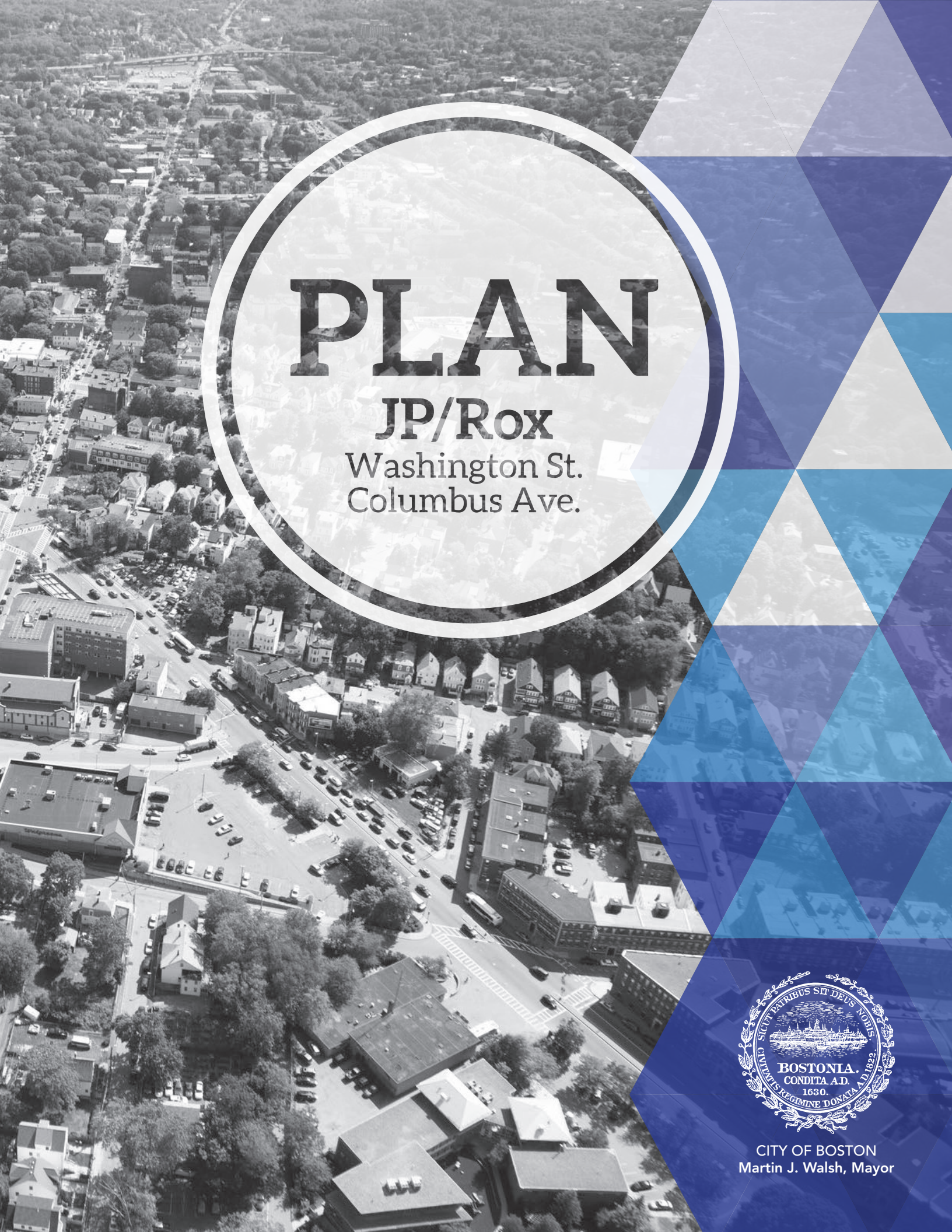

PLAN

JP/Rox

Washington St.
Columbus Ave.

CITY OF BOSTON
Martin J. Walsh, Mayor

MAYOR'S LETTER

TO BE COMPLETED FOR FINAL RELEASE

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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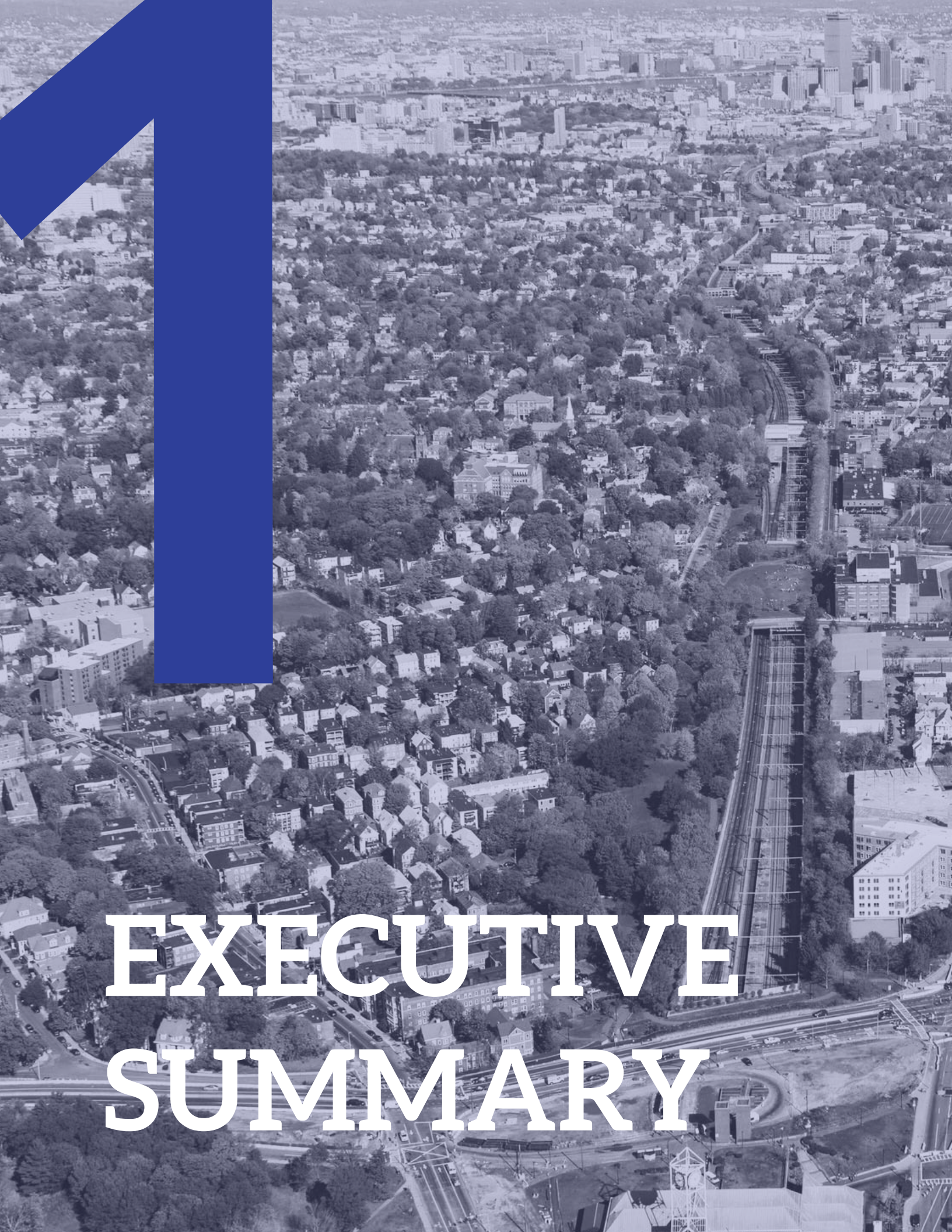
Urban Edge

Aids Action Committee of Massachusetts



1 EXECUTIVE SUMMARY

WHY PLAN TODAY?

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

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

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 in Jamaica Plain and Roxbury. The neighborhoods of the Study Area are characterized by a diversity of people and households of different races, ethnicities, incomes, and ages. As the community grows and changes, it is crucial that current residents and businesses have the opportunity to remain.

Enhancing Neighborhood Character

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

CHALLENGES

10% rent increase in JP in 2014

Housing is becoming unaffordable.

72% of rent burdened residents make below $50k

Residents face rent burden and risk of displacement.

Boston Population 2030

618,000 persons in 2014

\+ 105,500 over 16 years

723,500 persons in 2030

Source: BPDA Research Division

OPPORTUNITIES

50 acres of former industrial or vacant land

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

Increased Orange Line capacity

Future trains will allow service in the peak periods to increase from every 6 minutes to every 4-5 minutes.

PROCESS

Small community meetings

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

Community workshops

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

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, the community, developers, and City will make investments that yield multiple benefits.

Accelerating Affordable Housing Production

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

PARTNERING WITH THE COMMUNITY

In July 2015, the Planning Team launched an extensive participatory community process through open conversations in many different engagement settings. Careful consideration was given to the thoughtful input that came from the community planning process. Although residents, business, and property owners came from different and sometimes opposing perspectives, the BPDA's planners tried to engage with and understand the viewpoints of as many people as possible. This robust engagement shaped the goals of PLAN: JP/ROX. The BPDA and City are committed to fulfilling these goals 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 homeownership.
- Preserving the vast majority of the Study Area's existing form and character while guiding new development built on vacant or under-used land.

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

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

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 preserves housing affordability, increases the housing stock, and prevents the displacement of low- and moderate-income households.

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

- Housing Production: Stabilizing rents by expanding the supply of market rate housing to better meet growing demand.
- Affordable Homes: **Doubling** the number of affordable and income-restricted units in the Study Area and setting a **minimum long-range 30% affordable housing goal** for total new construction in the Study Area.
- Technical Assistance: Providing legal, financial and other forms of technical assistance for households facing displacement.
- Homeownership: Promoting homeownership among low- and moderate- income residents.

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

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

Implementation Summary

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

HOUSING PRODUCTION

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

AFFORDABLE HOMES

Doubling the number of affordable and deed restricted units in the JP/ROX planning area

GOAL

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

TECHNICAL ASSISTANCE

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

HOME OWNERSHIP

Promoting homeownership among low and moderate income residents

JOBS & BUSINESSES

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

Job markets and consumption patterns shift. Local businesses and the people of Boston need the right tools to adapt. 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, support for startups, business development, the creation of more affordable small or shared commercial spaces, and the expansion of workforce development programs.

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

Implementation Summary

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

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:** Proposing maximum parking ratios for commercial and residential uses based on proximity to transit hubs which will seek to 'unbundle' the cost of parking from housing.
- **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 investment.

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

Implementation Summary

- **Design Guidelines:** Private development will be shaped by these recommendations in order to respect the character and makeup of the neighborhood context. In general, this calls for transparency at the ground floor, widening sidewalks, and breaking up large, unpleasant street walls.
- **Coordination between departments:** Public realm improvements will require additional studies with BTD 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 should 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 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 is it aligned with the community's vision for the Study Area. This misalignment often results in developers seeking to build projects that do not meet the existing zoning, which requires them to seek special permission called a zoning variance. The zoning variance process can add time to project permitting and can be unpredictable. This can slow the pace of housing production and 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 a few proposed changes to the base zoning to reflect current use conditions, while a density bonus option is being proposed in certain areas that the community felt would change or are changing the most. This density bonus would allow developers to build at greater heights in exchange for additional affordable housing units.

While 34% of the Study Area's land is zoned for industrial, only 13% is used for those purposes. Much of the land 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 urban design guidelines. 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, stepbacks, and open space.
- **Implementation Roles:** The BPDA will work to update the zoning code and also continue to work with other city departments. One example is how the BPDA will consult the Mayor's Office of Arts and Culture to ensure zoning tools help neighborhood artists keep affordable residences and spaces to work.

GOAL: TRANSPARENT PROCESS

FLEXIBLE GUIDELINES

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

PREDICTABLE

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

WHAT IS BEING UPDATED

UPDATED BASE ZONING

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

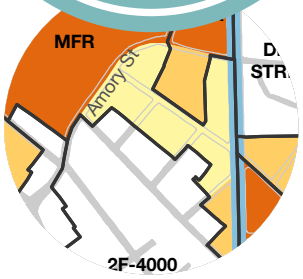
NEW DENSITY BONUS

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

DENSITY BONUS: MECHANISM & DESIGN GUIDE

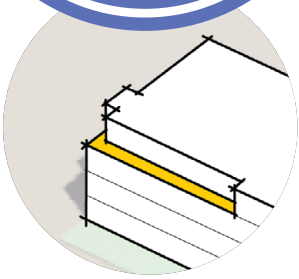
AFFORDABILITY REQUIREMENTS

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



HEIGHTS

The amount of increased height is illustrated in a density bonus map and depends on adjacent zoning and proximity to identified transportation corridors and activity nodes



DIMENSIONS

Development should follow urban design guidelines in setbacks, step backs, and open space requirements to reasonably fit in with neighbors

DOCUMENT ORGANIZATION & LOOKING FORWARD

Chapter 2: Planning Context

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

Chapter 3: Framework

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

Chapter 4: Implementation Strategies

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

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

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

Chapter 5: PLAN: JP/ROX Workshops and Outcomes

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

Appendix

A detailed feasibility study of hypothetical housing projects under current market conditions explains the build out scenarios used to inform the content of the plan.

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

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

EXECUTIVE SUMMARY

2 PLANNING CONTEXT

HISTORY

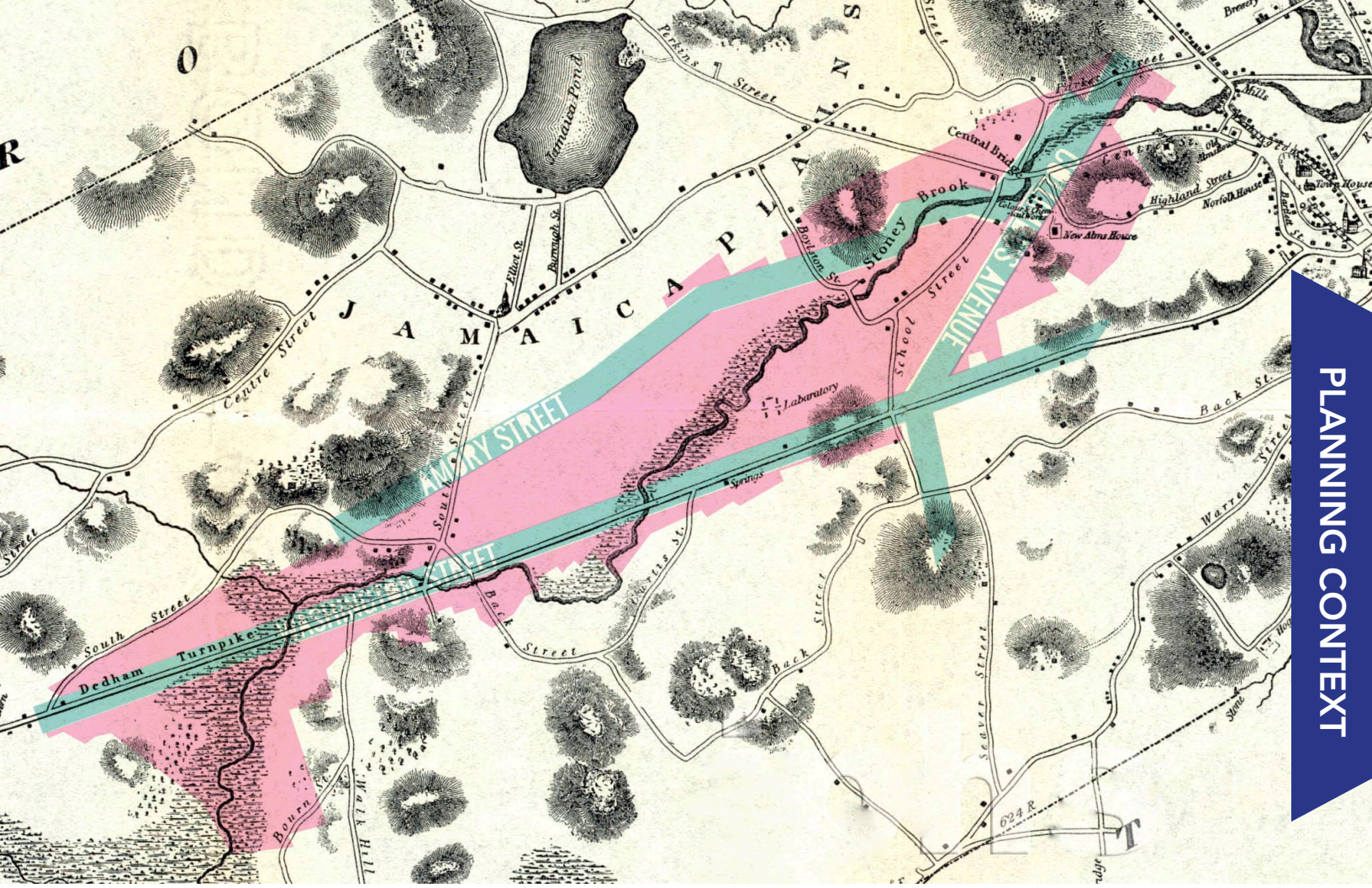
The first known inhabitants of Jamaica Plain and Roxbury were the residents of a major Algonquin settlement. Beginning in the 17th century, people built small farms and estates that used Jamaica Pond and Stony Brook as a source of fresh running water. The landscape was suitable for beautiful country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

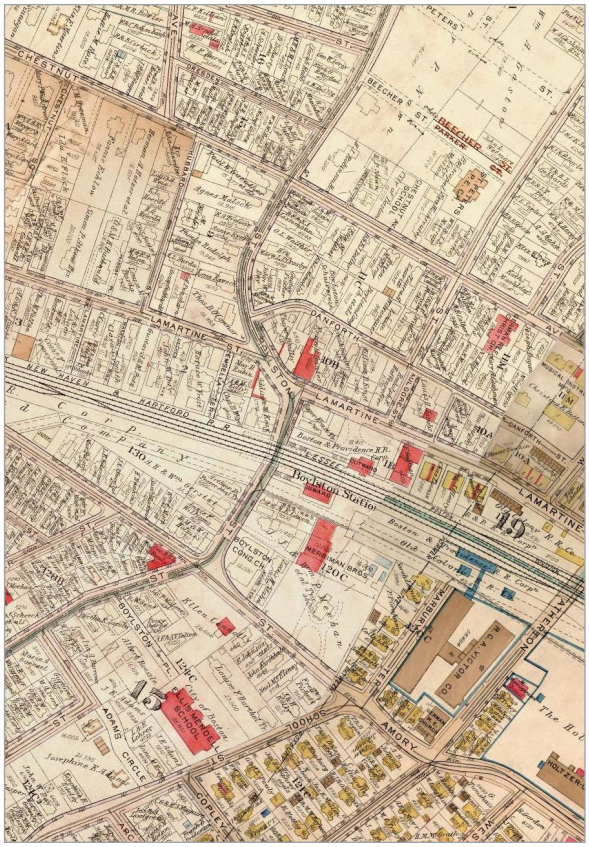
Figure 3. Opposite: Historical map of Jamaica Plain, 1832, with an overlay showing the Study Area boundaries

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 neighborhood's first brewery, built in 1871. The breweries were among the many manufacturing and industrial uses along Stony Brook and rail line that provided employment for the area's growing immigrant population.

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


AMORY STREET
WASHINGTON STREET
Dedham Turnpike
Jamaica Pond
Stoney Brook
Central Bridge
Laboratory
New Alms House
Springs
Perkins Street
Centre Street
South Street
Back Street
School Street
Boylston St.
Burroughs St.
Ellicott St.
Tremont St.
Seaver Street
Walk Hill
Bourn St.
Highland Street
Norfolk House
Warren Street
Stone
624 R


STONY BROOK
EGLESTON
GREEN STREET
FOREST HILLS


CHESTNUT
BEECHER ST.
LAMARTINE
DANFORTH
RADFORD
Boylston Station
AMORY
WHEELOCK
EGLESTON SQ.
ADAMS CIRCLE
The Hol

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.

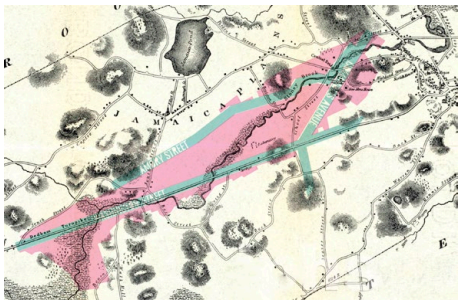
Most of the area's streetcar lines were replaced by buses in the 1950's. Capital for neighborhood investment was difficult to obtain, contributing to a cycle of disinvestment in the area. Industrial uses moved outwards to find larger parcels of land that was made more accessible by highway construction.

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

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

PLANNING CONTEXT



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

Postcard of Forest Hills Station from 1907

1890's
The Emerald Necklace (Fens, Jamaica Pond) by Olmsted is completed. Arborway Parkway built.

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.

1834
Providence-Boston rail begins service, with stations in Jamaica Plain, encouraging more development.

Haffenreffer Brewery at its peak (JPNDC)

Horse drawn street cars

17TH CENTURY
Early Agriculture

18TH CENTURY
Country Estates

19TH CENTURY
Commuter Rail Suburb and Industry

1700s - 1890's
Mansions and estates were built along the banks of Jamaica Pond and along Centre Street.

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

1880-1900
Stony Brook straightened and then hidden underground to control flooding and drainage. Most streets have been laid out.

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.

1870's - 80'
Triple deckers and tenements begin to grow rapidly, transforming the neighborhood from single-family estates to commuter housing.

1900s
Street cars are electrified.


Industry and development in 1924

1953
Streetcars abandoned or converted to bus service.

1987
Washington Street Elevated Train taken down. Orange Line relocated to SW Corridor.

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

PLAN JP/Rox Washington St. Columbus Ave.

Washington Street Elevated
Orange Line in Southwest Corridor
Electrified street cars
Bus service

20TH CENTURY
Rapid Growth, Decline, and Community Action

21st century
Opportunities


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 reinvest.

1970-80
Local activits fights back against I-95 and redlining. Community reinvestment through nonprofits stablizes 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.


Egleston Square Transfer Station 1955

2000 - 2010
Forest Hills and Jackson Square Initiatives discuss strategies to align development with community benefits.

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

NEIGHBORHOOD CHARACTER

Forest Hills / Stonybrook Neighborhood

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

Green Street

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

Businesses, health services, and residences form a patchwork along Washington Street northward to Egleston Square. Along Amory Street, north toward Stony Brook Station, many 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 (YMCA), Egleston Square library, and the Hernandez School.

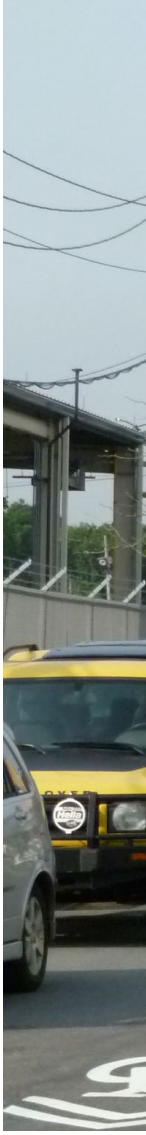


Figure 6. Opposite: New mixed-use development along Lower Washington Street in Forest Hills

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

The surrounding residential base is a diverse mix of housing types where single family homes are 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 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 resemble a lively pedestrian environment on the west side. The streets are auto-oriented with several abandoned storefronts lining the Corridor. On the east side, Academy Homes has incorporated several commercial uses on the ground floor of their development. Although they seem to be wonderful assets for the tenants of Academy Homes, generous setbacks from the sidewalk and the auto-oriented nature of Columbus Avenue would not support more of those types of uses.

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

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


CONOMY
UTO SUPPLY

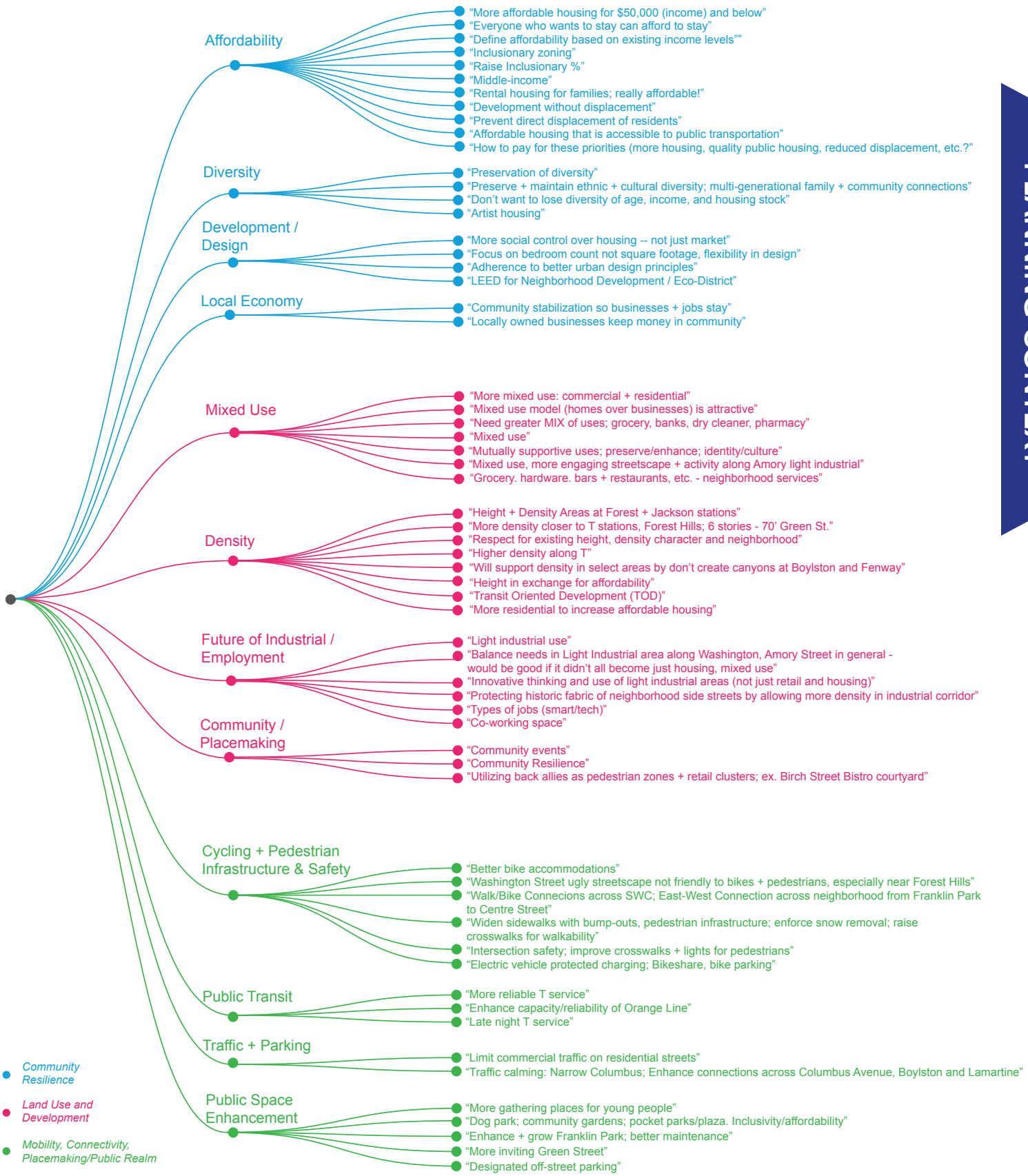
COMMUNITY VISION

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 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


Affordability
"More affordable housing for $50,000 (income) and below"
"Everyone who wants to stay can afford to stay"
"Define affordability based on existing income levels""
"Inclusionary zoning"
"Raise Inclusionary %"
"Middle-income"
"Rental housing for families; really affordable!"
"Development without displacement"
"Prevent direct displacement of residents"
"Affordable housing that is accessible to public transportation"
"How to pay for these priorities (more housing, quality public housing, reduced displacement, etc.?"
Diversity
"Preservation of diversity"
"Preserve + maintain ethnic + cultural diversity; multi-generational family + community connections"
"Don't want to lose diversity of age, income, and housing stock"
"Artist housing"
Development / Design
"More social control over housing -- not just market"
"Focus on bedroom count not square footage, flexibility in design"
"Adherence to better urban design principles"
"LEED for Neighborhood Development / Eco-District"
Local Economy
"Community stabilization so businesses + jobs stay"
"Locally owned businesses keep money in community"
Mixed Use
"More mixed use: commercial + residential"
"Mixed use model (homes over businesses) is attractive"
"Need greater MIX of uses; grocery, banks, dry cleaner, pharmacy"
"Mixed use"
"Mutually supportive uses; preserve/enhance; identity/culture"
"Mixed use, more engaging streetscape + activity along Amory light industrial"
"Grocery. hardware. bars + restaurants, etc. - neighborhood services"
Density
"Height + Density Areas at Forest + Jackson stations"
"More density closer to T stations, Forest Hills; 6 stories - 70' Green St."
"Respect for existing height, density character and neighborhood"
"Higher density along T"
"Will support density in select areas by don't create canyons at Boylston and Fenway"
"Height in exchange for affordability"
"Transit Oriented Development (TOD)"
"More residential to increase affordable housing"
Future of Industrial / Employment
"Light industrial use"
"Balance needs in Light Industrial area along Washington, Amory Street in general - would be good if it didn't all become just housing, mixed use"
"Innovative thinking and use of light industrial areas (not just retail and housing)"
"Protecting historic fabric of neighborhood side streets by allowing more density in industrial corridor"
"Types of jobs (smart/tech)"
"Co-working space"
Community / Placemaking
"Community events"
"Community Resilience"
"Utilizing back allies as pedestrian zones + retail clusters; ex. Birch Street Bistro courtyard"
Cycling + Pedestrian Infrastructure & Safety
"Better bike accommodations"
"Washington Street ugly streetscape not friendly to bikes + pedestrians, especially near Forest Hills"
"Walk/Bike Connecions across SWC; East-West Connection across neighborhood from Franklin Park to Centre Street"
"Widen sidewalks with bump-outs, pedestrian infrastructure; enforce snow removal; raise crosswalks for walkability"
"Intersection safety; improve crosswalks + lights for pedestrians"
"Electric vehicle protected charging; Bikeshare, bike parking"
Public Transit
"More reliable T service"
"Enhance capacity/reliability of Orange Line"
"Late night T service"
Traffic + Parking
"Limit commercial traffic on residential streets"
"Traffic calming: Narrow Columbus; Enhance connections across Columbus Avenue, Boylston and Lamartine"
Public Space Enhancement
"More gathering places for young people"
"Dog park; community gardens; pocket parks/plaza. Inclusivity/affordability"
"Enhance + grow Franklin Park; better maintenance"
"More inviting Green Street"
"Designated off-street parking"
Community Resilience
Land Use and Development
Mobility, Connectivity, Placemaking/Public Realm

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

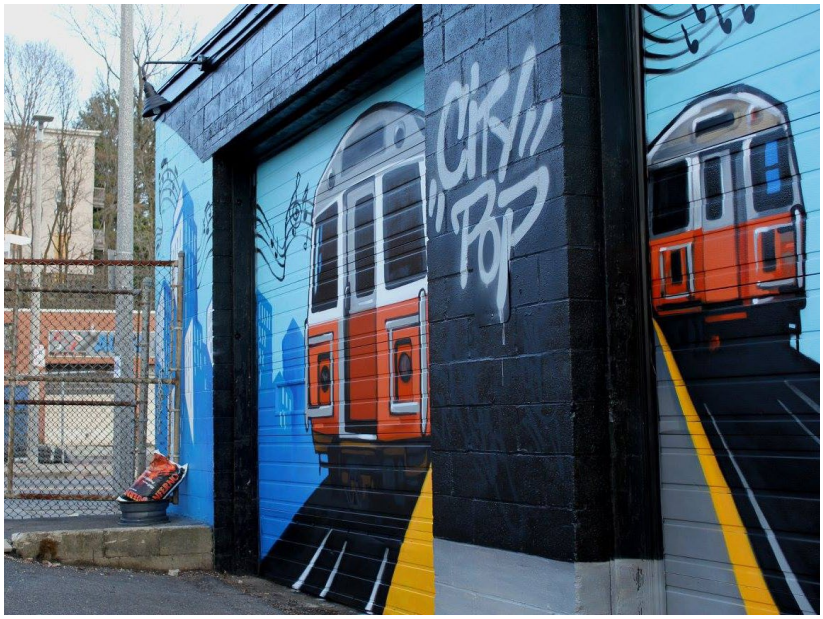


Figure 12. CityPOP temporary artist and maker space in Egleston Square
Photo credit: Embarc Studio

3 FRAMEWORK

GOALS & OBJECTIVES

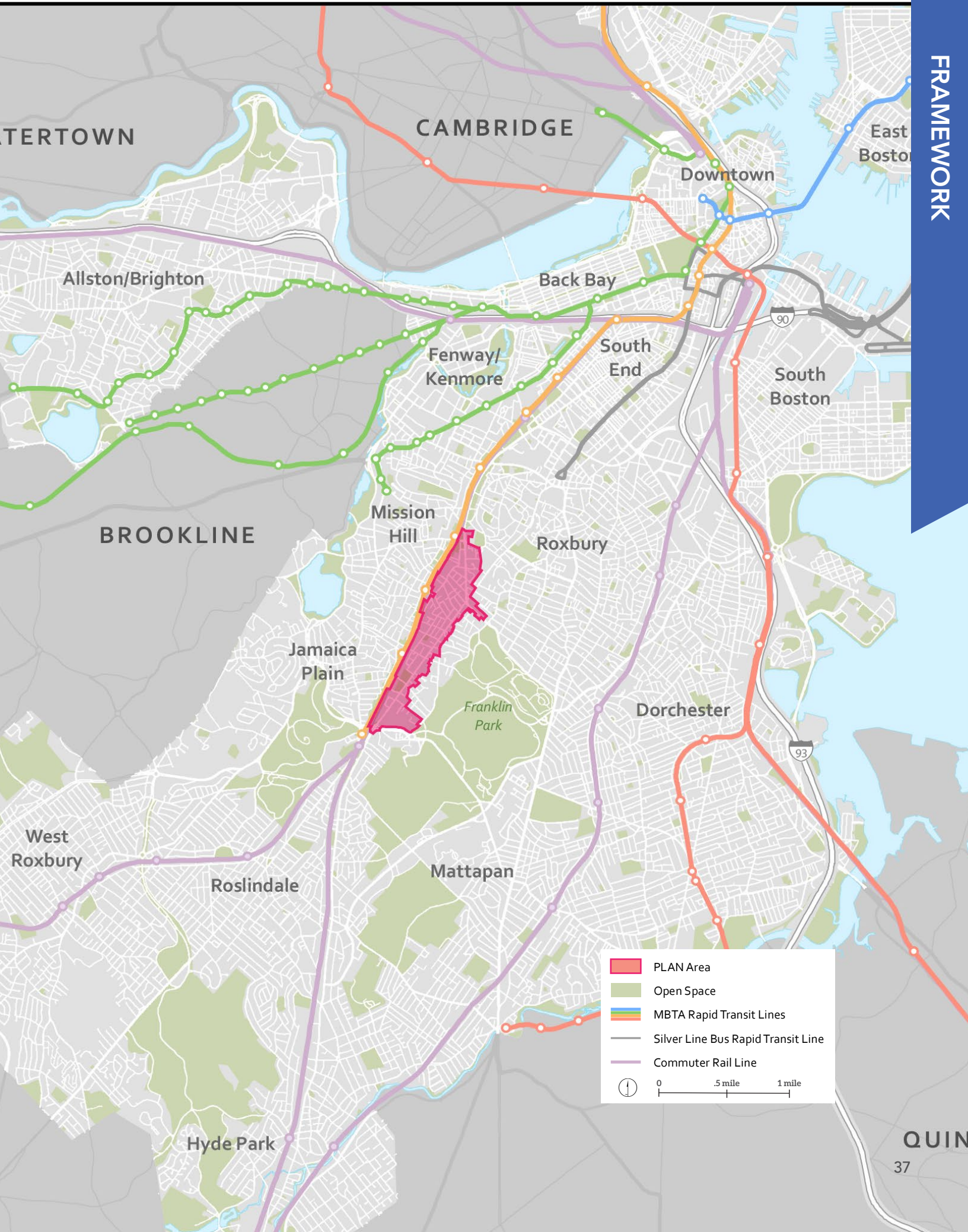
The PLAN: JP/ROX framework ensures that the goals and objectives which emerged from the PLAN: JP/ROX process are reflected in future development in the Study Area. It lays a road map for building on the existing diversity of the Study Area, while enhancing it with recommendations that will guide future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

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

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

Figure 13. Opposite: PLAN: JP/ROX Study Area in the context of Boston with its proximity to community assets such as transit and open space


ATERTOWN
CAMBRIDGE
East Boston
Downtown
Allston/Brighton
Back Bay
90
Fenway/ Kenmore
South End
South Boston
BROOKLINE
Mission Hill
Roxbury
Jamaica Plain
Franklin Park
Dorchester
93
West Roxbury
Roslindale
Mattapan
Hyde Park
QUIN
PLAN Area
Open Space
MBTA Rapid Transit Lines
Silver Line Bus Rapid Transit Line
Commuter Rail Line
0
.5 mile
1 mile

HOUSING AFFORDABILITY & DEVELOPMENT WITHOUT DISPLACEMENT

Context

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

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

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

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

tools to address displacement and housing affordability in 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 creating housing and maintaining affordability in JP/ROX:

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

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

- Strategy 1: Double the number of affordable and income-restricted units in the JP/ROX Study Area
- Strategy 2: Provide legal, financial, and other types of assistance for individuals facing displacement
- Strategy 3: Stabilize rents by expanding the supply of market-rate housing to better meet growing demand
- Strategy 4: 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 this goal.

Issues

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

Renters

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

Homeowners

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

Displacement Risk

Who is safe?

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

Who is at Elevated Risk?

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

Figure 16. Opposite: Risk of displacement in the Study Area

Risk of Displacement

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

SAFE

42%

Households living in income-restricted affordable housing.

LOW RISK

37%

Households making more than $75,000 and homeowners making more than $50,000.

RELATIVE RISK

6%

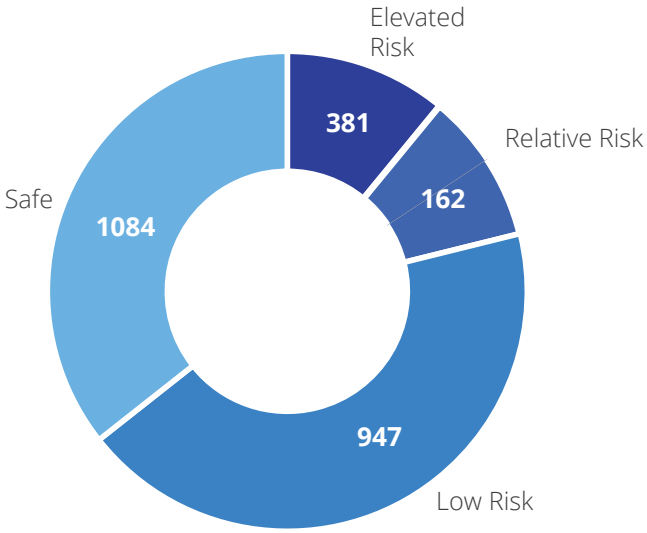
Homeowners making below $50,000.

ELEVATED RISK

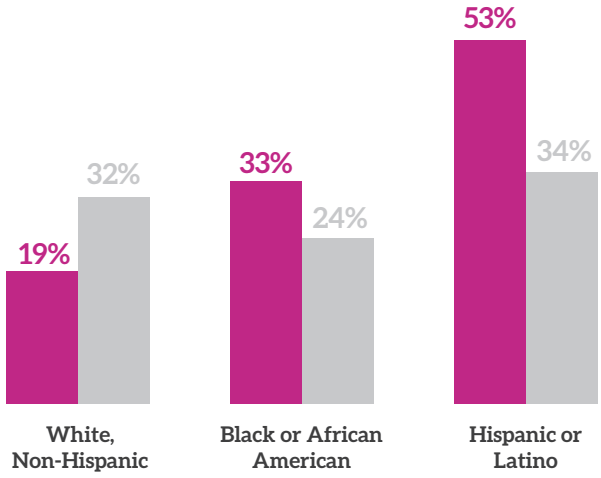
15%

Households in market rate rental housing making below $75,000.

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%.

The participants in the community planning process have voiced a clear preference for prioritizing resources to those renter households facing the most elevated risk. Therefore, the PLAN: JP/ROX document focuses on new affordable housing production and target rents, which households making less than $50,000 per year can afford.

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

Who is at Relative Risk?

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

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

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

Who is at Low Risk?

There are 947 households (37%) who 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

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.

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

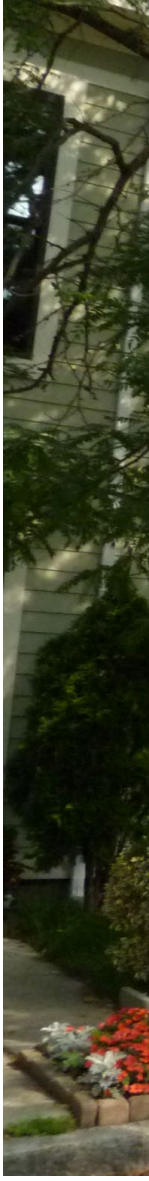


Figure 17. Affordable artist live/work space on Brookside Avenue near the Stony Brook MBTA station

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

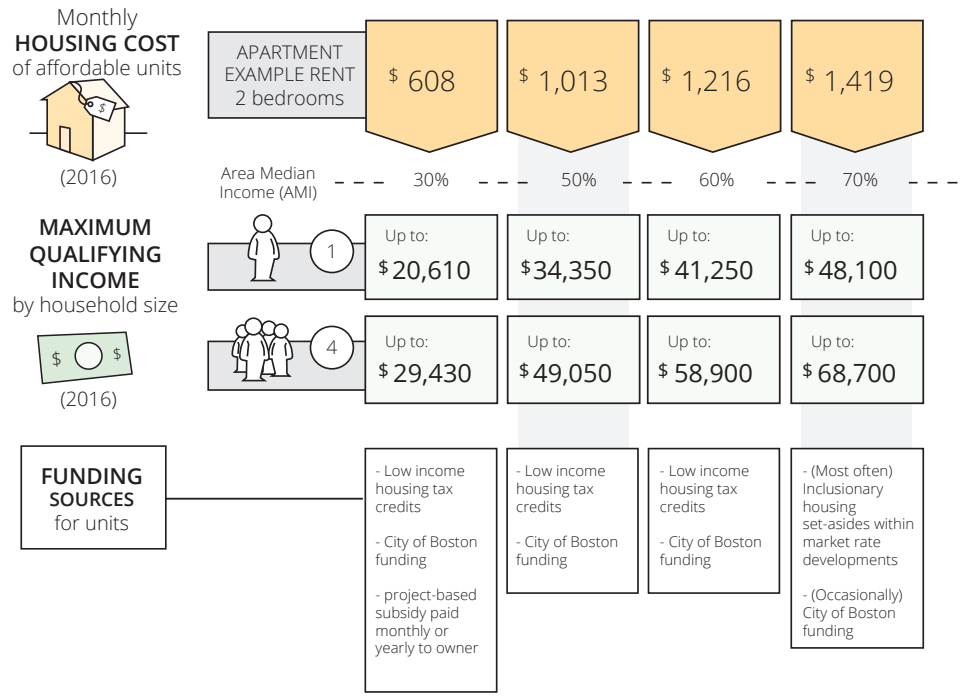
Boston's long-term accomplishments have included many partnerships between public agencies and nonprofits in the JP/ROX Study Area. Today, over 30% of the housing stock is affordable with over 1,000 units of income-restricted housing.

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 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 more than 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



* Area Median Income (AMI) is defined by the US Department of Housing and Urban Develoment (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).

Figure 19. Area Median Income (AMI) breakdown explanation

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 additional to these traditional tools, the City of Boston through the DND is working with the JP/ROX community to pilot some new financial subsidy approaches to create additional affordable housing

Tax Credits and Affordable Housing Development Funds: These include Federal Low Income Housing Tax Credits (LIHTC), State Low Income Housing Tax Credits, Community Development Block Grants (CDBG), HOME Investment Partnership funds from the U.S. Department of Housing and Urban Development (HUD), the Housing Innovation Fund, the Housing Stabilization Fund from the State of Massachusetts, and Inclusionary Development Policy (IDP) and Neighborhood Housing Trust funds from the City of Boston. Each of these funding sources is limited, and therefore extremely competitive. Each funding source also comes with specific regulations about the level of project affordability required. The City will continue to support affordable housing projects that compete for these funds, and continue to advocate for expanding these resources when possible. JP/ROX has several successful community development organizations dedicated to expanding affordable housing opportunities, and the City will continue to support affordable housing developments proposed by these organizations in JP/ROX and beyond. A list of active and proposed future affordable housing projects in the pipeline for this area can be found in Figure 20. These projects are included in the anticipated goal of adding more than 1,000 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 income-restricted affordable housing. This will serve to remove existing housing from the speculative market and protect tenants from rent increases. Recognizing that acquisition costs are higher in the PLAN: JP/ROX Study Area than other areas of the Boston, DND will consider proposals on a case-by-case basis that exceed the existing per unit subsidy limits, provided that resources are available and that these additional funds go to benefit the most vulnerable tenants.

Acquisition of Vacant or Underutilized Land: DND, working with some of our lending partners, will launch a Land Acquisition Pilot Program this fall to help affordable housing developers purchase vacant land and buildings for the purpose of building affordable, multi-family housing. An

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**

Figure 20. Projects supported by the BHA and DND, currently under construction or currently planned to be built

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

Publicly-owned Land (City, State, Federal): The public owner of the site can sell the property for below market value in order to achieve public benefits such as affordable housing. On city-owned land sold via DND, the expectation is that the percentage of income-restricted affordable housing will be determined by the community - up to 100% of the project. In the Study Area, there are nearly 150 acres of publicly-owned City and State land; however, the vast majority of it exists as current community assets, including schools, existing affordable housing, and open space. Figure 21 shows the

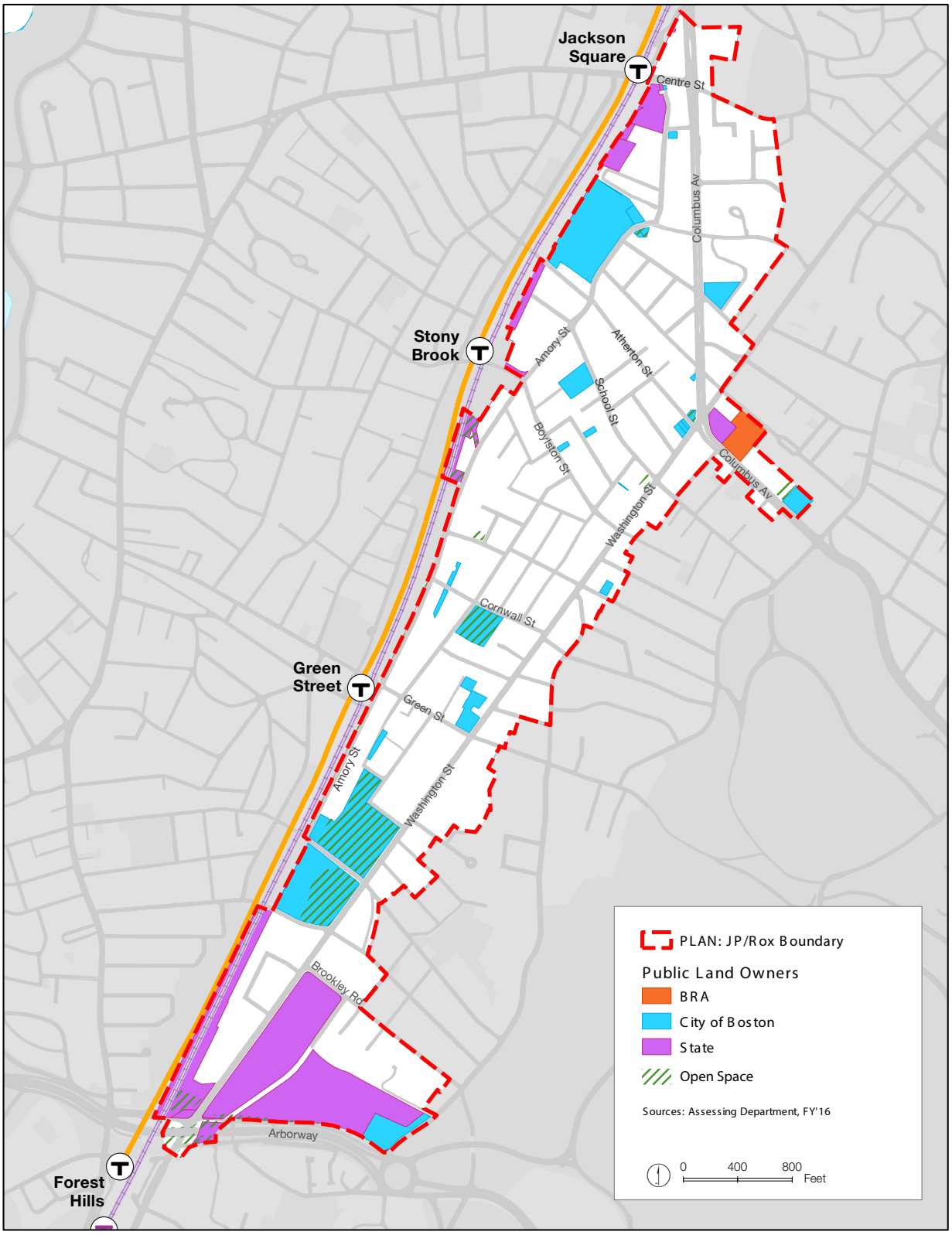
publicly-owned land that could be potentially redeveloped into housing. The vast majority of the potentially developable publicly owned land is located at Forest Hills and owned by the MBTA.

In accordance with the November 16, 1999, and the April 24, 2001 Arborway Yard Memorandum of Understandings (see page 262 in Appendix) between the MBTA and City of Boston, no less than 8.0 acres of the Arborway Yard site is to be transferred to the City for community use including affordable housing, youth recreation, retail, light industrial, the Emerald Necklace Re-Connector, and mixed-use development along Washington Street. PLAN: JP/ROX honors and reflects the terms of both MOUs and builds upon the October 2008 Forest Hills Improvement Initiative recommendations for the 8 acres of public mitigation land. Discussions with the community, City and the BPDA will continue with a focus on near-term and long-term improvements at the Arborway Yard site and the transfer of the public mitigation land including substantial affordable housing set asides at this location. Once the PLAN: JP/ROX process is complete, timetable and disposition plan that supports the goals of this plan should be worked on in partnership with the MBTA, City and the community. (Note: another large parcel of potentially developable state owned land is located just outside of the 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 BPDA for housing growth, including the PLAN: JP/ROX Study Area. To be eligible for prioritized funding, projects must be within the planning area, be responsive to all funding criteria, and demonstrate a commitment to deeply affordable housing at both the 30% AMI and 50% AMI levels. Developments that meet these criteria will be provided with expedited funding awards from the city, support from the City for their State applications, and advocacy with other city agencies and institutions.

Section 8 Project-Based Assistance: To support reaching the deepest level of affordable housing possible, the 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 these vouchers to projects citywide. Developments located within Strategic Planning Areas will be provided priority access to these resources provided they meet the eligibility criteria for project based assistance.

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


Jackson Square
Centre St
Columbus Av
Stony Brook
Amory St
Atherton St
School St
Boylston St
Columbus Av
Washington St
Cornwall St
Green Street
Green St
Amory St
Washington St
Brookley Rd
Arborway
Forest Hills
PLAN: JP/Rox Boundary
Public Land Owners
BRA
City of Boston
State
Open Space
Sources: Assessing Department, FY'16
0
400
800
Feet

Diversity Preservation Preference: Traditionally affordable housing lotteries equally prioritize any qualified resident of Boston. Many community members have requested a change to this policy which would allow residents facing displacement in a neighborhood to have priority for affordable housing opportunities built in that neighborhood. To be responsive to this request, DND is piloting a new Diversity Preservation preference which will provide a housing lottery preference of up to 50% of the new affordable units to people living within a defined radius of the project who are income-qualified and can demonstrate risk of displacement. This pilot program will be explored citywide; 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 income-restricted affordable housing units. Developers may also seek to make a contribution to the IDP Fund (which is used to create affordable housing) or create units off-site instead of creating the affordable units on-site. In the Jamaica Plain portion of the Study Area, the requirements for these options were increased in 2015. 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).

Figure 22. Opposite: Summarized mechanism of the density bonus incentive

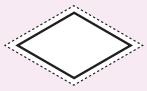
Inclusionary Zoning: While the IDP is a strong and influential policy for creating affordable housing, it does not apply to as-of-right projects. To address this challenge, the City will seek to file legislation with the State as part of the January 2017 legislative session which will allow the City to write inclusionary development into the base zoning. This will ensure that every future development will be subject to the requirements of the IDP.

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'

Example Building Total 30 units, 30,000 sf

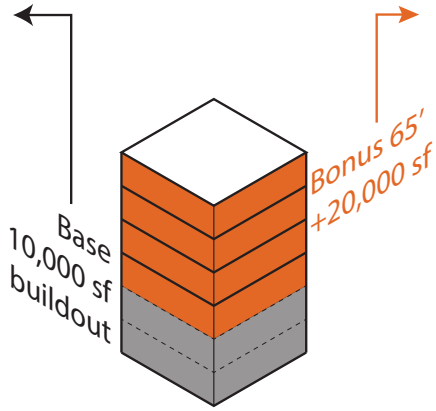
Base Buildout
(under 1.0 FAR)

10 units in 10,000 sf

Base Requirement: 13%
(Same as IDP)

Restricted Income Level: 70% AMI
Example rent[3] for a two bedroom: $1,419

Base Calculation:
13% of 10 units = 1.3 unit



Additional Buildout
(beyond 1.0 FAR)

20 units in 20,000 sf

RDA density bonus: 20%[1]

Restricted Income Level: Average[4] 50% AMI
Example rent[3] for a two bedroom: $1,013

Density Bonus Calculation:
4 units = 20% of 20 units

5.3 units
is rounded to
5 deed-restricted units[4]
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

1. 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.

2. A real project would have a mix of unit sizes for households and families of different sizes. Within both base and additional buildout, unit distribution is roughly the same.

3. Average AMI in the density bonus allows a mix of different rents restricted at different levels of income.

4. In this example, the remaining 0.3 unit would be a partial unit cash contribution for future affordable housing.

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 Incentive: A density bonus is where a developer opts to incorporate public benefits into a project, such as affordable housing units, and in exchange is allowed to create additional density in a development. As new housing at higher densities is built in JP/ROX, the community's stated preference is to capture as much of the benefits of this new investment as possible and turn it into affordable housing, while

still maintaining developers' motivation to build. The outcome is that each project that opts to seek 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 BPDA, DND, and the Housing Innovation Lab worked closely together on a detailed financial feasibility study to design the most effective density bonus policy for JP/ROX. The study aimed to maximize the number of affordable units at AMIs desired by the community, without freezing development. Results of the study show that on-site affordability percentage is maximized when 20% of the bonus density is set aside for affordable housing (on parcels with a base zoning of Floor Area Ratio FAR 1.0). 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 222 in the Appendix.

Based on this analysis, the City recommends that the density bonus incentive on new development to include 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 zoning tools to achieve a density bonus (e.g., Residential Development Area) are explained in more detail in Figure 74 on page 126.

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 (LIHTC), 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 % LIHTC. These credits are becoming more scarce; however the BPDA will actively encourage developers to look at this financing option in the PLAN: JP/ROX Study Area where possible.

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

To effectively combat the displacement of long time residents from its neighborhoods, Boston needs both a robust set of development policies that ensure "development without displacement," and a strong set of policy tools that protect tenants and preserve diversity. Mayor Walsh, recognizing this need for additional policy tools, in his 2016 State of the

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

In response to the overwhelming need for additional support for people in housing crisis, the Office of Housing Stability is also working to pursue additional policy supports 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 income-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 BPDA has been gathering community input on the areas that can accommodate increased height and density in the JP/ROX Study Area. A full density bonus feasibility analysis is included on page 222 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 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 on-site. In addition to creating more income-restricted units, the

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. An example of a project under review during the PLAN: JP/ROX process exploring providing additional affordability Project rendering for 3193 Washington Street

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. Recognizing that the down payment and closing cost assistance programs offered by the City do not close the gap for many potential first time homebuyers given the housing prices in the PLAN JP/ROX area, DND will work with local non-profits to design and implement additional homebuyer assistance tools to benefit moderate income homebuyers.

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

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.**

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**

Figure 24. Build out scenario range of a land use and development financing analysis to forecast potential future housing development in the area

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

Figure 25. Opposite: Income levels for projected new units of income-restricted affordable housing

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 two bedroom).

Figure 26. Opposite: Projected change in each household income group based on existing census tracts that are in the PLAN JP/ROX Study Area

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 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 builtout 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

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.

PROJECTED STUDY AREA BUILDOUT BROKEN DOWN BY HOUSEHOLD INCOME GROUP				
	RENT CAP FOR 2 BED-ROOM AT THIS LEVEL	IDENTIFIED PIPELINE PROJECTS	POTENTIAL FUTURE PROJECTS	TOTAL NEW DEVELOPMENT
<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**

JP/ROX CENSUS TRACT PROJECTED CHANGE IN EACH HOUSEHOLD INCOME GROUP					
HOUSEHOLD (HH) INCOME	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 [5]	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

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

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

the decision to move in or out of a neighborhood should ideally rest with each household. However, in order to provide a baseline for discussion, if the prediction model presumes that new units at each income level will go to people who match the existing 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% income-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

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

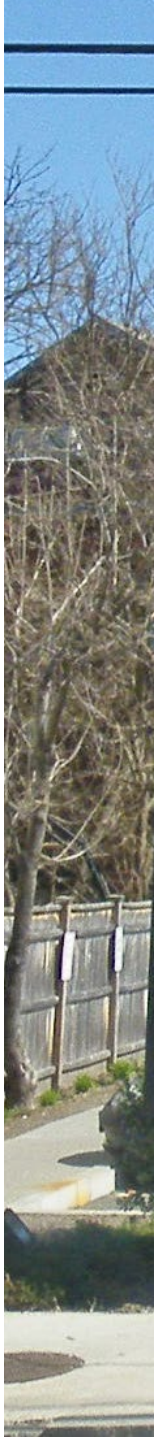


Figure 28. The Brewery Complex, renovated by the Jamaica Plain Neighborhood Development Corporation, contains approximately 40 businesses and services within 4 different buildings.


284 AMORY ST.
THE BREWERY
ULA CAFÉ
284 AMORY STREET
THE BREWERY
284 AMORY ST. MAIN ENTRANCE

Businesses

Business Composition

The composition of businesses is diverse across the Study Area, with highest representation from healthcare and social service and retail trade. The wider neighborhoods of Jamaica Plain and Roxbury host 639 businesses and 763 businesses respectively. Within the JP/ROX Study Area, there are approximately 300 businesses and organizations, representing many sectors: healthcare and social assistance, retail, professional services, neighborhood services, and transportation services. Highlights of the business community are noted below, and sector diversification is illustrated in Figure 29.

- 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.

Figure 29. Opposite: Categories of industries found in the Study Area

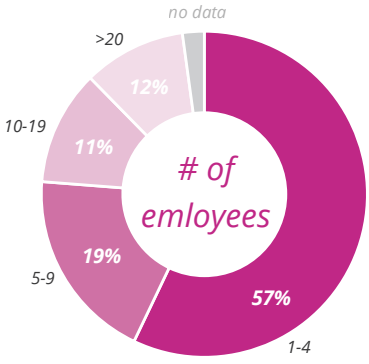
Business Size

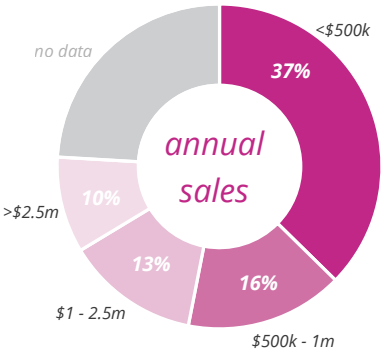
Businesses are predominantly small in terms of revenue, employment, and real estate needs. The size of businesses in JP/ ROX is illustrated in the charts below. Nearly 50% of businesses had annual sales less than $500,000 in 2012, and 72% of businesses had revenues less than $1 million. Furthermore,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

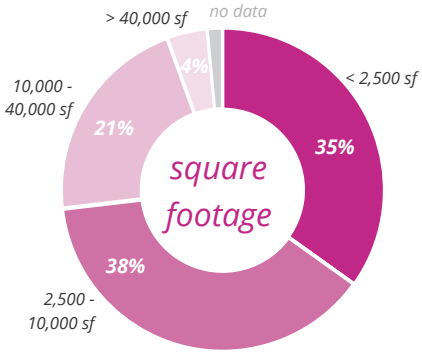
Figure 30. Opposite: Size of businesses in the Study Area by number of employees, annual sales and square footage

1 InfoUSA Business Data, 2012.

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







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

Drivers of Jobs Located in Study Area

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

Jobs Held by Residents of the Study Area

Most residents commute to jobs outside of the Study Area, in health, education, and accommodation areas. The number of

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

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

Figure 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 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.[10] This is on par with the live/work trend across Boston; only 6.9% of residents live in the same neighborhood in which they work. The implication for the Study Area is that most residents commute to work, and that this is not abnormal. The majority of residents commute to work in sectors of healthcare and social assistance, educational services, accommodation and food services, and professional, scientific and technical services, as summarized in the accompanying table.[11]

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

10 Ibid.
11 Ibid.

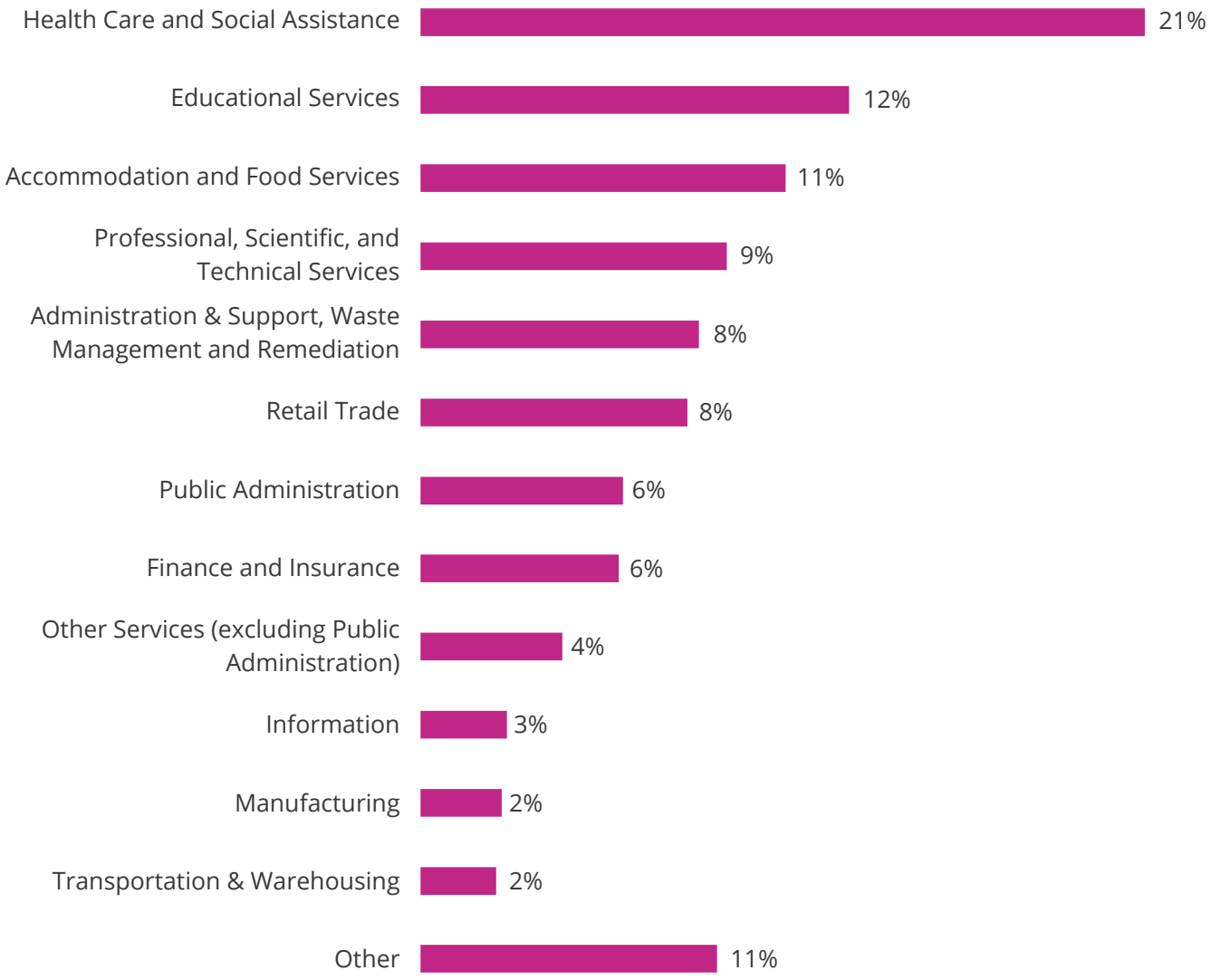


Figure 34. Industry sectors in which residents work

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.[12] As real estate prices rise in housing as well, the demographics of a community changes and businesses may struggle to adapt their models to new demand profiles. The community's stake in this issue was shared during the planning process. The consequences of business displacement include undesirable changes to the culturally rich and unique character of the Study Area. Residents also stressed the importance of keeping small-scale and independent businesses in the Study Area as they cater to the needs of nearby residents, employ local people, and provide spaces for community meetings. In sum, the feedback throughout the community process reveals a fear of losing small and independent businesses. Collection of data regarding commercial rental rates and neighborhood-specific business tenure would substantiate or alleviate concerns about business displacement.

Unmet Community Needs

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

12 PAE report, 2016.

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.[13] Second, this data is supported by residents' comments throughout the community process. Residents expressed a desire for grocery stores, hardware stores, restaurants and bars, and neighborhood services. Further research is needed to understand why sales leakage is high and what the market gaps are. Existing businesses may be able to meet some of this demand, but it is likely that new enterprises will need to be attracted to or generated in the Study Area.

Businesses

Accessible and Affordable Real Estate

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

Second, businesses lack the expertise to negotiate leases in their favor and to find good spaces. In some instances, small businesses do not have a written lease; just over 10% of businesses surveyed in Egleston Square reported this condition.[16] Leases provide business stability. During the community process, participants suggested that rent for small businesses could be stabilized with longer term and more flexible agreements. Additionally, businesses struggle to identify spaces for growth or relocation. According to the City's Small Business Plan, small commercial spaces are underrepresented by brokers and online

13 Baringer, 2013.
14 Ibid.
15 Ibid.
16 Ibid.

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.[17] Underlying this challenge is a business' capabilities to effectively manage revenue and cost streams, which are negatively affected by increasing real estate prices and the corresponding demographic changes.

Equity and Inclusion

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

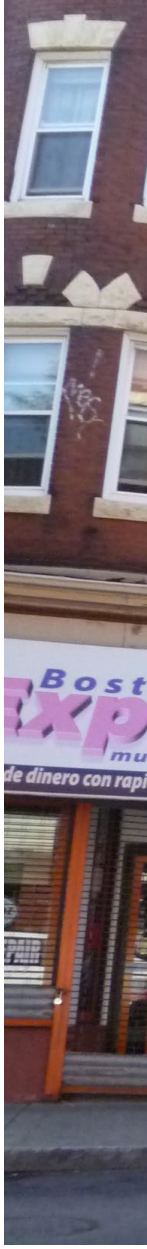


Figure 35. Small businesses on the ground floor along Washington Street in Egleston Square

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

17 Ibid.

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

Health and Social Services

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

Figure 36. Businesses along lower Washington Street closer to Forest Hills

Recommendations

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

Preserve and Revitalize Small, Independent Businesses

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

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

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

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

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

Attract New Businesses

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

Encourage Affordable and Accessible Commercial Space

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

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

Support Workforce Development

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

Since its creation in 1983, the Boston Residents Jobs Policy (BRJP) has stood as the City of Boston's signature policy for ensuring resident employment on city sponsored, privately funded and federally regulated development projects within city limits. Developers and contractors agree to make best faith efforts to employ 50% residents, 25% people of color and 10% women across all trades and thereby invest directly in populations underrepresented in the construction industry. The Mayor's Office of Economic Development (OED) is currently conducting a policy review of BRJP in order to increase employment opportunities and bring greater diversity to the city's construction labor pool.

As recommended by the Mayor's Neighborhood Innovation District Committee in 2014, Neighborhood Innovation Districts (NIDs) are designed to support innovation in existing neighborhoods and to provide widespread employment opportunities, not merely to provide good physical space for internet entrepreneurs. Neighborhood Innovation Districts recognize that entrepreneurship and innovation come in many forms, and that under-resourced neighborhoods are already hubs of creativity, whether or not that creativity has been fully transformed into economic wealth. The pilot program for the inaugural NID identifies Dudley Square and Uphams Corner as the focus for a place-based strategy of growing entrepreneurship among local entrepreneurs beyond Downtown and the existing Innovation District on the South Boston waterfront.

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

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

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

Children's Savings Account (CSA) Pilot Program: This initiative for low and moderate income families in Boston Public Schools where every child entering kindergarten in five schools will

receive a CSA account with $50 in seed funding that can be augmented by each family for at least 12 years, until that child is ready to pursue post-secondary education or career training. The goal of the initiative is promote the habit of saving and create a culture where post-secondary education/training is highly valued and sought after.

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

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

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

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

Fighting income inequality

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

Emphasizing career pathways: In Boston, few individuals, and fewer families can make ends meet with entry level jobs paying minimum wage. Recognizing that, the OWD prioritize

workforce development programming to target local industries and occupational sectors where there are identified pathways from the initial job to progressively higher levels of responsibility and income. The OWD also seeks and supports proposals that map out and chart career pathways in occupational clusters and industries where they currently are not well-documented.

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%.

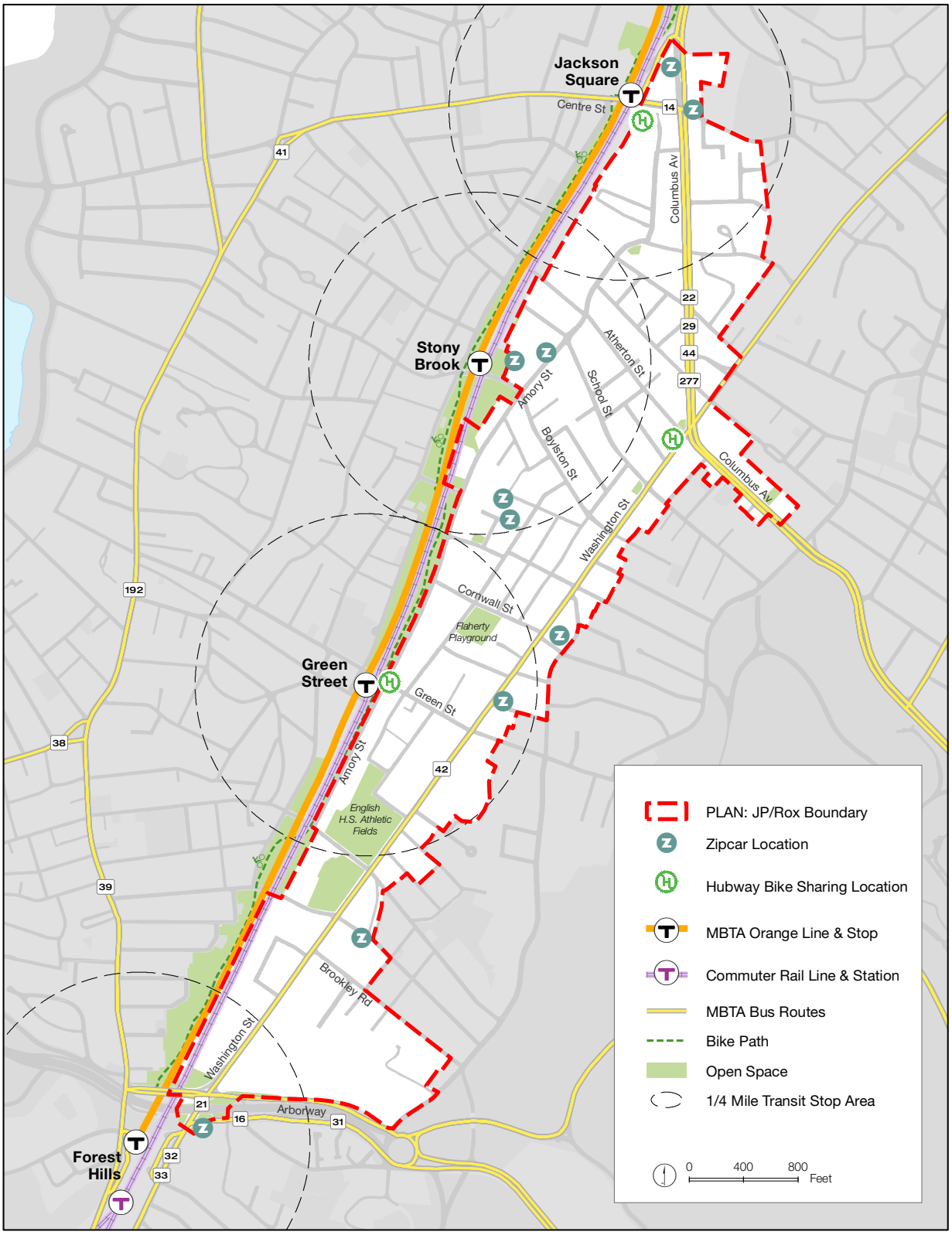
The Boston Transportation Department's Go Boston 2030 visioning process envisions a city where all residents have better and more equitable travel choices, efficient transportation networks exist that foster economic opportunity, and steps are taken to prepare for climate change.

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


Jackson Square
Centre St
Columbus Av
Stony Brook
Amory St
Atherton St
School St
Boylston St
Washington St
Cornwall St
Flaherty Playground
Green Street
Green St
English H.S. Athletic Fields
Brookley Rd
Arborway
Forest Hills
41
14
22
29
44
277
192
38
39
42
21
16
31
32
33
PLAN: JP/Rox Boundary
Zipcar Location
Hubway Bike Sharing Location
MBTA Orange Line & Stop
Commuter Rail Line & Station
MBTA Bus Routes
Bike Path
Open Space
1/4 Mile Transit Stop Area
0
400
800
Feet

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, and some are not wide enough for adequate wheelchair access, street trees, or other buffering elements. Green Street's sidewalks are seven to eight feet wide, which, while wide enough for ADA accessibility, are minimal for a "Neighborhood Main Street" as defined in the City's Complete Streets Guidelines.

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

Figure 38. Opposite: Sidewalks on Amory Street are too narrow to accommodate pedestrians and wheelchairs as new businesses relocate there.

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

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

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

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

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


Mobil
Mart

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

Bicycle Network – 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.

Figure 40. Opposite: Bike tour along Washington Street
The tour gave participants the opportunity to identify areas for improvement.

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.

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 and parking in each direction. 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 sf) 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.

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

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.

The study area is going to develop over a 15-20 year period, during which best practices and mobility will continue to evolve. It is vital that the recommendations here be seen as a living document that will need to adapt over time. The Implementation section of this Plan provides a complete list of the transportation

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 be allowed to create at most this many spaces.

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 and Complete Streets, and building off of the pilot Stonybrook Slow Streets program, managing vehicular speeds and promoting active transportation is the City's highest transportation priority in the Study Area. This includes installation of approved traffic calming measures throughout the study area to improve safety and prevent speeding. 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.

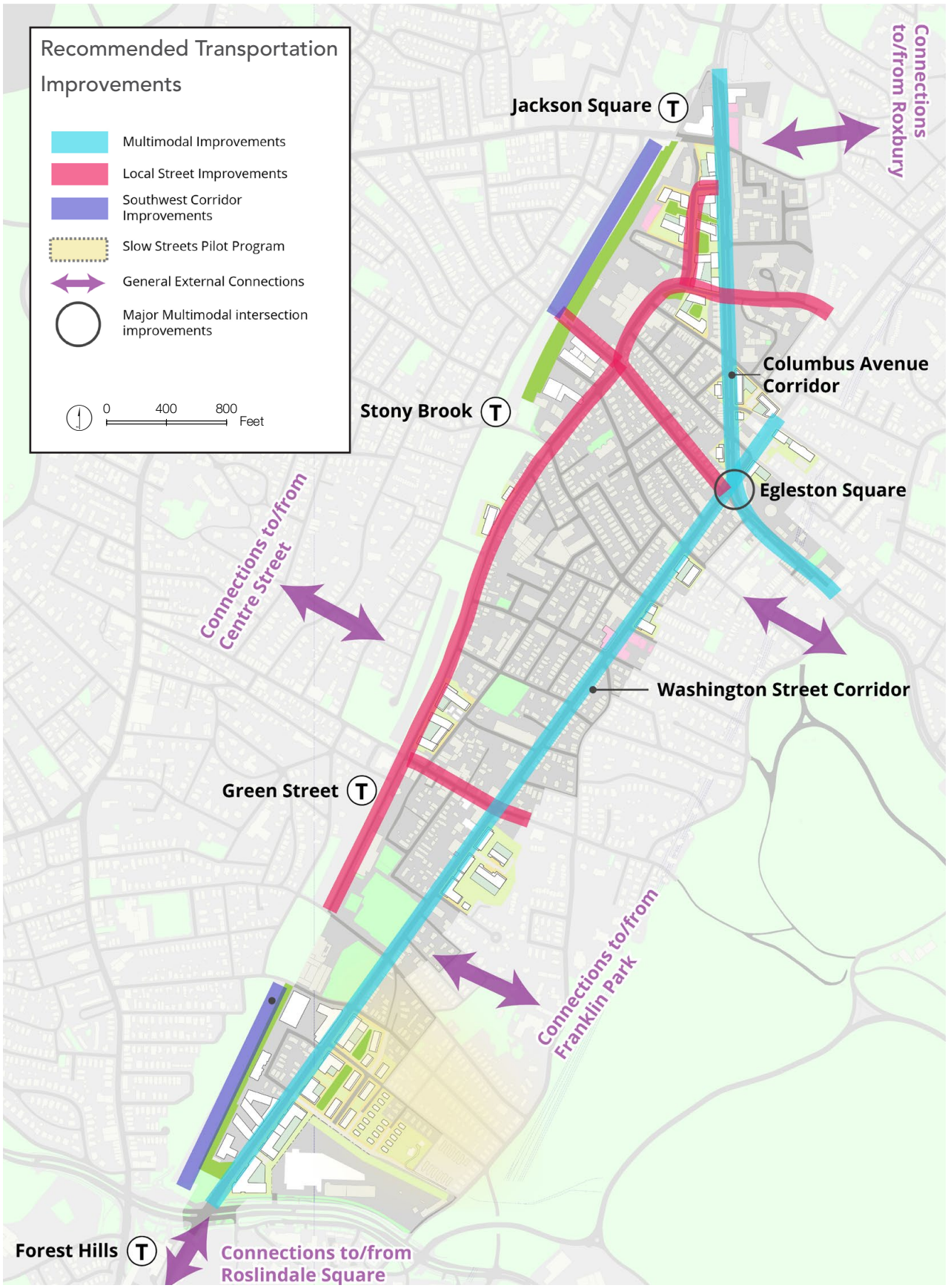
The City will look for opportunities to implement "fast and flexible" improvements (aka "tactical urbanism") that advance Complete Streets and Vision Zero goals, including physically separated bike facilities, curb extensions and pedestrian plazas, that can lead to more permanent solutions.

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.

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

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


Recommended Transportation Improvements
Multimodal Improvements
Local Street Improvements
Southwest Corridor Improvements
Slow Streets Pilot Program
General External Connections
Major Multimodal intersection improvements
0
400
800
Feet
Jackson Square
Connections to/from Roxbury
Columbus Avenue Corridor
Stony Brook
Egleston Square
Connections to/from Centre Street
Washington Street Corridor
Green Street
Connections to/from Franklin Park
Forest Hills
Connections to/from Roslindale Square

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 BTD policy, the PLAN: JP/ROX document recommends the following maximum parking ratios for amended zoning. Lower parking ratios will be required for projects that are closer to transit. Parking should be shared between developments.

Residential:

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

Commercial (retail/office):

- Maximum of 0.75 space per 1,000 sf 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 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 publicly-accessible bicycle parking supply, through capital projects and private redevelopment opportunities. Development

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

Figure 45. Conceptual drawing of potential "Complete Streets" improvements for Washington Street, including landscaping, protected bicycle accommodations, and improved sidewalks

Figure 46. Example of wayfinding in Downtown Crossing

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." 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 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

Figure 47. Opposite: Mobility workshop participants designing a conceptual roadway

Figure 48. Opposite: Workshop participants' preferences for Right of Way improvements

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%

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 Neighborhood Street Improvements

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

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.

In both the Bike Network Plan and Green Links, Atherton Street is envisioned as a primary bicycle and pedestrian link to the

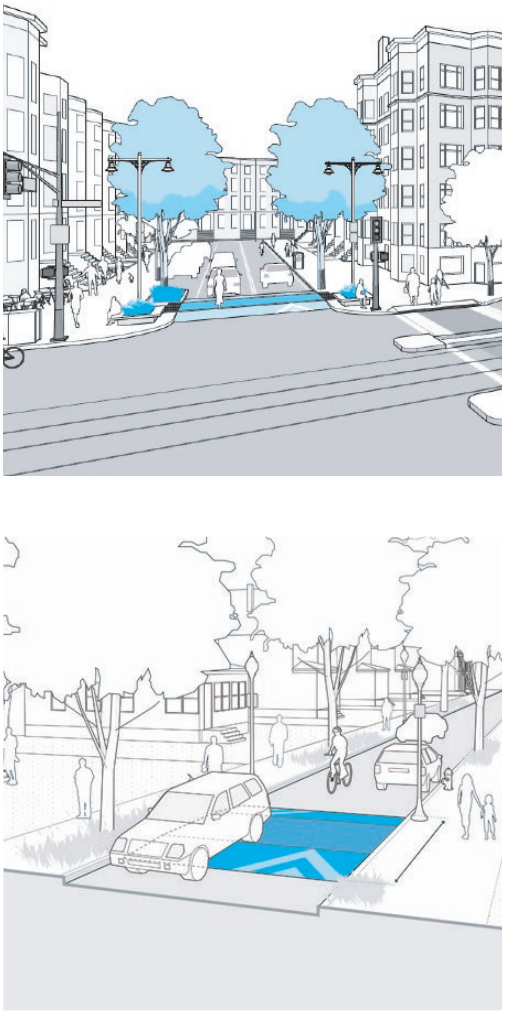


Figure 49. Conceptual Neighborhood Slow Streets Program interventions (raised cross walks) from Complete Streets guidelines.

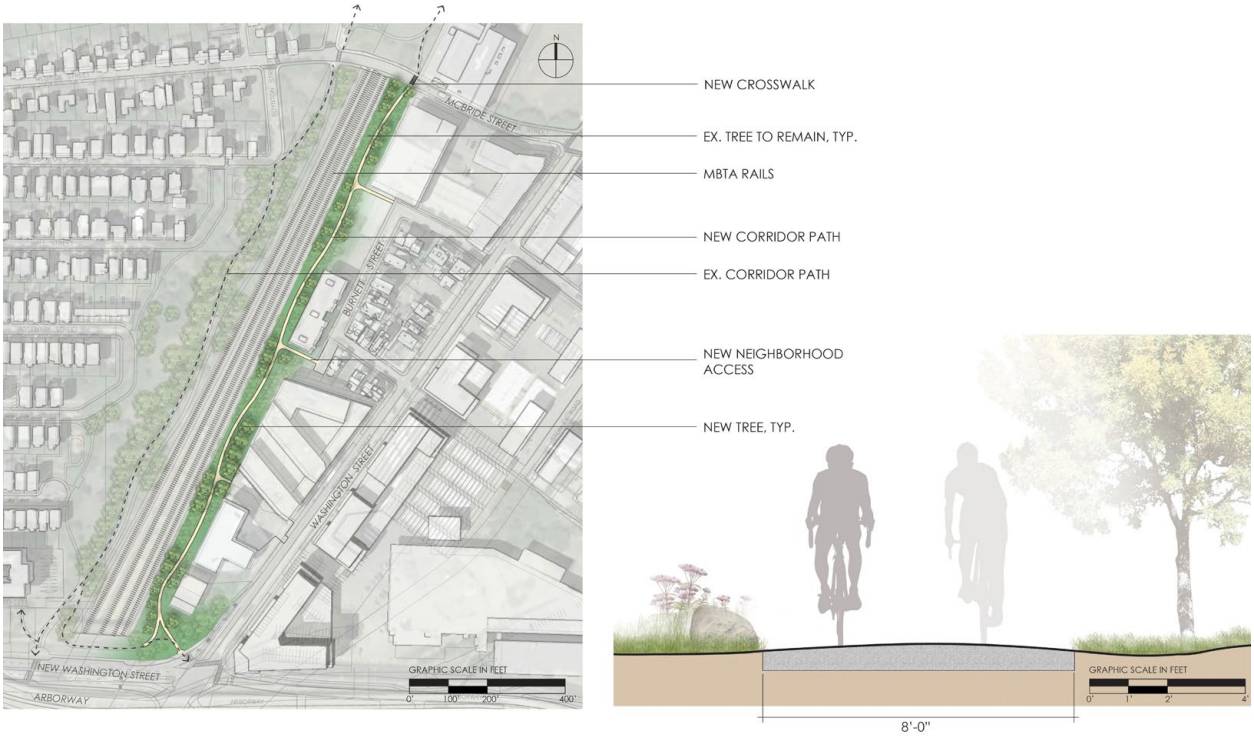


Figure 50. Conceptual illustration of Southwest Corridor extension from the Arborway to McBride Street, using MBTA-owned parcels
Photo credit: Ray Dunetz, Ray Dunetz Landscape Architecture

Southwest Corridor Park from Egleston Square; improving this street is a priority.

Southwest Corridor Park

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

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

OPEN SPACE / PLACEMAKING / PUBLIC REALM

Context

In any neighborhood, open space and 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 quarter-mile of the Study Area'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


Olmsted Park
S HUNTINGTON AV
ROXBURY
CENTRE ST
Marcella Playground
Jamaica Pond Park
Southwest Corridor Park
Amory Street Park
WASHINGTON ST
CENTRE ST
JAMAICA PLAIN
AMORY ST
Egleston Plaza ("Stonehenge")
Egleston Sq Peace Garden
Egleston Sq Community Garden
Brookside Community Garden
Flaherty Playground
GREEN ST
CENTRE ST
BEAVER ST
FOREST HILLS ST
English H.S. Athletic Fields
SOUTH ST
Southwest Corridor Park
Franklin Park
Arnold Arboretum
ARBORWAY
Open Space
Source: Boston Parks & Recreation Department
0 400 800 Feet
Bussey Brook Meadow
MORTON ST
1/4 Mile

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 to 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. These interventions include:

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

Such tactics would help to activate the street and create a collection of special places in the greater public realm. The public realm, through 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, i.e., the small neighborhood public parks, that blend into the neighborhood fabric and are beloved by the participants in this planning process. When the fabric of the Study Area, as previously mentioned, has limited open space, the 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.

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 Rosindale Square's Birch Street Courtyard.
Photo credit: RVMS

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

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.

that there is a lack of places to rest, especially when 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

with semipublic connections and passive open spaces. Large development programs that seek to fulfill open space requirements through private, walled spaces will not 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 right of way (ROW) behind new development in Jackson Square as a continuation of the Southwest Corridor
- Encourage inclusion of public dog parks in larger development projects.
- Encourage green landscaping in all development projects.

Egleston Square

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

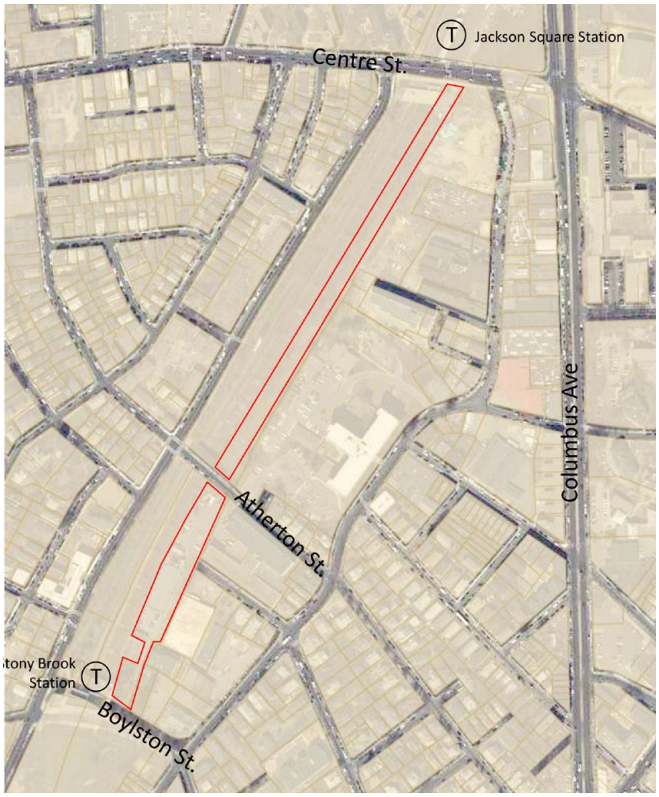
Recommendations:

- Continue residential corridor with buffered edges down Columbus Avenue.
- Enhance existing private and public open spaces, including 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 a mutually beneficial attraction to the area.
- New developments should respect the residential character of the neighborhood behind Washington Street.
- Improve the pedestrian connection on Atherton Street to connect Egleston Square to the Southwest Corridor.
- Work with the Egleston YMCA to provide a broader range of activities to accommodate varying age groups (i.e., older residents).

Figure 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


Washington St.


Jackson Square Station
Centre St.
Columbus Ave
Atherton St.
Boylston St.

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

Forest Hills

Character: Neighborhood gateway district and transportation hub

Recommendations

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

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

Figure 63. Conceptual drawing of potential "Complete Streets" improvements for Washington Street, including landscaping, protected bicycle accommodations, and improved sidewalks

- Enhance pedestrian use on Washington Street by widening sidewalks and including more amenities. Create active entrances and edges directly on Washington Street. Buffer sidewalks, space permitting, from faster moving car traffic.
- Concentrate active public and 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.
- Better connect Stonybrook Neighborhood and Washington Street with public access routes.

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

Figure 64. Opposite left: First Chair, Fenway's Symphony Park
Opposite right: Community Fabric (Josiah Quincy School, Chinatown)

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.
    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.

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

SUSTAINABLE DEVELOPMENT & GREEN BUILDINGS

Goal

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

Recommendations:

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

Neighborhood Development and Buildings

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

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

Preparedness and Resiliency

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

Green Infrastructure

- Limit the pollution and disruption of natural hydrology through individual site and larger-scale green infrastructure to manage stormwater through structural controls and non-structural means including landscaping, groundwater infiltration and vegetated roofs.
- Minimize 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 an adequate supply (10%) of community and institutional uses such as English High School, Mendell Elementary School, Egleston YMCA, Egleston Branch Library, Brookside Community Health Center, E-13 police station, Pine Street Inn, local churches and the Dimock Community Health Center campus.

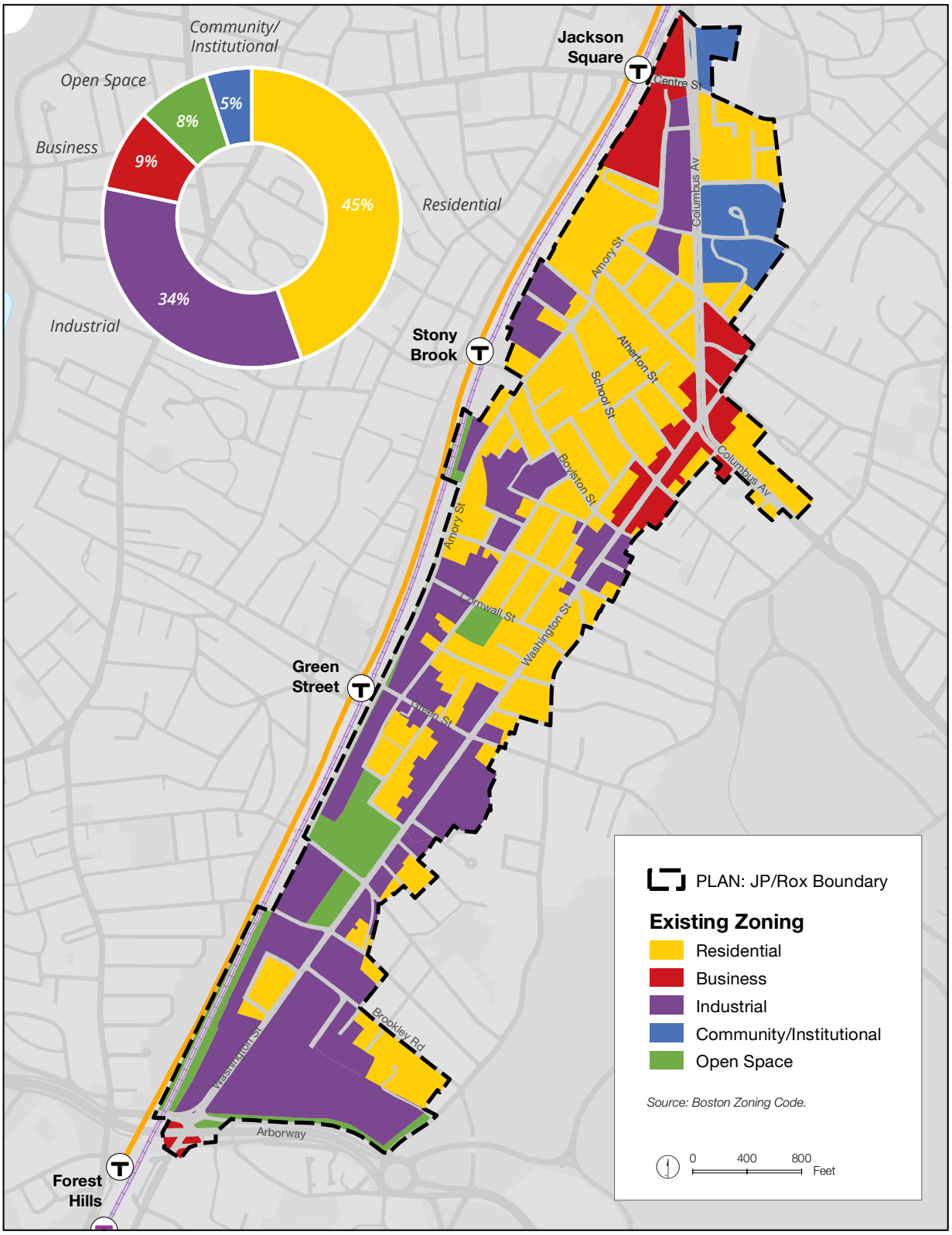
Zoning

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

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

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 66. Left: Existing land use breakdown in the Study Area


Community/
Institutional
5%
Open Space
8%
Business
9%
45%
Residential
34%
Industrial
Jackson
Square
Centre St
Columbus Av
Amory St
Stony
Brook
Atherton St
School St
Boylston St
Columbus Av
Amory St
Cornwall St
Washington St
Green
Street
Green St
Brookley Rd
Washington St
Arborway
Forest
Hills
PLAN: JP/Rox Boundary
Existing Zoning
Residential
Business
Industrial
Community/Institutional
Open Space
Source: Boston Zoning Code.
0
400
800
Feet

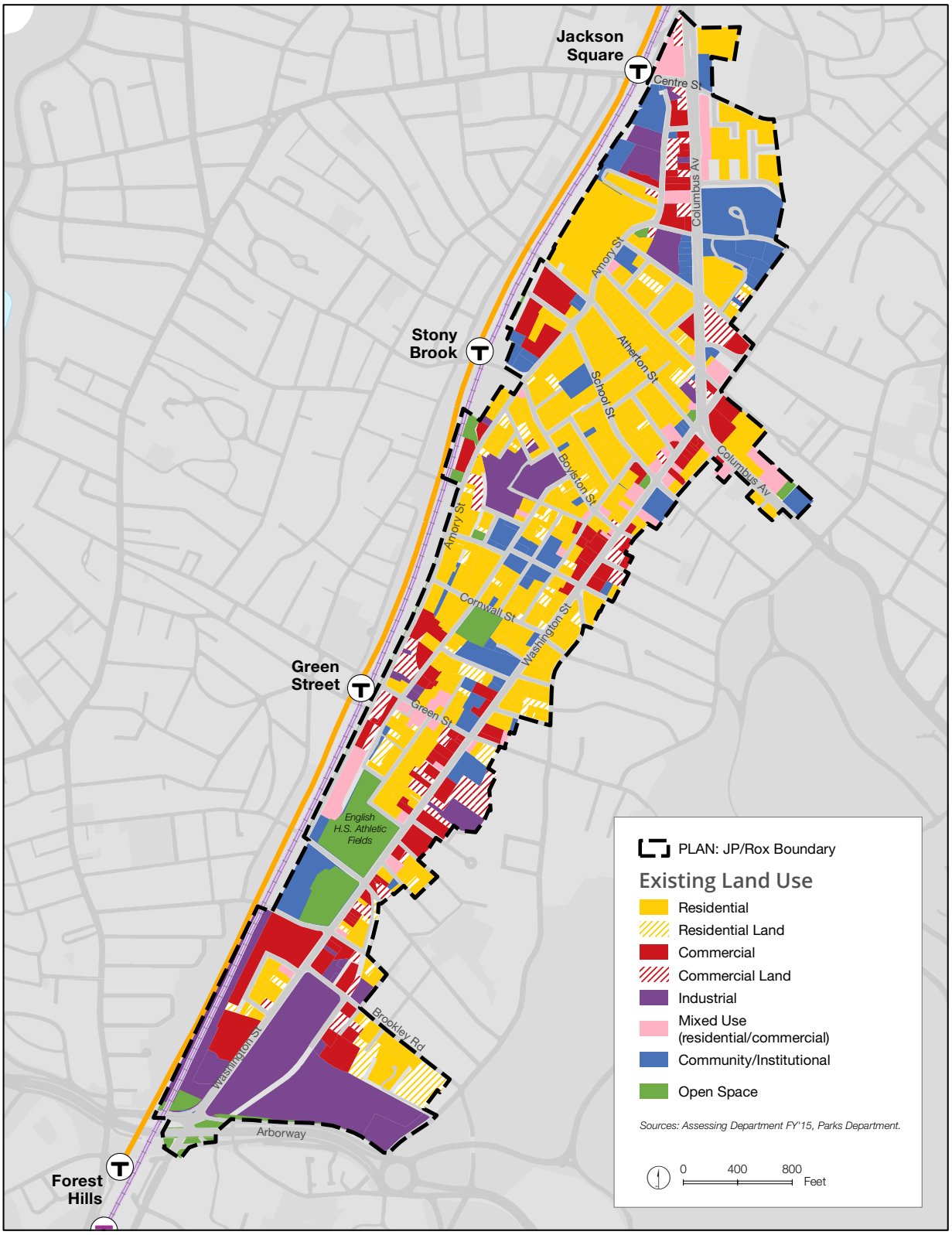
Rezoning allows underused land and property to develop in a way that better fits a community's long-range vision, and helps to maximize shared benefits between property owners and residents and shape the form for new development. Current land use and zoning are mismatched in the Study Area. For example, 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


Jackson Square
Stony Brook
Green Street
Forest Hills
Centre St
Columbus Av
Amory St
Atherton St
School St
Boylston St
Cornwall St
Washington St
Green St
English H.S. Athletic Fields
Brookley Rd
Arborway
PLAN: JP/Rox Boundary
Existing Land Use
Residential
Residential Land
Commercial
Commercial Land
Industrial
Mixed Use (residential/commercial)
Community/Institutional
Open Space
Sources: Assessing Department FY'15, Parks Department.
0
400
800
Feet

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

Base Zoning Subdistrict Name and/or Boundary Changes

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

In the following instances (Figure 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 Green Street as a livelier pedestrian and bike-friendly connection between the Green Street MBTA station and Washington Street. The proposed change includes carving a commercial area (Local Convenience zoning subdistrict or LC) out of the Local Industrial (LI) zoning subdistrict to reflect existing conditions and envisioned uses. The new LC zoning subdistrict would support active ground-floor commercial uses for a more engaging streetscape. Some light industrial uses that do not negatively impact an active street life would still be allowed. This new LC zoning subdistrict would have a base height of 35' and 1.0 FAR consistent with the former LI zoning subdistrict.

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.

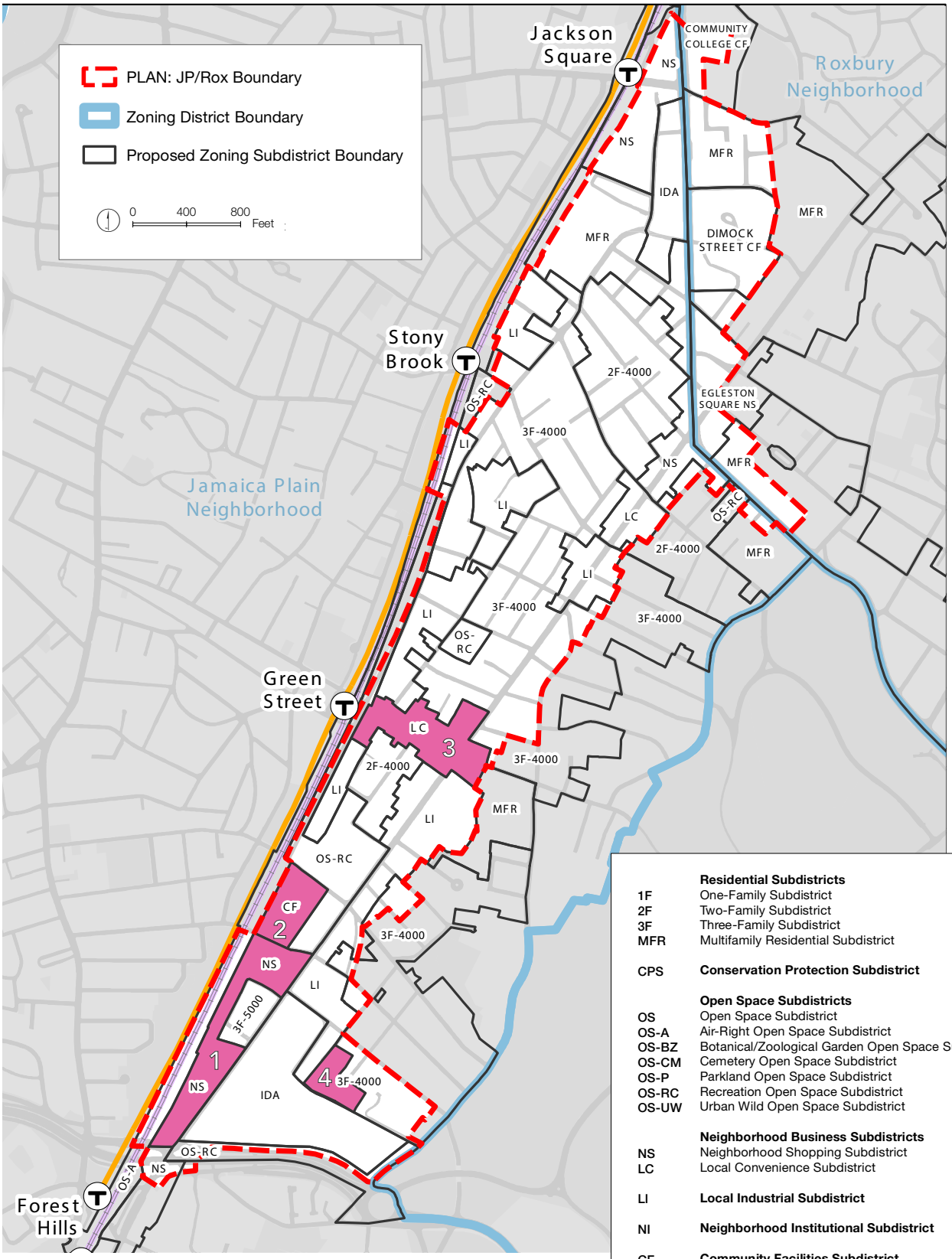
Figure 68. Green Street is envisioned to be a livelier and more pedestrian friendly connector street.

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.

LABEL	NAME	CURRENT	NEW	ADDITIONAL DETAIL
1	**Stonybrook Neighborhood West**	**Local Industrial** (LI)	**Neigborhood 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 relect current land uses (English High School facility)
3	**Green Street**	**Local Industrial** (LI)	**Local Convenience** (LC)	Green Street should be a lively pedestrian friendly neighborhood street with active ground-floor uses. Create a Local Convenience (LC) zoning subdistrict along the length of Green St, in addition to the nodes at 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 subdistric to blend with abutting residential neighborhood and reflect a recent redevelopment trend in the Stonybrook neighborhood.

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


PLAN: JP/Rox Boundary
Zoning District Boundary
Proposed Zoning Subdistrict Boundary
0 400 800 Feet
Jackson Square
Stony Brook
Green Street
Forest Hills
Roxbury Neighborhood
Jamaica Plain Neighborhood
COMMUNITY COLLEGE CF
DIMOCK STREET CF
EGLESTON SQUARE NS
NS
MFR
IDA
LI
LC
OS-RC
2F-4000
3F-4000
3F-5000
CF
1
2
3
4
OS-A
OS-UW
Residential Subdistricts
1F One-Family Subdistrict
2F Two-Family Subdistrict
3F Three-Family Subdistrict
MFR Multifamily Residential Subdistrict
CPS Conservation Protection Subdistrict
Open Space Subdistricts
OS Open Space Subdistrict
OS-A Air-Right Open Space Subdistrict
OS-BZ Botanical/Zoological Garden Open Space Subdistrict
OS-CM Cemetery Open Space Subdistrict
OS-P Parkland Open Space Subdistrict
OS-RC Recreation Open Space Subdistrict
OS-UW Urban Wild Open Space Subdistrict
Neighborhood Business Subdistricts
NS Neighborhood Shopping Subdistrict
LC Local Convenience Subdistrict
LI Local Industrial Subdistrict
NI Neighborhood Institutional Subdistrict
CF Community Facilities Subdistrict

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, fitness centers, etc. are allowed.

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

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 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.

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

Base Zoning Dimensional Changes

There would be no changes to the base zoning heights and floor area ratios (FAR) in any zoning subdistrict. Heights are currently restricted to 35 feet as-of-right across the whole Study Area, with a few exceptions in Egleston and Jackson Square (45’ and 60’). As shown in Figure 72, the maximum heights and FAR for the zoning subdistricts in the Study Area would remain the same.

Density Bonus Policy

A density bonus is where a developer opts to incorporate additional public benefits into a project, such as affordable housing units, in exchange for the ability to 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 BPDA, a 45-day comment period, and public hearings in front of the BPDA Board and the Boston Zoning Commission. If approved by both the BPDA Board and the Boston Zoning Commission, the Mayor would sign the PDA or RDA Plan, and it would become the new zoning for the site.

Developments within a PDA or RDA may not exceed the maximum heights established through PLAN: JP/ROX as shown in Figure 75 on page 128 and developments must incorporate the urban design guidelines found in the Implementation chapter of this plan.

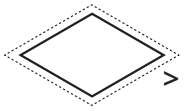
Figure 74. A graphical explanation of the requirements and process of Density Bonus Tool 3 - Residential Development Area (RDA)

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

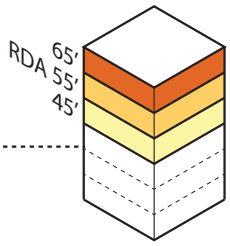


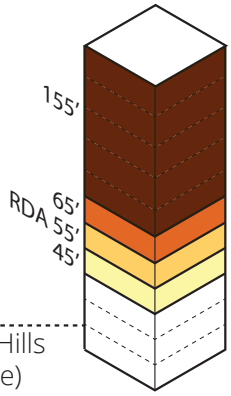
>10k sf (parcel)
> 50% housing

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’

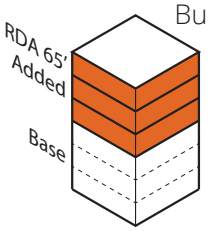




(specific parts of Forest Hills and Jackson Sq. IDA Zone)

DENSITY BONUS

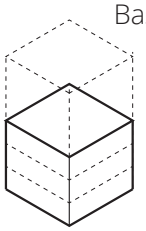
Affordability Requirement *(not reflective of actual building layout)*



Building Total

~16-17% Deed Restricted Overall

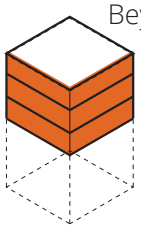
=



Base

13% Deed-restricted at 70% AMI

+



% of Additional Density Beyond Base

IF 1.0 FAR BASE
20% of additional density is restricted at an average of 50% AMI

IF 2.0 FAR BASE
25% of additional density is restricted at an average of 50% AMI

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

APPROVALS

1. COMMUNITY ENGAGEMENT
Article 80 RDA Process

1. 45 day Comment Period, public meeting
2. Public Hearings at BRA and Zoning Commission

2. BPDA BOARD
Boston Planning and Development Agency

Final plan review (60 days post-recieving)

Projects within RDA requires Art. 80 Large/Small project review

3. ZONING COMMISSION

Adoption of RDA Plan. Public comment, hearing

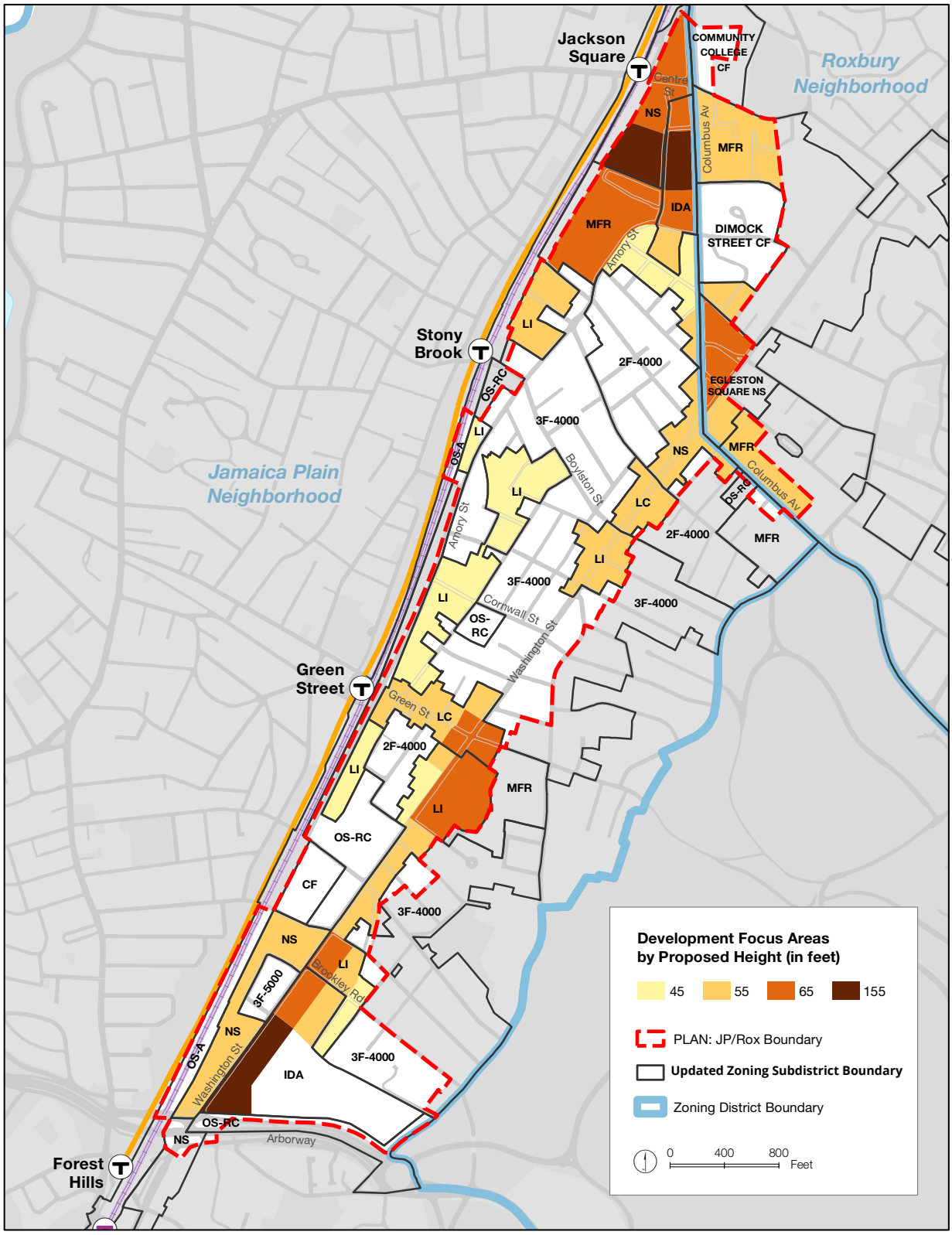
Density Bonus Tool 4: The Residential Development Incentive (RDI) creates an as-of-right situation in all zoning subdistricts where residential use is allowed (except for 1F, 2F and 3F zoning subdistricts) and where additional affordability above the IDP is required even though zoning relief is not needed. These as-of-right projects do not require a variance from the ZBA, do not require a plan with changed zoning for the ZBC, but will still have to follow an Article 80 community review process, depending on project size. 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 income-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 222 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 areas eligible for a density bonus and allowed maximum heights


Jackson Square
Stony Brook
Green Street
Forest Hills
Roxbury Neighborhood
Jamaica Plain Neighborhood
COMMUNITY COLLEGE CF
DIMOCK STREET CF
EGLESTON SQUARE NS
Centre St
Columbus Av
Amory St
Boylston St
Cornwall St
Washington St
Green St
Brookley Rd
Arborway
NS
MFR
IDA
LI
2F-4000
3F-4000
3F-5000
LC
CF
OS-RC
OS-A
Development Focus Areas by Proposed Height (in feet)
45
55
65
155
PLAN: JP/Rox Boundary
Updated Zoning Subdistrict Boundary
Zoning District Boundary
0
400
800
Feet

4

IMPLEMENTATI

ON

URBAN DESIGN GUIDELINES

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

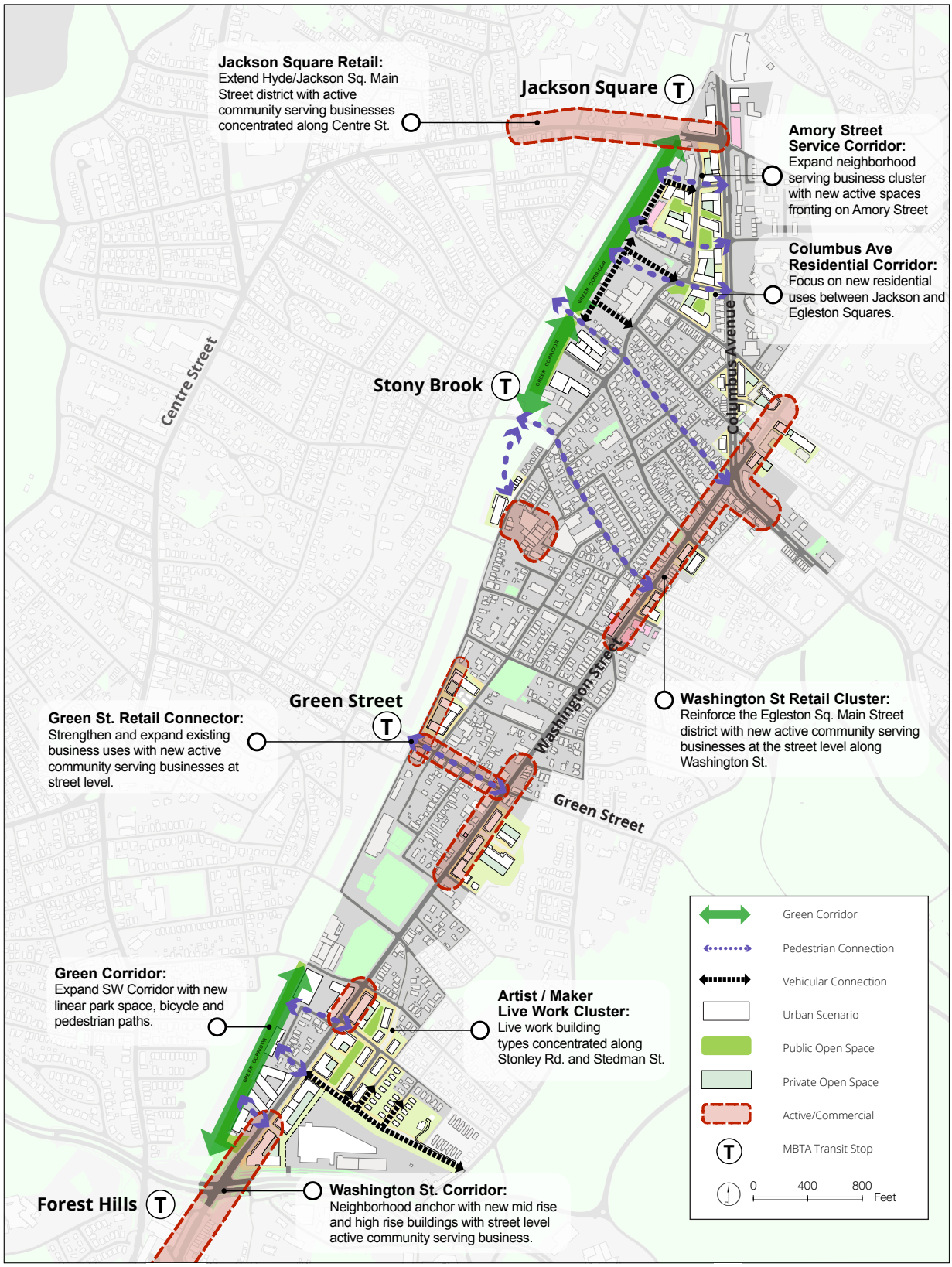
They aim to preserve the vibrancy and accessibility of the neighborhood and, by enhancing the street and sidewalk experience, encourage walking, biking, and the use of public transit. The guidelines promote a future neighborhood that includes new uses which complement the variety of existing of uses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

These guidelines are intended to provide an urban design framework for new projects in the Study Area and to ensure variety in building form and character along with high quality architectural design. Several specific guidelines including maximum heights, will directly inform amendments to the existing zoning of the Study Area. While these guidelines set a clear vision, there is potential for inconsistencies; these will be resolved through the project and design review process for the respective project.

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

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

Figure 76. Study Area urban design strategy overview


Jackson Square Retail:
Extend Hyde/Jackson Sq. Main Street district with active community serving businesses concentrated along Centre St.
Jackson Square
Amory Street Service Corridor:
Expand neighborhood serving business cluster with new active spaces fronting on Amory Street
Columbus Ave Residential Corridor:
Focus on new residential uses between Jackson and Egleston Squares.
Centre Street
Stony Brook
Columbus Avenue
Green Street
Green St. Retail Connector:
Strengthen and expand existing business uses with new active community serving businesses at street level.
Washington Street
Washington St Retail Cluster:
Reinforce the Egleston Sq. Main Street district with new active community serving businesses at the street level along Washington St.
Green Street
Green Corridor:
Expand SW Corridor with new linear park space, bicycle and pedestrian paths.
Artist / Maker Live Work Cluster:
Live work building types concentrated along Stonley Rd. and Stedman St.
Forest Hills
Washington St. Corridor:
Neighborhood anchor with new mid rise and high rise buildings with street level active community serving business.
Green Corridor
Pedestrian Connection
Vehicular Connection
Urban Scenario
Public Open Space
Private Open Space
Active/Commercial
MBTA Transit Stop
0
400
800
Feet

Area-Wide Urban Design Guidelines

Street and Block Patterns

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

Figure 77. Preferred dimensions for Sidewalk Zone by Street Type, based on Boston Complete Streets

Public Realm

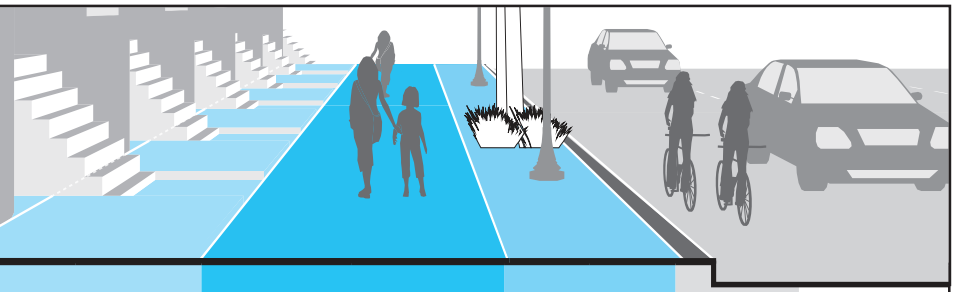
Active and commercial area streetscapes should be enhanced with wider sidewalks, landscaping, lighting, street furniture, and public art. New development projects, when adjacent to new and existing retail, service, and cultural uses, should include public and semi-public active spaces. New development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

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

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

In locations where the existing public right of way is too constrained to allow sufficient sidewalk widths, new buildings should be setback further from the curb to allow for wider sidewalks. With consideration to existing adjacent conditions, Frontage Zones should be maximized through additional front

The width and design of sidewalks will vary depending on street typology, functional classification, and demand. Below are the City of Boston's preferred and minimum widths for each Sidewalk Zone by Street Type.



Street Type	Frontage Zone	Pedestrian Zone*	Greenscape/ Furnishing Zone	Curb Zone	Total Width	
	Preferred	Preferred	Preferred		Preferred	Minimum
Neighborhood Main	2'	8'	6'	6"	16'-6"	7'
Neighborhood Connector	2'	8'	5'	6"	15'-6"	7'
Neighborhood Residential	2'	5'	4'	6"	11'-6"	7'

yard setbacks to provide active outdoor spaces along building facades but not at the expense of reducing the Pedestrian Zone beyond the recommended widths.

The three existing MBTA Right of Ways (ROWs) clustered along the east side of the Orange Line rail corridor should be transformed into new high quality public open spaces and added to the Southwest Corridor Park System. The new park spaces should provide active open and green spaces. The two ROW parcels in Jackson Square would connect Jackson Square to Atherton Street, and Atherton Street to Stony Brook Station / Boylston Street. In Forest Hills, the ROW parcel would connect McBride Street to the Arborway. See Figure 61 on page 108 for ROW parcel locations.

Site Planning and Topography

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

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

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

Open Space and Landscaping

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

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

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

Building Orientation and Street Edge Condition

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

- Main building entrances, lobbies, shops, and businesses should face and be accessible from the primary street and abutting sidewalk. Active use areas such as restaurant seating, reception and waiting areas, and retail should line street-facing walls so the activity is visible from the street level. Ground floor retail establishments should incorporate at least one usable street-facing entrance that is open during regular business hours.
- Larger developments should consider visual or physical breaks

along the street frontage to diminish building scale and include prominent features to break up massing, accentuate corners, and create variety. Designs should incorporate textures, colors, materials, and distinctive architectural treatments to add visual interest. In mixed-use buildings, differentiate ground floors from upper floors by changes in massing and architectural relief.

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

Parking and Service Areas

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

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

Building Heights, Setbacks, Step backs, Open Space and Lot Coverage

New buildings and projects can help mend bare patches in the urban fabric and positively contribute to the collection of buildings and open spaces that characterize the Study Area. The following guidelines are critical to ensuring a gradual transition between existing and new buildings while continuing to inspire a variety in building size and character. These guidelines help to guide growth

by encouraging new housing in the areas identified as eligible for a density bonus and establish maximum building heights in those areas. Additionally, these guidelines establish building setbacks, lot coverage, on-site open space, and façade step back standards to ensure all new buildings are optimally located and are appropriate in scale and massing.

The goals of these dimensional guidelines are to:

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

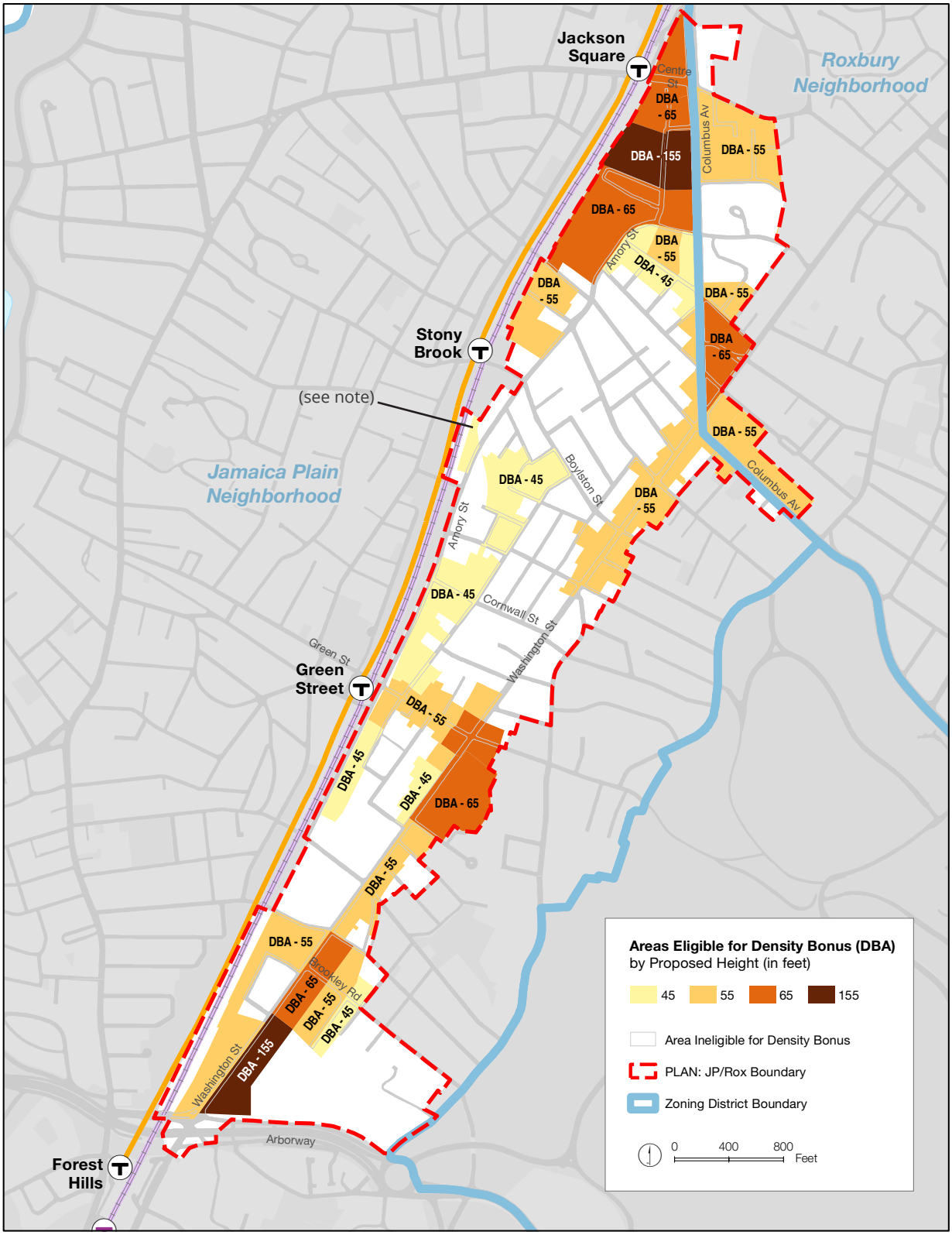
PROPOSED MAXIMUM HEIGHTS IN ELIGIBLE DENSITY BONUS AREAS (E.G. RDA)		
DENSITY BONUS AREA	STORIES	FEET[(a)]
45'	4	45'
55'	5	55'
65'	6	65'
155'	15	155'

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

Building Heights

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

Figure 78. Opposite: Recommended areas eligible for a density bonus and maximum allowable building heights



*DBA does not include area north of the Southwest Corridor Path. See Figure 91 on page 157 for a more detailed map.

Building Setbacks

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

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

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

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

New buildings should generally reinforce existing street wall conditions while ensuring appropriate sidewalk widths and buffer areas to support new and existing uses. In locations where the existing public right of way is too constrained to allow sufficient sidewalk widths (see Public Realm Recommendations on page 134), new buildings should be setback further from the

Figure 79. Opposite: Illustrative example of how the urban design guidelines create a dynamic edge that regulates the public realm in front of new development.

Neighborhood Connector

Neighborhood Main

Building Setback

Pedestrian Zone

Frontage Zone

Curb + Greenscape/Furnishing Zone

curb to allow for wider sidewalks. With consideration to existing adjacent conditions, the minimum suggested sidewalk widths are illustrated in Figure 79.

Building Façades and Step Backs

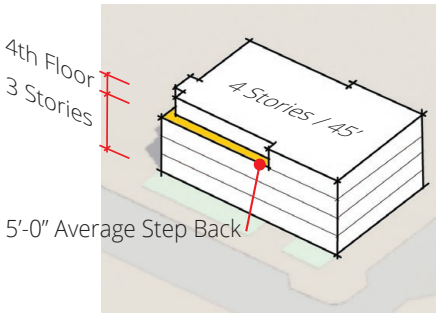
Successfully designed buildings, especially mid-rise and high-rise structures, often employ a variety of architectural strategies to enliven the building form, control the visual massing, and respond to the surrounding context. Building façade step backs, where the wall plane shifts backward, typically occur on the upper levels of a structure.

The following are minimum step backs that are intended to reduce the massing of new buildings and ensure a more gradual transitioning between buildings of different heights and massing. Step backs are measured from the primary façade and are implemented at specific floor levels.

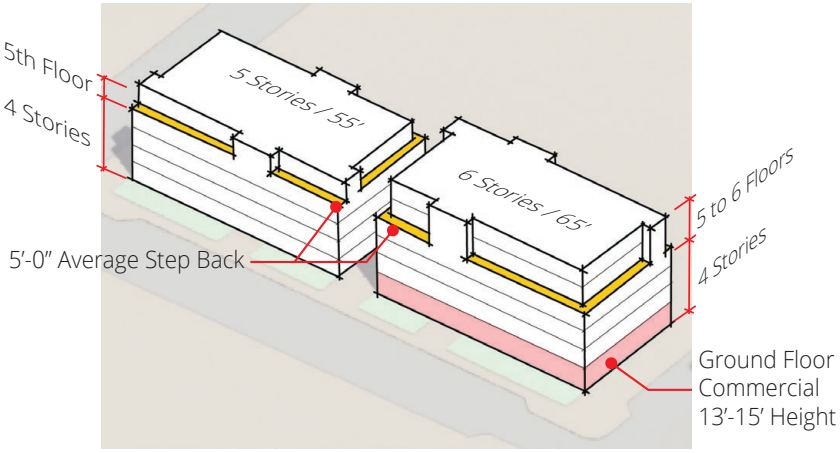
PROPOSED STEP BACKS: AREAS ELIGIBLE FOR DENSITY BONUS (E.G. RDA)		
FLOOR LEVEL	**NUMBER**	**FRONT, SIDE, AND REAR**
1 TO 4	None	None
5 TO 6 [(a)]	First Step Back	5' Average Depth for Minimum 80% of the Length of Façade
7 AND ABOVE	Second Step Back	5' Average Depth for Minimum 80% of the Length of Façade

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

Four, Five, and Six Story Building Examples



(When Abutting Residential Zoning Subdistricts 1F, 2F, and 3F)



Fifteen Story Building Example

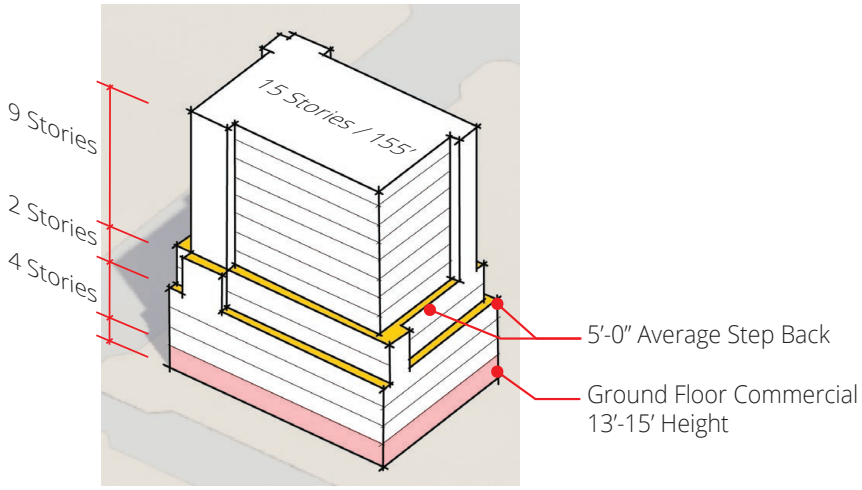


Figure 80. Illustrative step back concept for a fifteen story building where the two step backs are marked in yellow

Open Space and Lot Coverage

All new projects and buildings must contribute to the public realm surrounding the development and provide accessible open spaces best suited to the building site conditions and building occupants. The best way to implement this goal is to provide an appropriate amount of open space per dwelling unit for smaller projects. This would also be suggested for larger projects, but also in combination with a maximum percentage of building allowed for lot coverage - the remaining area to be dedicated to open space, setbacks, sidewalks, placemaking opportunity areas, pedestrian ways, alleys, and new streets for example.

Proposed Open Space and Lot Coverage Guidelines:

- For each project there should be at least 50 SF of Open Space per residential unit.
- For large project sites over 20,000 SF in Jackson Square and Forest Hills / Stonybrook Neighborhood focus areas, the development footprint, including the building and associated parking and service areas, should not exceed 85% coverage of the site area. The remaining area is to ensure projects include new public open spaces and pedestrian ways and provide new roadways for access and area circulation.
    1. Private ways: A continuous through-block connection linking streets at both ends, and would be open to public vehicle and pedestrian access including cyclists. It should be designed to meet City standards, while its location should contribute to creating compatible block sizes and enhancing connectivity to the existing network of streets.

Figure 81. Opposite: Illustrative step back building concepts where step back areas are marked in yellow

2. Pedestrian ways: A continuous through- block connection linking sidewalks at both ends that is open to the public and limited to pedestrians and cyclists, where feasible. The pedestrian way would be open to the sky with a minimum number of exceptions for minor projections over it. Each end of a pedestrian way should be visible from the street, while its location and design should contribute to creating compatible block sizes and enhancing connectivity to the existing network of streets.
3. Alleys: A continuous through-block connection linking streets at both ends that would provide access to the development site for activities such as drop-off, parking, loading or other service areas. The alley would be open to public access and may be limited to vehicle traffic but should be designed to accommodate pedestrians and cyclists, where feasible. Its location and design should contribute to creating compatible block sizes and connectivity to the existing network of streets.
4. Place-making space: An open air plaza or green space such as a park that is located on the ground level and is open to the public. Its location and design should contribute to the overall character of the neighborhood and enhance the public realm of the area.

Sustainable Development and Green Buildings

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

Neighborhood Development and Buildings

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

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

New projects and buildings will play a crucial role in meeting Boston's 2050 greenhouse gas (GHG) emissions reduction goal of carbon

neutrality. New development planning should target net zero energy performance and include on-site clean and renewable energy systems.

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

Preparedness and Resiliency

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

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

Green Infrastructure

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

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

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

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.

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

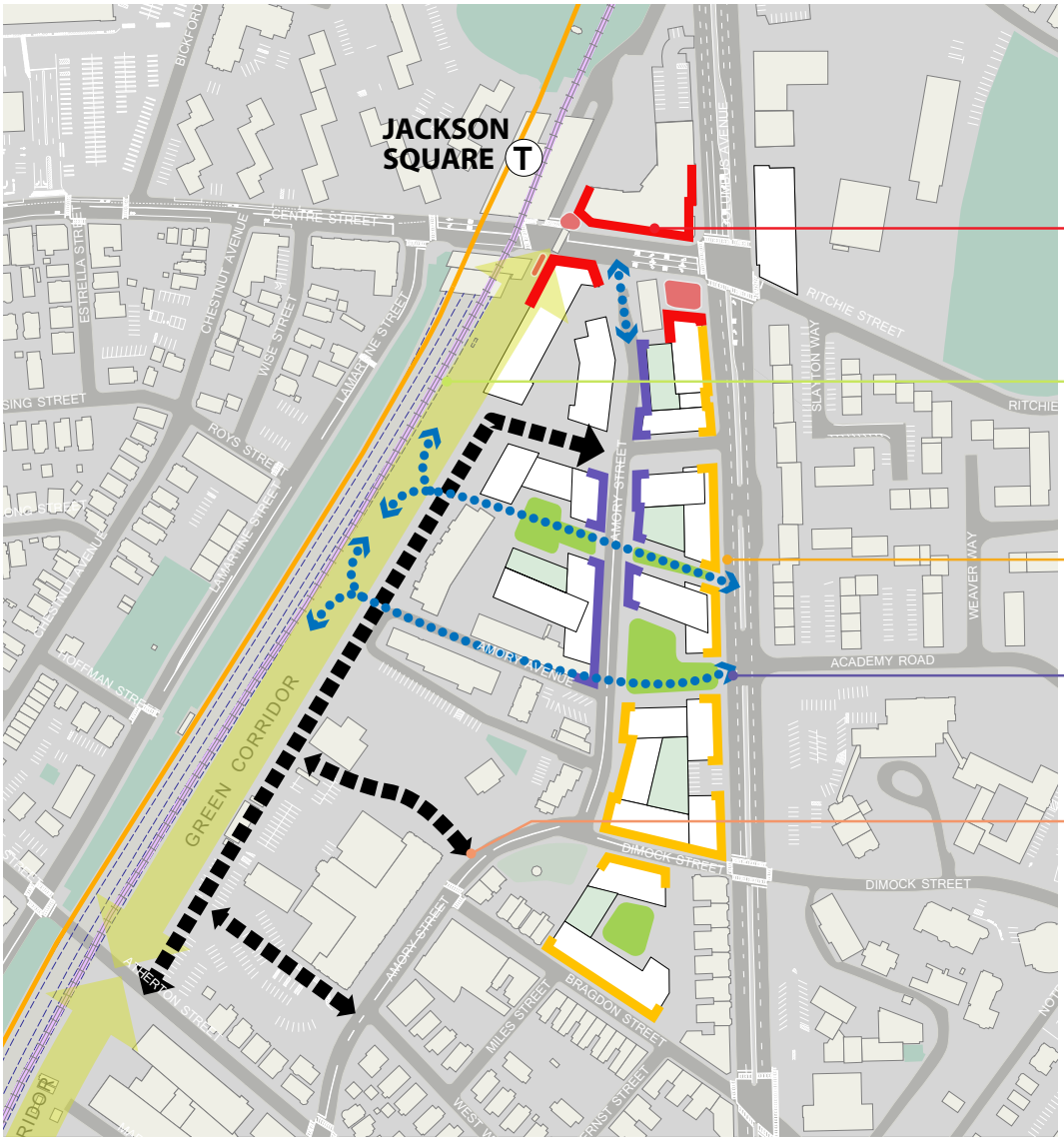
Area Uses

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.

Figure 82. Opposite: Urban design plan outlines approach to to street level connections and edges in the Jackson Square focus area

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

- **Amory Street Cultural and Service Corridor:** Enhance existing and grow the local cultural, community, and service businesses uses with new active and semi-active street level uses along Amory Street
- **Columbus Ave Residential Corridor:** Reinforce existing residential uses between Jackson Square and Egleston Square including first floor residential and residential related uses
- **Jackson Square Retail Edge:** Enhance the Hyde / Jackson Square Main Street district with new 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



New Pedestrian/ Cyclist Connection

New Vehicular Connection

Residential Streetwall Edge

Semi-Active Streetwall Edge

Active Streetwall Edge

MBTA Orange Line

Conceptual/Proposed Buildings

Passive Open Space

Active Open Space

Green Corridor/Linear Bike/Ped.

0 400

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 Square Master Plan
- Add new linear pedestrian and bicycle facilities in the expanded SW Corridor Park and lateral connections from Columbus Avenue to the park
- Improve and widen Dimock and Amory Streets to enhance connection to Columbus Avenue

Area Public Realm

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

Area Building Height and Massing

Envisioned as a neighborhood gateway, Jackson Square has the potential for greater heights and density, thus creating a placemaking opportunity through a small cluster of new high-rise mixed-use buildings and surrounding mid-rise buildings that ensure a gradual transition to existing buildings by stepping down the height as approaching the existing neighborhood.

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

Figure 83. Conceptual plan drawing to provide details of the development scenarios in the Jackson Square focus area, with height zones

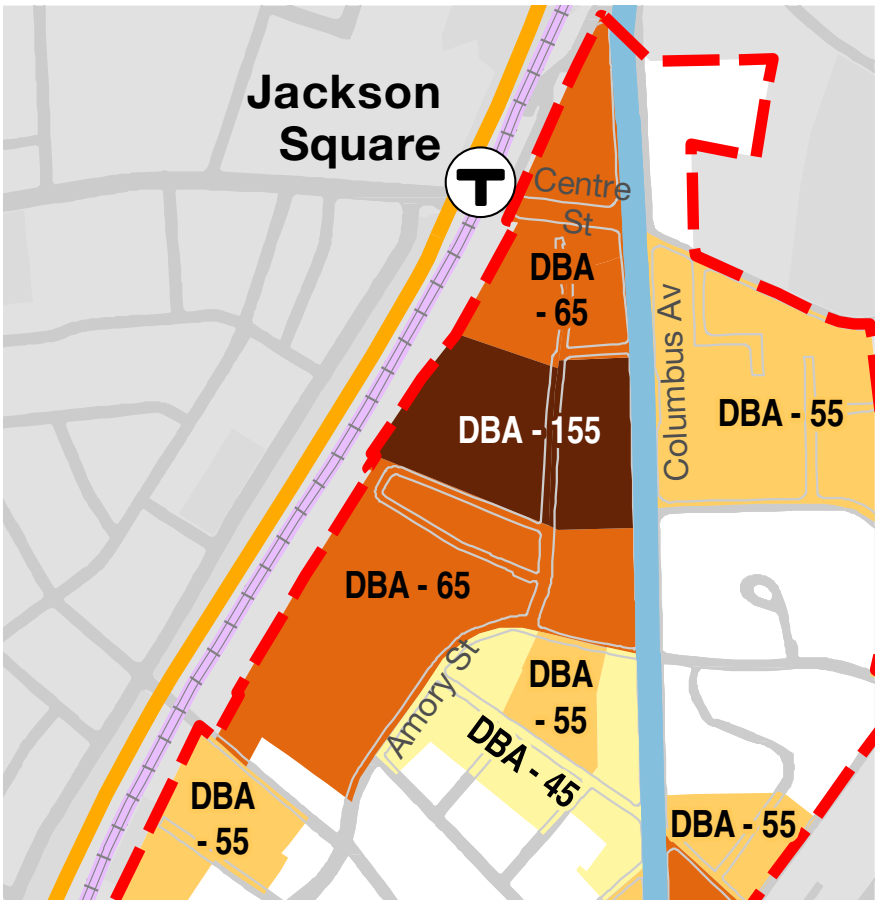


Figure 84. DBA's in the Jackson Square Focus Area

Egleston Square Urban Design Guidelines

Area Character and Future Vision

The Egleston Square Main Street district has long served as the cultural heart and commercial center of the 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.

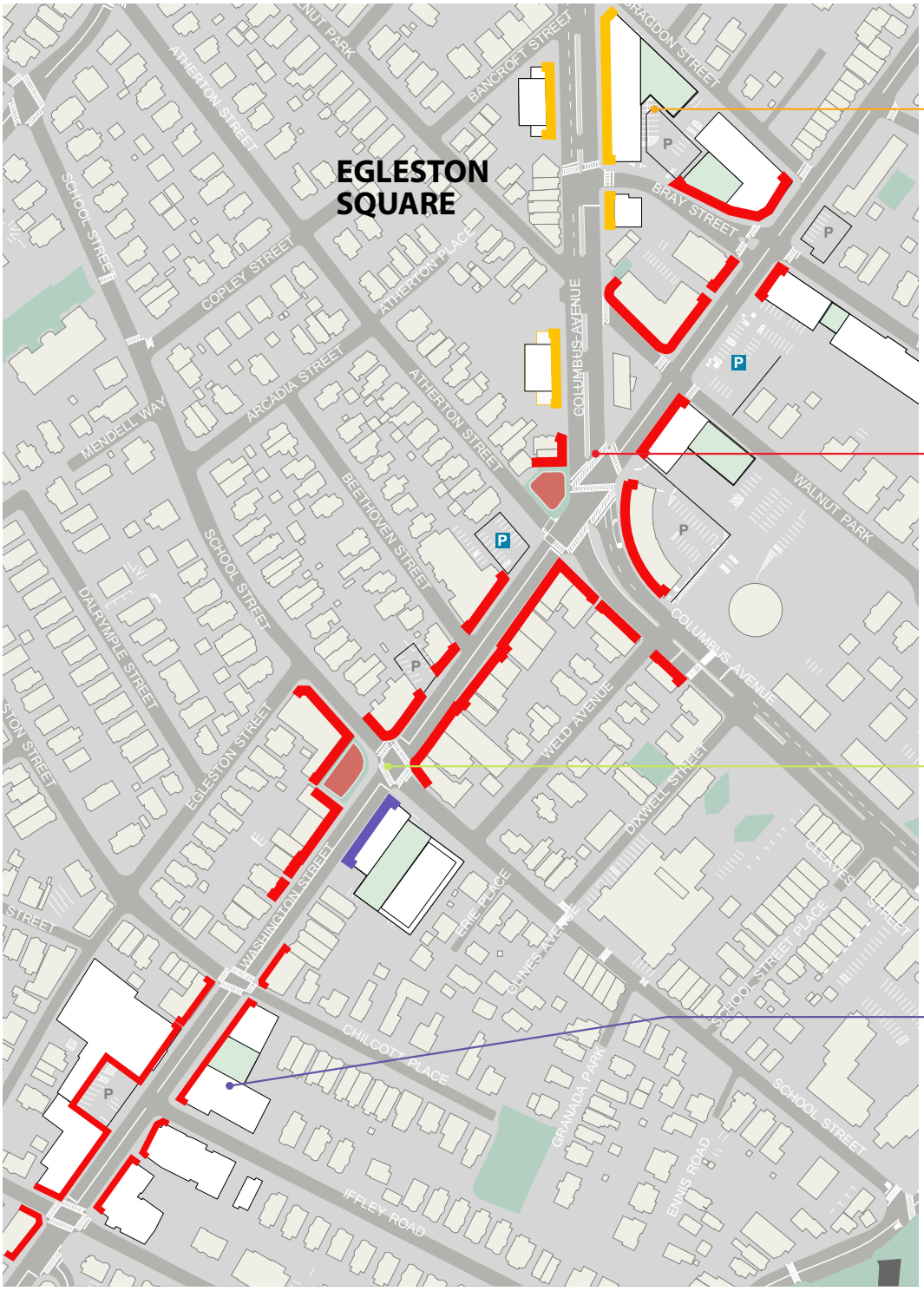
Urban Design Vision: Preserve and promote the diverse, small-scale, ethnic retail character and function of the area, improve the public realm by widening sidewalks and open space opportunities where possible, provide additional housing that can reinforce the retail hub.

Area Uses

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

Figure 86. Opposite: Urban design plan outlines approach to street level connections and edges in the Egleston Square area



Reinforce residential corridor

Strenghten active commerical core

Activate existing park space

Change of use: new residential over active retail

New Pedestrian/ Cyclist Connection

New Vehicular Connection

Residential Streetwall Edge

Semi-Active Streetwall Edge

Active Streetwall Edge

MBTA Orange Line

Conceptual/Proposed Buildings

Passive Open Space

Active Open Space

Green Corridor/Linear Bike/Ped.

0 400

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.

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

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

Figure 87. Conceptual plan drawing to provide details of the development scenarios in the Egleston Square focus area, with height zones. Illustrative diagram

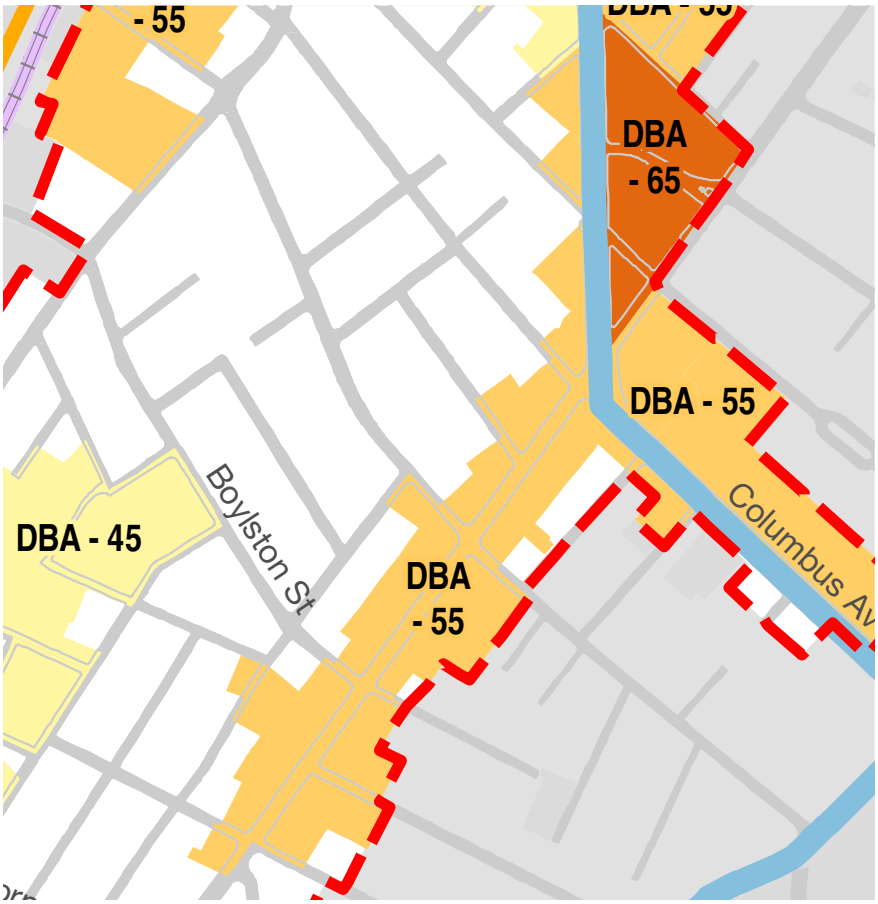


Figure 88. DBA's in the Egleston Square Focus Area

Stony Brook Station Urban Design Guidelines

Area Character and Future Vision

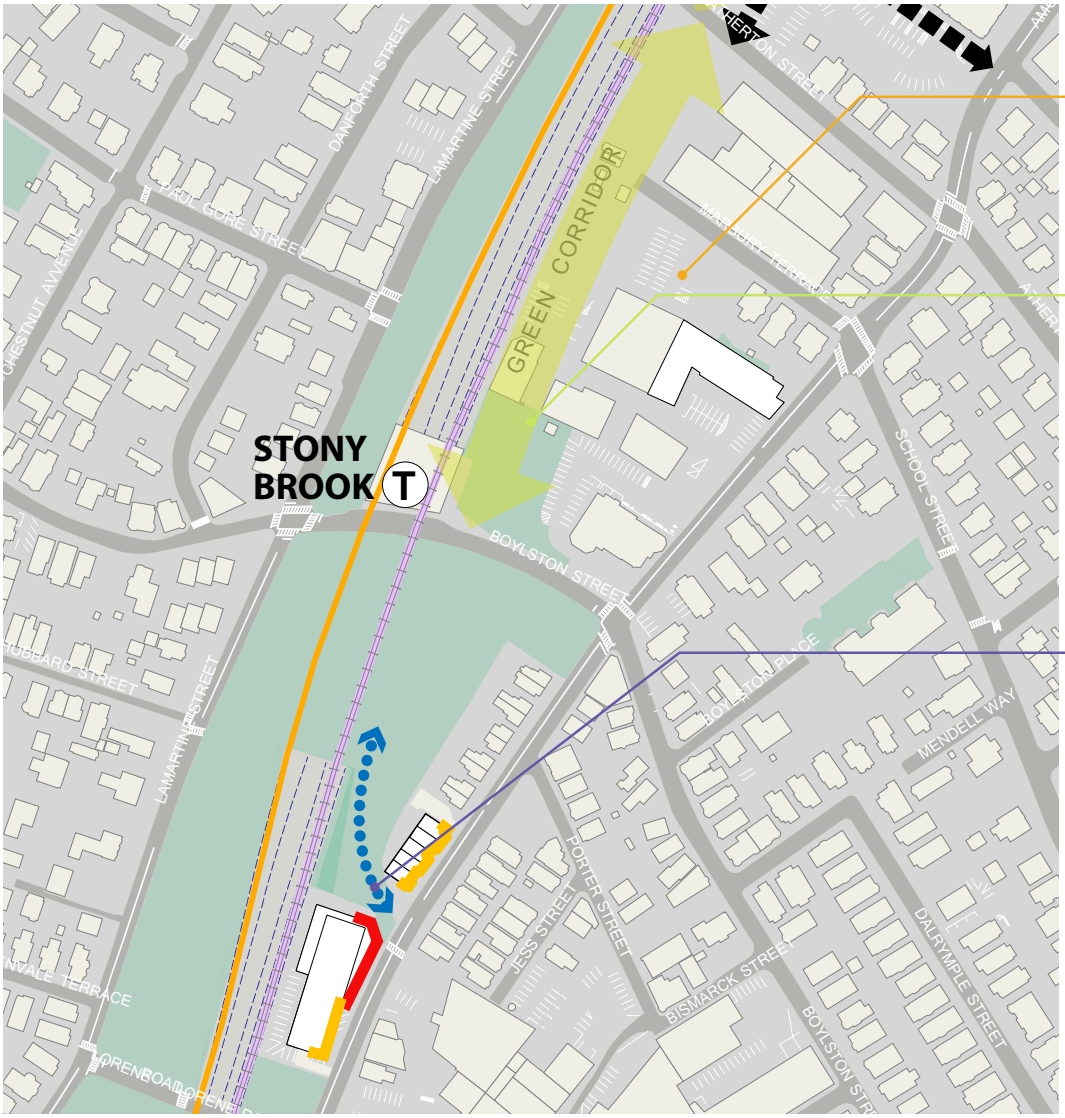
Preserve the neighborhood residential character with new residential buildings over commercial businesses along Amory Street.

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

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.

Figure 89. Opposite: Urban design plan outlines approach to to street level connections and edges in the Stony Brook focus area.



New Pedestrian/ Cyclist Connection

New Vehicular Connection

Residential Streetwall Edge

Semi-Active Streetwall Edge

Active Streetwall Edge

MBTA Orange Line

Conceptual/Proposed Buildings

Passive Open Space

Active Open Space

Green Corridor/Linear Bike/Ped.

0 400

Area Circulation and Connections

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

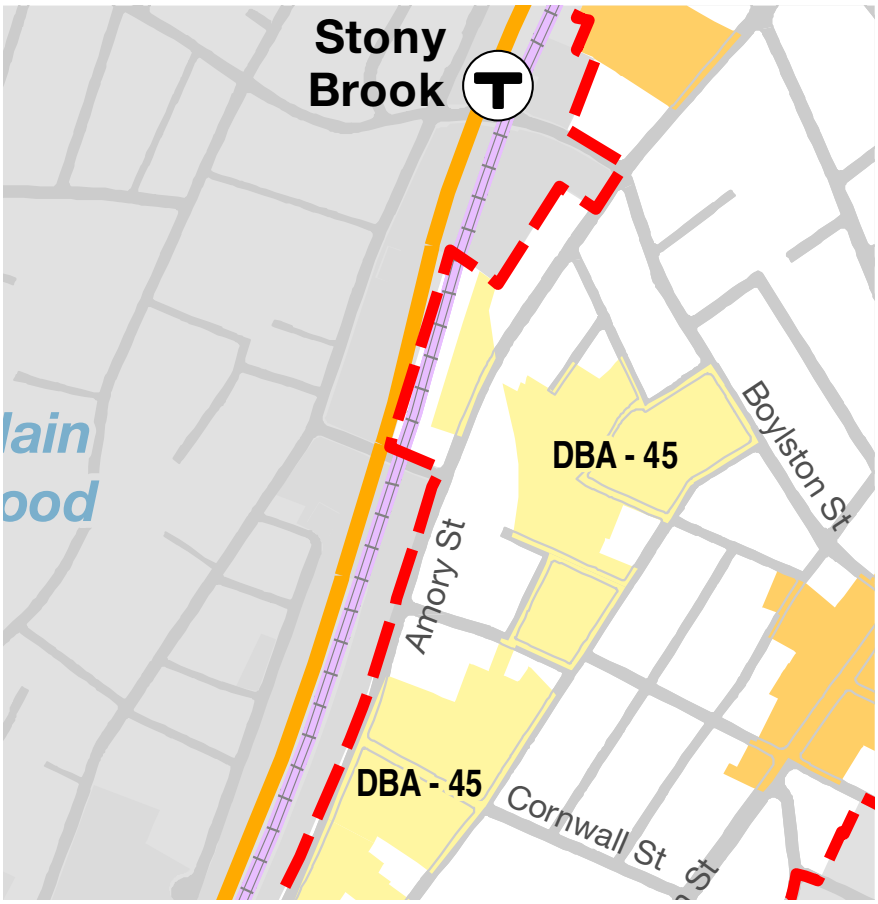
Area Public Realm

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

Area Building Height, Scale, and Massing

This area is not envisioned for much change. Small residential and residential mixed-use buildings with ground floor commercial businesses would add and enhance Egleston Square and complement the new commercial activity along Amory Street. It is important to step back any new development to be in keeping with the two and three-family residential abutting areas.

Figure 90. Conceptual plan drawing to provide details of the development scenarios in the Stony Brook focus area, with height zones



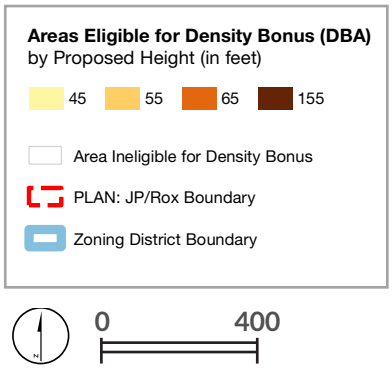


Figure 91. DBA's in the Stony Brook Focus Area

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

Green Street Urban Design Guidelines

Area Character and Future Vision

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

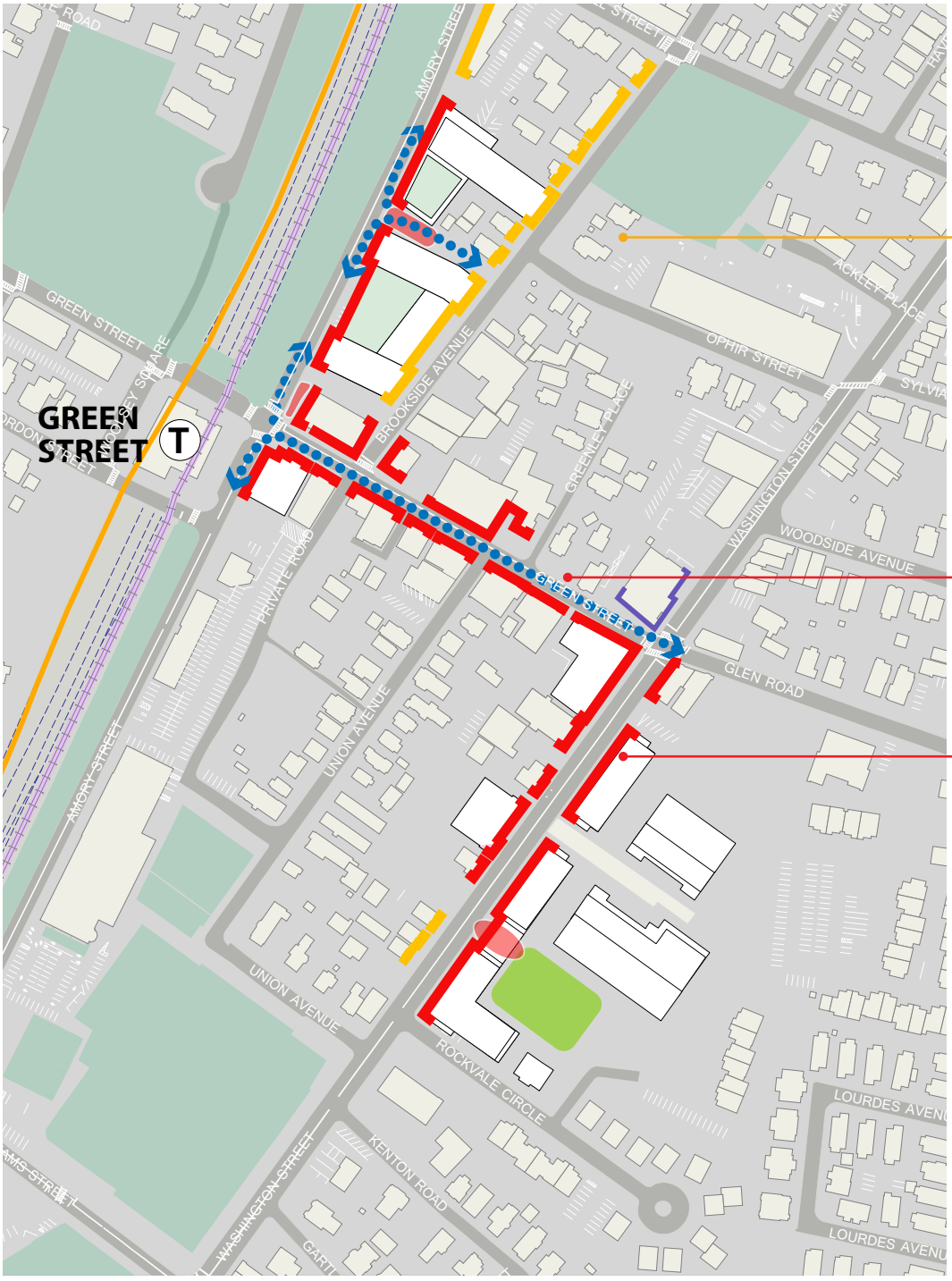
Urban Design Vision: Promote infill development and new uses that strengthen the connection between Washington Street and the SW Corridor.

Area Uses

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

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

Figure 92. Opposite: Urban design plan outlines approach to connections, uses and edges in the Green Street focus area.



New Pedestrian/ Cyclist Connection
New Vehicular Connection
Residential Streetwall Edge
Semi-Active Streetwall Edge
Active Streetwall Edge
MBTA Orange Line

Conceptual/Proposed Buildings
Passive Open Space
Active Open Space
Green Corridor/Linear Bike/Ped.

0 400

Area Circulation and Connections

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

Area Specific Public Realm

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

Area Specific Building Height, Scale and Massing

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

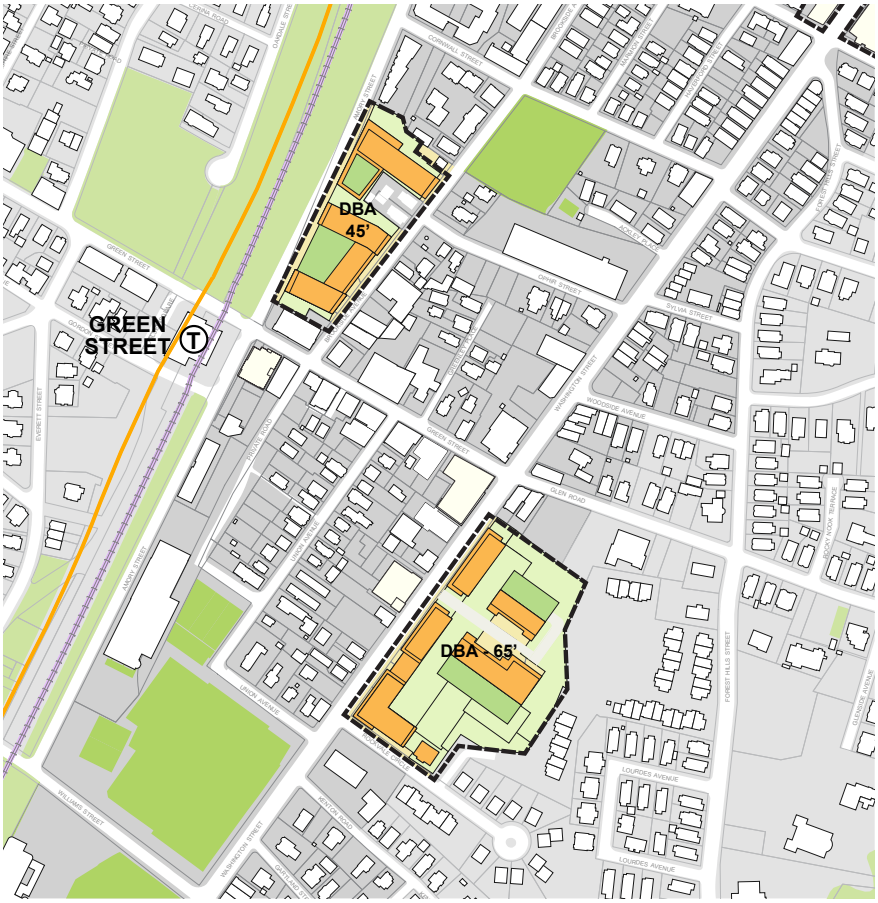


Figure 93. Conceptual plan drawing to provide details of the development scenarios in the Green Street focus area, with height zones

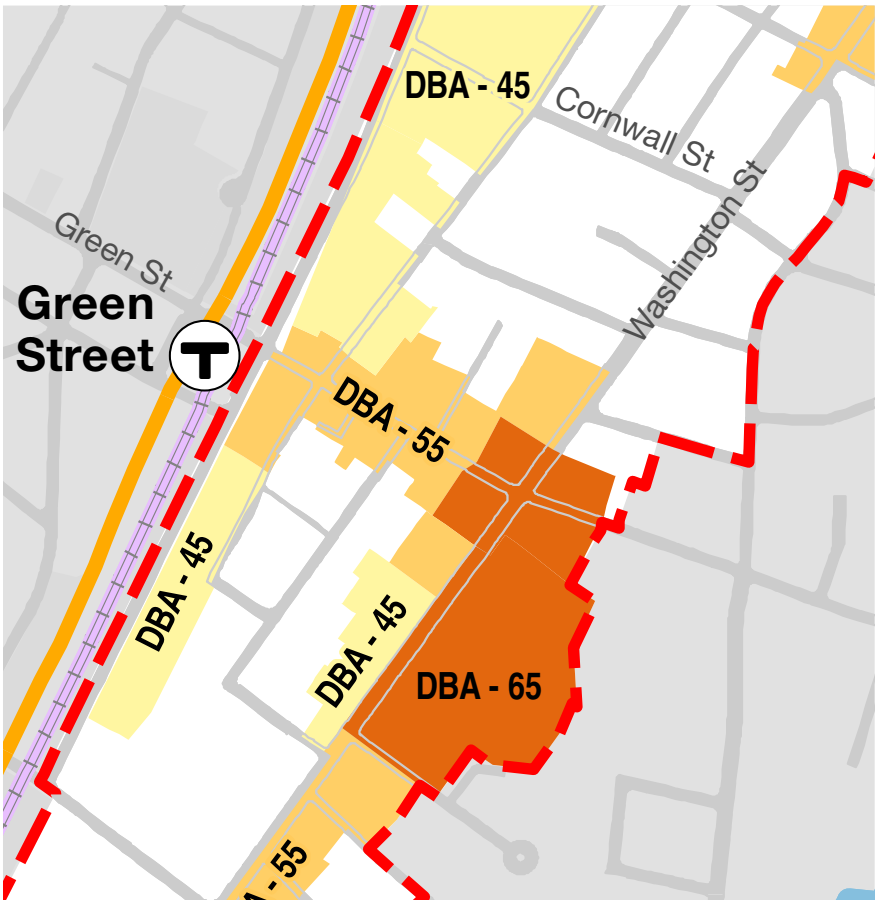


Figure 94. DBA's in the Green Street Focus Area

Forest Hills - Stonybrook Urban Design Guidelines

Area Character and Future Vision

Transformed by the removal of the Casey Overpass, Forest Hills demarks the southern end of central 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. The following recommendations honor and reflect the November 16, 1999 and April 24, 2001 Arborway Yard Memorandum of Understandings between the MBTA and the City of Boston and build upon the October 2008 Forest Hills Improvement Initiative planning recommendations for the 8 acres of public mitigation land.

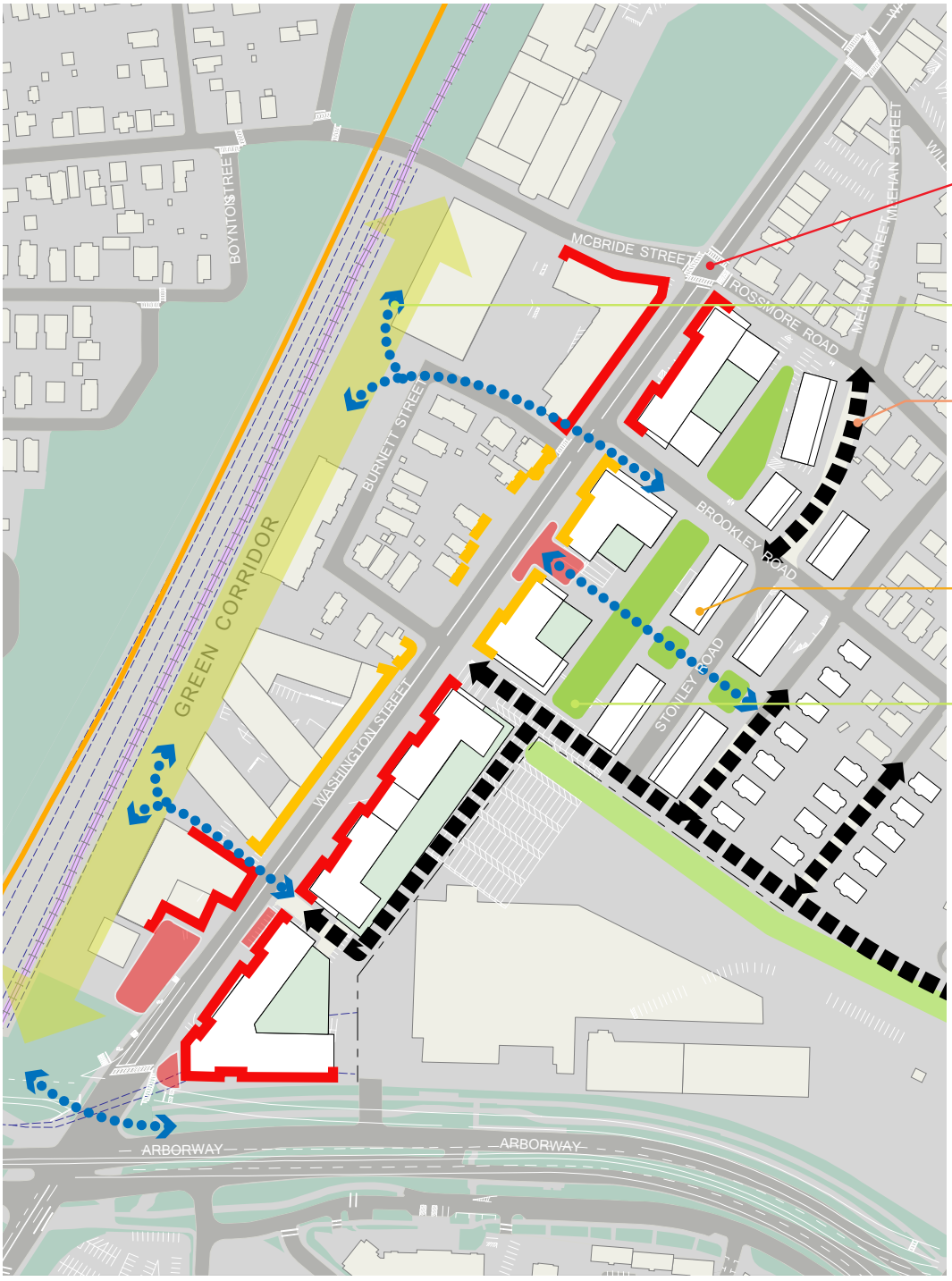
Urban Design Vision: Realize the development potential of the Arborway Yard public mitigation land as a transit oriented mixed income development. Ensure an appropriate transition of scale and uses from new buildings to the existing Stonybrook residential neighborhood.

Area Uses

The primary 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 95. Opposite: Urban design plan outlines approach to connections, uses and edges in the Forest Hills focus area



Washington Street corridor gateway

New green corridor

Extend street network

Artist/Maker Live/work Area

Open space organizing element

New Pedestrian/ Cyclist Connection

New Vehicular Connection

Residential Streetwall Edge

Semi-Active Streetwall Edge

Active Streetwall Edge

MBTA Orange Line

Conceptual/Proposed Buildings

Passive Open Space

Active Open Space

Green Corridor/Linear Bike/Ped.

0 400

Area Circulation and Connections

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

Building Height and Massing

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

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

Figure 96. Conceptual plan drawing to provide details of the development scenarios in the Forest Hills focus area, with height zones

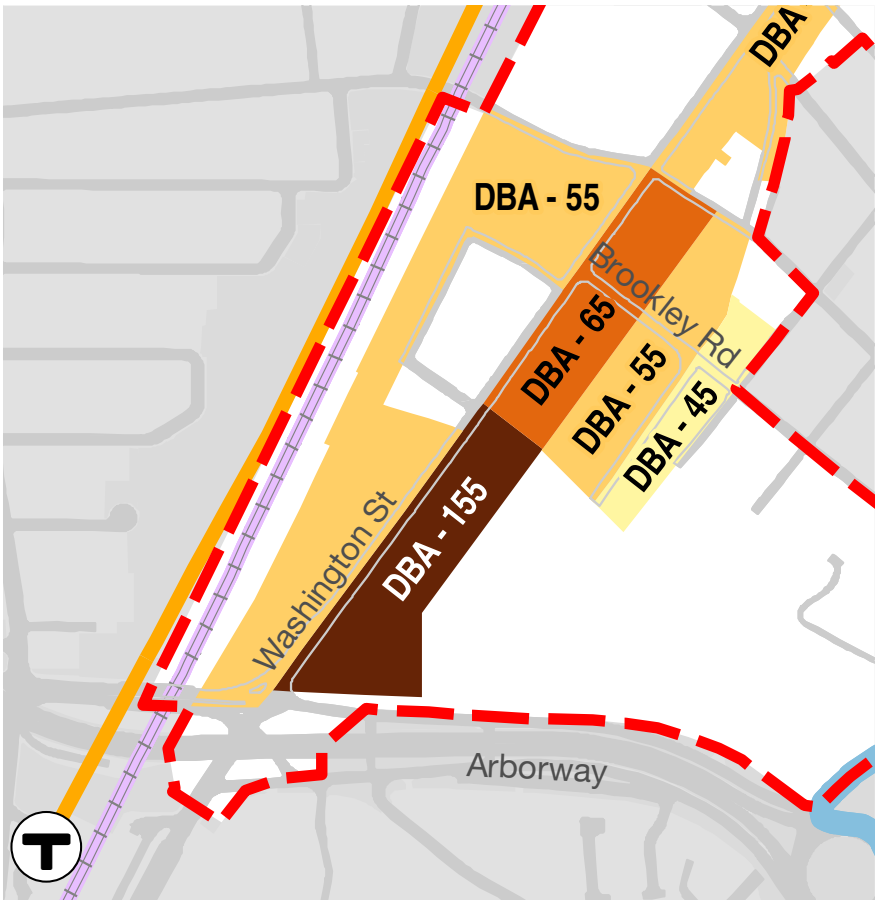


Figure 97. DBA's in the Forest Hills Focus Area

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 recommendations from the PLAN: JP/ROX document on its own, but through current guidelines and policies, the work to implement the framework will begin.

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

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

Definitions

Underway - Already in process

Short-Term - 0-3 years

Medium-Term - 3-10 years

Long-Term - 10-20+ years

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

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

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

Acronyms and Abbreviations

AAB – Architectural Access Board

ADA – Americans with Disabilities Act

ADAAG – Americans with Disabilities Act Accessibility Guidelines

Assessing – Assessing Department

BPHC – Boston Public Health Commission

BPRD – Boston Parks and Recreation Department

BPDA – Boston Planning and Development Agency

BTD – Boston Transportation Department

BWSC – Boston Water and Sewer Commission

DCR – Department of Conservation and Recreation

DND – Department of Neighborhood Development

EEOS – Environment, Energy and Open Space Cabinet

Elderly Comm. – Elderly Commission

ENV – Environmental Department

HIL - The Mayor's Housing Innovation Lab

MassDOT – Massachusetts Department of Transportation

MBTA – Massachusetts Bay Transportation Authority

MOAC – Mayor's Office of Arts & Culture

MONB – Mayor's Office of New Bostonians

MOYE – Mayor's Office of Youth Engagement and Employment

OED – Mayor's Office of Economic Development

ONS – Mayor's Office of Neighborhood Services

PIC – Public Improvements Commission

PWD – Public Works Department

Treasury – Treasury Department

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
LAND USE			
Amend existing zoning to reflect community conversations around preferred land uses, dimension requirements and design guidelines as defined in PLAN: JP/ROX.	Short 0-3 yrs	BPDA	P
Create a range of housing typologies for families, live-work space, and compact living units.	Underway	BPDA, DND	P
Create ground-floor amenities that are visible and accessible to the general public (especially pedestrians) thereby activating the street edges.	Development Specific, Underway	BPDA	P
Allow for 21st century industrial,maker space especially in areas zoned Local Industrial (LI).	Underway	BPDA (MOAC assist)	P
Create gateway areas especially around transit stations (i.e., Jackson Square and Forest Hills) to encourage Transit Oriented Development (TOD) with higher FAR and heights allowed.	Development Specific	BPDA	P
Encourage more spaces for artists and "makers."	Ongoing	BPDA (MOAC assist)	P
Introduce newer, more contemporary uses in the land use regulations of the existing zoning (e.g., pilates studio, paint-your-own pottery studio, pet day care, etc.).	Short 0-3 yrs	BPDA	P
Recommend through the Office of Regulatory Reform in the Boston Planning and Development Agency 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	BPDA	P
Promote Washington Street, especially the portion within Egleston Square approximately between Columbus Ave and Montebello Street, to be a primary retail corridor.	Short	BPDA, 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	BPDA	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	BPDA, OED	G
Create a land use,zoning category flexible enough to encompass all of the "maker" type uses.	Short	BPDA	P
Provide better opportunities for convenient access to healthy, fresh, and affordable food especially for seniors, disabled persons and lower-income residents.	Ongoing	BPDA	G
Promote greater development that is within at least a 1,4 mile of MBTA Orange Line stations.	Ongoing	BPDA	G
HOUSING			
Housing Goals			
Accelerate housing production to address tremendous demand and escalating housing costs.	Ongoing	BPDA, 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	BPDA, 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	BPDA, DND, HIL	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Support greater diversity of housing types through a robust buildout of residential units that vary in size and configuration and support new ways of living and working (also to include housing for seniors, families, young professionals, service workers), and those displaced by rising rents in market-rate housing.	Underway	BPDA, DND, HIL	P
Protect and expand the quality and amount of affordable housing for low and moderate income residents.	Underway	BPDA, DND, HIL	P
Housing Strategies			
Encourage building affordable units on-site instead of off-site.	Short	BPDA, DND, HIL	P
Allow compact living units in exchange for additional income-restricted middle income affordable units.	Ongoing	BPDA	P
Allow developers to build above existing density in exchange for additional income-restricted lower income affordable units.	Underway	BPDA, DND, HIL	Z
Revisit density bonus policy every 2 years based on changing market conditions and community needs.	Short	BPDA, DND, HIL	P
Ensure all as of right projects achieve affordable housing goals of the Inclusionary Development Policy by incorporating this policy into zoning.	Underway	BPDA	Z
Devise ways to include higher levels of affordability in private market developments.	Ongoing	BPDA, DND, HIL	P
Work closely with community development corporations and other non-profit housing developers to identify and fund affordable housing developments.	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	BPDA, DND, HIL	P
Prioritize City and BPDA owned land for the creation of low and moderate income subsidized housing.	Ongoing	BPDA, DND, HIL	P
OPEN SPACE			
Open Space Network and Design			
Preserve, activate and maintain MBTA Right of Way parcels behind new development in both Forest Hills and Jackson Square; transfer ownership to the Mass Department of Conservation and Recreation (DCR).	Underway	BPDA, MBTA, DCR	G
Encourage continued variety of open spaces and recreational uses, such as children's plays, community gatherings, and public art venues.	Underway	BPRD, BPDA	P
Recommend minimum open space and maximum lot coverage in order to promote the creation of on-site private or publicly-accessible open space.	Underway	BPDA	G
Site open spaces to link & contribute to the larger open space network.	Underway	BPRD, BPDA	G
Connect Franklin Park with the rest of the study area, especially residential areas, through new public realm and wayfinding.	Short, Medium	BPRD, BPDA, PWD, BTD	G
Access and new connections to existing open space should be integrated into the planning and design process (for new development).	Ongoing	BPDA, PWD	P
Ensure public park designs meet Boston Parks and Recreation Department's goals for all public parks per the Goals and Objectives of the City's Open Space and Recreation Plan 2015-2021.	Short	BPRD	P
Provide open space that is programmed for both active users as well as for passive users.	Ongoing	BPDA, BPRD	G

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	BPDA, BPRD	G
Strategize new, and enhance existing, programs at Franklin Park to increase visitability.	Short	BPDA, BPRD	G
Create a new community garden space and ,or dog park space within the study area.	Medium	BPDA, BPRD	G
Support new smaller public or private open spaces interspersed within the study area.	Ongoing	BPDA, BPRD	G
JOBS AND BUSINESS			
Preserve and Revitalize Small, Independent Businesses			
Provide increased and improved technical assistance services to businesses to support growth and viability, especially to women, minority, and immigrant-owned businesses and especially to businesses facing changing customer demographics.	Ongoing	OED	G
Support relocation or revitalization of existing industrial businesses in the Study Area.	Short	OED	G
Ensure resources and support of existing organizations that support small businesses, e.g. Main Streets and CDCs.	Ongoing	OED	G
Explore adding street activation language to zoning regulations, requiring new developments to include local businesses as tenants.	Short	BPDA	P
Identify and share best practices of small businesses that have grown and are thriving in Boston.	Short	OED	G
Attract New Businesses			
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
Encourage Affordable and Accessible Commercial Space			
Consider policies to increase the amount of available commercial space, and thus the market pricing, either through vacancy regulation or zoning.	Medium	BPDA	P
Explore incorporating language in future community benefit agreements for large developments that not only give back to the community and non-profit organizations but also support retention and growth of local small businesses.	Short	BPDA	P
Apply recommendations that align with Small Business Plan to focus on increasing available, affordable space for small businesses and improve coordination and navigation of small business real estate market.	Short, Development Specific	OED	G
Encourage development of more economical spaces or structuring of co-working and co-locating arrangements in existing developments.	Short	BPDA / OED	G
Consider a market study on the supply and demand of commercial space, targeting the size of spaces and lease term practices of landlords, to better support affordable and accessible commercial space for businesses and organizations.	Short	OED	G
Explore incentives to encourage innovative (and affordable) lease structures for startups, business expansions, or business relocations.	Short	OED	G
Support businesses with lease negotiations via programming and services.	Short	OED	G
Support businesses in identifying and navigating the real estate market for affordable (often smaller) spaces.	Short	OED	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Recommend certain business categories be "allowed" in all Neighborhood Shopping, Local Convenience, and Community Commercial study areas: laundry, local retail, barber,beauty shop (with appropriate licensing), outdoor sale of garden supplies, public art display space, restaurant with seating for 49 and under, theater with seating 49 and under, music store, music repair store, photocopying establishment, open space recreational building, museum.	Short	BPDA, OED	P
Support Workforce Development			
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			
Study Area-Wide Recommendations			
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	BPDA, BTD, PWD	P
As opportunities arise through new development, make changes to existing streets according to the City's Complete Streets guidelines, so they are safer and more pedestrian and bicycle friendly.	Short, Medium	BPDA, BTD, PWD	P
As outlined in the City's Complete Streets Guidelines, wherever possible, sidewalks on neighborhood streets should be a preferred 11'6" wide on Neighborhood Residential Streets, 16'6" on Neighborhood Main Streets and never less than 7' wide to allow for ample pedestrian space and street trees.	Ongoing	BPDA, BTD, PWD	P
Explore installation of approved Vision Zero Neighborhood Slow Streets traffic calming measures to manage vehicular speeds while promoting active transportation.	Short, Medium	BTD, PWD	G
Explore options for improving sidewalk surface conditions, including ADA-compliant cross slope and saw cut sidewalks.	Short, Medium	BTD, PWD	G
Careful design accommodations should be made to enhance and prioritize bicycle and pedestrian safety at intersections (aka "Protected Intersections").	Ongoing	BTD, PWD	G
Pedestrian and bicycle wayfinding should be instituted throughout the Study Area, including between Forest Hills Station and the Arboretum; between Egleston Square and Stony Brook Station, and from the Study Area to Franklin Park and Centre Street.	Short, Medium	BPDA, BTD, PWD, EEOS, DCR, MBTA	G
Continue to work with the MBTA to improve reliability on the Orange Line and bus routes, including 42 along Washington Street, and 22, 29 and 44 along Columbus Avenue.	Ongoing	BPDA, BTD, MBTA	G
Continue to advocate for restoration of a bus circulation loop between Jackson Square and Forest Hills.	Ongoing	BPDA, BTD, MBTA	G

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

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

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Columbus Avenue Recommendations			
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	BPDA, BTD, PWD, MBTA	G
Add raised crosswalks on side streets where appropriate and structurally feasible.	Medium	BPDA, BTD	G
Washington Street Recommendations			
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	BPDA, 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	BPDA, BTD, PWD, MBTA	G
Continue coordination on the transformation of Arborway Yard from a temporary facility to an updated permanent facility, transferring 8 acres to the City for community use (mixed-use development).	Medium	BPDA, BTD, PWD, MBTA	G
Explore midblock crosswalks at non-through streets.	Short, Medium	BTD, PWD	G

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

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

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	BPDA, MOAC	G
SUSTAINABILITY			
Establish a sustainability leadership position and brand for the new study area that is carbon-free,climate ready development.	Short	BPDA, EEOS	G
Support Boston's 2050 greenhouse (GHG) emissions reduction goal of carbon neutrality by setting progressively increasing building and area carbon reduction standards in order to reach net carbon neutrality for all new construction by 2030.	Underway	BPDA, EEOS	P
Sustainable Development			
Set LEED for Neighborhood Development Gold as a minimum standard to ensure comprehensive sustainability at the study area and neighborhood scale.	Short	BPDA, EEOS	P
Set LEED Platinum as the goal and LEED Gold as the minimum standard for all new buildings using the most appropriate USGBC LEED Rating System.	Short	BPDA, EEOS	G
All new construction and major renovation projects should include highly efficient building envelops and systems for reducing energy demand and promoting passive building performance.	Short	BPDA, EEOS	G
All new construction and major renovation projects should Include innovative strategies and technologies for building-integrated and on-site renewable energy and, at a minimum, include enough on-site solar renewable energy for building common area base loads.	Short	BPDA, EEOS	G,P
Guide all new street configurations and buildings to be sited to optimize building solar orientation.	Short	BPDA, EEOS	G
Preparedness and Resiliency			

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	BPDA, EEOS	P
Include passive survivability features and practices that allow extended sheltering in place for all new construction and major renovation projects, particularly residential buildings. Practices should include resilient energy supply - solar renewable energy with battery storage, combined heat and power, cool,warm community rooms, and emergency supplies.	Short	BPDA, EEOS	P
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.	Short	BPDA, EEOS, Others	P
Minimize heat island effect with open space, minimized pavement, cool roofs and hardscape materials with a solar reflectance index (SRI) of at least 29.	Short	BPDA, EEOS	P
Energy Infrastructure			
Explore creation of a study area energy plan among utilities and City entities that can showcase a new strategies for energy infrastructure.	Short	BPDA, EEOS	G
Environment and Quality of Life			
Through Article 80 review, assess wind in conjunction with shadow with particular attention to parks, plazas, other open space, areas where pedestrians are likely to congregate (e.g., historic resources or other tourist destinations), heavily used pedestrian areas, waiting areas, bus stops and building entrances. When wind speeds are in the uncomfortable for walking or dangerous categories, mitigation measures should be proposed and modeled, mitigated wind speeds identified and implementation mandated in an enforceable manner.	Short	BPDA, EEOS	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Through Article 80 review, assess shadow in conjunction with wind with particular attention to parks, plazas, other open space, areas where pedestrians are likely to congregate (e.g., historic resources or other tourist destinations), heavily used pedestrian areas, waiting areas, bus stops and building entrances; of particular importance from an historic resources perspective is the potential for shadow to create perpetual damp conditions that can harm historic structures over time.	Short	BPDA, EEOS	P
Install landscaping with trees and vertical green infrastructure along the main highway, haul road and rail lines to aid in mitigating noise and air quality impacts.	Short	BPDA, EEOS	G
Design open space, to the greatest extent possible, for both active and passive recreational use and where children and athletes congregate, away from the main highway, haul road and rail lines.	Short		G
Locate building intake air vents both vertically and horizontally as far as possible from pollution sources - the main highway, haul road and rail lines. Best practices, such as the use of MERV 14 filters, should be incorporated into ventilation systems and into operation and maintenance protocols.	Short	BPDA, EEOS	G
Work with landlords to incentivize energy-efficient rental units.	Ongoing	EEOS	G
PEOPLE			
Build housing that is both affordable and accessible as it allows longtime residents to age in place and stay in community.	Underway	DND, Elderly Comm.	P
Support Complete Streets and Vision Zero initiatives in laying out new street network and designing intersections.	Underway	BTD, Elderly Comm.	P
Apply components of the Age-Friendly Boston Action Plan and Dementia-Friendly Action Plan (Plans to be completed Fall 2016) to inform ongoing development projects of the study area.	Medium	BPDA, Elderly Comm.	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Increase age-friendly walking including well-marked cross walks, longer crossing times, smooth sidewalks, walking paths, trees and benches.	Underway	BTD, Elderly Comm.	P
Create short-term, day time parking for home health aides and friendly visitors.	Medium	BTD, Elderly Comm.	P
Create Age-Friendly Business designation including the Purple Angel program (training for businesses to serve people with Dementia).	Short	Elderly Comm.	P
Attract and support small local stores where residents can buy necessities and obtain essential services.	Short	OED	P
Encourage new developments to include public community space for meetings, cultural and fitness opportunities that can be utilized by everyone, including seniors.	Short	BPDA, Elderly Comm.	P
Allow for flexible zoning to include in-law apartments, accessory dwellings and smaller apartments for seniors within developments; Partner with Boston Senior Home Repair to add affordable units for seniors in existing underutilized properties.	Medium	DND, BPDA, HIL, Elderly Comm.	P
Help existing seniors , 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, BPDA, Elderly Comm.	P
Formalize the Article 80 review process to include Elderly Commission guidelines for housing.	Underway	BPDA, Elderly Comm.	G
Explore creation of housing with community-based support services such as PACE (Program of All-inclusive Care for the Elderly).	Medium	DND, BPDA, Elderly Comm.	P
Work with the Boston Home Center minor repair program for dementia and age-appropriate modifications.	Short	DND, Elderly Comm.	G

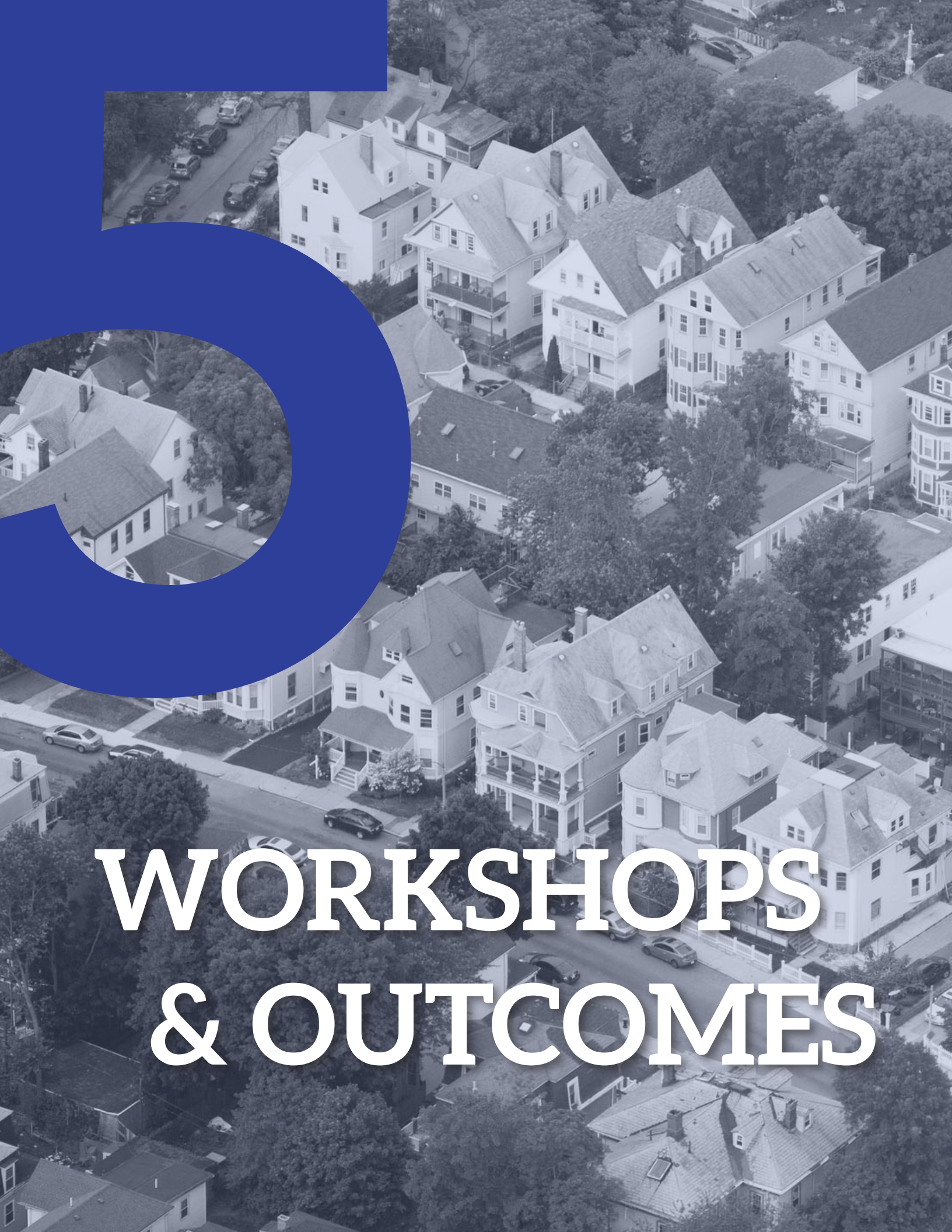
TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Work with MBTA and possibly, private partners, to build bus shelters and benches.	Short	MBTA, Elderly Comm.	G
Create signage in the new study area with large lettering.	Short	BTD, DPW	G
Work with the Egleston YMCA to provide a broader range of activities to accommodate varying age groups (e.g., older residents).			
Disabled Persons			
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
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

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Through Article 80 review, developers must show detailed accessibility in project plans, including housing units, sidewalks, ped ramps, and parking.	Development Specific	BPDA	P,G
Encourage developers to view State building codes for accessibility as minimum design requirements rather than goals, which will result in buildings, housing, and open spaces that are more inclusive of people with disabilities.	Development Specific	MA 521CMR, AAB	P,G
Encourage developers to view Federal building codes for accessibility as minimum design requirements rather than goals, which will result in buildings, housing, and open spaces that are more inclusive of people with disabilities.	Development Specific	Federal ADAAG, ADA	P,G
Diverse Population			
Support the existing ethnic diversity of the study area (e.g., in several sections of the study area, there are first and second generation Latino communities).	Ongoing	BPDA, MONB	G
Youth			
Work with the youth in the Study Area to provide programs in tutoring, training and job opportunities.	Ongoing	BPDA, MOYE, OED	G
PUBLIC HEALTH			
Recreation			
Ensure that all residents have access to public spaces and include access to open and green space, parks and recreation facilities and programming.	Underway, Development Specific	BPRD, BPDA	P
Ensure equitable access to active and passive recreational spaces across the city.	Underway, Development Specific	BPRD, BPDA	P
Design parks, open spaces, public and private recreational facilities and programming to complement the cultural preferences of the local population, and to accommodate a range of activities and age groups.	Underway, Development Specific	BPRD, BPDA	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Connect neighborhood parks and trails to neighborhood centers and major public facilities.	Long	BPDA	G
Health & Fitness			
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, BPDA	G
Balance affordable, moderate and market-rate housing to develop a more equitable distribution of mixed-income housing types across neighborhood.	Short, Long	DND, BPDA	G
Safety			
Enhance neighborhood safety and perceived safety - Require design elements that promote social cohesion, visibility and eyes on the street.	Development Specific	BPD, ONS	G
Design accessible, pedestrian friendly streets with high connectivity to increase physical activity and reduce injury risk - Adjust traffic patterns and include features that promote pedestrian visibility.	Short, Development Specific	BTD, BPDA	G
Ensure that parks are well lit into the evening, include features that support social connection.	Underway, Development Specific	BPRD, BPDA	G
Implement measures to protect indoor air quality in developments near high-traffic roadways, rail yards, and other specific sources of air pollution, including locating ventilation intakes as far away from high-traffic roadways and other pollution sources as possible and including filtration devices on all intakes.	Underway, Development Specific	EEOS	P
Utilize best practices to mitigate ambient air and noise pollution caused by high-traffic roadways, rail yards, and other specific sources of air pollution. These best practices include barriers such as sound walls and tree plantings.	Development Specific	EEOS	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Position outdoor spaces and amenities on each development site as far away from high-traffic roadways as possible.	Development Specific	EEOS	P
Resiliency			
Ensure preparedness for the effects of climate change including: sea-level rise, heat waves and more severe storms.	Development Specific	BPDA, EEOS	P
Ensure that buildings are designed for "passive survivability" in emergency situations, and make buildings more energy efficient.	Development Specific	BPDA, EEOS	P
Ensure that the design of buildings takes account of projected changes in the environment for the likely lifetime of the building, and that buildings in current and projected flood zones have taken steps to reduce vulnerability for projected flood levels.	Development Specific	BPDA, EEOS	P
URBAN DESIGN & PUBLIC REALM			
All future projects in the Study Area should closely follow the set of urban design guidelines recommended in PLAN: JP/ROX.	Short, Development Specific	BPDA	P
Create and enhance existing areas that create a potential sense of "place" ("placemaking") in the study area through both Article 80 development, capital improvements and private investment.	Short, Development Specific	BPDA	G
Preserve existing street trees and provide for more where shade is needed.	Ongoing, Development Specific	BPDA, BPRD	G
Improve wayfinding (signage) to destinations such as Franklin Park, MBTA stations, SW study area, Centre Street shops, arts and cultural venues, and other points of interest.	Short, Medium	BPRD, BPDA, PWD, BTD	G
Support and allow active ground-floor uses which enliven the streetscape and provide daily goods and services to local residents.	"Development Specific, Underway"	BPDA	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Encourage building design that creates physical and,or visual separation along the building façade, and uses varying materials to match the historical context of the area and,or existing fabric.	Development Specific	BPDA	G
Ensure that all residents have access to public spaces (e.g., parks, plazas, buildings, etc.).	Development Specific	BPDA	G
Design parks, open spaces and public or private recreational facilities to complement the cultural preferences of residents (i.e., Egleston and Jackson Squares.	Ongoing	BPDA, BPRD	G
Design parks, open spaces and public or private recreational facilities to accommodate a range of activities and age groups.	Ongoing	BPDA, BPRD	G
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	BPDA	G
Consider a requirement of shadow studies for any development over 4 stories.	Development Specific	BPDA	G
Consider step backs (i.e., top story steps back from streetwall) and setbacks (ground level) for developments abutting lower-density 2 and 3-family areas found in between the main study areas of Washington Street and Columbus Avenue.	Development Specific	BPDA	G
Enhance neighborhood safety and perceived safety through design elements that promote social cohesion, visibility and "eyes on the street."	Development Specific	BPDA	G
Consider Forest Hills and Jackson Square to be attractive "gateways" into the JP/ROX community.	Development Specific	BPDA	G



5 WORKSHOPS & OUTCOMES

A NEW APPROACH TO COMMUNITY PARTNERSHIPS AND ENGAGEMENT

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

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

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

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

Figure 98. Opposite: Workshop participants discuss how they get around the Study Area at the Mobility Workshop.

Figure 99. 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 BPDA and City to think longer and harder about both strengthening existing housing policies already in place, and creating new strategies to increase overall affordability for the Study Area.

In an effort to begin the implementation of this plan 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 131.)

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 100. Opposite: Bike Tour of the Study Area.

WORKSHOPS & OUTCOMES

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 BPDA staffed each station and were available for questions and conversations. Interactive comment boards asked participants general questions about how well they knew the area, how they got around, 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.

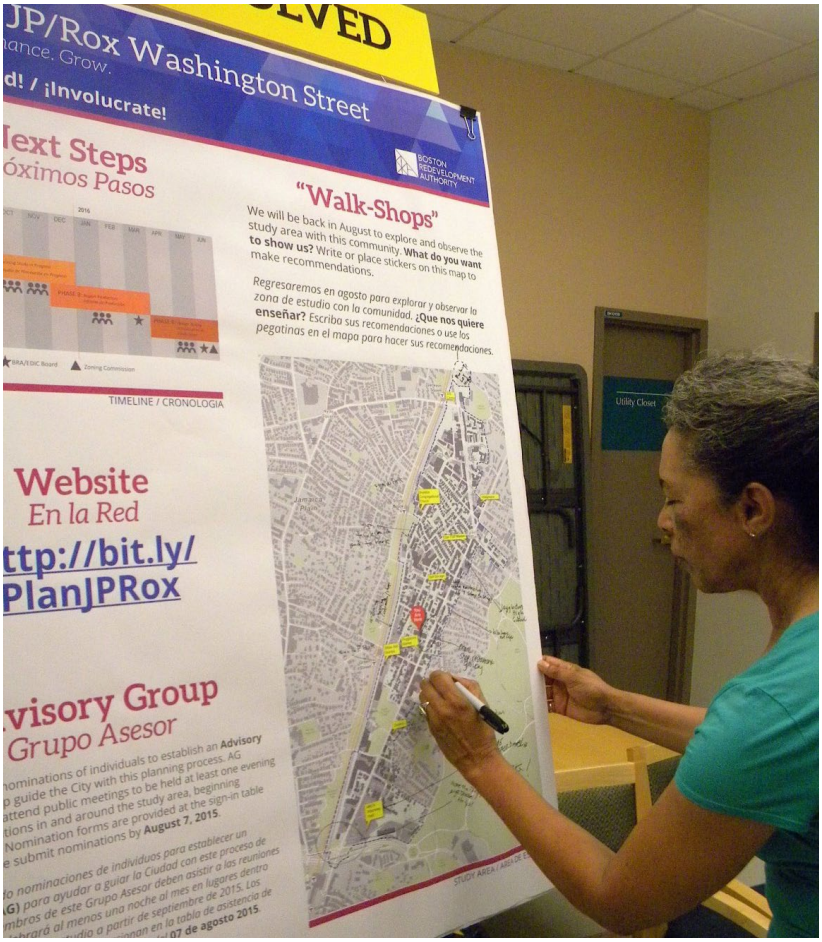


Figure 101. Left: Community member responds to interactive boards at the JP/ROX Open House kickoff. Opposite: Participants talking with their neighbors.

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 BPDA, where staff received "on the ground" feedback from stakeholders. Over 120 participants walked and biked around the Study Area with BPDA and interdepartmental working group members. During the course of the tour, participants were asked to consider emerging themes including: community resiliency and sustainability; land use and development; mobility and connectivity; 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."

Figure 102. Bike tour participants gather at the Green Street MBTA station.

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

VISIONING SESSION

Workshop #1

September 30, 2015

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

Figure 103. Small groups of workshop participants gather to discuss their priorities during the Visioning Session.

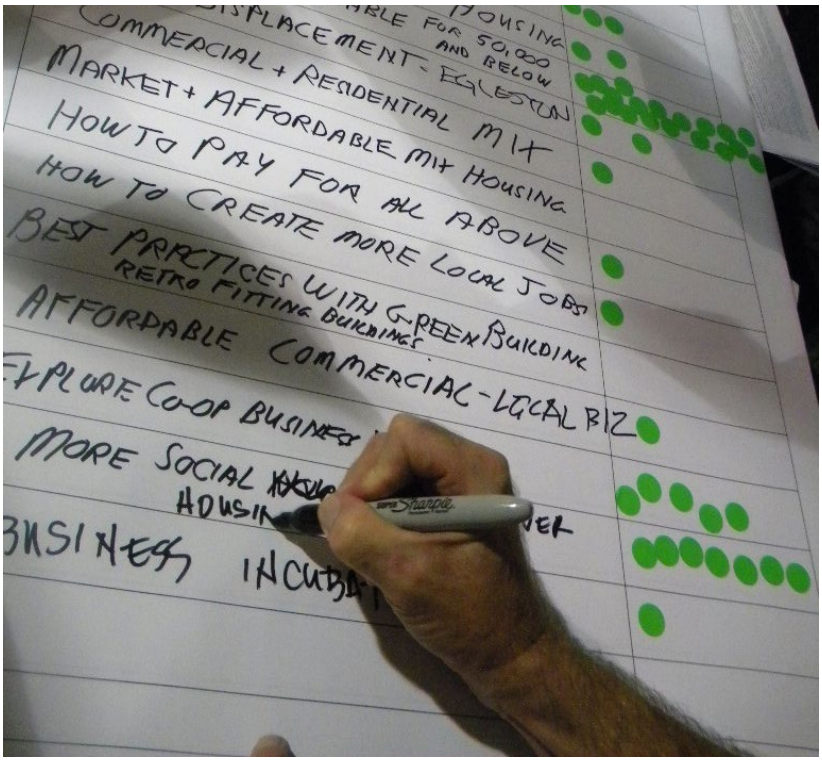


Figure 104. A workshop participant lists their priority statement during the Visioning Session.

Outcome

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

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

PLANNING FOR PEOPLE

Workshop #2

November 4, 2015

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

Outcome

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

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

Figure 105. Participantsdiscussinformationon display in the open house and networking portion of the workshop.

Figure 106. Small group discussions gave residents an opportunity to formulate questions for the BPDA and City to explore throughout the process.

Figure 107. 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 108. Workshop participants discuss future heights, density and land uses in the Study Area.

Figure 109. 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 110. Workshopparticipantsmarkup a table map on how they travel within and out of the Study Area.

Figure 111. Students from the Neighborhood School in Jamaica Plain learn about planning and community participation.

Outcome

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

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

FUTURE VISIONS FOR JP/ROX

Workshop #5

March 5, 2016

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

Figure 112. The Mayor's Housing Innovation Lab explains dimensional aspects of building form through the use of Lego.

Outcome

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

- **Jackson Square:** Overall, the density and heights depicted in the development scenario were acceptable. There were several suggestions to improve connections to Southwest Corridor and to break up buildings so as though not to create a wall along the street.
- **Egleston Square:** Scale back height of buildings, step back height to respect adjacent residential neighborhood, connect and enhance public and civic uses in the area (e.g. Egleston Library, Stonehenge, Peace Garden, etc.).
- **Stony Brook Station/Amory Street:** Generally, make provisions for new development that keep with the current fabric of the neighborhood and provide an active use at the 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 113. Opposite: Participants visit with neighbors and review the informational boards at the Future Visions for JP/ROX Open House.

DRAFT ELEMENTS OF THE PLAN & EMERGING RECOMMENDATIONS

Workshop #6

May 11, 2016

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

Figure 114. BPDA staff discusses emerging recommendations for jobs and businesses in the Study Area.

Outcome

Some examples of the feedback from the different stations include:

Jackson Square

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

Egleston Square

- Keep affordable housing, make it deeply affordable.

Stony Brook Station/Amory Street

- Amory Street would benefit from public realm improvements.

Green Street

- Keep artist housing and affordable rentals.

Forest Hills/Stonybrook Neighborhood

- Concern for existing and intact residential neighborhood.

Housing

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

Job & Businesses

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

Transportation

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

OFFICE HOURS & SMALL GROUP PARTNERSHIPS

Summer, 2016

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

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

The Planning Team met with several small groups:

- Urban Edge Tenant Groups
- Livable Streets Alliance
- Stonybrook Neighborhood Association
- Brewery/Porter Street Crime Watch & Brookside Neighborhood Association
- Egleston Square Neighborhood Association & Chilcott Place/ Granada Group
- Union 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 115. BPDA staff talked with community members at the Egleston Square Peace Garden.

Outcome

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

FINAL DOCUMENT EXPO

September 21, 2016

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

Preserving Diversity and Accelerating Affordable Housing Production

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

Figure 116. Participants listen to and ask questions at a group of boards under the "Enhancing Neighborhood Character" theme. Photo Credit: Richard Heath

Enhancing Neighborhood Character

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

Guiding Balanced Growth

- Existing land use
- Proposed changes to the base zoning
- Density bonus eligible areas and
- In addition, there was a Quote Wall which displayed a sampling of the comments that the Planning Team has received throughout the community engagement workshops and other discussion forums.

Outcome

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

6 APPENDIX

SOURCES & NOTES

Housing

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

Jobs & Business

- InfoUSA Business Data (2012)
- U.S. Census Bureau, 2010-2014 American Community Survey, BPDA Research Division
- Boston Planning and Development Agency Research Division, Boston Neighborhood Business Patterns, May 2016
- U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2014), BPDA Research Division
- Harvard Kennedy School PAE report, "Commercial Gentrification and Displacement of Small Businesses in Boston," Independent Survey of Egelston 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

DENSITY BONUS FEASIBILITY ANALYSIS

City of Boston

Boston Planning and Development Agency (BPDA)

Department of Neighborhood Development (DND)

Boston Housing Innovation Lab

Purpose and Methodology

Purpose: The goal of this modeling exercise is to help guide the discussion as to how to optimize affordability in unsubsidized rental and homeownership projects, through the use of a density bonus. In this exercise, the BRA and DND are seeking to balance affordability goals expressed by residents of Jamaica Plain and Roxbury, with the financial feasibility of market-based projects. This analysis looks at the market conditions in the PLAN JP/ROX corridor, a "mid-market" area of Boston that is neither a high-priced downtown community, nor a lower-priced area where the market still furnishes some degree of affordability.

Acknowledgment: This analysis is based on the financial modeling developed by the Byrne-McKinney consulting firm, an authority on development finance that has consulted for many large and small corporate and governmental entities on residential and commercial development finance. Staff at the Department of Neighborhood Development and the Boston Redevelopment Authority have worked together to fine tune the model to reflect the local conditions in the corridor and to model the feasibility of a range of policy options. To do so, project details, sales prices, and rental prices in the area were used as comparables, and was complemented by a survey of developers operating in the area.

Study Method: This analysis uses the "value sharing" methodology to analyze density bonuses. When government allows increased density, economic value is created from that density. That value goes to some or all of three parties: 1) the developer through higher rates of return, 2) the landowner through higher real-estate prices, or 3) the public through increased public benefits such as infrastructure or affordable housing. This analysis seeks to maximize that amount of value that goes to the public in the form of affordable housing while still ensuring the financial feasibility of development. For this document, "affordable housing" refers to housing units that are deed restricted for income eligible tenants or buyers.

Key Development Underwriting Principles and Assumptions

Creating a proforma (a document outlining proposed sources and uses) for a development, whether for a modeling exercise such as this, or for a real-world development, is an art, not a science. While developers try to use the best data available, such as comparable sales or rents, anticipated construction costs, lending costs, etc., before proposing a development, every development faces unique conditions and costs that can change rapidly because of site conditions or changes in interest rates, rents, or construction costs. As a result, this feasibility model can only describe what the expected conditions are at this time, and does not attempt to outline what may be possible in future if conditions change.

Assumptions used in this model fall under the following categories.

- General Project Details
- Zoning Conditions
- Income
- Operating or Marketing Expenses
- Development Costs
- Development Returns

These assumptions were applied to both a "model" project, as well as to a series of parcels in the JP/Rox study area to get a wider sense of how a change in an assumption might affect a range of different parcels with a range of development conditions.

General Project Details

General project details include unit sizes, unit types, and parking.

Unit Sizes and Unit Types: Market preference for particular unit types and sizes can vary dramatically by neighborhood and by changes in demographics. A community with good schools may require larger, family sized units, while young professionals may be willing to live in studios. In addition, as rents and sales prices have increased, families and individuals appear more willing to squeeze into a smaller space than once was the case. In setting the assumption for unit sizes (net square footage, or NSF), minimum unit sizes for neighborhood projects, established by the BRA in 2009 for use with the Inclusionary Development Policy (IDP) was used:

- Studios: 500 square feet
- One bedrooms: 750 square feet

- Two bedrooms: 900 square feet
- Three bedrooms: 1,200 square feet

While this is a minimum for neighborhood projects, projects adjacent to transit can and do create units that are smaller than these standards, while some developers may choose to create larger units.

In terms of unit types, projects vary considerably in the types of units provided. The extremes can be seen most in affordable projects, where a specific population may be targeted (e.g., large units for families or small units for seniors). The current trend in market rate rental developments is towards studio units. This trend is based on both demand and the fact that the dollar per square foot of living space is maximized. Creating an assumption about the mix of unit types is difficult. In this instance, a survey of area developers provided the following breakdown for rentals:

AVERAGE RENTAL UNIT SIZE SUMMARY		
UNIT TYPE	SHARE OF TOTAL	NSF/UNIT
Studio	21%	500
1 bedroom	27%	750
2 bedroom	32%	900
3 bedroom	17%	1,200
ALL	100%	800

Combining the share by bedroom type and the net square footage results in a total square footage assumption of 800 net square feet. This square footage is similar to the results of our survey, though slightly smaller than the recommendation provided by Byrne McKinney (810 square feet).

In order to convert this net square footage to the gross square footage (GSF) required for calculating construction costs, this figure is divided by the industry-standard assumption construction efficiency rate of 85%, equaling 941 gross square feet per unit. This adjustment takes into account space outside of units including hallways, stairwells, etc.

A similar exercise was undertaken to create an assumption for condominiums. Based on feedback from developers, studios are generally undesirable for homeownership, and there is more demand for two- and three bedroom units. As a result the typical unit size is 946 net square feet.

AVERAGE CONDOMINIUM UNIT SIZE SUMMARY		
UNIT TYPE	SHARE OF TOTAL	NSF/UNIT
Studio	2%	500
1	24%	750
2	44%	900
3	30%	1,200
ALL	100%	946

Using the same construction efficiency percentage of 85%, as above, the resulting average gross square footage is 1,113 square feet per unit for condominiums.

Parking: While parking ratios are commonly set within the zoning code, developers can and do set the parking ratio through the Article 80 process. In rental projects adjacent to transit, a parking ratio of 0.5 parking spaces per unit is now common, and served as the assumption.

For condominiums, it is common to think that a one-to-one ratio is still expected. However, the developers surveyed indicated a ratio of 0.8 was more common, and indeed, in a transit oriented development, could be lower. Also, given that the BRA does not require that income restricted units be provided parking (rental or homeownership), this ratio appears to be realistic.

Zoning Conditions

Zoning conditions that contribute to the model include the Floor Area Ratio and the Density Bonus.

Floor Area Ratio (FAR): The Floor Area Ratio is calculated by dividing the total floor area of the building by the land area of the parcel. FAR is frequently used in zoning codes to allow for some variation in height, while still regulating the overall density allowed on a parcel. In the case of the JP/Rox study area, the current zoning allows a maximum FAR of 1.0. In some locations, an FAR of 2.0 is allowed. As part of the planning process, BRA Planning staff have proposed an FAR, which may be higher or lower than that which is currently allowed, for 24 parcels in the study area, based on proposed setbacks and heights.

Density Bonus: A density bonus needs to be a bonus over some base condition, over which there is value to be shared and applied to public benefits. For the JP/Rox study area, the BRA is proposing that the density bonus is triggered once a project exceeds the base, as-of-right FAR, which is 1.0 in most of the

study area, but 2.0 for some parcels. When the density bonus is triggered at 1.0 instead of 2.0, the percent of the added density that can support affordable housing is smaller, because units created under the density bonus will be more deeply affordable than those created under the traditional IDP, and because the density bonus requires a higher percentage of the area for affordable housing than under IDP. For this reason, the percentage of the density bonus applied to affordable housing is lower for projects with a base FAR of 1.0 than for projects with a base FAR of 2.0. Applying a different density bonus percentage based on the as-of-right FAR actually results in a similar outcome in terms of the total affordability from projects across the study area. The following chart depicts how the affordability outcomes are similar when the density bonus percentage is adjusted (in this case, from 20% of the bonus density with a base FAR of 1.0, to 25% where the base FAR is 2.0), when the FAR at which the density bonus is triggered, varies.

The community expressed a strong desire that benefits accruing from a density bonus should focus on housing. As a result, non-housing community benefits were not calculated for this exercise. While zoning will establish certain other benefits related to setbacks and lot coverage (which can be used to create open space), to the extent other non-housing benefits are to be obtained, they would need to be secured through a method other than the density bonus.

Figure 117. This graph illustrates how the density bonus creates a higher percentage of affordability as the allowable FAR increases.

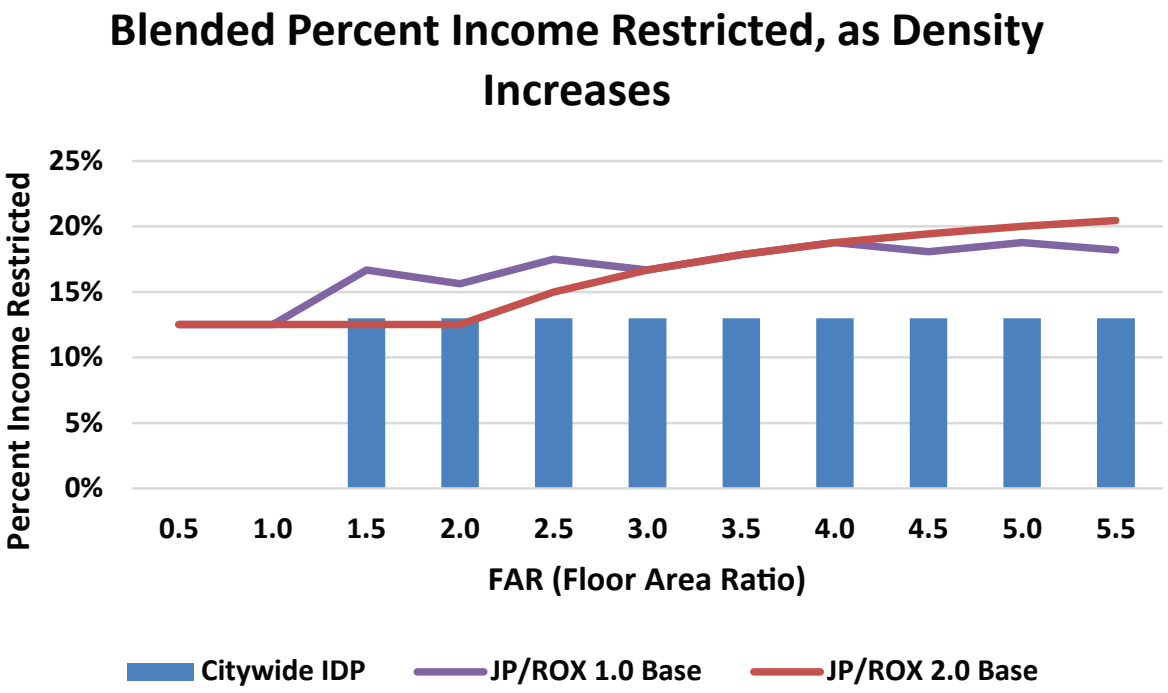
Income

Income comes in the form of rents, sales prices, and parking fees.

Market Rents: The market rent should be based on new construction units, ideally within the study area. After research into available rentals within the SPA, it was found that the new rentals at the MetroMark at 3611 Washington Street provide a strong signal as to what is achievable for market rents in the area. The following are the average rents and average rents per square foot for MetroMark units available on 6/15/2016 in this example development:

EXAMPLE: METROMARK AVERAGE RENTS		
UNIT TYPE	AVERAGE RENT	AVERAGE RENT / SQ FT
Studio	$2,087	$4.14
1	$2,538	$3.68
2	$2,983	$3.04
3	$3,818	$3.13

When these rents are combined with the distribution of unit types outlined above, the per square foot rent per month is $3.41 for the



overall project. This is lower than the $3.56/sf rent proposed by Byrne-McKinney, but higher than the rents found in the developer survey ($2.87/sf). Getting the market rents "correct" is extremely difficult, and even a small change in the rents are the key to the feasibility/infeasibility of a project. Other factors can also significantly impact rents such as a project next to a subway stop and a project only a short distance away on a less desirable street can command very different rents.

Affordable Rents: Rents for income restricted units are established by the BRA annually, based on HUD defined Area Median Incomes (AMI).[1] Below are 2016 BRA rents established for units created under the Inclusionary Development Policy.

UNIT TYPE	30% AMI	40% AMI	50% AMI	60% AMI	70% AMI	80% AMI	100% AMI
Studio	$456	$608	$760	$913	$1,065	$1,216	$1,521
1	$532	$710	$887	$1,065	$1,242	$1,419	$1,774
2	$608	$811	$1,013	$1,216	$1,419	$1,622	$2,027
3	$684	$912	$1,140	$1,369	$1,597	$1,825	$2,281

1 Area Median Income, or AMI, is established for the Boston-Cambridge-Quincy, MA-NH HUD Metro FMR (Fair Market Rent) Area. In affordable housing, this measure provides a common measuring rule for determining program guidelines and participant eligibility.

Using the distribution of unit types with the BRA rents provides a schedule of average rent per square foot for each level of the Area Median Income (AMI). the following are the rents for AMIs ranging from 30% up to 100%, as well as for the market rents in the study area.

AMI	MONTHLY RENT, PER SQUARE FOOT
30%	$ 0.69
40%	$ 0.92
50%	$ 1.15
60%	$ 1.38
70%	$ 1.61
80%	$ 1.84
90%	$ 2.07
100%	$ 2.29
Market	$ 3.41

Market Sales Prices: Ideally, the market sales price assumption should be based on newly constructed units within the study area. Few such recent listings were available, however. Data on sales during 2015 and the first half of 2016 reveals that sales prices ranged from $200 to $620 per square foot, with a median price of $395/sf. Taking into account that newer units are clustered at the top of the range, the price at the 75th percentile of sales was $506/sf. Given the unreliability of this data, the feedback of developers was important, who provided a range of $450 to $600 a square foot. In addition, one recent development and Byrne McKinney used $650/sf. It was decided for this model to use $600 a square foot, which may be possible for projects that are planning to sell their units two or more years from now.

Based on this assumption, and the unit sizes discussed earlier, the typical sale prices would be:

UNIT TYPE	EXPECTED PRICE
Studio	$300,000
1	$450,00
2	$540,000
3	$720,000

Affordable Sales Prices: Just as with rentals, a dollar per square foot sales price can be determined for affordable condominium sales. Below are BRA published sales prices for a range of incomes/AMI.

UNIT TYPE	50% AMI	60% AMI	70% AMI	80% AMI	90% AMI	100% AMI
Studio	$64,900	$90,600	$116,300	$141,800	$167,500	$191,300
1	$86,200	$116,300	$146,100	$175,900	$202,500	$228,500
2	$107,600	$141,800	$175,900	$206,100	$236,000	$265,800
3	$128,900	$167,500	$202,500	$236,000	$269,600	$303,100

Based on BRA published sales prices and the anticipated distribution of units types, the dollar per square foot, by AMI, is as follows:

AMI	$ PER SQUARE FOOT
50%	$ 114
60%	$ 150
70%	$ 186
80%	$ 218
90%	$ 250
100%	$ 282
Market	$ 600

Parking Fees/Prices: Unlike the downtown neighborhoods, there are few comparables, but $200/month per space seemed to be common. Developers reported a range, from $75 to $200, and McKinney suggested $250. Given that fewer parking spaces will be provided than units, the higher estimate of $200 was assumed. For condominiums, there was also a range of responses, from $20,000 to $35,000. For this model, $25,000/space was assumed.

Operating or Marketing Expenses

Operating costs and reserves are two key assumptions in the cost of maintaining rentals, while marketing expenses are related to the cost of selling condominium units.

Operating Costs: Operating costs include maintenance, utilities, insurance, taxes, and management fees. Some developers break out these items separately, others do not, and rely on a rule of thumb, such as 25% to 30% of effective rental income. While the survey response was limited, it appears that a $8,000 to $9,000 per unit per year is typical, which is approximate to 30% of effective income. As part of the efforts to update the Inclusionary Development Policy, and in this exercise, these costs are divided into three categories, which together add up to approximately $8,700 per unit per year (30% to 31% of effective rental income). the three categories were:

- Operating Costs: Assumed to be $5,500 under the 2015 IDP financial analysis, it was initially set at $7,500 in this model. After reviewing the total cost per unit given other assumptions, the per unit cost was set at $6,000 per unit, per year.
- Taxes: Taxes were set at 7% of gross income.
- Management Fee: The management fee was set at 2.5% of gross rental income.

Vacancy Rates: Byrne McKinney initially recommended a seven percent vacancy rate for market-rate units, and a zero vacancy rate for affordable units, given the high demand for such units. Anecdotal evidence suggested that both vacancy rates should be higher, as some lenders may be look for a ten percent vacancy rate as part of their underwriting, and despite the demand for income restricted housing, the marketing and approval processes for these units can create some short-term vacancies. Given the lack of comprehensive data, however, it was decided to keep the initial assumptions.

Reserves: Reserves are in addition to rental operating costs, and are important to the long-term health of the property. Survey responses ranged widely on this question, providing little support for defining an assumption. As a result, this analysis relies on the reserve requirement established by MassHousing and other lenders for affordable housing, of $325 a unit per year.

Brokerage and Marketing Costs: Brokerage and marketing costs are relevant to the sale of condominiums. While our initial model split out these two costs, feedback from developers indicated that for projects of the size that are likely to be seen in the JP/Rox study area, marking costs are rolled into the brokerage fees, and are likely to be 5.5% of the sales prices.

Development Costs

Land Costs: Byrne-McKinney suggested $70 per square foot for land. Developers surveyed offered a range of responses, averaging $110 per square foot. Sales from late-2014 to mid-2016 in the study area ranged dramatically, from $14/sf to $284/sf. Excluding the lowest and highest figures, the average cost was $90/sf. These sales were typical of what is being re-developed in the study area, even if they have a current use. While some developers have land that was purchased long ago at very low prices, the $90/sf assumption seemed reasonable in today's

market. In addition, a developer can face significant site costs in the form of demolition and environmental remediation. Given the difficulties of estimating these costs, no added costs were applied to the model, and some developers may be effectively including some of this cost in the price they pay for land.

Construction Costs: The initial model relied on Byrne-McKinney estimates for mid-market construction and models were provided for both "stick over podium" mid-rise construction (which is possible for projects up to 70 feet), as well as for high-rise steel construction. For "stick over podium" construction, developers and Byrne McKinney were close in their estimates, of around $250 per square foot. Steel construction can easily reach $350 per square foot.

Parking Costs: Construction of parking is generally defined separately from the living area of the building. Byrne McKinney suggested $35,000 per unit, and estimates provided by developers ranged widely, from $25,000 to $85,000 per unit, though this difference could also reflect different assumptions about whether the parking was below or at grade. For this exercise, $35,000 per space was assumed.

Cash-in-Lieu Payments: Under the Inclusionary Development Policy, developers can, under certain circumstances, opt to contribute to the IDP Fund instead of providing the units on-site ("cash-in-lieu)". The City of Boston prefers that units be on-site as this ensures income diversity in the building as well as in the neighborhood and ensures that affordable units come online at the same time as market units. For the rental model, the current cash-in-lieu payment required for Jamaica Plain of $300,000 was assumed for both the "model" parcel and for those parcels in the scenario located in Jamaica Plain. For those parcels in the scenario located in Roxbury, the payment requirement is $200,000.

Soft Costs: Soft costs include a range of costs including architecture, permitting fees, legal fees, carrying costs during construction, and other non-construction costs of development. The rule of thumb in the development industry that these costs are 20% of the hard (construction) costs. While this assumption was used in this exercise, some developers reported lower soft costs, with an average of 16%.

Development Returns

For the purposes of defining feasibility, Byrne-McKinney established a floor internal unlevered rate of return criteria ("Entrepreneurial Return") of 6.0% for rentals. This Entrepreneurial Return is a common threshold investors or bankers require in order to fund a development.[2] This return rate provides lenders/investors with a necessary margin of comfort such that even if rents are lower or vacancies are higher than planned, the project will remain financially viable and their capital is not at undue risk. Recently, New York City, in looking at project feasibility under its new Mandatory Inclusionary Policy, also used a 6.0% return.[3] BPDA staff, in reviewing recent projects both in the JP/Rox study area, have seen projects that appear to be feasible with somewhat lower returns. As a result, the feasible rate of return was adjusted downward to 5.75%. While some projects may be able to access capital with a lower rate of return, most developers would be unable to finance their project and will need to hold their property until market conditions improve or sell to a speculator that will wait for the better market.

For condominiums, a higher rate of return is expected, both because of the additional risks associated with condominiums, as well as the potential holding time that can occur between completion of construction and the sale of all or a portion of the units. As a result, return of anywhere to 25% to 30% has been suggested, and the current model relies on the lower assumption of 25%. It should be noted, however, that if a particular parcel is not feasible as a condominium, a rental project may still be possible.

Questions the Modeling Exercise Seeks to Answer

The above assumptions set the stage for a deeper examination into how two, interrelated policy decisions affect project feasibility. The two policy questions are:

- What should be the level of affordability (AMI) for the density bonus units?
- What percentage of the bonus density can be attributed to affordable housing?

These two questions are linked, as the lower the rents of the affordable units, the fewer affordable units that can be provided

2 Some sources suggest the threshold is higher, in the 7% range: http://www.fantinigorga.com/publications/Feasibility.pdf
3 Please see page 44 of the NYC Mandatory Incllusionary Housing Market and Financial Study, at http://www1.nyc.gov/assets/planning/download/pdf/plans-studies/mih/bae_report_092015.pdf.

by the private market. In other words, as the rents are lowered, the density bonus percent must also decrease. The difficult challenge is determining the balance of these two measures in order to meet two important, but competing goals:

- Create the maximum number of affordable units at AMIs desired by the community (as a percent of units created in each building), and
- Allow some level of development to continue in order to increase overall housing supply.

Incorporating Developer Decision Making into the Analysis

For a developer making a decision about a specific piece of property, a number of factors play into the final decision what, and if, to build:

- Condo versus rental: There are some developers who only build rental buildings, and some who only build condominiums, but assuming that a developer is willing to do whichever is more financially feasible, rental projects are considered a safer investment than condominiums. As a result, the expected rate of return can be lower on a rental than for homeownership, and when high levels of affordability is required, rentals may be the preferred option.
- Density of the Development: If the affordability rate and income targeting results in a lower entrepreneurial return than the base (as-of-right) option, then the developer will chose to build the as-of-right option. In some cases, the as-of-right option is not feasible or does not allow a residential use. In these cases, the developer will choose to build a nonresidential use, or chose not to build, and wait for conditions to change.

Applying the Density Bonus to Potential Development in the JP/ROX Study Area

Methodology

Early in the PLAN JP / ROX planning process, the community and City collaborated to identify parcels and areas that were "likely to change" and where folks would "like to see change". This exercise resulted in the identification of five clusters or focus areas principally 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 form and character of potential new uses and buildings. To further understand each illustration, the potential site and building area was calculated. The table on the next page and map outline these 24 potential building sites. Together, these parcels make up one scenario for how and where housing might be built, but developers may choose to propose new development on different sites. **As a result, this scenario informs the modeling exercise, but are for illustrative and analysis purposes only, and do not represent City policy with respect to the development of any site.**

An excel worksheet was created for each of these parcels, as well for a "model" parcel. The assumptions above were built into the model, and a series of runs were completed on the model, shifting two dials: 1) Average AMI for density bonus units, and 2) Percent of the Density Bonus attributed to affordable housing. Runs also were completed assuming all development was either condo or rental. The results of these runs are presented here, and examples of the spreadsheet for the model parcel are presented in the appendices.

Figure 118. The density bonus graphic illustrates how the affordable units in a hypothetical development would be calculated.

Model Results: Rental Housing

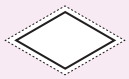
The baseline condition is a scenario where developers build to existing FAR and only trigger zoning relief because the parcel will residential rather than another allowed use, such light industrial, have to meet the current standards set by the Inclusionary Development Policy (IDP) of 13% of the units set aside for households with a maximum income of 70% of AMI. Under this scenario, the average entrepreneurial return was 5.70%. As this return is less than 5.75%, some project sites may already be unfeasible for housing development. In this respect, any density bonus will have the effect of making additional sites unfeasible,

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'

Example Building Total 30 units, 30,000 sf

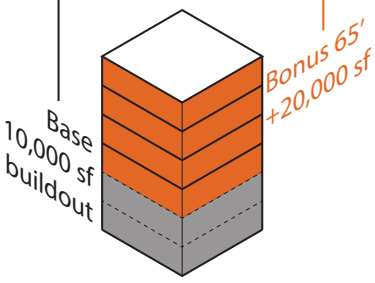
Base Buildout
(under 1.0 FAR)

10 units in 10,000 sf

Base Requirement: 13%
(Same as IDP)

Restricted Income Level: 70% AMI
Example rent[3] for a two bedroom: $1,419

Base Calculation:
13% of 10 units = 1.3 unit



Additional Buildout
(beyond 1.0 FAR)

20 units in 20,000 sf

RDA density bonus: 20%[1]

Restricted Income Level: Average[4] 50% AMI
Example rent[3] for a two bedroom: $1,013

Density Bonus Calculation:
4 units = 20% of 20 units

5.3 units
is rounded to
5 deed-restricted units[4]
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

1. 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.

2. A real project would have a mix of unit sizes for households and families of different sizes. Within both base and additional buildout, unit distribution is roughly the same.

3. Average AMI in the density bonus allows a mix of different rents restricted at different levels of income.

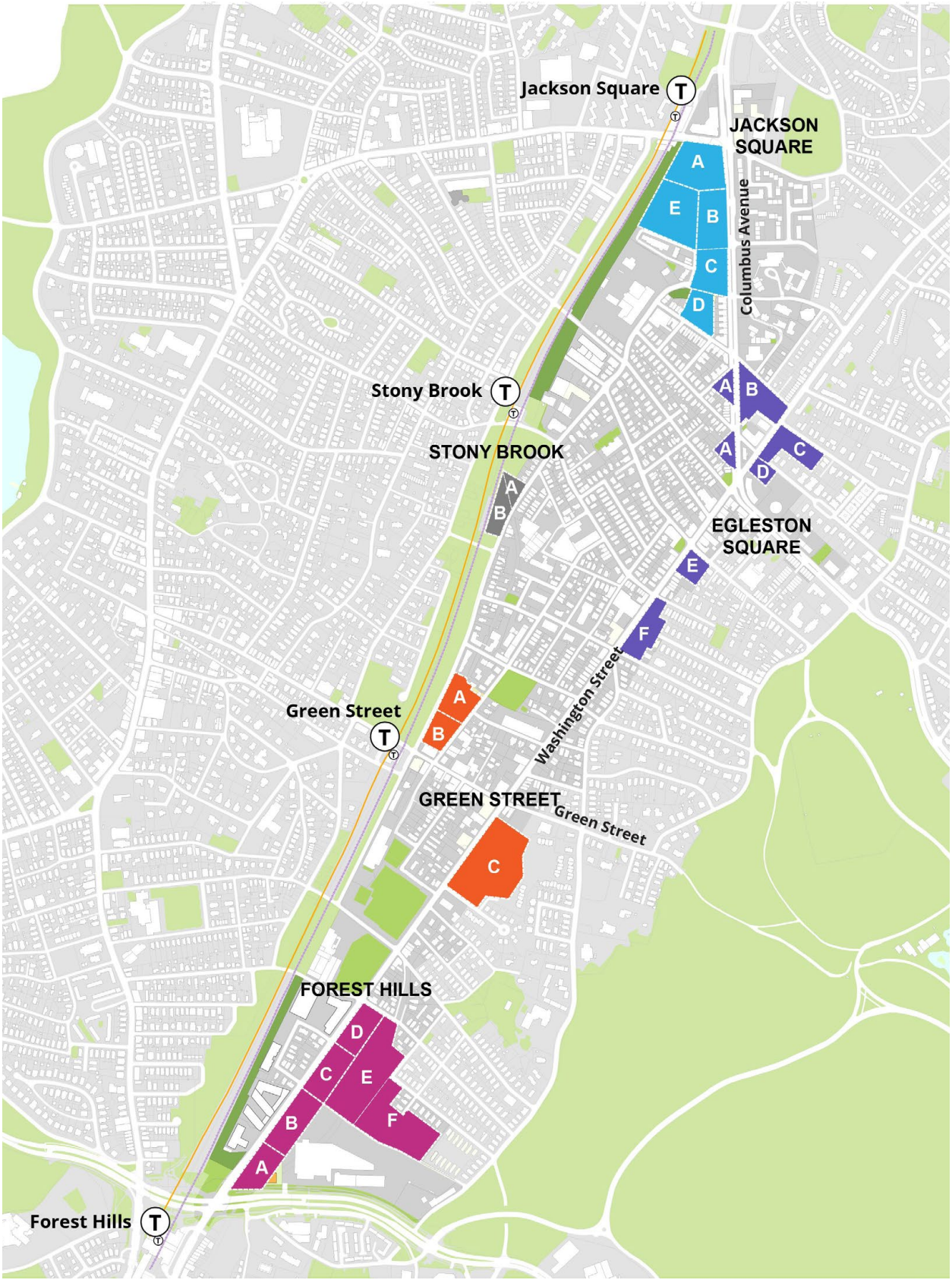
4. In this example, the remaining 0.3 unit would be a partial unit cash contribution for future affordable housing.

at least given the assumptions here. Again, individual developers may face more feasible conditions, and these sites may become feasible in the future. Indeed, it is anticipated that future land/property sales will factor in the IDP and Density Bonus in the land purchase, making additional projects feasible in the future.

The density bonus is a combination of the 13% of units in the base zoning and an additional percentage of units created from the added density. As a result, the total number of affordable units will be a blend of these two percentages. For example, where the as-of-right ("base") FAR is 1.0 for a building, and the density bonus is 20% of the bonus area, the total affordability in a particular project will be approximately 17% of the total

	SITE SF	RES SF	UNITS	RES FAR	BASE FAR
JACKSON SQUARE					
Jackson A	26,507	53,088	56	2.0	1.0
Jackson B	28,220	65,210	69	2.3	1.0
Jackson C	35,644	75,435	80	2.1	1.0
Jackson D	67,722	166,070	177	2.5	1.0
Jackson E	54,282	84,515	90	1.6	1.0
Jackson F	31,398	81,475	87	2.6	2.0
Jackson G	51,018	90,285	96	1.8	2.0
EGLESTON SQUARE					
Egleston A	26,507	53,016	56	2.0	2.0
Egleston B	64,734	152,405	162	2.4	1.0
Egleston C	44,015	71,345	76	1.6	1.0
Egleston D	20,010	49,130	52	2.5	1.0
Egleston E	33,608	22,800	24	0.7	1.0
Egleston F	26,490	37,985	40	1.4	1.0
STONY BROOK					
Stony Brook A	12,245	12,225	13	1.0	1.0
Stony Brook B	25,890	36,195	38	1.4	1.0
GREEN STREET					
Green A	34,807	43,233	46	1.2	1.0
Green B	56,154	49,860	53	0.9	1.0
Green C	211,394	279,925	298	1.3	1.0
FOREST HILLS					
Forest Hills A	76,144	130,000	138	1.7	1.0
Forest Hills B	83,092	205,750	219	2.5	1.0
Forest Hills C	74,072	157,000	167	2.1	1.0
Forest Hills D	58,278	115,200	122	2.0	1.0
Forest Hills E	151,323	90,000	96	0.6	1.0
Forest Hills F	95,918	84,000	89	0.9	1.0
TOTAL SCENARIO	**1,389,472**	**2,206,147**	**2,344**		

Figure 119. Scenario development sites and scenario buildout
For illustrative purposes only and does not reflect actual future projects


Jackson Square
JACKSON SQUARE
Columbus Avenue
A
E
B
C
D
Stony Brook
STONY BROOK
A
B
A
B
C
D
EGLESTON SQUARE
E
F
Washington Street
Green Street
A
B
GREEN STREET
Green Street
C
FOREST HILLS
D
C
E
B
F
A
Forest Hills

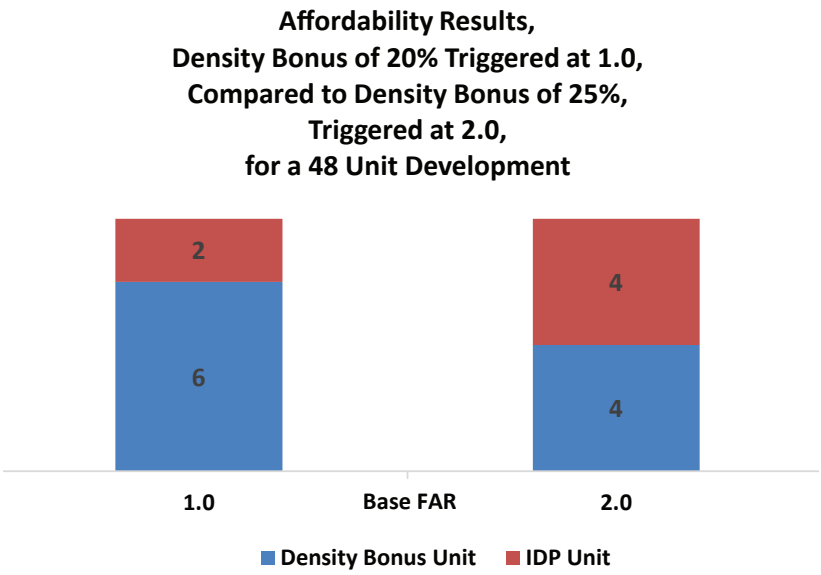


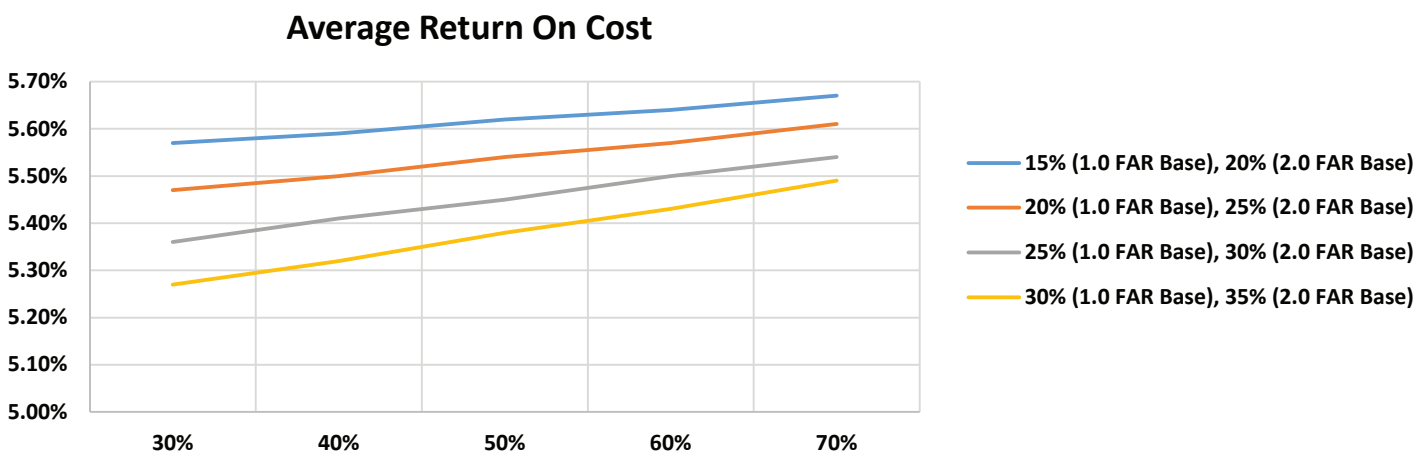
Figure 120. Left: Affordability buildout results that show similar outcomes to different base FAR cases with different affordability percentages

units, though this percentage increases with density. The above diagram shows an example of a 30 unit building with a base FAR of 1.0. In this scenario 5 of the 30 units (17% will be deed restricted affordable), 1 unit restricted at 70% AMI from the base zoning and 4 units restricted at 50% AMI from the bonus area gained through the density bonus. This method maximizes the number of deed restricted units with the lower AMI requested by the community.

Figure 121. Opposite: Table and chart comparing different density bonus percentage outcomes

For the vast majority of sites in JP/ROX, the as-of-right FAR is 1.0. Where the FAR is 2.0, the density bonus percentage is modeled at 25% of the additional density area, five percentage points more than the FAR of 1.0. When the density bonus is triggered at 1.0 instead of 2.0, the percent of the added density that can support affordable housing is smaller, because units created under the density bonus will be more deeply affordable than those created under the traditional IDP, and because the density bonus requires a higher percentage of the area for affordable housing than under IDP. For this reason, the percentage of the density bonus applied to affordable housing is lower for projects with a base FAR of 1.0 than for projects with a base FAR of 2.0. Applying a different density bonus percentage based on the as-of-right FAR results in a similar outcome in terms of the total affordability from projects across the study area. The following chart in Figure 120 depicts how the affordability outcomes are similar when the density bonus percentage is adjusted (in this case, from 20% of the bonus density with a base FAR of 1.0, to 25% where the base FAR is 2.0), when the FAR at which the density bonus is triggered, varies.

Please note that there is some variability in the percentage of units

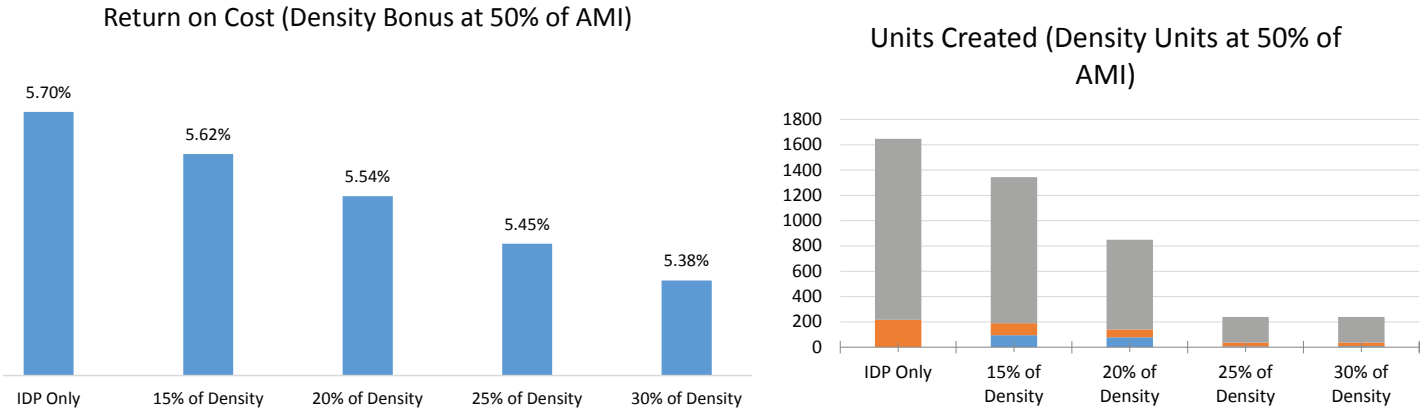


	AVERAGE AMI OF DENSITY BONUS UNITS				
PERCENT SET ASIDE OF DENSITY ABOVE BASE FAR	30%	40%	50%	60%	70%
15% (1.0 FAR Base), 20% (2.0 FAR Base)	5.57%	5.59%	5.62%	5.64%	5.67%
20% (1.0 FAR Base), 25% (2.0 FAR Base)	5.47%	5.50%	5.54%	5.57%	5.61%
25% (1.0 FAR Base), 30% (2.0 FAR Base)	5.36%	5.41%	5.45%	5.50%	5.54%
30% (1.0 FAR Base), 35% (2.0 FAR Base)	5.27%	5.32%	5.38%	5.43%	5.49%
IDP Only					5.70%

that are income restricted, as there are cases where the formula creates a "partial unit" and the developer pays a fee to the Inclusionary Development Policy Fund, rather than create the unit on-site. **This adjustment assures that the resulting total affordability percentage is close to 17% across the study area, regardless of the base FAR.** The charts in Figure 120 provide an example of what occurs when the density bonus is higher, depending on at what FAR the bonus is triggered. The total number of affordable units created remains constant, but the ratio between the density bonus units and the IDP units is different. As a result, the density bonus is triggered at the lowest FAR possible, so as to maximize the density bonus units.

Varying the AMI of the Density Bonus Units, alongside the percent of units under the bonus, resulted in the following, average entrepreneurial returns for the scenario, and is outlined in Figure 121.

Focusing on the Density Percentage: While the previous table and chart provides feasibility returns on both the AMI and density percentage dimensions, it is helpful to break it down and look at one dimension at a time. In this case, given the community feedback supporting a 50% of AMI for the Density Bonus units, let us first look at the outcomes when the average AMI is set at 50%, and the density percentage varies.

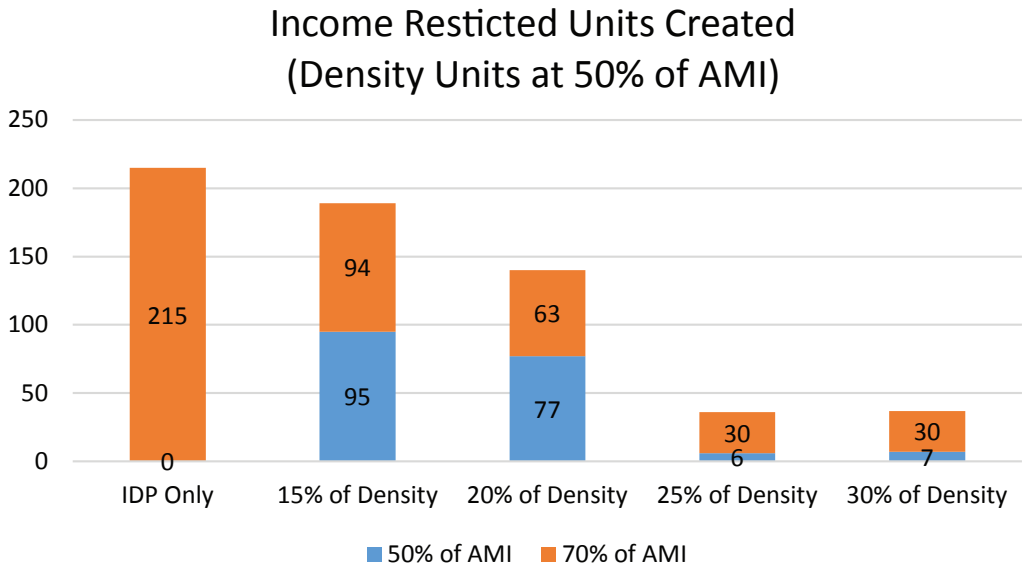


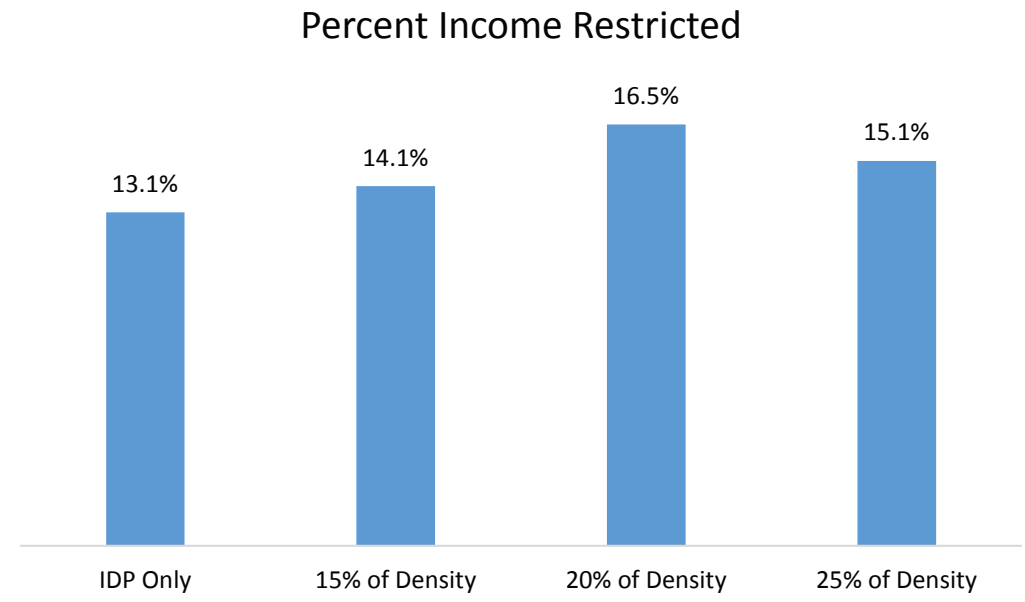
With each five percentage point increase in the density percentage, the average feasibility declines 0.07 to 0.09 percentage points. While this difference is small, a small change can lead to dramatically different outcomes in terms of what is actually built.

- At the baseline IDP, 1,647 units would be created, of which 215 (13.1% of the units) would be at 70% AMI.
- At a density percentage of 15%, 1,343 units would be created, of which 189 would be income restricted (14.1% of the units). Of these units, 95 would be at 50% AMI and 94 would be at 70% AMI.
- At a density percentage of 20%, 849 units would be created, of which 140 would be income restricted (16.5% of the units). Of these units, 77 would be at 50% AMI and 63 would be at 70% AMI.
- At a density percentage of 25%, only 239 units would be created, of which 36 would be income restricted (15.1% of the units). Of these units, six would be at 50% AMI and 30 would be at 70% AMI. There was a dramatic drop off in the number of feasible parcels between the 20% and 25% density bonus, but no similar drop off between 25% and 30%. Of the projects that were still feasible, they were largely projects that would not be accessing the density bonus.

Figure 122. Charts illustrating how the change of density bonus percentage affects the final number of affordable units and affordability percentage

The following charts in Figure 122 outline the outcomes in terms of total units, income restricted units, and the percentage of units that were income restricted. There is a significant drop in units created with set asides greater than 20%, indicating that less of the developments were feasible.

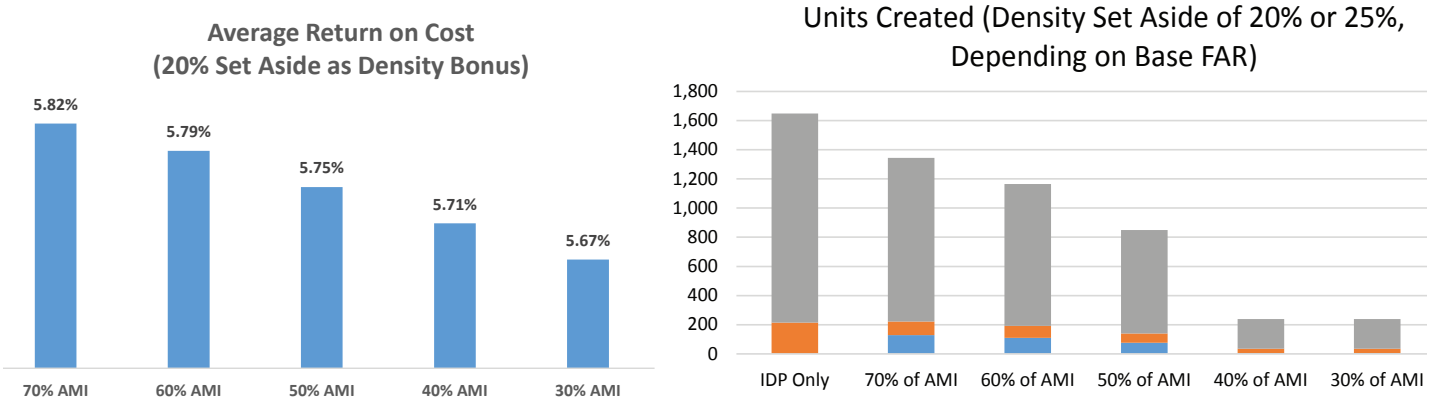




As you can see in final chart, the affordability percent is maximized at 20% of the bonus density, and given what it is currently feasible, it also maximized the percentage of income restricted units that were at an average of 50% of AMI, as a percentage of the income restricted units (55%). Many in the community support maximizing the affordability, and even though the number of units that would be created in the short term is less at 20% than at 15%, over the life of the plan, a higher number of affordable units would be created at the 20% set aside than at 15%.

Focusing on the AMI of Density Bonus Units: As with the increase in the percent of density that is affordable/income restricted, the average feasibility of the scenario parcels declines as the average income/AMI of the density bonus units declines.

The number of projects that are feasible, and therefore the number of units created, also declines along with the decline in AMI, declining from 1,647 units under the baseline IDP, to 849 units at 50% AMI, and then dropping precipitously to 239 units at 40% AMI.

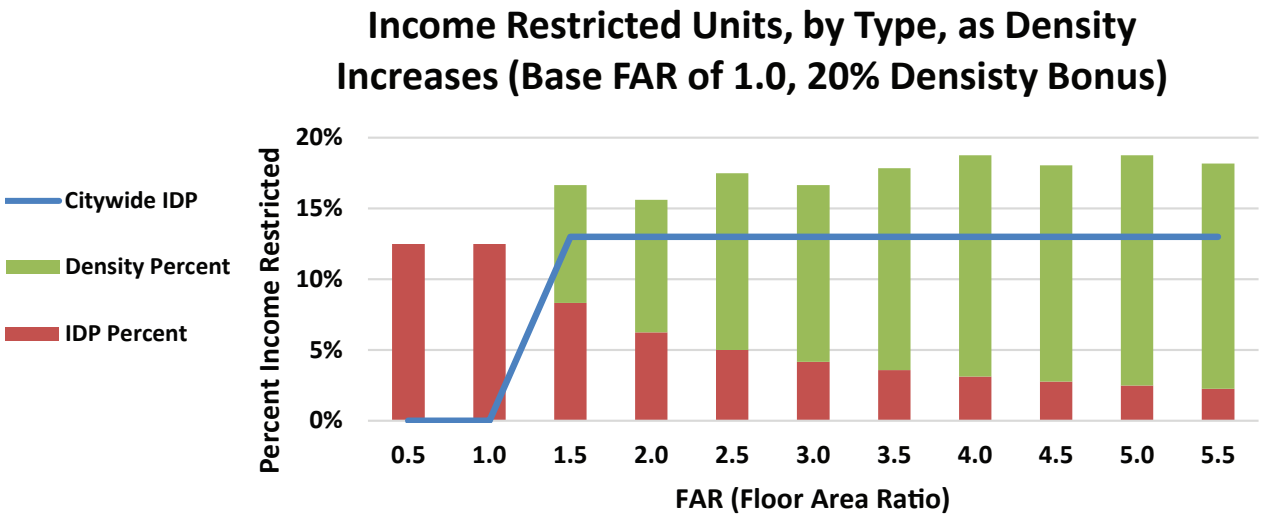


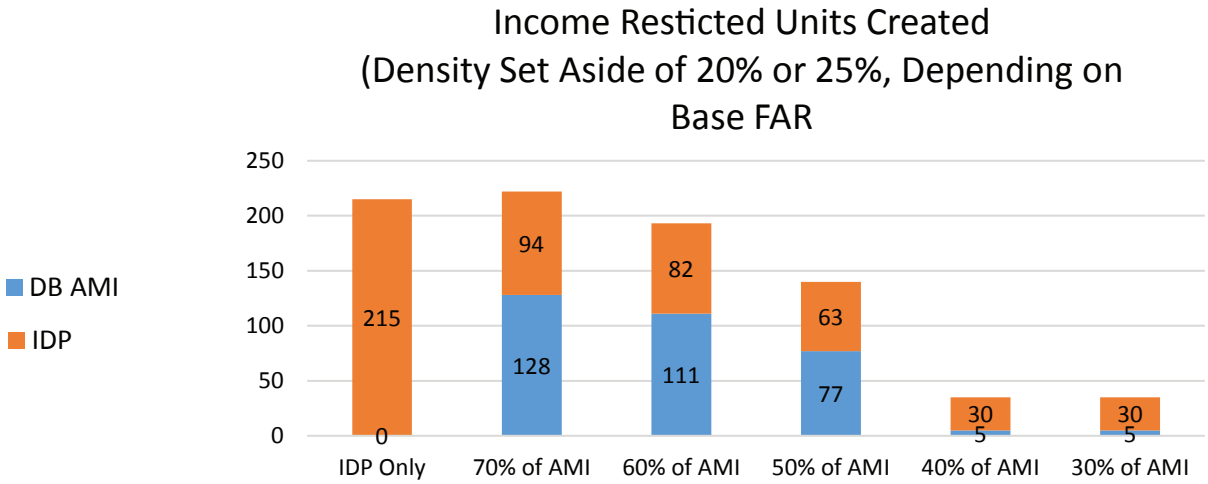
In line with the decline in overall units, the number of income restricted units declines from 70% of AMI to 50% of AMI, declining from 222 income restricted units (all at 70% AMI), to 193 units (111 at 50% of AMI and 82 at 70% of AMI). At 30% of AMI, few projects would go forward, creating only 35 income restricted units, with only five at 30% of AMI.

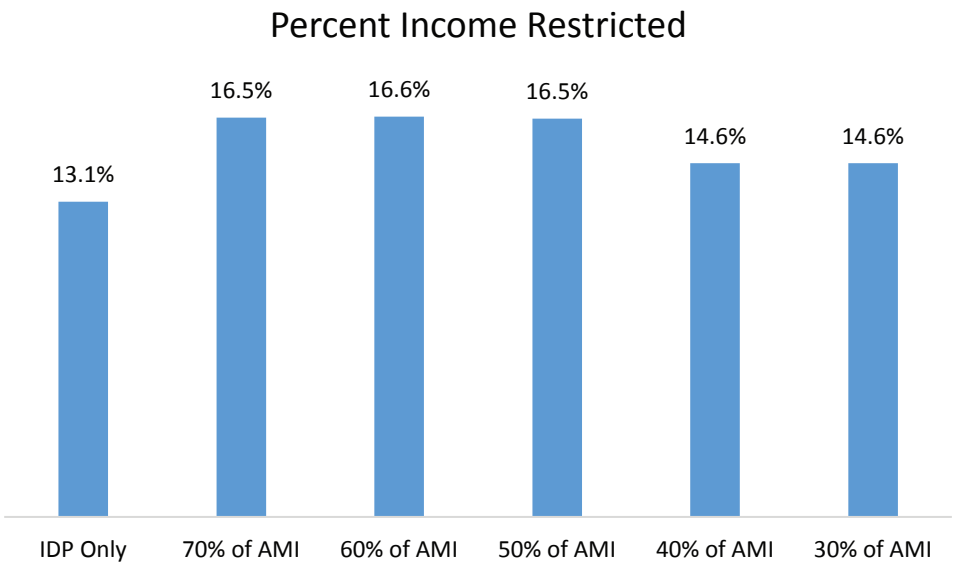
It is important to look at the percent of units that would be income restricted from this group of parcels, which was maximized at 60% of AMI, but the result is only marginally different than for 50% AMI. There is a distinct drop off when the AMI is decreased to 30% or 40%.

For an individual project, however, the affordability would continue to increase as density increased, though the major gains in affordability, both as a total percentage of the project and in terms of the density bonus units as a percentage of the project, occur up to a density/FAR of 4.0, at which point the increase in affordability begins to level off.

Figure 123. Charts illustrating how the change of average AMI of units in the density bonus affects the final number of affordable units and affordability percentage


Income Restricted Units, by Type, as Density Increases (Base FAR of 1.0, 20% Densisty Bonus)
Citywide IDP
Density Percent
IDP Percent
Percent Income Restricted
20%
15%
10%
5%
0%
0.5
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
5.5
FAR (Floor Area Ratio)


Income Resticted Units Created (Density Set Aside of 20% or 25%, Depending on Base FAR
DB AMI
IDP
250
200
150
100
50
0
215
0
94
128
82
111
63
77
30
5
30
5
IDP Only
70% of AMI
60% of AMI
50% of AMI
40% of AMI
30% of AMI


Percent Income Restricted
13.1%
16.5%
16.6%
16.5%
14.6%
14.6%
IDP Only
70% of AMI
60% of AMI
50% of AMI
40% of AMI
30% of AMI

Model Results: Condominiums

Under the assumptions used in this modeling exercise, only three of the 24 scenario parcels were feasible as condominiums when only IDP was expected. As soon as a density bonus was applied, even at a 15% set aside and 80% of AMI for the density bonus units, the number of feasible projects fell to zero. The entrepreneurial return for the modeling is as follows:

	AVERAGE AMI OF DENSITY BONUS UNITS		
PERCENT OF DENSITY ABOVE BASE FAR	60%	70%	80%
15% (1.0 FAR Base), 20% (2.0 FAR Base)	15.1%	15.4%	15.8%
20% (1.0 FAR Base), 25% (2.0 FAR Base)	13.7%	14.1%	14.6%
25% (1.0 FAR Base), 30% (2.0 FAR Base)	12.2%	12.8%	13.3%
IDP Only			16.5%

Given these parcels and assumptions, if the 20% density bonus is applied, none of the parcels would be developed as condominiums, but some could still be feasible as rentals. Again, if a developer faces lower costs or if market prices increase, a condominium development could still be feasible.

Figure 124. Average return, by AMI and Density Bonus Percentage, for condo projects

Recommendation

From this analysis it becomes clear that some projects may not be feasible now under the current Inclusionary Development Policy, and that introducing a density bonus would only further erode feasibility. The community is seeking increased affordability, both in terms of the percent of units created and the incomes that are targeted. As a result, the recommendation is largely a policy decision, though it is still informed by the analysis, which points to dramatic declines in affordability in rental projects when the AMI is less than an average of 50% and the density set aside is higher than 20% (at FAR of 1.0). The recommendation is:

The density bonus should be triggered at the base allowed floor area ratio (FAR), and where that base is 1.0, the affordable set aside should be 20% of the added density. Where the base FAR is 2.0, the set aside should be 25%. For rentals, the average AMI should be 50% of AMI, and for condominiums, the average AMI should be 80% of AMI.

Additional Considerations to the Density Bonus Policy

Providing Density Bonus Units at More than One AMI

Under the New York City Mandatory Inclusionary Housing program, a developer can provide units at more than one AMI level, as long as the average AMI meets program goals. Varying the AMI has no effect on overall feasibility of a rental project, and only affects feasibility on condominium projects at lower incomes. As a result, the BRA is proposing that developers be allowed to provide units at up to three tiers of AMI:

- For rentals, the average AMI would be 50% of AMI, with a minimum income of 30% of AMI, and a maximum income of 70% of AMI.
- For condominiums, the average AMI would be 80% of AMI, with a minimum income of 60% of AMI, and a maximum income of 100% of AMI.

Such a policy would provide a way for the density bonus to meet the needs of a broader range of incomes.

Alternatives to Meeting the Affordability Requirement On-Site

Under the 2015 IDP, developers may seek to meet their affordable housing obligations through either a contribution to the IDP Fund, or through the creation of off-site units. It is anticipated that the requirements for these options, as set out in the IDP, will be translated to the JP/ROX study area, in conjunction with the density bonus units.

Contribution to the IDP Fund: Under the 2015 IDP, projects in Jamaica Plain seeking to "buy-out" of their IDP on-site obligation would have to contribute a minimum of $300,000 per unit, based on 18% of the project's units. This 18% represents 138% of the initial units required. When translating the IDP policy to the density bonus program, the developer would be required to pay the contribution based on 138% of the units that would have been expected on-site.

As an example, for a 100 unit property:

Total On-Site Affordability (including density bonus): **18 units**
Adjustment for Contribution: **18 units x 1.38 = 24.84 units**
Actual contribution (rental in Jamaica Plain):
24.84 units x $300,000 = $7,452,000

For developments in Roxbury, the minimum payment per unit is $200,000, based on 15% of the total units. For a 100 unit property located in Roxbury the math would be as follows, though the adjustment factor would be 1.15 instead of 1.38 :

Total On-Site Affordability (including density bonus): **18 units**
Adjustment for Contribution: **18 units x 1.15 = 20.7 units**
Actual contribution (rental in Roxbury):
20.7 units x $200,000 = $4,140,000

The contribution option can only be used after the BRA completes a feasibility analysis and determines that on-site units would not be feasible. One question is whether or not a developer would actually take the contribution option. Given the assumptions used in this model, developers in Jamaica Plain would choose to keep the units on-site, as the cost of the contribution ($300,000/unit) is higher than the cost of keeping the unit on-site. For the small number of scenario parcels in Roxbury, these developers would seek the contribution option, but again, the BRA preference is for on-site units.

Condominium projects must pay out on a formula which could yield a higher payment per unit. This higher payment is only possible for units priced for approximately $850,000 or higher, so most condominium developers in the study area, at this time, would face the minimum $300,000 payment, and also choose to keep the units on-site.

Off-Site Units: Under the 2015 IDP, off-site units would be allowed, within ½ mile of the sponsoring project. The formula used above to determine the number of units for the contribution would be the same for off-site units. Where the off-site units are a smaller size than the on-site units, a square footage comparability would be expected. As development costs are approximately $350,000 per unit, even with the ability to carry some debt, the savings to the developer is not significant. Citywide, the projects that are seeking the off-site option are high-rise, downtown condominium developments facing significant losses for both the on-site or contribution options. In this respect, off-site units are not the expected choice in the JP/ROX study area, but the BRA would consider on a case-by-case basis.

Steel/High-Rise Construction: Steel/high-rise construction costs were assumed to be $350 per square foot. This is the only change in assumptions from the low-rise/stick built model. With

this one increase in costs, all the parcels had a negative return when constructed as condominiums, even under the base IDP only model. Only when condominium prices rose above $675/square foot (instead of the assumed $600/square foot) did returns become positive for some projects, and prices would have to be above $875/square foot for the average feasibility to reach the threshold of 25 percent. For rentals where only IDP was required, the average return given current rent assumptions was 4.3 percent, well below expected returns of 5.75 percent. Returns only reached 5.75 percent (15 of 24 project sites were feasible) at $4.35 per square foot ($3,915 per month for a two bedroom apartment). As a result, while the plan could allow for heights of 14 stories or more adjacent to Forest Hills or Jackson Square, developers will not build high rises at this time.

Affordable Financing Options: This modeling exercise was created to analyze affordable outcomes for projects with no public or quasi-public subsidies or financing. While higher levels of affordability are possible with such funding sources, putting affordability requirements on developers that would require these sources would be detrimental if these sources were to become unavailable.

Where significant affordability is required, both in terms of the incomes served and the percentage of units (for example, over 40% of the units are income restricted to 50% AMI), traditional, highly competitive sources of affordable housing finance are required, including, but not limited to:

- Federal funds: the HOME fund, CDBG fund, and nine percent tax credits
- State funds: Housing Innovation Fund, the Affordable Housing Trust Fund, and tax credits
- City of Boston funds: the Neighborhood Housing Trust and the Inclusionary Development Policy Fund

Projects requiring such funding were not modeled in this exercise, and the City's commitment to such project is outlined in the overarching affordable housing document and in the PLAN: JP/ROX document itself.

BRA staff did model scenarios where developers would seek less competitive affordable housing sources. This model includes MassHousing debt as the base conditions, which requires at least 20% percent affordability. Although MassHousing would allow the maximum AMI of these units to be as high as 80% of AMI,

given the interest in lower AMIs in this neighborhood, the AMI was assumed to be 50% of AMI. In this model, staff also looked at how a project would benefit if 4% tax credits (which had been uncompetitive, but have become increasingly so recently) were available. It was found that at 20% of units affordable at an AMI of 50%, the model project feasibility declined from 5.98% (IDP only), to 5.38%. Only with 4% Tax credits was feasibility returned to 5.72%, close to our feasibility threshold of 5.75%. In this respect, we should encourage developers to take this financing route, though it cannot be required due to the fact that 4% tax credits are becoming increasingly competitive. In addition, given the costs associated with the tax credit program, projects with only a small number of income restricted units (approximately 12 or less) would not have tax credits as an option.

The City of Boston's 121A tax incentive was also considered as part of this analysis. Under 121A, a designation is given to certain development projects that serve a public purpose or generate economic advancement in areas that are blighted and minimally marketable for private investment. This designation forms a special partnership between the State, the BRA and the developer that results in a streamlined regulatory process and a negotiated alternative tax payment in lieu of real and personal property taxes. The streamlining of the review process allows the BRA to work more closely with the developer to ensure a high-quality and successful project, and ensures that construction will begin as expediently as possible, and the negotiated tax payment provides the developer with tax certainty and allows the city to rely on a constant stream of tax revenues. Under 121A, the tax payment for a rental project is not based on the assessed value of the building, but instead is set at eight percent of the tenant paid income. In this respect, the 121A does not provide a discount over the property taxes modeled for market-rate developments (taxes were also assumed to be seven percent of income), and therefore 121A cannot be relied on to provide additional levels of affordability.

Financial Analysis Appendices

These appendices show the resulting financial feasibility analysis of a number of affordability options for a "model" parcel, which has a base FAR of 1.0.

Appendix 1: Rental Options

AFFORDABLE UNITS AS PERCENT OF ADDED DENSITY	AVERAGE AREA MEDIAN INCOME OF DENSITY BONUS UNITS
Base IDP Option, No Density Bonus	No density bonus units, IDP units are at 70% of AMI
20%	30% of AMI
20%	50% of AMI
25%	30% of AMI
25%	50% of AMI
30%	30% of AMI
30%	50% of AMI

Appendix 2: Condominium Options

AFFORDABLE UNITS AS PERCENT OF ADDED DENSITY	AVERAGE AREA MEDIAN INCOME OF DENSITY BONUS UNITS
Base IDP Option, No Density Bonus	No density bonus units, IDP units are at 80% and 100% of AMI
20%	80% of AMI

Appendix 3: Steel Construction

Rental Option, IDP only

Condo OIption, IDP only

Appendix 1: Base IDP Option, No Density Bonus at 70% AMI

Parcel:	Model	Underlying Zoning:	1.0	Density Bonus Percent:	None-IDP Only
Low Rise	Program	Use:		Multi-family	Apartment
IDP Only		Site Area		SF Land	15,000
		Density		FAR	2.0
		Type & FAR (GSF)		Stick Over Podium	30,000
		Units (SF per)		941	32
		Parking Ratio			0.50
	Affordability	IDP Units	70%		4
		Density Bonus Units	70%		
		Total Income Restricted Units			4
		Income Restricted as Percent of Total Units			12.5%
		Onsite			100%
		Cashed Out			0
		Buyout Cost/Unit			$300,000
		Off-site Purchase or Production Cost/Unit			$0
	Test Results	Return on Cost Threshold	5.8%	Results	5.98%

Gross Potential Income						
Revenues - Private		**Units**	**Unit Size**	**Monthly Rent**	**Rent/SF or /Space**	**Annual Rent**
Market Rate Apartments	Market Rate	28	800	$2,727	$3.41	$916,322
IDP Affordable	70%	4	800	$1,285	$1.61	$61,659
Density Bonus Affordable	70%	0	800	$1,285	$1.61	$0
Commercial	Market Rate Retail	0	0	$0.00	$0.00	$0
	Affordable Innovation	0	5,000	$0.00	$0.00	$0
Residential Parking Spaces		16			$200	$38,400
RSF Residential		32	25,584			$1,016,381
Residential Efficiency & GSF		85%	30,000			
Commercial Efficiency & GSF		100%	0			
Vacancy & Collection Losses	Market Rate				7.0%	($64,143)
	Affordable Units				0.0%	$0
	Market Rate Retail				10.0%	$0
	Affordable Innovation				20.0%	$0
Total Vacancy Loss						($64,143)
Effective Gross Income						$952,239
Non-Reimburseable Expenses						
Residential	Operating			$6,000 Per Unit		($192,000)
	RE Taxes	7% of Resi PGI		$2,220 Per Unit		($71,147)
	Management	2.5% of Resi EGI		$744 Per Unit		($23,805.97)
	Reserves			$325 Per Unit		($10,400)
Commercial						
Subtotal		31% of EGI		$9,292 Per Unit		($297,353)
Net Operating Income		69% of EGI		$20,465 Per Unit		$654,886
Capitalized Value of Residential On Completion-At Stabilization						
Capitalization Rate		New Construction		5.0% Overall Rate		$13,097,721
					Per GSF	$437
					Per Unit	$409,304
Development Cost						
Land		$42,188 Per Unit		$90.00 Per SF		$1,350,000
Buyout or Offsite Cost		$300,000 Per Unit		0.16 Units		$48,000
Residential				$250.00 per GSF		$7,500,000
Commercial				$280.00 per GSF		$0
Parking	Above Grade Garage	16 Spaces		$35,000 per space		$560,000
Soft Costs (includes financing, fees etc.)				20% of Hard Cost		$1,500,000
					Total Development Cost	$10,958,000
					Per GSF	$365
					Per Unit	$342,438
Entrepreneurial Return		Unlevered Return on Cost (NOI/Cost)		6.0%	Margin (Value-Cost)	$2,139,721

Appendix 1: Rental - 20% Bonus at 30% AMI

Parcel:	Model	Underlying Zoning:	1.0	Density Bonus Percent:	20%
Low Rise	**Program**	**Use:**		**Multi-family**	**Apartment**
Density Bonus, Base FAR/1.0		**Site Area**		**SF Land**	**15,000**
Density Bonus AMI 30%		**Density**		**FAR**	**2.0**
		Type & FAR (GSF)		**Stick Over Podium**	**30,000**
		Units (SF per)		**941**	**32**
		Parking Ratio			**0.50**
	Affordability	**IDP Units**	**70%**		**2**
		Density Bonus Units	**30%**		**3**
		Total Income Restricted Units			**5**
		Income Restricted as Percent of Total Units			**15.6%**
		Onsite			**100%**
		Cashed Out			**0**
		Buyout Cost/Unit			**$300,000**
		Off-site Purchase or Production Cost/Unit			**$0**
	Test Results	**Return on Cost Threshold**	**5.8%**	**Results**	**5.62%**

Gross Potential Income						
Revenues - Private		**Units**	**Unit Size**	**Monthly Rent**	**Rent/SF or /Space**	**Annual Rent**
Market Rate Apartments	Market Rate	27	800	$2,727	$3.41	$883,597
IDP Affordable	70%	2	800	$1,285	$1.61	$30,829
Density Bonus Affordable	30%	3	800	$550	$0.69	$19,809
Commercial	Market Rate Retail	0	0	$0.00	$0.00	$0
	Affordable Innovation	0	5,000	$0.00	$0.00	$0
Residential Parking Spaces		16			$200	$38,400
RSF Residential		32	25,584			$972,635
Residential Efficiency & GSF		85%	30,000			
Commercial Efficiency & GSF		100%	0			
Vacancy & Collection Losses	Market Rate				7.0%	($61,852)
	Affordable Units				0.0%	$0
	Market Rate Retail				10.0%	$0
	Affordable Innovation				20.0%	$0
Total Vacancy Loss						($61,852)
Effective Gross Income						$910,783
Non-Reimburseable Expenses						
Residential	Operating			$6,000	Per Unit	($192,000)
	RE Taxes	7%	of Resi PGI	$2,130	Per Unit	($68,084)
	Management	2.5%	of Resi EGI	$712	Per Unit	($22,770)
	Reserves			$325	Per Unit	($10,400)
Subtotal		32%	of EGI	$9,164	Per Unit	($293,254)
Net Operating Income		68%	of EGI	$19,298	Per Unit	$617,529
Capitalized Value of Residential On Completion-At Stabilization						
Capitalization Rate		New Construction		4.6%	Overall Rate	$13,424,542
					Per GSF	$447
					Per Unit	$419,517
Development Cost						
Land		$42,188	Per Unit	$90.00	Per SF	$1,350,000
Buyout or Offsite Cost		$300,000	Per Unit	0.26	Units	$78,799
Residential				$250.00	per GSF	$7,500,000
Commercial				$280.00	per GSF	$0
Parking	Above Grade Garage	16	Spaces	$35,000	per space	$560,000
Soft Costs (includes financing, fees etc.)				20%	of Hard Cost	$1,500,000
					Total Development Cost	$10,988,799
					Per GSF	$366
					Per Unit	$343,400
Entrepreneurial Return	Unlevered Return on Cost (NOI/Cost)			5.6%	Margin (Value-Cost)	$2,435,742

Parcel:	Model	Underlying Zoning: 1.0			Density Bonus Percent: 20%	
Low Rise	Program	Use:			Multi-family	Apartment
Density Bonus, Base FAR/1.0		Site Area			SF Land	15,000
Density Bonus AMI 50%		Density			FAR	2.0
		Type & FAR (GSF)			Stick Over Podium	30,000
		Units (SF per)			941	32
		Parking Ratio				0.50
	Affordability	IDP Units	70%			2
		Density Bonus Units	50%			3
		Total Income Restricted Units				5
		Income Restricted as Percent of Total Units				15.6%
		Onsite				100%
		Cashed Out				0
		Buyout Cost/Unit				$300,000
		Off-site Purchase or Production Cost/Unit				$0
	Test Results	Return on Cost Threshold		5.8%	Results	5.73%

Gross Potential Income						
Revenues - Private		**Units**	**Unit Size**	**Monthly Rent**	**Rent/SF or /Space**	**Annual Rent**
Market Rate Apartments	Market Rate	27	800	$2,727	$3.41	$883,597
IDP Affordable	70%	2	800	$1,285	$1.61	$30,829
Density Bonus Affordable	50%	3	800	$917	$1.15	$33,014
Commercial	Market Rate Retail	0	0	$0.00	$0.00	$0
	Affordable Innovation	0	5,000	$0.00	$0.00	$0
Residential Parking Spaces		16			$200	$38,400
RSF Residential		32	25,584			$985,840
Residential Efficiency & GSF		85%	30,000			
Commercial Efficiency & GSF		100%	0			
Vacancy & Collection Losses	Market Rate				7.0%	($61,852)
	Affordable Units				0.0%	$0
	Market Rate Retail				10.0%	$0
	Affordable Innovation				20.0%	$0
Total Vacancy Loss						($61,852)
Effective Gross Income						$923,988
Non-Reimburseable Expenses						
Residential	Operating			$6,000	Per Unit	($192,000)
	RE Taxes	7%	of Resi PGI	$2,160	Per Unit	($69,009)
	Management	2.5%	of Resi EGI	$722	Per Unit	($23,100)
	Reserves			$325	Per Unit	($10,400)
Subtotal		32%	of EGI	$9,203	Per Unit	($294,508)
Net Operating Income		68%	of EGI	$19,671	Per Unit	$629,480
Capitalized Value of Residential On Completion-At Stabilization						
Capitalization Rate		New Construction		4.6%	Overall Rate	$13,684,339
					Per GSF	$456
					Per Unit	$427,636
Development Cost						
Land		$42,188	Per Unit	$90.00	Per SF	$1,350,000
Buyout or Offsite Cost		$300,000	Per Unit	0.26	Units	$78,799
Residential				$250.00	per GSF	$7,500,000
Commercial				$280.00	per GSF	$0
Parking	Above Grade Garage	16	Spaces	$35,000	per space	$560,000
Soft Costs (includes financing, fees etc.)				20%	of Hard Cost	$1,500,000
					Total Development Cost	$10,988,799
					Per GSF	$366
					Per Unit	$343,400
Entrepreneurial Return		Unlevered Return on Cost (NOI/Cost)		5.7%	Margin (Value-Cost)	$2,695,540

Appendix 1: Rental - 25% Bonus at 30% AMI

Parcel:	Model	Underlying Zoning:	1.0	Density Bonus Percent:	25%
Low Rise	**Program**	**Use:**		**Multi-family**	**Apartment**
Density Bonus, Base FAR/1.0		**Site Area**		**SF Land**	**15,000**
Density Bonus AMI 30%		**Density**		**FAR**	**2.0**
		Type & FAR (GSF)		**Stick Over Podium**	**30,000**
		Units (SF per)		**941**	**32**
		Parking Ratio			**0.50**
	Affordability	**IDP Units**	**70%**		**2**
		Density Bonus Units	**30%**		**4**
		Total Income Restricted Units			**6**
		Income Restricted as Percent of Total Units			**18.8%**
		Onsite			**100%**
		Cashed Out			**0**
		Buyout Cost/Unit			**$300,000**
		Off-site Purchase or Production Cost/Unit			**$0**
	Test Results	**Return on Cost Threshold**	**5.8%**	**Results**	**5.45%**

Gross Potential Income						
Revenues - Private		**Units**	**Unit Size**	**Monthly Rent**	**Rent/SF or /Space**	**Annual Rent**
Market Rate Apartments	Market Rate	26	800	$2,727	$3.41	$850,871
IDP Affordable	70%	2	800	$1,285	$1.61	$30,829
Density Bonus Affordable	30%	4	800	$550	$0.69	$26,412
Commercial	Market Rate Retail	0	0	$0.00	$0.00	$0
	Affordable Innovation	0	5,000	$0.00	$0.00	$0
Residential Parking Spaces		16			$200	$38,400
RSF Residential		32	25,584			$946,512
Residential Efficiency & GSF		85%	30,000			
Commercial Efficiency & GSF		100%	0			
Vacancy & Collection Losses	Market Rate				7.0%	($59,561)
	Affordable Units				0.0%	$0
	Market Rate Retail				10.0%	$0
	Affordable Innovation				20.0%	$0
Total Vacancy Loss						($59,561)
Effective Gross Income						$886,951
Non-Reimburseable Expenses						
Residential	Operating			$6,000	Per Unit	($192,000)
	RE Taxes	7%	of Resi PGI	$2,070	Per Unit	($66,256)
	Management	2.5%	of Resi EGI	$693	Per Unit	($22,174)
	Reserves			$325	Per Unit	($10,400)
Subtotal		33%	of EGI	$9,088	Per Unit	($290,830)
Net Operating Income		67%	of EGI	$18,629	Per Unit	$596,121
Capitalized Value of Residential On Completion-At Stabilization						
Capitalization Rate		New Construction		4.6%	Overall Rate	$12,959,157
					Per GSF	$432
					Per Unit	$404,974
Development Cost						
Land		$42,188	Per Unit	$90.00	Per SF	$1,350,000
Buyout or Offsite Cost		$300,000	Per Unit	0.06	Units	$18,011
Residential				$250.00	per GSF	$7,500,000
Commercial				$280.00	per GSF	$0
Parking	Above Grade Garage	16	Spaces	$35,000	per space	$560,000
Soft Costs (includes financing, fees etc.)				20%	of Hard Cost	$1,500,000
					Total Development Cost	$10,928,011
					Per GSF	$364
					Per Unit	$341,500
Entrepreneurial Return		Unlevered Return on Cost (NOI/Cost)		5.5%	Margin (Value-Cost)	$2,031,145

Appendix 1: Rental - 25% Bonus at 50% AMI

Parcel:	Model	Underlying Zoning:	1.0	Density Bonus Percent:	25%
Low Rise	**Program**	**Use:**		**Multi-family**	**Apartment**
Density Bonus, Base FAR/1.0		**Site Area**		**SF Land**	**15,000**
Density Bonus AMI 50%		**Density**		**FAR**	**2.0**
		Type & FAR (GSF)		**Stick Over Podium**	**30,000**
		Units (SF per)		**941**	**32**
		Parking Ratio			**0.50**
	Affordability	**IDP Units**	**70%**		**2**
		Density Bonus Units	**50%**		**4**
		Total Income Restricted Units			**6**
		Income Restricted as Percent of Total Units			**18.8%**
		Onsite			**100%**
		Cashed Out			**0**
		Buyout Cost/Unit			**$300,000**
		Off-site Purchase or Production Cost/Unit			**$0**
	Test Results	**Return on Cost Threshold**	**5.8%**	**Results**	**5.60%**

Gross Potential Income						
Revenues - Private		**Units**	**Unit Size**	**Monthly Rent**	**Rent/SF or /Space**	**Annual Rent**
Market Rate Apartments	Market Rate	26	800	$2,727	$3.41	$850,871
IDP Affordable	70%	2	800	$1,285	$1.61	$30,829
Density Bonus Affordable	50%	4	800	$917	$1.15	$44,018
Commercial	Market Rate Retail	0	0	$0.00	$0.00	$0
	Affordable Innovation	0	5,000	$0.00	$0.00	$0
Residential Parking Spaces		16			$200	$38,400
RSF Residential		32	25,584			$964,119
Residential Efficiency & GSF		85%	30,000			
Commercial Efficiency & GSF		100%	0			
Vacancy & Collection Losses	Market Rate				7.0%	($59,561)
	Affordable Units				0.0%	$0
	Market Rate Retail				10.0%	$0
	Affordable Innovation				20.0%	$0
Total Vacancy Loss						($59,561)
Effective Gross Income						$904,558
Non-Reimburseable Expenses						
Residential	Operating			$6,000 Per Unit		($192,000)
	RE Taxes	7%	of Resi PGI	$2,110 Per Unit		($67,488)
	Management	2.5%	of Resi EGI	$707 Per Unit		($22,614)
	Reserves			$325 Per Unit		($10,400)
Subtotal		32%	of EGI	$9,141 Per Unit		($292,502)
Net Operating Income		68%	of EGI	$19,127 Per Unit		$612,055
Capitalized Value of Residential On Completion-At Stabilization						
Capitalization Rate		New Construction		4.6% Overall Rate		$13,305,553
					Per GSF	$444
					Per Unit	$415,799
Development Cost						
Land		$42,188	Per Unit	$90.00 Per SF		$1,350,000
Buyout or Offsite Cost		$300,000	Per Unit	0.06 Units		$18,011
Residential				$250.00 per GSF		$7,500,000
Commercial				$280.00 per GSF		$0
Parking	Above Grade Garage	16	Spaces	$35,000 per space		$560,000
Soft Costs (includes financing, fees etc.)				20% of Hard Cost		$1,500,000
					Total Development Cost	$10,928,011
					Per GSF	$364
					Per Unit	$341,500
Entrepreneurial Return		Unlevered Return on Cost (NOI/Cost)		5.6%	Margin (Value-Cost)	$2,377,542

Appendix 1: Rental - 30% Bonus at 30% AMI

Parcel: Model		Underlying Zoning: 1.0		Density Bonus Percent: 30%
Low Rise	**Program**	**Use:**	**Multi-family**	**Apartment**
Density Bonus, Base FAR/1.0		**Site Area**	**SF Land**	**15,000**
Density Bonus AMI 30%		**Density**	**FAR**	**2.0**
		Type & FAR (GSF)	**Stick Over Podium**	**30,000**
		Units (SF per)	**941**	**32**
		Parking Ratio		**0.50**
	Affordability	**IDP Units 70%**		**2**
		Density Bonus Units 30%		**5**
		Total Income Restricted Units		**7**
		Income Restricted as Percent of Total Units		**21.9%**
		Onsite		**100%**
		Cashed Out		**0**
		Buyout Cost/Unit		**$300,000**
		Off-site Purchase or Production Cost/Unit		**$0**
	Test Results	**Return on Cost Threshold 5.8%**	**Results**	**5.27%**

Gross Potential Income						
Revenues - Private		**Units**	**Unit Size**	**Monthly Rent**	**Rent/SF or /Space**	**Annual Rent**
Market Rate Apartments	Market Rate	25	800	$2,727	$3.41	$818,145
IDP Affordable	70%	2	800	$1,285	$1.61	$30,829
Density Bonus Affordable	30%	5	800	$550	$0.69	$33,014
Commercial	Market Rate Retail	0	0	$0.00	$0.00	$0
	Affordable Innovation	0	5,000	$0.00	$0.00	$0
Residential Parking Spaces		16			$200	$38,400
RSF Residential		32	25,584			$920,389
Residential Efficiency & GSF		85%	30,000			
Commercial Efficiency & GSF		100%	0			
Vacancy & Collection Losses	Market Rate				7.0%	($57,270)
	Affordable Units				0.0%	$0
	Market Rate Retail				10.0%	$0
	Affordable Innovation				20.0%	$0
Total Vacancy Loss						($57,270)
Effective Gross Income						$863,119
Non-Reimburseable Expenses						
Residential	Operating			$6,000	Per Unit	($192,000)
	RE Taxes	7%	of Resi PGI	$2,010	Per Unit	($64,427)
	Management	2.5%	of Resi EGI	$674	Per Unit	($21,578)
	Reserves			$325	Per Unit	($10,400)
Subtotal		33%	of EGI	$9,013	Per Unit	($288,405)
Net Operating Income		67%	of EGI	$17,960	Per Unit	$574,714
Capitalized Value of Residential On Completion-At Stabilization						
Capitalization Rate		New Construction		4.6%	Overall Rate	$12,493,772
					Per GSF	$416
					Per Unit	$390,430
Development Cost						
Land		$42,188	Per Unit	$90.00	Per SF	$1,350,000
Buyout or Offsite Cost		$300,000	Per Unit	0.00	Units	$0
Residential				$250.00	per GSF	$7,500,000
Commercial				$280.00	per GSF	$0
Parking	Above Grade Garage	16	Spaces	$35,000	per space	$560,000
Soft Costs (includes financing, fees etc.)				20%	of Hard Cost	$1,500,000
					Total Development Cost	$10,910,000
					Per GSF	$364
					Per Unit	$340,938
Entrepreneurial Return		Unlevered Return on Cost (NOI/Cost)		5.3%	Margin (Value-Cost)	$1,583,772

Appendix 1: Rental - 30% Bonus at 50% AMI

Parcel:	Model	Underlying Zoning:	1.0	Density Bonus Percent:	30%
Low Rise	**Program**	**Use:**		**Multi-family**	**Apartment**
Density Bonus, Base FAR/1.0		**Site Area**		**SF Land**	**15,000**
Density Bonus AMI 50%		**Density**		**FAR**	**2.0**
		Type & FAR (GSF)		**Stick Over Podium**	**30,000**
		Units (SF per)		**941**	**32**
		Parking Ratio			**0.50**
	Affordability	**IDP Units**	**70%**		**2**
		Density Bonus Units	**50%**		**5**
		Total Income Restricted Units			**7**
		Income Restricted as Percent of Total Units			**21.9%**
		Onsite			**100%**
		Cashed Out			**0**
		Buyout Cost/Unit			**$300,000**
		Off-site Purchase or Production Cost/Unit			**$0**
	Test Results	**Return on Cost Threshold**	**5.8%**	**Results**	**5.36%**

Gross Potential Income						
Revenues - Private		**Units**	**Unit Size**	**Monthly Rent**	**Rent/SF or /Space**	**Annual Rent**
Market Rate Apartments	Market Rate	25	800	$2,727	$3.41	$818,145
IDP Affordable	70%	2	800	$1,285	$1.61	$30,829
Density Bonus Affordable	50%	5	800	$734	$0.92	$44,036
Commercial	Market Rate Retail	0	0	$0.00	$0.00	$0
	Affordable Innovation	0	5,000	$0.00	$0.00	$0
Residential Parking Spaces		16			$200	$38,400
RSF Residential		32	25,584			$931,411
Residential Efficiency & GSF		85%	30,000			
Commercial Efficiency & GSF		100%	0			
Vacancy & Collection Losses	Market Rate				7.0%	($57,270)
	Affordable Units				0.0%	$0
	Market Rate Retail				10.0%	$0
	Affordable Innovation				20.0%	$0
Total Vacancy Loss						($57,270)
Effective Gross Income						$874,141
Non-Reimburseable Expenses						
Residential	Operating			$6,000 Per Unit		($192,000)
	RE Taxes	7% of Resi PGI		$2,040 Per Unit		($65,199)
	Management	2.5% of Resi EGI		$683 Per Unit		($21,854)
	Reserves			$325 Per Unit		($10,400)
Subtotal		33% of EGI		$9,045 Per Unit		($289,452)
Net Operating Income		67% of EGI		$18,272 Per Unit		$584,688
Capitalized Value of Residential On Completion-At Stabilization						
Capitalization Rate		New Construction		4.6% Overall Rate		$12,710,618
					Per GSF	$424
					Per Unit	$397,207
Development Cost						
Land		$42,188 Per Unit		$90.00 Per SF		$1,350,000
Buyout or Offsite Cost		$300,000 Per Unit		0.00 Units		$0
Residential				$250.00 per GSF		$7,500,000
Commercial				$280.00 per GSF		$0
Parking	Above Grade Garage	16 Spaces		$35,000 per space		$560,000
Soft Costs (includes financing, fees etc.)				20% of Hard Cost		$1,500,000
					Total Development Cost	$10,910,000
					Per GSF	$364
					Per Unit	$340,938
Entrepreneurial Return		Unlevered Return on Cost (NOI/Cost)		5.4%	Margin (Value-Cost)	$1,800,618

CONDO OPTION							
Low Rise	**Program**	**Use:**				**Multi-family**	**Condo**
Density Bonus Study		**Site Area**	**Acres**	**1.0**		**SF Land**	**15,000**
		Density	**Base FAR**	**1.0**		**FAR**	**2.0**
		Type & FAR (GSF)				**Stick Over Podium**	**30,000**
		Units (SF per)				**1,034**	**29**
		Parking Ratio					**0.80**
	Affordability	**Base Onsite @**	**100%**				**2**
		Base Onsite @	**80%**				**2**
		Rate on Bonus Units					**0%**
		Bonus Onsite @	**0%**				**0**
		Onsite Affordable Units					**4**
		Total Affordability (Onsite+Cash) Rate					**13.8%**
		Average AMI					**90%**
		Buyout Units					**0**
		Buyout Cost/Unit					**$300,000**
		Off-site Purchase or Production Cost/Unit					**$0**
	Test Results	**Margin (Value-Cost)**		**30.0%**		**Results**	**21.4%**
		Market Price		**$600**	**Per SF**		

Gross Potential Income						
Revenues		**Units**	**Unit Size**	**Sales Price**	**$/SF**	**Total Income**
Unit Sales	Market Rate	25	879	$527,160	$600	$13,179,000
	IDP Upper Tier	2	879	$203,600	$280	$407,200
	IDP Lower Tier	2	879	$189,662	$216	$379,325
	Density Bonus	-	879	$128,334	$146	$0
	Parking Spaces	23		$25,000		$580,000
Total Revenues						**$14,545,525**
Marketing/Sales Expense	Brokerage				5.5%	($800,003.86)
	Marketing				0.0%	$0.00
Total Marketing/Sales Expense						**($800,004)**
Value of Residential On Completion						**$13,745,521**
					Per GSF	$458
					Per Unit	$473,983

Development Cost					
Land		$46,552	Per Unit	$90.00	Per SF	$1,350,000
Buyout or Offsite Cost		$300,000	Per Unit	-	Units	$0
Residential				$250	per GSF	$7,500,000
Parking	Above Grade Garage	23	Spaces	$35,000	per space	$812,000
Soft Costs (includes financing, fee etc.)				20%	of Hard Cost	$1,662,400
					Total Development Costs	$11,324,400
					Per GSF	$377
					Per Unit	$390,497
Entrepreneurial Return		Unlevered Return on Cost (NOI/Cost)		21.4%	Margin (Value-Cost)	$2,421,121
					Return On Investment	**21.4%**

CONDO OPTION						
Low Rise	Program	Use:			Multi-family	Condo
Density Bonus Study		Site Area	Acres	1.0	SF Land	15,000
20% Set Aside, at 80% of AMI		Density	Base FAR	1.0	FAR	2.0
		Type & FAR (GSF)			Stick Over Podium	30,000
		Units (SF per)			1,034	29
		Parking Ratio				0.80
	Affordability	Base Onsite @ 100%				1
		Base Onsite @ 80%				1
		Rate on Bonus Units				20%
		Bonus Onsite @ 80%				3
		Onsite Affordable Units				5
		Total Affordability (Onsite+Cash) Rate				17.2%
		Average AMI				84%
		Buyout Units				0
		Buyout Cost/Unit				$300,000
		Off-site Purchase or Production Cost/Unit				$0
	Test Results	Margin (Value-Cost)		30.0%	Results	18.4%
		Market Price		$600	Per SF	

Gross Potential Income						
Revenues		**Units**	**Unit Size**	**Sales Price**	**$/SF**	**Total Income**
Unit Sales	Market Rate	24	879	$527,160	$600	$12,651,840
	IDP Upper Tier	1	879	$203,600	$280	$203,600
	IDP Lower Tier	1	879	$189,662	$216	$189,662
	Density Bonus	3	879	$189,662	$216	$568,987
	Parking Spaces	23		$25,000		$580,000
Total Revenues						**$14,194,090**
Marketing/Sales Expense	Brokerage				5.5%	($780,674.93)
	Marketing				0.0%	$0.00
Total Marketing/Sales Expense						**($780,675)**
Value of Residential On Completion						**$13,413,415**
					Per GSF	$447
					Per Unit	$462,532

Development Cost						
Land		$46,552	Per Unit	$90.00	Per SF	$1,350,000
Buyout or Offsite Cost		$300,000	Per Unit	-	Units	$0
Residential				$250	per GSF	$7,500,000
Parking	Above Grade Garage	23	Spaces	$35,000	per space	$812,000
Soft Costs (includes financing, fee etc.)				20%	of Hard Cost	$1,662,400
					Total Development Costs	$11,324,400
					Per GSF	$377
					Per Unit	$390,497
Entrepreneurial Return		Unlevered Return on Cost (NOI/Cost)		18.4%	Margin (Value-Cost)	$2,089,015
					Return On Investment	**18.4%**

Parcel:	Model	Underlying Zoning:	1.0	Density Bonus Percent:	None-IDP Only
High Rise-Steel	**Program**	**Use:**		**Multi-family**	**Apartment**
Density Bonus, Base FAR/1.0		**Site Area**		**SF Land**	**15,000**
		Density		**FAR**	**2.0**
		Type & FAR (GSF)		**Stick Over Podium**	**30,000**
		Units (SF per)		**941**	**32**
		Parking Ratio			**0.50**
	Affordability	**IDP Units**	**70%**		**4**
		Total Income Restricted Units			**4**
		Income Restricted as Percent of Total Units			**12.5%**
		Onsite			**100%**
		Cashed Out			**0**
		Buyout Cost/Unit			**$300,000**
		Off-site Purchase or Production Cost/Unit			**$0**
	Test Results	**Return on Cost Threshold**	**5.8%**	**Results**	**4.49%**

Gross Potential Income						
Revenues - Private		**Units**	**Unit Size**	**Monthly Rent**	**Rent/SF or /Space**	**Annual Rent**
Market Rate Apartments	Market Rate	28	800	$2,726	$3.41	$916,035
IDP Affordable	70%	4	800	$1,285	$1.61	$61,659
Commercial	Market Rate Retail	0	0	$0.00	$0.00	$0
	Affordable Innovation	0	5,000	$0.00	$0.00	$0
Residential Parking Spaces		16			$200	$38,400
RSF Residential		32	25,584			$1,016,094
Residential Efficiency & GSF		85%	30,000			
Commercial Efficiency & GSF		100%	0			
Vacancy & Collection Losses	Market Rate				7.0%	($64,122)
	Affordable Units				0.0%	$0
	Market Rate Retail				10.0%	$0
	Affordable Innovation				20.0%	$0
Total Vacancy Loss						($64,122)
Effective Gross Income						$951,972
Non-Reimburseable Expenses						
Residential	Operating			$6,000 Per Unit		($192,000)
	RE Taxes	7%	of Resi PGI	$2,220 Per Unit		($71,127)
	Management	2.5%	of Resi EGI	$744 Per Unit		($23,799)
	Reserves			$325 Per Unit		($10,400)
Commercial						
Subtotal		31%	of EGI	$9,291 Per Unit		($297,326)
Net Operating Income		69%	of EGI	$20,458 Per Unit		$654,646
Capitalized Value of Residential On Completion-At Stabilization						
Capitalization Rate		New Construction		4.6% Overall Rate		$14,231,428
					Per GSF	$474
					Per Unit	$444,732
Development Cost						
Land		$42,188	Per Unit	$90.00 Per SF		$1,350,000
Buyout or Offsite Cost		$300,000	Per Unit	0.20 Units		$60,000
Residential				$350.00 per GSF		$10,500,000
Commercial				$280.00 per GSF		$0
Parking	Above Grade Garage	16	Spaces	$35,000 per space		$560,000
Soft Costs (includes financing, fees etc.)				20% of Hard Cost		$2,100,000
					Total Development Cost	$14,570,000
					Per GSF	$486
					Per Unit	$455,313

CONDO OPTION							
Low Rise	**Program**	**Use:**				**Multi-family**	**Condo**
Density Bonus Study		**Site Area**	**Acres**	**1.0**		**SF Land**	**15,000**
20% Set Aside, at 80% of AMI		**Density**	**Base FAR**	**1.0**		**FAR**	**2.0**
		Type & FAR (GSF)				**Stick Over Podium**	**30,000**
		Units (SF per)				**1,034**	**29**
		Parking Ratio					**0.80**
	Affordability	**Base Onsite @ 100%**					**1**
		Base Onsite @ 80%					**1**
		Rate on Bonus Units					**20%**
		Bonus Onsite @ 80%					**3**
		Onsite Affordable Units					**5**
		Total Affordability (Onsite+Cash) Rate					**17.2%**
		Average AMI					**84%**
		Buyout Units					**0**
		Buyout Cost/Unit					**$300,000**
		Off-site Purchase or Production Cost/Unit					**$0**
	Test Results	**Margin (Value-Cost)**		**30.0%**		**Results**	**18.4%**
		Market Price		**$600**	**Per SF**		

Gross Potential Income						
Revenues		**Units**	**Unit Size**	**Sales Price**	**$/SF**	**Total Income**
Unit Sales	Market Rate	24	879	$527,160	$600	$12,651,840
	IDP Upper Tier	1	879	$203,600	$280	$203,600
	IDP Lower Tier	1	879	$189,662	$216	$189,662
	Density Bonus	3	879	$189,662	$216	$568,987
	Parking Spaces	23		$25,000		$580,000
Total Revenues						**$14,194,090**
Marketing/Sales Expense	Brokerage				5.5%	($780,674.93)
	Marketing				0.0%	$0.00
Total Marketing/Sales Expense						**($780,675)**
Value of Residential On Completion						**$13,413,415**
					Per GSF	$447
					Per Unit	$462,532

Development Cost						
Land		$46,552	Per Unit	$90.00	Per SF	$1,350,000
Buyout or Offsite Cost		$300,000	Per Unit	-	Units	$0
Residential				$250	per GSF	$7,500,000
Parking	Above Grade Garage	23	Spaces	$35,000	per space	$812,000
Soft Costs (includes financing, fee etc.)				20%	of Hard Cost	$1,662,400
					Total Development Costs	$11,324,400
					Per GSF	$377
					Per Unit	$390,497
Entrepreneurial Return		Unlevered Return on Cost (NOI/Cost)		18.4%	Margin (Value-Cost)	$2,089,015
					Return On Investment	**18.4%**

ARBORWAY YARD MEMORANDUM OF UNDERSTANDING

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

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

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

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

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

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

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

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

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

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

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

2. The MBTA shall commence a collaborative and comprehensive community planning and design process with the City of Boston (the "Community Planning Process"). The process will include the entire MBTA property. The initial focus of the planning process identified in paragraph 1, above, will be on the Bus Maintenance component.

3. As a key component of the Community Planning Process, the MBTA and the City mutually agree that the CPCAY shall be the mechanism for coordinating and providing the community's input into the planning and design of the new Transportation Facility. The objective of the Community Planning Process is to insure that the surrounding community has full and adequate involvement in the process. The CPCAY shall be appointed by the Mayor as the Community Planning Committee for the Arborway Yard. The MBTA will not make any decisions regarding the new Transportation Facility without prior consultation with the CPCAY. This CPCAY shall provide the mechanism for community participation and review by interacting with the MBTA and City of Boston officials. The process shall explore all aspects of discussion, planning, design, construction and implementation regarding a new Transportation Facility at the Arborway Yard. All decisions regarding this Facility shall utilize the negotiations process as described in paragraph 7, below.

4. The City and the MBTA, through the Community Planning Process, shall establish mutually agreeable time frames for the completion of the various steps for a review of the planning and design of the Transportation Facility for the Arborway Yard. The parties agree to meet regularly in open and participatory meetings with those interested and concerned about the development of the Arborway Yard. Additionally, the parties agree to complete the Community Planning Process within six months from the date of this agreement.

5. As part of the Community Process, the MBTA shall make available to the City and the CPCAY information regarding plans for the Arborway Yard to date, as well as any such information and documentation that may be developed during the Community Planning Process.

6. The final development plan for the Arborway Yard, developed through the Community Planning Process, shall be appropriate in scale to the immediate neighborhood and shall be sensitive to the environmental, public transportation, vehicle and pedestrian safety, recreational and open green space concerns of the surrounding neighborhood and Jamaica Plain community. Further, the final development plan shall be acceptable to the MBTA and the City. Any disputes over the plan shall be settled by the signatories through a non-binding mediation process, to be agreed upon.

7. This Memorandum of Understanding is a legally binding document between the signatories hereto, which has the force and effect of law and shall be enforceable by the signatories in a court of law, after an agreed upon negotiation process has been completed. This negotiation process shall commence after the parties, acting in good

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

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

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

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

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

MASSACHUSETTS BAY
TRANSPORTATION AUTHORITY

By: _____
Robert H. Prince, Jr.
General Manager

CITY OF BOSTON

By: _____
Thomas M. Menino, Mayor
City of Boston

Approved as to Form:

_____
William A. Mitchell, Jr.
MBTA General Counsel

_____
City of Boston
Corporation Counsel

CITY OF BOSTON • MASSACHUSETTS

OFFICE OF THE MAYOR
THOMAS M. MENINO

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

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

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

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

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

For contextual reference, we are providing the following site plans for review:
- City of Boston Topological Survey & Planimetric Map;
- MBTA-COB-CPCAY Revised Option-T with Site Analysis, May 2001

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

FACILITY PROGRAM, PLANNING & DESIGN

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

B. The buses garaged, fueled and maintained at the Arborway Facility, in the near term shall be 40' CNG buses and in the long term, there may be twenty-60' CNG buses. Alternative technologies including fuel cell and hybrid electric vehicles shall also be pursued. No diesel buses are to be fueled, garaged or maintained at the Arborway Yard, even on an interim basis. Only vehicles actually garaged at the facility will be fueled and maintained there.

C. The Facility and all access and egress points must be located on the Arborway side of the site.

D. The best location for a two-way road under the Casey Overpass should be studied, acquired, designed and constructed to provide optimum bus access/egress to the Arborway Yard.

E. There must be an Emerald Necklace Re-Connector with an average width of 85-ft and not less than 60-ft at any point, to link Franklin Park with the Arnold Arboretum, and that does not run along the Casey Overpass. The MBTA should amend the Facility design contract of Goodkind & O'Dea to reflect the additional task of providing landscape architectural services for the Emerald Necklace Re-Connector.

F. The Washington Street/Arborway corner of the site must be developed as a signature entrance to site and enhance the Emerald Necklace Re-Connection.

G. No vehicles will cross the Emerald Necklace Re-Connector at grade unless it permits a substantial increase in green space.

H. There shall be no commuter parking. Employee and visitor parking shall be accommodated on the roof of the transportation facility. In order to preserve and provide for adequate parking for existing businesses and residences, fifteen surface parking spaces shall be provided for businesses in the Brookley Road/Stonley Road area and the City will install parking meters on both sides of Washington St.

I. All MBTA activity shall be confined within an area not to exceed 10.3-acres, inclusive of the Facility, the LRV reservation and # 500 Arborway. Should the LRV not be restored, then a minimum of 0.8-acres of land will be made available for community planning and use purposes.

J. The Facility will meet federal and state standards as agreed upon by all; to reduce light pollution, all exterior lighting must be fully cut-off and shielded; must include sound barriers constructed to enclose noise sources; HVAC blowers and compressors should be structurally isolated; marshaling yard must be enclosed with walls/screening buffers of sufficient height so that buses are not visible..

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

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

K. The existing City owned "Pole Yard" will be incorporated into the Arborway Yard Plan.

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

OPERATIONS

M. A vintage alternative fuel vehicle should be run between Forest Hills Station, the Arboretum, Franklin Park Zoo and the Mass Audubon Society's Boston Nature Center. The MBTA will participate in funding 50% of the cost of the seasonal service. The MBTA will not operate the service.

N. No stationary commercial advertising of any kind is to be located on or associated with the facility.

O. Comprehensive security arrangements must be provided at the facility by the MBTA.

P. A transportation management plan must be approved by the City to ensure that no bus or other large MBTA vehicle is allowed on residential side roads; and MBTA employee's or clients will not use residential side roads for parking or access to the facility.

Q. Traffic, acoustic air quality modeling must be completed before the project enters the schematic design phase and evaluated by the CPCAY and the City of Boston, as previously agreed to by the MBTA.

R. The City must retain ownership of the Stoney Brook.

S. The MBTA strongly encourages the use of Minority, Women, and Disadvantaged Business Enterprises and City of Boston residents as prime contractors, subcontractors, tradespeople, and suppliers in all of its contracting opportunities.

T. Only low to mid-level maintenance shall be performed on vehicles in the facility. All work shall be performed between 6 AM and 11 PM. No repair work to be performed between 11 PM and 6 AM. Activity will be limited to visual bus inspections. Low to mid-level maintenance does not include major bodywork or engine and transmission overhaul.

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

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

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

COROLLARY

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

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

This Memorandum of Agreement is hereby excuted as of the first date written above.

CITY OF BOSTON

By: _____
Thomas M. Menino, Mayor
City of Boston

Approved as to Form:
_____
City of Boston
Corporation Council

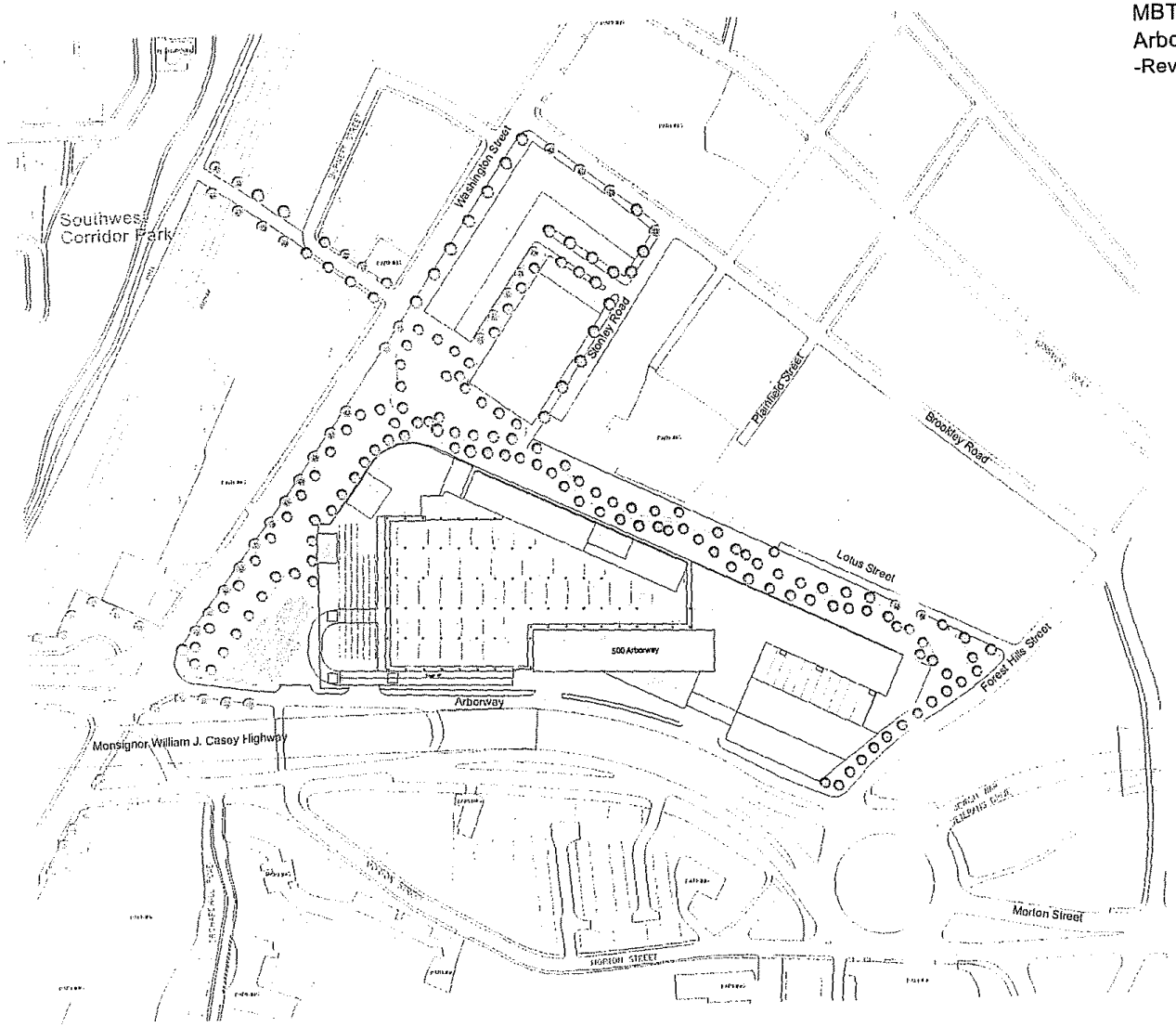
MASSACHUSETTS BAY
TRANSPORTATION AUTHORITY

By: _____
Robert H. Prince, Jr.
General Manager

_____
William A. Mitchell, Jr.
MBTA General Counsel

BOSTON
MASSACHUSETTS
1962
SHEET NO. 15N-8E
SCALE 1:1200
500 FOOT GRID BASED
ON MASSACHUSETTS COORDINATE SYSTEM, MAINLAND ZONE
THE LAST THREE DIGITS OF THE GRID NUMBERS ARE OMITTED
FRANKLIN PARK
ARBORWAY TERMINAL PARKING
M. T. A. OFFICE BUILDING
DUNNING WAY
ORLEANS WAY
CEMETERY ROAD
FRANKLIN PARK ENTRANCE DRIVE
JAMES B. VEGA CIRCLE
WILLIAMS STREET
BOSTON STREET
DORCHESTER AVENUE
SOUTHAMPTON STREET
HARRISON AVENUE
ALBANY STREET
MASSACHUSETTS AVENUE
WASHINGTON STREET
ATLANTIC AVENUE
SUMMER STREET
KNEELAND STREET
BEACH STREET
KNEELAND COURT
SUFFOLK COUNTY COURT HOUSE
BOSTON HOUSE
BOSTON STREET
ST MARK STREET EXT
ST MARK STREET
SOUTH STREET
HUDSON STREET
WILLIAM STREET
BOSTON STREET
HALL STREET
BOSWORTH STREET
HANOVER STREET
ENDICOTT STREET
SCALE 1:1200
0 100 200 300 400 500 FT.
500 FOOT GRID BASED
ON MASSACHUSETTS COORDINATE SYSTEM, MAINLAND ZONE
THE LAST THREE DIGITS OF THE GRID NUMBERS ARE OMITTED
BOSTON
MASSACHUSETTS
1962
SHEET NO. 15N-8E

MBTA Bus Facility
Arborway Yard
-Revised Option T



boston planning &
development agency