

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.

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 \$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.

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.

"Better funding for parks so that the spaces we have can be maintained."
South Boston Waterfront resident via street team survey

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: 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: 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: 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

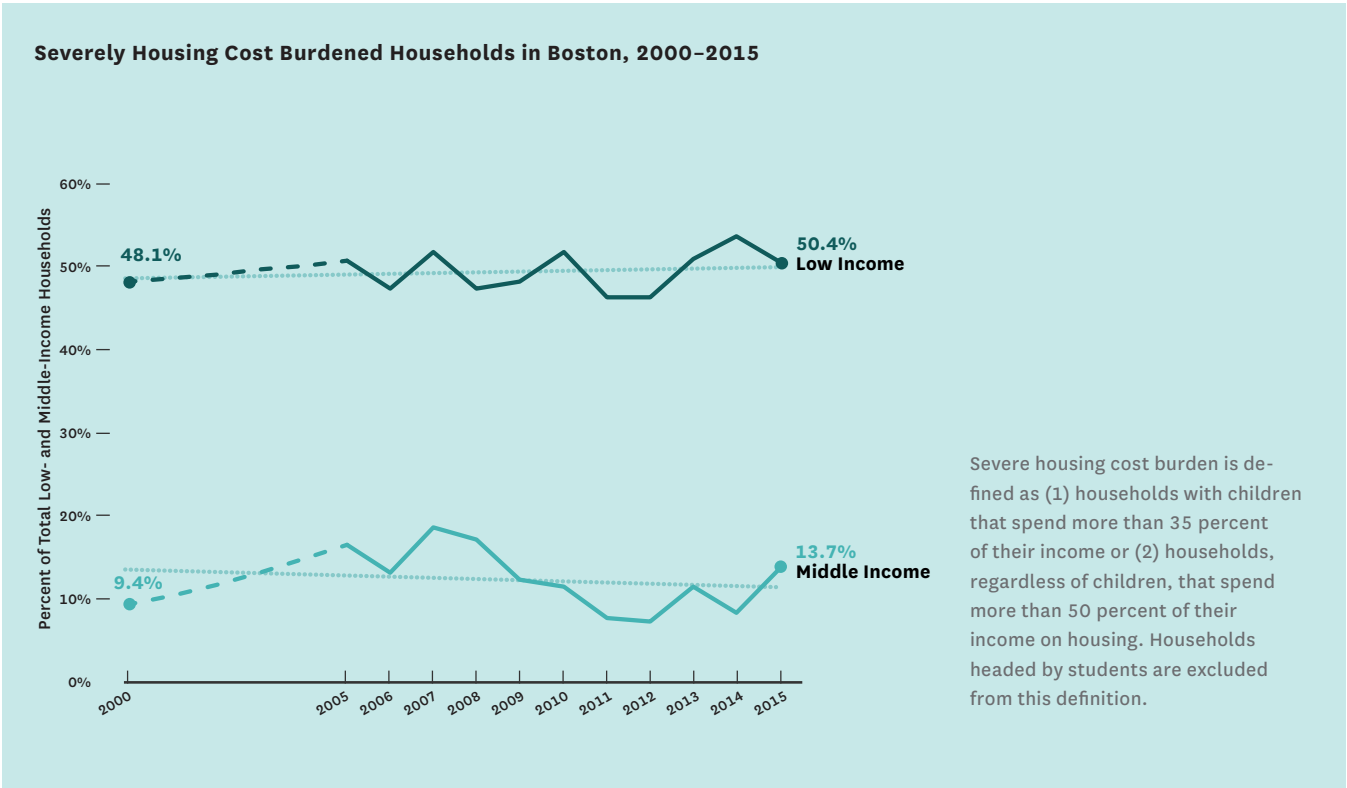
Reduce housing cost burden for Bostonians

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.



Trend Indicators

- ↑ Trending Up
- No Trend
- ↓ Trending Down

Progress Indicators

- Positive Progress
- No Progress
- Negative Progress

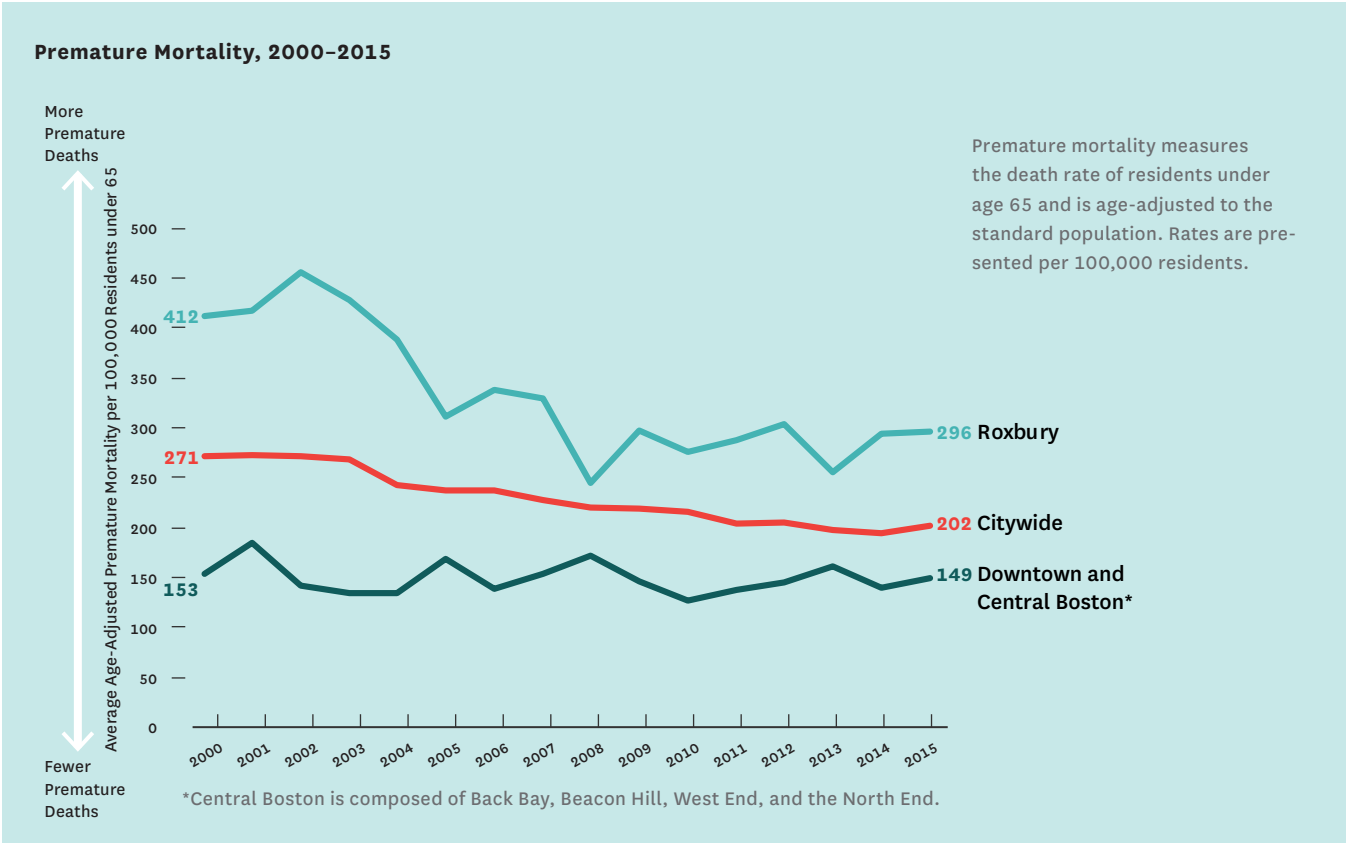
Improve health outcomes for all Bostonians

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.



Improve the walkability of each neighborhood

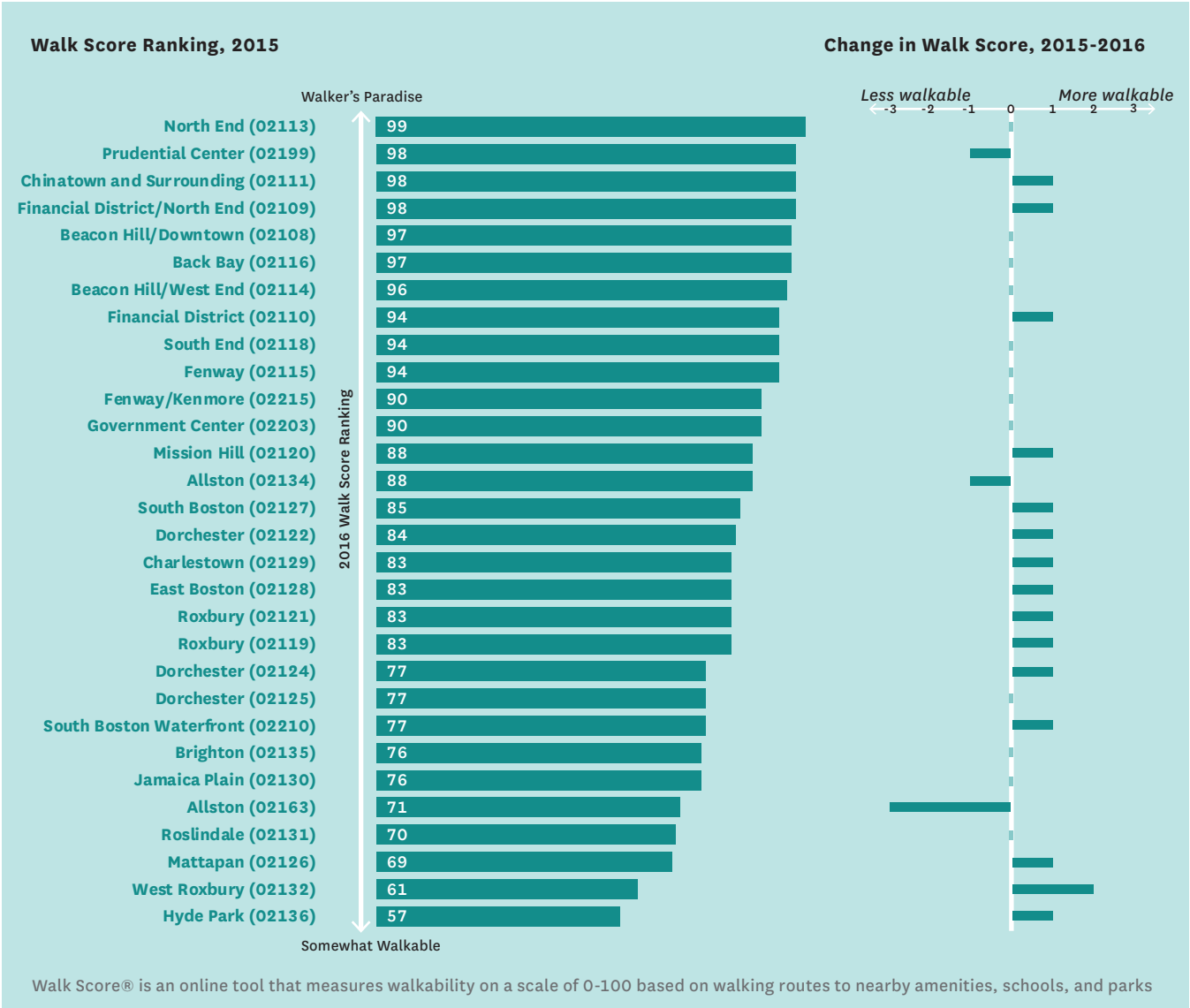
Boston is the third most walkable city in the nation, according to Walk Score®, an online tool that measures walkability. 12 of Boston’s 30 scored zip codes have a Walk Score ranking more than or equal to 90, which Walk Score® defines as a “Walker’s Paradise.” 50 percent of Boston zip codes improved 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.



Keep Boston a safe city

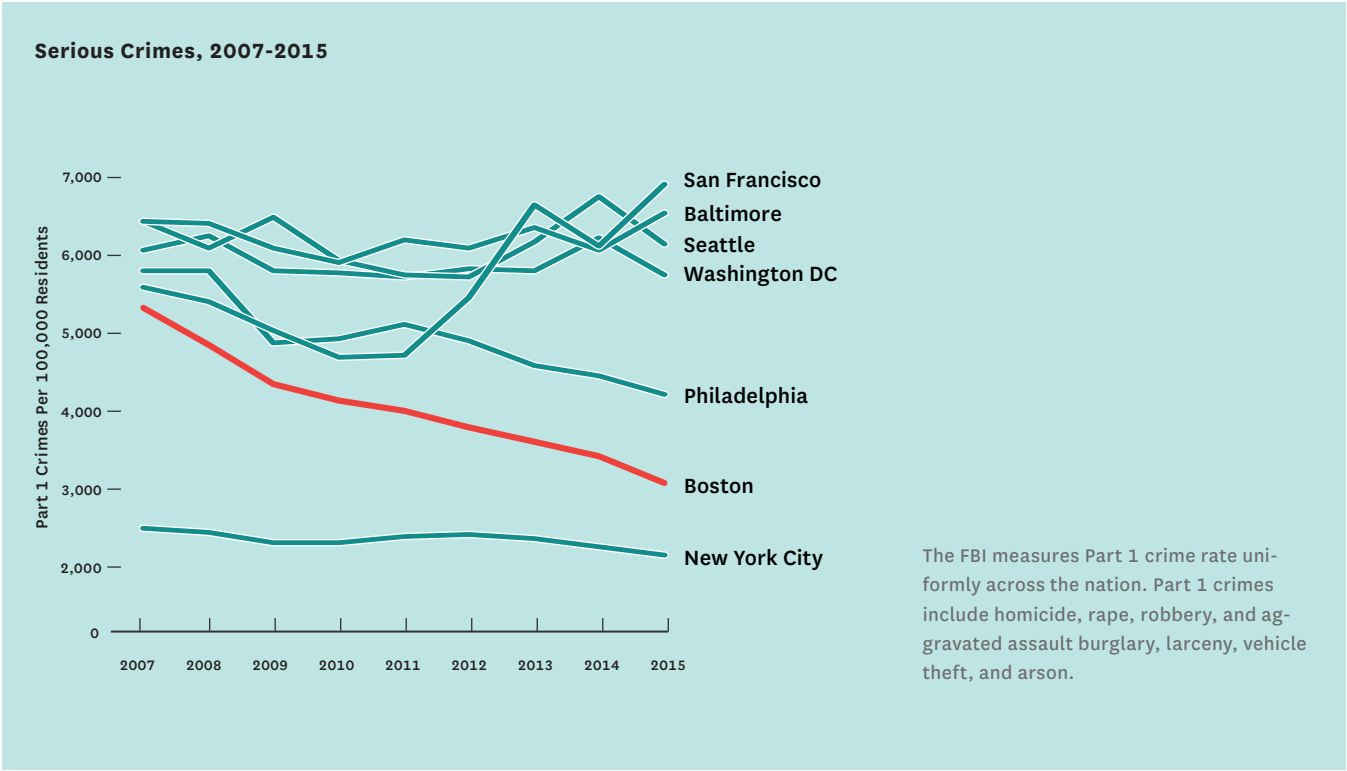
Boston’s rate of serious crimes (Part 1 crimes) has steadily declined over the last decade, outperforming many peer cities. Boston’s Part 1 crime rate fell by more than 50 percent from 2000 to 2015. As of 2015, Boston’s Part 1 crime rate was approximately 3,000 crimes per 100,000 residents—lower than 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

The FBI measures Part 1 crime rate uniformly across the nation. Part 1 crimes include homicide, rape, robbery, and aggravated assault burglary, larceny, vehicle theft, and arson.

Goal

Increase access to opportunity

Reduce the wealth gap between white households and households of color

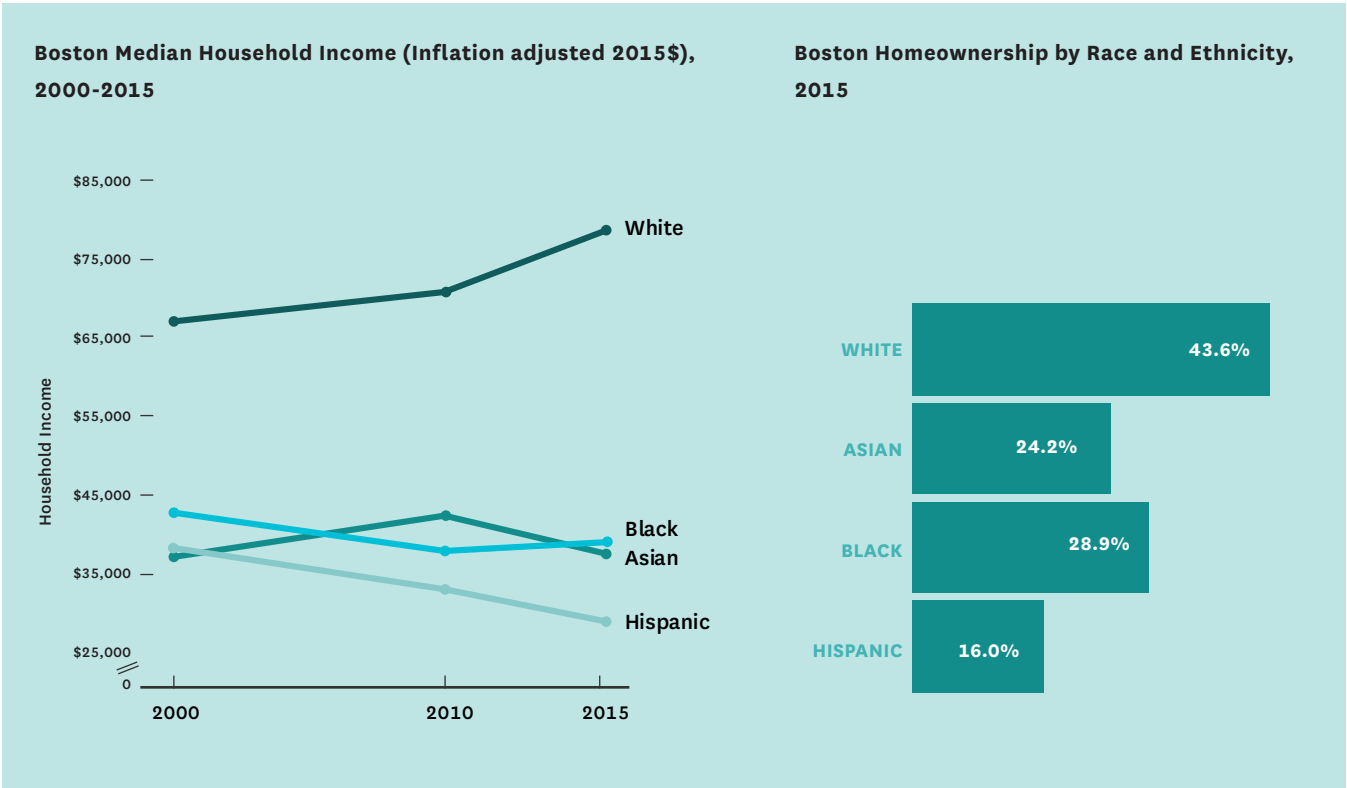
Financial disparities between white residents and residents of color are stark and widening. In 2015, white household median income was about \$78,000—2.2 times higher than households of color. This compares to 1.7 times higher in 2000. White Bostonians are significantly more likely than Bostonians of 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.



Reduce child poverty

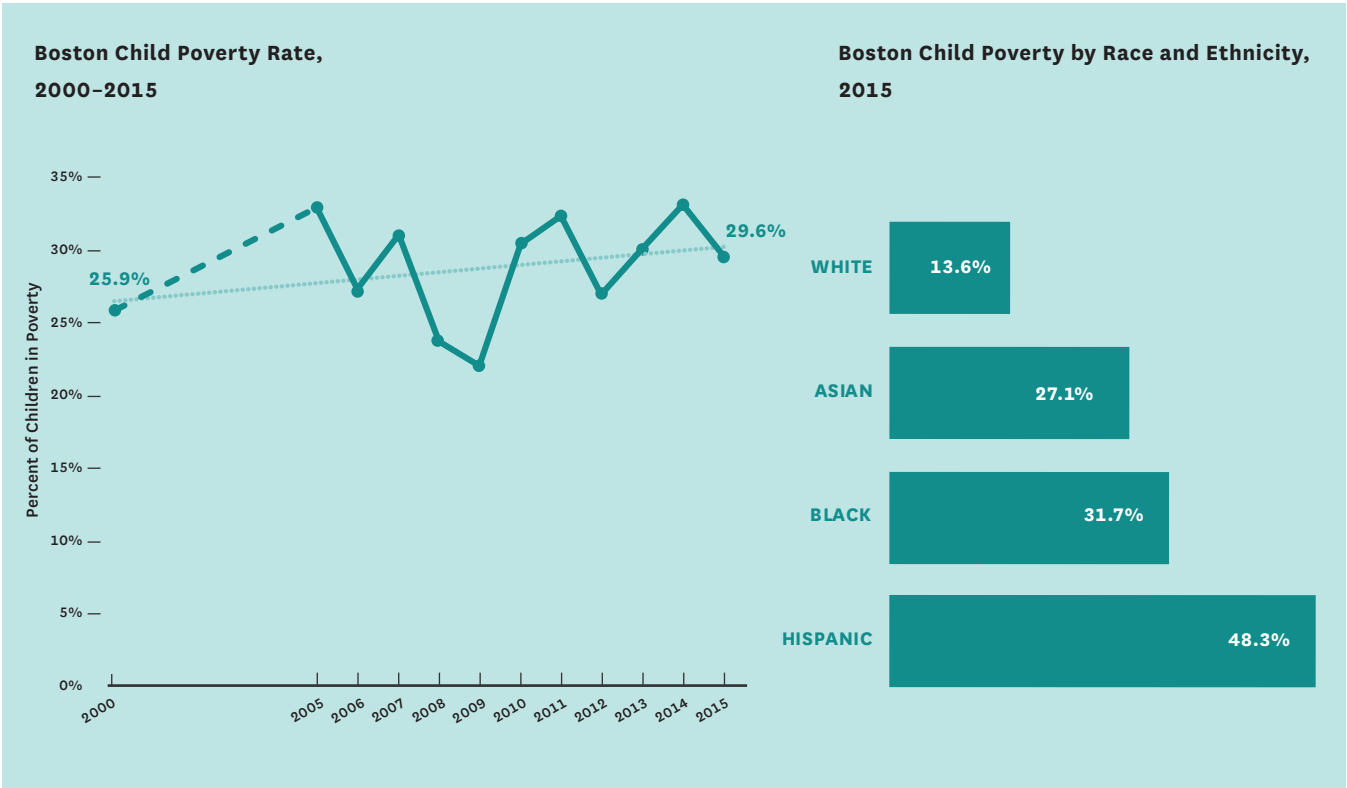
Today, a higher percentage of Boston children grow up in poverty than did in 2000. As of 2015, the citywide child poverty rate was 29.6 percent, nearly 4 percentage points higher than it was in 2000. Hispanic children are more likely to be in poverty than children of any other race or ethnicity in Boston. 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.



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.

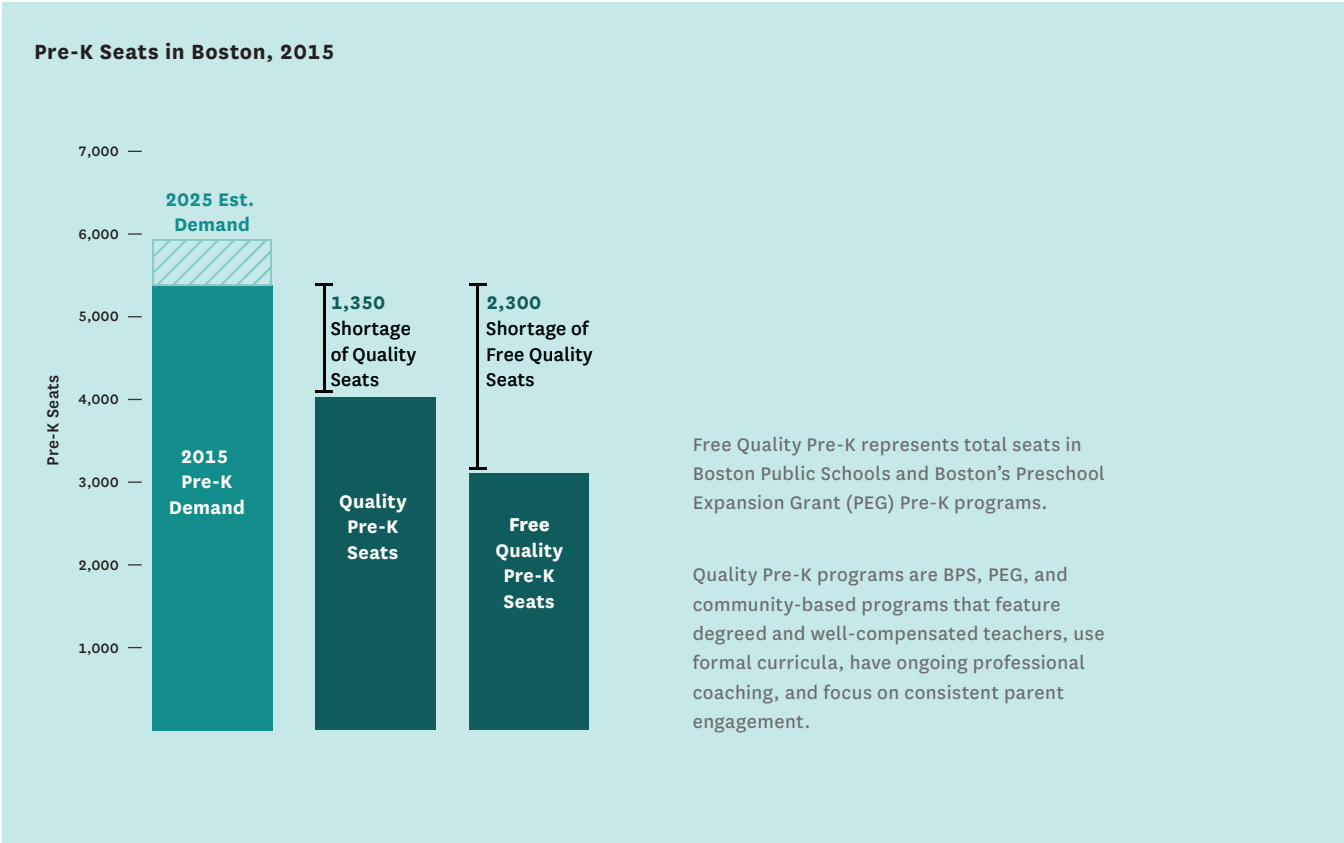
Offer quality, affordable Pre-K education to every eligible child in Boston

↑ 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.



Improve educational outcomes and access to educational opportunities

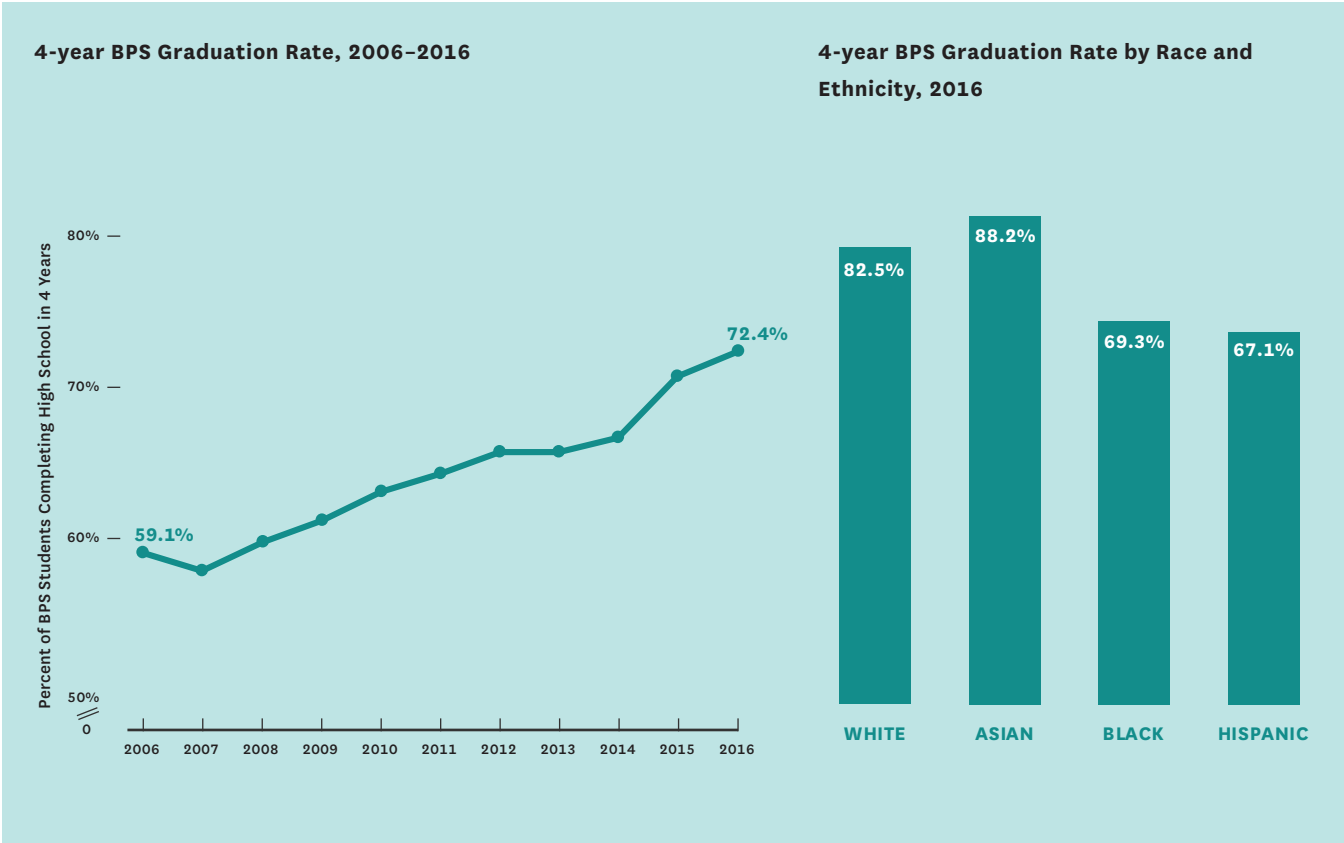
A goal of Boston Public Schools (BPS) is to provide a connected education system that supports learners from early care through career. BPS students are increasingly graduating from high school in four years. In 2016, 72.4 percent of BPS high school students graduated in four years—the highest graduation 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.



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.

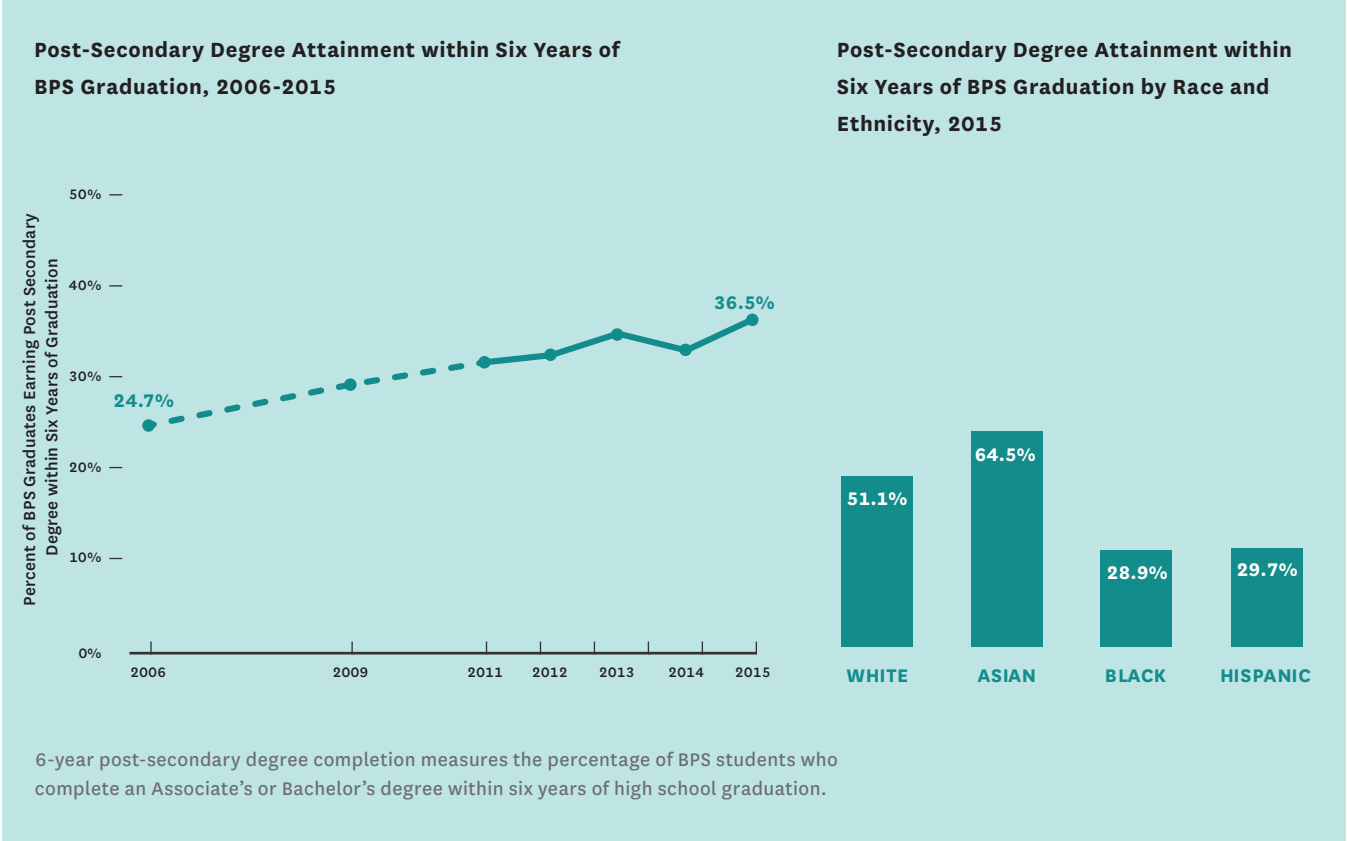
Increase the 6-year post-secondary degree completion rate for BPS graduates

↑ 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 →



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.

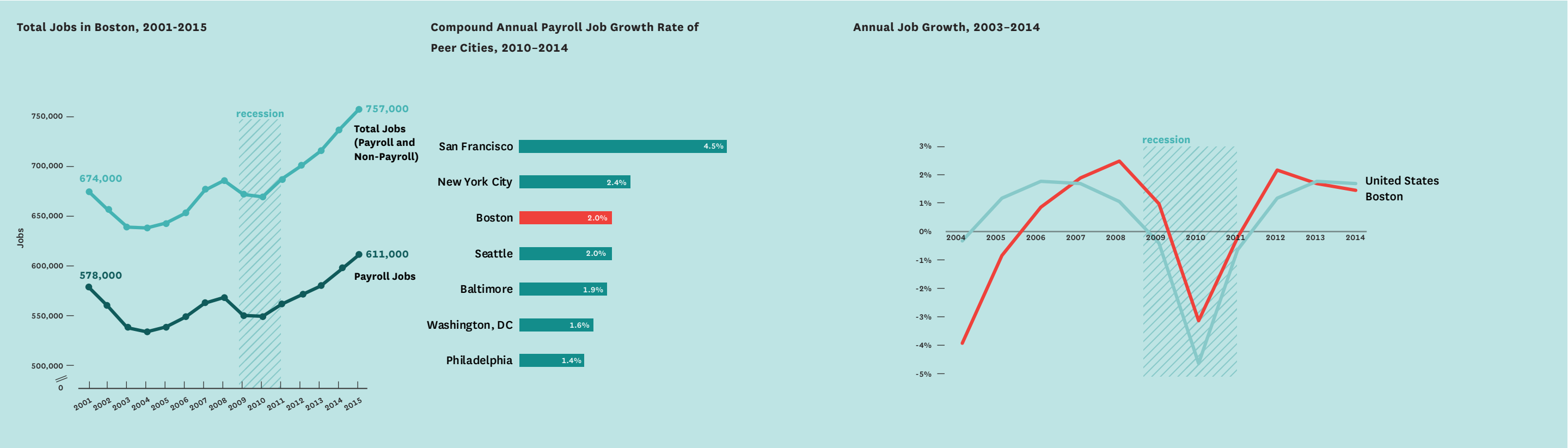
Continue to create jobs

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 →



Create higher paying jobs

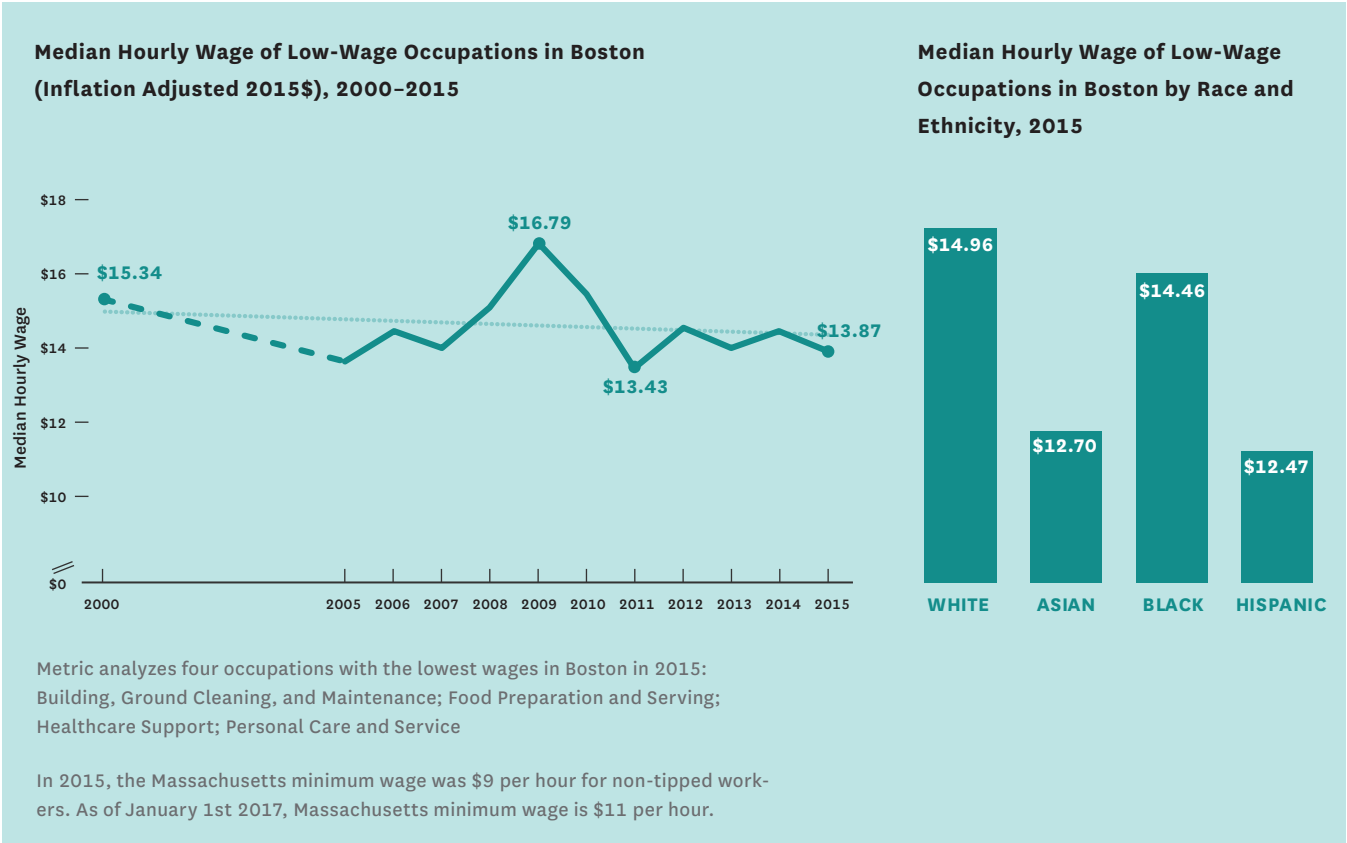
Boston’s four lowest wage occupations have not seen sustained increases over the last fifteen years. Since 2000, median hourly wages in low-wage occupations have ranged from \$13.43 in 2011 to \$16.79 in 2009. Today, the median hourly wage for low-wage occupations is \$13.87 compared to \$15.34 in 2000. 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.](#)



Source: U.S. Census Bureau, PUMS, BPDA Research Division Analysis

Create higher paying jobs

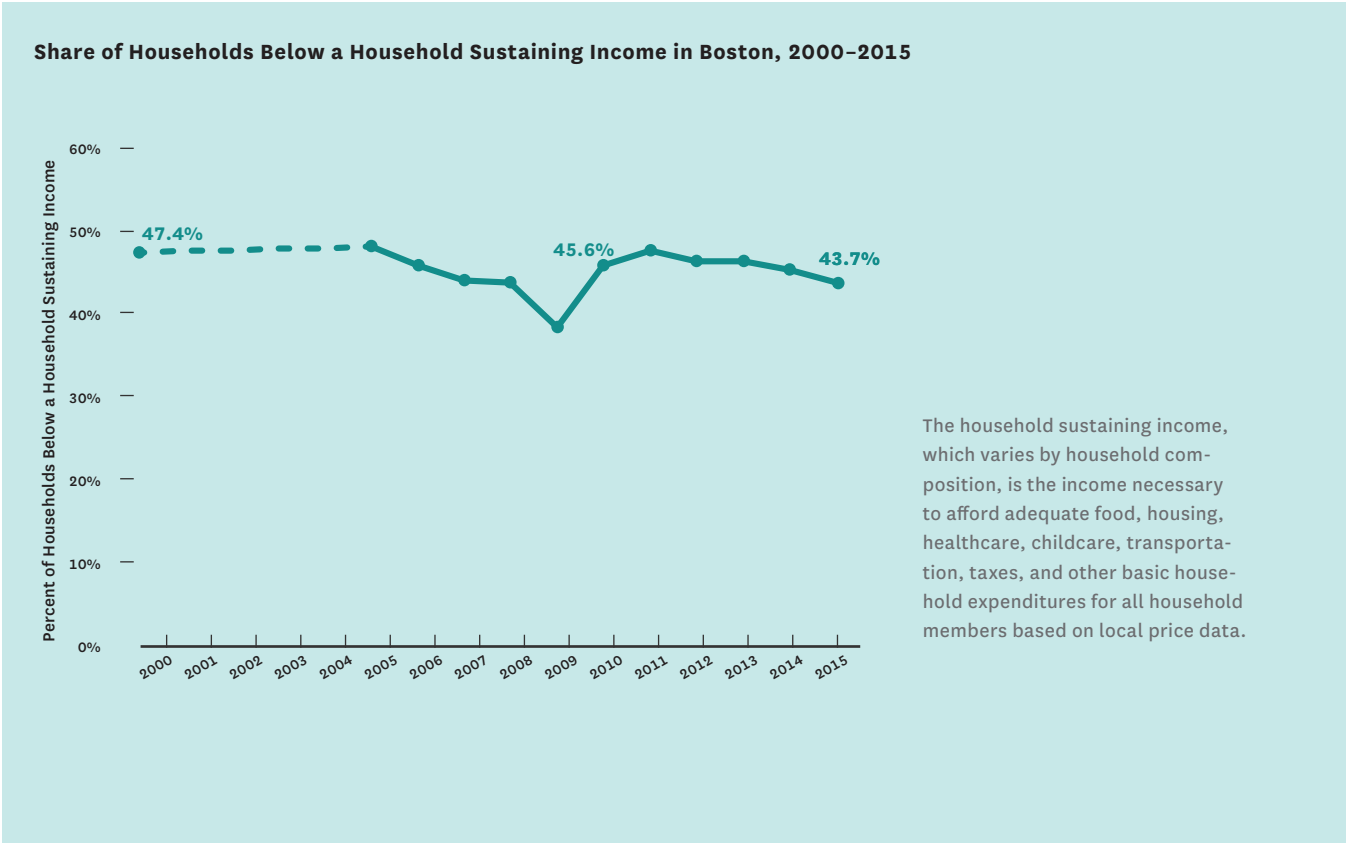
The share of households below a household sustaining income has slowly improved over the last decade-and-a-half. As of 2015, 43.7 percent of Boston households are living below a sustaining income, compared to 47.4 percent in 2000 and 45.6 percent in 2010.

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.](#)



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 CO2. 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.

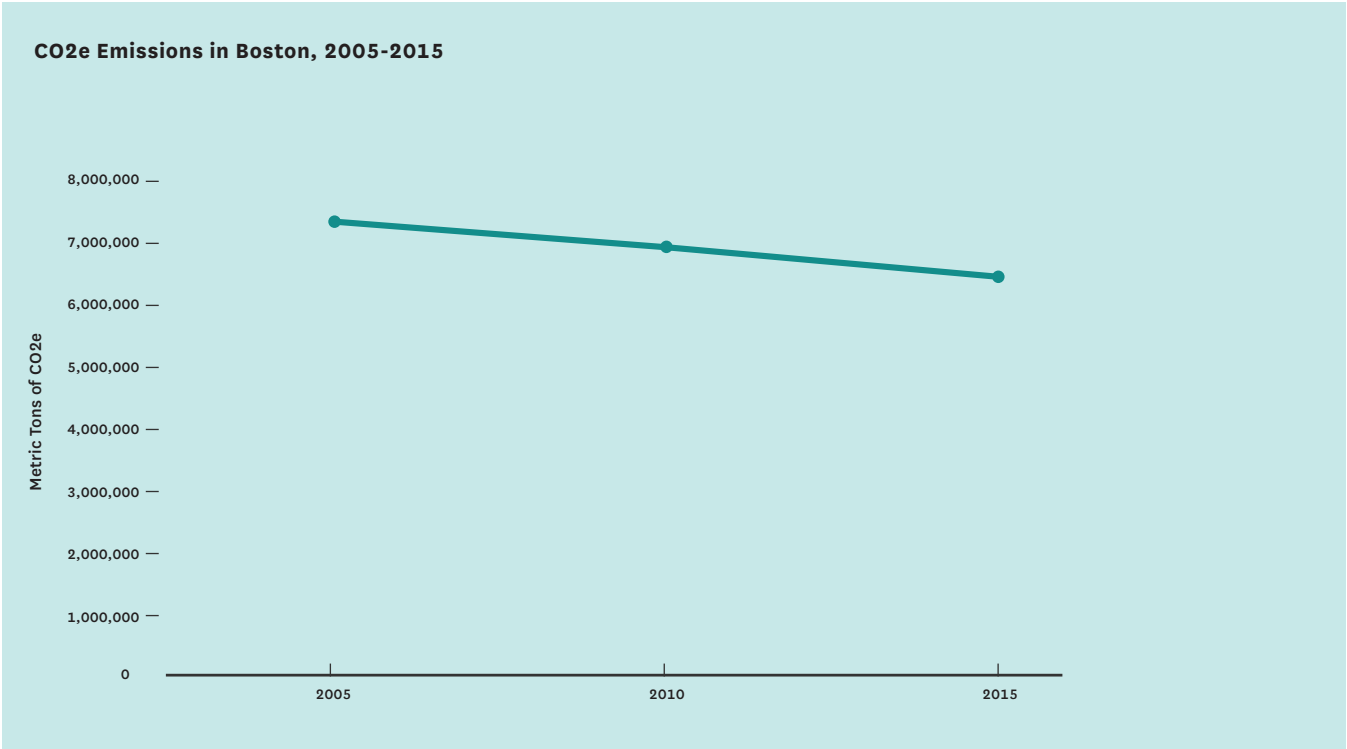
As a milestone to carbon neutrality, aim to reduce emissions by half by 2030.

↓ 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→



Source: Climate and Environmental Planning, Environment Department, City of Boston

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.

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

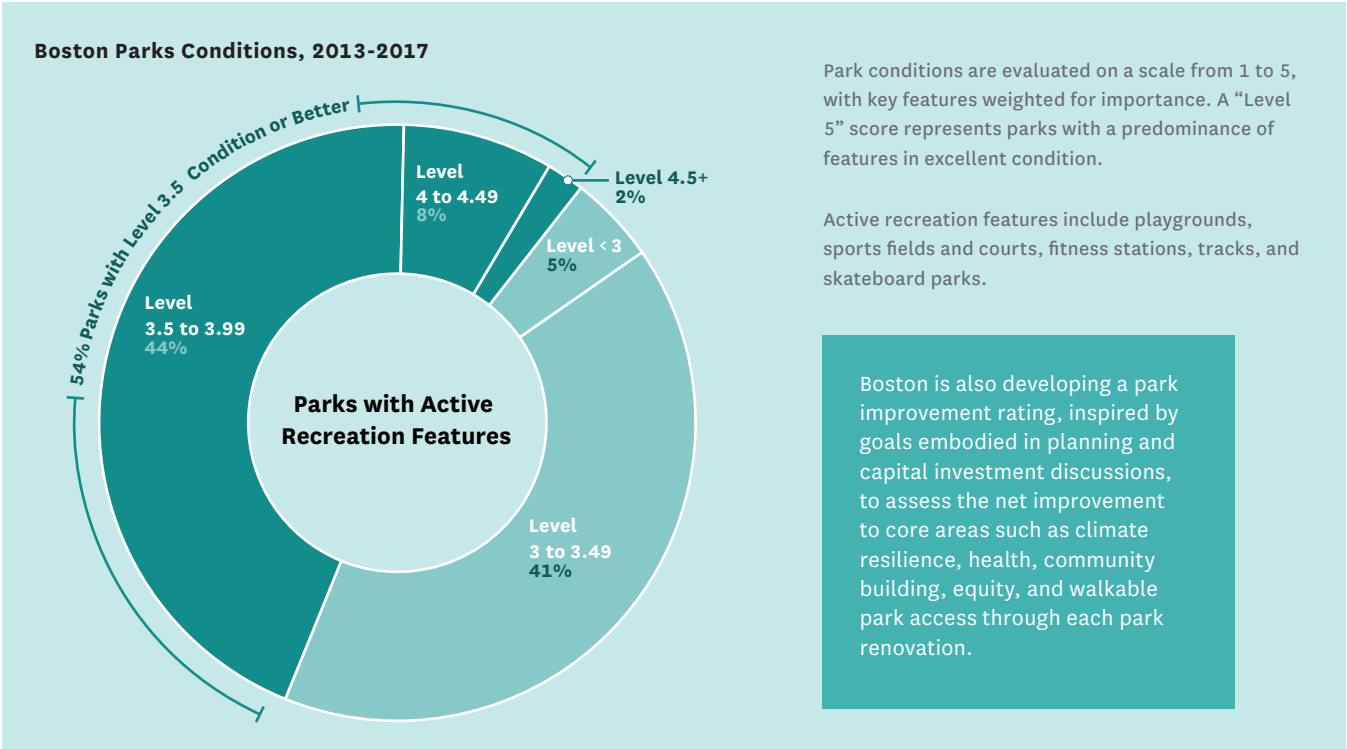
Improve quality of parks and open space

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.



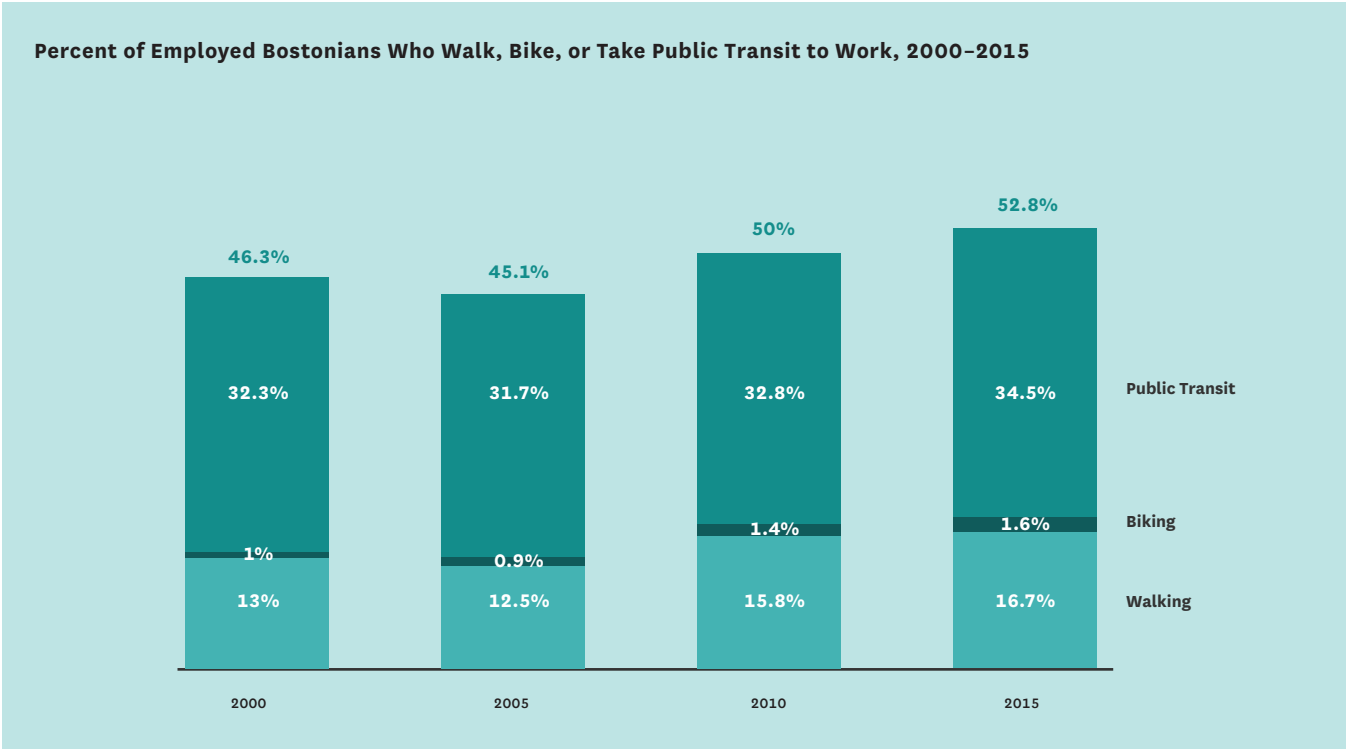
Facilitate a shift in Bostonians' mode of transit

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.



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 →



Source: County Business Patterns; Census Bureau Nonemployer Statistics; BPDA Research Division Analysis



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 HEATH

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

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

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
1	Make neighborhoods healthier places to live	BPDA	BHA, DND, OED, Streets	N/A	In Planning
		BPHC, OFI	BPDA, OED	City Operating, Federal, Other	Partially Funded, In Planning
		EMS	BFD, BPD, BPHC	City Capital, City Operating, Other	Funded
		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	BPHC	BPDA	City Operating, Federal, State, Other	Partially Funded, In Planning
		BPHC	BPDA, Education Cabinet, OWD	City Operating, Federal, State, Other	Partially Funded, In Planning
		BPHC	BPDA	City Operating, Federal, State, Other	Partially Funded, In Planning
3	Reduce street violence in city neighborhoods	BPHC	BPD, BYCF, MORRE, OPS	City Operating, Federal, Other	Funded
		BPD	BCYF, BPHC, MORRE	City Operating, Federal, State, Other	Funded
		BPHC	BCYF, BPD, ONS	City Operating, Federal, Other	Funded
4	Create a more integrated system of care, focused on population health	BPHC, EMS	OEM	City Operating, Federal, Other	Funded
		BPHC		City Operating, Other	Funded
5	Work to improve access to mental health and substance abuse services	BPHC	IGR, MORRE	City Operating, Federal, State, Other	Partially Funded, In Planning
		BPHC	ONS	City Operating, State	Funded

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
6	Support Boston’s homeless population	DND	BPHC	City Operating, Federal, State, Other	Funded
		DND	BPHC	City Operating, Federal, State, Other	In Planning, Funded
		DND	BPHC	City Capital, City Operating, Federal, State, Other	In Planning, Funded
		BPHC, DND		City Capital, City Operating, Other	In Planning, Funded
		DND	BPD, EMS	N/A	In Planning
7	Strengthen our local public health and healthcare systems to rapidly respond to emerging infectious diseases	BPHC	OEM	City Operating, State, Federal	Funded
		BPHC	BPDA, BRIC, OEM	City Operating	In Future
		OEM	BPHC	City Operating, Federal, State	Funded
		BPHC	BRIC, OEM	City Operating, Federal, State, Other	Funded
8	Prepare communities for the public health challenges associated with climate change	Environment	BPHC, MORRE, ONS	City Operating, State, Other	Partially Funded, In Planning
		BWSC, Environment, Streets	BPHC, MWRA	City Capital, State, Other	In Planning
		BCYF, Environment, OEM	BPHC, Public Facilities	City Capital, City Operating	In Future
9	Ensure City employees are healthy	BFD	OBM	City Capital, City Operating, Other	Funded
		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

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	BPS, Education Cabinet	Mayor’s Office	BPS, Federal, Other	Partially Funded, In Planning
		BPS, Education Cabinet	Mayor’s Office, OBM	BPS, State, Other	In Planning
		BPS, Education Cabinet	Mayor’s Office	Other	Partially Funded, In Planning
	A. Expand pre-K until every 4-year-old in Boston has a seat	BPS, Education Cabinet	Mayor’s Office	Other	Partially Funded, In Planning
		BPS, Education Cabinet	Mayor’s Office	Other	Partially Funded, In Planning
		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	
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	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	
3 Provide twenty-first-century learning experiences and facilities	A. Modernize infrastructure through the BuildBPS Ten Year Educational and Facilities Master Plan	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 teching methodologies. Make improvements to facilitates 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	A. Partner to promote best practices and innovation as well as maximize resources for teaching and learning	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

See pages 326–329 for detailed economy initiatives

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	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	OED	IGR	City Operating, State, Other	Partially Funded, In Planning
6	Maximize the potential of our existing talent	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	BPS, Education Cabinet, OWD	BPL, OED	City Operating	Funded
		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

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	OED	BPDA, DND	City Operating, Other	In Planning
		BPDA, DND, OED		City Operating	In Future
		ISD	OED	City Capital, City Operating	In Planning, In Future
		OED	BPDA, DND	City Capital, City Operating, Other	In Planning, In Future
		OED	BPDA, DND	Other	Funded
		Mayor's Office	OED, OWD	City Operating, Other	In Planning
9	Increase City procurement targets for women- and minority-owned businesses	OED		City Operating, Other	N/A
10	Strengthen the Boston Residents Jobs Policy	OED		City Operating, Other	N/A
11	Study steps the City can take to achieve a higher minimum 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

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		Environment, IGBC, Streets	City Operating, Other	Partially Funded, In Planning, In Future
		Environment	BPDA, DND	City Operating, Other	In Future
		BPDA, Parks	Environment, Streets	City Capital, City Operating, Other	In Planning
4	Facilitate neighborhood energy planning in Boston’s neighborhoods	BPDA, Environment	DND, OBM, PM, Public Facilities, Streets	City Operating, Federal, State, Other	Partially Funded, In Planning, In Future
		BPDA, Environment		City Operating, Federal, State, Other	In Future
5	Expand green infrastructure and other nature-based systems	BPDA, BWSC, Streets	Environment	BWSC, City Capital, City Operating	Partially Funded, In Planning
		BPDA, BWSC, Streets	Environment, Parks	BWSC, City Capital, City Operating, Federal, State, Other	In Planning
		BPDA, Environment, Streets	OEM, Parks	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning, In Future
		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	BPDA	Environment, ISD, Public Facilities, Streets	City Capital, City Operating, Federal, State, Other	In Future
		BPDA, Environment	ISD, Public Facilities, Streets	City Operating, Other, State, Federal	Partially Funded, In Planning
		Environment, ISD		City Capital, City Operating, Other	Partially Funded, In Planning
		Environment, OEM, PM, Public Facilities	BPL	City Capital, City Operating, Other	Partially Funded, In Planning
		DND, Environment	IGA, Mayor’s Office, MORRE	City Operating, Federal, Other	In Planning
		BPDA	DND, Environment, ISD	City Operating	Partially Funded, In Planning
		Environment	BPDA, Streets	City Operating, Other	In Planning
7	Improve air quality	Environment, Parks, Streets	BPDA, OBM	City Capital, City Operating	Partially Funded, In Planning, In Future
		Streets	BPDA, Environment	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning
8	Take steps toward ensuring all Bostonians drink clean water	BWSC	Streets	City Operating, Other	In Planning
		BWSC	DND, ISD	Other	In Planning

Open Space

See pages 352–363 for de-tailed 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	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	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	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	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

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	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	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	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 opportunites to play everywhere	Parks		City Capital, City Operating, Federal, State, Other	Funded
9	Restore Boston Common to its full vibrancy	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	Streets	BPDA, Mayor’s Office	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning
		Streets	BPDA, Mayor’s Office, MONUM	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning
		Streets	BPD, BPHC, BPS, Mayor’s Office	City Capital, City Operating, Other	Partially Funded, In Planning
2	Work to create neighborhood mobility microHUBs	Streets	BPDA, Mayor’s Office, MONUM	City Capital, City Operating, State, Other	In Planning
3	Build a complete bicycle network for safe, active commuting	Streets	BPDA, MONUM	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning, In Future
		Streets		Other	Partially Funded, In Planning, In Future
4	Strengthen connections to job centers	BPDA, Streets	IGR, Mayor’s Office, OED	Federal, State, Other	In Planning, In Future
		BPDA, Streets		Federal, State, Other	In Future
		Streets	BPDA	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning, In Future
		Streets	BPDA	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
5	Work with partners on better bus corridors	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	Streets	BPDA, IGR, Mayor’s Office, OED	State, Other	Partially Funded, In Planning
7	Support the creation of multi-modal transit stations	Streets	BPDA, IGR	Federal, State, Other	In Future
8	Lead the nation in setting policies to guide autonomous vehicle use	MONUM, Streets	IGR	State, Other	Partially Funded, In Planning
9	Transform existing infrastructure to enable long-term growth and strengthen connections between districts	BPDA, Streets		TBD	In Planning
		Streets		Federal, State, Other	In Planning
		Streets	BPDA, Parks	City Capital, City Operating, Federal, State, Other	Partially Funded, In Planning
10	Collaborate to increase the use of Boston’s waterways	BPDA	IGR, Streets	City Operating, Federal, State, Other	In Planning, In Future
		BPDA	Parks, Streets	City Operating, Other	In Planning, In Future

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

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	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	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	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	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

Initiative	Initiative Components	Lead Department(s)	Supporting Department(s)	Funding Sources	Funding Status
5	Support individual artists through direct grants	OAC	OBM	City Operating, Other	Funded
6	Support existing artists and attract new artists through affordable space to live and work	DND, Mayor's Office, OAC	BPDA, MONUM	City Operating	In Planning
7	Integrate art and creativity into daily City work	OAC	Mayor's Office	Other	Funded
8	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	OAC	Mayor's Office	Other	Funded
10	Strengthen the Boston Public Library	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
4603	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	A. Work with communities to develop neighborhood plans	BPDA		Other	Funded
		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	A. Coordinate geographically-specific investments with land use and zoning	BPDA, Streets		N/A	N/A
8	Leverage publicly-owned land to achieve community objectives	A. Explore opportunities to acquire or dispose of publicly-owned parcels strategically	BPDA, DND, OED		City Capital, City Operating, Other	N/A
9	Deploy land use incentives to support citywide objectives	A. Deploy air-rights transfers to achieve policy objectives	BPDA		N/A	N/A
		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	A. Establish a predictable regulatory and review process for new development	BPDA		N/A	N/A
11	Update zoning to respond to Boston’s changing needs	A. Adopt new best practices and explore new zoning typologies	BPDA		N/A	N/A
12	Make the zoning code more consistent and accessible	A. Make zoning language and use tables consistent between neighborhoods	BPDA		N/A	N/A
		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	A. Work to enforce zoning predictably and implement planning priorities through Boston’s development review process	BPDA		N/A	N/A
		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



Imagine Boston 2030

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Martin J. Walsh, Mayor

Daniel Koh, Chief of Staff

Joyce Linehan, Chief of Policy and Planning

Brian Golden, Director, Boston Planning and Development Agency

Sara Myerson, Director of Planning, Boston Planning and Development Agency

Rebekah Emanuel, Executive Director, Imagine Boston 2030

Natalia Urtubey, Director of Engagement, Imagine Boston 2030

John FitzGerald, Imagine Boston 2030 and Office of Economic Development

City Leadership

Felix Arroyo	Chris Cook	David Leonard	Carl Spector
Tommy Chang	Sheila Dillon	Atyia Martin	Alejandra St. Guillen
John Barros	Turahnn Dorsey	Laura Oggeri	David Sweeney
Austin Blackmon	Gina Fiandaca	Chris Osgood	Monica Valdez Lupi
Patrick Brophy	Jascha Franklin-Hodge	Emily Shea	
Julie Burros	Katie King	Jerome Smith	

City Contributors

Gerald Autler	Charlotte Fleetwood	Christina Kim	Michael O’Shea
Pernell Banks	Mia Goldwasser	Jonathan Lee	Samantha Ormsby
Casey Brock-Wilson	Tomás Gonzalez	Jacqueline Lender	Kaitlin Passafaro
Alice Brown	Andrew Grace	Alvaro Lima	Devin Quirk
Catherine Cairns	Danny Green	Catherine McCandless	John Read
Eoin Cannon	Jonathan Greeley	Richard McGuinness	Matthew Resseger
Kristopher Carter	Vineet Gupta	Lara Merida	Dennisse Rorie
Margaret Cherne-Hendrick	Katie Hammer	Liza Meyer	David Urkevich
James Colimon	John Hanlon	Matthew Moran	Ben Vainer
Karilyn Crockett	Nigel Jacob	Olivia Nelson	Emily Weiija
Margaret Dyson	Haidee Janak	Jeff Ng	Krista Zalatores
Christopher English	Lauren Jones	Trinh Nguyen	



Boston City Council, Boston Planning and Development Agency, Mayor’s Office of Neighborhood Services, Office of Intergovernmental Relations, Boston Housing Authority, Boston Landmarks Commission, Boston Public Health Commission, Boston Public Library, Boston Public Schools, Boston Transportation Department, Boston Water and Sewer Commission, Budget Office, City Hall to Go, Commission on Affairs of the Elderly, Department of Innovation and Technology, Department of Neighborhood Development, Department of Parks and Recreation, Department of Public Works, Education Cabinet, Environment, Energy, and Open Space Cabinet, Mayor’s Commission for Persons with Disabilities, Mayor’s Office of Arts and Culture, Mayor’s Office of Economic Development, Mayor’s Office of Housing Stability, Mayor’s Office of Immigrant Advancement, Mayor’s Office of New Urban Mechanics, Mayor’s Office of Resilience and Racial Equity, Mayor’s Office of Workforce Development, Mayor’s Youth Council, Office of Emergency Management, Office of Women’s Advancement, Small Business Development Division

Imagine Boston 2030 Project Team

HR&A Advisors: John Alschuler, Jamie Torres Springer, Hannah Hoyt, Kyle Vangel, Ariel Velarde, Nick Allen; Utile, Inc.: Matthew Littell, Tim Love, Meera Deean, Jessica Robertson, Nupoor Monani, Andrew Nahmias, Drew Kane, Sneha Lohotekar, Magdalena Valenzeula; Inkhouse: Tina Cassidy, Christine Lewis, Andrew Talbot; Michael Van Valkenburgh Associates: Matthew Urbanski, Chris Matthews, Jack Ohly, Danielle Choi, Michael Saltarella; Greenberg Consultants: Ken Greenberg; Nelson\Nygaard: Jason Schrieber; over, under: Chris Grimley, Shannon McLean, Brett Pierson.



CITY OF BOSTON
Martin J. Walsh, Mayor

1 City Hall Square
Boston, MA 02201
imagine.boston.gov

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