

PLAN

JP/Rox

Washington St.
Columbus Ave.

DRAFT
07.15.2016



CITY OF BOSTON
Martin J. Walsh, Mayor



MAYOR'S LETTER

TO BE COMPLETED

ACKNOWLEDGMENTS

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

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EXECUTIVE SUMMARY

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INTRODUCTION

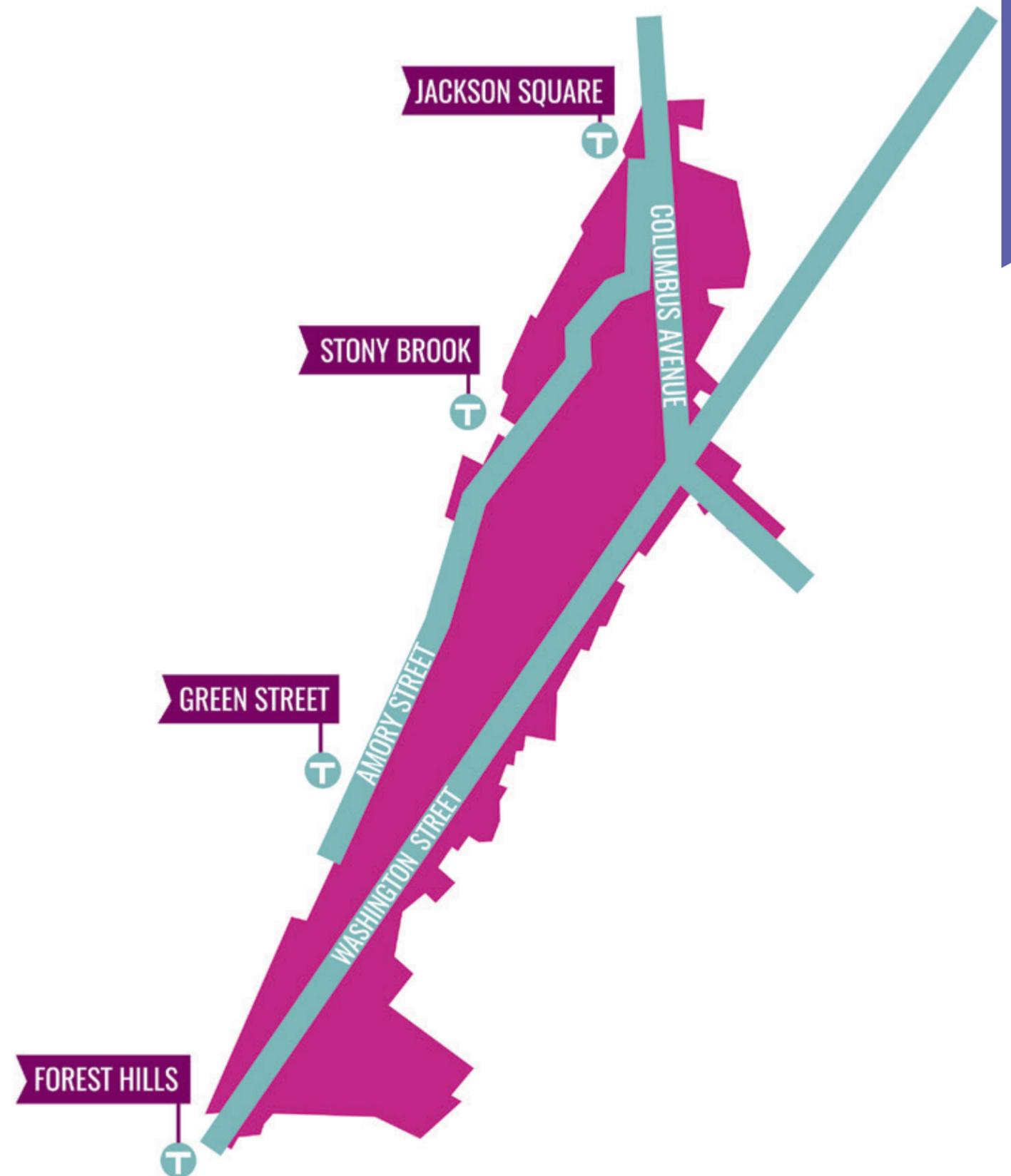
Boston is a growing city. Historically it is a city that has gone through many periods of major socio-economic change and with each cycle of change, new opportunities and new challenges have emerged. We are at one of those points in time. Current estimates indicate that Boston's population is projected to increase to over 90,000 persons, to a population of at least 709,000 persons, by 2030. To capture the benefits of growth, we must plan proactively. The concurrent Citywide planning process, Imagine Boston 2030, is planning at the citywide scale to ensure that Boston's investments support the city's vision for inclusive growth. By actively guiding Boston's growth, we will make investments that yield multiple benefits.

With population growth come shifts in household size and composition, as well as shifts in how and what we do for work, play and socializing. In looking at places to accommodate new residents, former industrial sites at the edges of neighborhoods stand out as logical areas to explore for redevelopment. Together we have an opportunity to shape this growth in a way that works for current and future residents.

The Study Area is made up of 160 acres and has over 50 acres of former industrial or vacant land with the potential to undergo change over the next 15- to 20-year period. During that time, elements of this plan such as maintaining and furthering diversity, affordability, and quality of life, will continue to evolve. It is vital that the recommendations here are seen as a living document that will need to adapt to changing context over time.

With its proximity to the Orange Line, which is set to undergo major upgrades within the next 5 years, the JP/ROX corridor is an ideal area for mixed-use development that takes advantage of convenient access to public transit. As a result, the area is already experiencing significant market pressure for the transformation of the traditional manufacturing, industrial, commercial base to new residential mixed use.

Through robust community conversations, PLAN: JP/ROX lays the groundwork to guide the preservation, enhancement, and growth of Jamaica Plain and Roxbury's unique neighborhood assets. Our goal is not simply to promote growth for the sake of growth, or purely for the financial gain of developers. This plan strives to leverage development interest so that the broader community benefits from enhanced public spaces, the creation of a significant amount of new affordable housing, and more.



With that, PLAN: JP/ROX reflects commitments shared between the Boston Redevelopment Authority (BRA) and other City of Boston departments, residents, and business and property owners of both Jamaica Plain and Roxbury. Careful consideration was given to the thoughtful dialogue that came from the community planning process. Although stakeholders came from different and sometimes opposing perspectives, the BRA's planners tried to engage with and understand the viewpoints of as many people as possible.

Many aspects were studied and discussed through the PLAN: JP/ROX community engagement process, and overall livability is desired by all. There must be a mix of uses to complement and support each other. Housing that meets varying income levels and space needs for different demographics of people is a priority. Infrastructure, such as roads and utilities, and other public improvements must support new development, which will be informed by smart urban design guidelines. Open space and recreational areas that add to the quality of life and provide connectivity via alternative modes of transportation will be another area of investment. Small business and workforce development resources are also important to keep the neighborhood vibrant and convenient for residents' shopping and employment needs.

While PLAN: JP/ROX seeks to achieve multiple goals, the BRA and the City have heard clearly from many people of Jamaica Plain and Roxbury 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. To optimize existing Department of Neighborhood Development (DND) and BRA programs aimed at providing affordable housing opportunities, there was a significant effort to understand how new and complementary tools could increase both the amount of deed-restricted affordable units and the household income levels at which those units would be affordable in the JP/ROX Study Area. The BRA and 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 the PLAN: JP/ROX process.

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.

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



Several key goals of PLAN: JP/ROX include:

- Preserving the vast majority of the Study Area's existing form and character while any new development will be infill opportunities.
- Identifying areas of former industrial uses as strategic mixed-use redevelopment sites with an emphasis on the provision of affordable housing and job creation.
- Adding to the existing housing in the Study Area to relieve overall pressure on rents, while also focusing specifically on housing affordable to low- and moderate-income households.
- 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 updating City policies, planning guidelines and tools to implement a coordinated vision established by this plan.
- Developing new 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 bonus floor area ratio (FAR) and zoning height.

As a follow-up to the plan, appropriately updated zoning reflecting the envisioned uses, dimensional requirements, and bonus heights and densities will be written and presented for approval by the BRA's Board of Directors and Boston Zoning Commission.

Plan Framework Recommendations

Key recommendations from the framework of this plan are based on the various elements mentioned above and aim to be positive and progressive to foster responsible development that delivers opportunities for achievable public benefits and improves the overall quality of life for residents. The framework of this plan is comprised of six sections:

Neighborhood Character and Land Use

This section recommends the underlying basis to preserve many aspects of the existing form of the Study Area by maintaining the existing zoning dimensional requirements, while recommending use changes to support a specific envisioned character in certain areas (i.e., Green Street between Amory Street and Washington should be a lively, pedestrian-friendly commercial district with more active ground-floor uses).

Housing Affordability & Development Without Displacement

This section includes strategies to increase affordable housing set-asides through private development, and through other creative policy and affordable housing subsidy tools to bolster community development work and affordable housing production on public land.

Jobs & Businesses

This section includes recommendations to preserve and revitalize small and local businesses, attract new business, encourage affordable and accessible commercial spaces, and support the workforce through training and job standards.

Transportation, Mobility & Connectivity

As more development is anticipated to come to the Study Area, recommendations are being made along the main corridors and intersections to improve mobility, connections and safety for all modes of transportation, prioritizing biking, walking and public transit.

Open Space, Placemaking & Public Realm

While the Study Area is bolstered by the Southwest Corridor and Franklin Park, this section suggests ways that new public open space opportunities can be created, with guidelines that encourage new development to include open space (private and semi-private), enhance the surrounding public realm (e.g. streets and sidewalks, gathering spaces, active retail), and create a sense of "place".

Sustainable Development & Green Buildings

This section includes sustainable development ideas being used Citywide to increase the number of green buildings in the Study Area minimizing energy usage, greenhouse gas emissions, pollution and heat island effect; to support preparedness for the effects of climate change; and to overall conserve natural resources.

Implementation Strategies

The implementation section of this plan includes urban design guidelines, a description of how development will be coordinated with community benefits, and a BRA/City interdepartmental implementation action plan.

Urban Design Guidelines

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

Coordination of Development and Benefits

In return for additional density, the BRA is proposing a density bonus policy whereby additional density would be allowed in exchange for additional income-restricted, affordable housing units. Projects would still be limited by restrictions including height, density and the urban design guidelines.

Implementation Action Plan

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

We sincerely would like to thank every member of the community that has invested their time, energy, ideas, and patience in this process, and we look forward to working together to achieve these shared goals.

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





PLANNING CONTEXT

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HISTORY

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

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

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



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

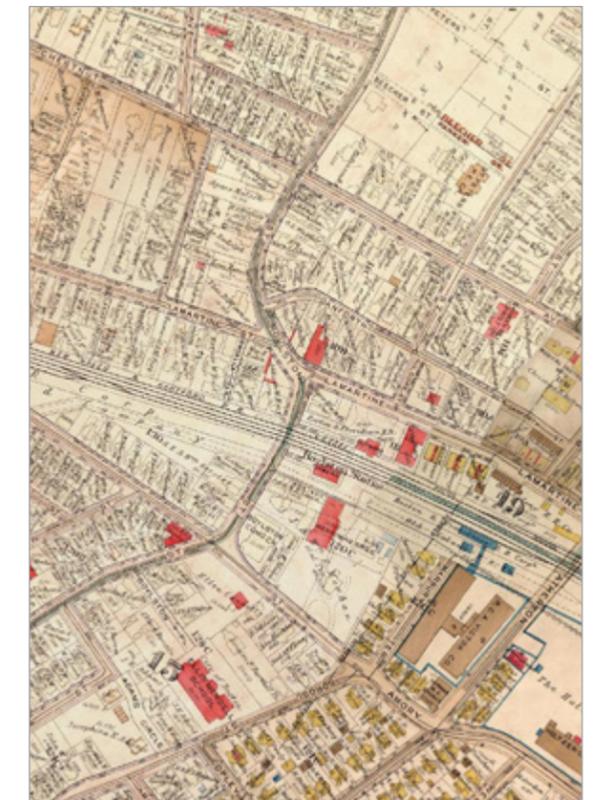


Figure 4. Opposite left: Historical map of Jamaica Plain, 1924-1931. Opposite right: Historical map of the Stony Brook neighborhood, 1924-1931.

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

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

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

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

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





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



Postcard of Forest Hills Station from 1907

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.

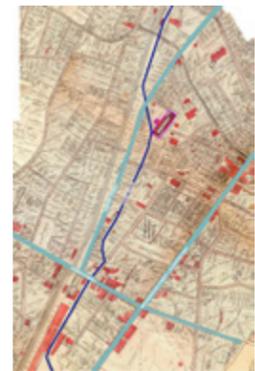
1834
Providence-Boston rail begins service, with stations in Jamaica Plain, encouraging more development.

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



Haffenreffer Brewery at its peak (JP NDC)

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



17TH CENTURY
Early Agriculture

18TH CENTURY
Country Estates

19TH CENTURY
Commuter Rail Suburb and Industry

20TH CENTURY
Rapid Growth, Decline, and Community Action

21st century
Opportunities

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

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



Loring-Greenough House built in 1760.

1850s-1950's
Stony Brook Valley becomes a small industrial and residential center due to its access to running water, transportation, and abundant land.

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

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



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.



Egleston Square Transfer Station 1955

1970-80
Local activists fight back against I-95 and redlining. Community reinvestment through nonprofits stabilizes neighborhood. Artists, immigrants, and students start moving in to the improved area.

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

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.

COMMUNITY VISION

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

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

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

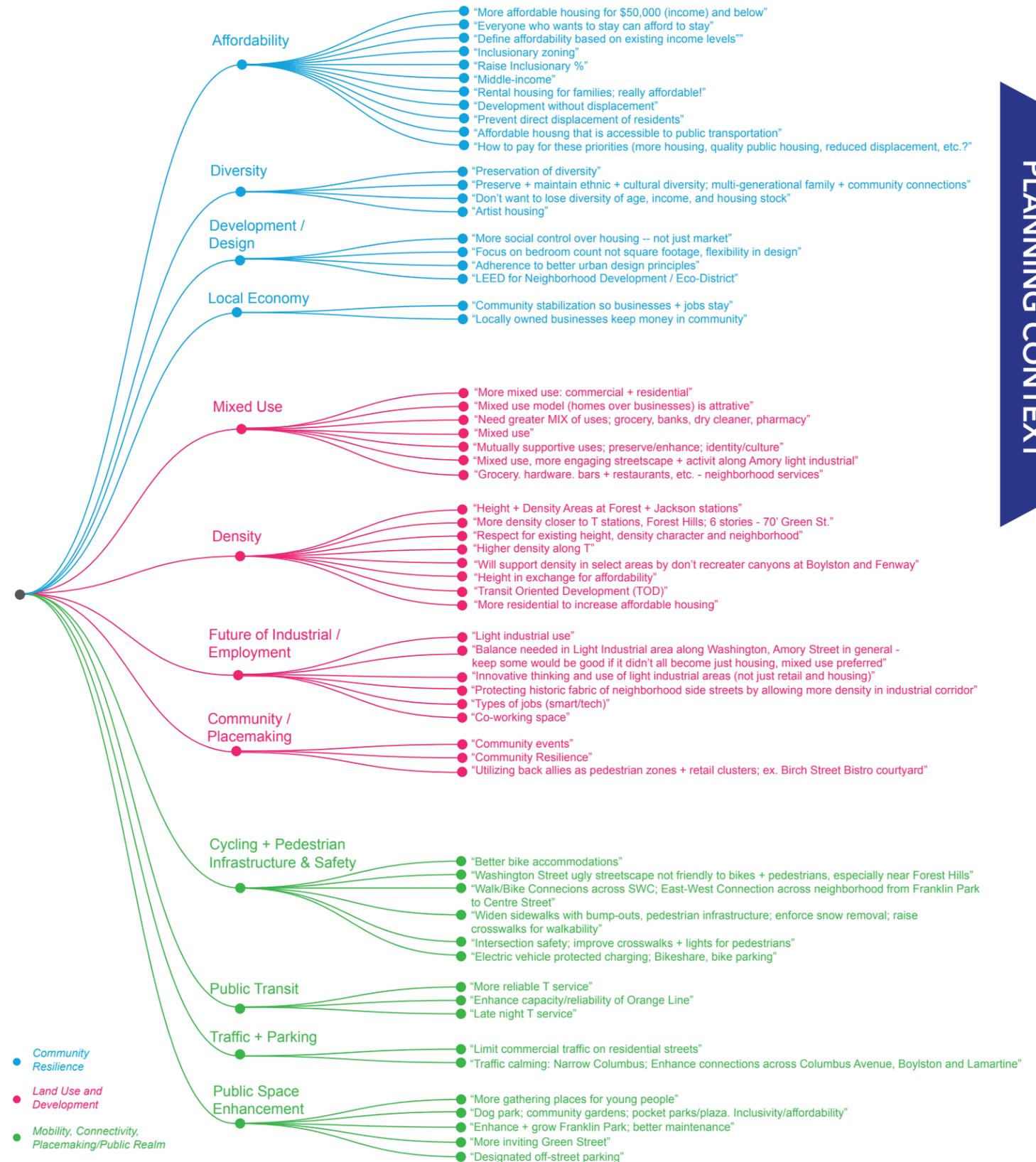


Figure 6. Opposite: Community Priority Visions and Values, learned early on in the PLAN: JP/ROX process.

Community Priority Statements

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

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

Planning Themes

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

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

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



Figure 7. Opposite: Aerial view of existing residential area. Photo credit: Landslides Photography, Alex MacLean.

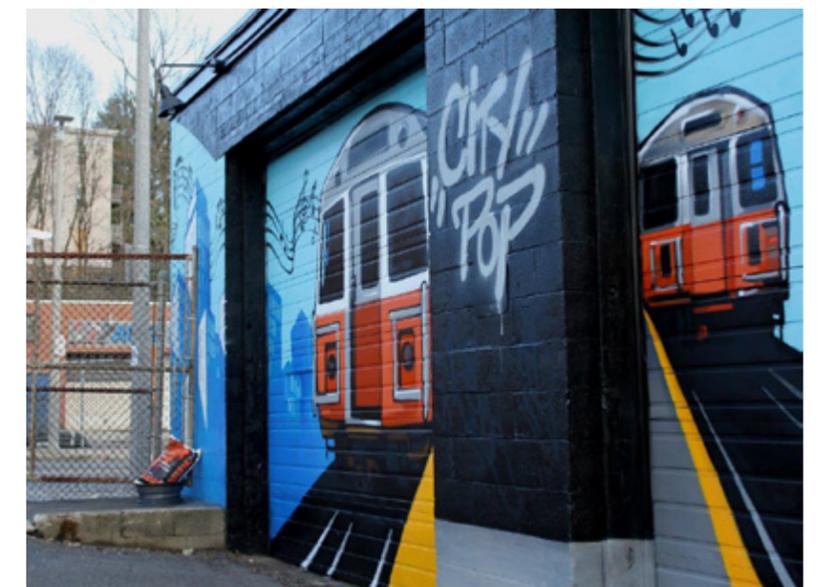


Figure 8. CityPOP temporary artist and maker space in Egleston Square. Photo credit: Embarc Studio.



WORKSHOPS & OUTCOMES

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THE PROCESS

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

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

“Preserve, enhance, and grow” were the initial three lenses that the Planning Team asked participants to think about for the Study Area in order to determine how to create an appropriate planning vision. Community discussions exploring 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, 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 departments are thinking within their own policy areas and across departments about how to accommodate growth and density along this transit corridor.



Figure 9. Opposite: Workshop participants discuss how they get around the Study Area at the Mobility Workshop.



Figure 10. PLAN: JP/ROX Open House kickoff.

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

In an effort to begin the implementation of this plan in 2016, in coordination with Imagine Boston 2030, City departments will continue to define new policies, zoning, and collaborative initiatives (see Implementation Strategy on page 139.)

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 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 11. Opposite: Bike Tour of the Study Area.



OPEN HOUSE

July 28, 2015

PLAN JP/ROX kicked-off with an Open House where information was displayed about the study goals, area issues and challenges, as well as profiles of the Study Area's demographics, households, land use, and transportation infrastructure. Many members from the interdepartmental working group and the BRA staffed each station and were available for questions and conversations. Interactive comment boards asked participants general questions about how well they knew the area, how they got around, what they wanted in their neighborhood, but also more specific questions about what improvements they might suggest on main roads (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 12. 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! "Public art and cultural projects - (i.e., to activate empty storefronts while awaiting long-term occupants)"
- A diverse community of mixed incomes, ethnicity, age and education
- More services, retail and amenities along Amory corridor

WALK & BIKE TOURS

September 1, 2015

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

Outcome

Examples of the comments and ideas include:

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



Figure 13. Bike tour participants gather at the Green Street MBTA station.

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

WORKSHOP #1

Visioning Session

September 30, 2015

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



Figure 14. Small groups of workshop participants gather to discuss their priorities during the Visioning Session.

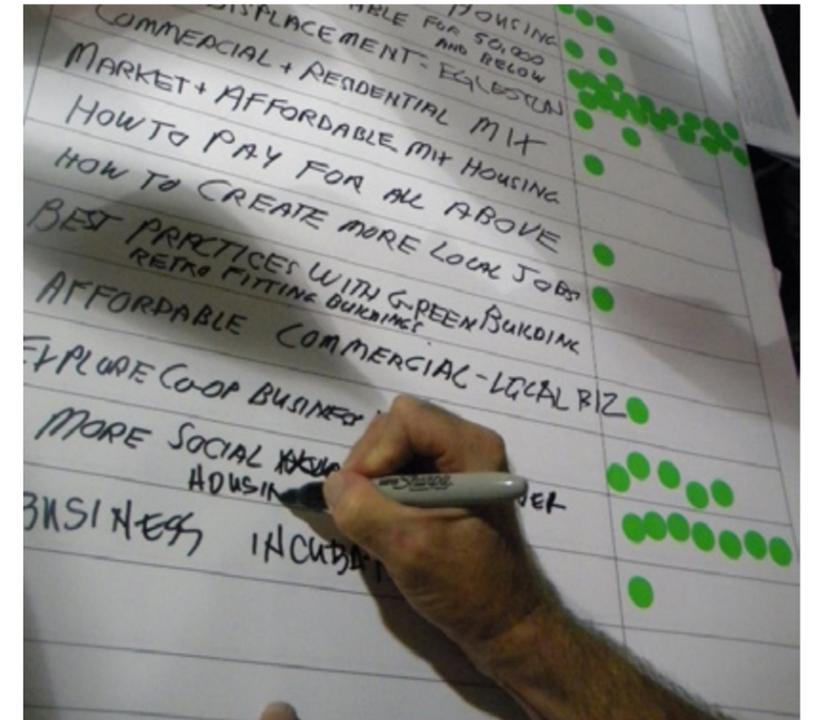


Figure 15. A workshop participant lists their priority statement during the Visioning Session.

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

WORKSHOP #2

Planning for People

November 4, 2015

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

Outcome

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

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



Figure 16. Participants discuss information on display in the open house and networking portion of the workshop.



Figure 17. Small group discussions gave residents an opportunity to formulate questions for the BRA and City to explore throughout the process.



Figure 18. Workshop participants report back to the larger group about their small group discussions.

WORKSHOP #3

Planning for Places

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 physical character and future 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 19. Workshop participants discuss future heights, density and land uses in the Study Area.



Figure 20. 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, Green Street and Forest Hills. Jackson Square and Forest Hills were identified as areas with the greatest potential for growth, while Egleston Square, Stony Brook 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 (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

WORKSHOP #4

Connecting People with Places

January 21, 2016

This workshop joined two earlier themes from Community Workshop 2 Planning for People and Community Workshop 3 Planning for Places. 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 how 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 design 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 to scale (e.g. sidewalks, bike lanes, street furniture and vegetation, etc).



Figure 21. Workshop participants markup a table map on how they travel within and out of the Study Area.



Figure 22. Students from the Neighborhood School in Jamaica Plain learn about planning and community participation.

OUTCOME

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

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

WORKSHOP #5

Future Visions for JP/ROX

March 5, 2016

The BRA presented draft scenarios for potential development and sought feedback from participants about the five focus areas which had emerged at the previous workshop including: Jackson Square, Egleston Square, Stony Brook, Green Street and Forest Hills. The development scenarios were modeled on the feedback from previous workshops, the open house and walking/bike tours. There was also a housing station where key City housing staff from the BRA and DND were available to discuss emerging housing recommendations for the Study Area. Participants rotated around the housing and focus area stations, providing their comments and feedback to staff facilitators.



Figure 23. The Mayor's Housing Innovation Lab explains dimensional aspects of building form through the use of Legos.

Outcome

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

- **Jackson Square:** Overall, the density and height depicted in the development scenario were acceptable. A need to improve connections to Southwest Corridor and to break up buildings to not 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:** Generally keep with the current fabric of the neighborhood, would like to see an active use at the Northeastern building.
- **Green Street:** strengthen retail corridor along Green Street to create more vitality and increased pedestrian activity, step back height to respect adjacent residential neighborhood.
- **Forest Hills:** 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 25. Opposite: participants visit with neighbors and review the informational boards at the Future Visions for JP/ROX Open House.

WORKSHOP #6

Draft Elements of the Plan & Emerging Recommendations

May 11, 2016

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



Figure 26. BRA staff discusses emerging recommendations for jobs and businesses in the Study Area.

Outcome

Some examples of the feedback from the different stations include:

Jackson Square

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

Egleston Square

- Keep affordable housing, make it deeply affordable.

Stony Brook Station/Amory Street

- Amory Street would benefit from public realm improvements.

Green Street

- Keep artist housing and affordable rentals.

Forest Hills/Stonybrook Neighborhood

- Concern for existing and intact residential neighborhood.

Housing

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

Job & Businesses

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

Transportation

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

WORKSHOP #7

Presentation of the Plan

FALL, 2016

TO BE COMPLETED IN FALL 2016

TO BE COMPLETED IN FALL 2016



FRAMEWORK

DRAFT 07.15.2016

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:

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

The PLAN: JP/ROX framework also discusses ideas for a diverse mix of future land uses, guidelines for placing making and public realm character, and sustainability requirements that are reflective of the community's vision for the Study Area. 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:

- Preserving the vast majority of the Study Area while any new development will be infill opportunities.
- Identifying areas of former industrial uses as strategic mixed-use redevelopment sites with an emphasis on the provision of affordable housing and job creation.
- Adding to the existing housing supply in the Study Area, especially at the low-income levels, to relieve market pressures on older housing stock.
- 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 updating City policies, planning guidelines and tools to implement a coordinated vision established by this plan.
- Developing new 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 bonus floor area ratio (FAR) and zoning height.

Figure 27. Opposite: Conceptual 3D model showing development scenarios helped to guide conversations around building form and urban design. Illustrative diagram.



NEIGHBORHOOD CHARACTER & LAND USE CONTEXT

Forest Hills / Stonybrook Neighborhood

The 260 acres of the PLAN: JP/ROX Study Area differ greatly from end to end. In the Forest Hills / Stonybrook Neighborhood area, development along Washington Street is changing the landscape. Low-intensity, auto-oriented uses on large sites along the west side of Washington Street are being converted to multi-family 5-story 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. The neighborhood desires safer streets for people to walk or bike. Doyle’s is a beloved neighborhood anchor, and everyone knows “the car wash” or “Hat Offs” as a local icon. Some people may not know that the 527-acre Franklin Park, the largest park in the City of Boston, lies just beyond the residential area in Forest Hills.

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 west on Green Street, which turns into Glen Road, one can arrive at a different entrance to the beautiful and vast Franklin Park.

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



Figure 28. Opposite: Lower Washington Street in Forest Hills is experiencing new mixed-use development.



Figure 29. Opposite left: Storefronts on Green Street create the beginnings of a stronger retail corridor. Opposite right: Triple-decker housing stock found in the Stonybrook neighborhood.



Egleston Square

Egleston Square is lively. Home to many first and second generation Caribbean families and business owners, one can feel their presence not long after Washington Street intersects with Montebello Street. Local businesses offer authentic Hispanic food and products. Spanish is frequently overheard on the streets, and many signs are bilingual. Keeping the character in Egleston for both the residents and businesses has been a very high priority through the PLAN: JP/ROX process.

Stony Brook Station / Amory Street

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

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

Jackson Square

Jackson Square continues to evolve through non-profit affordable housing development work with several proposals coming to fruition as part of the 10-year Jackson Square Master Plan. Local affordable housing partners have big plans for the last site ("Site III") in the Master Plan. The Boston Housing Authority's elderly and disabled housing development at 125 Amory is slated for redevelopment through a local partnership, and will include an assemblage of market rate housing to offset redevelopment costs. The terminus of Amory Street at this end has an eclectic mix of social services and offices to keep the street busy and active. However, the commercial and industrial uses along Columbus Avenue in Jackson Square do not cater themselves to a lively pedestrian environment on the west side. The streets are auto-oriented with several abandoned storefronts



Figure 30. 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.

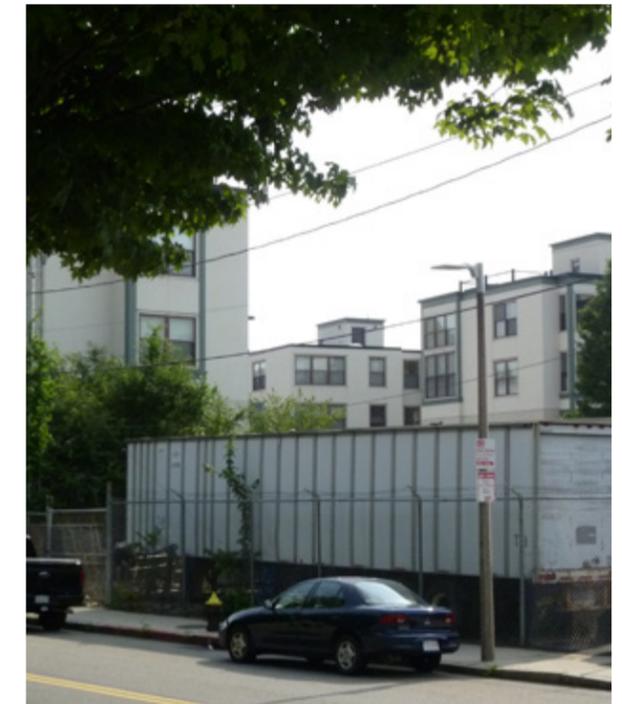
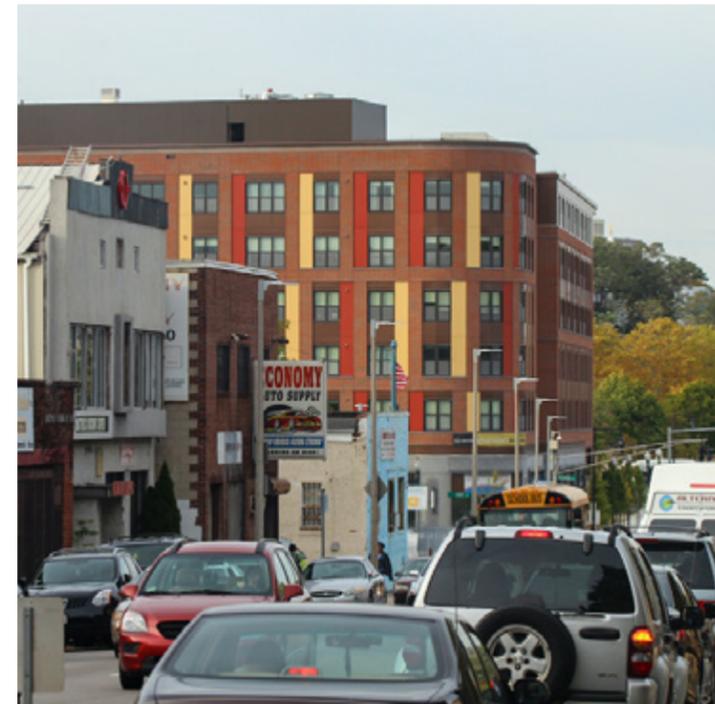


Figure 31. Opposite left: Columbus Avenue in Jackson Square. Opposite right: Direct adjacency of industrial uses to residential uses is common on Amory Street.

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.

Existing Land Use

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

While an existing land use breakdown suggests 13 acres of open space within the Study Area, there are approximately 100 acres of supporting open space in and within a ¼ mile of the Corridor’s planning boundaries. This includes the Southwest Corridor parcels that run north to south alongside the west side of the Corridor, and Franklin Park to the east of the Corridor.

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

Figure 32. Opposite: Map showing existing land uses in the Study Area.

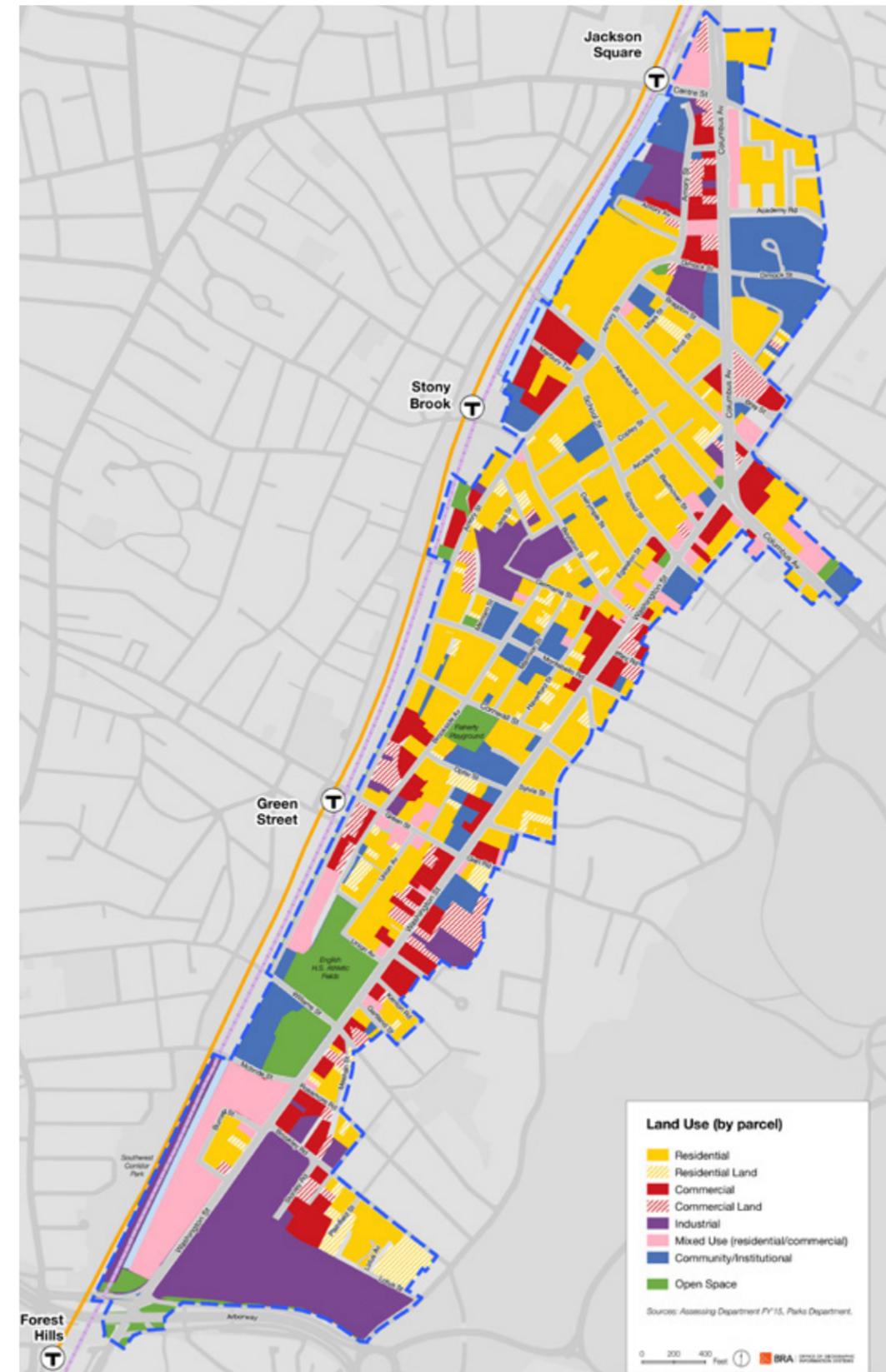
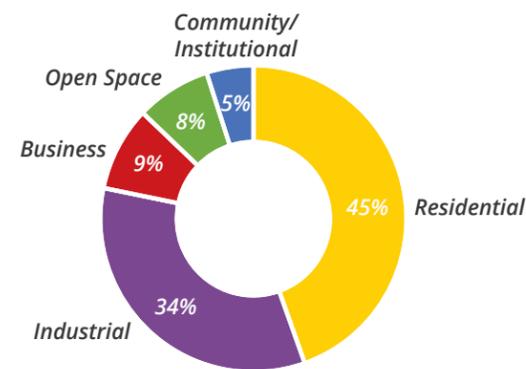


Figure 33. Existing land use breakdown in the Study Area.

Zoning

Zoning already exists in the Study Area and 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 process, and 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 44%. However, the combined commercial, institutional and industrially-zoned areas make up 48% of the Study Area, much more than what is on the ground today.

Rezoning allows underused land and property to develop in a way that better fits a community vision and maximizes shared benefits between property owners and residents. Current land use and zoning do not meet the future needs of the study area's total 261 acres. For example, while 34% of the study area's land is zoned for industrial, only 13% is used for those purposes. This difference leaves a lot of private and public land underused, including the Arborway MBTA busyard.



Issues

The comparison of existing land use to the existing zoning composition demonstrates that the zoning is no longer consistent with the neighborhood context. As a result, development proponents are pursuing use 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, and so the City is identifying real solutions to 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 traditional affordable housing resources. Additional creative tools have been identified to assist with affordable housing production goals.

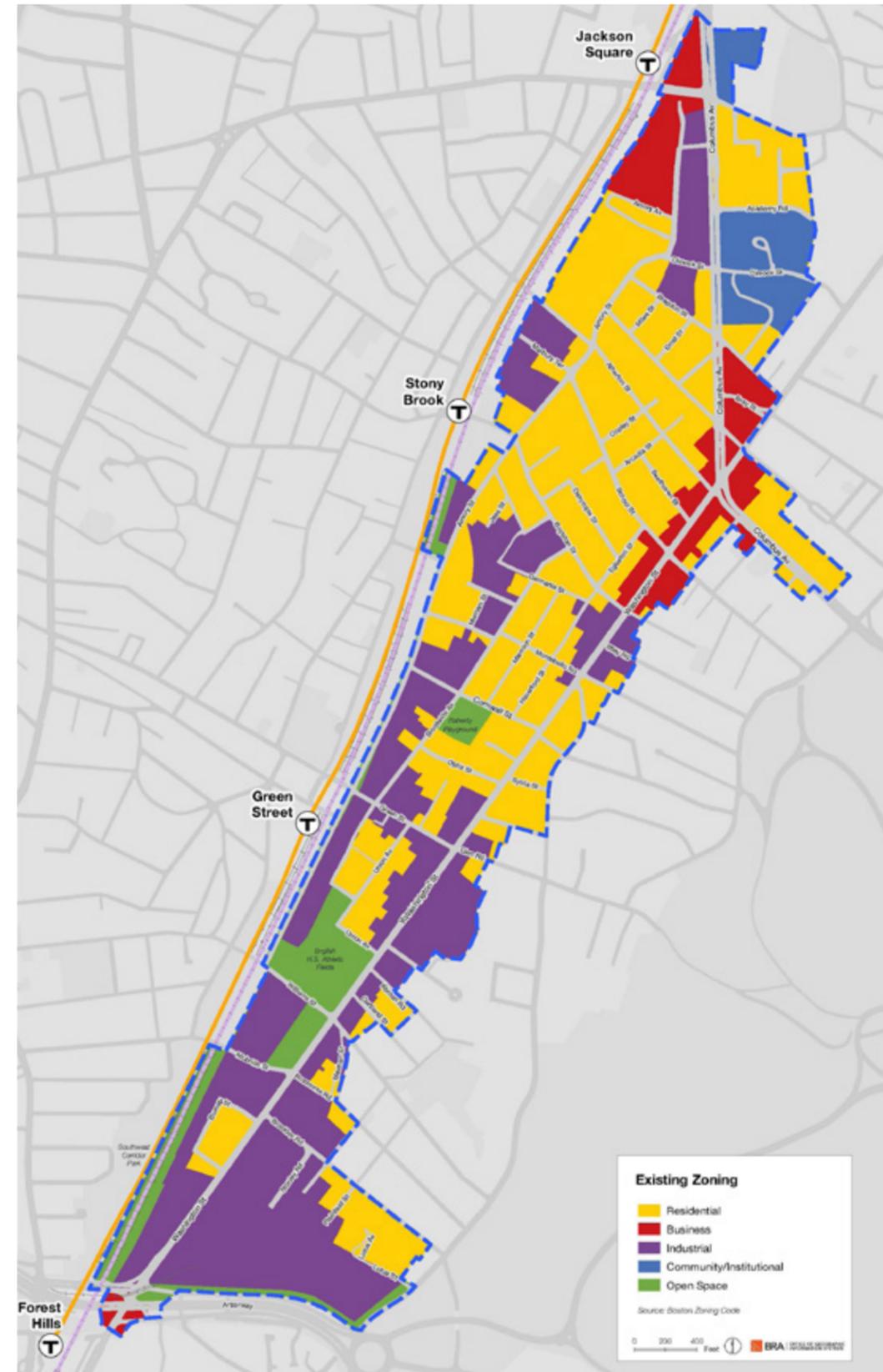


Figure 34. Opposite: Map showing existing zoning in the Study Area.

Recommendations

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

Drawing from the Community Vision and the specific ideas and recommendations emerging from the Community Workshops, the BRA prepared a series of development scenarios within the focus areas to illustrate the form and character of potential 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 community discussions around land use, the following recommendations are being made.

Base Zoning Subdistrict Name and/or Boundary Changes

There are a few instances where the name and/or the boundaries to the existing zoning subdistricts would be changed. The intent of these proposed changes is to reflect recent uses in varying stages of construction (e.g., Metromark, 3521-3529 Washington Street, Amory Foundry Studios, and JP Co-Housing).

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

Near Jackson Square, a proposed zoning subdistrict name change is recommended along Columbus Avenue, roughly between Centre and Bragdon Streets. This area would be changed from an Industrial Development Area (IDA) to Multi-Family Residential

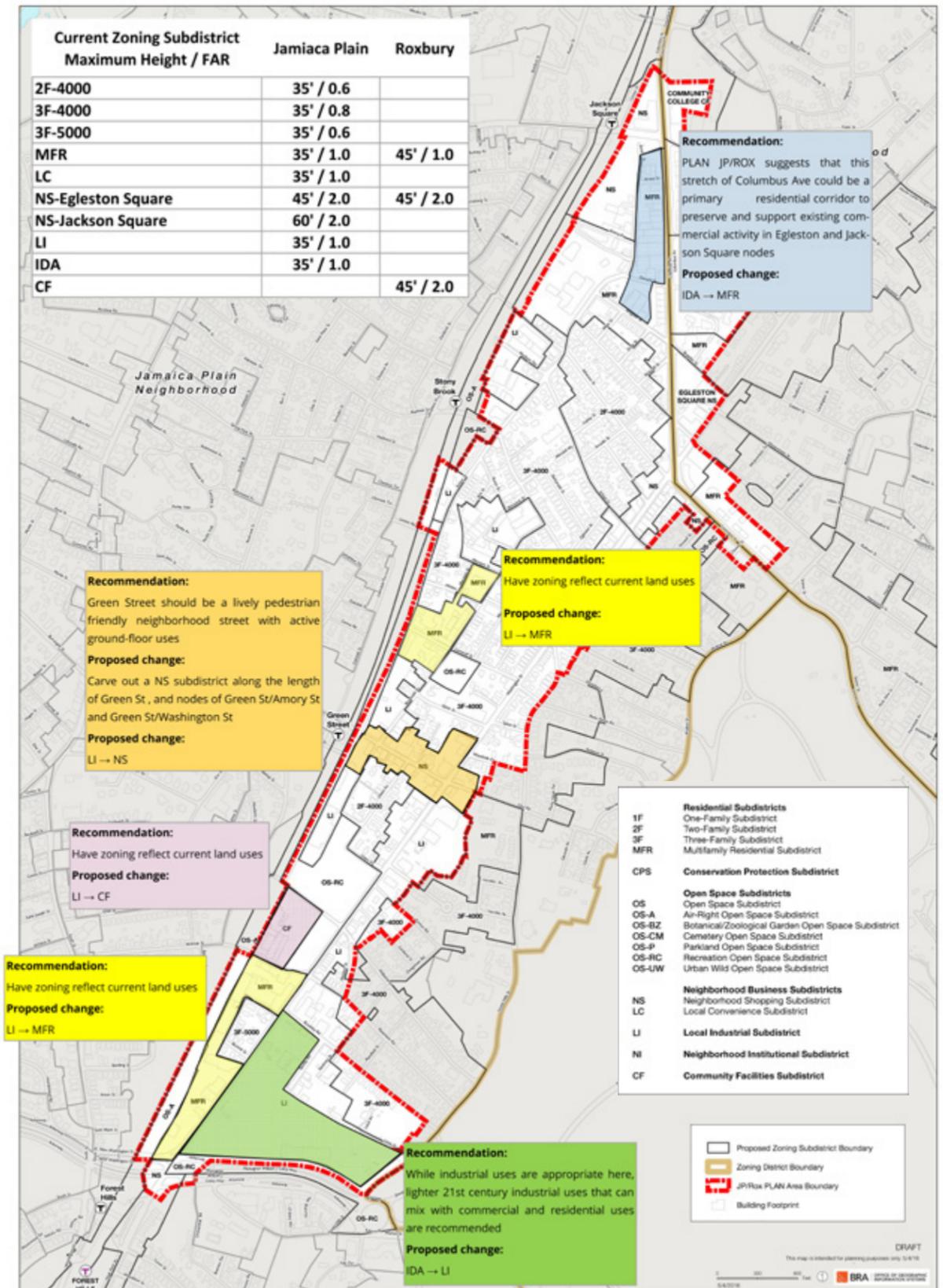


Figure 35. Opposite: Map showing proposed changes to zoning subdistricts

(MFR). Given the 80'-wide roadway of Columbus Avenue, which is part of Route 28, the sidewalk and public realm do not lend themselves to active ground floor uses such as retail and restaurants.

A recommendation at the 18-acre Arborway Yards site in Forest Hills is being made that would change the zoning subdistrict name from Industrial Development Area (IDA) to Local Industrial (LI). This is a minor change, although it attempts to make a statement about the future of a very large State-owned parcel that is currently being used as a bus yard facility. While the accommodation would remain for the bus yard in the future, the community vision includes a mix of additional residential and commercial uses to front Washington Street and Brookley Road. The intent of the IDA is to attract and keep purely industrial uses, while the LI designation suggests that local and lighter industrial uses can co-exist with commercial uses and even residential uses in some cases.

Base Zoning Use Changes - Local Industrial

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 "maker" 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. More active ground floor uses should be encouraged in the LI subdistricts.

Base Zoning Use Changes - Multi-Family Residential

Multi-family residential uses bring more to a neighborhood when the ground floor is active. A recommendation would be to make certain commercial and service uses conditional or allowed only on the ground floors to create vibrancy and convenience to the residents in areas where these types of uses are currently forbidden.



Figure 36. Green Street is envisioned to be a livelier and more pedestrian friendly connector street.



Figure 37. Artisan Asylum in Somerville, MA. Photo Credit: Lovely Bike.



Figure 38. Academy Homes in Jackson Square incorporates active ground floor retail in a multi-family development.

Base Zoning Dimensional Changes

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

Density Bonus / Residential Development Area (RDA) Plan

A density bonus is where a developer opts to incorporate public benefits into a project, such as affordable housing units, in exchange for the ability to create additional density in a development. The outcome is that each project that opts to provide a density bonus will result in additional affordability, with a base affordability of 13% at 70% of Area Median Income ("AMI") (modeled on Citywide IDP), plus an additional set aside at 50% of AMI.

One mechanism to become eligible for a density bonus is if a project is subject to Article 80 Large Project Review, or opts into Article 80 Large Project Review.

A second mechanism to achieve the density bonus is through a Residential Development Area (RDA) Plan, which opens up opportunities to provide additional affordable housing and residential uses overall. The developer is only eligible to create a RDA Plan, and thereby opt for a density bonus, in the following zoning subdistricts: Neighborhood Shopping (NS), Local Convenience (LC), and Local Industrial (LI). The density bonus may not exceed the maximum heights established through PLAN: JP/ROX as shown in Figure 50 on page 78, and developments must incorporate design guidelines.

There is over 500,000 square feet 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 create a RDA Plan and provide additional affordable housing to the Corridor. Approval of a RDA Plan requires a full public process, which includes community meetings hosted by the BRA, a 45-day comment period, and public hearings in front of the BRA Board and the Boston Zoning Commission. If approved, the Mayor would sign the RDA Plan, and it would become the new zoning for the site.

MAXIMUM HEIGHT / FAR	JAMAICA PLAIN	ROXBURY
2F-4000	35' / 0.6	
3F-4000	35' / 0.8	
3F-5000	35' / 0.6	
MFR	35' / 1.0	45' / 1.0
LC	35' / 1.0	
NS-Egleston Square	45' / 2.0	45' / 2.0
NS-Jackson Square	60' / 2.0	
LI	35' / 1.0	
IDA	35' / 1.0	
CF		45' / 2.0

Figure 39. Current zoning subdistricts and maximum height and FAR (floor area ratio) in the Study Area.



Figure 40. Conceptual development scenarios for Egleston Square show mid-rise ideas if a density bonus is utilized. Illustrative diagram.



Figure 41. Conceptual development scenarios for Jackson Square show high-rise ideas if a density bonus is utilized. Illustrative diagram.

The hope is that private developers will opt to use a density bonus in the Study Area and create additional affordable housing in a development, contributing to the goal that at least 30% of new housing in the Study Area would be income restricted/affordable. See Framework section "Housing Affordability and Development without Displacement" for more details on the density bonus, and in **Appendix X**, there is a detailed financial analysis to provide an explanation of PLAN JP/ROX's recommendations for the density bonus program.

HOUSING AFFORDABILITY & DEVELOPMENT WITHOUT DISPLACEMENT CONTEXT

While PLAN JP/ROX seeks to achieve multiple goals, the BRA and the City have heard clearly from many people of Jamaica Plain and Roxbury that the central focus of the plan must be addressing housing affordability and preventing displacement of low and moderate income residents, particularly people of color. The Boston Redevelopment Authority, the Department of Neighborhood Development, 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 the PLAN: JP/ROX process.

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

Based on the assessment of the current situation, contributing factors, and the community feedback gathered over the past 11 months, this section of PLAN: JP/ROX outlines a proposed strategy and a set of tools to address displacement and housing affordability in the PLAN: JP/ROX area.

Housing affordability and displacement are very complex issues. This chapter of PLAN JP/ROX provides an overview of the context and challenges that JP/ROX is facing, and focuses on the recommendations that will guide the plan's adoption and implementation.



Figure 42. Opposite: The Amory Foundry artist live/work space adjacent to JP Cohousing on Cornwall Street near the Stony Brook MBTA station.



Figure 43. Local housing advocates elevated the conversation around housing. Photo credit: Jamaica Plain News.

ISSUES

The JP/ROX Corridor is a dynamic and diverse neighborhood and, as such, is an extremely attractive place to live. Unfortunately, the increased desirability and demand for homes in the neighborhood, in conjunction with a limited increase in supply of housing, rents are quickly rising. In fact, the average rent in JP has increased by 11% since 2014. This has resulted in increasing cost pressures on low and moderate income renters who have long called the area home. Currently, the number of households who are cost burdened (paying more than 35% of their income to housing) in the area is 32%. Of the cost burdened households 72% of them are renters who make below \$50,000 (2010-2014 American Community Survey).

Who is at risk of displacement?

The housing stock within the JP/ROX Corridor is predominantly rental housing, with renters making up 70% of the area's 2,579 households. Of these 1,813 renter households (2010 Census), 983 of them are living in deed restricted affordable rental units. Figure 44 shows the deed restricted units within the JP/ROX boundary. While these households have low and moderate incomes, they are safe from displacement as deed-restricted affordable housing units have capped rents which are not subject to market pressures.

Low-income renter households

Among the households living in unrestricted market rate rental housing, there are a wide range of income levels. As Figure 45 on page 70 shows, an estimated 302 households make less than \$50,000, 150 households make between \$50,000 - \$75,000, 169 make between \$75,000-\$100,000, and 209 households make above \$100,000. It is the 302 households in rental housing making less than \$50,000 that are at the greatest risk of displacement. The City and the BRA have heard repeatedly from the community that it is this low and moderate income population that should be the target of new affordable housing opportunities. These renters are at the highest risk of being displaced through rising rents. Therefore, to effectively prevent displacement, PLAN: JP ROX must focus on new affordable housing production and target rents that households making less than \$50,000 can afford.

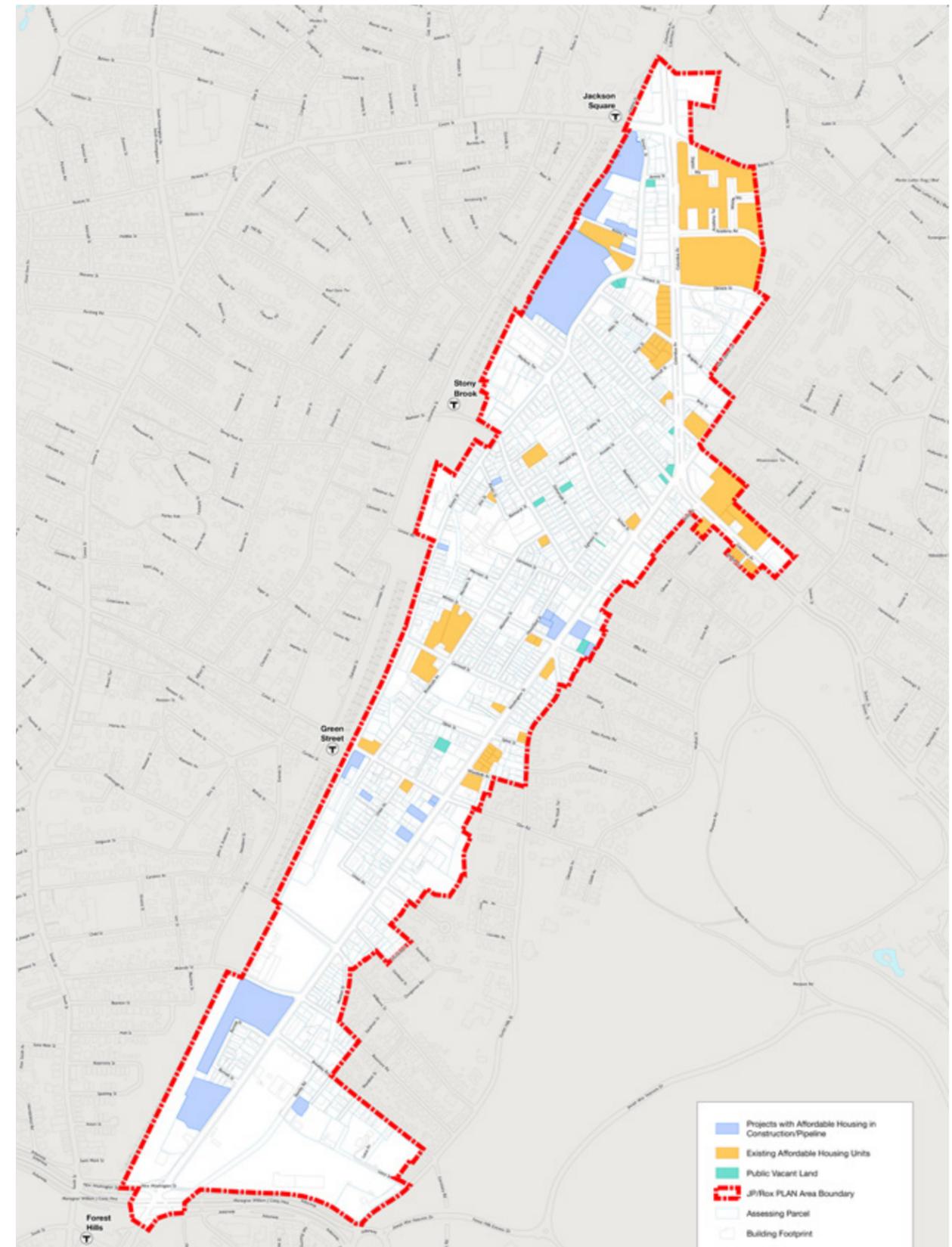


Figure 44. Opposite: Existing and planned sites for affordable housing in the Study Area.

HOUSEHOLDS	RENTERS	HOMEOWNERS
<i>Total in Study Area</i>	1813	766
Incomes of \$100,000 or more	209	303
Incomes between \$75,000 and \$100,000	169	156
Incomes between \$50,000 and \$75,000	150	145
Incomes below \$50,000	1285	162
Existing deed-restricted affordable rental units	983	31
At risk, with incomes below \$50,000	302	131

Figure 45. Above: Incomes of renter and owner households in the study area, showing the 302 households at greatest risk of displacement.

Moderate-income renter households

In addition, the 150 renter households making between \$50,000 and \$75,000 could also face significant displacement pressure if rent prices continue to rise. While the community has voiced a clear preference for prioritizing resources to low-income renter households in the greatest need, additional support, where possible, should target these moderate income renters at risk.

Low- and moderate-income homeowners

It should be noted that the JP/ROX area has a number of low and moderate income homeowners as well. The latest data suggests that there are approximately 131 homeowner households making less than \$50,000 per year. These households certainly face displacement pressures, but with somewhat less intensity than renters. Homeowners generally face displacement when the costs to maintain and retain their homes exceed their ability to pay. Therefore, the best tools for assisting these households include the City's robust home repair, foreclosure prevention, and tax abatement strategies.

Since these homeowner households generally face less short term displacement pressures and the majority of JP/ROX households are renters, the majority of the strategies in this document target rental housing affordability. However, the City and DND's Boston Home Center have staff available to help homeowners in the area retain and maintain their homes.

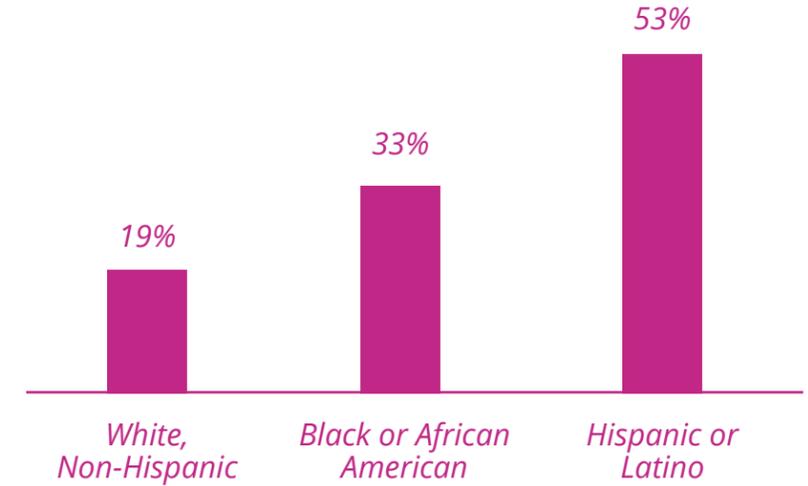


Figure 46. Households with Incomes Less than \$50,000 by Largest Racial/Ethnic Categories. (Given that Hispanic/Latinos may be of any race, the percentages add to over 100%.)

Social and Racial Equity

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

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 first seek to prevent the displacement of these 433 at-risk low-income households with a particular emphasis on the 302 of these that are in rental housing.

Recommendations

Goal

Ensure that growth within the JP/ROX Study Area prioritizes affordable housing creation while protecting existing low & moderate income households from displacement.

Framework

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 Corridor, the City and the community must take action to reduce instances of displacement by providing greater access to housing affordability. City policy can advance this goal under a framework with two broad strategies:

1. Moderate rent increases by increasing housing production and by supporting and expanding policies that protect low- and moderate-income households in the private, non-deed-restricted rental market.
2. Maximize the creation of deed-restricted affordable housing units through a range of subsidy and zoning tools. Deed restricted housing provides the greatest assurance that a housing unit is going to remain affordable to a household at a particular income over many decades.



Figure 47. Opposite: Affordable artist live/work space on Brookside Avenue near the Stony Brook MBTA station.



Figure 48. Walnut Park Apartments, a 168-unit public housing development for seniors and people with disabilities ("Roundhouse").

Addressing Rent Increases in Market-Rate Housing

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

Increasing housing production

One tool for moderating rent increases is to dramatically accelerate production of new housing supply. Because the housing market is regional, Mayor Walsh's housing plan calls for dramatic increases in the pace of housing production, including a goal for producing 53,000 new units in Boston by 2030, and working with regional partners to increase housing supply in other communities as well. Increasing the supply of housing within neighborhood submarkets, such as the Study Area, will also have an important impact.

Supporting and expanding policy tools to prevent displacement

To effectively combat the displacement of long time households from our neighborhoods, Boston needs both a robust set of development policies that ensure "development without displacement," and a strong set of policy tools that protect tenants and preserve diversity. Recognizing this need for additional policy tools, in his 2016 State of the City address, Mayor Walsh called for the establishment of an Office of Housing Stability within City government to advocate for solutions for Bostonians in housing crisis. Both in the community feedback during the PLAN: JP/ROX process and in early 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:

- Assistance to tenants facing eviction through programs that provide rent arrearage payment assistance, mediate landlord-tenant disputes, and provide access to legal services at housing court;
- Support and financing of advocacy groups through the Boston Tenants Organizing Program (BTOP) to assist groups that organize tenants, advocate for tenant rights, and provide housing search to households in crisis;

- A condo conversion ordinance which requires up to a five year notice period prior to eviction of tenants, provides tenants the opportunity to purchase the condo, and provides relocation benefits;
- Enforcement of Fair Housing laws that ensure fair and equitable access to housing opportunities;
- Assistance to home buyers through the Boston Home Center and other community programs that help low, moderate and middle income Bostonians purchase their first home; and
- Assistance to homeowners to help avoid foreclosure, access funding for home repair and renovation, improve the energy efficiency of their homes and address the property tax burdens of their properties.

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 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;"
- Gaining access to comprehensive data on evictions within the City of Boston, including both housing court records and early pre-court eviction documentation;
- Expansion of Community Land Trusts, which prioritize the creation of affordable housing through community control of development;
- Exploring policies to address unjust evictions, such as the eviction of long term tenants for the purposes of flipping properties or condo conversions;
- Preferences for those facing eviction and displacement in affordable housing lotteries; and
- Economic development policies (covered in other chapters of PLAN: JP/ROX) to provide greater access to jobs, address wealth disparities, and support locally-owned businesses to start up, grow, and thrive.

Creating Deed Restricted Affordable Housing

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 deed restricted affordable. Yet as housing prices continue to rise, more deed restricted affordable housing is necessary to help prevent displacement of Boston residents. As we have discussed above, in JP/ROX this new housing can help prevent displacement of the most vulnerable residents who make less than \$50,000 per year.

Tools for creating deed restricted affordable housing fall into two main categories:

Subsidy tools

Subsidy tools fund the creation of affordable housing through community development projects. Subsidy tools include tax credits, affordable housing development funds and the disposition of publicly-owned land.

Tax credits and affordable housing development funds include Federal Low Income Housing Tax Credits (LIHTC), State Low Income Housing Tax Credits, Community Development Block Grants (CDBG), HOME Investment Partnership funds from the U.S. Department of Housing and Urban Development (HUD), the Housing Innovation Fund, the Housing Stabilization Fund from the State of Massachusetts, and Inclusionary Development Policy (IDP) and Neighborhood Housing Trust funds from the City of Boston. Each of these funding sources is limited, and therefore extremely competitive. Each funding source also comes with specific regulations about the level of project affordability required. The City will continue to support affordable housing projects that compete for these funds, and continue to advocate for expanding these resources when possible.

Publicly-owned land (City, State, Federal) typically has affordable housing requirements as part of any land sale. On City owned land sold via the Department of Neighborhood Development, the expectation is that the percentage of deed-restricted affordable housing will be determined by the community - up to 100% of the project. In the study area, there are nearly 150 acres of publicly-owned City and State land; however, the vast majority of it exists as current community assets, including schools, existing affordable housing, and open space. Figure 49 shows the publically-owned land that could be potentially redeveloped into housing. The City will continue to support aggressive deed restriction goals for developable publicly-owned land in JP/ROX.

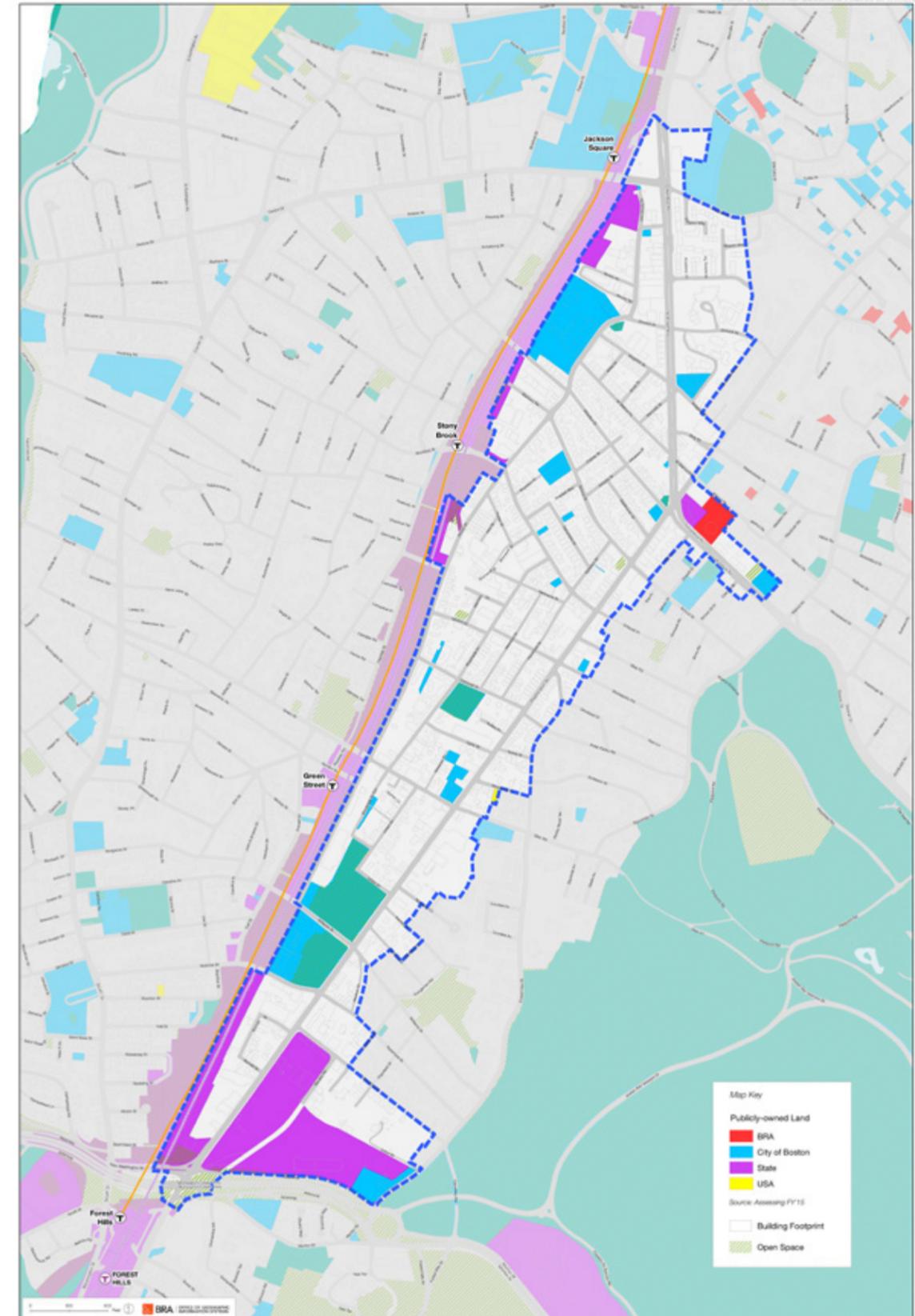


Figure 49. Opposite: Publicly-owned land in the Study Area.

Affordable Housing Set-Asides

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

The current *Inclusionary Development Policy (IDP)*, which was redesigned in December 2015, has been a City policy since 2000. The IDP requires that 13% of all units in private market-rate developments be deed-restricted affordable housing units. Developers may also seek to make a contribution to the IDP Fund (which is used to create affordable housing) or create units off-site instead of creating the affordable units on-site, and for the Jamaica Plain portion of study area, the requirements for these options were increased in 2015. The IDP is triggered by the creation of 10 or more housing units and one or more variances to be obtained by the Boston Zoning Board of Appeal (ZBA). The City’s long-term goal is to require the IDP for all projects of 10 or more housing units, even those that do not require variances. In order to do this, the City of Boston’s Zoning Enabling Act will need to be amended. While the City seeks this change from the State, the City will use existing zoning tools to include inclusionary development within the zoning for the study area.

A density bonus is where a developer opts to incorporate public benefits into a project, such as affordable housing units, and in exchange, the developer is allowed to create additional density in a development. The outcome is that each project that opts to provide a density bonus will result in additional affordability, with a base affordability of 13% at 70% AMI, plus an additional set aside at 50% AMI (see Coordination of Development & Benefits on page 168).

The tool to achieve a density bonus will be through a Residential Development Area (RDA) Plan, which opens up opportunities to provide additional affordable housing and residential uses overall. The developer will only be eligible to create a RDA Plan and thereby opt for a density bonus in the following zoning subdistricts: neighborhood shopping (NS), local convenience (LC), and local industrial (LI). The density bonus may not exceed the maximum heights established through the JP/ROX plan (see Figure 50) and developments must incorporate design guidelines.

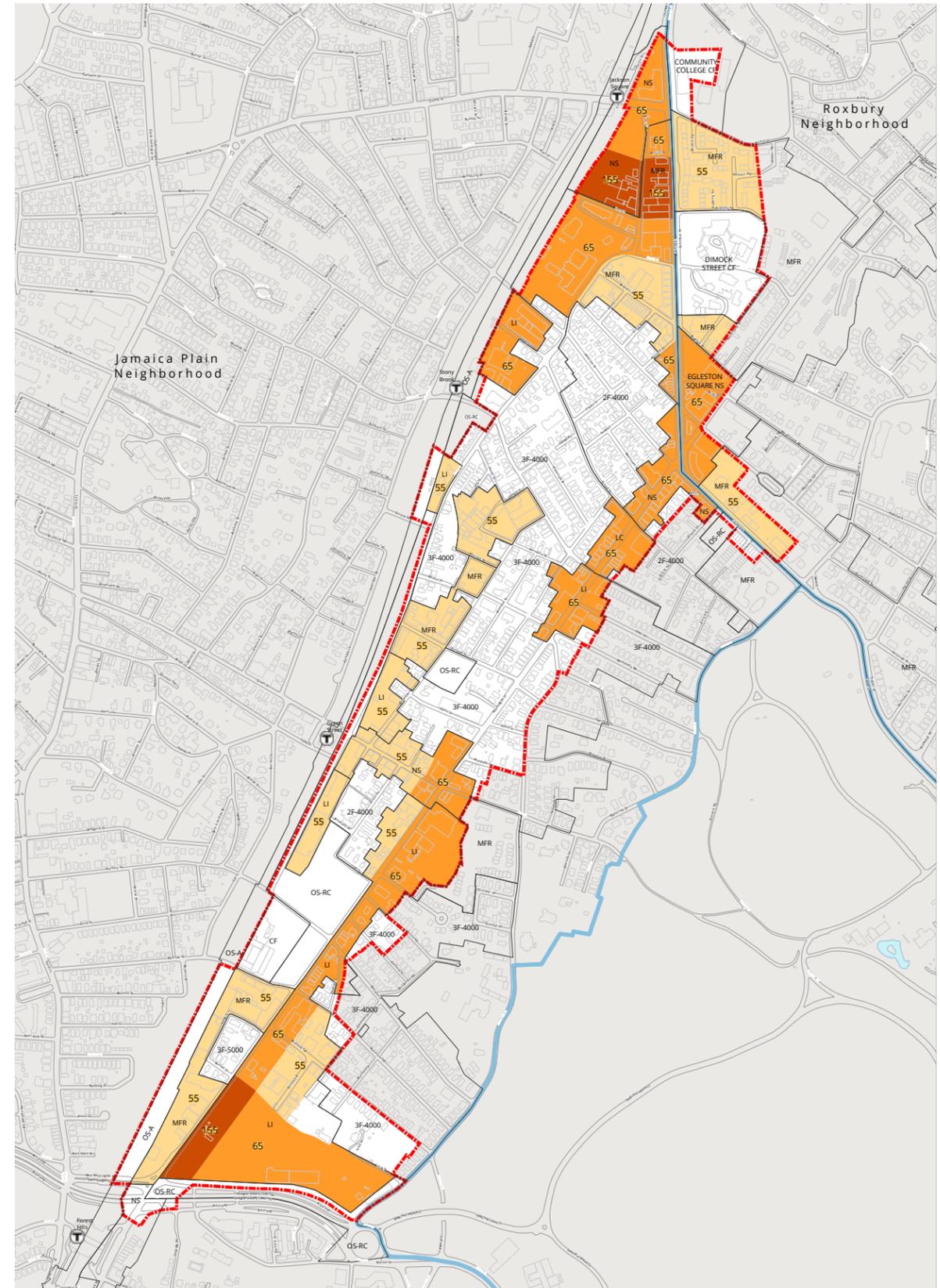


Figure 50. Opposite: Map showing RDA-eligible areas and associated maximum heights. Areas in white are not eligible for an RDA.

Density Bonus Recommendation

There is over 1/2 million square feet of privately-owned land in the study area being used for warehousing/storage, repair garages, surface parking, auto salvage yards, or is vacant. Many of these areas might be opportunities to create a RDA Plan and provide additional affordable housing to the Corridor. Approval of a RDA Plan requires a full public process which includes community meetings hosted by the BRA, a 45-day comment period, and public hearings in front of the BRA Board and the Boston Zoning Commission. If approved, the Mayor signs the RDA Plan, and it becomes the new zoning for the site.

As new housing at higher densities is built in the PLAN: JP/ROX area, the community's stated preference is to capture as much of the benefits of this new investment as possible and turn it into affordable housing, while still maintaining developers' motivation to build.



Figure 52. Projects under review during the PLAN: JP/ROX process explore providing additional affordability. Project rendering for 3193 Washington Street.



Figure 51. Opposite: Chart showing the impact of increasing density bonus set-aside requirements.

The BRA, DND and the Housing Innovation Lab are working closely together on a detailed financial feasibility study to design the most effective density bonus policy for JP/ROX. Preliminary results of the study, summarized in Figure 51, show that on-site affordability of a total build-out is maximized at 25% affordability within the density bonus, and there is a rapid drop off at 30% percent where developers choose to build at an FAR that does not trigger the density bonus.

While work on the feasibility analysis continues, the expectation is that the combination of the density bonus and IDP will yield a total affordability set-aside between 17% and 21% of units for any given project, depending on the density (higher FAR will result in higher total affordability).

The preliminary analysis indicates that any set aside greater than 25% of the bonus density would cool the market and limit development. This would not only mean less market rate development, but less affordable units as well that could offer protections for at risk households pressured by rising rents. For more detailed information about the density bonus feasibility analysis, refer to the document on page XX in the Appendix.

30% Deed-Restricted Affordable Housing Target

In combination, the tools outlined above will support a 30% deed-restricted affordable housing target for new development in the Study Area. This 30% target is designed to:

- Maximize the number of deed-restricted housing units;
- Prioritize new housing for low-income households (AMI <50%) (created through a new density bonus policy); and
- Avoiding placing a “cooling” effect on the market in which developers choose to develop what is allowed as of right (creating no new deed-restricted housing units) or hold onto land until market conditions improve.

This target also incorporates publicly-subsidized affordable housing units either proposed or in planning stages - which together represent over \$90 million in public affordable housing subsidies including \$34 million in subsidy from the City of Boston. In order to reach the 30% goal, 497 units would need to come from additional sources. The Arborway Yards project is envisioned to fill this gap.

Additional Tools to Support Housing Affordability

The City and the BRA are also committed to prioritizing additional affordable housing resources in JP/ROX. The policies and programs listed below include just some of the innovative and community-driven affordable housing tools that are recommended for further exploration. It should be noted that some programs require access to limited pools of funding which must be divided across neighborhoods in a fair and equitable manner, while other tools are either specific to JP/ROX or are envisioned to be piloted in JP/ROX before being expanded Citywide:

Affordable Housing Financing

Through the Department of Neighborhood Development’s funding rounds, which are coordinated with the Commonwealth’s award of LIHTC funds, the City will continue to support affordable housing developments in the JP/ROX Corridor and beyond. A list of affordable housing projects and the pipeline of active and proposed future affordable housing projects in the area can be found in Figure 53.

Figure 53. Opposite: Table showing source of units achieving 30% area-wide deed-restricted affordable housing goal. Data as of July 1, 2016.

SOURCE OF UNITS	AFFORDABILITY LEVEL	AFFD	TOTAL	% AFFD
AFFORDABLE HOUSING SET ASIDES IN PRIVATE DEVELOPMENT				
IDP Exempt Projects (less than 10 units)	No affordable requirement	0	75	0%
Base Zoning Projects - IDP Required 13%	13% @ 70% AMI	56	431	13%
Density Bonus Projects - IDP Requirement plus 25% set aside on bonus FAR				
IDP @ 70% AMI + Bonus Density at 50% AMI	297	1568	19%	
Sub total		353	2075	17%
PUBLICLY SUBSIDIZED AFFORDABLE HOUSING IN PIPELINE				
Jackson Sq (Site III, Phase 3, Building M)	All <60% AMI	44	44	100%
52 Montebello Road (all <60% AMI)	All <60% AMI	6	6	100%
Jackson Square (Site III, Phase 3, Building N)	All Afford <60% AMI	25	100	25%
BHA Amory St: Market Phase	70% AMI Onsite	26	103	25%
BHA Amory St: Market/LIHTC Phase	All Afford <60% AMI	35	143	24%
BHA Amory St: UE/LIHTC Only Phase.	All <60% AMI	48	48	100%
Sub total		184	444	41%
ADDITIONAL SOURCES OF SUBSIDIZED AFFORDABLE HOUSING				
Arborway Yards/ TBD	TBD but likely 60% AMI	472	944	50%
Additional City/NPO Projects		25	37	68%
Sub total		497	981	51%
TOTAL JP/ROX		1034	3500	30%

Acquisition Opportunity Program

This \$7.5 million program recently launched by the Department of Neighborhood Development makes funds available from the IDP Fund to community development organizations to purchase market-rate housing and convert it to deed-restricted affordable housing. This will serve to take existing housing out of the speculative market and protect tenants from rent increases.

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 be filing legislation with the State that will allow the City to write inclusionary development into the base zoning. This will ensure that every future development will be subject to the IDP. During the interim period before this legislation is passed, the JP/ROX rezoning will use existing tools to ensure that all projects greater than ten units will be required to participate in the IDP and the density bonus program for affordable housing.

Diversity Preservation Preference

In order to preserve neighborhoods with substantial racial and ethnic diversity, this proposed policy will allow for up to 50% of newly created affordable housing units in a project to be preferentially award (via lottery) to residents living near the project who are at risk of displacement.



Figure 55. Urban Edge multifamily housing supports a strong residential corridor along Columbus Avenue.



Figure 54. Services at the Office of Housing Stability will support both renters and homeowners.

Office of Housing Stability

As discussed above, the newly launched Office of Housing Stability within the Department of Neighborhood Development will provide case management, coordination and advocacy for Bostonians facing displacement and housing crisis.

Compact Living Incentive

The Compact Living Voluntary Program seeks to diversify housing types and increase middle income housing into the neighborhood. The voluntary program will allow developers to build 20% smaller compact studios, one-bedroom, two-bedroom, and three-bedroom units in exchange for an additional 4% set aside of deed restricted units at 100% AMI onsite. In addition to creating more deed restricted units, the new compact units may be more affordable than standard sized new units in the neighborhood.

Accessory Dwelling Units

This pilot program will provide owner-occupied landlords with permitting assistance to alter their homes to meet changing 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.

JOBS & BUSINESSES

Context

Community

Preservation and Growth

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

Role of Local Organizations

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



Figure 56. The Brewery Complex, renovated by the Jamaica Plain Neighborhood Development Corporation, contains approximately 40 businesses and services within 4 different buildings.

Businesses

Business Composition

The composition of businesses is diverse across the Study Area, with highest representation from healthcare and social services and retail trade. The wider neighborhoods of Jamaica Plain and Roxbury host 639 businesses and 763 businesses respectively. Within the JP/ROX Study Area, there are approximately 300 businesses and organizations, representing many sectors: healthcare and social assistance, retail, professional services, neighborhood services, and transportation services. Highlights of the business community are noted below, and sector diversification illustrated in Figure Figure 58.

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

Business Size

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

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

Figure 58. Categories of industries found in the Study Area.

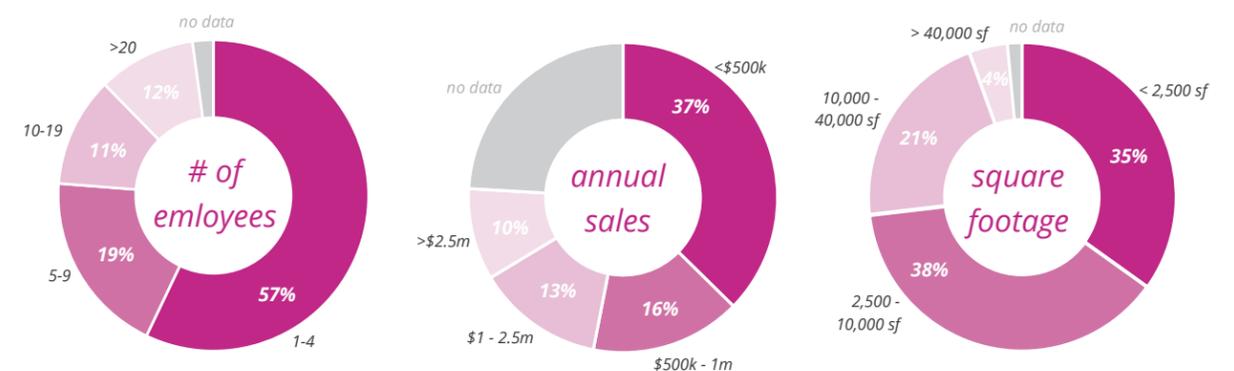


Figure 57. Opposite: Size of businesses in the Study Area by number of employees, annual sales and square footage.

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

Jobs

Employment, Education and Earnings

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

Drivers of Jobs Located in Study Area

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

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

Figure 60. 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 61. Educational attainment of residents in the Study Area, compared to the surrounding neighborhoods and Boston at large.

Jobs Held by Residents of the Study Area

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

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

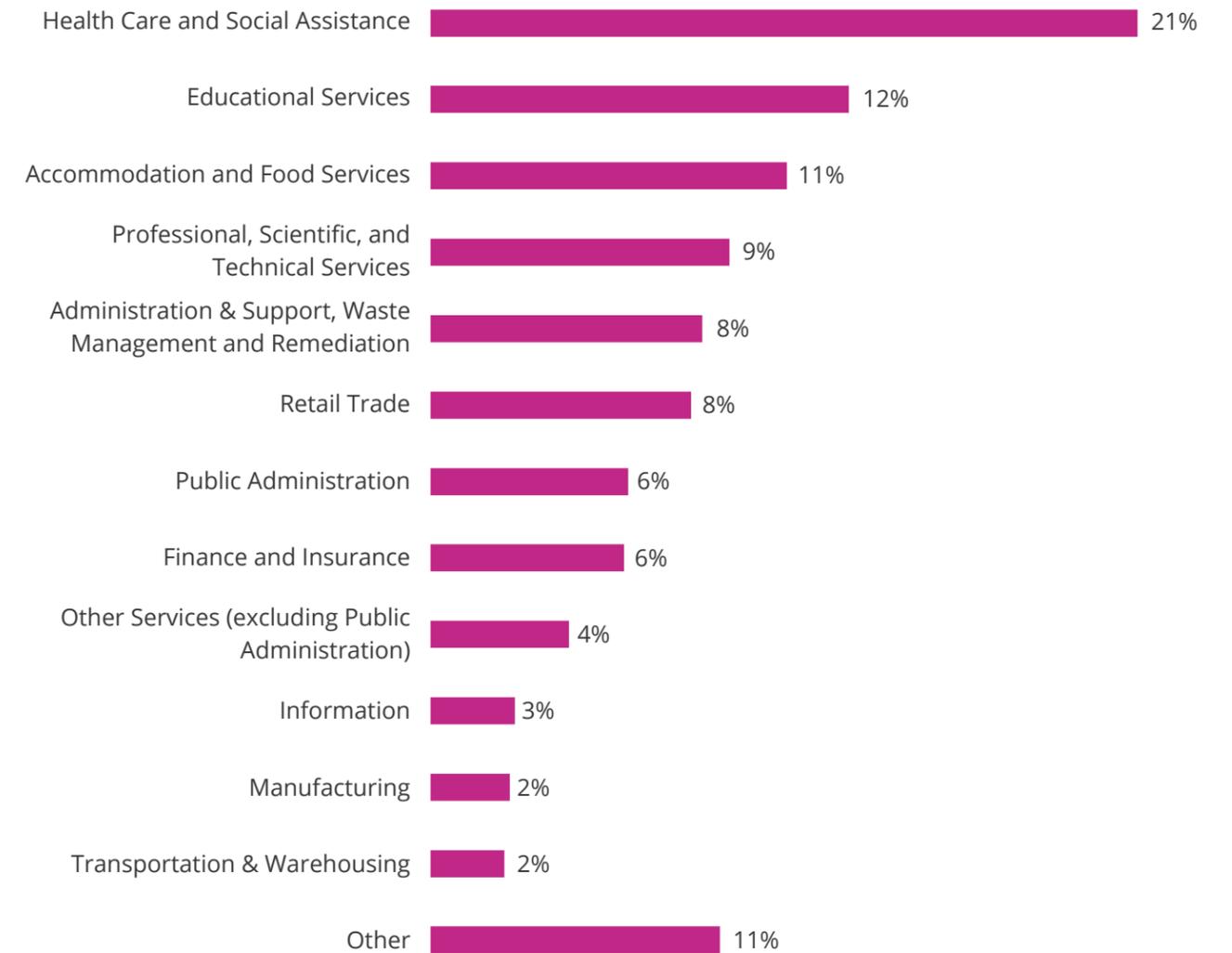


Figure 62. Industry sectors in which residents work

ISSUES

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

Community

Commercial Rents and Changing Customer Demographics

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

Unmet Community Needs

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

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

Local Development Challenges

Perspectives from local organizations' – CDCs and Main Streets - neighborhood experience points to the challenge of [TBD]. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean nisi diam, mattis nec sodales nec, eleifend sit amet felis. Cras at nunc urna. Donec varius ac sapien placerat pretium. Proin volutpat malesuada arcu at mattis. Curabitur lobortis et dolor eu convallis. Fusce congue quis mi ac consequat. Suspendisse tincidunt tellus tellus, ut convallis est tincidunt ac. Aliquam ullamcorper interdum viverra. Nunc feugiat sem ac ex feugiat dictum. Suspendisse libero leo, pretium at augue sed, ultrices.

Businesses

Accessible and Affordable Real Estate

Small and local businesses in the Study Area are specifically constrained by real estate options. The size of space and the availability of parking comprises business' concern with appropriate real estate. According to one prominent business leader, there is demand in Egleston Square for 1,000 sq. ft. spaces that can be maintained by small businesses in the face of increasing rental rates (PAE report, 2016). A number of participants in the planning process also expressed need for spaces amenable to co-working and leases amenable to shared

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spaces. Additionally, business owners demand increased parking; of nearly 100 businesses surveyed in Egleston Square, 58% of respondents cited parking for patrons and employees as one of their top three business challenges (PAE report, 2016). Local merchants are sensitive to parking issues as it can compromise access to their business. Improved parking signage and on-street parking enforcement is out of control of local businesses, but an area for improvement.

Second, businesses lack the expertise to negotiate leases in their favor and to find good spaces. In some instances, small businesses do not have a written lease; just over 10% of businesses surveyed in Egleston Square reported this condition (PAE report, 2016). Leases provide business stability. During the community process, participants suggested that rent for small businesses could be stabilized with longer term and more flexible agreements. Additionally, businesses struggle to identify spaces for growth or relocation. According to the City's Small Business Plan, small commercial spaces are underrepresented by brokers and online marketplaces; there is no clear way to identify, compare, and assess smaller commercial space, even if available.

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

Equity and Inclusion

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



Figure 63. 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.

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.



Figure 64. Businesses along lower Washington Street closer to Forest Hills (above and right).



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.

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, an agenda for economic development cannot be complete without also addressing underlying needs and opportunities for workforce development. The recommendations below can be implemented through zoning, policy, guidelines, or programs by the City of Boston, but also by a host of community leaders with development influence, including CDCs and private landowners.

Preserve and Revitalize Small, Independent Businesses

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

Technical assistance can help businesses adapt to changing customer demographics. For example, a number of small businesses in the Study Area need financial management support to guide growth, and that need becomes acute in the face of decisions around property leasing and ownership, and investments for business evolution. Boston has approximately 250 business support organizations (BSOs) that provide education and technical assistance to firms in the form of information, funding, advisory, and advocacy. For example, the Jamaica Plain Neighborhood Development Corporation (JPNDCC)

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 for sale of property. For businesses that rent their property, industrial uses may not support lease renewal as new property owners instead develop residential units. In both instances, there is a need to relocate businesses. Without education or support from the City of Boston, industrial uses – especially auto- and electrical-related – may relocate to areas outside of Boston. The City should explore a strategy to support business revitalization through Back Streets or ReStore programs or practices around relocation assistance.

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

Attract New Businesses

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

Encourage Affordable and Accessible Commercial Space

Encourage affordable and accessible commercial space in the Study Area, both for existing businesses and those of the future.

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

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

Support Workforce Development

Explore expanded City of Boston workforce goals, job standards, and career pathways spanning construction and permanent jobs for area residents [TBD]. **Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean nisi diam, mattis nec sodales nec, eleifend sit amet felis. Cras at nunc urna. Donec varius ac sapien placerat pretium. Proin volutpat malesuada arcu at mattis. Curabitur lobortis et dolor eu convallis. Fusce congue quis mi ac consequat. Suspendisse tincidunt tellus tellus, ut convallis est tincidunt ac. Aliquam ullamcorper interdum viverra. Nunc feugiat sem ac ex feugiat dictum. Suspendisse libero leo, pretium at augue sed, ultrices.**

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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.

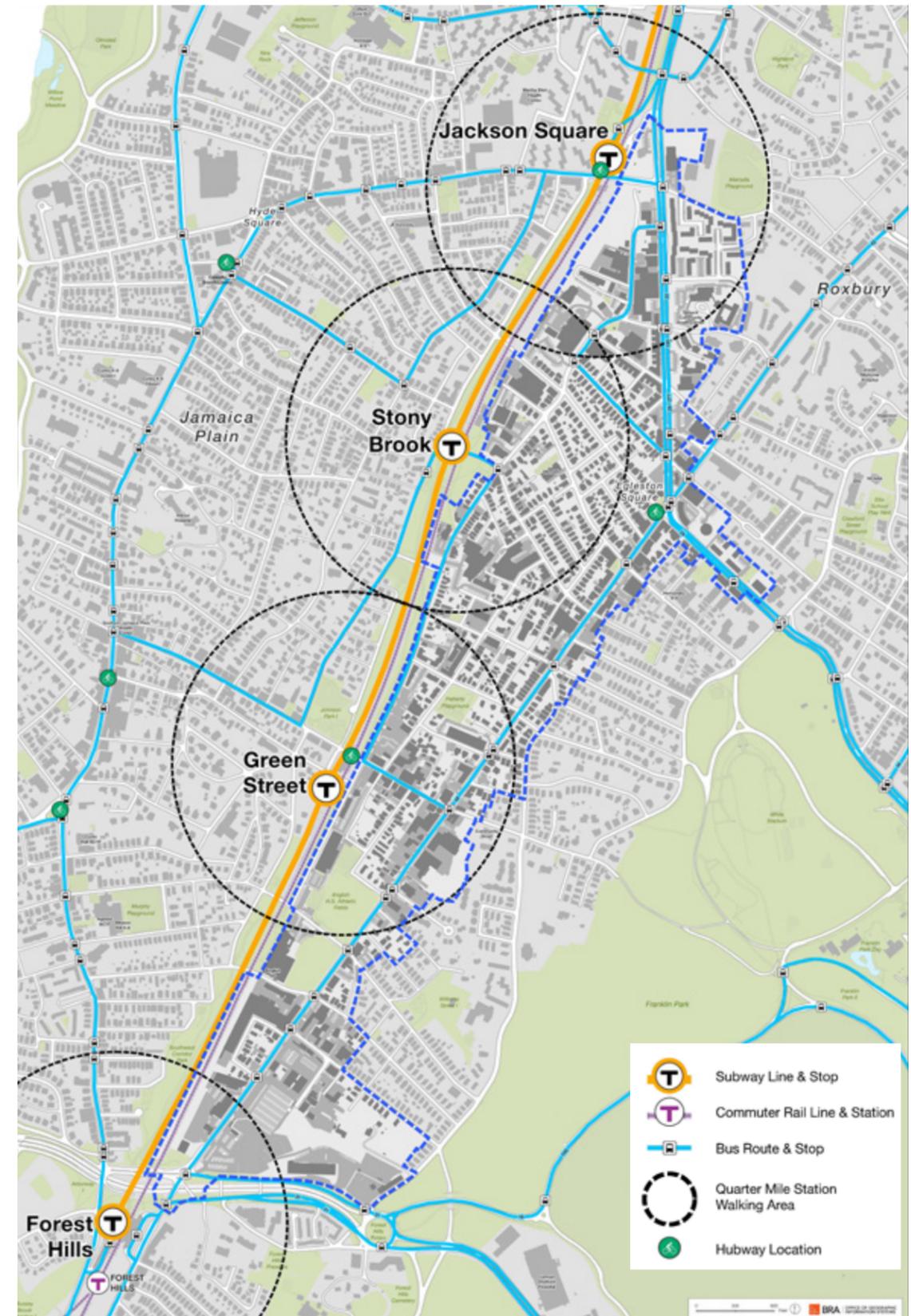


Figure 65. Transportation network in and around the Study Area.

ISSUES

Pedestrian Network – Existing

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

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

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

Washington Street and Columbus Avenue are major automotive streets that are not particularly friendly for pedestrians, either to walk along or across. 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 desire lines along the street difficult.

Egleston Square, where Washington Street and Columbus Avenue intersect, has long crossings and is not a friendly place for pedestrians.

Washington Street south of McBride Street/Rossmore Road is particularly unfriendly to pedestrians. Automotive, industrial and maintenance land uses dominate, leaving a windswept area without eyes on the street or appropriate buffering. This creates some unpleasant, and public safety issues.



Figure 66. Opposite: Sidewalks on Amory Street are too narrow to accommodate pedestrians and wheelchairs.



Figure 67. Opposite: The crosswalk at the intersection of Columbus Avenue and Washington Street in Egleston Square does not accommodate safe pedestrian movement.

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: separated cycle tracks will connect the Southwest Corridor to the Arboretum and Franklin Park.

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

Transit Network – Existing

The Orange Line carries over 200,000 riders on the 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 the 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 areas.



Figure 68. Bike tour gave participants the opportunity to identify areas for improvement. Image shows tour along Washington Street.

Four MBTA bus routes traverse the Study Area. The 42 runs from Forest Hills Station along Washington Street. The 22, 29 and 44 all run through the study area along Columbus Avenue. With almost 9,000 riders on the typical weekday, the 22 has the 10th highest weekday ridership of MBTA buses, whereas the 44 (37th of 66 bus routes), 42 (49th) and 29 (61st) all have lower ridership.

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. The other major vehicular connection is Washington Street, which has one lane 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 are either have one lane in each direction, or are one-way, one lane roads.

Egleston Square, where Washington Street and Columbia Avenue cross, is a major intersection that experiences heavy vehicular demands.

Parking Regulations

The parking regulations within zoning in the Study Area varies since it is covered by both the Jamaica Plain and Roxbury zoning areas. All new developments that are “large projects” (>50,000 s.f.) will have their parking supply determined through the Article 80 development review process, and with consideration of Boston Transportation Department policy parking ratio maximums. Figure 70 shows the current parking ratios for residential and commercial uses:



Figure 69. Opposite: Columbus Avenue has the most vehicular lane capacity in the Study Area.

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

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

Figure 70. Jamaica Plain and Roxbury existing zoning requirements for parking.

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 the way we get around will continue to evolve. It is vital that the recommendations here are seen as a living document that will need to adapt over time. The Implementation section of this Plan provides a complete list of the transportation recommendations developed with the community. The following sections provide an overview of these recommendations and the aspirations that were derived from the community process.

Study Area-Wide Recommendations

In line with Vision Zero, Complete Streets and building off of the pilot Stonybrook Slow Streets program, managing vehicular speeds and promoting active transportation is the City's highest transportation priority in the Study Area. This includes installation of approved traffic calming measures throughout the study area to improve safety and slow drivers, and implementing BTB's Complete Streets Guidelines with any new development or City project.

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. 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 ADA-compliant cross slope and saw cut sidewalks.

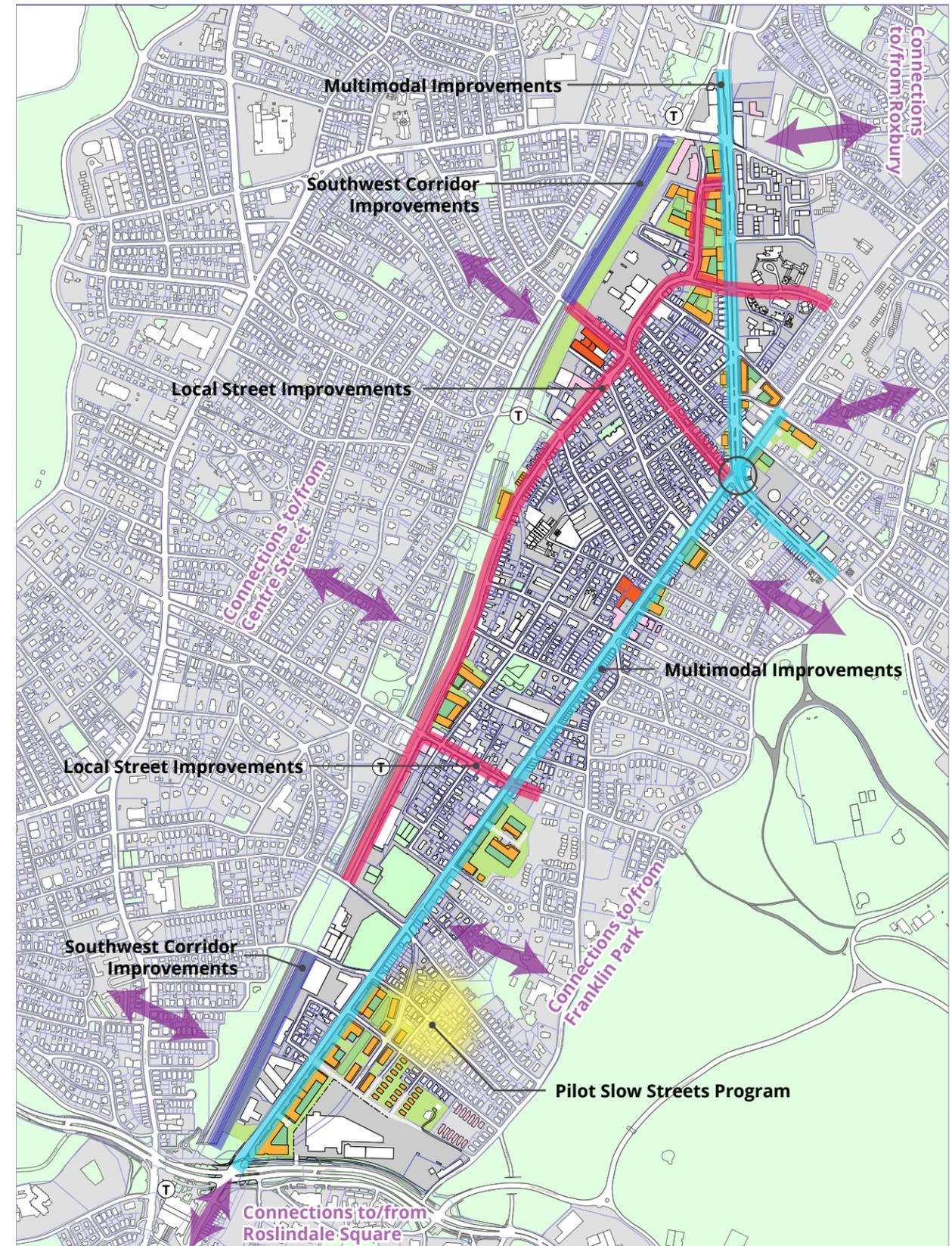


Figure 71. Opposite: Recommended transportation improvements in the Study Area.

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

As detailed below, this plan recommends studying multimodal complete streets improvements particularly to Washington Street, Columbus Avenue, and the major neighborhood streets of Atherton Street, Amory Street and Green Street. The City will advance studies and if appropriate pursue funding from development (through the Article 80 process) and 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 work with the MBTA to improve reliability on the Orange Line and bus routes. The upcoming acquisition of additional Orange Line vehicles will allow for increased capacity on the line. The City is advocating for restoration of a bus circulation loop between Jackson Square and Forest Hills.

Traffic signals timing should be evaluated to allow efficient traffic flow, minimized delay for walking and biking, as well as moderating 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 signal operations.

Parking should be shared between developments. In line with BTD policy, we recommend the following maximum parking ratios for amended zoning. Further parking ratio reductions should be encouraged based on proximity to transit.

- Residential: 1.0 space per unit
- Commercial (retail/office): 1.0 space per 1,000 s.f.

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.



Figure 72. Example of wayfinding in Downtown Crossing.



Figure 73. One of two municipal parking lots in Egleston Square.

Columbus Avenue Recommendations

Further analysis should be undertaken to evaluate how Columbus Avenue can be a pleasant place for all modes, both to move along and to cross. This study should consider: shrinking excess lane widths; eliminating excess lanes; widening sidewalks with landscaping and street furniture; curb extensions; pedestrian crossing improvements; separated cycle facilities (which are already called for in the Boston Bikes Plan); bus priority lanes; traffic flow improvements including signal upgrades/interconnection and better on-street parking management.

Washington Street Recommendations

Additional study should be undertaken to evaluate how Washington Street can be a pleasant place for all modes, both to move along and to cross. This study should consider: shrinking excess lane widths; widening sidewalks with landscaping and street furniture; curb extensions; pedestrian crossing improvements; 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. A community conversation should be started to think about potentially reallocating space to create comfortable bicycle accommodations, potentially removing parking on one side of the street.

South of Rossmore Road, the City anticipates redevelopment on the east side of Washington Street. In conjunction with development, the widening of the east side of the street should be explored, allowing widened sidewalks and street furniture; separated cycle facilities; and bus priority lanes.

South of Rossmore Road, the City anticipates redevelopment on the east side of Washington Street. In conjunction with development, the east side of the street should be widened, allowing widened sidewalks and street furniture; separated cycle facilities; and bus priority lanes.



Figure 74. Opposite: Mobility workshop participants start a conversation about roadway design that is recommended to be studied further

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

Figure 75. Opposite: Table summarizing workshop participants' preferences for Right of Way improvements.

Egleston Square

Further study should be undertaken to evaluate how Egleston Square can be a pleasant place for all modes, both to move along and to cross. The study should consider: shrinking excess lane widths; eliminating excess lanes; widening sidewalks with landscaping and street furniture; curb extensions; pedestrian crossing improvements; separated cycle facilities; bus priority lanes; improved bus stops; improved intersection design; traffic flow improvements including signal upgrades/interconnection and better on-street parking management.

Local Main Street Improvements

Amory Street, Dimock Street, Atherton Street and Green Street are local streets that serve important connection purposes 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 pleasant for all modes. Therefore these streets require 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 possible.

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

Southwest Corridor Park

Working with DCR, new trail segments should be constructed on the east side of the Orange Line, from Atherton Street to Centre Street, and from the Arborway to McBride Street. Throughout the corridor, the quality of the pedestrian path should be increased so that walkers aren't tempted to be on the cycle trail. At the same time, wayfinding should be upgraded along the route to encourage separation of uses. As public safety is an issue on some stretches of the Park (such as near Jackson Square and south of Green Street). Also increased safety patrols and where necessary increased lighting are warranted.



Figure 76. Neighborhood Slow Streets is a new approach to traffic calming requests in Boston, with a focus on street designs that self-enforce slower speeds and safer behaviors. Through this program, the City aims to reduce the number and severity of crashes on residential streets, lessen the impacts of cut-through traffic, and add to the quality of life in our neighborhoods. The program is being piloted in the Stonybrook neighborhood as well as Talbot-Norfolk Triangle (TNT) in Dorchester. Refer to complete Streets Guidelines for more information about Slow Streets.

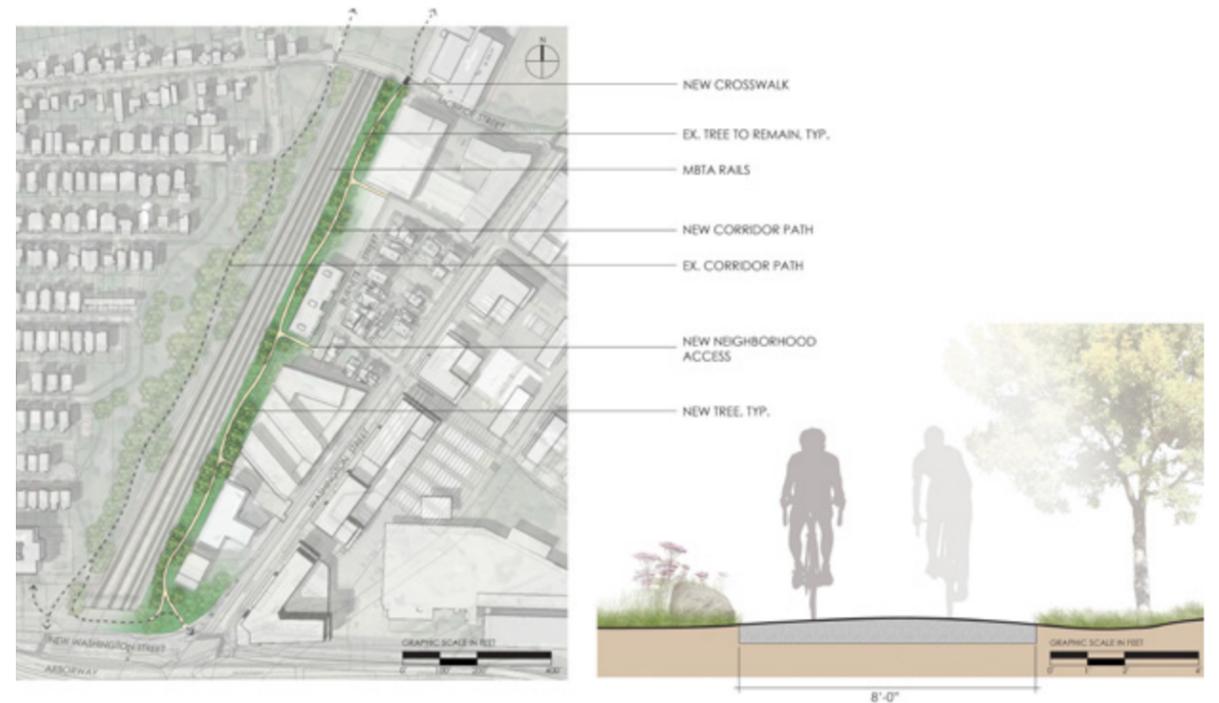


Figure 77. Conceptual illustration of Southwest Corridor extension from the Arborway to McBride Street, using MBTA-owned parcels. Photo credit: Ray Dunetz, Ray Dunetz Landscape Architecture.

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 urban parks and open spaces for which the area is known. This disjunction may be attributed to the presence of approximately 100 acres of supporting open space immediately adjacent to and within a ¼ mile of the Corridor’s planning boundaries. Examples include the Southwest Corridor Park system that borders the western edge of the area, and a portion of Franklin Park, the largest park in the Emerald Necklace Park system, to the east.

Open space assets within the Study Area include:

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



Figure 78. Opposite: Open space assets in and within a 1/4 mile of the Study Area.

Public Realm and Placemaking

In the January 2016 PLAN: JP/ROX meeting on Mobility & Connectivity and Public Realm & Placemaking, **public realm** was defined as 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).

In the same meeting, **placemaking** was defined as 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 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.

The primary job of the public realm is to facilitate mobility and connectivity by providing safe, accessible, and well-defined facilities for pedestrians, cyclists, and vehicles within the neighborhood.

Placemaking brings elements of activity, culture, and street life to the public realm and to existing open spaces 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. 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.

When tailored for the area's character (residential, gateway, neighborhood business), placemaking strategies bring an appropriate level of activity to the area based on the planned uses and the availability of space.

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



Figure 79. Minton Stable Community Garden in the Stonybrook Neighborhood. Photo credit: Flickr - Sarah Nichols.



Figure 80. William F. Flaherty Playground. Photo credit: Rebeca Oliveira, JP Gazette.



Figure 81. Egleston Plaza ("Stonehenge") at Columbus Avenue and Washington Street in Egleston Square obtained recent funding for improvements.

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 public realm could still benefit from such thoughtful interventions to create a more robust, connected mobility network, specifically for pedestrians and cyclists. Currently, there are areas of disconnect created by lack of space to accommodate comfortable pedestrian passage, street trees for shade, protected cycling facilities, or 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.

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

Issues

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



Figure 82. Public Space definition: Publicly owned, members of the public have access. Example includes a plaza or park, like the Egleston Square Peace Garden.



Figure 83. Private Space definition: Privately-owned, access is restricted or dictated by the owner. Example includes a backyard or the interior of a business, like the Rozzie Birch Street Courtyard. Photo credit: RVMS.



Figure 84. 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.

also noted 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, these factors make moving around the neighborhood difficult, 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

- 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 85. Conceptual drawing looking north on Columbus Avenue at Dimock Street showing public realm improvement potential with a dedicated bus lane and curb bump-out. Illustrative diagram.



Figure 86. Active ground-floor uses at Centre and Lamartine Streets in Jackson Square help to enliven that corner.

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

- Pedestrian and cycling connections should be improved between Columbus Avenue and the new planned segments of the Southwest Corridor, through Amory Avenue, and to privately developed open space.
- Preserve and activate MBTA ROW behind new development in Jackson Square as a continuation of the Southwest Corridor

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.
- Concentrate active commercial uses with active ground floors along Washington Street between Bray Street and Montebello Street. Active open spaces should be located adjacent to businesses to provide to a mutually beneficial attraction to the area.
- New developments should respect the residential character of the neighborhood behind Washington Street.
- Improve the pedestrian connection on Atherton Street to connect Egleston Square to the Southwest Corridor.
- Work with the Egleston YMCA to provide a broader range of activities to accommodate varying age groups (i.e., older residents)

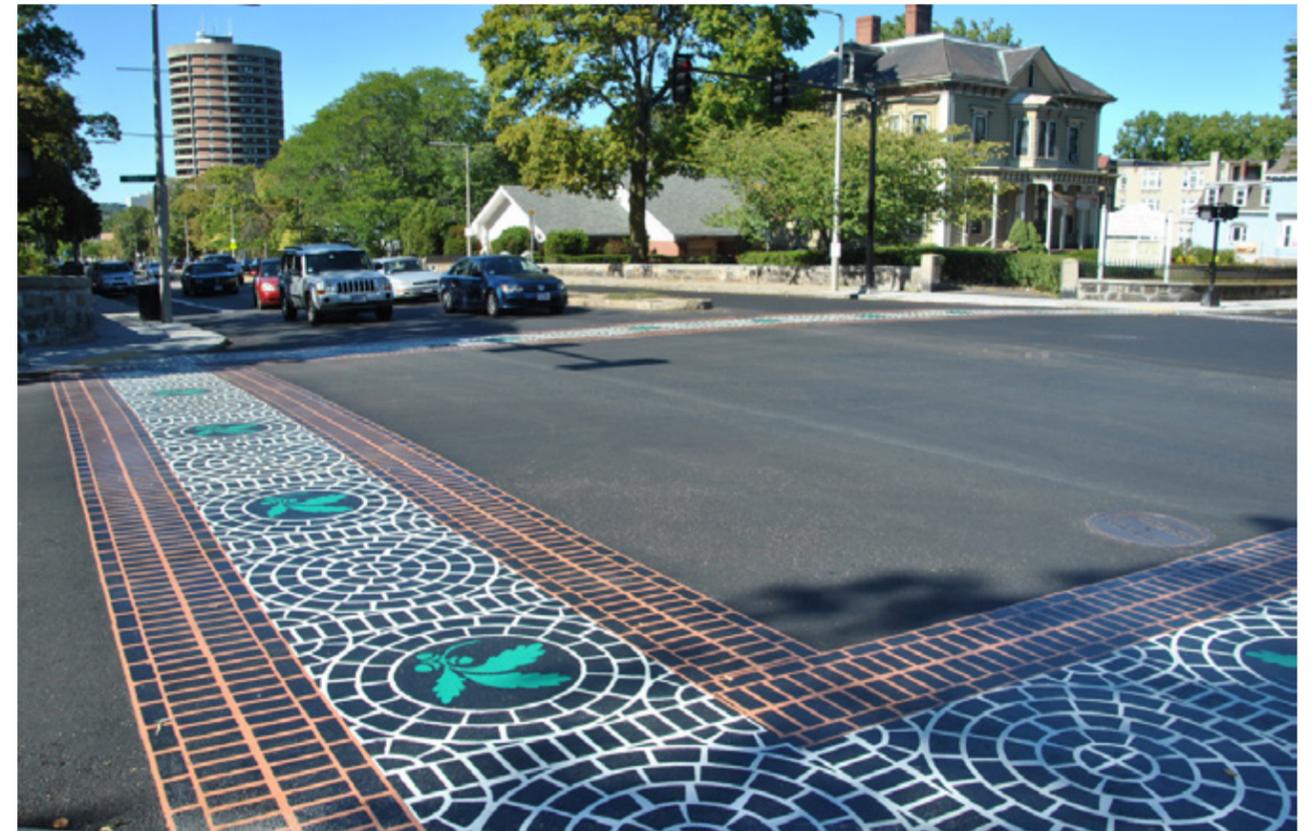


Figure 87. Enhanced pedestrian crossing markers at Seaver and Walnut Streets in Egleston Square improve the public realm and add safety measures for difficult pedestrian crossings.



Figure 88. 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.

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 (easements?), landscaping, and street furniture to promote a cultural and artistic character.
- New construction should not obstruct access to the park and should reflect the residential character of its surroundings.

Green Street

Character: neighborhood service district

Recommendations

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

Forest Hills

Character: neighborhood gateway district and transportation hub

Recommendations

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



Figure 89. Conceptual drawing looking south on Washington Street near Egleston Square showing enhanced public realm interventions: dedicated cycletrack, wide sidewalks, marked crosswalk, ground-floor transparency. For orientation purposes, note right: Walgreens and BNN banner. Illustrative diagram.



Figure 90. Conceptual drawing looking north on Washington Street near Forest Hills showing enhanced public realm interventions: bike lane, wide sidewalks, curb bump-out, marked crosswalk, abundant street trees. For orientation purposes, note right: Washington Street and Rockvale Circle intersection. Illustrative diagram.



Figure 91. Conceptual drawing looking south on Washington Street near Forest Hills showing enhanced public realm interventions: bike lane, wide sidewalks, curb bump-out, abundant street trees and ground-floor transparency. For orientation purposes, note left: opaque building is the existing Drinking Fountain. Illustrative diagram.

- Enhance pedestrian use on Washington Street by widening sidewalks and including more amenities. Create active entrances and edges directly on Washington Street. Buffer sidewalks, space permitted, from faster moving car traffic.
- Concentrate active public and semipublic spaces adjacent to active retail and services uses. Concentrate these open spaces at major entry points to signal a 'gateway'.
- Parking entrances, loading docks, and service entrances should be configured to minimize impacts to Columbus Avenue and adjacent properties. The building shape and roof line (i.e. massing and edge) should be varied to mitigate the urban canyon effect.
- Public access routes to better connect Stonybrook Neighborhood and Washington Street.
- Strategize new and enhance existing programs at Franklin Park to increase visitability
- Provide better connections from the residential areas to Franklin Park
- Preserve and activate MBTA ROW behind new development in Forest Hills as a continuation of the Southwest Corridor

Neighborhood-Wide

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

Recommendations

- Maintain sidewalks so they are navigable and safe. Include street amenities such as benches and trashcans.
- Use landscaping to buffer pedestrian zones from parking.
- Service entrances should be off of primary roads
- New developments should use varied building shape and roof line (i.e. massing and edge) should be varied to mitigate the urban canyon effect and overshadowing surrounding neighborhoods.

- Respect smaller neighborhood context and create more activity in areas that can handle new development.
- Break apart larger developments with public and private connections to the Southwest Corridor and shortcuts (i.e. interstitial connections) similar to those found in the Brewery Complex.
- Ensure that ground floor uses maintain a high degree of transparency and maximize a visual connection between persons inside and passersby by providing clear and unobstructed windows, free of reflective glass coatings, advertisements, stickers, and security grates.
- Building edges should reflect the interior use. This strategy signals the transition between the business area and its context:
 1. Closer to activity nodes, active retail edges should be transparent.
 2. Commercial, community, and cultural uses should be semi-transparent.
 3. Residential uses should be screened / buffered by semiprivate space and landscaping.
- Public realm improvements should respect the existing residential fabric by improving existing neighborhood parks and community gardens and creating cohesive commercial activities. Streets around smaller public spaces should be safe and allow for children to play nearby. Smaller streets may follow Stony Brook's Boston Transportation Department Slow Streets Program with speed reducing strategies in residential streets to discourage detouring, cut through traffic.
- Spaces for public art from local artists and interesting architectural expression creates a diverse mix of neighborhood identities for different activity nodes.
- Consider maximum lot coverage requirements in order to promote the creation of on-site open space
- New community garden space and /or dog park space

SUSTAINABLE DEVELOPMENT & GREEN BUILDINGS

GOAL

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

OVERVIEW

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

RECOMMENDATIONS:

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

Neighborhood Development and Buildings

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

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

Preparedness and Resiliency

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

Green Infrastructure

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

District Energy Infrastructure Planning and Development

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



IMPLEMENTATION

URBAN DESIGN GUIDELINES

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

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

Any dimensional inconsistencies that arise from these guidelines will be resolved through Article 80 and the RDA permitting processes. These guidelines are not intended to create uniform, predictable formulaic architecture.

Area-Wide Urban Design Guidelines

Street and Block Patterns

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

Public Realm

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

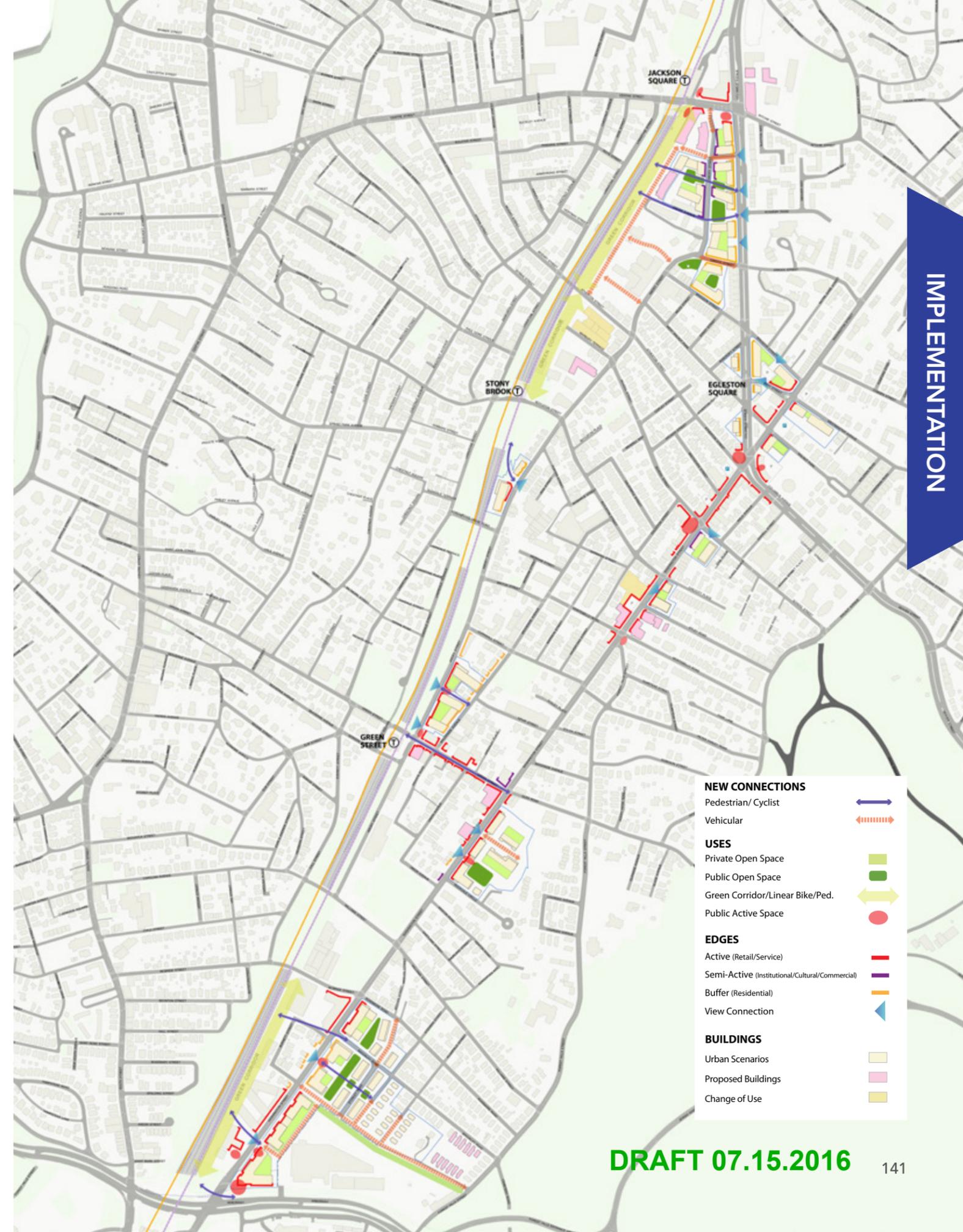


Figure 92. Study Area urban design plan.

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

Site Planning and Topography

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

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

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

Open Space and Landscaping

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

Existing trees should be retained wherever possible. 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 consider the architecture and form of the building, and be suitable to the functions of the space. Design landscaping to minimize adverse visual impacts, especially from parking, loading, and service areas.

Figure 93. Diagram shows new pedestrian, bike, and vehicular connections, and view corridors between buildings (Detail of Jackson Square urban design plan).

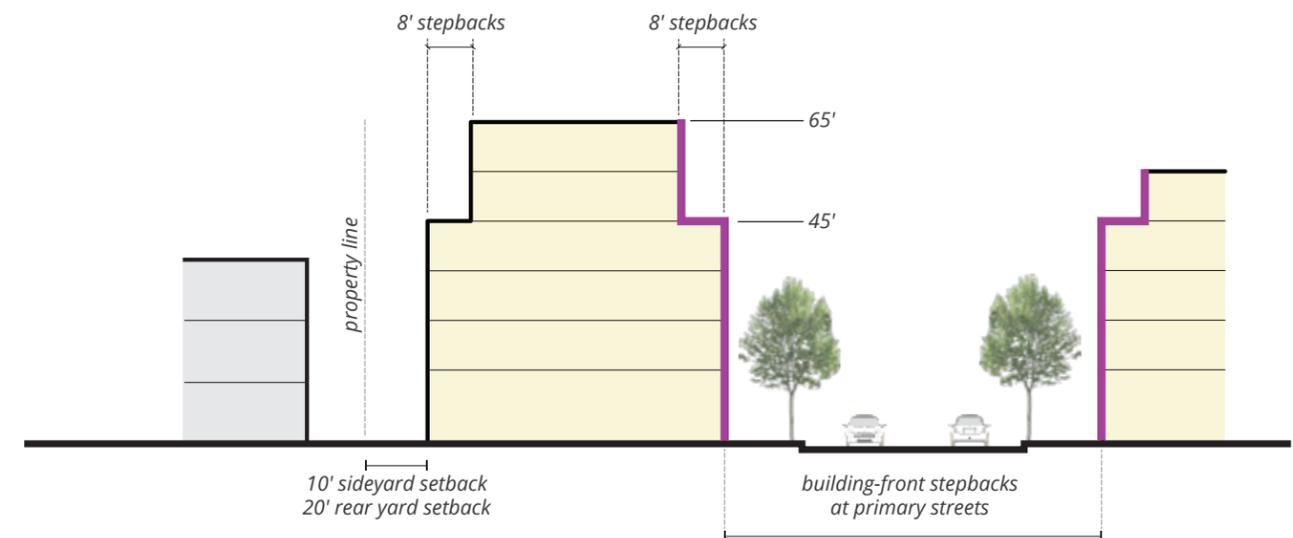
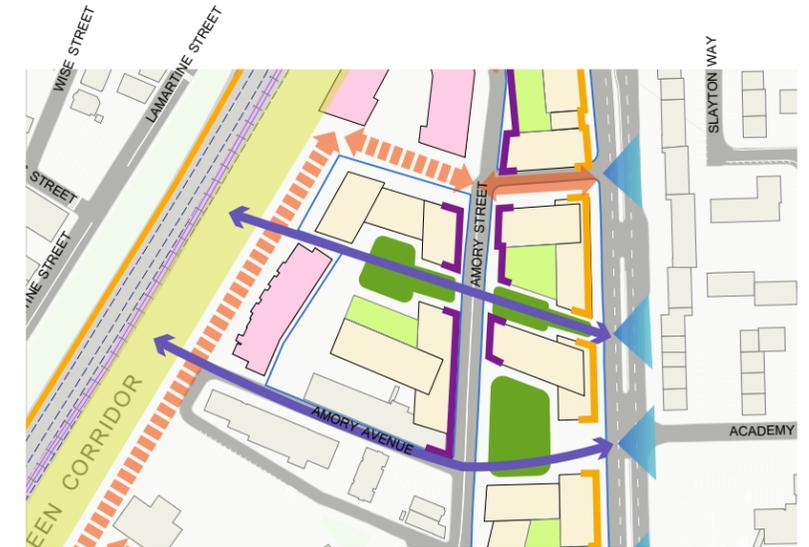


Figure 94. Diagram shows guidelines for stepping back height along main corridors, and to the existing residential neighborhood.

Building Height, Scale and Massing

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

In MFR, LC, NS, LI and IDA subdistricts, Residential Development Areas (RDAs) are being introduced as a zoning tool to promote additional housing development and affordable housing on parcels 10,000 sf and larger. The following RDA guidelines seek to ensure gradual transitions between existing and new buildings while recognizing the varied conditions that can surround a

single building site. In addition to specific height sub-zones, these guidelines establish specific building setback and step-back requirements to further control massing.

RDA Building Height Zones are configured to create gradual transitions between zones and buildings. RDA Building Height Zones and Adjacency Transition:

- RDA - 55 – 4 to 5 Stories / up to 55'
- RDA - 65 – 4 to 6 Stories / up to 65'
- RDA - 155 – 7 to 15 Stories / up to 155'

Building Street Front Setbacks should generally reinforce existing street wall conditions while ensuring appropriate sidewalk widths and buffer areas to support new and existing uses. In locations where the public right of way is too constrained to allow minimum sidewalk widths, new buildings should be setback to allow for wider sidewalks. See Transportation and Connectivity recommendations and Boston Complete Street guidelines for minimum and ideal width dimensions.

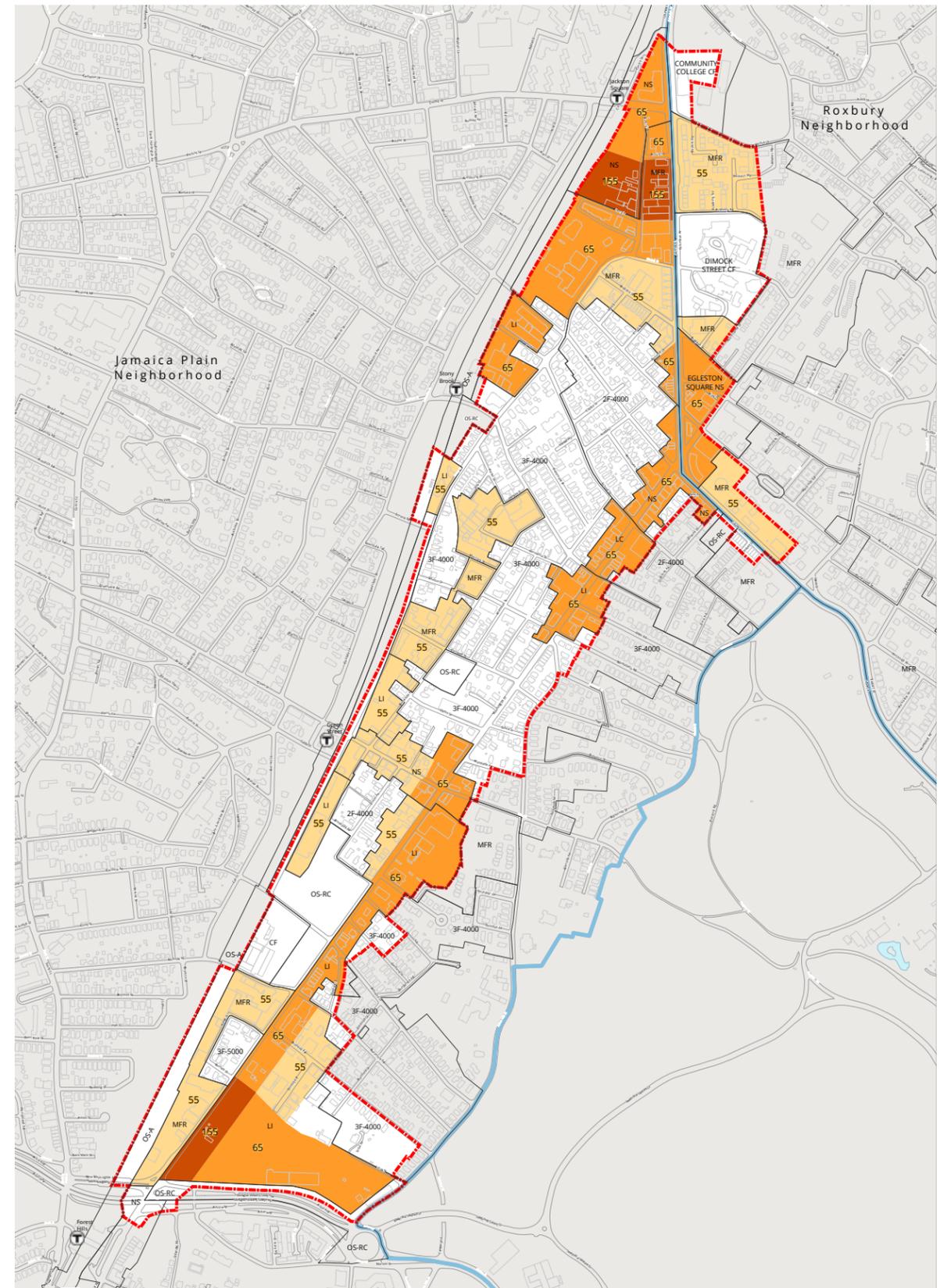
- RDA Building Front Setback:
 1. Residential – 10' to 15' to buffer ground floor uses.
 2. Main Street / Active Commercial – 0' to 10' to provide opportunities for outdoor seating.
- RDA Building Side and Rear Yard Setbacks:
 1. Residential – Side 10' / Rear 20'.
 2. Main Street / Active Commercial – Side 0' to 10' / Rear 20'.

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

RDA Building Step-Backs should ease transitions between new and existing buildings and reduce the overall massing of new buildings.

- Front Step-Backs (street facing):
 1. Buildings over four stories / 45' must include at least one step-back, at minimum 8' deep and across 80% of the front / street facing façade, additionally,
 2. Buildings over six stories / 65' must include a second horizontal step-backs at 65', at minimum 8' deep and across 100% of the front / street facing façade

Figure 95. Opposite: Recommended RDA zones eligible for a density bonus with maximum allowable building heights. Where additional height is allowed using a density bonus, urban design guidelines ensure new development will respect and blend with adjacent areas.



- Side and Rear Yard Step-Backs:
 1. Buildings over four stories / 45' must include at least one step-back, at minimum 8' deep and across 100% of the side and rear facing façades, additionally,
 2. Buildings over six stories / 65' must include a second horizontal step-back at 65', at minimum 8' deep and across 100% of the side and rear facing façades.

Building Orientation and Edge Condition

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

a more active pedestrian scale and environment. Windows should be free of reflective glass coatings, advertisements, stickers, security grates, etc.

- In residential areas locate common spaces such as gyms, recreation rooms, and community rooms at the ground level. Buffer and screen residential uses with landscaping and setbacks.

Parking and Loading

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

PARKING AND LOADING DIAGRAM

Figure 96. xxx

Jackson Square Urban Design Guidelines

Area Specific Character and Future Vision

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

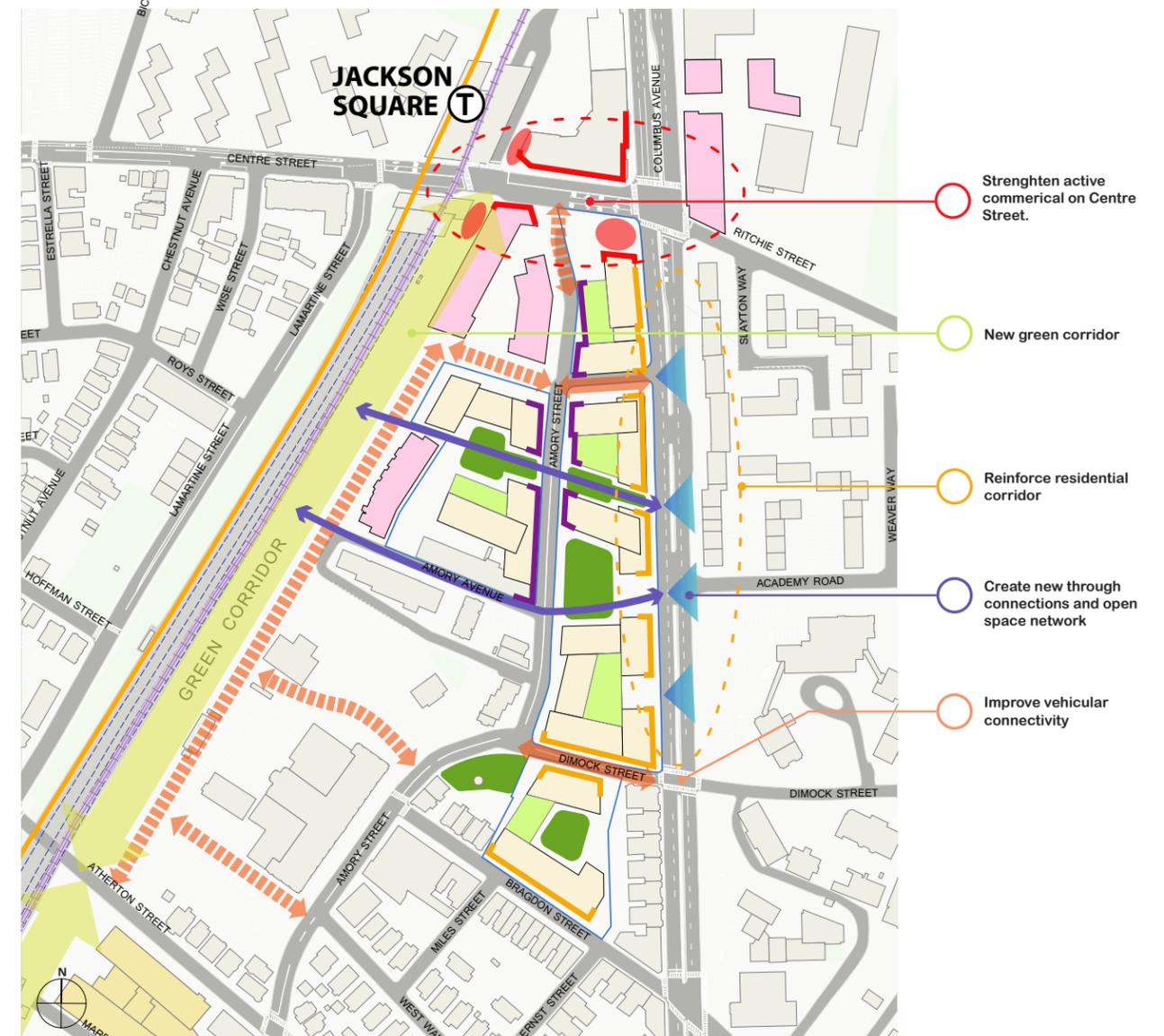
Area Uses

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

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

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

Figure 97. Opposite: Urban design plan outlines approach to connections, uses and edges in the Jackson Square focus area.



IMPLEMENTATION

Area Specific Circulation and Connections

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

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

Area Specific 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 Specific Building Height and Massing

Envisioned as a neighborhood gateway, Jackson Square has the support and potential for a small cluster new high-rise buildings while ensuring an appropriate transition to the existing neighborhood.

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

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

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



Figure 98. Above: Conceptual 3D model showing development scenarios in the Jackson Square focus area with greater heights to create a gateway into the Study Area from the north. Illustrative diagram.



Figure 99. Conceptual plan diagram to provide details of the development scenarios in the Jackson Square focus area, with height zones. Illustrative diagram.

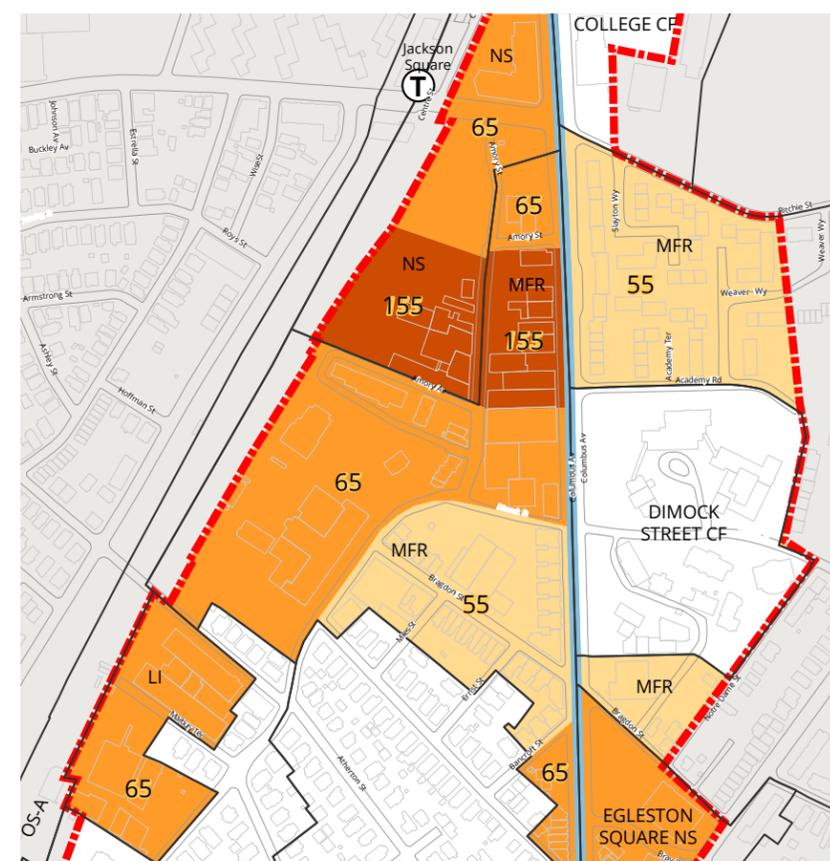


Figure 100. RDA Zones in the Jackson Square Focus Area reflect development scenario recommendations.

Egleston Square Urban Design Guidelines

Area Character and Future Vision

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

Area Uses

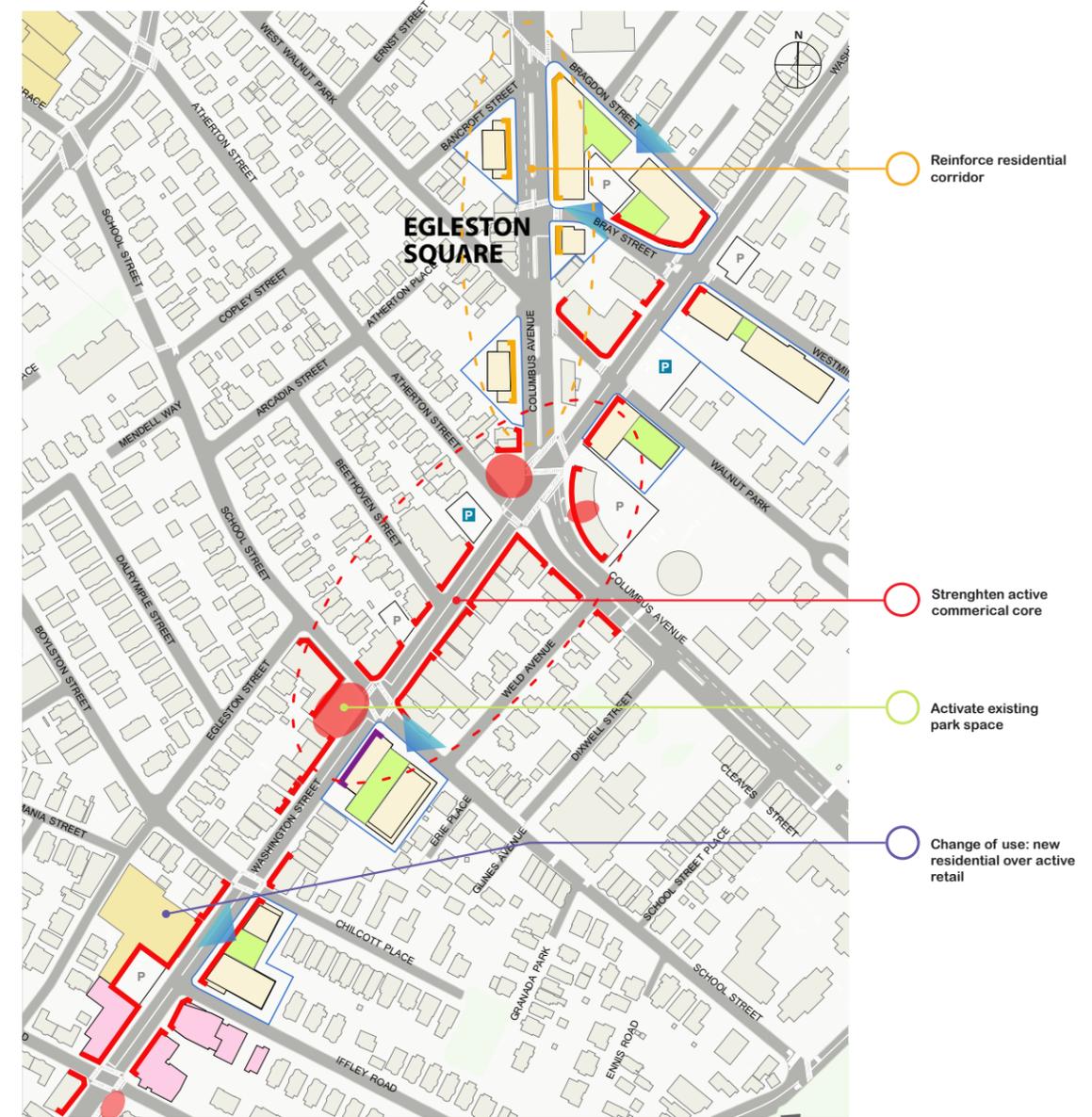
The primary area land use is mixed multi-family residential over retail with active uses concentrated on along Washington Street between Bragdon and Montebello Streets. New housing should be affordable to a range of income earners and include a mix of unit sizes, home ownership, and rental housing units.

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

Area Circulation and Connections

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

Figure 101. Opposite: Urban design plan outlines approach to connections, uses and edges in the Egleston Square area.



NEW CONNECTIONS

- Pedestrian/ Cyclist (Blue double-headed arrow)
 - Vehicular (Red dashed double-headed arrow)
- ### USES
- Private Open Space (Light green square)
 - Public Open Space (Dark green square)
 - Green Corridor/Linear Bike/Ped. (Yellow double-headed arrow)
 - Public Active Space (Red circle)

EDGES

- Active (Retail/Service) (Red line)
- Semi-Active (Institutional/Cultural/Commercial) (Purple line)
- Buffer (Residential) (Orange line)
- View Connection (Blue triangle)

BUILDINGS

- Urban Scenarios (Light yellow square)
- Proposed Buildings (Pink square)
- Change of Use (Yellow square)

Public Realm

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

Area Building Height, Scale, and Massing

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

- RDA - 55 – 4 to 5 Stories / up to 55’ - adjacent to existing 3 to 4 story buildings.
- RDA - 65 – 4 to 6 Stories / up to 65’ - adjacent to existing 4 to 5 story and new buildings.



Figure 102. Above: Conceptual 3D model showing development scenarios in the Egleston Square focus area with greater heights to create a gateway into the Study Area from the north. Illustrative diagram.

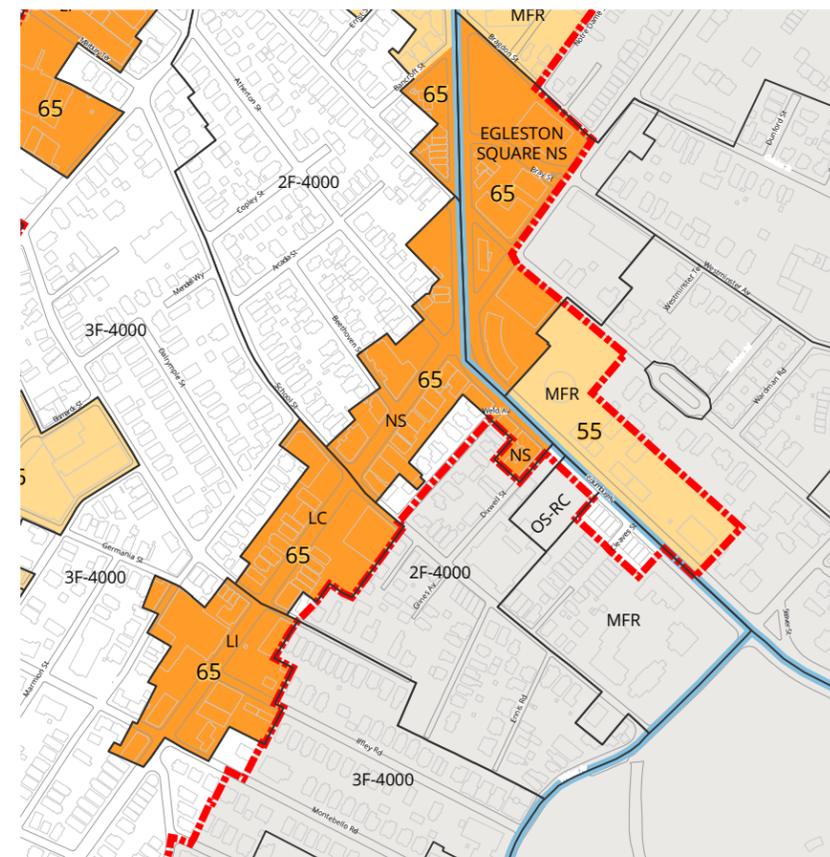


Figure 103. Conceptual plan diagram to provide details of the development scenarios in the Egleston Square focus area, with height zones. Illustrative diagram.

Figure 104. RDA Zones in the Egleston Square Focus Area reflect development scenario recommendations.

Stony Brook Urban Design Guidelines

Area Character and Future Vision

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

Area Uses

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

Area Circulation and Connections

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



Figure 105. Opposite: Urban design plan outlines approach to connections, uses and edges in the Stony Brook focus area.

NEW CONNECTIONS

- Pedestrian/ Cyclist
- Vehicular



USES

- Private Open Space
- Public Open Space
- Green Corridor/Linear Bike/Ped.
- Public Active Space



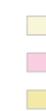
EDGES

- Active (Retail/Service)
- Semi-Active (Institutional/Cultural/Commercial)
- Buffer (Residential)
- View Connection



BUILDINGS

- Urban Scenarios
- Proposed Buildings
- Change of Use



Area Public Realm

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

Area Building Height, Scale, and Massing

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

- RDA - 55 - 4 to 5 Stories / up to 55' - adjacent to existing 3 to 4 story buildings.



Figure 107. Conceptual plan diagram to provide details of the development scenarios in the Stony Brook focus area, with height zones. Illustrative diagram.



Figure 106. Above: Conceptual 3D model showing development scenarios in the Stony Brook focus area with greater heights to create a gateway into the Study Area from the north. Illustrative diagram.

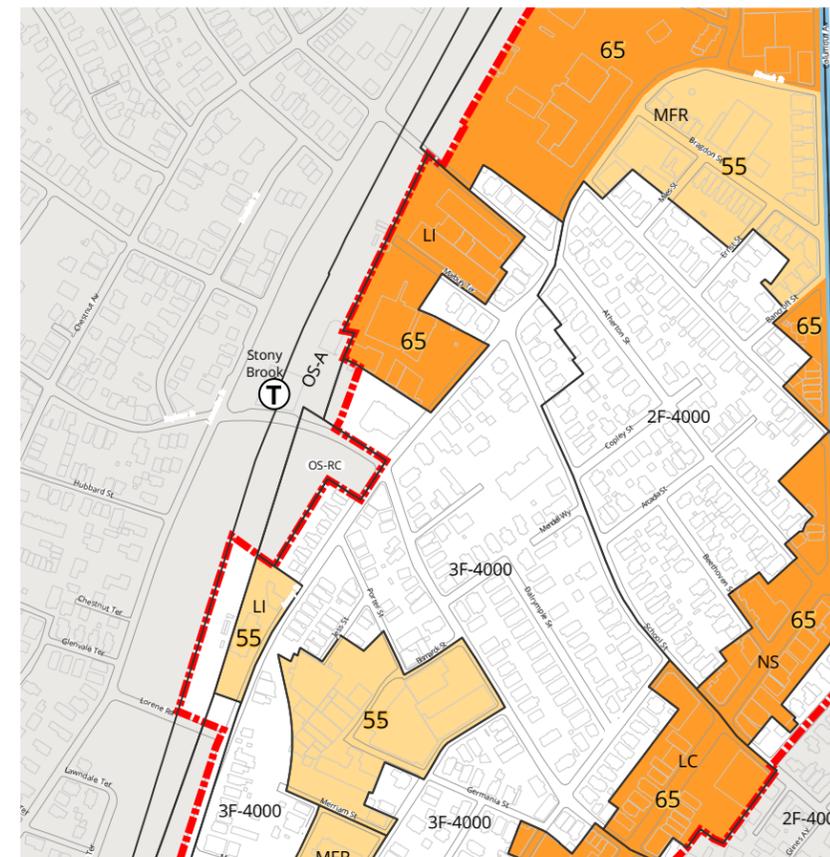


Figure 108. RDA Zones in the Stony Brook Focus Area reflect development scenario recommendations.

Green Street Urban Design Guidelines

Area Character and Future Vision

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

Area Uses

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

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

Area Circulation and Connections

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

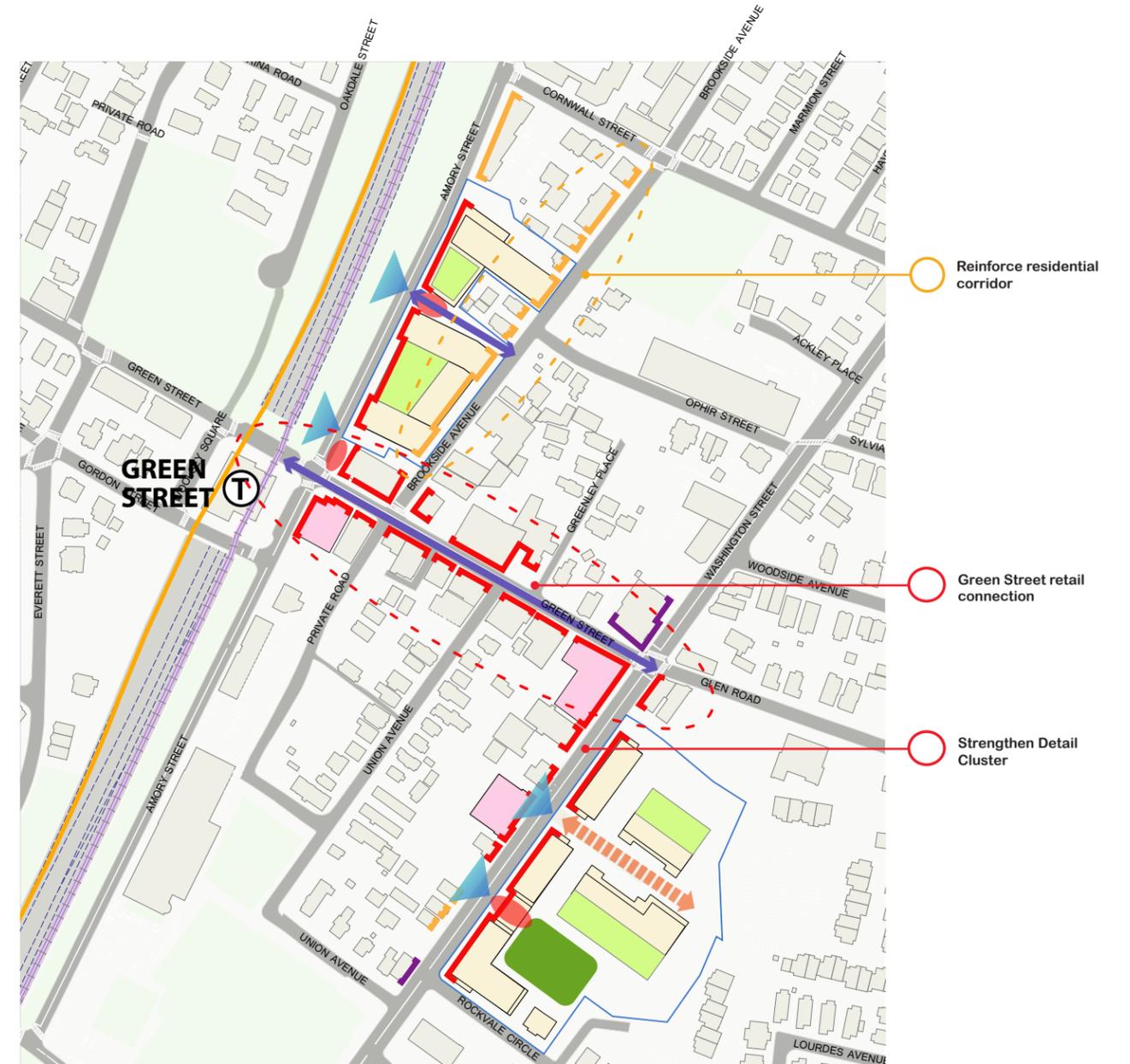


Figure 109. Opposite: Urban design plan outlines approach to connections, uses and edges in the Green Street focus area.

NEW CONNECTIONS

- Pedestrian/ Cyclist: Blue double-headed arrow
 - Vehicular: Orange dashed double-headed arrow
- ### USES
- Private Open Space: Light green rectangle
 - Public Open Space: Dark green rectangle
 - Green Corridor/Linear Bike/Ped.: Yellow-green double-headed arrow
 - Public Active Space: Red circle

EDGES

- Active (Retail/Service): Red line
- Semi-Active (Institutional/Cultural/Commercial): Purple line
- Buffer (Residential): Orange line
- View Connection: Blue triangle

BUILDINGS

- Urban Scenarios: Light yellow rectangle
- Proposed Buildings: Pink rectangle
- Change of Use: Yellow rectangle

IMPLEMENTATION

Area Specific Public Realm

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

Area Specific Building Height, Scale and Massing

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

- RDA - 55 – 4 to 5 Stories / up to 55' - adjacent to existing 3 to 4 story buildings.
- RDA - 65 – 4 to 6 Stories / up to 65' - adjacent to existing 4 to 5 story and new buildings.



Figure 111. Conceptual plan diagram to provide details of the development scenarios in the Green Street focus area, with height zones. Illustrative diagram.



Figure 110. Above: Conceptual 3D model showing development scenarios in the Green Street focus area with greater heights to create a gateway into the Study Area from the north. Illustrative diagram.

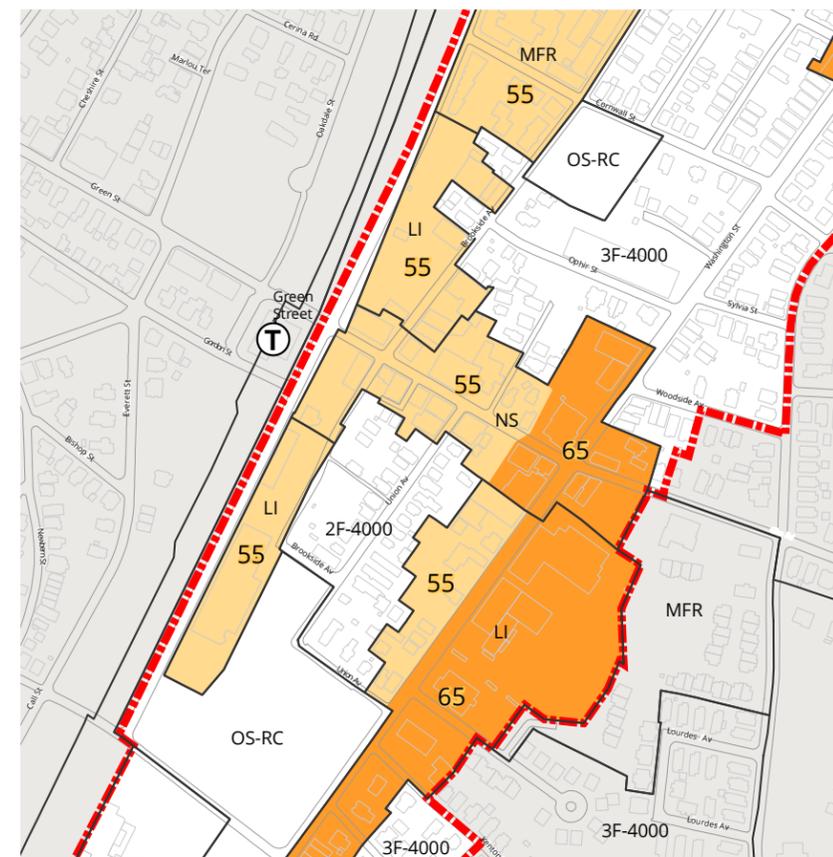


Figure 112. RDA Zones in the Green Street Focus Area reflect development scenario recommendations.

Forest Hills 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 new active with live, work, and retail uses and new and expanded open space areas that support a walking, biking, and public transit centric community.

Area Uses

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

- Washington Street Corridor – anchor the Stony Brook neighborhood with new mid rise and high rise mixed use buildings with active community serving retail and service business uses at street level along Washington St.
- 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.

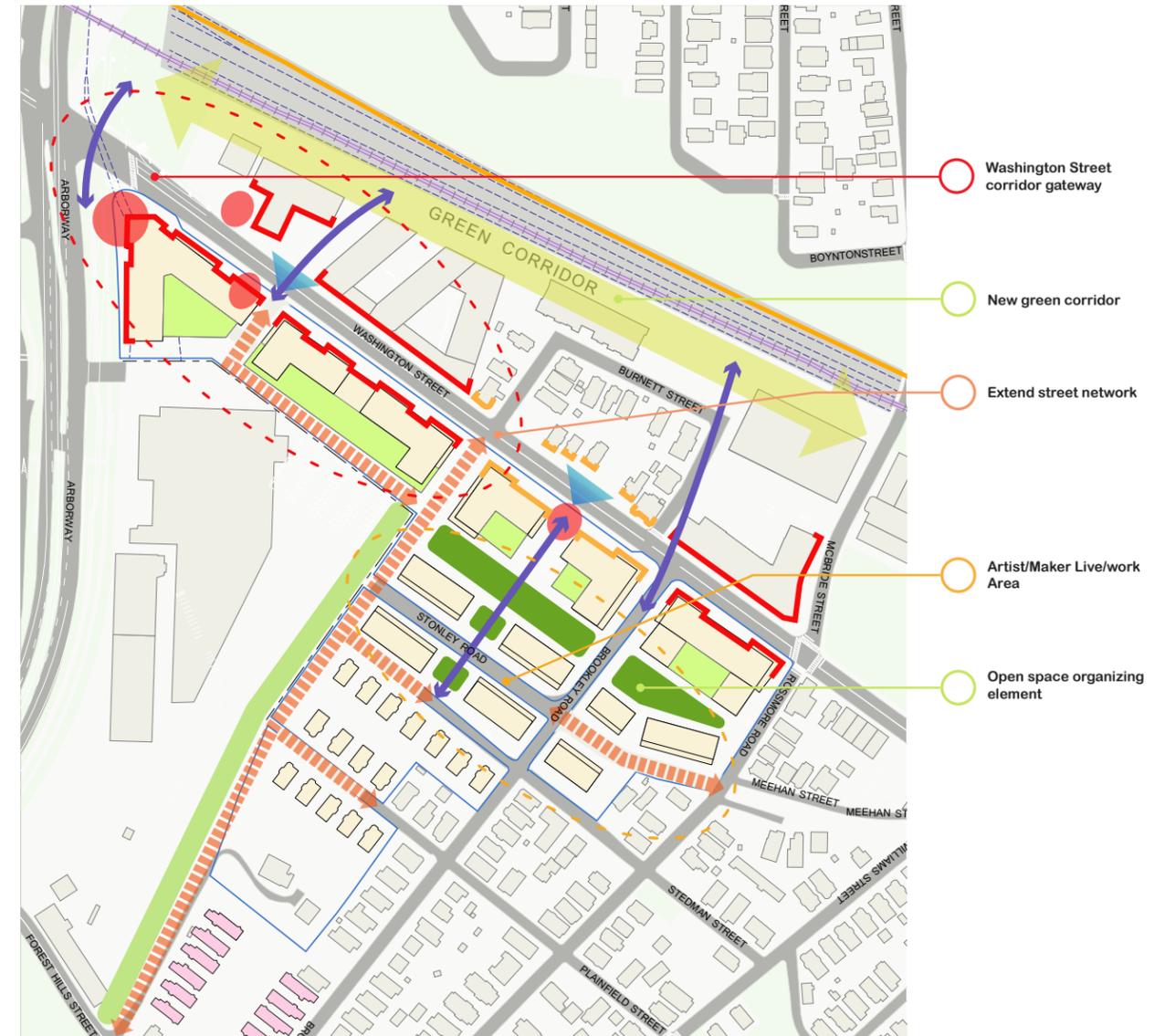


Figure 113. Opposite: Urban design plan outlines approach to connections, uses and edges in the Forest Hills focus area.

NEW CONNECTIONS

- Pedestrian/ Cyclist
- Vehicular
- USES
- Private Open Space
- Public Open Space
- Green Corridor/Linear Bike/Ped.
- Public Active Space

EDGES

- Active (Retail/Service)
- Semi-Active (Institutional/Cultural/Commercial)
- Buffer (Residential)
- View Connection

BUILDINGS

- Urban Scenarios
- Proposed Buildings
- Change of Use

IMPLEMENTATION

Area Circulation and Connections

- Enhance vehicular circulation with new roadway network and connections:
 - Extend Lotus St from Forest Hills Street to Washington Street
 - Extend existing street network at Stonley Road, Stedman, and Plainfield Streets
- 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, the Forest Hills / Stonybrook area has the support and potential for a small cluster new high-rise buildings while ensuring an appropriate transition to the existing neighborhood. In addition to building massing, setback, and step-back requirements, three maximum building height categories define specific RDA Zones as follows:

- RDA - 55 - 4 to 5 Stories / up to 55' - adjacent to existing 3 to 4 story buildings.
- RDA - 65 - 4 to 6 Stories / up to 65' - adjacent to existing 4 to 5 story and new buildings.
- RDA - 155 - 7 to 15 Stories / up to 155' - adjacent to new buildings.

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



Figure 114. Above: Conceptual 3D model showing development scenarios in the Forest Hills focus area with greater heights to create a gateway into the Study Area from the north. Illustrative diagram.



Figure 115. Conceptual plan diagram to provide details of the development scenarios in the Forest Hills focus area, with height zones. Illustrative diagram.

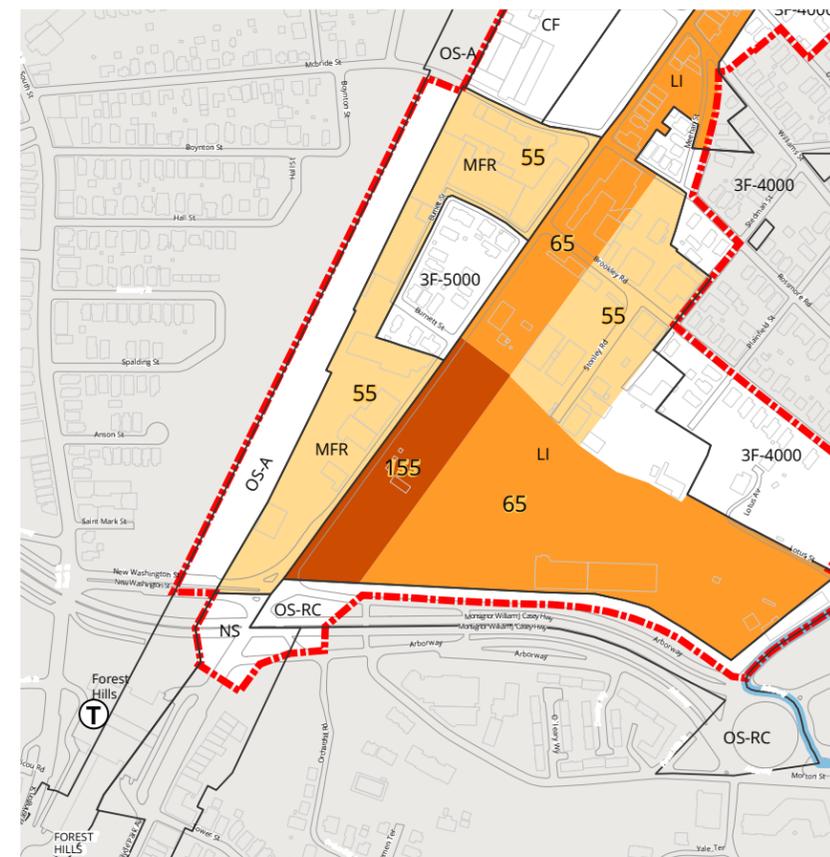


Figure 116. RDA Zones in the Forest Hills Focus Area reflect development scenario recommendations.

COORDINATION OF DEVELOPMENT & BENEFITS

GOAL

In return for additional density, the BRA is proposing a density bonus system whereby additional density would be allowed in exchange for additional income-restricted, affordable housing units. Projects would still be limited by restrictions including height and urban design guidelines.

OVERVIEW

While a financial feasibility study is still underway that will solidify this provision, one proposal being explored is that all projects with an FAR up to 2.0 and are proposing ten units or more remain subject to the Inclusionary Development Policy ("IDP"), which requires 13% of units be affordable to moderate- to middle-income households (70% of Area Median Income ("AMI") for rentals, and 80% or 100% of AMI for condominiums). Under the density bonus, 100% of the benefits from the added density are used for low- to moderate-income housing (50% of AMI for rentals and 80% of AMI for condominiums). For any FAR that exceeds 2.0, 25% of units would be income restricted. As a result of blending the IDP with the density bonus, many projects will be approximately 18% income-restricted, with the level of affordability increasing with density.

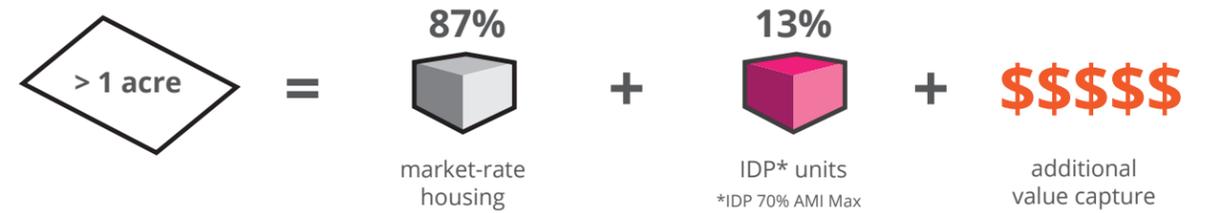
Rationale

Using the zoning tool of bonus density, the goal is to assure that some of the housing needs of the community are provided in a predictable way. As the number of housing units in the area increases, affordable housing is also created. The density bonus serves as only one tool in the City of Boston's efforts to preserve and increase affordable housing in the area.

Figure 117. Opposite: Overview of the proposed density bonus policy in JP/ROX. Income, rental and sales figures are based on 2016 HUD Income Limits, which are revised annually.

Density Bonus Allocation of Value Capture to Benefits

Residential Project Components Illustrative Example



\$\$\$\$\$\$ **Housing 100% of Value**

or

Bonus Rental
25% of added density at 50% AMI

Bonus Sales
25% of added density at 80% AMI

HH Size/Bedrooms	Density Bonus Rental 50% AMI Income Max	IDP Rental 70% AMI Income Max	IDP Sales and Density Bonus Sales 80% AMI Income Max	IDP Sales 100% AMI Income Max
Studio	Income < \$34,350 Max Rent = \$760	Income < \$48,100 Max Rent = \$1,065	Income < \$54,950 Max Rent = \$1,216 Max Sales = \$141,800	Income < \$68,700 Max Sales = \$191,300
1-bedroom	Income < \$39,250 Max Rent = \$887	Income < \$54,950 Max Rent = \$1,242	Income < \$62,800 Max Rent = \$1,419 Max Sales = \$175,900	Income < \$78,500 Max Sales = \$228,500
2-bedroom	Income < \$44,150 Max Rent = \$1,013	Income < \$61,850 Max Rent = \$1,419	Income < \$70,650 Max Rent = \$1,622 Max Sales = \$206,100	Income < \$88,300 Max Sales = \$265,800
3-bedroom	Income < \$49,050 Max Rent = \$1,140	Income < \$68,700 Max Rent = \$1,597	Income < \$91,050 Max Rent = \$1,825 Max Sales = \$236,000	Income < \$98,100 Max Sales = \$303,100

RECOMMENDATIONS TABLE

OVERVIEW

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

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

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

Definitions

Underway - already in process

Short-Term - 0-3 years

Medium-Term - 3-10 years

Long-Term - 10-20+ years

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

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

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

Acronyms and Abbreviations

AAB - Architectural Access Board

ADA - Americans with Disabilities Act

ADAAG - Americans with Disabilities Act Accessibility Guidelines

Assessing - Assessing Department

BPHC - Boston Public Health Commission

BPRD - Boston Parks and Recreation Department

BRA - Boston Redevelopment Authority

BTD - Boston Transportation Department

BWSC - Boston Water and Sewer Commission

DCR - Department of Conservation and Recreation

DND - Department of Neighborhood Development

EEOS - Environment, Energy and Open Space Cabinet

Elderly Comm. - Elderly Commission

ENV - Environmental Department

HIL - The Mayor's Housing Innovation Lab

MassDOT - Massachusetts Department of Transportation

MBTA - Massachusetts Bay Transportation Authority

MOAC - Mayor's Office of Arts & Culture

MONB - Mayor's Office of New Bostonians

MOYE - Mayor's Office of Youth Engagement and Employment

OED - Mayor's Office of Economic Development

ONS - Mayor's Office of Neighborhood Services

PIC - Public Improvements Commission

PWD - Public Works Department

Treasury - Treasury Department

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

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

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

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

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

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

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

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

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Traffic signal coordination should be considered, with the aim of balancing the needs of all users and to minimize the delay for pedestrians, bicyclists, and transit vehicles. Along priority bicycle routes, to the extent possible, the coordination should allow both motorists (traveling at 25mph) and bicyclists to travel through multiple intersections without stopping.	Short	BTD	G
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 1.0 space per commercial 1,000 sf for large projects.	Short, Development Specific	BRA, BTD	P
Establish a maximum parking ratio of 1.0 space per residential unit	Short, Development Specific	BRA, BTD	P
Add to the bicycle parking supply through capital projects and private redevelopment opportunities, as per City of Boston Bicycle Parking Guidelines, including one secure/covered bicycle parking space per residential unit, and minimum parking and shower requirements for retail, office and other uses.	Ongoing	BRA, BTD	G
Developments will provide Hubway stations, as per City of Boston Bicycle Parking Guidelines. The City and Hubway will decide on the best location for those stations within and around the Study Area.	Short, Development Specific	BRA, BTD	G
Create "mobility hubs" at select locations (such as MBTA stations and Egleston Square) by co-locating transit, bike-share, car-share and shared-van parking spaces.	Short, Medium	BRA, BTD, MBTA	G
Provide on-street parking spaces for car share services by extending the Boston Drives program along Washington Street.	Medium	BTD	P
Explore adding more resident permit parking in the Study Area	Short, Medium	BTD	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
All developers that include parking must include car share parking spaces. If car share companies are unable to provide service for these spaces, large developments should provide their own car share system.	Ongoing, Development Specific	BRA, BTD	P
Require future developments to separate ("unbundle") the costs of housing and parking spaces.	Development Specific	BRA, BTD	G
Improve bus stops with passenger amenities (shelters, etc.) and operational improvements (i.e. curb extensions for improved passenger loading)	Development Specific, Ongoing	BRA, BTD, PWD, MBTA	G
Look to improve connectivity by all modes to neighboring areas, including other parts of Roxbury and Jamaica Plain, Franklin Park and Roslindale.	Short, Ongoing	BRA, BTD, PWD, MBTA	G
For developments with 20 or more parking spaces, 5% will be equipped with EV charging stations. Smaller developments will install EV accommodations if tenants request.	Development Specific, Ongoing	BRA, BTD, EEOS	G
All developments will install EV-ready electrical capacity for at least 15% of spaces, and a minimum of 1 space.	Development Specific	BRA, BTD, EEOS	G
Continue to explore EV charging stations on streets and parking lots throughout the Study Area.	Ongoing	BTD, PWD	G
<i>Columbus Avenue Recommendations</i>			
Conduct further analysis and public process to redesign and reallocate space on Columbus Ave including: bus priority measures (including bus priority lanes), reduced lane widths, reallocating excess lanes, widened sidewalks, curb extensions, pedestrian crossing improvements, separated cycle facilities, traffic flow improvements and better on-street parking management.	Medium	BRA, BTD, PWD, MBTA	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
<i>Washington Street Recommendations</i>			
Conduct further analysis and public process to redesign and reallocate space on Washington Ave including: reducing lane widths, widened sidewalks, curb extensions, pedestrian crossing improvements, traffic flow improvements, better on-street parking management, and potentially reallocating space to create bicycle accommodations.	Medium	BRA, BTM, PWD, MBTA	G
South of Rossmore Road, adding dimension to the east side of the street should be explored in conjunction with redevelopment. This could allow widened sidewalks and street furniture; separated cycle facilities; and bus priority lanes.	Medium	BRA, BTM, PWD, MBTA	G
Continue coordination on the transformation of Arborway Yard from a temporary facility to an updated permanent facility, transferring 8 acres to the City for community use (mixed-use development)	Medium	BRA, BTM, PWD, MBTA	G
Explore midblock crosswalks at non-through streets.	Short, Medium	BTM, PWD	G
<i>Egleston Square Recommendations</i>			
Conduct further analysis and public process to redesign and reallocate space including, including: bus priority measures (including bus priority lanes), improved bus stops, reducing lane widths, excess lanes, widened sidewalks, curb extensions, pedestrian crossing improvements, separated cycle facilities, improved intersection design, traffic flow improvements and better on-street parking management.	Medium	BRA, BTM, PWD, MBTA	G
<i>Local Neighborhood Street Improvements - Amory, Dimock, Atherton, Green Streets</i>			
Explore installation of approved Vision Zero, Neighborhood Slow Streets traffic calming measures to manage vehicular speeds while promoting active transportation	Short, Medium	BTM, PWD	G
Sidewalks and pedestrian crossings should be improved	Short	BTM, PWD	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Bike facilities and amenities should be created where possible.	Ongoing, Development Specific	BRA, BTM	G
<i>South West Corridor Park - Bicycle and Pedestrian Paths</i>			
Construct a new trail segment on the east side of the Orange Line from Atherton Street to Centre Street	Short, Medium	BTM, MBTA, DCR	G
Construct a new trail segment on the east side of the Orange Line from the Arborway to McBride Street	Short, Medium	BTM, 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	BTM, DCR	G
Wayfinding should be upgraded along the SW Corridor to encourage separation of uses.	Short, Medium	BTM, DCR	G
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.	Short	BTM, PWD, MBTA, DCR	G
ARTS & CULTURE			
Encourage and provide opportunities for public art using local artists within existing infrastructure, in public rights-of-way, and in areas of privately-owned parcels that are accessible for public use to provide an intervention, beautify, and/or activate a space by creating "place"	Underway	MOAC, BAC, PWD, BRA	p
Support temporary artist ("pop up") uses that can later become permanent in same location or elsewhere when they thrive	Short	BRA, MOAC	G
Bring public art into the development (budget) discussion early on so it can create long-term neighborhood successes (as opposed to decorative afterthought)	Underway	BRA, MOAC	p

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Encourage more space for artists and,or artist live,work space	Underway	BRA, MOAC	P
Work with developers and real estate agencies,agents to activate any temporarily vacant space as well as build permanent shared arts production space in partnership with strong existing local arts organizations	Short	BRA, MOAC	G
Encourage more space for artists and,or artist live,work space	Ongoing	BRA, MOAC	G
Encourage artist and maker space in new developments	Ongoing	BRA, MOAC	G
Build off of the concentration of artists at the scale of the neighborhood	Ongoing	BRA, MOAC	G
Engage and organize the active group of individual artists and arts organizations in JP,ROX community	Ongoing	MOAC	G
Consider areas for destination art that will bring people from outside the JP,ROX community in, especially to retail areas such as Egleston Square	Ongoing, Development Specific	BRA, MOAC	G
SUSTAINABILITY			
Establish a sustainability leadership position and brand for the new study area that is carbon-free,climate ready development.	Short	BRA, EEOS	G
Support Boston's 2050 greenhouse (GHG) emissions reduction goal of carbon neutrality by setting progressively increasing building and area carbon reduction standards in order to reach net carbon neutrality for all new construction by 2030.	Underway	BRA, EEOS	P
<i>Sustainable Development</i>			

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Set LEED for Neighborhood Development Gold as a minimum standard to ensure comprehensive sustainability at the study area and neighborhood scale.	Short	BRA, EEOS	P
Set LEED Platinum as the goal and LEED Gold as the minimum standard for all new buildings using the most appropriate USGBC LEED Rating System.	Short	BRA, EEOS	G
All new construction and major renovation projects should include highly efficient building envelopes and systems for reducing energy demand and promoting passive building performance.	Short	BRA, EEOS	G
All new construction and major renovation projects should include innovative strategies and technologies for building-integrated and on-site renewable energy and, at a minimum, include enough on-site solar renewable energy for building common area base loads.	Short	BRA, EEOS	G,P
Guide all new street configurations and buildings to be sited to optimize building solar orientation.	Short	BRA, EEOS	G
<i>Preparedness and Resiliency</i>			
Ensure preparedness for the effects of climate change including sea-level rise, heat waves and severe storms through building and site design.	Underway	BRA, EEOS	P
Include passive survivability features and practices that allow extended sheltering in place for all new construction and major renovation projects, particularly residential buildings. Practices should include resilient energy supply - solar renewable energy with battery storage, combined heat and power, cool,warm community rooms, and emergency supplies.	Short	BRA, EEOS	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
<i>Green Infrastructure</i>			
Limit the pollution and disruption of natural hydrology through individual site and larger-scale green infrastructure to manage stormwater through structural controls and non-structural means including landscaping, groundwater infiltration and vegetated roofs	Short	BRA, EEOS, Others	P
Minimize heat island effect with open space, minimized pavement, cool roofs and hardscape materials with a solar reflectance index (SRI) of at least 29.	Short	BRA, EEOS	P
<i>Energy Infrastructure</i>			
Explore creation of a study area energy plan among utilities and City entities that can showcase a new strategies for energy infrastructure.	Short	BRA, EEOS	G
<i>Environment and Quality of Life</i>			
Through Article 80 review, assess wind in conjunction with shadow with particular attention to parks, plazas, other open space, areas where pedestrians are likely to congregate (ex. historic resources or other tourist destinations), heavily used pedestrian areas, waiting areas, bus stops and building entrances. When wind speeds are in the uncomfortable for walking or dangerous categories, mitigation measures should be proposed and modeled, mitigated wind speeds identified and implementation mandated in an enforceable manner	Short	BRA, EEOS	P
Through Article 80 review, assess shadow in conjunction with wind with particular attention to parks, plazas, other open space, areas where pedestrians are likely to congregate (ex. historic resources or other tourist destinations), heavily used pedestrian areas, waiting areas, bus stops and building entrances; of particular importance from an historic resources perspective is the potential for shadow to create perpetual damp conditions that can harm historic structures over time	Short	BRA, EEOS	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Install landscaping with trees and vertical green infrastructure along the main highway, haul road and rail lines to aid in mitigating noise and air quality impacts	Short	BRA, EEOS	G
Design open space, to the greatest extent possible, for both active and passive recreational use and where children and athletes congregate, away from the main highway, haul road and rail lines	Short		G
Locate building intake air vents both vertically and horizontally as far as possible from pollution sources - the main highway, haul road and rail lines. Best practices, such as the use of MERV 14 filters, should be incorporated into ventilation systems and into operation and maintenance protocols	Short	BRA, EEOS	G
Work with landlords to incentivize energy-efficient rental units	Ongoing	EEOS	G
PEOPLE			
<i>Seniors , Elderly</i>			
Build housing that is both affordable and accessible as it allows longtime residents to age in place and stay in community	Underway	DND, Elderly Comm.	P
Support Complete Streets and Vision Zero initiatives in laying out new street network and designing intersections	Underway	BTD, Elderly Comm.	P
Apply components of the Age-Friendly Boston Action Plan and Dementia-Friendly Action Plan (Plans to be completed Fall 2016) to inform ongoing development projects of the study area	Medium	BRA, Elderly Comm.	P
Increase age-friendly walking including well-marked cross walks, longer crossing times, smooth sidewalks, walking paths, trees and benches	Underway	BTD, Elderly Comm.	P
Create short-term, day time parking for home health aides and friendly visitors	Medium	BTD, Elderly Comm.	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Create Age-Friendly Business designation including the Purple Angel program (training for businesses to serve people with Dementia)	Short	Elderly Comm.	P
Attract and support small local stores where residents can buy necessities and obtain essential services	Short	OED	P
Encourage new developments to include public community space for meetings, cultural and fitness opportunities that can be utilized by everyone, including seniors	Short	BRA, Elderly Comm.	P
Allow for flexible zoning to include in-law apartments, accessory dwellings and smaller apartments for seniors within developments; Partner with Boston Senior Home Repair to add affordable units for seniors in existing underutilized properties	Medium	DND, BRA, HIL, Elderly Comm.	P
Help existing seniors, elderly home owners remain in their homes with the assistance of the Boston Home Center home repair programs and property tax assistance.	Medium	Assessing, Treasury	P
Recommend a percentage of affordable units earmarked for seniors, including those with dementia	Short	DND, BRA, Elderly Comm.	P
Formalize the Article 80 review process to include Elderly Commission guidelines for housing	Underway	BRA, Elderly Comm.	G
Explore creation of housing with community-based support services such as PACE (Program of All-inclusive Care for the Elderly)	Medium	DND, BRA, Elderly Comm.	P
Work with the Boston Home Center minor repair program for dementia and age-appropriate modifications	Short	DND, Elderly Comm.	G
Work with MBTA and possibly, private partners, to build bus shelters and benches	Short	MBTA, Elderly Comm.	G

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Create signage in the new study area with large lettering	Short	BTD, DPW	G
Work with the Egleston YMCA to provide a broader range of activities to accommodate varying age groups (i.e., older residents)			
<i>Disabled Persons</i>			
As redevelopment occurs, require the construction of accessible and wider sidewalks as a universal improvement for all residents	Underway, Development Specific	PWD, BTD, PIC	P
Create accessible housing units that are also affordable and will allow longtime residents to remain in the community	Short, Medium	DND	P
Where appropriate, explore the possibility of installing raised crosswalks at intersections to create safer and more accessible crossings	Medium	PWD, BTD, PIC	P
Assess parking lots and on-street parking for increased and conveniently located HP accessible parking spaces	Underway	BTD	R
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

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Upgrade all traffic and crossing signals to be accessible (APS - Accessible Pedestrian Signals) for people with disabilities	Medium, Long	BTD	P
Through Article 80 review, developers must show detailed accessibility in project plans, including housing units, sidewalks, ped ramps, and parking	Development Specific	BRA	P,G
Encourage developers to view State building codes for accessibility as minimum design requirements rather than goals, which will result in buildings, housing, and open spaces that are more inclusive of people with disabilities	Development Specific	MA 521CMR, AAB	P,G
Encourage developers to view Federal building codes for accessibility as minimum design requirements rather than goals, which will result in buildings, housing, and open spaces that are more inclusive of people with disabilities	Development Specific	Federal ADAAG, ADA	P,G
<i>Diverse Population</i>			
Support the existing ethnic diversity of the study area (e.g., in several sections of the study area, there are first and second generation Latino communities)	Ongoing	BRA, MONB	G
<i>Youth</i>			
Work with the youth in the Study Area to provide programs in tutoring, training and job opportunities	Ongoing	BRA, MOYE, OED	G
PUBLIC HEALTH			
<i>Recreation</i>			
Ensure that all residents have access to public spaces - Include access to open and green space, parks and recreation facilities and programming.	Underway, Development Specific	BPRD, BRA	P
Ensure equitable access to active and passive recreational spaces across the city	Underway, Development Specific	BPRD, BRA	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Design parks, open spaces, and public and private recreational facilities and programming to complement the cultural preferences of the local population, and to accommodate a range of activities and age groups	Underway, Development Specific	BPRD, BRA	G
Connect neighborhood parks and trails to neighborhood centers and major public facilities	Long	BRA	G
<i>Health & Fitness</i>			
Provide convenient access to healthy, affordable food for all residents - Locate food distribution and retail facilities equitably among neighborhoods and dense centers	Underway	OED	P
Promote active transportation - Promote alternatives to car use	Underway	BTD, BRA	G
Balance affordable, moderate and market rate housing to develop a more equitable distribution of mixed-income housing types across neighborhoods	Short, Long	DND, BRA	G
<i>Safety</i>			
Enhance neighborhood safety and perceived safety - Require design elements that promote social cohesion, visibility and eyes on the street	Development Specific	BPD, ONS	G
Design accessible, pedestrian friendly streets with high connectivity to increase physical activity and reduce injury risk - Adjust traffic patterns and include features that promote pedestrian visibility	Short, Development Specific	BTD, BRA	G
Ensure that parks are well lit into the evening, include features that support social connection	Underway, Development Specific	BPRD, BRA	G
Implement measures to protect indoor air quality in developments near high-traffic roadways, rail yards, and other specific sources of air pollution, including locating ventilation intakes as far away from high-traffic roadways and other pollution sources as possible and including filtration devices on all intakes.	Underway, Development Specific	EEOS	P

TOPICS	TIME FRAME	RESPONSIBILITY	STRATEGY
Utilize best practices to mitigate ambient air and noise pollution caused by high-traffic roadways, rail yards, and other specific sources of air pollution. These best practices include barriers such as sound walls and tree plantings.	Development Specific	EEOS	P
Position outdoor spaces and amenities on each development site as far away from high-traffic roadways as possible.	Development Specific	EEOS	P
<i>Resiliency</i>			
Ensure preparedness for the effects of climate change including: sea-level rise, heat waves and more severe storms.	Development Specific	BRA, EEOS	P
Ensure that buildings are designed for “passive survivability” in emergency situations, and make buildings more energy efficient.	Development Specific	BRA, EEOS	P
Ensure that the design of buildings takes account of projected changes in the environment for the likely lifetime of the building, and that buildings in current and projected flood zones have taken steps to reduce vulnerability for projected flood levels.	Development Specific	BRA, EEOS	P
URBAN DESIGN & PUBLIC REALM			
All future projects in the Study Area should closely follow the set of urban design guidelines recommended in PLAN: JP,ROX	Short, Development Specific	BRA	P
Create and enhance existing areas that create a potential sense of "place" ("placemaking") in the study area through both Article 80 development, capital improvements and private investment	Short, Development Specific	BRA	G
Preserve existing street trees and provide for more where shade is needed	Ongoing, Development Specific	BRA, BPRD	G
Improve wayfinding (signage) to destinations such as Franklin Park, MBTA stations, SW study area, Centre Street shops, arts and cultural venues, and other points of interest	Short, Medium	BPRD, BRA, PWD, BTD	G

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



APPENDIX

TO BE COMPLETED. WILL INCLUDE:

- **DENSITY BONUS FEASIBILITY STUDY**

SOURCES & NOTES

Housing

- 2010 Census.
- U.S. Census Bureau, 2010-2014 American Community Survey, Census Tract estimates.
- Rent increase calculations: Q1 2016 average rent in JP was \$2050. In 2014 average rent in JP was \$1850.
- Deed restricted unit calculations: A discrepancy was discovered in the initial demographic analysis. As a result calculations have been modified from earlier presentations to more accurately match to the PLAN: JP/ROX boundary. Previous versions of this analysis reported a smaller number of deed-restricted units within the boundary.

Jobs & Business

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