

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.

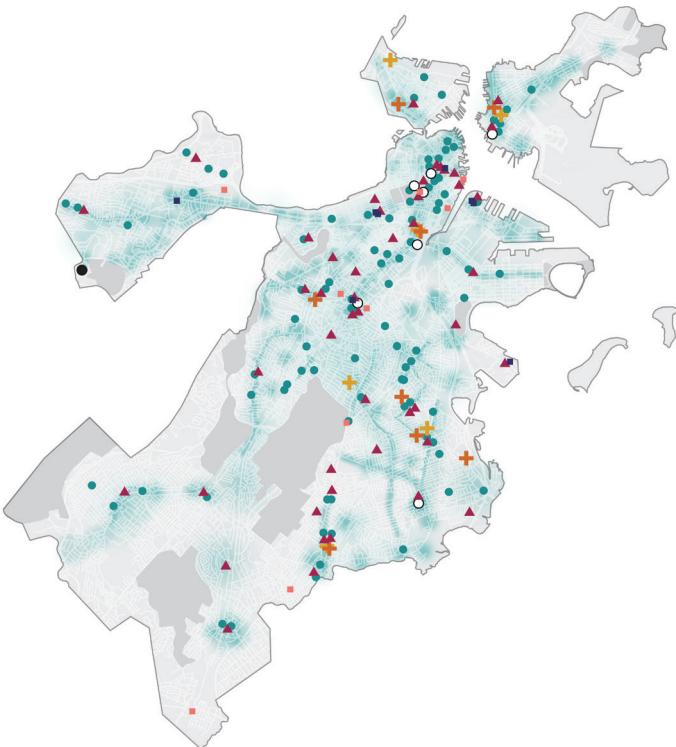
More than 15,000 resident voices have articulated the challenges Boston faces, set goals for the city in 2030, and generated ideas about policies and investments to achieve these goals. At community workshops and open houses, in their neighborhoods, on their commutes, and online, Bostonians have shared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

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

2015 ————— **2016** —————



Open houses
300 participants



"Visioning
Kits"
330 participants



Surveys via
text message
2,400 participants



Community
workshops
270 participants



Online/
mobile
mapping tool
1,070 comments



Surveys via
street team
7,090 participants



Imagine
Boston Forum
500 participants



Community
workshops
180 participants



"Building
Blocks"
1,400 participants



Expanding
Opportunity
feedback
360 comments



Imagine
Boston Week
340 participants



Boston By
the Numbers
70 participants



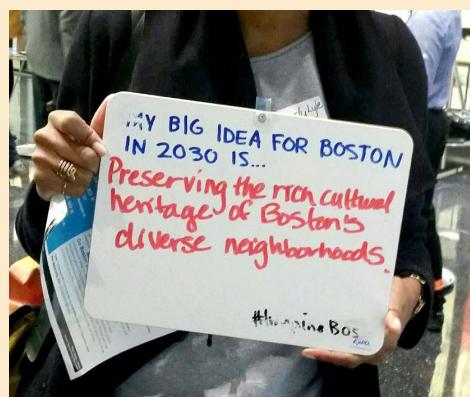
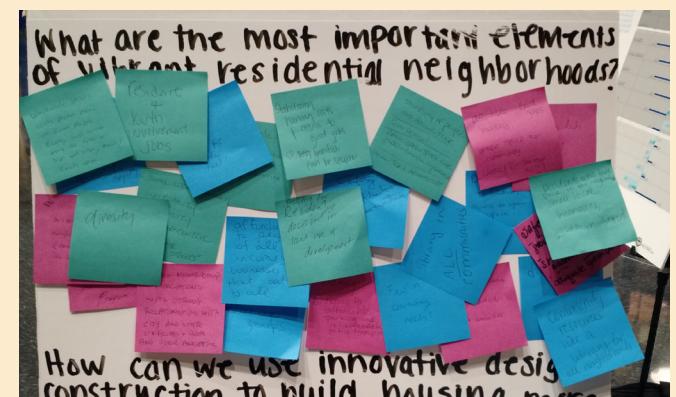
Industry
roundtables
105 participants



Franklin Park
workshop
and survey
185 participants



Forums on
the Future
290 participants



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



2015 — 2016 — 2017 →

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.

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.

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

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

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

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.



"The city needs to reimagine itself and grab at opportunities for growth. Build more transit oriented development. Engage the city's communities in events that bring them together."

South Boston resident via online survey

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.

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.



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

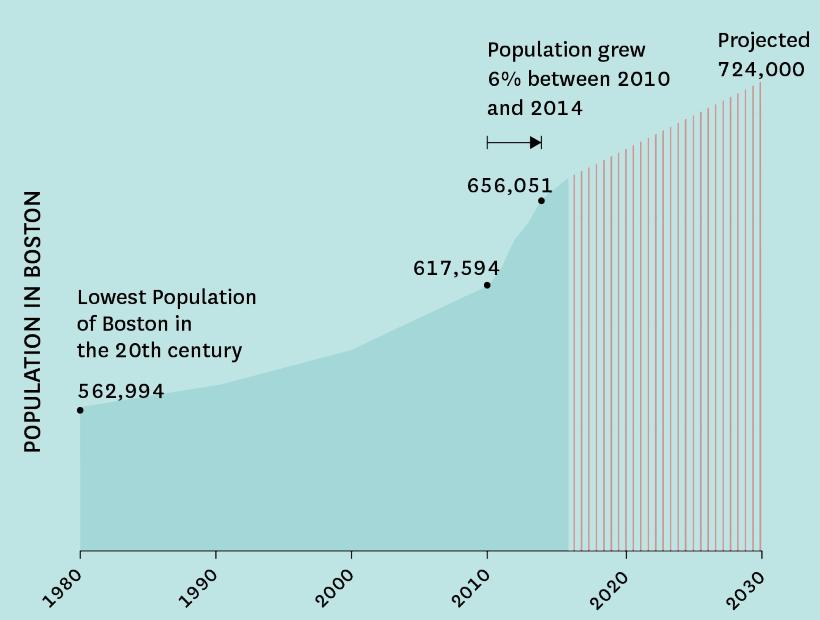
Growing Population

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.



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

"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

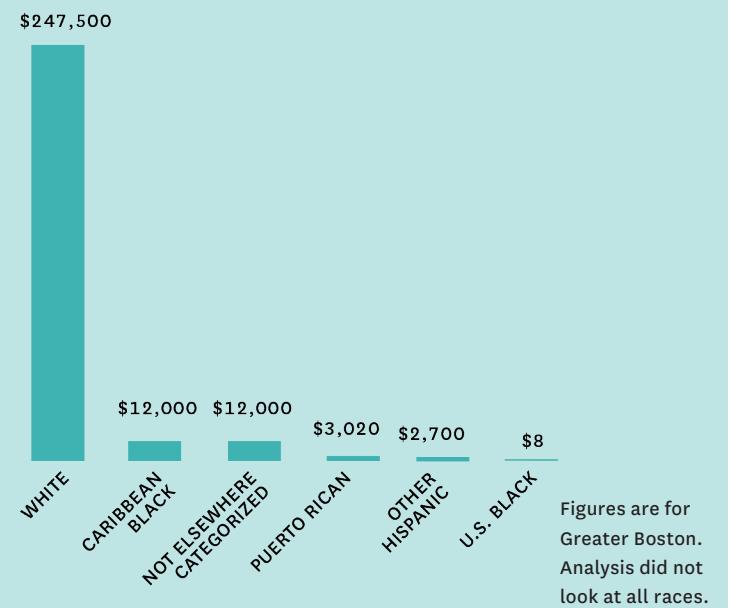
Inequality

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.



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

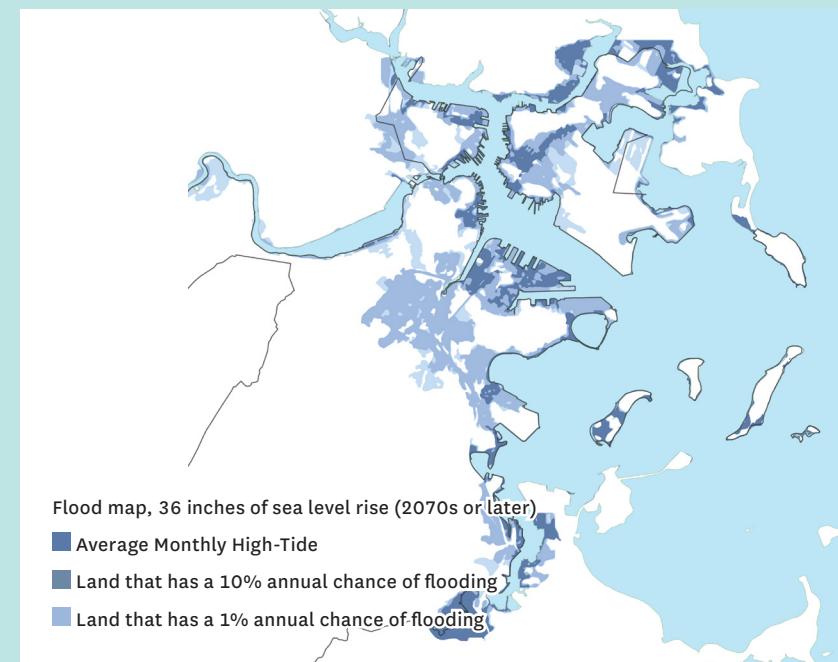
Changing Climate

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.



Source: Climate Ready Boston, "Nature Climate Change," Organisation for Economic Co-operation and Development.

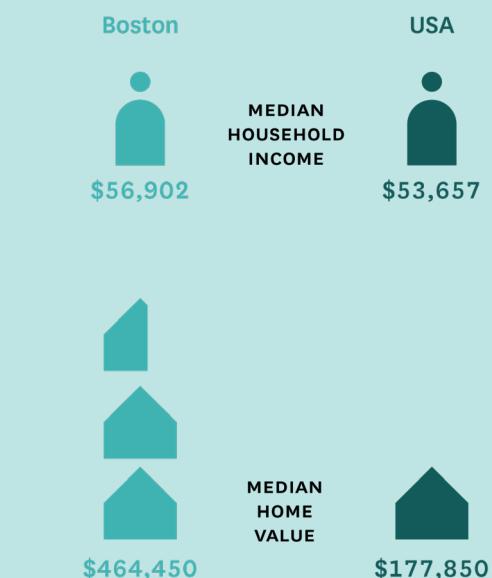
Affordability

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

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.

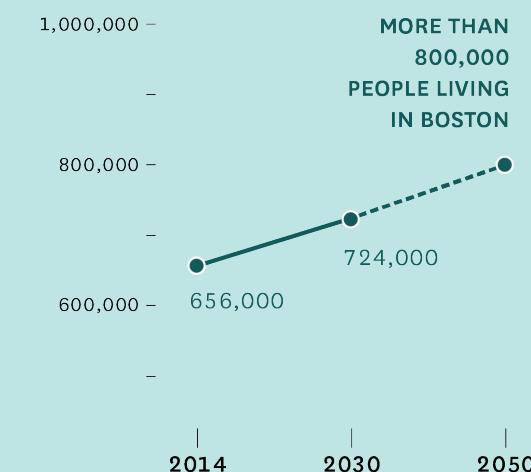
To house Boston's growing population and reduce pressure on the housing market, Boston must add tens of thousands of housing units. To create new jobs and strengthen career pathways, Boston can encourage the growth of diverse new spaces to work, from labs for the growing biotech sector to commissary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

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



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

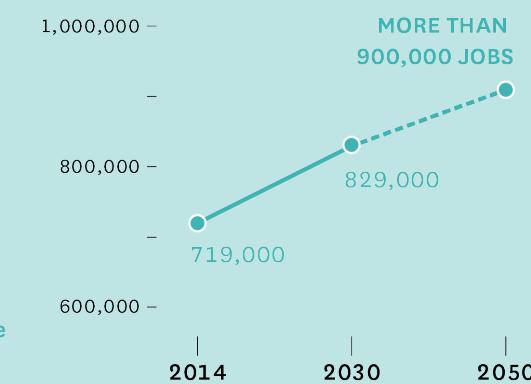
This price pressure raises the cost of living, making Boston less attractive to new workers and businesses. Limiting this economic growth makes it more difficult for Boston's businesses to create new jobs for Bostonians and new residents alike.

Source: Imagine Boston 2030 analysis, BPDA, Housing A Changing City: Boston 2030

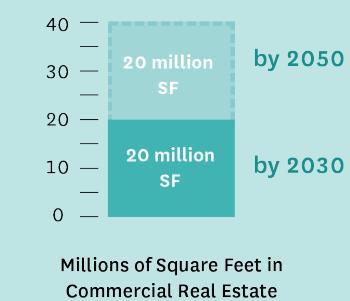
Significant job growth is expected to occur alongside this population growth. By 2030, Boston is expected to be home to 829,000 workers, an increase of 15 percent from 719,000 in 2014. Continued job growth puts Boston on pace to have more than 900,000 jobs by 2050. Boston's growing industries demand 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



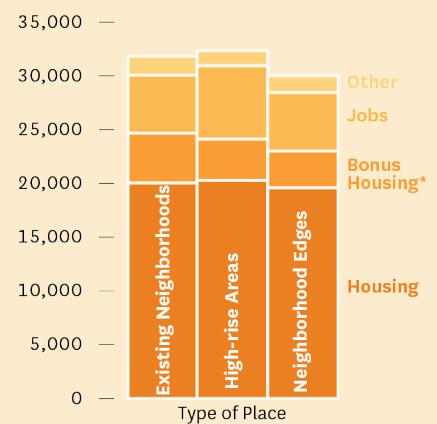
Bostonians developed a vision to guide growth.

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.

Building Blocks Used by Type of Place



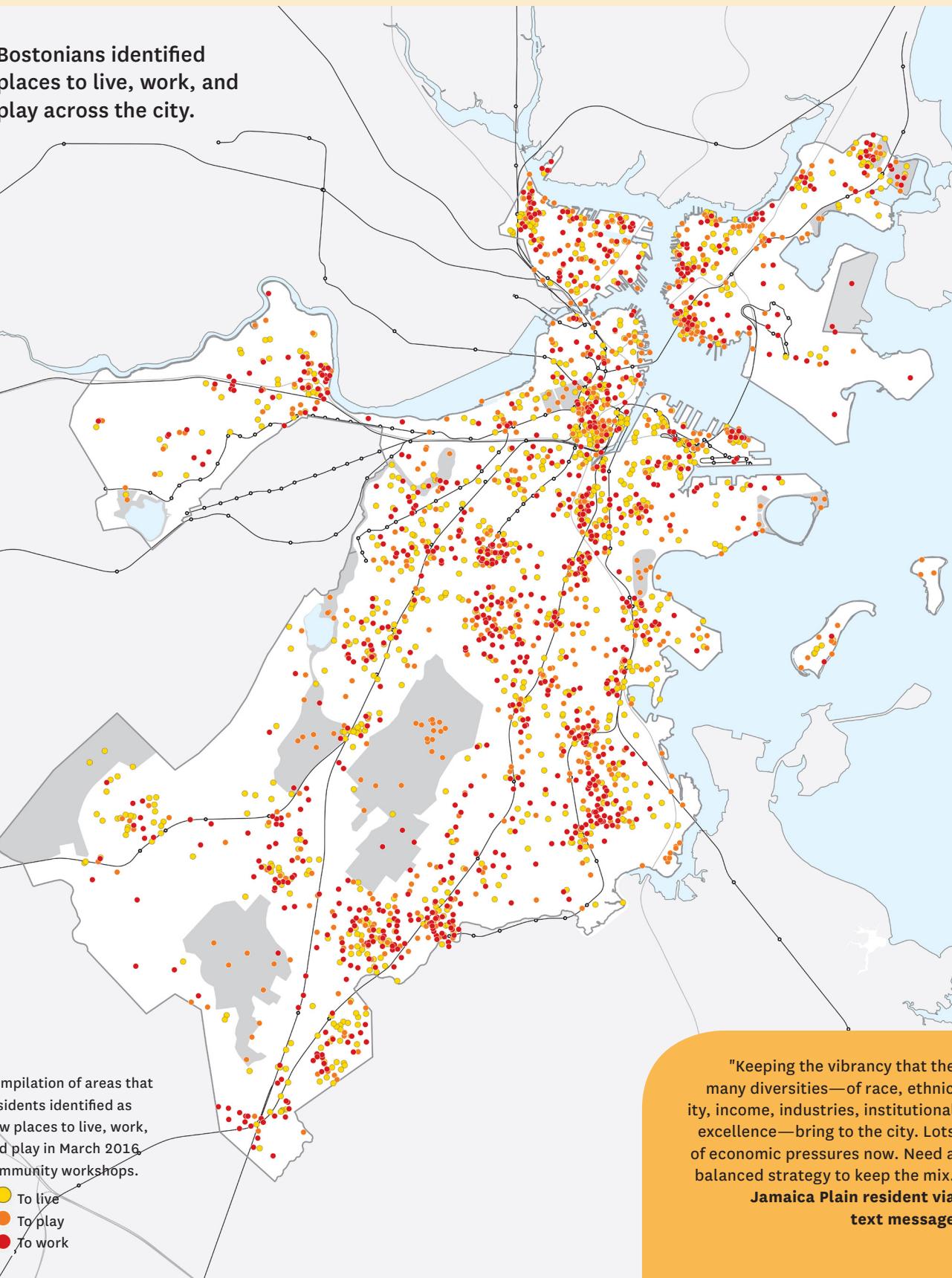
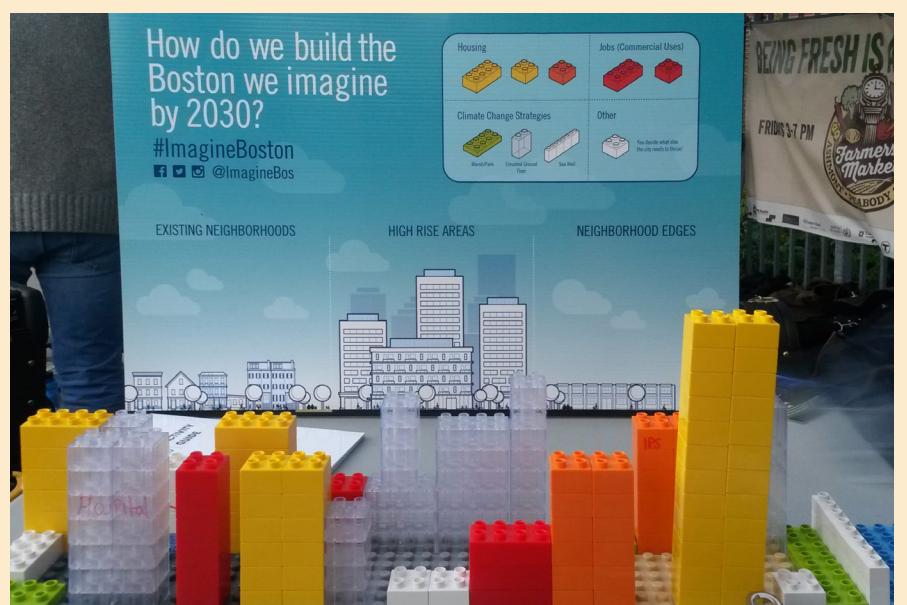
Residents who participated in the building blocks activity in Fall 2016 distributed new housing and jobs almost evenly across existing neighborhoods, high-rise areas, and neighborhood edges. The most common responses in the “other” category were transportation and schools.

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

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

“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



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.

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.

Existing Neighborhoods →

Enhance 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.

Commercial Core →

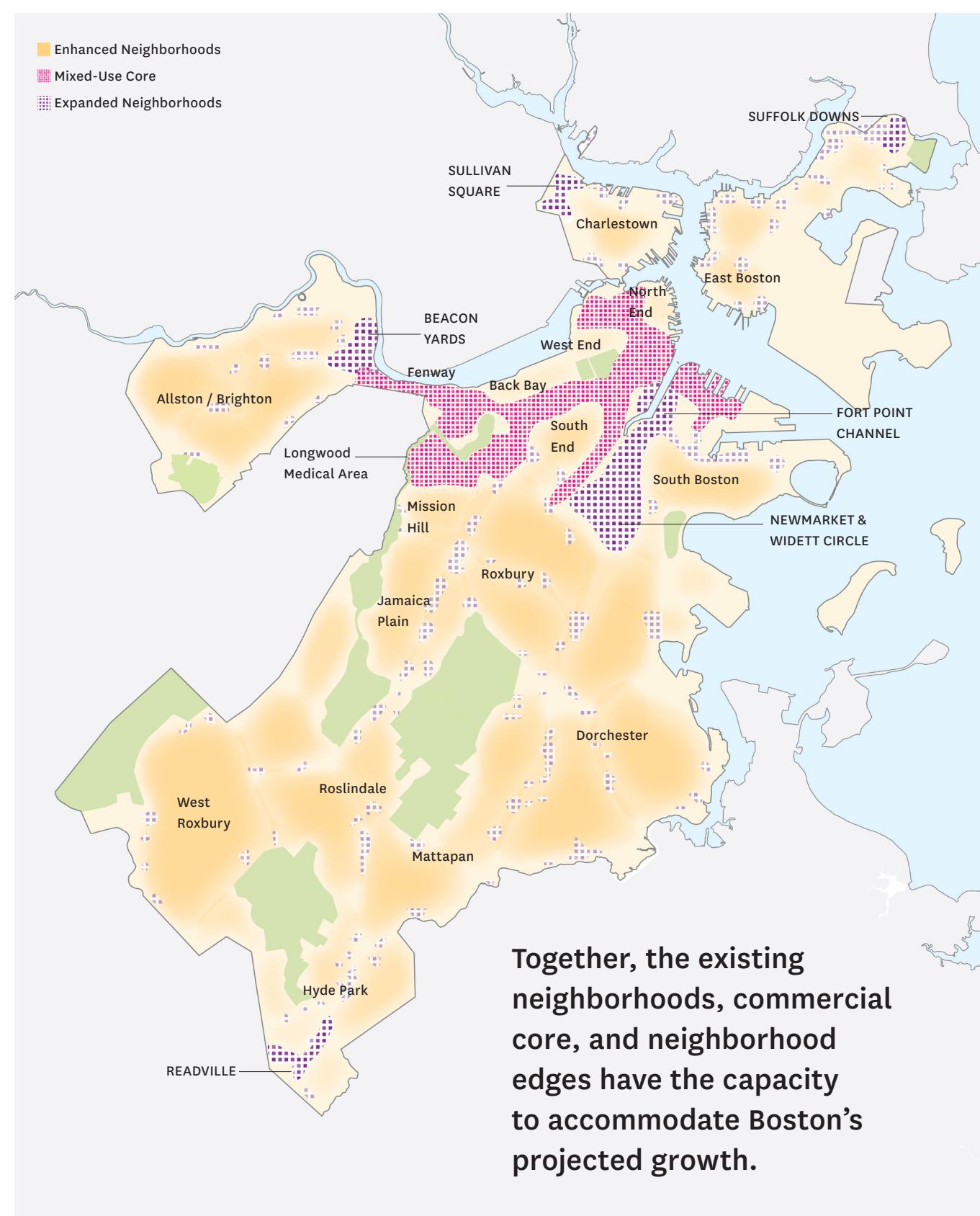
Encourage a Mixed-Use Core 

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.

Edge Areas →

Expand Neighborhoods 

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.



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.



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.

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.

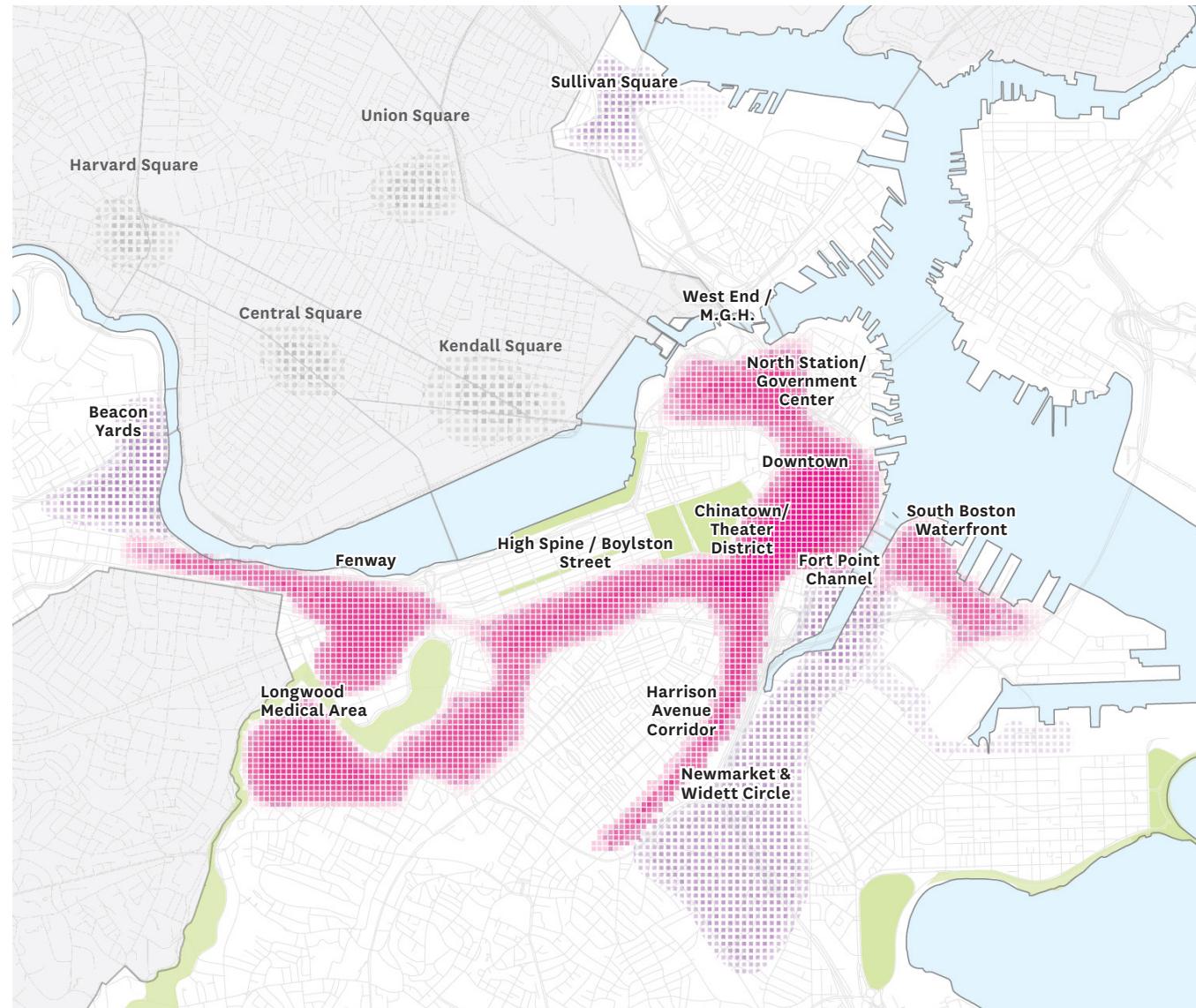
Encourage Development that Responds to the Existing Context

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

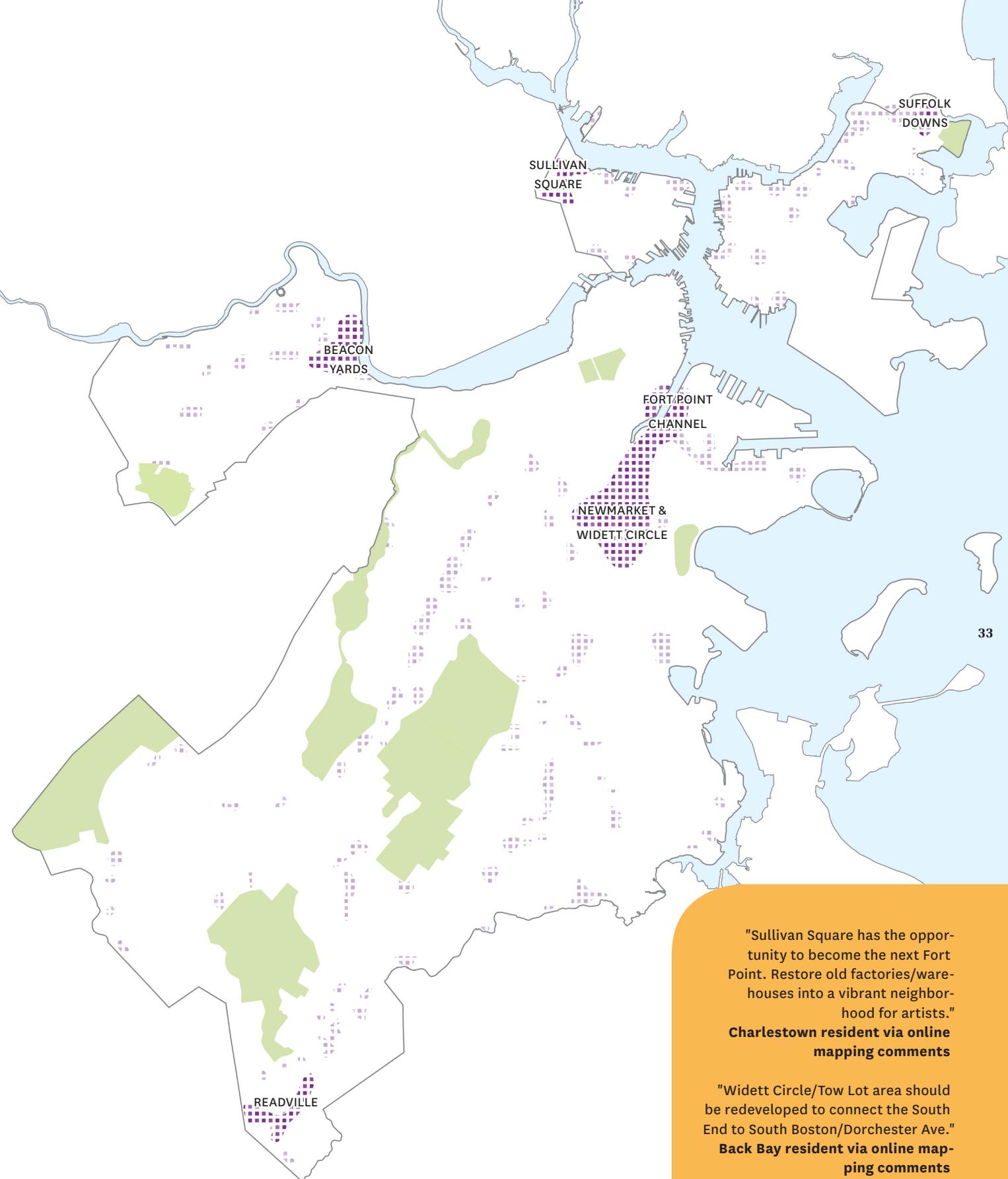
In each expanded neighborhood, new open spaces will be designed to meet the needs of residents and workers, and new development can create spaces for arts and culture.

Encourage Contextually Sensitive Development

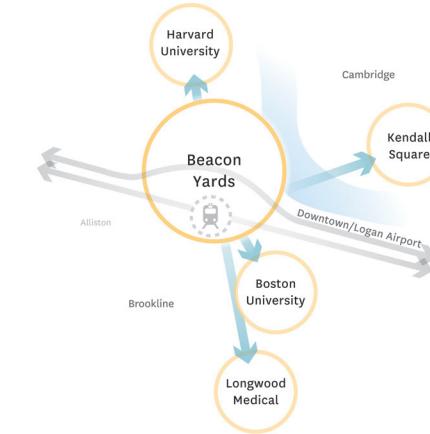
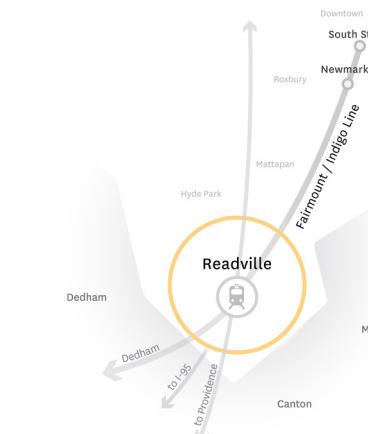
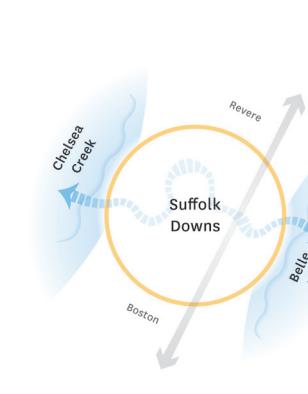
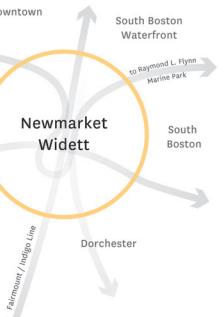
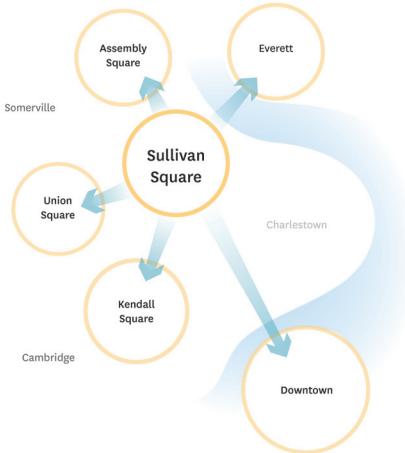
Growth in expanded neighborhoods will complement the existing uses and urban form in adjacent established neighborhoods such as Orient Heights or Lower Allston. Land uses and building form in expanded neighborhoods must also respond to natural assets, such as the harbor, and risks, such as sea-level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



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.

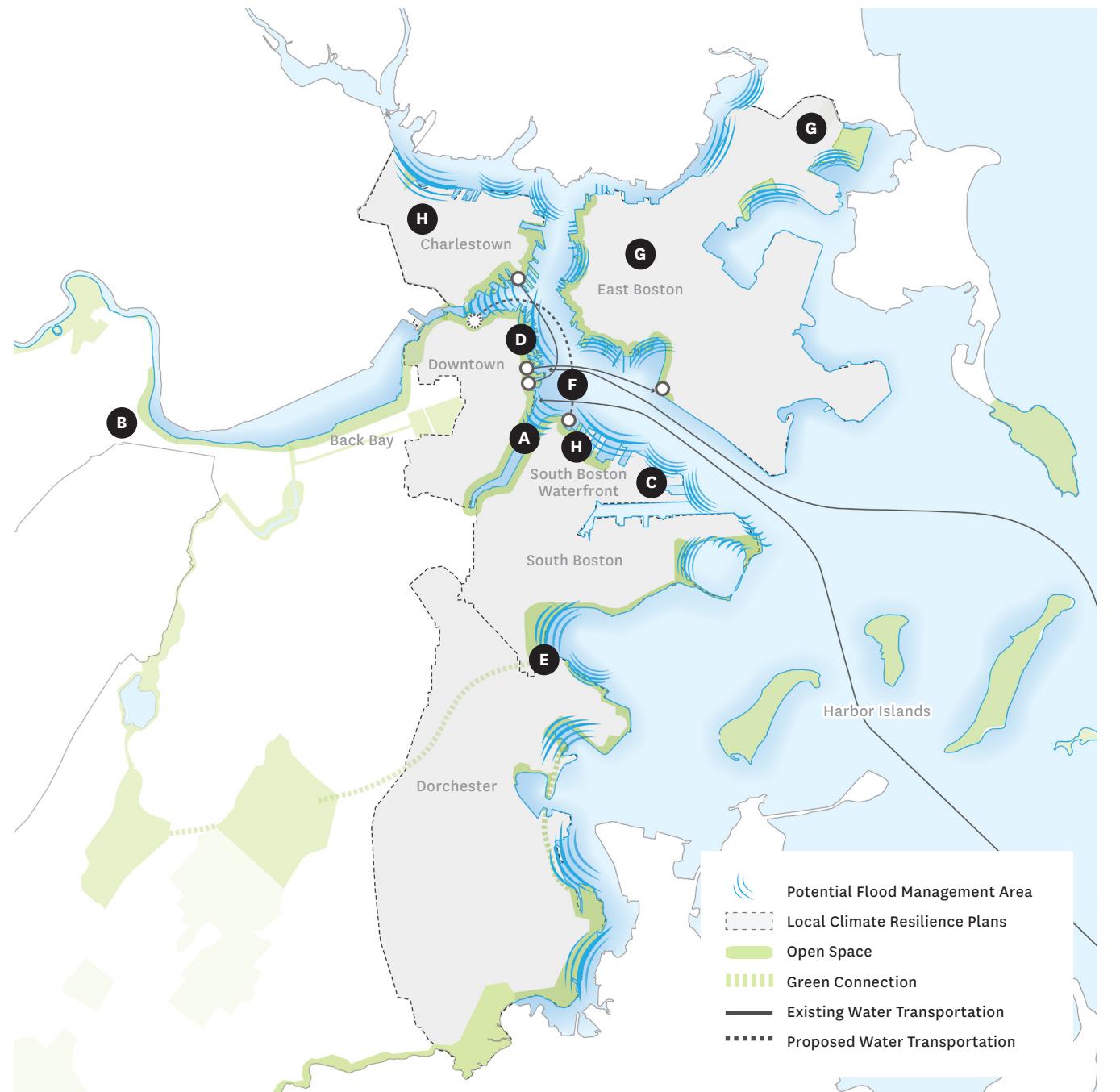
- › Apply new, sustainable models for the creation and maintenance of public waterfront areas

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.

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.

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.

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.

Explore Funding Mechanisms

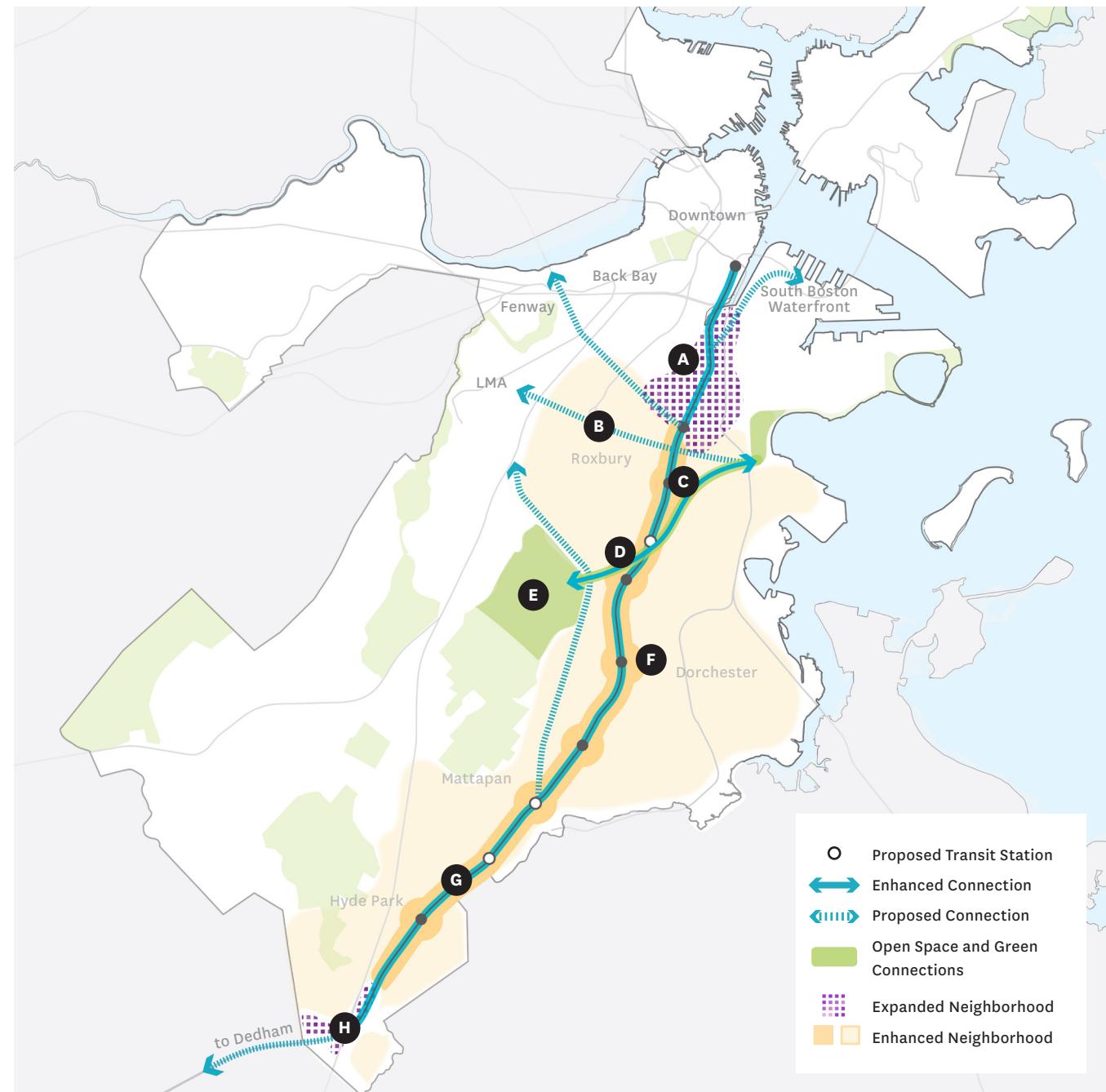
The City will explore funding mechanisms to promote City- and private sector-catalyzed economic development and ensure neighborhood affordability.

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.

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.



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.

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.
↓

Waterfront City

Imagine if we could transform Boston's harbor and riverfronts into the most exciting parts of the city.

I would be excited about a waterfront that has... (Check all that appeal to you)

- Ferry service across and around the harbor
- Easy access from all neighborhoods
- Opportunities for kayaking, swimming, and boating
- A connected Harborwalk
- New signature waterfront parks
- Public art, cultural institutions, festivals, markets, and other programming

Rate this idea!

How would you make this idea better?

Think about providing water transportation
to people in the East Boston, Winthrop Area to the city to avoid traffic

Where do you live? (Zip code)

02121

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.

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.

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.

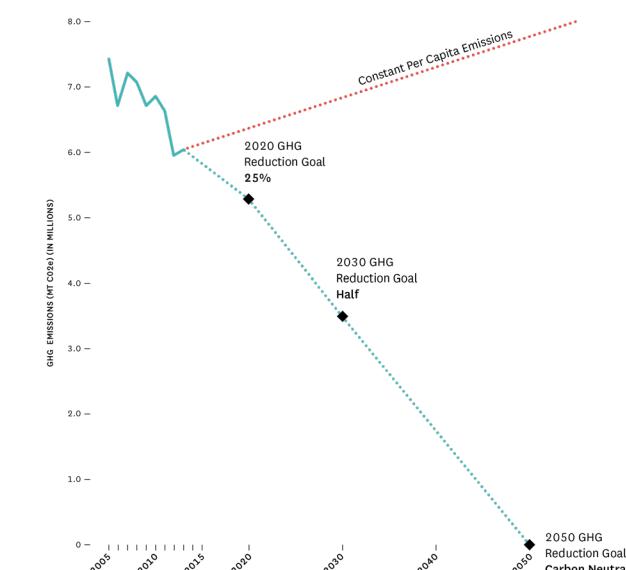
Supporting Plans

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

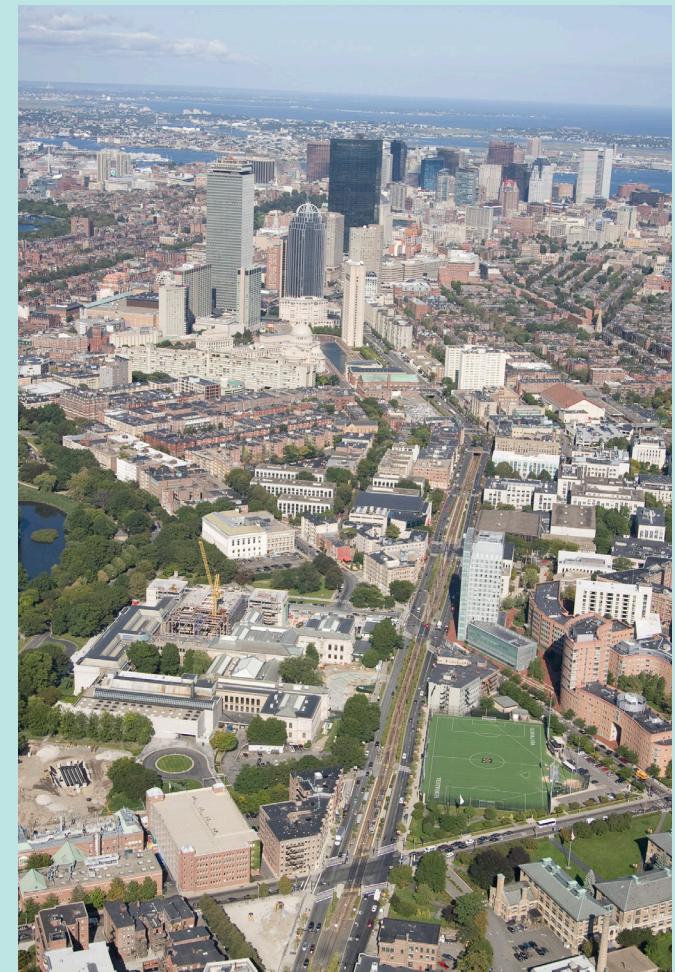
- › Create a vibrant public realm by encouraging compelling public art and implementing a Percent for Art program on municipal construction projects.
- › Foster the creation of three Arts Innovation Districts that strengthen local arts hubs, starting with one in Upham’s Corner.
- › Support existing artists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



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.

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Next Steps

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.

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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.