

Thanks to the following people for their support in making this panel possible:

- The Honorable Martin Walsh, Mayor
- Joyce Linehan, Mayor's Office
- Sheila Dillon, Department of Neighborhood Development
- John FitzGerald, Boston Redevelopment Authority
- Danny Green, Mayor's Office
- Lara Mérida, Marie Mercurio, Boston Redevelopment Authority
- Sarah Barnat, Michelle Landers, Don Briggs, ULI Boston

Boston, Massachusetts

The Washington Street Area in Jamaica Plain



The Rose Center
FOR PUBLIC LEADERSHIP

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of CITIES



Urban Land
Institute

Mission:

To encourage and support excellence in land use decision making.

“We should all be open-minded and constantly learning.”

--Daniel Rose



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Urban Land
Institute

Mission:

Helping city leaders build better communities

Elected officials and staff from more than 19,000 US cities, towns and villages are members of NLC or its 49 state municipal leagues





Urban Land Institute

Mission:

Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

34,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects, Designers and Consultants
- Public officials
- Academics



Rose Center Programming



- Policy & Practice Forums
- Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences



Daniel Rose Fellowship



- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- Participating cities to date: Austin, Charlotte, Detroit, Hartford, Honolulu, Houston, Indianapolis, Kansas City, Louisville, Memphis, Minneapolis, Nashville, Oakland, Philadelphia, Phoenix, Portland, Providence, Sacramento, Tacoma and Tampa



NATIONAL
LEAGUE
of CITIES



ULI Urban Land
Institute

**Daniel
Rose
Fellowship**

Seattle



Boston

Pittsburgh

2014-2015 Rose Fellowship Class

Omaha



City Study Visits

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city



The Panel



The Panel

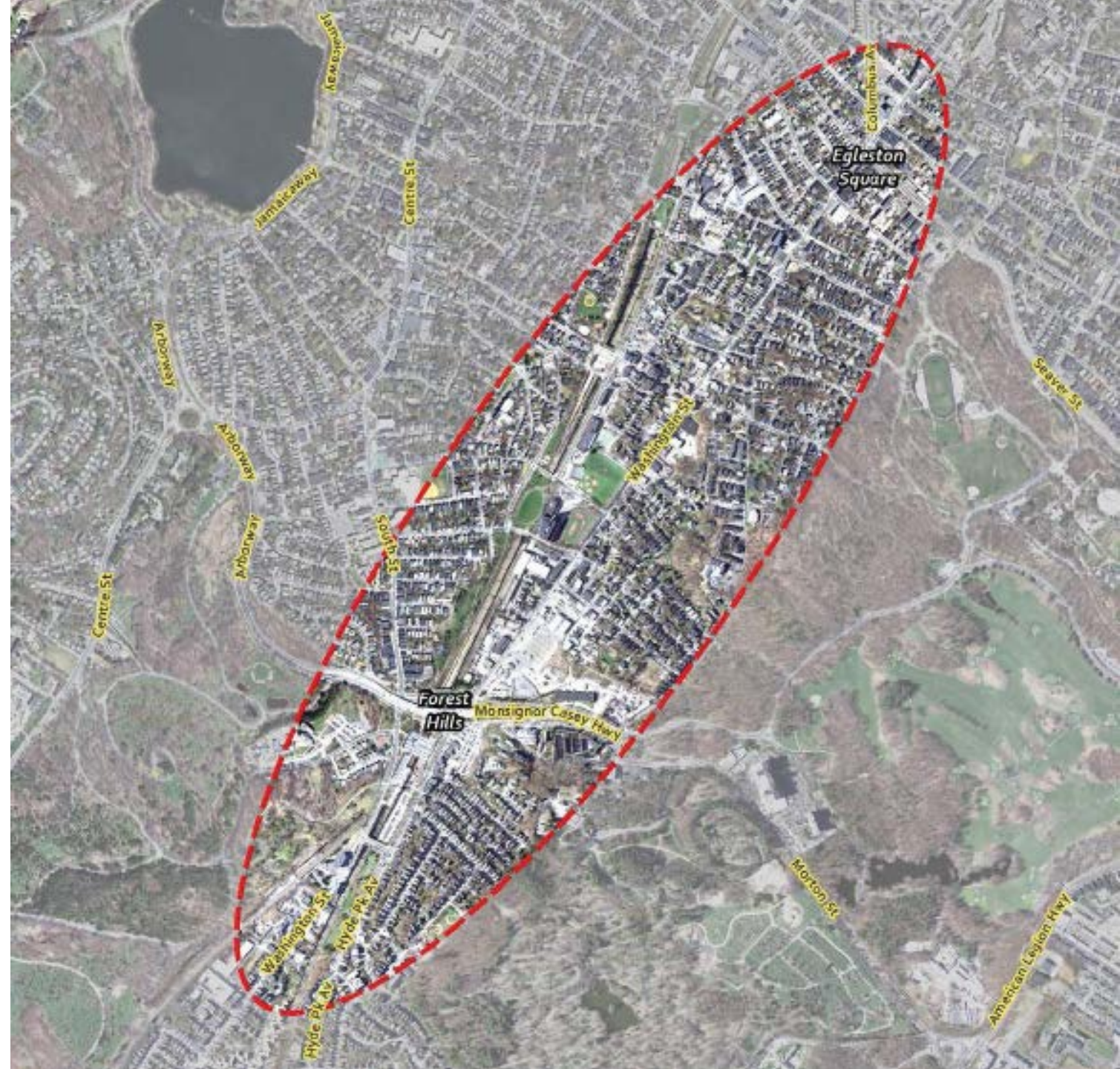
- **Co-Chair:** Peter Cavaluzzi, Perkins Eastman, New York, NY
- **Co-Chair:** Calvin Gladney, Mosaic Urban Partners, Washington, DC
- Rick Dishnica, The Dishnica Company, San Francisco, CA (Rose Center Advisory Board)
- Presley Gillespie, Neighborhood Allies, Pittsburgh, PA (Daniel Rose Fellow)
- Christopher Kurz, Linden Associates, Baltimore, MD (Rose Center Advisory Board)
- Ashley O'Connor, AECOM, Arlington, VA
- Cassie Seagren, Mayor's Office, City of Omaha, NE (Daniel Rose Fellow)
- Steven Shain, Department of Planning and Development, City of Seattle, WA (Daniel Rose Fellow)
- Bill Sirois, Regional Transportation District, Denver, CO

The Challenge

CAUTION
EMERGENCY
VEHICLES
EXITING



How can the city and stakeholders work together to implement a shared vision for the future of the Washington Street area in Jamaica Plain?



Presentation Outline

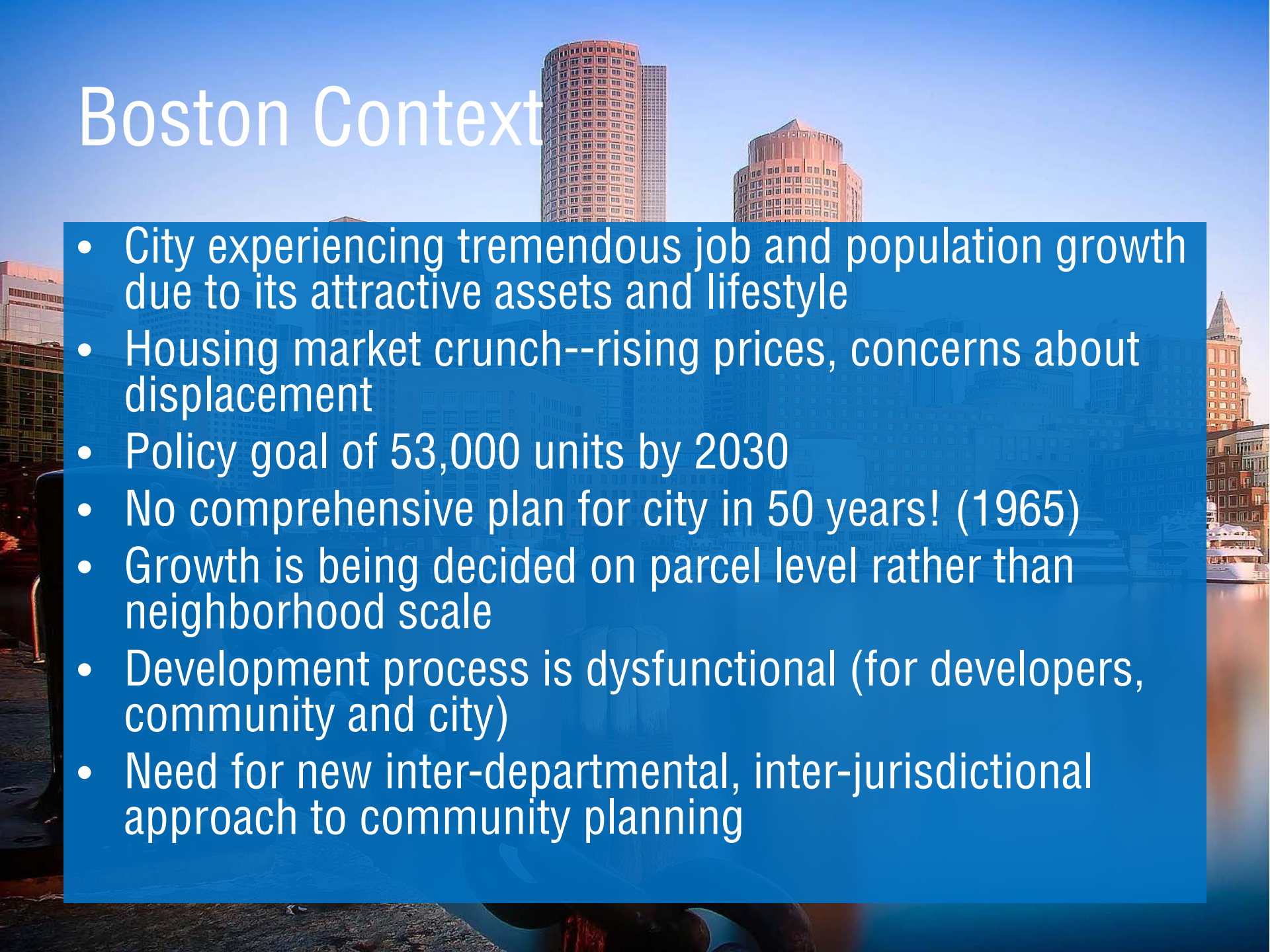
- 1. Observations**
2. Link to City-Wide Vision
3. Neighborhood-Scale Planning
4. Implementation
5. Conclusion & Homework



Boston Context



Boston Context

The background of the slide is a photograph of the Boston skyline. Two prominent cylindrical skyscrapers, the Hancock Tower and the Bank of America Tower, are visible against a clear blue sky. The foreground shows a body of water, likely the harbor, with some buildings and a boat visible on the right side.

- City experiencing tremendous job and population growth due to its attractive assets and lifestyle
- Housing market crunch--rising prices, concerns about displacement
- Policy goal of 53,000 units by 2030
- No comprehensive plan for city in 50 years! (1965)
- Growth is being decided on parcel level rather than neighborhood scale
- Development process is dysfunctional (for developers, community and city)
- Need for new inter-departmental, inter-jurisdictional approach to community planning

Neighborhood Assets



Neighborhood Assets

- Regional-quality open spaces
- Rail and bus transit access
- Sense of community, and character of built environment
- Varied neighborhood-serving retail and services
- Diversity of neighborhood

Neighborhood Challenges



Neighborhood Challenges

- No shared vision for future of Washington Street neighborhoods
- Low-intensity, vacant, and auto-oriented uses break up street activity along Washington
- Current retail and service mix has gaps, leading to economic leakage to other neighborhoods (restaurants, grocery, banks)
- Lack of coherent visual neighborhood identity
- Lack of coherent wayfinding aids leads to an illegible street network
- Washington Street carries a lot of through-moving auto and truck traffic with few pedestrian crossings

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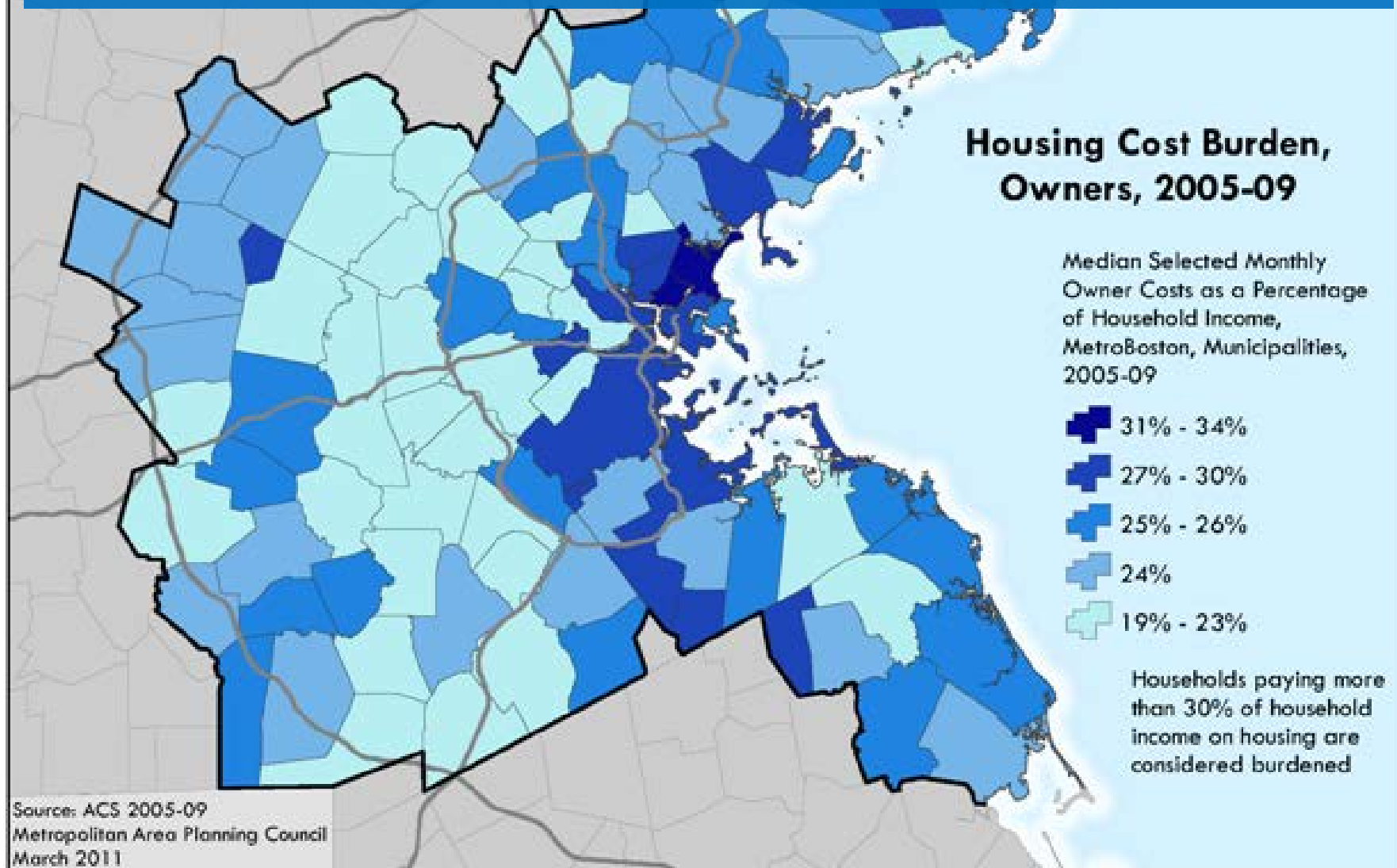


Citywide Context

- Parks and open space
- Transit



Citywide Issues



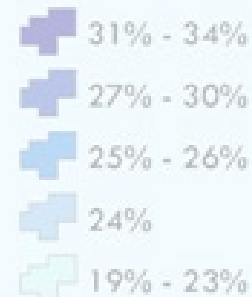
Citywide Issues

- Affordable housing
- Mobility
- Economic opportunity

These need to be addressed in every neighborhood but each neighborhood can't solve citywide issues on their own

Housing Cost Burden, Owners, 2005-09

Median Selected Monthly Owner Costs as a Percentage of Household Income, MetroBoston, Municipalities, 2005-09



Households paying more than 30% of household income on housing are considered burdened

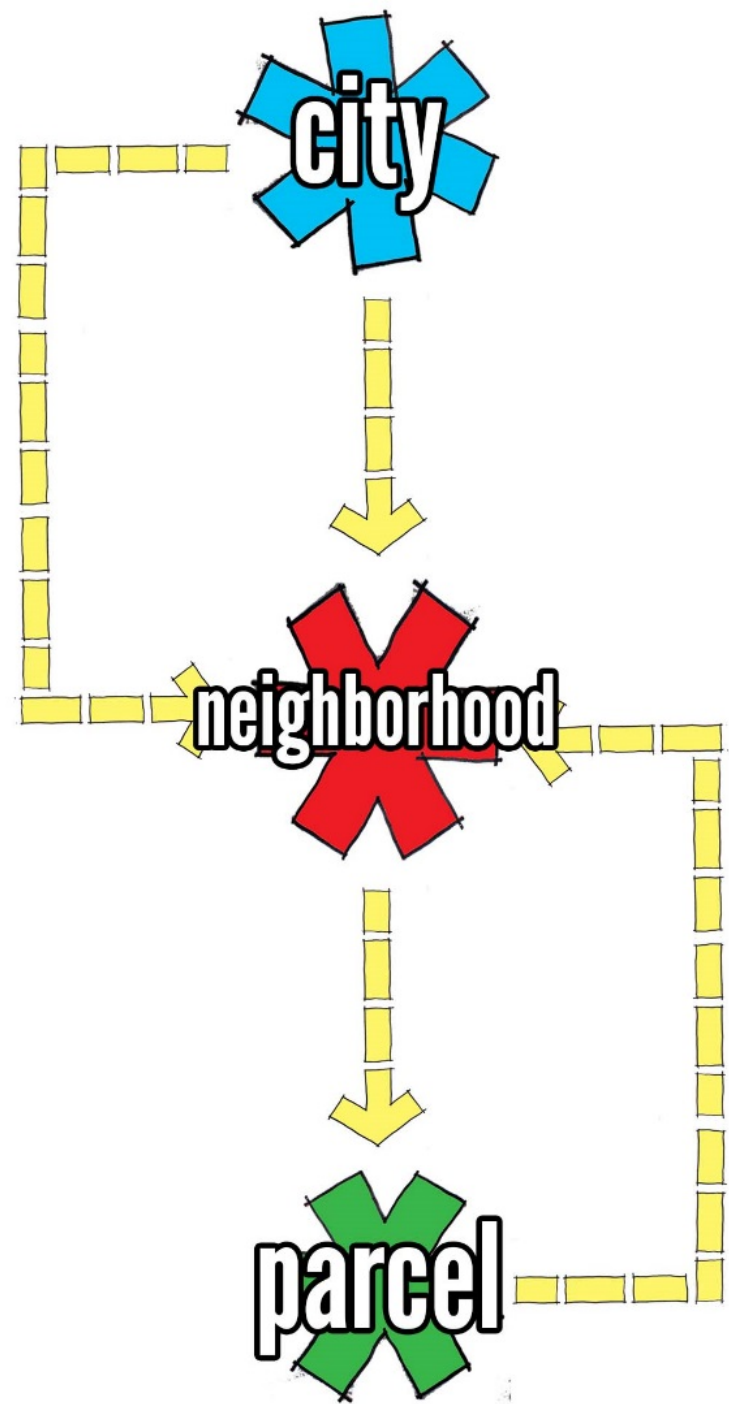
The Planning Process

- Identify strengths, weaknesses, opportunities and threats at neighborhood scale in the context of community goals
- Define and communicate the road map
- Create metrics, benchmarks and accountability for analysis, actions and results

Scales of Process

Create a supportive approval process with greater certainty

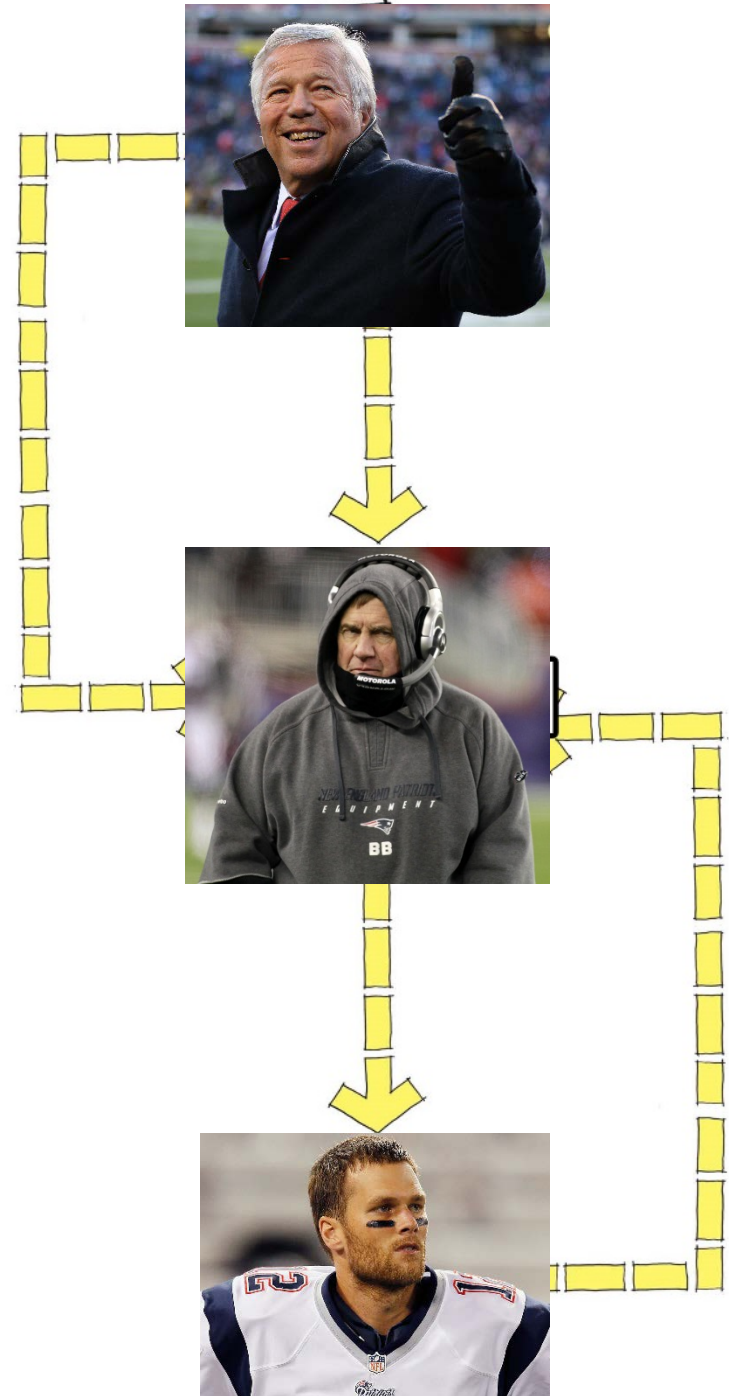
- Parcel discussions needs to happen neighborhood scale
- City-wide goals need to be translated to the neighborhood
- Neighborhood is the “glue” and the common thread



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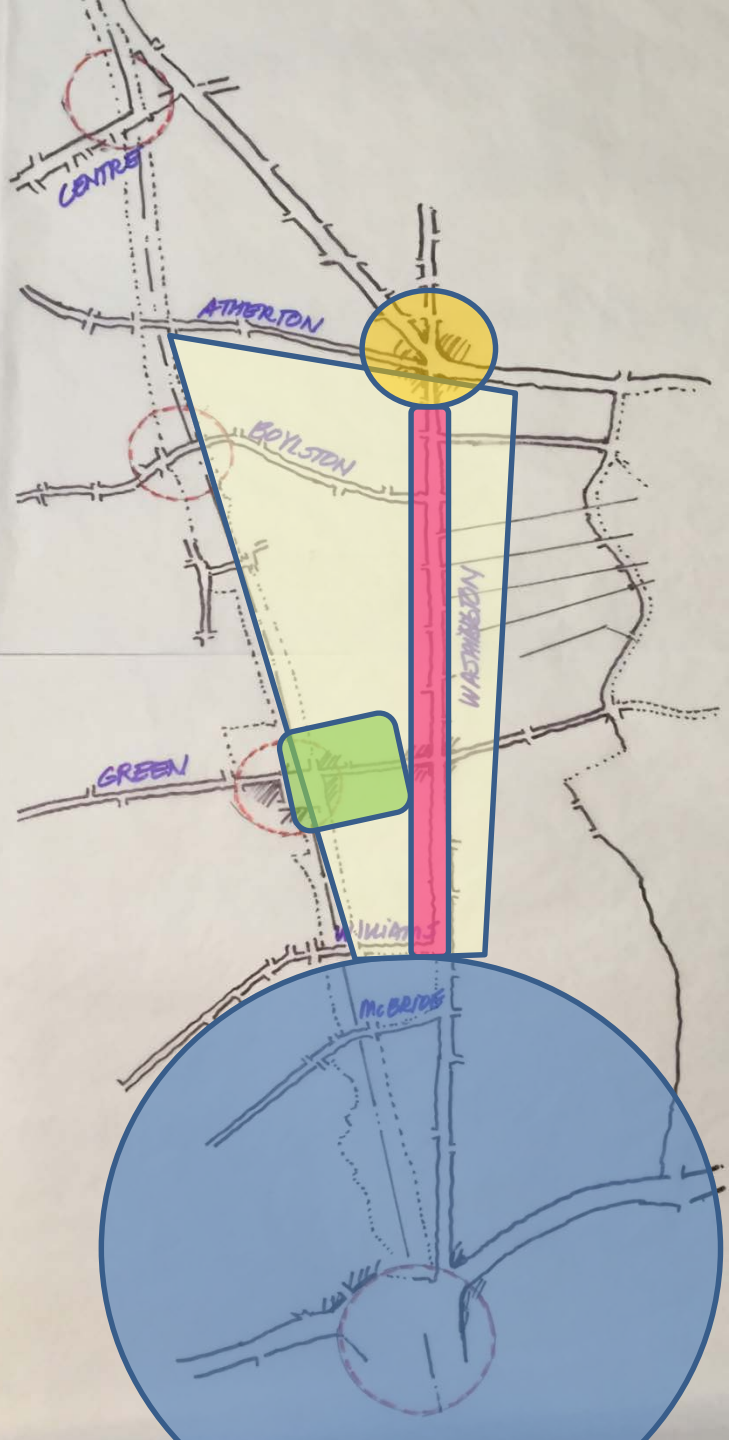
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Recommended Planning Approach

- 2 pieces: TOD (station-based) and Washington street corridor
- Large-scale TOD offering new development for affordable housing, employment and retail: Forest Hills station area plan for half-mile radius north to Williams Street
- Small-scale TOD to enhance surrounding neighborhood: Green Street station
- Corridor neighborhoods: Egelston Square to Williams Street
- Commercial node: Egelston Square

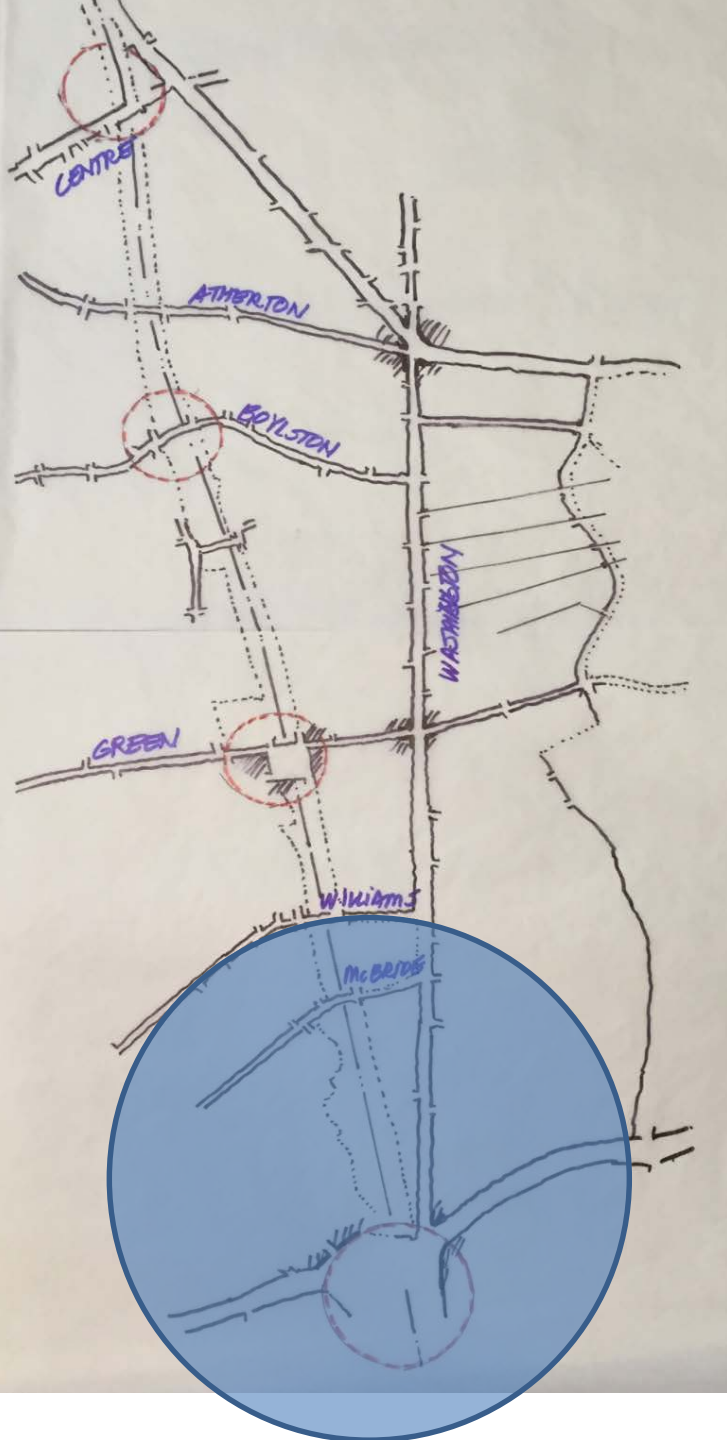


←
versus
→



Forest Hills Station Area

- Large-scale TOD: Forest Hills station area plan in half-mile radius with Williams Street as boundary
- Development opportunities at a meaningful scale with high densities including affordable housing, retail and employment
- Larger parcels between Williams and station



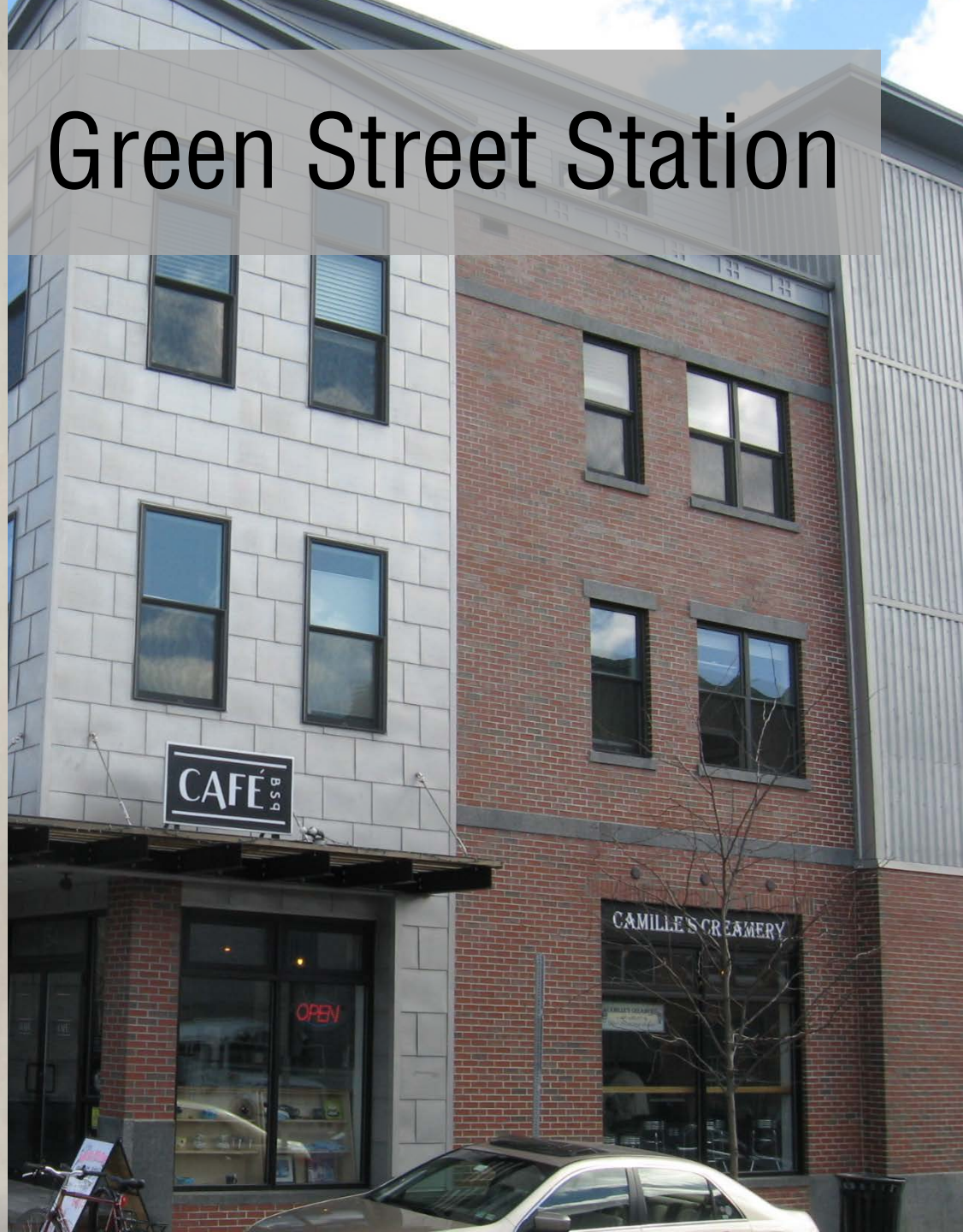
Forest Hills Station Area



Forest Hills Station Area

- Need for inter-jurisdictional collaboration:
 - Mayor and Governor need to prioritize and create a public-public partnership to plan and implement TOD
 - MBTA sites/ Arborway Yards
 - Integrating development, pedestrian access and enhancing placemaking with Casey Arborway & Forest Hills station

Green Street Station



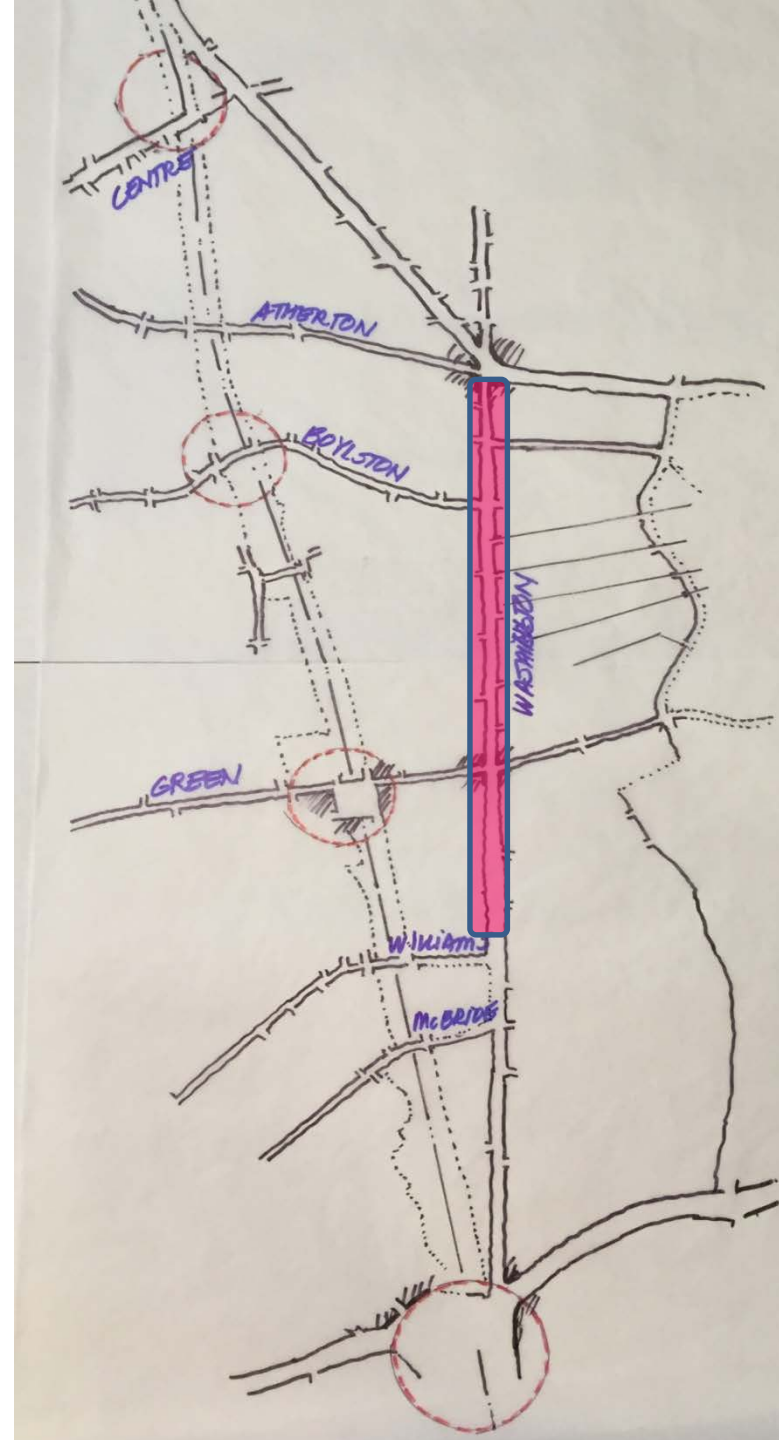
Green Street Station

- High priority in the near term should be available development sites
- Higher density near station
- Pursue infill opportunities along Green to Washington
- Land is being assembled, so expand on strength of what is already occurring



Strengthening Washington Street Corridor & Neighborhoods

- Spine is a mixed-use/commercial district along Washington
- Need to strengthen & support small business, job creation opportunities
- Housing may not be primary focus; allow commercial or mixed-use
- Talk about appropriate uses for future (e.g., not necessarily car lots)



Strengthening Washington Street Corridor & Neighborhoods



Strengthening Washington Street Corridor & Neighborhoods

- Support for existing businesses to succeed and grow
- Address parking issues along corridor including infill lots
- Can YMCA enhance street presence and expand facilities?
- Look for infill opportunities in neighborhood within existing context
- Opportunities to hear and address other neighborhood concerns



Egleston Square Commercial Node

- Improve traffic movement
- Strengthen commercial presence
- Address aesthetic issues
- Address business viability and opportunities
- Evaluate placemaking opportunities



Supporting Local Business (in Egleston & Corridor-wide)

- 
- Explore opportunities to support local businesses
 - Links to banking/ financing
 - Attract new neighborhood-serving businesses
 - Education/ outreach to business owners and landlords
 - Code enforcement

Improving Quality of Life (Neighborhood-wide)

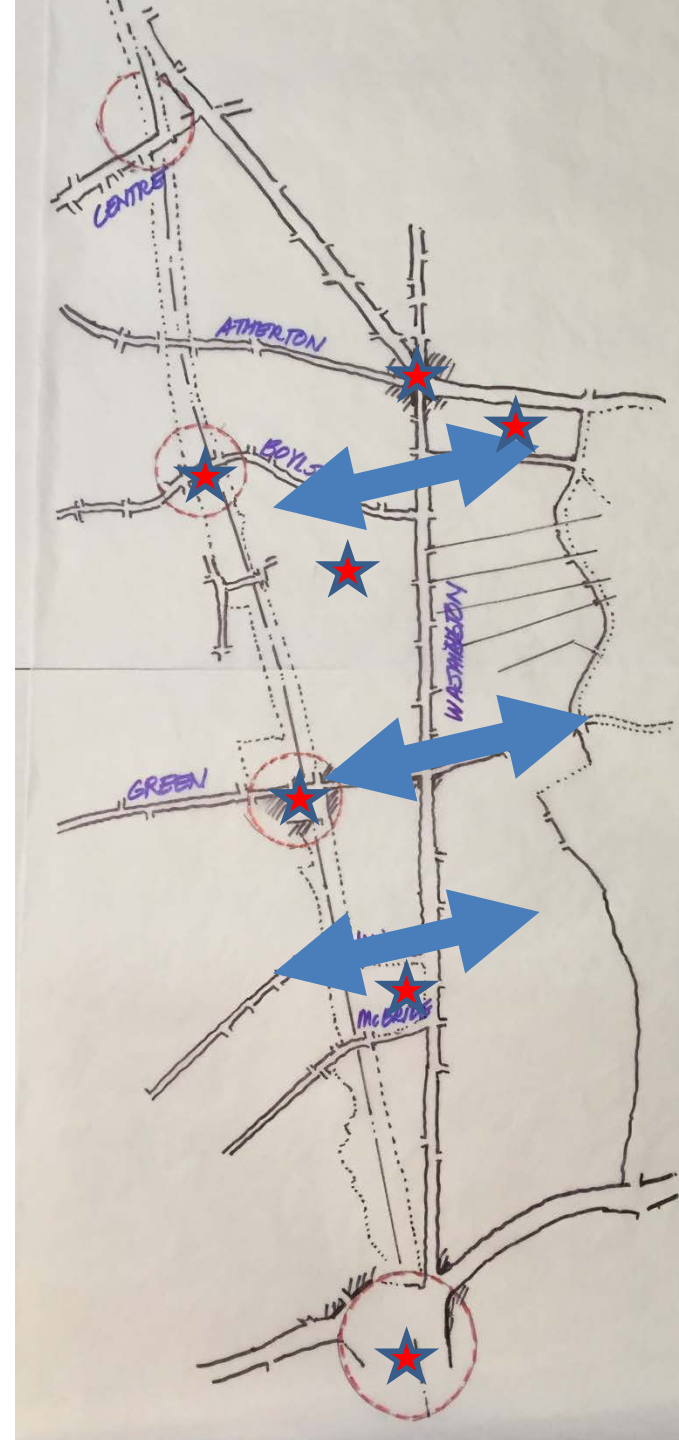


Improving Quality of Life (Neighborhood-wide)

- Addressing security and safety
- Façade improvements
- Design standards
- Lighting/ fencing
- Landscape/ tree boxes
- Pocket parks/ programmed open space
- Sidewalk/ code enforcement
- New pedestrian-activated crossings
- Billboard regulations

Making Connections

- Green/Glen, Boylston/School dogleg, Williams are key corridors through the neighborhood
- Connecting transit to Franklin Park (e.g., bike connections from Southwest Corridor to Franklin Park)
- Wayfinding/signage for local amenities – park, trail, rail stations, bus stops, schools, Brewery small business complex
- Cultural events to attract investment to neighborhood



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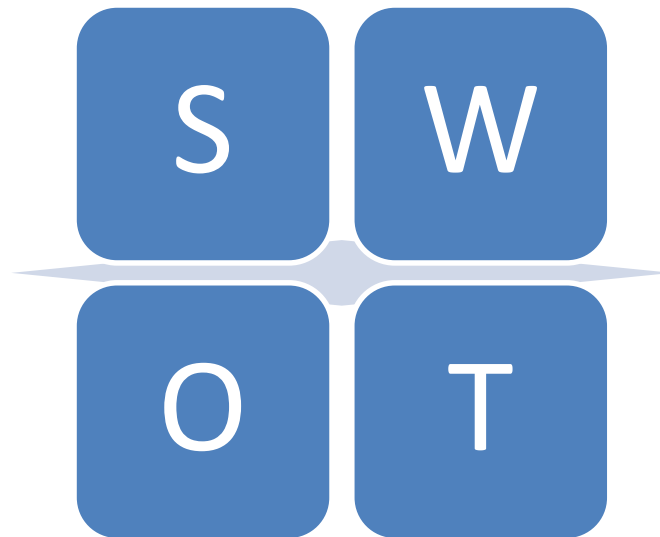


Expand Baseline Information Gathering

- Inventory of housing in study area
 - Quantify existing affordable housing (e.g., deed-restricted units, senior housing, AMI levels) to understand vulnerability
 - Housing stock by type and ownership
 - Multi-generational types
- Set benchmarks and goals to bring existing housing into compliance with codes
- Inventory of existing businesses/industry clusters
- Market Scan

Neighborhood SWOT Analysis

- SWOT to understand ability to meet goals
- Housing, Mobility, Economic Development
- Developer Capacity
- Refine goals & objectives based on analysis



Civic Engagement

WELCOME

to the Rosa Parks
Transit Center!

Your Hosts today
are DAN
PONSELLA
THERESA
BLAKE
DALTON

We would like to talk to
you about the
Detroit Works Project
Long Term Planning

Thank You!



Civic Engagement

- Civic Engagement + Respectful Action = Sound Planning
- Broaden input with different approaches
 - Address language barriers
 - Specific stakeholder-based meetings
 - Roaming table/ community conversations
 - Street teams (door-to-door)
 - Social media to facilitate additional debate
 - Share and incorporate feedback
- Develop community leadership capacity so neighborhood champions can keep the plan on the right path toward implementation

Process:



Planning Process:

“Matter-of-Right Light”

- Plan for neighborhood rather than development sites
- Resolve certain issues (e.g., density and affordable housing) in planning process rather than in development approval process
- Team Lead – One Agency
- Interdepartmental/ Inter-Jurisdictional and Cross-Functional Team
- Good government (e.g., Office of Neighborhood Services) is not civic engagement

Development Approval Process

- Create certainty of process (for both developers and the community)
- If key issues are resolved in the neighborhood planning process, fewer remain during development approval
- Increase threshold for advisory group review under Article 80 (to achieve citywide housing goals)
- Architectural review for big projects should occur much earlier in the approval process
- City should play stronger facilitator role in developer-community discussions

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Citywide Conclusions

- Planning: This is an opportunity for the city to make the neighborhood planning process a key to achieving citywide and neighborhood goals
- Implementation: To achieve your goals, the development process in Boston needs to offer a defined road map and take less time to complete

Study Area Conclusions

- Washington Street is not homogenous and needs different plans with distinct boundaries (e.g., Forest Hills station area, corridor north of Williams) which will lead to different strategies and solutions
- Leverage different strategies to achieve housing goals (highest density at Forest Hills station, medium density at Green Street station, infill that respects existing context along and adjacent to Washington Street and Egleston Square)
- Ensure Latino community is actively engaged
- The pedestrian needs to be treated with the same importance as the motorist throughout the study areas
- The Mayor and Governor need to prioritize joint planning and implementation of TOD at Forest Hills station area

Homework

1. Draft two separate scopes of work for the planning process at the Forest Hills station area and the rest of the Washington Street study area
2. Create a flow chart and guide for the development approval process in the city today
3. Conduct analyses of the housing stock and businesses for the entire study area (similar to Egleston Square business survey)

Next check-in:

Rose Fellowship Retreat
Houston, May 12

Thank you to the following people; their assistance was essential to the panel's work:

Capt. Alfredo Andres, Boston Police Department | Dave Baron, Baron Law/Jamaica Plain Councilmember | Anne Barrett, 30E Design | Maria Christina Blanco, City Life/Vida Urbana | Emma Blaxter, ONEinThree | Barry Bluestone, Northeastern University | Glenn Burdick, Corporate Portfolio Analytics | Ed Burke, Doyle's Café | Julie Burros, Office of Arts and Culture | David Carney, Massachusetts Bay Transportation Authority | Rick Chellman, TND Engineering | Luis Cotto, Egleston Square Main Streets | Travis D'Amato, Jones Lang LaSalle Capital Markets | Chris DeSisto, Maplehurst Construction | Jullianne Doherty, Office of Neighborhood Services | Gina Fiandaca, Boston Transportation Department | Kaira Fox, Office of Neighborhood Services | Deb Goddard, MassHousing | Brian Golden, Boston Redevelopment Authority | Karin Goodfellow, Office of Arts and Culture | John Griffin, Greenberg Traurig | Vineet Gupta, Boston Transportation Department | Ronald Hafer | Patrick Hoey, Boston Transportation Department | Paul Iontasca, Arborview Companies | Darcy Jameson, Beacon Communities | Kristin Johnson, Stonybrook Neighborhood Association | Marty Jones, MassDevelopment | Matt Kiefer, Goulston & Storrs | Kathy Kottaridis, Historic Boston | Carlos Lara, Boston Police Department | Nancy Ludwig, Icon Architecture | Jennifer Maria, Office of Neighborhood Services | Carlos Martinez, Boston Police Department | Elizabeth Matos, Egleston Square Neighborhood Association | Paula McNichols, Brookside Health Center | Dick Monks | Jerry O'Connor, O'Connor Law Office/Jamaica Plain Neighborhood Council | Liana Poston, Office of Representative Liz Malia | Susan Pranger, Iffley/Chillcott Neighborhood Association | Peg Preble | Al Raine, AECOM | Tim Reardon, Metropolitan Area Planning Council | Bill Reyelt, MassHousing | Dick Reynolds, Tufts University | Dan Scanlan, Stonybrook Neighborhood Association | Liz Skidmore, New Hampshire Carpenters Local 118 | Jerome Smith, Office of Neighborhood Services | Kyle Smith, Lieberman Law Office | Hannah Smith, Office of City Councillor Matt O'Malley | Greg Strangeways, Massachusetts Bay Transportation Corporation | Robert Torres, Urban Edge | Dave Traggorth, Traggorth Companies | Cathie Wilder, Union Avenue Neighborhood Association | Matt Zahler, Trinity Financial