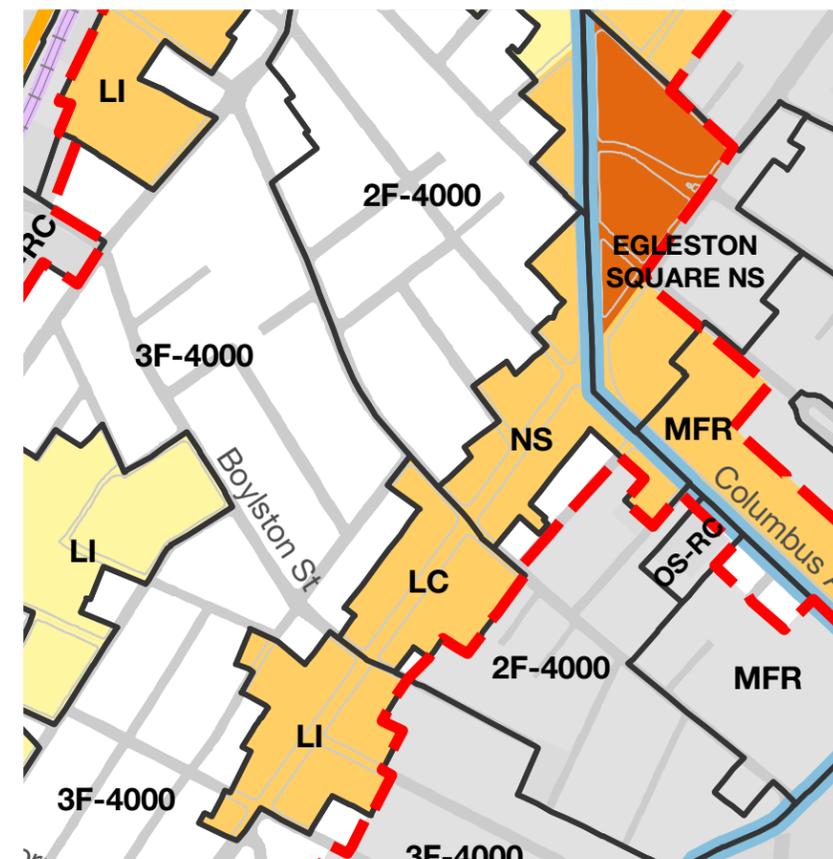


Figure 86. RDA Zones in the Egleston Square Focus Area reflect development scenario recommendations.

Stony Brook Station Urban Design Guidelines

Area Character and Future Vision

Preserve the Neighborhood Residential character with new residential buildings over commercial businesses along Amory Street.

Area Uses

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

Area Circulation and Connections

Enhance pedestrian and bicycle connections to the SW Corridor and add missing sidewalks along Amory Street.

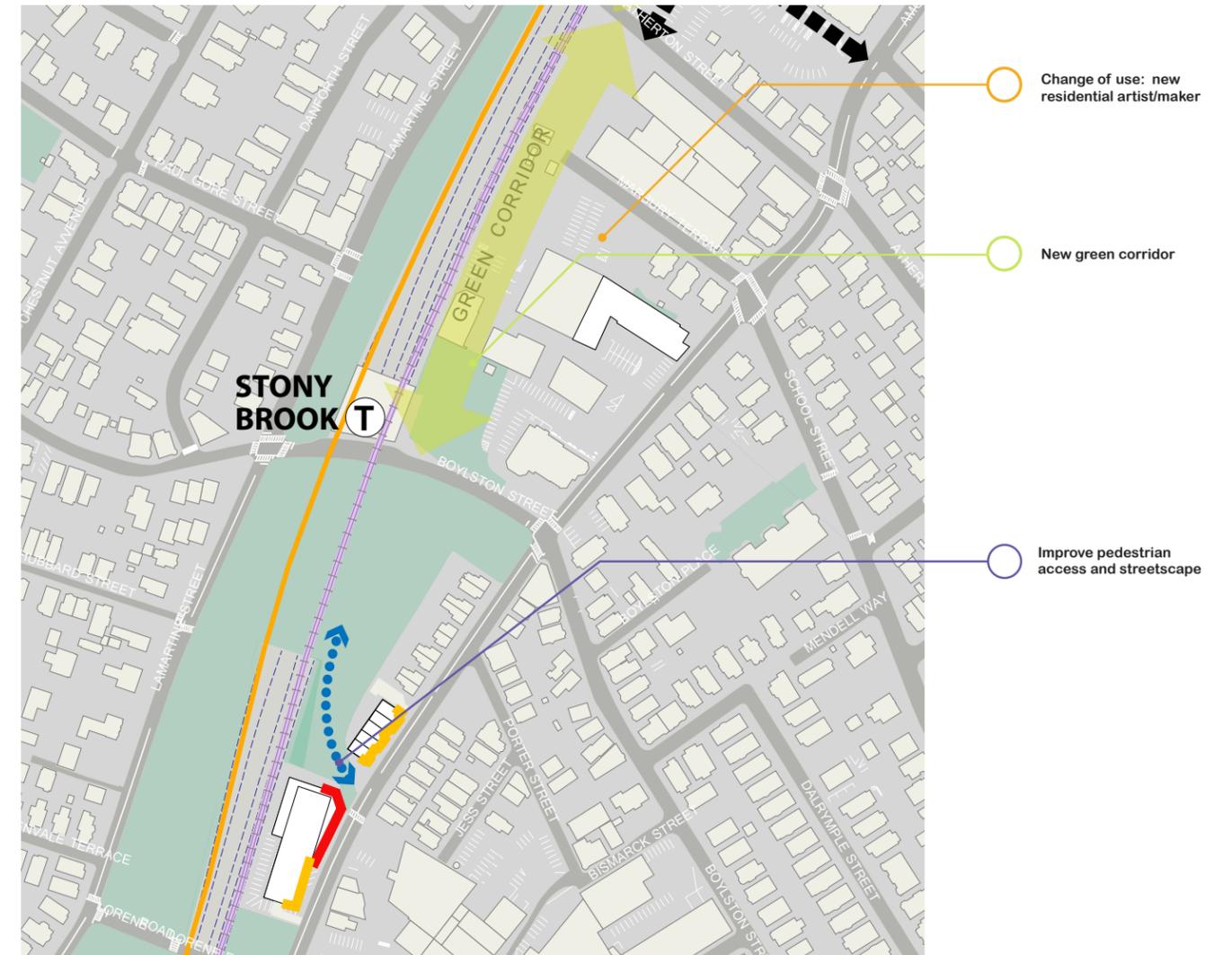
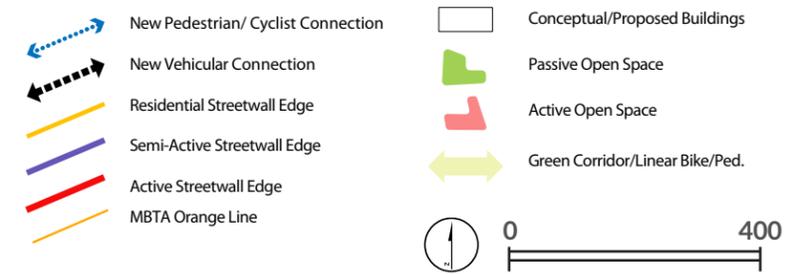


Figure 87. Opposite: Urban design plan outlines approach to street level connections and edges in the Stony Brook focus area.



Area Public Realm

Enhance streetscapes with improved and, where space allows, wider sidewalks, landscaping, lighting, and street furniture.

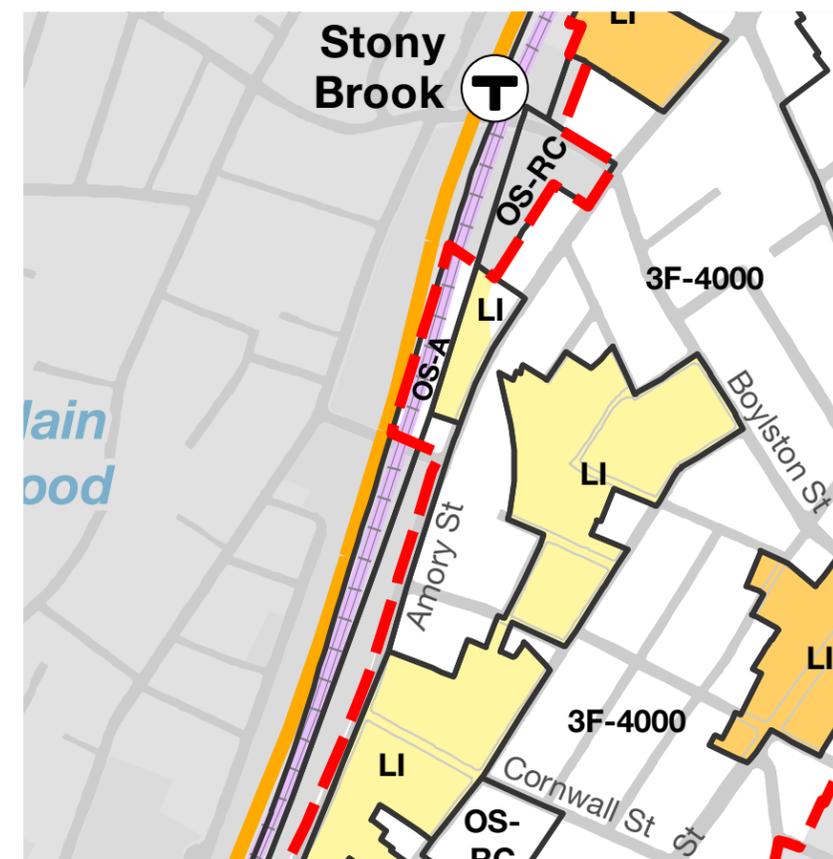
Area Building Height, Scale, and Massing

In addition to building massing, setback, and step-back requirements, one maximum building height category defines the following RDA Zone:

- RDA - 45 - 3 to 4 Stories / 45' to 50' - adjacent to existing 1 to 3 story buildings.
- RDA - 55 - 4 to 5 Stories / 55' to 60' - adjacent to existing 3 to 4 story buildings.
- RDA - 65 - 4 to 6 Stories / 65' to 70' - adjacent to existing 4 to 5 story and new buildings.



Figure 88. Conceptual plan diagram to provide details of the development scenarios in the Stony Brook focus area, with height zones. Illustrative diagram.



Development Focus Areas by Proposed Height (in feet)

45	55	65	155
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PLAN: JP/Rox Boundary

Existing Zoning Subdistrict Boundary

Zoning District Boundary

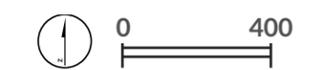


Figure 89. RDA Zones in the Stony Brook Focus Area reflect development scenario recommendations.

Green Street Urban Design Guidelines

Area Character and Future Vision

Preserve and strengthen the Neighborhood Service District character of the area with new active ground floor retail spaces concentrated at Green and Washington Sts. and at Green and Amory Streets and by growing the customer base with new residential uses above.

Area Uses

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

- Green St. Retail Connector – strengthen and expand existing business uses with new active community serving businesses at street level.

Area Circulation and Connections

Enhance pedestrian and bicycle circulation and safety along Green St. and to surrounding area and the SW Corridor.

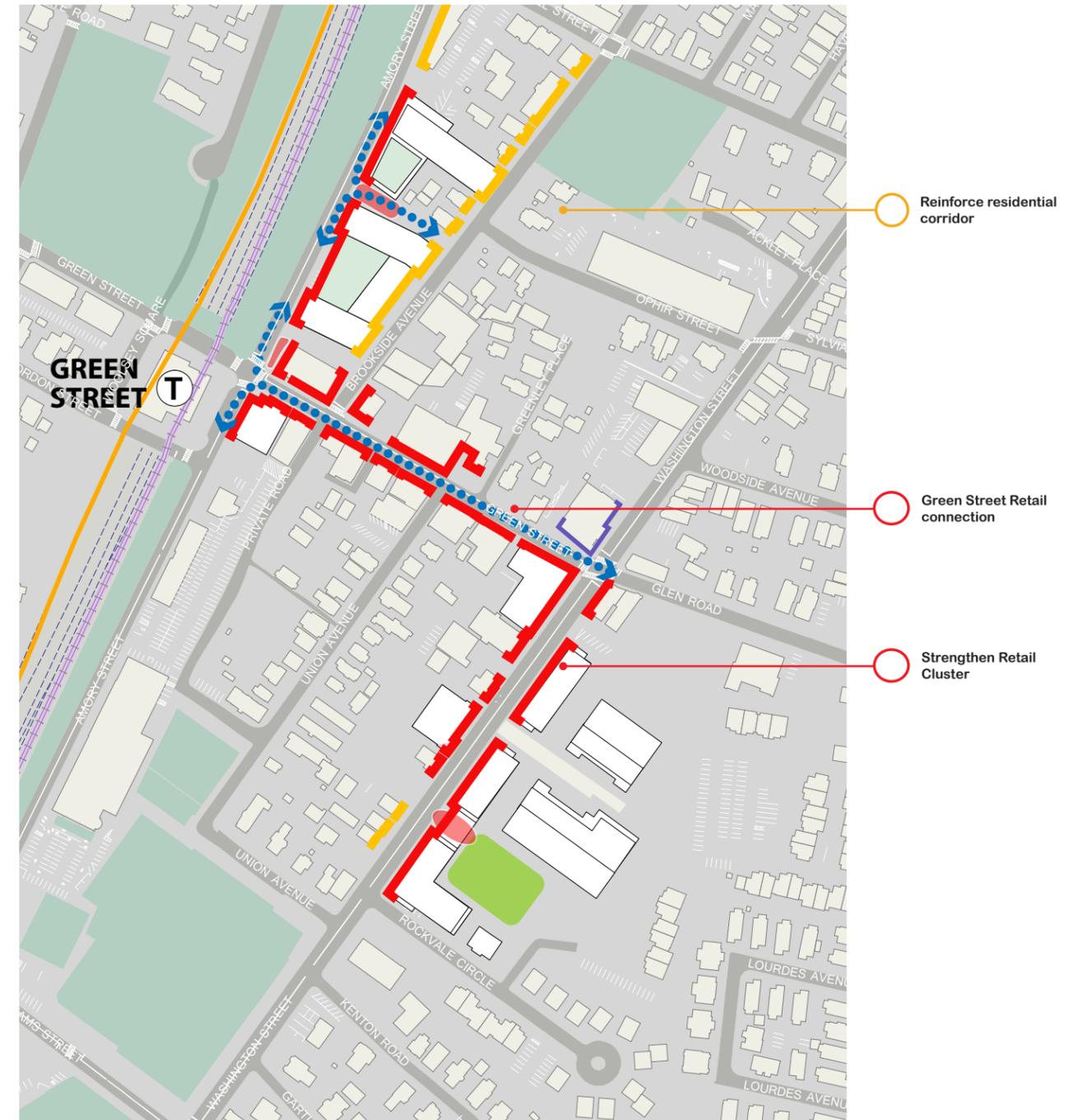


Figure 90. Opposite: Urban design plan outlines approach to connections, uses and edges in the Green Street focus area.

Area Specific Public Realm

Improve existing and add new private active spaces along Amory and Washington Streets.

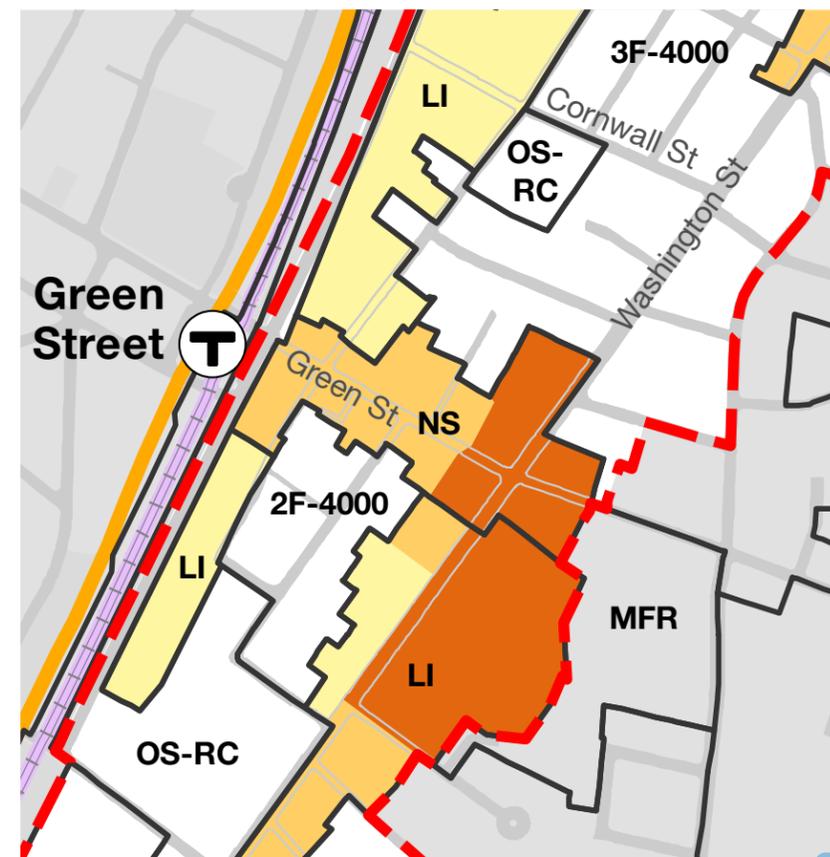
Area Specific Building Height, Scale and Massing

In addition to building massing, setback, and step-back requirements, two maximum building height categories define specific RDA Zones as follows:

- RDA - 45 - 3 to 4 Stories / 45' to 50' - adjacent to existing 1 to 3 story buildings.
- RDA - 55 - 4 to 5 Stories / 55' to 60' - adjacent to existing 3 to 4 story buildings.
- RDA - 65 - 4 to 6 Stories / 65' to 70' - adjacent to existing 4 to 5 story and new buildings.



Figure 91. Conceptual plan diagram to provide details of the development scenarios in the Green Street focus area, with height zones. Illustrative diagram.



Development Focus Areas by Proposed Height (in feet)

45	55	65	155
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PLAN: JP/Rox Boundary

Existing Zoning Subdistrict Boundary

Zoning District Boundary

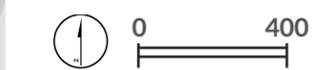


Figure 92. RDA Zones in the Green Street Focus Area reflect development scenario recommendations.

Forest Hills - Stonybrook Urban Design Guidelines

Area Character and Future Vision

Transformed by the removal of the Casey Overpass, Forest Hills demarks the southern end of central JP and is envisioned as a Neighborhood Gateway with active live, work, and retail uses and expanded open space areas that support a walking, biking, and public transit centric community.

Area Uses

The primary area land use should be multi-family residential that is affordable to a range of income earners and includes a mix of unit sizes and formats that meets the needs of singles, couples, growing families, and seniors and be affordable to a range of income earners. Buildings should be universally accessible, include accessible units, and offer both home ownership and rental housing opportunities.

- Washington Street Corridor – anchor the Stony Brook neighborhood with new mid rise and high rise mixed use buildings with active community serving retail and service business uses at street level along Washington Street.
- Artist / Maker Live Work Area – cluster alternative live work building types along Stonley Road and Stedman Street.
- Neighborhood Residential Area – reinforce existing residential uses along Stedman and Plainfield Streets.
- Green Corridor – expand the Southwest Corridor Park with new linear park space along the east side of the rail corridor between Forest Hills and McBride Street.

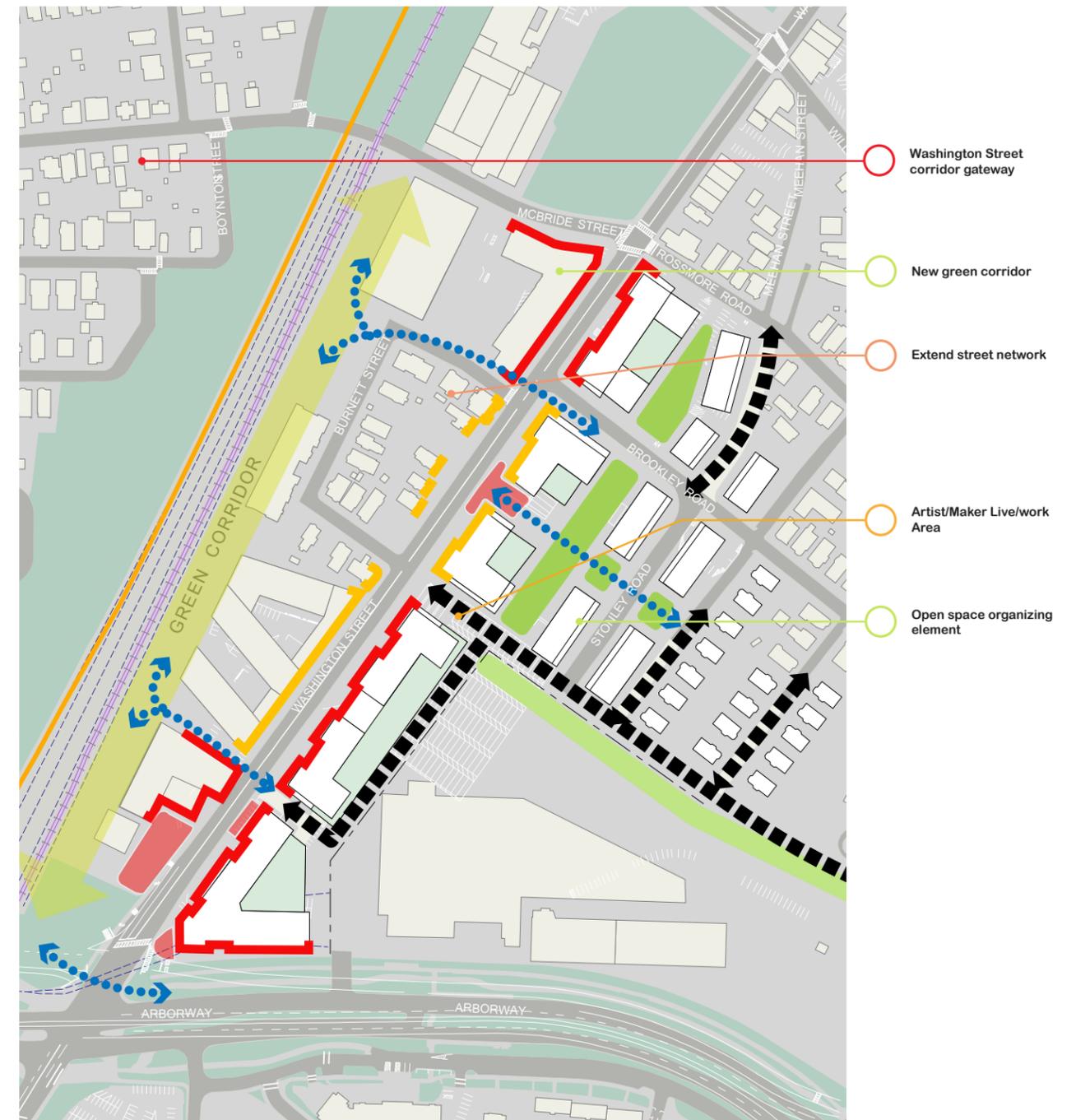
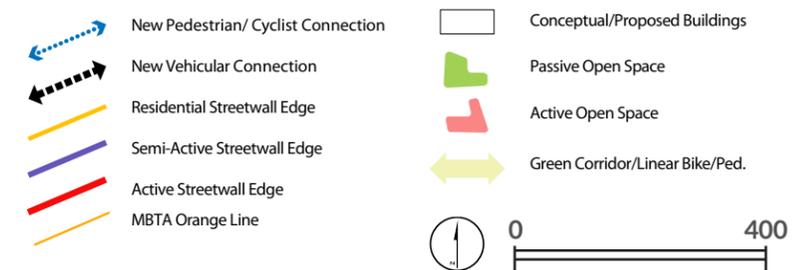


Figure 93. Opposite: Urban design plan outlines approach to connections, uses and edges in the Forest Hills focus area.



Area Circulation and Connections

- Enhance vehicular circulation with new roadway network and connections:
 - Extend Lotus St from Forest Hills St. to Washington St.
 - Extend existing street network at Stonley Rd., Stedman, and Plainfield Sts.
- Widen Washington St. between the Arborway and McBride St. to allow for wider sidewalks a prioritized bus lane.
- New pedestrian and bicycle facilities in expand SW Corridor Park.
- Add pedestrian connections from Washington St. to new Green Corridor.

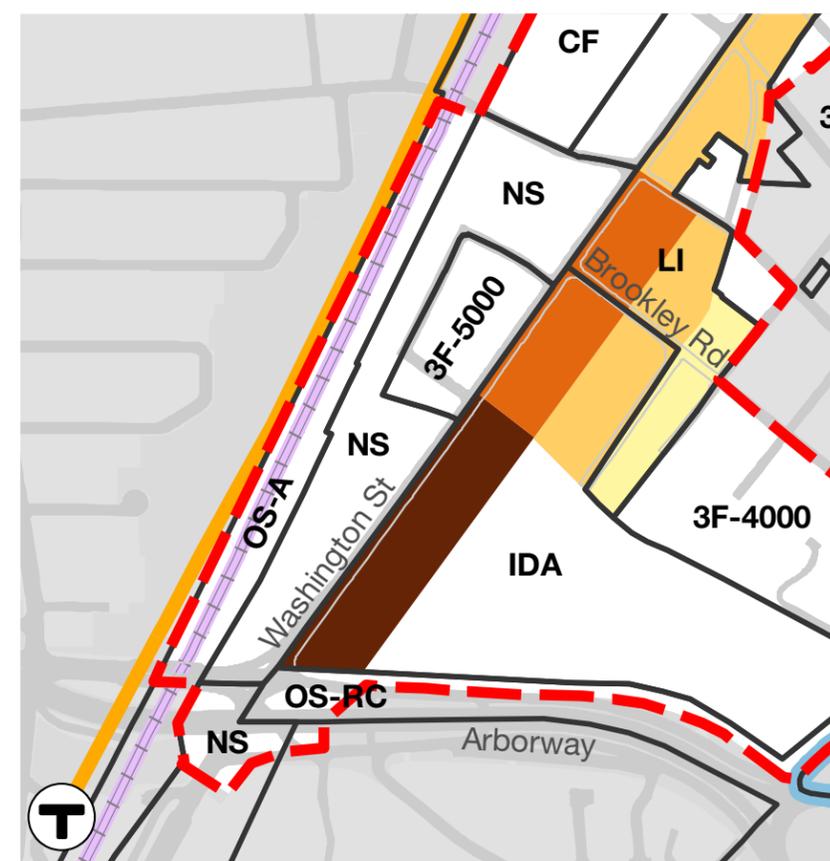
Building Height and Massing

- Envisioned as a neighborhood gateway, the Forest Hills / Stonybrook area has the support and potential for a small cluster new high-rise buildings while ensuring an appropriate transition to the existing neighborhood. In addition to building massing, setback, and step-back requirements, four maximum building height categories define specific RDA sub-zones as follows:
 - RDA - 45 – 3 to 4 Stories / 45' to 50' - adjacent to existing 1 to 3 story buildings.
 - RDA - 55 – 4 to 5 Stories / 55' to 60' - adjacent to existing 3 to 4 story buildings.
 - RDA - 65 – 4 to 6 Stories / 65' to 70' - adjacent to existing 4 to 5 story and new buildings.
 - RDA - 155 – 7 to 15 Stories / up to 155' to 160' - adjacent to new buildings.

RDA Sub-zones are arranged to ensure high-rise buildings are buffered by new and mid-rise buildings and building heights and massing reduce from Washington Street toward the north and east and from new buildings toward existing buildings.



Figure 94. Conceptual plan diagram to provide details of the development scenarios in the Forest Hills focus area, with height zones. Illustrative diagram.



Development Focus Areas by Proposed Height (in feet)

45	55	65	155
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PLAN: JP/Rox Boundary

Existing Zoning Subdistrict Boundary

Zoning District Boundary

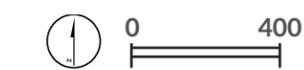


Figure 95. RDA Zones in the Forest Hills Focus Area reflect development scenario recommendations.

RECOMMENDATIONS TABLE

OVERVIEW

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

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

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

Definitions

Underway - already in process

Short-Term - 0-3 years

Medium-Term - 3-10 years

Long-Term - 10-20+ years

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

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

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

Acronyms and Abbreviations

AAB - Architectural Access Board

ADA - Americans with Disabilities Act

ADAAG - Americans with Disabilities Act Accessibility Guidelines

Assessing - Assessing Department

BPHC - Boston Public Health Commission

BPRD - Boston Parks and Recreation Department

BRA - Boston Redevelopment Authority

BTD - Boston Transportation Department

BWSC - Boston Water and Sewer Commission

DCR - Department of Conservation and Recreation

DND - Department of Neighborhood Development

EEOS - Environment, Energy and Open Space Cabinet

Elderly Comm. - Elderly Commission

ENV - Environmental Department

HIL - The Mayor's Housing Innovation Lab

MassDOT - Massachusetts Department of Transportation

MBTA - Massachusetts Bay Transportation Authority

MOAC - Mayor's Office of Arts & Culture

MONB - Mayor's Office of New Bostonians

MOYE - Mayor's Office of Youth Engagement and Employment

OED - Mayor's Office of Economic Development

ONS - Mayor's Office of Neighborhood Services

PIC - Public Improvements Commission

PWD - Public Works Department

Treasury - Treasury Department

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
LAND USE			
Amend existing zoning to reflect community conversations around preferred land uses, dimension requirements and design guidelines as defined in PLAN: JP/ROX.	Short 0-3 yrs	BRA	P
Create a range of housing typologies for families, live,work space, and compact living units.	Underway	BRA, DND	P
Create ground-floor amenities that are visible and accessible to the general public (especially pedestrians) thereby activating the street edges.	Development Specific, Underway	BRA	P
Allow for 21st century industrial,maker space especially in areas zoned Local Industrial (LI).	Underway	BRA (MOAC assist)	P
Create gateway areas especially around transit stations (i.e., Jackson Square and Forest Hills) to encourage Transit Oriented Development (TOD) with higher FAR and heights allowed.	Development Specific	BRA	P
Encourage more spaces for artists and "makers."	Ongoing	BRA (MOAC assist)	P
Introduce newer, more contemporary uses in the land use regulations of the existing zoning (e.g., pilates studio, paint-your-own pottery studio, doggie day care, etc.).	Short 0-3 yrs	BRA	P
Recommend through the Office of Regulatory Reform in the Boston Redevelopment Authority certain categories of businesses be "allowed" in all Neighborhood Shopping, Local Convenience, and Community Commercial Districts: laundry, Local Retail, Barber,Beauty shop (with appropriate Mass License), Outdoor sale of garden supplies, Public art display space, Restaurant with seating 49 and under, Theater with seating 49 and under, Music store, Music Repair store, Photocopying establishment, Open space recreational building, Museum.	Short 0-3 yrs	BRA	P
Promote Washington Street, especially the portion within Egleston Square approximately between Columbus Ave and Montebello Street, to be a primary retail corridor.	Short	BRA, OED	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Promote Columbus Ave, between Washington and Centre Streets, to be a primary residential corridor (secondary: office and/or other commercial uses).	Short	BRA	G
Maintain existing light industrial uses, but consider mixing lower-intensity industrial uses (e.g., maker space, artist space, artist live,work space, 21st century industrial, creative economy uses) with residential uses so as to keep jobs in the study area.	Ongoing	BRA, OED	G
Create a land use,zoning category flexible enough to encompass all of the "maker" type uses.	Short	BRA	P
Provide better opportunities for convenient access to healthy, fresh, and affordable food especially for seniors, disabled persons and lower-income residents.	Ongoing	BRA	G
Promote greater development that is within at least a 1,4 mile of MBTA Orange Line stations.	Ongoing	BRA	G
HOUSING			
<i>Housing Goals</i>			
Accelerate housing production to address tremendous demand and escalating housing costs.	Ongoing	BRA, DND, HIL	P
Support a 30% corridor wide income restricted housing goal by encouraging developers to exceed the Inclusionary Development Policy requirements for affordable housing.	Underway	BRA, DND, HIL	P
Balance middle, moderate, and lower income affordable units with market rate housing to develop a more equitable distribution of mixed-income housing types. This will be achieved through a combination of inclusionary zoning and density bonuses (targeting moderate incomes), compact living incentives (targeting middle incomes) and affordable housing development projects (targeting lower incomes).	Underway	BRA, DND, HIL	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Support greater diversity of housing types through a robust buildout of residential units that vary in size and configuration and support new ways of living and working (also to include housing for seniors, families, young professionals, service workers), and those displaced by rising rents in market rate housing.	Underway	BRA, DND, HIL	P
Protect and expand the quality and amount of affordable housing for low and moderate income residents.	Underway	BRA, DND, HIL	P
<i>Housing Strategies</i>			
Encourage building affordable units on-site instead of off-site.	Short	BRA, DND, HIL	P
Allow compact living units in exchange for additional deed restricted middle income affordable units.	Ongoing	BRA	P
Allow developers to build above existing density in exchange for additional deed restricted lower income affordable units.	Underway	BRA, DND, HIL	Z
Revisit density bonus policy every 2 years based on changing market conditions and community needs.	Short	BRA, DND, HIL	P
Ensure all as of right projects achieve affordable housing goals of the Inclusionary Development Policy by incorporating this policy into zoning.	Underway	BRA	Z
Devise ways to include higher levels of affordability in private market developments.	Ongoing	BRA, DND, HIL	P
Work closely with community development corporations and other non-profit housing developers to identify and fund affordable housing developments.	Ongoing	DND	P
Provide case management and policy support to tenants threatened by displacement through the Office of Housing Stability.	Ongoing	DND	P
Help existing low income, disabled, and elderly home owners remain in their homes with the assistance of the Boston Home Center home repair programs and property tax assistance.	Ongoing	DND	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Explore new ways to allow for extended family and/or aging, young and disabled family members to live nearby using Accessory Dwelling Units.	Ongoing	DND, HIL	P
Preserve existing public housing units and privately owned subsidized housing.	Ongoing	BRA, DND, HIL	P
Prioritize City and BRA owned land for the creation of low and moderate income subsidized housing.	Ongoing	BRA, DND, HIL	P
OPEN SPACE			
<i>Open Space Network and Design</i>			
Preserve, activate and maintain MBTA Right of Way parcels behind new development in both Forest Hills and Jackson Square; transfer ownership to the Mass Department of Conservation and Recreation (DCR).	Underway	BRA, MBTA, DCR	G
Encourage continued variety of open spaces and recreational uses, such as children's plays, community gatherings, and public art venues.	Underway	BPRD, BRA	P
Recommend minimum open space and maximum lot coverage in order to promote the creation of on-site private or publicly-accessible open space.	Underway	BRA	G
Site open spaces to link & contribute to the larger open space network.	Underway	BPRD, BRA	G
Connect Franklin Park with the rest of the study area, especially residential areas, through new public realm and wayfinding.	Short, Medium	BPRD, BRA, PWD, BTD	G
Access and new connections to existing open space should be integrated into the planning and design process (for new development).	Ongoing	BRA, PWD	P
Ensure public park designs meet Boston Parks and Recreation Department's goals for all public parks per the Goals and Objectives of the City's Open Space and Recreation Plan 2015-2021.	Short	BPRD	P
Provide open space that is programmed for both active users as well as for passive users.	Ongoing	BRA, BPRD	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Work with the Parks & Recreation Department on alternate methods (beyond zoning) for creating and funding new open space (i.e. DIFs and TIFs).	Ongoing	BRA, BPRD	G
Strategize new, and enhance existing, programs at Franklin Park to increase visitability.	Short	BRA, BPRD	G
Create a new community garden space and ,or dog park space within the study area.	Medium	BRA, BPRD	G
Support new smaller public or private open spaces interspersed within the study area.	Ongoing	BRA, BPRD	G
JOBS AND BUSINESS			
<i>Preserve and Revitalize Small, Independent Businesses</i>			
Provide increased and improved technical assistance services to businesses to support growth and viability, especially to women, minority, and immigrant-owned businesses and especially to businesses facing changing customer demographics.	Ongoing	OED	G
Support relocation or revitalization of existing industrial businesses in the Study Area.	Short	OED	G
Ensure resources and support of existing organizations that support small businesses, e.g. Main Streets and CDCs.	Ongoing	OED	G
Explore adding street activation language to zoning regulations, requiring new developments to include local businesses as tenants.	Short	BRA	P
Identify and share best practices of small businesses that have grown and are thriving in Boston.	Short	OED	G
<i>Attract New Businesses</i>			
Consider supporting an updated market study to document gaps in products and services available to existing and future residents, so that the City can work to attract the right businesses to the Study Area.	Short	OED	G

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

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Recommend certain business categories be “allowed” in all Neighborhood Shopping, Local Convenience, and Community Commercial study areas: laundry, local retail, barber, beauty shop (with appropriate licensing), outdoor sale of garden supplies, public art display space, restaurant with seating for 49 and under, theater with seating 49 and under, music store, music repair store, photocopying establishment, open space recreational building, museum.	Short	BRA, OED	P
<i>Support Workforce Development</i>			
Increase awareness of the Workforce Training Fund, a grant program managed by the Commonwealth Corporation, to ensure more local businesses are informed of funding resources to support training of incumbent employees.	Short	OED	G
Coordinate with the Boston Private Industry Council (PIC) to provide grant writing and other technical assistance for local businesses to access the Workforce Training Fund to train employees.	Underway	OED	G
Explore proposing policy or a practice for local Tax Increment Financing (TIF) or similar agreements intended for property owners or small businesses seeking to make new investment and create jobs in study area.	Short	OED	P
Connect impacted employees of displaced businesses with career services including local career centers, the Mayor’s Office of Workforce Development, the Boston Private Industry Council (PIC), and other workforce training providers.	Ongoing	OED	G
MOBILITY & CONNECTIVITY			
<i>Study Area-Wide Recommendations</i>			
Establish wayfinding throughout the study area. This would include pedestrian and bicycle wayfinding, as well as directing motorists to unoccupied parking spaces.	Short, Medium	BTD, PWD	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Apply the City’s Complete Streets guidelines to all roadway improvements, so they are safer and more pedestrian and bicycle friendly.	Ongoing	BRA, BTD, PWD	P
As opportunities arise through new development, make changes to existing streets according to the City’s Complete Streets guidelines, so they are safer and more pedestrian and bicycle friendly.	Short, Medium	BRA, BTD, PWD	P
As outlined in the City’s Complete Streets Guidelines, wherever possible, sidewalks on neighborhood streets should be a preferred 11’6” wide on Neighborhood Residential Streets, 16’6” on Neighborhood Main Streets and never less than 7’ wide to allow for ample pedestrian space and street trees.	Ongoing	BRA, BTD, PWD	P
Explore installation of approved Vision Zero Neighborhood Slow Streets traffic calming measures to manage vehicular speeds while promoting active transportation.	Short, Medium	BTD, PWD	G
Explore options for improving sidewalk surface conditions, including ADA-compliant cross slope and saw cut sidewalks.	Short, Medium	BTD, PWD	G
Careful design accommodations should be made to enhance and prioritize bicycle and pedestrian safety at intersections (aka “Protected Intersections”).	Ongoing	BTD, PWD	G
Pedestrian and bicycle wayfinding should be instituted throughout the Study Area, including between Forest Hills Station and the Arboretum; between Egleston Square and Stony Brook Station, and from the Study Area to Franklin Park and Centre Street.	Short, Medium	BRA, BTD, PWD, EOS, DCR, MBTA	G
Continue to work with the MBTA to improve reliability on the Orange Line and bus routes, including 42 along Washington Street, and 22, 29 and 44 along Columbus Avenue.	Ongoing	BRA, BTD, MBTA	G
Continue to advocate for restoration of a bus circulation loop between Jackson Square and Forest Hills.	Ongoing	BRA, BTD, MBTA	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Traffic signal coordination should be considered, with the aim of balancing the needs of all users and to minimize the delay for pedestrians, bicyclists, and transit vehicles. Along priority bicycle routes, to the extent possible, the coordination should allow both motorists (traveling at 25mph) and bicyclists to travel through multiple intersections without stopping.	Short	BTD	G
All WALK signals should be concurrent with traffic, with automatic recall, unless there are high volumes of turning traffic or special circumstances.	Short	BTD	P
As per BTD policy, all concurrent WALK signals should provide a leading pedestrian interval (LPI) of 6 seconds.	Ongoing	BTD	P
All WALK signals should provide countdowns that give sufficient time for pedestrians to cross the street. At major intersections the timing should be set to accommodate the MUTCD standard of a pedestrian walking 3.0 ft/sec.	Ongoing	BTD, PWD	P
Conduct further analysis to examine necessity of and warrant for all traffic signals in study area. Look into other complete streets treatments including all-way stops, raised intersections and small roundabouts.	Medium	BTD, PWD	G
At unsignalized crossing where crossing distance is greater than 4 lanes or 45', explore creation of landscaped pedestrian refuge areas.	Short, Medium	BTD, PWD	G
Explore installation sidewalk bump-outs at all pedestrian crossings where appropriate for pedestrian safety.	Short, Medium	BTD, PWD	G
New signals should utilize the latest signal equipment technology and be interconnected with the City's Traffic Management Center (TMC), to allow real time adjustments to be made to signal operations.	Short, Medium	BTD	G
Establish a maximum parking ratio of 0.75 space per commercial 1,000 sf for large projects.	Short, Development Specific	BRA, BTD	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Establish a maximum parking ratio of 0.75 space per residential unit for large projects.	Short, Development Specific	BRA, BTD	P
Establish a maximum parking ratio of 1.0 for all other projects.	Short, Development Specific	BRA, BTD	P
Add to the bicycle parking supply through capital projects and private redevelopment opportunities, as per City of Boston Bicycle Parking Guidelines, including one secure/covered bicycle parking space per residential unit, and minimum parking and shower requirements for retail, office and other uses.	Ongoing	BRA, BTD	G
Where there is demand for bicycle parking and not ample room on sidewalk, explore using on-street parking space for bicycle parking.	Short, Medium	BTD, PWD	G
Developments will provide Hubway stations, as per City of Boston Bicycle Parking Guidelines. The City will decide on the best location for those stations within and around the Study Area.	Short, Development Specific	BRA, BTD	G
Create "mobility hubs" at select locations (such as MBTA stations and Egleston Square) by co-locating transit, bike-share, car-share and shared-van parking spaces.	Short, Medium	BRA, BTD, MBTA	G
Provide on-street parking spaces for car share services by extending the Boston Drives program along Washington Street.	Medium	BTD	P
Explore adding more resident permit parking and new on-street parking regulations, for example 2-hour parking and meters to encourage better turnover.	Short, Medium	BTD	G
All developers that include parking must include car share parking spaces. If car share companies are unable to provide service for these spaces, large developments should provide their own car share system.	Ongoing, Development Specific	BRA, BTD	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Require future developments to separate ("unbundle") the costs of housing and parking spaces.	Development Specific	BRA, BTD	G
As per BTD policy and Article 80 Review, all projects shall provide on-site loading zones and bays	Ongoing	BRA, BTD	P
Improve bus stops with passenger amenities (shelters, etc.) and operational improvements (i.e. curb extensions for improved passenger loading).	Development Specific, Ongoing	BRA, BTD, PWD, MBTA	G
Look to improve connectivity by all modes to neighboring areas, including other parts of Roxbury and Jamaica Plain, Franklin Park and Roslindale.	Short, Ongoing	BRA, BTD, PWD, MBTA	G
For developments with 20 or more parking spaces, 5% will be equipped with EV charging stations. Smaller developments will install EV accommodations if tenants request.	Development Specific, Ongoing	BRA, BTD, EEOS	G
All developments will install EV-ready electrical capacity for at least 15% of spaces, and a minimum of 1 space.	Development Specific	BRA, BTD, EEOS	G
Continue to explore EV charging stations on streets and parking lots throughout the Study Area.	Ongoing	BTD, PWD	G
Implement fast & flexible transportation improvements ("tactical urbanism") that advance Complete Streets and Vision Zero goals, including physically separated bike lanes, curb extensions, and pedestrian plazas.	Short	BTD, PWD	G
All Article 80 transportation analyses should trigger transit impact analysis as well as traffic impact analysis.	Medium	BRA, BTD	G
A portion of development transportation mitigation will fund transit improvements in addition to bus lane and bus stop configuration.	Medium	BRA, BTD	G
<i>Columbus Avenue Recommendations</i>			

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Conduct further analysis and public process to redesign and reallocate space (a "road diet") on Columbus Ave including: bus priority measures (including bus priority lanes), far-side bus stops, reduced lane widths, reallocating excess lanes, widened sidewalks, curb extensions, pedestrian crossing improvements, pedestrian rapid flashing beacons, protected cycle facilities, traffic flow improvements and better on-street parking management (including considering delivery and drop-off needs). Due to the width of the Avenue, protected bicycle facilities, bus priority measures and widened sidewalks area a priority.	Medium	BRA, BTD, PWD, MBTA	G
Add raised crosswalks on side streets where appropriate and structurally feasible.	Medium	BRA, BTD	G
<i>Washington Street Recommendations</i>			
Conduct further analysis and public process to redesign and reallocate space (a "road diet") on Washington Ave including: reducing lane widths, widened sidewalks, curb extensions, pedestrian crossing improvements, pedestrian rapid flashing beacons, traffic flow improvements, better on-street parking management (including considering delivery and drop-off needs), queue-jump lanes, far side bus stops, and potentially reallocating space to create bicycle accommodations.	Medium	BRA, BTD, PWD, MBTA	G
South of Rossmore Road, adding dimension to the east side of the street should be explored in conjunction with redevelopment. This could allow widened sidewalks and street furniture; separated cycle facilities; and bus priority lanes.	Medium	BRA, BTD, PWD, MBTA	G
Continue coordination on the transformation of Arborway Yard from a temporary facility to an updated permanent facility, transferring 8 acres to the City for community use (mixed-use development).	Medium	BRA, BTD, PWD, MBTA	G
Explore midblock crosswalks at non-through streets.	Short, Medium	BTD, PWD	G
<i>Egleston Square Recommendations</i>			

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Conduct further analysis and public process to redesign and reallocate space (a "road diet") including, including: bus priority measures (including bus priority lanes), improved bus stops, far-side bus stops, reducing lane widths, excess lanes, widened sidewalks, curb extensions, pedestrian crossing improvements, pedestrian rapid flashing beacons, protected cycle facilities, improved intersection design, traffic flow improvements and better on-street parking management (including considering delivery and drop-off needs).	Medium	BRA, BTD, PWD, MBTA	G
<i>Local Neighborhood Street Improvements</i>			
Explore installation of approved Vision Zero, Neighborhood Slow Streets traffic calming measures to manage vehicular speeds while promoting active transportation.	Short, Medium	BTB, PWD	G
Sidewalks and pedestrian crossings should be improved.	Short	BTB, PWD	G
Bike facilities and amenities should be created where possible.	Ongoing, Development Specific	BRA, BTB	G
<i>South West Corridor Park - Bicycle and Pedestrian Paths</i>			
Construct a new trail segment on the east side of the Orange Line from Atherton Street to Centre Street.	Short, Medium	BTB, MBTA, DCR	G
Construct a new trail segment on the east side of the Orange Line from the Arborway to McBride Street.	Short, Medium	BTB, MBTA, DCR	G
The quality of the SW Corridor pedestrian path should be enhanced so that walkers do not use the cycle trail.	Short, Medium	BTB, DCR	G
Wayfinding should be upgraded along the SW Corridor to encourage separation of uses.	Short, Medium	BTB, DCR	G
Increased safety patrols and where necessary increased lighting are warranted.	Short	DCR, State Police	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Work with MBTA and DCR to create separate crossings for pedestrians and bicycles where the Corridor crosses a street, and to examine signal timing so that motorists and Corridor Park users are not brought into conflict.	Short	BTB, PWD, MBTA, DCR	G
ARTS & CULTURE			
Encourage and provide opportunities for public art using local artists within existing infrastructure, in public rights-of-way, and in areas of privately-owned parcels that are accessible for public use to provide an intervention, beautify, and/or activate a space by creating "place."	Underway	MOAC, BAC, PWD, BRA	P
Support temporary artist ("pop up") uses that can later become permanent in same location or elsewhere when they thrive.	Short	BRA, MOAC	G
Bring public art into the development (budget) discussion early on so it can create long-term neighborhood successes (as opposed to decorative afterthought).	Underway	BRA, MOAC	P
Encourage more space for artists and/or artist live/work space.	Underway	BRA, MOAC	P
Work with developers and real estate agencies, agents to activate any temporarily vacant space as well as build permanent shared arts production space in partnership with strong existing local arts organizations.	Short	BRA, MOAC	G
Encourage more space for artists and/or artist live/work space.	Ongoing	BRA, MOAC	G
Encourage artist and maker space in new developments.	Ongoing	BRA, MOAC	G
Build off of the concentration of artists at the scale of the neighborhood.	Ongoing	BRA, MOAC	G
Engage and organize the active group of individual artists and arts organizations in JP, ROX community.	Ongoing	MOAC	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Consider areas for destination art that will bring people from outside the JP,ROX community in, especially to retail areas such as Egleston Square.	Ongoing, Development Specific	BRA, MOAC	G
SUSTAINABILITY			
Establish a sustainability leadership position and brand for the new study area that is carbon-free, climate ready development.	Short	BRA, EEOS	G
Support Boston's 2050 greenhouse (GHG) emissions reduction goal of carbon neutrality by setting progressively increasing building and area carbon reduction standards in order to reach net carbon neutrality for all new construction by 2030.	Underway	BRA, EEOS	P
<i>Sustainable Development</i>			
Set LEED for Neighborhood Development Gold as a minimum standard to ensure comprehensive sustainability at the study area and neighborhood scale.	Short	BRA, EEOS	P
Set LEED Platinum as the goal and LEED Gold as the minimum standard for all new buildings using the most appropriate USGBC LEED Rating System.	Short	BRA, EEOS	G
All new construction and major renovation projects should include highly efficient building envelopes and systems for reducing energy demand and promoting passive building performance.	Short	BRA, EEOS	G
All new construction and major renovation projects should include innovative strategies and technologies for building-integrated and on-site renewable energy and, at a minimum, include enough on-site solar renewable energy for building common area base loads.	Short	BRA, EEOS	G,P
Guide all new street configurations and buildings to be sited to optimize building solar orientation.	Short	BRA, EEOS	G
<i>Preparedness and Resiliency</i>			

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Ensure preparedness for the effects of climate change including sea-level rise, heat waves and severe storms through building and site design.	Underway	BRA, EEOS	P
Include passive survivability features and practices that allow extended sheltering in place for all new construction and major renovation projects, particularly residential buildings. Practices should include resilient energy supply - solar renewable energy with battery storage, combined heat and power, cool, warm community rooms, and emergency supplies.	Short	BRA, EEOS	P
<i>Green Infrastructure</i>			
Limit the pollution and disruption of natural hydrology through individual site and larger-scale green infrastructure to manage stormwater through structural controls and non-structural means including landscaping, groundwater infiltration and vegetated roofs.	Short	BRA, EEOS, Others	P
Minimize heat island effect with open space, minimized pavement, cool roofs and hardscape materials with a solar reflectance index (SRI) of at least 29.	Short	BRA, EEOS	P
<i>Energy Infrastructure</i>			
Explore creation of a study area energy plan among utilities and City entities that can showcase a new strategies for energy infrastructure.	Short	BRA, EEOS	G
<i>Environment and Quality of Life</i>			

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Through Article 80 review, assess wind in conjunction with shadow with particular attention to parks, plazas, other open space, areas where pedestrians are likely to congregate (ex. historic resources or other tourist destinations), heavily used pedestrian areas, waiting areas, bus stops and building entrances. When wind speeds are in the uncomfortable for walking or dangerous categories, mitigation measures should be proposed and modeled, mitigated wind speeds identified and implementation mandated in an enforceable manner.	Short	BRA, EEOS	P
Through Article 80 review, assess shadow in conjunction with wind with particular attention to parks, plazas, other open space, areas where pedestrians are likely to congregate (ex. historic resources or other tourist destinations), heavily used pedestrian areas, waiting areas, bus stops and building entrances; of particular importance from an historic resources perspective is the potential for shadow to create perpetual damp conditions that can harm historic structures over time.	Short	BRA, EEOS	P
Install landscaping with trees and vertical green infrastructure along the main highway, haul road and rail lines to aid in mitigating noise and air quality impacts.	Short	BRA, EEOS	G
Design open space, to the greatest extent possible, for both active and passive recreational use and where children and athletes congregate, away from the main highway, haul road and rail lines.	Short		G
Locate building intake air vents both vertically and horizontally as far as possible from pollution sources - the main highway, haul road and rail lines. Best practices, such as the use of MERV 14 filters, should be incorporated into ventilation systems and into operation and maintenance protocols.	Short	BRA, EEOS	G
Work with landlords to incentivize energy-efficient rental units.	Ongoing	EEOS	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
PEOPLE			
Build housing that is both affordable and accessible as it allows longtime residents to age in place and stay in community.	Underway	DND, Elderly Comm.	P
Support Complete Streets and Vision Zero initiatives in laying out new street network and designing intersections.	Underway	BTD, Elderly Comm.	P
Apply components of the Age-Friendly Boston Action Plan and Dementia-Friendly Action Plan (Plans to be completed Fall 2016) to inform ongoing development projects of the study area.	Medium	BRA, Elderly Comm.	P
Increase age-friendly walking including well-marked cross walks, longer crossing times, smooth sidewalks, walking paths, trees and benches.	Underway	BTD, Elderly Comm.	P
Create short-term, day time parking for home health aides and friendly visitors.	Medium	BTD, Elderly Comm.	P
Create Age-Friendly Business designation including the Purple Angel program (training for businesses to serve people with Dementia).	Short	Elderly Comm.	P
Attract and support small local stores where residents can buy necessities and obtain essential services.	Short	OED	P
Encourage new developments to include public community space for meetings, cultural and fitness opportunities that can be utilized by everyone, including seniors.	Short	BRA, Elderly Comm.	P
Allow for flexible zoning to include in-law apartments, accessory dwellings and smaller apartments for seniors within developments; Partner with Boston Senior Home Repair to add affordable units for seniors in existing underutilized properties.	Medium	DND, BRA, HIL, Elderly Comm.	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Help existing seniors , elderly home owners remain in their homes with the assistance of the Boston Home Center home repair programs and property tax assistance.	Medium	Assessing, Treasury	P
Recommend a percentage of affordable units earmarked for seniors, including those with dementia.	Short	DND, BRA, Elderly Comm.	P
Formalize the Article 80 review process to include Elderly Commission guidelines for housing.	Underway	BRA, Elderly Comm.	G
Explore creation of housing with community-based support services such as PACE (Program of All-inclusive Care for the Elderly).	Medium	DND, BRA, Elderly Comm.	P
Work with the Boston Home Center minor repair program for dementia and age-appropriate modifications.	Short	DND, Elderly Comm.	G
Work with MBTA and possibly, private partners, to build bus shelters and benches.	Short	MBTA, Elderly Comm.	G
Create signage in the new study area with large lettering.	Short	BTD, DPW	G
Work with the Egleston YMCA to provide a broader range of activities to accommodate varying age groups (i.e., older residents).			
<i>Disabled Persons</i>			
As redevelopment occurs, require the construction of accessible and wider sidewalks as a universal improvement for all residents.	Underway, Development Specific	PWD, BTD, PIC	P
Create accessible housing units that are also affordable and will allow longtime residents to remain in the community.	Short, Medium	DND	P
Where appropriate, explore the possibility of installing raised crosswalks at intersections to create safer and more accessible crossings.	Medium	PWD, BTD, PIC	P
Assess parking lots and on-street parking for increased and conveniently located HP accessible parking spaces.	Underway	BTD	R

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Create accessible transit that would allow for more connectivity within the community.	Medium, Long	MassDOT, MBTA	G
Apply the City's Complete Streets guidelines to create streets that are "multi-modal" for pedestrians, cyclists, and people with disabilities.	Underway	BTD	P
Apply the "City of Boston Public Works Department Sidewalk Construction and Rehabilitation Standards" (Revised January 2014), which details the requirements for sidewalk and pedestrian ramp reconstruction.	Underway	PWD	P,G
Require sidewalk cafes to meet accessibility guidelines both inside cafes and on the sidewalk.	Underway	Boston PIC	P
Upgrade all traffic and crossing signals to be accessible (APS - Accessible Pedestrian Signals) for people with disabilities.	Medium, Long	BTD	P
Through Article 80 review, developers must show detailed accessibility in project plans, including housing units, sidewalks, ped ramps, and parking.	Development Specific	BRA	P,G
Encourage developers to view State building codes for accessibility as minimum design requirements rather than goals, which will result in buildings, housing, and open spaces that are more inclusive of people with disabilities.	Development Specific	MA 521CMR, AAB	P,G
Encourage developers to view Federal building codes for accessibility as minimum design requirements rather than goals, which will result in buildings, housing, and open spaces that are more inclusive of people with disabilities.	Development Specific	Federal ADAAG, ADA	P,G
<i>Diverse Population</i>			
Support the existing ethnic diversity of the study area (e.g., in several sections of the study area, there are first and second generation Latino communities).	Ongoing	BRA, MONB	G
<i>Youth</i>			

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Work with the youth in the Study Area to provide programs in tutoring, training and job opportunities.	Ongoing	BRA, MOYE, OED	G
PUBLIC HEALTH			
<i>Recreation</i>			
Ensure that all residents have access to public spaces - Include access to open and green space, parks and recreation facilities and programming.	Underway, Development Specific	BPRD, BRA	P
Ensure equitable access to active and passive recreational spaces across the city.	Underway, Development Specific	BPRD, BRA	P
Design parks, open spaces, and public and private recreational facilities and programming to complement the cultural preferences of the local population, and to accommodate a range of activities and age groups.	Underway, Development Specific	BPRD, BRA	G
Connect neighborhood parks and trails to neighborhood centers and major public facilities.	Long	BRA	G
<i>Health & Fitness</i>			
Provide convenient access to healthy, affordable food for all residents - Locate food distribution and retail facilities equitably among neighborhoods and dense centers.	Underway	OED	P
Promote active transportation - Promote alternatives to car use.	Underway	BTD, BRA	G
Balance affordable, moderate and market rate housing to develop a more equitable distribution of mixed-income housing types across neighborhood.	Short, Long	DND, BRA	G
<i>Safety</i>			
Enhance neighborhood safety and perceived safety - Require design elements that promote social cohesion, visibility and eyes on the street.	Development Specific	BPD, ONS	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Design accessible, pedestrian friendly streets with high connectivity to increase physical activity and reduce injury risk - Adjust traffic patterns and include features that promote pedestrian visibility.	Short, Development Specific	BTD, BRA	G
Ensure that parks are well lit into the evening, include features that support social connection.	Underway, Development Specific	BPRD, BRA	G
Implement measures to protect indoor air quality in developments near high-traffic roadways, rail yards, and other specific sources of air pollution, including locating ventilation intakes as far away from high-traffic roadways and other pollution sources as possible and including filtration devices on all intakes.	Underway, Development Specific	EEOS	P
Utilize best practices to mitigate ambient air and noise pollution caused by high-traffic roadways, rail yards, and other specific sources of air pollution. These best practices include barriers such as sound walls and tree plantings.	Development Specific	EEOS	P
Position outdoor spaces and amenities on each development site as far away from high-traffic roadways as possible.	Development Specific	EEOS	P
<i>Resiliency</i>			
Ensure preparedness for the effects of climate change including: sea-level rise, heat waves and more severe storms.	Development Specific	BRA, EEOS	P
Ensure that buildings are designed for “passive survivability” in emergency situations, and make buildings more energy efficient.	Development Specific	BRA, EEOS	P
Ensure that the design of buildings takes account of projected changes in the environment for the likely lifetime of the building, and that buildings in current and projected flood zones have taken steps to reduce vulnerability for projected flood levels.	Development Specific	BRA, EEOS	P
URBAN DESIGN & PUBLIC REALM			

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
All future projects in the Study Area should closely follow the set of urban design guidelines recommended in PLAN: JP/ROX.	Short, Development Specific	BRA	P
Create and enhance existing areas that create a potential sense of "place" ("placemaking") in the study area through both Article 80 development, capital improvements and private investment.	Short, Development Specific	BRA	G
Preserve existing street trees and provide for more where shade is needed.	Ongoing, Development Specific	BRA, BPRD	G
Improve wayfinding (signage) to destinations such as Franklin Park, MBTA stations, SW study area, Centre Street shops, arts and cultural venues, and other points of interest.	Short, Medium	BPRD, BRA, PWD, BTD	G
Support and allow active ground-floor uses which enliven the streetscape and provide daily goods and services to local residents.	"Development Specific, Underway"	BRA	P
Encourage building design that creates physical and/or visual separation along the building façade, and uses varying materials to match the historical context of the area and/or existing fabric.	Development Specific	BRA	G
Ensure that all residents have access to public spaces (e.g., parks, plazas, buildings, etc.).	Development Specific	BRA	G
Design parks, open spaces and public or private recreational facilities to complement the cultural preferences of residents (i.e., Egleston and Jackson Squares).	Ongoing	BRA, BPRD	G
Design parks, open spaces and public or private recreational facilities to accommodate a range of activities and age groups.	Ongoing	BRA, BPRD	G
Locate buildings and building entrances which promote walkability and proximity to public transit stops and along transit study areas such as Columbus Avenue and Washington Street.	Development Specific	BRA	G
Consider a requirement of shadow studies for any development over 4 stories.	Development Specific	BRA	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Consider setbacks (i.e., top story steps back from streetwall) and setbacks (ground level) for developments abutting lower-density 2 and 3-family areas found in between the main study areas of Washington Street and Columbus Avenue.	Development Specific	BRA	G
Enhance neighborhood safety and perceived safety through design elements that promote social cohesion, visibility and "eyes on the street."	Development Specific	BRA	G
Consider Forest Hills and Jackson Square to be attractive "gateways" into the JP,ROX community.	Development Specific	BRA	G



WORKSHOPS & OUTCOMES

A NEW APPROACH TO COMMUNITY PARTNERSHIPS AND ENGAGEMENT

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

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

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

The PLAN: JP/ROX process also examined the compatibility of different uses including housing, light industrial, retail, and other commercial uses. Recent market pressures that are particularly concentrated on the area’s low density commercial and light industrial uses made them a major focus for discussions of the Study Area’s future. As a result of these discussions, City

Figure 96. Opposite: Workshop participants discuss how they get around the Study Area at the Mobility Workshop.



Figure 97. PLAN: JP/ROX Open House kickoff.

departments are thinking within their own policy areas and across departments about how to accommodate growth and density along this transit corridor.

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

In an effort to begin the implementation of this plan in 2016, in coordination with Imagine Boston 2030, City departments will continue to define new policies, zoning, and collaborative initiatives (see Implementation Strategy on page 129.)

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

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

Figure 98. Opposite: Bike Tour of the Study Area.



OPEN HOUSE

July 28, 2015

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

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



Figure 99. Left: Community member responds to interactive boards at the JP/ROX Open House kickoff. Opposite: Participants talking with their neighbors.



Outcome

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

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

WALK & BIKE TOURS

September 1, 2015

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

Outcome

Examples of the comments and ideas include:

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



Figure 100. Biketour participants gather at the Green Street MBTA station.

gardens, for pocket parks."

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

VISIONING SESSION

Workshop #1

September 30, 2015

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



Figure 101. Small groups of workshop participants gather to discuss their priorities during the Visioning Session.

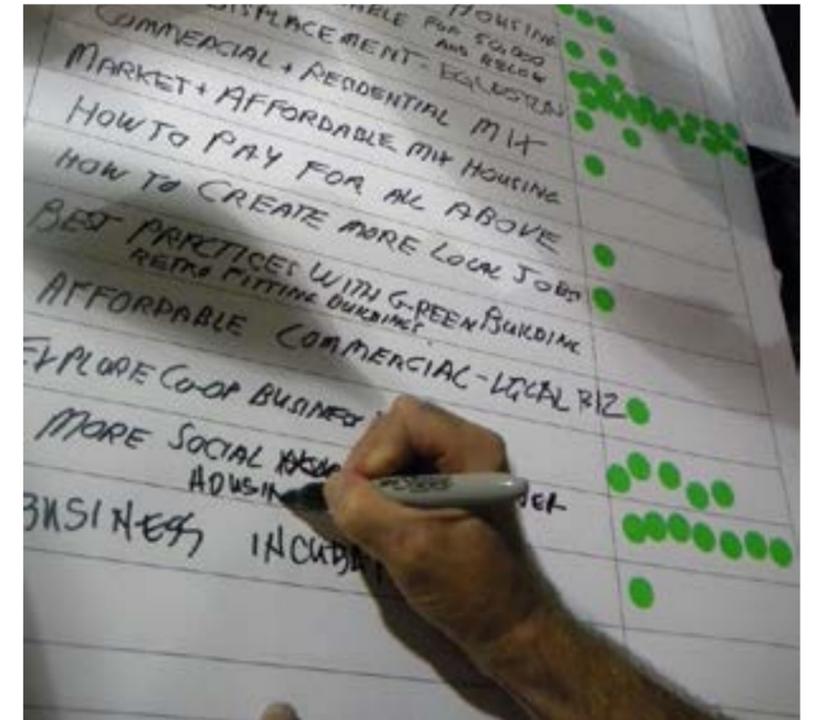


Figure 102. A workshop participant lists their priority statement during the Visioning Session.

Outcome

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

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

PLANNING FOR PEOPLE

Workshop #2

November 4, 2015

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

Outcome

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

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



Figure 103. Participants discuss information on display in the open house and networking portion of the workshop.



Figure 104. Small group discussions gave residents an opportunity to formulate questions for the BRA and City to explore throughout the process.



Figure 105. Workshop participants report back to the larger group about their small group discussions.

PLANNING FOR PLACES

Workshop #3

December 10, 2015

At this workshop, the theme of “Land Use and Development” was explored. After a presentation on land use, urban design principles and current real estate market conditions, participants worked in small groups to answer questions about the future physical character of the Study Area. Where is change likely to happen? Where is change already happening? With these areas in mind, participants were asked to consider the scale and height of future development, land uses, and what mix of uses would complete the community vision of the Study Area. In addition, participants were asked to think about desired building styles and design interventions. Participants worked with their neighbors to mark up table maps and discuss questions, trade-offs and ideas.



Figure 106. Workshop participants discuss future heights, density and land uses in the Study Area.



Figure 107. A table map and pointed questions from staff were provided to guide conversations on future land use and development in the Study Area.

Outcome

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

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

CONNECTING PEOPLE WITH PLACES

Workshop #4

January 21, 2016

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



Figure 108. Workshop participants markup a table map on how they travel within and out of the Study Area.



Figure 109. Students from the Neighborhood School in Jamaica Plain learn about planning and community participation.

OUTCOME

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

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

FUTURE VISIONS FOR JP/ROX

Workshop #5

March 5, 2016

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



Figure 110. The Mayor's Housing Innovation Lab explains dimensional aspects of building form through the use of Legos.

Outcome

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

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

Figure 111. Opposite: participants visit with neighbors and review the informational boards at the Future Visions for JP/ROX Open House.

DRAFT ELEMENTS OF THE PLAN & EMERGING RECOMMENDATIONS

Workshop #6

May 11, 2016

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



Figure 112. BRA staff discusses emerging recommendations for jobs and businesses in the Study Area.

Outcome

Some examples of the feedback from the different stations include:

Jackson Square

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

Egleston Square

- Keep affordable housing, make it deeply affordable.

Stony Brook Station/Amory Street

- Amory Street would benefit from public realm improvements.

Green Street

- Keep artist housing and affordable rentals.

Forest Hills/Stonybrook Neighborhood

- Concern for existing and intact residential neighborhood.

Housing

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

Job & Businesses

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

Transportation

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

OFFICE HOURS & SMALL GROUP PARTNERSHIPS

Summer, 2016

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

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

The Planning Team met with several small groups:

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

Figure 113. BRA staff talked with community members at the Egleston Square Peace Garden.



OUTCOME

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

FINAL DOCUMENT EXPO

???

September 21, 2016

**PLACEHOLDER
TO BE UPDATED**

**PLACEHOLDER
TO BE UPDATED**



APPENDIX

DENSITY BONUS FEASIBILITY ANALYSIS

***TO BE ADDED: DENSITY BONUS
FEASIBILITY STUDY. PLEASE SEE
SEPARATE ATTACHED DOCUMENT.***

SOURCES & NOTES

Housing

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

Jobs & Business

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