

# Imagine Boston 2030

A PLAN FOR THE FUTURE OF BOSTON

# 2030









**15,000 voices  
have contributed  
to this plan.**









CITY OF BOSTON • MASSACHUSETTS

OFFICE OF THE MAYOR  
MARTIN J. WALSH

Dear Friends:

You hold in your hands the vision for Boston in 2030 and beyond. This vision was shaped by over 15,000 Boston voices. Together, we set goals—and most importantly, we identified the actions to help us reach these goals, like affordable housing, accessible transportation, and a growing economy. The result is *Imagine Boston 2030*, Boston's first citywide plan in more than fifty years.

Boston is at a unique point in our history. Our population is growing and becoming more diverse. Our economy is robust and dynamic. The ways in which we interact with the city and people around us are rapidly changing. The responsibilities of our city are expanding as we strengthen our role as a safe harbor for immigrants and a national leader in preparing for climate change. With your help, *Imagine Boston 2030* sets a course for the future. It guides our growth and builds on our existing strengths to create a thriving city for all Bostonians in 2030, and beyond.

This final plan identifies major initiatives that will expand opportunity for all Bostonians, support a vibrant economy, enhance quality of life, and prepare for climate change. It identifies key areas where we can take action to: enhance the vitality of our neighborhoods, encourage mixed-use growth in the commercial core, expand neighborhoods to provide space for new housing and jobs, create a sustainable waterfront for future generations, and improve access to opportunity in historically-underserved neighborhoods. Together we are committed to bold actions that will shape our city for the coming centuries—making Franklin Park a vital citywide destination, becoming carbon-neutral by 2050, improving connections, frequency, and experience of the Fairmount/ Indigo Line.

Now, more than ever, cities play a critical role in expanding opportunity for their residents and making sure the benefits of growth and economic success are experienced by everyone. From setting the vision, to identifying initiatives, your input has been the foundation of this plan for Boston's future. On these pages you will see your voice reflected in the comments and priority actions that we will set out on together. Thank you. Your feedback will continue to matter as we begin to implement this plan. Together we will create a thriving city for all our residents in 2030 and beyond.

Thank you for reading, and we look forward to shaping Boston's future with you.

Sincerely,

Martin J. Walsh  
Mayor of Boston

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617-635-4500 • [www.boston.gov](http://www.boston.gov)



# Imagine Boston 2030

## 15,000 voices guided Imagine Boston 2030

Today, Boston is in a uniquely powerful position to make our city more affordable, equitable, connected, and resilient. We will seize this moment to guide our growth to support our dynamic economy, connect more residents to opportunity, create vibrant neighborhoods, and continue our legacy as a thriving waterfront city.

### Context [page 54](#)

Boston responds to its strengths and challenges, including:

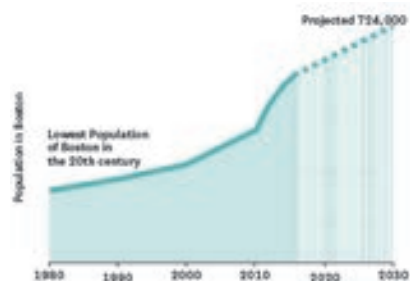
**Productive Economy** People who work in Boston generate \$27B in incremental productivity each year.



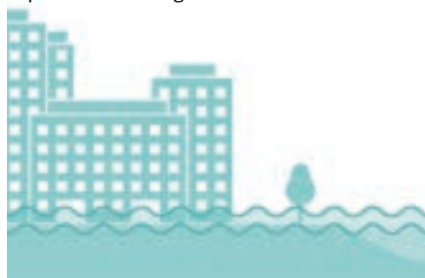
**Affordability** Median household income is the same as the nation, but homes are two-and-a-half times as expensive.



**A Growing Population** Boston grew twice as fast as the nation between 2010 and 2014.



**Changing Climate** As soon as the 2070s, more than \$80 billion of property value will be exposed to flooding.



**Inequality** There is a stark wealth gap between whites and people of color.



**Transformative Technology** Technology is changing how we work, live, and get around.



### The Opportunity of Growth [page 108](#)

Boston is guiding growth to create new places to live and work, improve quality of life, and increase affordability.

- › Boston is projected to reach a population of 724,000 by 2030 and 801,000 by 2050, up from 656,000 in 2014.
- › Boston is expected to have 829,000 workers by 2030 and more than 900,000 jobs by 2050, up from 719,000 in 2014.

### Taking Action [page 136](#)

Boston identifies physical locations where integrated growth, enhancement and preservation will respond to opportunities and challenges. →

### Initiatives [page 288](#)

Boston outlines programs, policies, and investments to support each of the action areas.

- › Housing
- › Health & Safety
- › Education
- › Economy
- › Energy & Environment
- › Open Space
- › Transportation
- › Technology
- › Arts & Culture
- › Land Use & Planning

### Next Steps [page 399](#)

- Boston will implement the plan by:
- › Building partnerships with the public, private and non-profit sectors
  - › Identifying and coordinating funding sources
  - › Testing new policies through pilots
  - › Setting metrics to measure success



**INITIATIVES**

Initiatives to support Boston's dynamic economy and improve quality of life for residents by encouraging affordability, increasing access to opportunity, promoting a healthy environment and guiding investment in the public realm. Initiatives range from strengthening Franklin Park, to investing in quality universal Pre-K, to improving connections, frequency and experience on the Fairmount/Indigo Line.

**ENCOURAGE A MIXED-USE CORE**

Continue to encourage dense, walkable, mixed-use development and public realm improvements to foster a core where more people live, work, and gather.

**EXPAND NEIGHBORHOODS**

Provide significant new mixed-use housing and encourage job growth in transit-accessible areas at the edges of existing neighborhoods to reduce housing-price pressure, expand access to opportunity, and stitch together the physical fabric of the city.

**ENHANCE NEIGHBORHOODS**

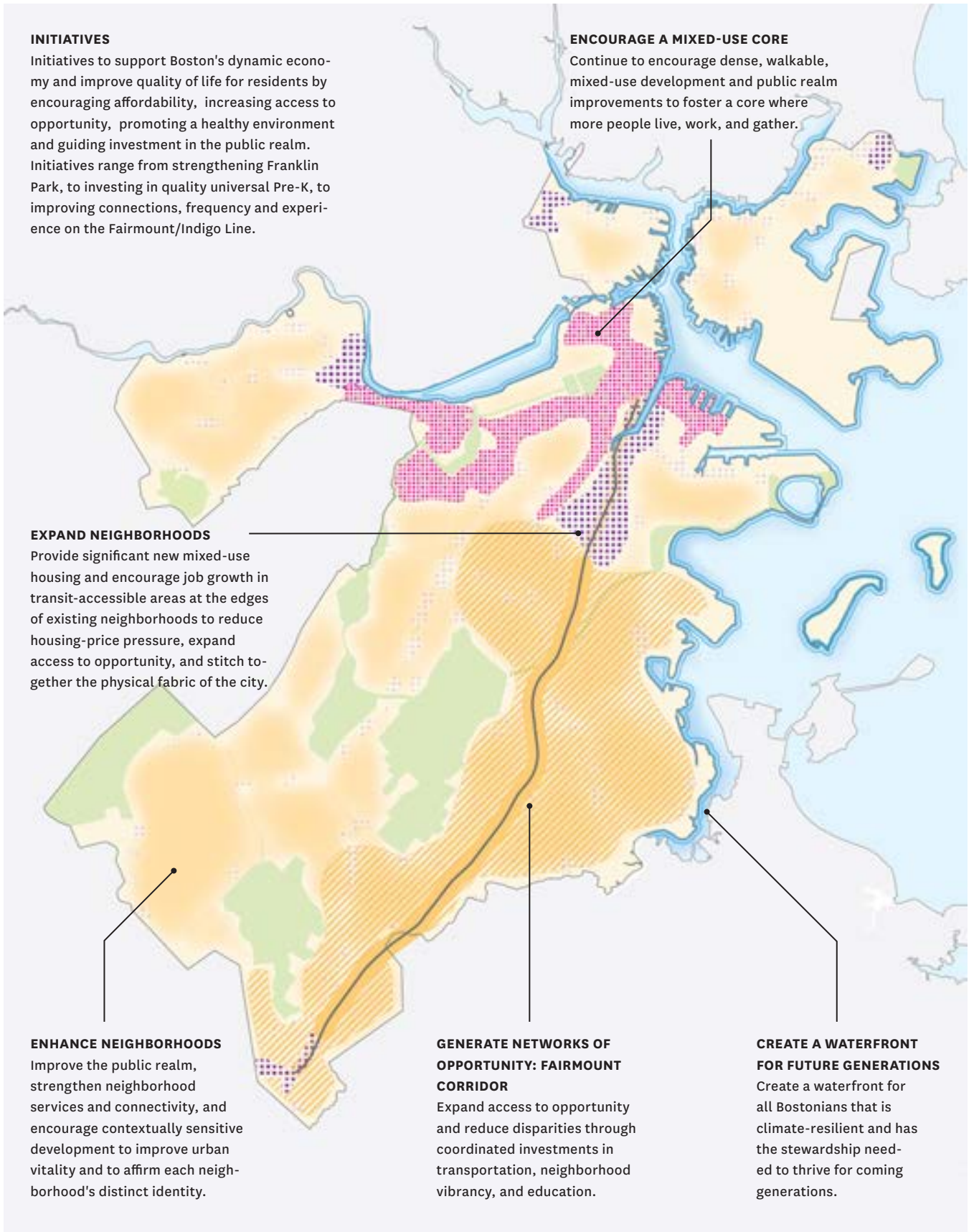
Improve the public realm, strengthen neighborhood services and connectivity, and encourage contextually sensitive development to improve urban vitality and to affirm each neighborhood's distinct identity.

**GENERATE NETWORKS OF OPPORTUNITY: FAIRMOUNT CORRIDOR**

Expand access to opportunity and reduce disparities through coordinated investments in transportation, neighborhood vibrancy, and education.

**CREATE A WATERFRONT FOR FUTURE GENERATIONS**

Create a waterfront for all Bostonians that is climate-resilient and has the stewardship needed to thrive for coming generations.







**We will guide growth to support our dynamic economy and expand opportunity for all residents, create livable neighborhoods, and be a thriving waterfront city for generations to come.**

**Mayor Martin J. Walsh**

**Blue Hill Avenue, Mattapan**

The Mayor's Mural Crew painted a mural along Blue Hill Avenue on August 18, 2016.



A photograph of a mural being painted on a wall. The mural depicts a person in a white tank top and dark pants, reaching up to paint a yellow section. The background of the mural features horizontal stripes in blue, white, and brown. In the foreground, a green ladder is visible, partially obscuring the bottom of the mural. The overall scene is brightly lit, suggesting an outdoor or well-lit indoor setting.

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# Executive Summary



Greenway Rings  
Fountain, July 2016





**Today, Boston is in a uniquely powerful position to create quality jobs, strengthen our competitive economy, add the housing our city needs to become more affordable, and prepare for climate change.**

This is a moment of strength for Boston. In the 50 years since its last citywide plan, Boston has emerged from population and economic decline to become a city where people from across the world flock to exchange ideas, where cutting-edge companies create jobs, and where neighborhoods are home to diverse communities. In this context of increasing momentum, more than 15,000 resident voices have helped set a vision for Boston in 2030. Residents told us building a better Boston involves growing inclusively, investing in our neighborhoods, and preparing our city for the opportunities and challenges brought on by growth, climate change, and advances in technology.

Enabling our city to thrive over the coming generations and expanding access to opportunity requires innovative ideas and initiatives. By harnessing the robust growth and economic dynamism of Boston today, we can make our city a place of unparalleled economic and social opportunities for people of all races, genders, and incomes.

Spurred by resident voices, Imagine Boston sets a framework to seize this moment of opportunity to achieve Boston's goals of encouraging continued economic growth, becoming more affordable and equitable, and preparing for climate change. Imagine Boston will enhance neighborhoods, encourage a mixed-use core, support employment and housing growth, create a waterfront that sustains future generations, and concentrate investments to reduce disparities and expand opportunity.

Boston is uniquely positioned to guide growth and shape a thriving city for the next generation. As it has throughout its history, Boston will be a “City of Ideas,” generating creative responses to challenges. Imagine Boston 2030 draws from this history of leadership and ingenuity to invite Bostonians to shape our future. Our mutual vision has created this document—a road map—to continue to build Boston as a “City of Ideas” for coming generations.



## Bostonians have a vision for the future.

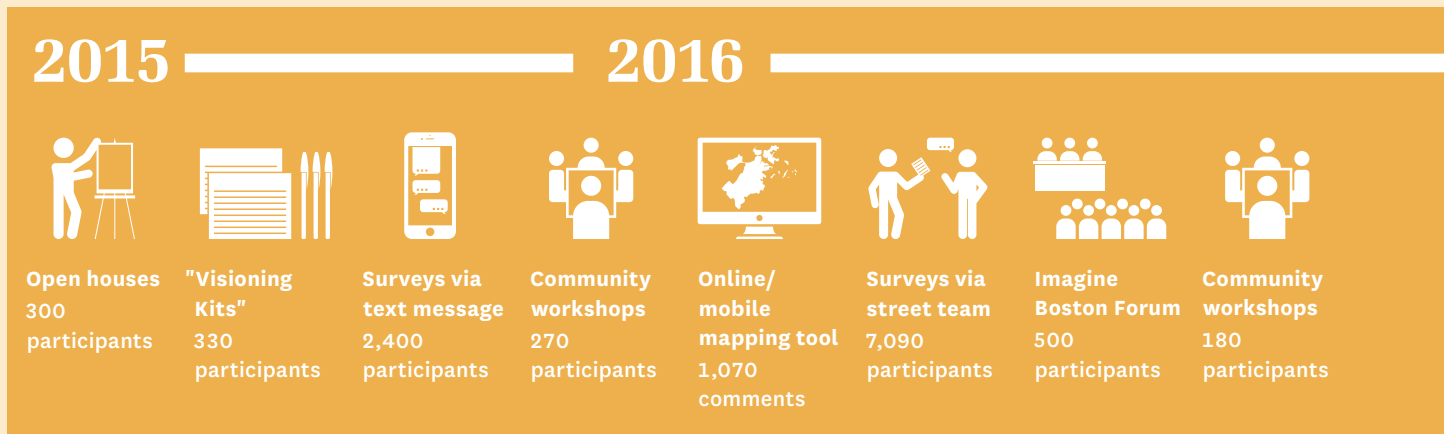
More than 15,000 resident voices have articulated the challenges Boston faces, set goals for the city in 2030, and generated ideas about policies and investments to achieve these goals. At community workshops and open houses, in their neighborhoods, on their commutes, and online, Bostonians have shared a vision for the future.

Residents called for an equitable city where more people are able to participate in and benefit from the opportunities associated with Boston's growth. Bostonians envisioned a city where residents of all

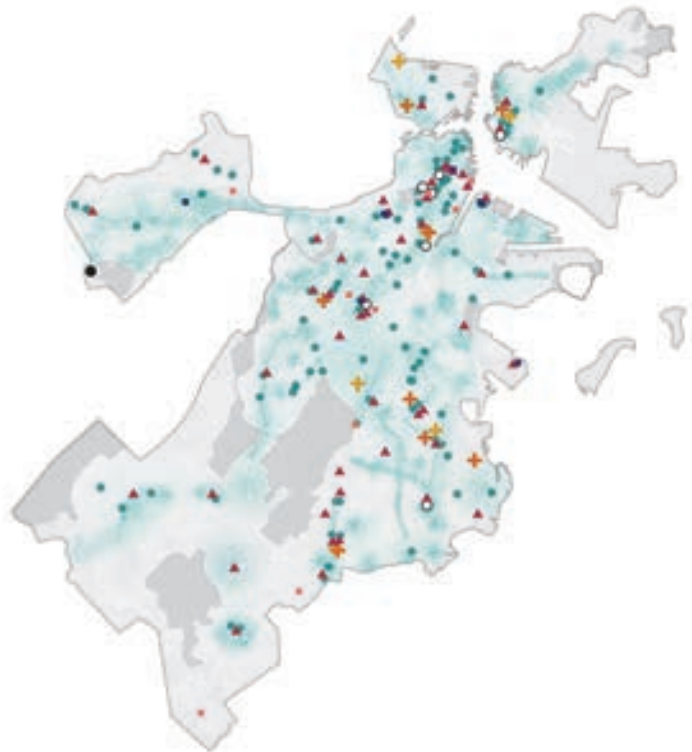
incomes can afford housing and where there are convenient, safe, and reliable options for getting around. They imagined a school system that unlocks job opportunities for every person and neighborhoods with vibrant open spaces and cultural life.

This plan brings together Bostonians' ideas and responds to their imperatives. Imagine Boston invited feedback on the initiatives and ideas included in this document and encourages continued engagement. Many have weighed in, and every voice matters.

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Citywide Engagement

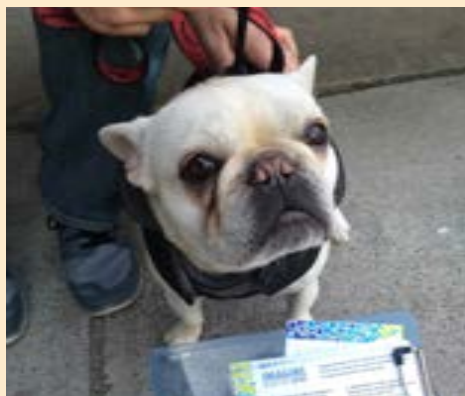
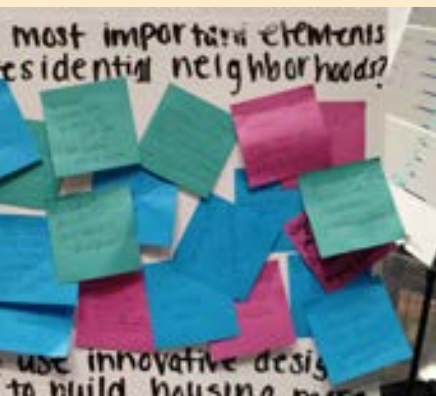


15,000+ voices have shaped this plan

- Suggestion boxes
- Photo booths
- + Community workshops (March 2016)
- + Community workshops (July 2016)
- Street team (March 2016)
- Panel discussion & forum (March 2016)
- ▲ Engagement team (September–October 2016)
- Imagine Boston Week events (Dec. 2016)
- Winter/Spring 2017 events

2017

<b>"Building Blocks"</b> 1,400 participants	<b>Expanding Opportunity feedback</b> 360 comments	<b>Imagine Boston Week</b> 340 participants	<b>Boston By the Numbers</b> 70 participants	<b>Industry roundtables</b> 105 participants	<b>Franklin Park workshop and survey</b> 185 participants	<b>Forums on the Future</b> 290 participants





This plan responds to Bostonians' imperatives and invites ongoing engagement.



# 2015 ————— 2016

Boston voices ↓

## Fall

Bostonians began by identifying their biggest priorities and their most urgent concerns:

- › Housing that is affordable
- › Education that expands opportunity
- › Reliable, efficient transportation

## Winter–Spring

Bostonians weighed in on the goals outlined in the vision-setting document, *Guiding Growth*.

## Summer

Bostonians prioritized policies and investments.

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↓ Planning and Analysis

### Context

This engagement and further analysis led to the identification of key opportunities and challenges that frame our approach to create a better Boston by 2030:

- › Productive economy
- › Growing population
- › Affordability
- › Inequality
- › Changing climate
- › Transformative technology

### Goals

- › Encourage affordability, reduce displacement, and improve quality of life
- › Increase access to opportunity
- › Drive inclusive economic growth
- › Promote a healthy environment and prepare for climate change
- › Invest in open space, arts & culture, transportation, and infrastructure

### Initiatives

Policies and investments that will address the goals fall into ten categories:

- › Housing
- › Health and Safety
- › Education
- › Economy
- › Energy and Environment
- › Open Space
- › Transportation
- › Technology
- › Arts and Culture
- › Land Use and Planning

↓ Planning Documents

**Guiding Growth:  
Toward an Inclusive City**  
March 2016



# 2017



## Fall-Spring

Imagine Boston worked with residents to identify places to live, work, and play. These discussions informed the identification of areas for taking action.

## Summer

Imagine Boston will work with residents to implement Imagine Boston.

### Taking Action

Action areas are physical locations where initiatives come together to respond to key opportunities and challenges. They are the physical embodiment of Boston's boldest aspirations: a set of initiatives that, when implemented in the same location, will achieve multiple goals.

#### We will take action to:

- › **Enhance Neighborhoods.** Enhance existing neighborhoods to improve urban vitality and affirm each neighborhood's distinct identity
- › **Encourage a Mixed-use Core.** Foster a dense, walkable, and mixed-use core where more people live, work, and gather
- › **Expand Neighborhoods.** Create new mixed-use neighborhoods at the edges of existing neighborhoods
- › **Create a Waterfront for Future Generations.** Create a waterfront for all Bostonians that is climate-resilient and has the stewardship needed to thrive for coming generations
- › **Generate Networks of Opportunity: Fairmount Corridor.** Expand access to opportunity and reduce disparities through coordinated investments in transportation, neighborhood vibrancy, and education

### Implementation Approach

The City will implement Imagine Boston by:

- › Building partnerships with residents, government entities, private companies, and nonprofits
- › Using prototyping and piloting to test new policies and investments rapidly
- › Setting metrics to track progress
- › Coordinating capital spending and investigating new tools for funding

Expanding Opportunity  
November 2016

Imagine Boston 2030  
Draft Plan  
May 2017

Imagine Boston 2030  
Final Plan  
Summer 2017



## Imagine Boston builds on the city's strengths and guides recent growth to address key challenges.

In October 2016 Autodesk opened its Building, Innovation, Learning and Design (BUILD) Space in Boston, a unique industrial workshop and innovation studio focused on the future of the built environment.



Boston has changed dramatically in the 50 years since we last completed a citywide plan. In 1965, industrial job loss had shaken the economic bedrock of the city, a race-relations crisis was mounting, and Boston was in the middle of a precipitous decline that would shrink the city's population by more than a third. After Boston's population reached a low point in 1980, residents' tenacity, complemented by a legacy of world-class hospitals and universities, fueled the city's and the region's reinvention into a knowledge economy. While other midsize East Coast cities have struggled to rebound from this type of industrial decline, Boston has established itself among knowledge economy peers, such as San Francisco, Seattle, and Washington D.C.

Over the past five years, that trend has accelerated. **Boston grew twice as quickly as the nation between 2010 and 2014**, adding almost as many residents in four years as the city had in the prior 20. Today, Boston's workers are 30 percent more productive than the average worker nationally, and the city's renowned education institutions make Boston a magnet for young people.

This growth has brought with it remarkable opportunities, though growth has also intensified some existing challenges, including affordability and inequality. Since Boston is poised for continued growth, the city has a unique opportunity to harness this momentum to address key issues.



“The city needs to reimagine itself and grab at opportunities for growth. Build more transit oriented developed development. Engage the city's communities in events that bring them together.”  
**South Boston resident via online survey**

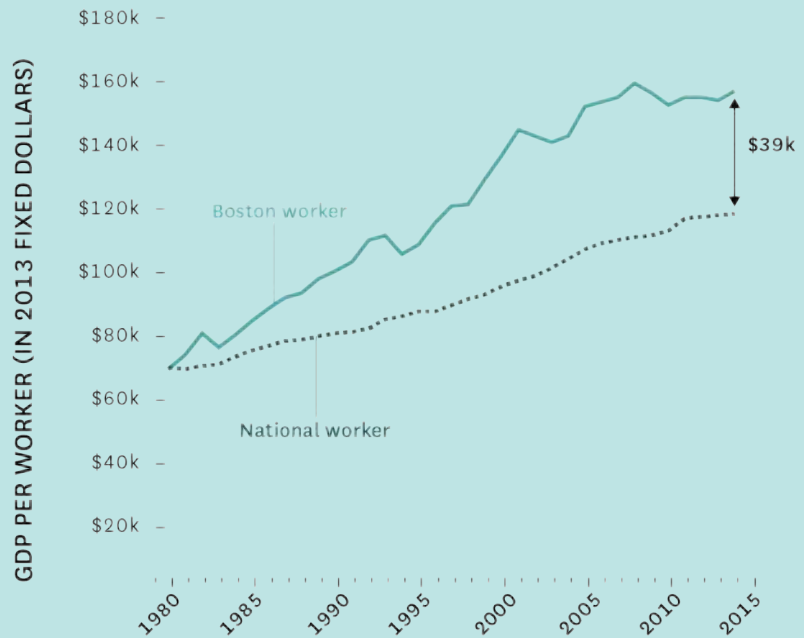
## Productive Economy

Boston's economy has grown on the strength of its small businesses and vibrant healthcare, education, and finance sectors. These sectors have enabled Boston to bounce back from recent economic shocks. Continued growth and diversification of Boston's economy will be critical for the city to thrive during the economic transformations of the future.

[GDP per worker for Boston and U.S., 1980-2013](#) →

[Read more about Boston's economic initiatives on page 92](#)

## People who work in Boston generate \$27B in incremental productivity each year.



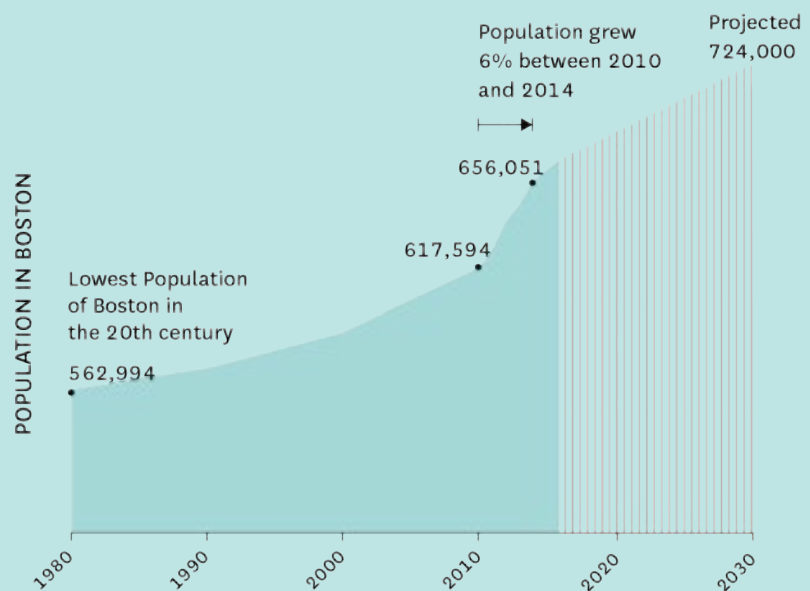
## Growing Population

Boston's population is growing rapidly and has become more diverse. Today, the city is majority people of color and more than a quarter of Boston residents were born outside of the United States. This population growth is a reflection of Boston's economic vitality and a testament to the city's diversity.

[Population in Boston, 1980-2030](#) →

[Read more about Boston's growing population on page 78](#)

## Boston grew twice as fast as the nation between 2010 and 2014.



"A place where people of all backgrounds can find housing, work, and enjoyment. Hard to find all three for a lot of citizens."

**East Boston resident via text message**



## Context

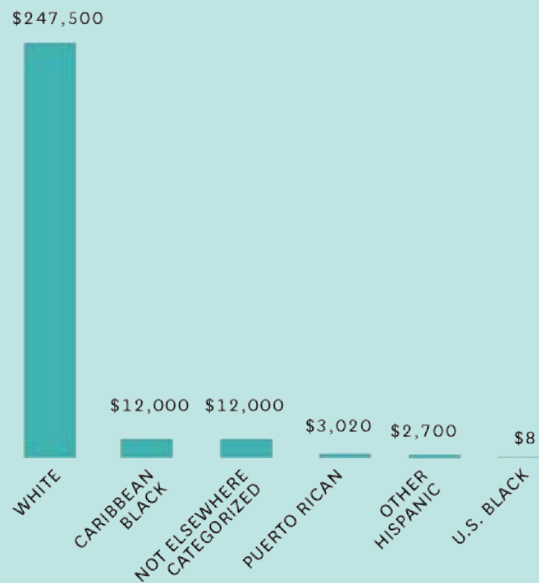
### Inequality

There are significant disparities in educational attainment, homeownership, commute times, access to healthy food and health care, and a number of other factors. These factors are correlated with major health outcomes and wealth gaps between races and neighborhoods.

[Median net worth by race →](#)

[Read more about Boston's education and job training initiatives on page 309](#)

## There is a stark wealth gap between whites and people of color.



Figures are for Greater Boston. Analysis did not look at all races.

Source: "The Color of Wealth," Federal Reserve Bank of Boston, 2015

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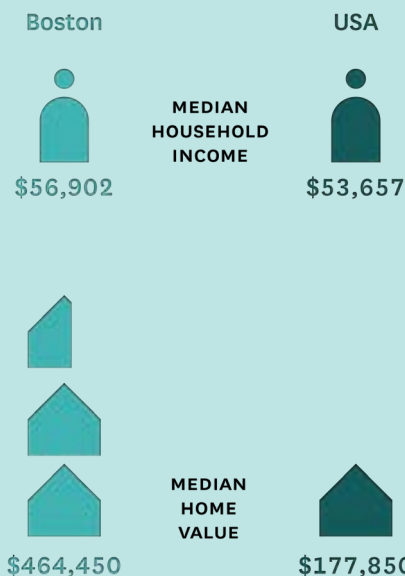
### Affordability

Housing prices have increased rapidly in recent years and many low- and middle-income residents are concerned about affordability and displacement in the neighborhoods they have called home for generations.

[Median household income and median home value in Boston and U.S. →](#)

[Read more about Boston's housing initiatives on page 295](#)

## Median household income is the same as the nation, but homes are two-and-a-half times as expensive.



Source: Zillow Housing Data, 2015 Median Housing Value; 2014 ACS 1-Year Estimate (2014), U.S. Census Bureau

"Need to become a 'connected' city and plan for autonomous cars. Need to update housing stock to use alternative energy sources."

**West Roxbury resident via suggestion box**

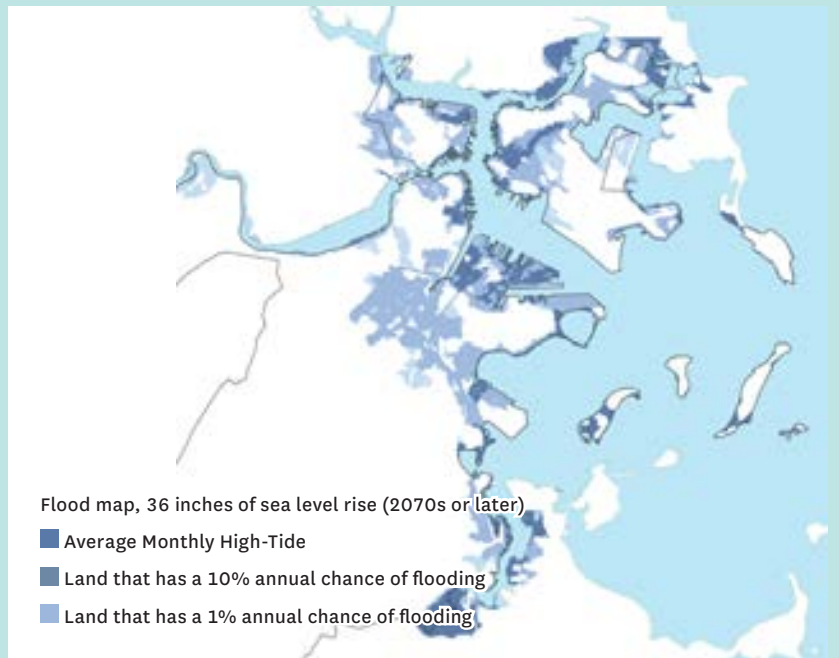
## Changing Climate

Boston is the fourth most exposed city in the nation to flooding. Temperature increases, more extreme weather events, and rising sea levels pose significant risks for Boston's highly urbanized coastal job centers and neighborhoods. In this century, flooding, storms, and extreme heat will be exacerbated by climate change.

[Flood map, 36 inches of sea level rise \(2070s or later\) →](#)

[Read more about Boston's energy and environment initiatives on page 337](#)

As soon as the 2070s, more than \$80 billion of property value will be exposed to flooding.



## Transformative Technology

The way we interact with the city is changing. Traditional home/work and downtown/neighborhood boundaries are changing as preferences for mixed-use neighborhoods increase and technology enables rapid remote communication and new ways of working and getting around the city.

[Soofa, a solar-powered bench with the capability to charge smart phones and collect air quality or other environmental data, at John D O'Bryant School of Mathematics and Science, Roxbury →](#)

[Read more about Boston's technology initiatives on page 379](#)

Technology is changing how we work, live, and get around our city.





## Boston is experiencing phenomenal growth.

Imagine Boston responds to the projections that Boston is on track to surpass its 1950 peak population of 801,000 and have a highly productive labor force of more than 900,000 workers by 2050. This growth is a remarkable achievement for a city that, like much of the northeastern United States, was in decline in the latter half of the twentieth century. It is a testament to the talented residents, businesses, and institutions that have

created Boston's strong twenty-first century economy.

To house Boston's growing population and reduce pressure on the housing market, Boston must add tens of thousands of housing units. To create new jobs and strengthen career pathways, Boston can encourage the growth of diverse new spaces to work, from labs for the growing biotech sector to commissary kitchens for food production. This new growth can also

play an important role in stitching together neighborhoods and supporting investment in main streets, parks, and transportation.

Boston's continued growth provides the city with an opportunity to channel this momentum to serve all Bostonians. Imagine Boston outlines ways to guide growth, expand economic opportunities, prepare for climate change, and prevent displacement.

### The Importance of Growth

#### Increasing Affordability

Creating new housing units and commercial space can address rising demand and slow the growth in real estate prices, so a wider range of residents and businesses can afford to stay in Boston.

#### Growing the Economy and Adding Living-Wage Jobs

Boston's leading industries can retain and attract global brands and businesses that create thousands of jobs and increase competitiveness in the global economy. Some sectors, such as healthcare, provide jobs for people with a broad range of education and skill levels and offer career pathways to higher earnings.

#### Funding Schools and City Services

Boston relies on property taxes for two-thirds of the revenue the City needs to fund schools, public safety, and other services. New development that adds to the existing tax base can generate revenue to fund these important community benefits.

### Consequences of Limiting Growth

#### Increasing Housing Costs

Without new housing supply to act as a "release valve" on demand, growing desire for housing units will result in more rapid price increases in existing housing. These price increases are particularly challenging for Boston's renters who face rising prices without the benefits of increasing home value that owners experience.

#### Price Increases for Local Businesses

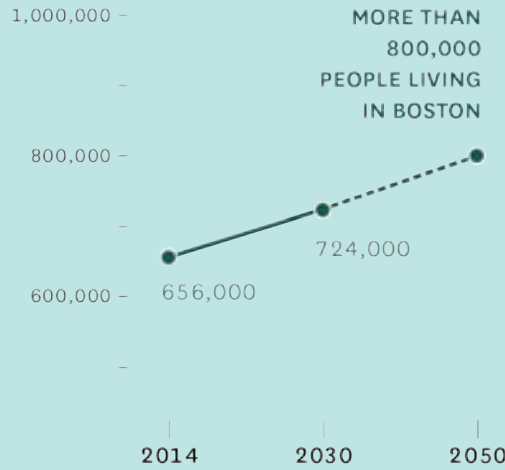
Just as limits on housing supply drive increases in housing cost, limiting commercial and mixed-use development can drive commercial rents above prices that "mom-and-pop" shops, local businesses, and creative economy tenants can afford.

#### Rising Cost of Living and Diminished Job Growth

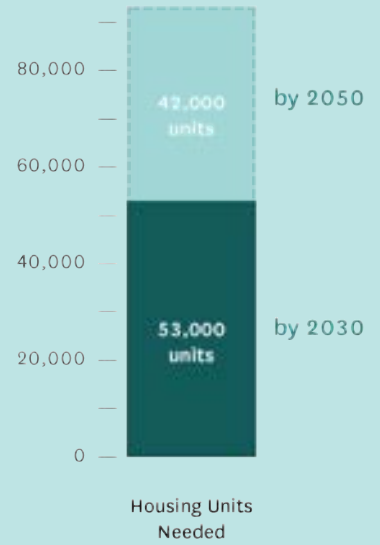
This price pressure raises the cost of living, making Boston less attractive to new workers and businesses. Limiting this economic growth makes it more difficult for Boston's businesses to create new jobs for Bostonians and new residents alike.

Boston is projected to reach a population of 724,000 by 2030, setting the stage for returning to its peak 1950 population of 801,000 by 2050. To accommodate this growth, Boston needs to add more than 53,000 new units of housing by 2030 and identify areas where an additional 42,000 new units can be added in subsequent decades to support the return to peak population.

### Population Growth Projections



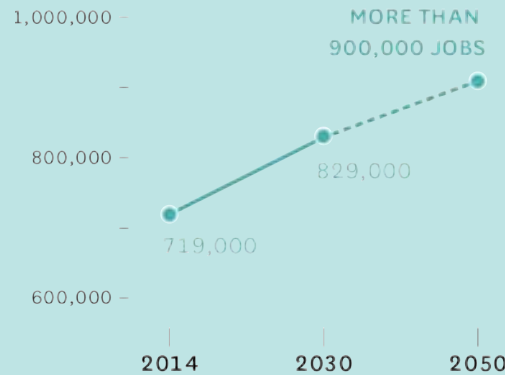
### Projected Demand for Housing



Significant job growth is expected to occur alongside this population growth. By 2030, Boston is expected to be home to 829,000 workers, an increase of 15 percent from 719,000 in 2014. Continued job growth puts Boston on pace to have more than 900,000 jobs by 2050. Boston's growing industries demand 20 million square feet of new spaces to work by 2030—including office, retail, and industrial spaces—and another 20 million square feet to support growth through 2050.

See "Growing Population" on page 78 and "The Opportunity of Growth" on page 108 for more information.

### Job Growth Projections



### Projected Demand for Space to Work





# Bostonians developed a vision to guide growth.

At community workshops in March 2016, residents located “new places to live, work, and play” on a map of the city. In workshops across the city, participants wanted to see new places to live, work and play in their own immediate neighborhoods, but their vision extended to areas citywide.

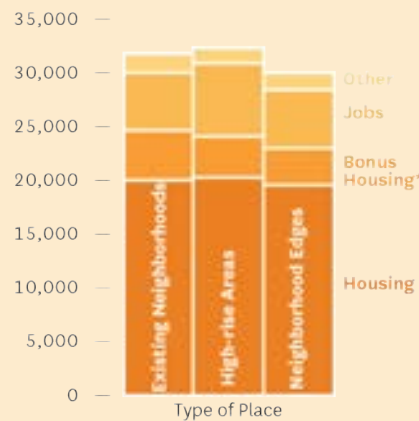
In October 2016, the Imagine Boston Engagement Team brought a building block activity to 50+ community events and meetings across Boston. The more than 1,400 residents

who completed the activity shared their vision for how to allocate growth between and create amenities within existing neighborhoods, high-rise areas, and neighborhood edges. Consistent with the mapping exercise in the spring of 2016, participants called for housing and jobs to be distributed across different types of places in Boston. Together, this mapping exercise and building block activity laid the groundwork for future city planning.

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An example of the building block activity completed by 1,400 people in Fall 2016. ↘

### Building Blocks Used by Type of Place



←

Residents who participated in the building blocks activity in Fall 2016 distributed new housing and jobs almost evenly across existing neighborhoods, high-rise areas, and neighborhood edges. The most common responses in the "other" category were transportation and schools.

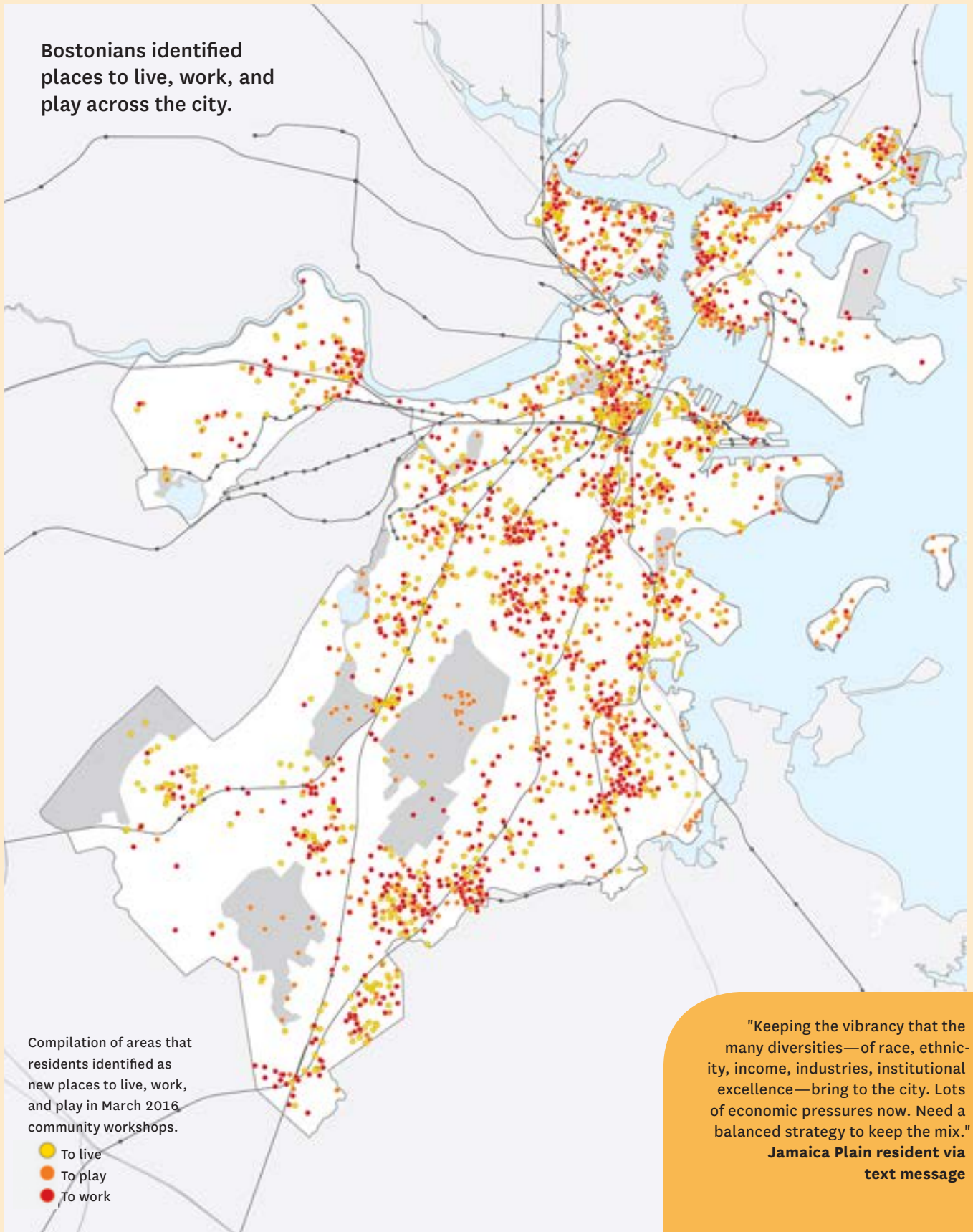
\*Bonus Housing (orange building blocks) was described as additional housing units that will increase affordability

"More housing options that are affordable for middle- and low-income households. More livable wage job opportunities—including better wages and benefits for service workers, more creative economy opportunities, and easier pathways for starting small businesses. Healthier food access. More investment in equitable transit. Investment in public schools and the future of the city's young people."

**Roxbury resident via web survey**



Bostonians identified places to live, work, and play across the city.



Compilation of areas that residents identified as new places to live, work, and play in March 2016 community workshops.

- To live
- To play
- To work

"Keeping the vibrancy that the many diversities—of race, ethnicity, income, industries, institutional excellence—bring to the city. Lots of economic pressures now. Need a balanced strategy to keep the mix."

**Jamaica Plain resident via text message**



## Imagine Boston identifies three types of places for growth and enhancement.

### Approach to Enhancement

Contextually sensitive growth in existing neighborhoods and the commercial core will provide significant amounts of new housing and spaces to work; however, growth in these areas alone will not accommodate all of Boston's demand. That means we must look outside of existing neighborhoods and the commercial core to identify concentrated areas of transformation that can support growth. These edge areas form Imagine Boston's expanded neighborhoods.

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This plan sets a vision for Boston in 2030: a city where Bostonians live in vibrant neighborhoods, where all residents are able to participate in the city's economic growth, and where one of our most significant resources—our waterfront—can thrive. To achieve this vision, Imagine Boston identifies places for growth and enhancement that will help the

city achieve its goals of becoming more equitable, improving quality of life, and preparing for climate change.

Today, Boston can be thought about as three distinct types of places. Each of these areas requires a customized approach to growth, enhancement, and preservation that is responsive to the existing and varied fabric of the city.

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### Existing Neighborhoods →

Predominantly residential neighborhoods—many of which are experiencing significant pressure from rising housing prices—are in need of neighborhood amenities and investment to enhance quality of life and increase access to opportunity.

### Enhance Neighborhoods

Improvement of the public realm and contextually sensitive development, paired with antidisplacement policies, will improve neighborhood vitality, services, and affordability while affirming each neighborhood's distinct identity.

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### Commercial Core →

Centers of industry, commerce, and institutions, supported by dense, high-rise buildings, walkable streets, and transit infrastructure, are in need of continued growth and investment to make these areas more vibrant and mixed-use.

### Encourage a Mixed-Use Core

Continued dense, mixed-use development and public realm improvements in the core—such as Downtown and Longwood—will support job growth and new housing opportunities, add amenities, and create active centers for residents, workers, and visitors.

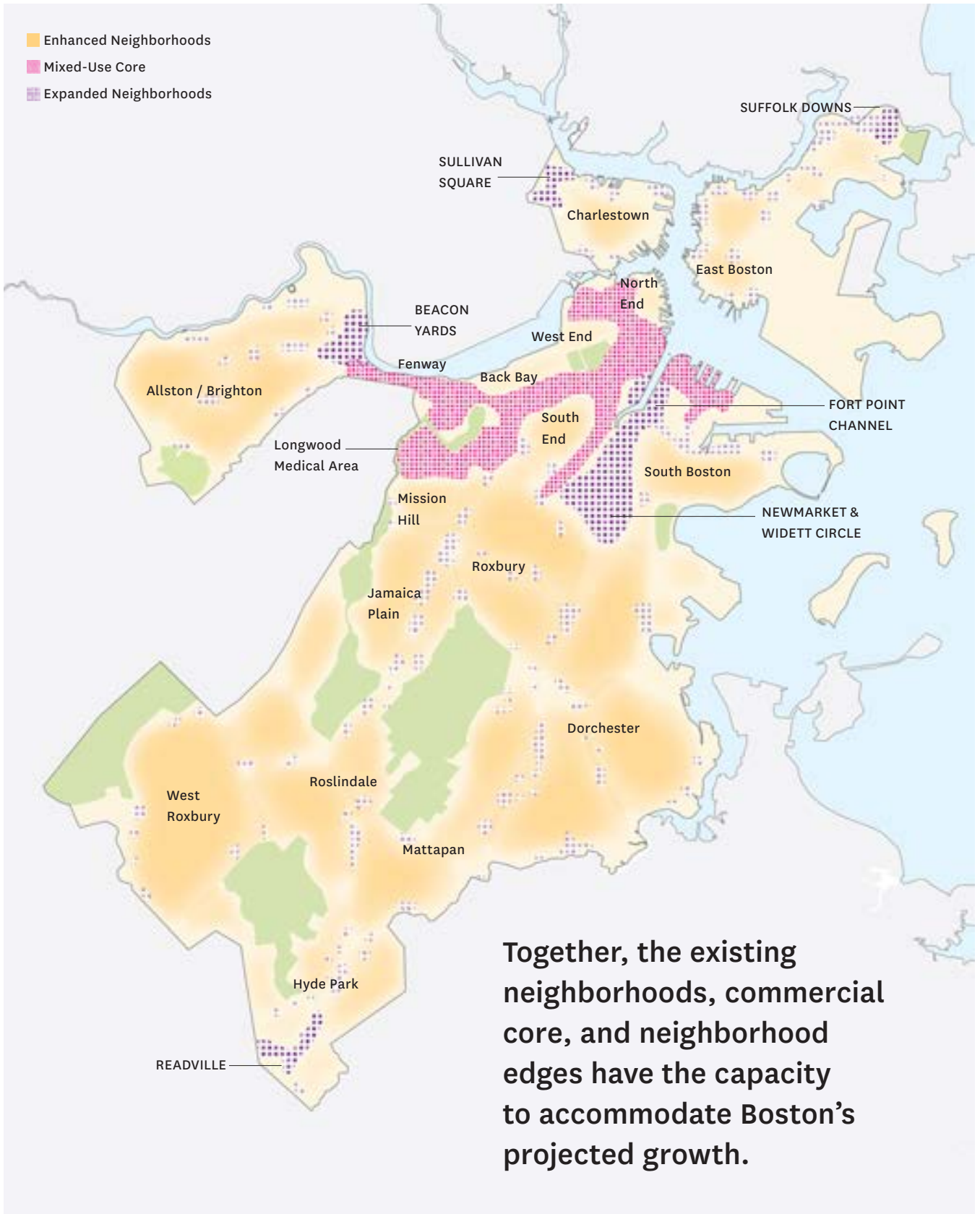
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### Edge Areas →

Boundaries, both large and small, between neighborhoods and the commercial core are occupied by industrial and transportation infrastructure and vacant land, and also have potential for transformation that supports pressing needs for job and housing growth.

### Expand Neighborhoods

Significant new mixed-use housing and job growth in transit-accessible areas at the edges of neighborhoods will reduce housing price pressure, expand access to opportunity, and stitch together the physical fabric of the city.





## Enhance Neighborhoods

Improve the public realm, strengthen neighborhood services and connectivity, and encourage contextually sensitive development to improve urban vitality and to affirm each neighborhood's distinct identity.



"Develop neighborhoods into cultural and entertainment destinations."  
**East Boston resident via text message**

## Ensure Housing Affordability

Neighborhoods will provide housing for Bostonians of a variety of incomes. Existing housing, especially affordable housing, will be stable, and proactive antidisplacement policies will be implemented. Newly developed housing will be responsive to area incomes and support mixed-income communities.

## Enhance Neighborhood Character

The character of our neighborhoods will be strengthened through strategic preservation and enhancement. This preservation will honor our history and neighborhood character, while enabling neighborhoods to evolve to meet new needs.

## Encourage Contextually-Sensitive Development

New development will be contextually responsive, focused on filling gaps in neighborhood main-street corridors and complementing the scale and form of existing buildings along residential streets—whether the three-deckers of Dorchester or the mid-nineteenth-century rowhouses of the South End.

## Invest in Public Realm & Open Space

Streetscape, open space, arts, and public space enhancements will improve the quality of the public realm and reflect local culture.

## Strengthen Job Access

Neighborhoods will connect residents to jobs, by encouraging job growth and small business growth in neighborhoods, by establishing job-training programs in neighborhoods, and by improving transit connections to job centers.

## Improve Transportation Connections

Transportation connectivity improvements will provide a range of mobility options to residents, with a focus on proactive investments to improve connections in neighborhoods farther from transit.

## Provide Amenities for Everyday Needs

Neighborhoods will have a mix of uses that meet Bostonians' daily needs. Main street retail will enable residents to meet every day needs, including drug stores and grocery stores with healthy food options.

## Foster Community Gathering Spaces

Main streets will be places of congregation. Fostering a strong set of community gathering places in every neighborhood will strengthen the social vitality of our communities and city by enhancing relationships and collaboration.

## Design Public Spaces for All Ages

By taking into account the practical needs of our young people and older adults, we will design neighborhoods that work for residents of every age.

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### An Example of Enhancing Neighborhoods: Upham's Corner

The community-led, City-catalyzed approach for investing in Upham's Corner provides a template for the process and policy toolkit through which Boston can enhance other neighborhoods. Investments in Upham's Corner will strengthen the community's historic main street fabric, enable economic mobility and local innovation, and support a vibrant arts and culture hub. Investments will aim to preserve affordability and prevent displacement.

### Actions Include:

- › City-catalyzed investments and policies to promote dense walkable areas around transit stops
- › Policies and strategic land acquisition and development to ensure affordable housing and commercial space
- › Improved connections, frequency, and user experience on the Fairmount/Indigo Line
- › Support of local businesses, artists and entrepreneurs
- › Foster the creation of an arts innovation district with artist housing and resources
- › Improved Upham's Corner Branch library
- › Investments in Columbia Road as green and active corridor



## Encourage a Mixed-Use Core

Continue to encourage dense, walkable, mixed-use development and public realm improvements to foster a core where more people live, work, and gather.

### Encourage Job Growth

New development will catalyze job creation and strengthen existing and emerging job centers, whether the hub of cultural uses on the Avenue of the Arts or the institutions of the Longwood Medical Area.

### Encourage Housing Growth

New housing for a variety of incomes will help to reduce housing-price pressure on existing residents, encourage population growth that increases activity on nights and weekends, and enable more Bostonians to have walkable commutes.

### Create a Destination

Open space, arts and culture, and public realm improvements will make the core a destination for residents, workers, and visitors alike.

### Preserve Historic Architecture

Many of the buildings of Boston's core reflect centuries of growth and design. Investment in these buildings will ensure that the character of these buildings is preserved while uses in some buildings evolve to meet new needs. For example, some older commercial buildings with available space that no longer meet the needs of traditional office tenants could become new spaces for start-ups, housing, or artist live/work space.

### Provide Resources for a Growing Population

Job centers will evolve to meet the needs of a growing residential population. As commercial core neighborhoods add residents and more jobs, they will need more of the amenities and features that make Boston's neighborhoods livable: a range of open spaces, schools, grocery stores, and places for community gathering.

### Encourage Development that Responds to the Existing Context

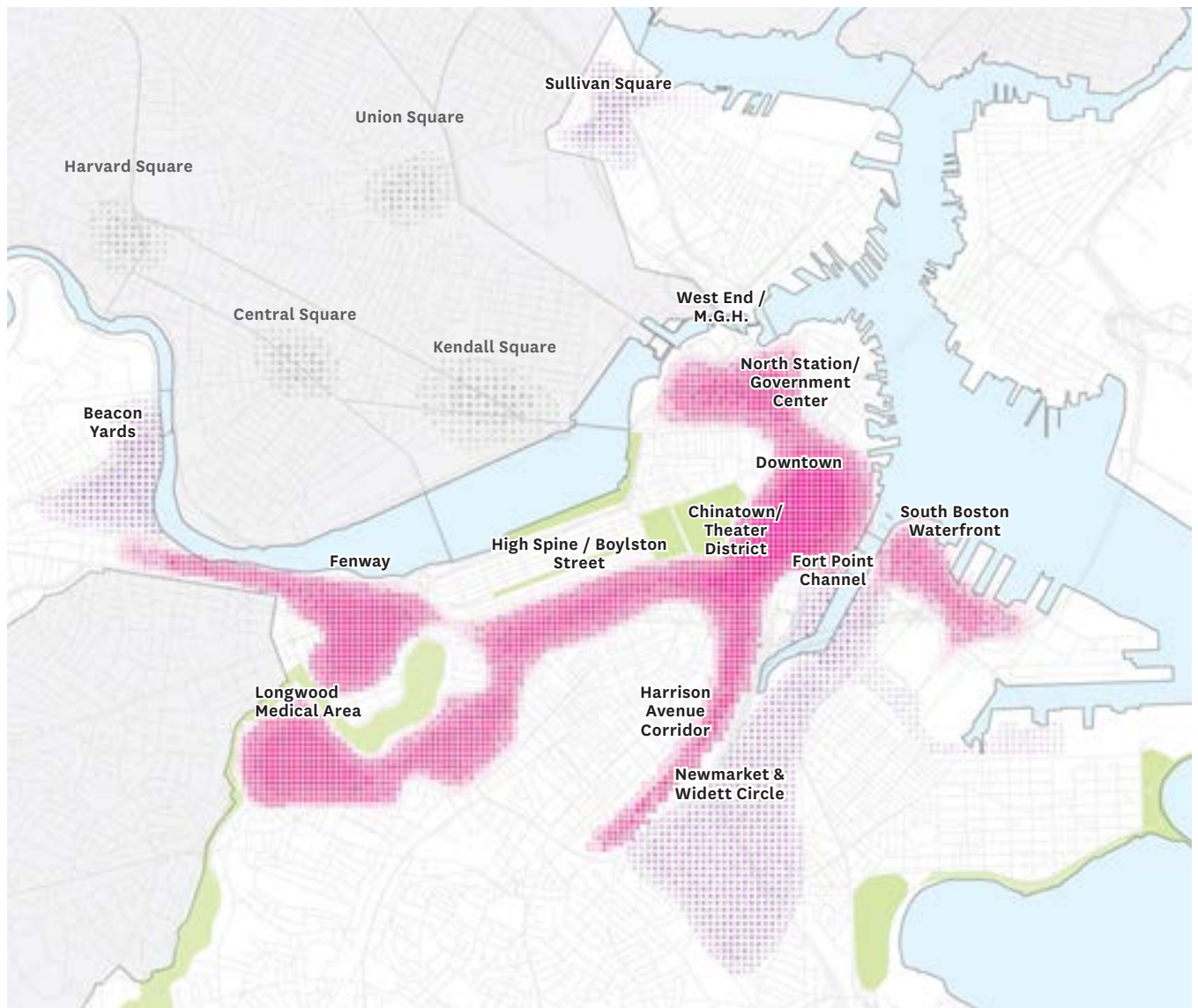
New development will be carefully planned and appropriately scaled, with a focus on creating denser development in some areas and creating walkable communities throughout the core.

### Prepare for Climate Change

Community preparedness, building adaptation, and infrastructure investment will be prioritized and layered together to prepare Boston's core for climate change. In the dense environment of the commercial core, protections will be designed to provide multiple benefits wherever possible, such as improved open spaces and public realm.







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**Boston will achieve its vision for the core by developing a plan for the Shawmut Peninsula in 2100, collaborating with institutional landowners, and encouraging growth that expands the boundaries of the core.**

Boston will develop policies and collaborations that are appropriate for different areas of the core. In the Shawmut Peninsula, a plan for 2100 can guide historic preservation, strategic growth, and public realm investments that support an active mixed-use area.

In other areas with consolidated ownership—such as the areas owned by medical and educational institutions—public-private collaboration can support shared objectives.

Additionally, the traditional commercial core can expand to accommodate housing and jobs, and bring jobs closer to established neighborhoods. Like the High Spine in the 20th century, growth in areas like Beacon Yards and Fort Point Channel will continue to expand the boundaries of the core.



↑

The Shawmut Peninsula is the longstanding economic and cultural hub of Boston. Its neighborhoods lie between the Charles River and Fort Point Channel and include the Historic Downtown, North Station/ Government Center, West End/Massachusetts General Hospital, Chinatown, the Theater District, Beacon Hill, and the North End.

### Shawmut Peninsula 2100

A Shawmut Peninsula 2100 plan can lay the groundwork for catalytic investments and public action over the coming century.

**Actions include:**

- › Create a vibrant urban waterfront district
- › Transform key parts of the Shawmut Peninsula with potential for growth and improvement
- › Ensure affordable housing and strategic preservation in Chinatown
- › Improve the public realm in the West End, Downtown, and North Station areas
- › Take advantage of opportunities to deck over highways in key areas
- › Upgrade and integrate the regional commuter rail network
- › Continue to raise the bar for what it means to be America's most walkable city
- › Partner to create flood defenses that serve as open space amenities and public realm improvements
- › Enhance Boston Common and open spaces in the Shawmut Peninsula



## Expand Neighborhoods

**Provide significant new mixed-use housing and encourage job growth in transit-accessible areas at the edges of existing neighborhoods to reduce housing-price pressure, expand access to opportunity, and stitch together the physical fabric of the city.**

### **Encourage Housing Growth**

Expanded neighborhoods will accommodate significant new housing to alleviate price increases in existing neighborhoods and encourage the growth of mixed-use, mixed-income communities.

### **Encourage Job Growth**

Expanded neighborhoods will support strategic sectoral growth by encouraging the development of office, lab, and industrial spaces that respond to nearby industry clusters and citywide needs. New spaces to work will accommodate a variety of companies and workers—from large corporations and institutions to small start-ups and freelancers.

### **Coordinate Planning and Pilot Policies**

As the newest and largest areas for significant growth, expanded neighborhoods will be centers for innovation in city planning and investment. Boston will pilot infrastructure investments—like smart street infrastructure, district energy, and new zoning and land-use approaches—to create more predictable development and community benefits.

### **Prepare for Climate Change**

Expanded neighborhoods will be prepared for climate change, with new climate-ready zoning, building standards, and flood protections. Growth in expanded neighborhoods will be guided by district-scale plans that establish land uses and key infrastructure and public-realm investments. New growth will also be a source of funding for some of the investments in these areas.

### **Improve Transportation Connections**

Expanded neighborhoods will have quality transit access that supports new housing and job growth and improves service for residents in nearby neighborhoods.

### **Guide Infrastructure Investment**

Many expanded neighborhoods require significant infrastructure investment to catalyze growth. Coordinated, proactive planning in all expanded neighborhoods can set a framework for long-term growth. Proactive planning will also ensure that future development in these areas is an important source of funding for district infrastructure needs.

### **Invest in Public Realm & Open Space**

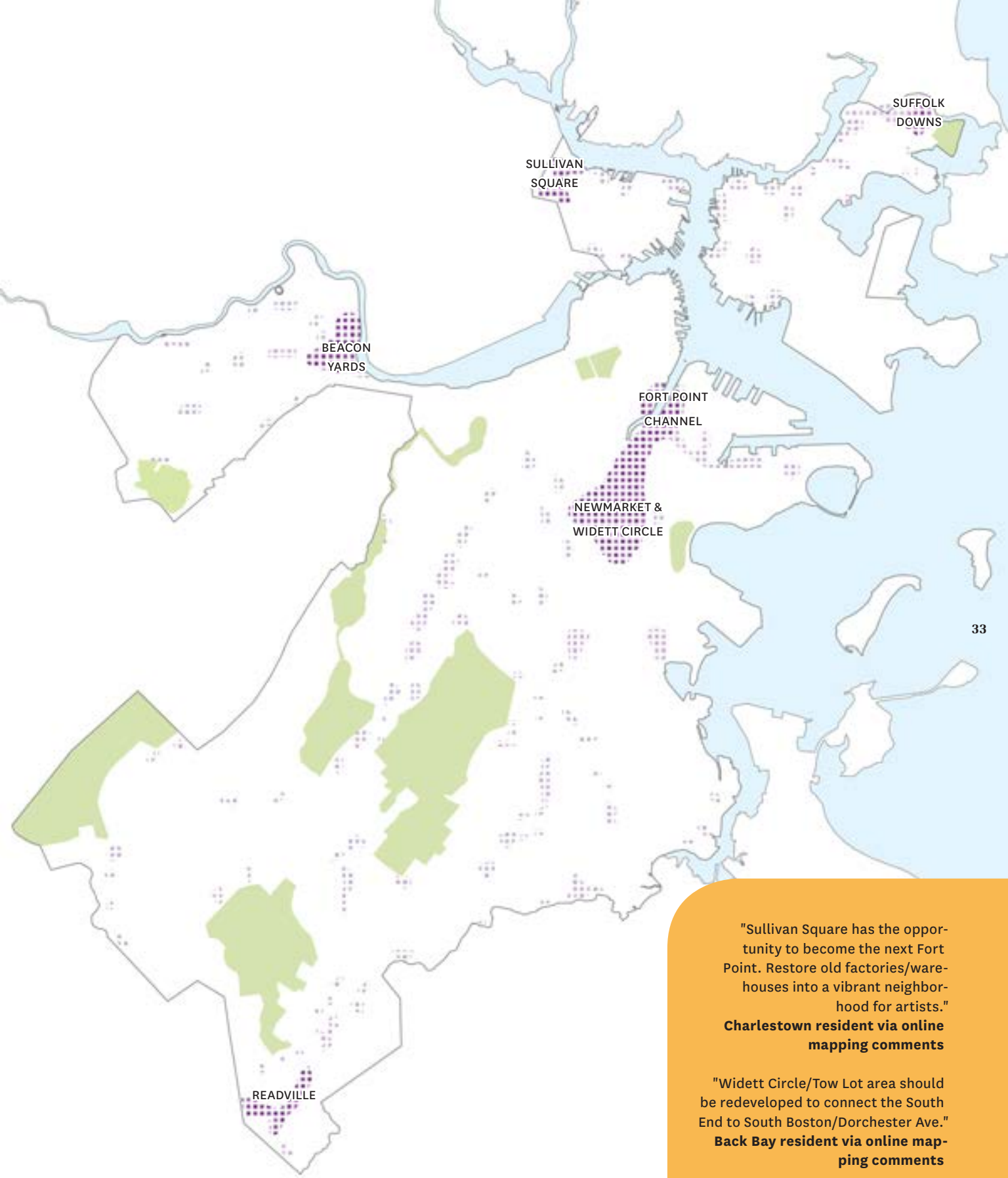
In each expanded neighborhood, new open spaces will be designed to meet the needs of residents and workers, and new development can create spaces for arts and culture.

### **Encourage Contextually Sensitive Development**

Growth in expanded neighborhoods will complement the existing uses and urban form in adjacent established neighborhoods such as Orient Heights or Lower Allston. Land uses and building form in expanded neighborhoods must also respond to natural assets, such as the harbor, and risks, such as sea-level rise.

### **Support Industrial Uses**

Essential industrial uses and critical transportation functions will be preserved in expanded neighborhoods. In some mixed-use areas, like Readville and Newmarket, industrial uses will be concentrated and industrial job growth can be encouraged to provide a central industrial anchor for the city.



"Sullivan Square has the opportunity to become the next Fort Point. Restore old factories/warehouses into a vibrant neighborhood for artists."  
**Charlestown resident via online mapping comments**

"Widett Circle/Tow Lot area should be redeveloped to connect the South End to South Boston/Dorchester Ave."  
**Back Bay resident via online mapping comments**

## Boston is guiding growth and investment in six expanded neighborhoods



### Sullivan Square

Sullivan Square can become a walkable, mixed-use anchor for the innovation economy, capitalizing on the area’s transit access, publicly owned land, and proximity to growing job centers.

- › Mixed-use zoning, development of a walkable street grid around Sullivan Square and strategic disposition of publicly-owned parcels to support job and housing growth
- › Collaboration on transportation and streetscape investments to connect to nearby job centers in Cambridge, Somerville, Everett, and Downtown Boston
- › Open space and public realm improvements to enhance and strengthen walking and biking connections to nearby residential areas
- › Strategic protection against flooding from the Mystic and Charles rivers

### Newmarket and Widett Circle

In Newmarket and Widett Circle, major industrial areas will be preserved and strengthened alongside transit-oriented job and housing growth to enhance connections to surrounding neighboring areas.

- › Mixed-use, transit-oriented development along key corridors and edges to strengthen connections to downtown and adjacent neighborhoods
- › Preservation and intensification of critical industrial uses
- › Encouragement of new commercial growth to support jobs that are accessible to local residents
- › Flood protection infrastructure, combined with climate-ready zoning and building regulations to enhance resilience

### Fort Point Channel

An active, urban waterfront where mixed-use development and a vibrant public realm transform how Downtown and the South Boston Waterfront meet and how Bostonians interact with the water.

- › Active edge around Fort Point Channel and South Boston Waterfront through new open space and catalytic redevelopment of underutilized parcels
- › Walkable street grid between South Boston Waterfront, Convention Center, South Boston, and Fort Point Channel to encourage mixed-use growth
- › Pedestrian, bicycle, and open space connections, including enhancements to the South Bay Harbor Trail and Harborwalk.
- › Enhanced transportation infrastructure
- › Restored connectivity and redevelopment along Dorchester Avenue
- › Flood protection infrastructure that provides additional benefits such as open space





### Suffolk Downs

Suffolk Downs can become a new, mixed-use, mixed-income neighborhood anchored by quality transit and open space that responds to the surrounding marsh and river environment.

- › Transit-oriented mixed-use development
- › Strengthening of industrial uses along the Chelsea River
- › Emphasis on flood protection and open space, including signature network of protective water-oriented green spaces that connect to Belle Isle Marsh
- › Strengthened pedestrian, vehicular, and bike connections to East Boston and Downtown
- › Development planning that supports a district-wide resilience strategy

### Readville

Readville’s existing industrial uses and transit access provide an opportunity to enhance manufacturing uses, create quality jobs, and encourage mixed-use, transit-oriented development.

- › Preservation and enhancement of industrial land to increase job density
- › New mixed-use development around Readville Station and Wolcott Square
- › Fairmount/Indigo Line train connections, frequency, equitable fares, and user experience
- › Traffic pattern, streets, sidewalks, and public realm improvements to facilitate circulation and encourage walking and biking

### Beacon Yards

A new center for innovation can flourish between Boston and Cambridge around the new West Station. Significant commercial and residential growth can expand the boundaries of the commercial core.

- › Planning to set the stage for a mixed-use, transit-oriented neighborhood that provides jobs for the innovation economy
- › Walkable streets and protected biking links between Allston and the Charles River
- › Placemaking through new open space and street-level retail
- › Transit hub at West Station and dedicated bus lanes connecting commuters to the neighborhood and downtown
- › Collaboration to address districtwide runoff and manage stormwater

# Create a Waterfront for Future Generations

Create a waterfront for all Bostonians that is climate-resilient and has the stewardship needed to thrive for coming generations.

## A Waterfront for all Bostonians

### Support a Welcoming and Active Waterfront

An activated waterfront is anchored by varied types of open spaces, featuring cultural resources, opportunities to interact with the water, and year-round programming and connecting Bostonians with the natural, cultural, and economic history of the region.

- › Create new signature open spaces that leverage underutilized waterfront sites.
- › Form networks of connected open spaces and cultural destinations
- › Expand the diversity of experiences along stretches of the waterfront

### Link Neighborhoods to the Water

An accessible waterfront is a public destination that can be reached and crossed by all residents and functions as a seamless link in the city's and the region's transportation network.

- › Expand connections between neighborhoods and the waterfront

### Foster Economic Opportunity

A thriving waterfront provides economic opportunities for Bostonians at a variety of income and skill levels and continues to support waterfront, port, and other and marine-dependent industries.

- › Strengthen and expand waterfront housing and job centers

## A Climate-resilient Waterfront

### Prepare for Climate Change

A climate-ready waterfront prepares Boston for climate-related risks, particularly coastal and riverine flooding, by creating multiple layers of protection.

- › Develop local climate resilience plans to prepare existing and high-risk job centers and neighborhoods
- › Create flood protection systems that provide multiple benefits

### Improve Environmental Quality

An environmentally sound waterfront improves water quality and strengthens habitats.

- › Implement policies and initiatives to ensure water quality and strengthen habitats

## A Waterfront with Strong Stewardship

### Ensure Sustainable Funding Structures

A financially sustainable waterfront has adequate funding and operational plans.

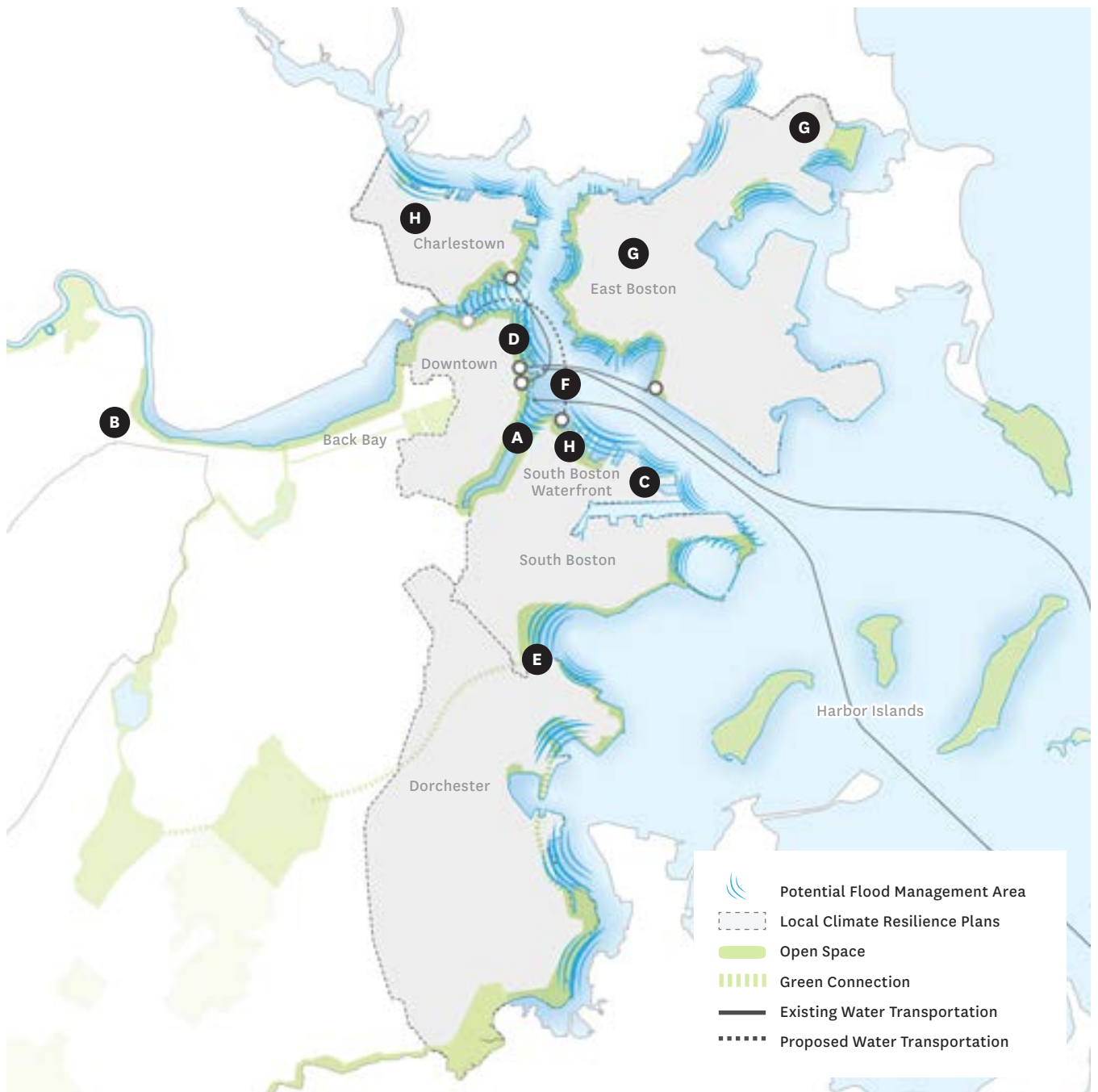
- › Apply new, sustainable models for the creation and maintenance of public waterfront areas

### Facilitate Collaborative Planning

A collaborative waterfront is planned with broad and open public discussion and through partnership with relevant jurisdictions.

- › Deploy proactive zoning and create a predictable entitlement process for greater public benefits

"How awesome would it be to have a fully connected bike/walk trail (extension of the Charles River bike path) that went all the way around the waterfront of Boston? With outdoor cafes and Hubway stops along the way?"  
Fenway resident via online mapping tool



- A** Public space activation to create an urban waterfront in Fort Point Channel and South Boston Waterfront
- B** Large connected open spaces at Beacon Yards

- C** Waterfront jobs center at Raymond L. Flynn Marine Park
- D** Diverse and active downtown waterfront
- E** Emerald Necklace completion at Moakley Park

- F** Partnerships to support water transportation network
- G** Open spaces, including on the East Boston Waterfront and at Suffolk Downs
- H** District-scale local climate resilience plans



# Generate Networks of Opportunity: Fairmount Corridor

Expand access to opportunity and reduce disparities through coordinated investments in transportation, neighborhood vibrancy, and education.

## Prevent Displacement

Antidisplacement policies and forward-looking investments in affordable housing will ensure that existing residents can remain in their homes. Proactive policies to promote affordable, stable neighborhoods will combat challenges associated with increased real estate prices that sometimes accompany investments.

## 38 Explore Funding Mechanisms

The City will explore funding mechanisms to promote City- and private sector-catalyzed economic development and ensure neighborhood affordability.

## Expand Quality Pre-K and Invest in School Facilities

Corridor residents will have access to quality education opportunities for lifelong learning and connections to jobs where they can make powerful contributions. The Fairmount corridor will have expanded high-quality Pre-K in BPS and community-based settings along with modernized K-12 school facilities and career-oriented programs to serve the rapidly-growing school-aged population in many neighborhoods along the corridor.

## Improve the Fairmount/Indigo Line

Frequent, fair service on the Fairmount/Indigo Line will boost economic mobility; improve local connections, frequency, and experience in the short term; and deliver subway-level service and regional connections in the long term.

## Encourage Investment and Density Around Station Areas

Investment and density around station areas and neighborhood nodes can be spurred through private investment as well as City-catalyzed investment, including in civic facilities and the public realm. Enhanced libraries, main streets, art and green connections will strengthen communities and improve quality of life.

## Partner to Improve Transportation Connections to Quality Jobs

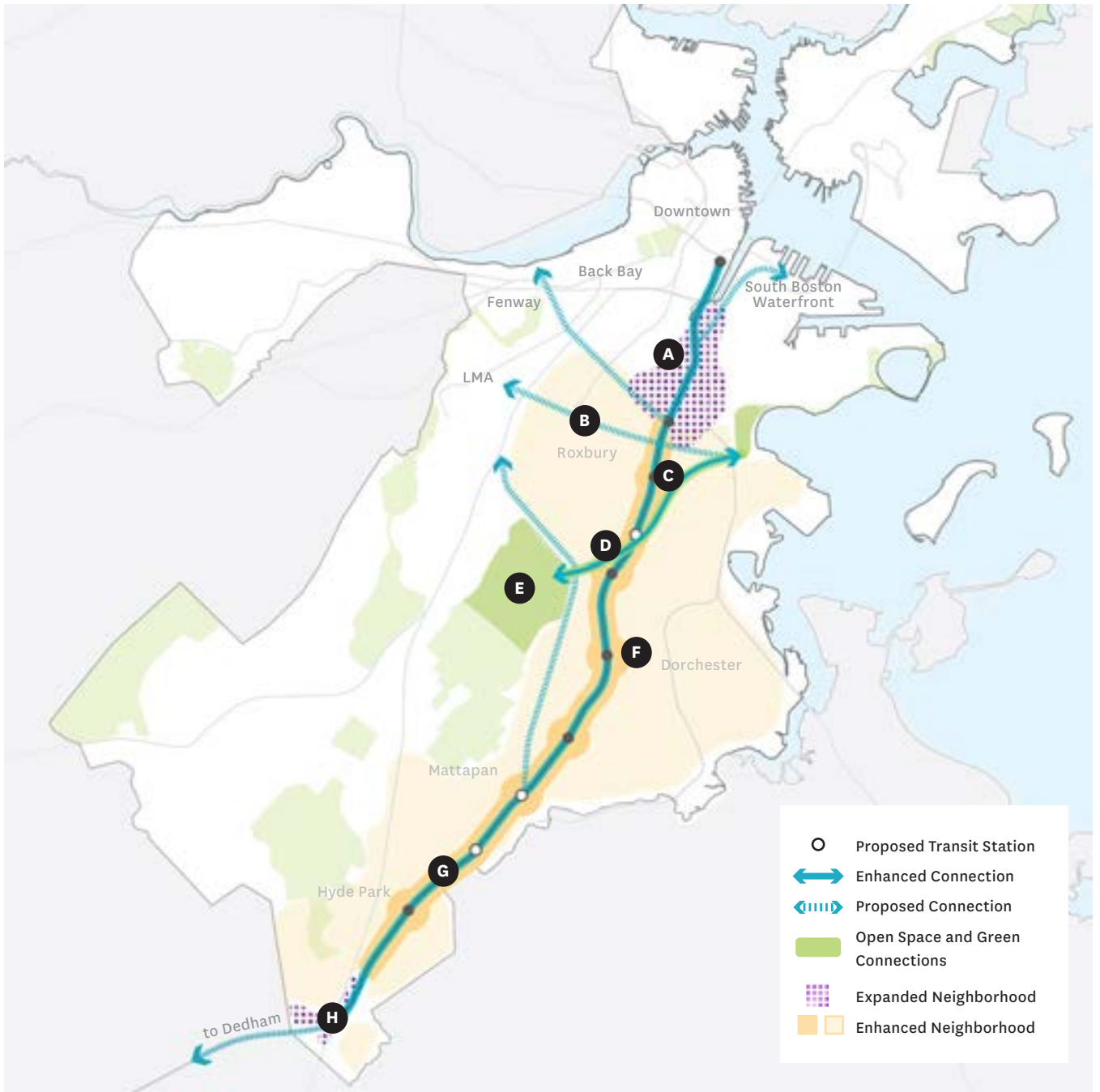
To maximize economic mobility, Boston must prioritize transportation connections to areas with jobs that provide solid career ladders.

## Invest in Franklin Park

Franklin Park is the crown jewel of Boston's Emerald Necklace. Investment in Franklin Park can make it a more vital citywide destination and central park for surrounding neighborhoods.

## Create an Active, Green Corridor Along Columbia Road

Columbia Road can become an active, green transportation corridor that connects people to Franklin Park and the waterfront, via the historic Emerald Necklace.



- A** Mixed-use growth and industrial center at Newmarket and Widett Circle
- B** Enhanced east-west connections via rapid bus
- C** Catalytic investments in Upham's Corner
- D** Green, active transportation corridor along Columbia Road
- E** Investments in Franklin Park as a signature green space
- F** Eco-innovation district at Talbot-Norfolk Triangle
- G** Improved connections, frequency, and experience on the Fairmount / Indigo Line
- H** Mixed-use industrial center in Readville

# Imagine Boston proposes initiatives to achieve its goals.

Based on research and feedback from more than 15,000 Boston voices, Imagine Boston 2030 identifies a wide variety of initiatives that will enable the city to achieve the goals of increasing affordability, expanding opportunity, preparing for climate change, and enhancing quality of life.

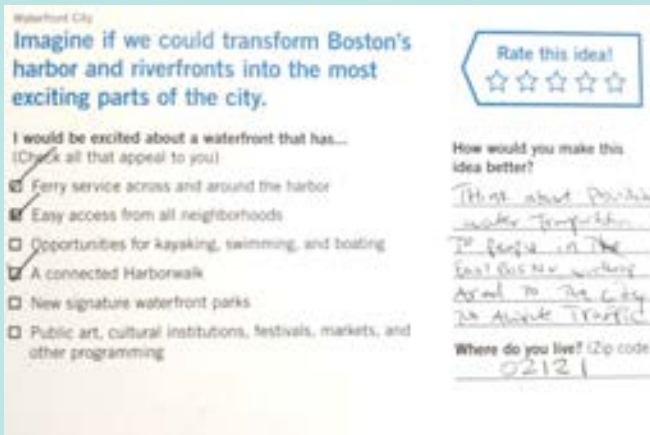
Imagine Boston 2030 is the citywide plan that brings together topical City of Boston planning efforts, including Boston Creates, Go Boston 2030, Climate Ready Boston, and Housing a Changing City: Boston 2030. These topical plans provide more detail on specific initiatives included in Imagine Boston.

A sample of key initiatives follow. Full initiatives can be found on page 288.

Bostonians wrote more than 1,700 postcards and comments to refine these initiatives.



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### 100 Resilient Cities

100 Resilient Cities is shaping a resilience and racial equity plan and lens to guide our planning. Our city must be a place where people of all backgrounds—including low-income residents and people of color—have real pathways for economic mobility. In order to live up to these ideals, 100 Resilient Cities is looking at existing barriers and proactively addressing present inequities. With leadership from the Mayor's Office of Resilience and Racial Equity (MORRE), 100 Resilient Cities is developing and will implement a Resilience and Racial Equity plan that will shape the City's policies, programs, practices, and budgets.

› **Boston Public Library:** Invest in Boston Public Library branches as neighborhood anchors where residents and visitors can learn, create, gather, and engage. See page 159.

› **Immigration Policy:** Ensure that immigrants can thrive in Boston by supporting diverse cultures, ensuring safety and access to government resources, fostering economic mobility and equality of opportunity, promoting naturalization, and facilitating legal access. See page 82.



## Housing

- › Identify locations where sensitive growth can create more than 53,000 housing units by 2030 and mechanisms to achieve higher levels of affordability in new developments.
- › **Boston's Antidisplacement Approach:** Pursue a robust antidisplacement approach that creates and preserves affordable housing, prevents eviction, supports homeownership, increases transit access, and supports small businesses. See page 300.
- › Produce more deed-restricted low-, moderate-, and middle-income housing through inclusionary development, density bonuses, and other tools.

See "Housing" on page 295.

## Supporting Plans

### Housing a Changing City: Boston 2030

To accommodate population growth and increase affordability, *Housing a Changing City: Boston 2030* set a goal of creating at least 53,000 new housing units by 2030 to provide housing that is affordable for Bostonians with a range of incomes. As of January 2017, 12,000 new units have already been produced and more than 7,000 units are under construction. Imagine Boston 2030 is building on *Housing a Changing City* by identifying areas where continued growth can occur and where additional growth beyond the 53,000-unit target can take place. This growth will create a release valve for existing neighborhoods that are seeing immense pressure on housing prices.

Other supporting plans include: BPDA's area planning initiatives, including PLAN: South Boston Dorchester Avenue & PLAN: JP/ROX Washington St Columbus Ave.

## Health & Safety

- › Encourage a healthy built environment, including safe streets and communities where it is easy to bike and walk
- › Reduce disparities in the healthcare system and provide greater ease of access to mental health services and substance abuse care.
- › Reduce street violence in neighborhoods, including through trauma-informed care.

See "Health & Safety" on page 303.

Supporting plans include: [Health in All Policies](#); [Boston's Way Home](#); [Age-Friendly Boston](#); [Comprehensive Public Safety](#).

Camp Harbor View ↓



Upham's Corner ↓



## Economy

- › Support continued growth of Boston's strongest sectors and bring new companies to Boston by providing the space, infrastructure, and talented workforce they need to thrive.
- › **Industrial Approach:** Support Boston's industrial economy and capitalize on its strengths through a coordinated land-use, economic development, and job-training approach. See page 202.
- › Create an environment where small businesses can start, grow, and scale by establishing a centralized Small Business Center and supporting worker cooperatives.
- › Encourage job growth in neighborhoods by increasing access to commercial space, transit connections, and other investments to give employers the room and resources to grow while maintaining the character of the neighborhoods.
- › **Youth Employment:** Encourage youth employment, with a focus on providing work experience for youth in low-income communities. See page 329.
- › Reduce wealth disparities through Children's Savings Accounts, financial education programs, increased utilization of the Earned-Income Tax Credit, strengthening citywide procurement targets, and supporting women- and minority-owned businesses.

See "Economy" on page 323.

### Supporting Plans

#### Economic Inclusion and Equity Agenda

The City's Economic Inclusion and Equity Agenda articulates the City's values of Economic Inclusion and Equity across City departments and provides a detailed overview of the City's ongoing programs, policies, and initiatives to address racial and economic disparities in Boston. The agenda provides context for the City's work across four themes: income and employment, wealth creation, business development, and economic mobility.

Other supporting plans include: Economic Inclusion and Equity Agenda; Small Business Plan; 100 Resilient Cities; Boston's Workforce

↓ Raymond L. Flynn Marine Park



## Education

- › **Boston's Citywide Learning Ecosystem:** Build a citywide learning ecosystem that supports Bostonians across all Boston neighborhoods from birth to career. See page 312.
- › **BPS Education Vision:** Establish a student-centered, and easy-to-navigate learning system in Boston Public Schools that places equity, innovation, and learning—both inside and outside the classroom—at its center. See page 314.
- › **Universal Pre-K:** Ensure a high-quality Pre-K seat for every 4-year-old in Boston by expanding quality programs, improving existing programs, preserving established progress, and building an oversight system. See page 318.
- › **BuildBPS:** Bring Boston's school buildings into the twenty-first century through \$1 billion of capital investments guided by BPS. See page 320.

See "Education" on page 309.

### Supporting Plans

#### BuildBPS

BuildBPS is BPS's 10-year educational and facilities master plan that provides a strategic framework to align BPS construction and renovation projects with the district's educational priorities. BuildBPS is investing \$1 billion in Boston's school buildings over the next 10 years in an effort to create high-quality twenty-first-century learning spaces for every student.

Other supporting plans include: Stronger Schools, Stronger Boston (BPS strategic implementation plan)

## Energy & the Environment

- › **Greenhouse Gas Reduction:** Achieve carbon neutrality by 2050. As a milestone to neutrality, aim to reduce emissions by half by 2030, focusing on reductions from power, transportation, buildings, and waste; reinforcing Boston's position as a global leader in addressing climate change. See page 342.
- › **Resilience Districts and Microgrids:** Explore microgrids to increase energy efficiency and make neighborhoods more resilient during flooding or power outages. See page 346.
- › Conduct district-scale planning, update building regulations, and create climate ready zoning to prepare for flood and heat risks from the changing climate.
- › Strengthen the shoreline and protect neighborhoods and job centers by investing in flood-protection mechanisms.

See "Energy & Environment" on page 337.

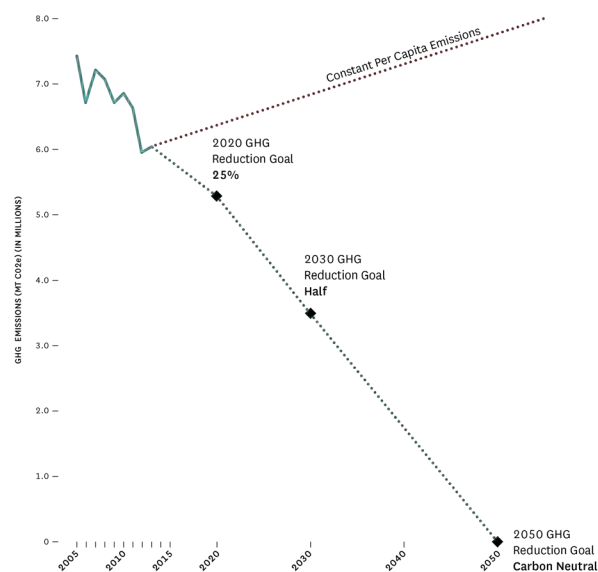
### Supporting Plans

#### Climate Ready Boston

Climate Ready Boston provides a climate-adaptation strategy to enable Boston to thrive in the face of climate change. It assesses Boston's climate risks and describes five layers of initiatives to create a more climate-ready city: 1) a climate-projection consensus to underpin decision making, 2) empowered communities that are prepared for risks, 3) protected shores, 4) resilient infrastructure, and 5) adapted buildings.

Other supporting plans include: [Greenovate Boston](#)

### Greenhouse Gas Reduction Chart



↑ Boston is committed to getting to carbon neutrality by 2050.







↑ Franklin Park Vision

## Open Space

- › Restore Boston Common to its full vibrancy.
- › **Franklin Park:** Invest in Franklin Park—the crown jewel of the Emerald Necklace—making it a more vital citywide destination and central park for surrounding neighborhoods. See page 355.
- › Create a connected open-space network and vibrant public realm along Boston’s waterfront.
- › Continue to improve neighborhoods’ access to well-maintained parks.

See "Open Space" on page 349.

Supporting plans include: Open Space Plan 2015–2021; Imagine Boston Waterfront Assessment and Vision.

Fairmount/ Indigo Line ↓



Imagine Boston 2030

## Transportation

- › Implement transit initiatives that strengthen connections between neighborhoods and job centers, including investing in bus rapid transit routes and multimodal transit hubs outside the commercial core.
- › Guide autonomous vehicle use to make streets safer, less congested, and more equitable.
- › **Columbia Road:** Create an active, green transportation corridor along Columbia Road that connects people in surrounding neighborhoods to Franklin Park and the waterfront via the historic Emerald Necklace. See page 372.
- › **Fairmount/Indigo Line:** Same Neighbors, better transit: frequent, fair service to boost economic mobility; improve local connections, frequency, and experience in the short term; and deliver subway-level service and regional connections in the long term. See page 276.
- › Continue to complete the bike network for safe, active transportation.
- › **Parking Policy:** Modernize parking policy in commercial and residential districts to promote economic opportunity, enhance community access and reduce parking demand. See page 376.

See "Transportation" on page 367.

### Supporting Plans

#### Go Boston 2030

Go Boston 2030 establishes a vision and identifies actions to guide Boston’s transportation future over the next five, ten, and 15 years. The Go Boston Action Plan proposes 58 transformative policies and projects to improve transportation for the city’s residents, businesses, and visitors. The plan considers how transportation investments can support equity, climate responsiveness, and economic growth. The two-year process to develop the plan was driven by data and steered through an inclusive public engagement process.

Other supporting plans include: Vision Zero, Boston Complete Streets, and A Better City’s The Future of Parking in Boston report

## Technology

- › Invest in “smart city” infrastructure to make it easier and safer to get around in Boston, including flexible lanes that shift purpose by time of day, as well as sensors and intelligent traffic signals to improve safety and reduce congestion.
- › Make City services responsive to real-time data.
- › Leverage CityScore to track the impacts of city operations, policies, and initiatives.
- › Expand efforts to open-source City, data, code, and algorithms.

See ["Technology" on page 379](#).

## Arts & Culture

- › Create a vibrant public realm by encouraging compelling public art and implementing a Percent for Art program on municipal construction projects.
- › Foster the creation of three Arts Innovation Districts that strengthen local arts hubs, starting with one in Upham’s Corner.
- › Support existing artists and attract new artists through affordable space to live and work.

See ["Arts & Culture" on page 385](#).

### Supporting Plans

#### Boston Creates

“Boston Creates” outlines a ten-year cultural plan for Boston that allocates new funding for the arts. The plan aims to align public and private resources to strengthen cultural vitality over the long-term and weave arts and culture into the fabric of everyday life. Along with setting five strategic goals, the plan calls for a cultural shift in the way City government and the private sector approach and prioritize arts and culture.



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## Land Use & Planning

- › Develop area plans in collaboration with communities for neighborhoods or districts anticipating growth or investment
- › Ensure the zoning code is transparent and accessible to residents, communities, and businesses and prepares the City for Boston’s evolving needs.
- › Coordinate geographically-specific investments with land use and zoning and ensure that value generated by new development supports critical infrastructure investment and community benefits in the area when appropriate.

See ["Land Use and Planning" on page 391](#).

Supporting plans include: [PLAN Initiatives](#); [Boston Planning and Development Agency Reforms and Organizational Strategy](#).







The Mayor announced the launch of Imagine Boston in May 2015.

"Be as inclusive and democratic as possible in terms of the planning and implementation process."  
**Roxbury resident via text message**

"More long-term and beneficial partnerships between big businesses, colleges, universities, and Boston Public Schools...where business[es] and universities are investing in the school system with money, goods, or time."  
**Allston resident via text message**



## To implement Imagine Boston, the city will continue to change how it collaborates, funds, and acts.

Imagine Boston presents bold ideas that will enhance the day-to-day experience of Boston residents, as well as the infrastructure and physical form of the city. The scale and vision of these policies and investments necessitate creative, inclusive,

and comprehensive approaches for planning, funding, and collaborating with residents and the region. Imagine Boston will join forces with other planning efforts as well as other agencies and partners to implement the plan.

### Collaborate

#### Government

We will partner with federal, state, and municipal governments to increase housing affordability, implement transportation and climate solutions, and continue to attract talented workers and companies to Greater Boston, among other initiatives.

#### Private & Nonprofit Partners

We will partner with institutions, foundations, peer cities, and businesses across the nation and the globe to explore innovative solutions to shared challenges.

#### Residents

We will turn to our residents to help us build a city for all Bostonians. We will continue to work with our residents to identify priorities, plan new policies, and provide feedback during implementation.

### Fund

#### Capital and Operating Investments

We will proactively coordinate planning with the City's capital budget and investigate new tools for funding capital investments and implementing policies. We will also collaborate with partners to fund our most ambitious goals.

### Act

#### Measure

We will develop metrics that enable Boston to quantify success, learn from early results, and support more efficient and effective implementation.

#### Pilot

We will use prototyping and piloting to test new policies and investments more dynamically and rapidly—and allow them to continue to evolve once implemented.

The Imagine Boston Capital Plan proposes \$2.08 billion in critical investments between Fiscal Years 2018 and 2022. These infrastructure investments, which will take place in every neighborhood, are guided by the priorities identified in Imagine Boston 2030 and reflect the feedback and ideas received from thousands of residents throughout the Imagine Boston planning process.

Imagine Boston has set goals, targets, and metrics to guide implementation and evaluate success.

**Goal: Encourage affordability, reduce displacement, and improve quality of life**

**Reduce housing cost burden for Bostonians**

Decrease portion of low- and middle-income households that are severely housing cost burdened

**Improve health outcomes for all Bostonians**

Reduce disparities in premature mortality by neighborhood

**Improve the walkability of each neighborhood**

Increase Walk Score ranking of neighborhoods

**Keep Boston a safe city**

Lower or maintain Boston's crime rate to be below the crime rates of peer cities

**Goal: Increase access to opportunity**

**Reduce the wealth gap between white households and households of color**


Reduce racial disparities in median household income and homeownership

**Reduce childhood poverty**

Reduce childhood poverty rates by half by 2030

**Improve educational outcomes and access to educational opportunities**

Offer quality, affordable Pre-K education to every eligible child in Boston; increase 4-year high school graduation rate in Boston Public Schools (BPS); increase the 6-year post-secondary degree completion rate for BPS graduates



## Goal: Drive inclusive economic growth

### Continue to create jobs

Maintain job growth rate that outpaces the national average and peer cities

### Create higher paying jobs

Increase wages in low-wage occupations; decrease the share of households below a household sustaining income

## Goal: Promote a healthy environment and prepare for climate change

### Reduce Boston's contribution to climate change

Become carbon neutral by 2050. As a milestone to carbon neutrality, aim to reduce emissions by half by 2030.

### Adapt to a changing climate

Reduce economic loss and number of people exposed to climate related flooding; increase tree canopy coverage

## Goal: Invest in open space, arts & culture, transportation, and infrastructure

### Improve quality of parks and open spaces

Improve conditions at all Boston Parks properties that have the lowest overall conditions ratings, particularly those with active recreation features

### Facilitate a shift in Bostonians' mode of transit

Increase the number of Bostonians who walk, bike, and take public transit to work

### Support arts, culture, and creative life

Increase the number of Creative Economy jobs in Boston









Street pianos brought live music to all parts of the city in the Fall of 2016.





Boston Marathon 2016





# Context

**Boston has been a city of ideas and strong ideals for centuries. Today, Imagine Boston 2030 builds on the city's strengths—including its dynamic economy, diverse population, and recent growth—to address key challenges.**

55



**Boston is acting now to take advantage of our greatest strengths and respond to key challenges.**

# Six key trends inform planning for 2030

## Productive Economy

Boston's economy has grown on the strength of its small businesses and vibrant healthcare, education, and finance sectors. These sectors have enabled Boston to bounce back from recent economic shocks. Continued growth and diversification of Boston's economy will be critical for the city to thrive during the economic transformation of the future.

[See page 70](#)

## Affordability

Housing prices have increased rapidly in recent years and many low- and middle-income residents are concerned about affordability and displacement in the neighborhoods they have called home for generations.

[See page 90](#)

## Growing Population

Boston's population is growing rapidly and has become more diverse. Today, the city is majority people of color and more than a quarter of Boston residents were born outside of the United States. This population growth is a reflection of Boston's economic vitality and a testament to the city's diversity.

[See page 78](#)

## Changing Climate

Boston is the fourth most exposed city in the nation to flooding. Temperature increases, more extreme weather events, and rising sea levels pose significant risks for Boston's highly urbanized coastal job centers and neighborhoods. In the coming century, flooding, storms, and extreme heat will be exacerbated by climate change.

[See page 94](#)

## Inequality

There are significant disparities in educational attainment, homeownership, commute times, access to healthy food and healthcare, and a number of other factors. These factors are correlated with major health outcomes and wealth gaps between races and neighborhoods.

[See page 84](#)

## Transformative Technology

The way we interact with the city is changing. Traditional home/work and downtown/neighborhood boundaries are changing as preferences for mixed-use neighborhoods increase and technology enables rapid remote communication and new ways of working and getting around the city.

[See page 100](#)

# Boston's History

Boston, the "City of Ideas," has been a center of bold ideas and strong ideals for centuries.

The progressive intellectual culture of Boston has fostered new movements for liberty and equality, from the American Revolution to the abolitionist movement to the legalization of same-sex marriage. Boston has long been a center of education: The first public school in what would become the United States was founded in 1635 in Boston, and Harvard College, the

first college in America, was founded a year later just across the river. The city was a center of abolitionist activism, as Massachusetts became the first state to ban slavery in 1783 and the interracial New England Anti-Slavery Society was founded at the African Meeting House on Beacon Hill in 1832. More than a century later, the city was home to Martin Luther King Jr. and Malcolm X during formative years of their activism. Boston was also a center of early feminist activism, including the founding of the American Woman Suffrage Association in 1869. When the Commonwealth became the first state in the nation to legally recognize same-sex marriage in 2004, Boston was among the first cities to issue marriage licenses.

**Boston has been a city of bold ideas and strong ideals for centuries.**

58

Boston grew physically by filling the coves and low-lying areas and annexing neighboring communities.

→



1775



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However, alongside these enduring achievements, Boston's history also demonstrates the challenge of living up to its ideals. The city desegregated public schools in 1855, eight years before the Emancipation Proclamation, yet we continue to work to fulfill the promise of equality in education. We have also fallen short in key moments of our more recent history, from redlining that reinforced racial segregation to the school busing crisis to flawed attempts at reinventing the city through urban renewal. Today, like most American cities, Boston must continue to address historic income and race divisions proactively.

The city continues to strive to achieve its ideals, while adapting and responding to the

changing context in which we live. As we plan for our future, we must look back and understand how Boston has reinvented itself in the past to inform our decision making.

### **Growth & Evolution**

Since its founding in 1630, Boston has repeatedly reinvented itself, undergoing dramatic transformations to respond to the changing needs of its people and economy.

The first European settlers in what is now Boston made their homes on the Shawmut Peninsula, a cluster of hills surrounded by water and connected to the mainland by a narrow neck of land where Washington Street runs



1841



1900

Long Wharf, circa  
1910

→

today from Downtown to Roxbury.<sup>1</sup> Boston's seafaring economy flourished, as the town became a major hub for trade, fishing, and shipbuilding.

In the early nineteenth century, Boston's wealth grew as international trade increased, the city's cultural and intellectual life flourished, and the first in a series of demographic shifts transformed Boston. The city became a metropolis with large enclaves of Irish, Italian, Jewish, and other immigrant groups, and a small but prominent African-American population. In the middle and late nineteenth century, the advent of steamships caused major shifts in the maritime economy, and wealthy Bostonians looked for new investment opportunities in manufacturing. This shift to manufacturing and industry was fueled by waves of new immigrants arriving on Boston's shores. During this time period, the city continued to grow rapidly, reaching nearly 750,000 people by 1920—a massive increase from 25,000 people in 1800.<sup>2</sup> Annexations of neighboring communities also contributed to the city's growth.



today. The development of a streetcar system, followed by the nation's first subway system, enabled residents to move farther from the center of the city. Working-class and wealthy residents alike sought more space and fresh air as the core of Boston industrialized. Housing was concentrated around transit; many of those same buildings remain today and make up some of Boston's denser residential areas, such as along Commonwealth Avenue in Allston and Brighton.

As people moved farther inland in the nineteenth century, the City created a network of parks and open spaces linking neighborhoods. The Emerald Necklace, a groundbreaking system of parks designed by Frederick Law Olmsted, connected existing parks including the Boston Common and the Public Garden to the newly created Arnold Arboretum, Jamaica Pond, and Franklin Park. In addition to creating space for recreation, the Emerald Necklace also channeled the Muddy River and transformed marshy areas in the Fens and the area now known as Charlesgate.

**Since its founding in 1630, Boston has repeatedly reinvented itself, undergoing dramatic transformations to respond to the changing needs of its people and economy.**

The residents of neighboring communities cast their votes to join Boston in part to gain access to services such as schools, fire protection, and clean water from the expanding system of aqueducts and reservoirs supplying Boston with water from areas west of the city.

Major investments in public transportation during the late nineteenth century also played an enormous role in shaping the city we know



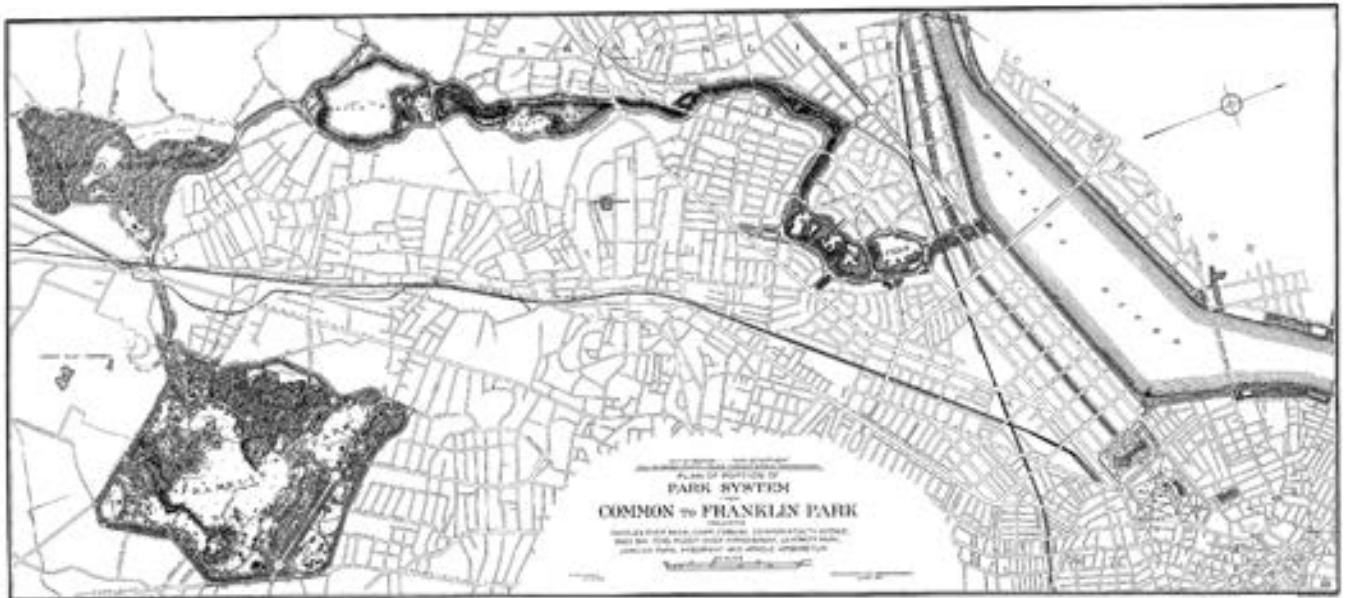
Washington Street,  
1895

←

Frederick Law-  
Olmsted's plan for  
a portion of the  
Emerald Necklace

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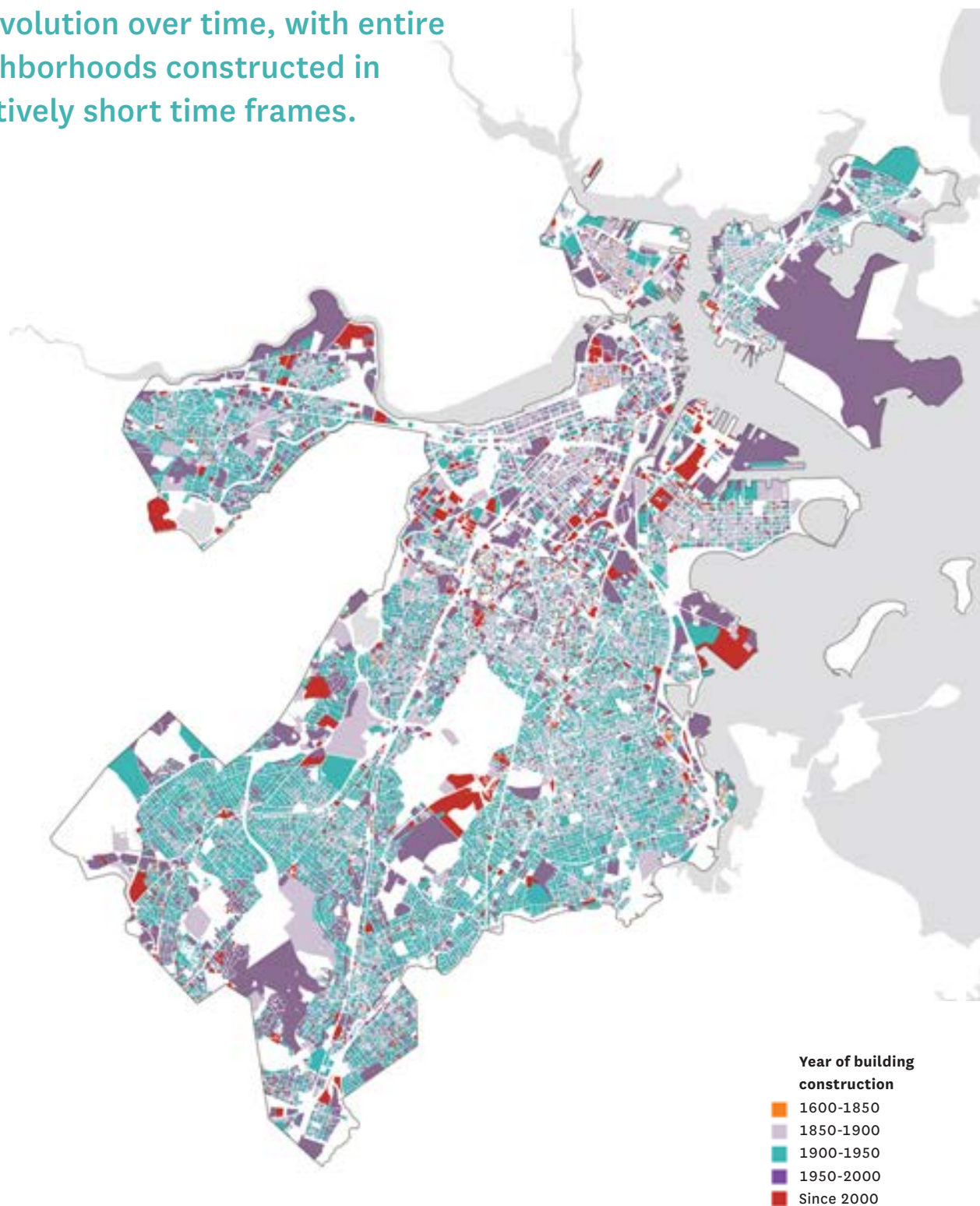
61





Boston's Construction Over Time

Boston's building fabric reflects its evolution over time, with entire neighborhoods constructed in relatively short time frames.



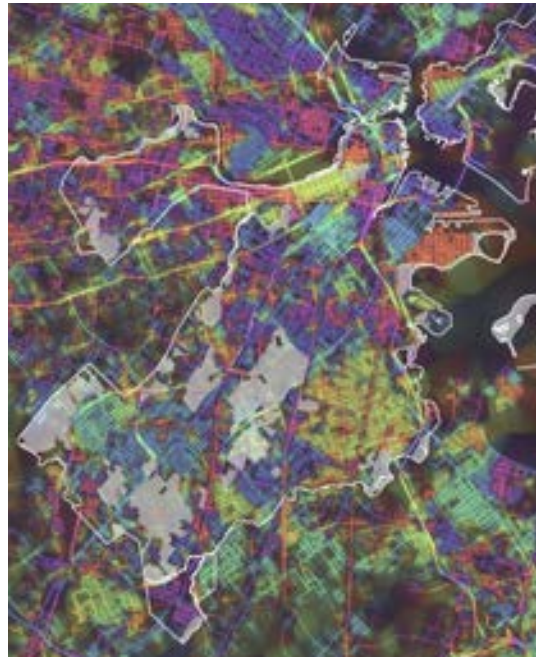
## Physical Form

Boston annexed neighboring communities, leveled hills, and filled marshes to accommodate job and population growth, eventually tripling the land area of the city.

The Back Bay, formerly a marshland submerged at high tide, was filled in with dirt and landfill to create a new residential neighborhood beginning in 1857. Much of South Boston and the South End were similarly constructed in former wetlands, while the existing communities of East Boston (annexed in 1836) and Charlestown (annexed in 1873) were expanded through landfill in low-lying areas. The Town of Roxbury, which at the time included all of present-day Mission Hill, Fenway, Kenmore Square, and part of the Back Bay, was annexed by Boston in 1868. Dorchester (which included present-day Mattapan), West Roxbury (which included present-day Roslindale and Jamaica Plain), and Brighton (which included Allston), became part of Boston soon after.<sup>3</sup>

This pattern of annexation and fill gave Boston its unique neighborhood structure. Today, many neighborhoods have similar layouts—residential areas surrounding a main street that serves as the commercial and cultural heart of the neighborhood—but the density and character of each neighborhood is different. The history of many neighborhoods as independent towns is one of the reasons for the strong community identity of each Boston neighborhood.

The buildings, street patterns, and urban form that define each neighborhood trace the city's expansion, from the colonial-era neighborhoods of Beacon Hill, Charlestown, and the North End, to the late nineteenth-century row-houses of the Back Bay and South End, to the three-deckers throughout Dorchester, Roxbury, Jamaica Plain, and Brighton that were built in the late nineteenth and early twentieth century to house Boston's rapidly growing working-class population.



Boston's street grid reflects its patterns of development, from the original hills and parishes to the filling in of coves and bays to the construction of rails and highways. These shifting street patterns, like shifts in the building fabric, reflect different eras of city-building and reinforce boundaries between neighborhoods. The different colors on the map represent the changing street orientation, with respect to the north.

←

**The buildings, street patterns, and urban form that define each neighborhood trace the city's expansion.**

### Decline & Reinvention

After the industrial boom of the late nineteenth and early twentieth century, Boston's growth slowed significantly beginning in the 1920s as the automobile enabled the growth of the suburbs. Three decades of slower growth brought Boston to its peak population of 801,444 in 1950.<sup>4</sup>

The postwar nationwide explosion of the suburbs took an enormous toll on Boston; after reaching its peak population in 1950, Boston entered three decades of significant population decline until 1980.<sup>5</sup>

The last citywide plan in 1965 came in the middle of this decline and was aimed at stemming the loss of residents and employers to the surrounding region. The City's attempts to stave off population decline and encourage integration relied on blunt tools of urban renewal, highway construction, and policies like busing. Entire communities like the West End were razed in the name of clearing blight, and new public housing concentrated poverty and compounded segregation. Homes and businesses were razed to make way for the Massachusetts Turnpike and the Central Artery. In the 1970s,

Elevated rail, Dudley Square, 1901  
→

After the industrial boom of the late nineteenth and early twentieth century, Boston's growth slowed significantly beginning in the 1920s as the automobile enabled the growth of the suburbs.

64

Demolition of the West End, 1959  
→  
Construction of City Hall, 1960s  
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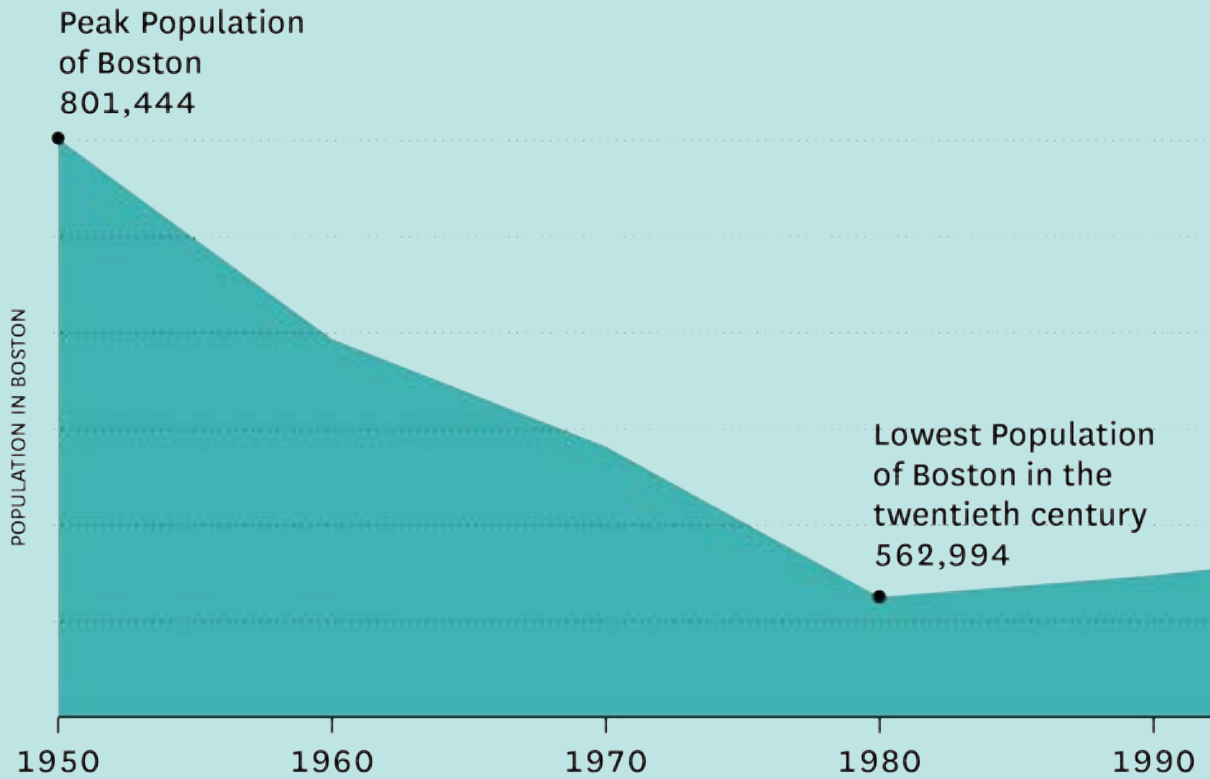
Central Artery, c. 1980s  
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Boston's Population Growth Since 1950



66

**1950–1980**

**Decline**

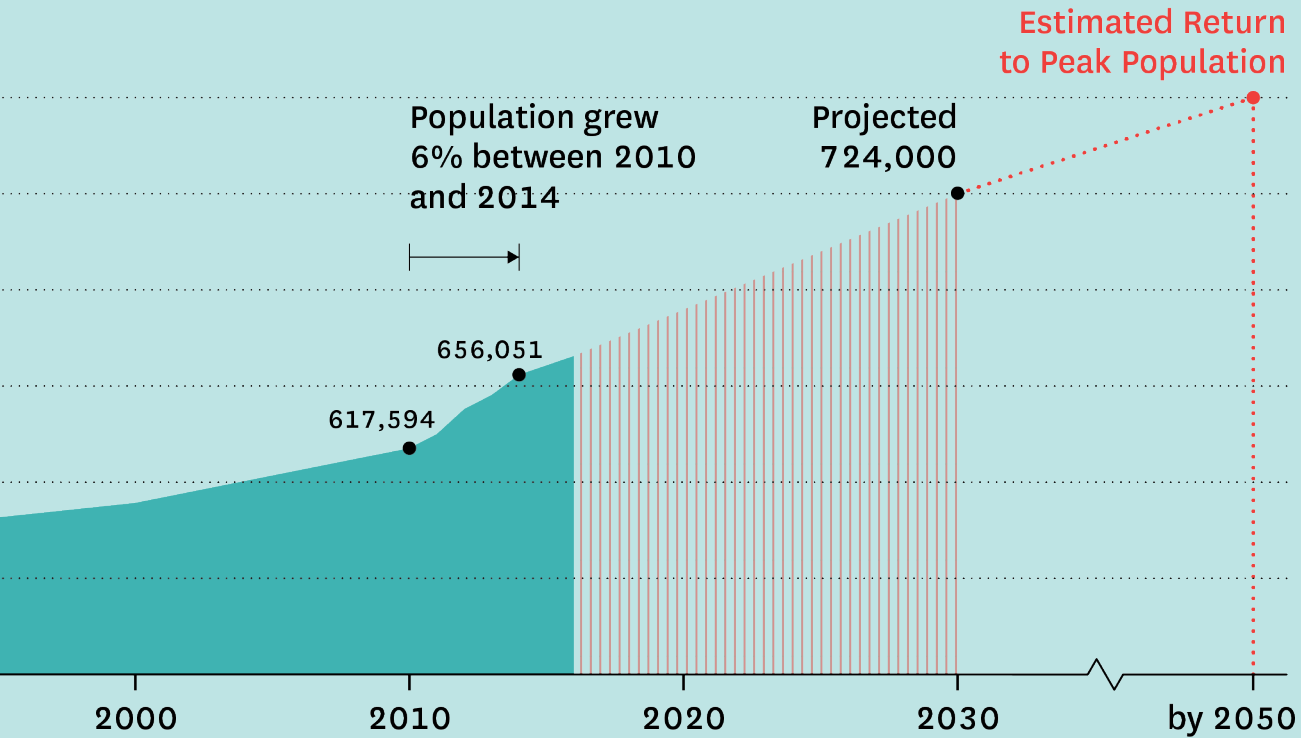
National trends of suburbanization and deindustrialization, coupled with a local race-relations crisis, strained the city and led to a period of significant job and population loss. While many Northeast cities struggled during this time period, Boston fared comparatively worse than East Coast peers like New York City, Baltimore, Washington D.C., and Philadelphia between 1950 and 1980.<sup>6</sup>

**1980–2010**

**Recovery**

Beginning slowly in the 1980s and with greater force in the 1990s, Boston's story began to change. Spurred by talented workers, vibrant neighborhoods, and a foundation of hospitals, universities, and knowledge-economy business, Boston began to recover jobs and add population.

Boston's history has been a story of growth, decline, and reinvention.



## 2010–Present

### Acceleration

Since the recession, Boston's growth has accelerated. Between 2010 and 2014, Boston's population grew by 6 percent, faster than Massachusetts and twice as fast as the nation as a whole.<sup>7</sup> By 2030, Boston is projected to be home to approximately 724,000 residents.<sup>8</sup>

Source: Decennial Census; ACS 1-Year Estimates (2011-2015), U.S. Census Bureau; BPDA Research Department, September 2016



latent racial tensions exploded as school desegregation pitted neighborhoods and residents of different races against one another.

These decades of decline took a toll on the physical form of the city. In the late 1960s, land was cleared to make way for a new southwest expressway, but residents in Jamaica Plain, Roxbury, the South End, and Cambridge rose up and protested the destruction of their neighborhoods, leading to a moratorium on highway construction inside Route 128. The Southwest Corridor Park and the new Orange Line, which replaced the older elevated route that had connected Roxbury to South Station, are a positive legacy of this community activism. However, communities that had depended upon the elevated Orange Line, including many low-income residents and people of color, were left without reliable transportation to Downtown. The scars of this era remain today in the physical gaps

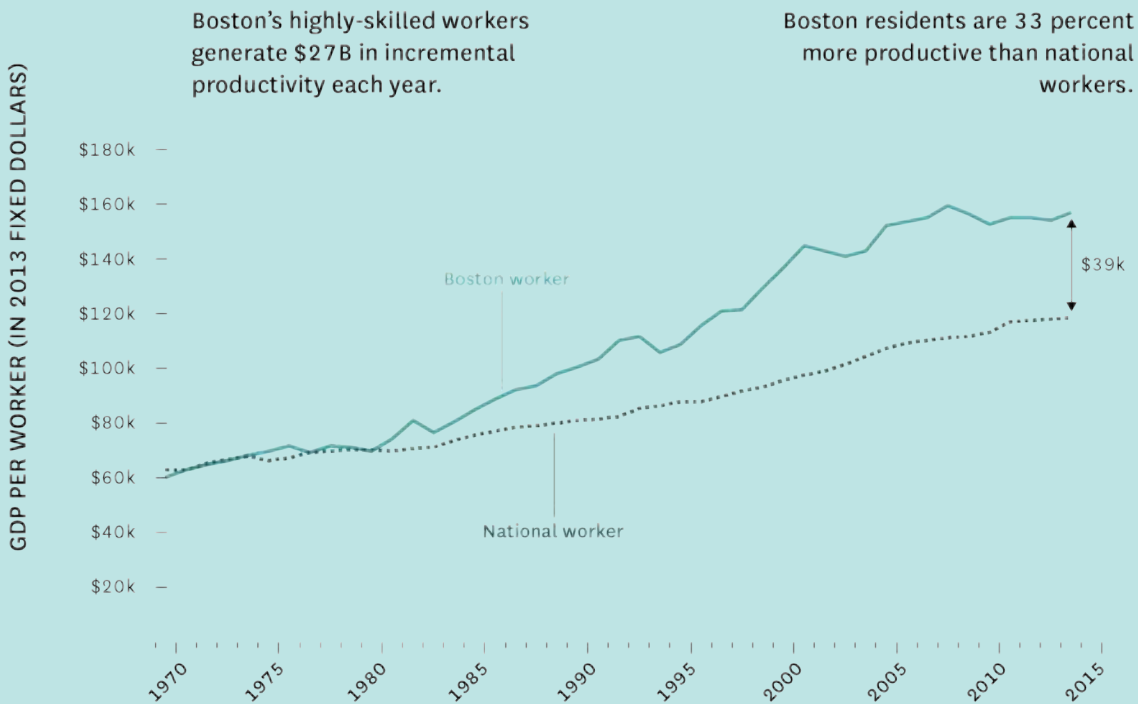
between neighborhoods and in the social and economic gaps between different communities.

### Recent Growth

Beginning in the 1980s, the region and the city began a period of increasing growth and economic vibrancy. Boston's universities and hospitals, many established centuries earlier, formed a strong "eds and meds" cluster that fueled the city's reinvention as a highly productive knowledge economy. By the 1990s, unemployment had fallen significantly and incomes were rising as professional services, financial services, and technology firms flourished Downtown and along Route 128.<sup>9</sup>

The 2000s were the first decade since the 1910s during which Boston's population grew faster than the population of the Commonwealth as a whole. Boston's population has become markedly more diverse; only about a third of Boston residents were people of color in 1980, but by

Productivity of Boston v. U.S. worker, 1970-2013



Source: Bureau of Economic Analysis, Massachusetts Executive Office of Labor and Workforce Development. BPDA Research Department

2010, the majority of residents in Boston were people of color.<sup>10</sup> In 2010, foreign-born residents comprised nearly 27 percent of the city population, up from 20 percent two decades prior.<sup>11</sup>

Major reinvestment in the city's environmental quality and infrastructure enhanced the city's quality of life and supported this period of growth. These unprecedented efforts included constructing the Deer Island Wastewater Treatment Plant, cleaning up Boston Harbor, reconnecting the city to the harbor by putting the Central Artery underground, and creating the Rose Kennedy Greenway. Other efforts, such as restoring transit service along the old elevated Orange Line corridor with the opening of the Silver Line, have yet to fully meet the needs they set out to address.

Since 2010, Boston's rapid growth has reaffirmed the city's national prominence. Boston added nearly as many residents in the past five years as it did over the previous 20, with population growth outpacing both the Commonwealth and the nation as a whole.<sup>12</sup> The city's population growth has been complemented by a diversifying economy, driven by an expanding knowledge economy and a strong healthcare sector. The employment growth that Boston has experienced since 2010 puts it in a league with

other coastal knowledge economies, including Seattle, San Francisco, and New York.<sup>13</sup>

Boston's private businesses and institutions have been a major driver of the city's increasing desirability. This economic momentum provides the city a chance to set a proactive vision for the future. To live up to our ideals, we must invest proactively in priority areas and sectors to expand opportunity for all residents

**Boston has grown twice as quickly as the nation since 2010, creating an opportunity to imagine—and to enact—major policies that create a thriving city for future generations.**

and shape a thriving city for the next generation. Like we have for centuries before, we can leverage the city's policies and resources and make investments in and changes to the city's physical form to respond to our challenges and strengthen the communities we cherish.



August Moon Festival, Chinatown, August 14, 2016

# Productive Economy

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Boston's knowledge economy is expanding. A thriving life sciences sector and an increasing number of startups are emerging from Boston's storied educational and medical institutions, and global brands from Converse to General Electric are locating in the heart of Boston. The city's recent economic growth has been

fueled by the region's highly skilled workers. People who work in Boston are more productive than the average U.S. worker; as a result of this incremental productivity, Boston's annual economic output is \$27 billion higher than it would be if its workers were only as productive as the average U.S. worker.<sup>14</sup> The high-paying jobs in

Boston's fastest-growing industries often require a high level of education and job training. As Boston grows, there must be a continued focus on making sure Bostonians have the training and education they need to participate in growing sectors.<sup>15</sup>

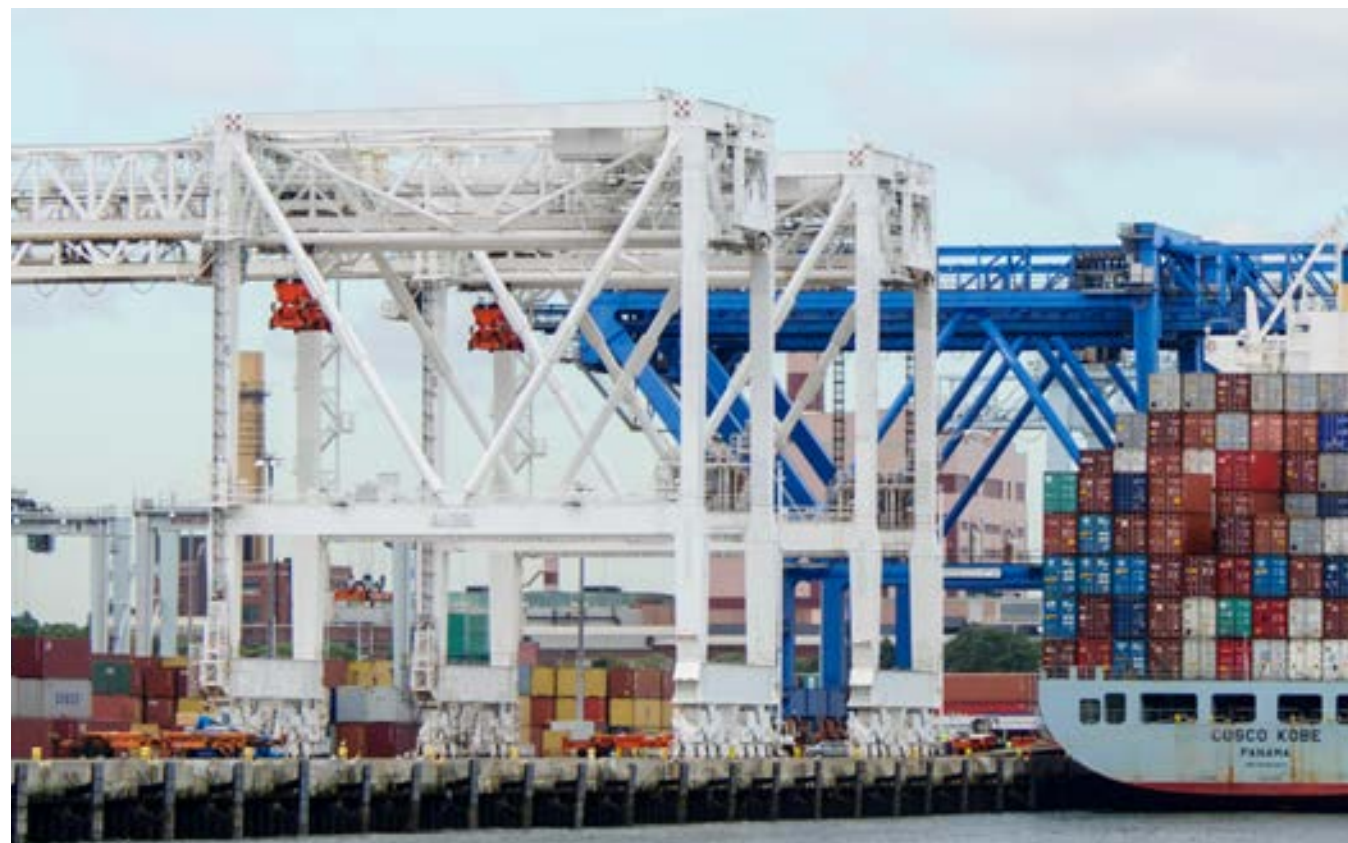
Conley Terminal,  
South Boston



Longwood Medical  
Area



Gracenote Coffee,  
Leather District





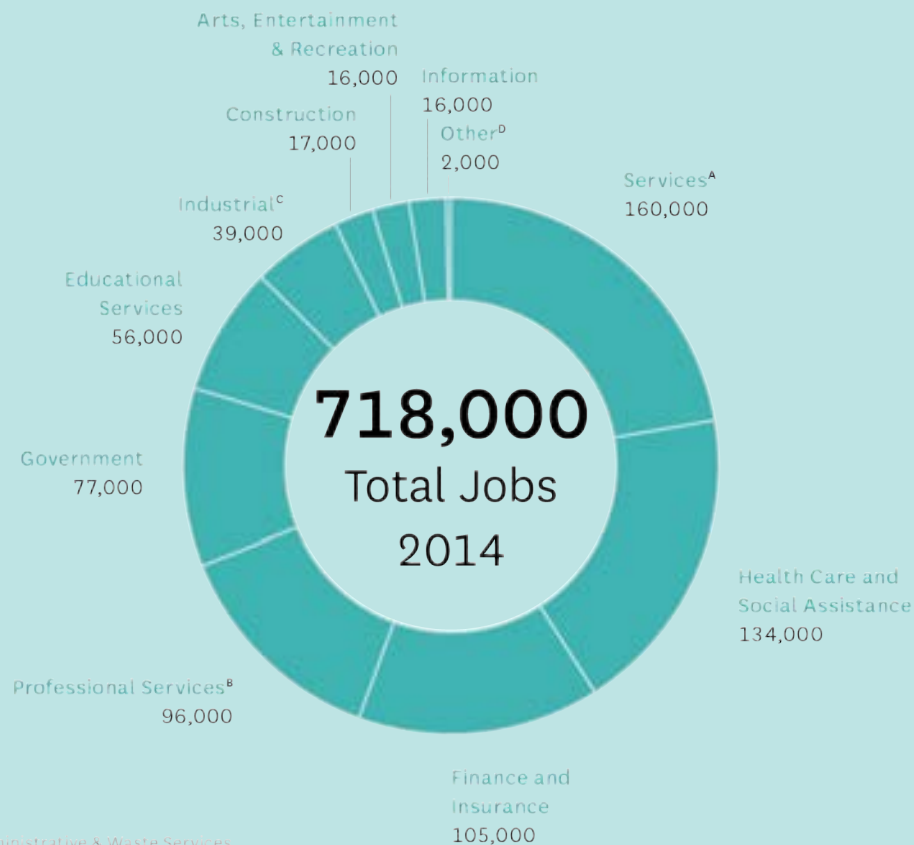


Boston Jobs by Sector, 2014

Healthcare, education, professional services, financial services, tourism, and government provide the foundation of Boston's economy.

Boston is expected to add more than 180,000 jobs by 2050, a 25 percent increase from 2014.

72



- A Includes Retail Trade, Administrative & Waste Services, Accommodation & Food Services, and Other Services
- B Includes Professional & Technical Services and Management of Companies & Enterprises
- C Includes Manufacturing, Transportation and Warehousing, and Wholesale Trade
- D Includes Natural Resources & Mining, and Utilities

Several industries, such as tourism and biotech, are comprised of jobs in multiple sectors.

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**Healthcare, education, professional services, financial services, tourism, and government provide the foundation of Boston's economy.**

Growth in Boston's professional services, healthcare, and education sectors has outpaced national growth since 2010.<sup>16</sup> These core sectors are expected to see strong continued growth through 2030.<sup>17</sup>

[← See opposite page](#)

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**Recent job growth has been robust.**

Nearly all sectors in Boston outpaced their national growth rates between 2010 and 2014. Knowledge sectors have been the foundation of Boston's recent growth. Today, healthcare is the city's single largest sector, comprising 20 percent of jobs and growing nearly 10 percent since 2010.<sup>18</sup>

[See "Sectors of Growth and Competitiveness" on page 74](#)

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**Boston's established industries are spurring growth in emerging subsectors.**

Emerging subsectors—such as financial technology, education technology, digital health, and advanced manufacturing—are creating jobs and developing new products through innovation and cutting-edge technologies.

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**Boston's small businesses account for 44 percent of for-profit employment.**

Small businesses are a powerful generator of jobs and wealth for the city's residents. Small businesses are dispersed throughout Boston's neighborhoods where they are a key source of neighborhood vibrancy and contribute to the social and cultural fabric of the city.<sup>19</sup>

[See "Small Businesses" on page 76](#)

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**Boston's residents are under-represented in high-paying industries.**

Boston residents hold only 39 percent of jobs located in the city and are notably underrepresented in the city's fast-growing, high-paying knowledge sectors, which also tend to be the sectors that have seen more significant wage increases since 2001.<sup>20</sup>

Bostonians make up the majority of the workforce only in the retail and accommodation and food service industries, the sectors of the city's economy with the lowest average wages. As a result, many Boston residents struggle with higher costs of living spurred by a fast-growing economy, without reaping the benefits of higher wages.

["Share of Employees Residing in Boston by Industry" on page 77](#)

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**Strong job growth is projected to continue through 2030.**

Moving forward, Boston expects to add more than 100,000 jobs by 2030.<sup>21</sup> Growth is expected to be especially robust in sectors like healthcare and professional services. Sectors like advanced manufacturing can build off synergies with the growing knowledge economy and institutional anchors.

"Programs to train Boston residents for emerging industries—health care, tech, pharmaceuticals, etc."

**Roxbury resident via community workshop**



Sectors of Growth and Competitiveness

**Legacy**

Sectors that declined between 2010-2014 and in which Boston is specialized.

A location quotient is a ratio that refers to the concentration of an industry or number of jobs in an industry in an area, such as Boston, compared to another area, typically a larger reference region, such as the nation. A location quotient of 1 would mean that an industry is providing the same share of jobs as it is in the nation. A location quotient above 1 means that an industry is more concentrated in Boston than in the nation, while a location quotient below 1 means that an industry is less concentrated in Boston than in the nation.

74



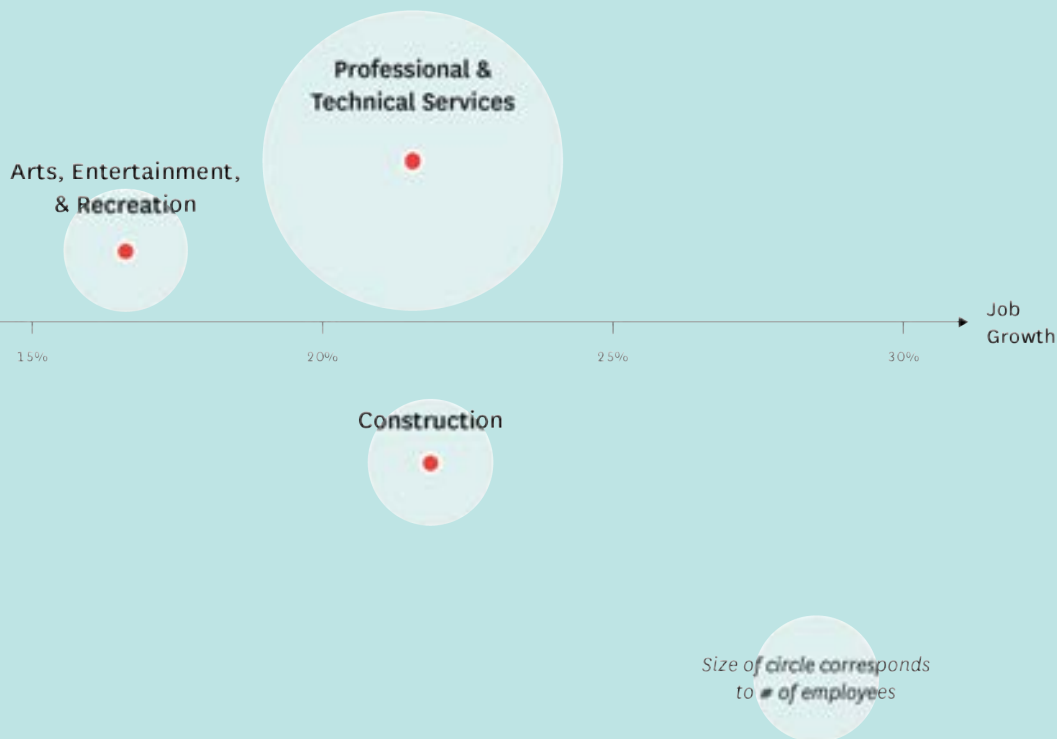
**Uncompetitive**

Sectors that declined between 2010-2014 and in which Boston has not specialized.

Knowledge sectors have been the foundation of Boston's recent growth. Today, healthcare is the city's single largest sector, comprising nearly 20 percent of jobs and growing nearly 10 percent since 2010.<sup>22</sup>

### Assets

Sectors that grew between 2010-2014 and in which Boston is specialized.



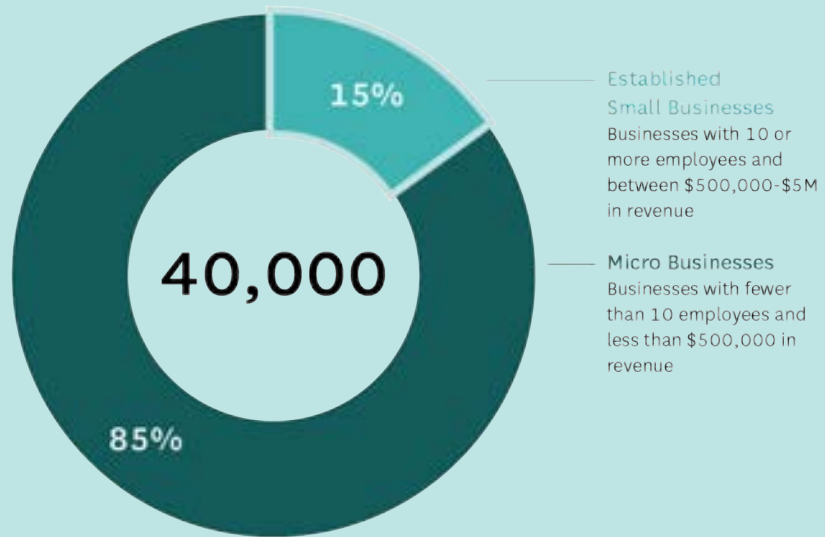
### Emerging

Sectors that grew between 2010-2014 and in which Boston has not specialized.

Small Businesses

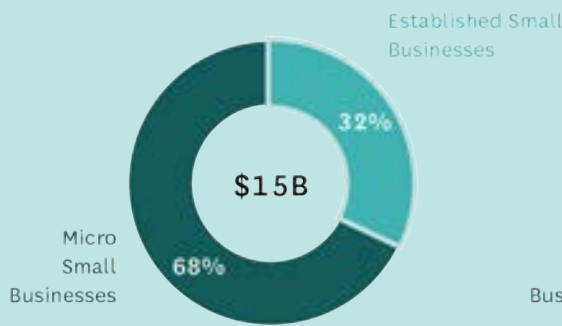
Together, Boston's more than 40,000 small businesses generate about \$15 billion in annual revenue and approximately 170,000 jobs.

TOTAL SMALL BUSINESSES



76

TOTAL SMALL BUSINESS REVENUE



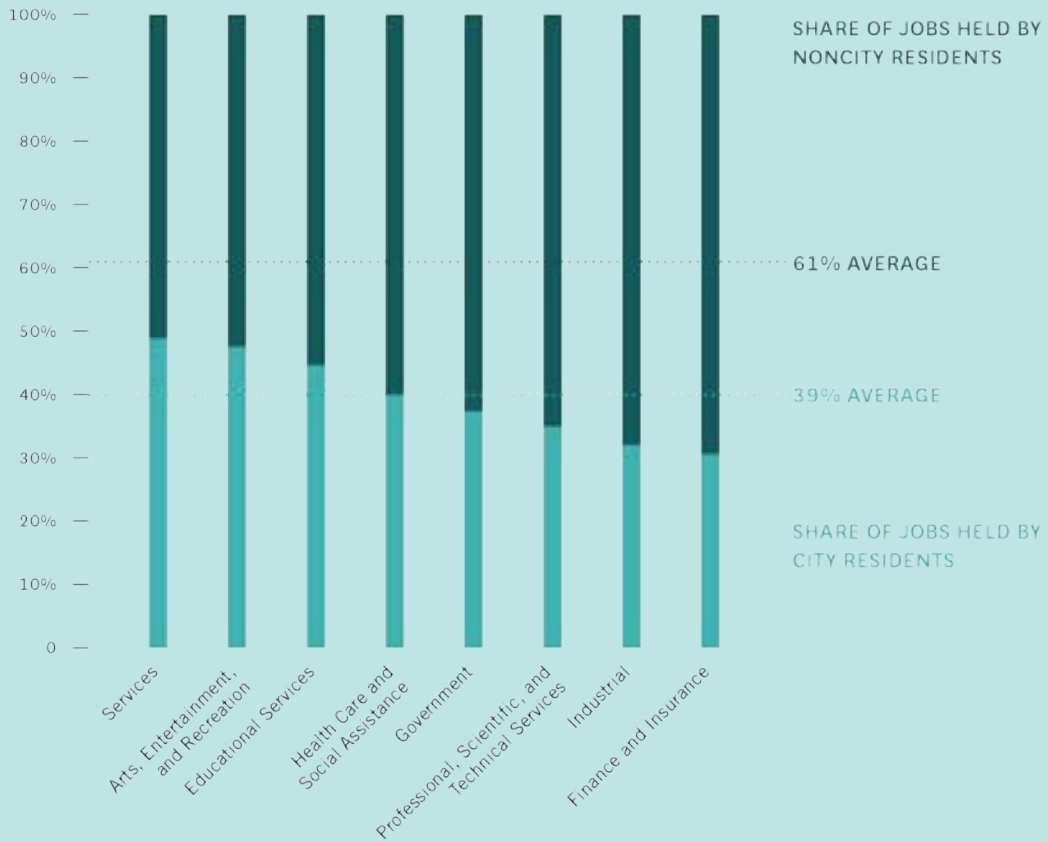
TOTAL EMPLOYEES





Share of Employees Residing in Boston by Industry

Boston's residents are under-represented in high-paying industries.



Note: Data is based only on payroll employees.  
 Services include Retail Trade, Administrative and Waste Services, Accommodation and Food Services, and Other Services

Source: ACS 5-Year Estimates (2009-2013), BPDA Research Department

# Growing Population

Boston's population is growing rapidly: The city added nearly as many residents in the past five years as it did over the previous 20.<sup>23</sup> Between 2010 and 2014, Boston's population grew by 6 percent, compared with 3 percent growth in Massachusetts and the nation as a whole.<sup>24</sup> By 2030, Boston is projected to be home to

approximately 724,000 residents, on track to reach—and likely exceed—its previous peak population of 801,000 by 2050.<sup>25</sup> Today, Boston's population composition is changing as new residents come to the city. Boston is an increasingly diverse, well-educated city with a large student population. As Boston grows, it must remain a

place of opportunity for all residents including Boston's large immigrant, elderly, and low-income communities and more than 25,000 Boston residents who live in public housing.<sup>26</sup>

Students at the Hennigan Elementary School, Jamaica Plain



Annual Senior Walk at Joe Moakley Park, August 2015



Clougherty Pool, Charlestown

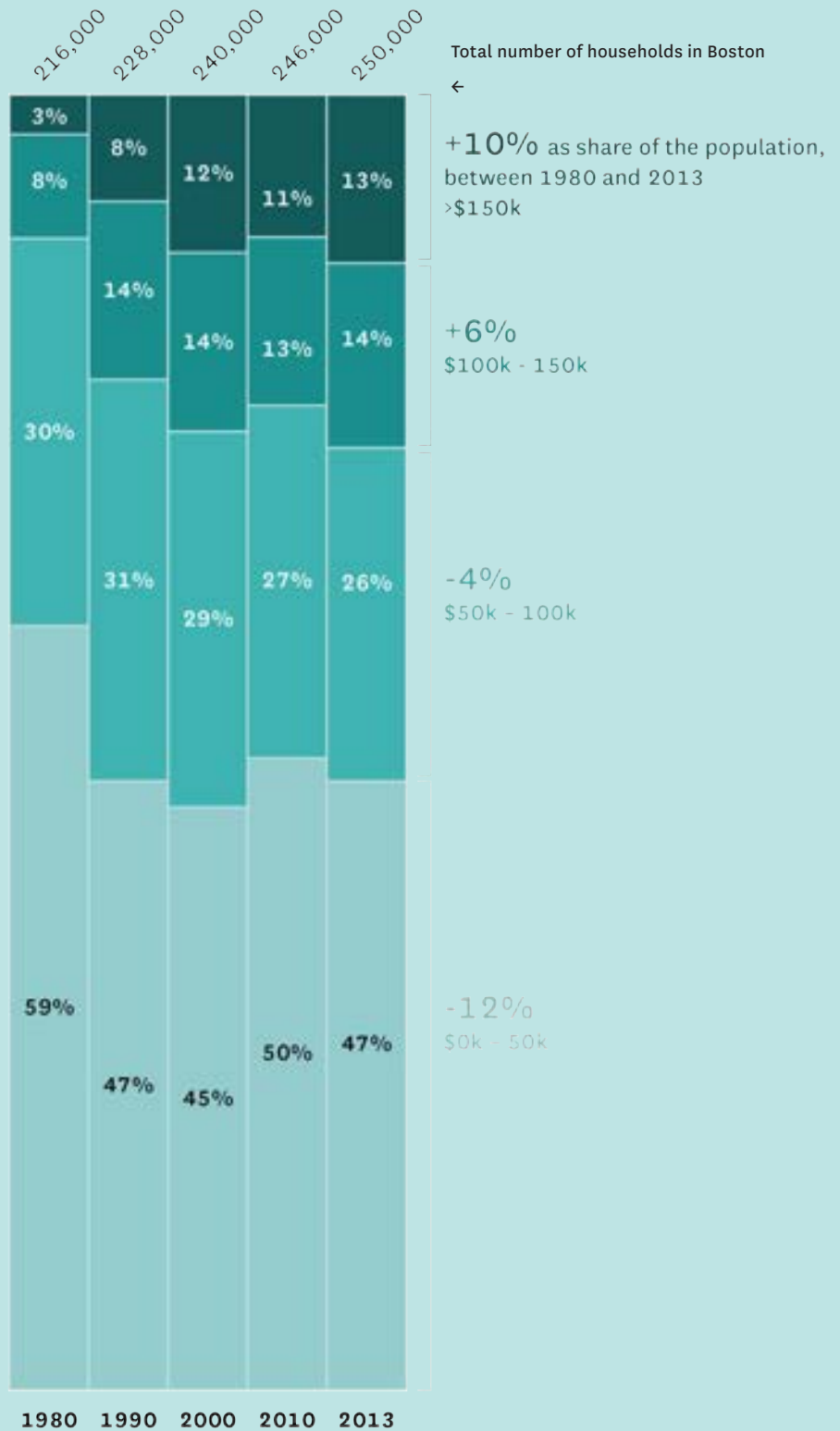






Percent of Households by Income Bracket (Inflation Adjusted \$2013)

Bostonians' household incomes are shifting, with a greater proportion of households earning more than \$100,000.



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### **Boston has become more diverse.**

In 1980, about two-thirds of Boston's population was white. Today, more than half of our residents are people of color.<sup>27</sup> Foreign-born Bostonians comprise more than a quarter of the population,<sup>28</sup> and 51 percent of Boston's children live with at least one foreign-born parent.<sup>29</sup>

**51%**

**of Boston's children live with at least one foreign-born parent**

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### **Boston's immigrants are coming from new places.**

Boston's immigrant population is changing. In 1970, the majority of Boston immigrants came from Europe; today, immigrants from the Americas make up half of the city's foreign-born population and residents from Asia represent a quarter.<sup>30</sup> The Dominican Republic, China, and Haiti are the three most common countries of origin for the city's foreign-born residents.<sup>31</sup>

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### **Many Bostonians are young**

39 percent of the city is between 18 and 34 years old, a segment that has been stable since 1980.<sup>32</sup> With many universities, Boston has the highest concentration of young adults of any of the 25 largest cities in the country.<sup>33</sup>

**39%**

**of residents are between 18 and 34 years old**

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### **Bostonians have a high rate of college completion.**

47 percent of our adult population has a bachelor's degree or higher, compared with 30 percent nationwide. The share of Boston's adult population with a college degree has more than doubled since 1980.<sup>34</sup>

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### **Boston has a sizable elderly population.**

Boston's senior population has remained stable, accounting for 11 percent of the total population, but it is expected to rise to 14 percent by 2030 as the population as a whole lives longer.<sup>35</sup>

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### **Bostonians' household incomes are shifting.**

Since 1980, the city's share of high-income earners has increased while the proportion of middle-income households has declined. A significant portion of this change occurred between 1980 and 1990. However, subsequent decades saw modest changes in the share of household earnings above \$100,000 and a corresponding decrease in household earnings between \$50,000 and \$100,000. The proportion of households earning less than \$50,000 has remained relatively stable, in part due to Boston's proactive policies to retain significant public and affordable housing for many low-income residents.<sup>36</sup>

[← See opposite page](#)

## Immigrant Advancement Commitment

**Boston is a city of immigrants. The city was founded by immigrants, and communities of new Americans continue to shape Boston's workforce, culture, and city fabric today.**

In the 19th century, immigrants made up over one third of Boston's population. Although the city's foreign-born share fell to 13 percent in 1970, today—once again—almost one in every three Bostonians is an immigrant and almost half of all children in Boston have a foreign-born parent.<sup>37</sup> Boston's foreign-born population hails from almost 150 different countries and speaks more than 80 different languages.<sup>38</sup>

Boston's immigrants play a critical role in the city's economic success by providing critical skills and services. Foreign-born Bostonians are integral to Boston's core and growing industries, including education, health care, and technology. They make up a quarter of all postsecondary education students, a third of college professors and physicians, and two-thirds of all medical and life scientists.<sup>39</sup> In the tech sector, foreign-born Bostonians comprise over a quarter of computer scientists.<sup>40</sup> Immigrants are also key to Boston's entrepreneurial strengths—foreign-born Bostonians account for a third of business owners, together employing 18,000 workers in the city.<sup>41</sup> Despite contributions from immigrant communities, many of Boston's immigrants are often more exposed to hardship and structural challenges than nonimmigrants. Foreign-born residents experience higher housing cost burdens, lower rates of home and car ownership, and greater risks of childhood poverty, discrimination, and documentation instability.<sup>42</sup>

Boston fortifies its commitment to support immigrant communities—recognizing Boston's heritage as an immigrant city, the increased hardships many immigrants face, and immigrants' value to Boston's economic and cultural fabric. To ensure that immigrants have the resources they need to thrive in Boston, the City is committed to the following key objectives:

---

### Support a diverse and vibrant culture

We will create environments that enable foreign-born Bostonians to integrate into the city's vibrant community fabric while simultaneously fostering the full expression of the cultural diversity that our immigrants bring to Boston.

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### Ensure safety

We will ensure that immigrants feel safe, welcomed, and celebrated, with full access to city services and comfort reporting public safety concerns regardless of resident status.

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### Facilitate economic mobility

We will expand access to economic opportunity by providing certification and training programs, language acquisition programs, resources to encourage homeownership, and safe, fair labor practices.

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### Ensure access to government resources

We will ensure that immigrants and all of Boston's diverse cultural and linguistic groups have equal access to critical services including healthcare, education, and legal services while strengthening their ability to fully participate in economic, civic, social, and cultural life.

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### Foster equality of opportunity

We will work to identify and address disparities across key outcomes the City tracks, including health, education, income, and homeownership.





**Promote naturalization**

We will promote naturalization through community education and application assistance for residents who are eligible to apply.

↑ Immigrant Community Conversations at the Islamic Center of Boston, February 2017.

**Facilitate legal access**

We will facilitate access to reliable information about immigration law and policy and to legal services for immigrants.

"Provide ESL classes/workshops and job training to the immigrant community in Dorchester"  
**Dorchester resident via community workshop**

# Inequality

Although a growing city creates new opportunities for economic and social prosperity, enduring inequities in Boston limit some residents from sharing in these opportunities. Significant disparities endure within the city, especially along racial lines. Among Boston residents, people of color complete a college or graduate degree at significantly lower rates than white residents, at a time when college or advanced degrees have

increasingly become a requirement for employment in Boston's growing industries. Lower wages and lower rates of homeownership among Boston residents of color have led to a significant wealth gap by race.

These disparities are consistent with national trends and represent challenges that other growing cities face. Solutions to address these trends must respond to Boston's history of race relations and current geographic

segregation. The legacy of busing, redlining, and urban renewal policies that concentrated poverty and uprooted communities is still affecting many of Boston's communities of color. These inequities endure today and have not been sufficiently addressed by government policies and investments.

As we plan for Boston's future, we will address the disparities of the past and the present.

As part of President Obama's My Brother's Keeper Initiative, Boston is working to close the achievement gap for the city's black and Latino boys and young men.



Annual City of  
Boston Homeless  
Census →



"I want this city to be a place where we see vibrancy and life. Where opportunity and equality are hand in hand."  
**Mattapan resident via web survey**



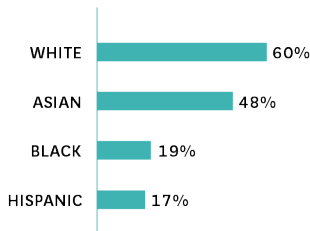
"A city that is equitable where the bountiful resources we have are enjoyed equally by all residents: access to reliable and efficient public transportation...affordable stable neighborhoods, quality schools, fair wages, and diverse employment opportunities."

**Roslindale resident via web survey**



**Educational attainment varies significantly by race in Boston.**

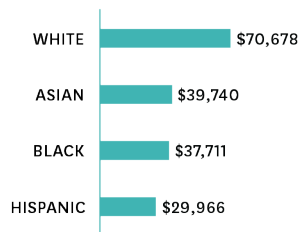
White residents are more than three times as likely to have a Bachelor's degree as black or Hispanic residents.<sup>43</sup>



Share of population holding a bachelor's degree or above, by race<sup>44</sup>

**Disparities in income persist between races.**

Even among residents who have the same educational background, people of color earn less. Asian, Hispanic, and black residents with a bachelor's degree alone earn a median income between 15 percent and 25 percent less than white residents who hold a bachelor's degree.<sup>45</sup>



Median income by race among residents with bachelor's degrees<sup>46</sup>

**Income disparities endure between men and women.**

Across education levels, women in Boston earn median incomes of 13 percent to 25 percent less than men with the same educational backgrounds.<sup>47</sup>

See "Median Income by Gender and Educational Attainment" on page 88

**Incomes have stagnated for many Bostonians, and poverty rates remain high.**

In Boston and nationwide, low-income households have seen their incomes stagnate since 1980, when adjusted for inflation. Today, 36 percent of Hispanics, 31 percent of Asians, and 27 percent of black residents live in poverty, compared with 16 percent of Boston's white population.<sup>48</sup>

See "Percentage of Population Living in Poverty" on page 88

**Financial disparities are even starker when it comes to building wealth.**

White residents in the Boston metro area have a median net worth of \$247,000, compared with \$2,700 for Hispanics and just \$8 for U.S.-born black residents, according to the Federal Reserve Bank of Boston.<sup>49</sup> Moreover, more than one third of black residents do not have a bank account or credit card, compared to only 2 percent of white residents.<sup>50</sup>

See opposite page→

**Rates of homeownership, a key source of wealth, are lower among people of color.**

Among homes with a white head of household, 42 percent are owner-occupied, compared to 30 percent of homes with a black head of household, 28 percent of Asian and 16 percent of Hispanic-occupied housing units.<sup>51</sup>

**Health outcomes vary significantly by neighborhood, as well as by race.**

Roxbury, South Boston, Dorchester, and Mattapan have some of the highest rates of premature mortality, defined as residents dying before the age of 65. Chronic health issues such as hypertension and obesity disproportionately affect Boston's black and Hispanic populations.<sup>52</sup>

See "Premature Mortality Rates by Boston Neighborhood" on page 89

**Foreign-born Bostonians are more exposed to structural challenges than non-immigrants.**

Immigrants in Boston are more likely to be housing cost burdened, with over half of immigrants spending more than 30 percent of their income on housing costs.<sup>53</sup> Immigrant communities also face higher rates of premature mortality, are significantly less likely to earn a family-sustaining wage than native-born Bostonians, and often live in neighborhoods with lower walkability and transit access.<sup>54</sup>

## Median Net Worth by Race

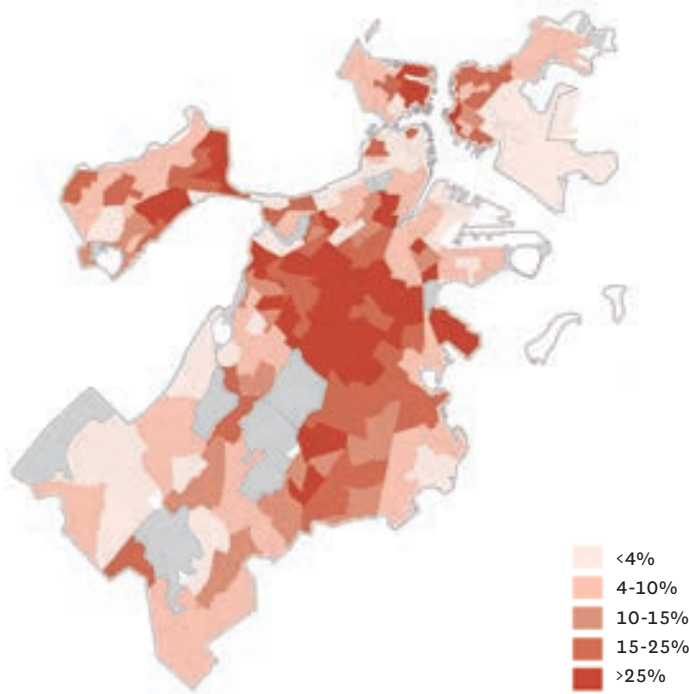
There is a stark wealth gap between white people and people of color.



Net worth is the difference between debts and assets. Assets are both financial assets (savings and checking accounts, stocks, government bonds, etc.) and tangible assets (real estate, personal property, etc.). Debts include credit card debt, medical debt, student loans, mortgages, etc.

Figures are for Greater Boston. Analysis did not look at all races.

Percentage of Population Living in Poverty



**23%**  
of the population is living in poverty, but poverty rates are higher in some areas

Source: ACS 1-Year Estimate (2014), U.S. Census Bureau; BPDA Research Department

88

Median Income by Gender and Educational Attainment

Income disparities endure between men and women with similar education levels.

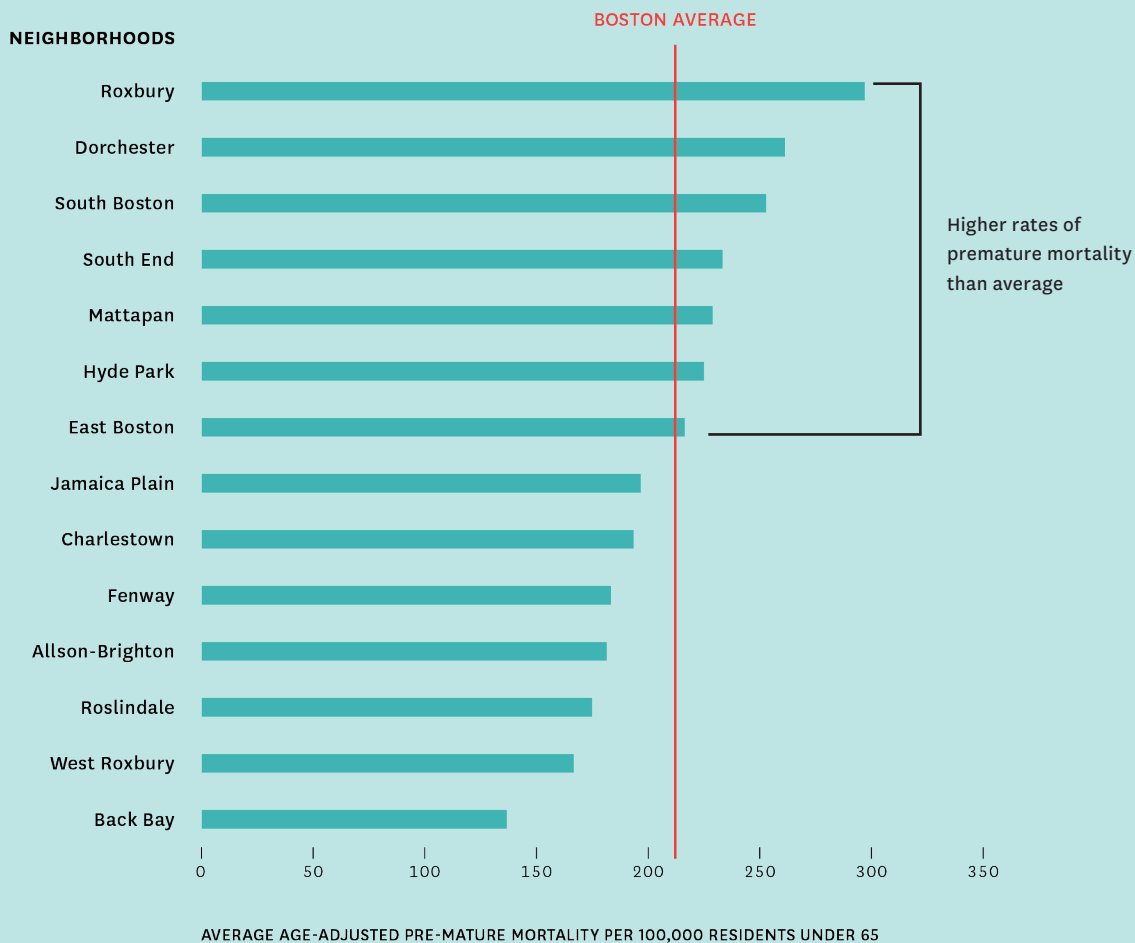


Source: Source: ACS 5-Year Estimates (2009-2013), Public Use Microdata Sample, U.S. Census Bureau. BPDA Research Department



Premature Mortality Rates by Boston Neighborhood

Health outcomes vary significantly by neighborhood, as well as by race.



# Affordability

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Boston's economic recovery and population growth have contributed to an increase in the cost of living in Boston. Housing prices have increased in tandem with rising demand as the construction of new housing stock has lagged behind population growth. Households in every

neighborhood are feeling the strain of rising prices, and many historically affordable neighborhoods, including areas with large low-income populations and communities of color, are becoming less affordable. Boston's high cost of living is a testament to people's desire to live in the city, but

these high costs are challenging for the families and communities who have long called Boston home.

Boston must focus on the needs of these residents as we work to prevent displacement and make Boston affordable for all.

90

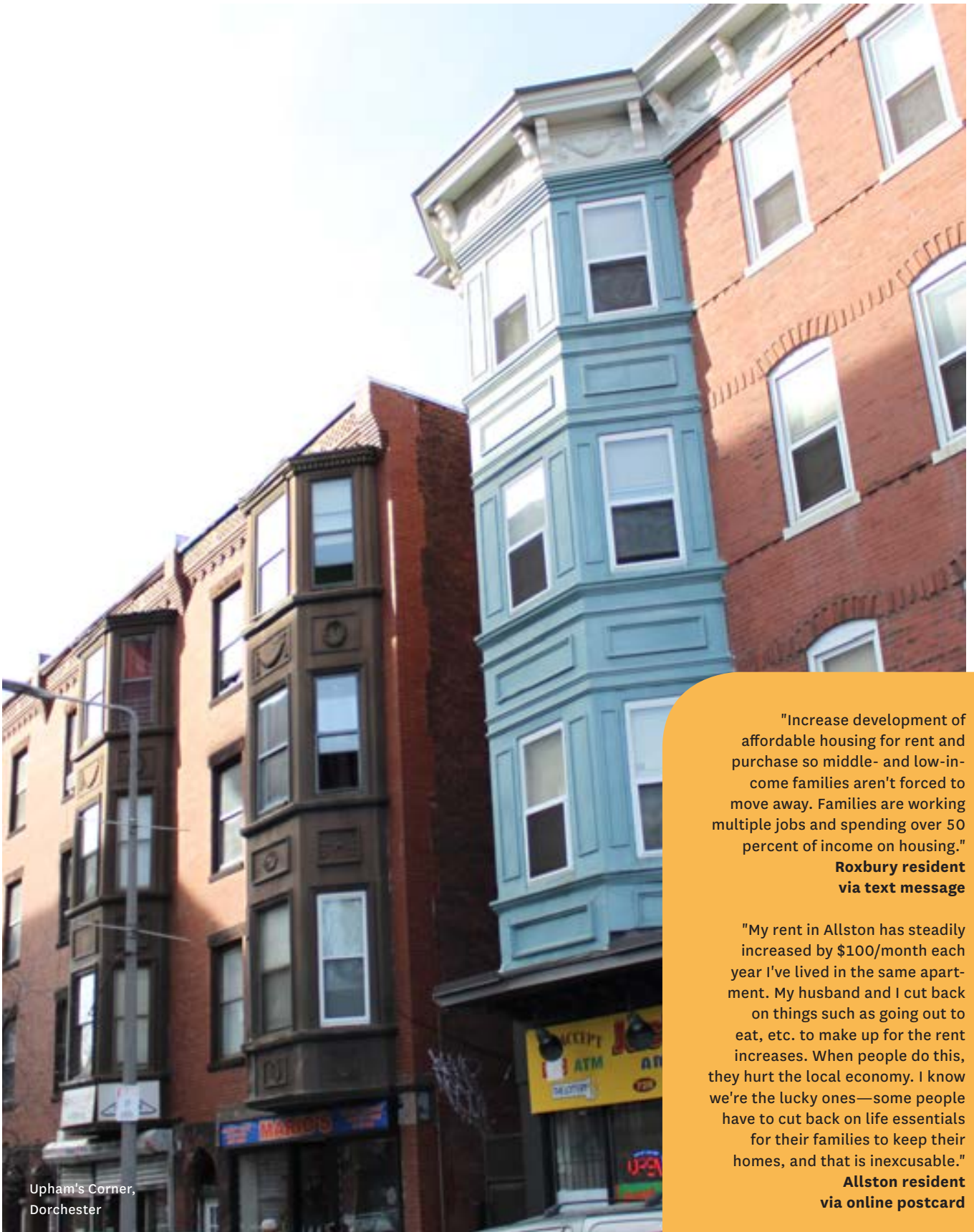
New construction  
near the Forest Hills  
MBTA stop, Jamaica  
Plain

→

Chinatown has varied  
housing stock, from  
older three- to four-  
story buildings to  
new high-rises.

↓





Upham's Corner,  
Dorchester

"Increase development of affordable housing for rent and purchase so middle- and low-income families aren't forced to move away. Families are working multiple jobs and spending over 50 percent of income on housing."

**Roxbury resident  
via text message**

"My rent in Allston has steadily increased by \$100/month each year I've lived in the same apartment. My husband and I cut back on things such as going out to eat, etc. to make up for the rent increases. When people do this, they hurt the local economy. I know we're the lucky ones—some people have to cut back on life essentials for their families to keep their homes, and that is inexcusable."

**Allston resident  
via online postcard**



**Boston homes are two-and-a-half times more expensive than the average U.S. home.**

However, household incomes are on par with the nation, leading to a high cost of living in Boston.<sup>55</sup> In 2015, the average monthly rent for a two-bedroom apartment in Boston was nearly \$2,500, up from approximately \$2,100 in 2011.<sup>56</sup>

[See below ↓](#)

**65 percent of Bostonians' homes are renter occupied.<sup>57</sup>**

Boston has a larger share of renters than peer cities, including San Francisco, Washington D.C., and Seattle.

**Nearly 20 percent of Boston's housing stock is designated affordable.**

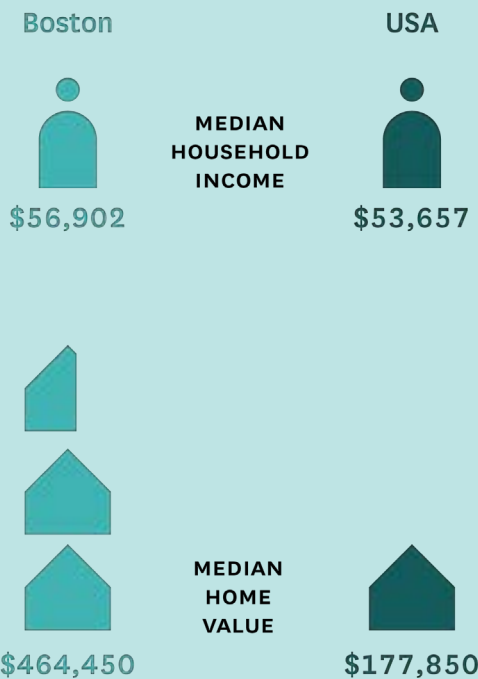
Boston has a higher percentage of a housing stock set aside as deed-restricted affordable units than most cities, including New York and Washington, D.C.<sup>58</sup> This includes more than 12,000 units of Boston Housing Authority-owned (BHA) public housing, an additional 11,000 BHA-assisted units, and more than 30,000 privately-owned assisted rental units.<sup>59</sup> However, even with this significant share of affordable housing, more than 40,000 applicants remain on public housing and Section 8 waitlists.<sup>60</sup>

**Despite a robust supply of deed-restricted housing, 21 percent of Bostonians are severely housing cost burdened.**

In Boston, 21 percent of all households are severely housing-cost burdened—spending 50 percent or more of their income on housing costs.<sup>61</sup> Boston's high housing costs disproportionately impact less wealthy Bostonians: 35 percent of households earning less than the city's median household income are severely cost burdened.<sup>62</sup> By comparison, just 2 percent of households earning more than the city's median household income are severely cost burdened.<sup>63</sup>

[See opposite page ↘](#)

Housing price v. Median Household Income, Boston v. U.S., 2015



**Median household income is the same as the nation, but homes in Boston are two-and-a-half times as expensive.**

Source: Zillow Housing Data, Median 2-Bedroom Rent

"The biggest obstacle I see to still living in Boston 15 years from now is the lack of affordable housing options. I would prefer to own a home but given my student debt, difficulty saving a large amount of money for a down payment, and the skyrocketing cost of homes here, I don't see that as being a likely scenario."

**Dorchester resident via web survey**

## Rising housing prices are particularly concerning for neighborhoods with large shares of low-income renters.

Neighborhoods such as Roxbury, East Boston, and Chinatown have high percentages of low-income renters and are also seeing sharp increases in housing prices. Significant housing-price increases threaten the stability of those communities, as renters experience a higher cost burden without the wealth-building benefits that homeowners receive from price increases.<sup>64</sup>

## Transportation in Boston is relatively inexpensive.

The cost of transportation is proportionally lower in Boston as a share of income than in many parts of the country. Although robust public transportation provides a more affordable transportation option for many Bostonians, residents in some neighborhoods, including Hyde Park and Roslindale, still spend 15 percent or more of their income on transportation.<sup>65</sup>

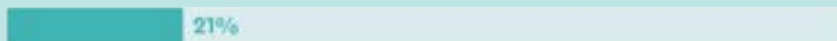
## Our traditional housing stock can be adapted to meet the needs of Boston's growing population.

Demographic changes over the past decades mean that the three-deckers that once housed upwards of a dozen people in three families today might be inhabited by many fewer residents. As Boston's population grows older and the city continues to be a center for students, Boston's housing stock and zoning must evolve to meet the smaller space needs, lower price points, and distinct preferences of these residents.

### Severe Housing Cost Burden by Income Bracket

SEVERELY COST BURDENED

ALL BOSTONIANS



HOUSEHOLDS EARNING LESS THAN 100% HOUSEHOLD AMI



HOUSEHOLDS EARNING GREATER THAN 100% HOUSEHOLD AMI



Households that are severely cost burdened spend 50 percent or more of their income on housing costs.

AMI refers to area median income, a measure of income that is often used to determine eligibility for affordable housing.

21 percent of Bostonians are severely housing-cost burdened.

Source: HUD CHAS Data (2009-2013)

"Boston needs more affordable housing for lower-income and middle-class individuals...About 70 percent of my salary goes to housing and the amount I pay for a one bedroom is the same that I would be paying for a monthly mortgage on a condo or house, but between other expenses, I'm unable to save enough for a down payment."

West End resident via web survey

# Changing Climate

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As a dense coastal city, Boston faces growing risks as extreme weather becomes more frequent and intense due to climate change. In this century and beyond, the climate hazards that Boston already faces—including coastal and riverine flooding,

stormwater flooding, and extreme weather events—will be exacerbated by climate change. To remain a thriving waterfront city, Boston must take aggressive action to reduce emissions and address climate change impacts. These actions will require

close collaboration between the public and the private sector and must have a particular focus on protecting Boston's most vulnerable populations.

Long Wharf at the King Tide, October 17, 2016



In February 2015, Winter Storm Neptune hit Boston; Amory Street, Jamaica Plain







**Boston is a leader in reducing greenhouse gas emissions (GHG) and is committed to continued reduction.**

Since 2005, Boston has cut emissions by 17 percent, and the City is committed to making Boston a leader in environmental action and responsibility.<sup>66</sup> Commercial uses, such as large buildings and institutions, are among the largest energy consumers but have made the greatest sectoral contributions to overall reduction. Continued GHG reduction will be substantially more challenging, requiring a concerted effort across many sectors to become more energy efficient and environmentally friendly.

**Sea levels are rising.**

Over the entire twentieth century, sea levels rose about 9 inches relative to land; between 2000 and 2030, sea level is projected to rise at almost three times that rate. By 2050, the sea level may be as much as one-and-a-half feet higher than it was in 2000, and 3 feet higher in 2070.<sup>67</sup>

[See below and opposite page ↴ →](#)

**Buildings and residents are exposed to flood risk.**

With 9 inches of sea-level rise, which is projected to occur as soon as the 2030s, 5 percent of Boston’s land area will be inundated by a 1 percent annual chance storm, exposing 3 percent of the population and

approximately \$20 billion worth of property to flooding. By the 2070s, within the lifetime of many Boston buildings, the 1 percent annual chance storm would impact nearly 15 percent of today’s population and more than \$80 billion of property value. This exposure is concentrated in coastal neighborhoods, with almost 25 percent of East Boston and South Boston inundated under these 2030 conditions, increasing to 60-70 percent by the 2070s.<sup>68</sup>

**Boston Relative Sea-level Rise Projections**

**Sea levels are rising.**

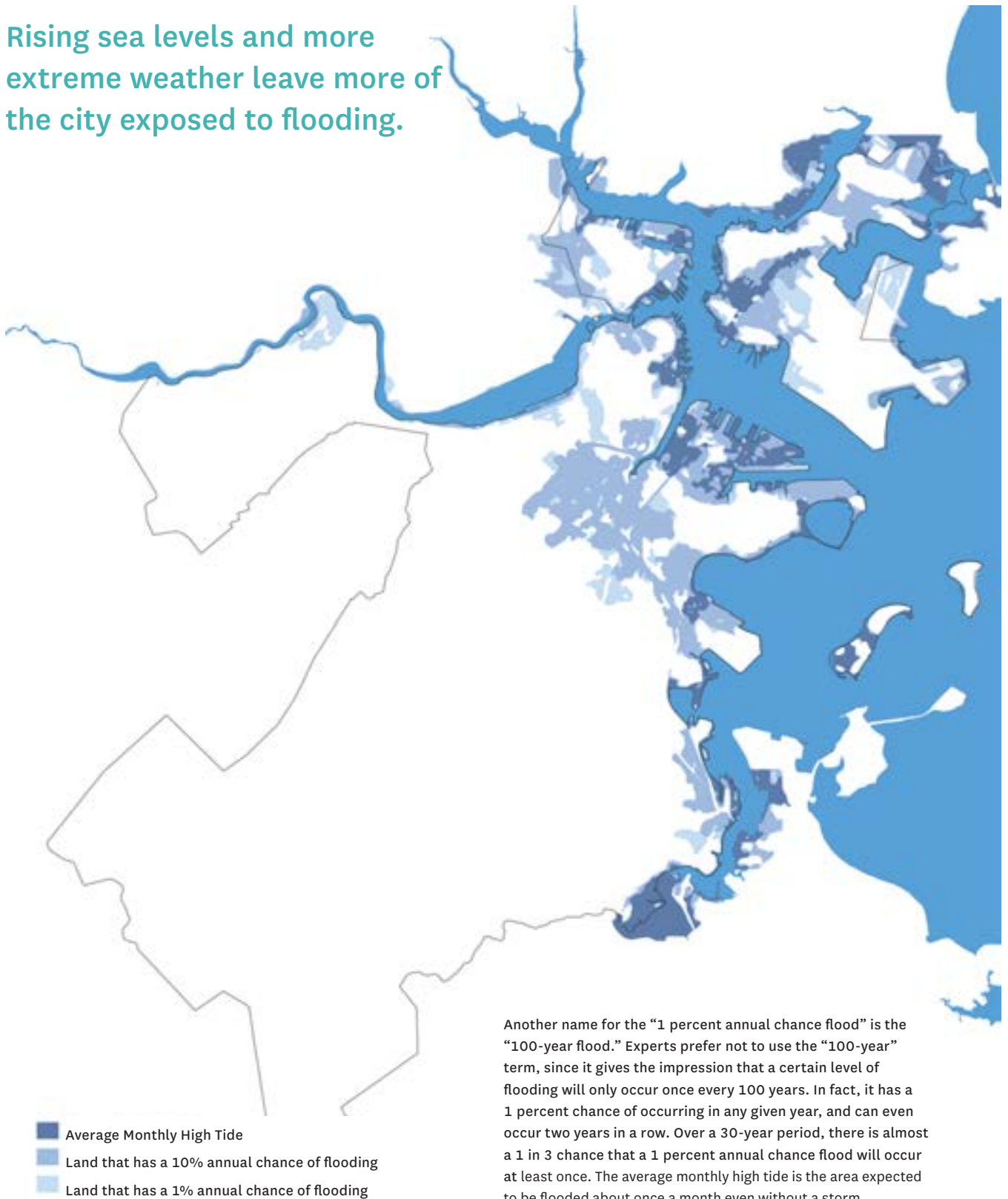


1 - Likely under all emission scenarios  
 2 - Likely under moderate- to high-emission scenarios  
 3 - Low probability under high-emission scenario

Source: "Climate Change and Sea Level Rise Projections for Boston," Boston Research Advisory Group

Flood map, 36 inches of sea level rise (2070s or later)

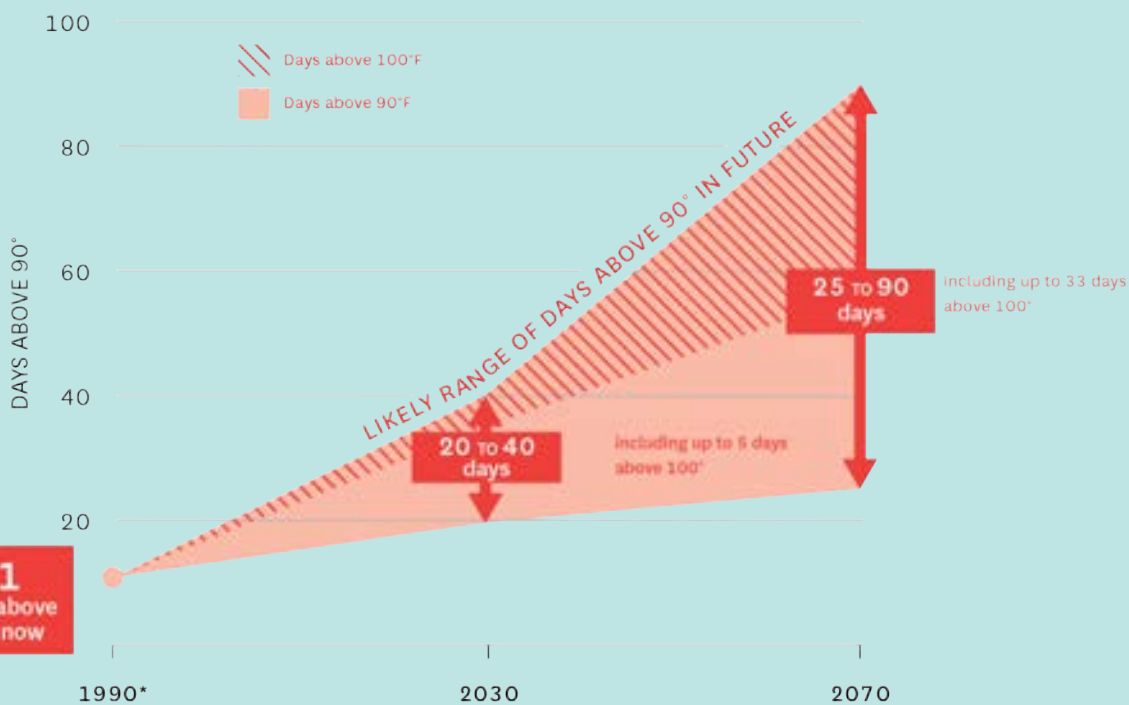
Rising sea levels and more extreme weather leave more of the city exposed to flooding.





Change in Average Summer Temperature, Climate Ready Boston

By 2070, up to 33 days of the year may have temperatures above 100 degrees.



\* Baseline represents historical average from 1971-2000  
Upper values from high-emissions scenario. Lower values from low-emissions scenario.

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### **Temperatures are becoming more extreme.**

Compared to the period from 1971 to 2000, when there were 11 days per year over 90 degrees, there may be as many as 40 by the 2030s, and 90 by the 2070s—nearly the entire summer.<sup>69</sup> The City issues heat advisories when daytime highs are forecasted to reach between 100-104 degrees Fahrenheit for two or more hours.<sup>70</sup> In the 2030s, rising temperatures could mean that Boston experiences five heat advisories a summer.<sup>71</sup>

[← See opposite page](#)

Spectacle Island,  
Boston Harbor  
Islands National  
Recreation Area



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### **Precipitation is becoming more extreme.**

From 1958 to 2010, there was a 70 percent increase in the amount of precipitation that fell during the biggest storms. This increase is greater in the Northeast than for any other region of the country and is expected to continue.<sup>72</sup>

---

### **Coastal storms will have a greater impact.**

Although it is not yet clear how the intensity, frequency, and trajectory of tropical storms and hurricanes will change, sea-level rise will magnify their impact on Boston's shores.

"[The] city needs to be prepared for sea-level rise, hotter summers, colder winters, more extreme storms."

**Dorchester resident via  
community workshop**

"Focus on resiliency to climate change and preparation for storm surges."

**Roxbury resident via  
online postcard**



# Transformative Technology

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Boston is at the forefront of national and global changes in the ways that we live and work. The traditional boundaries between home and work, downtown and neighborhoods are changing as technology removes

traditional constraints on how residents communicate and travel and changing demographics necessitate new ways of living. As Boston plans for the future, the City must proactively set policies to ensure that

new technology makes Boston a better place for residents over the long term and enables the city to retain its important function of connecting people and ideas.

Hubway is the regional public bike share system providing bikes for transportation and recreation in Boston, Brookline, Cambridge, and Somerville. Hubway is continuing to grow with stations opening in East Boston in November 2016.

100





## Advances in communication infrastructure and Internet connectivity are changing the way Bostonians work and collaborate.

Today nearly 80 percent of Boston residents are connected to broadband.<sup>73</sup>

Many commercial districts already have smart features, such as benches equipped to provide solar-powered charging stations, and Wicked Free Wi-Fi, Boston's free outdoor wireless network, which is expected to expand to 130 access points over the next few years.<sup>74</sup>

Nearly  
**80%**

of Boston residents are connected to broadband

## Work is increasingly more flexible and distributed.

The number of Bostonians who are classified as “nonpayroll” (jobs not subject to unemployment insurance) has risen from 87,000 (13 percent of the overall workforce) to 123,000 (17 percent of the overall workforce) between 2001 and 2014.<sup>75</sup> This shift has complex implications; while in part it represents more entrepreneurship and flexible work options, it also represents an increase in the “gig economy” where workers piece together multiple jobs or even individual tasks. “Gig economy” jobs often lack the stability and benefits provided by many full-time jobs, making it more challenging for workers to build wealth and achieve long-term financial security. At the same

time, a shift away from the traditional patterns of employment provides an opportunity for Boston to encourage job growth in more locations throughout the city and explore how the commercial core can become more mixed-use.

## Bostonians are using new transportation options to move through the city.

Car-sharing, ride-sharing, and bike-sharing programs—including Zipcar and Hubway—have grown significantly and are transforming the traditional paradigm of individual vehicle ownership. Flexible transportation systems are filling gaps in existing transportation infrastructure. Anticipated transportation

**34%**

of households do not own a car



Source: Go Boston 2030, Boston Transportation Department

In partnership with the World Economic Forum, the City of Boston is exploring autonomous vehicle technologies in Boston. The collaboration will include a yearlong engagement focused on creating policy recommendations and supporting on-street testing of autonomous vehicles, also known as self-driving vehicles, to advance the safety, access, and reliability goals identified by Go Boston 2030.

advances, including autonomous vehicles, will necessitate new ways of sharing Boston's roads.

## Smart utilities are improving essential services such as energy, transport, water, and waste.

The Boston “Smart Utilities Vision” aims to integrate the planning and implementation of transportation, energy systems, communication infrastructure, and water services. Smart utilities are already making headway through the South Boston Dorchester Avenue planning initiative, in which the City is creating a vision that will guide utility providers to transform their traditional approach of ad-hoc infrastructure planning into a proactive, coordinated system. This coordination will create a more resilient system of underground utilities that will be economically built, efficient to operate, and easy to update as technology changes.

“Embrace technology with policy and modernize things like 911, 311, by finding ways to partner with startups like Airbnb, Uber, and others.”

**Dorchester resident via text message**

“Capitalize on the ability of new technology to provide data that can make the city function better.”

**Jamaica Plain resident via online postcard**

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**75** BPDA Research Department

"We are Boston" Gala ↓







Caribbean Festival in  
August 2016, Roxbury  
and Dorchester









Allston and  
Beacon Yards







# The Opportunity of Growth

**Today, Boston is in a uniquely powerful position to make our city more affordable, equitable, connected, and resilient. We will seize this moment to guide our growth to support our dynamic economy, connect more residents to opportunity, create vibrant neighborhoods, and continue our legacy as a thriving waterfront city.**

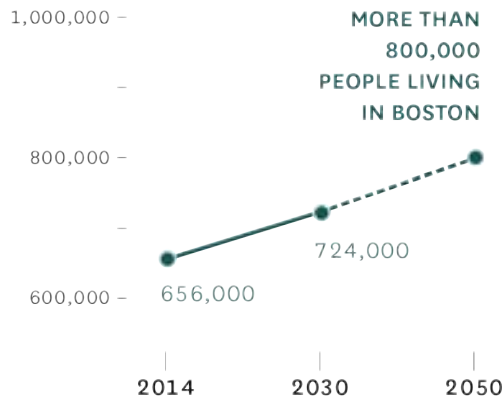
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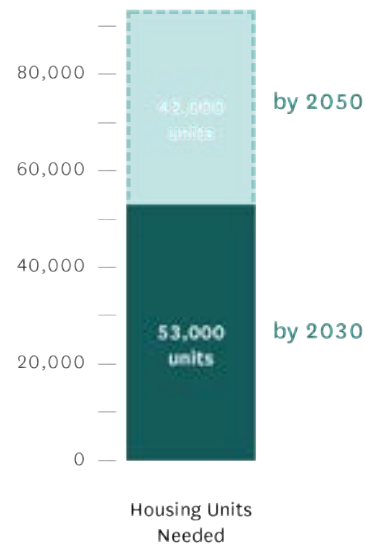
# A Growing City

Boston is experiencing phenomenal growth that, through careful management, can create new housing units, spaces to work, and improve quality of life throughout the city.

Population Growth Projections



Projected Demand for Housing



See "Growing Population" on page 78 for more information

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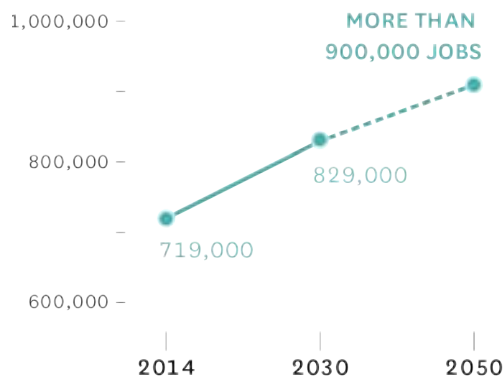
Between 2010 and 2014, our population grew by 6 percent to more than 656,000, twice the rate of the nation.<sup>1</sup> The coming years are expected to bring continued strong growth. By 2030, Boston will be home to at least 724,000 residents, an increase of 8 percent from our current population and a number Boston has not seen since before 1960.<sup>2</sup> Continued population growth at the same rate after 2030 would put Boston on pace to return to its 1950 peak population of 801,000 by 2050.

Alongside population growth, Boston added more than 60,000 jobs between 2010 and 2014. The city is projected to be home to 829,000 jobs by 2030 and more than 900,000 jobs by 2050.<sup>3</sup> This growth is a remarkable

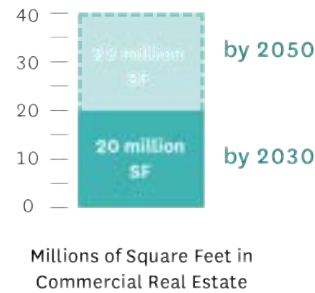
achievement for Boston, which, like many cities in the northeastern United States, was in decline in the middle of the twentieth century. It is a testament to the talented residents, businesses, and institutions that have created Boston's strong twenty-first century economy.

Growth provides Boston with the opportunity to expand access to opportunity and enhance the quality of the urban experience for residents and workers in neighborhoods citywide. To house our growing population, increase affordability, and reduce pressure on the housing market, we can add tens of thousands of additional housing units that meet the needs of our families, older population, and students. To support new jobs

### Job Growth Projections



### Projected Demand for Space to Work



and strengthen career pathways for Bostonians, we can encourage growth of diverse new spaces to work—from lab space for our growing biotech sector to commissary kitchen space for food production—where established companies and small emerging startups alike can create quality jobs. This growth can reconnect neighborhoods and support investment in main streets, parks, and transportation.

While the benefits of growth are significant, growth must be managed to serve all Bostonians and avoid displacement that can occur if growth is not harnessed effectively. By proactively identifying areas for growth, Boston will be able to accommodate more than 53,000

total units of housing by 2030 and an additional 42,000 units by 2050, creating a release valve for existing neighborhoods that are seeing immense pressure on housing prices.<sup>4</sup> Boston will be able to encourage continued job growth by providing 20 million square feet of space for jobs by 2030 and another 20 million square feet by 2050.

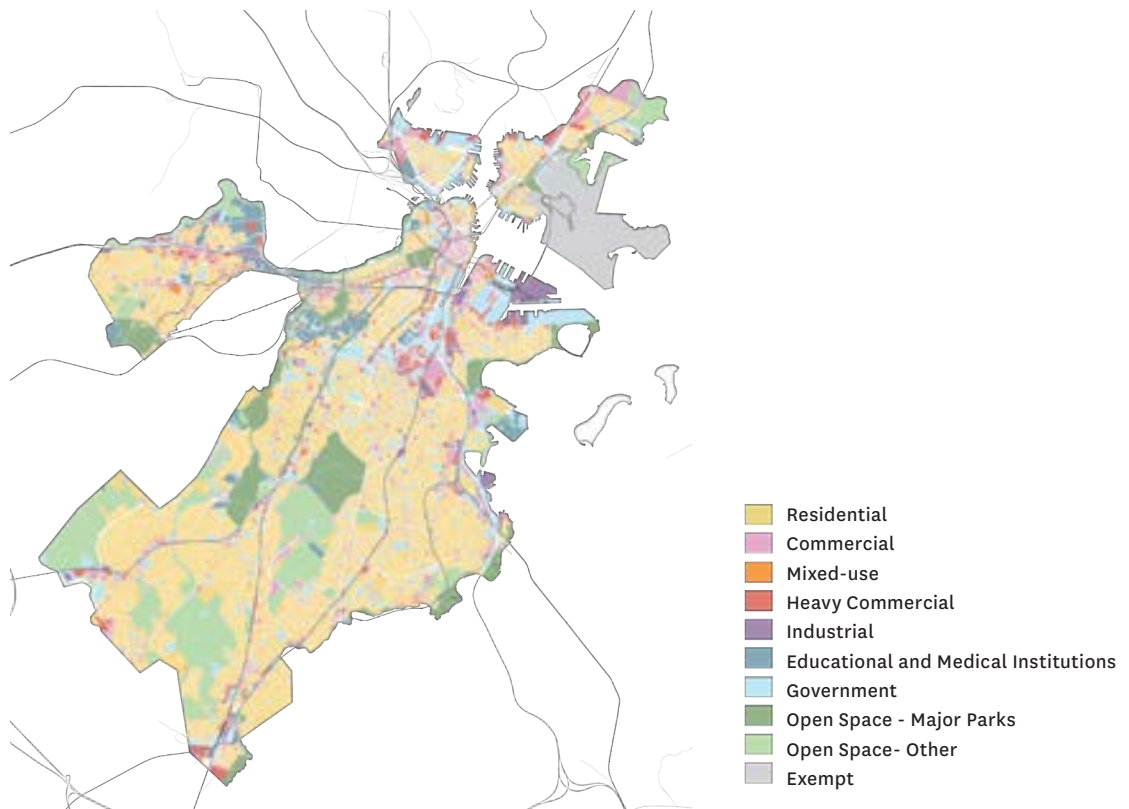
# Land to Grow

**Boston is a dense, historic city with limited land area for development. Many existing uses will remain stable over the coming decades, while others can evolve to meet the city’s projected growth.**

Measuring only 49.2 square miles with stable neighborhoods, many large institutional and governmental land owners, and a vital open-space network, Boston is a city whose land uses will remain stable over the coming decades. However, other areas can evolve to meet the City’s needs and support residents’ vision of a

more mixed-use, mixed-income city. Our goal is to find ways to accommodate our population and job growth that improve quality of life for residents in all neighborhoods, expand access to opportunity, and foster economic dynamism.

112 **Boston Land Use**

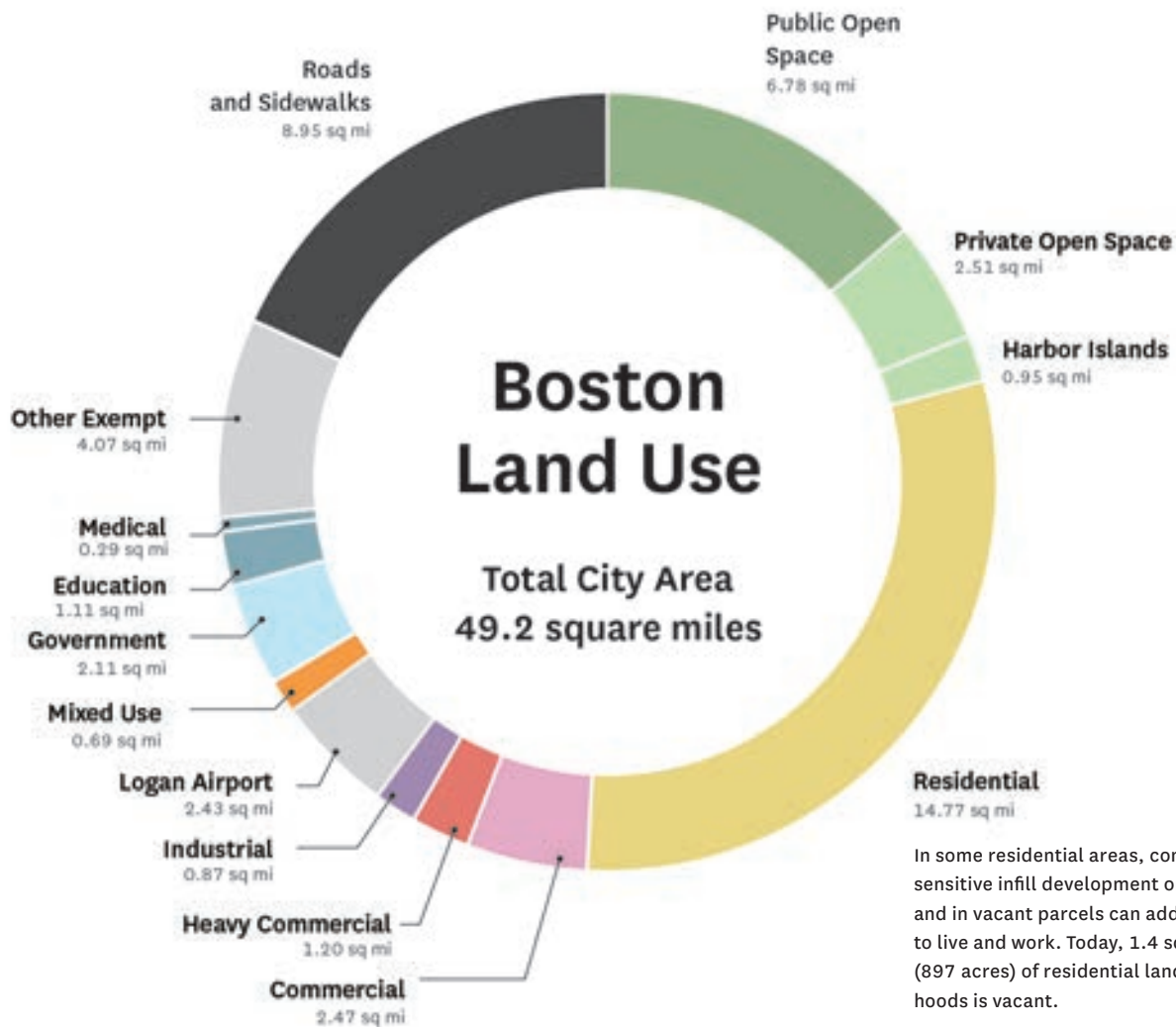


Source: City of Boston 2015 Assessor’s Data; BPDA Citywide Open Space Layer



Much of Boston's land is occupied by stable uses—like open space, roads, and established residential neighborhoods—that are unlikely to see significant change.

Approximately half of Boston's land is tax exempt. Tax exempt land includes Public Open Space, Harbor Islands, Logan Airport, Government, Education, Medical, Roads and Sidewalks, and other exempt uses.



Some mixed-use, commercial, heavy commercial, and industrial areas have potential for transformation that strengthens existing uses and supports housing and job growth. Others will remain stable or grow in their current use, continuing to provide jobs and serve as the engine of the city's economy.

In some residential areas, contextually sensitive infill development on main streets and in vacant parcels can add new places to live and work. Today, 1.4 square miles (897 acres) of residential land in neighborhoods is vacant.

Heavy commercial uses are those that are classified as commercial property by use codes (per the City's tax assessor database) but have a form, character, and density similar to industrial uses. This includes bus terminals, auto repair shops, garages, and the like.

Mixed-use is comprised of uses that are not exclusively residential or commercial. This includes anything that is classified as "multiuse property" in the tax assessor's database.

Other exempt includes land owned by religious organizations, nonprofits, retail, and office uses that are tax-exempt.

# The Importance of Growth

Growth is essential to making our city more affordable and reducing displacement.

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The Fenway neighborhood has seen a recent building boom, which has slowed increases in housing costs.

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## **Increasing residential and commercial supply increases affordability**

Boston homes are 2.6 times more expensive than the national average, despite household incomes that are on par with the country.<sup>5</sup> With more and more people looking for housing, constructing new housing units and commercial space can help keep real estate prices in check, so a wider range of residents and businesses can afford to stay in Boston. Additionally, by carefully deploying a variety of tools, including density bonuses, we can aspire to higher levels of affordability in new development than what is already prescribed by the Inclusionary Development Policy. This will produce more housing that will be affordable for Bostonians.

## **Expanding Boston's leading industries can increase economic competitiveness and create more pathways to living wage jobs.**

Through continued job growth, Boston's economic clusters, like technology and healthcare, can retain and attract global brands and businesses that create thousands of jobs, act as hubs in supply chains, are more likely to be active in global trade, and invest in capital-intensive research and development.<sup>6</sup> These industries also provide an important pathway for residents to access higher wage jobs and stable careers. Supporting the growth of Boston's strongest sectors is critical to sustaining Boston's position as a center of innovation and job creation.



"We should be building more housing with much more density in order to increase the housing supply to meet the increased demand from new millenials and retirees and others who want to move to Boston. Otherwise, only the current landlords win out as rents and property values increase upwards while everyone else loses."

**Back Bay resident via text message**

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## New development boosts funding for schools and city services

Boston relies on property taxes for two-thirds of the revenue the City needs to fund schools, public safety, and all other services. New development generates revenue that can be captured to fund these important community benefits. New commercial development is particularly beneficial for City finances because of its high assessed value and tax classification but also because it has lower service costs and consumes fewer city services than other property types in the city.<sup>7</sup>

Boston's actions to increase housing production are already having a positive impact. Based on a new City analysis of rental trends, stabilization appears to be underway in several of the neighborhoods that saw the most new construction. For example, Central Boston saw 3,030 units completed since 2014, growing the area's housing stock by 25 percent. Rents in older units in this neighborhood have now declined by just over 1 percent. In the Fenway, where new construction led to a 6 percent increase in housing units, rents in older units declined by 0.4 percent. And in the South End, which grew by nearly 10 percent, rents in older units only rose 0.3 percent.<sup>8</sup>



# Consequences of Limiting Growth

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## **Constraining housing supply in the face of significant demand could drive housing costs higher.**

Adding housing is one of Boston’s most powerful tools to address rising prices, particularly when accompanied by regional actions to increase supply. Without new supply to act as a “release valve,” increasing demand will result in more rapid price increases for existing stock. Although new housing that is not dedicated as affordable is often delivered at higher price points, new supply lessens the competition for existing units, helping to restrain price increases over time. In this way, the development of new market-rate housing, in concert with production and preservation of dedicated affordable units, is particularly important in enhancing housing opportunities for moderate-income households.

As Boston grows, the City will guide new housing development in evolving neighborhood edges, where growth can improve affordability, introduce vibrancy and opportunity, and complement preservation and enhancement of existing neighborhoods.

## **High housing costs have a significant impact on all residents, but especially low- and middle-income residents.**

Limited housing supply is especially problematic for Boston’s 165,000 renter households, who are put at greater risk of displacement but do not benefit from additional equity as homeowners do when values rise.<sup>9</sup> Even for Boston’s homeowners, especially those on a fixed income, the increased tax burden posed by increasing home values can threaten their ability to remain in the community.



Allston ↑

### **Price pressure can stymie local businesses' growth.**

Just as limits on housing supply can increase housing costs, limiting commercial and mixed-use development can increase commercial rents above prices that mom-and-pop shops, local businesses, and creative economy tenants can afford. An absence of these small and start-up businesses threatens the diverse character of our main streets, weakens important sources of local wealth generation and job creation, and stymies the entrepreneurship that fuels growth in established and emerging economic sectors.

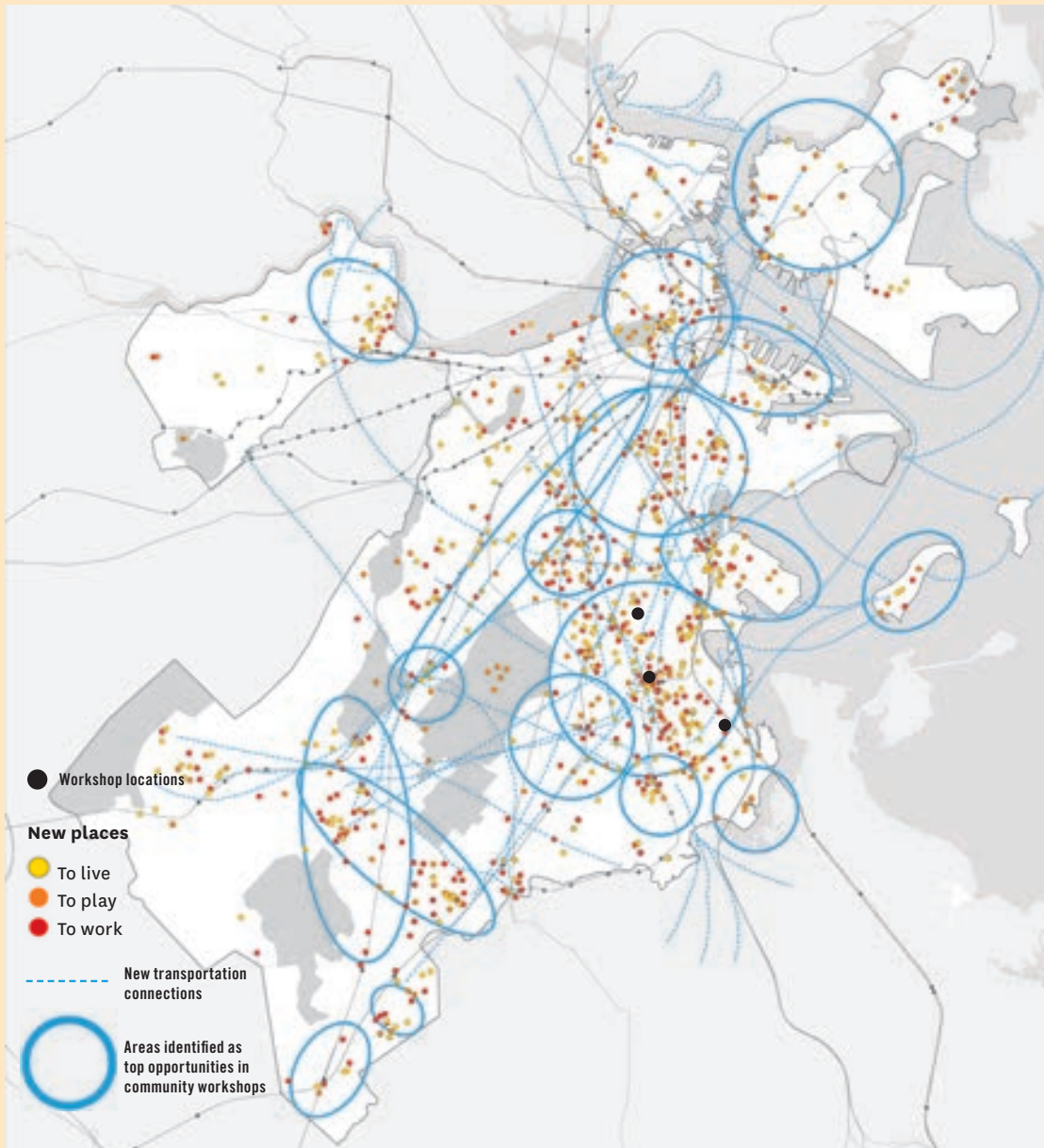
### **A high cost of living makes Boston less attractive to new workers and businesses.**

Empirical evidence gathered by the Federal Reserve Bank of Boston finds that in many U.S. metropolitan areas, high local housing prices can increase the costs of living and doing business and reduce local employment growth over time.<sup>10</sup> Because land supply in these cities is largely fixed, a small increase in demand for land can push the city's land cost higher, thereby raising rents, and drive some businesses and workers to leave for cities with lower rents. Businesses operating in areas with a high cost of living often need to offer a wage premium or other financial incentives to attract and retain a skilled workforce.<sup>11</sup> This type of wage premium adds to the cost of doing business, which can make it difficult for some businesses to start or sustain existing operations.

# Boston Voices

At eight community workshops and in online platforms in Spring 2016 residents identified new places to live, work, and play. Participants saw potential for growth and enhancement in their own neighborhoods and throughout the city as a whole.

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This map shows the combined ideas of 79 participants at three Dorchester community workshops. Residents identified opportunities for growth and enhancement within their own neighborhood of Dorchester, but also in many other places throughout the city.



More than 1,000 ideas were added to an online and mobile mapping tool in Spring 2016. Participants were asked "Where are there opportunities to enhance and grow Boston?" The responses encompassed the entire city and ranged from small-scale neighborhood improvements, like playgrounds and more walkable intersections, to big transformations, like redeveloping Suffolk Downs in East Boston into a new neighborhood.

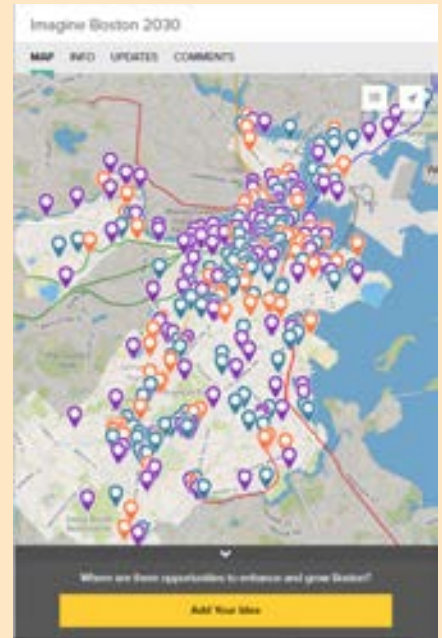
Residents at a workshop in Chinatown in March 2016 use stickers and markers to share their ideas on a map of Boston.



Residents at a Mattapan workshop in March 2016 draw new places to live, work, and play on a map of Boston.



Residents contributed more than 1,000 ideas for new places to live, work, and play using an online and mobile mapping tool.



Roslindale



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Dorchester



# Approach for Growth and Enhancement

Today, Boston’s land can be categorized into three distinct types, each of which can accommodate different kinds of growth and enhancement.

Our approach for guiding growth begins from the premise that growth and enhancement should be responsive to the existing and varied fabric of the city. It should help the city achieve its goals of strengthening its dynamic economy, becoming more equitable, improving quality of life, and preparing for climate change.

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"Rezone the city to allow for more density and more height in appropriate areas. There's no reason that our city can't handle more height and density in specific areas (downtown, along transit lines, in areas of the city that haven't been as developed and present an opportunity to allow for growth). This will allow for more housing in these areas, which can assist in keeping people in the city and allowing them better access to transit."

**Dorchester resident via text message**

Jamaica Plain ↓



## ↑ Existing Neighborhoods

Predominantly residential neighborhoods that are experiencing significant pressure from rising housing prices and are in need of neighborhood amenities and investment to enhance quality of life and increase access to opportunity.

"Commercial 'downtowns' in the neighborhoods, more mixed-use blocks and buildings."  
**Dorchester resident via web survey**

"Infill development...could help rejuvenate neighborhoods and inform other efforts to increase the availability of housing."  
**South End resident via online mapping comments**

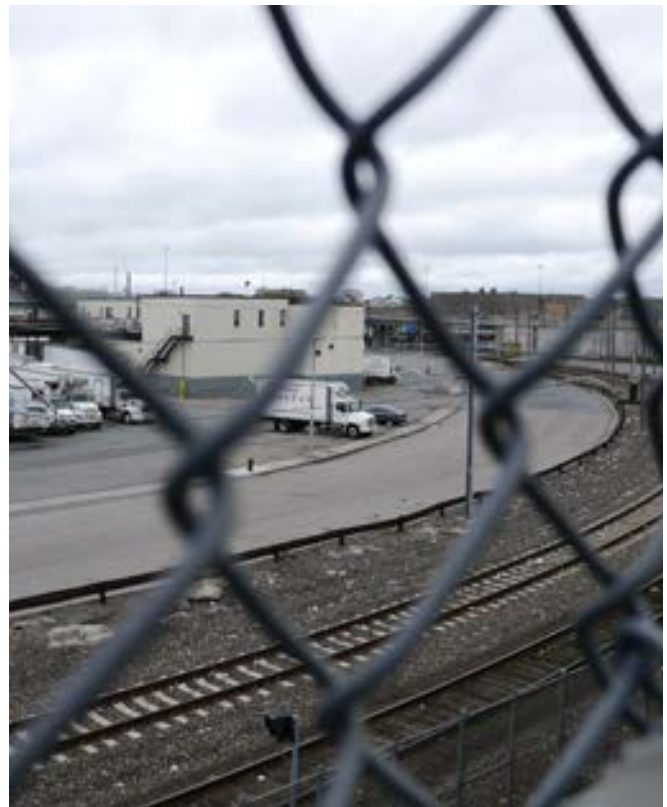
Downtown Crossing ↓



### ↑ Commercial Core

Centers of industry, commerce, and institutions supported by dense, high-rise buildings, walkable streets, and transit infrastructure that are in need of continued growth and investment to make these areas more vibrant and mixed-use.

Widett Circle ↓



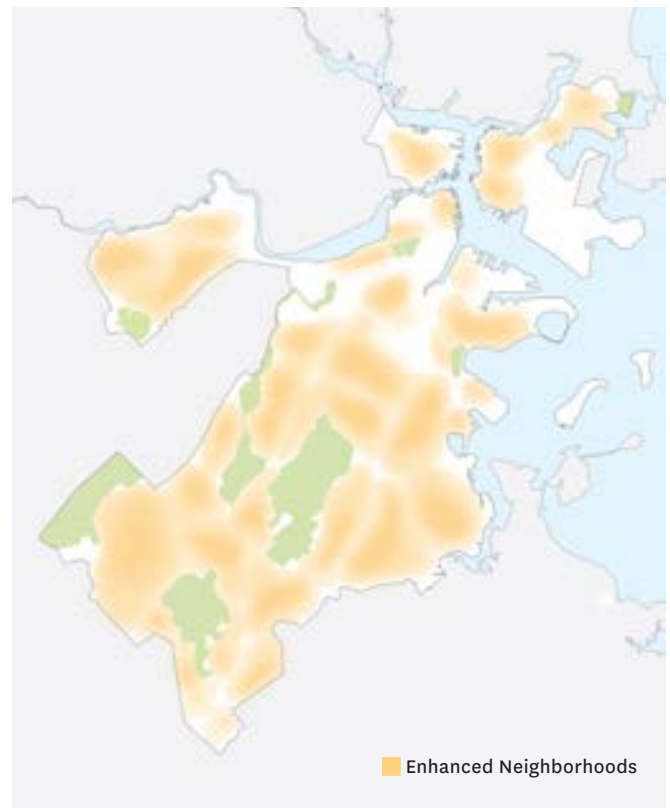
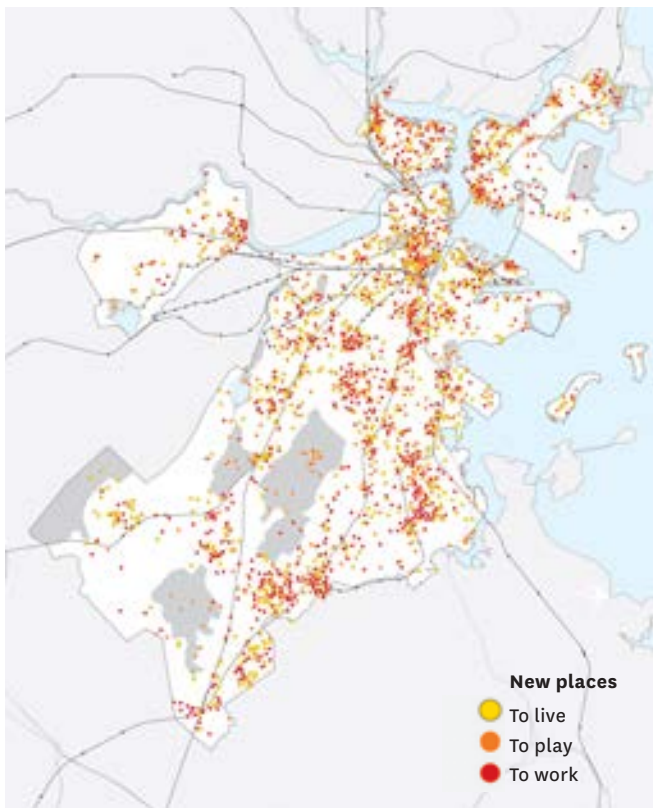
### ↑ Edge Areas

Boundaries, both large and small, between neighborhoods and the commercial core, that are occupied by industrial and transportation infrastructure and vacant land but have potential for transformation that supports pressing needs for job and housing growth.



Each of these areas requires a customized approach to growth, enhancement, and preservation to respond to Boston’s citywide goals. In each area, different policies and regulatory tools will be needed to shape this growth.

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### ↑ Community feedback

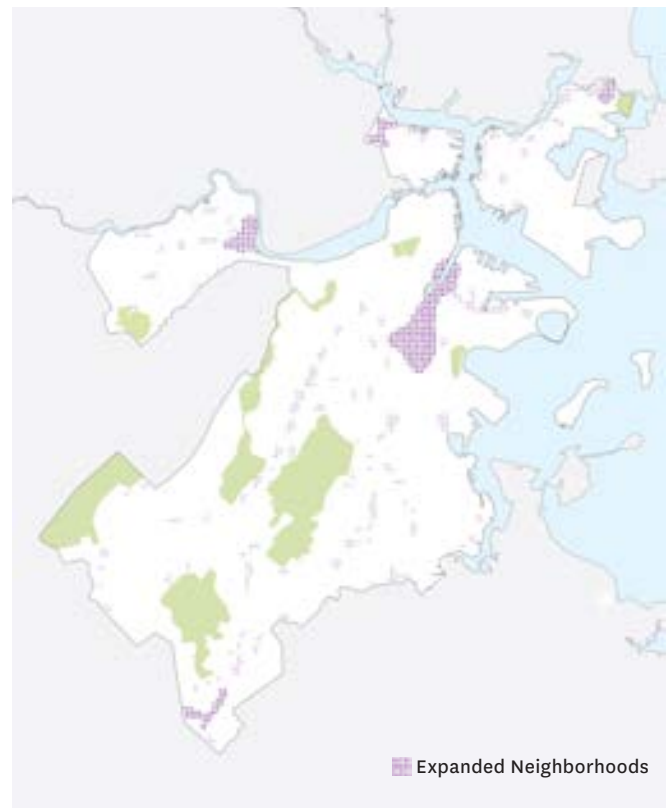
At community workshops across the city in March 2016, Bostonians shared a vision of mixed-use, mixed-income neighborhoods where home, work, and play are closer together. Residents want growth and enhancement in neighborhoods throughout the city.

### ↑ Enhance neighborhoods

Improvement of the public realm and contextually sensitive development will improve neighborhood vitality, services, and affordability, while affirming each neighborhood’s distinct identity.

**In our existing neighborhoods and commercial cores, our approach focuses on contextually sensitive, mixed-use development. However, this kind of development alone will not accommodate all the jobs and housing units we need, therefore we need to look at larger clusters for transformative growth.**

These clusters are our larger “expanded neighborhoods.” However, many of these areas are in Boston’s future floodplain. Developing in these expanded neighborhoods means committing to multilayered protections to make them safe for current and future residents and workers. **Although we do not know all the solutions for protecting these areas, we are committed to exploring solutions to protect these areas.** Based on further study, we will guide the implementation of multilayered flood protection strategies that leverage some of the value created by new development to support protection.



**↑ Encourage a mixed-use core**

Continued dense, mixed-use development and public-realm improvements in the commercial cores—such as Downtown and Longwood—will support job growth and new housing opportunities, add amenities, and create active, mixed-use centers for residents, workers, and visitors.

**↑ Expand neighborhoods**

Significant new mixed-use housing and job growth in transit-accessible areas at the edges of neighborhoods will reduce housing-price pressure, expand access to opportunity, and stitch together the physical fabric of the city.

Together, the existing neighborhoods, commercial cores, and neighborhood edges have more than enough capacity to accommodate Boston's projected growth in 2030 and beyond 2050.

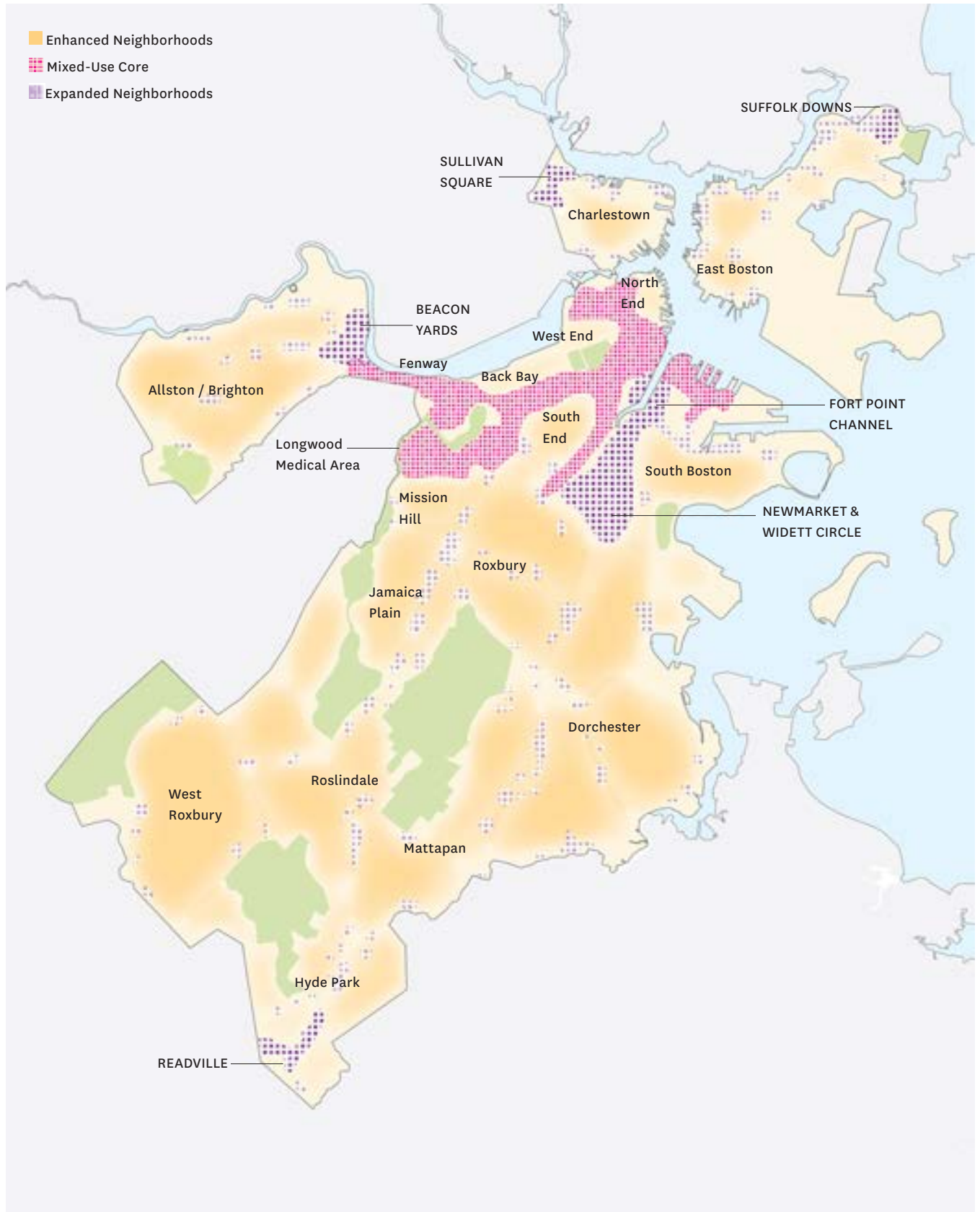
"Affordable housing near neighborhood workplaces."  
**East Boston resident via street team survey**

"Mixed-income senior housing downtown."  
**Dorchester resident via online mapping comments**

"Adding transit-oriented development and density along existing industrial corridors in outlying neighborhoods. Adding height in exchange for affordability."  
**Roslindale resident via web survey**



**Enhanced Neighborhoods, Mixed-Use Core, and Expanded Neighborhoods**



# Connected Growth

A connected city leverages transportation and open-space networks and supports development that strengthens these critical resources.

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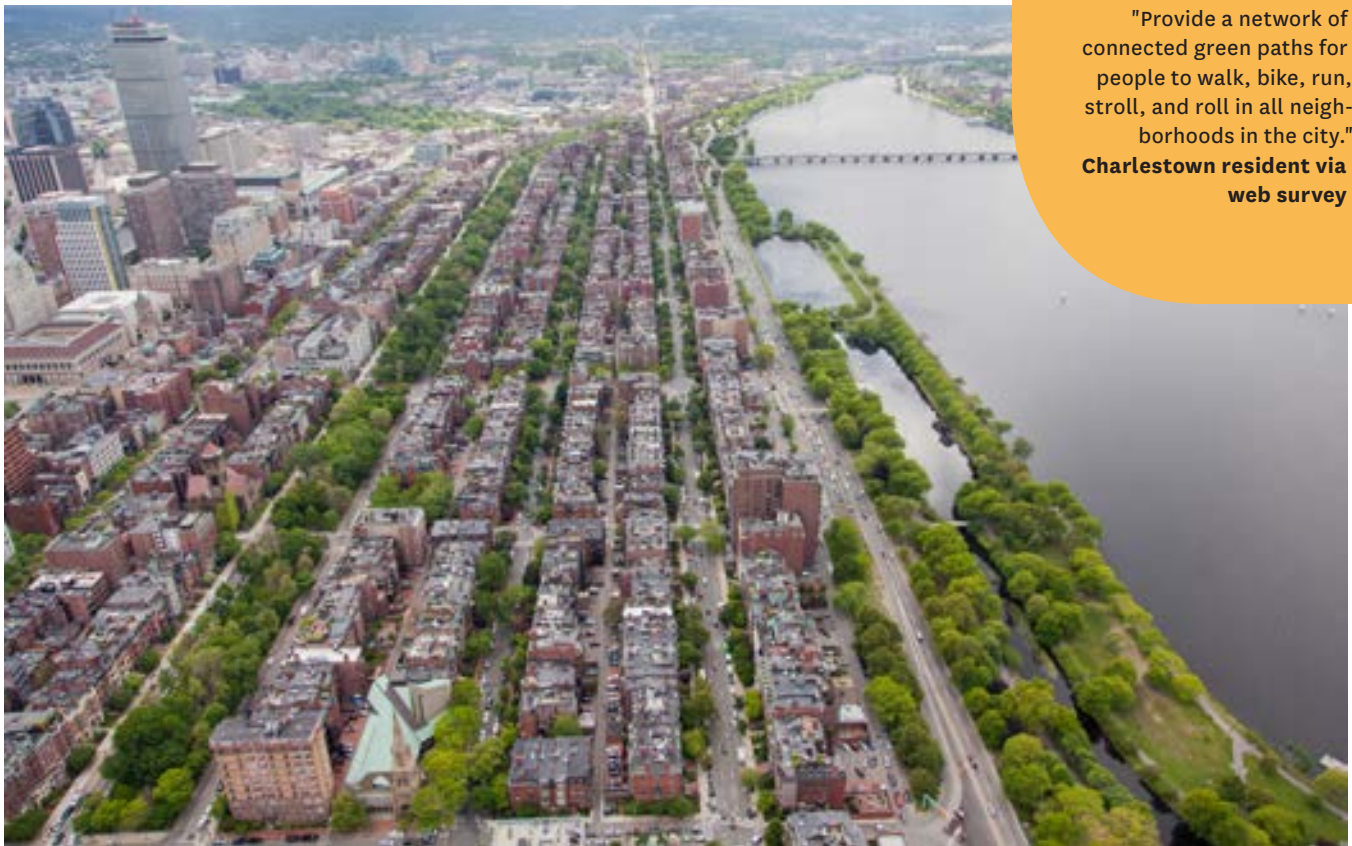


## An Accessible, Safe, and Reliable Transportation Network

Boston’s network of roads and rails has informed the city’s development patterns for centuries. Today, as Boston’s job centers become more distributed across the city, there is an even greater need to ensure that the transportation network connects residents to jobs efficiently and reliably. Go Boston 2030, the city’s mobility plan, is working to identify more accessible, safe, and reliable ways to get around Boston. Proximity to Boston’s existing transit network and the new and improved connections Go Boston 2030 is proposing was a significant factor in identifying areas for new growth. Potential expanded neighborhoods where significant new mixed-use housing and job growth can be accommodated—from Suffolk Downs and Sullivan Square—are located in areas with strong existing or planned transportation infrastructure. Growth in the mixed-use core will be supported by the area’s dense network of existing transportation. The efforts identified by Go Boston 2030 to improve transit and bike access and reliability in neighborhoods will enhance existing neighborhoods.

- 1 Walking and Bicycle Friendly Main Street Districts
- 2 Mattapan to LMA Rapid Bus
- 3 North Station to South Boston Waterfront Rapid Bus and Ferry
- 4 Fairmount Indigo Line Service Improvements and Urban Rail
- 5 Columbia Road Greenway
- 6 Smart Signal Corridors and Districts
- Neighborhood Mobility microHUBS

Source: City of Boston 2015 Assessors Data, City Of Boston Open Data, MassGIS, Go Boston 2030 Early Action Projects



"Provide a network of connected green paths for people to walk, bike, run, stroll, and roll in all neighborhoods in the city."  
**Charlestown resident via web survey**

## A Vibrant Open Space Network

With 95 percent of the population living within a five-minute walk of open space, Boston's existing parks network connects many residents to a diversity of places for recreation. As Boston grows, the City will work with partners to improve the quality and connectivity of our open spaces. The City also will direct strategic investment in existing and new parks that support our increased population and enhance quality of life for all residents. In some expanded neighborhoods, Boston will guide the development of new open spaces, funded in part by revenues from development in these areas. In the core, Boston will strengthen existing jewels like the Boston Common and support a vibrant public realm along the waterfront. In existing neighborhoods, Boston will invest in parks, from local pocket parks and tot lots to signature parks such as Franklin Park, and enhance paths and greenways that connect neighborhoods to open spaces and to the waterfront.



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## Climate-ready Growth

**A climate-ready city protects our existing housing and job centers and enables future resilient growth.**

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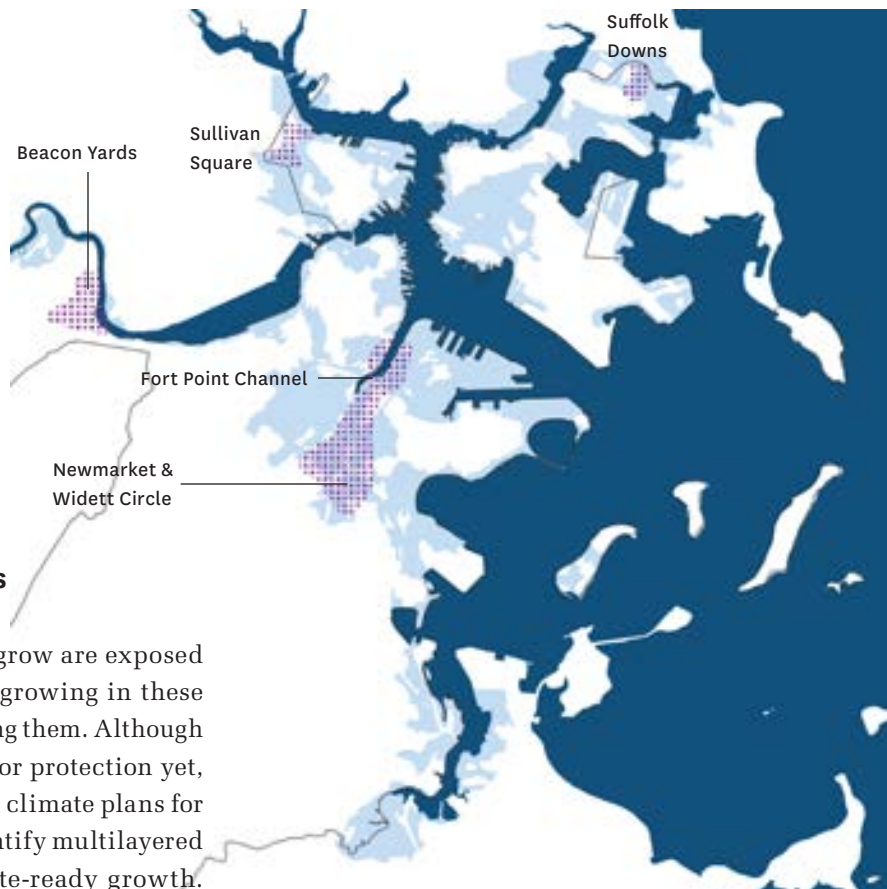
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Boston's approach to climate adaptation will protect our existing housing and job centers and catalyze future growth that is climate-ready. Our work will be grounded in practical, economic decision-making and creative engineering and design and supported by strong partnerships with our residents, businesses, institutions, and federal and state partners. Boston will employ urban climate-adaptation solutions that produce multiple benefits—such as protective systems that also function as parks and active public realm. This approach will ensure that new value is captured to help fund improvements as we simultaneously leverage public funding. We will

create layers of protection—from the district plan to community preparedness. We will take advantage of cycles of building and infrastructure rehabilitation and replacement to make investments, and we will design flexible, adaptable solutions that can evolve as climate conditions continue to change.

Just as Boston has been a leader in reducing greenhouse gas emissions, we will become a global leader in protection and adaptation of waterfront cities, and, in doing so, create new jobs and transferable expertise and unlock opportunities for growth.

- 36 Inch SLR, 1% Annual Chance Flood
- Expanded Neighborhoods



### Boston will develop climate plans for vulnerable areas.

Many of the areas where Boston will grow are exposed to flooding risk as sea levels rise. By growing in these areas, Boston is committing to protecting them. Although we do not know all the mechanisms for protection yet, Boston is investing in developing local climate plans for vulnerable areas. These plans will identify multilayered investments needed to enable climate-ready growth. Boston will approach this topic dynamically, regularly gather the most up-to-date information, and respond to new information as we have it.

### Climate Ready Boston is taking a multilayered approach to climate preparedness.

The City's climate adaptation strategy is developing a multilayered approach to climate planning and investment that will be employed in all of the areas where Imagine Boston is guiding growth and enhancement. Layering multiple strategies will enhance their effectiveness and reduce the risk of failure associated with a single line of defense.

#### Climate Projection Consensus

- › Ensure that decision-making in Boston is informed by the latest Boston-specific climate projections.

#### Prepared & Connected Communities

- › Support educated, connected communities in pursuing operational preparedness, adaptation planning, and emergency response.

#### Protected Shores

- › Reduce Boston's risk of coastal and riverine flooding through both nature-based ("green") and hard engineered ("gray") flood-protection systems.

#### Resilient Infrastructure

- › Prepare the infrastructural systems that support life in Boston to adapt to future climate conditions, and create new resilient systems

#### Adapted Buildings

- › Use regulatory, financial, and other tools to promote new and existing buildings that are climate-ready.



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## Climate-ready building in Boston and abroad

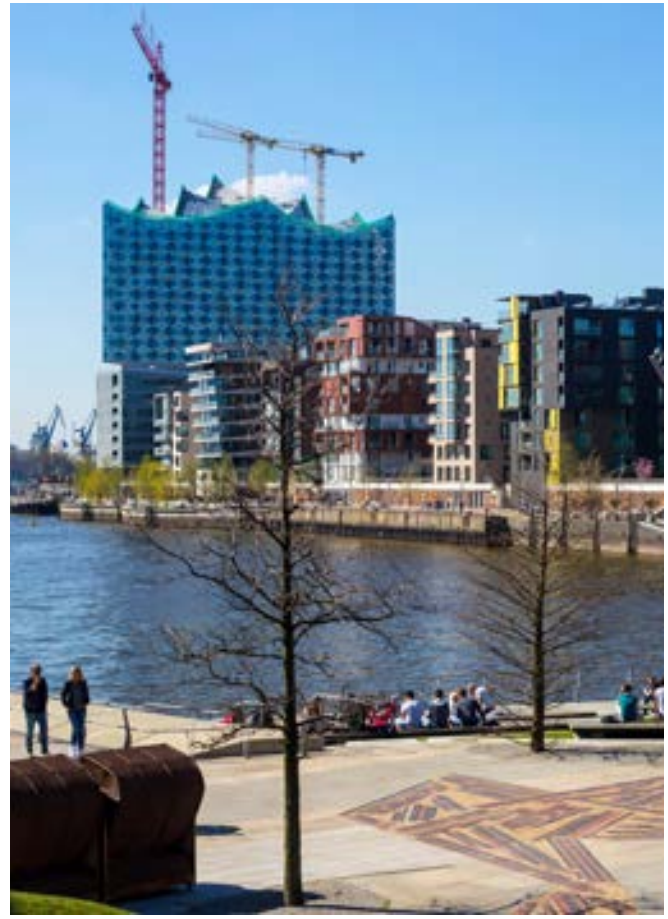
"Prepare for the rising tide by providing coastal management practices along the waterfront."  
**Mission Hill resident via web survey**

"Focus on resiliency to climate change and preparation for storm surges."  
**Roxbury resident via online postcard**

### ↑ GE's New Headquarters in Fort Point

GE is moving its global headquarters from Connecticut to Boston's Fort Point neighborhood, where the company is building a 12-story, 300,000-square-foot building abutting Fort Point Channel that will house 800 jobs. To protect from flooding, GE is elevating its entire site to 4.5 feet above street level. At this elevation, the ground floors and surrounding areas will be just above the 100-year floodplain with the 36 inches of sea-level rise expected by the 2070s. By raising the entire development site, rather than just raising the building entrances, GE's construction has the potential to protect land around the headquarters and could contribute to a larger flood defense system that protects adjacent neighborhoods in the future.





### ↑ Spaulding Rehabilitation Hospital, Charlestown

Completed in 2013, the Spaulding Rehabilitation Hospital sits on a former brownfield waterfront site in the Charlestown Navy Yard. Since it is located where the Inner Harbor meets Little Mystic Channel, the eight-story hospital's greatest climate risks are from wind and flooding from coastal storms. To mitigate these risks, Partners Healthcare built the hospital's first floor 30 inches above the 0.2 percent chance flood elevation and installed mechanical systems on the roof to ensure continued operation in case of a flood. A number of high-efficiency and redundant power and HVAC systems reduce the building's energy requirements and provide safeguards in case of an outage. The hospital is designed to operate for at least four days in "island mode," with onsite power generation, ample food stores, and other supplies.

### ↑ HafenCity, Hamburg, Germany

HafenCity is a former port area on the Elbe River in Hamburg, Germany, that is being redeveloped as a 388-acre mixed-use neighborhood with 14,000 residents and 45,000 jobs. Unlike other areas along Hamburg's coastline, the neighborhood is not protected by dikes. Instead, the entire area is raised 25 feet above the normal high tide mark on artificial compacted mounds. Waterfront promenades and parks step down from elevated buildings to the waterfront, retaining connectivity to the Elbe River and protecting the area from flooding. Existing buildings along the shore are waterproofed to 25 feet above the normal high-tide line and connect to roads that are also elevated 25 feet.



At community workshops in March 2016 residents discussed how the city can approach growth and enhancement.







can kitchen  
quila bar

**BRATTLE BOOK SHOP**  
HOME OF A BROADWAY PLAYERS  
ASTOR DUNBAR THEATRE  
PERFORMING ARTS  
PROGRAMS

**BRATTLE BOOK SHOP**  
19 West St  
**PRIVATE PROPERTY  
NO PARKING**  
VIOLATORS WILL BE TOWED  
BY THE CITY OF BOSTON

**PAPARAZZO**  
Mexican kitchen - quila bar

**BRATTLE BOOK SHOP**

West Street,  
Downtown Crossing







**TOW ZONE**  
**NO STOPPING ANY TIME**  
← →



# Taking Action



**Boston will be a leader in tackling the challenges of our generation. This plan sets a vision for the city we want to be in 2030: a place where Bostonians live in vibrant neighborhoods, where all residents are able to participate in the city’s dynamic economy, and where one of our most significant resources—our waterfront—is prepared to thrive for generations to come.**

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Imagine Boston 2030's action areas provide a place-based framework to guide growth, enhancement, and investment. Action areas are places where initiatives come together to respond to Boston's changes and challenges and achieve multiple goals.



### Enhance Neighborhoods

Improve the public realm, strengthen neighborhood services and connectivity, and encourage contextually sensitive development to improve urban vitality and to affirm each neighborhood's distinct identity.

[See page 144](#)



### Encourage a Mixed-use Core

Continue to encourage dense, walkable, mixed-use development and public realm improvements to foster a core where people live, work, and gather.

[See page 168](#)



### Expand Neighborhoods

Provide significant new mixed-use housing and encourage job growth in transit-accessible areas at the edges of existing neighborhoods to reduce housing-price pressure, expand access to opportunity, and stitch together the physical fabric of the city.

[See page 190](#)



### Create a Waterfront for Future Generations

Create a waterfront for all Bostonians that is climate-resilient and has the stewardship needed to thrive for coming generations.

[See page 236](#)



### Generate Networks of Opportunity: Fairmount Corridor

Expand access to opportunity and reduce disparities through coordinated investments in transportation, neighborhood vibrancy, and education.

[See page 260](#)



# Boston Voices

**In Fall 2016, more than 1,400 Bostonians participated in a building block activity to inform how Boston grows and enhances neighborhoods.**

The 26-member engagement team talked to more than 1,400 residents at 52 community events, farmer's markets and festivals citywide. Each resident started with a board that represented three kinds of places in Boston: existing neighborhoods, high-rise areas like Downtown and the Seaport, and neighborhood edges. Residents envisioned future growth by allocating blocks representing new housing and spaces to work in these different types of places. Participants distributed housing relatively evenly between the three types of places; new space to work was slightly weighted toward high-rise areas, but participants allocated significant space to work to edge areas and existing neighborhoods.

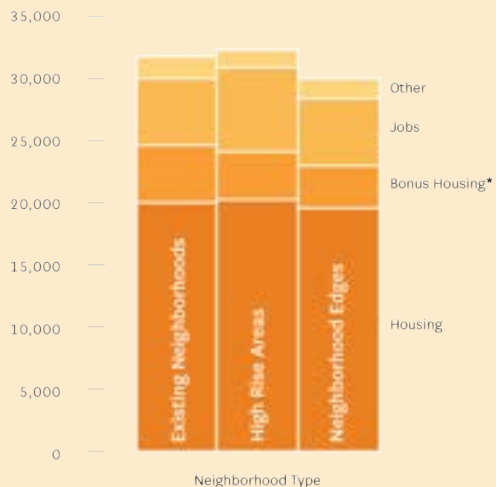
The activity also challenged participants think about the resources that neighborhoods need in addition to housing and jobs. Participants could add up to five blank blocks that could represent any additional resources that neighborhoods need to be complete. Transportation and education were common topics for blank blocks, with transportation ideas ranging from new T stations to Hubway stations, ferries and bike paths and education ideas including preschools, K-18 schools, and adult education. Retail, restaurants, arts and culture were also frequent ideas, especially in existing neighborhoods. Participants also engaged with climate protection strategies, integrating seawalls and floodable marshes to neighborhood designs and adding elevated ground floors to buildings.

→

A participant posed with her creation at Love Your Block in Mattapan on October 15, 2016.



### Building Blocks Used by Neighborhood Type



### What else do neighborhoods need?



Participants in the building-block activity located nearly equal amounts of new housing in existing neighborhoods, high-rise areas, and neighborhood edges, suggesting that residents are interested in provided needed housing both in traditionally residential areas and in areas that have historically had fewer

residential uses. The allocation of significant space to work in existing neighborhoods and edge areas, in addition to high-rise areas, reflects the desire to see jobs more distributed in the city.

\* Bonus housing (orange building blocks) was described as additional housing units that will increase affordability.

The engagement team visited District Hall on the South Boston Waterfront on October 5, 2016. ↓







...residents want new places to live, work, and play throughout the city.

...there are a lot of ideas for how to build a more inclusive, livable city.



...SURVEYS VIA STREET TEAM

...PANEL DISCUSSION & FORUM

...COMMUNITY WITH ALL PARTICIPANTS

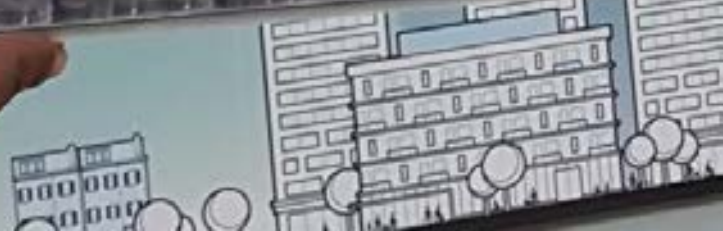
# How do we build the Boston we imagine by 2030?

#ImagineBoston @ImagineBos

Housing



Climate Change Strategy







How do we build the Boston we imagine by 2030?

#ImagineBoston  
@ImagineBos

EXISTING NEIGHBORHOODS

Jobs (Commercial Uses)



Trans

SCHOOL

COMMUNITY CARE

A mother and daughter team added schools, a community center and transportation to their city of 2030 at the Nuestra Comunidad Anniversary Festival in Dudley Square on October 6, 2016.





# Enhance Neighborhoods









**Improve the public realm, strengthen neighborhood services and connectivity, and encourage contextually sensitive development to improve urban vitality and to affirm each neighborhood's distinct identity.**

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We will strengthen what we love about our neighborhoods in a way that affirms each area's distinct identity. Residents care about making neighborhoods more vibrant places, with great parks, schools, restaurants, buildings, and retail amenities. In workshops, online, and on the street, people who live and work in Boston expressed their desire to strengthen the unique characteristics and identities of their neighborhoods, from the music scene in Allston, to the arts of Upham's Corner, to the strong immigrant community in Chinatown, to the historic district of Beacon Hill, to the independent businesses along Centre Street in Jamaica Plain.

Residents are eager to see job growth in or around their neighborhoods, encourage small businesses on their main streets, and have places where people can gather, such as parks, playgrounds, and coffee shops. There is concern about the rising cost of housing and a

desire to preserve and enhance the unique character of the neighborhoods.

Imagine Boston will guide preservation, enhancement, and growth in neighborhoods to further improve the specific characteristics that make each place vibrant, inviting, and connected to the rest of the city. This means facilitating contextually appropriate residential and commercial development on neighborhood main streets and infill development on residential side streets at the scale of the existing neighborhood fabric. We will undertake this work in close collaboration with residents in each neighborhood to ensure that new development enhances quality of life for existing residents.



"It is important that affordable owner-occupied housing is built for first-time owners"

**Resident via draft plan feedback**

"Bring stability and opportunity to every neighborhood. Improve business districts and create opportunities for small businesses."

**Roxbury resident via text message**

"We [need to make sure] that new residential development in low- to moderate-income areas is accompanied by high-quality-of-life amenities, including good, safe multimodal transportation, walking distance parks, preservation of preexisting greenery, especially mature tree canopy, additional greenery where needed, high-quality food and other consumer stores, businesses with good jobs."

**Resident via draft plan feedback**



## This is what we aspire to achieve

### Ensure Housing Affordability

Neighborhoods will provide housing for Bostonians of a variety of incomes. Existing housing, especially affordable housing, will be stable, and proactive antidisplacement policies will be implemented. Newly developed housing will be responsive to area incomes and support mixed-income communities.

### Enhance Neighborhood Character

The character of our neighborhoods will be strengthened through strategic preservation and enhancement. This preservation will honor our history and neighborhood character, while enabling neighborhoods to evolve to meet new needs.

### Encourage Contextually-Sensitive Development

New development will be contextually responsive, focused on filling gaps in neighborhood main-street corridors and complementing the scale and form of existing buildings along residential streets—whether the three-deckers of Dorchester or the mid-nineteenth-century rowhouses of the South End.

### Invest in Public Realm & Open Space

Streetscape, open space, arts, and public space enhancements will improve the quality of the public realm and reflect local culture.







### **Strengthen Job Access**

Neighborhoods will connect residents to jobs, by encouraging job growth and small business growth in neighborhoods, by establishing job-training programs in neighborhoods, and by improving transit connections to job centers.

### **Improve Transportation Connections**

Transportation connectivity improvements will provide a range of mobility options to residents, with a focus on proactive investments to improve connections in neighborhoods farther from transit.

### **Provide Amenities for Everyday Needs**

Neighborhoods will have a mix of uses that meet Bostonians' daily needs. Main street retail will enable residents to meet every day needs, including drug stores and grocery stores with healthy food options.

### **Foster Community Gathering Spaces**

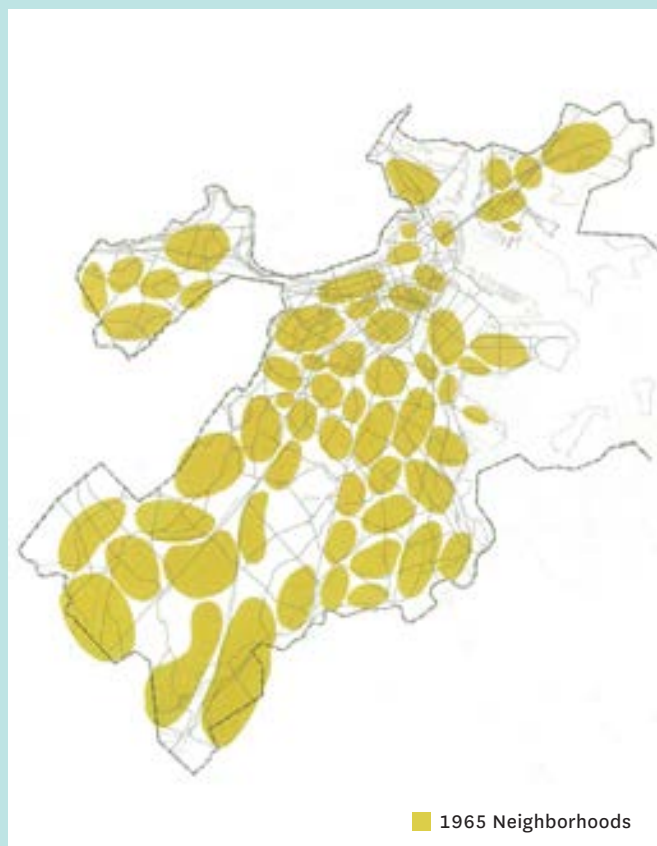
Main streets will be places of congregation. Fostering a strong set of community gathering places in every neighborhood will strengthen the social vitality of our communities and city by enhancing relationships and collaboration.

### **Design Public Spaces for All Ages**

By taking into account the practical needs of our young people and elders, we can design neighborhoods that work for residents of every age.

Boston’s neighborhoods are the multiple “centers” of the city and retain a strong local sense of identity.

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**↑ Boston’s 1965 Neighborhoods**

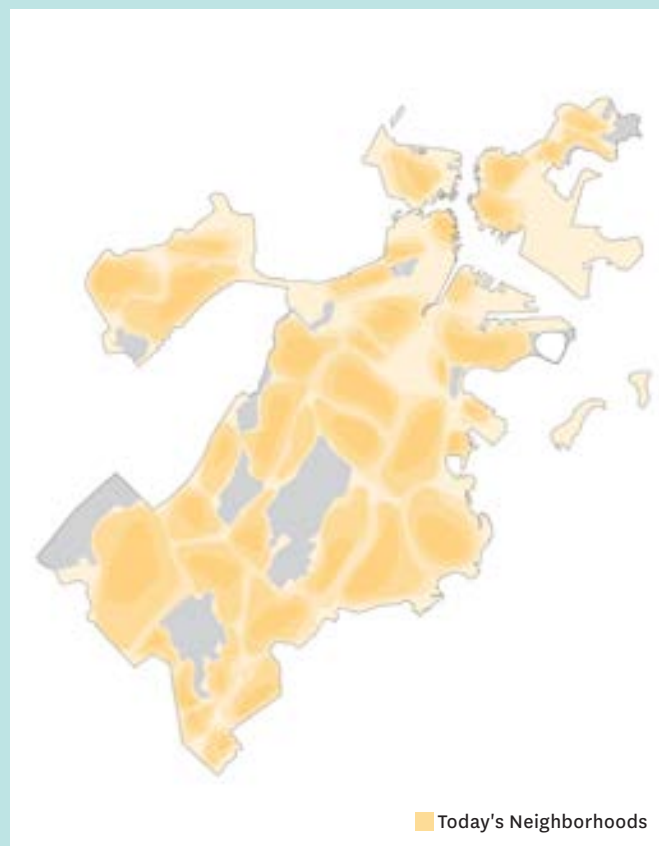
The last citywide plan, from 1965, included this map titled, “Boston’s existing pattern of separate districts and residential neighborhoods.” In some areas, neighborhoods were even more tightly defined than we perceive them today, and entire areas that we now consider neighborhoods—such as Fort Point—were not depicted on the map.

**↑ Differing Neighborhood Definitions**

Today’s City Council districts and the City’s official neighborhood boundaries overlap but differ, and census tracts—the basis of many of the demographic map analyses—offer yet another layer of geographical boundaries.

Often called a “City of Neighborhoods,” Boston has a unique physical structure. Outside of the historic Shawmut peninsula, the city’s residential neighborhoods have a consistent structure although their particular characters and densities are quite different. Neighborhoods tend to have one predominant residential building stock—whether rowhouse, apartment building, three-decker, or single-family—and also have a commercial main street that provides day-to-day retail and civic amenities and gives a sense of shared identity to the neighborhood.

In addition, schools, fire and police stations, parks, and post offices contribute to the function and life of these centers. These neighborhood centers provide a place to run into neighbors, catch up on community happenings, and take stock of urban life during snow storms, holidays, and when our sports teams win championships. These distinct neighborhoods are often at a finer grain than the broader neighborhood designations of Dorchester, Roxbury, or the South End.



Source: Bostonography.com Map your Neighborhood Again 2015;

### ↑ Crowdsourced Neighborhood Boundaries

The cartographers at [Bostonography.com](http://Bostonography.com) recently crowdsourced neighborhood boundaries. They sought to know: Where are the areas of consensus? Where are the disputed zones? Where are the no-man’s lands? What they found was general consensus on neighborhood centers but fluid definitions of the boundaries.

### ↑ Today’s Neighborhoods

A reimagining of the 1965 neighborhood map, based on the crowdsourced neighborhood definitions, shows how perception of the city by residents has changed. What were formerly “no-man’s lands” such as the South Boston Waterfront and Fort Point, are now neighborhoods. Boston remains a city of neighborhoods, but these definitions have evolved and will continue to change.



## Different neighborhoods will need different investments to thrive.

City Hall To Go brings neighborhood services to different parts of the city.



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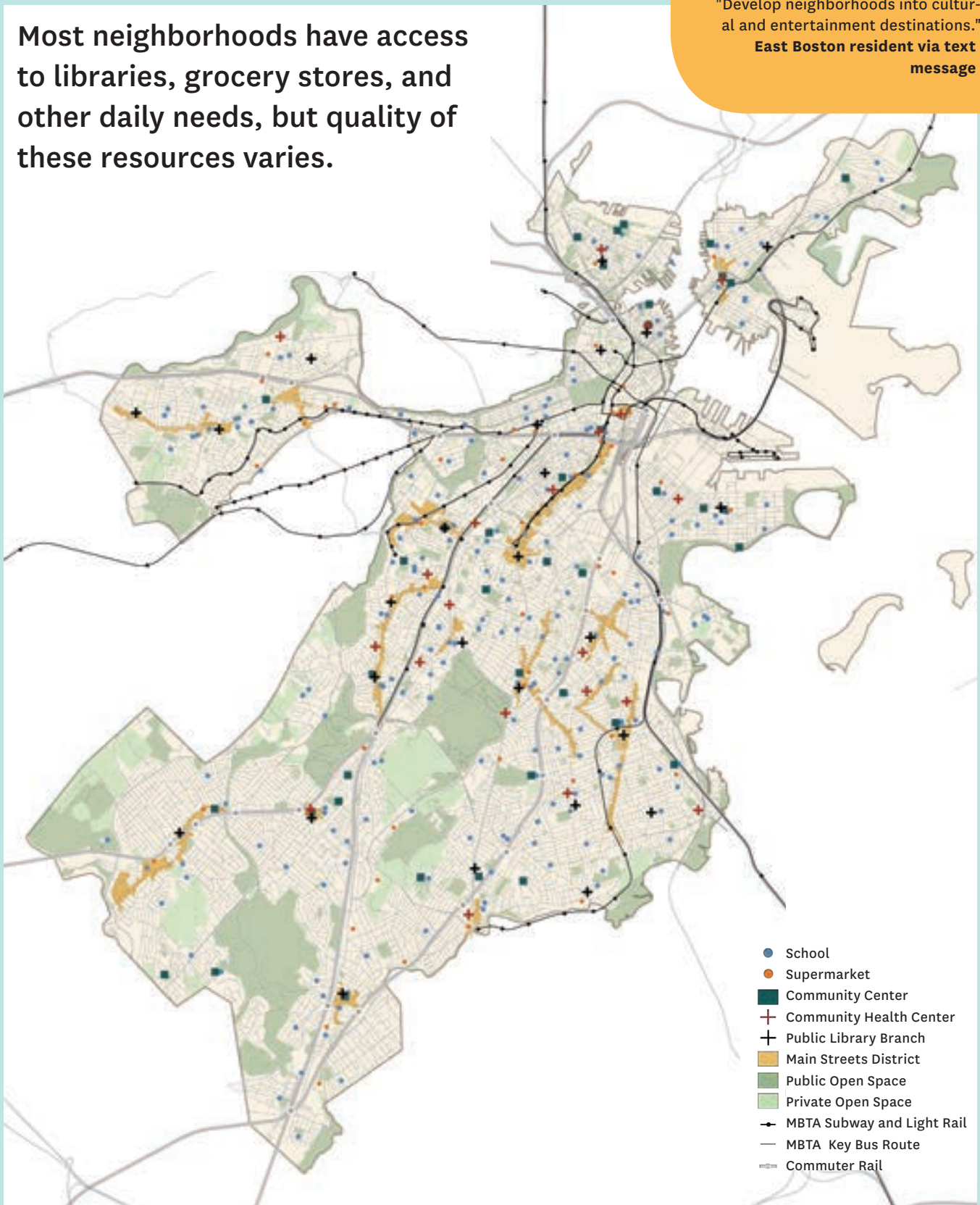
Over the last 50 years, the City of Boston has made a concerted effort to enhance neighborhoods with schools, parks, police stations, libraries, and health centers throughout the city. This goes back to the Little City Halls of the 1970s, which improved local services and access to government, and continues to this day with NeighborHubs and the “City Hall To Go” trucks that make public services more accessible in neighborhoods.

While our civic facilities are largely well distributed, neighborhoods vary in their quality of transportation, open space, main streets, and housing. Access to efficient and reliable transportation has been a recurring theme

in residents' comments. The “hub-and-spoke” model that connects neighborhoods to the commercial core makes it challenging to move between neighborhoods and access our increasingly multinodal distribution of jobs. Bostonians also said that in many neighborhoods, the public realm, from streets to sidewalks to open spaces, needs more investment. Increasing connectivity, transforming the public realm, and encouraging growth on main streets can increase the vitality of neighborhoods. Given the diversity of Boston's neighborhoods, each area will need different investments to thrive.

"Develop neighborhoods into cultural and entertainment destinations."  
East Boston resident via text message

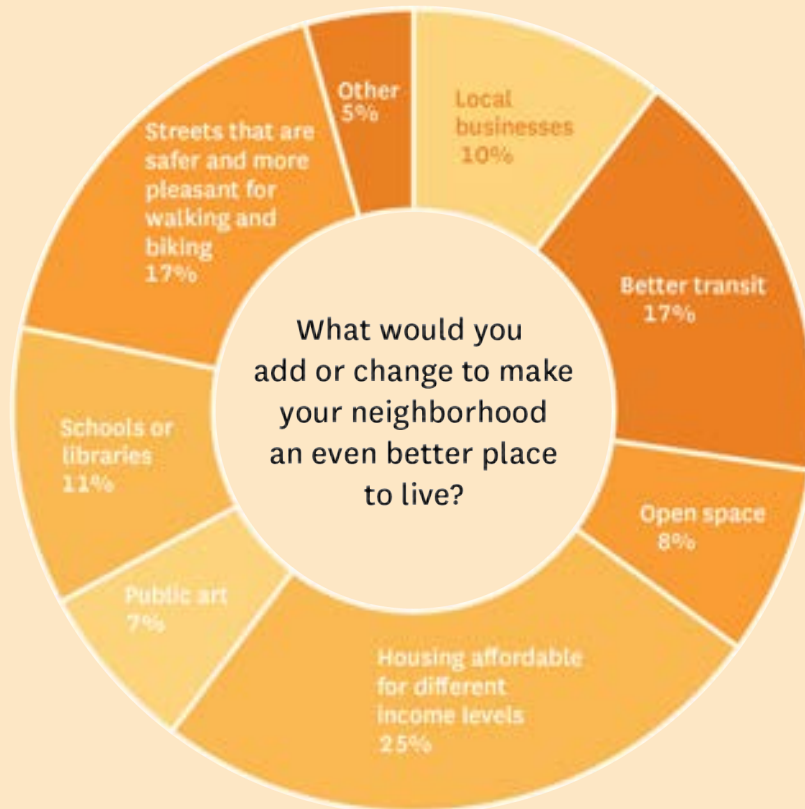
Most neighborhoods have access to libraries, grocery stores, and other daily needs, but quality of these resources varies.



Source: City of Boston Open Data, City of Boston 2015 Assessors Data, BDPA, MassGIS City of Boston Open Data

**Bostonians have a shared vision for neighborhoods: housing that is affordable at different income levels, reliable and safe transportation, and vibrant main streets.**

In Spring 2016, nearly 7,500 people responded to a survey on postcards, at the Imagine Boston Forum, and online. When asked, "What would you add or change to make your neighborhood an even better place to live?", housing affordability was ranked first. More walkable, bikeable neighborhoods were also important, as was improved transit access.



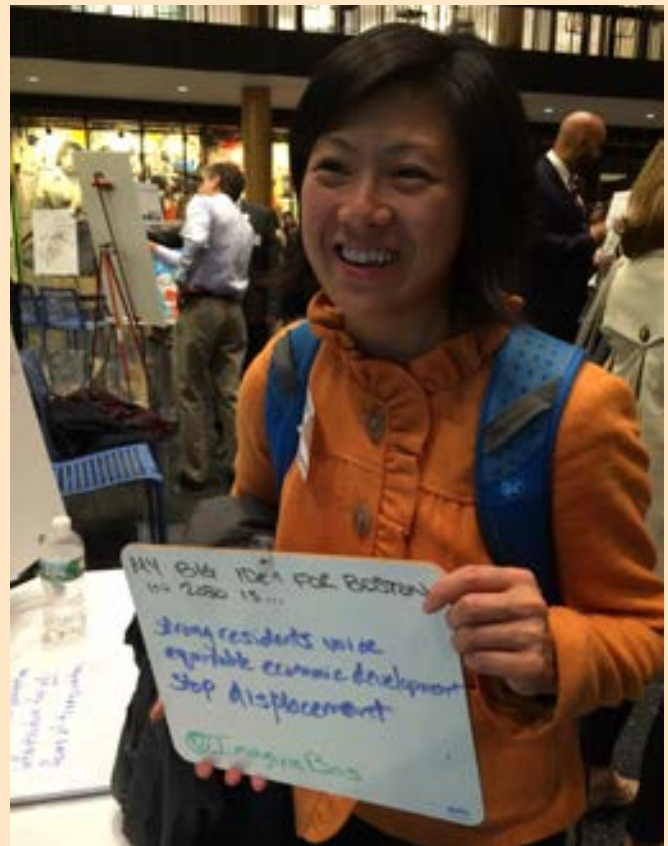
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The Spring 2016 survey included this question. (Survey source: 7,421 surveys, 7,070 comment cards through street teams, 153 website responses, 198 Imagine Boston Forum responses—respondents asked to rank choices; above answers were ranked #1)



Housing affordability and neighborhood jobs were top themes raised at open houses in Fall 2015.  
→

Three of the 7,500 post-card surveys completed in Spring 2016.



In Fall 2016 the Imagine Boston Engagement Team brought a building block activity to more than 50 events across the city. Participants chose to locate new housing approximately evenly in all areas of the city as a way to increase housing affordability.

## We will enhance neighborhoods through a combination of citywide initiatives and neighborhood-specific approaches.

### We will...

#### Stabilize housing and reduce displacement

To help Boston residents remain in their homes and communities, we will aggressively pursue policies that prevent displacement, including strengthening and expanding eviction and foreclosure prevention, tenant organizing, and homeownership assistance programs. In some neighborhoods, we will also collaborate with partners to encourage strategic land acquisition that ensures affordability and prevents displacement. In addition, we will identify opportunities to address racial disparities in housing-cost burden and homeownership.

- › Boston has created an Office of Housing Stability that will support residents at risk of eviction and housing instability.

"Neighborhoods are great if they have a sense of place and offer plenty of multimodal transportation options. Boston is a city built around its squares. Enhancing neighborhoods should be about taking back squares so they first serve people, not cars. Each neighborhood square should serve as a mobility hub for the community and provide a sense of place."

**Roxbury resident via online survey**

#### Work to create neighborhood Mobility microHUBs

These will provide local connections by clustering bike share and car share near bus stops and train stations, with wayfinding and placemaking to expedite transfers, make multipart trips easier, and make sure active transportation infrastructure is near places residents need to travel between.



- › Hubway stations, like this one in East Boston, are key components of Mobility microHUBs, which will provide a range of connected travel choices centered around T-stations, bus network nodes, and local destinations. These nodes will be clearly-branded with real-time interactive information displays about transit schedules and shared vehicle availability.

#### Create vibrant main streets

We will collaborate with local businesses and main streets organizations to create, build, and sustain healthy neighborhood commercial districts that serve residents' daily needs through streetscape investments, small business support, and improved connections to surrounding neighborhoods.



- › The Boston Main Streets initiative is composed of 20 main street organizations that aim to create, build, and sustain healthy neighborhood commercial districts through streetscape investments, small business support, and enhanced connections to surrounding neighborhoods.

“Create affordable microapartments for young people.”  
**Allston resident via travelling display feedback**

### **Pursue policies that encourage the production and maintenance of deed-restricted low-, moderate-, and middle-income housing**

These policies include the Inclusionary Development Policy (IDP) and linkage payments, the reuse of surplus City parcels as locations for affordable housing, and the Community Preservation Act. It also includes encouraging experimentation with new housing models that build affordability into the design such as additional dwelling units (sometimes known as in-law apartments), smaller unit sizes, and units that unbundle the costs of housing from those of parking.

- › The Mayor's Housing Innovation Lab is exploring concepts such as smaller living, Additional Dwelling Units, and innovative approaches toward student housing.

### **Provide twenty-first century learning experiences and facilities**

We will invest in modern schools and flexible spaces that serve all of Boston's communities to prepare our students to be career-ready, equity-oriented, contributors to their communities, and full of agency. To ensure our schools are equipped for the task, we will modernize local school infrastructure through the BuildBPS Ten-Year Educational and Facilities Master Plan and develop innovative modes of instruction through High School Redesign.

- › A new \$73.5 million building at the 6-12th grade Dearborn STEM Academy is scheduled to open in 2018 in Dudley Square. The new space has been designed for twenty-first century student learning and will include flexible spaces for collaboration between students and adults and a high capacity for the use of technology, including a Fab Lab and learning commons.



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### Make neighborhoods healthier places to live

We will encourage mixed-use, compact communities where it is easy to bike and walk, improve access to healthy and affordable food, expedite response times for emergency services, and improve indoor and outdoor air quality.

- › Farmers' markets in Roslindale and Mattapan bring fresh produce and other locally made goods to their respective neighborhoods.

### Continue to improve access to and maintenance of neighborhood parks

We will continue to improve parks with quality features and programming that meets the needs of Boston's diverse residents, visitors, and workers. We will invest in play amenities that contribute to meaningful community gathering spaces, bolster opportunities for equitable economic growth, and enhance the quality of public life for residents of all ages.

- › The City is investing in major improvements for Harambee Park, including new basketball courts, a playground, and improved connections to Blue Hill Avenue.

### Develop neighborhood plans and zoning

We will work with communities to develop neighborhood plans that guide uses, density, and public-realm investments in neighborhoods. These planning processes aim to align land use regulations with the aspirations of the community and improve quality of life.

- › PLAN: Dudley Square is underway, with City planners and community members jointly working to create a comprehensive development opportunity plan and streamline an implementation plan for publicly-owned and vacant privately-owned parcels in the neighborhood.

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### Expand investment in art in the public realm

We will expand art in public spaces through a percent-for-art program on municipal construction projects and ask private developers to follow our example. Through partnerships, we will work to bring compelling temporary and permanent public art to Boston's streets and open spaces.

- › A new public art project for Hyde Square was commissioned earlier this year.

“Include community gardens and green spaces in neighborhood design”

**Allston resident via traveling display feedback**

“Make building more densely near transit easier by updating zoning, and eliminating restrictions like Floor Area Ratio [density] limits or minimum parking restrictions.”

**Brighton resident via online postcard**

Public libraries anchor main streets in neighborhoods across Boston as spaces to learn, create, gather, and engage.

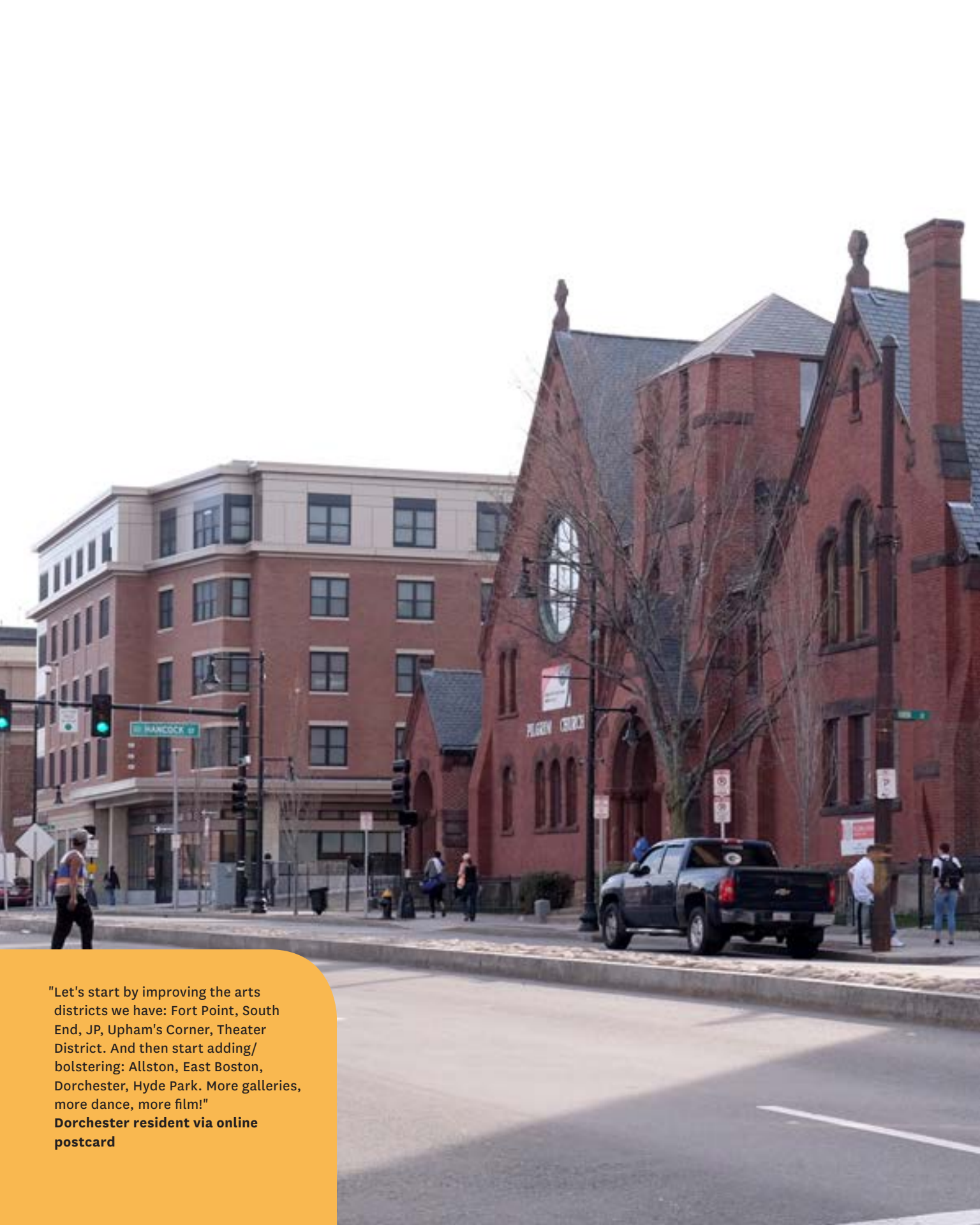
Boston Public Library (BPL) was established in 1848 as the first free municipally funded library in the United States; today it is the largest public research library in New England.<sup>1</sup> With branches in every neighborhood in the city, BPL is a resource for all residents. It is a home for reading, adult education, community programming, information access, and cultural engagement and exchange.

BPL continues to expand its role in the community. Library branches are strengthening their positions as “third spaces,” with new and renovated areas to facilitate public discourse and events. BPL is also transforming libraries into places where Bostonians can not only consume but also create knowledge, whether through next-generation technology and fabrication, or through education, civic engagement, and arts and culture, or simply writing. BPL is investing in neighborhood branches to ensure that they not only continue to fulfill their original mission—providing free access for everyone, regardless of background—but also make investments to serve the needs of the public in future decades.



This vision can be seen in the investments made in the current renovation of the Jamaica Plain Branch, which will increase the building square footage by 20 percent.<sup>2</sup> The new space will include gathering spaces such as a new children’s room, a teen area, a reading room and a Digital Maker space with a 3D printer, visual, and graphic software technology.

BPL is also investing in new programming across all locations. BPL programs like English as a Second Language Conversation groups advance learning for both native and non-native English speakers and reinforce the role libraries play as community hubs.



"Let's start by improving the arts districts we have: Fort Point, South End, JP, Upham's Corner, Theater District. And then start adding/ bolstering: Allston, East Boston, Dorchester, Hyde Park. More galleries, more dance, more film!"  
**Dorchester resident via online postcard**



# Enhanced Neighborhood Pilot: Upham's Corner

**Investments in Upham's Corner will strengthen the community's historic main street fabric, enable economic mobility and local innovation, and support a vibrant arts and culture hub. Investments will also preserve affordability and prevent displacement.**

Imagine Boston's enhanced neighborhood approach builds on Upham's Corner's strongest assets—a diverse and engaged population of residents, historic fabric, and a burgeoning arts community. It identifies actions to address local needs for housing and commercial space that is affordable, improve access to jobs and quality transportation, and strengthen new and existing cultural infrastructure. Specifically, key actions aim to prevent housing displacement, revitalize and reimagine existing assets such as the historic, City-owned Strand Theatre, preserve the supply of affordable commercial spaces, and bolster the neighborhood's role as a hub for arts, culture, and innovation.

Upham's Corner can be a model of planning that uses public-private partnerships and community engagement to enhance quality of life for residents,

attract investment, and encourage economic activity. The City will explore new funding mechanisms, use existing City services and financing tools, and coordinate with partners to encourage development activity by public and private landowners, enterprises, and investors.

The vision to enhance Upham's Corner complements and reinforces ongoing City plans and initiatives for the area, including the Fairmount Indigo Corridor Plan, the Neighborhood Innovation District between Dudley Square and Upham's Corner, and ongoing City work to improve service on the Fairmount/Indigo Line. The strategy set forth for Upham's Corner has the potential to serve as a pilot for enhancing neighborhoods along this line and in neighborhoods throughout the city.

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## Key Actions

- › City-catalyzed investments and policies to promote dense walkable areas around transit stops
- › Policies and strategic land acquisition and development to ensure affordable housing and commercial space
- › Improved connections, frequency, and user experience on the Fairmount/ Indigo Line
- › Support of local businesses, artists, and entrepreneurs
- › Foster the creation of an arts innovation district with artist housing and resources
- › Improved Upham's Corner Branch library and spaces
- › Investments in Columbia Road as a green and active corridor

## Upham's Corner is an important commercial and community center that anchors a strong and cohesive residential neighborhood.



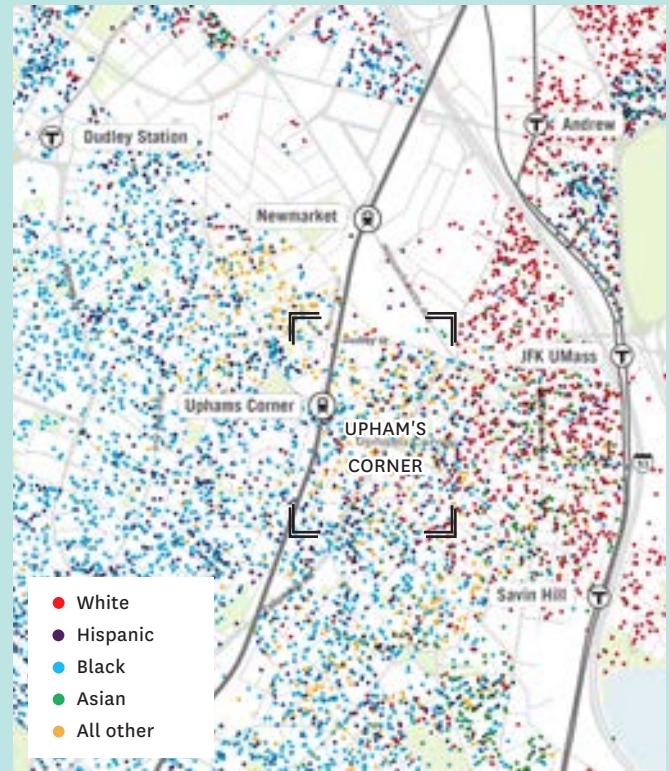
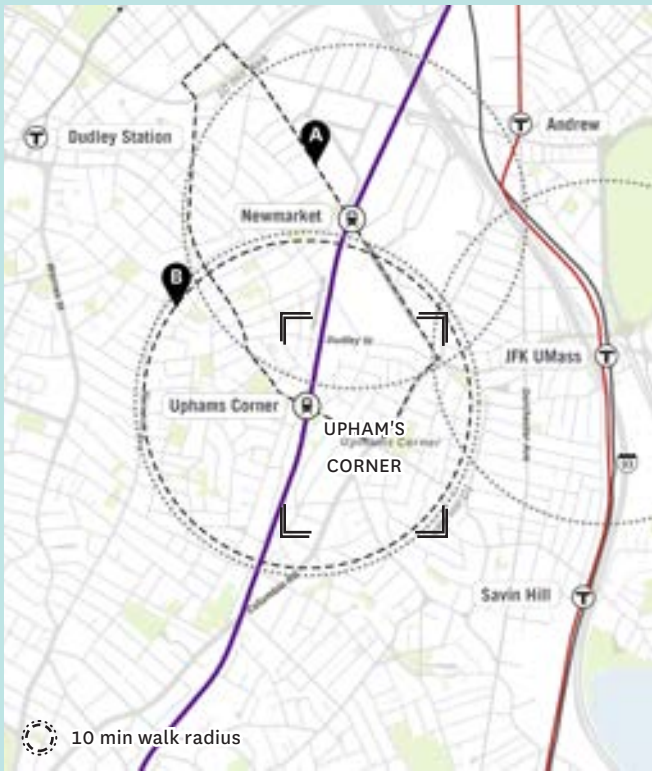
Upham's Corner's historic main street district was a bustling commercial center for most of the nineteenth and early twentieth centuries, beginning when Amos Upham opened a dry goods store on the corner of Dudley Street and Columbia Road in 1804.<sup>3</sup> The area around this intersection is now home to cultural and historic assets ranging from the Dorchester North Burying Ground, which dates back to 1633 and is home to the graves of William Stoughton, the Chief Justice during the Salem Witch Trials;

John Foster, the first printer in Boston; and slaves who lived in the area.<sup>4</sup> The neighborhood is also home to the City-owned Strand Theatre, which opened the night that WWI ended and originally served as a movie and vaudeville house. After going through a period of decline, the Strand was revived by a neighborhood group in the 1970s.<sup>5</sup> Community-based organizations such as the Upham's Corner Health Center and Upham's Corner Main Street, Inc. continue to support the neighborhood today.

The neighborhood itself is recognized as one of the most diverse in the nation.<sup>6</sup> It has lower income and educational attainment than the citywide average. Only 45 percent of the population age 25 and over has more than a high school education, compared to 64 percent of the city, and median household income is lower than the city average at just over \$41,000 per year.<sup>7</sup>

Key assets and recent investments present an opportunity to strengthen the neighborhood fabric and raise the quality of life for nearby residents. Upham's Corner benefits from its proximity to a stop on the Fairmount/Indigo Line and to the MBTA's Route 15 Bus along Dudley Street, a route that will be enhanced as part of the MBTA's Key Bus Route Improvement Program. These connections place Upham's Corner within a broader constellation of existing and emerging job centers in the area, including Newmarket and Widett Circle and Dudley Square. Recent investments in innovation have further strengthened the neighborhood's role as a local job center and creative economy node, the most notable example being the new Fairmount Innovation Lab, an incubator and accelerator for creative companies along the Fairmount corridor.

"There [are] large improvements in our neighborhood, but we're failing to attract business to fill empty storefronts or to replace the redundant stores...would be great to see something happen in [Upham's] Corner business wise."  
**Dorchester resident via online mapping comments**



**Existing Plans**

**A Dudley Square-Upham's Corner Corridor Neighborhood Innovation District Plan (2015):** Pilot Neighborhood Innovation District to test the viability of similar districts across the city. Recommended investments include skills and vocational training for entrepreneurs and innovators, affordable space for entrepreneurs to live and work, enhanced transit accessibility, and high-speed internet connectivity.

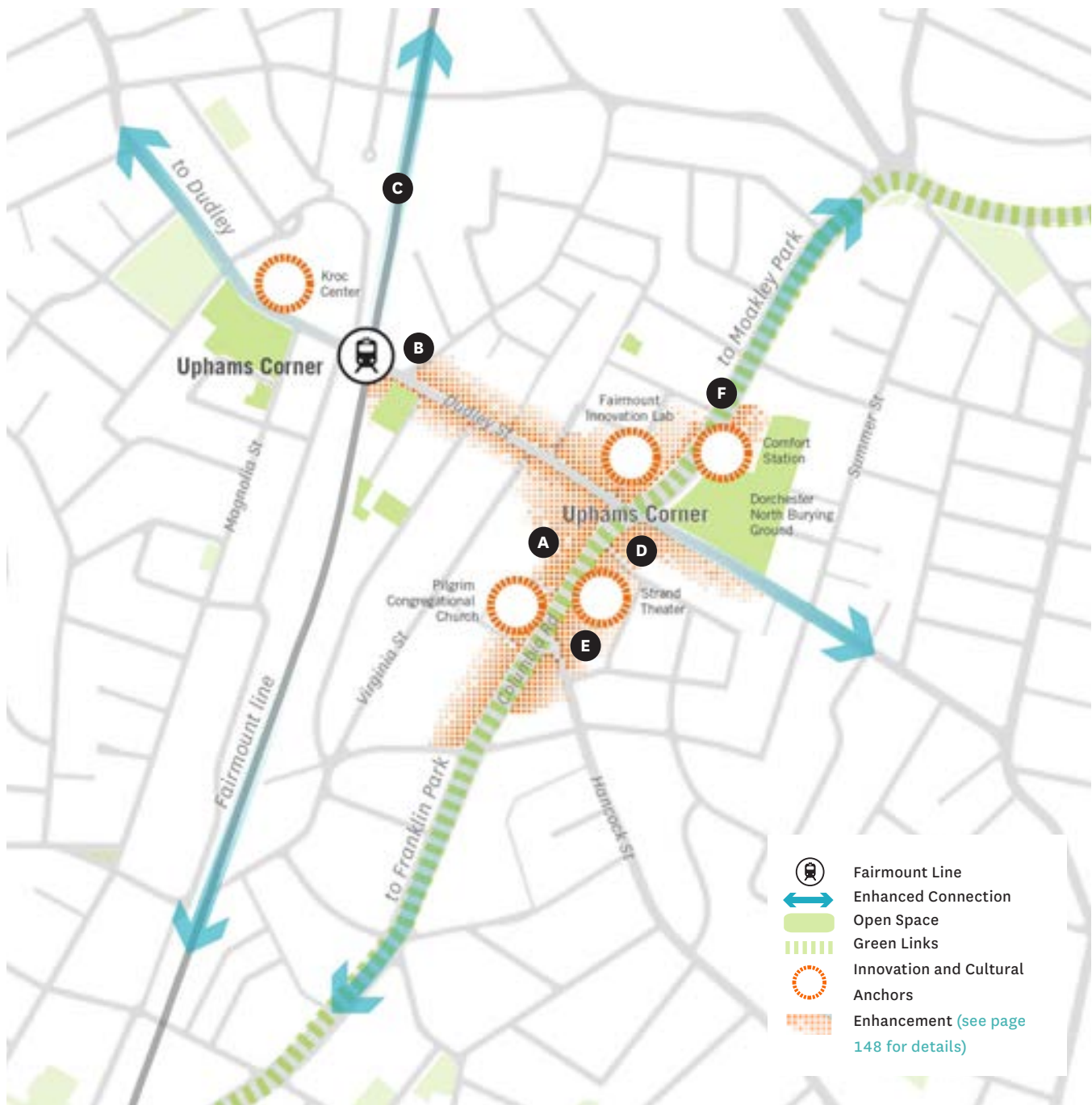
**B Fairmount Indigo Corridor Plan (2012):** Community-based, comprehensive planning process to address the need for economic growth and physical improvement along the Fairmount corridor. The planning effort focuses on guiding economic and physical development, encouraging sustainable growth, and prioritizing economic prosperity for existing residents.

**Population by Race**

Upham's Corner is one of the most diverse neighborhoods in the nation. 41 percent of residents are black, 26 percent are Hispanic or Latino, and 15 percent are white, with large Cape Verdean and West Indian populations.







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- A** Investments and policies to assure affordable housing
- B** City-catalyzed investments around key transit stops
- C** Improved connections, frequency, and user experience on the Fairmount/Indigo Line
- D** Support of local businesses, artists, and entrepreneurs
- E** Foster the creation of an arts innovation district with artist housing and resources
- F** Investments in green and active corridors

## Actions and Investments

**Key assets and recent investments present an opportunity to strengthen the neighborhood fabric around Upham's Corner and raise the quality of life for nearby residents.**

### Arts and Culture

- › Reimagine the Strand Theatre as a city-wide arts anchor, structured to serve the needs of artists and the arts community
- › Invest in infrastructure to support arts and culture that is accessible to all residents
- › Promote the creation of artist housing near other arts assets
- › Improve Upham's Corner Branch library
- › Continue to preserve and rehabilitate historic assets such as the Comfort Station and Fox Hall
- › Use art to uncover the potential of overlooked spaces within the neighborhood and create gathering spaces for community

### Transportation

- › Boost the quality of Fairmount/Indigo Line through improved connections, frequency, and user experience
- › Invest in streetscape, crosswalks, and wayfinding improvements along Dudley Street to improve pedestrian, bike, and bus connections to the Fairmount/Indigo Line station
- › Collaborate on improvements to nearby Bus Routes, including routes 12, 15, 16, 17, and 41, with a focus on boosting service during off peak hours and connectivity to the rest of the transportation system
- › Improve Route 15 as part of the MBTA's Key Bus Route Improvement Program
- › Invest in an active transportation corridor, including safer crosswalks and more walkable and bikeable green space along Columbia Road

### Open Space

- › Invest in wayfinding and greener connections between Upham's Corner and the Fairmount/Indigo Line along Dudley Street
- › Enhance the Dorchester North Burying Ground as a cultural and green space destination
- › Foster greater connectivity between local parks, including along the route to the Fairmount/Indigo Line stop and enhancing Mary Hannon Park.

### Housing

- › Ensure housing for the full range of income groups (aiming for approximately one-third of units for affordable housing, one-third for middle income, and one-third for market-rate housing)
- › Implement proactive antidisplacement measures using a phased approach that targets the right tools at the right time to ensure a stable residential fabric
- › Strategic land acquisition and development to create affordable housing and commercial space and maintain the diversity of residents that live in the neighborhood

### Economic Development

- › Use city-catalyzed investments and policies to promote dense walkable areas around transit stops
- › Encourage a Dudley-Upham's Corner neighborhood innovation district that builds on existing businesses and nonprofits
- › Equip residents with skills needed to access quality jobs in Upham's and other job centers through mentoring, entrepreneurship training, and targeted vocational training
- › Provide the infrastructure businesses, artists, and entrepreneurs need to succeed, including affordable commercial space, incubation, access to reliable transportation, and streamlined City processes for setting up and growing a business.
- › Support existing businesses with commercial antidisplacement efforts and by ensuring affordable spaces for small businesses
- › Explore steps to develop the City's ability to acquire, assemble, and develop sites



### **Upham's Corner Pilot Process & Relevance to Other Areas**

The community-led, City-catalyzed process for investing in Upham's Corner provides a template for the process through which Boston can enhance other neighborhoods. The City's role is to jump-start the process through strategic focus and targeted investments that stem from the community's vision for their neighborhood. To ensure that investments benefit the existing community, policies to ensure affordability and prevent displacement will form the foundation of enhancement efforts. Once these are in place, the City can pursue investments in main-street corridors, civic infrastructure, and improved transit access for the local community. Just as Upham's Corner will build on its strength as an arts and innovation cluster, other neighborhoods can adopt similar policies and programs to amplify their distinct strengths. The City aims to pilot innovative tools in other enhanced neighborhoods such as Dudley Square in Roxbury and East Boston.





STRAND





Encourage a  
Mixed-use Core







## Continue to encourage dense, walkable, mixed-use development and public realm improvements to foster a core where more people live, work, and gather.

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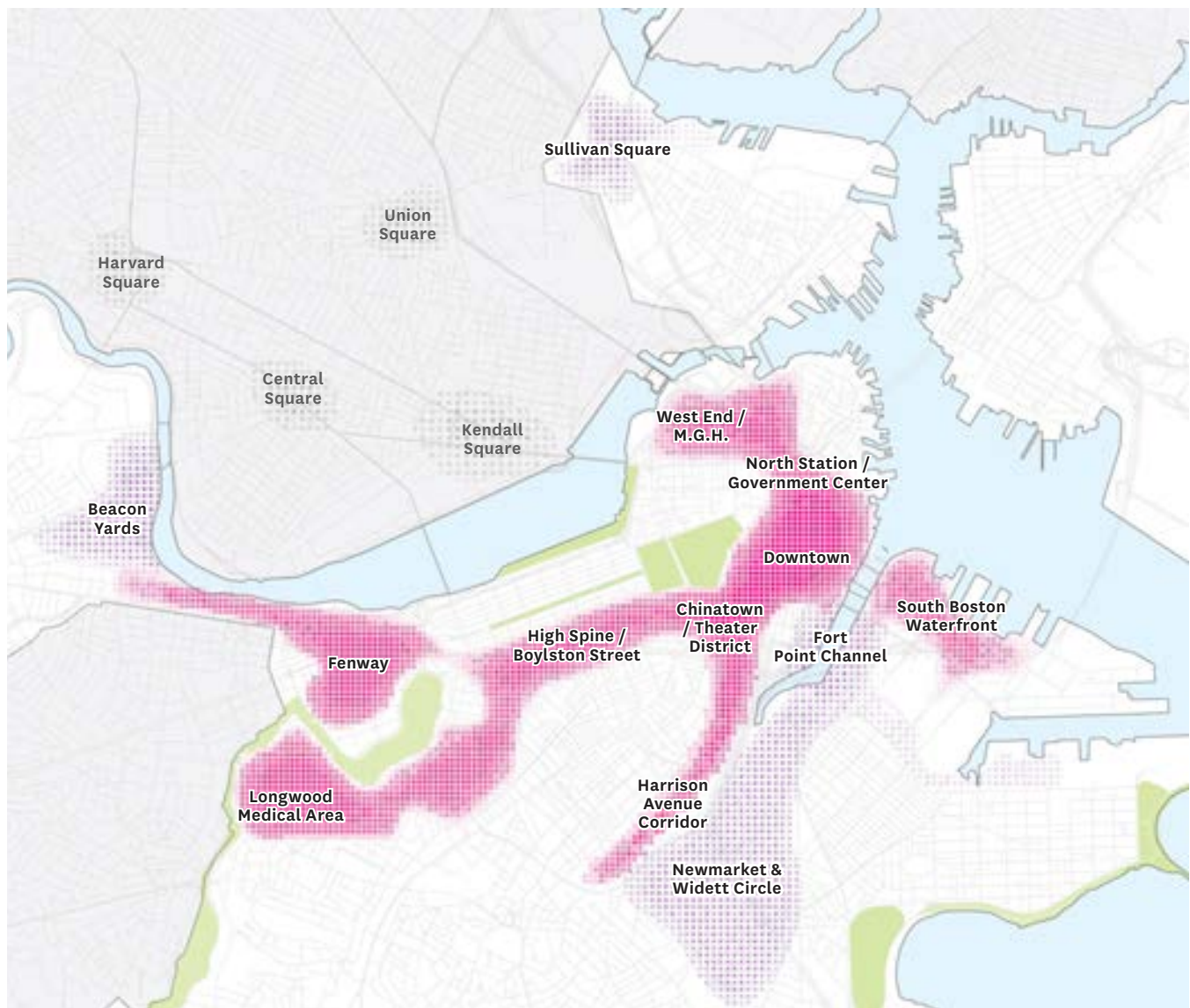
170 Today, Boston's core is the anchor of the city's economy. The core has traditionally been defined by its role as a commercial job center and its dense, high-rise building fabric, which includes most of Boston's high-rise districts. Over the next decade it can add more residential uses in addition to expanding its traditional commercial uses.

The core has evolved significantly over past decades, expanding from its original footprint. The boundaries and uses of the historic downtown—the city's original commercial core—have evolved over centuries to meet the changing needs of the city's residents and workers. In the mid-twentieth century, the boundaries of the core expanded west with the development of the Prudential Center and Hancock Tower, and urban renewal reshaped the fabric of the historic downtown. This "High Spine" of taller buildings enabled new growth to support established neighborhoods and created a model for contextually-sensitive high-rise development that guides planning today.

Institutional anchors in Longwood Medical Area and

along Huntington Avenue spurred the growth of neighborhoods that are regional and national centers for education, health care, and culture. Over the past decade, the rapid growth of the knowledge economy has led to the development of new places to live and work in the South Boston Waterfront.

As the city plans for its future, the areas and neighborhoods of the commercial core can continue to evolve to meet pressing needs for housing and the city's growing twenty-first-century economy. To accommodate this type of growth in a way that makes the core more vibrant, accessible, and livable, Boston will need new policies and strategies to guide investment. These policies—including continued dense mixed-use development, transit investment, public realm improvements, and transformative infrastructure investments—can support the core as a place with quality jobs, housing for a variety of incomes, and culture and open spaces that reflect the diversity of Boston's residents and attract workers and businesses.



**Boston will achieve its vision for the core by developing a plan for the Shawmut Peninsula in 2100, collaborating with institutional landowners, and encouraging growth that expands the boundaries of the core.**

Boston will develop policies and collaborations that are appropriate for different areas of the core. In the Shawmut Peninsula, a plan for 2100 can guide historic preservation, strategic growth, and public realm investments that support an active mixed-use area.

In other areas with consolidated ownership—such as the areas owned by medical and educational institutions—public-private collaboration can support shared objectives.

Additionally, the traditional commercial core can expand to accommodate housing and jobs, and bring jobs closer to established neighborhoods. Like the High Spine in the 20th century, growth in areas like Beacon Yards and Fort Point Channel will continue to expand the boundaries of the core.

## This is what we aspire to achieve.

### Encourage Job Growth.

New development will catalyze job creation and strengthen existing and emerging job centers, whether the hub of cultural uses on the Avenue of the Arts or the institutions of the Longwood Medical Area.

### Encourage Housing Growth.

New housing for a variety of incomes will help to reduce housing-price pressure on existing residents, encourage population growth that increases activity on nights and weekends, and enable more Bostonians to have walkable commutes.

### Create a Destination.

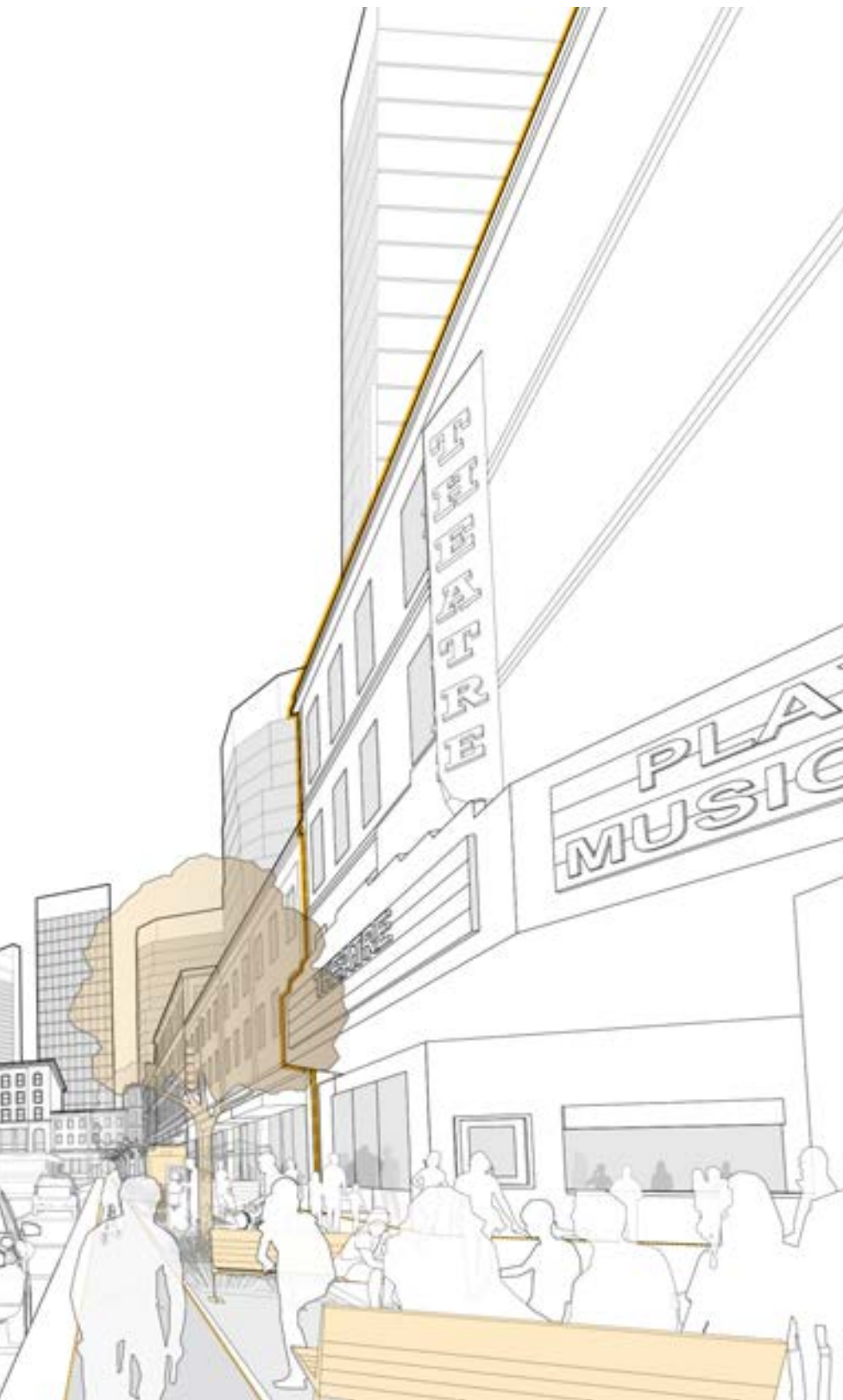
Open space, arts and culture, and public-realm improvements will make the core a destination for residents, workers, and visitors alike.

### Preserve Historic Architecture.

The buildings of Boston's core reflect centuries of growth and design. Investment in these buildings will ensure that the character of these buildings is preserved while uses in some buildings evolve to meet new needs. For example, some older commercial buildings with available space that no longer meet the needs of traditional office tenants could become new spaces for start-ups, housing, or artist live/work space.







**Encourage Development that Responds to the Existing Context.**

New development will be carefully planned and appropriately scaled, with a focus on creating denser development in some areas and creating walkable communities throughout the core.

**Provide Resources for a Growing Population.**

Job centers will evolve to meet the needs of a growing residential population. As commercial core neighborhoods add residents and more jobs, they will need more of the amenities and features that make Boston's neighborhoods livable: a range of open spaces, schools, grocery stores, and places for community gathering.

**Prepare for Climate Change.**

Community preparedness, building adaptation, and infrastructure investment will be prioritized and layered together to prepare Boston's core for climate change. In the dense environment of the commercial core, protections will be designed to provide multiple benefits wherever possible, such as improved open spaces and public realm.

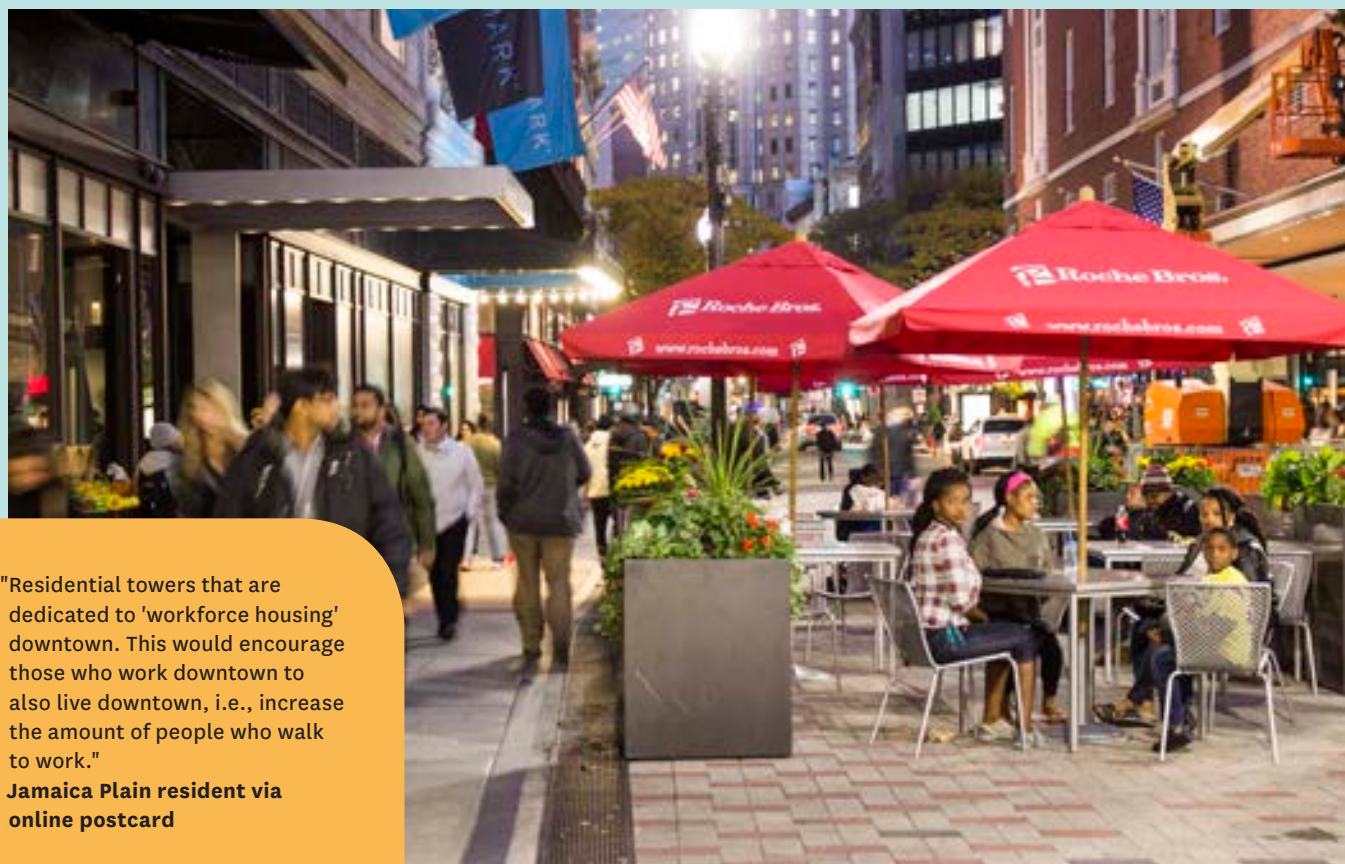
## The neighborhoods of Boston's core are well positioned to evolve and meet the needs of the twenty-first-century city.

**More people are living in, and will live in, Boston's core.** The number of residential units in Downtown has increased by 25 percent—more than 3,000 units—since 2014, demonstrating a trend toward mixed-use development that is happening in many areas of the core.<sup>8</sup> By 2030, Boston will add more than 53,000 housing units, approximately a quarter of which could be accommodated in the core, and 20 million square feet of new space to work, approximately a third which could be accommodated in the core.

### **High-rise construction is expanding.**

From Boylston Street to North Station, Boston now has multiple high-rise districts with commercial buildings more than 70 feet tall. The expansion of areas where high-rise construction is appropriate and financially viable will enable Boston to add new housing and jobs using less of its limited land and adding density close to transportation.

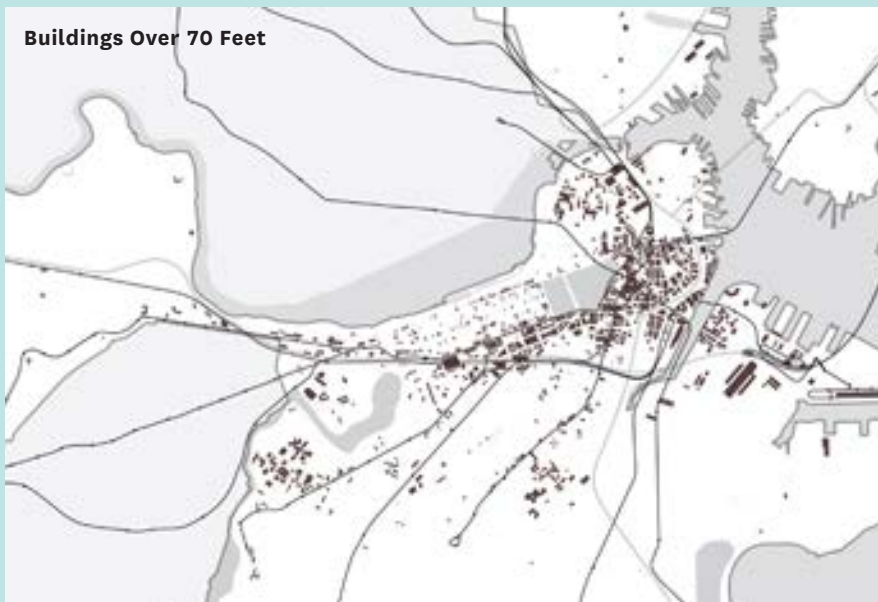
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"Residential towers that are dedicated to 'workforce housing' downtown. This would encourage those who work downtown to also live downtown, i.e., increase the amount of people who walk to work."

**Jamaica Plain resident via online postcard**





**High-rise construction** is defined in Massachusetts as any building taller than 70 feet in height above grade (this can include both seven-story buildings and buildings like the Prudential Tower). The commercial core is home to many of the city's high-rise buildings. Construction at such a height triggers additional safety measures and different materials, which bring additional cost. High-rise construction is financially feasible only in certain parts of the city where the market can support such costs. As the city has grown, areas that can support high-rise development have spread, to the west in Fenway and around Boston University and to the south in the Harrison Avenue/Albany Street area and the South Boston Waterfront.



### **Boston's High Spine**

The High Spine is a planning and architectural rationale that guided high-rise growth along Boylston and Huntington Avenues between Back Bay and the South End. Conceived in the 1960s when tall towers were relatively unprecedented in the city, the High Spine provided a framework for encouraging sensitive and strategic dense development, including the Prudential Center and the Hancock Tower, alongside historic residential neighborhoods. The High Spine creates a distinctive skyline that orients residents through the city. Importantly, it encourages growth in an area where there is significant transit access and where growth can provide needed amenities for the adjacent residential neighborhoods as well as for new residents and workers in the area.

The approach to growth embodied by the High Spine—transit-oriented, high-rise development that is sensitive to the surrounding context and provides amenities for adjacent neighborhoods—has informed the development of other high-rise corridors in the city. In Fenway, a similar approach to growth transformed an auto-oriented edge into a lively high-rise district. Along Harrison Avenue, new, mixed-use buildings are filling gaps in the urban fabric between the South End and Route 93.

As the city continues to grow, dense development will be an important tool for providing space to work and live that Boston needs to support its economy, expand the tax base, and increase affordability. The High Spine can serve as an urban design framework for the development of new contextually sensitive high-rise buildings in the commercial core.



Many of the areas and neighborhoods of the core are characterized by single or consolidated private ownership, such as educational or medical institutions. From the maritime and shipping industry of the South Boston Waterfront to universities and cultural institutions along Avenue of the Arts and the medical and educational cluster in Longwood, these areas continue to be anchors of Boston's core, boasting a mix of jobs and unique sectoral strengths. As the neighborhoods of the core evolve, the distinct sectoral strengths of these areas should be supported by new growth.

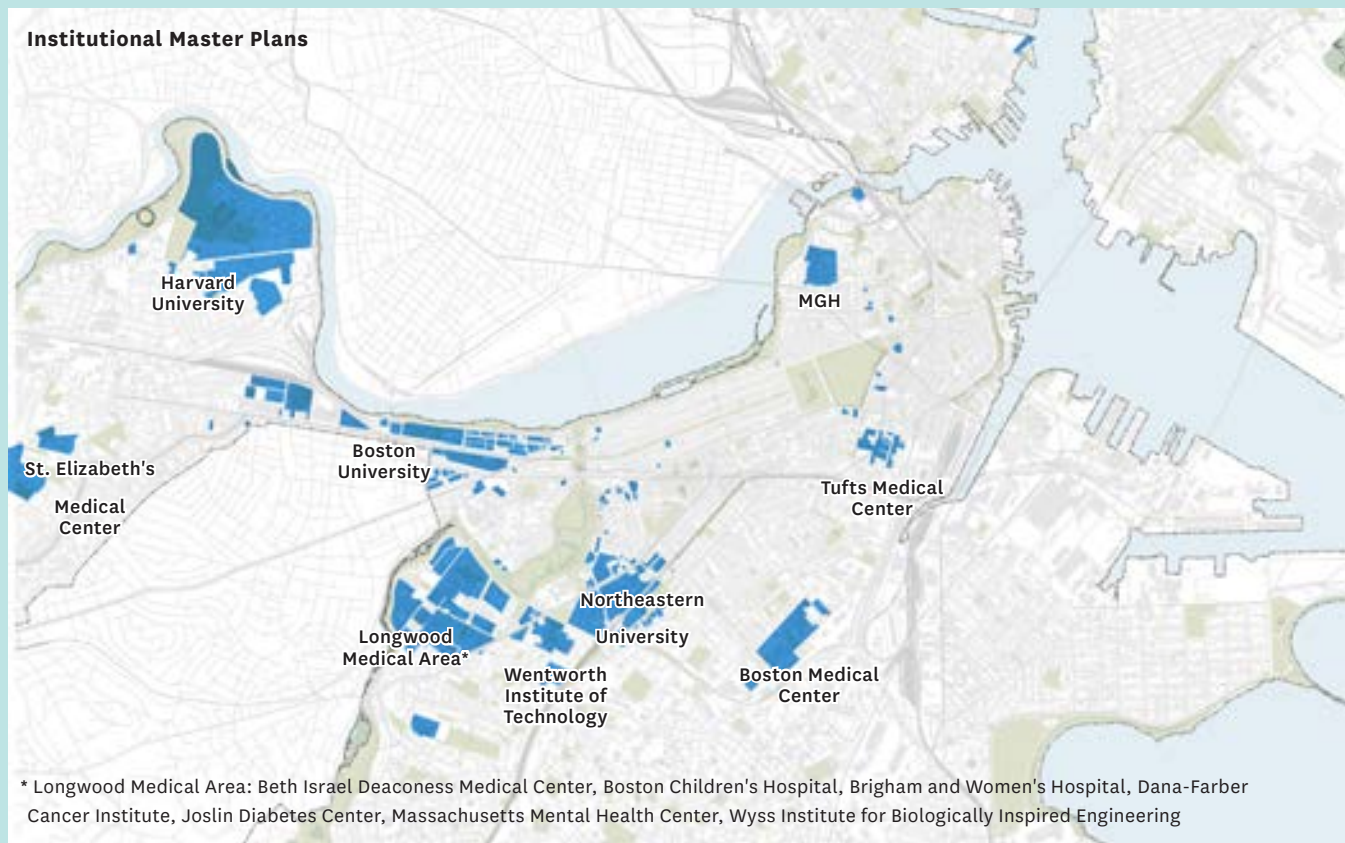
**Institutional Master Plans (IMP) are an important tool to align institutional growth with community and citywide policy objectives.** IMPs are a City-mandated planning and zoning document for all large and mid-sized colleges, universities, and hospitals with tax-exempt real estate. Each IMP describes an institution's existing facilities, provides information about proposed projects, and articulates long-range planning goals, typically over a period of ten years. Institutions are required

to update their IMP every two years, and the update process includes community engagement and approval from the BPDA, Zoning Commission, and Mayor. The purpose of the IMP process is to ensure that an institution's real estate development goals enhance the institution's public service and economic development role in the city. While each institution completes their own IMP, the development of IMP planning documents helps align institutional growth citywide with community benefits. ↓

Significant areas of the core are occupied by institutional uses. Collaboration with these institutions will be critical to the growth and evolution of the core



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**Core districts have a similar spatial composition to the neighborhoods but opposite daily rhythms.** Each district has its own primary retail streets, center, and distinct identity, from the Financial District to Government Center. Many of these areas have the opposite daily pattern of the existing predominantly residential neighborhoods: They are traditionally commercial areas animated by daytime activity but quiet in the evening hours.

**Many areas that house Boston's economic anchors are vulnerable to climate change.** Many of Boston's job centers and critical infrastructure are on the water and are exposed to flooding that will be exacerbated by extreme weather. As sea levels rise over coming decades and storms become more frequent, more areas of the commercial core will face flooding risk.



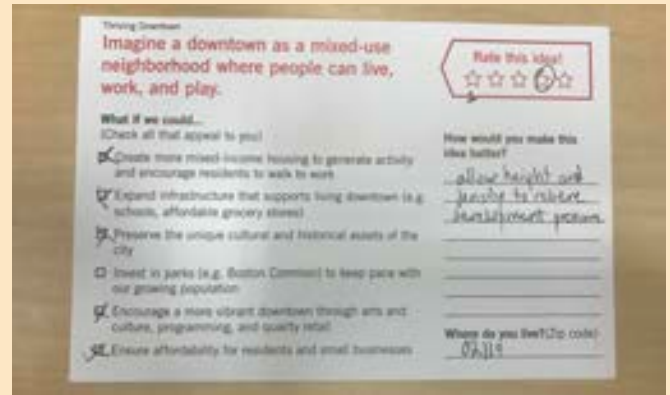


# Residents expressed ideas for how to make the core more mixed-use.

At workshops in Summer 2016 residents responded to emerging ideas, including "Thriving Downtown."



Bostonians from different parts of the city had ideas about how to make Downtown and other areas of the core more vibrant places to live, work, and play. Many people called for more housing to be built at different income levels and highlighted the need for the services and amenities that support residential neighborhoods, such as schools, libraries, and grocery stores.



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**Stephanie Fletcher**  
Mar 02, 2016  
Downtown Boston needs another public school.  
Places to work

**Laura Tomasetti**  
Mar 01, 2016  
Thanks for submitting this idea. We need one in Beacon Hill/Back Bay!

**Ashley Mahanama**  
Mar 04, 2016  
The Seaport area in particular is very child friendly (and becoming more so) but parents move out before school age.

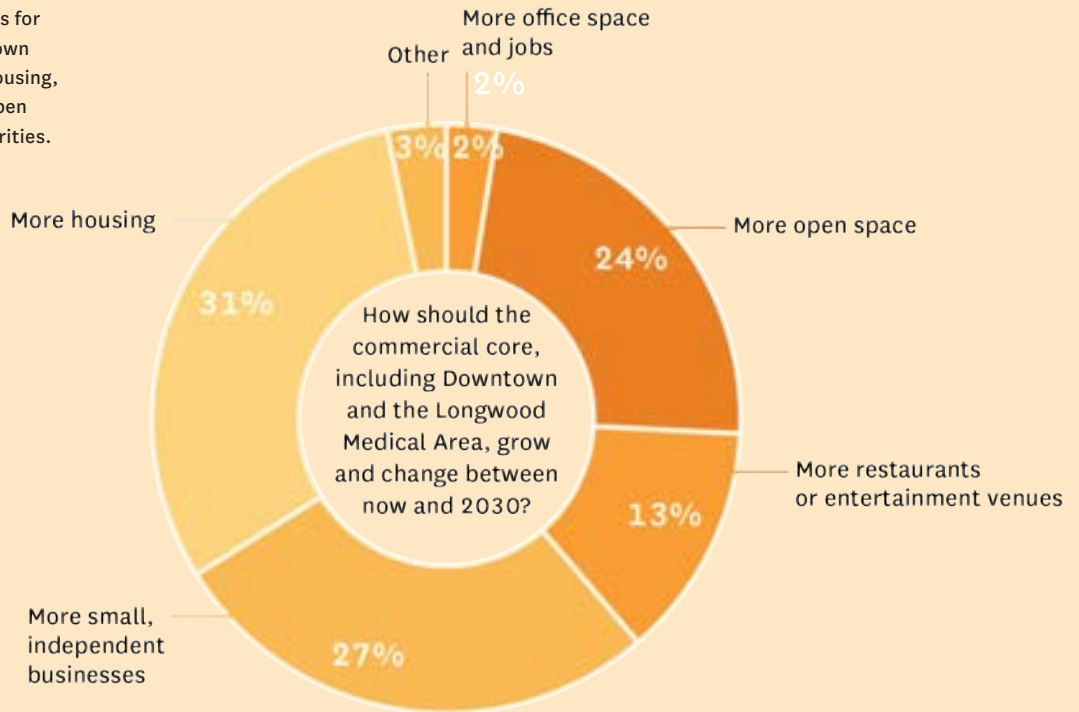
**Charles Denison**  
Mar 14, 2016  
Franklin St has a lot of wasted space here. This would be a great opportunity to create a new plaza with cafe seating!  
Places to play

**Matthew Barison**  
Mar 23, 2016  
Agreed. Big opportunity, like NYC did in Times Sq.

More than 1,000 ideas were added to an online and mobile mapping tool in Spring 2016.



Attendees at the Imagine Boston Forum in March 2016 were asked to rank ideas for how the core should grow and change by 2030. Housing, small businesses and open space were the top priorities.



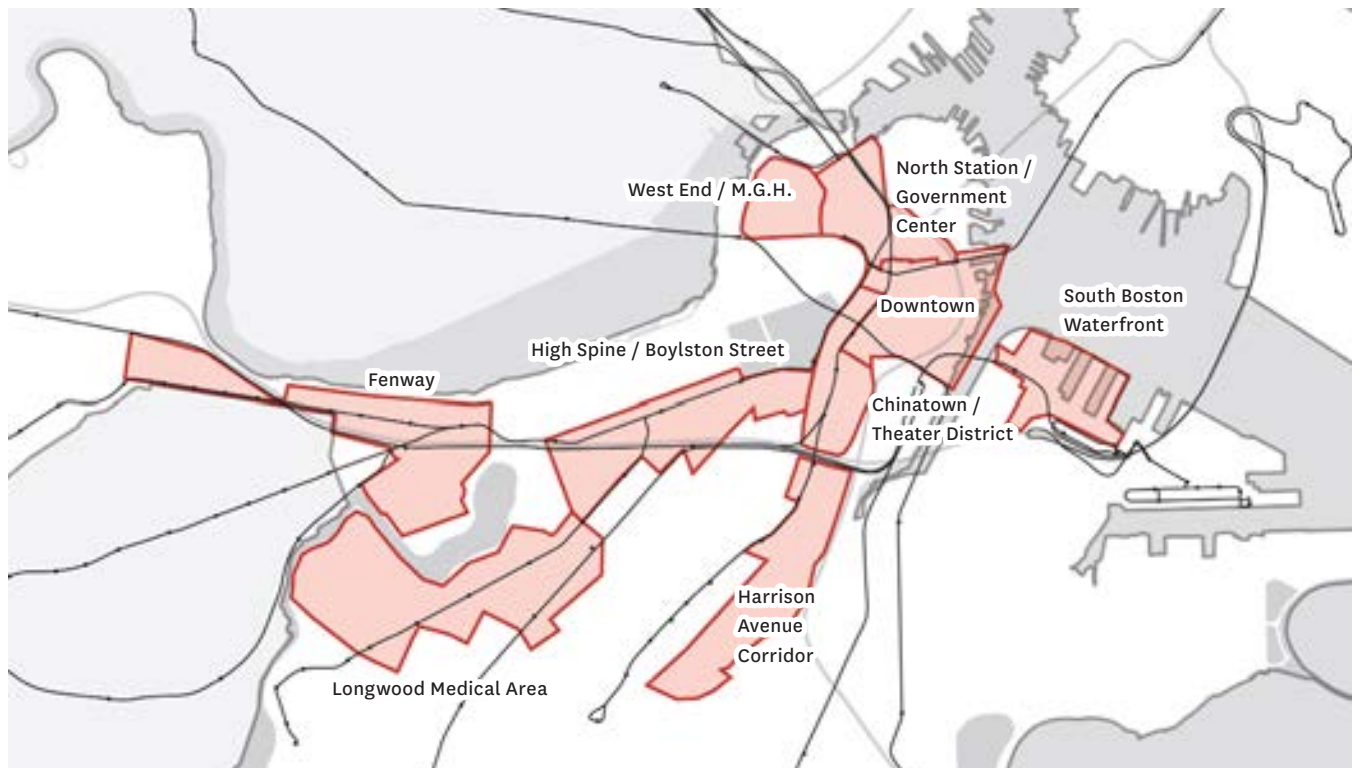
In December 2016 residents joined a Downtown walking tour as part of Imagine Boston Week. The discussion focused on how Downtown can evolve and become more livable, while enhancing the historic fabric of neighborhoods like Chinatown and the Leather District. →



## Neighborhoods of the Core

Boston's core is composed of distinct neighborhoods, each of which merits a different approach for growth and investment.

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## Historic Downtown

Downtown's historic streets, remarkable architecture, cultural anchors, and tall buildings are the site of much of Boston's economic and political history. Today, this area is beginning to introduce the mix of uses required for daytime and evening vibrancy, including a full-scale grocery store and a growing residential population. Carefully-planned infill development, thoughtful historic preservation, continued retail revitalization, and repurposing of existing buildings could produce new housing and office space in the Downtown, ensuring that the area remains an economic anchor and supports a lively, diverse atmosphere.

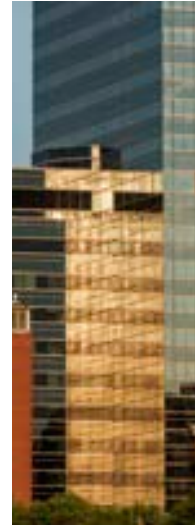


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## North Station/Government Center

In North Station/Government Center, midcentury urban renewal replaced Scollay Square's active commercial center with government uses. This mixed-use district is now being transformed through an activated City Hall Plaza and implementation of transformative large-scale redevelopment like the Hub on Causeway and Converse's recently opened corporate headquarters at Lovejoy Wharf. In coming decades, significant publicly-owned land has potential to support continued mixed-use growth in the area.

"Create more housing options for families especially in the downtown neighborhoods."  
**Downtown resident via web survey**



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## West End/Massachusetts General Hospital

As part of the urban renewal policies of the 1960s, a dense residential neighborhood in the West End was replaced with high-rises and institutional uses. In the long term, continued evolution of this area could continue to support high-density residential and commercial uses. Massachusetts General Hospital's presence can provide an economic anchor around which new industry can grow.

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## Chinatown

Chinatown is a vibrant cultural center with a rich history. A cohesive neighborhood as well as a cultural destination, it is home to many restaurants and other small businesses. While new development can enhance the area and add new housing and jobs, in some cases, recent growth has placed pressure on existing residents and retail. Addressing this pressure and preserving the area's cultural legacy requires strategic preservation and careful infill growth, including affordable housing and commercial space for small businesses and public spaces and amenities that serve the community.

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### Theater District

The Theater District is a robust center of entertainment activity. In addition to continuing to be an entertainment hub, new mixed-use growth, including residential and commercial uses with active ground-floor retail and cultural uses, can bring a new kind of vibrancy and a lively pedestrian and cultural environment to the area.



### Fenway

A multidecade process has transformed the area anchored by Fenway Park from a low-density light industrial and auto-oriented corridor along Boylston Street into an active mixed-use destination. There is continued capacity to provide contextually-sensitive, mixed-income, and affordable housing for people who work in the nearby Longwood Medical Area and Kenmore Square, as well as retail and office space that add to the area's diversity.



### High Spine/Boylston Street

The High Spine that arose along the Boylston Street corridor remains a prominent architectural fixture in the city's skyline and serves as both a distinctive core of dense commercial activity and a ceremonial landmark, especially during events of international acclaim like the Boston Marathon. There is some capacity for continued development along this corridor, which can support a mix of commercial and residential with ground-floor retail spaces.

### Longwood Medical Area

The Longwood Medical Area's (LMA) educational institutions and hospitals have expanded over the years, firmly establishing the LMA as the epicenter of the regional healthcare sector. With the support of infrastructure investment, new housing can complement the existing academic and hospital uses, and new business and institutional development can support the innovation capacity of Boston's healthcare and life sciences industries.



## South Boston Waterfront

The South Boston Waterfront has emerged as a dynamic neighborhood on land that sat underutilized as surface parking lots for decades. Given its proximity to the financial district, the area has been a primary focus of recent office development in the city, particularly for professional services and financial firms. With new large-scale master-planned projects like Seaport Square, this emerging neighborhood is poised to incorporate continued housing and job growth and become a significant retail and entertainment destination with the support of increased investment in transportation, climate preparedness, public realm, and other neighborhood-serving amenities.



## Harrison Avenue

New growth along Harrison Avenue in the South End provides shopping for daily needs, vibrant restaurants, rich arts and cultural opportunities, and housing, and connects Chinatown to Roxbury. The Harrison Albany Corridor was rezoned in 2012 following a community planning process that envisioned the former industrial area as a mixed-use neighborhood, knit closely to the fabric of the historic South End immediately to the north. Recent development has demonstrated a strong demand for housing given the area's proximity to downtown Boston. There is potential for additional development supportive of residential and workforce growth.



“Recent development in Fenway is a great model of how community-based rezoning can preserve existing neighborhood housing and stabilize rents, through creation of additional housing and commercial development, which in turn supports and enriches both the Fenway and Longwood neighborhoods. Transportation infrastructure [should be] kept front and center.”  
**Letter in response to Draft Plan**

“Many historic buildings both downtown and in the neighborhoods are lying fallow- uncared for and neglected but could be repurposed adding authentic vitality to our city.”  
**Mission Hill resident via online survey**





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## Existing Plans for the Shawmut Peninsula

The Shawmut Peninsula's mixed-use development, waterfront planning, and public-realm activation are guided by a variety of plans, including:

### **WATERFRONT PLANS**

- › Downtown Waterfront District Municipal Harbor Plan & Public Realm Activation Plan (2017)
- › Fort Point Channel Watersheet Activation Plan (2002)
- › Boston Inner Harbor Passenger Water Transportation Plan (2000)

### **INSTITUTIONAL MASTER PLAN**

- › Tufts NEMC Institutional Master Plan
- › MGH Institutional Master Plan
- › Suffolk University Institutional Master Plan

### **PUBLIC REALM**

- › City Hall Plaza Planning (ongoing)
- › North Station Area Mobility Action Plan (ongoing)
- › A Better City, Inspirational Ideas for Boston's Public Realm (2016)
- › Complete Streets Approach (2013)
- › Greenway District Planning Study (2010)
- › Crossroads Initiative (2004)

### **SUBDISTRICT PLANNING**

- › Downtown Crossing Plan (2013)
- › Connect Historic Boston (2013)
- › Wharf District | Financial District Edges Study (2004)



# Shawmut Peninsula Vision

**Through sensitive growth, investment, and preservation, the Shawmut Peninsula can evolve to meet the needs of future generations.**

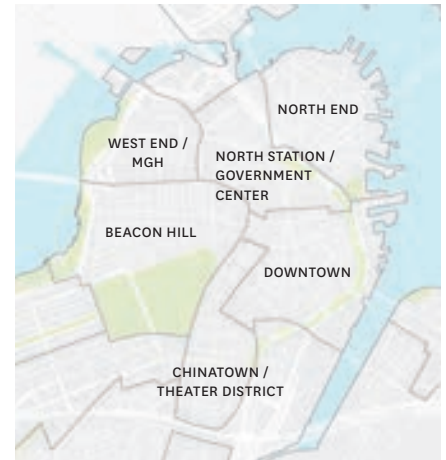
The Shawmut Peninsula—which includes the Historic Downtown, North Station/Government Center, West End/Massachusetts General Hospital, Chinatown, the Theater District, Beacon Hill, and the North End—has been the economic and cultural hub of Boston and the region for almost four centuries. With unparalleled transit access and significant office space, the Shawmut Peninsula is home to a large share of the city’s jobs and, together with the South Boston Waterfront, contributes to approximately half of the total tax revenue that supports Bostonians and neighborhoods throughout the city.<sup>9</sup>

Today, the traditional role of the Shawmut Peninsula as the premier commercial area of the city is shifting as new job centers grow in the South Boston Waterfront, Longwood, Fenway, and in Cambridge.

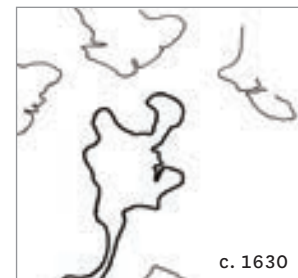
Throughout the Shawmut Peninsula, historic buildings are in need of reinvigoration, and demand for residential growth is increasing.

In turn, retail corridors, open spaces, and cultural assets must evolve to meet the needs of a growing residential population and to retain companies and workers. As the Shawmut Peninsula becomes more mixed-use and active at more hours of the day, a peninsula-wide plan can guide transformative infrastructure investment and ensure that the area’s varied neighborhoods become places to work, live, and gather.

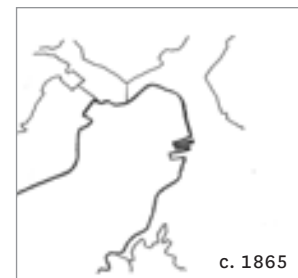
From Downtown Los Angeles to Philadelphia’s Center City, long-term visions and targeted development policies are guiding the growth and evolution of historic downtowns and central business districts throughout the country. With a thoughtful mix of historic preservation, office modernization, diverse retail, housing and job growth, and investment in open space, arts, and culture, the Shawmut Peninsula can meet the needs of a next generation of workers, residents, and visitors.



The growth and transformation of Shawmut’s Peninsula’s shoreline:



Original land mass



Landfill expands the peninsula



Connections are strengthened

## Catalytic investments and public action will position the Shawmut Peninsula to thrive over the coming century.

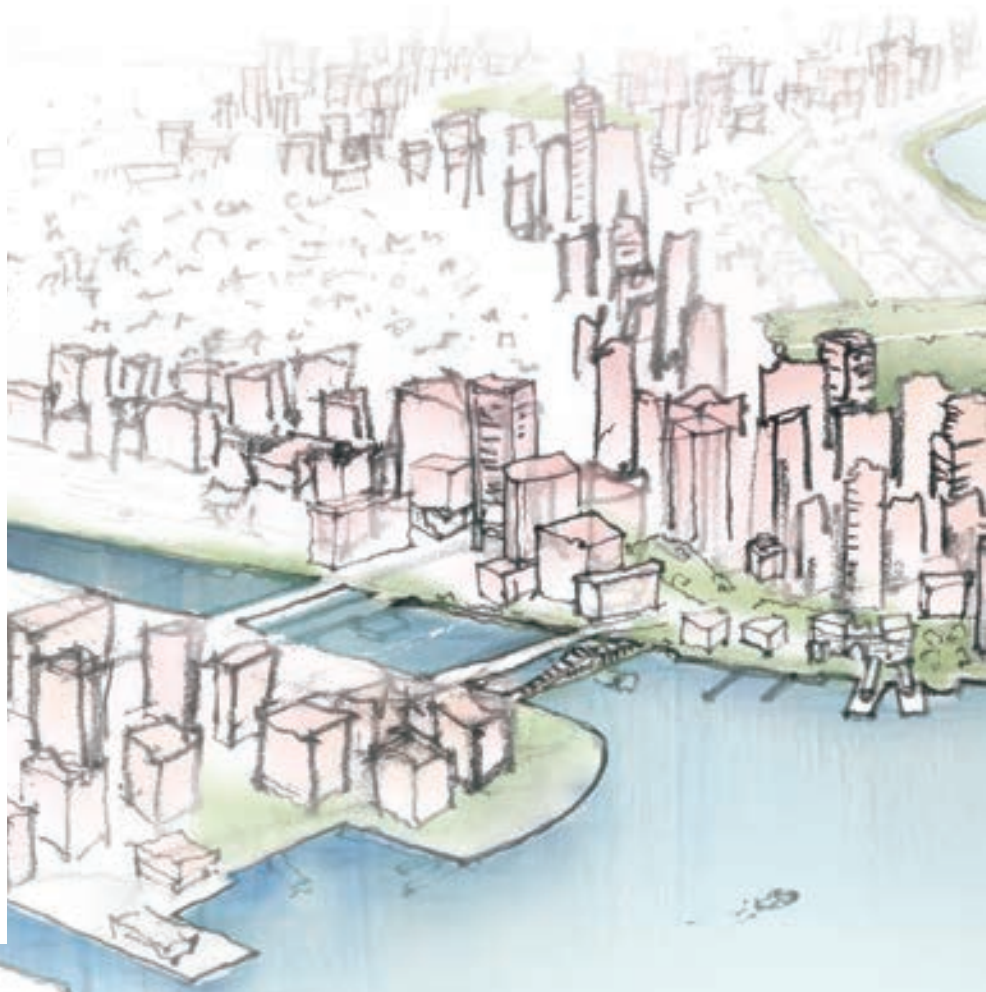
A 2100 plan for the Shawmut Peninsula will...

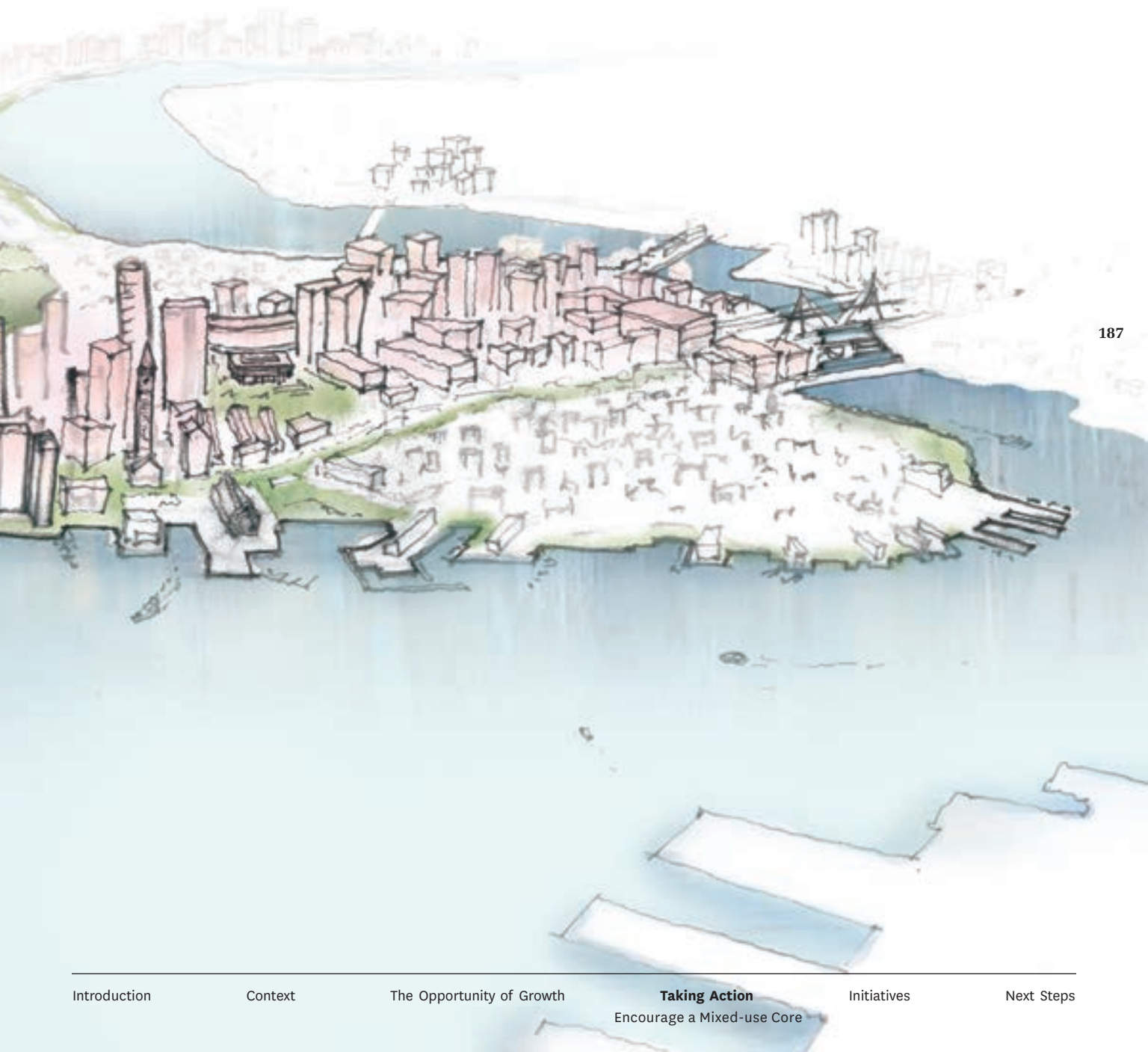
### Land Use & Planning

#### Guide the long-term development of major sites and districts

Create a vibrant urban waterfront district surrounding Fort Point Channel, through thoughtful investment around the channel, investment in the Northern Avenue Bridge, and programming that helps people enjoy the channel itself.

**Transform key parts of the Shawmut Peninsula with potential for growth and improvement.** Close collaboration between the City, the community, institutional and public land owners can guide long-term planning to encourage job creation, housing growth, and enhanced walkability on strategic sites. For example, a new framework for parking can unlock areas for housing, office, and open-space development.







## Housing

### Stabilize housing and reduce displacement

Pursue policies that encourage the production and maintenance of deed-restricted low-, moderate-and middle-income housing

**Affordable housing and strategic preservation in Chinatown.**

Encourage affordable housing and space for small businesses, and strategically preserve historic buildings and spaces to address the pressures of recent growth and preserve the area's cultural legacy.

## Energy & Environment

Partner with federal, state, and private entities to invest in nature-based and hard-engineered flood defenses

**Collaborate to create flood defenses that serve as open-space amenities and public realm improvements.** The implementation of green and gray infrastructure can leverage value downtown and can protect the peninsula from future flood and other climate-related risks.

## Transportation

Transform existing infrastructure to enable long-term growth and strengthen connections between districts

**Take advantage of opportunities to deck over highways in key areas,** such as over I-93 or over the Mass Turnpike in Back Bay and at the southern edge of Downtown, to provide new open space and development potential and strengthen connections between neighborhoods.

**Upgrade and integrate the regional commuter rail network.** Major infrastructure improvements to the tracks, train types and signals can make the commuter rail a more frequent and reliable service, reducing our carbon footprint, supporting expanded communities and helping people connect more easily throughout the region.

**Continue to raise the bar for what it means to be America's most walkable city.** As the core adds jobs and residents, the percentage of commutes by foot is expected to grow. Investments in the public realm and walkable streets can ensure that Boston's streets are user-friendly for travelers of all backgrounds. As the most transit-accessible area of the city, these investments will benefit those who live in the core and those who come to the core to work or visit.

## 188 Economic Development

Continue to make our city attractive by providing amenities for workers, visitors, and the growing residential population

**Improve the public realm in the West End, Downtown, and North Station areas.** Today, these areas are beginning to introduce the mix of uses required for daytime and evening vibrancy, including grocery stores and residential growth. Streetscape and public realm improvements and retail strategies can ensure that these areas can support lively atmospheres as they diversify and grow.

## Open Space

Invest in diverse public spaces in the commercial core

**Restore Boston Common to its full vibrancy**

**Enhance Boston Common and open spaces in the Shawmut Peninsula.** The City will strengthen Boston Common so that it can serve its fourth century of visitors as the shared, iconic public gathering space its founders intended it to be. Throughout the Shawmut Peninsula, improvements to existing open space and public realm aim to serve a growing residential community, support workers, and attract tourists, and bolster connections to Boston's waterfront.

"Parks like Post Office Square and the Greenway have transformed the downtown area"  
**Brighton resident via online survey**









# Expand Neighborhoods

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Sullivan Square,  
Charlestown







**Provide significant new mixed-use housing and encourage job growth in transit-accessible areas at the edges of existing neighborhoods to reduce housing-price pressure, expand access to opportunity, and stitch together the physical fabric of the city.**

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192 At the edge of neighborhoods and the core are areas that today serve as boundaries but have potential for transformation. Some edges between neighborhoods and the core are clearly defined by transportation and other infrastructure or large open spaces—I-93 between the South End and South Boston is one example—but others are formed by agglomeration of multiple low-density or vacant parcels between thriving residential neighborhoods. These seams—both large and small—at the edges of neighborhoods and the core are the places where the expanded neighborhoods will take root.

Many of these large expanded neighborhoods are former tidelands, shaped over centuries to become centers for manufacturing and home to critical transportation

infrastructure. Many of these areas will continue to host essential industrial functions and transportation infrastructure. Other areas have potential for transformative terra-firma and air-rights development to produce job and housing growth that addresses longstanding physical and social barriers.

In workshops and online, Boston residents identified many of these areas between neighborhoods as places where Boston can grow. The collective capacity for housing and job growth in these edges, if coupled with thoughtful transportation and open-space investment, can help to stitch together neighborhoods and provide much-needed housing that can reduce pressure on prices in existing neighborhoods.





## This is what we aspire to achieve.

### Encourage Housing Growth

Expanded neighborhoods will accommodate significant new housing to alleviate price increases in existing neighborhoods and encourage the growth of mixed-use, mixed-income communities.

### Encourage Job Growth

Expanded neighborhoods will support strategic sectoral growth by encouraging the development of office, lab, and industrial spaces that respond to nearby industry clusters and citywide needs. New spaces to work will accommodate a variety of companies and workers—from large corporations and institutions to small start-ups and freelancers.

### Support Industrial Uses

Essential industrial uses and critical transportation functions will be preserved in expanded neighborhoods. In some areas, like Readville and Newmarket, industrial uses will be concentrated and industrial job growth can be encouraged to provide a central industrial anchor for the city.

### Prepare for Climate Change

Expanded neighborhoods will be prepared for climate change, with new climate-ready zoning, building standards, and flood protections. Growth in expanded neighborhoods will be guided by district-scale plans that establish land uses and key infrastructure and public-realm

investments. New growth will also be a source of funding for some of the investments in these areas.

### Improve Transportation Connections

Expanded neighborhoods will have quality transit access that supports new housing and job growth and improves service for residents in nearby neighborhoods.

### Invest in Public Realm & Open Space

In each expanded neighborhood, new open spaces will be designed to meet the needs of residents and workers, and new development will create spaces for arts and culture.

### Coordinate Planning and Piloting Policies

As the newest and largest areas for significant growth, expanded neighborhoods will be centers for innovation in city planning and investment. Coordinated, proactive planning in all expanded neighborhoods can set a framework for long-term growth. Close coordination with neighboring municipalities can also ensure that expanded neighborhoods reach their full potential.





The Dot Ave area is the focus of a recent BPDA planning study. The area currently divides the neighborhoods of South Boston, the South End, and Downtown.



"It's great that these areas are near transit...we should also make sure that we're spurring development that replicates neighborhood successes that can be found in some of our more sought-after neighborhoods. Developments need to be dense and need to incorporate retail, too...Let's plan developments and new neighborhoods where you'd want to walk everywhere.  
**Roxbury resident via online survey**



### **Encourage Contextually Sensitive Development**

Growth in expanded neighborhoods will complement the existing uses and urban form in adjacent established neighborhoods such as Orient Heights or Lower Allston. Land uses and building form in expanded neighborhoods must also respond to natural assets, such as the Harbor, and risks, such as sea-level rise.

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### **Guide Proactive Infrastructure Investment and Leverage Development Value**

Many expanded neighborhoods require significant infrastructure investment to catalyze growth. Boston will pilot infrastructure investments—like smart street infrastructure, district energy, and new zoning and land use approaches to create more predictable development and community benefits. Proactive planning will also ensure that future development in these areas is an important source of funding for district infrastructure needs.



## Growth must be guided by an understanding of the history, existing uses, and future vulnerability of expanded neighborhoods.

**Expanded neighborhoods vary in size and scope.** Some edges of neighborhoods and commercial cores are clearly defined by transportation and other infrastructure or large open spaces, but other edges are less clear, formed by collections of vacant or low-density commercial lots clustered at the edge of a stable residential neighborhood.

**While some expanded neighborhood areas host important industrial uses and transportation infrastructure, many also function as barriers between neighborhoods.**

Many of Boston's large and medium expanded neighborhood areas are shaped by a legacy of filled tidelands, topography, and manufacturing uses of past eras. Some continue to host essential industrial functions and transportation infrastructure, and some act as incubators of the innovation economy and the arts. Still, many of these properties are underutilized and function as discontinuities in residential fabric, increasing social and economic isolation of adjacent neighborhoods and compounding longstanding physical and social barriers. For example, Newmarket and Widett Circle separate some of the communities with the most persistent disparities from the city's fastest-growing job centers.

**Smaller expanded neighborhood areas also have potential for important growth.** There are clusters of smaller tracts of land along the edges of rail lines, on the water, or at the fringes of stable residential neighborhoods that also have the potential for transformative change. While these smaller areas are scattered throughout the city, their collective capacity for transformative growth is significant. Redevelopment has been occurring on these clusters over the past decades and will continue to take advantage of their proximity to transportation and other infrastructure and the amenities of adjacent neighborhoods.



↑ Beacon Yards in Allston, a large-sized expanded neighborhood



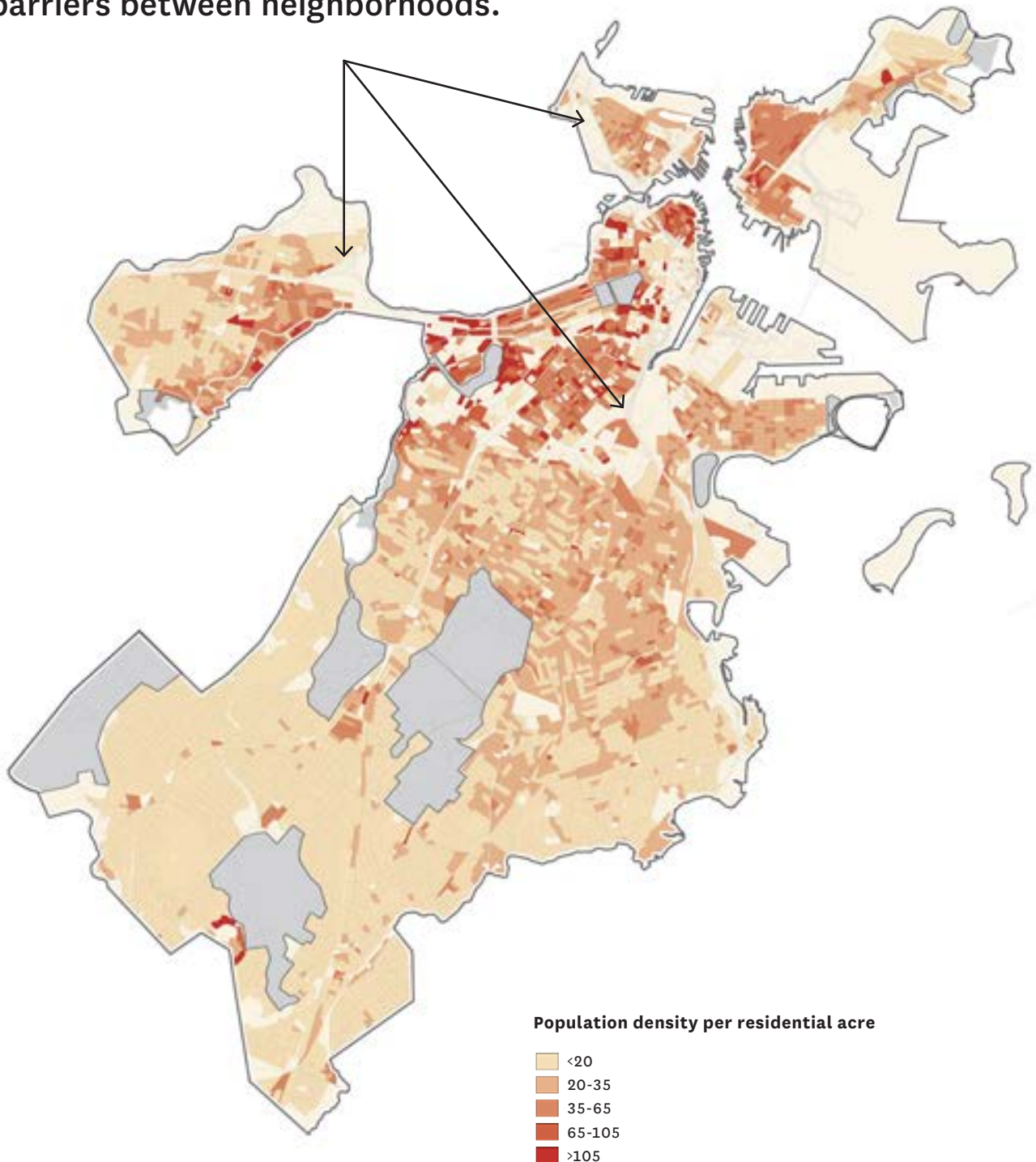
↑ Glovers Corner in Dorchester, a medium-sized expanded neighborhood



↑ A small-sized neighborhood edge

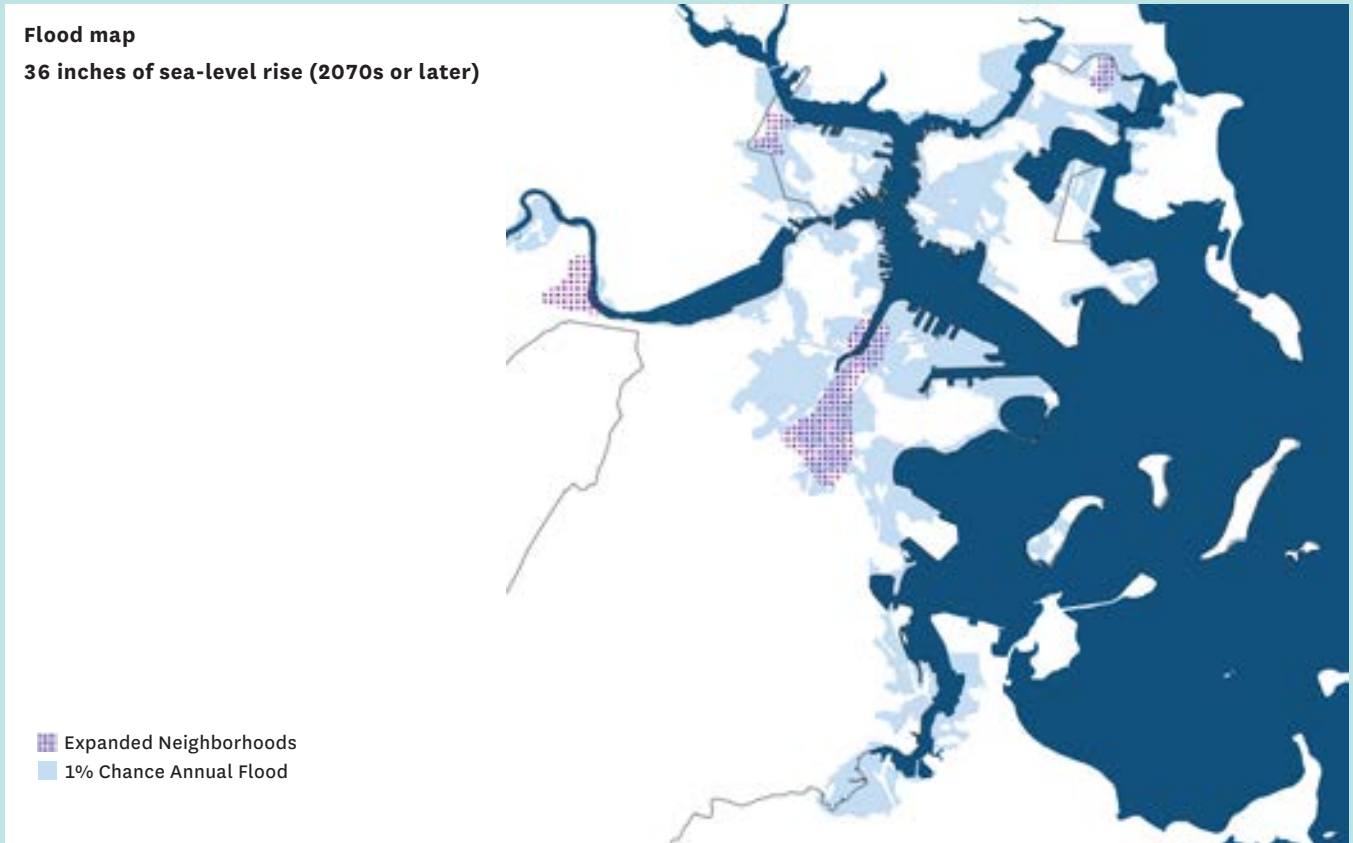


Gaps in the residential fabric are often clearly defined by infrastructure or large open spaces and can be physical barriers between neighborhoods.





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Jackson Square is a former neighborhood edge that has changed in recent years, with new mixed-use buildings.



**Many expanded neighborhoods are in the current or future floodplain.** In some cases, these expanded neighborhood areas form a breach or entry point where flooding could impact existing neighborhoods. Boston is committed to studying and investing in multilayered climate protections that prepare these expanded neighborhoods for future risks and, in doing so, protect existing neighborhoods and create opportunities for these places to be areas for strategic housing and job growth.

**Change is already occurring in many edge areas.** In some notable cases, these boundary zones have grown into new neighborhood centers: the recent residential development around Broadway Station, Jackson Square, and the Harrison-Albany Corridor are three examples. Boylston Street in the Fenway, now a lively high-rise district, was formerly an auto-oriented edge between active neighborhoods in the commercial core. Now, through thoughtful community-planning processes guided by nearby residents and businesses, the Boylston Street corridor has become more vibrant with residents, places to work, and restaurants and retail accessible to a wide range of people.

The ongoing Boston Planning and Development Agency (BPDA) planning studies—PLAN: JP/ROX Washington St. Columbus Ave.; PLAN: South Boston Dorchester Ave.; and PLAN: Dudley Square—are three other examples of edge conditions where change is beginning to occur.

“Consider sea-level rise with development projects/property owners.”

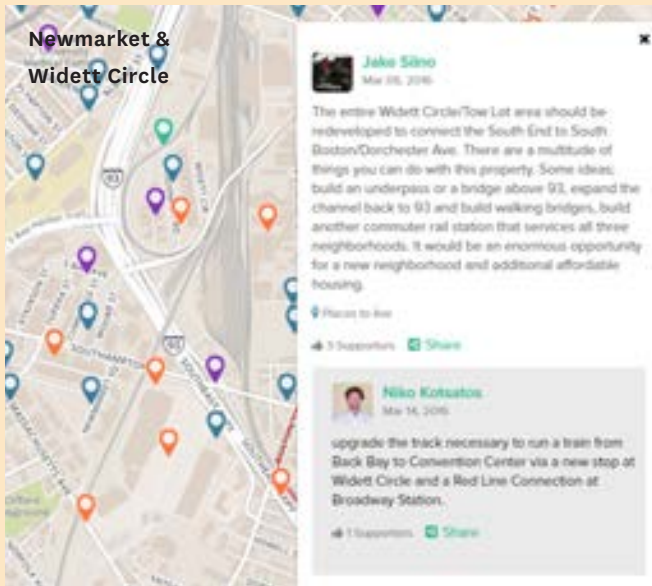
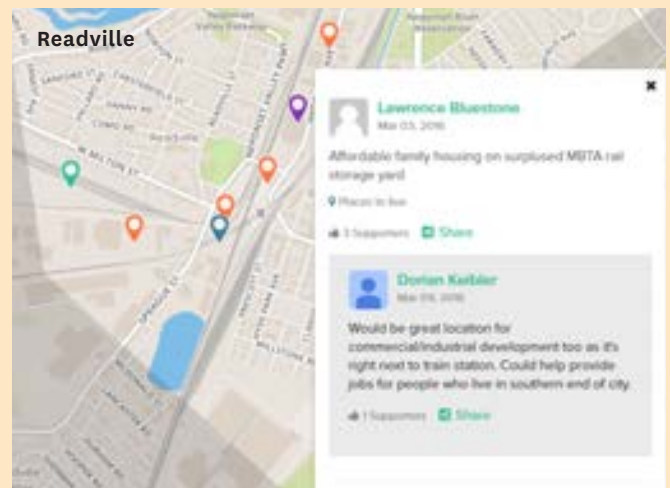
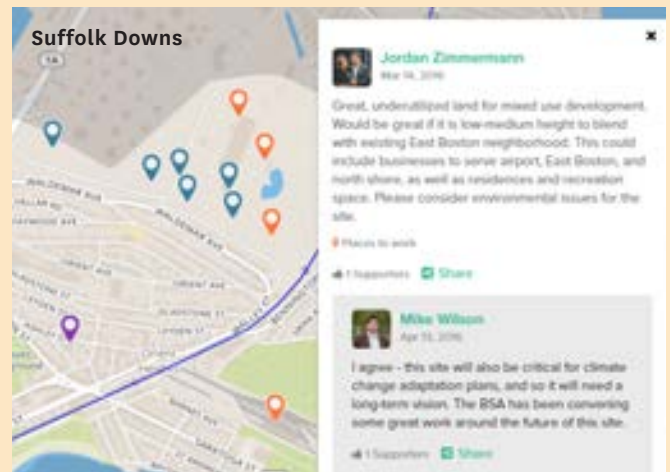
**Allston resident via traveling display feedback**



# In workshops, walking tours, and online mapping tools, residents expressed a wide range of ideas for the future of expanded neighborhoods.

In Spring 2016, residents talked about their ideas for new places to live, work, and play. They envisioned areas where new housing and jobs could grow, which informed the identification of the expanded neighborhoods. Ideas from community workshops and an online and mobile mapping tool also guided the key actions and investments—from open space to transportation connections—that support each expanded neighborhood.

Residents used an online mapping tool to answer the question, "Where are there opportunities to enhance and grow Boston?"





Residents responded to postcards, including one about Expanded Neighborhoods, at a workshop in Summer 2016. Mixed-income housing and transit connections were the most frequently rated priorities for new expanded neighborhoods.



In December 2016 residents participated in a walking tour of Allston Village and Beacon Yards as part of Imagine Boston Week. The discussion focused on how Expanded Neighborhoods like Beacon Yards can provide space for new jobs and housing, while improving quality of life in the existing neighborhoods that surround them.



## Industrial Approach

**As Boston’s economy evolves, the City needs a coordinated land-use, economic development, and job-training approach to support its industrial economy and capitalize on its strengths.**

Boston’s industrial economy hosts a variety of important economic activities that provide quality jobs and critical inputs to the city’s economy. However, industrial jobs have declined in Boston since the mid-twentieth century as economic activity has shifted to the knowledge sectors of professional services, healthcare, and education. In addition to responding to shifts in the industrial economy, Boston’s industrial land use and policies must evolve in response to significant pressure for new housing and space to work. As Boston looks toward the future, the City requires an industrial strategy that strengthens existing industrial uses, leverages Boston’s economic strengths to grow new forms of manufacturing, and, in

some places, consider how industrial areas can evolve to accommodate a mix of uses.

Boston will strengthen its industrial economy by coordinating planning, land-use policies, capital investments, and programs for job training and business development. Boston will deploy this toolkit of policies and investments to support a variety of industrial businesses. These include industrial businesses that provide critical services, industrial businesses that provide quality jobs for Bostonians with a variety of educational backgrounds, and advanced industrial businesses that build on Boston’s economic strengths and cross-section of talent to create new, quality jobs.

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Autodesk at the Innovation & Design Building, Raymond L. Flynn Marine Park ↓

Advanced Manufacturing: Boston can develop an advanced manufacturing ecosystem that builds on the city’s knowledge economy and world-class institutions. Spurred by strengths in technology, healthcare, and professional services, advanced manufacturing uses such as biotech manufacturing and prototyping have the potential to thrive in Boston. Incubators and other businesses that benefit from proximity to manufacturing are already locating in industrial buildings and creating well-paying jobs across a range of skill levels. For example, in the Innovation & Design Building at the Raymond L. Flynn Marine Park, businesses like Autodesk and Continuum are creating space for designers and engineers to co-locate, enabling close collaboration throughout the product development and manufacturing process.





**Boston is developing a comprehensive industrial toolkit to strengthen key industrial uses, encourage advanced industrial jobs and provide space for mixed-use industrial growth.**

**Economic Development**

**Support business development for industrial sectors**

We will encourage incubators and research centers in industrial areas for new industrial companies or companies in related sectors such as product development. We will explore offering relocation assistance for businesses that are being priced out of certain industrial districts to move to areas in Boston where they can continue to thrive. We will also seek to ensure that industrial businesses have access to capital and will use City assets to support their needs.

**Encourage job training for industrial uses**

We will encourage job training programs geared toward existing industrial strengths, such as manufacturing, that offer high-quality jobs and have sustainable long-term trajectories, and programs focused on advanced manufacturing and other twenty-first-century industrial jobs such as robotics. We will also pursue partnerships with community colleges and vocational schools to prepare workers for twenty-first-century industrial jobs.

**Land Use and Planning**

**Invest in capital improvements to industrial areas to support industrial and mixed-use development**

We will explore opportunities to invest in improved truck, rail, or water transportation access to industrial districts in partnership with MassDOT and other governing bodies. We will also implement strategic public realm improvements that strengthen the identity and accessibility of industrial areas, such as signage and wayfinding along key corridors and nearby major transit nodes to improve connectivity and encourage a mix of uses.

**Strengthen zoning to support critical industrial uses and integrate a mix of uses**

We will reinforce existing industrial zoning in areas with critical industrial uses. In areas where existing industrial uses could operate alongside commercial and residential uses, we will update and adapt the zoning code to guide the integration of uses between industrial areas and surrounding neighborhoods, and to facilitate close collaboration between certain manufacturing uses and affiliated sectors.

**Develop and provide new types of land-use incentives to support the industrial economy**

We will encourage mixed-use buildings that include industrial uses and explore new mixed-use industrial real estate models such as programs to encourage space-sharing and sub-leasing.

**"Take advantage of existing industrial areas. Bring more business to Hyde Park."  
Hyde Park resident via street team survey**

## Raymond L. Flynn Marine Park

The Raymond L. Flynn Marine Park (RLFMP) in the South Boston Waterfront has historically focused on marine industrial uses such as seafood processing, ship repair, a cruise terminal (owned and operated by Massport), and other assorted water-dependent uses. Over time, many industrial uses that rely on access to Logan Airport and regional highways and interstates, such as the Boston Freight Terminal, have found a home in the RLFMP. In recent years, Research and Development, innovation, and advanced manufacturing uses have introduced a new workforce to the marine park.

The 2017 Raymond L. Flynn Marine Park Master Plan addresses real estate and land value pressure on traditional industrial uses. New development typologies, studied within the plan, would require developers to include

industrial space in exchange for upper-story Research and Development/mixed-industrial uses. Supporting industrial uses and integrating mixed-industrial space would allow for a more balanced and sustainable marine industrial district. This strategy would allow development sites to return to marine industrial uses should the market demand it, and thus allow for flexibility in responding to economic and market trends.

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### Brooklyn Navy Yard, Brooklyn, NY

Over the past five decades, the Brooklyn Navy Yard has successfully transitioned from a naval facility into a modern industrial center. Today, the 300-acre Navy Yard is home to over 330 businesses and more than 7,000 workers in uses ranging from clothing manufacturers and seafood distributors, to a major

film studio and a modular construction company.<sup>10</sup> The site is also home to several advanced manufacturing and emerging technologies incubators. The Navy Yard has employed a multi-pronged land-use and economic development strategy that can be a model for areas in Boston.



## Raymond L. Flynn Marine Park ↓



205

"More commercial/industrial parks in neighborhoods that fit into the community so that people can work near where they live."  
**Dorchester resident via postcard**







# Sullivan Square

**Sullivan Square can become a walkable, mixed-use job and housing center, capitalizing on the area’s transit access, publicly-owned land, and proximity to growing job centers.**

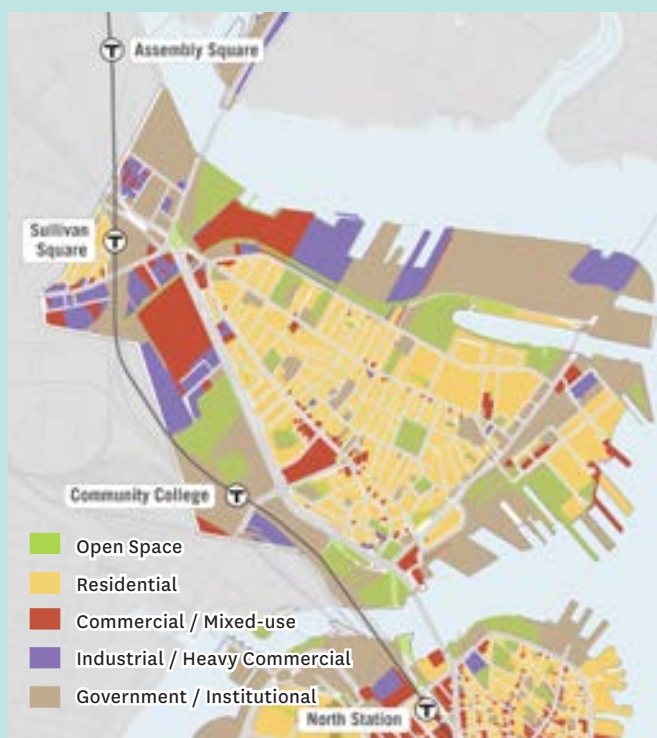


Sullivan Square can leverage its location between several existing and emerging job centers—Downtown Boston; Everett; and Kendall, Assembly, and Union Squares—and its access to the Orange Line, Route 93, and Rutherford Avenue, to become a mixed-use neighborhood. A walkable street grid can enable the construction of commercial space and new residential growth that alleviates housing-price pressure in Charlestown. To support this

job and housing growth, significant coordinated investments in transportation, open space, and flood protection are needed. Public investment is underway with planned and ongoing improvements to the bridges that connect Charlestown to Downtown Boston and Everett, transformations to make Rutherford Avenue a multi-modal corridor for pedestrians and cyclists, and the evaluation of flood-defense strategies and green-infrastructure opportunities.

## Key Actions

- › Mixed-use zoning, development of a walkable street grid around Sullivan Square, and strategic disposition of publicly-owned parcels to support job and housing growth
- › Collaboration on transportation and streetscape investments to connect to nearby job centers in Cambridge, Somerville, Everett, and Downtown Boston
- › Open space and public-realm improvements to enhance and strengthen walking and biking connections to nearby residential areas
- › Strategic protection against flooding from the Mystic and Charles Rivers



↑ Land Use

208 Sullivan Square hosts a mix of low-density industrial and commercial uses, including transportation and transit storage facilities, which abut stable residential areas of Charlestown. Several key parcels are government-owned, enabling investment in key parcels that can catalyze further growth. Vacant buildings and the successful reuse of some industrial buildings for other purposes suggests that some industrial uses in Sullivan Square can evolve. Other adjacent areas continue to host important industrial uses, including some areas along the Mystic River where land is designated for maritime uses and critical facilities such as Massport's Autoport.

↑ Recent Plans and Key Projects

Several existing plans and ongoing investments and developments will inform investment in the area

- A Sullivan Square Disposition Study (Ongoing): Disposition strategy that calls for the growth of Sullivan Square as a vital and walkable, transit-oriented mixed-use neighborhood through the strategic disposition of publicly-owned development parcels that will be created by a new street grid developed by the Boston Transportation Department. This serves as a companion to the Rutherford Ave plan (D).
- B One Charlestown (In Progress): Redevelopment of the Bunker Hill Apartments into more than 3,000 units of mixed-income housing with tree-lined streets, open space, and a pedestrian-oriented street grid. All existing affordable apartments on the site will be replaced with renovated affordable units.
- Lower Mystic Working Group (Ongoing): Cross-jurisdictional and multimodal transportation study. Convened by MassDOT to explore and develop recommendations for transportation improvements for the Lower Mystic River area, including potential transit investments, pedestrian and bicycle facilities, and improved highway infrastructure.
- C Climate Ready Charlestown (Upcoming): Evaluation of flood protection mechanisms near Schrafft's site.

"Sullivan Square is up and coming. It's right on the Orange Line...has a lot of potential. But needs some attention definitely."

**Charlestown resident via online mapping comments**





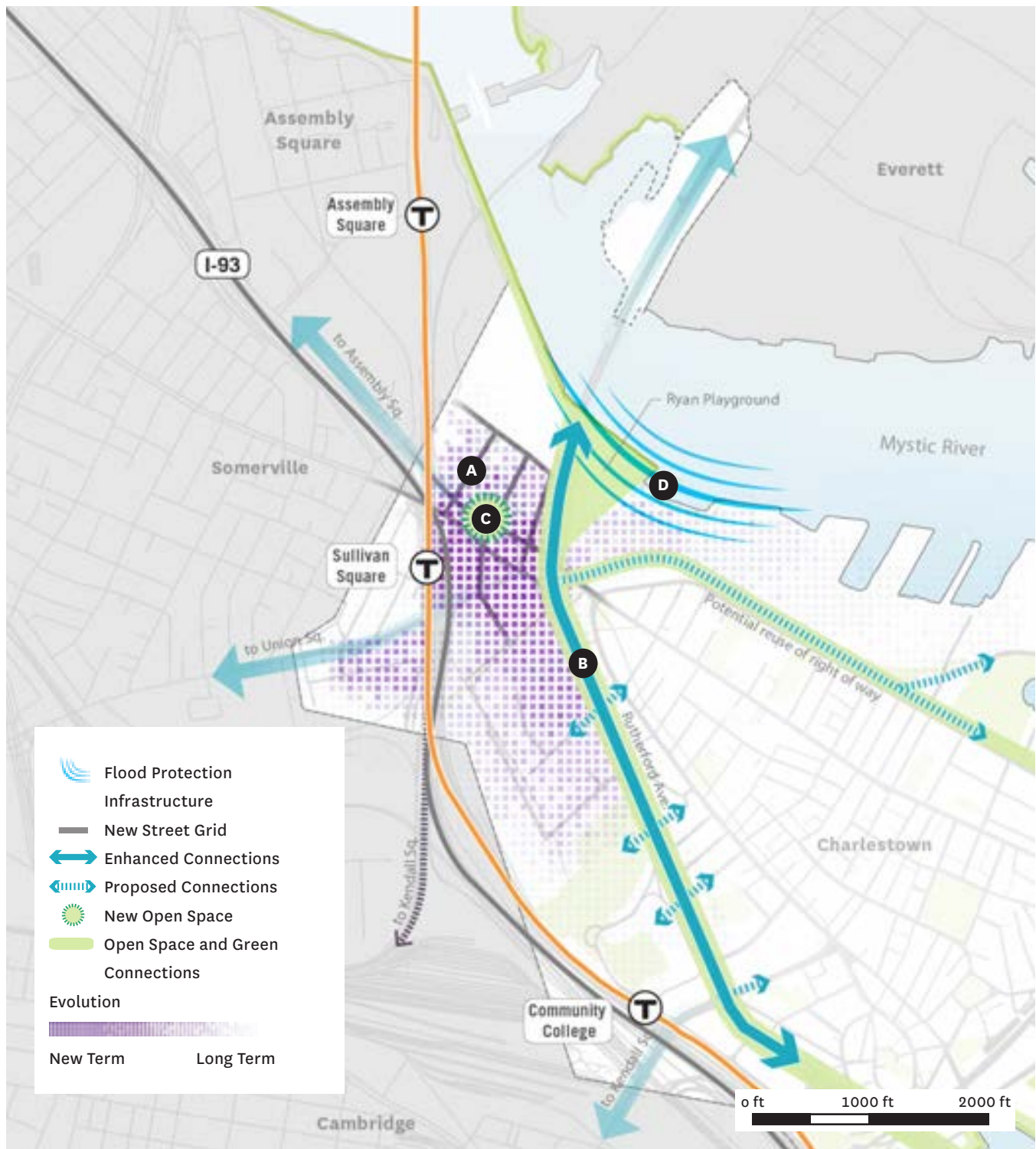
## ↑ Transportation

Sullivan Square is served by the Orange Line; the Route 86, 91, and other key bus lines; and key road corridors such as Rutherford Avenue and I-93. Ongoing transportation investments and planning efforts are improving connections to and within Sullivan Square.

- D Rutherford Ave and Sullivan Square Design Project (Ongoing): \$120 million project funded by the Boston Region Metropolitan Planning Organization’s Transportation Investment Program to better accommodate nonauto transportation modes with a goal of transforming Rutherford Avenue from a highway to a neighborhood-friendly, urban boulevard. Will include safe pedestrian crossings and connections between the neighborhood and MBTA Orange Line stations.
- E North Washington Street Bridge Reconstruction (Ongoing): \$110 million project to rebuild the aging Charlestown Bridge connecting Charlestown to Downtown Boston. The new bridge will include bike lanes and dedicated bus lanes.
- F Wynn Casino Mitigation (Ongoing): Investments made by Wynn Casinos to mitigate the impacts of the new casino in Everett just across the Alford Street Bridge. Investments include \$25 million allocated for Sullivan Square infrastructure improvements and \$11 million in transportation mitigation.

## ↑ Flood Vulnerability

Charlestown faces significant and increasing risk of flooding, with major projected flood pathways from areas near the New Charles River Dam and the Schrafft’s building site, as well as low-lying waterfront land around the Charlestown Navy Yard and the Boston Autoport near the Tobin Bridge.<sup>11</sup> To address these risks, Boston aims to pilot early flood protection interventions and policies in Sullivan Square. In partnership with the Massachusetts Office of Coastal Zone Management and the Cities of Somerville and Cambridge, the City is building on the analysis and recommendations of the Climate Ready Boston project to design coastal resiliency measures for the Sullivan Square flood pathway as well as for some sites in East Boston. Climate Ready Charlestown is identifying a range of possible interventions for the sea level rise threats that specifically face Charlestown and assessing the impact and feasibility of a strategic combination of options ranging from a living shore to protective berms, parks, and barriers.



210

**A** Walkable street grid to support mixed-use growth

**B** Transportation and streetscape investments

**C** Open space investments

**D** Climate ready infrastructure

# Actions and Investments

## Energy and Environment

- › Flood protection measures along the Mystic and Charles rivers, including the Charles River Dam, to protect new and existing development in Sullivan Square and surrounding areas.
- › Policy changes to building code and climate-ready zoning regulations.

## Transportation

- › Improved rail and bus connections between Sullivan Square and Downtown Boston, Assembly Row, Inner Belt, Everett, Kendall, and other job centers.
- › Pedestrian and cyclist connections across Rutherford Avenue, along Medford Avenue, into Downtown, and elsewhere to improve safety and links to residential areas in Charlestown.

## Open Space

- › Improved green space along the Mystic River and investment in new open space as part of the improved Sullivan Square street grid.
- › Green links connecting Sullivan Square T Station with Downtown and the Charlestown waterfront.
- › Potential bike, rail, or bus connections on the rail right-of-way along Medford Street to enhance access between Sullivan Square and the Navy Yard.

## Land Use and Planning

- › Mixed-use job and housing development, including through the strategic disposition of government-owned sites.
- › Continued preservation of critical industrial uses along the Mystic River.
- › New street grid in Sullivan Square, which will create developable parcels and ensuring a walkable job and housing center.

## Economic Development

- › Creation of a job center that can become an anchor in the area's innovation and research economy.
- › Investments in job training and economic mobility initiatives to ensure that residents can access quality jobs at a variety of skill levels.

## Housing

- › New mixed-income housing that prioritizes workforce affordable housing.
- › Continued efforts to preserve existing affordable housing in Charlestown.

"I really like Sullivan Square positioned as the innovation hub, connecting Charlestown and surrounding towns north of the cities with major job centers. Can you also repurpose the railroad that goes along Medford Street into rapid access to the Navy Yard? And can there be a new dock that connects Sullivan with East Boston, the North End, and Seaport via water?"

**Resident via draft plan feedback**

## Next Steps

- › Effort to guide zoning and street grid in Sullivan Square and coordinate ongoing infrastructure planning.
- › Regional coordination with Somerville, Everett, Cambridge, and Chelsea.







# Newmarket and Widett Circle

**In Newmarket and Widett Circle, major industrial areas will be preserved and strengthened alongside transit-oriented job and housing growth to strengthen connections to surrounding areas.**

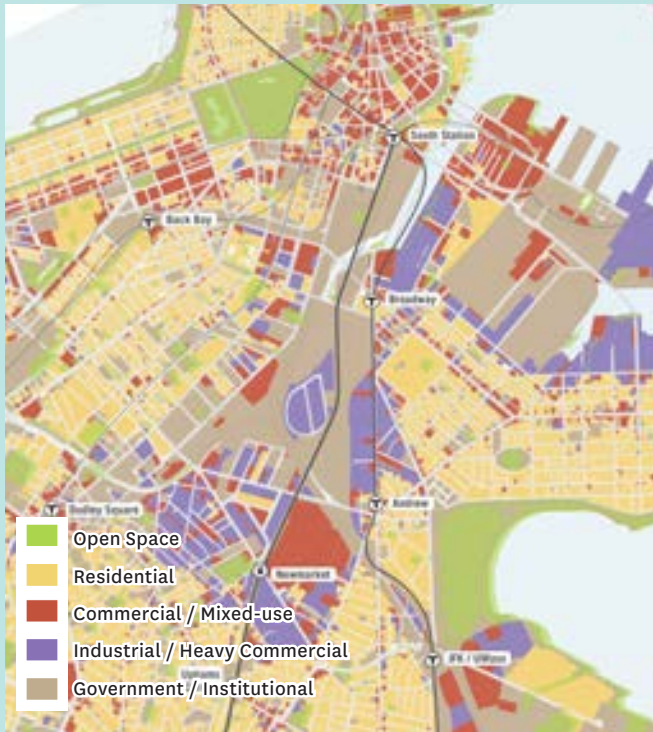


Given the industrial heritage of the area, the existing industrial businesses, and rail lines along the Fairmount corridor, there is strong potential for strengthening industrial uses, and redevelopment that connects communities and creates a dense, mixed-use job center. Core areas of Newmarket can be anchored by a mix of commercial and industrial uses and some edges can evolve as mixed-use areas. With its central location and dense surrounding area, there is potential for air-rights development as appropriate to knit the surrounding areas together as Newmarket and Widett Circle evolve. This growth

will be supported by investments in high-quality transit service along the Fairmount corridor that enhance connections to nearby neighborhoods and employment hubs. Additionally, new housing along the edges of adjacent residential neighborhoods, such as South Boston, Roxbury, and the South End, can strengthen connections to jobs and between neighborhoods. To support this growth and protect essential industrial areas, flood vulnerability in Newmarket and Widett Circle needs to be addressed through proactive investments combined with climate-ready zoning and building regulations.

## Key Actions

- › Mixed-use, transit-oriented development along key corridors and edges to strengthen connections to downtown and adjacent neighborhoods
- › Preservation and intensification of critical industrial uses
- › Encouragement of new commercial growth to support jobs that are accessible to local residents
- › Flood protection infrastructure, combined with climate-ready zoning and building regulations to enhance resilience



**↑ Land Use**

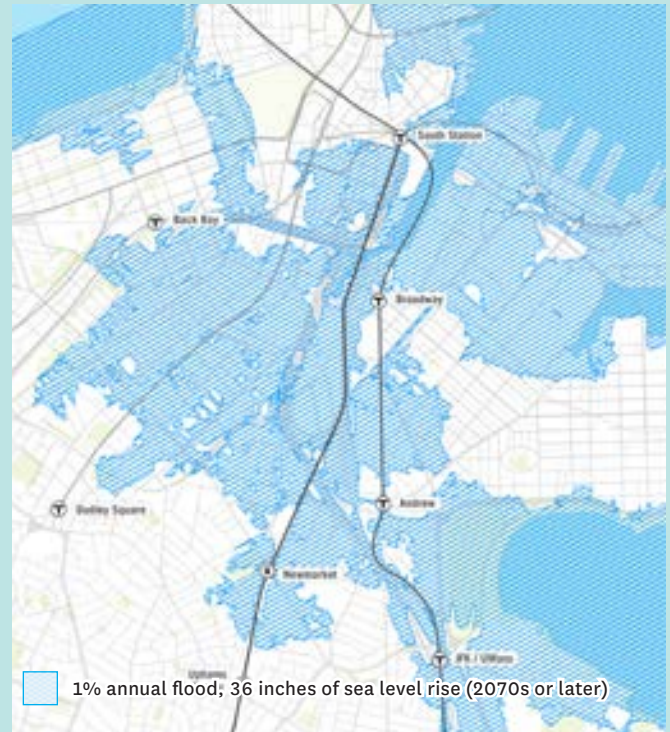
214 Today, Newmarket and Widett Circle are predominantly industrial and commercial areas that currently serve as key nodes for distribution, food processing, and light manufacturing in Boston. Widett Circle is home to a number of facilities that take advantage of access to I-93 and nearby rail lines. Newmarket was rezoned in 2014 to support more light industrial uses.

**↑ Recent Plans and Key Projects**

- A Newmarket Industrial-Commercial Neighborhood District (2016): New zoning establishes Newmarket as its own zoning district with a maximum floor area ratio of 2.0 and identifies more than 50 permissible uses, including existing ones, such as food manufacturing and distribution, and new ones, such as renewable energies, creative industries, and beverage manufacturing.
- B PLAN: South Boston Dorchester Ave Planning Initiative (Ongoing): Planning study to transform a largely industrial corridor to the east of Widett Circle into a mixed-use district with advanced industrial uses, mixed-income housing, walkable streets, and ground-floor retail.

"Keep Widett Circle light industrial jobs"  
**Roslindale resident via community workshop**





### ↑ Transportation

The Fairmount Line cuts through the center of Newmarket and the Red Line runs along the eastern edge of Newmarket and Widett Circle. Proximity to I-93 provides a critical connection for distribution centers and other industrial uses. Pedestrian connectivity through most of the area is poor. A knot of highways and rail infrastructure separates surrounding residential neighborhoods from each other and from the commercial core.

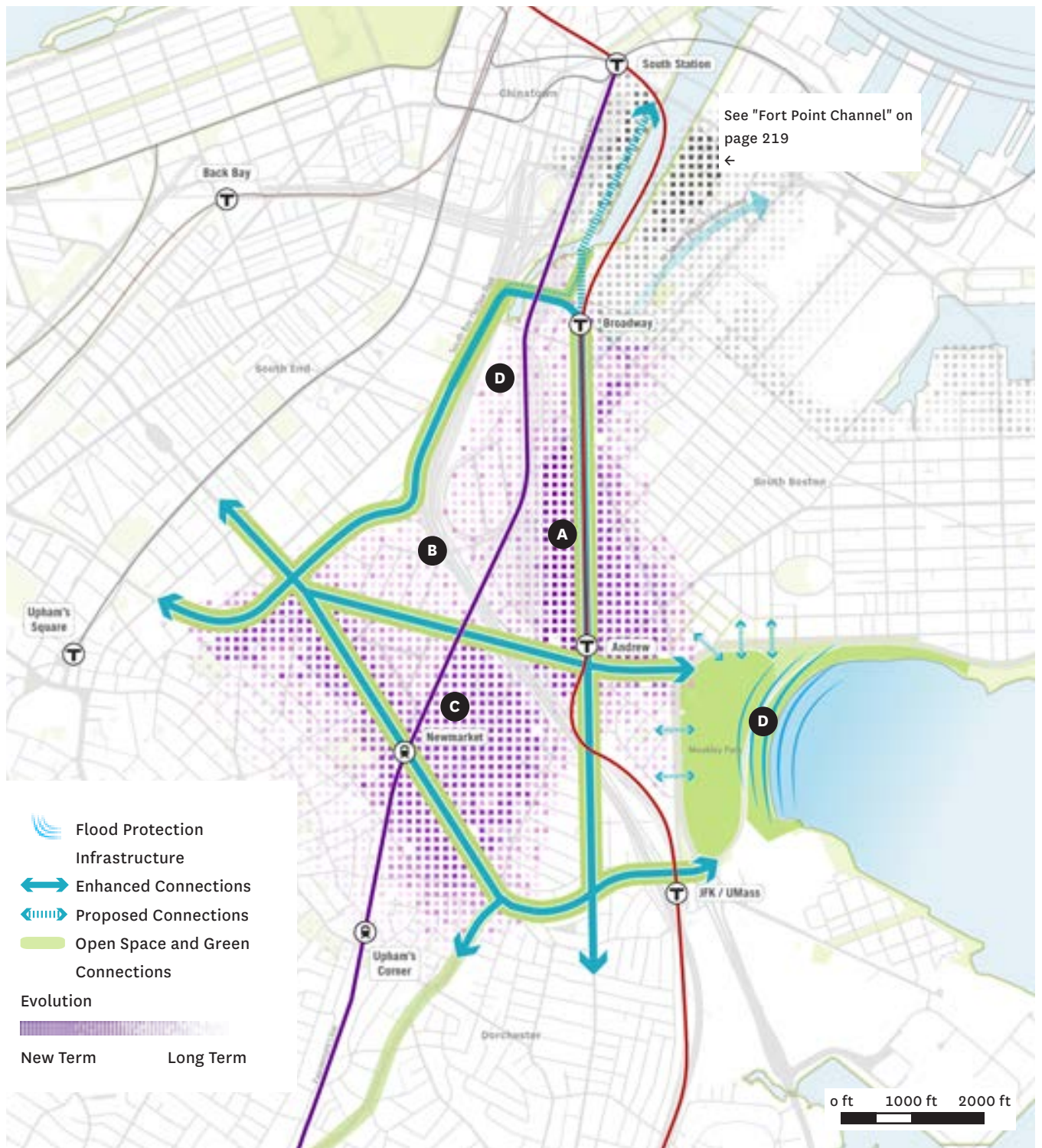
### ↑ Flood Vulnerability

In the coming decades, parts of Newmarket and Widett Circle will have at least a ten percent annual chance of flooding. Many of these areas lie at the intersection of several flood pathways, including from the Fort Point Channel and Dorchester Bay.<sup>12</sup> Addressing these risks requires district-scale flood protection plans. Further study is needed to determine the appropriate mechanisms to protect these areas, which could include climate-ready zoning, updated building standards, as well as investments in flood protection at key inundation points.

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Early ideas for Dorchester Bay protections were kick started at the 2016 BSLA Moakley Park Ideas Competition, where almost a dozen climate resilient designs for the park identified options for how to use the large open space to protect more inland areas, such as Newmarket and Widett Circle. At the same time, Climate Ready South Boston begins work in greater technical depth by identifying area-specific options for addressing inundation of the South Boston waterfront, including Fort Point Channel, and identifying the feasibility and impact of the likely options.

216



**A** Mixed-use transit-oriented development

**B** Preservation of key industrial uses

**C** New commercial growth

**D** Climate ready infrastructure

# Actions and Investments

## **Transportation**

- › Improved Fairmount/Indigo Line train connections, frequency, and experience.
- › Improved crosstown connections and walkability by reopening Dorchester Avenue to Fort Point Channel.
- › Creation of “complete streets” along Massachusetts Avenue and Southampton Street.

## **Open Space**

- › New and improved open space that serves workers, new residents, and adjacent neighborhoods.
- › Green links on key streets connecting Newmarket to the waterfront and inland green spaces, such as Franklin Park and the South Bay Harbor Trail.

## **Energy and Environment**

- › Protections along Fort Point Channel, South Boston Waterfront, and Dorchester Bay to protect adjacent and inland job centers, neighborhoods, and critical infrastructure from increasing flood risks.

## **Development & Land Use**

- › Mixed-use zoning along neighborhood edges to strengthen connections to adjacent neighborhoods.
- › Air-rights development as appropriate to knit the urban fabric together and strengthen connections over existing infrastructure.
- › Climate-ready zoning and building regulations.

## **Economic Development**

- › Preservation and enhancement of critical industrial uses.
- › Diversification of industrial uses in some areas to include advanced manufacturing, coupled with targeted job training and business development services.
- › Construction of new, mixed-use commercial space to increase job density.

## **Housing**

- › Housing that is affordable for residents with a range of incomes.
- › Investments in upgrades to public housing.

"Address creative brain drain by providing cheap workspaces [in Newmarket] for artists, designers, musicians."  
**Resident via online mapping comments**





"The Seaport/Fort Point Channel area is rapidly expanding and developing with new commercial and residential projects. We should use this opportunity to model a transportation infrastructure that is truly 21st century. Let's make the Seaport area pedestrian friendly, very walkable and something that we can point to as an example of what can be accomplished when the city, state and local residents can create together"  
**Boston Waterfront resident via online mapping tool**

# Fort Point Channel

**An active, urban waterfront where mixed-use development and a vibrant public realm transform how Downtown and the South Boston Waterfront meet and how Bostonians interact with the water.**



The land around this critical waterway, which sits at the intersection of the historic core and the fast-growing South Boston waterfront, has the potential to become a vibrant destination with jobs, housing and open space. With an accessible, pedestrian-oriented street grid and the incorporation of new and improved green space, strategic mixed-use development can thrive, connecting new growth to historic Fort Point and

nearby assets such as the Convention Center. Investments in green space along the Fort Point Channel could support ecological restoration, reduce flood vulnerability and provide a signature park for residents and workers. The presence of major employers such as GE and Gillette, as well as the longstanding Fort Point arts community, provides an opportunity for partnerships that guide investment in area.

## Key Actions

- › Active edge around Fort Point Channel and South Boston Waterfront through new open space and catalytic redevelopment of underutilized parcels.
- › Walkable street grid between South Boston Waterfront, Convention Center, South Boston, and Fort Point Channel to encourage mixed-use growth.
- › Pedestrian, bicycle, and open space connections, including enhancements to the South Bay Harbor Trail and Harborwalk.
- › Enhanced transportation infrastructure.
- › Restored connectivity and redevelopment along Dorchester Avenue.
- › Flood protection infrastructure that provides additional benefits such as open space.





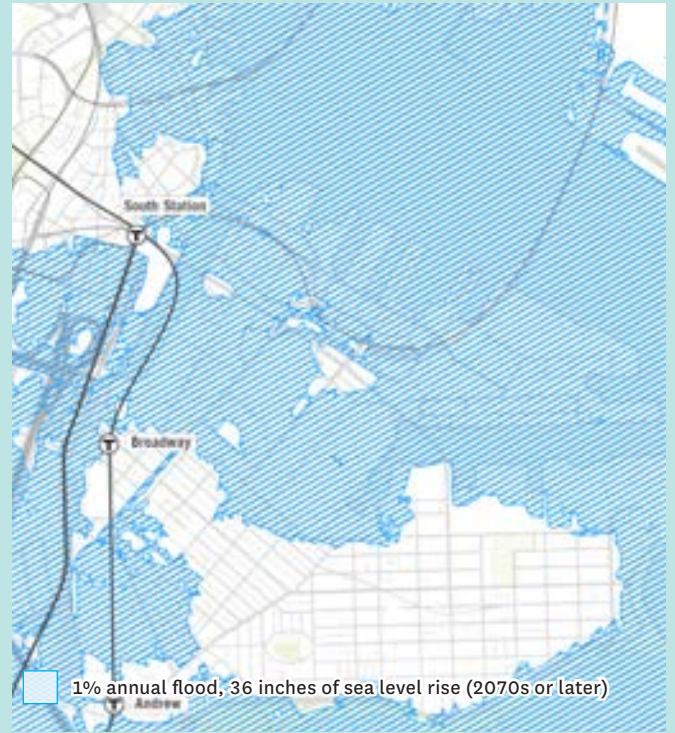
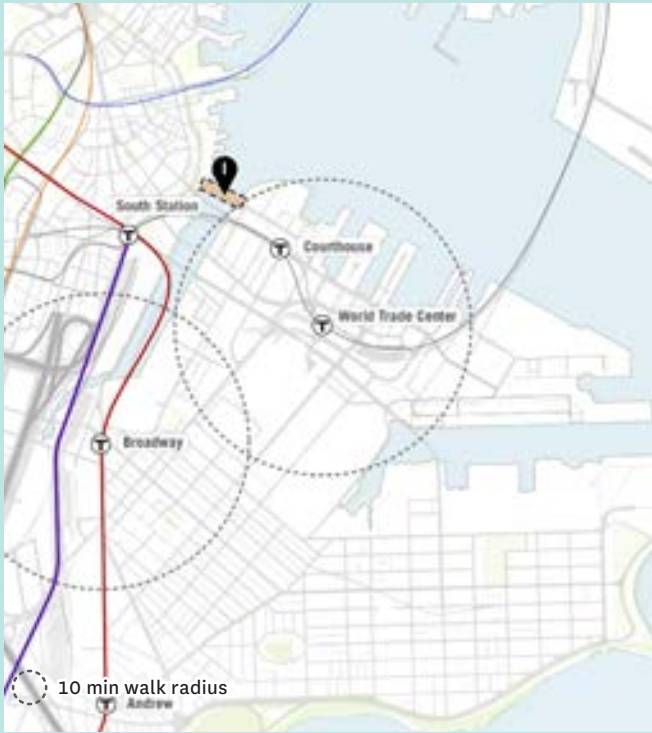
↑ Land Use

220 Industrial uses in Fort Point Channel are intermixed with late nineteenth and early twentieth century warehouse structures. A handful of major landowners account for much of the land area. These include a large USPS facility (A), the P&G/Gillette plant (B), and the new GE headquarters along Fort Point Channel (C), the Boston Convention Center to the east (D), the Boston Children's Museum and the future Martin's Park (E).

↑ Recent Plans and Key Projects

- F 100 Acres Master Plan (2006): Provides a framework for transforming 35 acres of surface parking lots around the Procter & Gamble/Gillette plant, the USPS facility, and Fort Point historic buildings into a mixed-use neighborhood anchored by over seven acres of new public open space and almost 5.9 million square feet of development. The plan builds upon a well-established adjacent residential neighborhood and thriving artist community.
  - G South Station Expansion Plan (Ongoing): MassDOT project to expand South Station to meet current and projected commuter demand. In addition to increasing station capacity, the plan will reopen Dorchester Avenue and the western edge of Fort Point Channel for public use.
  - H Seaport Square (Ongoing): 23-acre proposed dense, mixed-use development on the South Boston Waterfront that will include new open space along with enhanced connections between 100 Acres and the South Boston Waterfront.
- Climate Ready South Boston (Upcoming): Boston will be developing policy and flood-protection plans to reduce risks in the area.





### ↑ Transportation

The area is walking distance to Downtown, as well as key transit nodes such as South Station, the Red Line’s Broadway station, and the Silver Line’s Courthouse and World Trade Center stops.

I Northern Avenue Bridge Redesign (Ongoing): First built in 1908, the Northern Avenue Bridge has been closed due to corrosion. A design competition is underway to create a bridge for the next generation that enhances mobility and creates a destination for the next hundred years.

### ↑ Flood Vulnerability

Vulnerability stems from Fort Point Channel, Reserved Channel, and the harbor by way of the South Boston Waterfront. The area’s low elevation with few high points means that flood risk is significant from multiple pathways and comprehensive protection may be needed.<sup>13</sup> Climate Ready South Boston is a technical assessment and community engagement effort that seeks to identify possible climate preparedness policy and design strategies for the area, and assess the likely impact and feasibility of different options.



↑ GE headquarters rendering



↑ North Avenue Bridge Competition entry

### Next Steps

- › Coordinate with the neighborhood, the State, Convention Center, Gillette, GE, and other major stakeholders on a district-level vision
- › Implement district-scale climate resilience planning

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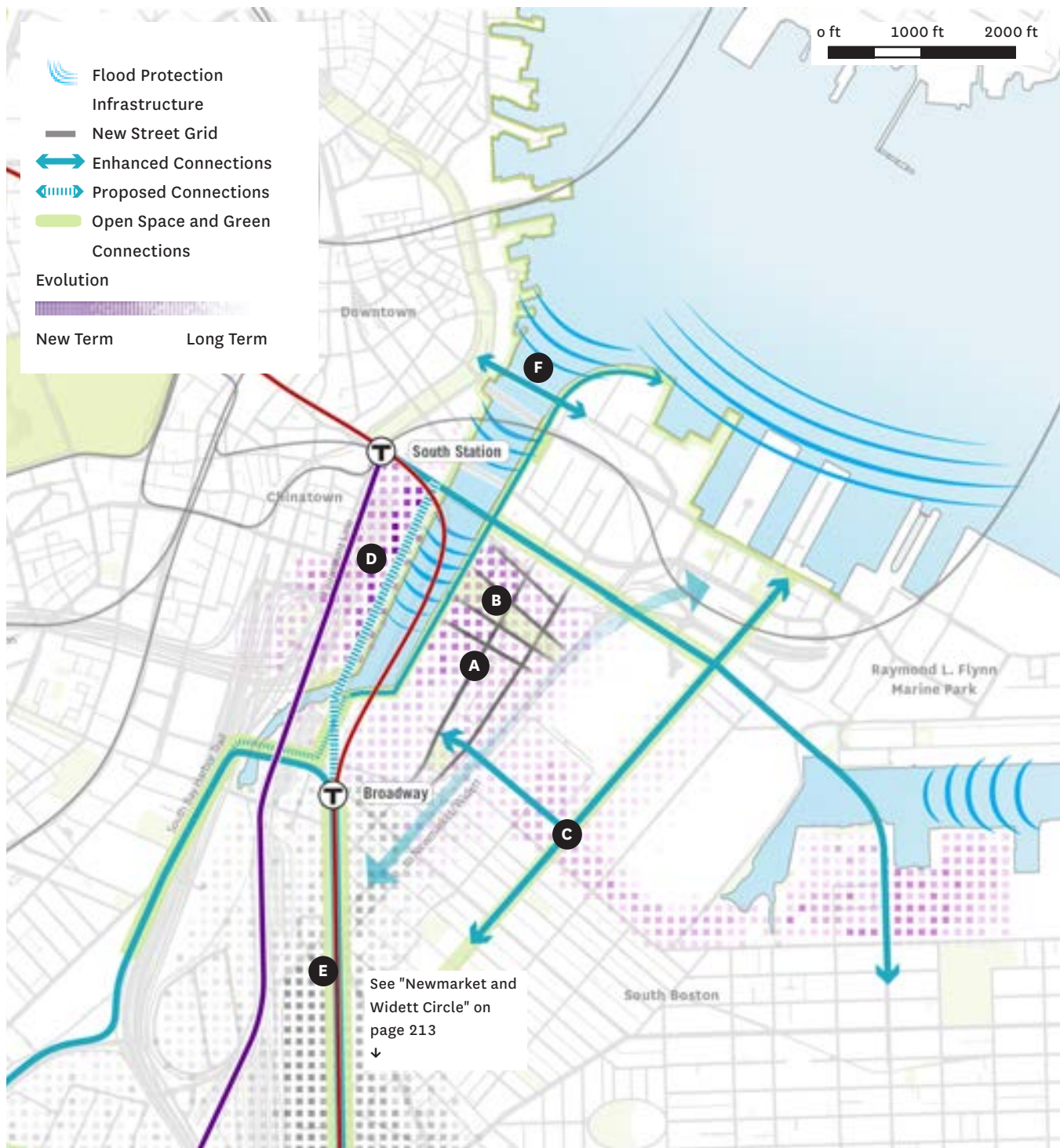
↑ "Tropical Fort Point" Public Art Project



↑ Design for Martin's Park by Michael Van Valkenburgh Associates

“A vibrant Seaport waterfront that better integrates Boston Harbor and parks that pierce Boston Harbor with plentiful recreational space and beaches.”  
**South Boston resident via online survey**





## Actions and Investments

- A** Walkable street grid
- C** Pedestrian and bike connections
- E** Restored connectivity and redevelopment along Dorchester Avenue
- B** Waterfront redevelopment and open space
- D** Enhanced transportation infrastructure
- F** Flood protection infrastructure





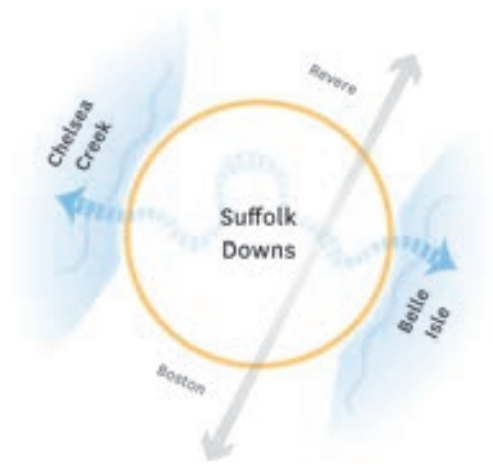
"Great, underutilized land for mixed-use development. Would be great if it is low-medium height to blend with existing East Boston neighborhood. This could include businesses to serve airport, East Boston, and North Shore, as well as residences and recreation space.

Please consider environmental issues for the site."

**East Boston resident via online mapping comments**

# Suffolk Downs

**Suffolk Downs can become a lively, mixed-use community anchored by quality transit and open space that responds to the surrounding marsh and river environment.**



Accessible by two Blue Line stations and the highway, Suffolk Downs presents a transformational opportunity to create a new, mixed-income area in Boston and Revere. Suffolk Downs' location between Chelsea Creek and Belle Isle Marsh demands an environmentally-minded approach to design and development that manages flood risk while also providing room for recreation. Investments in new and daylighted water features could strengthen the area's resilience

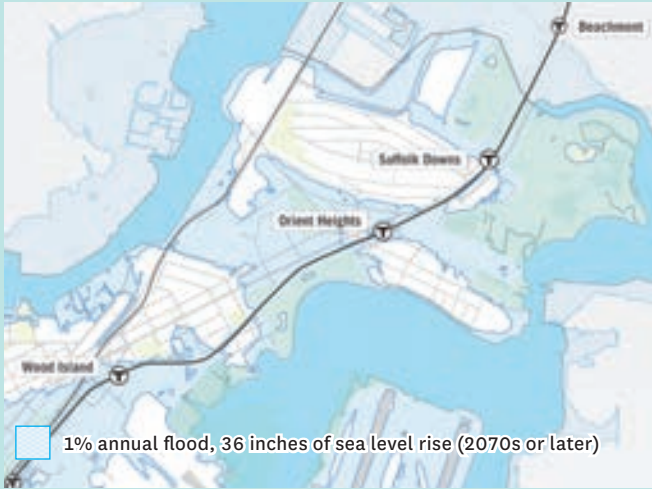
to flooding while providing a network of destination parks, marshland, and streams. Much of the land along Route 1A and the Chelsea River is home to industrial uses that can be preserved and strengthened. A plan for Suffolk Downs must respond to neighboring residential areas and guide the evolution of commercial and industrial businesses along 1A and the Chelsea River, many of which house airport-related uses today.

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## Key Actions

- › Transit-oriented mixed-use development
- › Strengthening of industrial uses along the Chelsea River
- › Emphasis on flood protection and open space, including signature network of water-oriented green spaces that connect to Belle Isle Marsh
- › Strengthened pedestrian, vehicular, and bike connections to East Boston and Downtown
- › Development planning that creates a district-wide flood resilience strategy





### Transportation

The Blue Line connects the eastern part of the site with other parts of East Boston and Downtown and has capacity for additional ridership. Meanwhile, road traffic relies on Route 1A, which presents traffic circulation issues between the area and the rest of Boston. The area is close but not connected to the East Boston Greenway, which provides pedestrian and bike connections to East Boston and other communities.

### Flood Vulnerability

Suffolk Downs and its environs are at very low elevations and are bordered by water on two sides. As the climate changes, the area will face increasing flood risk from both the harbor and Chelsea Creek, which could act as a backdoor for flooding depending on flood-protection alignments.<sup>14</sup> While the Belle Isle Marsh can help protect the area from storm surge from one side, it is at risk of drowning as sea levels rise.

### Land Use

The Suffolk Downs racetrack and its surrounding parking lots dominate the area, with the stable residential neighborhood of Orient Heights to the south. There are jet fuel tanks adjacent to the Suffolk Downs parking lot across city lines in Revere. The area between Route 1A and the Chelsea River is characterized by industrial and heavy commercial uses, including airport-supporting uses such as distribution centers and rental car centers.



↑ Belle Isle Marsh, East Boston

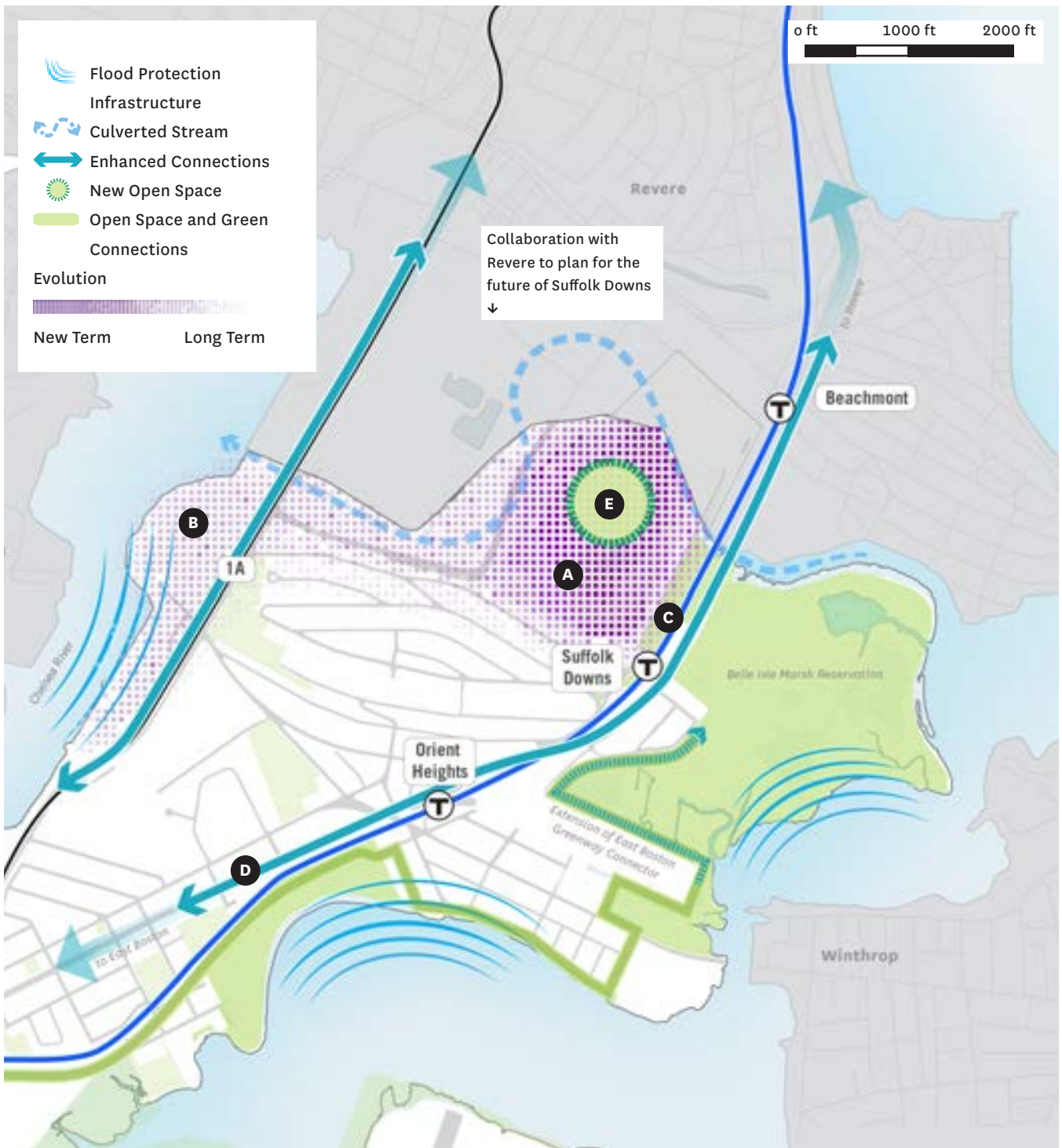
### Next Steps

- › Community engagement to inform development and planning decisions
- › Joint planning effort with Revere and landowner of the Suffolk Downs race track
- › East Boston waterfront and flood protection planning

“Both green and gray infrastructure are necessary. Boston has existing green assets that can be enhanced to better serve as flood protection infrastructure, such as Belle Isle Marsh and Sales Creek.”

**Citywide Waterfront Working Group Member**

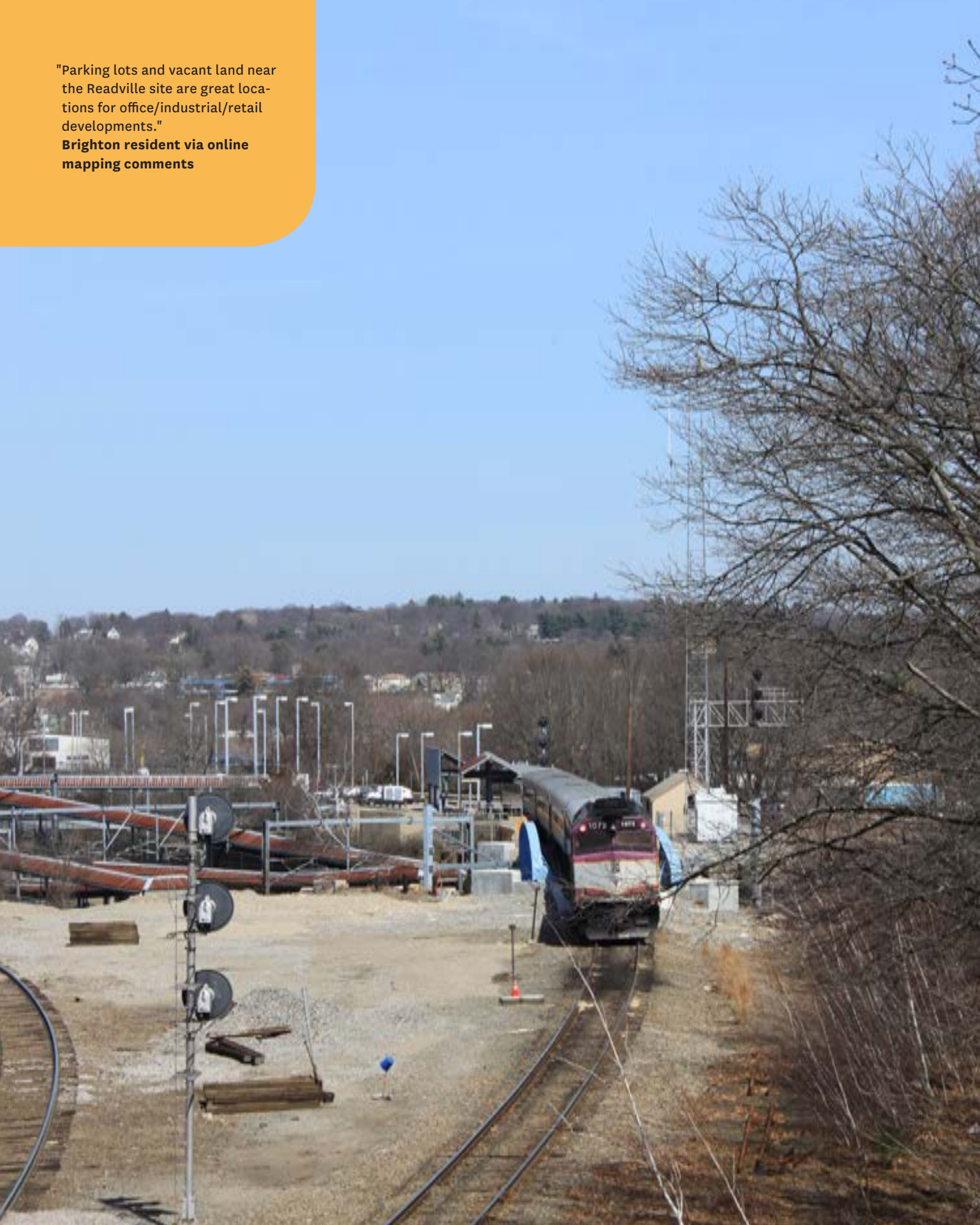




## Actions and Investments

- A** Transit-oriented mixed-use development
- C** Network of coordinated flood protection and open spaces
- E** Development planning that creates a district-wide flood resilience strategy
- B** Strengthened industrial uses
- D** Pedestrian, vehicular, and bike connections

"Parking lots and vacant land near the Readville site are great locations for office/industrial/retail developments."  
**Brighton resident via online mapping comments**



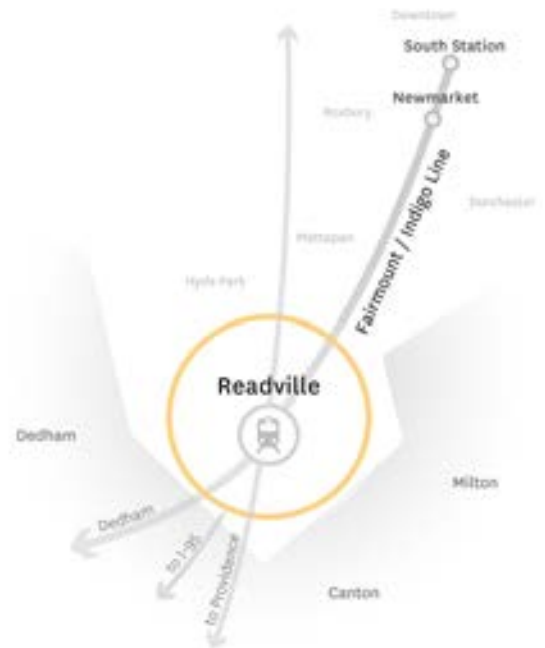


# Readville

**Readville’s existing industrial uses and transit access provide an opportunity to enhance manufacturing uses, create quality jobs, and encourage mixed-use, transit-oriented development.**

Readville in Hyde Park is an industrial center surrounded by stable residential areas. The neighborhood sits at the nexus of multiple rail lines and highway routes and is directly connected to Downtown and other job centers via the Fairmount Line. A wealth of existing industrial uses along with several large parcels present an opportunity for the area to be strengthened as an anchor for the city’s industrial economy. Investment

in local businesses, circulation improvements, improved connections along the Fairmount corridor, and public realm enhancements can increase job density and make this area more accessible to Dorchester, Mattapan, and Downtown. Sensitive mixed-use growth, particularly near the train station, and investment in Wolcott Square that embraces the square’s history can meet the needs of residents and workers.



## Key Actions

- › Preservation and enhancement of industrial land to increase job density
- › New mixed-use development around Readville Station and Wolcott Square
- › Fairmount/Indigo Line train connections, frequency, equitable fares, and user experience
- › Traffic pattern, streets, sidewalks, and public-realm improvements to facilitate circulation and encourage walking and biking





### Land Use

Industrial uses, such as construction storage and auto-body repair shops, and Boston Police Department storage make up much of the space along and around lower Hyde Park Avenue, just north of Readville Station. A railroad and MBTA rail yard sit directly behind these uses to the east, while light manufacturing, warehouses, and bus lots comprise much of the land to the south of the station.

#### Existing Plans

- › Hyde Park Neighborhood Strategic Plan (2011): Neighborhood planning framework to enhance residential and commercial uses while preserving key industrial areas for continued use. The industrial strategy recommends looking for emerging industries that can be attracted to the neighborhood while ensuring zoning and regulations support job-intensive and economically vital industrial uses.

### Transportation

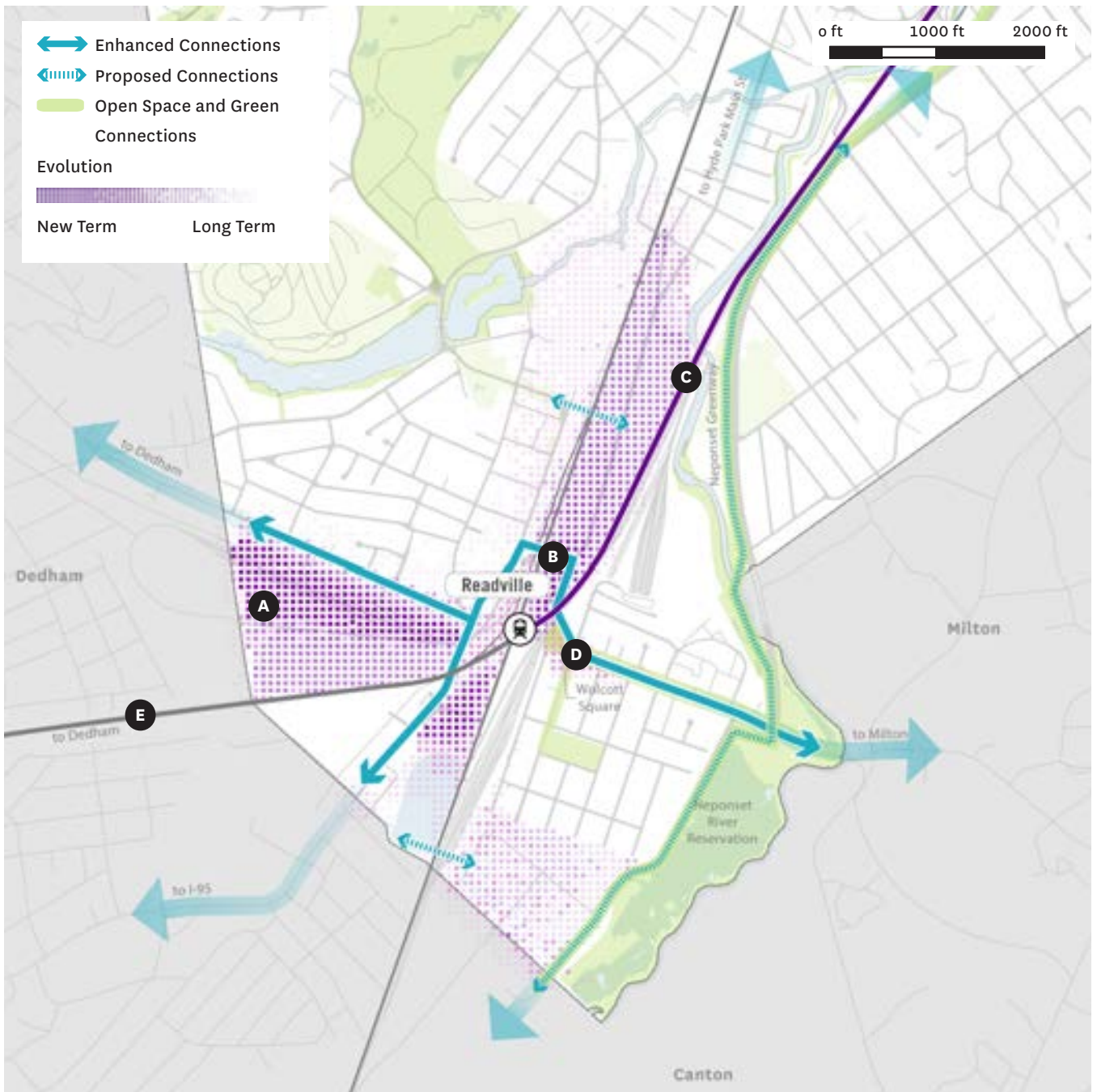
The Fairmount Line terminates at the center of the area, while I-95 runs east-west to the south of Readville. Readville's location close to key rail and road connections make the area a desirable location for industrial and manufacturing uses. Fairmount Line fares from Readville to Downtown are currently three times as expensive as the T, imposing an additional cost burden on Readville commuters. Parts of the neighborhood could also benefit from investments to address traffic and improve walkability through street improvements such as lights, sidewalks, and wayfinding.

#### Next Steps

- › Investments in transportation infrastructure, street improvements, improved circulation, and the public realm
- › Land use and economic development policies to support continued growth of industrial

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## Actions and Investments

- A** Preservation and enhancement of industrial land
- C** Improved Fairmount/Indigo Line connections, frequency, and user experience
- E** Connect Fairmount/Indigo Line to additional destinations, such as Dedham
- B** New mixed-use development
- D** Improved circulation via walking and biking infrastructure and other public-realms improvements





"I imagine a future where West Station is built knowing development is stimulated by government investment."  
Resident via note on Draft Plan

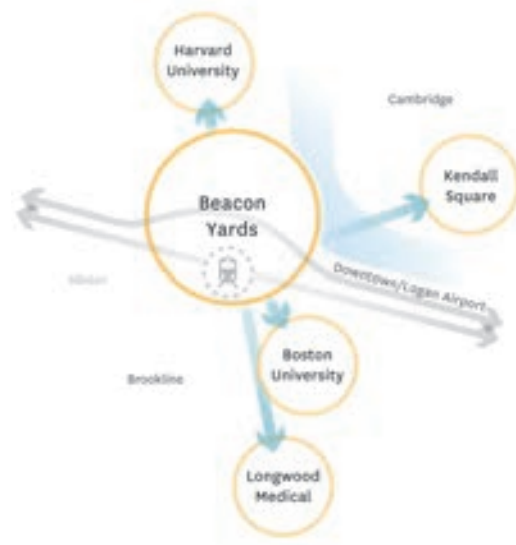
"Suffolk Downs and Beacon Yards need to be developed into new neighborhoods ASAP. DMUs [types of trains] along the Worcester line will connect Beacon Yards to jobs and entertainment downtown as the Blue Line will for Suffolk Downs. At each of these neighborhoods an Assembly Square style development is possible, adding thousands of new units to Boston's housing stock, increasing entertainment/shopping opportunities, adding hundreds of affordable units, and increasing Boston's tax base all while not increasing traffic substantially because the projects are transit oriented."

**Back Bay resident via online survey**



# Beacon Yards

**A new center for innovation can flourish between Boston and Cambridge around the new West Station. Significant commercial and residential growth can expand the boundaries of the commercial core.**



Beacon Yards’ position at the crossroads of Harvard University and Boston University, along with its access to health and innovation clusters in the Longwood Medical Area and Kendall Square, creates potential for the area to become a center for research and innovation. Today, the Massachusetts Turnpike viaduct and Allston / Brighton interchange occupy a large amount of land and act as a barrier between surrounding neighborhoods and institutions. The Allston I-90 Interchange Improvement project will realign and redesign the viaduct and interchange, unlocking the opportunity for the creation of a new mixed-use office and residential neighborhood, with the potential for

dense development through the use of air-rights development in the future. Significant investment in infrastructure, including an open-space network that provides connectivity to the Charles River, the development of West Station, coordinated and sustainable stormwater management, and stronger transit connections to surrounding neighborhoods will be critical to supporting residential growth and creating a mixed-use research and innovation hub. These infrastructure and transit investments will also serve nearby neighborhoods such as Allston and Brighton, expanding capacity and easing the burden on existing infrastructure.

## Key Actions

- › Planning to set the stage for a mixed-use, transit-oriented neighborhood that provides jobs for the innovation economy
- › Walkable streets and protected biking links between Allston and the Charles River
- › Placemaking through new open space and street-level retail
- › Transit hub at West Station and dedicated bus lanes connecting commuters to the neighborhood and downtown
- › Collaboration to address district-wide runoff and manage stormwater



## Existing Plans

- A Harvard Institutional Master Plan (Ongoing): Harvard is developing new academic, research, and administrative facilities and renovating buildings that support the University's mission, including science and innovation research.
- B Brighton-Guest Street Area (2012): Planning study to transform the underutilized 100-acre district into a destination in the heart of the Allston Brighton community with pedestrian-scaled streets, public parks and plazas, and neighborhood amenities.
- C Boston University Institutional Master Plan (Ongoing): Includes seven proposed Institutional Master Plan Projects, including the restoration of the existing Law School tower, development of new academic buildings in the Central and East Campus areas, and the completion of the John Hancock Student Village on West Campus.
- D Allston I-90 Interchange Improvement Project (Ongoing): The Allston I-90 Interchange Improvement Project will realign and redesign the viaduct and interchange, unlocking the opportunity for the creation of a new mixed-use neighborhood, with the potential for dense development through the use of air rights.

## Transportation

I-90 and a major commuter rail line cut through the area, but there are few existing transit nodes. A new commuter node at West Station is currently being planned.

## Land Use

Beacon Yards is composed of almost entirely Harvard or publicly owned land. A rail yard, highway interchange, and vacant lots define the area. The site is near the increasingly vibrant Western Avenue corridor that connects Watertown to Barry's Corner. Soil and groundwater remediation is underway to prepare the area for a mix of uses.

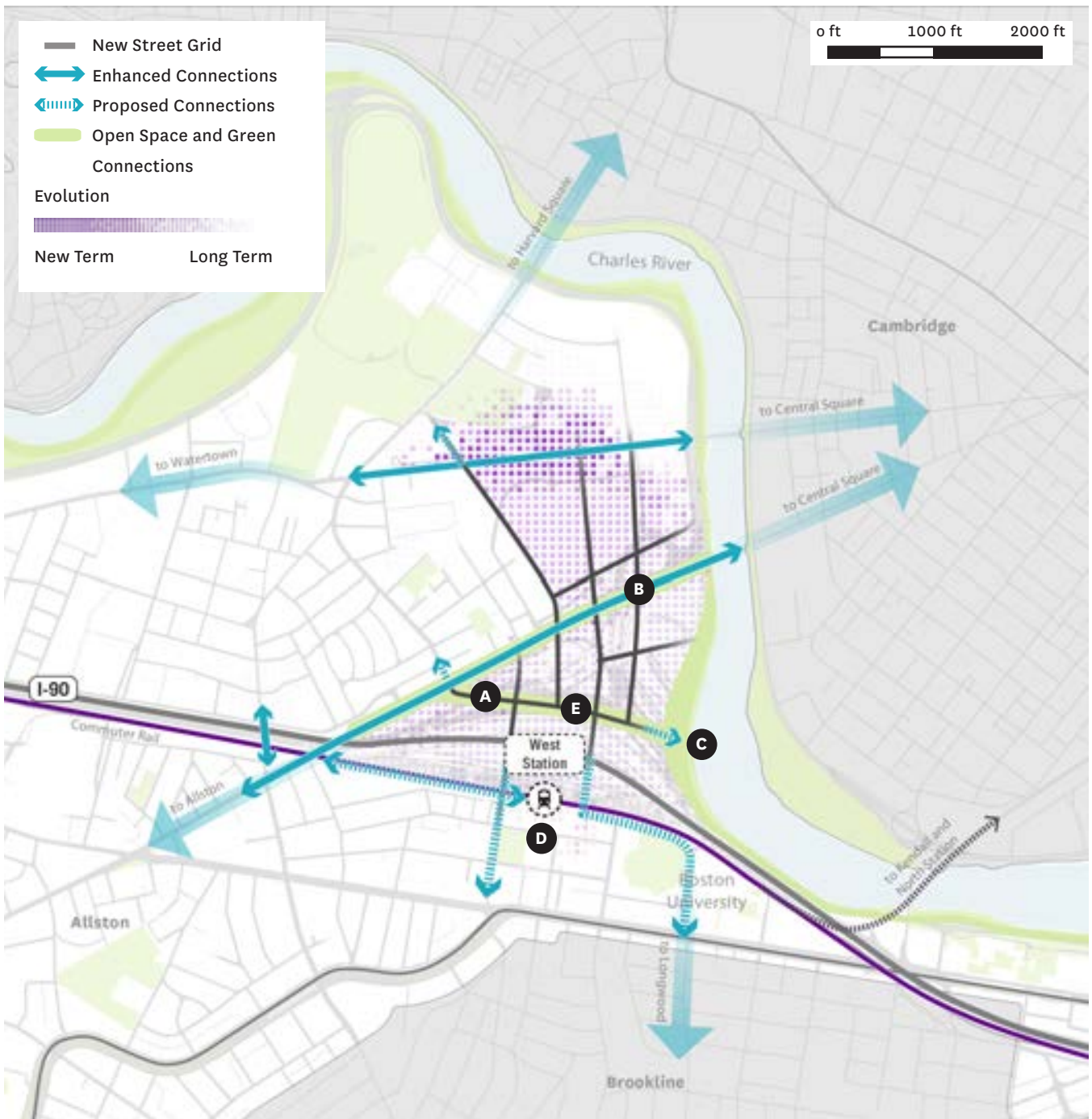
## Next Steps

- › Close collaboration with Harvard University during the institutional planning process
- › City guidance regarding zoning, street grid, transit, phasing

"The real city building opportunity is in the Beacon Rail Yards in Allston. The City needs...a plan that will make a real neighborhood there, in line with the city's long-term goals."

**Allston resident via online survey**





## Actions and Investments

- A** Plan to guide new innovation district
- C** Quality open spaces
- E** Collaboration on district-wide stormwater management
- B** Walkable and bikeable street grid that connects to open space along the river
- D** West Station multimodal transit hub





# Create a Waterfront for Future Generations

Tenean Beach,  
Dorchester



**Create a waterfront for all Bostonians that is climate-resilient and has the stewardship needed to thrive for coming generations.**



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[Camp Harbor View →](#)

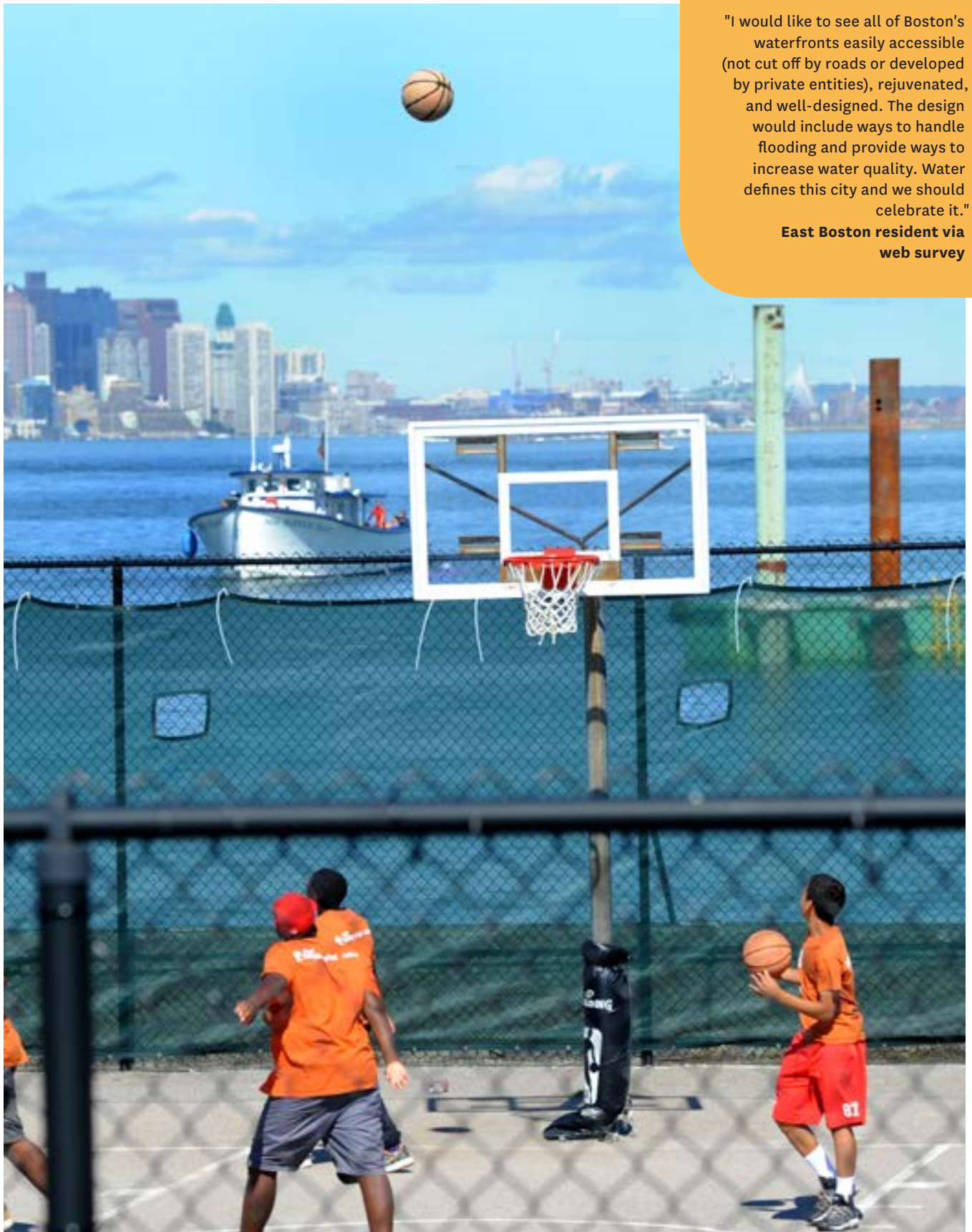
Boston's waterfront has shaped and been shaped by urban development since the city's inception. Boston Harbor played a pivotal role in American history, and the neighborhoods and wharves built along its shore were the foundations of the region's economy for centuries. Just as the waterfront has been a resource to past generations for maritime trade, today a waterfront for all Bostonians can offer a more inclusive, livable, and resilient future.

As Boston grows, the waterfront must continue to play a critical role in meeting the needs of future generations by providing spaces where new jobs can locate and where housing growth can alleviate pressure in existing neighborhoods. It must also protect a long standing legacy of maritime and port-dependent industries, from shipping to seafood and marine research. Existing community, recreational, and ecological resources can be strengthened, and new signature parks can be created to draw Bostonians and visitors to the water. Underpinning

Boston's long-term success as a waterfront city will be determined by vital investments in multilayered flood-protection systems that prepare economic hubs, existing and emerging neighborhoods, and critical infrastructure for the changing climate.

Creating a waterfront for coming generations will require Boston to confront significant technical, financial, and organizational challenges. Just as the city has collaborated with partners to clean up Boston Harbor, been a leader in reducing greenhouse gas emissions, and learned from other cities about carbon reduction, Boston can be a leader for twenty-first-century waterfront cities that continue to thrive as climate changes. With its universities on the cutting edge of research, technical and data-based businesses, creative developers, and strong community organizations that are planning proactively, Boston can come together now to create a waterfront for future generations.





"I would like to see all of Boston's waterfronts easily accessible (not cut off by roads or developed by private entities), rejuvenated, and well-designed. The design would include ways to handle flooding and provide ways to increase water quality. Water defines this city and we should celebrate it."

**East Boston resident via web survey**

## This is what we aspire to achieve.

### A Waterfront for all Bostonians

#### Support a Welcoming and Active Waterfront

An activated waterfront is anchored by varied types of open spaces, featuring cultural resources, opportunities to interact with the water, and year-round programming and connecting Bostonians with the natural, cultural, and economic history of the region.

#### Link Neighborhoods to the Water

An accessible waterfront is a public destination that can be reached and crossed by all residents and functions as a seamless link in the city's and the region's transportation network.

#### Foster Economic Opportunity

A thriving waterfront provides economic opportunities for Bostonians at a variety of income and skill levels and continues to support waterfront, port, and other marine-dependent industries.



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## Imagine Boston Waterfront Planning Process

To respond to waterfront issues and opportunities, the City of Boston undertook a waterfront planning process. A Citywide Working Group, including public, nonprofit, and private leaders, convened in the summer of 2016 to set a vision for the waterfront. This vision will further planning and the City's day-to-day work along the waterfront.





Carson Beach,  
South Boston

## A Climate-resilient Waterfront

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### Prepare for Climate Change

A climate-ready waterfront prepares Boston for climate-related risks, particularly coastal and riverine flooding, by creating multiple layers of protection.

### Improve Environmental Quality

An environmentally sound waterfront improves water quality and strengthens habitats.

## A Waterfront with Strong Stewardship

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### Ensure Sustainable Funding Structures

A financially sustainable waterfront has adequate funding and operational plans.

### Facilitate Collaborative Planning

A collaborative waterfront is planned with broad and open public discussion and through partnership with relevant jurisdictions.

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"Encourage the addition of more recreational boating [including] docking opportunities."

**Resident via draft plan feedback**

"With an eye to climate change, I'd like to see...waterfront park development to mitigate storm surges and sea rise and to turn adversity into an opportunity to create 'The American Venice.'"

**Roslindale resident via online survey**

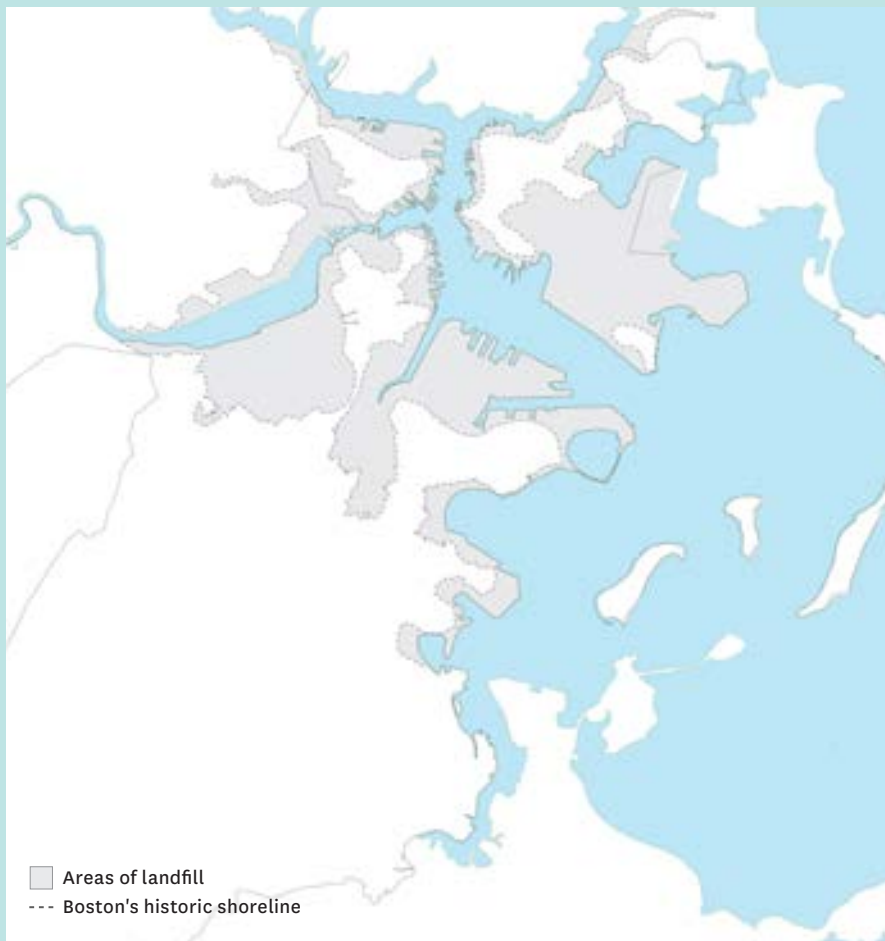


## Boston’s waterfront played a pivotal role in American history, and the neighborhoods and wharves Bostonians built along its shore shaped the region’s economy.

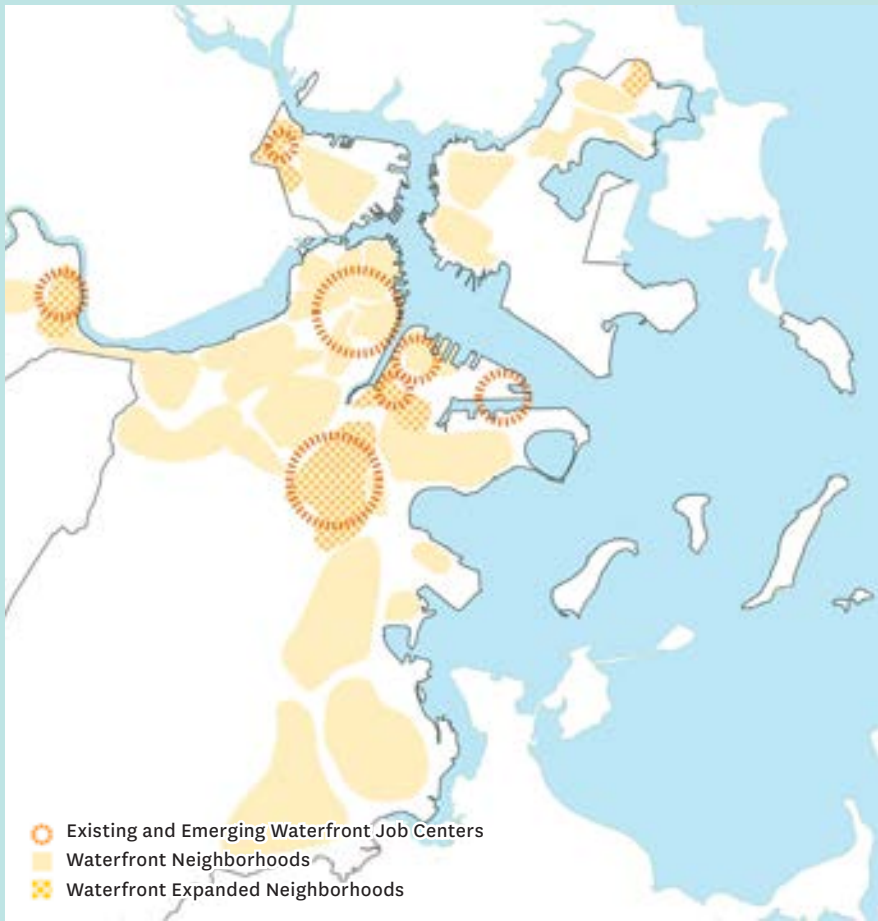
### A Manufactured Edge

As Boston’s economy grew, so did its population and the need to expand its size. Boston modified its shoreline through major landfilling efforts in the nineteenth- and early twentieth-centuries. Land was created for many reasons, including the expansion of the commercial center of Boston, establishing a new neighborhood in the Back Bay with a well-planned street and block system and the filling of tidal flats in South Boston to accommodate industrial uses, warehousing, and shipping.

Boston’s coastline has been reshaped through centuries of landfill. Given their low-lying nature, many of these areas are in the future floodplain. For historical maps, see page 58.



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## An Economic Engine

Boston's waterfront has been an engine of the city and the region's economy for centuries. Boston exported raw materials including timber, leather, woolen goods, and fur in the 1600s to 1800s and developed significant industrial, warehousing, and shipping facilities in the 1900s. Today, the harbor still hosts important maritime economic activities, from seafood processing to freight transport to the cruise industry. Significant portions of Boston's waterfront land are dedicated for these maritime uses, even as economic activity has shifted to knowledge sectors of health care, education, and technology. As Boston plans for its future, land for the working port and maritime uses must be protected, while some waterfront lands might also be used to respond to Boston's pressing twenty-first-century needs, including open space, flood protection, and job and housing opportunities.

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[Read more about Boston's industrial approach on "Industrial Approach" on page 202](#)



↑ Boston Ship Repair

"Maintain marine industrial character while adding more places to visit/eat."

**East Boston resident via online mapping comments**



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### An Open Space Destination

Boston's waterfront open spaces are treasures of the city and the region. As a whole, Boston's waterfront hosts a diversity of landscape types, from the urban edge of Rowses Wharf's paved walkways to the recreation destinations at Moakley Park and Carson Beach to the natural areas

of Belle Isle Marsh. While Boston has a variety of open space types, many parts of the city are dominated by one type of space; for example, the Inner Harbor has predominantly urban edges, while natural landscapes are farther from the center of the city.

Future strategic investments can work to enhance Boston's waterfront assets by providing diverse new open spaces and by strengthening connectivity and public awareness through greater integration with pedestrian and bike networks, wayfinding, and interpretive exhibits.



↑ Waterfront as natural open space

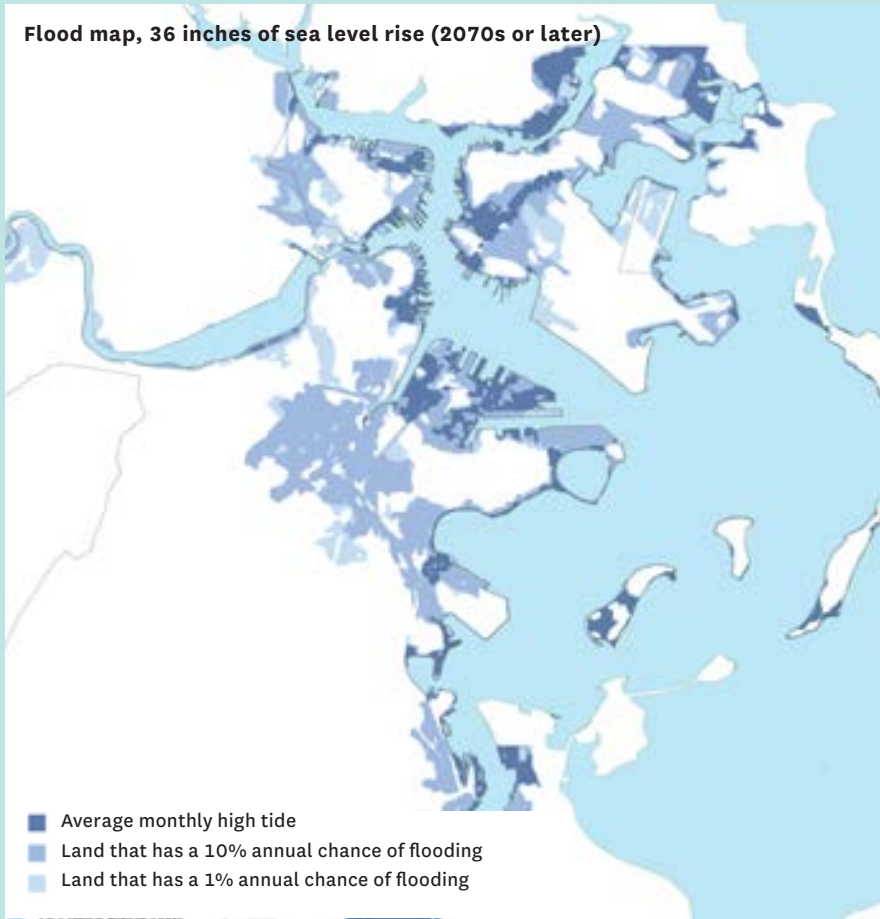


↑ Waterfront as urban edge



↑ Waterfront as recreational open space.





## Climate and environment

Climate change, and increasing coastal and riverine flooding in particular, exacerbate existing risks and threaten the safety and economic vitality of the city. Boston's waterfront is the city's frontline for climate defense, and potential protective interventions can be implemented along the waterfront to mitigate risks. Tools for planning, regulating, and implementing along the waterfront should appreciate the dynamic character of the natural environment, including sea-level rise in particular.

As soon as the 2030s, 5 percent of Boston's land area could be inundated by a 1 percent annual chance flood, exposing 3 percent of the population and \$20 billion worth of real estate to flooding.

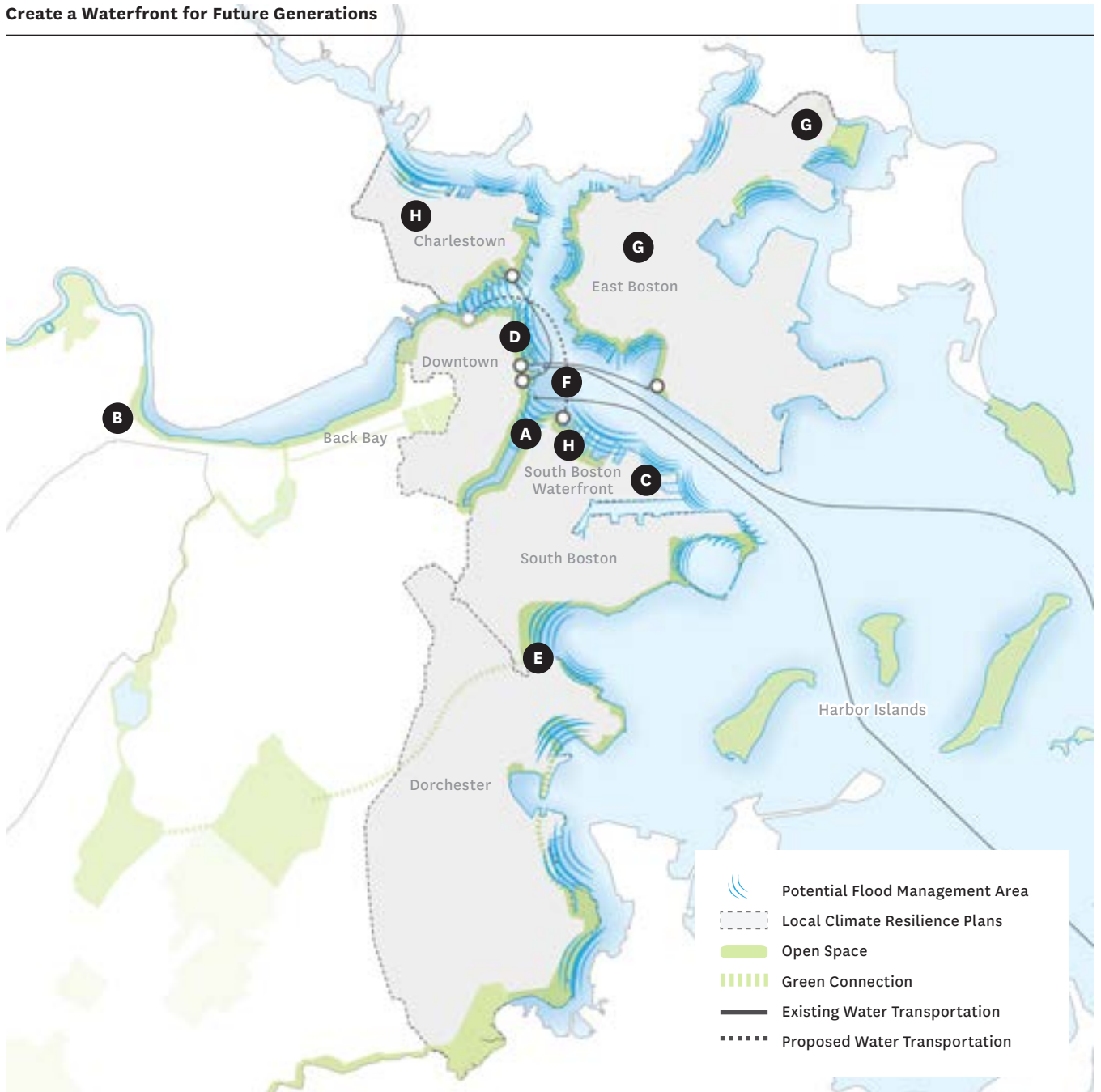
[Read more about how Boston will respond in the Energy & Environment section, page 337](#)



↑ Deer Island

“The amount of property value and population that could be exposed from flooding in the future shows that these actions are vital.”

**Mayor's Youth Council  
Representative via  
electronic comment**



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- A** Public space activation to create an urban waterfront in Fort Point Channel and South Boston Waterfront
- B** Large connected open spaces at Beacon Yards
- C** Waterfront jobs center at Raymond L. Flynn Marine Park
- D** Diverse and active downtown waterfront
- E** Emerald Necklace completion at Moakley Park
- F** Partnerships to support water transportation network
- G** Open spaces, including on the East Boston Waterfront and at Suffolk Downs
- H** District-scale local climate resilience plans

## Actions and Investments

### A Waterfront for All Bostonians

- › Create new signature open spaces that leverage underutilized waterfront sites.
- › Form networks of connected open spaces and cultural destinations.
- › Expand the diversity of experiences along stretches of the waterfront.
- › Expand connections between neighborhoods and the waterfront.
- › Strengthen and expand waterfront housing and job centers.

### A Climate-Resilient Waterfront

- › Develop local climate-resilience plans to prepare existing and high-risk job centers and neighborhoods.
- › Create flood-protection systems that provide multiple benefits.
- › Implement policies and initiatives to ensure water quality and strengthen habitats.

### A Waterfront with Strong Stewardship

- › Apply new, sustainable models for the creation and maintenance of public waterfront areas.
- › Deploy proactive zoning and create a predictable entitlement process for greater public benefits.

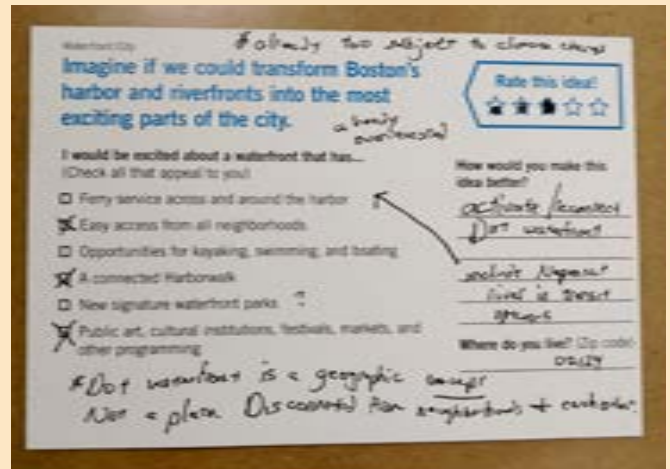
"Where transit already exists—allow more density and stand up for density within 1/4 mile of transit."  
**Resident via draft plan feedback**

"Engage the region's knowledge economy to increase innovation, profitability and investment in Boston's working port."  
**Resident via draft plan feedback**

"Dorchester needs a boathouse. Today, access to rowing or sailing is limited to the Charles. City should partner with UMASS to provide a public[ly] accessible boat house and encourage water based sports for local residents. Schools or organizations could also leverage facilities to launch their own sports programs."  
**Dorchester resident via online mapping comments**



Bostonians from all neighborhoods shared ideas about the waterfront. Common themes included increasing water transportation and open space, and addressing climate vulnerability.

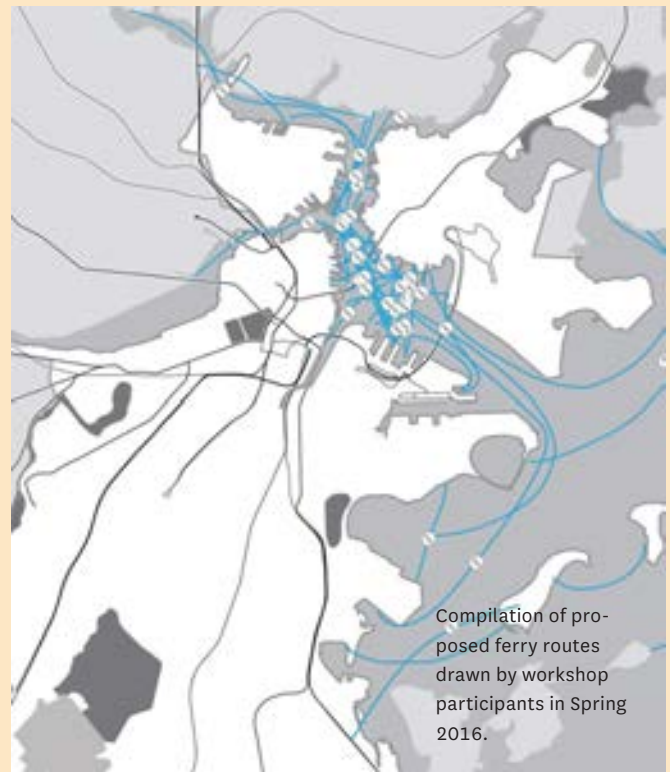


↑  
 Residents on a ferry tour of Boston Harbor during Imagine Boston Week in Fall 2016. Workshop participants in summer 2016 rated different ideas for how to make Boston more of a Waterfront City.  
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East Boston residents mark up a map at a community workshop in Spring 2016.



Compilation of proposed ferry routes drawn by workshop participants in Spring 2016.

Participants in the building-block activity experimented with how to develop neighborhood edges, many of which are along the waterfront. During the activity, participants were prompted to respond to rising sea levels. Many moved buildings back from the coastline and built marshes and sea walls to protect waterfront neighborhoods (below right). Below left, participants proposed canals to deal with the potential for higher sea levels in the future.



↓

**South Boston Waterfront**

**Kelly Lynema**  
Mar 05, 2016

Renovate and provide more working space (and play space) right on the waterfront. This could be a great mixed-use live/work/play space.

Places to work

7 Supporters

**Sara Ting**  
Mar 06, 2016

Agree, and how about having public art piece that's engaging and can help create a culture of inclusion for work and play in the waterfront. World Unity Inc. has been working on a vision for 23 years... [Read more](#)

For Supporters post

Residents made comments on online maps about ways to enhance the waterfront in different neighborhoods.

↓

**East Boston Waterfront**

**Jordan Zimmermann**  
Mar 05, 2016

Improve waterfront behind shopping center - create extension of harbor walk, improve retail and plan for improvements to connect neighborhood to waterfront ... while also providing solution to address flooding here

Places to play

6 Supporters

**Dorchester Waterfront**

**Kate Longley-Wood**  
Apr 21, 2016

Boston needs more coastal access points for small paddle craft (kayaks, etc...). We have been turned away from Carson Beach with our kayaks, but there aren't many other public locations in Boston with convenient parking that allow kayaking. As a waterfront city with a vibrant harbor, we should be encouraging low-impact water sports.

Places to play

1 Supporters



## Boston's approach will support each of the city's waterfront neighborhoods.



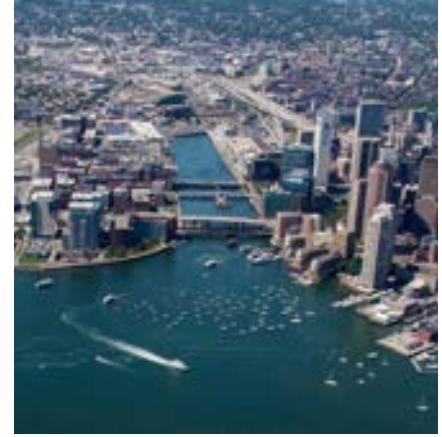
### Dorchester

The Dorchester Waterfront—which is primarily comprised of state-owned beaches—can become a more accessible and appealing destination with a pedestrian-friendly waterfront, a renaturalized shoreline landscape, and flood protection for inland areas. The completion of the Emerald Necklace—via the proposed Columbia Road Greenway, which will improve walking, driving, and open space—and the enhancement of Morrissey Boulevard are among the key actions that can strengthen connections and access to the waterfront. As significant risks associated with flooding continue to rise along the waterfront, Columbia Point, home to major institutions and employers, and Moakley Park could become key areas for interventions that would reduce flood risk around Dorchester Bay.



### Downtown

There are opportunities to enrich and diversify the Downtown Waterfront public realm to create a more vibrant, welcoming, and accessible gateway to Boston's historic core. Several planned developments along the Downtown Waterfront have the potential to reduce inland flood risk, enhance pedestrian linkages, and develop new open spaces and experiential diversity that draws people to the water's edge. As future developments and infrastructure projects are planned, the city will continue to deploy proactive zoning and develop design and use standards to generate public benefits and guide climate-ready development.



### Fort Point Channel

At the intersection of Boston's historic downtown, Chinatown, and the rapidly growing South Boston Waterfront, Fort Point Channel can become an active, urban waterfront. Activation of the Fort Point edge and watershed can leverage momentum from ongoing nearby development to improve public access, programming, and circulation. Integrated flood protection, coordinated with water-quality investments, could reduce significant flood risks for inland areas in the South End, Newmarket, and Widett Circle.

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“There’s more to Boston’s waterfront than its role in the American Revolution and it should also be celebrated!”  
**Citywide Waterfront Working Group Member**





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### East Boston

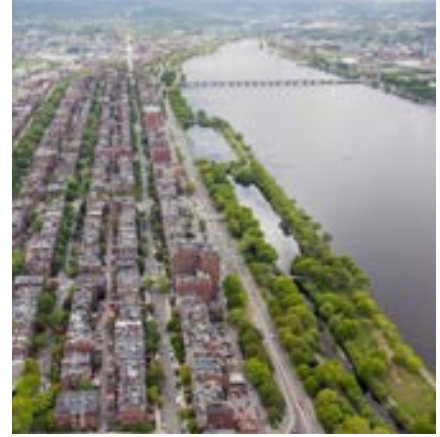
In a time of rapid neighborhood change and increasing flood risk, East Boston’s waterfront can host new housing, job centers, and a welcoming open-space system that meet the needs of local residents. An accessible waterfront can be created through investments in Harborwalk connectivity, expanded waterfront transportation networks, enhancements to the public realm along Chelsea Creek and the development of new, destination open space with iconic views of Downtown. Growth should be guided by community priorities for affordable housing and open-space access and respond to an evaluation of climate vulnerability and potential flood-protection strategies.



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### Charlestown

In Charlestown, a historic industrial waterfront has evolved to accommodate a mix of uses, from the Massport-owned Autoport to Spaulding Rehabilitation Hospital. The neighborhood’s waterfront can become more active through investments in the Charlestown Navy Yard and mixed-use growth at Sullivan Square that is enabled by investments in open space and flood defenses along the Mystic River.



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### Charles River

Waterfront investments along the Charles River can improve water quality, strengthen existing open spaces, such as the Charles River Esplanade, and introduce new spaces—such as new open space at Beacon Yards—to enhance public access and interaction with the water. The development and implementation of flood-protection efforts will be critical to protecting areas along the Charles River, particularly near the Charles River Dam.

## A Waterfront for All Bostonians

### Create new signature parks that leverage underutilized waterfront sites.

Exciting new spaces can become destinations for all Bostonians and visitors.

The waterfront is a public resource and its natural and recreational potential should be accessible to all. As a growing, diversifying city, Boston needs new signature waterfront open spaces that create destinations where residents and visitors from across the city can convene. In certain waterfront areas, changing uses or obsolete infrastructure that no longer serve its original purpose may present an opportunity to transform sites into new, vibrant open spaces that strengthen the public's connection to the waterfront and increase resilience.

### Grow the diversity of experiences along stretches of the waterfront.

Building a waterfront that offers users a greater variety of experiences in relatively close proximity—from serene walks in nature to active recreation or boating and from working to dining—can make the waterfront more interesting and attractive to a wide range of people.

As a whole, Boston's waterfront hosts a diversity of types of experiences, ranging from the rich ecosystem along the Neponset River or the Harbor Islands to the ballfields of Moakley Park, and the shipyards and marinas of East Boston. However, this diversity is spread out across miles of waterfront; for the public visiting a specific stretch of the waterfront, there is often only a single experience to be had. Through the creation of new public spaces and the reprogramming of existing spaces, there are opportunities to create areas in which the waterfront offers a broader variety of experiences.

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#### **Crissy Field, San Francisco**

Crissy Field is a former US Army airfield that was transformed in the 1990s into a 100-acre park with varied landscapes and attractions. It features ecologically restored wetlands, hiking trails, picnic areas, an education center, and cafes, with breathtaking views of the Golden Gate Bridge and the San Francisco Bay.

#### **Race Street Pier, Philadelphia**

Built on the site of a nineteenth-century shipping pier, the new Race Street Pier opened in 2011 as the first public space in the new Master Plan for the Central Delaware River Waterfront. The one-acre space features lawns and seating areas and allows visitors to enjoy the formerly neglected riverfront in a dramatic setting next to the Benjamin Franklin Bridge.

#### **Baltimore Inner Harbor, Baltimore**

Baltimore's Inner Harbor, once the center of the city's maritime economy, now offers a wide array of experiences for locals and visitors. There are cultural and educational experiences at the Pier 6 Pavilion and the National Aquarium; passive and active recreation at West Shore Park and Rash Field; and shopping and dining at Harborplace and elsewhere.

#### **Bremen Street Park, Boston**

East Boston's Bremen Street Park features a variety of open space experiences within its 18-acre landscape. The park's programming and amenities include large public lawns, play areas and spray pools for children, an amphitheater for events and performances, a community garden, and a dog park. It is adjacent to cultural destinations and community facilities, including the East Boston Branch of the Boston Public Library and the East Boston YMCA, and the East Boston Greenway, which connects it to other open spaces, residences, and job centers.

## Strengthen and expand waterfront housing and job centers.

Through the preservation and agglomeration of critical maritime industrial uses and expansion of jobs and housing in select areas planned for climate adaptation, the waterfront can serve the needs of Boston's growing population and economy.

Boston's waterfront hosts certain critical industrial uses that are dependent on access to the water and should therefore be preserved and strengthened. In some inactive former industrial lands can evolve to enable new housing and job growth. The City will ensure that growth in these areas is climate-ready by studying and implementing appropriate infrastructure and policies to guide growth and investment.

See "Expand Neighborhoods" on page 190.



### Brooklyn Navy Yard, Brooklyn, NY

Established in 1801, the Brooklyn Navy Yard employed 70,000 people at its peak, during World War II. Employment declined drastically in subsequent decades, and continued to decline after the Yard was decommissioned in 1966. In recent decades, the nonprofit Brooklyn Navy Yard Development Corporation (BNYDC) has diversified the Yard's tenant base, which now includes a major film studio and light industrial tenants in growing sectors like food manufacturing. Building off of recent success, BNYDC and its partners are investing \$700 million in new development at the Yards, and expect employment to more than double to 16,000 by 2020.<sup>15</sup>

"The entire waterfront [should have] wide walkways with benches and tables and multiple public access points"

**Resident via draft plan feedback**

"Continuing to support water transportation infrastructure for water taxis to make is easy for residents and tourists to access and explore the waterfront."

**Roslindale resident via online survey**



### Form networks of connected open spaces and cultural destinations.

The creation of new parks and the connection of existing open spaces and cultural destinations to form a larger "necklace" of spaces can yield a whole network that is greater than the sum of its parts. This is an especially relevant opportunity in areas of the city where current open space is fragmented but close to one another.

In dense neighborhoods like the North End and Downtown, where opportunities for large park spaces are limited, a series of smaller parks and cultural destinations can be better connected through a visible and logical pedestrian network, making them attractive to a greater population and active throughout the year. Like the Freedom Trail and Harborwalk, future networks can connect individual open spaces and cultural destinations to create a larger whole.

### Expand connections between neighborhoods and the waterfront.

Improved bike, pedestrian, and ferry networks along existing or new green spaces can better connect all neighborhoods to the resources and benefits of the harbor and the rivers.

From the Emerald Necklace to the Charles River Esplanade, Boston has open-space networks that connect multiple neighborhoods and draw people from across the region's diverse communities. However, many inland neighborhoods lack clear connections to the waterfront. Boston can strengthen connections from inland neighborhoods to the waterfront by enhancing existing links, implementing planned connections, and creating new pathways. Enhanced waterfront transportation, such as the Inner Harbor Ferry Expansion, can link communities around the Harbor and bring Bostonians to the waterfront.

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#### South Bank, London

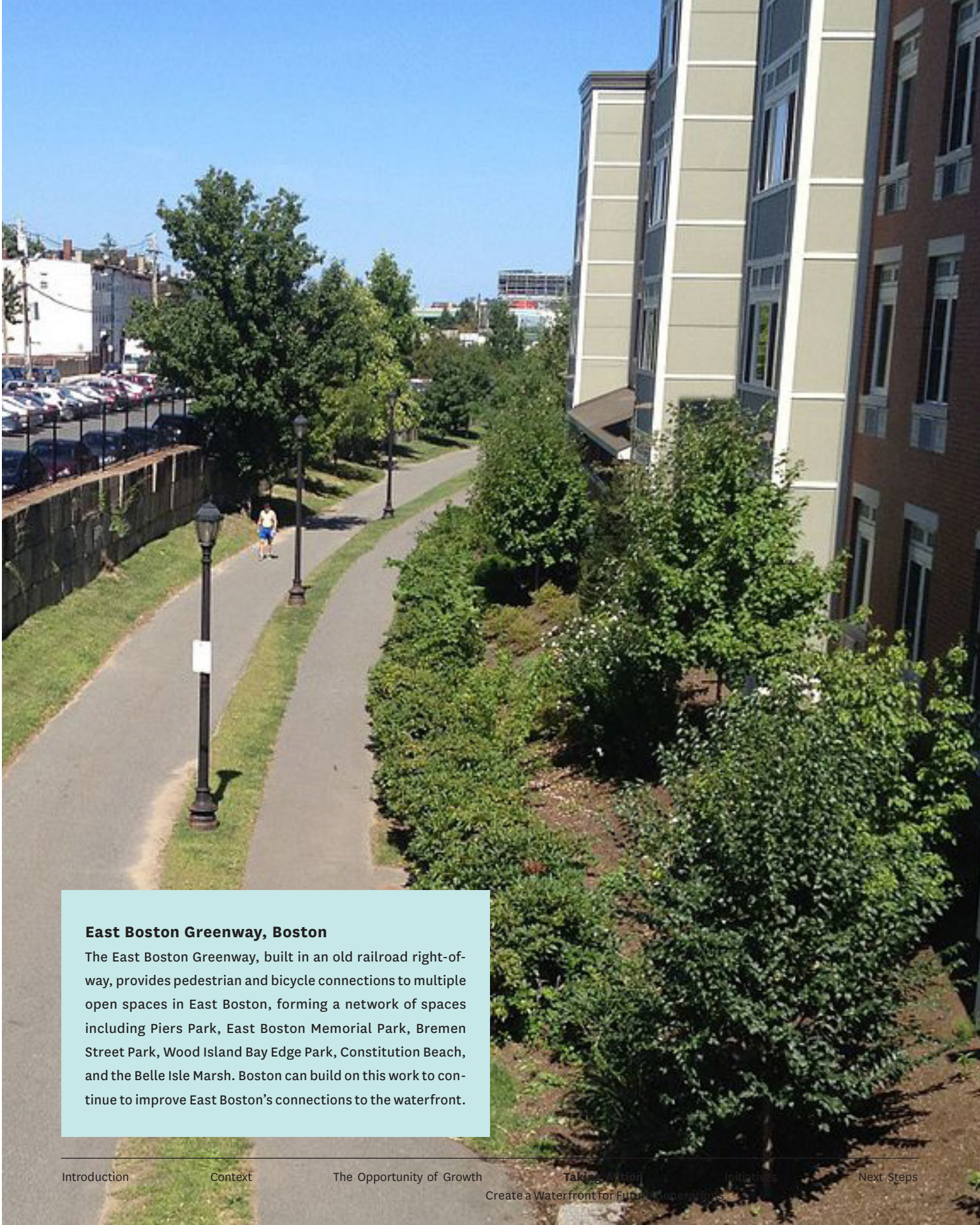
The South Bank of the River Thames in London is a dense former industrial area that now boasts a compelling network of cultural and recreational destinations activated through programming and connected through thoughtfully designed walkways. The distance between the London Eye Ferris wheel and the Tate Modern museum is around 1.2 miles, slightly longer than the distance between the North End Coast Guard Base and the Northern Avenue Bridge in Downtown Boston; though there are many differences between the two stretches of waterfront, the world-class experiences created in the challenging physical environment of South Bank can be an inspiration for long-term planning and investment in Downtown Boston.



#### Allegheny Riverfront Park, Pittsburgh

Where the Allegheny River was once cut off from the city of Pittsburgh by a series of highways, it is now connected via a two-level riverfront park, with ramps bringing visitors right down to the water's edge.





### **East Boston Greenway, Boston**

The East Boston Greenway, built in an old railroad right-of-way, provides pedestrian and bicycle connections to multiple open spaces in East Boston, forming a network of spaces including Piers Park, East Boston Memorial Park, Bremen Street Park, Wood Island Bay Edge Park, Constitution Beach, and the Belle Isle Marsh. Boston can build on this work to continue to improve East Boston's connections to the waterfront.

## A climate-resilient waterfront that protects neighborhoods and job centers

### Create flood-protection systems that provide multiple benefits.

Coordinated flood-protection mechanisms with public access spaces, recreational areas, or ecologically productive wetlands can maximize the benefits of these investments and the funding available to implement them.

Nature-based (“green”) or hard-engineered (“gray”) flood-protection investments can proactively respond to flood risks that threaten Boston’s residents, businesses, and institutions. To maximize the benefits of these investments and the funding available to finance them, they should be integrated wherever possible with publicly accessible paths, parks, open spaces, and ecologically productive wetlands.

256 Boston Harbor’s water quality is generally high, and much improved after decades of cleanup. Despite these advances, water quality remains lower in certain locations, particularly in areas with combined-sewer-outfalls (CSOs). Future improvements, such as infrastructure investment and public realm improvements at Fort Point Channel and Columbia Road, present opportunities to improve water quality by capturing stormwater to relieve the burden on CSOs and reduce phosphorus loading, and by treating water before it enters the harbor. Improvements will also aim to protect the salt marsh and other local wetlands.

#### San Antonio River Walk, San Antonio

In the 1930s, the City of San Antonio created a multipurpose bypass channel—complete with 17,000 feet of walkways along the river and stairs up to street level—to mitigate dangerous and frequent flooding in the downtown. The River Walk has evolved into an extensive urban park network and one of the City’s main tourism assets, spurring significant commercial growth. In 2009 and 2011, public investment nearly doubled the length of the River Walk, leveraging investment in resilience to guide metropolitan planning and catalyze economic growth. These projects, Museum Reach and Mission Reach, helped to link the now 15-mile walkway to the city’s historic missions, open spaces, diverse neighborhoods, commercial hubs, and cultural institutions.

“We need something drastic to protect us from rising sea tides. It’s clear that if cities like Boston are not undertaking progressive measures to protect ourselves, we’re not going to have a city in 50 years.”

**Roxbury resident via online survey**



"How [could] you create a beautiful green space while using hard infrastructure like levees?"  
**Mayor's Youth Council  
Representative via  
electronic comment**

## Develop local climate-resilience plans to prepare existing and expanded neighborhoods for climate change.

Coordinated planning in areas of severe flood risk, including the study of flood protection mechanisms, can ensure that job centers, residential areas, and critical infrastructure can be safe in the face of climate change.

The flood risk that Boston faces is not just a challenge for individual buildings and other assets; it is a threat to entire neighborhoods. When streets and other key infrastructure are inundated and out of service, there are wide-ranging impacts. District-scale solutions are often more cost-effective to implement and maintain as well as more likely to effectively protect the area in a range of different scenarios. Given this, climate-adaptation planning should take place at the district scale and feature robust community engagement and the coordination of flood-protection systems with other infrastructure-adaptation efforts and public benefits.

### HafenCity, Hamburg

HafenCity is a major new redevelopment of the old Port of Hamburg into a mixed-use community. Outside of the city's dike system, the old Port faced severe flood risk. To ensure the safety and long-term resilience of the new community, buildings and roads are elevated above the floodplain, taking sea-level rise into account, and waterfront parks are designed to withstand periodic flooding.



### Rebuild by Design, Hudson River, New Jersey

In the aftermath of Hurricane Sandy, the U.S. Department of Housing and Urban Development (HUD) launched the Rebuild by Design competition to develop innovative projects that improved the resilience of communities in the Sandy-affected region. One of six winning proposals was State of New Jersey's Hudson River project, which employs a multifaceted approach to address flooding from major storm surges, high tides, and heavy rainfall events. The project, which occurs in the municipalities of Hoboken, Weehawken, and Jersey City, combines hard and soft infrastructure to act as coastal barriers. The project includes investments in inland green and grey infrastructure like bioretention basins, green roofs, and an enhanced stormwater-management system.

## A waterfront with strong stewardship

### **Apply new, sustainable models for the creation and maintenance of public waterfront areas.**

Innovative models that, for example, leverage the value generated by private development or employ public-private partnerships to create, operate, maintain, or program public spaces can ensure the long-term quality and sustainability of these areas.

Developing transformative and unique waterfront public spaces requires significant and sustained investments from public and private sources to ensure the highest quality of operations and maintenance. Boston can establish public-private partnerships—from local friends groups to dedicated special purpose entities—to support new a vibrant public realm and waterfront open spaces. As dedicated stewards, these organizations can support the public sector in producing programming, managing capital improvements, soliciting private funding, and overseeing routine operations and maintenance.

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#### **Hudson River Park, New York City**

Hudson River Park is a four-mile, 150-acre park along the West Side of Manhattan. The design, construction, and operation of the park is managed by the Hudson River Park Trust, a public benefit corporation that is a partnership between New York City and New York State. The City and the State funded the park's construction, while ongoing operations are funded by revenues from commercial activities within the park, such as food vendors, restaurants, and office development on Pier 57.

### **Deploy proactive zoning and create a predictable entitlement process for greater public benefits.**

A predictable project entitlement process can enable long-term planning for neighborhood development and the coordinated delivery of benefits.

As Boston works to guide development along the waterfront, there will be multiple areas where the City conducts detailed planning that considers how existing zoning and regulations can evolve to support priorities such as open space or flood protection. A predictable project entitlement process will be critical to implementing this planning. More predictable entitlements can enable the coordinated delivery of benefits, reduce project costs and risks, support continued delivery of needed housing and job space, and generate more funding for the public benefits that accompany development.

#### **Greenpoint-Williamsburg, New York City**

In 2006, the City of New York rezoned nearly 200 blocks of the Brooklyn waterfront neighborhoods of Greenpoint and Williamsburg. In addition to allowing new mixed-use development and providing density bonuses for the creation of affordable housing, the rezoning included requirements for developers to fund and build pieces of a continuous waterfront public area. This was supplemented by an Open Space Master Plan, a framework for the design, development, and maintenance of City and State parks as well as the privately developed public spaces



Spectacle Island, Boston  
Harbor Islands National  
Recreation Area





# Generate Networks of Opportunity: Fairmount Corridor



Mayor's Coffee Hour  
in Hyde Park





## Expand access to opportunity and reduce disparities through coordinated investments in transportation, neighborhood vibrancy, and education.



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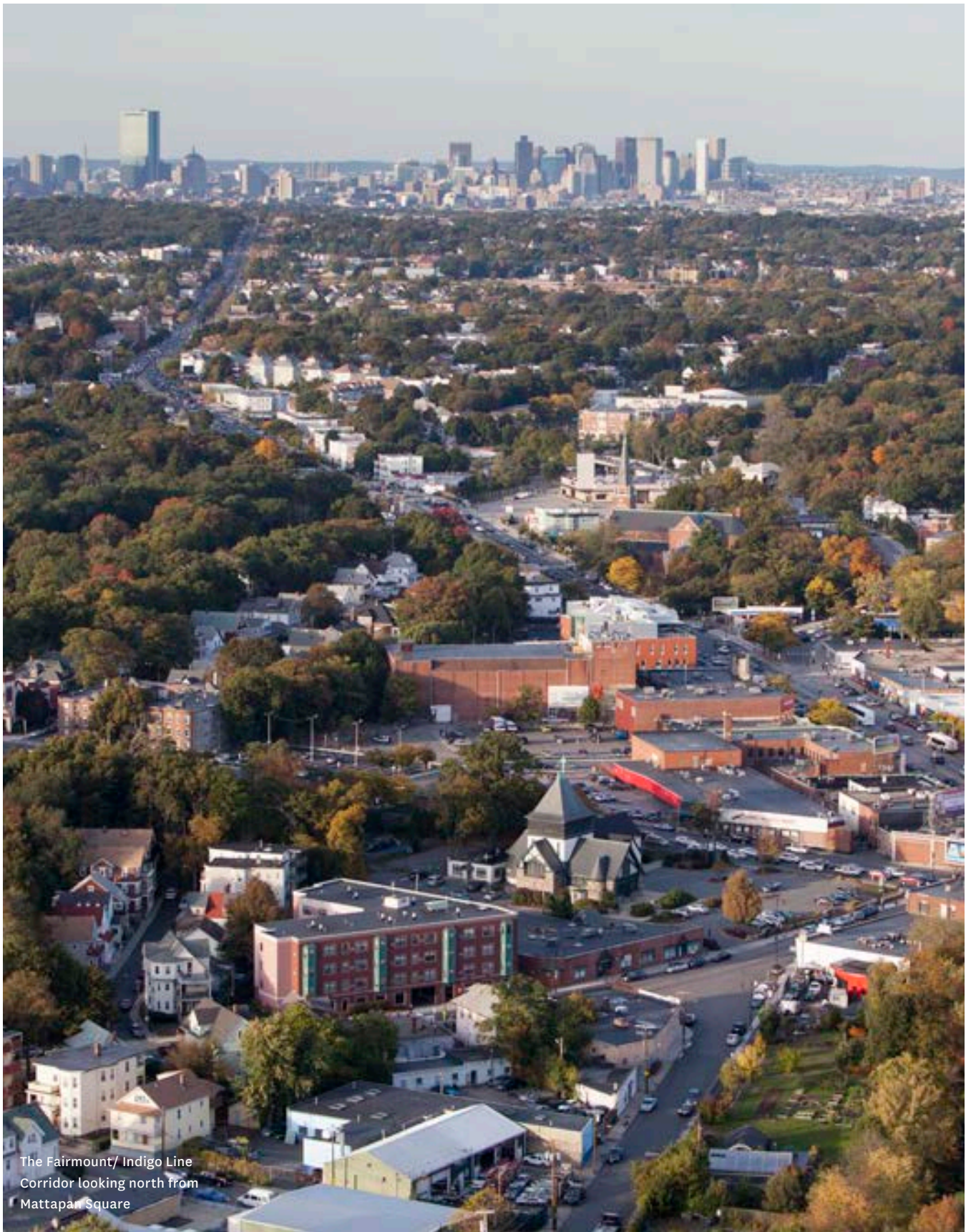
The Fairmount corridor, which stretches southwest along the Fairmount/Indigo Line, from Newmarket and Widett Circle, to Dorchester, Mattapan, and Readville in Hyde Park, is a diverse and growing area of Boston. The corridor is home to the city’s largest population of communities of color, sizable and growing immigrant communities, and Boston’s fastest growing population of school-aged children. However, physical infrastructure, gaps in transportation access, and the enduring impact of past policies—from redlining to busing to urban renewal—have created areas where the urban fabric separates communities and reinforces physical, social, and economic inequalities. These divisions create concentrated patterns of poverty, housing-cost burden, premature mortality, and educational disparities, which limit access to opportunity in neighborhoods along the corridor.

As Boston continues to grow, we will guide public- and private -sector investment to better serve residents along the Fairmount corridor. New planning and coordinated investment will be anchored by antidisplacement policies that ensure that the benefits of investments accrue to existing residents and businesses. Improvements to quality and frequency of the Fairmount/Indigo Line to and from South Station as well as other transit will enable residents to get to jobs and schools along the Fairmount corridor and in the commercial core quickly

and reliably. Additional planning and resources will be devoted to enhancing neighborhood main streets, revitalizing transit station areas, and improving signature assets like Franklin Park and the Strand Theatre to strengthen communities and improve quality of life. At the same time, school facilities along the corridor will be renovated, expanded, and built anew—equipping the corridor’s growing number of students with the skills to access opportunity in a changing economy.

Together, these policies will build off one another to create more opportunity and support a higher quality of life for Fairmount corridor residents of all generations. Investments in education, coupled with improved transportation access to job centers will expand economic mobility. Growth in areas like Newmarket and Widett Circle will both reduce the physical divisions that separate Roxbury and Dorchester from the job centers Downtown and in the South Boston Waterfront and create new jobs that are accessible to residents along the Fairmount corridor. In sum, these concentrated investments will help to address existing social, economic, and racial disparities by concentrating investment in the corridor and strengthening connections—physical, economic, and social—to Boston’s traditional economic centers.





The Fairmount/ Indigo Line  
Corridor looking north from  
Mattapan Square



## This is what we aspire to achieve

### Prevent Displacement

Antidisplacement policies and forward-looking investments in affordable housing will ensure that existing residents can remain in their homes. Proactive policies to promote affordable, stable neighborhoods will combat challenges associated with increased real estate prices that sometimes accompany investments.

### Explore Funding Mechanisms

The City will explore funding mechanisms to promote City- and private sector-catalyzed economic development and ensure neighborhood affordability.

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### Expand Quality Pre-K and Invest in School Facilities

Corridor residents will have access to quality education opportunities for lifelong learning and connections to jobs where they can make powerful contributions. The Fairmount corridor will have expanded high-quality Pre-K in BPS and community-based settings along with modernized K-12 school facilities and career-oriented programs to serve the rapidly-growing school-aged population in many neighborhoods along the corridor.

### Improve the Fairmount/Indigo Line

Frequent, fair service on the Fairmount/Indigo Line will boost economic mobility; improve local connections, frequency, and experience





in the short term; and deliver sub-way-level service and regional connections in the long term.

### **Encourage Investment and Density Around Station Areas**

Investment and density around station areas and neighborhood nodes can be spurred through private investment as well as City-catalyzed investment, including in civic facilities and the public realm. Enhanced libraries, main streets, art and green connections will strengthen communities and improve quality of life.

### **Partner to Improve Transportation Connections to Quality Jobs**

To maximize economic mobility, Boston must prioritize transportation connections to areas with jobs that provide solid career ladders.

### **Invest in Franklin Park**

Franklin Park is the crown jewel of Boston's Emerald Necklace. Investment in Franklin Park can make it a more vital citywide destination and central park for surrounding neighborhoods.

### **Create an Active, Green Corridor Along Columbia Road**

Columbia Road can become an active, green transportation corridor that connects people to Franklin Park and the waterfront, via the historic Emerald Necklace.

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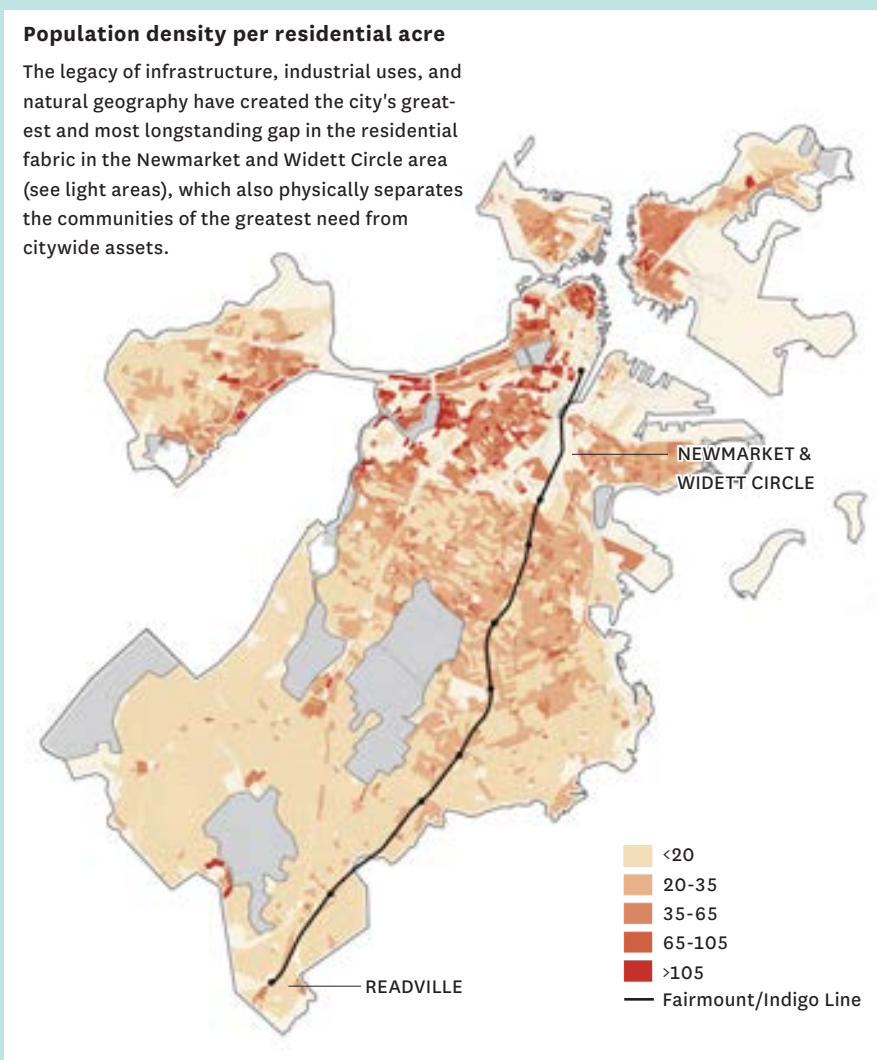


## Physical infrastructure, city policies, and existing transportation networks have reinforced divisions between neighborhoods along the Fairmount corridor.

### Infrastructural Barriers

Physical infrastructure can be a barrier to accessing city assets. In some areas, large infrastructural boundaries, like expressways, separate historically underserved communities from the city's existing and emerging job centers. These types of divisions can be seen in the relationship between Roxbury and Dorchester and Newmarket and Widett Circle; Roxbury and Dorchester are both physically and economically disconnected from some of the most economically vital parts of the city in the South Boston Waterfront and Downtown by Interstate 93 and transit infrastructure, despite being geographically close to these job centers.

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"To connect lower-income communities (like Roxbury, Dorchester, Mattapan) to job centers (like the LMA, Colleges of Fenway, downtown), gold-standard Bus Rapid Transit can help achieve this goal and break down racial inequity in transit access and travel times."

**Roxbury resident via online mapping comments**

## Poor Transit Access

Boston's transportation system reinforces existing disparities. Although jobs have expanded outside the core over recent decades, Boston's historic transportation system remains focused on connecting residents to the job centers of the core. Decades of underinvestment in some areas of the city have left many communities of color with limited access to quality transportation. Gaps in transit between Roxbury, Mattapan,

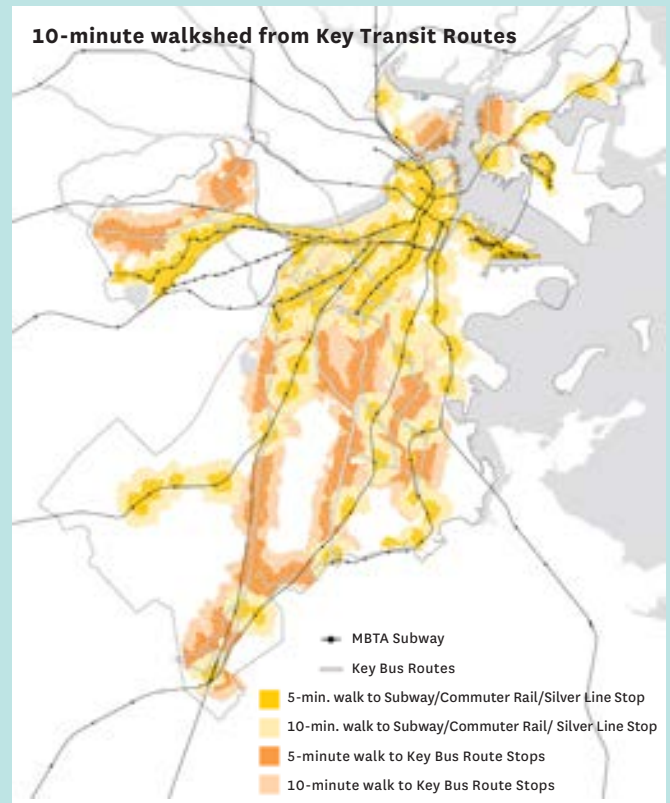
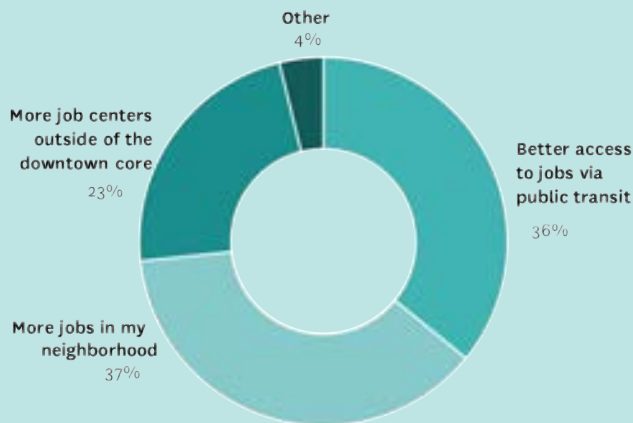
and Downtown and the Longwood Medical Area reflect changes to the public transportation system as the current MBTA and bus lines replaced older networks of elevated trains and trolleys. Today, in many areas with large low-income populations, residents have to travel further to reach key transit routes that connect them to job centers, and many residents rely on buses or modes of transportation that are less reliable, less frequent,

and slower. As a result, travel times vary significantly by race and access to opportunity varies significantly between neighborhoods.

To successfully reduce disparities, Boston needs to address large-scale physical discontinuities and transportation barriers to improve access to economic opportunities and invest in the local assets within historically underserved neighborhoods.

**When asked, "What would help you (or someone you know) access a good job?"**

Boston residents replied:



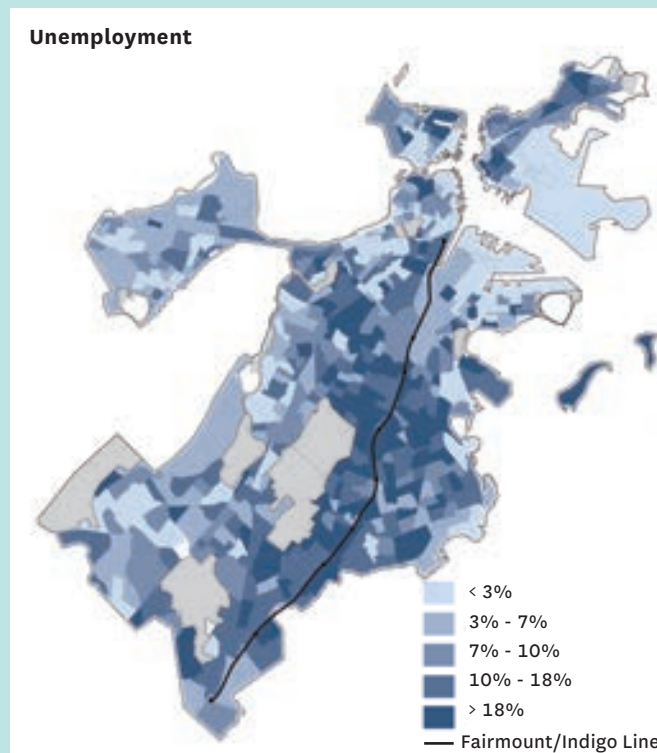
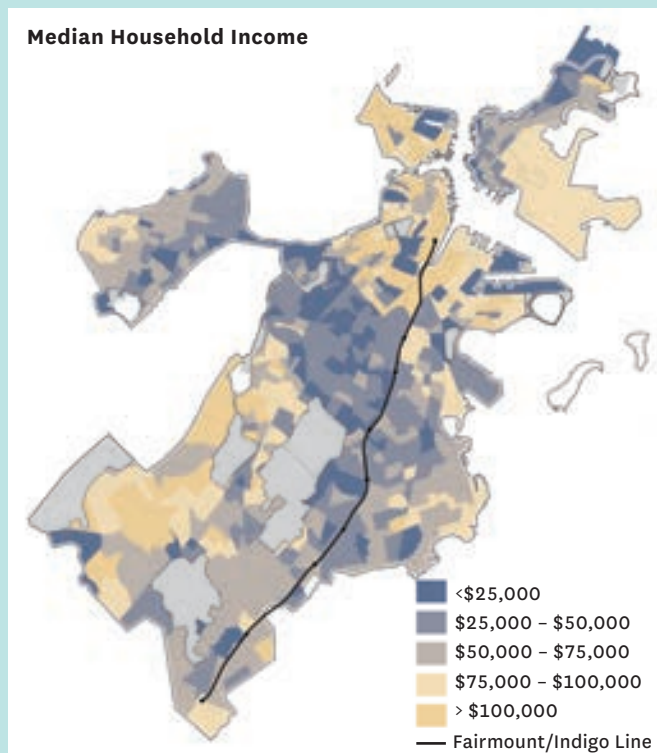
Source: City of Boston, MassGIS, Go Boston, BDPA

## These physical, social, and economic divisions lead to persistent patterns of disparity.

Across most measures of well-being—from income to employment to educational attainment—the neighborhoods along the Fairmount corridor are underserved. Physical and economic barriers reinforce race and

neighborhood divisions and lead to enduring patterns of disparity. Proactive investment concentrated in the Fairmount corridor has the potential to ameliorate some of these disparities.

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### Median Household Income

Boston’s lower-income households are often clustered in specific neighborhoods, many of which are along the Fairmount corridor. Boston’s median household income is \$56,902 but is lower for black, Hispanic, and Asian populations. For black and Asian households, median income is \$37,711 and \$29,966, respectively. White households have a median income of \$70,678.<sup>3</sup>

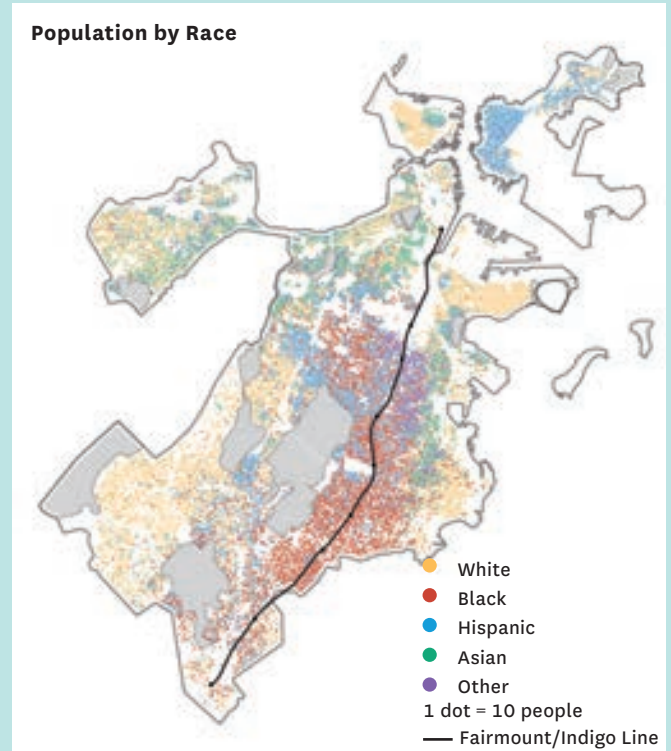
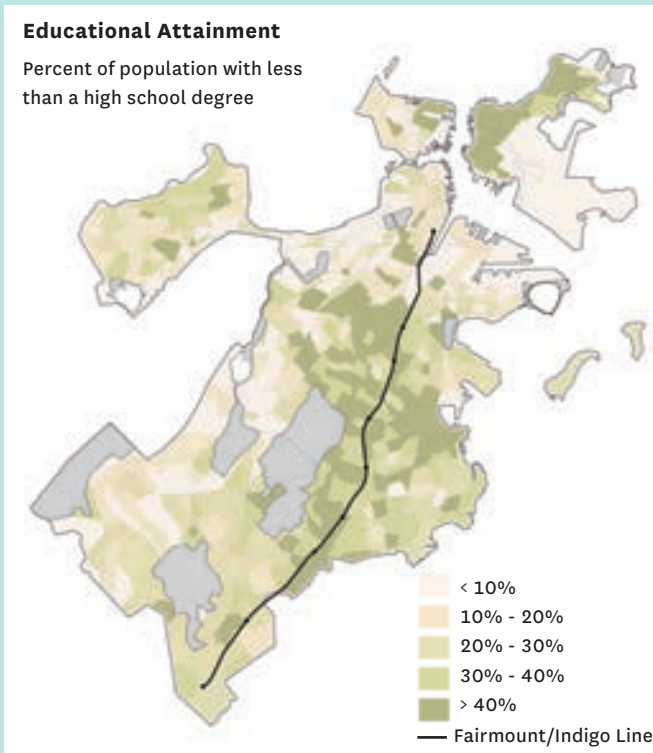
### Unemployment

Boston’s citywide unemployment rate is 5.6 percent but varies significantly between neighborhoods, with higher rates of unemployment in many low-income areas, including along the Fairmount corridor.

Source: U.S. Census Bureau

Source: 2013 American Community Survey 5-year block group estimates (From a total of population 16 years and over)





### Educational Attainment

60 percent of white Boston residents have a bachelor’s degree or higher, while just 19 percent of black and 17 percent of Hispanic residents have bachelor’s or advanced degrees. Investments in education to address these disparities will be critical. Additionally, the Fairmount corridor is home to some of Boston’s highest-growth neighborhoods. It will be necessary to equip schools with modern spaces and equipment, renovate and expand some buildings, and possibly build new schools in these neighborhoods to meet future demand and give the next generation the tools they need to close the education gap.

### Population by Race

Boston’s population is majority people of color; however, some neighborhoods remain highly segregated by race and income and the neighborhoods along the Fairmount corridor have some of the largest nonwhite and foreign-born populations in the city.

## Bostonians emphasized access to economic opportunity in community workshops, surveys, and a tour of the Fairmount/Indigo Line.

Equity and access to opportunity were common themes heard from participants in the Imagine Boston 2030 engagement process. Residents spoke about the importance of transportation, job-training opportunities, and housing affordability in supporting economic mobility.

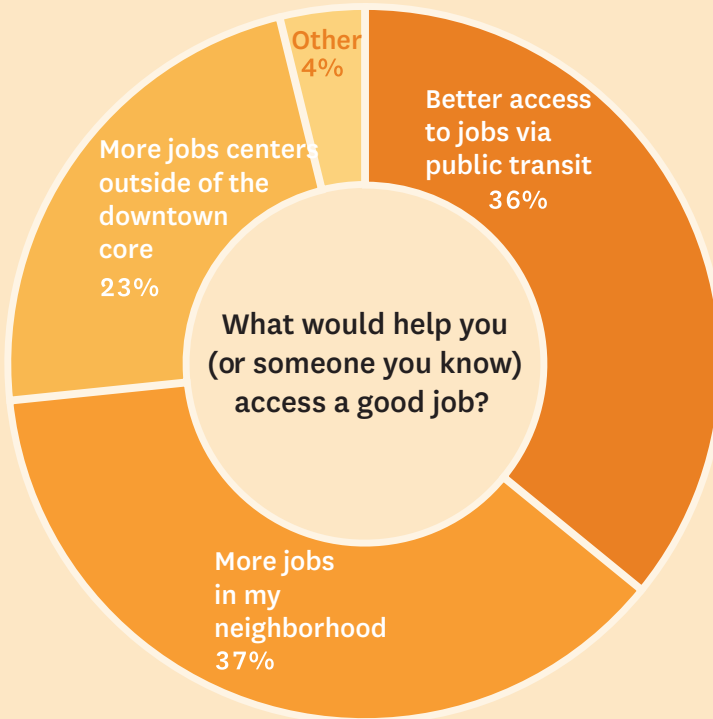
As part of Imagine Boston Week in Fall 2016, residents rode the Fairmount Line with City and MBTA officials.



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→ More than 7,000 people responded to a survey in Spring 2016 and emphasized transit access and neighborhood jobs as crucial for economic opportunity.

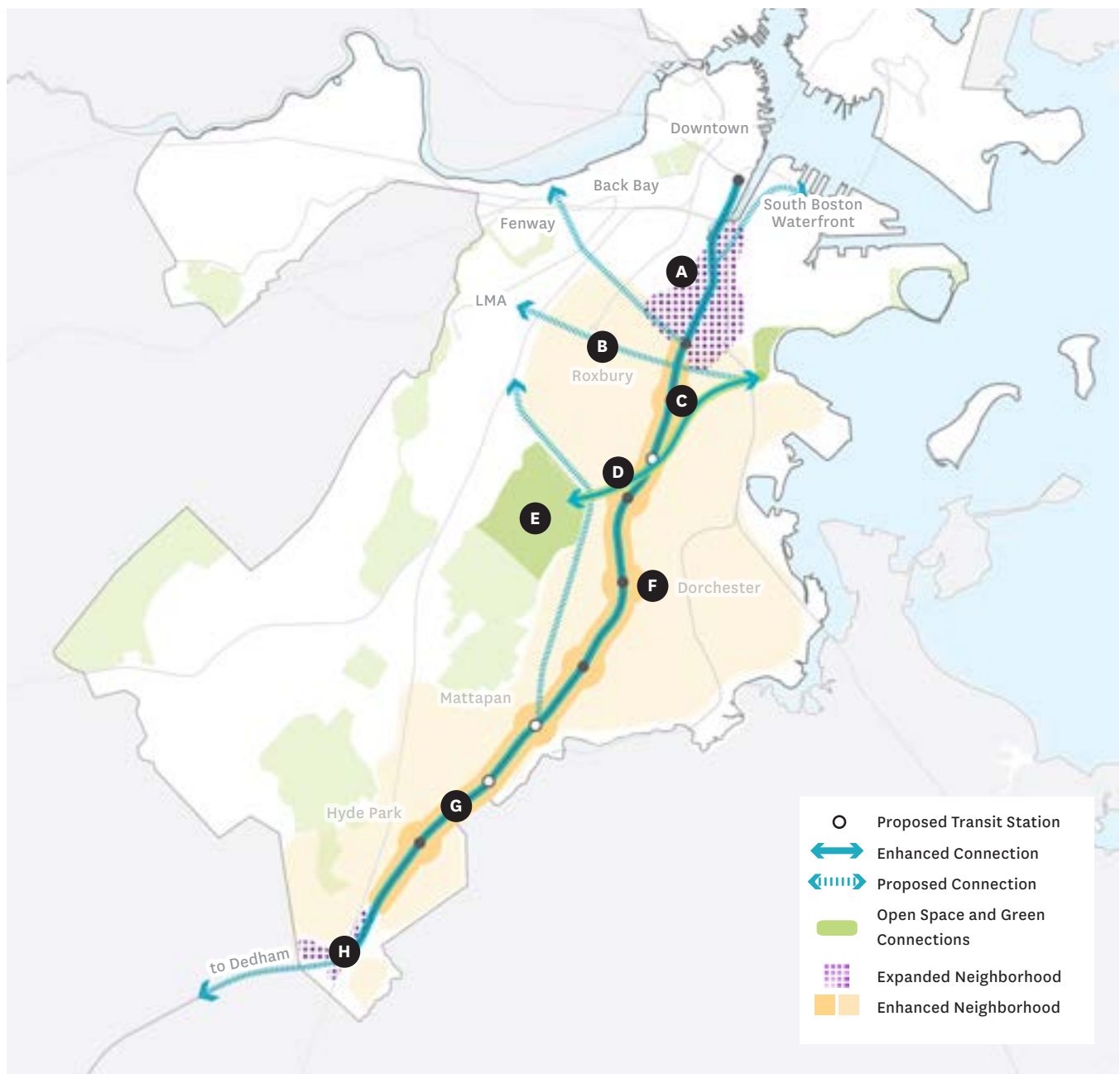


The Fairmount corridor was circled by participants at a Roxbury workshop, and links were drawn between the corridor and job centers in other parts of the region.

↓







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- A** Mixed-use growth and industrial center at Newmarket and Widett Circle
- B** Enhanced east-west connections via rapid bus
- C** Catalytic investments in Upham's Corner
- D** Green, active transportation corridor along Columbia Road
- E** Investments in Franklin Park as a signature green space
- F** Eco-innovation district at Talbot-Norfolk Triangle
- G** Improved connections, frequency, and experience on the Fairmount / Indigo Line
- H** Mixed-use industrial center in Readville

# Actions and Investments

## ● **Transportation**

- › Partnerships to improve connections, frequency, and experience on the Fairmount/Indigo Line.
- › New and improved rapid-bus corridors and pedestrian and cycling infrastructure.
- › Hubway expansion in the Fairmount Corridor.

## **Open Space**

- › Investments in Franklin Park to meet the needs and aspirations of residents in adjacent neighborhoods and boost Franklin Park's role as an iconic citywide destination.
- › Enhancement of Columbia Road as a green, active transportation corridor, which connects neighborhoods, Franklin Park, and the waterfront, and completes the historic Emerald Necklace.
- › Completion of additional green links that connect to other neighborhoods.

## **Arts and Culture**

- › Foster the creation of an arts innovation district at Upham's Corner, with catalytic City investments and resources to support local artists and arts institutions.

## **Housing**

- › Proactive implementation of antidisplacement policies that create and preserve affordable housing and support homeownership.

## **Economic Development**

- › Encouragement of job growth and training in sectors that provide jobs at a variety of education levels, including supporting the neighborhood arts in Upham's Corner, the innovation district between Dudley Square and Upham's Corner and strengthening industrial uses in Readville and Newmarket and Widett Circle.
- › Investments and density around station areas and neighborhood nodes.
- › Exploration of more agile tools and funding vehicles to acquire, assemble, and develop sites.
- › Small business support, including antidisplacement policies and the provision of affordable commercial space, workshops, and a small business support desk.
- › Enhancement of neighborhood main streets to make them more pedestrian-oriented, vibrant, and accessible to the Fairmount/Indigo Line.

## **Education**

- › Expansion of universal quality Pre-K in the corridor to ensure supply meets demand for quality seats.
- › School construction and renovation projects to provide twenty-first century facilities for the Fairmount corridor's burgeoning school aged population.
- › Strengthened career pathways to quality jobs through partnerships with businesses and nonprofits, Boston Public Schools and City job-training initiatives.

"We need affordability for our families"

**Business Roundtable**

"There are people in underserved parts of Boston that want to get into the workforce. We need to develop more programs and transportation routes that connect these areas to jobs."

**Business Roundtable**

## Land Use & Planning

### Knit together neighborhood fabric through new housing and job growth

The City will encourage mixed-use housing and job growth in Newmarket and Widett Circle to strengthen physical connections between Roxbury and Dorchester and job centers in the South Boston Waterfront and Downtown.

[Read more in "Expand Neighborhoods" on page 190.](#)

## Economy

### Expand jobs along the Fairmount corridor

The City will strengthen industrial jobs in Readville, provide significant space for new places to work at Newmarket and Widett Circle, and encourage job growth and training in neighborhoods along the Fairmount corridor, including supporting the neighborhood innovation district between Dudley Square and Upham's Corner.

[Read more in "Expand Neighborhoods" on page 190.](#)

## Arts & Culture

### Support the creation of an Arts Innovation District

The Arts Innovation District at Upham's Corner will leverage City tools, including buildings and zoning, to support local artists and enhance the area's already strong arts institutions.

## Transportation

### Strengthen connections to jobs that enable economic mobility

To maximize economic mobility, Boston must prioritize transportation connections to areas with jobs that provide solid career ladders, such as the healthcare cluster in Longwood Medical Area and the technology and innovation clusters in South Boston. These sectors provide jobs at a variety of education levels, offer family-sustaining wages, and have opportunities for job mobility. Bus route improvements will make Longwood Medical Area more accessible and improvements to the Fairmount corridor will increase access to job nodes in Downtown, South Boston, and outside the city in places such as Dedham.

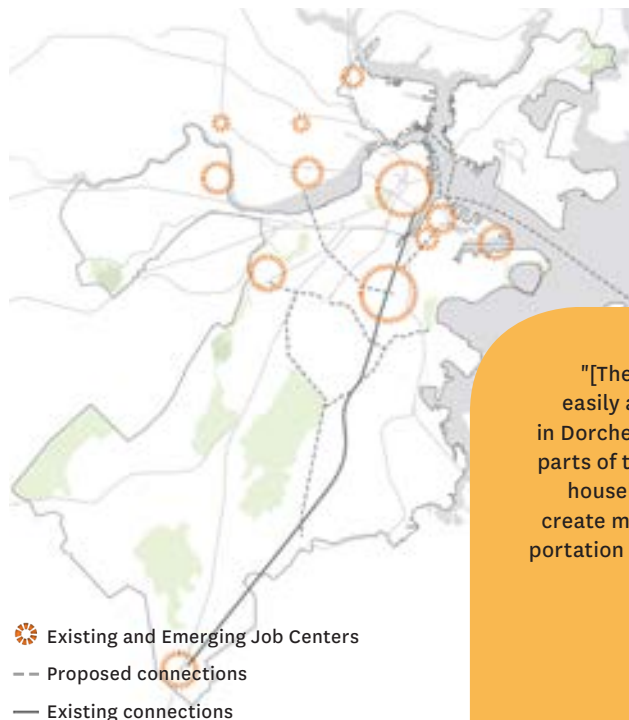
## Housing

### Stabilize housing and reduce displacement

Better transit service or new open space can increase land value and, in turn, create price pressures for existing residents and communities. To combat these challenges and avoid reinforcing disparities, Boston will implement proactive antidisplacement policies to promote affordable, stable neighborhoods. These policies will aim to create and preserve affordable housing, reduce residential and commercial eviction, and support homeownership. They will be tailored to the specific price pressures and evolving real estate market of each neighborhood along the Fairmount Corridor.

[See "Boston's Antidisplacement Approach" on page 300](#)

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"[The] Downtown area is not as easily accessible to people living in Dorchester and Roxbury. If those parts of the city have lower median household incomes, how can we create more access to public transportation without raising the costs?"

**Mayor's Youth Council Representative via electronic comment**



## Education

### Meet the demand for quality Pre-K seats

Boston's plan for Universal Quality Pre-K prioritizes Fairmount corridor neighborhoods, particularly Roxbury, Dorchester, and Hyde Park, where sizable gaps exist between the demand for pre-K seats and the number of high-quality pre-K seats. The City will invest in improving quality in schools and in community-based settings, ensuring that four-year-old pre-K classrooms feature degreed and well-compensated teachers, use formal curricula, have ongoing professional coaching, and focus on consistent parent engagement.

### Provide twenty-first-century learning experiences and facilities

The City plans to modernize the district's 134 school buildings, with a focus on the Fairmount corridor. Demographic analyses show that Dorchester, Mattapan, and Roxbury will be among Boston's highest-growth neighborhoods for school-aged children over the next decade. To meet future demand in these neighborhoods, the City must equip schools with modern spaces and equipment, renovate and expand some buildings, and, possibly, build new schools.

### Seamlessly connect education to career

The City aims to provide gap-free pathways from education to career opportunities, such as through the Mayor's Summer Jobs program, which serves youth in the Fairmount corridor, or through partnerships with local companies and programs that enhance learning for students. Initiatives to place vocational training in commercial facilities both ensures that students are being trained on the most up-to-date technology and work practices and that students can begin to build their professional network before graduation.

## Open Space

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### Invest in Boston's largest park, Franklin Park

Investment in Franklin Park will boost active and passive uses, activate the edge of the park, and strengthen transit connections, including through rapid bus, to draw Bostonians from nearby neighborhoods and across the city. Investments will be aimed to further enrich the experiences of the park and its historic and natural value, as well as Franklin Park's role as an iconic destination.

### Connect the final section of the Emerald Necklace to Boston's waterfront

Completing the Emerald Necklace can strengthen connections between Dorchester and the waterfront via a multimodal green corridor.



## Fairmount/Indigo Line Improvement

### Same Neighbors, Better Transit: Frequent, Fair Service to Boost Economic Mobility

A community's economic mobility is often dependent on access to efficient and affordable transportation. In an area of the city with lower access to economic opportunity, high proportions of residents of color, and lower educational attainment, the Fairmount/Indigo Line's infrequent service and inferior connections have restricted ladders of opportunity for residents in the line's surrounding areas. By partnering with the state, local organizations, and community members, Boston is investing in neighborhoods surrounding the line, and

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#### Short Term: Improving Local Connections, Frequency, and Experience

While the long-term strategy may take significant time and resources, Boston is taking immediate actions to make the service better for residents along the Fairmount corridor. The immediate steps focus on collaborating with the MBTA and others to jointly improve the cost, frequency, and accessibility of the Fairmount/Indigo Line. In terms of cost, priority steps include ensuring an equitable fare structure and improving integration with the rest of the MBTA system—including via free transfers to the other lines. The City will coordinate with the MBTA to pilot increased frequency, including by increasing the frequency of existing service during off-peak hours. The City will also coordinate with partners to improve how buses connect with the train and work to further improve the frequency and dependability of the line through an equitable service policy. The line will become more accessible through enhanced pedestrian and bicycle connections to the stations, improved entrances, and wayfinding, additional Hubway networks serving station stops, signs showing real-time bus and train-arrival information, and overall station safety. Each of these initiatives will both improve access to and from the Fairmount Corridor and help to refine our long-term investments.

simultaneously increasing the quality of service on the Fairmount/Indigo Line to reinforce job growth and economic mobility.

Investments in neighborhood assets and increased transportation service have sometimes historically led to heightened price pressures and risks of displacement. Boston is committed to implementing proactive antidisplacement strategies, ensuring that investments prioritize affordability and that the policies put in place fully benefit those who currently live in the Fairmount corridor.

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#### Long Term: Delivering Subway-Level Service & Regional Connections

Boston's long-term strategy is twofold: delivering subway-level service on the line and connecting this line to regional job centers. These joint strategies will connect residents in this corridor with key regional jobs centers, educational opportunities, and cultural experiences. They will also connect residents of the region to the businesses and cultural institutions in the corridor.

The City is currently advancing both of these objectives through preliminary conversations with MassDOT. To enable subway-level service, the City is looking at different train models throughout the Boston system and beyond to find the right type of car for this line. The City is also looking at how this line can connect with job centers both within Boston—such as the South Boston Waterfront—and throughout the region—such as Dedham.



"How can [the] City of Boston encourage rapid transit frequency and other capital improvements to [the] Fairmount Line and surrounding communities"  
**Comment via handwritten note in response to Draft Plan**

"Light rail cars on the Fairmount line with more frequent service."  
**Dorchester resident via community workshop**



Boston will build on neighborhood strengths to catalyze new public and private investment and density around Fairmount/Indigo train stations and neighborhood centers.



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### Newmarket and Widett Circle

Newmarket and Widett Circle form a large knot that separates some of the communities with the most persistent disparities from the growing economic engines of the city. A lack of connective infrastructure with the area makes it hard for pedestrians or cyclists to go back and forth between Downtown and neighborhoods like South Boston, Dudley Square, and the South End. Given the industrial heritage of the area, the existing industrial businesses, and rail lines along the Fairmount corridor, there is strong potential for growth that supports existing critical industrial uses, connects communities and provides a mixed-use job center linked to nearby neighborhoods.

[see page 213 for more detail](#)

### Upham's Corner

Upham's Corner is an important commercial and community center that anchors a strong and stable residential neighborhood. It is home to a historic main street, a vibrant arts presence, and a burgeoning innovation ecosystem that will be supported by continued City investment. Physical investments in Upham's Corner aim to prevent housing displacement while increasing the overall supply of housing, revitalize historic assets such as the Strand Theatre, preserve the supply of affordable commercial spaces, and bolster the neighborhood's role as a hub for arts & culture.

[see page 161 for more detail](#)

### Four Corners / Geneva Avenue

The Four Corners/Geneva Avenue area is a walkable community with active Main Street districts supported by diverse residential neighborhoods. The neighborhood is home to the newest station on the Fairmount Line, which opened in 2013, and was a focus area of the Fairmount Indigo Planning Initiative. Recent planning has included modifying zoning to facilitate transit-oriented development around the station, improving the Bowdoin/Geneva intersection, and leveraging publicly-owned property to support development.

"Expand jobs along the Fairmount corridor, and also [add] more mixed-use space [and] buildings at all transit stops."

**Comment via handwritten note in response to Draft Plan**

● Existing stations  
 ☼ Proposed stations

TALBOT AVE.

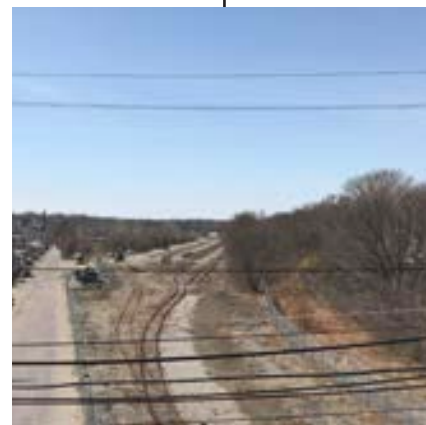
MORTON ST.

BLUE HILL AVE.

RIVER ST.

FAIRMOUNT

READVILLE



### Talbot-Norfolk Triangle

The Talbot Norfolk Triangle is a residential area with a mix of affordable and market-rate development by the new Talbot Avenue Fairmount/Indigo Line station. The community has a nationally known eco-district—the Talbot-Norfolk Triangle Eco-Innovation District—where a coalition of residents, community organizations, and municipal partners have come together to support sustainability as a guiding principle for neighborhood development. Current initiatives include retrofitting housing to reduce energy use, reclaiming spaces and redeveloping vacant lots as green space, developing new transit-oriented affordable housing, and solar projects that serve low-income residents.

### Mattapan Square

Mattapan Square is a growing business district near the planned Blue Hill Ave. station. This vital commercial and cultural district has wide streets and sidewalks and is surrounded by strong residential neighborhoods. As part of the Fairmount Indigo Planning Initiative, a recent Station Area Plan directs investment towards streetscape improvements and small business support at Mattapan Square and along Blue Hill Avenue, accommodating mixed-use, mixed-income development near the station, and supporting the the existing community through affordability and antidisplacement initiatives. The Blue Hill Avenue station, when it opens in 2019, will be the ninth station on the Fairmount/Indigo Line.

### Readville

Readville in Hyde Park is a longstanding cluster of industrial uses between residential neighborhoods. It sits at the intersection of multiple rail lines and nearby highways. These transportation routes, coupled with the existing industrial uses, present an opportunity for the area's existing industrial base to be strengthened as an anchor for the city's industrial economy and for some contextually sensitive transit-oriented mixed-use development.

[see page 229 for more detail](#)

## Resilience and Racial Equity Lens

**A resilience and racial-equity lens can assess the impact of investments and policies.**

Boston's Resilience and Racial Equity Program, through 100 Resilient Cities, identifies five questions to evaluate policies through the lens of resilience and racial equity:

- › What was the impetus for this policy or program?
- › What are the possible unintended consequences of the policy?
- › What steps can be taken to avoid or repair these unintended consequences?
- › How are the area and the communities that would face unintended consequences part of developing the plan?
- › Choose a measure which, if it were crossed, should trigger a re-evaluation and plan of action within 6 months.

**The questions below highlight how that lens can be applied to investments and policies along the Fairmount corridor.**

### **What was the impetus for this policy, program, or practice?**

Neighborhoods along the Fairmount corridor lag most other areas in the city on many measures of well-being. A combination of historical policies, physical infrastructure that separated communities, and gaps in transportation service reinforced by market dynamics are partly responsible for these disparities. The City will invest in the Fairmount corridor to target disparities between communities along the corridor and the rest of the city—with the aim of significantly increasing economic mobility, life expectancy, and overall well-being of existing communities by 2030.

### **What are possible unintended consequences of the policy?**

While investments are intended to boost mobility for all, they have the potential to increase real estate prices and thereby trigger more rapid displacement. This could disproportionately impact people of color, low-income residents in non-deed-restricted housing, legacy small businesses, and other communities along the corridor.

### **What steps can be taken to avoid or repair these unintended consequences?**

The City will further develop an antidisplacement program that is tailored to the neighborhoods' specific strengths and stability needs and proactively implemented in advance of or in conjunction with key investments. This will establish planning for antidisplacement as a foundation for all investments.

### **How are the area and the communities that would face unintended consequences part of developing the plan?**

Key investments and policy initiatives will involve a robust community process that includes interactive community meetings, site visits, visioning sessions, and additional outreach to residents and businesses with the highest risk of displacement.

### **Choose a measure which, if crossed, should trigger a re-evaluation and plan of action within six months.**

Boston has placed a high priority on maintaining the stability and diversity of the corridor. In addition to ongoing evaluation and plan adjustments to ensure these goals are being met, if there is a greater than 10 percent net loss of households making under \$50,000 (2017 dollars) from the corridor, the City will trigger a re-evaluation based on this within six months.



**City Resilience Framework (CRF)**

100 Resilient Cities's City Resilience Framework is made up of four dimensions—Health & Well-being, Economy & Society, Infrastructure & Environment, and Leadership & Strategy—and is further defined by 12 drivers of resilience.



As part of 100 Resilient Cities, pioneered by the Rockefeller Foundation, Boston is focusing on embedding racial equity, social justice, and social cohesion into Boston's first Resilience Strategy. In 2015, Boston partnered with community organizations and businesses to convene a series of workshops, meetings, and events to understand Bostonians'

priorities for the resilience strategy. In 2016, Boston collaboratively hosted a series of workshops to understand the connection between resilience and racial equity, which meant tackling difficult conversation about racism. This process led to a resilience and racial equity lens which includes key questions the City can use to evaluate policies and programs.

↓ Chief Resilience Officer Dr. Atyia Martin at a community meeting. Dr. Martin leads the Mayor's Office of Resilience and Racial Equity.



"Meaningful, empowered and well-trained neighborhood civic bodies interacting with and participating in citywide and regional decision-making processes"  
**Jamaica Plain resident via online survey**

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  - 2 Ibid
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Patriots Championship Parade  
February 7, 2017 →



Little League, Charlestown  
April 29, 2017 →



Patriots Day Parade  
April 17, 2017 →







The Institute of Contemporary Art partnered with the Rose Kennedy Greenway and commissioned this temporary mural by Os Gemeos, which was up in the summer of 2013.







Haymarket





# Initiatives

**The following initiatives form the foundation of the Imagine Boston plan. These are the programs, policies, and investments that will allow us to achieve our vision for Boston in 2030. Taken together, these initiatives will support Boston's dynamic economy and improve quality of life for residents by encouraging affordability, increasing access to opportunity, promoting a healthy environment, and guiding investment in the public realm.**



These initiatives were shaped by the more than 15,000 resident voices since September 2015.

Some initiatives build on policies introduced through other City plans, such as Boston's transportation plan (Go Boston 2030) and climate adaptation strategy (Climate Ready Boston). Many more set aspirations for new areas where the City will work with federal and state partners, commit local resources, undertake study, or establish partnerships with philanthropies or developers.

These initiatives are the foundation upon which the City can allocate its energy and resources to expand access to opportunity for all of our residents and build a thriving, healthy, and innovative Boston.

**Initiatives are organized in ten categories.** Each category is introduced with context that explains where we are so we can determine what needs to be done to get us where we want to be in 2030.

### **Housing**

Initiatives to encourage housing production, increase affordable housing options, and reduce displacement.

[See page 295](#)

### **Health & Safety**

Initiatives to increase access to quality healthcare and improve safety and public health.

[See page 303](#)

### **Education**

Initiatives to strengthen education, job training, and career connections.

[See page 309](#)

### **Economy**

Initiatives to improve economic mobility and strengthen Boston's core and emerging industries and small businesses.

[See page 323](#)

### **Energy & Environment**

Initiatives to support a healthy environment, reduce energy consumption and greenhouse gas emissions, and prepare for climate change.

[See page 337](#)

### **Open Space**

Initiatives to strengthen our existing park system and invest in new open spaces.

[See page 349](#)

### **Transportation**

Initiatives to support an accessible multimodal transportation system that gets Bostonians where they need to go reliably and safely.

[See page 367](#)

### **Technology**

Initiatives to make Boston's infrastructure and services dynamic and responsive to residents' needs in real time.

[See page 379](#)

### **Arts & Culture**

Initiatives to support a thriving, diverse arts and culture ecosystem throughout the city.

[See page 385](#)

### **Land Use & Planning**

Initiatives to guide Boston's land use and planning to support citywide goals.

[See page 391](#)

## Through postcards, online comments, and in-person conversations, Boston residents generated ideas and shaped the initiatives.

Residents gave 1-5 stars to each set of ideas.



At community workshops in Summer 2016, participants rated emerging ideas in a dozen categories, giving them 1-5 stars based on their appeal. Participants then prioritized them on an axis based on which ideas each participant felt were most important to their own life and which were most important to the city as a whole.

The 60 emerging ideas identified in collaboration with communities and the City, ranged from building new climate-ready districts to making streetlights responsive to traffic, to creating new job centers along the Fairmount corridor. The feedback gathered from community workshops and online, which added up to 1,700+ postcards and comments, helped to refine the initiatives in this section.



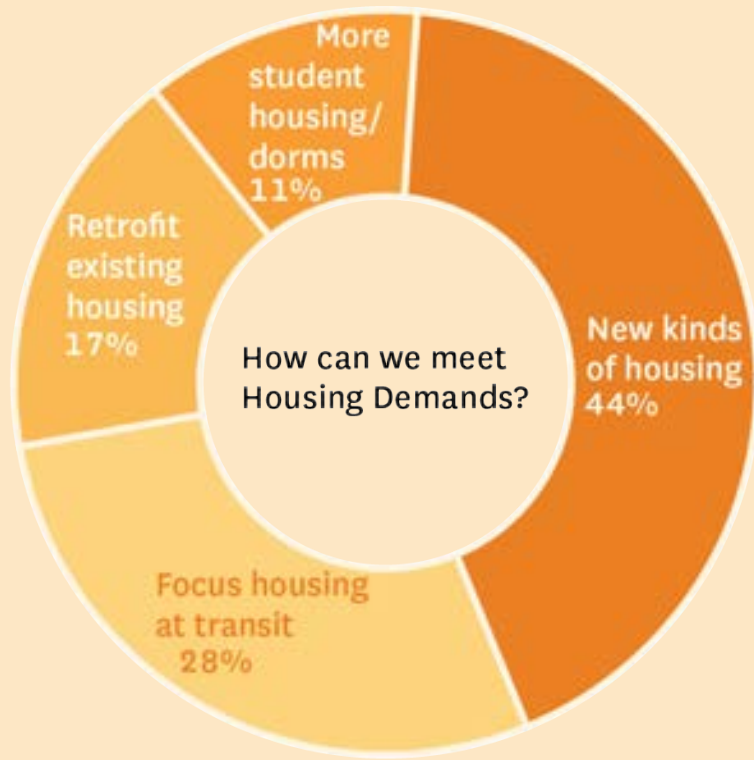
292 Participants at an East Boston workshop in Summer 2016 prioritize initiatives on an axis, based on their importance to the individual participant and their importance for the city as a whole.





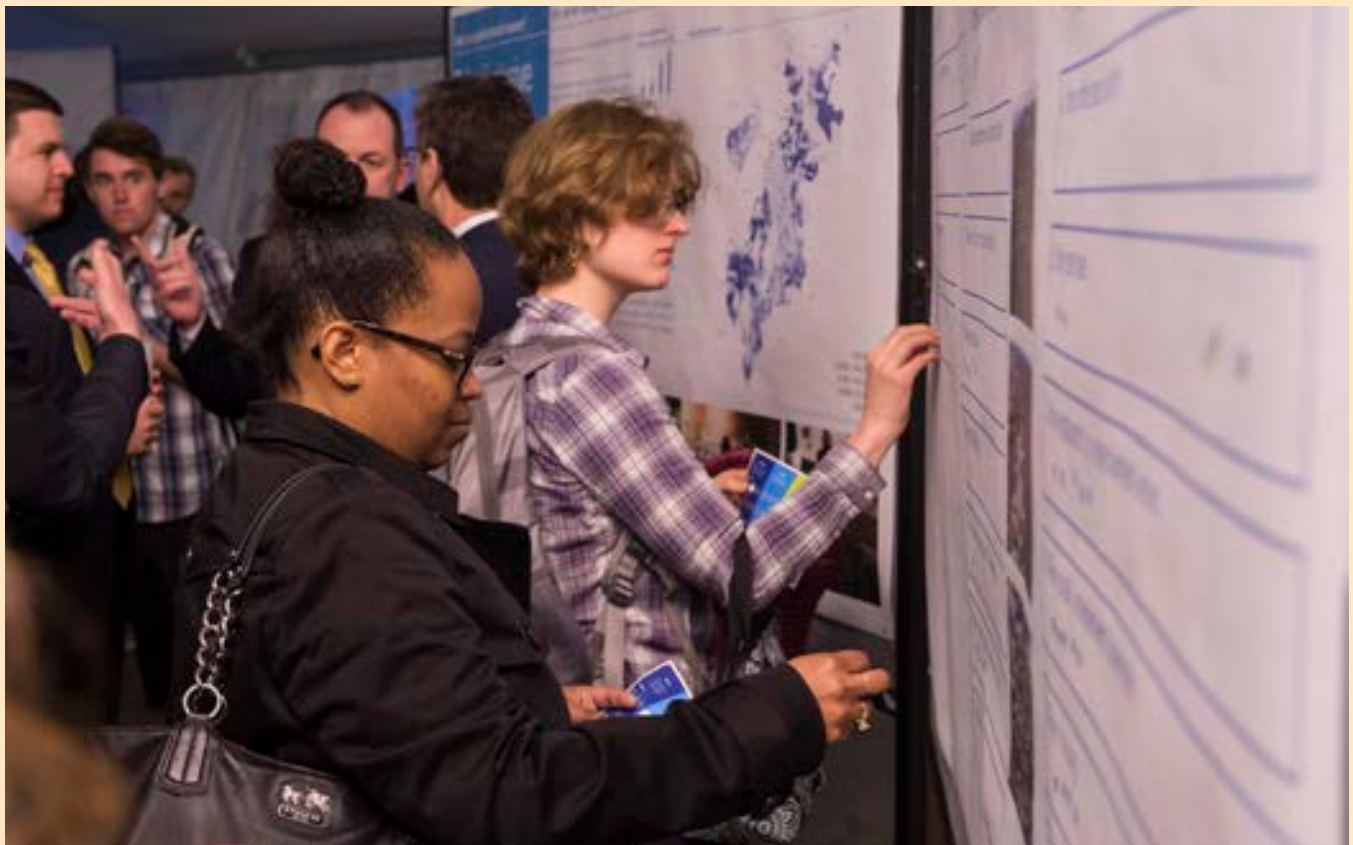
Among the nearly 600 people who responded to a text message survey in Spring 2016, exploring different types of housing was a top priority for meeting housing demand.

→



Attendees at the Imagine Boston Forum in March 2016 weighed in on a number of topics. Among the priorities they expressed: increase funding for arts programs in public schools and expand transit service in underserved neighborhoods.

↓







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## Housing a Changing City: Boston 2030

To accommodate population growth and increase affordability, *Housing a Changing City: Boston 2030* set a goal of creating at least 53,000 new housing units by 2030 to provide housing that is affordable for Bostonians with a range of incomes. As of January, 2017, more than 12,000 units have already been produced and more than 7,000 are under construction. Imagine Boston 2030 is building on *Housing a Changing City* by identifying areas where continued growth can occur and where additional growth beyond the 53,000-unit target can take place. This growth will create a release valve for existing neighborhoods that are seeing immense pressure on housing prices.

# Housing

**Boston is a national leader in affordable housing and is proactively encouraging housing growth that reduces pressure on existing neighborhoods and implementing antidisplacement policies to protect existing communities.**

Boston is growing rapidly, creating demand for housing and often resulting in price increases that affect Bostonians of all incomes. Addressing rising costs is critical for preserving the diversity and character that makes Boston a place where all residents can thrive. The City is addressing rising housing costs by providing dedicated affordable units and encouraging housing growth overall.

These efforts build on Boston's long-term commitment to housing affordability. Boston has a larger share of designated affordable housing than any peer city, with deed-restricted affordable housing comprising nearly 20 percent of our overall housing stock.<sup>1</sup> We are the first city in the nation to launch an

Office of Housing Stability and we have a track record of helping residents avoid foreclosures 87 percent of the time the Boston Home Center gets involved. We are also one of the first cities to implement an Inclusionary Development Policy that preserves access to affordable housing options in all of Boston's neighborhoods.<sup>2</sup>

The following initiatives build on this legacy and leverage our recent growth to create more affordable units, increase overall housing supply to meet the needs of Boston's diverse populations, and proactively deploy a suite of antidisplacement policies to protect and strengthen existing communities in light of rising housing prices.



# This is what inspires us to act.

Boston's housing costs have increased significantly in many neighborhoods as Boston's population has grown. Housing cost increases have been particularly significant in low-income neighborhoods with larger renter populations such as Mattapan, East Boston, and Roxbury.<sup>3</sup>

[See opposite page: Housing price increases 2010-2015 →](#)

21 percent of Boston households, including both renters and owners, are severely housing-cost burdened. This is defined as those households that spend more than half of their income on housing.<sup>4</sup>

[See map below ↓](#)

## The City is taking significant action to increase Boston's housing supply.

As of January 2017, Boston has added more than 12,000 new units, with an additional 7,000 under construction. The impact of this new supply in stabilizing prices is clear: In Fenway, where housing supply grew by 6 percent, rents in older units declined by 0.4 percent. And in the South End, which grew by nearly 10 percent, rents in older units only rose 0.3 percent.<sup>5</sup>

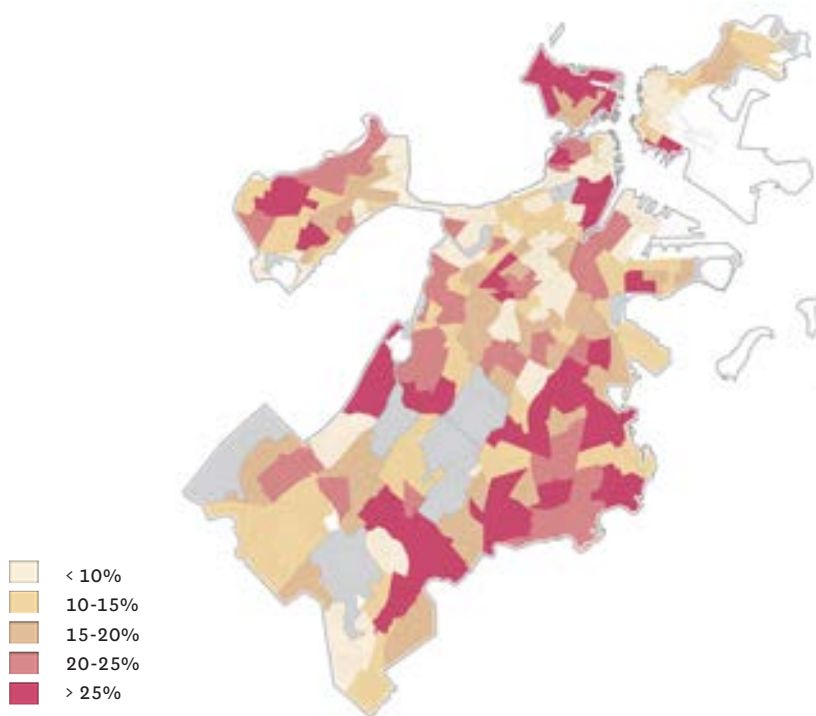
Residents told Imagine Boston that they want more deed-restricted affordable housing, mixed-income housing, and senior housing—a broader range of housing for all income levels and stages of life.

## Boston is a national leader in providing designated affordable housing for its residents, but demand for affordable units remains high.

Public housing communities are an important part of almost every neighborhood in Boston. Today the Boston Housing Authority maintains more than 25,000 housing units, but Section 8 waitlists for public housing remain as long as 40,000 residents at any given time.<sup>6</sup>

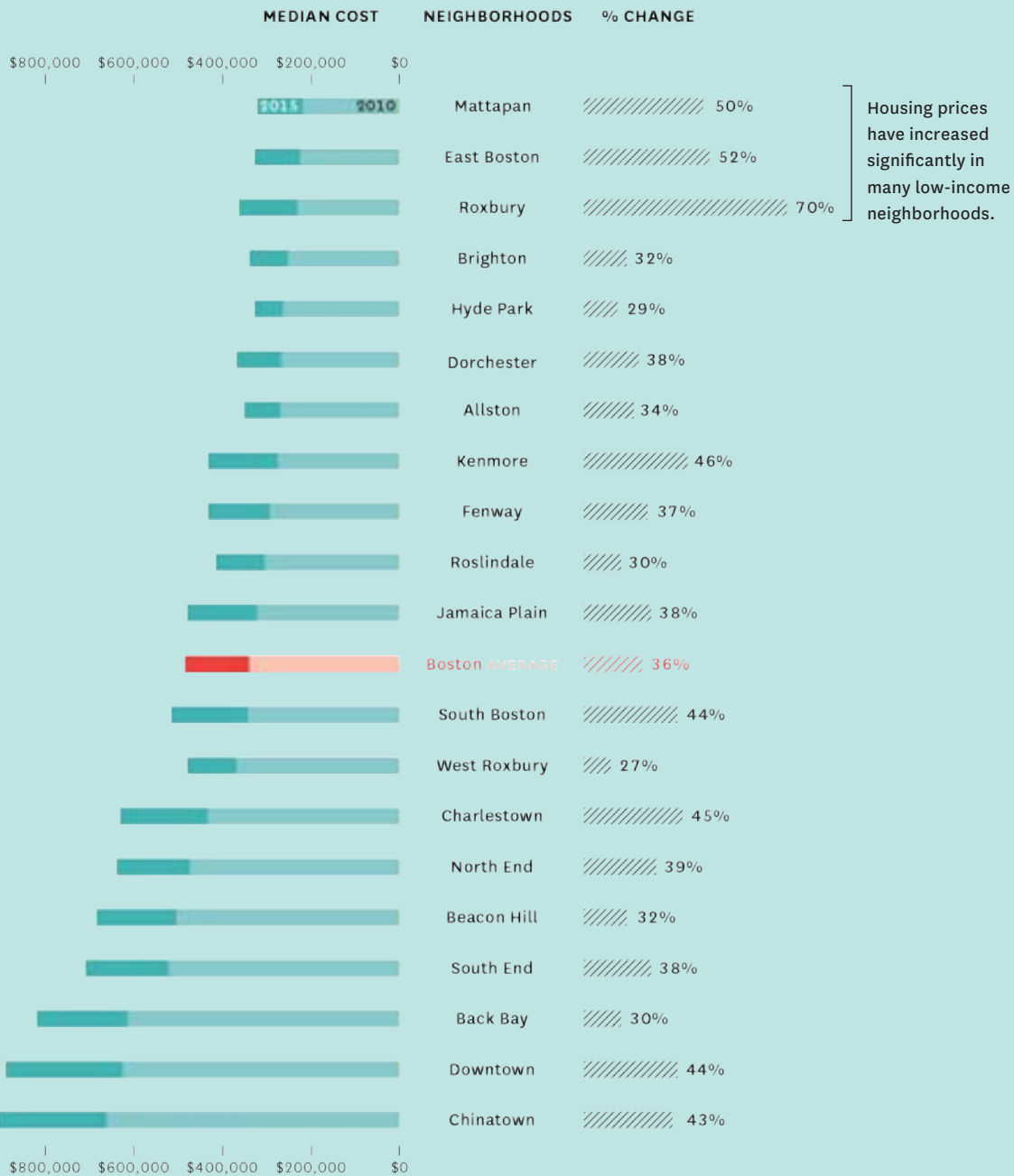
**Boston's housing stock is older** (more than 50 percent was constructed before 1940) and skews toward mid-size properties. Nearly half of Boston units are in a two- to nine-unit building.<sup>7</sup> Adding new housing supply helps to stabilize rents in these existing, older units so that neighborhoods remain affordable.

Housing cost burden map



Median housing price in 2010, 2015, and increases 2010-2015 in each neighborhood

# Median housing costs increased 36 percent citywide between 2010 and 2015.



Source: Zillow Housing Data, 2016 Rent Estimate

Note: Dorchester home value is based on an average of median home values for several geographies that comprise the neighborhood.

# We will:

## Work to increase overall housing supply.

Adding supply can help stabilize rents and prices by accommodating demand and relieving pressure on the existing housing market. We will also make housing more affordable through initiatives that make construction cheaper so that cost savings can be passed along to the renter or buyer (e.g., through innovative housing design, collaborating with building trades, and streamlining permitting). We will also create more housing outside of the open market by working with universities and developers to produce more student housing that will alleviate demand pressure in nearby neighborhoods.

## Deploy a suite of tools to support the preservation of affordable housing citywide.

These include building on BHA's recent efforts to preserve affordable units, expanding the Acquisition Opportunity Program that provides loans to responsible investor-owners committed to supplying affordable housing, and investigating tax relief for affordable-housing preservation. We will also facilitate preservation plans for BHA's units that incorporate mixed-income housing and work with state, federal, and other partners to increase funding for existing affordable-housing policies that are showing strong results.

## Pursue policies that encourage the production and maintenance of deed-restricted low-, moderate-, and middle-income housing.

These policies include the Inclusionary Development Policy (IDP) and Linkage Fee, the reuse of surplus City parcels as locations for affordable housing, and the Community Preservation Act.

## Aspire to higher levels of affordability in geographies where this is feasible.

We will leverage a series of tools, including density bonuses, and prioritize the disposal of relevant City-owned properties with a preference for affordable and mixed-income housing in areas where feasible.

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## Stabilize housing and reduce displacement.

To help Boston residents remain in their homes and communities, we launched the Office of Housing Stability in July 2016, and we will deploy an antidisplacement policy package, including strengthening and expanding eviction and foreclosure prevention, tenant organizing, and homeownership assistance programs. We will also provide greater assistance to community land trusts. In conjunction, we will identify opportunities to address racial disparities in access to housing and homeownership.

## Partner with neighboring municipalities to identify and consider regional solutions to housing challenges.

We recognize that housing affordability issues do not end at Boston's borders and require regional solutions. These include funding solutions to advance affordable housing preservation and development in transit corridors throughout the region. We will support coordination with local housing authorities and advocate for state regulation and incentives that encourage housing production.

"Direct housing density close to public transit and near walkable main streets."

**Roslindale resident via online mapping comments**

"Universities need to invest in much more student housing to help alleviate pressure on neighborhood housing supply in surrounding areas."

**Roxbury resident via online mapping comments**

"Please incentivize developers to create affordable housing for residents in the neighborhood already so [as] to preserve the community. In addition, it would be amazing to see the City offer financial support to already existent residents to buy property so [as] to shift from renters to property owners."

**Roxbury resident via online mapping comments**

### Key Terms

**Community Preservation Act:** Commonwealth of Massachusetts program that helps preserve open space and historic sites and creates affordable housing through the creation of a local Community Preservation Fund; CPA funds are generated through a small surcharge on local property tax bills and matched by a statewide trust fund to maximize community investment.

**Inclusionary Development Policy (IDP):** IDP-designated areas require developers to include affordable units within their developments (on-site), create affordable housing in an off-site location, or make a cash contribution toward the creation or preservation of affordable housing.

**Density Bonus:** Zoning tool that allows developers to build denser buildings in exchange for affordable housing or other defined public benefits.

**Linkage Fee:** Policy that requires new commercial developments in excess of 100,000 square feet to pay into funds to support housing and job training.



In workshops and online in Summer 2016, residents rated ideas to make neighborhoods more affordable, such as density bonuses for affordable housing.

One Charlestown resident hit on a common theme with the suggestion that "developers need to be encouraged to build more middle-income housing."

## Boston's Antidisplacement Approach

**We believe that Boston should be an open and accessible city for families and residents at all income levels.**

Changing housing needs and rising real-estate costs are affecting residents of each generation—young professionals balancing rent and student loans, families seeking a stable neighborhood for their children to grow up, and small business owners grappling with the implications of rising rents. As we grow, we must grow equitably and ensure that the city's growth does not come at the expense of our neighbors with limited

incomes. Therefore, the City is developing an antidisplacement approach that combines strategies to increase affordable housing opportunities with policies to reduce residential and commercial eviction, support homeownership, address transportation costs, and facilitate economic well-being.

Boston's efforts to reduce displacement will be undertaken in conjunction with efforts to expand access to

opportunity by connecting Bostonians to well-paying jobs and strengthening pathways to quality careers. These economic mobility and education strategies are explored further in the Education and Economy initiative sections.

The following initiatives represent early actions within a larger set of initiatives that the City of Boston and our community partners are developing to address displacement.

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Boston created the first Office of Housing Stability in the nation. To help Boston residents find and secure stable housing, Boston provides a range of programs including one-on-one help via Boston's Housing Crisis Hotline and counseling for individuals facing homelessness due to natural disaster, eviction, and other causes, as well as broader tools such as tenant rights information, answers on any rental housing matter, and affordable housing resources.

"Reducing displacement and encouraging affordable housing must be a priority for everyone in Boston."

**Chinatown resident via community workshop**



Three-deckers in Dorchester ↑

## Creating and preserving affordable housing

We will facilitate the production of new, dedicated affordable units through:

- › Our redesigned **Inclusionary Development Policy (IDP)**, which requires private developers to set aside units for moderate-income households
- › The provision of **density bonuses** for developments, which create affordable housing above and beyond the IDP when developers want to build higher
- › The **Extremely Low Income Set Aside** policy, which requires at least 10 percent of units built in City-funded projects to be set aside for formerly homeless households
- › The **Acquisition Opportunity Program** which preserves affordable units by converting market-rate properties into income-restricted properties
- › Advocacy for inclusionary zoning that requires a substantial portion of all new residential development to be set aside for moderate- and middle-income households

## Linking housing and transportation

We will work to keep transit costs affordable and reduce the commuting-time burden faced by many low-income residents by:

- › Working with **MassDOT and the MBTA** to better serve these communities
- › Revising zoning in targeted areas, like Strategic Planning Areas, to encourage **Transit Oriented Development**, which reduces the need for vehicle ownership and reduces the cost of parking in the cost of new housing development

## Preventing eviction

We will support residents at risk of displacement, whether due to fires, collapsed buildings, rising rents, or other factors through:

- › Centralized case management and support for **legal counseling, court representation, mediation, and rent arrearage payments** for tenants facing eviction
- › Comprehensive **data analytics on evictions** to understand trends in Boston and proactively intervene before evictions occur
- › The **Boston Tenants Organizing Program**, which strengthens tenants' rights in market-rate housing
- › A **Condo Conversion Ordinance**, which protects and assists tenants in the case of a proposed conversion of their apartment to condos
- › Assisting small landlords who are already preventing displacement by keeping their rents below market

## Supporting homeownership

We will support homeownership by:

- › Assisting moderate- and middle-income Bostonians to purchase and maintain their first home through a variety of **homebuyer and homeowner programs** including prioritizing pathways to homeownership for tenants
- › Working to keep Bostonians in their homes by **preventing foreclosures** through counseling, mediation, and connecting residents to advocacy partners

## Supporting small businesses

The City will promote small business growth and stability through a number of initiatives, including using zoning tools to provide **affordable commercial space** in a variety of neighborhoods.

The approach also calls for addressing the gaps in resources and support for women-, minority-, and immigrant-owned businesses that experience affordability challenges on a more acute basis. Some of those measures include increasing small business capital availability, providing more access to affordable real estate through lease negotiation in targeted areas, and supplying targeted one-to-one technical assistance.

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I just want to share my support for increased density in order to make housing more affordable, and for preserving and expanding subsidies and income-controlled housing... More diverse neighborhoods... will also ensure that our schools, businesses, and other institutions are more diverse as well.

**Back Bay resident via online survey**





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## Framework for Safe Neighborhoods and Innovative Partnerships

Boston's framework to boost public safety and reduce violence recognizes that violence is a complex social problem that requires a multifaceted response. The plan outlines a continuum of care to address the fundamental causes of violence—not just the symptoms. A multidisciplinary approach to violence prevention emphasizes opportunities and pathways away from violence via intervention, enforcement and reentry.

# Health & Safety

**The conditions in which Bostonians live, work, play, commute, and go to school have an enormous impact on our health, long before we ever see a doctor.**

Boston has a long history of integrating public-health considerations into City policies and understands the role that the built environment and community infrastructure play in determining individual health outcomes. Our compact size and forward-looking policies make us well positioned

to create a built environment and implement policies that reduce health disparities between races and neighborhoods. The following initiatives strive to address persistent health inequities and set higher goals for improving health outcomes for all residents and neighborhoods.

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# This is what inspires us to act.

## Premature mortality rates vary significantly by neighborhood.

They are higher for Dorchester (249 per 100,000 residents under 65), Roxbury (281), and South Boston (251), and lower for Back Bay (145), Roslindale (174), and West Roxbury (136) compared to the Boston average (202).<sup>8</sup> South Boston has significantly more substance abuse deaths compared to the city average, and Roxbury has a homicide rate more than double the city average.<sup>9</sup>

## Some residents do not consume healthy food.

Approximately 17 percent of Boston public high-school students report consuming less than one serving of fruits and vegetables per day.<sup>10</sup>

## Urban surroundings are closely connected to health.

Bostonians are eager to live in safe, walkable neighborhoods. Today, many areas that are less walkable have higher rates of obesity. Residents also discussed the importance of air quality in neighborhoods and access to healthy food. They are interested in strategies to

improve air quality, such as encouraging mode shift toward walking and biking, planting trees, and improving green spaces.

[See graph on facing page → Boston Neighborhoods, Obesity Rate vs. Walk Score](#)

## Many caregivers worry about safety.

26 percent of Boston children ages 0-17 live in households where their parent or caregiver felt the child was unsafe in his or her neighborhood.<sup>11</sup>

## Low-income residents have higher incidence of diseases.

In 2015, Bostonians with incomes below \$25,000 had higher rates of diabetes (13 vs. 5 percent), hypertension (30 vs. 20 percent), obesity (28 vs. 20 percent), persistent anxiety (28 vs. 17 percent), and persistent sadness (20 vs. 5 percent) than those with incomes above \$50,000.<sup>12</sup>

## Boston's collaborative efforts to prevent violence are working.

Boston is reducing crime without locking people up. Violent and property crimes in Boston have decreased 38 percent over the last 10 years. Over the same period, arrests have fallen by half.<sup>13</sup> Today, Boston is one of the safest cities in the United States, and has been identified as a national model in Community Policing.

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"Our neighborhood needs more than bodegas, check cashing, and fast food. Rebuild, rezone, and revitalize to support healthy places to shop, eat, and work."

**Roxbury resident via online mapping comments**

# 26%

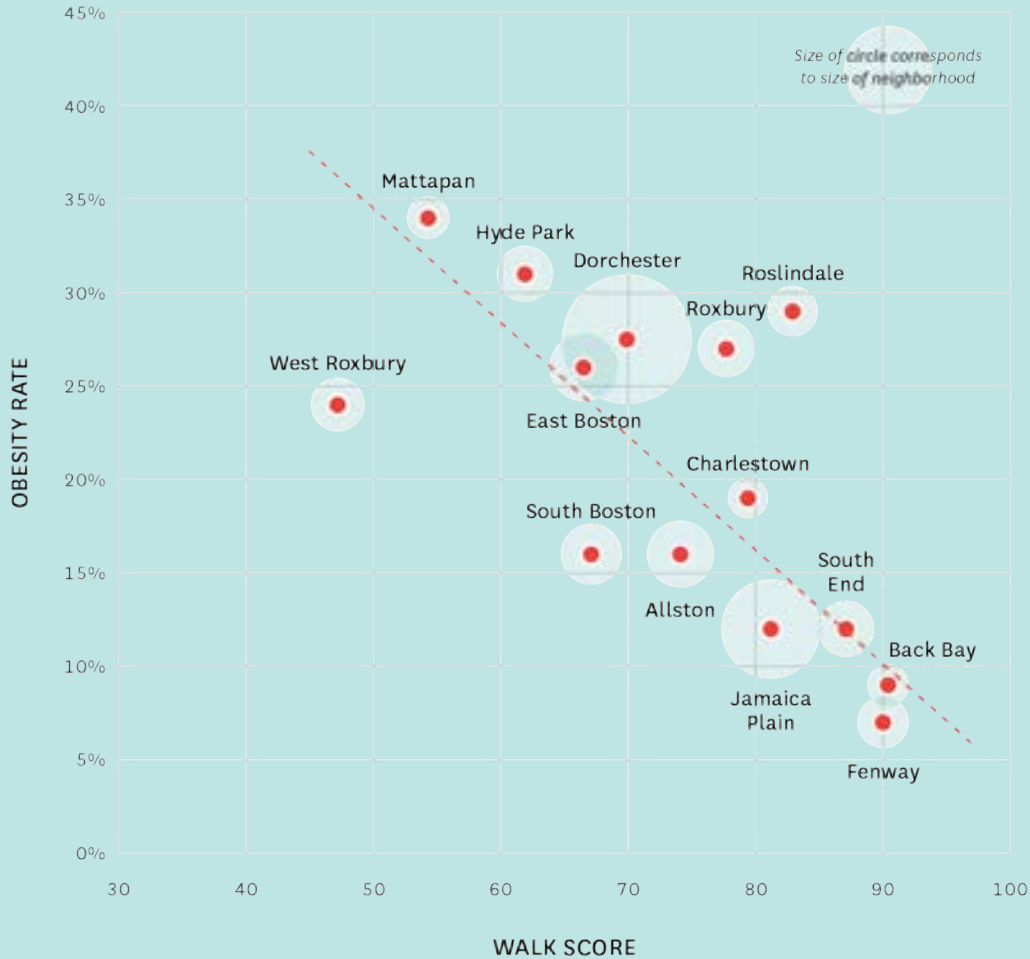
of Boston children live in households where their parent or caregiver felt the child was unsafe in his or her neighborhood.



## Boston Neighborhoods, Obesity Rate vs. Walk Score

Boston neighborhoods that are more walkable tend to have lower obesity rates.

"Bringing jobs closer to where people live will promote a healthier lifestyle with more people biking or walking to work."  
**Mattapan resident via online mapping comments**



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Multiple factors influence obesity rate including access to healthy foods and health care. This graphic shows the relationship between obesity and Walk Score.

Walk Score® is an online tool that measures walkability on a scale of 0-100 based on walking routes to nearby amenities, such as schools, parks, and retail.

# We will:

## Prevent violence, human trafficking, and trauma

We will work together to achieve sustained reductions in youth violence, victimization, trauma and exposure to violence as well as human trafficking. We will proactively prevent these by boosting employability, strengthening community connections, and supporting stronger families and community networks. We will increase our capacity and the capacity of partners to identify, intervene, and serve at-risk individuals earlier, including via program such as YouthConnect and Operation Homefront.

## Create a more integrated system of care, focused on population health

We will continue to improve access, quality, and responsiveness of prehospital EMS care, as well as primary and specialty care. We will work to ensure that emerging healthcare delivery entities created under the Affordable Care Act, including Accountable Care Organizations, more closely align health-care delivery with community health needs.

## Work to improve access to mental health and substance abuse health services

We will integrate preventative mental health care into adult care, primary pediatric care, and school-based health centers in collaboration with state and federal partners, as well as the region's provider community. We will strive to provide assistance to residents in recovery, including by providing a 24/7 311 line for recovery support.

## Work to understand the root causes of persistent disparities in health outcomes

These include birth outcomes, chronic health conditions, and other key outcomes. We will use this knowledge to address the physical and social determinants of health that are built into our urban fabric. We will proactively address racial equity, social cohesion, and economic mobility to improve health and wellness.

## Make neighborhoods healthier places to live

We will encourage mixed-use, compact communities where it is easy to bike and walk, improve access to healthy and affordable food, expedite response times for emergency services, and improve indoor and outdoor air quality. We will also utilize health centers and other community resources as community meeting places to further engage residents and strengthen community cohesion.

## Prepare communities for the public health challenges associated with climate change

We will enhance community education and create a more climate-ready built environment by addressing risks associated with floods such as sewage and contaminants, and by providing community "cooling centers" on our increasing numbers of hot days.

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Residents emphasized the multifaceted ways to improve health during workshops in summer 2016.

A Roxbury resident commented on the need for "healthy, safe ways to walk and bike without worrying about harm from cars or gun violence," while a Mattapan resident suggested that "urban neighborhoods are in desperate need of more healthy food options and restaurants."

"Increasing access to education to substance abuse is key to healthier communities"

**Allston resident via handwritten comment**

"Easier and more reliable transport to community health centers and mental health services"

**Allston resident via poster comment**

"By investing in proactive good health, more organic gardens [and] grocery stores... citizens will live longer, spend less on healthcare or disease maintenance and be more productive"  
**Resident via draft plan feedback**

## Support Boston's homeless population

We will provide a central system for coordinating access to supportive housing units, improve the Front Door Triage Program, expand housing placement efforts for all individuals experiencing homelessness through initiatives such as Housing First, improve the shelter system, and advocate for a statewide response to homelessness to allow for coordinated discharge from institutions where individuals are at risk of homelessness.

## Strengthen our local public health and healthcare systems to rapidly respond to emerging infectious diseases

We will catalyze innovations in disease surveillance, enhance electronic data systems to track and tackle diseases spatially, develop emergency response protocols, and coordinate with partners to control the spread of disease.

## Sustain and cultivate trust between immigrant communities and police

We will build a culture of trust between communities and police, regardless of immigration status, so that residents feel safe enough to come forward, report crimes, and help with investigations without fear of arrest, detainment, or deportation.



Roosevelt School, Hyde Park. The BOKS program focuses on the link between exercise and academic performance and brings exercise programming into schools.

## Ensure City employees are healthy

We will ensure that the health and safety of City employees are protected including reducing cancer risks from chronic exposure for our Fire Department and enabling all employees to get cancer screenings.

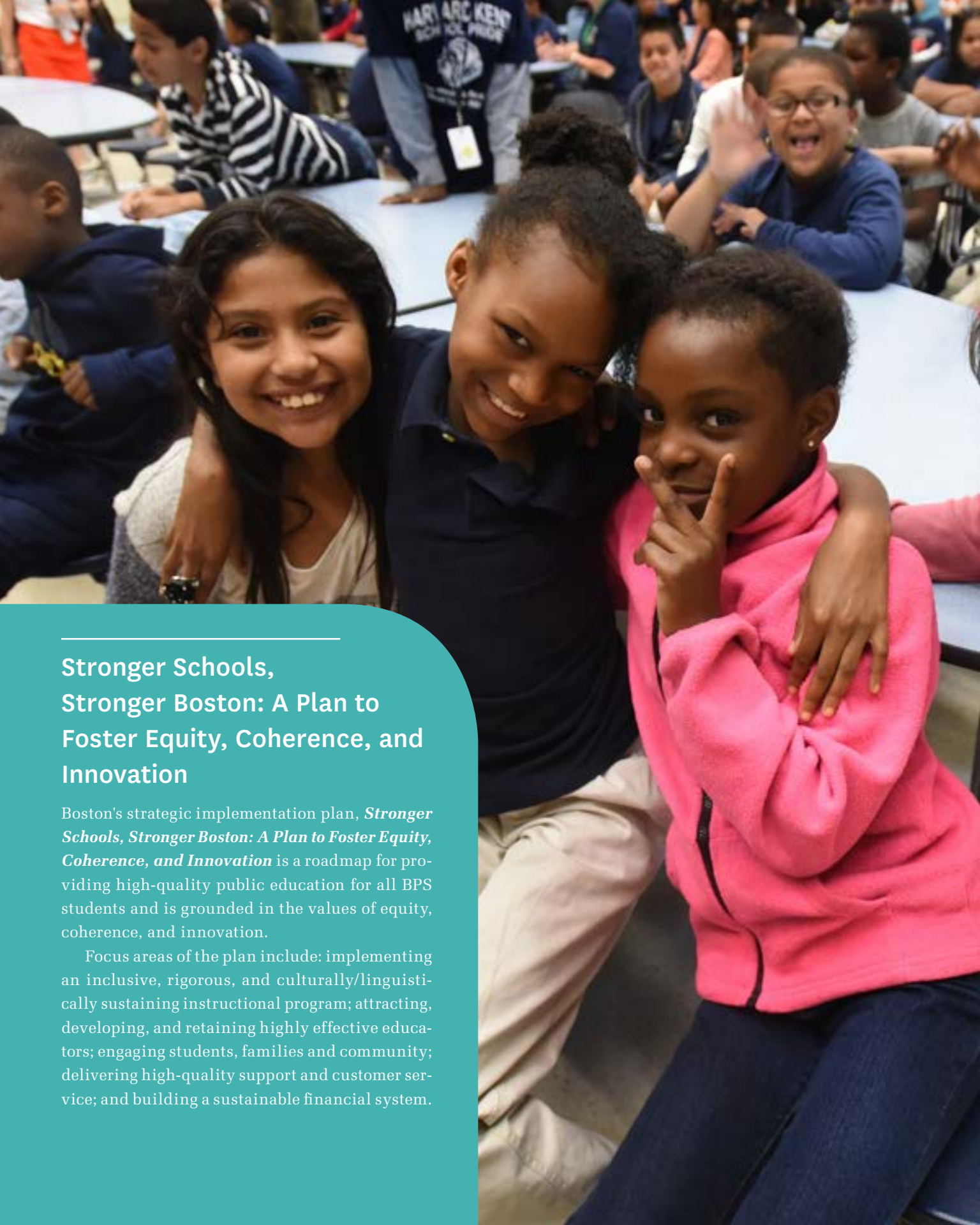
## Prioritize community partnerships

We will place the community at the center of our public safety mission and strengthen relationships with the community and partners. We will support and coordinate with non governmental organizations as well as religious and community organizations that strengthen community fabrics and break the cycle of violence.

## Effectively respond to violence to decrease future risk

Trauma Response Teams will provide immediate crisis response and ongoing care as well as prompt engagement and intervention after events such as homicides. We will provide training and career pathways for high-risk and previously incarcerated individuals through initiatives such as Operation Exit, Youth Options Unlimited, and a newly-created Mayor's Office of Returning Citizens. We will also spearhead policy to drive change such as stemming the flow of illegal guns by strengthening licence to carry laws and working with the community and local leaders to boost compliance, and responsible purchasing.





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## Stronger Schools, Stronger Boston: A Plan to Foster Equity, Coherence, and Innovation

Boston's strategic implementation plan, *Stronger Schools, Stronger Boston: A Plan to Foster Equity, Coherence, and Innovation* is a roadmap for providing high-quality public education for all BPS students and is grounded in the values of equity, coherence, and innovation.

Focus areas of the plan include: implementing an inclusive, rigorous, and culturally/linguistically sustaining instructional program; attracting, developing, and retaining highly effective educators; engaging students, families and community; delivering high-quality support and customer service; and building a sustainable financial system.

# Education

**Boston is the birthplace of public education and aspires to equip all students at every level of education with the tools they need to improve the city. Currently, disparities in educational attainment by race and economic status persist. Bostonians of all ages agree that quality public education is essential to Boston’s future and a powerful engine for economic equity.**

We are committed to addressing existing disparities by developing a sustainable urban education system that supports many school types and educational paths. Our schools have made a promise to our students to provide education that empowers them to become the next generation

of workers, leaders, advocates, and innovators. The following initiatives will enable Bostonians to access quality education opportunities for life-long learning and connect them to jobs where they can make powerful contributions.

“In 2030 my youngest will still be in high school. I hope that by that time every family in Boston has a progressive school they feel proud of like Mission Hill School where my older 2 children currently attend.”

**West Roxbury resident via text message**

# This is what inspires us to act.

# 15%

of Boston residents over the age of 25 lack a high school diploma

**Educational attainment is a key determinant of economic outcomes.** 15 percent of Boston residents over age 25 lack a high school diploma and almost one third of this population lives in poverty.<sup>14</sup>

See graph below ↓  
Percent of population lacking a high school diploma

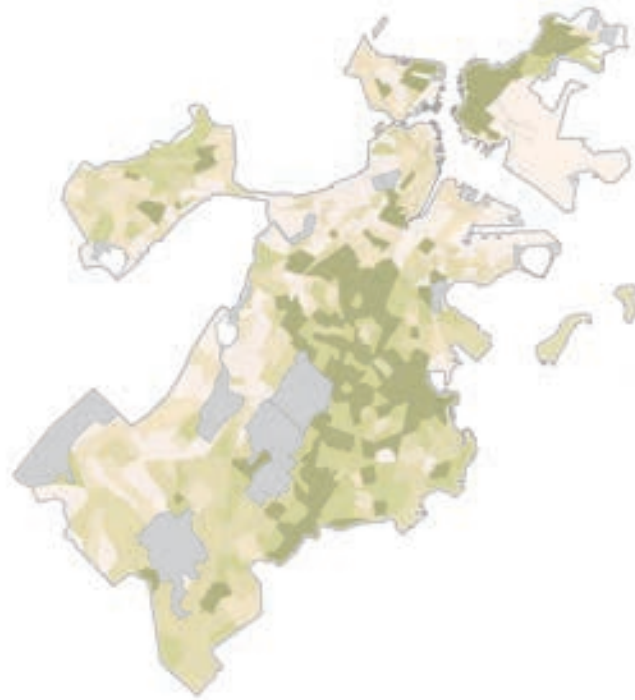
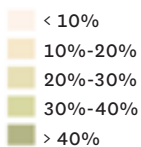
**Many youth struggle to get started in the labor market** and build careers. Young adults ages 16-24 have an unemployment rate 1.6 times the citywide average.<sup>15</sup>

**There is a significant and persistent gap between the performance of black and Hispanic BPS students and their white peers.** White fourth-graders scored 27 points (13 percent) higher on the National Assessment of Educational Progress reading scale than their black and Hispanic peers.<sup>16</sup>

**Education rates vary significantly by race.** While 63 percent of white residents over age 25 have a bachelor's degree or above, only 19 percent of black residents and 17 percent of Hispanic residents have the same.<sup>17</sup>

## Percent of population lacking a high school diploma

### Educational attainment varies significantly by neighborhood.



Source: 2013 American Community Survey 5-year block group estimates





"I would love to see more vocational-technology opportunities for our BPS students. Right now we only have Madison Park serving students who would like to follow a non-college path. With all of the construction, tourism, hotel, restaurants, hospitals, universities, and service interests in Boston, there should be more opportunities for our students to be trained for careers in these fields."

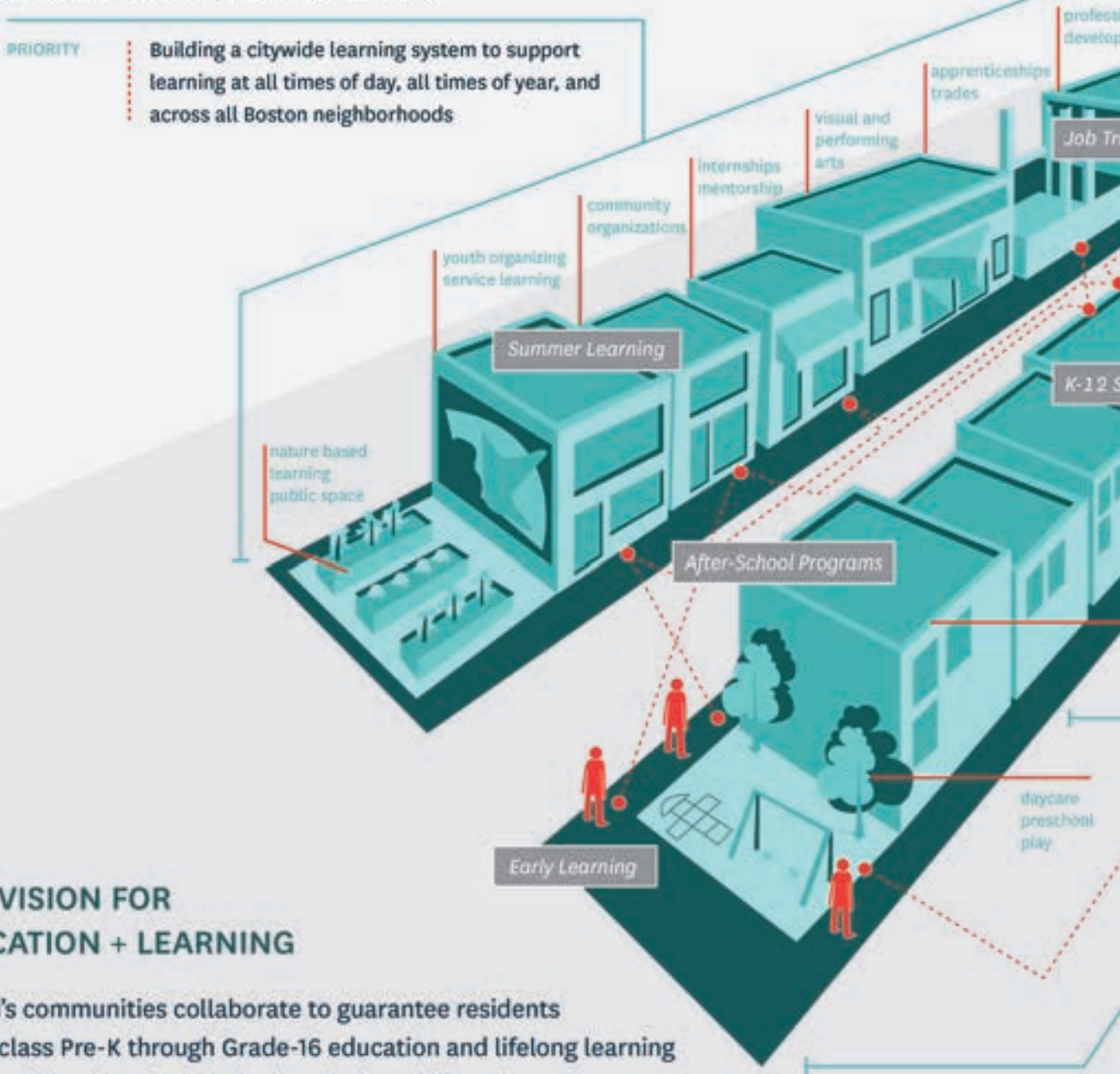
**Brighton resident via web survey**

Artists for Humanity, South Boston

# Boston's Citywide Learning Ecosystem

## WHOLE COMMUNITY LEARNING

**PRIORITY** Building a citywide learning system to support learning at all times of day, all times of year, and across all Boston neighborhoods



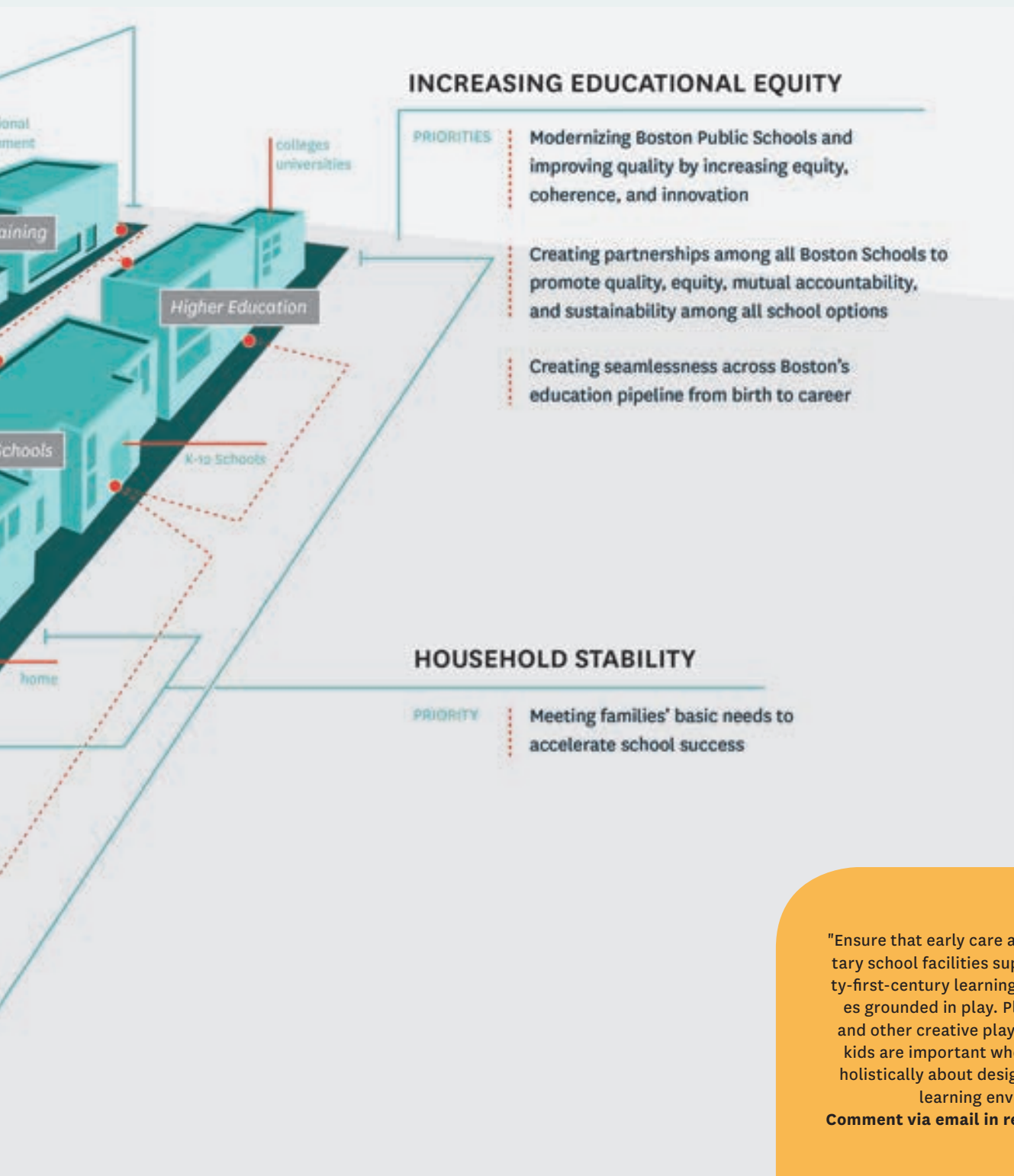
312

## OUR VISION FOR EDUCATION + LEARNING

Boston's communities collaborate to guarantee residents world-class Pre-K through Grade-16 education and lifelong learning opportunities that develop the knowledge, skill, and experience needed to be fully engaged in shaping Boston's culture, providing civic leadership, and strengthening the local economy.



Our city is rich with learning resources both inside and outside the classroom. We are connecting these resources and creating a system of pathways for learners of all ages to achieve lifelong success.



"Ensure that early care and elementary school facilities support twenty-first-century learning experiences grounded in play. Playgrounds and other creative play spaces for kids are important when thinking holistically about designing these learning environments."  
**Comment via email in response to Draft Plan**



## BPS Educational Vision

**We will build a learning system that is student-centered and easy-to-navigate, placing equity, innovation, and learning—both inside and outside the classroom—at its center.**

### Core Values

#### Equity

We will eliminate systemic bias and provide authentic learning opportunities for all students. We will develop our future leaders into determined, independent learners who are able to pursue their aspirations.

#### Coherence

We will reduce inconsistencies and inequities in the way our schools and district are organized in order to create a seamless system of care—whether in our classrooms or in our grade configurations across schools. We will make our operations and learning environments student-centered.

#### Innovation

We will enable our students and employees to become leaders, advocates, entrepreneurs, and innovators for Boston and the world. We will open the doors to the innovation economy for all our learners, youth and adult.

### Characteristics of a BPS-Trained Student

#### Career Ready

Fundamental to our work are the skills, knowledge, and capacity necessary for college and career. We must be clear about what capabilities future workers will need and design our system to develop these in our students.

#### Equity Oriented

Where do we learn about injustice? Where are the opportunity gaps? The actions of the adults, peers, and systems in our lives are experienced daily and studied more closely than any textbook. BPS can shape significant elements of our kids' early experiences to be more equitable.

#### Community Contributors

We do not just want our students to climb the ladder but to reach back to pull others up. Our students are critical in shaping what our communities look like over time. As students climb the educational ladder, BPS will equip them to support their peers and contribute to their communities.

#### Full of Agency

We want students to see themselves in potential futures and to believe in their ability to effect change. School can help them recognize their role and potential as an individual.

The successful BPS graduate is one who, six years after graduating high school, is gainfully employed and a productive, contributing citizen who believes in his or her ability to effect change.



John D. O'Bryant School of Mathematics and Science



Hour of Code Week at Horace Mann School for the Deaf and Hard of Hearing

### BPS Skills

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As we look toward the future, we believe that our academics and enrichment have to equip BPS students with three types of skills:

#### Learning and Innovation Skills

Creativity, Critical Thinking, Communication, and Collaboration

#### Information, Media, and Technology Skills

Information Literacy and Media Literacy

#### Life and Career Skills

Adaptability, Initiative, Social and Cross-Cultural Skills, Productivity, and Leadership

# We will:

## **Build a connected education system that supports learners from early care through career**

We will expand Pre-K until every 4-year-old in Boston has a seat and strengthen K-12 education as a pathway to college and career. Our schools will prepare students to attend college and encourage learning that prepares students to meet industry requirements.

## **Strengthen Boston Public Schools to fulfill its promise to students that they will have a quality job in Boston no more than six years after graduation**

We will implement an inclusive, holistic, and culturally responsive instructional program; cultivate highly effective instructors who embrace a diversity of cultures and perspectives; engage students, family, and the wider community in learning; support students and families through a coordinated, school-based support network; and build a financially sustainable and equitable education system.

## **Provide twenty-first-century learning experiences and facilities**

We will modernize infrastructure through the BuildBPS Ten Year Educational and Facilities Master Plan and develop innovative modes of instruction through High School Redesign.

## **Encourage partnerships among district, charter, religious, and independent schools**

These partnerships will promote best practices and innovation as well as maximize resources for teaching and learning.

## **Take steps toward making college affordable and accessible for all Bostonians**

We will continue to add more free community college options for eligible BPS graduates. We will make it easier to earn early college credits and transfer community college credits between institutions and to four-year colleges. We will provide nonfinancial support for matriculation through programs like Success Boston that help students navigate the college experience.

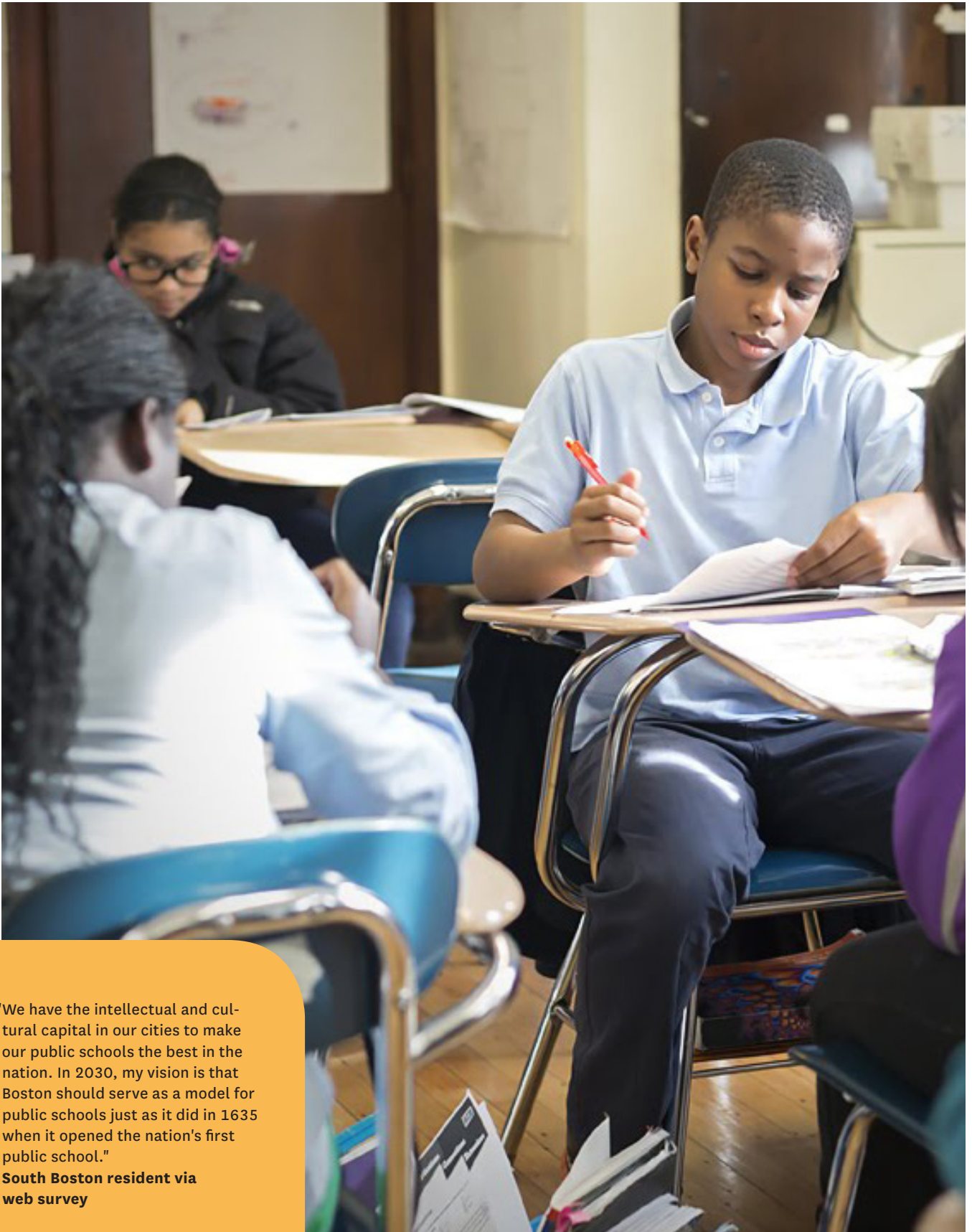
## **Foster learning beyond school walls**

We will support after-school programs, expand opportunities to earn credit in community settings, increase access to summer learning opportunities, and otherwise unlock learning outside of classroom walls, including giving caregivers tools to support children's learning. Boston will support playgrounds and streetscape infrastructure that create playful environments where kids enjoy learning and build twenty-first-century skills such as grit, determination, teamwork, and problem-solving.

## **Create pathways to career ladders in Boston's strongest and most well-paid sectors**

We will focus on pathways to jobs in sectors such as education, financial services, technology, and health-care by strengthening partnerships between employers, schools, and job-training programs that can guarantee jobs for participants. We will explore hybrid school models that train students for careers through more rapid academic programs that result in postsecondary credentials and jobs.





"We have the intellectual and cultural capital in our cities to make our public schools the best in the nation. In 2030, my vision is that Boston should serve as a model for public schools just as it did in 1635 when it opened the nation's first public school."

**South Boston resident via web survey**

## Universal Pre-K

### Boston is committed to ensuring a high-quality Pre-K seat for every 4-year-old in the city.

Building on its legacy as a leader in education, Boston has established early childhood education as a citywide priority. Boston is a national leader in Pre-K education in large part due to program-quality improvements made in Boston Public Schools and across community provider settings through the local “K1DS” initiative and through the federal Pre-K Expansion Grant effort.<sup>18</sup>

Studies have shown that investments in high-quality Pre-K translate directly into closing early racial and socioeconomic achievement gaps, as well as long-term academic success and greater likelihood of gainful employment.<sup>19</sup> The Mayor’s Universal Pre-Kindergarten Advisory Committee defines Pre-K quality by several standards, which include teacher qualifications and certifications, curricular accreditation and standardization, ongoing professional, development and frequent child outcome assessments used to inform classroom practices. Boston now meets the total demand for Pre-K seats citywide and in every neighborhood and is on track to have enough seats for the next 10 years.<sup>20</sup> Nevertheless, only 75 percent of Boston’s 6,000 4-year-olds have a quality seat, and the total number of 4-year-olds is expected to grow to more than 6,700 by 2025.<sup>21</sup> Quality seats are not evenly distributed. Neighborhoods like South Boston, Brighton, Charlestown, Allston, and Jamaica Plain currently have enough high-quality seats to serve children and families, while Dorchester, Hyde Park, West Roxbury, Roxbury, East Boston, and Roslindale are in need of additional high-quality seats.<sup>22</sup>

The following actions will help expand quality Pre-K seats, and achieve Boston’s goal of ensuring a high-quality Pre-K seat for every four-year-old.

#### Preserve Established Progress

Boston will work to protect the high-quality seats that are currently funded through the Preschool Expansion Grant program.

#### Expand Quality Programs

We will expand the number of BPS seats as space allows and expand the number of seats in community-based organizations that meet the city’s quality thresholds, especially in communities where there is a shortage or potential shortage.

#### Improve Existing Programs

We will invest in improving quality in community-based organizations that are close to meeting quality thresholds. Among the most important investments will be investments in early educators. We intend to assist teachers to earn advanced credentials and reduce gaps in teacher compensation.

#### Build an Oversight System

Boston’s Universal Pre-K work will be guided by a partnership between City Hall and Boston Public Schools and will draw on expert input from field experts and community providers. This partnership will oversee Pre-K investment, program delivery and monitoring of system quality and student results.

#### Achieve Full Access

Identify a revenue source that will allow high quality Pre-K for every-four-year old in the city. Boston has put forward proposals to the State House that will allow for a dependable revenue source.





## BuildBPS

### BuildBPS is a strategic framework to bring Boston's school buildings into the twenty-first century.

Boston is committed to providing a strong, equitable educational system in all our neighborhoods. Boston's demographics are changing. Black and Latino children make up a large and growing portion of Boston's youth. Historically these children have not been well connected to the full range of assets Boston has to offer. Boston's education system has a mandate to connect all students to the full assets of the city and society.<sup>23</sup>

At present, 59 percent of BPS's students are clustered in four neighborhoods—East Boston, Mattapan, Roxbury, and Dorchester. The projected growth rate is also highest in these neighborhoods for the foreseeable future.<sup>24</sup> Black and Latino children make up a large proportion of BPS students in these neighborhoods. Boston will make investments in these areas, as elsewhere, to ensure equity and sufficient capacity across our system.

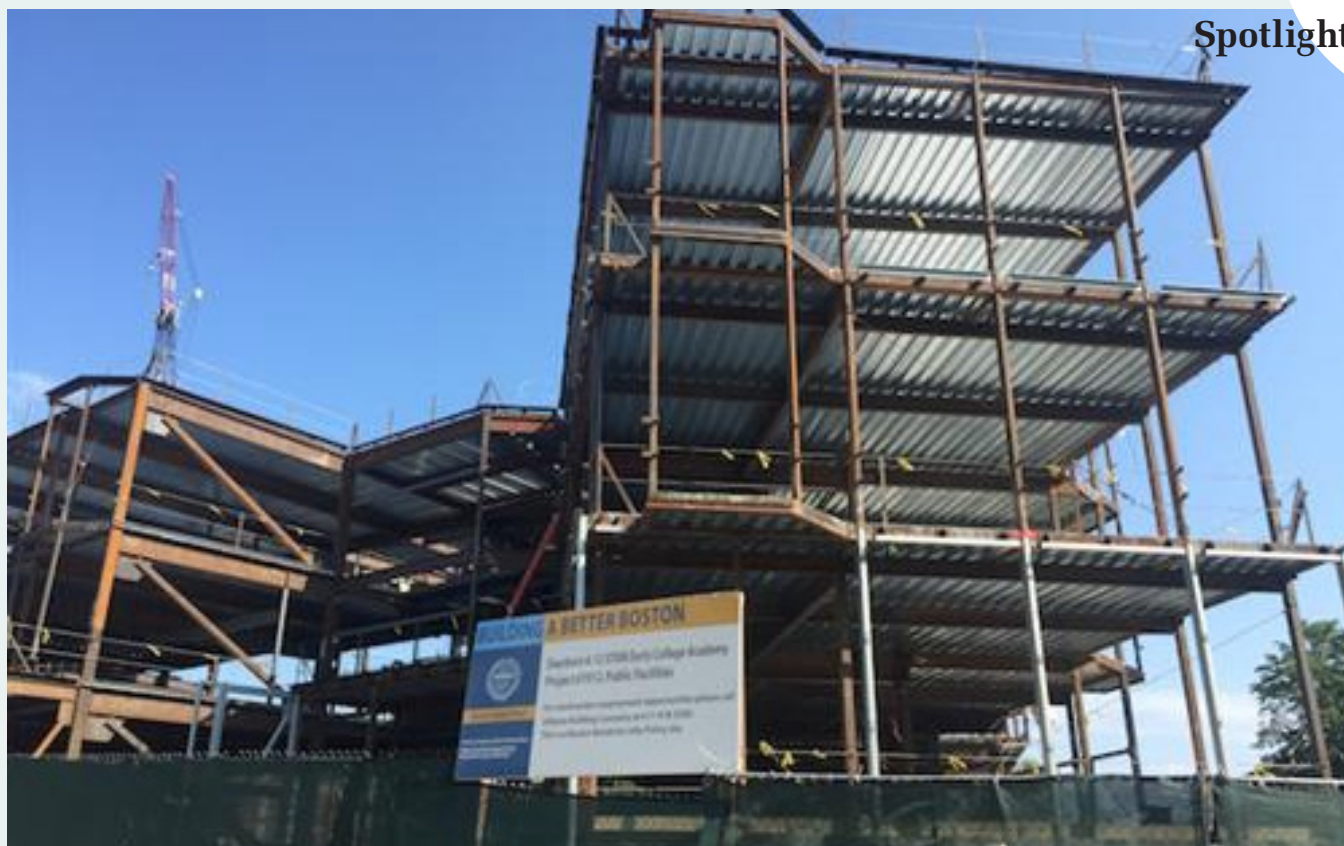
At the same time, our facilities are old, built for a time when teaching and learning were different. 65 percent of our schools were built before World War II and fewer than half of those have been fully renovated.<sup>25</sup> Many schools lack key resources—a dedicated art room, a dedicated music room, or a library/media center can each only be found in half of public elementary schools.<sup>26</sup> More than half of all middle and high schools also lack a library/media center.<sup>27</sup>

**The places where we educate students have changed very little over the last 125 years, but the world has changed dramatically.** The ways that school space is arranged and classrooms are set up suggest the kind of instruction we can expect to see in them.

Existing classrooms traditionally follow an "egg carton" design where learning tends to be sedentary, passive, and controlled.



The next generation of learning should be active, collaborative, playful, creative, and self-directed. Correspondingly, our next generation of learning spaces will be flexible, sensory, contextual, safe, and networked. Our school facilities will foster collaboration and small group learning. They will integrate the use of new technologies and content across disciplines.



A new \$73.5 million building at the 6-12th grade Dearborn STEM Academy is scheduled to open in 2018 in Dudley Square. The new space has been designed for twenty-first-century student learning. It will feature flexible spaces for collaboration between students and adults and a high capacity for the use of technology, including a makerspace and learning commons.

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## Principles for Investment

We will make creating high-quality 21st-century learning spaces for every student a centerpiece of our investments: investing an unprecedented \$1 billion in Boston's school buildings over the next 10 years.

### What our students and staff need

We will create school environments that promote student and staff safety and well-being.

### Our growth

We will develop adequate school capacity in projected high-growth neighborhoods.

### What our education programs need

We will invest in new school furniture and technology to promote twenty-first-century learning and teaching methodologies. We will make improvements to facilities so that they support the needs of our educational programming.

### Climate responsiveness

We will improve the energy efficiency of BPS facilities.

### The state of our facilities

We will use real-time facility assessment data to prompt and validate our investment choices via the BuildBPS Data Dashboard.

### Collaboration

We will look for opportunities to develop shared spaces for learning, used by two or more schools, through partnerships, existing BPS facilities, or new construction.

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## Economic Inclusion and Equity Agenda

In 2016, the City released its Economic Inclusion and Equity Agenda, which articulates the Administration's values of Economic Inclusion and Equity across City departments and provides a detailed overview of the City's ongoing programs, policies, and initiatives to address racial and economic disparities in Boston. The agenda provides context for the City's work across four themes: income and employment, wealth creation, business development, and economic mobility.

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## Small Business Plan

The City released its Small Business Plan in March 2016, after a yearlong study on the state of small business in Boston. The plan proposes policies, programs, and tools across 20 core Small Business Solutions initiatives. Together, these initiatives aim to address specific gaps in key small business segments and to enhance the ability of minority, immigrant, and female entrepreneurs to successfully launch and grow small businesses across the city.

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## Boston's Workforce: An Assessment of Labor Market Outcomes and Opportunities

In March 2016, The Mayor's Office of Workforce Development and the BPDA produced a workforce development report, "Boston's Workforce: An Assessment of Labor Market Outcomes and Opportunities." The report provides a detailed look at the extent of the economic challenges in the city and also identifies the most promising methods for increasing access to living wages.





# Economy

**Boston anchors an innovative regional economy that thrives on diverse industries. The city is home to more 718,000 jobs today, a 7 percent increase since 2010, and is expected to have 900,000 jobs by 2050.<sup>28</sup>**

The city's evolving economy has generated enormous prosperity, a credit to Boston workers who are, on average, more than 30 percent more productive than their national peers.<sup>29</sup> These talented workers and local research institutions draw businesses large and small to Boston and are critical to the continued economic dynamism of the city and the region. Nevertheless, Boston residents are underrepresented in the growing sectors, compared with people commuting in from the suburbs.

As Boston grows, the city will provide pathways to quality careers and strengthen wealth-building policies to make sure that more Bostonians participate in the city's prosperity. The following initiatives spur job growth in our largest sectors, encourage diversification to make our economy more resilient to economic shocks, and provide opportunities for all Bostonians to access quality jobs, build wealth, and support their families.

# This is what inspires us to act.

**Boston's economy exhibits strengths in a wide variety of sectors**—including healthcare, professional services, and education. Being more concentrated than the nation in a diversity of sectors is a competitive advantage for Boston and has supported the city's recent growth. Boston's diversified economy places it in a league with other growing knowledge economy cities, such as New York and San Francisco.<sup>30</sup>

**Small businesses are a critical component of the city's economy:** 44 percent of Boston's employees in private, for-profit businesses work in small businesses; 32 percent of these small businesses are minority-owned, generating \$2.7 billion in revenues and employing more than 32,000 people.<sup>31</sup>

**Boston area businesses are highly innovative.** Since 2010, Suffolk County increased the number of utility patents, a measure of innovation capacity, by 11 percent annually. In that same time, the Commonwealth of Massachusetts grew by 7 percent utility patents annually, while the nation increased utility patents production by 6 percent annually.<sup>32</sup>

**The Boston area is a center for venture capital investment.** Out of approximately 130 Metropolitan Statistical Areas (MSAs), Boston-Cambridge-Quincy MSA ranks 3rd in the number of venture capital deals and number of companies receiving venture-capital funding in 2015. Venture capitalism emerged in the Boston area in the mid-twentieth-century and has a long

history of spurring innovation and business growth locally. Today, the MSA ranks 4th in total venture capital invested, receiving nearly \$5.6 billion dollars in 2015. Greater Boston is highly competitive with other notable tech economies—including Northern and Southern California and New York City—having held a place in the top five destinations for venture capital investment for the last 16 years.<sup>33</sup>

**While Boston is a regional economic hub, Bostonians are underrepresented in high-paying sectors.** Boston residents are disproportionately employed in sectors that pay comparatively low median wages. While Boston residents make up 39 percent of the city's overall workforce, just 35 percent of professional services workers, 30 percent of financial services and real estate workers, and 35 percent of information workers live in Boston.<sup>34</sup>

**Some Bostonians face challenges to wealth building and economic mobility.**

**Causal Effect of Growing Up in a County on Adult Household Income**



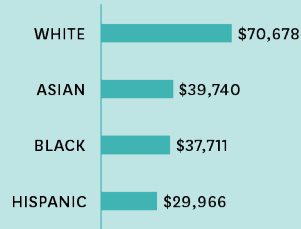
Note: Graph shows percent gains or losses for low-income children relative to national average

"Savin Hill/JFK area needs more small businesses in the food industry (restaurants, cafes, markets). We need more small commercial space to be available for these businesses."  
**Dorchester resident via online mapping comments**

Today, 46 percent of Boston’s residents are liquid-asset poor, meaning that they do not have enough savings to live above the poverty level for three months if they suffer an income disruption such as losing a job or facing a medical crisis. Economic mobility of some Bostonians is also limited. Children who are raised in low-income families (below the 25th percentile) in Suffolk County will, on average, earn an income that is 3.2 percent less in adulthood than if they grew up in a low-income family elsewhere in the U.S. This disparity is particularly pronounced for girls in Boston.<sup>35</sup>

**Median household income by race**

**Incomes have been stagnant and disparities between races persist.**



Diversity Job Fair at the Bruce Bolling Building, Dudley Square, May 1, 2017.



"Really want to emphasize the importance of financial education... lack of financial literacy across the city leads to a lot of people suffering due to repeated disadvantages."  
**Brighton resident via online postcard**



# We will:

## Support continued growth of Boston's strongest sectors, such as healthcare and education

We will build on key sectors by identifying new places where businesses can grow, providing twenty-first century infrastructure, and continuing to position Boston to attract leading businesses as economic anchors. We will continue to innovate within our key industries and plan proactively so they can keep pace with long-term economic trends.

## Diversify sectoral strengths to enhance economic resilience

As our economy changes, we will encourage diversification with a focus on supporting growth in a variety of sectors. We will also give businesses and residents the tools to adapt to economic shifts. We will create pathways for residents to enter the strongest and growing sectors.

"Need more affordable retail space throughout the city."  
**Charlestown resident via community workshop**

"Better job opportunities that pay a living wage so that you do not have to work two or more jobs to make ends meet."  
**Roxbury resident via web survey**

## Support business development for industrial sectors

We will encourage incubators and research centers in industrial areas for new industrial companies or companies in related sectors such as product development. We will explore offering relocation assistance for businesses that are being priced out of certain industrial districts to move to areas in Boston where they can continue to thrive. We will also seek to ensure that industrial businesses have access to capital and will use City assets to support their needs.

## Empower the Greater Boston Regional Economic Compact

We will maximize the growth of the region by coordinating economic development initiatives, as well as advocating for stronger partnerships across the region.

## Continue to make our city attractive to outside talent and hospitable to our workforce

We will build career pathways from school to the workforce. We will encourage livable communities, easier commutes, housing that is affordable, and cultural programming to attract workers. We will attract, retain, and advance diverse talent in Boston through quality of life.

## Strengthen the Boston Residents Jobs Policy

The Boston Residents Job Policy sets goals for the recruitment of residents, people of color, and women for construction projects in Boston. Developers and contractors agree to employ 50 percent residents, 25 percent people of color, and 12 percent women across all trades. We will increase those workforce goals to invest more directly in populations underrepresented in the construction industry.

## Create an environment in which small businesses can start, grow, and scale

We will establish a small business center to streamline how small businesses work with the City, develop an efficient and transparent process for navigating permitting, and transform underutilized City properties into development that accommodates small business. We will provide low-cost capital through connections with local capital providers. We will explore the development of a policy to preserve access to affordable commercial spaces for small businesses and undertake an initiative to explore worker cooperatives. We will explore tools and vehicles for catalyzing local economies through development of underutilized properties in neighborhoods.

## Encourage job training for industrial uses

We will encourage job training programs geared toward existing industrial strengths such as manufacturing that offer high quality jobs and have sustainable long-term trajectories, as well as programs focused on advanced manufacturing and other twenty-first-century industrial jobs such as robotics. We will also pursue partnerships with community colleges and vocational schools to prepare workers for twenty-first-century industrial jobs.

## Study steps the City can take to achieve a higher minimum wage

A higher minimum wage will improve economic mobility for Boston workers and be a step toward ensuring that all Boston residents are able to earn a family-sustaining wage.

## Increase City procurement targets for women- and minority-owned businesses.

We will build on an Executive Order signed in February 2016 in which the City set specific targets for women- and minority-owned businesses in architecture and engineering, construction, and professional services contracts by working to set procurement targets for all industries, pending the results of a disparity study.



Residents weighed in on emerging ideas in online comments and neighborhood workshops in summer 2016.

A Dorchester resident noted that training and livable wages are key for economic mobility: "Encourage businesses to provide training to advance careers of [the] least trained workforce. We need to support local businesses and pay respectable wages- none of this 'work 3 jobs to stay afloat'. Minimum wage should be more than \$15."

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"Focus on flexible office space for small businesses in key transportation hubs."

**Fenway resident via online postcard**

"I'd love to see Boston provide free trash, recycling, and compost pick up for small businesses."

**Resident via draft plan feedback**

## Establish neighborhood job hubs

We will encourage job growth in neighborhoods by concentrating commercial space, transit connections, and other investments to give employers the room and resources to grow while maintaining the character of the neighborhoods. At scale, neighborhood job hubs will allow residents to participate in the variety of sectors that make up our thriving economy. We will make it easier for businesses to open and do business in Boston, including easing permit restrictions.

## Work to build wealth and credit

We will encourage wealth building by creating Boston Saves, a Children's Savings Account program, integrating financial education and asset building into City social service programs, and providing resources to increase utilization of the Earned-Income Tax Credit. We will strengthen the Boston Home Center to facilitate and encourage home ownership, promote small business development for women- and minority-owned business enterprises, support worker cooperatives, and continue to provide access to

other financial management tools that help families achieve economic security. We will better integrate credit building into existing City social service and other programs.

## Maximize the potential of our existing talent

We will strengthen the training and education pipeline that prepares residents for careers in the city's growing sectors and improve linkages to existing jobs and opportunities through programs like the Mayor's Summer Jobs Program and the work of the Office of Workforce Development.

Le Foyer Bakery in Mattapan recently celebrated its 40th year in business. ↓

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## Youth Employment

### Early work experience is a key to boosting long-term economic mobility.

Early work experience has been shown to improve economic outcomes later in life by boosting career skills, soft skills, professional networks, and resumes, as well as by enhancing professional aspirations.<sup>36</sup> Boston is focused on providing work experience for youth throughout the city, with a focus on low-income communities of color. These youth represent a significant untapped resource of productivity and talent for our city. Summer Youth Employment Programs in Boston provide this early work experience and improve the economic, academic, and behavioral outcomes for the primarily low-income youth they serve. The Summer Youth Employment Program employs over 10,000 young people and connects them

to paid work experience, career-exploration opportunities, job-skills training, and mentors. In addition to youth employment programs, Boston strives to invest in programs that can move participants along a career pathway, ensuring that youth can smoothly transition into post-secondary education/training and high-quality career paths.

↓ Summer Youth Workers for the City of Boston



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## Growing Boston's anchor sectors

### Business leaders in Boston shared their actionable ideas for how the City can support the long-term growth of key sectors.

Boston convened a series of eight conversations with leaders across many of Boston's anchor sectors to identify key actions to support their long-term health and growth. These conversations, which brought together leaders from healthcare, higher education, finance and insurance, technology, industrial and manufacturing,

and small business, focused on understanding leaders' experiences of recent trends and identifying priorities for long-term success. Several common themes emerged that outlined what the City can do to create fertile ground for all sectors.

### Strengthen K-12 education system with an increased focus on STEM and soft skills education

“We need a nimble workforce who can adapt as disruptive forces move in. To be nimble, we need talent that has a quantitative background as well as the critical thinking skills.”

**Finance and Insurance Sector Roundtable**

“It's our responsibility to educate the next generation of entrepreneurs. Youth aren't yet looking for jobs in the innovation space, but we want to convince them that technology and coding is one path to success for them.”

**Technology Sector Roundtable**

“The more we can do locally to build a strong workforce through the public education system, the more it will help when we are recruiting and competing with other cities.”

**Healthcare Roundtable**

“We are lacking skilled front house and kitchen staff. Access to talent that has the soft skills I need is a limiting factor to my business.”

**Small Business Roundtable**

### Connect talent in underserved neighborhoods to jobs in anchor sectors

“Coding and entry-level sales are positions that we have difficulty filling. Together, we could do targeted retraining and apprenticeship programs to develop the talent we need here in Boston.”

**Technology Sector Roundtable**

“Kids don't know that opportunities in small business are available to them. For example, we have social media positions that need to be filled. The Future Chefs program is a start, but we need to go further. BPS and BCYF seem like a natural place to start.”

**Small Business Roundtable**

“There are great programs that are happening in high schools and community colleges, but we need to build those pathways to industry to be stronger. We are all doing work in the community, but in some cases, it's not coordinated and we are doing the same thing.”

**Healthcare Sector Roundtable**

“There is a large segment of manufacturing workers that will soon retire. At the same time, there are people in underserved parts of Boston that want to get into the workforce. We need to develop more programs and transportation routes that connect these areas to these jobs.”

**- Industrial and Manufacturing Roundtable**

## Expand affordable housing

“Housing is expensive. We need to allow for more flexible models of how people work and live.”

**Technology Sector Roundtable**

“There is tons of luxury housing, but the supply is not there for people who work in our operations functions. We need affordable housing for our families too.”

**Finance and Insurance Roundtable**

“We are missing the middle. We have affordable housing and luxury housing, but the middle is gone.”

**Industrial Roundtable**

“Housing for our students, faculty, and employees is a major constraint. Our employees, who are part of the middle class, are having difficulty finding realistic housing options.”

**Higher Education Sector Roundtable**

## Develop more cultural and quality-of-life amenities

“Boston is a fantastic city already, but the City could encourage more spontaneity and fun through the development of third spaces. Let's make it even easier to book out a street and hold a festival.”

**Technology Roundtable**

“City of Boston is part of our brand. The vitality of the City appeals to our students.”

**Higher Education Roundtable**

“What attracts us and our people to Boston is the quality of life, as well as the strength and sustainability of our institutions.”

**Healthcare Roundtable**

“We already use our company lobby for many non profits and meetup groups to meet, so there is always something interesting going on. Let's extend that to the outdoor street space.”

**Technology Roundtable**

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See page 295 for more detail on housing initiatives



## Invest in accessible, reliable transportation with a focus on improving facilities for active commuting, including walking and biking

Northeastern University's Interdisciplinary Science and Engineering Complex ribbon-cutting ceremony. April 3, 2017. →

“We need to improve our transit ecosystem so that it ties our communities together. Mobility is a top priority for technology talent.”

**Technology Sector Roundtable**

“We predominantly hire people directly out of college, and affordable rapid transit is important to millennials.”

**Finance and Insurance Roundtable**

332 See page 367 for more detail on transportation initiatives

## Build support structures for medium-scale businesses

“I see a gap in the support structures for medium-stage companies. We’ve done the accelerator programs—they mostly help tiny start-ups. Who is helping the medium-sized companies to scale?”

**Small Business Roundtable**

“We need a midsized company incubator. The challenges are different.”

**Technology Roundtable**

## Strengthen the City of Boston as a conduit for collaboration across the public, private, and nonprofit sectors

“Boston should think of itself as a data hub. Is there a data asset that can help connect industry and talent more efficiently?”

**Technology Sector Roundtable**

“There should be a closer bond between our industry and the public-education system, particularly in the area of operations. We should focus on increasing financial literacy”

**Finance and Insurance Roundtable**

“For some of the smaller institutions in the City, there might be opportunity to create shared student housing sites.”

**Higher Education Roundtable**

“There is a real desire among our student populations to plug into civic life in Boston and engage more deeply with the community. We would love to have easier mechanisms to facilitate that.”

**Higher Education Sector Roundtable**

“If we want to move the needle on health disparities in Boston, we need to be better coordinated. There’s a role for the City there. How can we support the overall health of Boston’s residents? We need greater accountability on shared outcomes and indicators.”

**Healthcare Roundtable**



"We need such training programs... to ensure [a] pipeline of qualified applicants of color from [the] Fairmount corridor (such as the MBTA did with Big Dig construction job apprenticeships/job training programs)"

**Comment via email in response to Draft Plan**



# POLCARI'S C

Mark  
Alex "NINI" Lanza  
CORNER  
1900 W. 10th St. - 1900 S. 10th St.



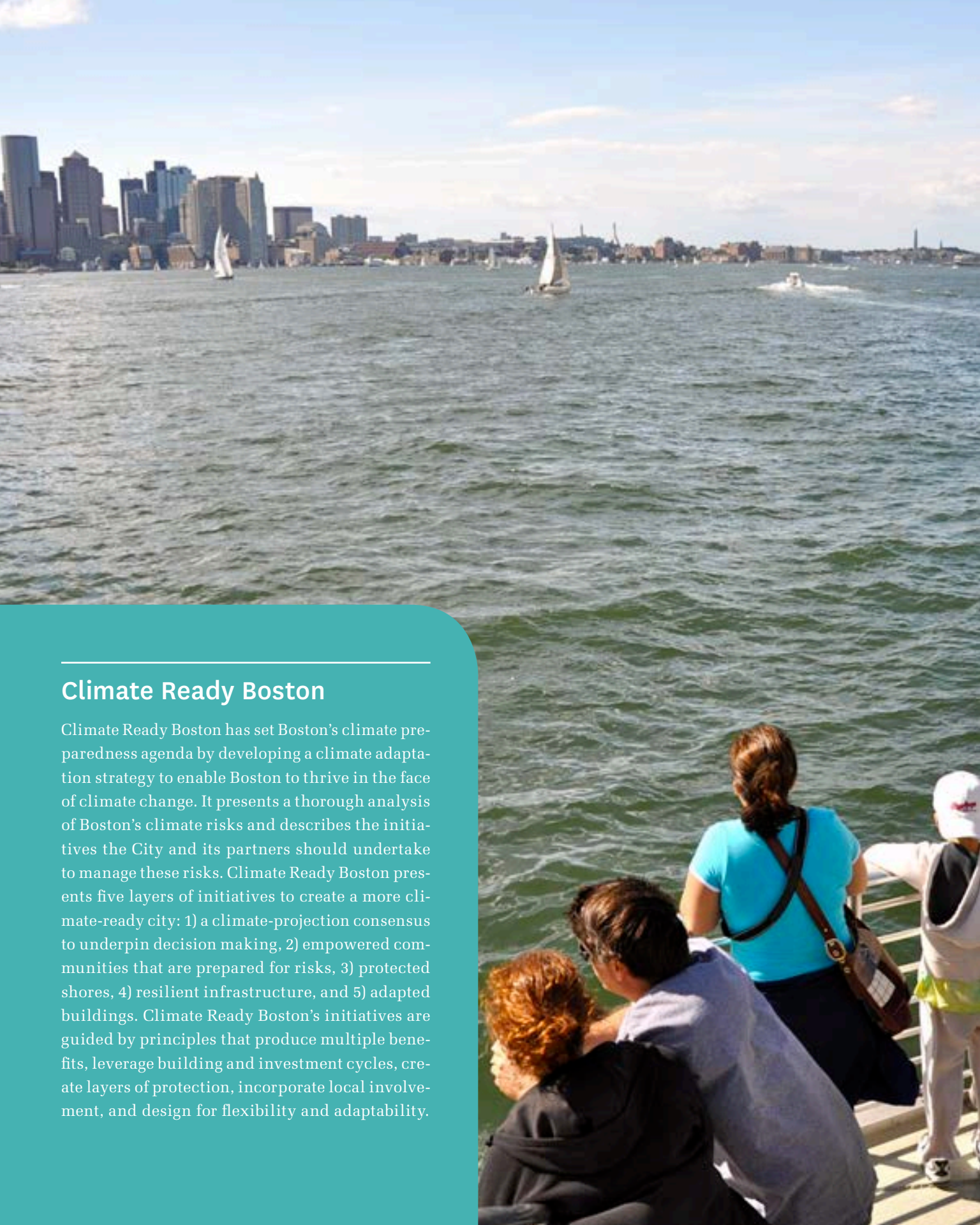


**COFFEE**

**COFFEE**







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## Climate Ready Boston

Climate Ready Boston has set Boston's climate preparedness agenda by developing a climate adaptation strategy to enable Boston to thrive in the face of climate change. It presents a thorough analysis of Boston's climate risks and describes the initiatives the City and its partners should undertake to manage these risks. Climate Ready Boston presents five layers of initiatives to create a more climate-ready city: 1) a climate-projection consensus to underpin decision making, 2) empowered communities that are prepared for risks, 3) protected shores, 4) resilient infrastructure, and 5) adapted buildings. Climate Ready Boston's initiatives are guided by principles that produce multiple benefits, leverage building and investment cycles, create layers of protection, incorporate local involvement, and design for flexibility and adaptability.

# Energy & Environment

"Get people out of their cars to reduce pollution—encourage biking, walking, and transit."  
**Roxbury resident via community workshop**

## **Boston will continue to be a global leader in reducing carbon emissions and preparing the city for climate change.**

Boston is contending with major climate risk factors including sea-level rise and coastal storms. Like many other cities in the Northeast, it also must prepare for extreme precipitation and temperatures.

As the climate changes, more frequent and intense climate events will result in more impactful coastal flooding and other hazards, like stormwater flooding and extreme heat. More people and assets will also be at risk in the future. However, if the city leverages this moment of growth—and the public and private resources and ingenuity it brings—Boston can adapt and effectively manage climate risks.

Boston is taking a combined approach to addressing climate change that encompasses both reducing emissions and adapting to climate-related hazards. The following initiatives will enable us to prepare our communities, buildings, infrastructure, and shoreline for climate risks. They will also provide our neighborhoods with cleaner air and water, as well as more affordable energy. Investments in climate readiness will support new and improved open space and continued greenhouse-gas reduction will aid a growing economy of green-energy jobs at all skill levels. By acting now, Boston can strengthen its role as a bold leader in emissions reductions and climate adaptation.

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# This is what inspires us to act.

**Boston has a history of exposure to extreme weather.** Since 1991, Boston has experienced 21 events that triggered federal or state disaster declarations, including power outages during Hurricane Irene in 2011 and high winds and coastal flooding during Hurricane Sandy in 2012. During the winter snows of 2014-15, hourly workers and others experienced a loss of income due not only to the closure of businesses but also due to the public transportation shutdown that prevented many from getting to their jobs.

**Global efforts to curb emissions of greenhouse gases will have a significant impact on the impact of climate change in Boston.** Citywide, greenhouse-gas emissions in 2014 were 17 percent lower than they were in 2005.<sup>37</sup> Climate Ready Boston's Climate Projection Consensus is using three emissions scenarios from the

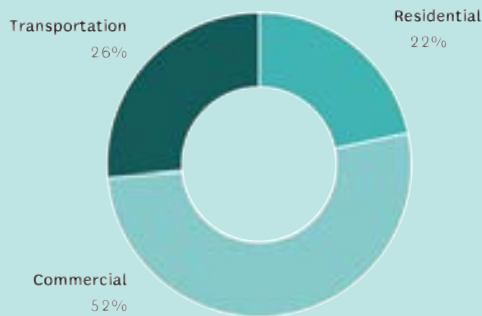
International Panel on Climate Change. In the next few decades, these projections are relatively consistent for these emissions scenarios. As we look further into the future, we can see the impact of increasing our emissions on a global scale, continuing business as usual or reducing global emissions significantly.

**As sea levels rise and storms become more intense, a larger share of our residents, economic value, and land area is exposed to the 100-year flood.** Over the entire twentieth century, sea levels rose about 9 inches relative to land. By the 2050s, the sea level could be at least one-and-a-half feet higher than it was in 2000, and 3 feet or higher by the 2070s. Three feet of sea-level rise would mean more than 88,000 residents are exposed to the 100-year flood.<sup>38</sup>

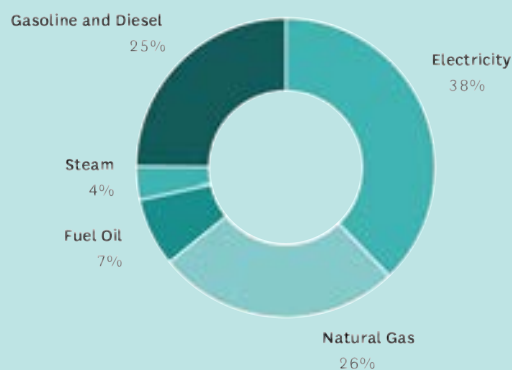
[See opposite page → Flood Map, 36 inches of sea level rise \(2070s or later\)](#)

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**Community-wide Greenhouse-Gas Emissions by Energy Sector**



**Community-wide Greenhouse-Gas Emissions by Energy Type**

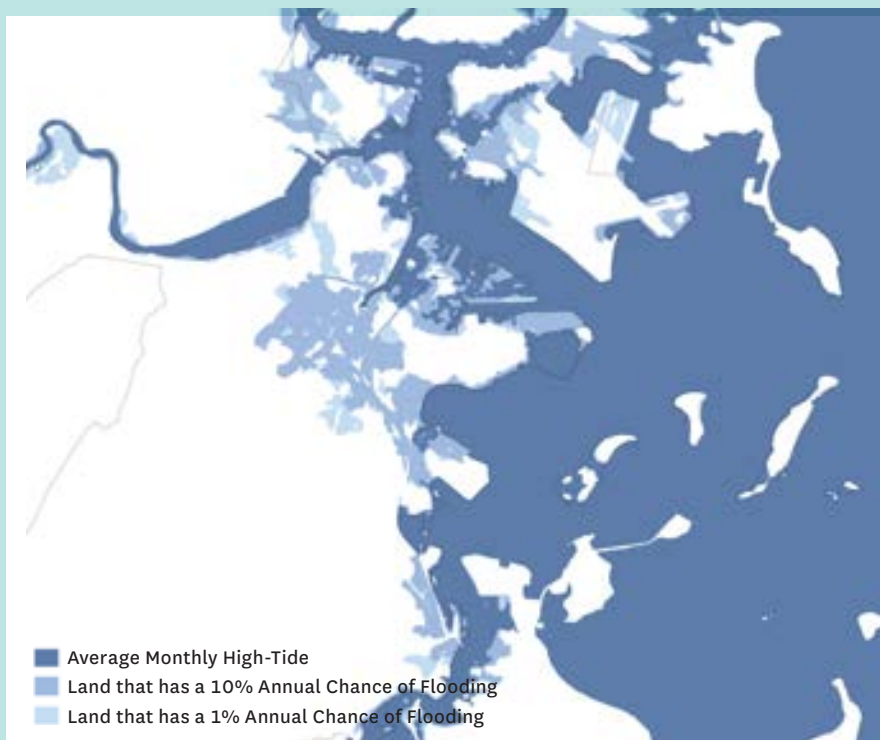


Boston's current greenhouse-gas emissions predominantly come from electricity, natural gas, gasoline and diesel, with a majority contribution from commercial emissions, followed by transportation and residential sources.

Source: Greenovate Boston, data from 2014

Another name for the “1 percent annual chance flood” is the “100-year flood.” Experts prefer not to use the “100-year” term, since it gives the impression that a certain level of flooding will only occur once every 100 years. In fact, it has a 1 percent chance of occurring in any given year, and can even occur two years in a row. Over a 30-year period, there is almost a 1 in 3 chance that a 1 percent annual chance flood will occur at least once. The average monthly high tide is the area expected to be flooded about once a month even without a storm.

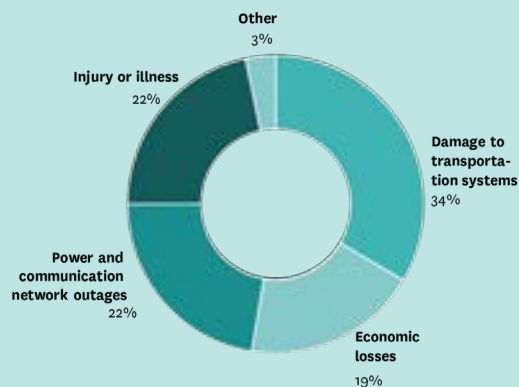
### Flood map, 36 inches of sea level rise (2070s or later)



Source: Climate Ready Boston

When asked, "What potential consequences of extreme weather, flooding, and heat waves do you worry about?"

#### Boston residents replied:

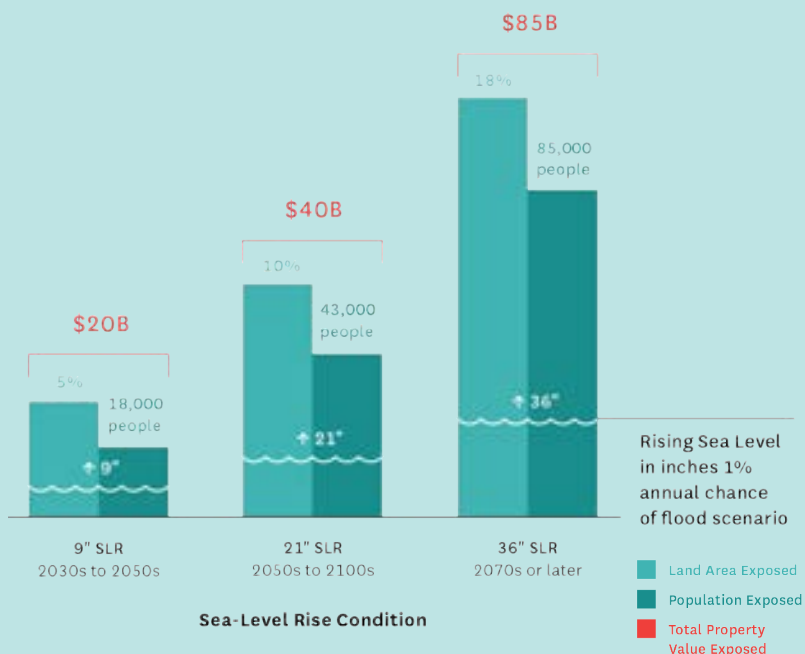


Source:

7,421 surveys; 7,070 comment cards through street teams, 153 website responses, 198 Imagine Boston Forum responses (respondents asked to rank choices; above answers were ranked #1)

#### Sea-Level Rise and Flood Scenarios

As sea levels rise and storms become more frequent and intense, a larger share of our residents, property value, and land area is exposed to the 100-year storm.



Source: Climate Ready Boston

# We will:

## Partner with federal, state, and private entities to invest in nature-based and hard-engineered flood protection

These defenses will protect our neighborhoods and strengthen our shoreline. As we develop this new infrastructure, we will prioritize shoreline investments that integrate cobenefits, such as open space, and support infrastructure investments including improved stormwater infrastructure, as part of public and private capital projects.

## Support “carbon-neutral climate-ready” neighborhoods for climate preparedness and adaptation

We will encourage the growth of neighborhoods that create minimal emissions, offset the emissions they do create, and have the infrastructure and open space needed to adapt to a changing climate, which will include the construction of neighborhood flood protection where relevant.

## Facilitate neighborhood energy planning in Boston's neighborhoods

We will explore resilient, low-carbon energy sources including district energy, local energy generation, and microgrids that will provide critical alternative-energy sources if Boston's energy system is compromised. This redundancy is especially important for supplying energy to critical facilities like pharmacies, supermarkets, and housing for older adults. We will explore developing microgrids in neighborhoods where large numbers of our most vulnerable residents live.

Lo Presti Park, East Boston ↓

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In online and in-person conversations in the summer of 2016, residents stressed the importance of reducing energy use, producing more energy locally (such as rooftop solar panels), and building streets and open spaces that help absorb stormwater and cool the city during heat waves.

One Charlestown resident urged the city to launch an “awareness building campaign about impact of climate change on the city and consequences of inaction.”



## Expand green-infrastructure and other nature-based systems

We will collaborate with Boston Water and Sewer Commission (BWSC) to expand green-infrastructure systems such as rain gardens and the tree canopy, to improve Boston's ability to manage stormwater, reduce runoff to improve water quality, and mitigate the urban heat-island effect.

## Develop and implement climate-ready zoning

These upgrades will prepare buildings for future risks. We will utilize the insights of forward-looking flood maps and encourage retrofits in buildings with near-term risk and buildings that serve public purposes such as libraries and community centers. We will promote affordable flood insurance for property owners who need it. We will continue to support net-zero and net-positive energy buildings that dramatically reduce emissions and make us climate ready. We will encourage preservation guidelines that prepare Boston's historic buildings for climate change.

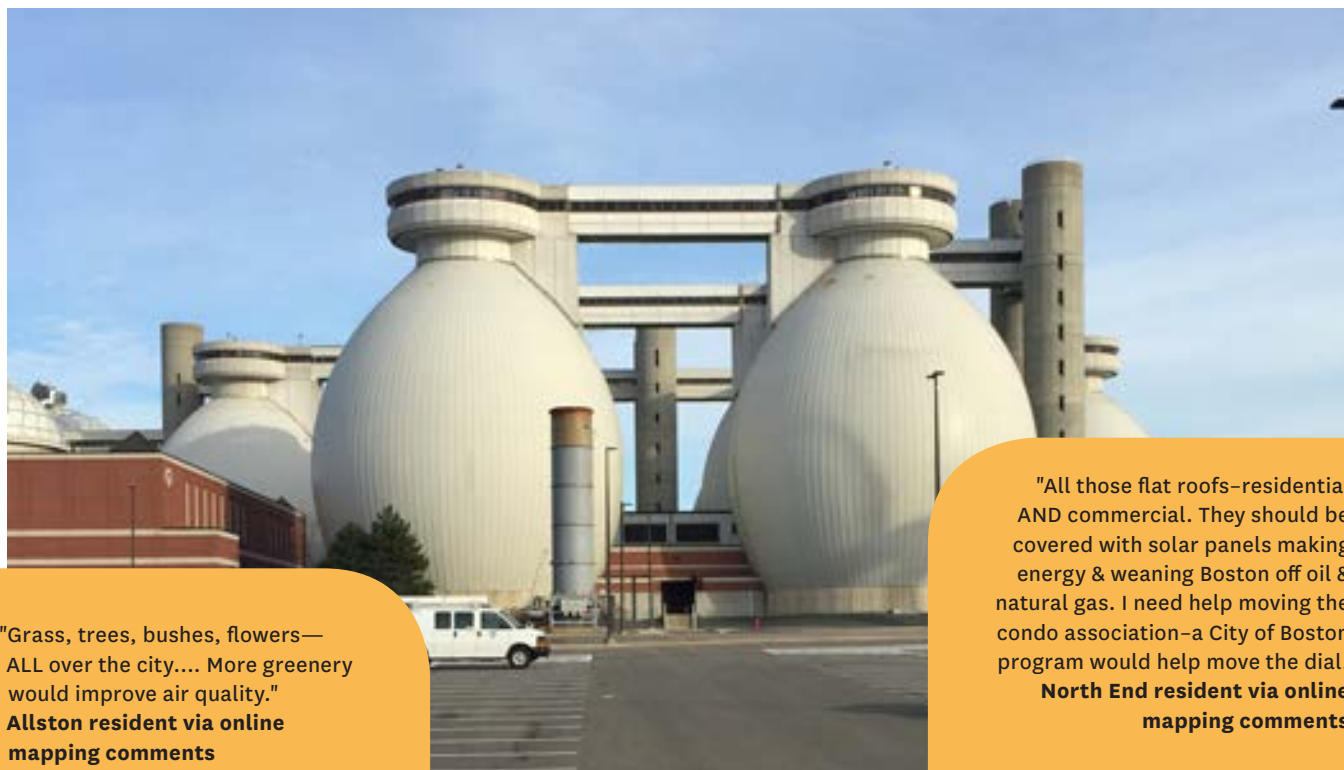
## Improve air quality

We will expand Boston's tree canopy and encourage mode shift to reduce vehicle emissions.

## Take steps toward ensuring all Bostonians drink clean water

We will eliminate lead service lines from existing water-delivery systems in the public way and incentivize homeowners to do the same with their privately owned pipes.

Deer Island ↓



"Grass, trees, bushes, flowers— ALL over the city.... More greenery would improve air quality."  
**Allston resident via online mapping comments**

"All those flat roofs—residential AND commercial. They should be covered with solar panels making energy & weaning Boston off oil & natural gas. I need help moving the condo association—a City of Boston program would help move the dial."  
**North End resident via online mapping comments**

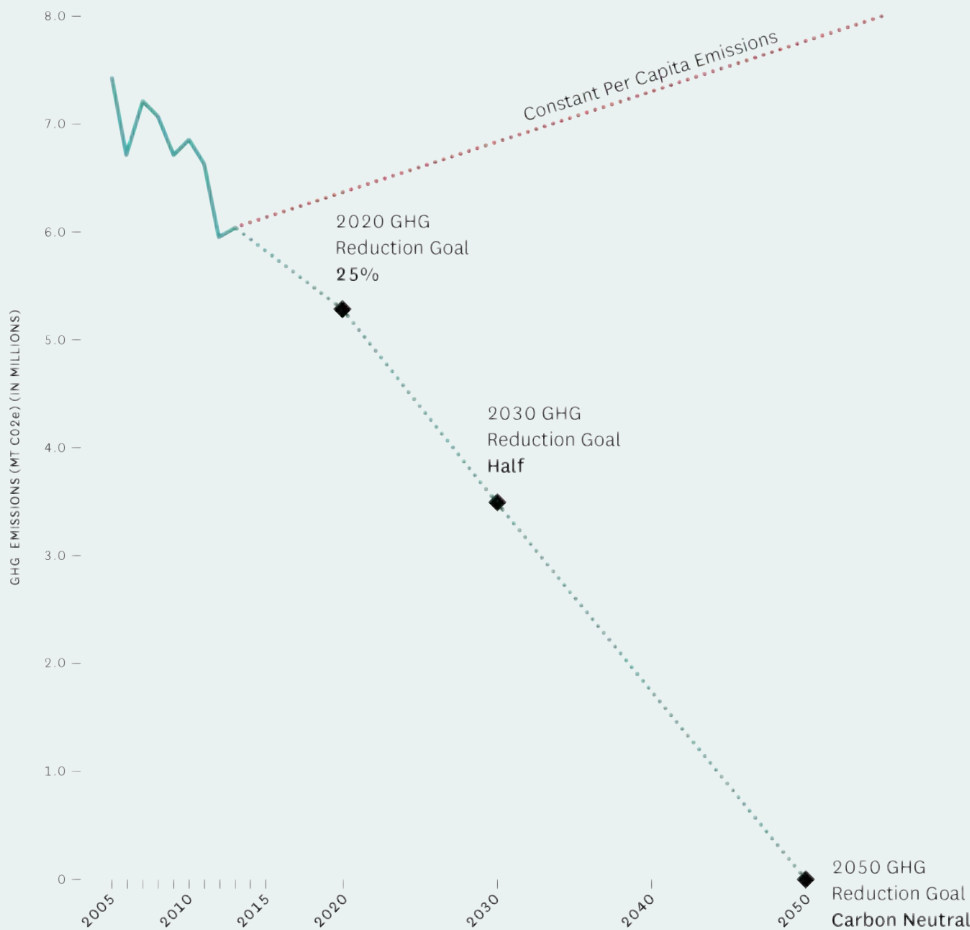
## Greenhouse Gas Reduction Approach

The City of Boston has pledged to be carbon-neutral by 2050.

Becoming a carbon-neutral city reinforces Boston’s position as an international leader in addressing climate change and creates an opportunity to grow economic sectors, such as energy-efficiency research, technology, and design that support carbon-reduction goals. To

support its goal of being carbon-neutral by 2050, Boston is working toward interim targets of a 25 percent greenhouse-gas reduction by 2020 and half by 2030, relative to its 2005 baseline.

**Greenhouse Gas Reduction Chart**



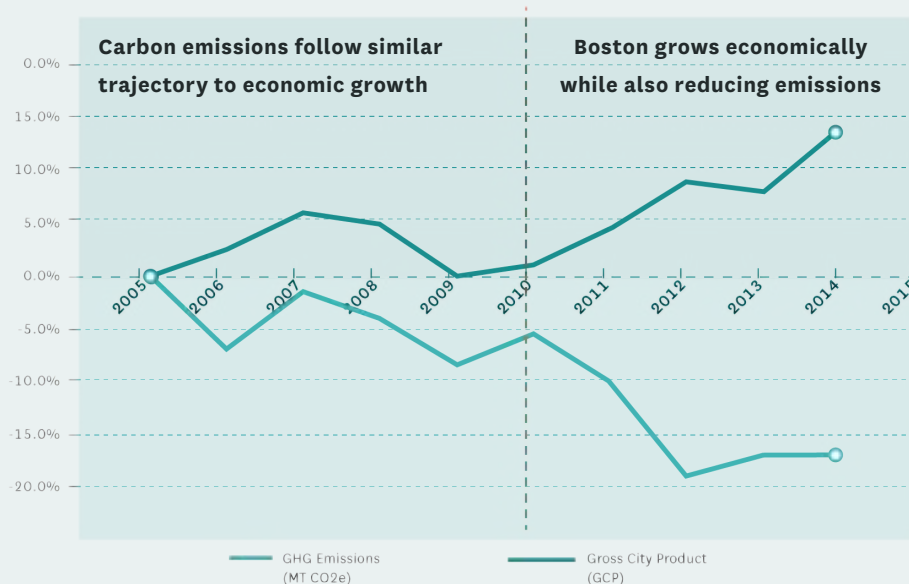
If per capita greenhouse-gas emissions remain unchanged, even with the lower per-capita emissions of the past decade, projected population growth would lead to a marked increase in greenhouse-gas emissions in Boston.

“More solar energy—good for environment and good for local economy.”

**Allston resident via traveling display feedback**

Boston's economic growth, as measured by Gross City Product (GCP), has sometimes moved with emissions. However, since 2010, it is clear that these are not coupled: Boston can grow economically while reducing GHGs. Mitigation initiatives can provide multiple platforms for economic stimulation through innovative technology, design, local jobs, and expertise.

**Boston can grow economically while reducing greenhouse-gases**



## Strategies to Reduce GHG Emissions by Source

Greenhouse-gas mitigation strategies across four primary emissions sources are expected to play a role in achieving carbon neutrality by 2050. These efforts will be described at greater length in the Carbon Free Boston report and the Climate Action Plan Update. →

### Power

The City aims to harness and employ lower-carbon electricity sources such as solar, wind, hydro, and biogas power. This involves shifting from the traditional electrical grid systems to a more localized energy distribution structure that incorporates microgrids, combined heat and power outputs, and district energy plans.

### Transportation

Boston aims to achieve a citywide mode shift toward low-carbon transit methods such as walking, biking, and public transit. Other priorities include encouraging electric power and renewable fuel sources for cars and public transit, in addition to expanding electric-vehicle charging stations and carbon-neutral public-transit infrastructure.

### Waste

Although a small source of emissions, more effective waste management can enable the City to reduce waste by diverting plastic, paper, and organics from landfills.

### Buildings

By regulating new construction and retrofitting existing buildings, and promoting conversions to clean energy sources for heating and power, Boston can improve energy efficiency and lower emissions. Buildings can switch to green fuel sources, such as solar and geothermal, and can implement distributed energy systems as well as energy-efficient features, such as combined heat and power. Buildings are both the biggest source and often the cheapest places to reduce emissions, which makes them a key opportunity for reducing emissions. City owned buildings offer a near term opportunity for retrofitting energy savings.

**"Focus on the building sector as a major area to reduce emissions"**  
**Resident via draft plan feedback**



**Since 2005, Boston has taken many steps to reduce the city's emissions.**

The city's greenhouse-gas emissions have declined as a result of strategic efforts. These types of programs and plans will continue to be critical to achieving long-term greenhouse-gas reduction targets.

"Promote a level playing field for businesses while reducing traffic congestion and diesel and climate emissions. A Zero Waste economy provides new opportunities for startups that fix, reuse, recycle materials, [and creates] family-sustaining employment, particularly for low-income residents without highly specialized education."

**Comment via email in response to Draft Plan**



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**The Roxbury Energy Positive (E+) Townhomes**

The City is working to bring the next generation of green buildings to Boston. The E+ Townhomes in Roxbury are urban townhome prototypes completed in 2013 under the E+ Housing Initiative. They demonstrate that energy positive green homes and buildings can be constructed sustainably and cost-effectively. Solar thermal panels and energy and water efficient design elements enable these high-performance homes to generate more energy than they consume, showing the way forward for many more buildings citywide.

**Boston's Electric Vehicle Program**

Since 2014, the City has required that all new developments over 50,000 square feet equip a minimum of 5 percent of parking spaces with electric-vehicle (EV) charging capability. In addition, another 10 percent of parking spaces must be wired to easily accommodate more EV charging infrastructure, without requiring an upgrade to electrical service or panels.

**Zero Waste**

As part of the City's Climate Action Plan, Boston is launching its zero-waste planning process. Working with a broad range of stakeholders, Boston will develop a zero waste plan that will support waste reduction as well as increase opportunities for repair, reuse, recycling, composting, and remanufacturing. In the long run, the path to zero waste means a shift in our economy from a linear one to a circular one. In a circular economy, products are made, sold, repaired or reused, then recycled and remanufactured into new products. This reduces waste since discarded materials can become resources for others to use.



### Carbon Free Boston

The City is collaborating with the Green Ribbon Commission and Boston University’s Institute for Sustainable Energy to produce the Carbon Free Boston report, which analyzes the most effective combination of technologies and policies to reduce greenhouse-gas emissions. The report will focus on electric power, buildings, transportation, and waste as primary sources where Boston can reduce emissions. Carbon Free Boston will inform recommendations within the City’s Climate Action Plan Update.

### Metro Boston Climate Preparedness Commitment

In 2015, Boston, along with 13 partner cities and towns in Greater Boston that belong to the Metropolitan Mayors Coalition (MMC), set its most aggressive greenhouse gas reduction goal to date when it signed the Metro Boston Climate Preparedness Commitment, which pledges to achieve a carbon-neutral by 2050.

### Greenovate Boston

Greenovate Boston is Boston’s initiative to get all Bostonians involved in eliminating the pollution that causes global climate change, while continuing to make Boston a healthy, thriving, and innovative city. Greenovate works with the broader community to implement the City’s Climate Action Plan, which is a roadmap to reduce our greenhouse-gas emissions 25 percent by 2020 and to be carbon neutral by 2050.

"High performance green buildings that save water, produce energy, enhance our health and productivity, and bring our communities closer together."  
**Jamaica Plain resident**  
 via text message

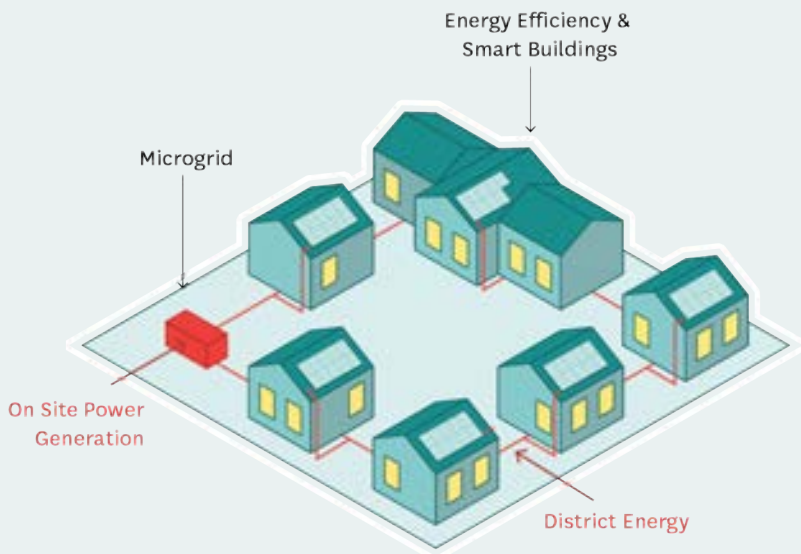
## Resilience Districts and Microgrids

The City is exploring and piloting microgrid technology that can enhance resiliency while also providing economic and social benefits.

Neighborhoods that have lower education rates and are vulnerable to chronic joblessness and housing displacement are also among the most vulnerable to the effects of climate change. An effective way to protect neighborhoods against the impacts related to flooding, heatwaves, and cold snaps is to ensure continuous energy services for vulnerable populations.

346 Building resilient neighborhoods is beneficial beyond “keeping the

lights on” during a natural disaster. Resilient energy services can create local jobs, build technical skills, and lower energy costs—making the neighborhood more economically resilient through housing affordability and long-term employment opportunities. To mitigate climate change, resilient neighborhoods can embrace clean energy to reduce greenhouse-gas emissions and strains on natural resources.



"More multi user microgrids around Boston to increase climate resiliency and energy independence"  
Mission Hill resident via text message

### Climate Resiliency for Vulnerable Populations

A microgrid can protect against power outages, powering critical services when the larger grid goes down in a storm, flood, or heatwave.

### Lower Energy Costs and Housing Affordability

Microgrids manage energy smarter, lowering peak demand and increasing energy efficiency. This protects customers from price surges and makes energy more affordable.

### Economic Development and Social Resilience

The construction of microgrids attracts high-paying industry jobs because of specialized building and electrical trades. Reliable power is highly valued by businesses vulnerable to outages, like manufacturers, media, and tech companies.



A microgrid is an electrical distribution network with underground wires that serves multiple buildings in a local area and that can enter into “island mode” by separating from the larger electrical grid when there is a major outage. The microgrid self-supplies the connected buildings with locally generated electricity.





## Local Efforts

### Boston Community Energy Study

The Boston Community Energy Study identified 42 districts where microgrids have high potential based on a cluster of high energy demand buildings, projected impact, and co-location of critical facilities. The Boston Community Energy Study is a collaboration with MIT Sustainable Design Lab and MIT Lincoln Laboratory. The study simulated energy demand for every building in Boston, analyzed demand patterns with cutting-edge tools from the U.S. Department of Energy, and measured the impact of deploying microgrids in those districts.

Microgrids and District Energy can be more cost effective and impactful when implemented concurrently with new construction or when investments in existing neighborhoods already lead to streetscape construction and changes to utility infrastructure.

### Lower Roxbury

Lower Roxbury was identified by the Boston Community Energy Study as an attractive area for feasible microgrid investment. As one of 42 potential areas identified by the Boston Community Energy Study, a microgrid in Lower Roxbury would provide continuous power to places of refuge for local residents and provide substantial avoided monetary losses during a power outage. Microgrid projects are also designed to help create local, high paying jobs and provide cost reductions for energy.

### Raymond L. Flynn Marine Park

The Raymond L. Flynn Marine Park (RLFMP) is located in a flood-vulnerable area where greater resiliency of power systems is attractive to new businesses and existing economic activity. Additionally, RLFMP tenants are sensitive to power prices and quality. A microgrid in the RLFMP can cut energy costs by providing smarter management and higher efficiency equipment, while adding resiliency to the local power supply. It would also utilize source fuel more efficiently, increase revenue potential inside the park, and increase control over power quality for sensitive users (e.g., pharmaceutical, services, and advanced manufacturing companies). There is a potential for \$500,000-\$800,000 in annual cost savings according to U.S. Department of Energy analyses conducted for the RLFMP in 2014 and 2016.

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"In large redevelopment areas (Allston, Andrew Square, Newmarket, parts of Dot Ave), encourage district energy or combined heat and power. Distributed energy would be more resilient."  
**South Boston resident via online postcard**








# Open Space

**Boston is home to some of the country’s most iconic parkland. Today, nearly every Bostonian lives within a five-minute walk of a park or open space. From tot lots to the fields of Moakley Park in South Boston, to the natural shoreline of the Condor Street Urban Wild in East Boston, these varied resources improve quality of life citywide.**

With careful investment from a variety of sources, a distinct and activated network of new and existing open spaces can knit together neighborhoods, strengthen connections to the waterfront, make our city more climate resilient, and promote healthy, active communities. As Boston grows, the following initiatives will enable us to create a parks network for Boston’s fifth century.

A map of Boston with green lines and shapes indicating parks and greenways. The text "Green City" is overlaid on the map in a large, green, sans-serif font.

Boston residents shared many open space suggestions in workshops and online in Summer 2016, including ideas for new open space in their neighborhoods, for enhancing existing open space at Franklin Park and elsewhere, and for creating better walking and biking connections to all kinds of open space. One Roxbury resident suggested that the city "focus on greenways connecting neighborhoods and investing in the local parks that people use on a daily basis in their neighborhood."



# This is what inspires us to act.

**Boston has a storied open-space legacy.** The Emerald Necklace began in the late nineteenth century when landscape architect Frederick Law Olmsted connected the Boston Common and the Public Garden to Franklin Park. Olmsted’s vision set in motion a network of green spaces that provided recreation, connection, and environmental protection. His work continues to shape the city, but key components of his plan were never completed. Today, the vision of a complete Emerald Necklace and networks

of connected open space continue to inspire Boston.

**Open-space access is widespread, but quality and diversity of these open spaces vary.** Ninety-five percent of residents live within a five-minute walk of a park or open space. But parks vary in quality and diversity of the landscape and activities available to residents. Some residents have to travel a long distance to reach a park for recreational activities such as baseball or swimming.

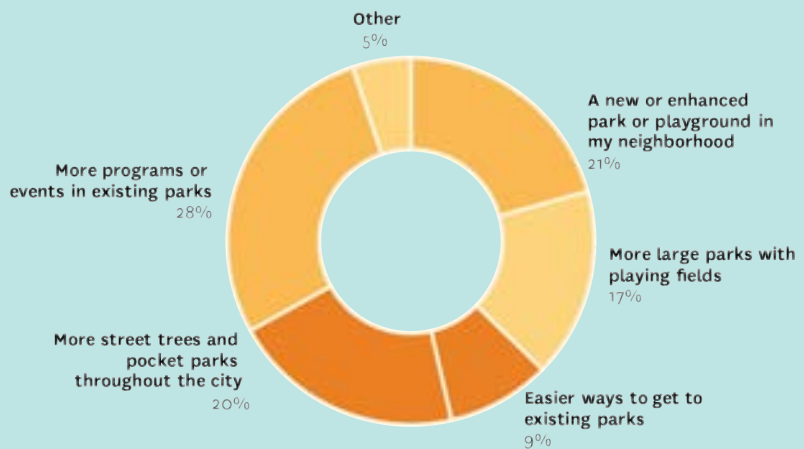
A Boston resident and pet at the South Boston Farmers Market ↓



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When asked, "What kinds of open space improvements would make the most impact in your daily life?"

**Boston residents replied:**



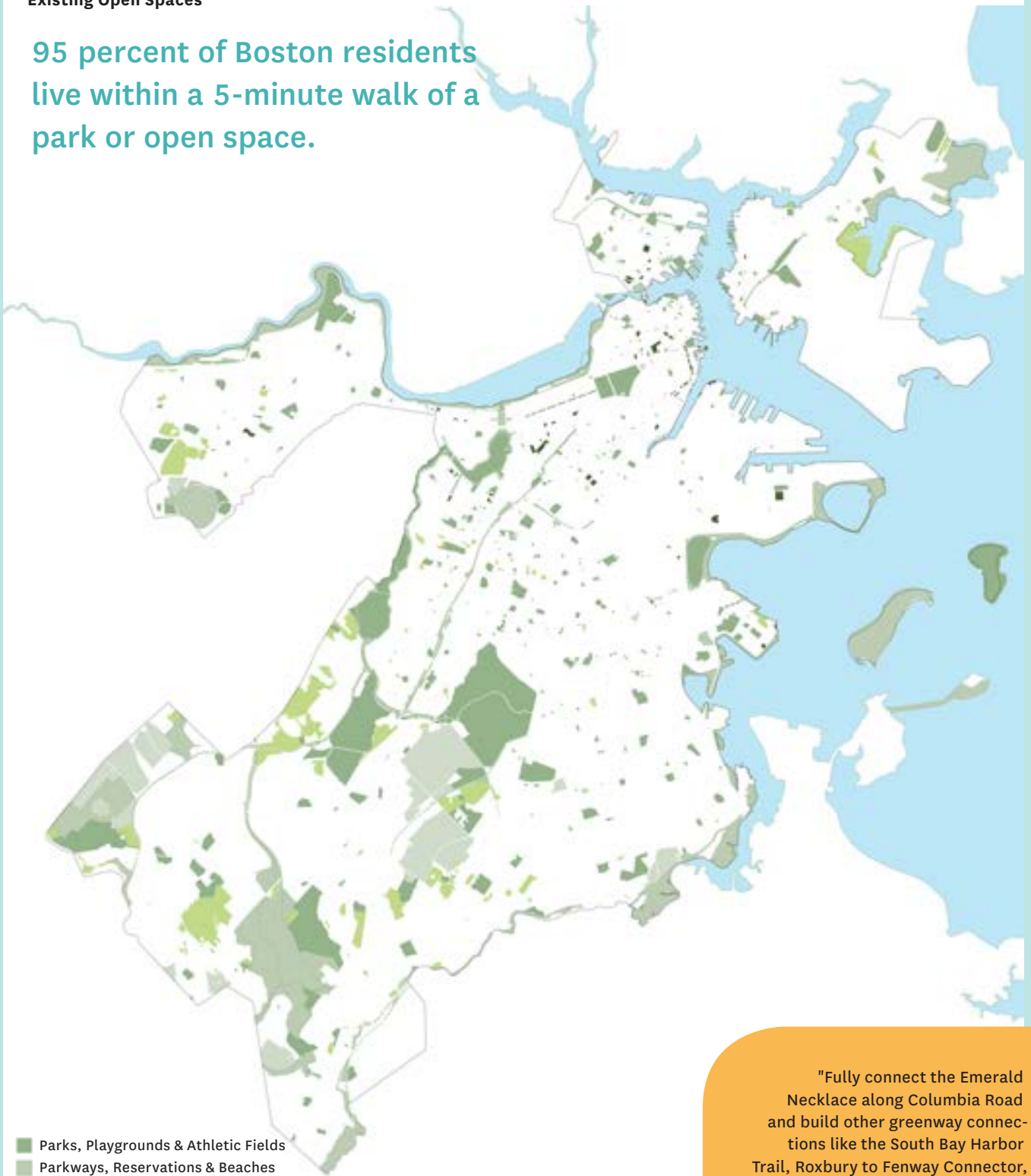
"American Legion Hwy./ Parkway corridor...provides the most natural extension of the Emerald Necklace, all the way down to Stony Brook Reservation and the Neponset Greenway"

**Resident via draft plan feedback**

Source: 7,421 surveys: 7,070 comment cards through street teams, 153 website responses, 198 Imagine Boston Forum responses (respondents asked to rank choices; answers to the left were ranked #1)

**Existing Open Spaces**

95 percent of Boston residents live within a 5-minute walk of a park or open space.



Source: City of Boston Open Data, MassGIS

"Fully connect the Emerald Necklace along Columbia Road and build other greenway connections like the South Bay Harbor Trail, Roxbury to Fenway Connector, Arboretum Gateway Path, and Fairmount Greenway."  
**Roxbury resident via community workshop**

# We will:

**A**

## Connect the final section of the Emerald Necklace to Boston's waterfront

This new corridor will accommodate transportation and recreation that improves access to some of our largest parks, increases connections in underserved areas of our city, and makes our city more climate resilient by absorbing stormwater and expanding our tree canopy.

**B**

## Undertake a longer-term effort to work with key partners to create a network of green spaces.

The Emerald Necklace will be an anchor to a wider network of open spaces that will connect parks citywide. Streets will be designed as green links, connecting Moakley Park, the Emerald Necklace to Pope John Paul Park, the Neponset, American Legion, the Arboretum, Roslindale Square, and Stony Brook Reservation. We will prioritize improvements that upgrade public health, safety, and accessibility for residents in underserved neighborhoods.

**C**

## Invest in Boston's largest park, Franklin Park

We will enhance Franklin Park as a keystone park in the geographical heart of the city. Sitting at the nexus of Roxbury, Dorchester, Mattapan,

Roslindale, and Jamaica Plain, Franklin Park will grow in its role as a destination for visitors citywide and asset for surrounding communities. As part of the City's largest parks investment in close to a century, we will boost programming, create more clear entrances, and build on current efforts to activate the park to strengthen connections to local communities. Investment in Franklin Park will be guided by resident priorities and coupled with implementation of the recent master plan for Harambee Park.

**D**

## Create a new generation of parks along Boston's waterfront

We will partner with the state and local organizations to provide signature connected open spaces that reduce climate risk, enhance culture, and connect existing and new jobs and housing along the waterfront.

**E**

## Invest in new open spaces in areas of new housing and job growth

These spaces will respond to the needs of new residents and workers, be designed to reduce climate risks, and accommodate a variety of uses and programming.

## Continue to improve neighborhoods' access to well-maintained parks

We will continue to improve parks

with playgrounds, athletic facilities, and other quality features and programming that meet the needs of Boston's diverse residents, visitors, workers, and pets. We will also invest in green links between key transit, job hubs, and open space.

**F**

## Invest in diverse public spaces in the commercial core

We will direct open-space improvements to serve a growing residential community, support workers, and attract tourists, including bolstering connections to Boston's historic waterfront.

**G**

## Restore Boston Common to its full vibrancy

We will strengthen Boston Common so that it can serve its fourth century of visitors as the shared, iconic public gathering space its founders intended it to be.

## Develop family- and kid-friendly environments that promote opportunities to play everywhere.

We will provide easy to access play amenities that will help develop meaningful community gathering spaces and enhance the quality of public life for residents of all ages.

"Lots of tree-lined parks with activities all spring, summer and fall for children, adults, and seniors."  
**East Boston resident via text message**



Existing Open Space



- Existing Open Space
- New Open Space Connections
- - - Future Connection Franklin Park and Moakley Park

"Invest in open play spaces for kids and families who need it most. This will help strengthen community identity, pride, and resident health, and spur equitable economic development."  
**Comment via email in response to Draft Plan**







## Franklin Park

**Franklin Park is the crown jewel of Boston's Emerald Necklace and one of Fredrick Law Olmsted's greatest masterpieces. Investments in Franklin Park can make it a more vital citywide destination and central park for surrounding neighborhoods.**

Franklin Park was established in 1885 and was originally envisioned as a "Country Park" for the enjoyment of Boston's rural landscape. Franklin Park's 485 acres are surrounded by diverse neighborhoods in the geographic center of the city—Roxbury, Dorchester, Jamaica Plain, Mattapan, and Roslindale. The park's natural resources, historic design, cultural heritage, and recreational opportunities create a vibrant central park. Its landscape reveals Boston's original rolling hills, long views, and green landscapes. The continued enjoyment of the park by future generations of Bostonians and visitors from around the world requires a major restoration effort, informed by a comprehensive plan for Franklin Park.

Franklin Park will be a gathering space where all Bostonians and visitors can enjoy a peaceful, natural landscape and diverse activities and culture. Visitors will be able to immerse themselves in nature within the city, enjoy memorable events and traditions, or spend a day with family. As a citywide destination, Franklin Park will welcome neighbors from the surrounding blocks, residents from neighborhoods across the city, and visitors from further afield.

Franklin Park is located at Boston's geographic center and is the city's largest park. At 485 acres, Franklin Park is about three times larger than the Historic Downtown.



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"Franklin Park [is] a place you can still discover "ruins," historic features, great views, unique landscapes"

**Participant in Franklin Park  
Open House**

"I envision Franklin Park as a thriving park that is the envy of the city"

**Participant in Franklin Park  
Open House**

"Celebrate the crossroads of cultures and races that share the park"

**Participant in Franklin Park  
Open House**



## Franklin Park Today

Franklin Park is Boston's largest park and is among the city's most iconic open-space destinations. The jewel of the Emerald Necklace, Franklin Park was designed in the late nineteenth century by Fredrick Law Olmsted, the visionary behind some of the country's most recognized open spaces including New York City's Central Park and Prospect Park. Olmsted's original design for Franklin Park balanced open space with woodlands, creating a place where Bostonians could, in Olmsted's words, "find the city put far away from them."<sup>39</sup>

Franklin Park has been a formative place for arts and culture in Boston.

In 1966, Elma Lewis—a Boston cultural icon and arts educator—founded Franklin Park's Playhouse in the Park attracting local and national performances to its stage.

Today, Franklin Park offers a variety of experiences, from music and dance performances that emulate Elma Lewis' original vision, to the Zoo, to open fields and to golfing. Over time, the areas of Franklin Park where that feeling of escape from the city can be found have been reduced, with the establishment of uses like White Stadium, Shattuck Hospital, and the presence of cars around the park edge and through its center.

A plan for the enhancement of

"Revitalize Franklin Park. It is arguably the best park Olmsted ever made...If Boston wants to be the #1 park city and provide resources to communities of color, fixing Franklin Park is a solid investment. The city and state should invest in better transit to the park, not just for the park but for neighboring residents who need mass transit."

**Dorchester resident via online survey**

"I loved finding the Bear Dens for the first time"

**Participant in Franklin Park Open House**

Franklin Park presents an opportunity to restore this feeling of escape while connecting neighborhoods, promoting healthy and active communities, enhancing local economic mobility, and celebrating nature's beauty and tranquility at the heart of the city.

Franklin Park joins five diverse and distinct neighborhoods, many of which are home to the city's largest communities of color. Within a ten-minute walk of the park, 39 percent of residents are black, 26 percent are Hispanic or Latino, and 16 percent are white.<sup>41</sup> →

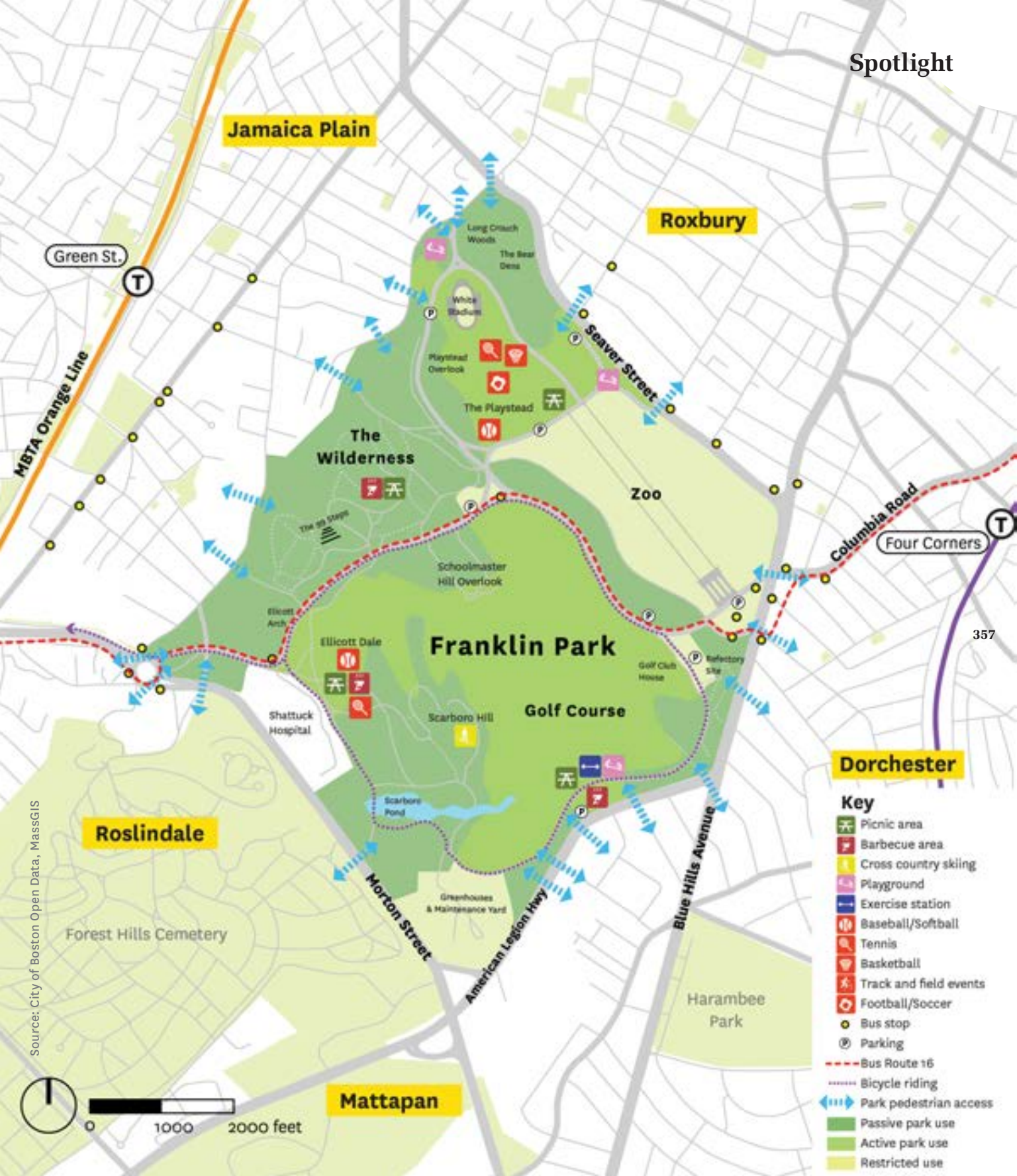
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↓ Yoga at Schoolmaster Hill

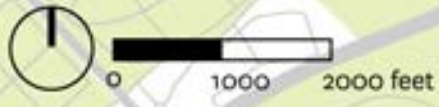


↓ Event at The Playstead





Source: City of Boston Open Data, MassGIS





## This Is What We Heard: Opportunities and Challenges



Franklin Park Open House



Event at The Playstead



Park Tour

**1,600**  
comments from  
230 participants

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An open house held at the Franklin Park Golf Course in February 2017 sparked a conversation with neighbors and community leaders about their priorities for Franklin Park and set the stage for a more robust community engagement and planning process.

Community members highlighted wide-ranging opportunities and challenges at the event and through the online survey.

“The best parts of the park are the ones close to the nearby neighborhoods, and that foster a gathering area.”

**Participant via Franklin Park online survey**

“The Park should draw people in and businesses should be thriving from weekend visitors; instead the park always seems physically isolated from many neighborhoods.”

**Participant via Franklin Park online survey**

### Community Connections & Neighborhood Economic Development

Community members envisioned a park that responds to the social and cultural identity of the neighborhoods surrounding Franklin Park. Active events and gatherings, based around family and community, and a celebration of the culture and history of Franklin Park were regarded as key to the park's future. Diverse programming, such as movie nights, food trucks, concerts, and public-art installations were identified as strategies for creating an active park while connections to local businesses were seen as important for bringing in economic benefits to community main streets. A revitalized and well-programmed Franklin Park can also be an economic driver that supports small businesses, attracts investment, and contributes to local economic mobility.

### Access, Wayfinding, Connectivity, & Safety

A primary concern of community members was providing more welcoming connections and wayfinding within the park, as well as improved transit and pedestrian connections to adjacent neighborhoods—particularly linkages to local businesses and cultural uses. Community members emphasized the importance of clear signs and markers to help park goers navigate within the park and locate entrances, exits and specific activities. To boost safety, many suggested lighting, direction signs, emergency phones, and other improvements in areas such as the Bear Cages, Wilderness, Franklin Park Zoo, and Shattuck Hospital. Many voiced concern with traffic speed along Circuit Drive and the lack of separation between cars, bicycles, and pedestrians.

“Make it accessible from Forest Hills Station, improve walking conditions.”

**Participant via Franklin Park online survey**





The 99 Steps



Schoolmaster Hill Overlook



Sledding at Golf Course

### Landscape Character & Development

Participants celebrated the unique natural character of Franklin Park, particularly the tranquility of the wilderness and the openness of long views and emphasized the need for habitat preservation. Community members suggested improved features such as tot lots and places to sit and relax. Park maintenance and landscape condition, notably in the Wilderness and Scarboro Pond, were frequently mentioned as areas needing improvement.

“Restore playstead to its original intended 30 acres, Olmsted said it was good for urban dwellers and mental health.”

**Participant in Franklin Park Open House**

“It actually feels like there aren’t a lot of places that invite people to come and sit or relax. I feel like I’m supposed to keep moving all the time.”

**Participant via Franklin Park online survey**

“Overall the park needs maintenance. There are a lot of invasive species and dead trees. Getting it in shape and plan for the future of the plantings is key!”

**Participant via Franklin Park online survey**

### Park Amenities & Structure

The park’s historic structures, overlooks, and puddingstone elements are highly valued, with a strong desire to improve Scarboro Hill, Playstead Overlook Ruins, and the Bear Dens, as well as basic amenities such as restrooms, water fountains, and picnic areas.

### Recreation & Sports

Community members called for improvements to existing ball fields, ball courts, playgrounds, and marked running, hiking, and biking trails. There was also interest in new facilities for recreation, equipment rental opportunities, and a strong emphasis placed on winter recreation activities, such as ice skating, sledding, and cross-country skiing.

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“Keep the bear cages! Protect those!! They have been disappearing little by little and they are SUCH a cool, historical part of the park that I enjoy running by each day.”

**Participant via Franklin Park online survey**

“I like the ruins at the top of Schoolmaster Hill. My son thinks it’s a castle.”

**Participant in Franklin Park Open House**

“Traffic calming on circuit drive, and dedicated cycle tracks. Also better directional signage outside.”

**Participant via Franklin Park online survey**

“It would be great to be able to spend a day tooling around the park on separated bike paths.”

**Participant via Franklin Park online survey**

“I can go for a long walk or ski and feel immersed in nature.”

**Participant via Franklin Park online survey**

“It can give the feeling of hiking but within city limits—which is amazing.”

**Participant via Franklin Park online survey**

## This is what we aspire to achieve.

### Invest in World Class Programming

Invest in signature arts and cultural activities, events, and traditions to enhance and activate one of Boston's most iconic parks.

### Showcase Beauty and Tranquility

Visitors will be able to find beauty and tranquility through diverse landscapes in Franklin Park.

### Improve Access to the Park

Entry points will be clear and transportation connections will be strengthened to improve access to Franklin Park from surrounding neighborhoods and the region.

### Prioritize Safety

Visitors will enjoy convenient and safe access to the park; intrusions by traffic and parked cars will be minimized.

### Provide Best-in-Class Operations and Management

Management and maintenance of Franklin Park will be appropriate for a landscape of its historic significance, scale, and complexity.



"Kiosks around the park telling people where they are and the history of that area would be great. It would be so cool if they also included cross-training."

**Participant in Franklin Park Open House**





## Respect the Historic and Ecological Environment

Active uses that respect the capacity of the park and its natural resources will be encouraged. The demands of park users and the diversity of park uses will be managed in a way that is compatible with the landscape's history and ecology.

## Improve Signs in the Park

Visitors will be comfortable and confident moving throughout the park. People will be encouraged to use all areas of the park and will be provided with sufficient information to find the park's features, destinations, and entrances and exits.

## Foster Healthy Communities

The park will fulfill its historic role of supporting public health and as a "respite" from urban life through a range of actions from improving air quality to promoting fitness.

## Create An Inclusive Gathering Place

Franklin Park will continue to be a magnet for diverse groups, a meeting ground for neighbors and a unifying destination for area residents and visitors.

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"Water fountains for drinking and water-oriented play areas for kids and families to cool off"

**Participant in Franklin Park Open House**



## Precedents

**A vision for the 485-acre Franklin Park can draw on best practices from large park transformations nationally**



### **Prospect Park, Brooklyn, NY**

Prospect Park is an iconic 500+ acre open space in the heart of Brooklyn designed by Fredrick Law Olmsted and Calvert Vaux as a refuge from the industrial city of the nineteenth century. Prospect Park's Long Meadow, a mile-long stretch of grass, is one of the longest spans of unbroken meadow in any U.S. urban park and the park's famed Ravine, 150 acres of woodlands and scenic waterways, is Brooklyn's only forest. The park serves as a destination for picnicking and barbecues and a place for active and organized recreation with fields and courts for nearly every sport. Water features keep visitors cool on hot summer days and natural playspaces encourage children to engage with nature. Prospect Park is also home to regional farmers and food markets and live outdoor entertainment, attracting visitors from all over the city.

Since its conception, projects adding to Prospect Park's original design have reflected architectural and recreational trends of the era. The City Beautiful movement of the early 1900s formalized the Park's major entrances with marble columns and statues and an era of reinvestment and activation following the Great Depression introduced the park's zoo, new playgrounds near adjacent residential areas, and the Bandshell. Following a decline in visitorship in the mid-twentieth century, significant recent investment, including in woodland restoration efforts, new amenities, and improved access to adjacent neighborhoods, has built a groundswell of support. Lakeside, a new year-round outdoor recreation center, responds to the historic design of Olmsted and Vaux, and provides skating rinks and indoor and outdoor gathering places for the area's diverse community.



### Hermann Park, Houston, TX

Established in 1914, the 450-acre Hermann Park in Houston is similar to Franklin Park in its history and role as an evolving open space and pastoral escape from the city bustle. The park's main attractions are the Houston Zoo, an 18-hole public golf course, and the Miller Outdoor Theater. Key investments, kicked off by a 1995 Master Plan, focused on restoring the park's historical elements and creating new gathering spaces through the establishment of a central reflecting pool to serve as the "Heart of the Park". These improvements were followed by strengthened pedestrian and bicycle connections, including a new pedestrian bridge across Brays Bayou, forming links to nearby neighborhoods and to a 35-mile trail system. Today, the City of Houston has partnered with the non-profit citizens' organization, Hermann Park Conservancy, to develop a master plan that looks forward to the next 20 years and proposes reducing the impact of parking and adding a world-class play landscape to further the park's mission as "a park for all Houstonians."



### Piedmont Park, Atlanta, GA

Known as Atlanta's "Common Ground", Piedmont Park is a 200-acre park established in the late 1800s and located approximately two miles northeast of Downtown Atlanta. Although not an original Fredrick Law Olmsted design, Piedmont Park was reimagined in the 1900s by the sons of Olmsted, whose plan—albeit never fully realized—introduced features such as Park Drive Bridge that provided greater access to neighborhoods east of the park.

Today, the park's prominent features include its Active Oval—consisting of a running track, sports fields and courts—Mayor's Grove Playground and Noguchi Playscape, and aquatic center. In the last decade, a public private partnership between the City of Atlanta and Piedmont Park Conservancy has led the implementation of a master plan and effort to expand the Park, unlocking over 50 acres of new open space. Recent investments have renovated the visitor center, planted new trees and restored wildlife, enhanced pedestrian access to underground springs, and developed green road medians.

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Cass Family Day,  
Roxbury, August 20,  
2016









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## Go Boston 2030

Go Boston 2030 has established a vision and actions to guide Boston's transportation future over the next five, ten, and 15 years. The initiative's Action Plan proposes 58 transformative policies and projects to improve transportation for the city's residents, businesses, and visitors. The plan considers how transportation investments can support equity, climate responsiveness, and economic growth. The 18-month process to develop the plan was driven by data and steered through an inclusive public engagement process.

# Transportation

"A more reliable and better equipped public transportation system that better serves the most disadvantaged communities."

**Mission Hill resident via text message**

**Boston's transportation network plays a critical role connecting residents to economic opportunity, fostering job growth, moving important goods, and creating vibrant neighborhoods. The ways we get around are changing rapidly, from private cars, to bike share, to ride-hailing apps and autonomous vehicles. These demand new thinking about how we use our streets.**

As Boston grows, our transportation infrastructure should move Bostonians efficiently and reliably among home, work, and school. The City's comprehensive transportation plan, Go Boston 2030, heard from more than 12,000 residents about their transportation needs and preferences and used their feedback to

inform actions, projects, and investments that will culminate in a more robust transportation network for the future. The following initiatives highlight some of Go Boston 2030's work to improve the accessibility, safety, and reliability of our transportation network.

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About 35,000 vehicles travel Commonwealth Avenue every day, along with 27,000 passengers making use of four Green Line branches, 30,000 pedestrians, and 3,000 cyclists in 2014, according to MassDOT. The State recently approved a \$20.4 million reconstruction along Commonwealth Avenue between Brookline and Boston, which will include building cycle tracks and protected intersections. Improvements will also consolidate Green Line stops and give buses and trolleys signal priority.

←



# This is what inspires us to act.

**Today, 73 percent of transit commuters endure commutes longer than 30 minutes.** Many depend on unreliable transportation options. Communities of color in particular face significantly higher commute times and less reliable transit options.<sup>41</sup>

[See graph on facing page → Percentage of Commute Times +60 minutes](#)

**Roughly 40 percent of Boston residents drive alone to work.**

This is unsustainable as we grow, unaffordable for many, and perpetuates high greenhouse-gas emissions.<sup>42</sup>

**Access to transportation alternatives varies by neighborhood.**

Today, 42 percent of households live within a ten-minute walk of a rail station or key bus route, Hubway

station, and carshare. Many more live within a ten-minute walk of one or two of them.<sup>43</sup>

**34 percent of Boston households do not own a car, by choice or necessity.**<sup>44</sup>

The Bostonians Imagine Boston spoke with emphasized the importance of diversifying the types of transportation available in neighborhoods to reduce Boston’s reliance on cars.

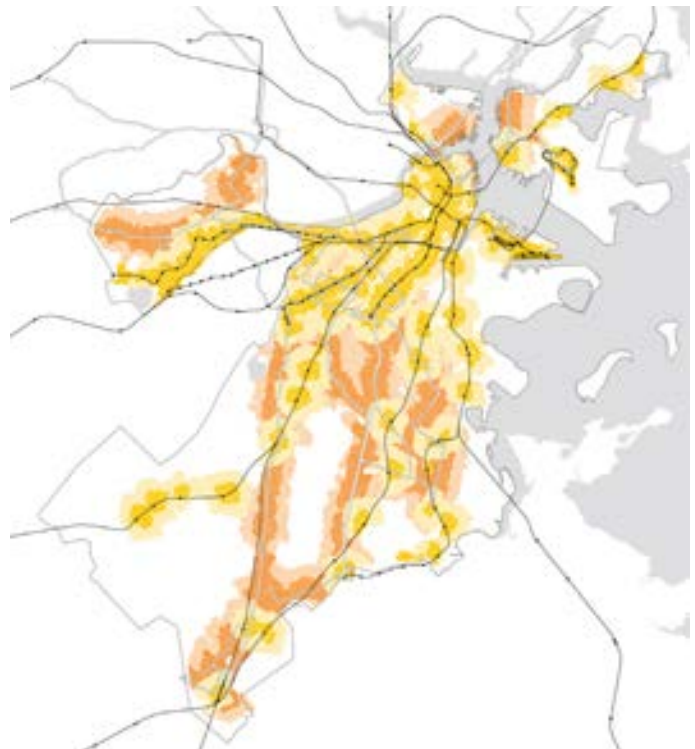
**Streets and sidewalks comprise 14 percent of Boston’s land area.**<sup>45</sup>

They constitute the largest public space controlled by the city. By investing in our streets, we create an opportunity to provide places where communities come together safely, instead of just passing through.

## 10-minute Walkshed from Key Transit Routes

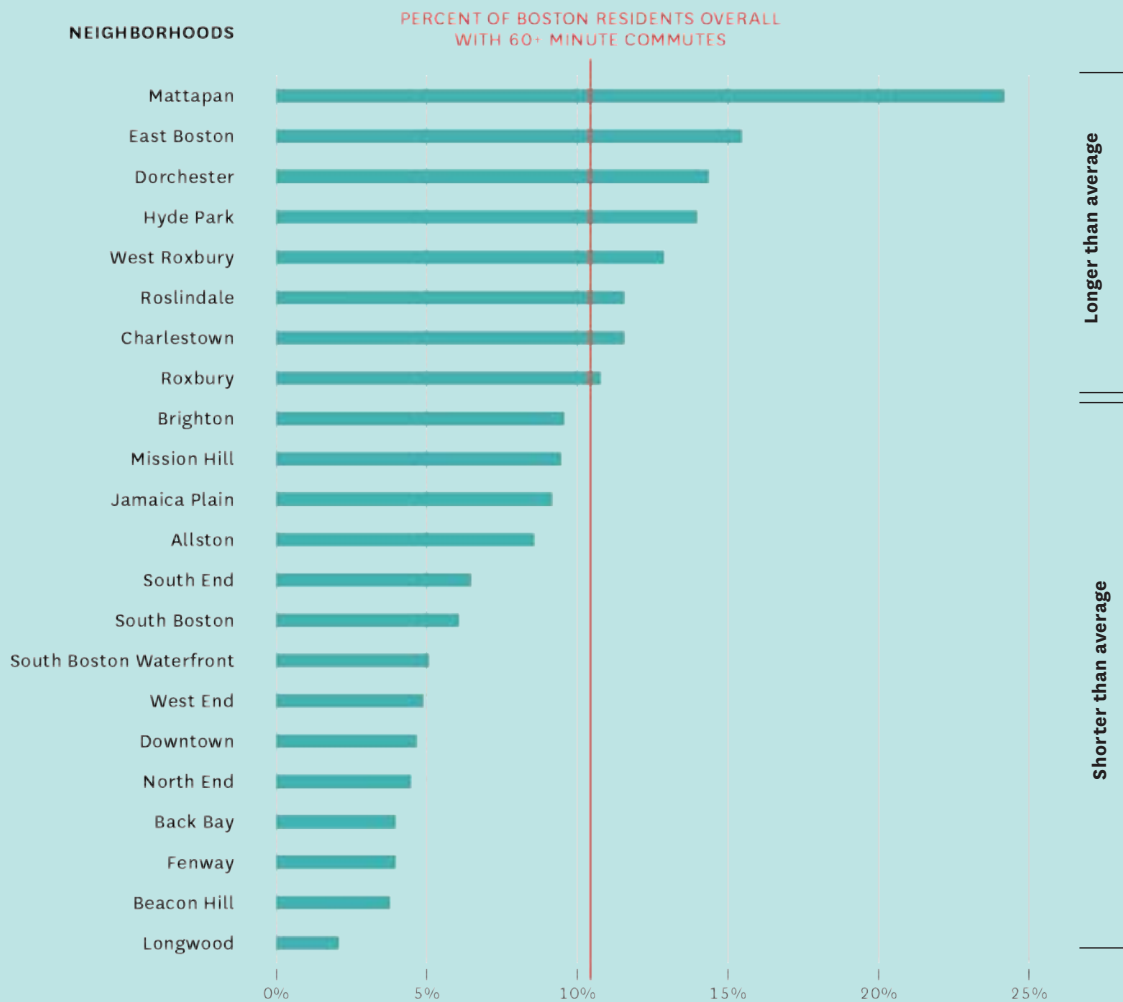
Some neighborhoods are better served by transit than others.

- 5-minute walk to Subway/Commuter Rail/Silver Line Stop
- 10-minute walk to Subway/Commuter Rail/Silver Line Stop
- 5-minute walk to Key Bus Route Stops
- 10-minute walk to Key Bus Route Stops
- MBTA Subway
- Key Bus Routes



Percentage of Commute Times +60 minutes

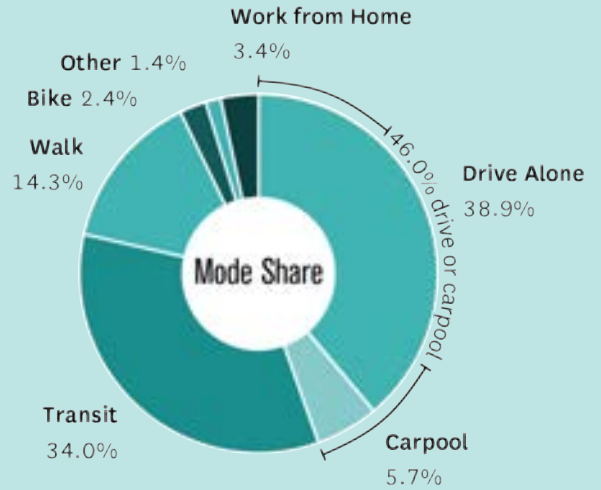
Some neighborhoods face disproportionately longer commute times, especially commutes longer than 60 minutes.



## Mode Shift: How we get around today and aspire to in 2030

Changes are already occurring in how Bostonians get around. As we plan for 2030, Boston aspires to increase our active low-carbon transportation. Boston is also at the forefront of transportation disruptions, including autonomous vehicles, and is helping to guide these innovations to ensure they serve all Bostonians.

Residents and commuters from outside the city have distinct transportation patterns. For instance, city residents are more likely to walk and nonresidents are more likely to drive. The City has set aspirations for residents and regional commuters.<sup>46</sup>



Source: 2014 Mode Share, Go Boston 2030

Mode for Bostonian Commutes	Today	2030 Aspirational
Public Transit	34%	Up by a third
Walk	14%	Up by almost a half
Bike	2%	Increases fourfold
Carpool	6%	Declines marginally
Drive Alone	39%	Down by half
Other/Work from Home	5%	Slight increase in Work from Home

Mode for Commutes into Boston from the Region	Today	2030 Aspirational
Public Transit	40% (10% Commuter Rail)	Up by a third
Walk	2%	Doubles
Bike	1%	Increases fourfold
Carpool	8%	Increase by half
Drive Alone	50%	Down by half
Other/Work from Home	1%	Slight increase in other modes (taxi, motorcycle, etc.)





"Transit signal priority for all MBTA  
key bus routes"  
**Handwritten via poster comment**

"Keep working on the bike  
network gaps"  
**Allston resident via  
traveling display**

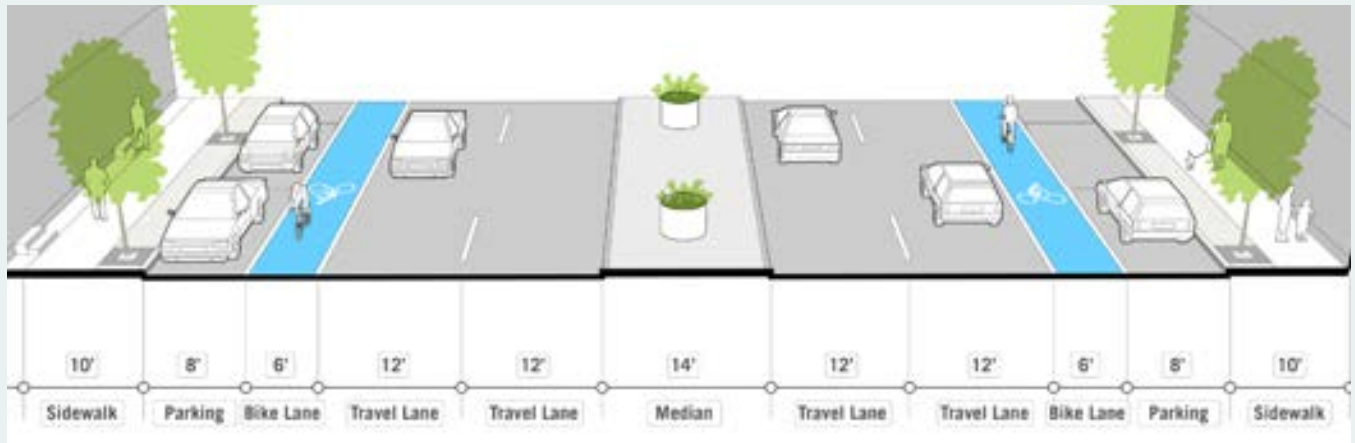
## Columbia Road

**Columbia Road can become an active, green transportation corridor that connects people to Franklin Park and the waterfront, via the historic Emerald Necklace.**

Columbia Road is a vital corridor serving numerous neighborhoods and communities. Originally envisioned as an urban boulevard, today it is approximately 100 feet wide, with four to six lanes of vehicular traffic, a median barrier, and sidewalks on either side. A proposed active green corridor along the route would preserve the function of the road as an important motor vehicle connector while consolidating the median, sidewalks, and wider areas into a green space that stretches from Franklin Park to the waterfront at Moakley Park. The allocation of

roadway space will be determined in conjunction with local residents and will include improved pedestrian paths and safe crossings, protected bike paths, and significantly more trees to transform this boulevard into a vibrant green corridor. New green space and connections along Columbia Road will extend Boston's walking, bicycling, and open-space network and complete Olmsted's vision of an Emerald Necklace around the center of Boston.

### Columbia Road today



Currently a four-to six-lane road with a median, Columbia Road is wide enough to support a diversity of connections and open space.

**"Make it feel like the Arborway"  
Participant in Columbia Road  
Open House**

**"More small spaces for  
socializing and play"  
Participant in Columbia Road  
Open House**



“Complete the Emerald Necklace and make Columbia road into a parkway with physically separated bike paths.”  
**Roslindale resident via online mapping comments**



**In community conversations from 2015 to Summer 2017, a range of hopes, visions, and concerns have been voiced.**

↑ Columbia Road connects many communities to the waterfront, open spaces, and to each other.

**Concerns**

- › Many people use Columbia Road to get to elsewhere in the city, leading to lots of traffic
- › Cyclists have a difficult time riding along the road
- › Speeding and general safety is an issue
- › Businesses along the corridor find that traffic keeps customers away
- › Parking is hard to find and could benefit from better signage

Note: From 2015 and June 2017 community conversation with local organizations and leaders

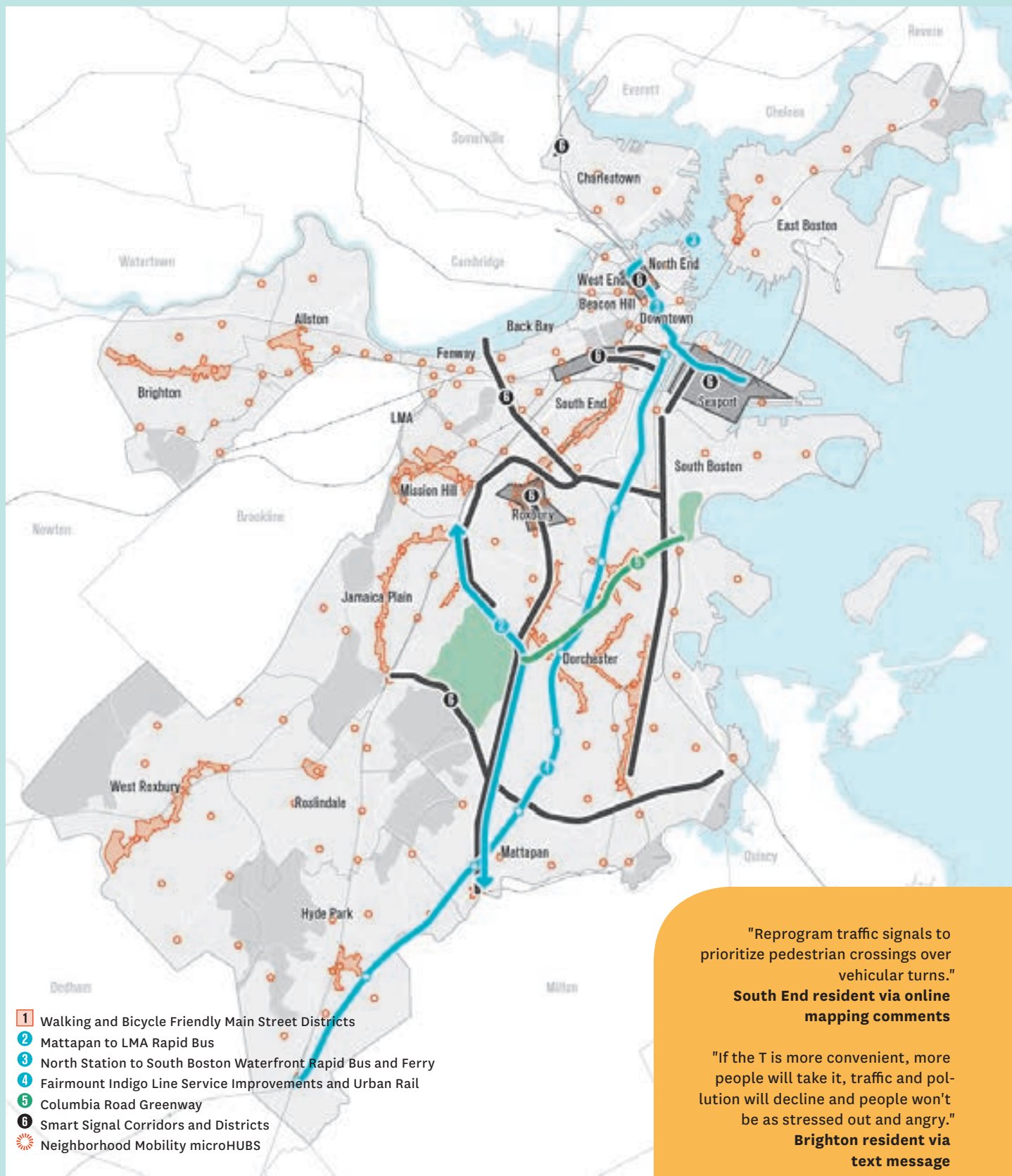
**Visions**

- › Historic and cultural landmarks should be celebrated and supported, including Upham’s Corner assets such as the Strand Theatre, Dorchester North Burying Ground, and local restaurants
- › The Dorchester side would benefit from better access to Franklin Park
- › Temporary installations such as a pop-up café, public art, and a variety of programming could bolster the vibrancy of the corridor and strengthen community connections
- › Columbia Road could include parklets to create spaces for socializing and relaxing. It could also include water play areas and shade to cool off from the heat.

- › Planting more trees and making rain gardens could prevent runoff pollution.
- › Columbia road should be safer for everyone - pedestrians, bikes and cars. This could include traffic calming as well as protected bike and pedestrian paths.

A community process will help set priorities for Columbia Road. Early guiding principles from neighbors and residents include street enhancements to make Columbia Road easy to navigate, multimodal, green, and reflective of the culture and creativity of the communities that live along the road.





"Reprogram traffic signals to prioritize pedestrian crossings over vehicular turns."  
**South End resident via online mapping comments**

"If the T is more convenient, more people will take it, traffic and pollution will decline and people won't be as stressed out and angry."  
**Brighton resident via text message**

# We will:

## **Aim to have zero fatal crashes on our roads**

To get to “Vision Zero,” we will implement new street designs that focus on improving safety. We will support pedestrian- and bike-friendly main-street design, with people-focused streets, and also expand and accelerate the Neighborhood Slow Streets program.

## **Work to create neighborhood mobility hubs**

These will provide local connections by clustering bike share and car share with bus stops, wayfinding, and placemaking in order to expedite transfers and improve multimodal transportation.

## **Build a complete bicycle network for safe, active commuting**

We will increase access to jobs and open space by connecting sections of regional bicycle routes and by expanding Hubway.

## **Advocate for more frequent and reliable service on select additional commuter rail lines**

We will work with the state to find opportunities to improve service on select additional lines including the Needham and Franklin lines.

## **Strengthen connections to job centers**

We will work with the state, MBTA, and community organizations to establish more frequent and reliable service on the Fairmount/Indigo Line to connect Bostonians to emerging and established job centers. We will explore developing a spur of the Fairmount Line that extends to the South Boston Waterfront. We will also invest in streetscape, crosswalks, and wayfinding improvements and explore potential bike, train, or bus connections in neighborhoods.

## **Work with partners on better bus corridors**

These corridors will connect people to key job centers and strengthen connections between neighborhoods.

## **Support the creation of multimodal transit stations**

These will facilitate rail and bus connections at new and emerging job centers, including West Station in Allston.

## **Lead the nation in setting policies to guide autonomous vehicle use**

We will establish policies, pilots, and infrastructure to ensure that technological innovations make our streets safer, less congested, and more equitable.



Connected City was a topic that participants consistently rated as “important to the city” and “important for my life” in Summer 2016 workshops. Comments focused on the importance of affordable public transit and safe bike routes.

As an East Boston resident put it, “Boston was not built for cars; any way that we can encourage transit, walking, biking, etc. will make the city safer and more enjoyable as it grows.”

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## **Collaborate to increase the use of Boston's waterways**

We will work with partners to identify ways to complement local and regional transportation with ferry service that links waterfront neighborhoods and municipalities in conjunction with improvements to first- and last-mile connections between neighborhoods and ferry stops. New proposed routes include ferry service between Fan Pier in South Boston and Lovejoy Wharf at North Station. Other proposed connections include East Boston to Charlestown and South Boston. We will work to enhance connectivity along the waterfront through an improved Harborwalk and green-space system.

## Parking Policy

### **Modernize on-street parking policy in commercial districts to enhance community access, support local businesses, and reduce traffic and double parking.**

We will update parking pricing and technology in commercial districts, balancing demand with supply to ensure that customers can access businesses and that traffic flow and safety are not compromised by drivers circling for a space or double-parking.

### **Right-size parking requirements and update on-street residential parking policies to increase housing affordability and promote mode shift.**

Required off-street parking increases the cost of housing and decreases the number of units that can be built. Requirements will be strategically revised to address current demand, and promote use of transit, walking, biking, and ride-sharing. Management of on-street residential parking will also be updated to ensure that residents have access to convenient spaces and new developments do not cause parking congestion in existing neighborhoods.

## Policy Objectives\*

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### **Promote Economic Opportunity**

Access to jobs, services, businesses, goods, and more is a fundamental function of parking. Spaces in prime retail locations must be available to customers in a user-friendly fashion supported by technology, not enforcement. The parking system should support the vitality of commercial districts, both in terms of business access as well as investment in travel amenities that also promote transit, biking, and walking access. The high cost of building new supply must be realized, spread across more users, and separated from the cost of necessary housing to keep a reasonable amount of driving access affordable to all.

### **Enhance Community Access**

Parking should be designed not for the sake of storing a car but as part of a system through which to gain access to needed destinations. Where destinations are walkable, bikeable, served by transit, etc., parking access should only be for those who need it most—those who cannot use other means or are visiting for only a short time. Where destinations rely on a vehicle, policies should rationally accommodate drivers, with higher regard to those who share rides when capacity is limited.

### **Reduce Parking Demand**

As stewards of our planet, we must recognize the impact that parking supply has on climate change. Providing parking alone takes land and resources. Too much parking makes driving and emitting greenhouse-gas emissions too plentiful, but just limiting parking is not enough. Parking policy needs to direct resources equitably to non-polluting modes of travel while supporting incentives that reduce trip-making and ensuring that residents travel to destinations safely and equitably.

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\*Note: Policy objectives from *Future of Parking in Boston Report (A Better City, 2016)*

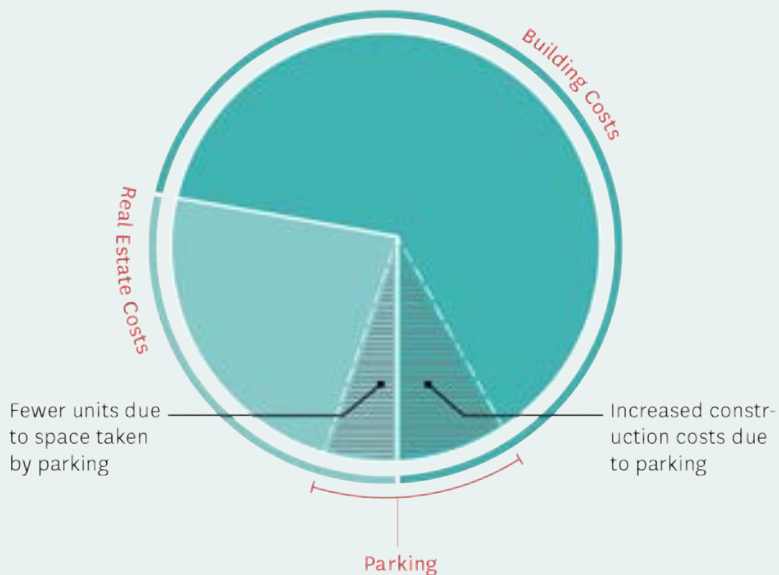


"We need transit oriented districts with less or no parking, in areas with income diversity and value capture financing."

**Resident via handwritten comments in Draft Plan**

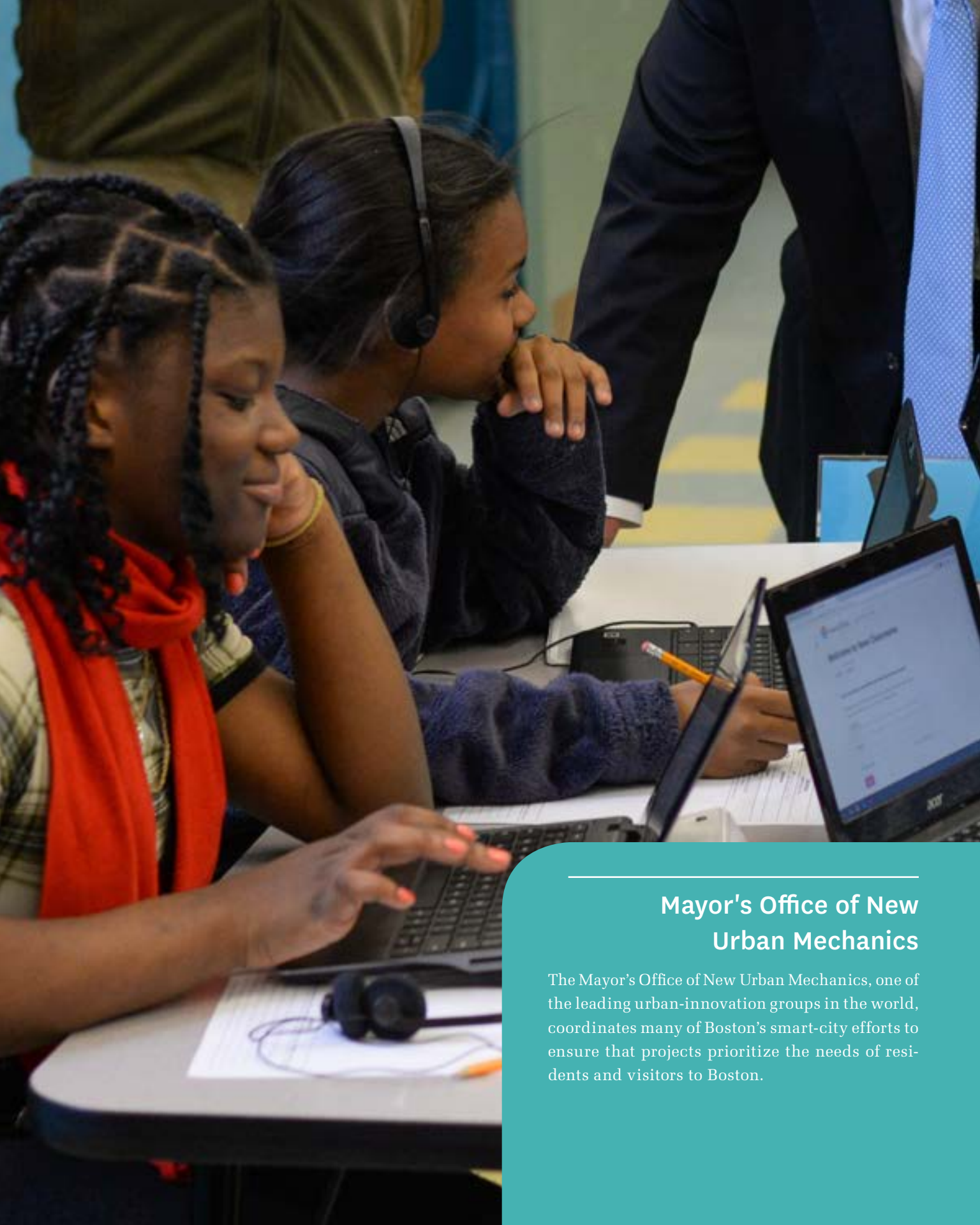
Conceptual graphic about the effects of parking on new developments →

Source: Seth Goodman, *Reinventing Parking*



Source: Nelson/Nygaard, *The Future of Parking in Boston*

Parking takes up space that can otherwise be used for housing, office space, and other productive uses.



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## Mayor's Office of New Urban Mechanics

The Mayor's Office of New Urban Mechanics, one of the leading urban-innovation groups in the world, coordinates many of Boston's smart-city efforts to ensure that projects prioritize the needs of residents and visitors to Boston.

# Technology

**Boston is a hub for technological innovation. With a robust technology sector and some of the best institutions in the world, Boston is well-positioned to continue to embrace technology in our city infrastructure and services.**

We envision a responsive city where services are optimized for demand in real time and users' experiences are intuitive and personalized. We believe that smart technology will open up opportunities for new forms of public collaboration—from public datasets that spur new businesses and improve City services to infrastructure that allows democratized

street art. As Boston grows, smart infrastructure can enable us to use our fixed land area more efficiently and dynamically. The following initiatives will help us become a smarter city by laying a foundation for digital equity, investing in infrastructure in every neighborhood, and protecting our digital privacy and security.

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# This is what inspires us to act.

**Many commercial districts already have smart features**, including trash cans that can report how full they are, benches equipped to provide seating and charging stations, and Wicked Free Wi-Fi, the city's free, outdoor public wi-fi network. Wicked Free Wi-Fi is expected to expand to 130 access points over the next few years.<sup>47</sup>

**Wicked Free Wi-Fi will connect 20 neighborhood main streets through an estimated**

**130**  
access points

**The City is using algorithms to determine how to deploy our resources more efficiently.** The City is developing algorithms that match homeless individuals to housing, target restaurant health inspections, and improve the service quality of school transportation. Boston's Citywide Analytics Team works with departments across the City to find new areas where machine learning could improve service delivery and effectiveness.

**Through CityScore, Boston is leading the way cities utilize technology.** Today, cities can track data better than ever before. CityScore is a data-tracking initiative that charts the day to day metrics of Boston. The interactive CityScore tool and the data collected by the initiative help to ensure that all Bostonians receive high-quality, responsive municipal services.

**The public has access to more than**

**140 datasets via the city's Open Data initiative.**<sup>48</sup> As the City develops applications and tools, we have begun to release them as open source to share learnings with other cities and invite collaboration with members of the community. Residents have already proven to be active participants, proposing detailed suggestions for how to use smart infrastructure to improve the city and providing crowdsourced data on roadway safety hazards.

**More than 20 percent of Bostonians do not have access to broadband at home.**<sup>49</sup> Boston is working to close digital-equity gaps across the city by investing in City-owned infrastructure, training programs, and services to connect residents with low-cost broadband options. We are also working with the private sector to increase broadband investment and competition.

Soofa, a solar-powered bench with the capability to charge smart phones and collect air quality or other environmental data, at John D O'Bryant School of Mathematics and Science, Roxbury →



# We will:

CityScore allows Boston to track the performance of City services dynamically.

## Lay foundational “smart city” infrastructure

We will pilot streetlights and benches that prepare our everyday city infrastructure for multiple functions, flexible lanes that shift purpose by time of day, and sensors and intelligent traffic signals that respond to real time conditions to improve safety and reduce congestion. We will enable smartphones and other devices to know street markings and parking regulations in real time, continue to support methods that lower the cost of building new fiber optic and other infrastructure, and expand Boston’s work on data security to protect users’ safety and privacy.

TOPIC	DAY	WEEK	MONTH	QTR
311 CALL CENTER PERFORMANCE	0.97	0.93	0.93	0.92
CONSTITUENT SATISFACTION SURVEYS	0.54	0.69	0.86	0.86
GRAFFITI ON-TIME %	-	1.08	0.94	1.08
MISSED TRASH ON-TIME %	1.26	1.24	1.24	1.22
PARKS MAINTENANCE ON-TIME %	1.04	0.9	0.88	0.98
POTHOLE ON-TIME %	1.26	1.08	1.0	0.94
SIGN INSTALLATION ON-TIME %	0.63	0.6	0.91	0.83
SIGNAL REPAIR ON-TIME %	1.09	1.18	1.15	1.16
STREETLIGHT ON-TIME %	0.71	1.03	1.0	0.98
TREE MAINTENANCE ON-TIME %	1.87	1.17	1.18	1.18
ON-TIME PERMIT REVIEWS	0.89	1.07	1.08	1.05
LIBRARY USERS	-	1.43	1.43	1.34
BPS ATTENDANCE	-	-	-	-
BFD RESPONSE TIME	0.92	0.91	0.94	0.94
BFD INCIDENTS	1.15	1.12	1.08	1.07
EMS RESPONSE TIME	0.88	0.94	0.93	0.94
EMS INCIDENTS	1.1	1.07	1.08	1.04
PART I CRIMES	1.84	1.51	1.4	1.35
HOMICIDES (TRENDS)	-	2.14	2.37	2.77
SHOOTINGS (TRENDS)	1.87	1.64	1.76	2.08
STABBINGS (TRENDS)	3.1	1.81	1.92	1.69
TOTALS	1.2	1.18	1.2	1.22

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## Take action to improve digital equity

We will work to improve digital penetration, including working with the private sector to expand fiber access and improve access to public hotspots across the city, with a focus on communities that lack access. We will also host classes at Boston Public Library locations where Bostonians can learn computer skills.

## Unlock new forms of public collaboration

We will expand efforts to open-source City data code and algorithms (for example, Boston’s CityScore and text processing), and organize infrastructure so Bostonians can more meaningfully contribute to everything from policy conversations to changes to the public realm.

## Make City services responsive to real-time data

This will include dynamically directing food inspections based on resident comments, using pavement conditions and street-use data to prioritize capital investments.

## Build the city for continuous learning

We will strive to collect data continuously via both high-tech sensors and low-tech collection tools. This data will allow for real-time updates and rapid improvements to city services.

“Internet is a utility now just as important as water or electricity.”  
**Fenway resident via online mapping comments**



The City launched a new website focused on streamlining information, high accessibility standards, and plain language in July 2016.



Better and more widely accessible Wi-Fi was a common theme in online and in-person comments on the topic of Programmable City in Summer 2016. Other themes included traffic signal timing that works better for cars, bikes, and buses, and optimizing more City services.

As a South Boston Waterfront resident commented, "Contract with smart trucking or service companies (sanitation, waste) that have dynamic routing to save time and gas when collecting."

### Leverage CityScore to track the impact of City operations, policies, and initiatives

We will use CityScore to track the impact of our work and assess when we need to change course to ensure success. CityScore will enable the public to view how well the City is performing and weigh in on the metrics most important to them. It will also unlock greater collaboration with other cities through the evolution of global benchmarks.

### Make every resident's experience of the city personalized and intuitive

We will improve wayfinding for residents navigating everything from our city streets to our City website. We will adopt new technologies to make it seamless for residents to avail themselves of programs they qualify for whenever they interact with the City. We will interact with constituents on their terms and adopt new technologies to create friendly, convenient, and accessible digital experiences—on the web, on mobile devices, and with whatever comes next.

"Enhance the efficiency of the green line B branch; technologies such as intelligent stoplight control, train right-of-way, GPS-enabled tracking for street-level portions of the line, etc., are a necessity."

**Brighton resident via online mapping comments**



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## Boston Creates

The City recently released “Boston Creates,” a ten-year cultural plan for Boston that allocates new funding for the arts. The plan aims to align public and private resources to strengthen cultural vitality over the long term and weave arts and culture into the fabric of everyday life. Along with setting five strategic goals, the plan calls for a cultural shift in the way City government and the private sector approach and prioritize arts and culture.

# Arts & Culture

**Our city is alive with creativity, as evidenced by vibrant arts and creative sectors, a growing innovation economy, and neighborhoods where diverse cultural traditions thrive. At the same time, Bostonians know that their city has not yet reached its full potential for arts and culture, particularly in terms of making art more prevalent in people’s day-to-day lives and reflecting the city’s diversity.**

Arts and culture should have a place at the center of the city’s contemporary identity. The following initiatives are intended to give the arts a significant presence in our neighborhoods,

strengthen the diversity of our arts and cultural organizations, and provide these organizations and artists with the infrastructure and space they need to do their work.



# This is what inspires us to act.

**Boston is home to 1,500 nonprofit arts and culture organizations.**<sup>50</sup>

Through both Boston Creates and Imagine Boston, many of these

organizations and artists called for affordable spaces to live and work as well as reducing silos between arts organizations.



Swan Boat Opening Day, Boston Common, April 16, 2016 ↓

Institute of Contemporary Art, South Boston Waterfront →

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"All ages live music venues supported by the Mayor's Office of Arts [and Culture] AND the [Mayor's] Office of Economic Development. Music is economic development!!!!"  
**Roxbury resident via text message**

"Support local artists to create public art in neighborhoods."  
**Dorchester resident via community workshop**

"Let music, the arts, and culture thrive"  
**Allston resident via travelling display feedback**

Art installation at the Boston Center for Arts Plaza →



**The renovated Central Library in Copley Square is an important cultural anchor and entry point for the Avenue of the Arts and Boston's Literary Cultural District.**

The Central Library reopened in July 2016 after a two-and-a-half-year renovation that reimagined the library experience for the twenty-first century. One highlight is the high-tech lecture hall fit to host musical performances, lectures, and author talks.



# We will:

## Foster the creation of at least three Arts Innovation Districts

We will harness existing cultural activity and capitalize on the physical attributes unique to each neighborhood to support diverse cultural activity. This will be done using zoning and other regulatory tools to support the development of cultural spaces and by repurposing City-owned buildings to support arts organizations.

## Partner with cultural anchors and strengthen midsize and smaller cultural organizations

Boston has long been a global center of culture—home to dozens of organizations that shape the public experience in Boston. We will work to support neighborhood-based cultural institutions that reflect the distinct histories of Boston’s neighborhoods and communities.

## Strengthen the Boston Public Library

We will execute a slate of branch renovation projects, continue improvements to the Central Library at Copley Square, and support BPL's growth as a citywide educational, cultural, and civic institution.

## Assess the growing need for flexible rehearsal and performance spaces

Many cultural institutions in Boston identified the need for new or flexible rehearsal and performance space. The City is undertaking a study of cultural-facility capacity and demand citywide. The outcomes of this study will guide City decision-making and support for existing and new cultural institutions.

## Expand investment in art and design in the public realm

We will expand art in public spaces through a Percent-for-Art program on municipal construction projects and ask private developers to follow our example. Through partnerships, we will work to bring compelling temporary and permanent public art to Boston’s streets and open spaces. We will explore streamlining design standards in pilot plazas, parklets, and other open space.

## Support individual artists through direct grants

These competitive grants will support the day-to-day work of artists who live and work in Boston’s neighborhoods, thereby strengthening the diversity of neighborhood arts and culture.

"Let's create a shared practice space environment for musicians. I've known many Bostonians who've had to give up their hobby of playing an instrument or playing in a band because practicing in an apartment complex or dense neighborhood is impossible. Let's create a space where musicians can come from all over the city and reserve practice spaces."

**Brighton resident via online mapping comments**

## Support existing artists and attract new artists through affordable space to live and work

Like many Boston residents, artists noted pressing needs for affordable housing and work space. As part of our broad efforts to increase housing supply, we will explore the development of affordable artist housing and live/work space.

## Integrate art and creativity into daily City work

Through the Boston Artists in Residence Program, we will embed working artists in City departments and agencies. These artists will work with City staff to promote creative thought in municipal problem-solving and project implementation.

## Improve how the City supports artists

We will leverage an Artist Resource Desk in City Hall. The desk will provide those in the arts sector with a personal liaison inside City Hall who can help them navigate different processes and find the resources they need for their creative projects.

"Affordable artist housing and live/work space[...] incentiv[iz]e developers to create such non-main-stream housing projects"

**Resident via draft plan feedback**



"Rainbow Swash," 1971, by Sister Corita Kent



Faces of Dudley mural, Washington Street and Malcolm X Boulevard, by Mike Womble



### Arts Principles

- › Art should function as a grounding point for community-providing gathering places, a shared point of reference, or a new way for people to interact with and understand each other.
- › Arts and culture should be intrinsic to any healthy community, just like housing, economic development, education and transportation. Art and culture should be integrated into the planning process at the beginning.
- › Major new infrastructure should incorporate art into its design. This type of thinking is already at play in Boston, with the use of the Big Dig tunnel vent as a giant mural wall, or Corita Kent's Rainbow Swash gas tank.
- › Art should be integrated into new building developments. The City is leading this effort with its Percent-for-Art Program, which budgets 1 percent of all capital borrowing for art. It is the hope that private developers will follow the City's lead and institutionalize creative and artistic expression as a routine aspect of the urban development process.
- › Art should reflect the full diversity of people in Boston and be used to encourage communities to bridge differences. All cultural expressions should be honored equitably.



Online and in workshops in Summer 2016, residents shared ideas for making Boston a more creative city.

One Dorchester resident suggested: "Tax incentives to builders or property owners who keep creative/maker/rehearsal/studio spaces would go a long way toward closing the gap between what creative people can reasonably afford and what building owners would like to charge."



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## PLAN Initiatives

The BPDA, in partnership with the community, is developing comprehensive neighborhood plans that guide inclusive growth and create opportunities to live, work, and connect. The PLAN initiatives—JP/ROX, South Boston Dorchester Avenue, Dudley Square, and Glover’s Corner, Dorchester—mark a new approach to community engagement, in which the BPDA and other City departments engage with the community to create a comprehensive vision and set guidelines for future development. Through these PLAN processes, community engagement has included workshops, tours, and open-house sessions designed to encourage learning from one another and sharing of best practices.

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## Boston Planning and Development Agency Reforms and Organizational Strategy

In 2016, the Boston Redevelopment Authority became the Boston Planning and Development Agency (BPDA). The BPDA is committed to a land use and planning approach that engages communities, implements new solutions, develops partnerships for greater impact, and tracks the progress of projects and initiatives. The BPDA is putting these priorities into action through the PLAN neighborhood-planning initiatives as well as the initiatives in Imagine Boston 2030.

# Land Use and Planning

“Be as inclusive & democratic as possible in terms of the planning & implementation process.”  
**Roxbury resident via text message**

**Inclusive community-planning processes, predictable and transparent land use regulations that respond to changing needs, and integrated land use and public investment will ensure that Boston’s land is used to the highest benefit of all residents and workers.**

As a growing city with limited land area, Boston is making strategic decisions about how land can be used to guide growth and meet citywide policy goals.

Close collaboration with communities and new ways of engaging residents—online, on the street, or through other formats—is informing neighborhood plans that reflect local aspirations. The City is committed to codifying these neighborhood plans through local land use regulation and enforcing them through zoning and the development review process to ensure transparency and predictability.

Land-use regulations are evolving to reflect changing socioeconomic, environmental, technological, and

real estate market conditions. For example, along the waterfront, Boston is balancing the need to prepare for climate change, preserve water-dependent industrial uses, support job and housing growth, and create quality open spaces.

Comprehensive area planning is integrating coordinated land-use regulations, initiatives, and capital investments to meet policy objectives. For example, the use and disposition of City-owned assets, such as land and buildings, is supporting citywide policy goals, such as encouraging the development of permanently affordable housing or providing funding to support park investments and operations.

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# This is what inspires us to act.

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**Growing inclusively in a land-constrained city requires focused government action to guide land use and development.** Today a significant share of Boston’s land is occupied by uses that are not likely to undergo significant change, while other areas have potential to evolve to accommodate growth and meet citywide goals. Residential uses make up 30 percent of the city’s area and a significant share of land is occupied by other stable uses, such as institutions, open space, and infrastructure assets like trains or airports. While these areas can accommodate some growth, Boston’s demand for additional places to live and work necessitate the identification of new areas for growth. City-led area plans and zoning can guide the coordinated evolution of uses and investment in critical infrastructure needed to accommodate population and job growth.

**While land use can be a powerful tool for achieving City objectives, it needs to be coordinated with other policies and investments.**

Land use regulations are critical for protecting important uses—from industrial to residential—but zoning alone is not enough to respond to the evolving needs of Boston’s population and economy. For example, while broad land use regulations developed in the twentieth century have preserved significant areas of the city

for critical economic anchors, such as the port and other industrial uses, reserving land alone has not been a sufficient policy to overcome a nationwide era of industrial decline. To support Boston’s industrial economy and achieve other important objectives, such as producing affordable housing and supporting small business growth, land use will need to be coordinated with housing policies and economic development tools.

**Boston’s approach to planning and land use has evolved over past decades.**

Since the era of urban renewal in the 1960s, the City’s planning approach has evolved to emphasize neighborhood planning, such as the Brighton/ Guest Street Planning Study, the Harrison-Albany Corridor Strategic Plan, or the Fairmount/ Indigo Planning Initiative. The City has also partnered with the State and federal government on transformative infrastructure investments such as the Central Artery/Tunnel Project, Rose Kennedy Greenway, and Deer Island Wastewater Treatment Plant. As Boston moves forward, the City will combine these types of community-focused neighborhood plans and infrastructure investments with Imagine Boston 2030, the overarching citywide plan to guide growth and ensure that its benefits are felt by all Bostonians.

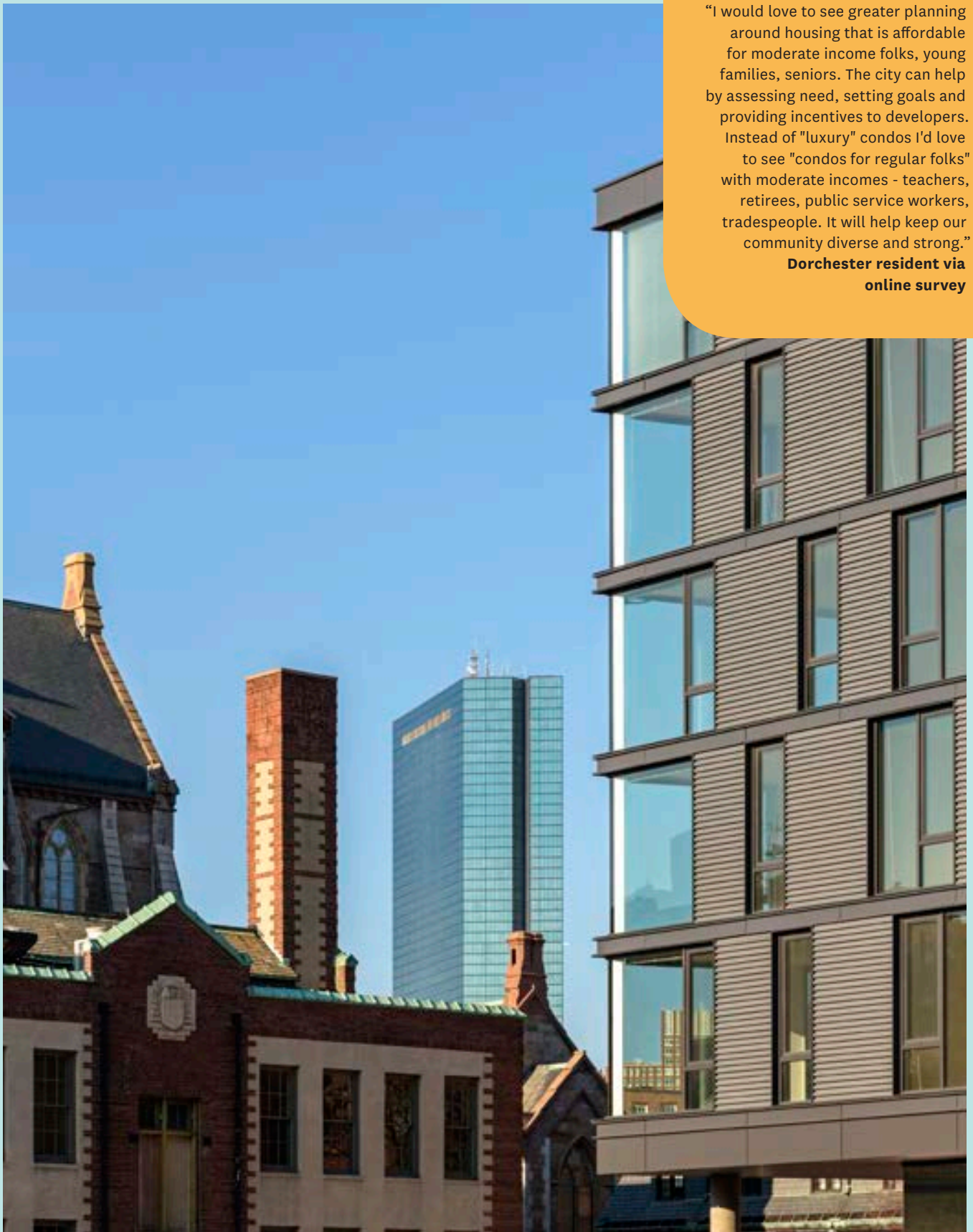
“Produce, preserve, plan! Help make our city more affordable to low and middle income residents by producing more affordable and middle-income housing, preserving our existing housing stock, and planning for more of the housing people want (multi-family units close to transportation and city amenities). This needs to happen in the city AND in the surrounding cities and towns to be effective.”

**Brighton resident via online survey**

South End and Back Bay →

“I would love to see greater planning around housing that is affordable for moderate income folks, young families, seniors. The city can help by assessing need, setting goals and providing incentives to developers. Instead of “luxury” condos I’d love to see “condos for regular folks” with moderate incomes - teachers, retirees, public service workers, tradespeople. It will help keep our community diverse and strong.”

**Dorchester resident via  
online survey**



## We will:

### **Preserve, enhance, and grow through area-level plans**

In collaboration with the community, we will develop area plans for neighborhoods or districts where growth or investment is anticipated. A successful area plan will use the lenses of “preserve, enhance, and grow” to develop an area-wide vision including appropriate land uses and densities. Area planning will leverage existing planning tools—including strategic planning areas, such as PLAN: South Boston Dorchester Avenue, and institutional master plans—to ensure that neighborhood objectives are aligned with broader citywide goals.

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### **Integrate planning and zoning with capital investments**

Planning will coordinate geographically-specific investments with land use and zoning. For example, new development guided by an area plan will be integrated with priority investment in open space, transit, or flood-protection mechanisms. As appropriate, this coordination will work to ensure that value generated by new development supports critical infrastructure investment in the area.

### **Leverage publicly-owned land to achieve community objectives**

We will explore opportunities to dispose of publicly-owned parcels strategically to support policy objectives, such as creating housing and spaces to work that are affordable or attracting economic development in an area. These types of strategic land use dispositions will be coordinated with larger neighborhood or citywide plans to ensure that decisions about individual parcels support broader policy objectives. As appropriate, we will work closely with state and federal partners to accomplish these efforts.

### **Deploy land use incentives to support citywide objectives**

Guided by citywide and neighborhood plans, we will deploy land use incentives, such as density bonuses or air-rights transfers, to achieve policy objectives. We will identify opportunities to create density bonuses for buildings that include beneficial uses, such as affordable housing or industrial spaces, and leverage the sale of unused air rights to fund new, catalytic infrastructure. We will also institute programs to encourage new real-estate models such as space-sharing and sub-leasing that support a healthy mix of uses, particularly in evolving industrial areas.

### **Ensure that development contributes to public benefits**

A predictable regulatory and review process for new development is critical to the consistent assessment of community benefits—from affordable housing, to open space, to critical infrastructure. A predictable review and public-benefits process also has the potential to make development of large-scale projects more efficient in Boston by reducing permitting time and development costs.

### **Update zoning to respond to Boston’s changing needs**

We will adopt new best practices and explore new zoning typologies to ensure that Boston’s zoning prepares the city for new challenges and changes. This will include developing zoning that is climate-ready, supports mixed-income and mixed-use neighborhoods, and responds to changing transportation patterns and shifting parking demands.



### **Make the zoning code more consistent and accessible**

We will work to make zoning language and use tables consistent between neighborhoods. This will increase transparency and predictability and give residents, communities, and businesses greater agency and insight into the regulations that govern land use. We will revisit zoning on a regular basis to ensure that it responds to evolving community and citywide needs.

### **Work to make the regulatory review process more efficient and predictable**

In conjunction with efforts to update zoning and develop new zoning that reflects area plans, we will work to enforce this zoning predictably and implement planning priorities through Boston's development-review process. As relevant, we will explore tools that support predictability, such as the use of planned development areas and zoning overlays.

### **Engage communities**

Through tools like the PLAN community planning initiatives, we will engage with a broader, more diverse group of residents, businesses, and other stakeholders. To continue to provide more context and clarity, we will create a redesigned community-meeting format to provide more context and more clarity and an online platform for neighborhood-specific updates and feedback. We will also utilize new, more accessible tools for communication and participation.

### **Track progress**

To build trust, maintain transparency, and advance positive community benefits, we will identify the appropriate measures for tracking and communicating progress, results, and impacts of planning initiatives.

### **Partner for greater impact**

We will collaborate with cities, governments, and institutions around the globe. For example, the BPDA will launch BPDA+— a program to forge collaborations with nonprofits, businesses, universities, and start-ups— and host innovation fellowships for leading global experts.

“Rezoning the city to allow for more density and more height in appropriate areas. There's no reason that our city can't handle more height and density in specific areas (downtown, along transit lines, in areas of the city that haven't been as developed and present an opportunity to allow for growth). This will allow for more housing in these areas, which can assist in keeping people in the city and allowing them better access to transit.”

**Dorchester resident via text message**

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Community Winter  
Food Coop at  
Codman Square →



Local street musi-  
cian Keytar Bear on  
Newbury Street →



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Chinese New  
Year at the Josiah  
Quincy School in  
Chinatown →





**398 The bold ideas presented in Imagine Boston require an inclusive, creative, and forward-looking approach for taking action. Boston will need to continue making changes to how the City plans, collaborates, and implements to achieve Boston’s vision for 2030.**

# Next Steps



The Mayor announced the launch of Imagine Boston in May 2015.



## To implement Imagine Boston, the city will continue to change to how it collaborates, funds, and acts.

Imagine Boston presents bold ideas that will enhance the day-to-day experience of Boston residents, as well as the infrastructure and physical form of the city. The scale and vision of these policies and investments necessitate creative, inclusive,

and comprehensive approaches for planning, funding, and collaborating with residents and the region.

Imagine Boston will join forces with other planning efforts as well as other agencies and partners to implement the plan.

### Collaborate

#### Government

We will partner with federal, state, and municipal governments to increase housing affordability, implement transportation and climate solutions, and continue to attract talented workers and companies to Greater Boston, among other initiatives.

#### Private & Nonprofit Partners

We will partner with institutions, foundations, peer cities, and businesses across the nation and the globe to explore innovative solutions to shared challenges.

#### Residents

We will turn to our residents to help us build a city for all Bostonians. We will continue to work with our residents to identify priorities, plan new policies, and provide feedback during implementation.

### Fund

#### Capital and Operating Investments

We will proactively coordinate planning with the City's capital budget and investigate new tools for funding capital investments and implementing policies. We will also collaborate with partners to fund our most ambitious goals.

### Act

#### Measure

We will develop metrics that enable Boston to quantify success, learn from early results, and support more efficient and effective implementation.

#### Pilot

We will use prototyping and piloting to test new policies and investments more dynamically and rapidly—and allow them to continue to evolve once implemented.

The Imagine Boston Capital Plan proposes \$2.08 billion in critical investments between Fiscal Years 2018 and 2022. These infrastructure investments, which will take place in every neighborhood, are guided by the priorities identified in Imagine Boston 2030 and reflect the feedback and ideas received from thousands of residents throughout the Imagine Boston planning process.

## Government

**We will partner with federal, state, and municipal governments to continue to attract talented workers and companies to Greater Boston, implement transportation solutions, increase housing affordability, and proactively address climate change.**

Our city is the center of a uniquely innovative and productive region; our individual successes and coordinated actions make the Greater Boston area stronger. For Boston to grow inclusively, we will amplify the way we partner with our neighbors to strengthen our economy and make investments in transportation, housing, climate adaptation, and infrastructure.

### Progress

The City of Boston has established strong partnerships with local jurisdictions throughout our region, including the Greater Boston Regional Economic Compact and the Metro Mayors Coalition (MMC), among others. Through the Economic Compact, six municipalities are addressing common challenges in economic development, transportation, housing, and sustainability; one initiative born from the coalition is the establishment of a Life Sciences Corridor along the MBTA Red Line. Through MMC, a larger group of 14 mayors in the region share ideas and craft solutions to common urban problems; for example, the coalition recently established the Metropolitan Boston Climate Preparedness Commitment focused on local capacity building and regional climate coordination.

### Next Steps

The City will strengthen partnerships with surrounding municipalities, the federal government, and the Commonwealth to continue to advance the metropolitan area's economic competitiveness, increase affordable housing production, deliver quality transportation, and prepare for our changing climate.

## Partners

**We will partner with institutions, foundations, and businesses across the nation and the globe to explore innovative solutions to pressing challenges.**

Boston's next hurdles and opportunities—such as planning for autonomous vehicles or creating a climate-ready coastline—are not unique. However, Boston's talented residents, storied educational institutions, and innovative businesses position our city to be a global leader in addressing shared challenges. We will draw on existing relationships and foster new partnerships to generate ideas, share successes, and leverage proven methodologies from other cities.

### Progress

Existing partnerships with the private and nonprofit sector provide resources and expertise in addressing our most pressing challenges.

- › The Green Ribbon Commission is a partnership among Boston businesses, institutions, and civic leaders working with the City to prepare for Boston's changing climate through Climate Ready Boston.
- › As part of a nationwide effort launched by former President Obama, Boston's branch of My Brother's Keeper is working to close opportunity gaps for young men of color through mentorship and community engagement and actively seeks to support other organizations that aid in its mission.
- › Boston is also developing a resilience strategy to respond to social, physical, and economic challenges as part of the global 100 Resilient Cities initiative pioneered by the Rockefeller Foundation.
- › The City announced an autonomous vehicle initiative in September 2016 as a partnership between the World Economic Forum, the Boston Transportation Department, and the Mayor's Office of New Urban Mechanics.

### Next Steps

The City will establish and strengthen key collaborations with private and nonprofit organizations to implement signature initiatives, learn from best practices, and share successes.

## Residents

**Our residents often have a deep understanding of the core goals and challenges in city services and investments. We will continue to turn to our residents to build the city we envision.**

Residents will continue to identify priorities for new policies and investments and provide feedback during planning and implementation. Through close collaboration with residents, we can modify our policies and investments to respond to changing needs.

### Progress

311 continues to help the City focus priorities by aggregating resident comments. Open-source data enables residents to build innovative practices and platforms.

### Next Steps

More than 15,000 voices have helped set the Imagine Boston vision. Continued resident feedback will also be a core part of the Imagine Boston implementation process—whether making our city services responsive to real-time demand, our algorithms viewable by residents who can make suggestions, or by setting metrics the public can track.

"More progressive/experimental partnerships between government, the private sector, academia, and the nonprofit sector."  
**Allston resident via web survey**



## Funds

**We will coordinate planning with the capital budget and investigate new tools for funding capital investments and implementing policies.**

Imagine Boston presents an array of bold ideas and initiatives to advance equity and quality of life in the city through 2030. We will support success by proactively identifying the proper financial resources and tools to advance our goals. We will explore innovative use of capital funding and financing strategies to provide access to new public, private, and nonprofit funding streams that enable the creation of transformative infrastructure and development.

## Measures

**We will develop metrics to quantify success, learn from early results, and support more efficient and effective implementation of initiatives and investments.**

Identifying, establishing, and tracking progress is crucial to effective planning and policy-making. Ongoing rigorous analysis of impacts allows us to quantify success—or failure—and creates flexibility to adjust implementation methods or even revise policies to achieve our stated goals.

### 404 Progress

The \$2.08 billion Imagine Boston Capital Plan for Fiscal Years 2018 to 2022 moves Imagine Boston's priorities from idea to action. Investments include \$1 billion for twenty-first-century school facilities, \$700 million for safer streets and quality transportation and more. The capital plan touches every neighborhood and reflects the feedback and ideas received from thousands of residents throughout the Imagine Boston planning process.

#### Next Steps

Many key City activities are funded through a range of internal and external funds. The City will work with government, the private sector, and other partners to ensure funding sources for Imagine Boston projects over the full time span of implementation. These sources will be aligned with other ongoing or upcoming City investments.

### Progress

CityScore is an initiative designed to inform the Mayor and city managers about the overall health of the City at a moment's notice by aggregating key performance metrics into one number. CityScore was started in 2016 and has already influenced decision making. For example, CityScore data helped the city identify a need to hire more EMTs to reduce ambulance response time and expedited sign installation on city streets.

#### Next Steps

This plan includes key metrics related to proposed initiatives; for instance, the goal of promoting a healthy environment and preparing for climate change will be accompanied with a regular assessment of Boston's GHG emission levels which if successful, will be halved by 2030. Over the coming months, the city will refine and develop additional metrics to support plan implementation. We will leverage CityScore and data-based management to institutionalize regular review of these metrics.

"Better funding for parks so that the spaces we have can be maintained."  
**South Boston Waterfront resident**  
 via street team survey

## Pilots

**We will use prototyping and piloting to rapidly and dynamically implement new policies and investments and allow them to continue to evolve once implemented.**

Planning processes must respond to changing technology and community needs. Prototypes can allow for more dynamic input, co-creation with residents, and decision making based on actual outcomes. Pilots can help test the success and scalability of short-term or temporary policies and investments. For example, the longevity of existing city infrastructure, such as streets can be extended by using streets to pilot new modes of travel or new ways that walkers, bikers and drivers can use the street together.

## Progress

The Mayor's Office of New Urban Mechanics is at the helm of successful initiatives in the city like youth participatory budgeting, smart parking, and streetscape improvement funds. This office has propelled Boston's success as a national leader in civic innovation by piloting bold ideas and generating out-of-the-box visions through design thinking.

## Next Steps

The City will work with residents, partners, and City staff to conduct a near-term piloting in our focus areas. These pilot projects will provide an opportunity to test out Imagine Boston initiatives and allow for iterative learning.

Imagine Boston has set goals, targets, and metrics to guide implementation and evaluate success.

**Goal: Encourage affordability, reduce displacement, and improve quality of life**

**Reduce housing cost burden for Bostonians**

Decrease portion of low- and middle-income households that are severely housing cost burdened

**Improve health outcomes for all Bostonians**

Reduce disparities in premature mortality by neighborhood

**Improve the walkability of each neighborhood**

Increase Walk Score ranking of neighborhoods

**Keep Boston a safe city**

Lower or maintain Boston's crime rate to be below the crime rates of peer cities

**Goal: Increase access to opportunity**

**Reduce the wealth gap between white households and households of color**

Reduce racial disparities in median household income and homeownership


**Reduce childhood poverty**

Reduce childhood poverty rates by half by 2030

**Improve educational outcomes and access to educational opportunities**

Offer quality, affordable Pre-K education to every eligible child in Boston; increase 4-year high school graduation rate in Boston Public Schools (BPS); increase the 6-year post-secondary degree completion rate for BPS graduates





## Goal: Drive inclusive economic growth

### Continue to create jobs

Maintain job growth rate that outpaces the national average and peer cities

### Create higher paying jobs

Increase wages in low-wage occupations; decrease the share of households below a household sustaining income

## Goal: Promote a healthy environment and prepare for climate change

### Reduce Boston's contribution to climate change

Become carbon neutral by 2050. As a milestone to carbon neutrality, aim to reduce emissions by half by 2030.

### Adapt to a changing climate

Reduce economic loss and number of people exposed to climate related flooding; increase tree canopy coverage

## Goal: Invest in open space, arts & culture, transportation, and infrastructure

### Improve quality of parks and open spaces

Improve conditions at all Boston Parks properties that have the lowest overall conditions ratings, particularly those with active recreation features

### Facilitate a shift in Bostonians' mode of transit

Increase the number of Bostonians who walk, bike, and take public transit to work

### Support arts, culture, and creative life

Increase the number of Creative Economy jobs in Boston

Goal

# Encourage affordability, reduce displacement, and improve quality of life

## Reduce housing cost burden for Bostonians

Fewer cost burdened households signifies greater economic resilience and choice citywide. 50.4 percent of low-income households and 13.7 percent of middle-income households in Boston are severely housing cost burdened. Low income households are slightly more likely to be housing cost burdened today than they were in 2000. Severe housing cost burden for middle-income households declined between 2007 and 2012, but has since climbed, surpassing the severe housing cost burden rate in 2000. The City aims to reduce the amount of housing cost burdened households through tools that increase the overall housing supply, encourage the production and preservation of affordable housing, and support homeownership.

Decrease portion of low-and middle-income households that are severely housing cost burdened

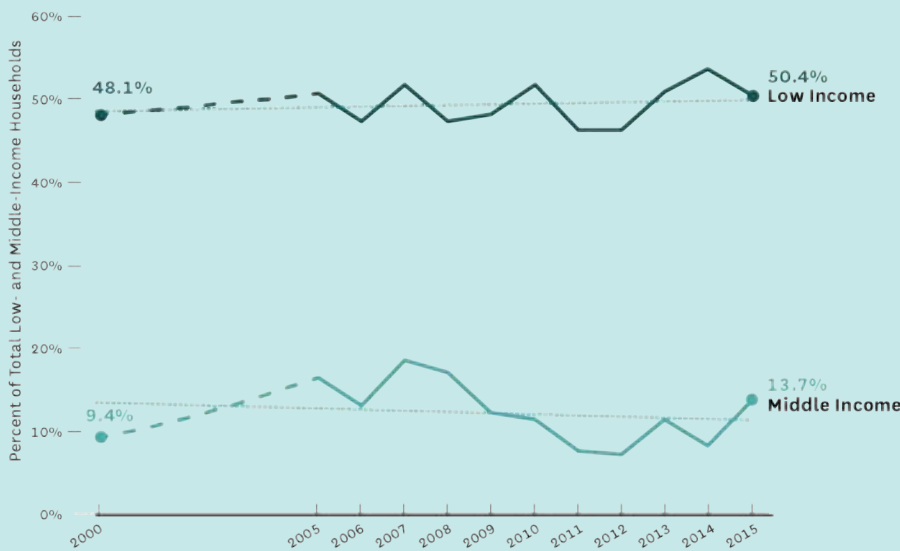
↓ Imagine Boston 2030 Target

↑ Trend

See "Housing" on page 295 for initiatives to support this goal.

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Severely Housing Cost Burdened Households in Boston, 2000–2015



Severe housing cost burden is defined as (1) households with children that spend more than 35 percent of their income or (2) households, regardless of children, that spend more than 50 percent of their income on housing. Households headed by students are excluded from this definition.

Source: U.S. Census Bureau, 2000 Decennial Census, 1-Year ACS Estimates (2005-2015), PUMS, BPDA Research Department

**Trend Indicators**

- ↑ Trending Up
- No Trend
- ↓ Trending Down

**Progress Indicators**

- █ Positive Progress
- █ No Progress
- █ Negative Progress

## Improve health outcomes for all Bostonians

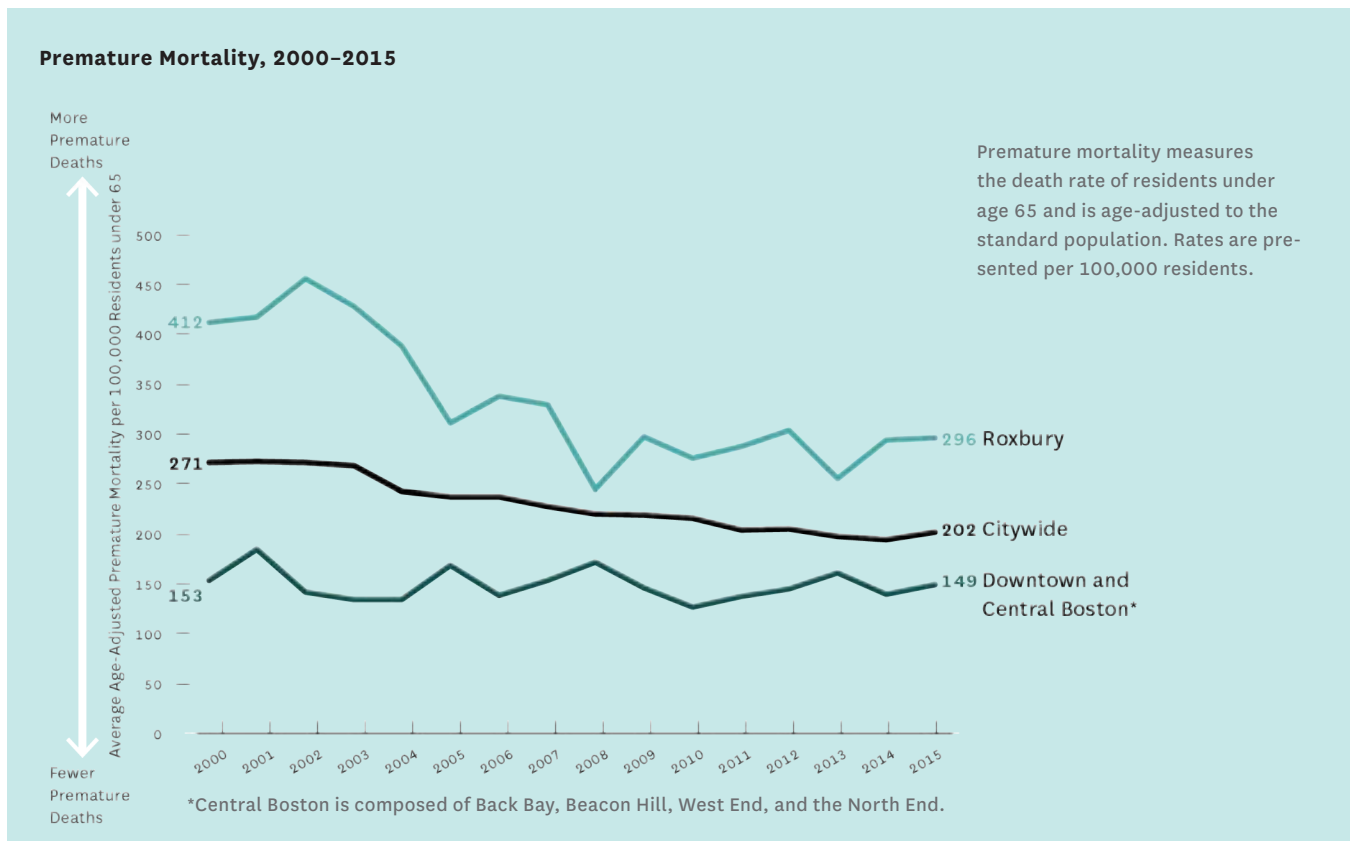
In 2015, the premature mortality rate was 296 per 100,000 residents in Roxbury but only 149 Downtown and in Central Boston. The citywide average was 202. A decrease in premature mortality in Roxbury since 2000 mirrors similar progress in many neighborhoods that have faced high premature mortality. Citywide, the premature mortality rate has declined by 26 percent from 2000 to 2015.

### Reduce disparities in premature mortality by neighborhood

↓ Imagine Boston 2030 Target

↓ Trend

See “Health and Safety” on page 303 for initiatives to support this goal.



Source: Boston Resident Deaths, Massachusetts Department of Public Health, Boston Public Health Commission Research and Evaluation Office Analysis



## Improve the walkability of each neighborhood

Boston is the third most walkable city in the nation, according to Walk Score®, an online tool that measures walkability. 12 of Boston’s 30 scored zip codes have a Walk Score ranking more than or equal to 90, which Walk Score® defines as a “Walker’s Paradise.” 50 percent of Boston zip codes improved their Walk Score ranking between 2015 and 2016, and further investment in vibrant streetscapes and small businesses can help continue this trend. The City has set a goal, among others, to reduce the percent of households classified by Walk Score® as "car dependent" by half, from 14 percent to 7 percent.

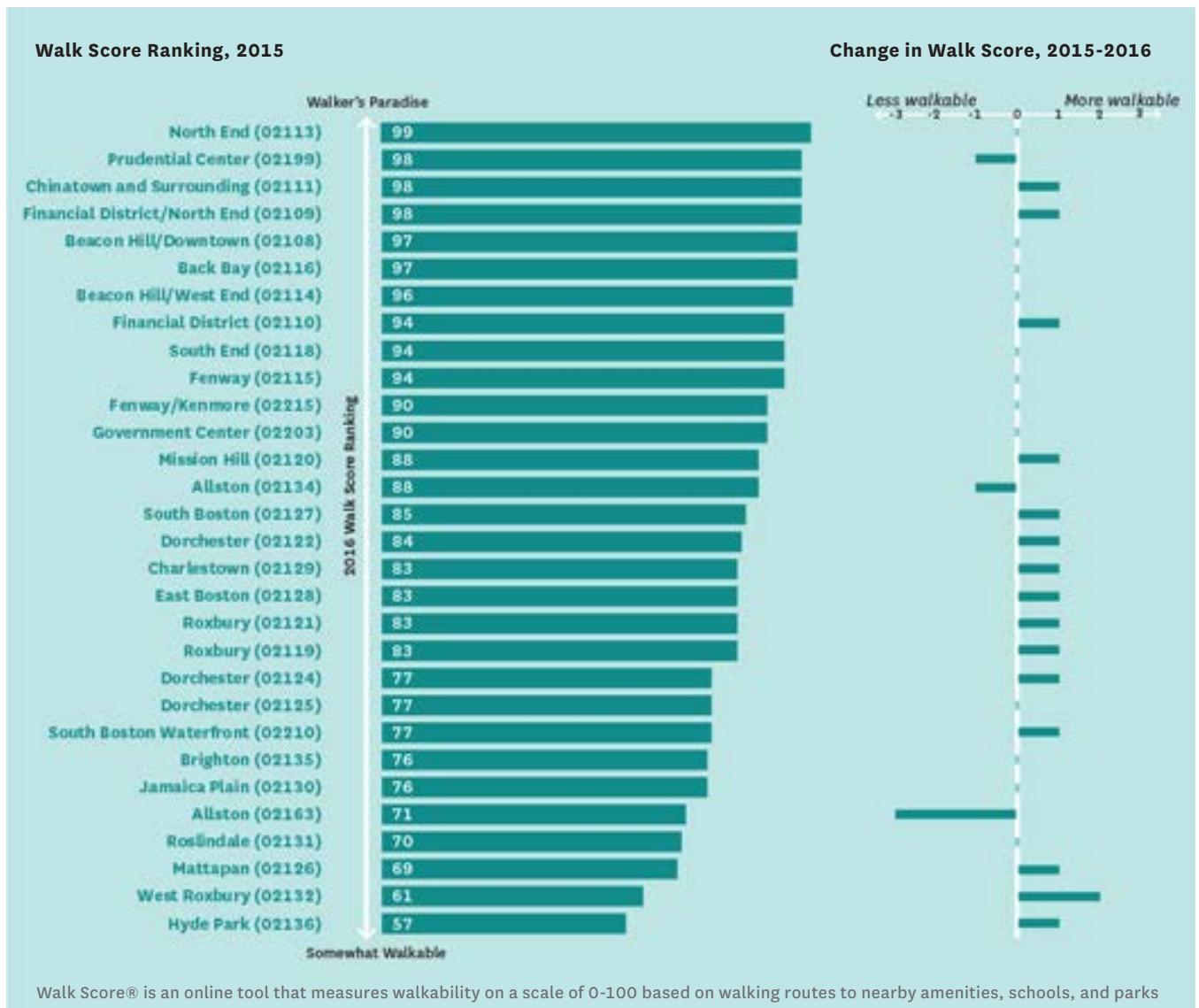
Increase Walk Score ranking of neighborhoods, including reducing the number of households classified as car dependent by half

↑ Imagine Boston 2030 Target

↑ Trend

Read more about actions to create vibrant, walkable main streets in “Enhanced Neighborhoods” on page 144.

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Walk Score® is an online tool that measures walkability on a scale of 0-100 based on walking routes to nearby amenities, schools, and parks

Source: Walk Score at walkscore.com. Data provided by Redfin Real Estate in Boston, Redfin.com.

## Keep Boston a safe city

Boston’s rate of serious crimes (Part 1 crimes) has steadily declined over the last decade, outperforming many peer cities. Boston’s Part 1 crime rate fell by more than 50 percent from 2000 to 2015. As of 2015, Boston’s Part 1 crime rate was approximately 3,000 crimes per 100,000 residents—lower than all but one of the peer cities shown below.

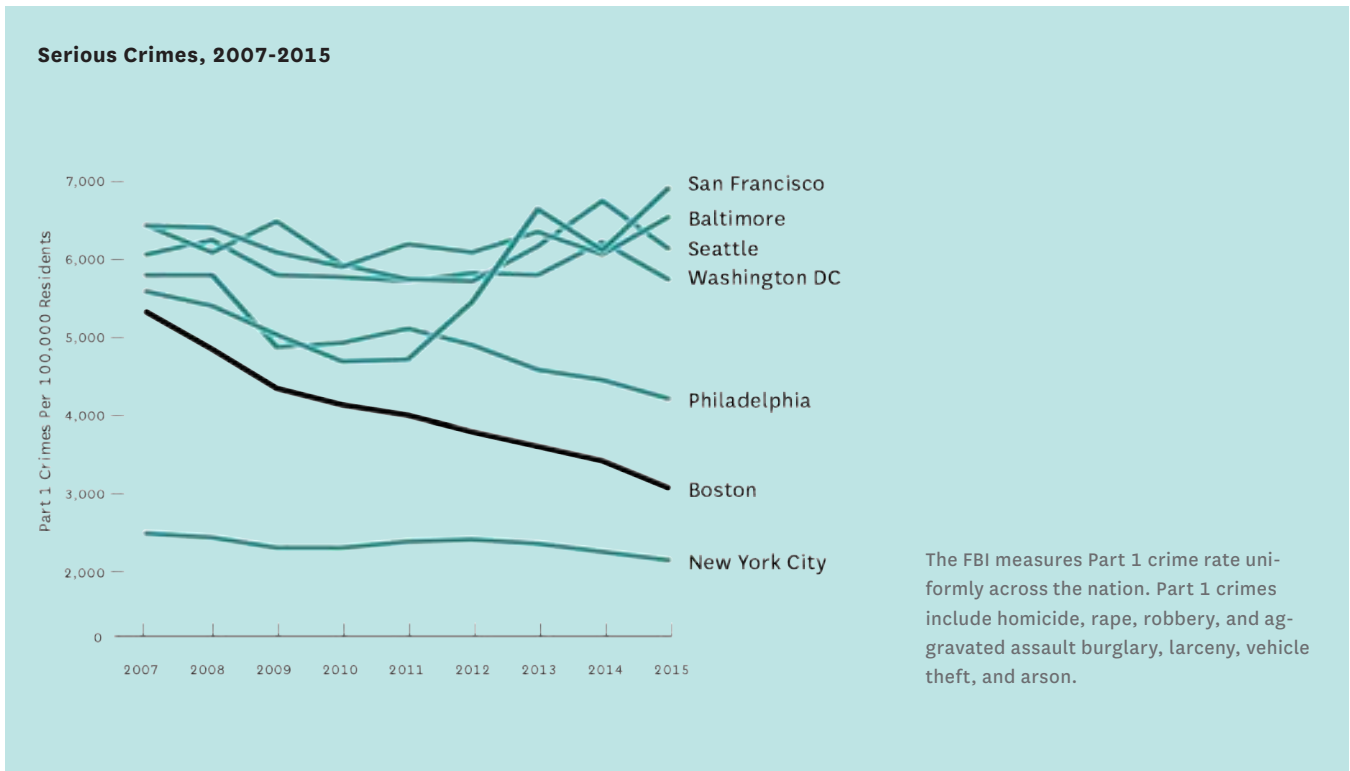
Lower or maintain Boston’s crime rate to be below the crime rates of peer cities

↓ **Imagine Boston 2030 Target**

↓ **Trend**

See “Health and Safety” on page 303 for initiatives to support this goal.

Source: FBI Uniform Crime Reporting, Table 8, BPDA Research Division Analysis



Goal

# Increase access to opportunity

## Reduce the wealth gap between white households and households of color

Financial disparities between white residents and residents of color are stark and widening. In 2015, white household median income was about \$78,000—2.2 times higher than households of color. This compares to 1.7 times higher in 2000. White Bostonians are significantly more likely than Bostonians of color to own a home, a key source of wealth.

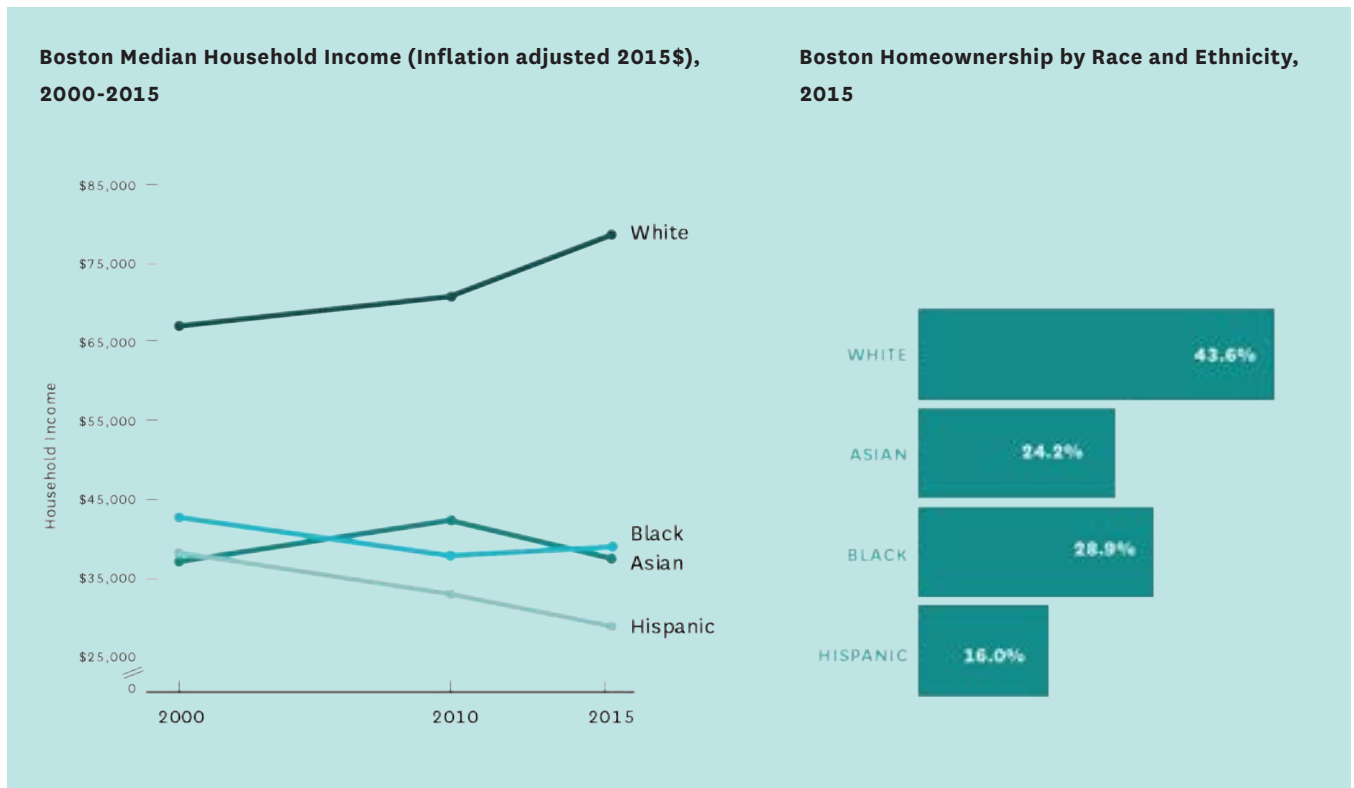
## Reduce racial disparities in median household income and homeownership

↓ Imagine Boston 2030 Target

↑ Trend

See "Housing" on page 295 and "Economy" on page 323 for initiatives to support this goal.

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## Reduce child poverty

Today, a higher percentage of Boston children grow up in poverty than did in 2000. As of 2015, the citywide child poverty rate was 29.6 percent, nearly 4 percentage points higher than it was in 2000. Hispanic children are more likely to be in poverty than children of any other race or ethnicity in Boston. The City aims to reduce child poverty rates by half by 2030.

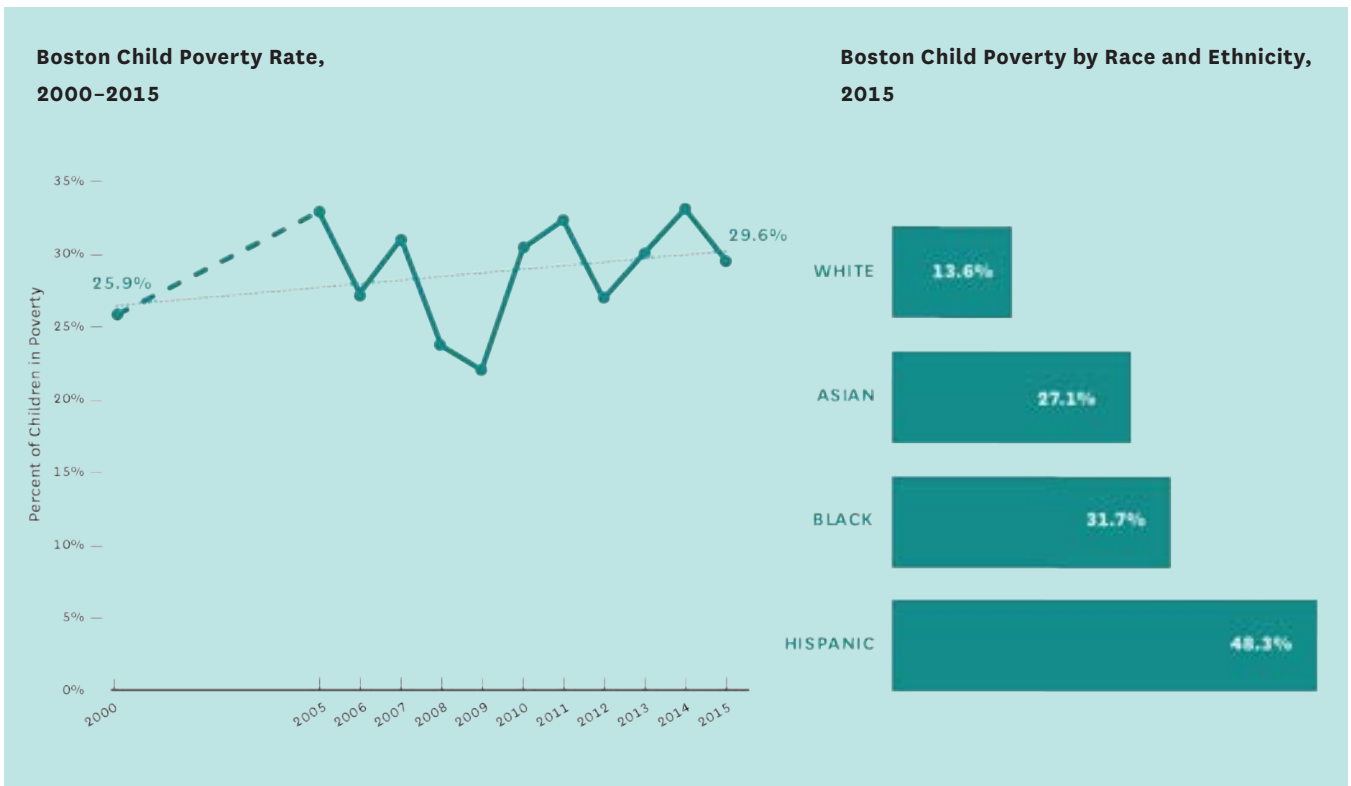
### Reduce child poverty rates by half by 2030

↓ **Imagine Boston 2030 Target**

↑ **Trend**

See “Economy” on page 323 for initiatives to support this goal.

Source: U.S. Census Bureau, 2000 Decennial Census, 1-Year ACS Estimates (2005-2015), BPDA Research Division Analysis



## Improve educational outcomes and access to educational opportunities

Boston is committed to ensuring that every 4-year old in the city has access to an affordable, quality Pre-K seat. Today, Boston faces a shortage of 1,350 quality Pre-K seats and an even greater shortage of free quality seats. To ensure that supply meets demand today and in the future, the City will expand quality programs citywide and especially in neighborhoods with the highest need of additional quality seats. The City will also improve existing programs, maintain established progress, build an oversight system, and continue to identify dependable revenue sources.

### Offer quality, affordable Pre-K education to every eligible child in Boston

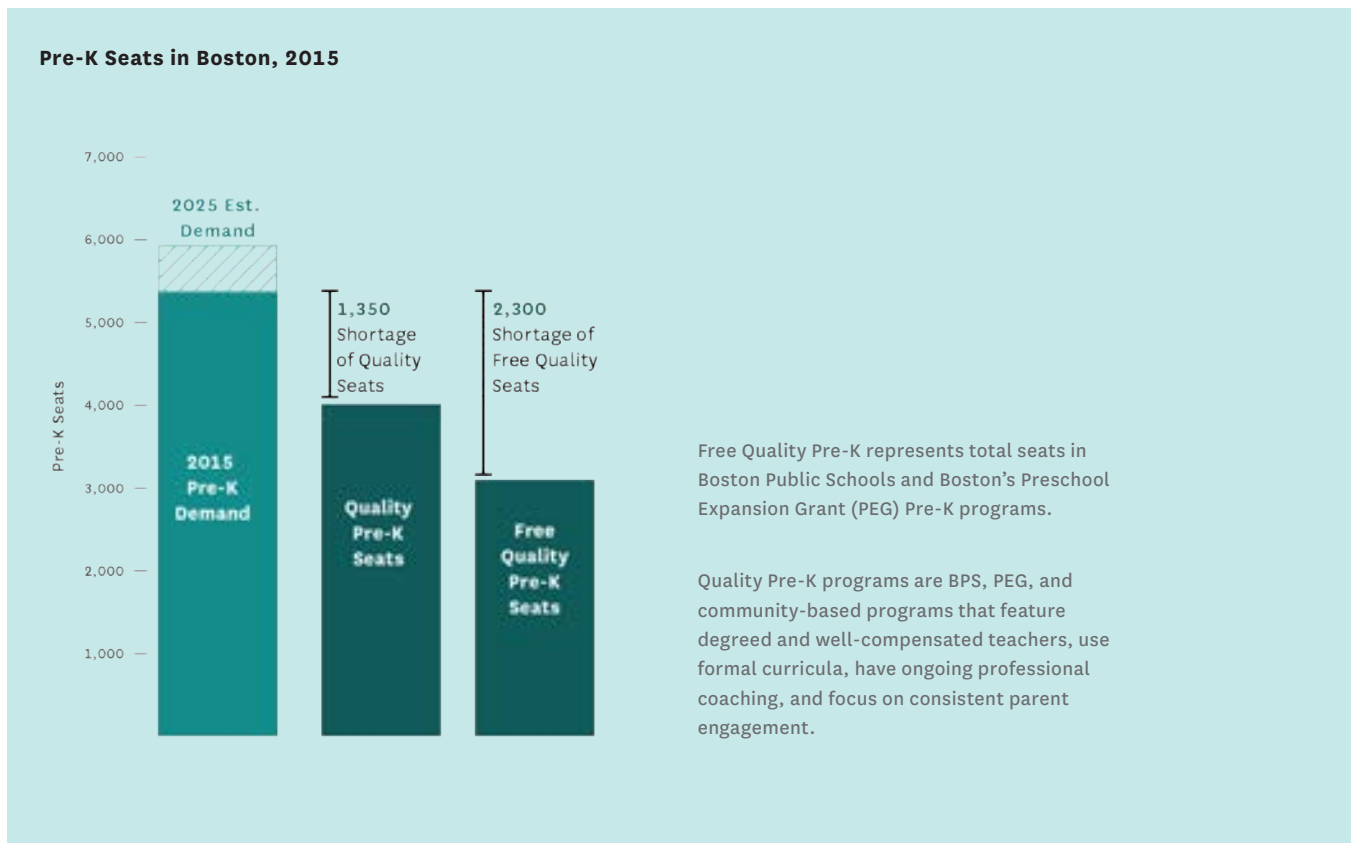
↑ **Imagine Boston 2030 Target**

**N/A Trend**

(historical trend data not available)

See [“Universal Pre-K Spotlight” on page 318 for more about expanding quality early childhood education.](#)

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# Improve educational outcomes and access to educational opportunities

A goal of Boston Public Schools (BPS) is to provide a connected education system that supports learners from early care through career. BPS students are increasingly graduating from high school in four years. In 2016, 72.4 percent of BPS high school students graduated in four years—the highest graduation rate in a decade. The 4-year graduation rate of Asian BPS students is 88.2 percent, compared to just 67.1 percent for their Hispanic peers, though race is far from the only determinant of graduation rates.

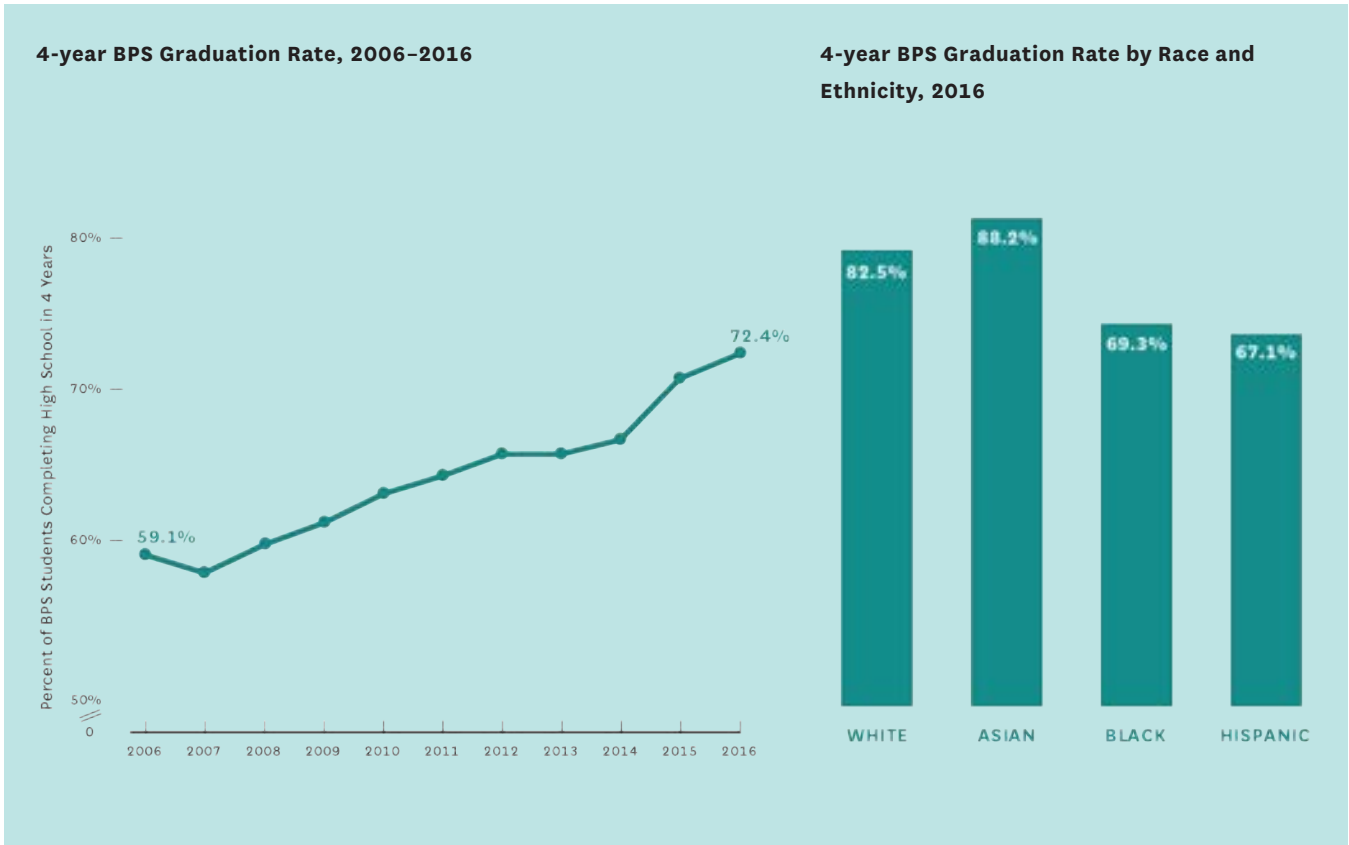
## Increase the 4-year high school graduation rate in Boston Public Schools

↑ **Imagine Boston 2030 Target**

↑ **Trend**

See "Education" on page 309 for initiatives to support this goal.

Source: Massachusetts Department of Education





## Improve educational outcomes and access to educational opportunities

A rising percentage of BPS graduates are completing post-secondary degrees within six years, realizing pathways for careers in Boston’s strongest and most well-paid sectors. By 2015, 36.5 percent of BPS graduates completed an Associate’s or Bachelor’s degree within six years, compared to 24.7 percent of graduates in 2006. 6-year postsecondary degree completion is currently highest for Asian BPS graduates and lowest for black and Hispanic BPS graduates.

### Increase the 6-year post-secondary degree completion rate for BPS graduates

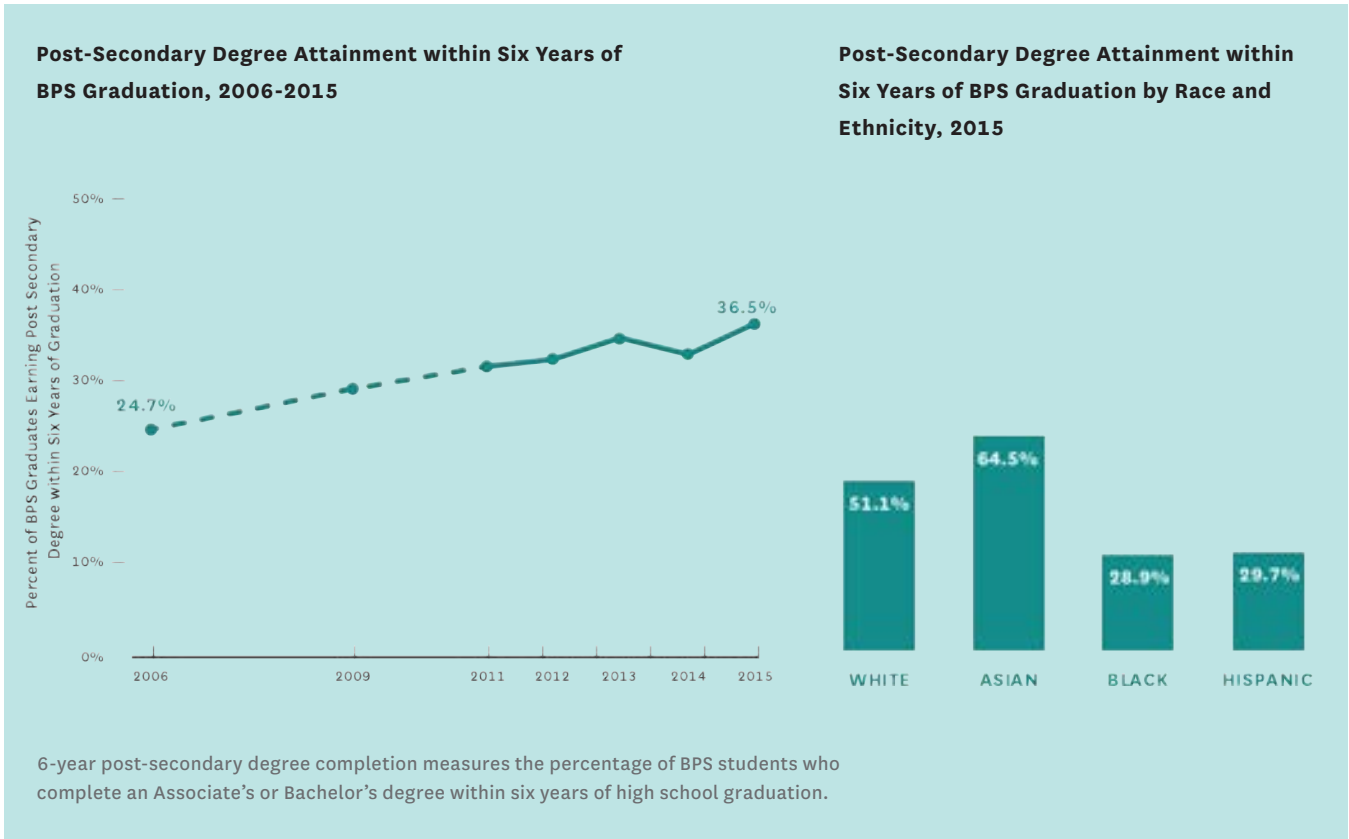
↑ **Imagine Boston 2030 Target**

↑ **Trend**

See "Education" on page 309 for initiatives to support this goal.

Graduation at Edward M. Kennedy Health Centers High School, June 2017 →

416



Source: National Student Clearinghouse StudentTracker, analyzed by Private Industry Council (PIC)



Goal

# Drive inclusive economic growth

As Boston's economy continues to grow, it is important that job creation provides opportunities for all Bostonians to access quality jobs, build wealth, and support their families. Taken together, the creation of both more jobs and higher paying jobs can provide Bostonians with pathways to quality careers while also strengthening the city's resilience to economic shocks.

## Continue to create jobs

Since 2001, Boston has created over 80,000 jobs, experiencing the greatest gains between 2011 and 2015. Annual job growth in Boston closely mirrors national trends, including the national recession in 2007 and 2008, as well as the subsequent recovery. From 2010 to 2014, Boston's compound annual job growth rate outpaced or was on par with Seattle, Baltimore, Washington DC, and Philadelphia.

### Maintain job growth rate that outpaces the national average and peer cities

↑ **Imagine Boston 2030 Target**

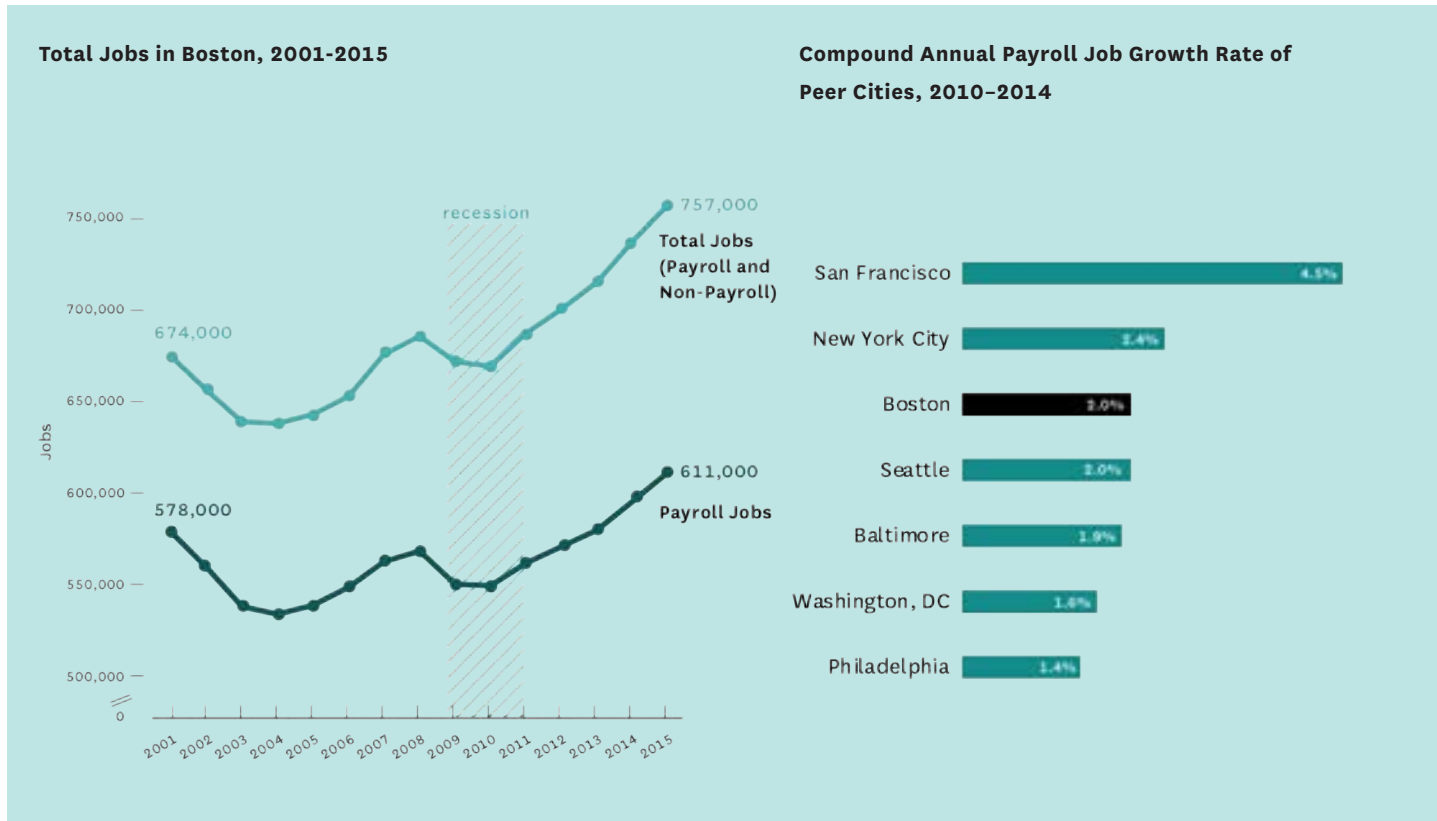
↑ **Trend**

See "Economy" on page 323 for initiatives to support the growth of Boston's inclusive economy.

True Value store in Hyde Park →

418

Source: Massachusetts Executive Office of Labor and Workforce Development, BPDA Research Division Analysis







**Annual Job Growth, 2003-2014**



Source: Massachusetts Executive Office of Labor and Workforce Development, U.S. Bureau of Labor Statistics, BPDA Research Division Analysis

## Create higher paying jobs

Boston's four lowest wage occupations have not seen sustained increases over the last fifteen years. Since 2000, median hourly wages in low-wage occupations have ranged from \$13.43 in 2011 to \$16.79 in 2009. Today, the median hourly wage for low-wage occupations is \$13.87 compared to \$15.34 in 2000. Hispanic employees working low-wage occupations are the lowest paid in Boston and earn an average of just 83 percent of the median hourly wage of their white peers. The City aims to increase wages by advancing policies that achieve a higher minimum wage and create affordable environments for small businesses to succeed.

## Increase wages in low-wage occupations

↑ **Imagine Boston 2030 Target**

↓ **Trend**

[Read more about initiatives to achieve higher wages on page 328.](#)

420



Source: U.S. Census Bureau, PUMS, BPDA Research Division Analysis

## Create higher paying jobs

The share of households below a household sustaining income has slowly improved over the last decade-and-a-half. As of 2015, 43.7 percent of Boston households are living below a sustaining income, compared to 47.4 percent in 2000 and 45.6 percent in 2010.

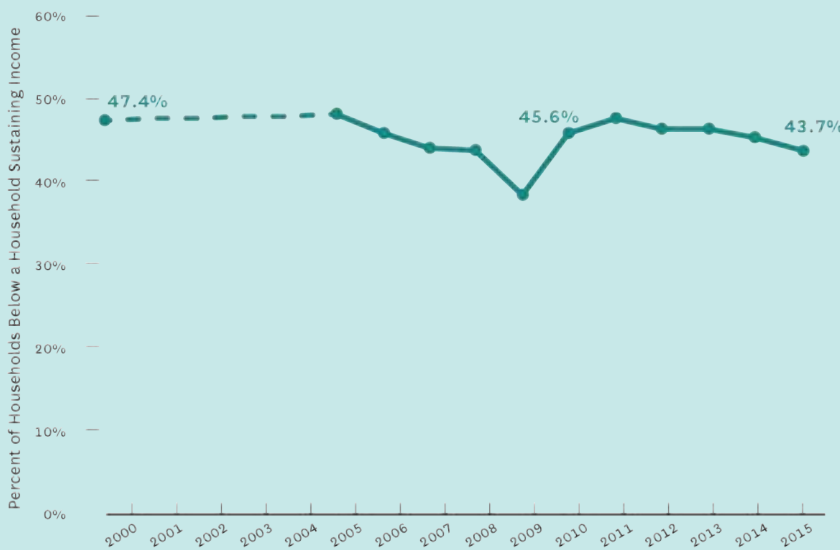
## Decrease the share of households below a household sustaining income

↓ **Imagine Boston 2030 Target**

↓ **Trend**

[Read more about initiatives to promote quality jobs and wealth building measures on page 328.](#)

Share of Households Below a Household Sustaining Income in Boston, 2000–2015



The household sustaining income, which varies by household composition, is the income necessary to afford adequate food, housing, healthcare, childcare, transportation, taxes, and other basic household expenditures for all household members based on local price data.

Source: U.S. Census Bureau, 2000 Census, 2005–2015 1 year ACS Estimates, PUMS, BPDA Research Division Analysis



## Goal

# Promote a healthy environment and prepare for climate change

### Reduce Boston’s contribution to climate change

Boston’s robust greenhouse gas mitigation efforts are guiding the city towards carbon neutrality. Since 2005, the city has reduced emissions by nearly 1 million metric tons of CO<sub>2</sub>. To support its continued greenhouse gas reduction goals, the City has prioritized reducing emissions from power, buildings, transportation, and waste.

Become carbon neutral by 2050.

As a milestone to carbon neutrality, aim to reduce emissions by half by 2030.

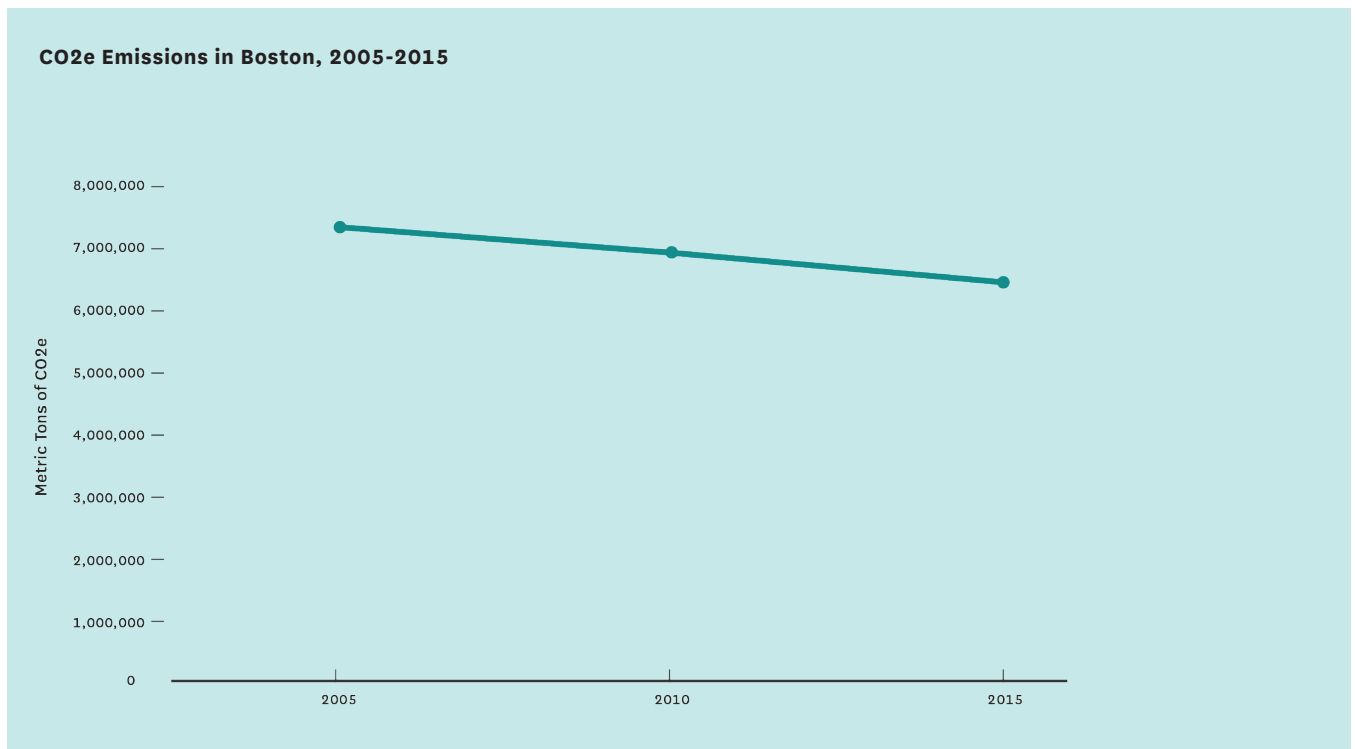
↓ Imagine Boston 2030 Target

↓ Trend

See “Greenhouse Gas Reduction Spotlight” on page 342 for more about achieving carbon neutrality by 2050.

Melnea Cass Blvd. and Washington St. intersection→

422









## Adapt to a changing climate

With 9 inches of sea level rise, a severe flood with a 1 percent annual chance of occurring is estimated to inundate 2,000 buildings, representing \$20 billion in total property value and the homes of 18,000 Bostonians. Within the lifetime of many existing buildings, the 1 percent annual chance storm with 36 inches of sea level rise would affect nearly 85,000 Bostonians and 12,000 buildings worth an estimated \$85 billion in total property value. To reduce coastal and riverine flood risk, the City is developing district-scale local climate resilience plans to prepare and fortify high-risk neighborhoods and job centers.

### Reduce economic loss and number of people exposed to climate-related flooding

↓ **Imagine Boston 2030 Target**

**N/A Trend**

(historical trend data not available)

See “Energy & Environment” on page 337 for initiatives to support this goal.

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# Adapt to a changing climate

Trees in Boston cover 27 percent of the city’s land area. This assessment provides baseline information about the amount of tree canopy in Boston and where those trees are located, which helps inform the City’s future tree canopy goals and prioritize locations for tree planting and management efforts. A large tree canopy can help mitigate increasingly warmer temperatures in urban neighborhoods, known as the “urban heat island effect”, and lower greenhouse gas emissions that cause climate change. In addition to protecting Boston from extreme heat, a large tree canopy is important to ensure high air quality and increase quality of life in Boston's neighborhoods and job centers.

## Increase tree canopy coverage

↑ **Imagine Boston 2030 Target**

**N/A Trend**

(historical trend data not available)

See “Energy & Environment” on page 337 for initiatives to support this goal.

# 27%

## Existing Tree Coverage

Tree canopy coverage is measured by using a system called lidar to analyze digital imaging of Boston and understand the urban tree canopy as viewed from above.

LoPresti Park, East Boston →



## Goal

# Invest in open space, arts & culture, transportation, and infrastructure

## Improve quality of parks and open space

Investments in existing city parks seek to re-envision and improve open space and sustain those improvements over time. This metric targets maintaining an overall "fair" or better condition in Boston Parks properties regardless of where they are in the reinvestment cycle. Today, 90 percent of the city's evaluated parks achieve at least a "Level 3" condition. 54 percent of evaluated parks with active recreation features achieve a "Level 3.5" condition or higher (shown below).

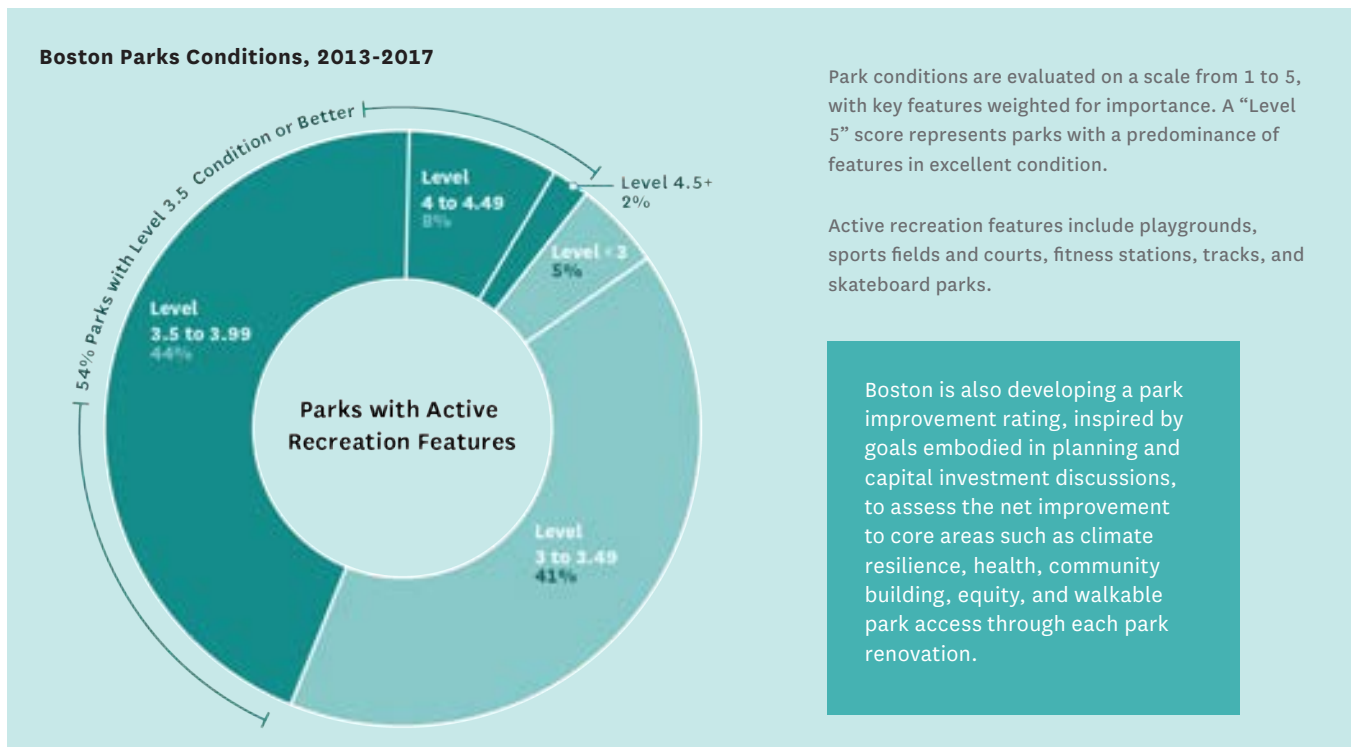
**Improve conditions at all Boston Parks properties that have the lowest overall conditions rating, particularly those with active recreational features**

- › Aim to sustain at least a "Level 3" condition at all Boston Parks properties
- › Achieve a "Level 3.5" condition at all parks with active recreation features

↑ **Imagine Boston 2030 Target**  
**N/A Trend**  
 (historical trend data not available)

See "Open Space" on page 349 for initiatives to support this goal.

426



Source: Boston Parks and Recreation Department

## Facilitate a shift in Bostonians' mode of transit

52.7 percent of Bostonians are using sustainable modes such as walking, biking, and taking public transit to commute to work. Today, the share of Boston residents who commute to work via sustainable modes is 6 percentage points higher than it was in 2000. Go Boston 2030 has set aspirational targets to increase commutes by public transit by a third, walking by half, and bike commuting by as much as fourfold among residents and regional commuters.

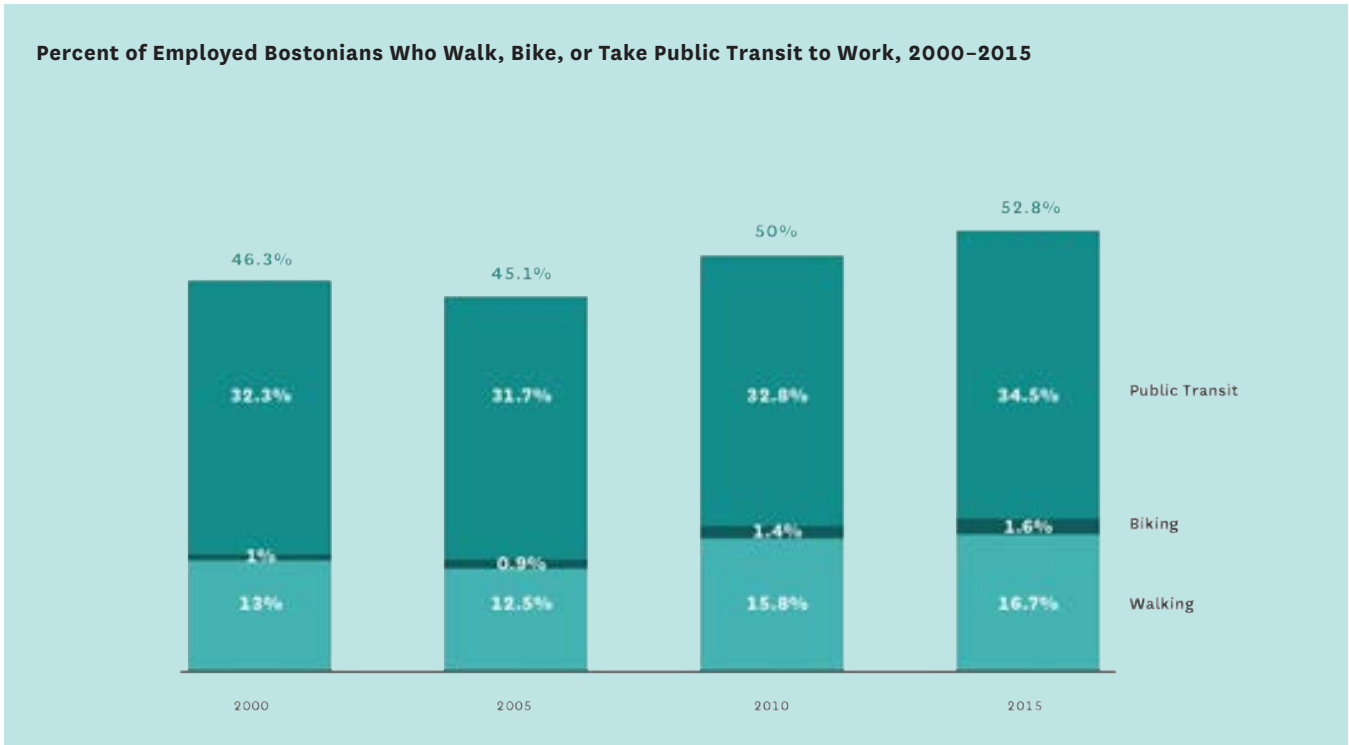
### Increase the number of Bostonians who walk, bike, and take public transit to work

↑ **Imagine Boston 2030 Target**

↑ **Trend**

[Read more about Boston's mode shift aspirations on page 367.](#)

Source: U.S. Census Bureau, 2000 Decennial Census, 1-Year ACS Estimates (2005-2015), BPDA Research Division Analysis





## Support arts, culture, and creative life

Boston's Creative Economy employment fell during the early 2000s, but has experienced a strong recovery in recent years, growing by 6,300 jobs between 2011 and 2015. Recent growth has been driven by steep increases in advertising, book publishing, and software and internet publishing. Today, Creative Economy employment is on par with employment in 2000. The total reflects both employees of creative establishments and self-employed individuals working in creative industries.

### Increase the number of Creative Economy jobs in Boston

↑ **Imagine Boston 2030 Target**

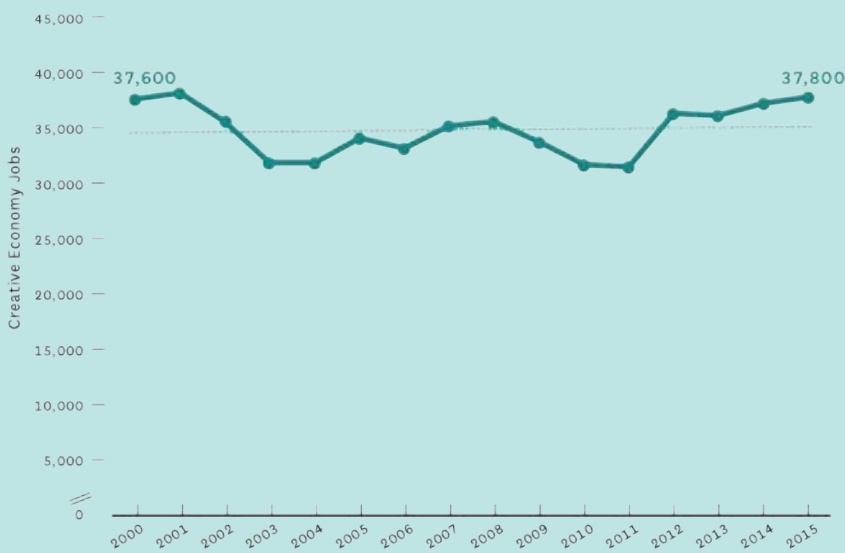
– **Trend**

See “Arts and Culture” on page 337 for initiatives to support this goal.

Duet on the piano installed on City Hall Plaza →

428

**Total Creative Economy Employment in Boston, 2000–2015**



The Creative Economy is defined here as a set of industries spanning arts, design, broadcast and print media, cultural institutions, and software publishing. More detail can be found in the BPDA's Boston's Creative Economy: An Update.

Arts metrics are notoriously difficult to measure. As Boston Creates highlights, the City's goals include keeping and attracting artists to Boston and fostering arts and culture in a city where all cultural traditions are promoted and resourced and arts are integrated into civic life. Employment in the Creative Economy represents only one aspect of the health of the arts in Boston. Boston will continue to develop and use other metrics and in-depth conversations to assess the health of the full range of priorities.



**In 2030, we envision Boston as a thriving, healthy, and innovative city, responsive to the changing needs of its residents with expanded opportunities for all. This document incorporates input from nearly 15,000 Boston voices. Thank you to everyone who contributed their ideas, suggestions, and feedback to this plan. We look forward to partnering with you for implementation as we build the future of Boston together.**

















**CITGO**

 **FEDERAL HEALTH**



# Appendix: Implementation Planning Leads

The table that follows shows the key departments, current funding status, and funding source for each Imagine Boston 2030 initiative and supporting initiative.

## Housing

See pages 298–301 for detailed housing initiatives

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s) <small>Departments organized alphabetically. Does not reflect priority.</small>	Funding Sources	Funding Status <small>Partially Funded in combination with in Planning and/or In Future generally refers to an ongoing project where some components are funded and others are in a pre-implementation planning phase. City Operating can often refer to staff time.</small>
1 Work to increase overall housing supply	A. Encourage innovative housing design	BPDA, DND	ISD	City Operating	Funded
	B. Collaborate with local building trades	DND	Mayor's Office, OED	N/A	N/A
	C. Streamline permitting	ISD	BPDA, DND	City Operating	In Planning
	D. Work with universities and developers to produce more student housing outside the open market	BPDA, DND		N/A	N/A
2 Deploy a suite of tools to support the preservation of affordable housing citywide	A. Preserve affordable units	BPDA, DND, OED		City Operating, Federal, State, Other	N/A
	B. Expand the Acquisition Opportunity Program	DND	BPDA	City Operating, Other	In Planning
	C. Investigate tax relief for for affordable housing preservation	DND	IGR	State	In Planning
	D. Preserve BHA units that incorporate mixed-income housing	BHA	DND	Federal, Other, State	Funded, In Planning
	E. Work with state, federal, and other partners to increase funding for existing policies	IGR	DND	City Operating, Federal, State, Other	In Planning
	F. Invest in upgrades to public housing	BHA	DND	Federal, State, Other	Partially Funded, In Planning
3 Pursue policies that encourage the production and maintenance of deed-restricted low-, moderate-, and medium-income housing	A. Strengthen the Inclusionary Development Policy, Linkage Fee, and Community Preservation Act	BPDA, DND		N/A	N/A
	B. Reuse City-owned parcels as locations for affordable housing	DND, OED	BPDA	Federal, State, Other	Partially Funded, In Planning



Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
4 Aspire to higher levels of affordability in geographies where this is feasible	A. Aspire to higher levels of affordability in geographies where feasible	BPDA, DND		Federal, State, Other	In Planning
	B. Utilize density bonuses	BPDA, DND		N/A	N/A
5 Stabilize housing and reduce displacement	A. Strengthen & expand eviction and foreclosure prevention	DND		City Operating, Federal, State, Other	Funded
	B. Facilitate tenant organizing	DND		City Operating, Federal, State, Other	Funded
	C. Strengthen homeownership assistance programs	DND		City Operating, Federal, State, Other	Funded
	D. Provide greater assistance to community land trusts	DND		City Operating, Federal, State, Other	Funded
	E. Identify opportunities to address racial disparities in access to housing and homeownership	DND	MORRE	City Operating	In Planning, In Future
6 Partner with neighboring municipalities to identify and consider regional solutions to housing challenges	A. Advance affordable housing preservation and development in transit corridors throughout the region	BPDA, DND, IGR	OED, Streets	City Capital, Federal, State, Other	In Planning
	B. Support coordination with local housing authorities	BHA	DND	City Operating, Federal	Partially Funded, In Planning, In Future
	C. Advocate for state regulation and incentives that encourage housing production	IGR	DND	N/A	N/A

# Health

See pages 306–307 for detailed health initiatives

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
1 Make neighborhoods healthier places to live	A. Encourage mixed-use, walkable communities	BPDA	BHA, DND, OED, Streets	N/A	In Planning
	B. Improve access to healthy and affordable food	BPHC, OFI	BPDA, OED	City Operating, Federal, Other	Partially Funded, In Planning
	C. Expedite response times for emergency services	EMS	BFD, BPD, BPHC	City Capital, City Operating, Other	Funded
	D. Improve indoor and outdoor air quality	Environment	BPHC, Streets, Parks	City Capital, City Operating, Federal, Other	Partially Funded, In Planning
2 Work to understand the root causes of persistent disparities in health outcomes	A. Research disparities in birth outcomes, chronic health conditions, and other key outcomes	BPHC	BPDA	City Operating, Federal, State, Other	Partially Funded, In Planning
	B. Address the physical and social determinants of health	BPHC	BPDA, Education Cabinet, OWD	City Operating, Federal, State, Other	Partially Funded, In Planning
	C. Proactively address racial equity, social cohesion, and economic mobility to improve health and wellness	BPHC	BPDA	City Operating, Federal, State, Other	Partially Funded, In Planning
3 Reduce street violence in city neighborhoods	A. Develop trauma-informed approach to serving communities	BPHC	BPD, BYCF, MORRE, OPS	City Operating, Federal, Other	Funded
	B. Mobilize community organizations and neighborhood residents	BPD	BCYF, BPHC, MORRE	City Operating, Federal, State, Other	Funded
	C. Engage residents in supportive City programs and resources	BPHC	BCYF, BPD, ONS	City Operating, Federal, Other	Funded
4 Create a more integrated system of care, focused on population health	A. Continue to improve prehospital EMS care, as well as primary and specialty care	BPHC, EMS	OEM	City Operating, Federal, Other	Funded
	B. Ensure that emerging healthcare delivery entities created under the Affordable Care Act more closely align health care delivery with community health needs	BPHC		City Operating, Other	Funded
5 Work to improve access to mental health and substance abuse services	A. Integrate preventative mental health care into adult care, primary pediatric care, and school-based health centers in collaboration with State and Federal partners and regional providers	BPHC	IGR, MORRE	City Operating, Federal, State, Other	Partially Funded, In Planning
	B. Provide a 24/7 311 line for recovery support	BPHC	ONS	City Operating, State	Funded

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Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
6 Support Boston's homeless population	A. Provide a central system for coordinating access to supportive housing units	DND	BPHC	City Operating, Federal, State, Other	Funded
	B. Improve the Front Door Triage Program	DND	BPHC	City Operating, Federal, State, Other	In Planning, Funded
	C. Expand housing placement efforts for all individuals experiencing homelessness through initiatives such as Housing First	DND	BPHC	City Capital, City Operating, Federal, State, Other	In Planning, Funded
	D. Improve the shelter system	BPHC, DND		City Capital, City Operating, Other	In Planning, Funded
	E. Advocate for a statewide response to homelessness to allow for coordinated discharge from institutions where individuals are at risk of homelessness	DND	BPD, EMS	N/A	In Planning
7 Strengthen our local public health and healthcare systems to rapidly respond to emerging infectious diseases	A. Catalyze innovations in disease surveillance	BPHC	OEM	City Operating, State, Federal	Funded
	B. Enhance electronic data systems to track and tackle diseases spatially	BPHC	BPDA, BRIC, OEM	City Operating	In Future
	C. Develop emergency response protocols	OEM	BPHC	City Operating, Federal, State	Funded
	D. Coordinate with partners to control the spread of disease	BPHC	BRIC, OEM	City Operating, Federal, State, Other	Funded
8 Prepare communities for the public health challenges associated with climate change	A. Enhance community education	Environment	BPHC, MORRE, ONS	City Operating, State, Other	Partially Funded, In Planning
	B. Address risks associated with floods such as sewage and contaminants	BWSC, Environment, Streets	BPHC, MWRA	City Capital, State, Other	In Planning
	C. Provide community "cooling centers" on our increasing numbers of hot days	BCYF, Environment, OEM	BPHC, Public Facilities	City Capital, City Operating	In Future
9 Ensure City employees are healthy	A. Reduce cancer risks from chronic exposure for Fire Department	BFD	OBM	City Capital, City Operating, Other	Funded
	B. Enable City employees to get cancer screenings	HR		City Operating, Federal, State, Other	Funded



Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
10 Prevent violence, human trafficking, and trauma	A. Achieve sustained reductions in youth violence, victimization, trauma, and exposure to violence as well as human trafficking	BPD, BPHC, OPS	BPS	City Operating, State, Other	Funded
	B. Boost employability, strengthen community connections, and support stronger families and community networks	BPD, OPS	OWD, BPS	City Operating, Federal, State, Other	Funded
	C. Increase our capacity and the capacity of partners to identify, intervene, and serve at-risk individuals earlier, including via program such as YouthConnect and Operation Homefront	BPD, OPS	OWD	City Operating, State, Other	Funded
11 Effectively respond to violence to decrease future risk	A. Provide immediate crisis response and ongoing care as well as prompt engagement and intervention after events such as homicides with Trauma Response Teams	BPD, BPHC, OPS		City Operating, State, Other	Funded
	B. Provide training and career pathways for high-risk and previously incarcerated individuals through initiatives such as Operation Exit, Youth Options Unlimited, and a newly-created Mayor's Office of Returning Citizens	BPD, OPS	OWD	City Operating, Federal, State, Other	Funded
	C. Spearhead policy to drive change such as stemming the flow of illegal guns by strengthening licence to carry laws and working with the community and local leaders to boost compliance and responsible purchasing	BPD, OPS		City Operating, Federal, State, Other	Funded

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Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
12 Prioritize community partnerships	A. Place the community at the center of our public safety mission and strengthen relationships with the community and partners	BPD, OPS	BPHC	City Operating, State, Other	Funded
	B. Support and coordinate with non governmental organizations as well as religious and community organizations that strengthen community fabrics and break the cycle of violence	BPD, OPS		City Operating, State, Other	Funded
13 Sustain and cultivate trust between immigrant communities and police	A. Build a culture of trust between communities and police, regardless of immigration status, so that residents feel safe enough to come forward, report crimes, and help with investigations without fear of arrest, detainment, or deportation	BPD, OIA	BPS, OPS	City Operating, Other	Funded

**Initiative**

**Initiative Components**

**Lead Department(s)**

**Supporting Department(s)**

**Funding Sources**

**Funding Status**

**1** Build a connected education system that supports learners from early care through career

A. Expand pre-K until every 4-year-old in Boston has a seat

i. Preserve established process by working to protect the high-quality seats that are currently funded through the Preschool Expansion Grant program

BPS, Education Cabinet

Mayor’s Office

BPS, Federal, Other

Partially Funded, In Planning

ii. Expand quality programs by expanding the number of BPS seats as space allows and expanding the number of seats in community-based organizations that are close to meeting quality thresholds, especially in communities where there is a shortage or potential shortage

BPS, Education Cabinet

Mayor’s Office, OBM

BPS, State, Other

In Planning

iii. Improve existing programs by investing in improving quality to community-based organizations that are close to meeting quality thresholds. Includes investments in early educators

BPS, Education Cabinet

Mayor’s Office

Other

Partially Funded, In Planning

iv. Build an oversight system guided by a partnership between City Hall and BPS. This partnership will oversee Pre-K investment, program delivery, and monitoring of system quality and student results

BPS, Education Cabinet

Mayor’s Office

Other

Partially Funded, In Planning

v. Achieve full access by identifying a revenue source that will allow high quality Pre-K for every four-year-old in the city

OBM

BPS, Education Cabinet, Mayor’s Office

Other

Partially Funded, In Planning

B. Strengthen K-12 education as a pathway to college and career

BPS, Education Cabinet

BPS, City Capital, City Operating, Other

Partially Funded, In Planning

C. Prepare students to attend college

BPS, Education Cabinet

BPHC

BPS, City Capital, City Operating, Other

Funded

D. Encourage learning that prepares students to meet industry requirements

BPS, Education Cabinet

OWD

BPS, City Capital, City Operating, Other

Funded



Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status	
<p>2 Strengthen Boston Public Schools to fulfill its promise to students that they will have a quality job in Boston no more than six years after graduation</p>	A. Implement an inclusive, holistic, and culturally responsive instructional program	BPS	Education Cabinet	BPS, City Operating	Funded	
	B. Cultivate highly effective instructors who embrace a diversity of cultures and perspectives	BPS	Education Cabinet	BPS, City Operating, Other	Funded	
	C. Engage students, family, and the wider community in learning	BPS, Education Cabinet	MONUM, ONS	City Operating	Funded	
	D. Support students and families through a coordinated, school-based support network	BPS, Education Cabinet	ONS	City Operating	In Planning	
	E. Build a financially sustainable and equitable education system	BPS	OBM	City Capital, Other	Partially Funded, In Planning	
<p>3 Provide twenty-first-century learning experiences and facilities</p>	<p>A. Modernize infrastructure through the BuildBPS Ten Year Educational and Facilities Master Plan</p>	i. Create school environments that promote student and staff safety and well-being	BPS, Education Cabinet	Public Facilities	City Capital, City Operating, State	Partially Funded, In Planning
		ii. Develop adequate school capacity in projected high-growth neighborhoods	BPS, Education Cabinet	Public Facilities	City Capital, State	Partially Funded, In Planning
		iii. Invest in new school furniture and technology to promote twenty-first-century learning and teaching methodologies. Make improvements to facilities so that they support the needs of educational programming	BPS, Education Cabinet	BPL, Public Facilities	City Capital, State	Partially Funded, In Planning
		iv. Improve the energy efficiency of BPS facilities	BPS, Education Cabinet	Environment, Public Facilities	City Capital, State	Partially Funded, In Planning
		v. Use real-time facility assessment data to prompt and validate investment choices via the BuildBPS Data Dashboard	BPS, Education Cabinet	Public Facilities	City Operating, State	Partially Funded, In Planning
		vi. Look for opportunities to develop shared spaces for learning, used by two or more schools, through partnerships, existing BPS facilities, or new construction	BPS, Education Cabinet	Public Facilities	City Capital, City Operating, State	Partially Funded, In Planning
		B. Develop innovative modes of instruction through High School Redesign	BPS, Education Cabinet	MONUM	BPS, City Operating, Other	In Planning

## Education

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status	
4	Encourage partnerships among district, charter, religious, and independent schools	BPS, Education Cabinet	BPL, Mayor's Office, OED	Other	Funded	
5	Foster learning beyond school walls	A. Support after-school programs	Education Cabinet	BPL, BPS	BPS, City Operating, Other	Funded
	B. Expand opportunities to earn credit in community settings	BPS, OWD	Education Cabinet	BPS, City Operating, Other	Partially Funded, In Planning	
	C. Increase access to summer learning opportunities	BPS, Education Cabinet	BPL, PIC	BPS, City Operating, Other	Partially Funded, In Planning	
	D. Unlock learning outside of classroom walls, including giving caregivers tools to support children's learning	Education Cabinet	BPL, BPS	Other	Partially Funded, In Planning	
	E. Support playgrounds and streetscape infrastructure that create playful environments	Parks	Streets	BPS, City Capital, City Operating, Other	Partially Funded, In Planning	
6	Take steps toward making college affordable and accessible for all Bostonians	A. Add more free community college options for eligible low-income BPS graduates	OWD	Education Cabinet, Mayor's Office, OED	City Operating, Other	Partially Funded
	B. Make it easier to earn early college credits and transfer community college credits between institutions and to four-year colleges	OWD		City Operating, State	Partially Funded	
	C. Provide nonfinancial support for matriculation in partnership with Success Boston that help students navigate the college experience	OWD	Education Cabinet	Other	Funded	
7	Create pathways to career ladders in Boston's strongest and most well-paid sectors	A. Focus on pathways to jobs in sectors such as education, financial services, technology, and healthcare by strengthening partnerships between employers, schools, and job training programs that can guarantee jobs for participants	OWD	BPS, Education Cabinet, OED, PIC	City Operating, Other	In Planning
	B. Explore hybrid school models that train students for careers through more rapid academic programs	Education Cabinet	BPS, OED, OWD	City Operating, Other	In Planning	

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# Economy

See pages 326–329 for detailed economy initiatives

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
1 Support continued growth of Boston’s strongest sectors, such as healthcare and education	A. Build on key sectors by identifying new places where businesses can grow	OED	BPDA	State, Other	In Planning
	B. Provide twenty-first century infrastructure	BPDA, DoIT, Streets	Environment, OED	City Capital, City Operating, State, Other	Partially Funded, In Planning
	C. Continue to position Boston to attract leading businesses as economic anchors	OED		City Operating, State	Partially Funded, In Planning, In Future
	D. Continue to innovate within our key industries	OED		City Operating, State	In Planning
	E. Plan proactively so they can keep pace with long-term economic trends	OED		TBD	In Future
2 Diversify the mix of economic sectors to enhance economic resilience	A. Encourage diversification with a focus on supporting growth in a variety of sectors	OED	Mayor’s Office	TBD	In Future
	B. Give businesses and the labor force the tools to adapt to economic shifts	OED	BPL, Mayor’s Office	TBD	In Future
	C. Create pathways for residents to enter the strongest and growing sectors	OED, OWD	Education Cabinet, Mayor’s Office	TBD	In Future
3 Support business development for industrial sectors	A. Encourage incubators and research centers in industrial areas for new industrial companies or companies in related sectors	OED	BPDA	TBD	In Future
	B. Explore offering relocation assistance for businesses that are being priced out of certain industrial districts	OED	BPDA	TBD	In Future
	C. Seek to ensure that industrial businesses have access to capital and use City assets to support their needs	OED		TBD	In Future



Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
4 Establish neighborhood job hubs	A. Encourage job growth in neighborhoods by concentrating commercial space, transit connections, and other investments to give employers the room and resources to grow while maintaining the character of the neighborhoods	BPDA, OED	DND, Streets	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning, In Future
	B. Make it easier for businesses to open and do business in Boston, including easing permit restrictions	ISD, OED		City Operating	In Planning, In Future
5 Empower the Greater Boston Regional Economic Compact	A. Maximize the growth of the region by coordinating economic development initiatives	OED	IGR	City Operating, State, Other	Partially Funded, In Planning
6 Maximize the potential of our existing talent	A. Strengthen the training and education pipeline that prepares residents for careers in the city's growing sectors	BPS, Education Cabinet, OWD	OED	City Operating, Other	Partially Funded, In Planning, In Future
	B. Improve linkages to existing jobs and opportunities through programs like the Mayor's Summer Jobs Program and the work of the Office of Workforce Development	BCYF, OWD	BPL, OED, PIC	City Operating, Other	Funded
7 Continue to make our city attractive to outside talent and hospitable to our workforce	A. Build career pathways from school to the workforce	BPS, Education Cabinet, OWD	BPL, OED	City Operating	Funded
	B. Encourage livable communities, easier commutes, housing that is affordable, and cultural programming to attract workers	BPDA	Arts, DND, Parks, Streets	City Capital, City Operating	Partially Funded, In Planning
	C. Attract, retain and advance diverse talent in Boston through quality of life	BPDA, MORRE, OED	OAC, Streets	City Capital, City Operating, Other	In Planning, In Future

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Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
8 Create an environment in which small businesses can start, grow, and scale	A. Establish a small business center to streamline how small businesses work with the City	OED	BPDA, DND	City Operating, Other	In Planning
	B. Transform underutilized City properties into development that accommodates small business	BPDA, DND, OED		City Operating	In Future
	C. Develop an efficient and transparent process for navigating permitting	ISD	OED	City Capital, City Operating	In Planning, In Future
	D. Explore tools and vehicles for catalyzing local economies through development of underutilized properties in neighborhoods	OED	BPDA, DND	City Capital, City Operating, Other	In Planning, In Future
	E. Explore the development of a policy to preserve access to affordable commercial spaces for small businesses	OED	BPDA, DND	Other	Funded
	F. Undertake an initiative to explore worker cooperatives	Mayor's Office	OED, OWD	City Operating, Other	In Planning
9 Increase City procurement targets for women- and minority-owned businesses	A. Build on an Executive Order signed in February 2016 in which the City set specific targets for women- and minority-owned businesses in architecture and engineering, construction, Professional services contracts by working to set procurement targets for all industries, pending the results of a disparity study	OED		City Operating, Other	N/A
10 Strengthen the Boston Residents Jobs Policy	A. Set goals for the recruitment of residents, people of color, and women for construction projects in Boston where Developers and contractors agree to employ 50 percent residents, 25 percent people of color and 12 percent women across all trades	OED		City Operating, Other	N/A
11 Study steps the City can take to achieve a higher minimum wage	A. Achieve a higher minimum wage to improve economic mobility for Boston workers and be a step toward ensuring that all Boston residents are able to earn a family-sustaining wage	Mayor's Office	IGR, OED	City Operating, TBD	In Planning

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
12 Work to build wealth and credit	A. Create Boston Saves, a Children’s Savings Account program, integrates financial education and asset building into City social service programs and provides resources to increase utilization of the Earned-Income Tax Credit	OFE, OWD	Mayor’s office, MONUM	Other	Partially Funded, In Planning
	B. Better Integrate the Boston Home Center to facilitate and encourage home ownership by providing financial education	DND, OWD		City Operating, Other	Funded
	C. Promote small business development for women- and minority-owned business enterprises	OED		City Operating, Federal	Funded
	D. Continue to provide access to other financial management tools that help families achieve economic security	OFE, OWD	DND, OED	City Operating, Other	Partially Funded, In Planning
	E. Integrate credit building into existing City social service and other programs, such as Boston Builds Credit	OFE, OWD	BPHC , OED	City Operating, Other	Partially Funded, In Planning
13 Encourage job training for industrial uses	A. Encourage job training programs geared toward existing industrial strengths	OED, OWD		TBD	In Future
	B. Encourage programs focused on advanced manufacturing and other twenty-first-century industrial jobs	OED, OWD		TBD	In Future
	C. Pursue partnerships with community colleges and vocational schools to prepare workers for twenty-first century industrial jobs	OED, OWD	Education Cabinet	TBD	In Future

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# Energy and Environment

See pages 340–347 for detailed energy and environment initiatives

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
1 Make Boston carbon neutral by 2050	A.i. Make Boston Carbon neutral by 2050 (non-municipal)	Environment	BPDA, ISD, Mayor's Office	City Operating, Other	Partially Funded, In Planning
	A.ii. Make Boston municipal operations Carbon neutral by 2050	Environment	Public Facilities, OBM, Purchasing, Streets	City Capital, City Operating, Other	Partially Funded, In Planning
	B. Pursue our targets in partnership with state and regional authorities	Environment	BPDA, IGR	City Capital, City Operating, State, Other	Partially Funded, In Planning
	C. Implement higher energy-efficiency standards in new buildings	BPDA, ISD	Environment, IGBC, Mayor's Office	City Operating, Other	In Planning
	D.i. Make existing buildings more energy-efficient (non-municipal)	Environment	ISD, OBM	City Operating, Other	Partially Funded, In Planning
	D.ii. Make existing buildings more energy-efficient (municipal)	Environment	Public Facilities, OBM	City Capital, City Operating, Other	Partially Funded, In Planning
	E.i. Expand use of renewable energy (non-municipal)	Environment	BPDA, ISD	City Capital, City Operating, Other	In Planning
	E.ii. Expand use of renewable energy (municipal)	Environment	Public Facilities, OBM	City Capital, City Operating, State, Other	Partially Funded, In Planning
	F. Explore district energy solutions	BPDA	Environment, Mayor's Office, OED, Streets	City Capital, City Operating, Other	In Future
	G. Develop zero waste strategies	Environment	Mayor's Office, Streets	City Operating, Other	Partially Funded, In Planning
	H. Implement Electric Vehicle requirements in new construction	Environment, Streets	BPDA, ISD	City Operating	Funded
2 Partner with federal, state, and private entities to invest in nature-based and hard engineered flood protection	A. Protect our neighborhoods and strengthen our shoreline	Environment, Parks	BPDA, MWRA, Streets	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning, In Future
	B. Support infrastructure investments as part of public and private capital projects	BPDA, Streets	Environment, IGBC, Public Facilities	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning, In Future

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
3 Support “carbon-neutral climate-ready” neighborhoods for climate preparedness and adaptation	A. Encourage the growth of neighborhoods that create minimal emissions	BPDA	Environment, IGBC, Streets	City Operating, Other	Partially Funded, In Planning, In Future
	B. Offset the emissions they do create	Environment	BPDA, DND	City Operating, Other	In Future
	C. Support infrastructure and open space needed to adapt to a changing climate	BPDA, Parks	Environment, Streets	City Capital, City Operating, Other	In Planning
4 Facilitate neighborhood energy planning in Boston’s neighborhoods	A. Support resilient, low-carbon energy sources including exploring district energy, local energy generation, and microgrids	BPDA, Environment	DND, OBM, PM, Public Facilities, Streets	City Operating, Federal, State, Other	Partially Funded, In Planning, In Future
	B. Explore developing microgrids in neighborhoods where large numbers of our most vulnerable residents live	BPDA, Environment		City Operating, Federal, State, Other	In Future
5 Expand green infrastructure and other nature-based systems	A. Collaborate with Boston Water and Sewer Commission (BWSC) to expand green infrastructure systems	BPDA, BWSC, Streets	Environment	BWSC, City Capital, City Operating	Partially Funded, In Planning
	B. Improve Boston’s ability to manage stormwater, reduce runoff to improve water quality	BPDA, BWSC, Streets	Environment, Parks	BWSC, City Capital, City Operating, Federal, State, Other	In Planning
	C. Mitigate the urban heat island effect	BPDA, Environment, Streets	OEM, Parks	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning, In Future
	D. Implement policies and initiatives to ensure water quality and strengthen habitats	BPDA, BWSC, Streets	MWRA	TBD	In Planning, In Future

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
6 Develop and implement climate-ready zoning	A. Upgrade our building regulations and develop climate ready zoning to prepare districts for future risk	BPDA	Environment, ISD, Public Facilities, Streets	City Capital, City Operating, Federal, State, Other	In Future
	B. Modify regulations to anticipate future conditions	BPDA, Environment	ISD, Public Facilities, Streets	City Operating, Other, State, Federal	Partially Funded, In Planning
	C. Encourage retrofits in buildings with near-term risk	Environment, ISD		City Capital, City Operating, Other	Partially Funded, In Planning
	D. Prioritize retrofits in buildings that serve public purposes	Environment, OEM, PM, Public Facilities	BPL	City Capital, City Operating, Other	Partially Funded, In Planning
	E. Promote affordable flood insurance for property owners who need it	DND, Environment	IGA, Mayor's Office, MORRE	City Operating, Federal, Other	In Planning
	F. Continue to support net zero and net positive energy buildings that dramatically reduce emissions	BPDA	DND, Environment, ISD	City Operating	Partially Funded, In Planning
	G. Encourage preservation guidelines that prepare Boston's historic buildings for climate change	Environment	BPDA, Streets	City Operating, Other	In Planning
7 Improve air quality	A. Expand Boston's tree canopy	Environment, Parks, Streets	BPDA, OBM	City Capital, City Operating	Partially Funded, In Planning, In Future
	B. Encourage mode shift to reduce vehicle emissions	Streets	BPDA, Environment	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning
8 Take steps toward ensuring all Bostonians drink clean water	A. Eliminate lead service lines from existing water-delivery systems in the public way	BWSC	Streets	City Operating, Other	In Planning
	B. Incentivize homeowners to eliminate lead service lines with their privately owned pipes	BWSC	DND, ISD	Other	In Planning



# Open Space

See pages 352–363 for detailed open space initiatives

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
1 Connect the final section of the Emerald Necklace to Boston’s waterfront	A. Accommodate transportation and recreation that improves access to some of our largest parks; increases connections in under-served areas of our city	Streets	BPDA, Parks	City Capital, State, Other	In Future
	B. Make our city more climate resilient by absorbing stormwater and expanding our tree canopy	Parks, Streets	BPDA, BWSC, Environment	City Capital, Federal, State, Other	Partially Funded, In Planning, In Future
2 Undertake a longer term effort to work with key partners to create a “network” of green spaces	A. Strengthen the Emerald Necklace as an anchor to a wider network of open spaces that will connect parks citywide	Parks	BPDA, Streets	City Capital, Federal, State, Other	Partially Funded, In Planning
	B. Design streets as green links, connecting Moakley Park, the Emerald Necklace to Pope John Paul Park, the Neponset, American Legion, the Arboretum, Roslindale Square, and Stony Brook Reservation	Parks	BPDA, Streets	City Capital, Federal, State, Other	Partially Funded, In Planning
3 Invest in Boston’s largest park, Franklin Park	A. Enhance Franklin Park as a key-stone park in the geographical heart of the city	Parks	BPDA	City Capital, City Operating, Other	Partially Funded, In Planning, In Future
	B. Boost programming, create more clear entrances	Parks	Streets	City Capital, City Operating, Other	Partially Funded, In Planning, In Future
	C. Build on current efforts to activate the edge of the park to strengthen connections to local communities	Parks	BPDA, OED, ONS	City Capital, City Operating, Other	In Future
	D. Couple investment in Franklin Park with implementation of the recent master plan for Harambee Park	Parks		City Capital, City Operating, State, Other	Funded
4 Create a new generation of parks along Boston’s waterfront	A. Partner with the state and local organizations to provide signature connected open spaces that reduce climate risk, enhance culture, and connect existing and new jobs and housing	BPDA	Mayor’s Office, Parks	City Capital, Federal, State, Other	In Planning, In Future
	B. Support new jobs and housing along the waterfront	BPDA	DND, OED	Federal, State, Other	In Planning, In Future

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Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
5 Invest in new open spaces in areas of new housing and job growth	A. Invest in new open spaces in areas of new housing and job growth that respond to the needs of new residents and workers, designed to reduce climate risks, and accommodate a variety of uses and programming	BPDA, Environment, Parks		City Capital, City Operating, Federal, State, Other	Partially Funded, In Future
6 Continue to improve access to and maintenance of neighborhood parks	A. Continue to improve parks with quality features and programming	Parks	OAS	City Capital, City Operating, Other	Partially Funded, In Planning, In Future
	B. Invest in play amenities	Parks		City Capital, City Operating, Other	Funded
	C. Create green links between key transit, job hubs, and open space	Parks, Streets		City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning, In Future
7 Invest in diverse public spaces in the commercial core	A. Invest in diverse public spaces in the commercial core including open space improvements to serve a growing residential community, support workers, and attract tourists	Parks	OED, Streets, Tourism	City Capital, City Operating, State, Other	Partially Funded, In Planning, In Future
8 Develop family- and child-friendly environments that promote opportunities to play everywhere	A. Provide easy to access play amenities	Parks		City Capital, City Operating, Federal, State, Other	Funded
9 Restore Boston Common to its full vibrancy	A. Strengthen Boston Common so that it can serve its fourth century of visitors as the shared, iconic public gathering space its founders intended it to be	Parks	BPHC, Tourism	City Capital, City Operating, Other	In Planning, Funded

# Transportation

See pages 372–377 for detailed transportation initiatives

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
1 Aim to have zero fatal crashes on our roads	A. Implement new street designs that focus on improving safety	Streets	BPDA, Mayor's Office	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning
	B. Support pedestrian- and bike-friendly design, with people-focused streets	Streets	BPDA, Mayor's Office, MONUM	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning
	C. Expand the Neighborhood Slow Streets program	Streets	BPD, BPHC, BPS, Mayor's Office	City Capital, City Operating, Other	Partially Funded, In Planning
2 Work to create neighborhood mobility microHUBs	A. Provide local connections by clustering bike share and car share with bus stops, wayfinding, and placemaking in order to expedite transfers and improve multimodal transportation	Streets	BPDA, Mayor's Office, MONUM	City Capital, City Operating, State, Other	In Planning
3 Build a complete bicycle network for safe, active commuting	A. Increase access to jobs and open space by connecting sections of regional bicycle routes	Streets	BPDA, MONUM	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning, In Future
	B. Expand Hubway	Streets		Other	Partially Funded, In Planning, In Future
4 Strengthen connections to job centers	A. Work with the state, MBTA, and community organizations to establish more frequent and reliable service on the Fairmount/ Indigo Line to connect Bostonians to emerging and established job centers	BPDA, Streets	IGR, Mayor's Office, OED	Federal, State, Other	In Planning, In Future
	B. Explore developing a spur of the Fairmount Line that extends to the South Boston Waterfront	BPDA, Streets		Federal, State, Other	In Future
	C. Invest in streetscape, crosswalks, and wayfinding improvements	Streets	BPDA	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning, In Future
	D. Explore potential bike, train, or bus connections in neighborhoods	Streets	BPDA	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning, In Future

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Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status	
5	Work with partners on better bus corridors	A. Connect people to key job centers and strengthen connections between neighborhoods	BPDA, Streets	IGR, OED	Federal, State, Other	Partially Funded, In Planning
6	Advocate for more frequent and reliable service on select additional commuter rail lines	A. Work with the state to find opportunities to improve service on select additional lines	Streets	BPDA, IGR, Mayor's Office, OED	State, Other	Partially Funded, In Planning
7	Support the creation of multimodal transit stations	A. Facilitate rail and bus connections at new and emerging job centers	Streets	BPDA, IGR	Federal, State, Other	In Future
8	Lead the nation in setting policies to guide autonomous vehicle use	A. Establish policies, pilots, and infrastructure to ensure that technological innovations make our streets safer, less congested, and more equitable	MONUM, Streets	IGR	State, Other	Partially Funded, In Planning
9	Transform existing infrastructure to enable long-term growth and strengthen connections between districts	A. Take advantage of opportunities to deck over highways in key areas	BPDA, Streets		TBD	In Planning
		B. Upgrade and integrate the regional commuter rail network	Streets		Federal, State, Other	In Planning
		C. Increase walkability	Streets	BPDA, Parks	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning
10	Collaborate to increase the use of Boston's waterways	A. Work with partners to identify ways to complement local and regional transportation with ferry service that links waterfront neighborhoods and municipalities	BPDA	IGR, Streets	City Operating, Federal, State, Other	In Planning, In Future
		B. Work to enhance connectivity along the waterfront through an improved Harborwalk and green-space systems	BPDA	Parks, Streets	City Operating, Other	In Planning, In Future

# Technology

See pages 382–383 for detailed technology initiatives

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
1 Lay foundational “smart city” infrastructure	A. Pilot streetlights and benches that prepare our everyday city infrastructure for multiple functions	MONUM	DoIT, Mayor’s Office, Streets	City Capital, City Operating	Partially Funded, In Planning
	B. Pilot flexible lanes that shift purpose by time of day	Streets	MONUM	City Operating, Other	Partially Funded, In Planning, In Future
	C. Pilot sensors and intelligent traffic signals to improve safety and reduce congestion	DoIT, Streets	MONUM	City Capital, City Operating	Partially Funded, In Planning
	D. Enable smartphones and other devices to know street markings and parking regulations in real time	Streets	DoIT, MONUM	City Capital, City Operating	In Planning
	E. Continue to support methods that lower the cost of building new fiber optic and other infrastructure	DoIT	BPDA	City Capital, City Operating, Other	Funded
	F. Expand Boston’s work on data security to protect users’ safety and privacy	DoIT		City Capital, City Operating	Funded
2 Take action to improve digital equity	A. Work to improve digital penetration	DoIT	BPL, MONUM	City Capital, City Operating, Other	Partially Funded, In Planning
	B. Improve access to public hotspots across the city	DoIT	BPL	City Capital, City Operating, Other	Partially Funded, In Planning
	C. Host classes at Boston Public Library locations where Bostonians can learn computer skills	BPL	DoIT	City Operating, Other	Funded
3 Unlock new forms of public collaboration	A. Expand efforts to open-source City data, code, and algorithms	DoIT		City Capital, City Operating	Funded
	B. Organize infrastructure so Bostonians can more meaningfully contribute to everything from policy conversations to changes to the public realm	DoIT	Mayor’s Office, MONUM, ONS	City Capital, City Operating	Funded
4 Build the city for continuous learning	A. Strive to collect data continuously via both high-tech sensors and low-tech collection tools	DoIT	MONUM, Streets	City Capital, City Operating	Funded

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Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
5 Make city services responsive to real-time data	A. Make city services responsive to real time data	MONUM	DoIT, ONS, Streets	City Operating	Funded
	B. Dynamically direct food inspections based on resident comments, using pavement conditions and street-use data to prioritize capital investment	DoIT, ISD	Streets	City Capital, City Operating	Partially Funded, In Planning
6 Leverage CityScore to track the impact of City operations, policies, and initiatives	A. Use CityScore to track the impact of our work to assess when we need to change course to ensure success	DoIT	Mayor's Office	City Operating	Funded
	B. Enable the public to view how well the City is performing and weigh in on the metrics most important to them	DoIT	Mayor's Office	City Operating	In Planning
	C. Unlock greater collaboration with other cities through the evolution of global benchmarks	Mayor's Office	DoIT, IGR	City Operating	In Planning
7 Make every resident's experience of the city personalized and intuitive	A. Improve wayfinding for residents navigating everything from our city streets to our City website	DoIT, Streets	PM	City Capital, City Operating	Partially Funded, In Planning
	B. Use new technologies to make it seamless for residents to avail themselves of programs they qualify for whenever they interact with the City	DoIT	BPS, DND, HHS, ONS, Streets	City Capital, City Operating	Partially Funded, In Planning
	C. Interact with constituents on their terms and adopt new technologies to create friendly, convenient, and accessible digital experiences	DoIT	Environment, MONUM, ONS, Parks, Streets	City Capital, City Operating	Partially Funded, In Planning



# Arts and Culture

See pages 388–389 for detailed arts and culture initiatives

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
1 Foster the creation of at least three Arts Innovation Districts	A. Harness existing cultural activity and capitalize on the physical attributes unique to each neighborhood to support diverse cultural activity	Mayor's Office, OAC	BPDA, BPL, DND	City Operating, Other	In Planning
	B. Repurpose City-owned buildings to support arts organizations or use zoning and other regulatory tools to support the development of cultural spaces	Mayor's Office, OAC, OED	BPDA, BPL, OBM	City Operating, Other	In Planning
	C. Use art to uncover the potential of overlooked spaces and create gathering spaces for community	OAC	BPDA	City Operating, Other	Partially Funded, In Planning
2 Partner with our cultural anchors and strengthen midsize and smaller cultural organizations	A. Support neighborhood-based cultural institutions that reflect the distinct histories of Boston's neighborhoods and communities	OAC	BPL, Mayor's Office, ONS	City Capital, City Operating, Other	Partially Funded, In Planning
3 Assess the growing need for flexible rehearsal and performance space	A. Undertake a study of cultural-facility capacity and demand citywide	OAC	Mayor's Office, OBM	City Operating, Other	Funded
	B. Use outcomes of this study to guide City decision-making and support for existing and new cultural institutions	OAC	BPDA, Mayor's Office	City Operating, Other	In Planning
4 Expand investment in art in the public realm	A. Expand art in public spaces through a percent-for-art program on municipal construction projects	OAC, OBM	Mayor's Office		Funded
	B. Ask private developers to follow our example	BPDA	OAC	Other	In Planning
	C. Through partnerships, work to bring compelling temporary and permanent public art to Boston's streets and open spaces	Mayor's Office, MONUM, OAC	BPDA, ISD	City Operating, Other	Partially Funded, In Planning

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Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
5 Support individual artists through direct grants	A. Use competitive grants to support the day-to-day work of artists who live and work in Boston's neighborhoods	OAC	OBM	City Operating, Other	Funded
6 Support existing artists and attract new artists through affordable space to live and work	A. Explore the development of affordable artist housing and live/work space	DND, Mayor's Office, OAC	BPDA, MONUM	City Operating	In Planning
7 Integrate art and creativity into daily City work	A. Embed working artists in City departments and agencies to work with City staff to promote creative thought in municipal problem-solving and project implementation	OAC	Mayor's Office	Other	Funded
8 Continue to preserve and rehabilitate historic assets	A. Continue to preserve and rehabilitate historic assets	DND, OED, Parks	Environment	City Capital, City Operating, Other	Partially Funded, In Planning, In Future
9 Improve how the City supports artists	A. Create an Artist Resource Desk in City Hall to provide those in the arts sector with a personal liaison inside City Hall who can help them navigate different processes	OAC	Mayor's Office	Other	Funded
10 Strengthen the Boston Public Library	A. Execute a slate of branch renovation projects	BPL	Public Facilities	City Capital	Partially Funded, In Planning, In Future
	B. Continue improvements to the Central Library at Copley Square	BPL	BPHC, Education Cabinet, OAS, ONS, Public Facilities	City Capital, City Operating, Other	Partially Funded, In Planning, In Future
	C. Support BPL's growth as a city-wide educational, cultural, and civic institution	BPL		City Operating	Partially Funded, In Planning

# Land Use and Planning

See pages 394–395 for detailed land use and planning initiatives

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
1 Create vibrant main streets	A. Invest in streetscape	Streets	BPDA, OED	City Capital, Federal, State, Other	Partially Funded, In Planning
	B. Support small businesses	OED		City Operating	In Future
	C. Improve connections to surrounding neighborhoods	BPDA, Streets		City Capital, Federal, State, Other	Partially Funded, In Planning, In Future
2 Guide the long-term development of major sites and districts, including in the six expanded neighborhoods and the Shawmut Peninsula	A. Create a vibrant urban waterfront district	BPDA		City Capital, Federal, State, Other	Partially Funded, In Planning, In Future
	B. Transform key parts of the Shawmut peninsula with potential for growth and improvement, including via the Shawmut 2100 long-term plan	BPDA		City Capital, Federal, State, Other	In Future
460 3 Invest in capital improvements to support industrial areas to support industrial and mixed-use development	A. Explore opportunities to invest in improved truck, rail, or water transportation access to industrial districts in partnership with MassDOT and other governing bodies	BPDA, Streets		City Capital, Federal, State, Other	In Future, In Planning
	B. Implement strategic public realm improvements that strengthen the identity and accessibility of industrial areas.	BPDA	Streets	City Capital, State, Other	In Planning
4 Strengthen zoning to support critical mix of industrial uses and integrate a mix of uses	A. Reinforce existing industrial zoning in areas with critical industrial uses	BPDA		City Capital, Federal, State, Other	In Future
	B. Update and adapt the zoning code in areas where industrial uses could operate alongside commercial and residential uses	BPDA	OED	City Capital, Federal, State, Other	In Future, In Planning
5 Develop and provide new types of land-use incentives to support the industrial economy	A. Encourage mixed-use buildings that include industrial uses	BPDA	OED	N/A	N/A
	B. Explore new mixed-use industrial real estate models	BPDA	OED	N/A	N/A



Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
6	Preserve, enhance, and grow through area-level plans	BPDA		Other	Funded
	A. Work with communities to develop neighborhood plans				
	B. Apply new, sustainable models for the creation and maintenance of public waterfront areas	BPDA	Environment, Parks	City Capital, Federal, State, Other	In Planning, In Future
7	Integrate planning and zoning with capital investments	BPDA, Streets		N/A	N/A
8	Leverage publicly-owned land to achieve community objectives	BPDA, DND, OED		City Capital, City Operating, Other	N/A
9	Deploy land use incentives to support citywide objectives	BPDA		N/A	N/A
	A. Deploy air-rights transfers to achieve policy objectives				
	B. Identify opportunities to create density bonuses for development that includes beneficial uses	BPDA	DND, OED	N/A	N/A
	C. Institute programs to encourage new real-estate models such as space sharing and sub-leasing	BPDA	DND, OED	N/A	N/A
10	Ensure that development contributes to public benefits	BPDA		N/A	N/A
11	Update zoning to respond to Boston's changing needs	BPDA		N/A	N/A
12	Make the zoning code more consistent and accessible	BPDA		N/A	N/A
	A. Make zoning language and use tables consistent between neighborhoods				
	B. Revisit zoning on a regular basis to ensure it responds to evolving needs	BPDA		N/A	N/A
13	Work to make the regulatory review process more efficient and predictable	BPDA		N/A	N/A
	A. Work to enforce zoning predictably and implement planning priorities through Boston's development review process				
	B. Explore tools that support predictability, such as the use of planned development areas and zoning overlays	BPDA		N/A	N/A

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
14 Engage communities	A. Engage with a broader, more diverse group of residents, businesses, and other stakeholders	BPDA, ONS	MONUM, MORRE	NA	NA
	B. Create a redesigned community-meeting format to provide more context and more clarity	BPDA	MONUM	N/A	N/A
	C. Create an online platform for neighborhood-specific updates and feedback	BPDA, DoIT		N/A	N/A
	D. Utilize new, more accessible tools for communication and participation	BPDA, DoIT	MONUM	N/A	N/A
15 Track progress	A. Identify the appropriate measures for tracking and communicating progress, results, and impacts of planning initiatives	BPDA	DoIT	N/A	N/A
16 Partner for greater impact	A. Collaborate with cities, governments, and institutions around the globe	BPDA	Mayor's Office	N/A	N/A

Imagine Boston lays out priorities for the next 15 years and beyond. Planning for a long time horizon and large aspirations requires a deliberate and staged approach. Some initiatives will be implemented sooner, in the next few years, while others will be implemented closer to 2030. This phased approach is a key component of long-term planning. The priorities in this document provide a template for ongoing decision-making between now, 2030, and beyond.

# Glossary

Abbreviation	Department
BFD	Boston Fire Department
BHA	Boston Housing Authority
BPD	Boston Police Department
BPDA	Boston Planning and Development Agency
BPHC	Boston Public Health Commission
BPL	Boston Public Library
BPS	Boston Public Schools
BRIC	Boston Regional Intelligence Center
BWSC	Boston Water and Sewer Commission
BYCF	Boston Centers for Youth and Families
DND	Department of Neighborhood Development
DoIT	Department of Innovation and Technology
EMS	Emergency Medical Services
HHS	Health and Human Services
HR	Human Resources
IGA	Intergovernmental Affairs
IGBC	Intra-agency Green Building Committee
IGR	Intergovernmental Relations
ISD	Inspectional Services Department
MONUM	Mayor's Office of New Urban Mechanics
MORRE	Mayor's Office of Resilience and Racial Equity
MWRA	Massachusetts Water Resources Authority
N/A	Not Applicable
OAC	Office of Arts and Culture
OBM	Office of Budget Management
OED	Office of Economic Development
OEM	Office of Emergency Management
OFE	Office of Financial Empowerment
OFI	Office of Food Initiatives
ONS	Office of Neighborhood Stability
OWD	Office of Workforce Development
Parks	Parks and Recreation
PIC	Public Improvement Commission
Streets	Transportation





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# 2030