



APPENDICES



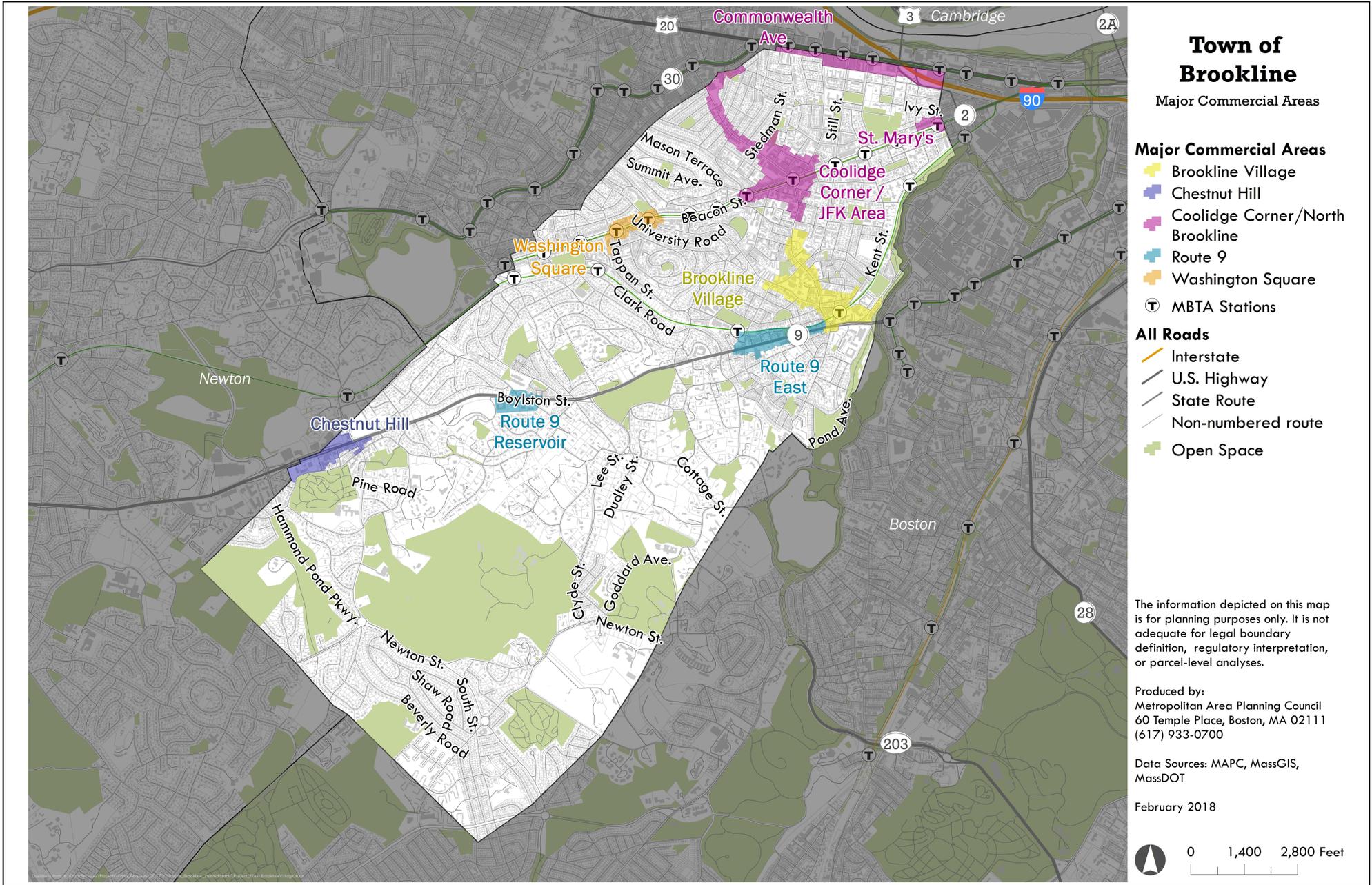
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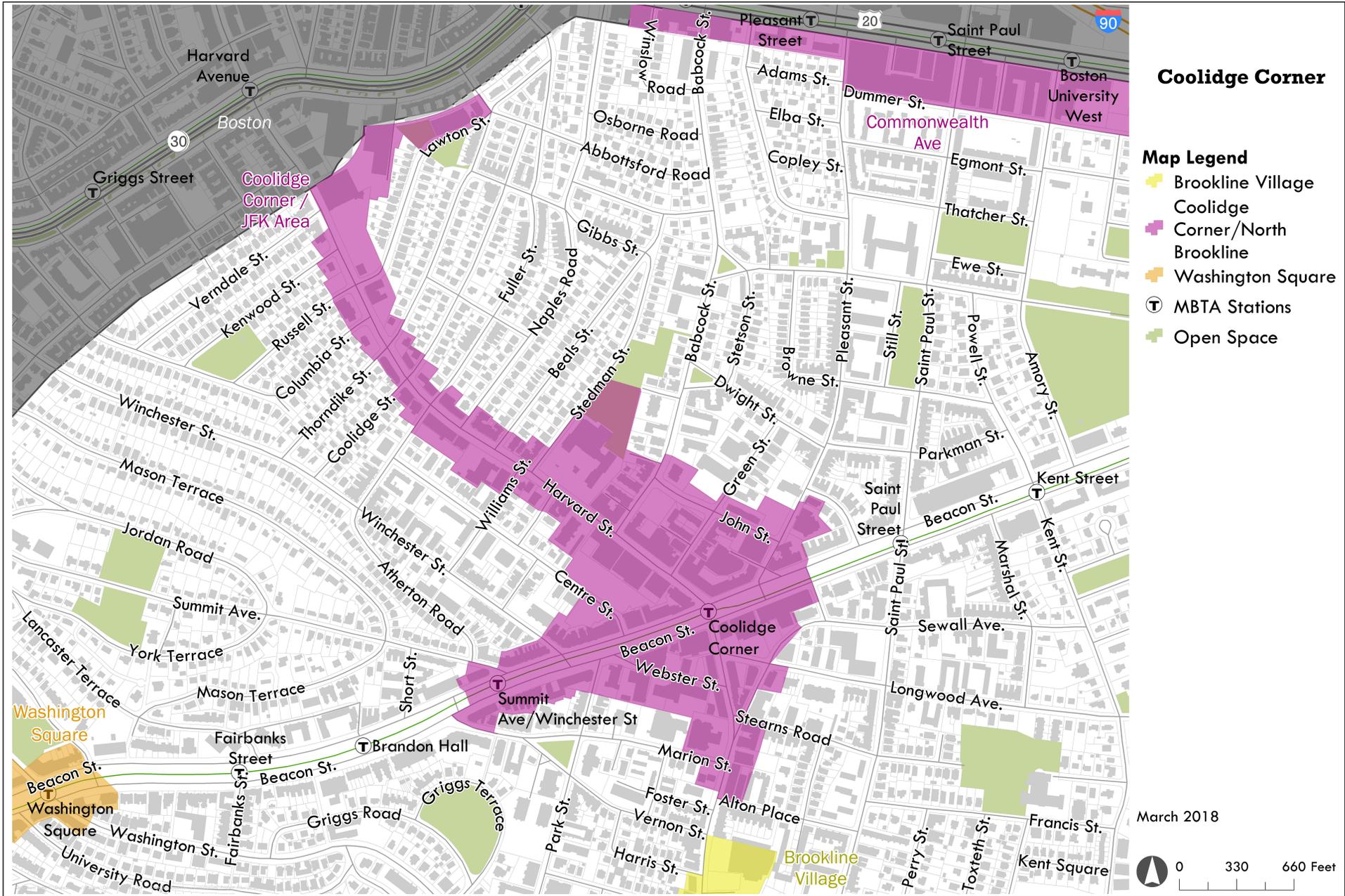
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APPENDIX I: MAPPING DOCUMENTS



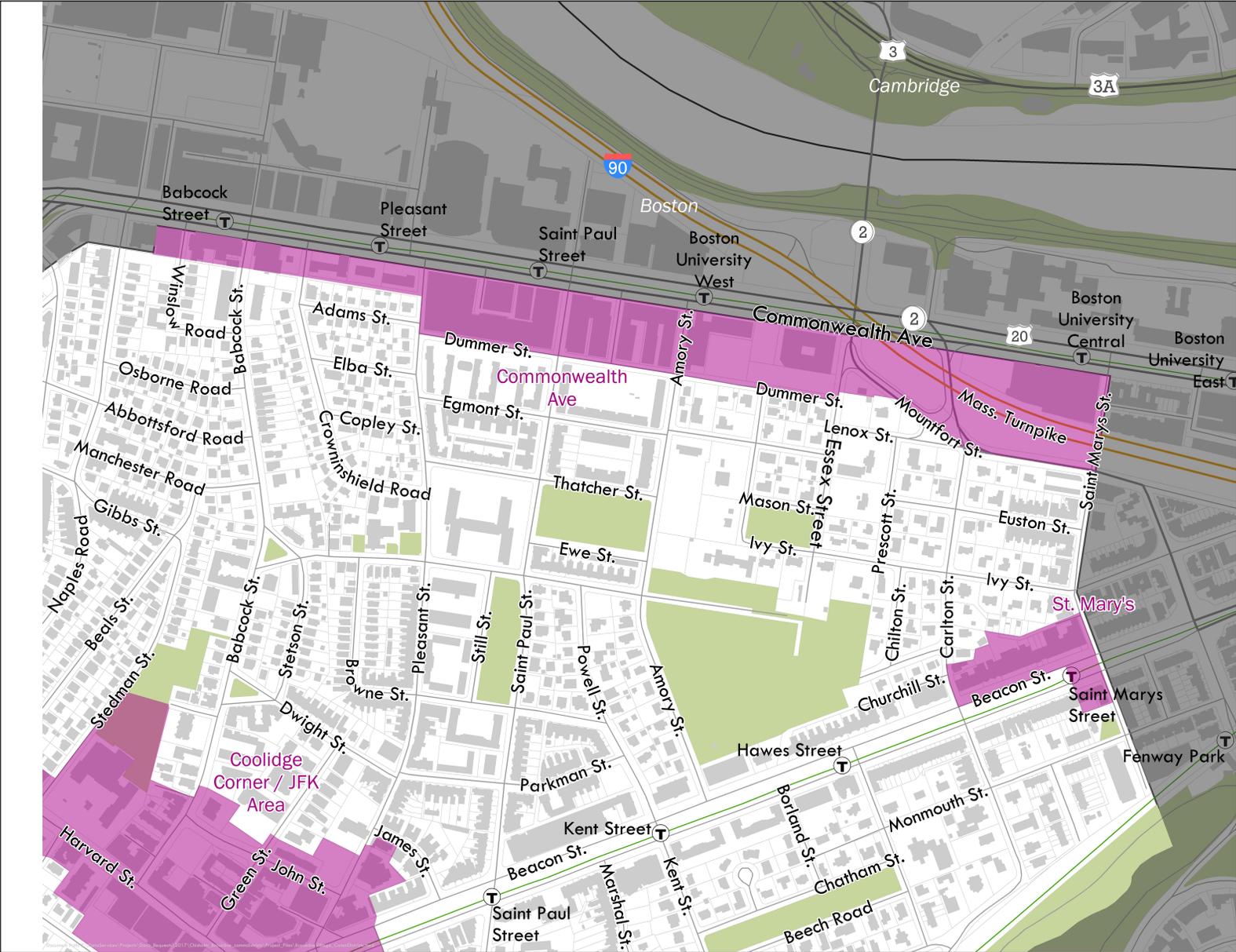




Coolidge Corner/JFK Area

North Brookline

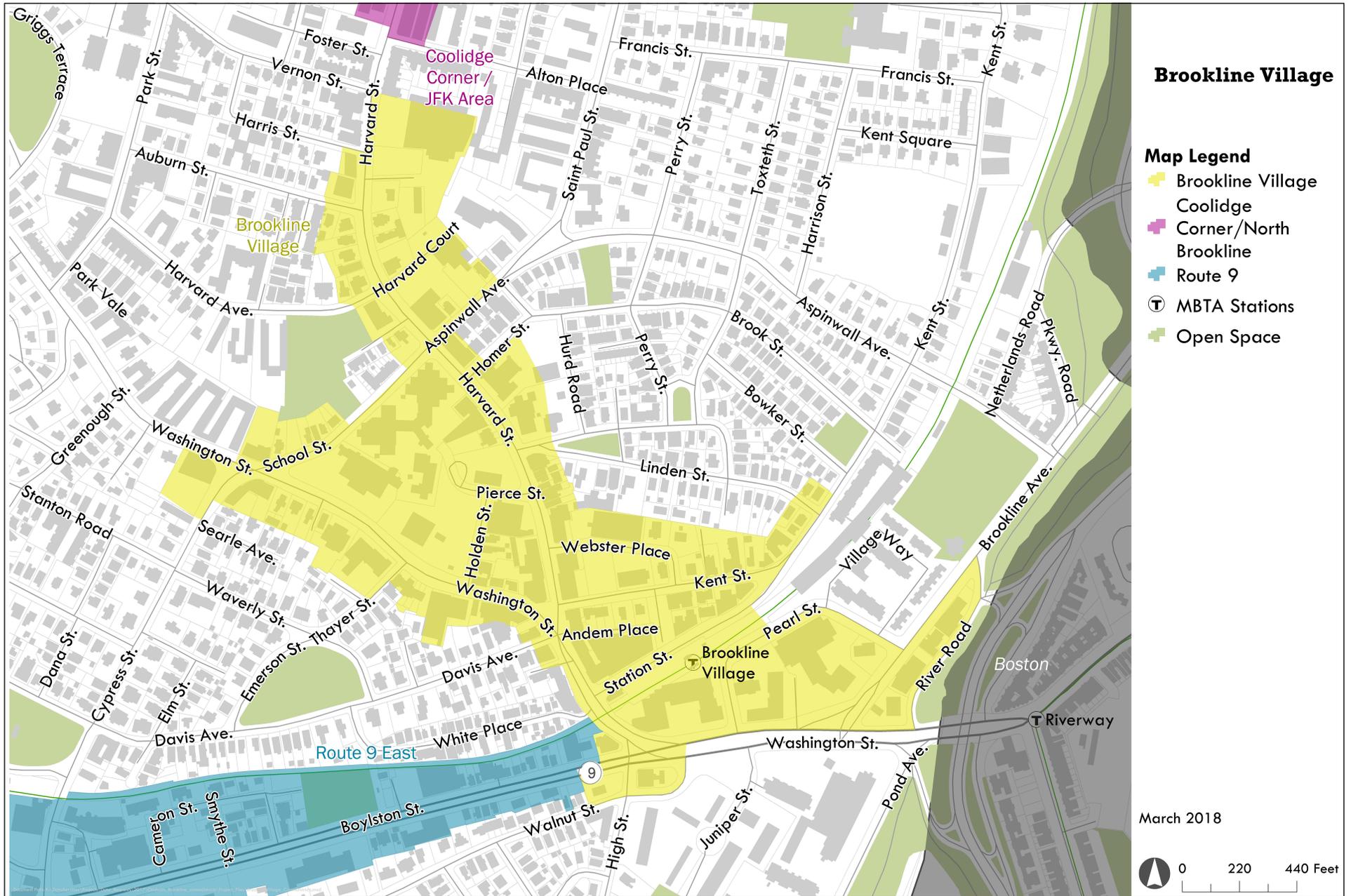
- Map Legend**
- Coolidge
 - Corner/North Brookline
 - MBTA Stations
 - Open Space



March 2018

0 280 560 Feet

Commonwealth Ave/St. Mary's



Brookline Village

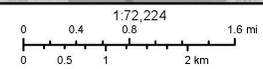
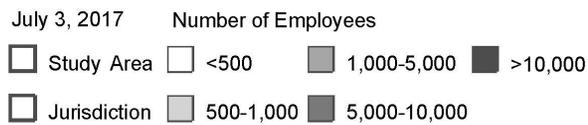
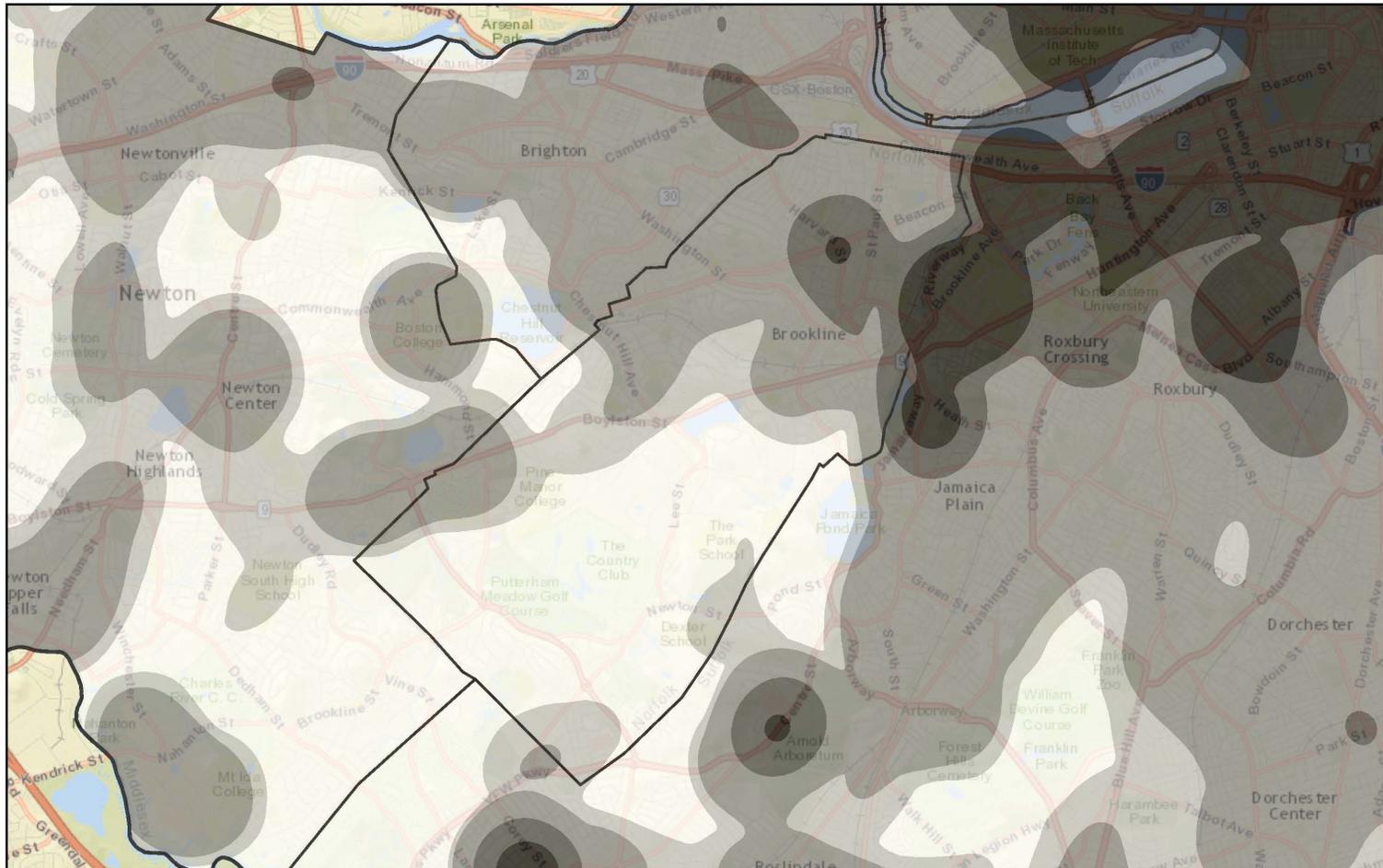


Washington Square



Chestnut Hill

Brookline Business Density



The Trust for Public Land
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APPENDIX II: MARKET CONDITIONS



Commercial Market Conditions

Quick Facts

Employment of Brookline Residents (2011-2015 American Community Survey)

- 2,133 residents (10.1% of workers) worked at home.
- 2,318 (14.5% of civilian employed population) were self-employed in an unincorporated business.
- 68.1% of the population over 16 was in the labor force, whereas the unemployment rate averaged at 5.5%. In comparison, the Massachusetts rate for the five year period was 7.6%, and the U.S. rate was 8.8%.
- 42.6% of workers commuted to work in a car, truck, or van, whereas 28.6% took public transit, 16.5% walked, 4.5% biked, 1.1% traveled by other means, and 6.7% worked from home.

Businesses and Employees (2016 Labor and Workforce Development Municipal Employment Data)

- 1,930 employers in Brookline with 17,604 average jobs in Brookline
- 21% of establishments were in Health Care and Social Assistance
- 17% of establishments were in Professional and Technical Services
- 10% of establishments were in Arts, Entertainment, and Recreation and Accommodation and Food Services
- 7% of establishments were in Retail Trade
- 6% of establishments were in Real Estate and Rental and Leasing
- 5% of establishments were in Educational Services and Administrative and Waste Services
- 3% of establishments were in Finance and Insurance
- 3% of establishments were in Information
- 2% of establishments were in Construction and Manufacturing
- 23% of establishments were in Other Sectors (Except Public Administration)

General Fund Sources (FY2017 Guide):

- 70.6% from property taxes
- 18.9% from local fees/receipts
- 6.8% from state local aid
- 3.7% from other sources

Commercial Areas (2016 Infogroup Inc):

- In 2016, there were 1,355 businesses in the commercial districts:

- Coolidge Corner 41.9% of businesses
- Brookline Village 27.5%
- Washington Square 8.5%
- St. Mary's 3.0%
- Commonwealth Ave 6.1%
- Chestnut Hill 4.9%
- Route 9 East 4.1%
- Route 9 Reservoir 3.8%

Brookline Today

In Brookline, the 2015 civilian labor force was 33,657¹ and the average number of jobs in town in all industries was 17,604². Approximately 11% of the labor force in Brookline is comprised of Brookline residents. The overall job growth in Brookline over the last ten years of available data (2006-2016) has been strong at 25% growth³. Job growth in Brookline between 2006 and 2016 accounted for approximately 3,471 new jobs. Industries with particularly high growth in Brookline include Health Care and Social Assistance, Information, and Arts, Entertainment, and Recreation, which have all seen over 50% job growth since 2003.

Table 1- Average Employment by Industry Sector, 2016

	Number of Jobs	Percent of Jobs
Total, All Industries	25,818	100.0%
Health Care & Social Assistance	5,103	19.8%
Educational Services	4,329	16.8%
Retail Trade	4,095	15.9%
Accommodation & Food Services	2,245	8.7%
Other Services (except Public Administration)	2,015	7.8%
Real Estate, Rental & Leasing	1,955	7.6%
Professional, Scientific & Tech Services	1,503	5.8%
Information	977	3.8%
Public Administration	941	3.6%
Finance & Insurance	705	2.7%
Arts, Entertainment & Recreation	669	2.6%
Administrative & Support & Waste Management & Remediation Services	355	1.4%
Construction	329	1.3%
Wholesale Trade	221	0.9%
Manufacturing	176	0.7%
Management of Companies & Enterprises	74	0.3%
Transportation & Warehousing	56	0.2%
Unclassified Establishments	49	0.2%
Agriculture, Forestry, Fishing & Hunting	14	0.1%
Mining	7	0.0%
Utilities	0	0.0%

Industry Structure

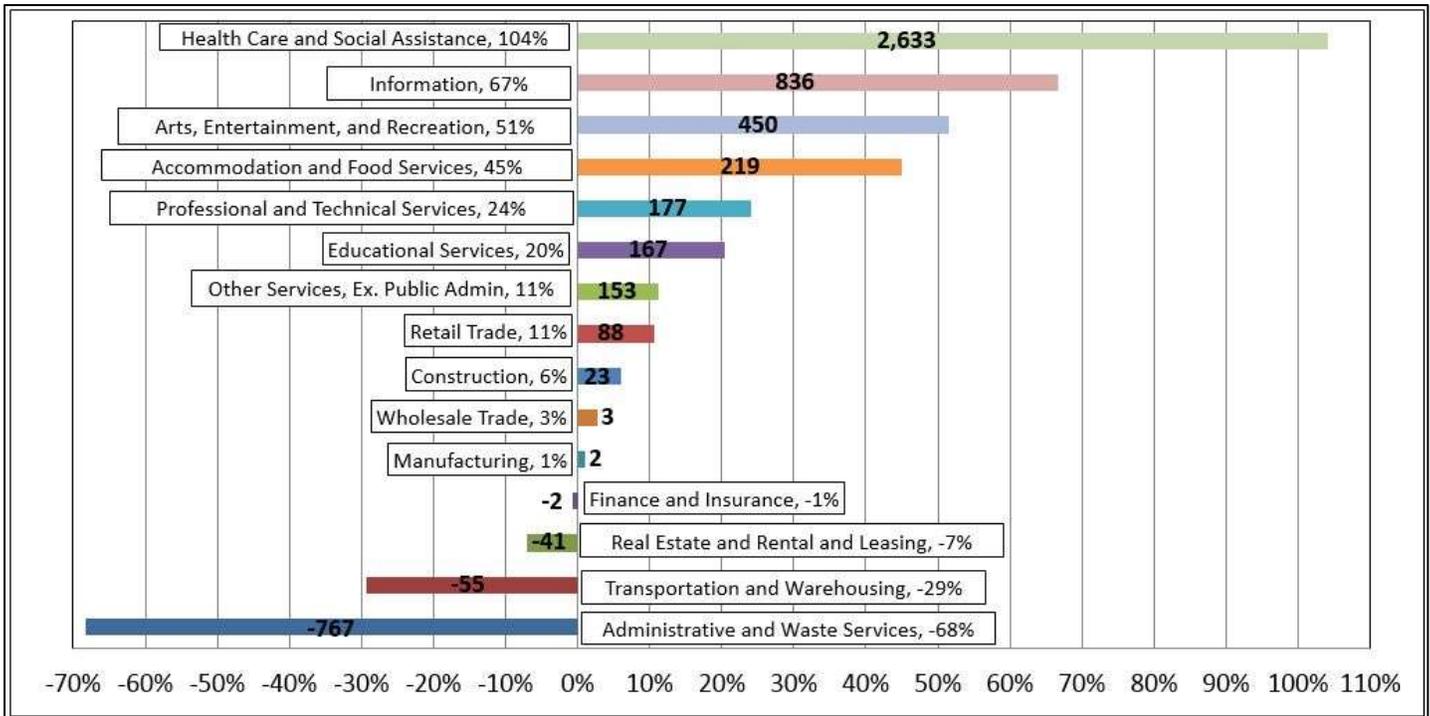
Health Care and Social Assistance, Educational Services, and Retail Trade make up 52% of all employment in Brookline. Other Services (except Public Administration) and Accommodation and Food Services also make up a significant amount of Brookline's employment, at about 17% of total employment or approximately 4,260 jobs combined. Of the industries which employ the majority of Brookline workers, all saw an increase in the number of jobs over the last ten years, from 11% to 104% (see chart on next page).

¹ U.S. Census Bureau, 2015 American Community Survey 5-Year Estimates

² U.S. Census Bureau, 2015 On The Map

³ MA Dept of Labor and Workforce 2014 Second Quarter

Figure 1- Brookline Change in Industry Sectors by Number and Percent of Jobs (2006-2016)



Fastest Growing and Declining Industries

The fastest growing industry in Brookline was Health Care and Social Assistance, which more than doubled the number of jobs within the ten year time period. In particular, outpatient care centers more than quadrupled the number of jobs, from 56 to 250. Additionally, medical and diagnostic laboratories saw 194% growth, from 36 jobs to 106. Ambulatory health care services saw the largest numeric growth, gaining 397 jobs from 1,270 to 1,667, or 31%. Information, which saw the second largest percentage of growth, gained most jobs through telecommunications employers, which grew from 38 to 70 positions, a growth of 84%. Motion picture and video industries saw a 26% growth from 58 to 73 jobs. Conversely, the small number of software publishers' jobs dropped from thirteen to ten.

The Arts, Entertainment, and Recreation industry also saw a significant amount of growth, with amusement and recreation industries growing from 284 positions to 473, or 67%. Jobs with independent artists, writers, and performers doubled from 8 to 17 and performing arts and spectator sports jobs grew from 29 to 45, or 55%. Museums, parks, and historical sites shed 12 jobs, from 41 to 29 jobs.

The industry in Brookline that saw the most dramatic decline was Administrative and Waste Services. Although business support services and services to buildings and dwellings both saw growth, travel arrangement and reservation services saw a decline from 61 jobs to 38, or 38%. The largest loss in jobs in both number and percentage, however, were administrative and support services positions, which dropped from 993 jobs to 260, or a 74% drop. Transportation and Warehousing, Real Estate and Rental and Leasing, and Finance and Insurance all saw a decline in jobs as well.

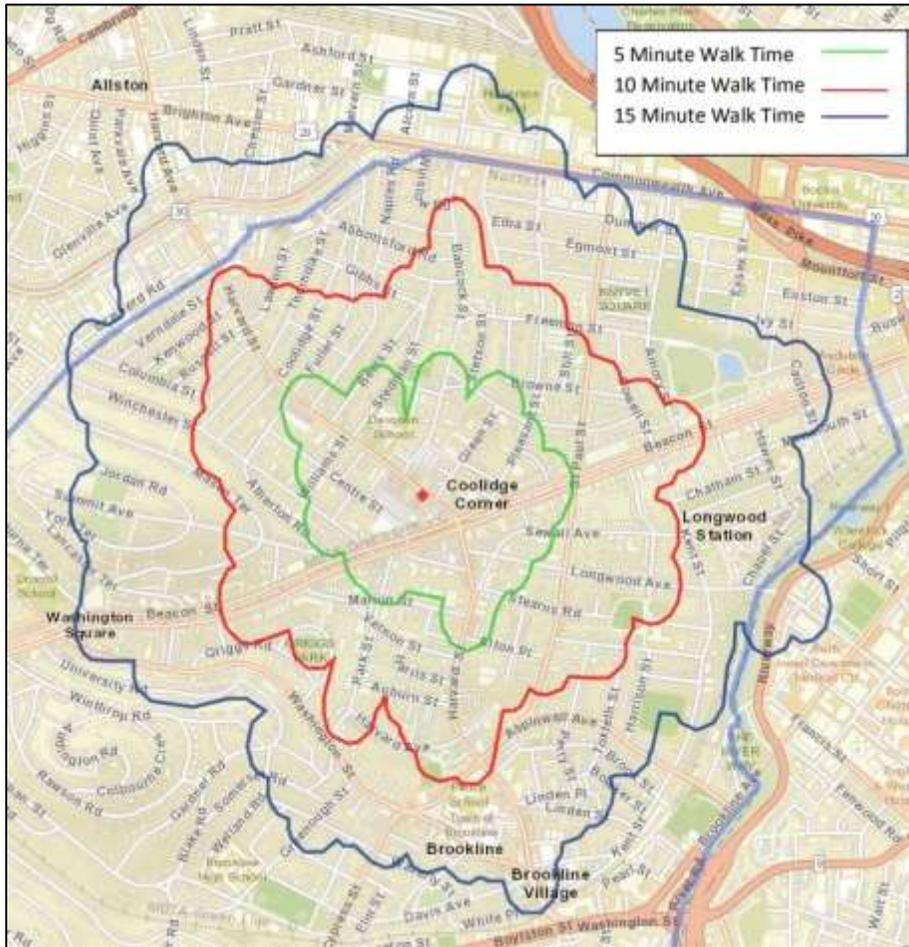
Selected Brookline Trade Area

The Retail Trade industry saw moderate growth during the 10 year period but a stark rise and decline of certain businesses. Additionally, numerous survey respondents and open house participants noted the decline of quality retailers within the commercial districts, particularly Coolidge Corner. When considering what constitutes a trade area, many factors come into play, including the distance and time that people may be willing to travel in order to reach a destination, any physical or geographic barriers, and regional competition. MAPC considers the "primary trade area" for Coolidge Corner the 5-minute drive time and a "local trade area" of a 10 minute walk time. It is reasonable to assume that people would be willing to travel this distance in order to attain goods and services within the district. For comparison and to account for a town-wide and regional draw, MAPC also considered a secondary trade area of a fifteen minute drive time.

It is reasonable to assume that people would be willing to travel this distance in order to attain goods and services within the downtown. For comparison and to account for a more regional draw, MAPC also considered a secondary trade area of a fifteen minute drive time. The address for the Coolidge Corner Theater, 290 Harvard Street, was used for the center point.

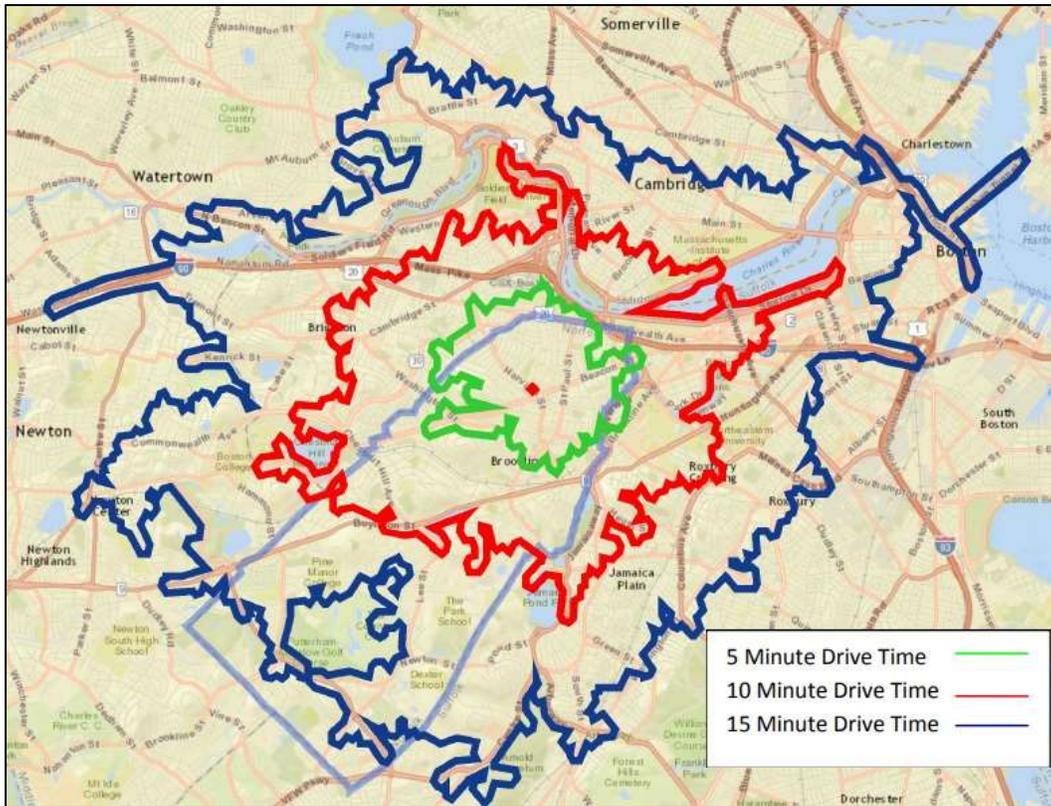
There are approximately 5,308 people living within a five minute walk time to Coolidge Corner and about 2,671 households. The median age within the walk time was 36.2. There were 17,336 people within the ten minute walk time and 8,272 households with the median age dropping to 34.7. Within the fifteen minute walk time, there were 36,228 people, 16,681 households and a median age of 31.9. Walk times are displayed on the following map:

Figure 2- Brookline 5, 10, and 15 minute walk time.



The five minute drive time is mostly contained within North Brookline, although it captures a few small portions of Boston along Commonwealth Avenue and up towards the Charles River. There are 49,542 people living within a five minute drive to Coolidge Corner and about 21,179 households. The median age within the five minute drive time is 28.6. Within a ten minute drive time, the population expands to 184,558 with approximately 75,668. The median age within this area is 27.9. Expanded to the fifteen minute drive time, the population grows to 394,210 with approximately 164,938 households and a median age of 29.4. The drive time map is displayed within the next page.

Figure 3- Brookline 5, 10, and 15 minute drive time.



Retail Opportunity Gap Analysis

MAPC then analyzed ESRI Business Analyst data within the defined trade area in order to conduct a retail gap analysis. A retail opportunity or gap analysis looks at the overall demand for retail goods and services within a designated trade area based on the spending potential of the households (demand), and the actual sales for those goods and services within the market area (supply). The difference between the demand and supply is called the retail “gap.” If the demand exceeds the supply, there is “leakage,” meaning that residents must travel outside the area to purchase those goods. In such cases, there is an opportunity to capture some of this spending within the market area to support new retail investment. When there is greater supply than demand, there is a “surplus,” meaning consumers from outside the market area are coming in to purchase these good and services. In such cases, there is limited or no opportunity for additional retail development. Thus, the retail gap analysis provides a snapshot of potential opportunities for retailers to locate within an area.

The following table provides a summary of the retail opportunity gap analysis by industry group and trade area. In addition to information on the primary and secondary trade areas, data on the retail gap for the local trade area (or 10 minute drive time) is also included as a comparison. Figures in parenthesis and red are negative numbers that indicate there is a surplus of sales within the trade area. In other words, there are a significant number of establishments in the trade area within that industry group. Figures in green are positive numbers that indicate a retail gap or leakage and represent potential opportunities for more retail in the area.

Table 2 indicates that the local trade area present some of opportunity for additional mixed-use oriented retail. When considering a 10-minute drive time (or primary trade area) or 15-minute drive time (or secondary trade area), the ability to support additional retail establishments downtown substantially decreases due to their being more businesses within the trade area, which reduces residential spending power. Instead, increasing the amount of residential within the local trade area would help to bolster retail market opportunities.

Table 2- Retail Gap Analysis for Coolidge Corner⁴

Industry Summary	NAICS	LOCAL TRADE AREA	Firms	PRIMARY TRADE AREA	Firms	SECONDARY TRADE AREA	Firms
		10-minute walk time		5-minute drive time		15-minute drive time	
Total Retail Trade and Food & Drink		\$105,041,850	155	-\$21,468,150	309	-\$820,375,405	3,517
Total Retail		\$101,360,514	95	-\$16,611,369	170	-\$23,739,013	1,969
Total Food & Drink		\$3,681,337	59	-\$4,856,781	139	-\$796,636,390	1,548
Mixed-Used Oriented Industry Groups							
Motor Vehicle & Parts Dealers	441	\$81,713,516	1	-\$97,526,981	9	\$751,489,329	51
Furniture & Home Furnishings Stores	442	\$8,439,093	3	\$9,374,932	7	\$10,809,271	90
Electronics & Appliance Stores	443	\$14,879,236	4	\$21,250,406	8	\$41,660,741	92
Building Materials, Garden Equip. & Supply	444	\$23,138,185	2	\$37,434,592	5	\$261,190,971	69
Food & Beverage Stores	445	\$26,017,510	10	-\$3,935,550	28	\$380,400,194	310
Health and Personal Care	446, 4461	\$3,187,700	13	-\$183,896	22	-\$33,637,159	178
Clothing & Clothing Accessories	448	-\$153,599,509	24	-\$139,610,786	30	-\$631,451,864	531
Sporting Goods, Hobby, Book and Music Stores	451	\$10,351,832	11	\$14,770,645	20	-\$147,897,381	154
General Merchandise Stores	452	\$37,910,833	3	\$54,988,006	5	\$452,969,965	65
Miscellaneous Store Retailers	453	\$5,230,714	23	\$9,426,655	31	-\$187,296,729	333
Nonstore Retailers	454	\$17,946,339	0	\$27,712,027	1	-\$1,319,909,640	57
Food Services & Drinking Places	722	\$3,681,337	59	-\$4,856,781	139	-\$796,636,390	1,548

⁴ Source: Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc.



APPENDIX III: SURVEY RESULTS



A Vision for Brookline's Commercial Areas Survey Results

Question 1 - Which of these community values are most important to you? Please choose no more than 6.

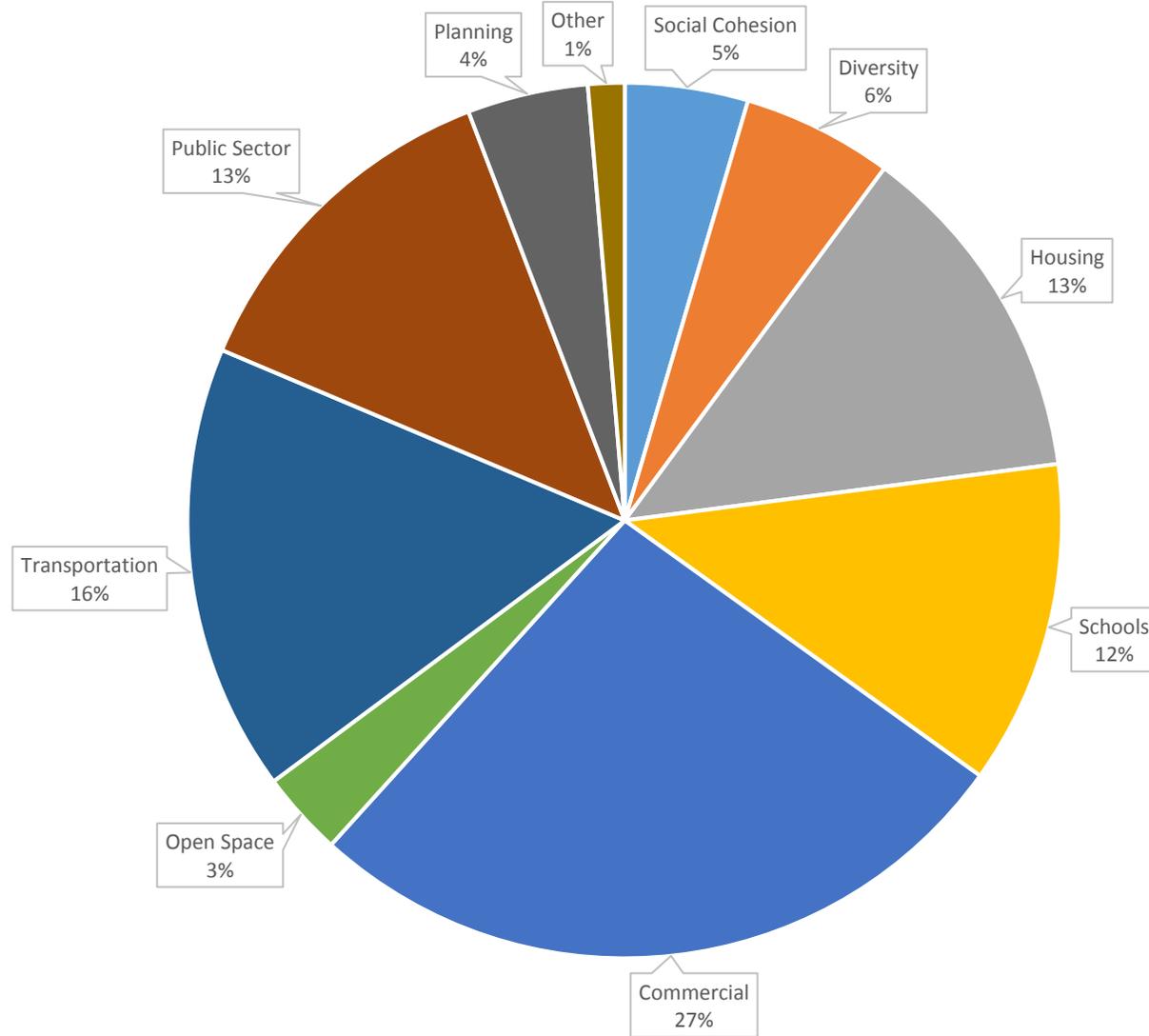
Answer Choices	Responses	
	Percent	Number
A high-quality school system	70.42%	457
Well-maintained public infrastructure (water, sewer, stormwater, roads, and sidewalks)	57.32%	372
Ability to get around using different modes of transportation (walkable, bikeable community)	53.00%	344
Inclusive and supportive community for people of all ages and walks of life	48.07%	312
Variety of business activity catering to a wide range of demographics	42.99%	279
Active recreation facilities including parks, playgrounds, and playing fields	42.68%	277
Open space and natural resources	42.22%	274
Rich variety of civic, arts, and cultural programs, events, and facilities.	41.60%	270
Fiscally responsible local government	37.60%	244
Housing options for a range of household incomes and life stages	35.90%	233
Strong local economy	32.82%	213
Appropriate growth/development to allow for balanced revenues and to sustain public services, facilities, and infrastructure	28.81%	187
Environmental sustainability and preparation for climate change impacts	28.20%	183
Strong historical identity and character	14.18%	92
Active community participation, communication, and spirit of volunteerism.	12.63%	82

Question 2 - Greatest Assets: What do you like most about Brookline?

Aggregate of Most Frequently Used Words-

Rank	Word	Frequency	Rank	Word	Frequency
1	schools	236	26	green	38
2	community	124	27	open	35
3	Boston	112	28	services	34
4	diversity	109	29	areas	32
5	parks	95	30	stores	32
6	public	91	31	variety	28
7	walkability	85	32	close	27
8	town	80	33	safe	26
9	space	78	34	small	23
10	proximity	75	35	T	22
11	Brookline	70	36	live	22
12	restaurants	61	37	shops	22
13	walkable	58	38	residents	22
14	transportation	56	39	commercial	22
15	access	54	40	quality	21
16	businesses	53	41	life	21
17	neighborhoods	53	42	options	20
18	Coolidge	50	43	education	19
19	people	47	44	living	19
20	urban	47	45	libraries	18
21	system	45	46	suburban	17
22	city	45	47	population	17
23	local	42	48	transit	17
24	walk	40	49	trees	17
25	Corner	40	50	safety	17

Question 3 - Greatest Challenges: What do you think is most in need of improvement or change in Brookline?



■ Social Cohesion ■ Diversity ■ Housing ■ Schools ■ Commercial ■ Open Space ■ Transportation ■ Public Sector ■ Planning ■ Other

Question 4 - If you were writing a newspaper headline for your ideal Brookline in 10 years what would it say? (Ex.- Brookline's Coolidge Corner given Great Place in America award from American Planning Association)

Aggregate of Most Frequently Used Words-

Rank	Word	Frequency	Rank	Word	Frequency
1	Brookline	287	26	Massachusetts	16
2	town	53	27	Boston	15
3	community	46	28	MA	15
4	live	41	29	model	14
5	best	39	30	restaurants	13
6	Coolidge	34	31	not	13
7	place	34	32	Live	12
8	all	33	33	years	12
9	Town	33	34	diversity	12
10	Brookline's	32	35	Place	12
11	schools	31	36	affordable	12
12	Corner	31	37	places	12
13	America	25	38	commercial	12
14	people	23	39	Community	11
15	public	23	40	new	11
16	Best	22	41	more	11
17	most	22	42	vibrant	11
18	school	20	43	life	11
19	diverse	20	44	Schools	11
20	housing	20	45	All	10
21	great	20	46	School	10
22	top	19	47	thriving	10
23	residents	17	48	transportation	10
24	city	17	49	local	10
25	one	17	50	Great	10

Question 5 - What does economic development in Brookline mean to you?

Aggregate of Most Frequently Used Words-

Rank	Word	Frequency	Rank	Word	Frequency
1	businesses	169	26	support	21
2	commercial	103	27	people	20
3	town	76	28	storefronts	19
4	local	68	29	taxes	19
5	Brookline	62	30	balance	18
6	business	59	31	quality	18
7	development	59	32	residential	18
8	small	54	33	diverse	17
9	tax	51	34	mix	17
10	stores	48	35	public	17
11	areas	40	36	new	17
12	banks	39	37	owned	16
13	community	38	38	growth	16
14	base	36	39	shops	15
15	means	33	40	options	15
16	services	31	41	space	15
17	economic	31	42	locally	15
18	retail	30	43	Supporting	15
19	need	29	44	larger	14
20	residents	28	45	revenue	14
21	chains	27	46	make	14
22	restaurants	26	47	buildings	14
23	needs	26	48	other	14
24	housing	22	49	shop	14
25	variety	22	50	increase	14

Question 6 - Would you be supportive of the following types of development in Brookline's commercial districts?

	Yes		No		Total
Hotel Development	67.16%	317	32.84%	155	472
Institutional Development (Hospitals, Educational facilities)	65.58%	303	34.42%	159	462
Office Space	68.49%	300	31.51%	138	438
Mixed Use Development (Retail and Office)	89.81%	432	10.19%	49	481
Mixed Use Development (Retail and Housing)	89.73%	437	10.27%	50	487
Housing	74.66%	333	25.34%	113	446

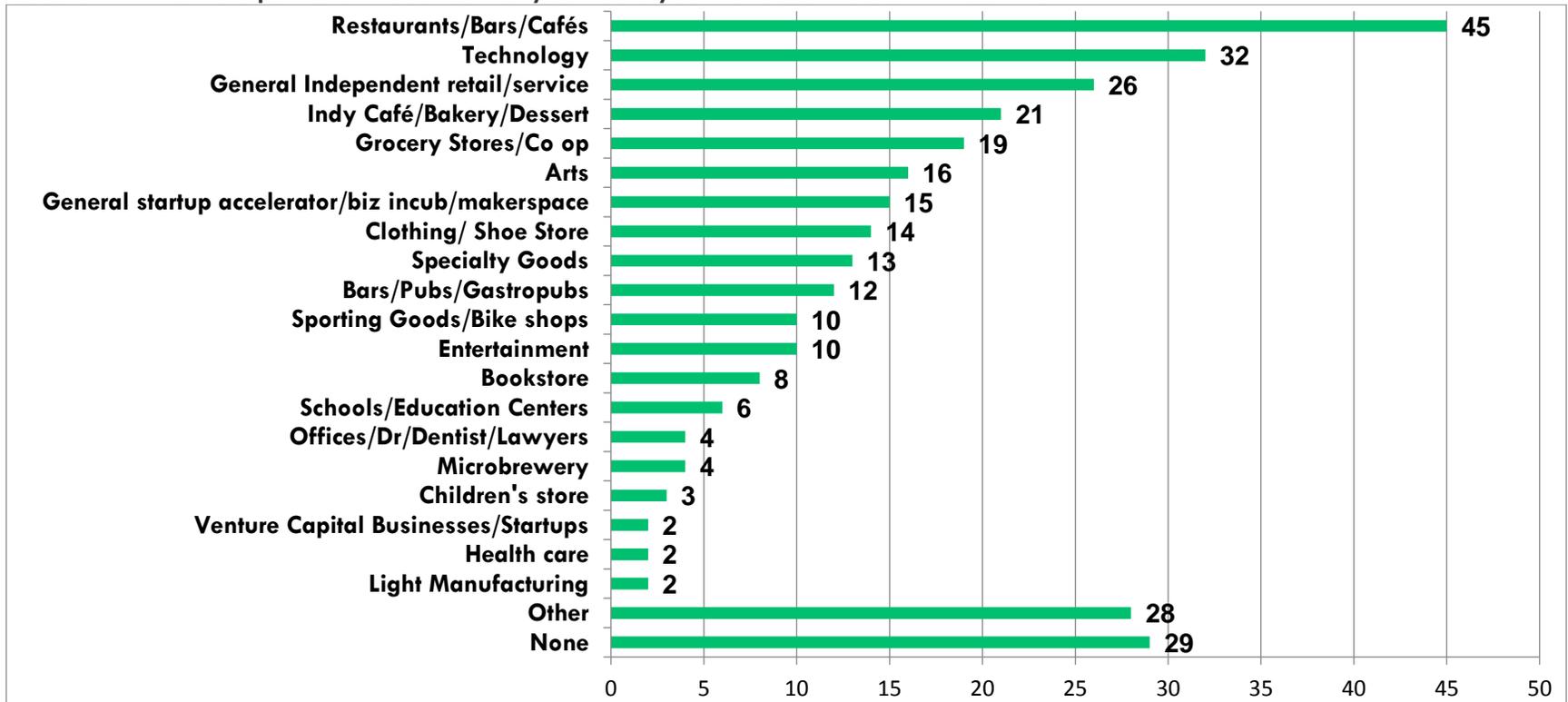
Question 7 - If you are familiar with the below listed districts, please indicate in which of Brookline’s commercial districts you would be most supportive of the aforementioned types of development. You can skip this question or put “unsure” if you aren’t sure about a particular use or district.

	Hotel Development	Institutional Development (Hospitals, Educational facilities)	Office Space	Mixed Use Dev. (Retail and Office)	Mixed Use Dev. (Retail and Housing)	Housing
Brookline Village	6.44%	12.15%	10.57%	17.86%	14.87%	12.65%
	29	52	46	80	69	54
Chestnut Hill	20.67%	15.65%	15.40%	11.38%	11.85%	16.63%
	93	67	67	51	55	71
Coolidge Corner/North Brookline	16.89%	6.54%	14.25%	28.35%	26.08%	16.63%
	76	28	62	127	121	71
Route 9	34.67%	42.52%	33.56%	16.74%	9.91%	10.54%
	156	182	146	75	46	45
Washington Square	6.89%	2.57%	8.28%	12.50%	22.41%	14.99%
	31	11	36	56	104	64
Unsure	14.44%	20.56%	17.93%	13.17%	14.87%	28.57%
	65	88	78	59	69	122
Total	450	428	435	448	464	427

Question 8 - What kind of retail businesses would you like to see or see more of in Brookline?

Answer Choices	Responses	
Grocery Store	40.81%	202
Restaurants	61.41%	304
Pubs, wine bars	43.23%	214
Cafes, bakeries, coffee shops	59.60%	295
Specialty retail (boutiques, crafts, jewelry, etc)	56.97%	282
Daily needs (drycleaner, daycare, pharmacy, bank)	19.60%	97
Other (please specify):	35.56%	176

Question 9 - Are there particular industries that you would you like to see more of in Brookline?



Question 10 - Please rank the strengths of 1 or 2 commercial districts in Brookline with which you are familiar.

Brookline Village-

	Very Poor		Poor		Fair		Good		Very Good		Unsure		Total
Walkability (ability to get around on foot)	0%	0	0%	0	5%	20	24%	94	71%	279	1%	2	395
Bike Infrastructure	6%	18	22%	73	29%	94	16%	53	5%	15	23%	74	327
Parking Availability	8%	27	21%	73	37%	131	23%	80	6%	21	5%	19	351
Proximity to amenities, jobs, schools, neighborhoods, parks, and cultural institutions	0%	0	1%	3	5%	17	38%	137	55%	196	1%	4	357
Sense of place and identity	0%	1	3%	9	10%	34	38%	134	46%	164	4%	13	355
Business variety	2%	6	9%	30	28%	100	46%	164	14%	48	1%	5	353
Business quality	0%	1	3%	10	17%	55	52%	170	22%	71	6%	20	327
Streetscape (design and quality of streets, including sidewalks)	1%	5	5%	16	22%	78	50%	174	21%	72	2%	6	351
Historical character	1%	2	2%	8	11%	39	38%	132	42%	144	5%	18	343
Programming (festivals, events, etc)	2%	5	7%	23	21%	66	28%	87	13%	39	29%	91	311
Housing Options	4%	12	12%	38	31%	101	24%	77	8%	25	21%	69	322

Chestnut Hill-

	Very Poor		Poor		Fair		Good		Very Good		Unsure		Total
Walkability (ability to get around on foot)	17%	51	39%	119	27%	83	7%	23	4%	11	7%	22	309
Bike Infrastructure	22%	57	27%	68	15%	38	6%	15	2%	6	28%	72	256
Parking Availability	2%	6	4%	12	12%	33	38%	107	28%	77	16%	45	280
Proximity to amenities, jobs, schools, neighborhoods, parks, and cultural institutions	2%	6	15%	42	34%	92	27%	73	10%	28	12%	33	274
Sense of place and identity	7%	18	17%	46	30%	80	23%	63	7%	18	17%	46	271
Business variety	1%	3	11%	28	29%	77	34%	89	13%	35	11%	30	262
Business quality	2%	4	2%	6	17%	43	40%	100	21%	51	18%	44	248

Question 10 - Please rank the strengths of 1 or 2 commercial districts in Brookline with which you are familiar.

Chestnut Hill (con't)

	Very Poor		Poor		Fair		Good		Very Good		Unsure		Total
Streetscape (design and quality of streets, including sidewalks)	8%	21	18%	48	29%	76	22%	58	10%	26	14%	37	266
Historical character	15%	39	22%	58	22%	56	15%	39	5%	13	21%	53	258
Programming (festivals, events, etc)	10%	23	17%	41	10%	23	12%	29	3%	7	49%	116	239
Housing Options	5%	12	15%	38	23%	57	18%	45	8%	21	31%	79	252

Coolidge Corner/North Brookline-

	Very Poor		Poor		Fair		Good		Very Good		Unsure		Total
Walkability (ability to get around on foot)	0%	1	0%	1	4%	15	15%	64	80%	334	0%	2	417
Bike Infrastructure	5%	17	16%	56	32%	110	23%	80	7%	23	17%	58	344
Parking Availability	5%	19	18%	65	40%	149	27%	101	7%	25	3%	10	369
Proximity to amenities, jobs, schools, neighborhoods, parks, and cultural institutions	0%	1	1%	3	3%	12	26%	103	69%	267	1%	3	389
Sense of place and identity	0%	1	1%	2	7%	28	29%	110	61%	234	2%	8	383
Business variety	1%	5	6%	22	27%	101	38%	146	27%	104	1%	3	381
Business quality	1%	2	2%	7	12%	44	48%	174	33%	118	4%	14	359
Streetscape (design and quality of streets, including sidewalks)	2%	6	3%	13	20%	73	51%	190	24%	88	1%	2	372
Historical character	0%	0	1%	4	14%	50	42%	153	40%	148	3%	12	367
Programming (festivals, events, etc)	1%	3	5%	16	23%	78	41%	139	18%	60	13%	45	341
Housing Options	3%	12	14%	47	31%	108	27%	94	10%	35	15%	51	347

Question 10 - Please rank the strengths of 1 or 2 commercial districts in Brookline with which you are familiar.

Route 9 (East and Reservoir)-

	Very Poor		Poor		Fair		Good		Very Good		Unsure		Total
Walkability (ability to get around on foot)	33%	98	36%	108	23%	70	3%	8	1%	2	5%	14	300
Bike Infrastructure	39%	99	27%	68	9%	23	1%	3	1%	2	23%	58	253
Parking Availability	12%	34	18%	49	26%	72	17%	46	7%	19	19%	53	273
Proximity to amenities, jobs, schools, neighborhoods, parks, and cultural institutions	4%	10	20%	54	31%	82	26%	69	8%	22	11%	30	267
Sense of place and identity	23%	63	39%	104	19%	51	2%	6	1%	3	16%	42	269
Business variety	10%	27	30%	79	29%	75	14%	36	4%	10	13%	34	261
Business quality	7%	18	16%	40	29%	72	23%	58	2%	5	22%	55	248
Streetscape (design and quality of streets, including sidewalks)	25%	65	31%	81	28%	75	7%	18	0%	1	9%	24	264
Historical character	22%	57	36%	91	20%	52	4%	10	0%	1	17%	43	254
Programming (festivals, events, etc)	21%	50	23%	54	9%	22	5%	11	0%	0	41%	96	233
Housing Options	7%	16	19%	47	24%	58	14%	33	2%	4	35%	84	242

Washington Square-

	Very Poor		Poor		Fair		Good		Very Good		Unsure		Total
Walkability (ability to get around on foot)	1%	3	0%	0	8%	26	30%	100	59%	194	2%	5	328
Bike Infrastructure	5%	12	13%	34	31%	81	22%	59	9%	23	21%	55	264
Parking Availability	5%	15	10%	28	46%	136	28%	82	6%	17	5%	16	294
Proximity to amenities, jobs, schools, neighborhoods, parks, and cultural institutions	0%	1	1%	3	11%	33	45%	132	39%	114	3%	9	292
Sense of place and identity	1%	3	1%	4	12%	35	42%	122	37%	107	6%	17	288
Business variety	2%	6	7%	19	36%	102	45%	129	8%	22	3%	8	286
Business quality	0%	1	2%	5	13%	35	53%	144	26%	71	6%	17	273

Question 10 - Please rank the strengths of 1 or 2 commercial districts in Brookline with which you are familiar.

Washington Square (con't)

	Very Poor		Poor		Fair		Good		Very Good		Unsure		Total
Streetscape (design and quality of streets, including sidewalks)	1%	4	5%	14	16%	44	48%	136	26%	74	3%	9	281
Historical character	1%	3	3%	9	17%	48	45%	125	25%	69	8%	22	276
Programming (festivals, events, etc)	4%	9	15%	36	25%	62	21%	52	5%	13	31%	76	248
Housing Options	3%	8	7%	18	33%	85	29%	75	10%	25	19%	48	259

Question 11 - There are a series of issues that can be addressed when a proposal for a new development comes into the Town. Of the following choices, please indicate what you feel are the top six issues (with 1 being most important and 6 being least important) that need be addressed through any new development proposals in Brookline's commercial districts. Please make sure to only rank 6.

	1		2		3		4		5		6		Total
Traffic congestion	38%	99	15%	38	11%	30	10%	27	13%	33	13%	35	262
Parking availability	18%	33	27%	48	14%	25	17%	31	6%	11	18%	32	180
Amount of tax revenue contributed	21%	42	13%	25	20%	39	16%	32	18%	35	14%	27	200
Pedestrian connections and circulation	22%	64	20%	56	17%	49	14%	41	18%	51	9%	26	287
Provision of affordable housing	32%	68	14%	29	14%	30	12%	25	14%	30	14%	30	212
Provision of affordable retail space for small businesses.	30%	91	22%	67	15%	46	16%	48	10%	30	8%	24	306
Provision of public open space	16%	38	14%	34	20%	48	18%	45	18%	45	14%	34	244
Preservation of historic structures if applicable	15%	25	12%	21	16%	27	21%	36	16%	27	20%	35	171
Provision of community facilities or support of services.	6%	8	19%	25	15%	19	22%	28	18%	23	20%	26	129

Question 11 (Con't) - There are a series of issues that can be addressed when a proposal for a new development comes into the Town. Of the following choices, please indicate what you feel are the top six issues (with 1 being most important and 6 being least important) that need be addressed through any new development proposals in Brookline's commercial districts. Please make sure to only rank 6.

	1		2		3		4		5		6		Total
Incentives for new workers and/or residents to utilize public transportation	13%	21	16%	26	22%	36	20%	33	15%	25	15%	24	165
Use of green building materials	16%	22	11%	15	18%	25	13%	18	19%	26	24%	34	140
Scale and density consistent with the surrounding district or neighborhood	39%	106	14%	38	14%	38	12%	32	10%	26	12%	33	273
Design consistent with the surrounding district or neighborhood	16%	33	29%	60	11%	24	13%	28	13%	28	17%	36	209
Active ground floor uses	18%	34	17%	33	18%	35	12%	23	16%	30	18%	35	190
Other (please specify below)	38%	13	3%	1	9%	3	9%	3	18%	6	24%	8	34

Question 12 - Do you feel like Brookline is a good place to do business?

Answer Choices	Responses	
Yes	76.20%	333
No	23.80%	104

Question 13 - Why or Why not?

Answer Choices	Responses	
Positive Response	40%	155
Negative Response	38%	146
Neutral/Mixed/Unsure Response	22%	85

Question 14 - Are you a business owner in Brookline?

Answer Choices	Responses	
Yes	9.44%	47
No	90.56%	451

Question 15 - How old are you?

Answer Choices	Responses	
Under 20	0.62%	3
20-29	3.30%	16
30-39	15.46%	75
40-49	27.22%	132
50-55	10.10%	49
55-60	11.75%	57
60-65	12.16%	59
65-70	7.63%	37
70-75	6.60%	32
75 plus	5.15%	25

Question 16 - What is your annual household income?

Answer Choices	Responses	
\$0 - \$24,999	0.96%	4
\$25,000 - \$34,999	1.44%	6
\$35,000 - \$54,999	4.31%	18
\$55,000 - \$84,999	10.05%	42
\$85,000 - \$139,999	21.77%	91
\$140,000 - \$199,999	22.97%	96
Over \$200,000	38.52%	161

Question 17 - How many people live in your household? (Include yourself and any other related or unrelated individuals)

Answer Choices	Responses	
1	14.08%	68
2	30.02%	145
3	18.43%	89
4	27.54%	133
5	8.49%	41
More than 5	1.45%	7

Question 18 - Check below if your household includes one of the following.

Answer Choices	Responses	
Someone under the age of 18	68.06%	228
Someone over the age of 65	34.63%	116

Question 19 - Do you own or rent your home?

Answer Choices	Responses	
I own a single family home	35.88%	174
I own a multi-family home (e.g. two-family)	9.28%	45
I own a condominium/townhome	36.08%	175
I rent a single family home	1.24%	6
I rent a multi-family home (e.g. two-family)	4.95%	24
I rent a condominium/townhome	8.66%	42
Other (please specify)	3.92%	19

Question 20 - How long have you lived in Brookline?

Answer Choices	Responses	
1 to 5 years	13.70%	67
6 to 10 years	19.63%	96
10 to 20 years	25.15%	123
More than 20 years	35.17%	172
I don't live in Brookline	6.34%	31

Question 21 - Which commercial district do you live closest to?

Answer Choices	Responses	
Brookline Village	23.95%	114
Chestnut Hill	11.97%	57
Coolidge Corner/North Brookline	38.45%	183
Route 9	5.46%	26
Washington Square	20.17%	96

Question 22 - If you are currently working, what city or town do you work in??

Aggregate of ten most common responses (both municipalities and neighborhoods)

Location	Number
Boston	163
Brookline	78
Cambridge	31
Newton	5
Waltham	5
Needham	4
Chestnut Hill	4
Watertown	3
Brighton	3
Kendall Square	3

Question 23 - How often do you...

	Never		Occasionally		Regularly		Total
Walk in town?	2.65%	13	13.88%	68	83.47%	409	490
Bicycle in town?	56.49%	274	21.65%	105	21.86%	106	485
Hang out in a park in town?	8.79%	43	40.70%	199	50.51%	247	489
Shop or dine in one of Brookline's commercial districts?	0.41%	2	16.26%	80	83.33%	410	492
Attend Town Meetings?	57.76%	283	29.18%	143	13.06%	64	490
Attend committee or board meetings?	46.53%	228	39.39%	193	14.08%	69	490

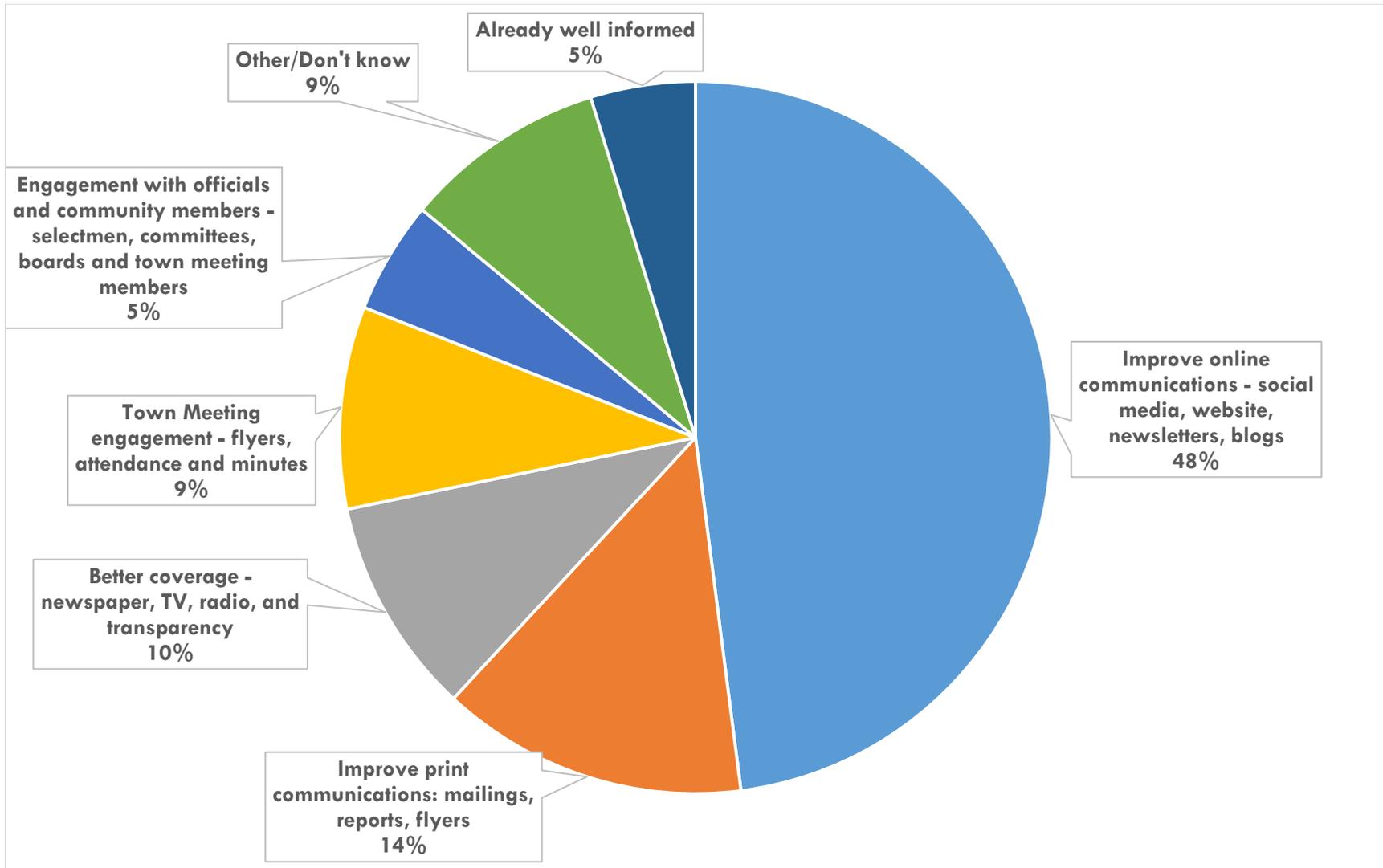
Question 24 - How informed do you feel about the issues the town is facing?

Answer Choices	Responses	
Very informed	18.69%	91
Somewhat informed	52.98%	258
Neutral	12.94%	63
Somewhat uninformed	10.06%	49
Very uninformed	5.34%	26

Question 25 - How do you normally get information about what is going on in Town?

Rank	Category	Frequency	Percent		Rank	Category	Frequency	Percent
1	TAB	240	28.24%		26	News	4	0.47%
2	Word of mouth	130	15.29%		27	Not well advertised	4	0.47%
3	Facebook	55	6.47%		28	CCMA	3	0.35%
4	Email	54	6.35%		29	Chamber of commerce	3	0.35%
5	Listserve	35	4.12%		30	Letters	3	0.35%
6	Newspaper	26	3.06%		31	Media	3	0.35%
7	Town Website	22	2.59%		32	Newsletters	3	0.35%
8	Internet	21	2.47%		33	Officials	3	0.35%
9	Meetings	21	2.47%		34	Posters	3	0.35%
10	Facebook group	15	1.76%		35	TMM email	3	0.35%
11	Boston Globe	14	1.65%		36	Town Meeting members	3	0.35%
12	Neighborhood association	13	1.53%		37	Town Hall	3	0.35%
13	Website	12	1.41%		38	Blogs	2	0.24%
14	Schools	10	1.18%		39	BrooklineCAN	2	0.24%
15	TMM	10	1.18%		40	Business owners	2	0.24%
16	Patch	9	1.06%		41	EGNA	2	0.24%
17	Twitter	9	1.06%		42	Elected officials	2	0.24%
18	Social media	8	0.94%		43	Eureka	2	0.24%
19	Town Meeting	8	0.94%		44	Local news	2	0.24%
20	Signage	6	0.71%		45	Neighborhood email list	2	0.24%
21	Town Facebook	6	0.71%		46	Notices	2	0.24%
22	Committee Meetings	5	0.59%		47	Online	2	0.24%
23	Mail	5	0.59%		48	PTO	2	0.24%
24	Brook-on-line	4	0.47%		49	Senior center	2	0.24%
25	Flyers	4	0.47%		50	Other Sources	46	5.41%

Question 26 - What would be helpful to keep you more informed?





APPENDIX IV: FOCUS GROUP NOTES



Focus Group 1 Notes: October 17, 2017
Commercial Property Owners

History of EDAB and goals – Kara Brewton

Identification of things that are working in Brookline

Trader Joes – tinkering with back lot, things required permits – town has always been fabulous and helpful. Property in Cambridge is a whole other ballgame – working on permitting is very hard there. Brookline has a seamless process from their point of view – timely responses, smart logical solutions, etc.

Town has new permitting software, we are here to help throughout the process

164 Harvard – permitting was challenging, he made all the mistakes he could have, but it worked out okay. Since then, two permitting situations. Route 9 – town was fine to deal with, but was surprised by reaction of commercial neighbors. Ended up as an age restricted 40B. Other project at Nina's – no traction for a hotel, so another 40B.

Fundamental issue isn't town staff – it is the zoning. And need to have a big picture perspective. We need to define larger blocks of areas that should be candidates for development, and others that shouldn't be (Holiday Inn). As a retailer, he would think of nodes of retail focus, etc, instead of smattering all over the place.

Park zoning issue

Experience has been spotty in town. Planning and building departments are fantastic/professional. Predictable process as long as they can address technical issue. Big issue is conservation commission – in one project they had to get the state to override the local decision. He felt singled out – not a smooth process. Successful outcome, but painful. Route 9 in Chestnut hill – good process. They develop in other towns – Brookline is probably the best – compared to Newton and Waltham. Rezoning certain areas is the way to go. Route 9 – Newton is eating our lunch while we have very low density zoned. Someday Route 9 in Chestnut Hill will be all mid-rise high-rise. It is a highway, and should be like that. Need to change zoning for more revenue

Challenges

Zoning needs to be changed

Town is in the middle of an identity crisis

Coolidge Corner and Wash Square – what is the plan here? Should we think about 5-6 stories in commercial area?

Need to look at infrastructure. Larry Bluestone looked at Coolidge Corner.

Development is place making. Need to do it organically. Need to create an environment that allows developers to invest in the process. 40B leads some certainty. Residential isn't the right solution to all parcels, but without a clear path to more commercial development at more than low FARs. We need to look more closely at what we can do to support the neighborhood.

Town meeting form of government is an advantage.

What is the highest/best use for parcels? Can we be back office space for other industries in Boston/Cambridge?

Specific parcels for development

What does commercial mean? Re: retail – viability in a general sense is dropping rapidly. Not likely to improve. What will survive are service oriented specialty establishments. Restaurants – not a strong category of commercial tenant now. There are too many.

Somebody did a video of what Washington Street could look like from West Newton to Newtonville. It is online. Stantec did it – google Newton Washington Street video. It is a wonderful vision.

Antis usually come to meetings, not people who support things.

What kind of demand are they seeing on Route 9 – they need multi-unit residential
There are lots of services at The Street – people still like to walk around and window shop. Brookline side of the street should be mid-rise, hi rise multi unit residential. It is symbiotic with what is across the street. Washington Square is proposing a large development in the old theater building at the street.
Agreement about multi-use residential along Route 9.

Chestnut Hill benevolent society - multi-family with services for multi-family

Retail across from hotel – liner tire is for sale. That strip is terrible – but sites are narrow.
Can property owners work together to end up with structured parking for combined parcels? One demand is start-up offices for growing companies. Village works has brought out more people who would take space like this.

Would it work if the town rezoned behind liner tire – houses would sell and you'd get more depth to the property? This could be a financial incentive to the residential owners

Broad issue is that there is no incentive for developers to work together. They will go to the best credit tenant – not the one that is best for the neighborhood.

What would it take to think about the area rather than credit tenant – allowing more density so that he can get some credit tenants along with some others?

JFK neighborhood – parcels are shallow. A 40B would work. Can't get underground parking, for example. Can we expand the depth of the commercial district to make the parcels more manageable? We need 40B incentives for commercial. Overlay zoning, etc.

Set aside for retail – if you put in a local non-credit retailer you can get a rent subsidy – like a housing inclusionary zoning plan. More locals = more density.

Did something like this in Melrose. Ten years ago – did overlay zoning on a large industrial site. If you provide retail at part of residential you get a density bonus.

We won't get big retail and big office tenants in JFK – lots of families, Union Square donuts doing well. Tatte would be a good fit - Nov. 16th hearing for that.

Supermarkets as part of a development – Stop & Shop is next.

Re: 40B – ask why did developers want to do 40B? It is a symptom of inadequate zoning.

Cambridge – if you are developer you can do X feet, and get a 30% bonus for which you are charged 20%. Cambridge is a fine place to do business. Look at the amount of activity there. It is a pro-business town.

If the town could incentivize small local businesses – they draw people into town. Need neighborhoods. Cambridge does this. Formaggio Kitchen BBQ on the sidewalk which draws people from all over. You do need people there.

Should town be looking to connect the various commercial areas? Development on Route 9 rebuilt the crosswalk – \$100K. Impossible to turn Route 9 into pedestrian friendly neighborhood – it is a highway, but there are things you can do to connect the two sides. North side is retail in Chestnut Hill. South Side is service – and could be a residential side.

One parcel you could develop

Tully St lot (35000 sq feet) could put cars underground – 10 stories above. 2 levels retail, then parking – then 6 levels residential. FAR of 7 – 100'. He's talked with neighbors about JV.

Seaport – they need a lot of parking. Traditionally this was ramped. Not they are building decks flat so that when you don't need too many spots for cars – you can turn them into commercial.

Centre St Parking lot – that should be a garage – would solve a lot of problems.

TJ Maxx site.

With current economics – 3-4 stories doesn't work.

Should cluster development, not spread it around.

Should be an element of sustainability in these projects.

Do an RFQ to sell Center St lot for development, shifts burden of providing parking to a developer.

Eminent domain at TJ Maxx.

Additional Notes

- One participant noted that he has a 40B in process on Route 9 and another next to Trader Joe's (where his hotel proposal was rejected).
- He observed that in his view the approval process for the former Finagle-a-Bagel site commercial redevelopment on Route 9 at Chestnut Hill was well done.
- He suggests up-zoning the Chestnut Hill stretch of Route 9 to enable denser, mixed-use development, with an emphasis on multi-family housing (on the south or non-"Street" side, which is in Brookline).
- He made the big-picture observation that nodes or blocks with explicit development priority can create the best environment for retail.

- Another participant observed that Coolidge Corner and Washington Square are having an “identity crisis”, in the sense that there is not a well-understood sense of where the districts begin and end.
- There was a discussion of previous Coolidge Corner planning exercises. Someone noted that the recent Coolidge Corner District Planning Council effort was ineffective and broke down when it became dominated by a group opposing any residential development.
- A local architect made two big-picture observations:
 - (a) that mixed-use place-making is an over-arching strategy for Brookline commercial districts, and:
 - (b) that 40B often becomes the only viable path, and that it would be helpful if there were a commercial analog.
- Other participants agreed, adding that it is important to define “commercial” broadly with respect to “commercial districts”, and that multi-family rental housing should be understood as part of the commercial/mixed-use portfolio.
- The architect suggested that the commercial district at JFK Crossing could be strengthened by deepening the commercially-zoned area fronting on Harvard Street; private transactions would, in time, reflect this change by assembling and developing deeper commercial frontage.
- One participant stated that this strategy would also be appropriate along Route 9 at Chestnut Hill.

Focus Group 2 Notes: October 17, 2017

Organizations and Merchants

Chestnut Hill Benevolent Association (CBHA):

- CBHA described itself as “emerging from isolation”, considering additional uses on their land. (CHBA is a Christian Scientist nursing, residential, and study campus on the south side of Route 9 just west of Reservoir Road.)
- They offered a very positive endorsement of dealing with Town boards and departments.

General discussion of commercial district issues/needs/observations:

- JFK Crossing merchants asked if some entity plays, for the traditional commercial districts, the rough equivalent role of the property manager at The Street—building a unified brand, programming, signage, etc.
- Parking is perceived as an issue in all districts.
- There was broad agreement on the need for additional sit-down liquor licenses, potentially in all commercial districts. There was mixed reaction to marijuana outlets.
- General support for district branding/amenities/signage/characteristic street furniture/flower pots/hanging baskets.
- General agreement on: “no more banks, no more cell phone stores”. There were additional, similar observations: no more “fad stores”; avoid daycare *at street level*.

Observations with respect to specific districts:

- Coolidge Corner: the Merchants’ Association mentioned a general facelift and a “brighter” environment; more entertainment, theater, and music; an annual street fair. Interest was expressed in putting the Town’s Centre Street lot to higher and better use, including parking (but not single-use surface parking).
- Chestnut Hill (a representative of The Street): the Brookline side should be up-zoned; she envisions multi-family and retail, but not office (at large scale) because of traffic conditions. A for these uses to work, Route 9 needs a better pedestrian environment on the Brookline side and better pedestrian crossings.
- Route 9 East (at Cypress): the representative of The Street observed (and there was general agreement) that this crossroads location is under-utilized.

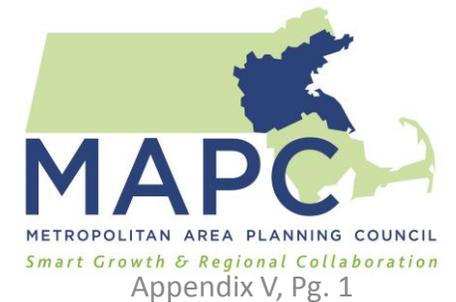


APPENDIX V: OPEN HOUSE PRESENTATION



A VISION FOR BROOKLINE'S COMMERCIAL AREAS OPEN HOUSE PRESENTATION

Wednesday November 8, 2017
Brookline Town Hall
Room 103 and Room 111



Goals for tonight

- Create a shared understanding of the planning process thus far.
- Share large themes from feedback from the survey, focus groups and other events and receive feedback on those themes.
- Provide opportunities for people to socialize, and meet members of the community (individuals, businesses, orgs).

Why plan for Economic Development?

- Helps to create and maintain a strong, vibrant local economy.
- Increased personal income and wealth increases the tax base, so a community can provide the level of services residents expect.
- Economic development planning allows a community to determine its future direction and guide appropriate types of development according to its own values.

Economic Development in Brookline

- The “**Planning for a Changing Brookline**” workshops have discussed the redevelopment criteria for long-term mixed-use commercial properties in town.
- The goal of these meetings were to get developers and local boards in line on the kind of commercial and mixed used developments the town was seeking.
- The **Economic Development Advisory Board (EDAB)**, a twelve-member advisory board, seeks to expand the tax base to support town programs and services; and magnified by requiring commercial properties to pay 70% more in taxes and reducing the tax burden for residential owners.
- EDAB pursues these objectives within a framework that recognizes dearly-held town values about preserving and enhancing the character of neighborhoods, appreciating diversity, and the role of affordable housing in maintaining that character, historic preservation, open space, and high quality schools and other town services.

Goals of the Project

1. Create a vision statement for Brookline's commercial areas.
2. Understand priority geographic areas the town should consider for development.
3. Identify commercial uses that would be appropriate in the town, by priority areas.
4. Identify other topics important to community members that need to be considered during any development process.

Brookline Demographics

Key Demographics (as of 2015)

1. Total Population – 59,131
2. 75% White (both Hispanic and Non-Hispanic)
3. 68.1% of the population 16 years and over are within the labor force
4. 96.6% of the population 25 years and over have a high school degree
5. 83.6% have a bachelor's degree or higher. This is compared to 40.5% for the Commonwealth
6. The median household income in Brookline is \$95,516
7. The healthcare and social assistance industry gained 2,633 jobs within the last 10 years

Community Engagement

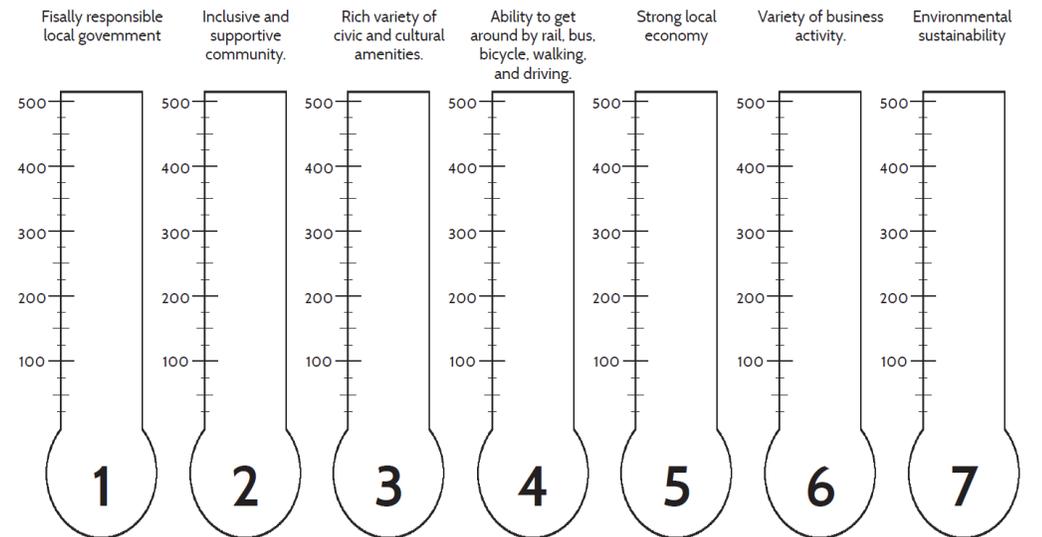


- **June** – EDAB board meeting
- **August 16–Oct. 30** – Survey
- **Sept. 13** – Pierce FitFest
- **Sept. 24** – Brookline Day
- **Oct. 17** – Commercial Property owners Focus Group
- **Oct. 17** – Large Institutions Focus Group
- **Nov. 8** – Open House

Brookline Day



Which of these community values are important to you?



Vision Statement

This vision statement is informed by more than a thousand comments from the Brookline community, expressing the challenges, desires, and aspirations for the commercial areas. As EDAB continues to support the economic vitality and enhance the appearance of the areas, this vision will serve as the compass for all of its work.

Planning for our commercial areas is an inclusive process that is specific to each **unique neighborhood commercial district**. This planning should be flexible in density while compatible to the existing scale of residential neighborhoods and should focus on **quality of life** as a primary consideration.

Survey Respondents

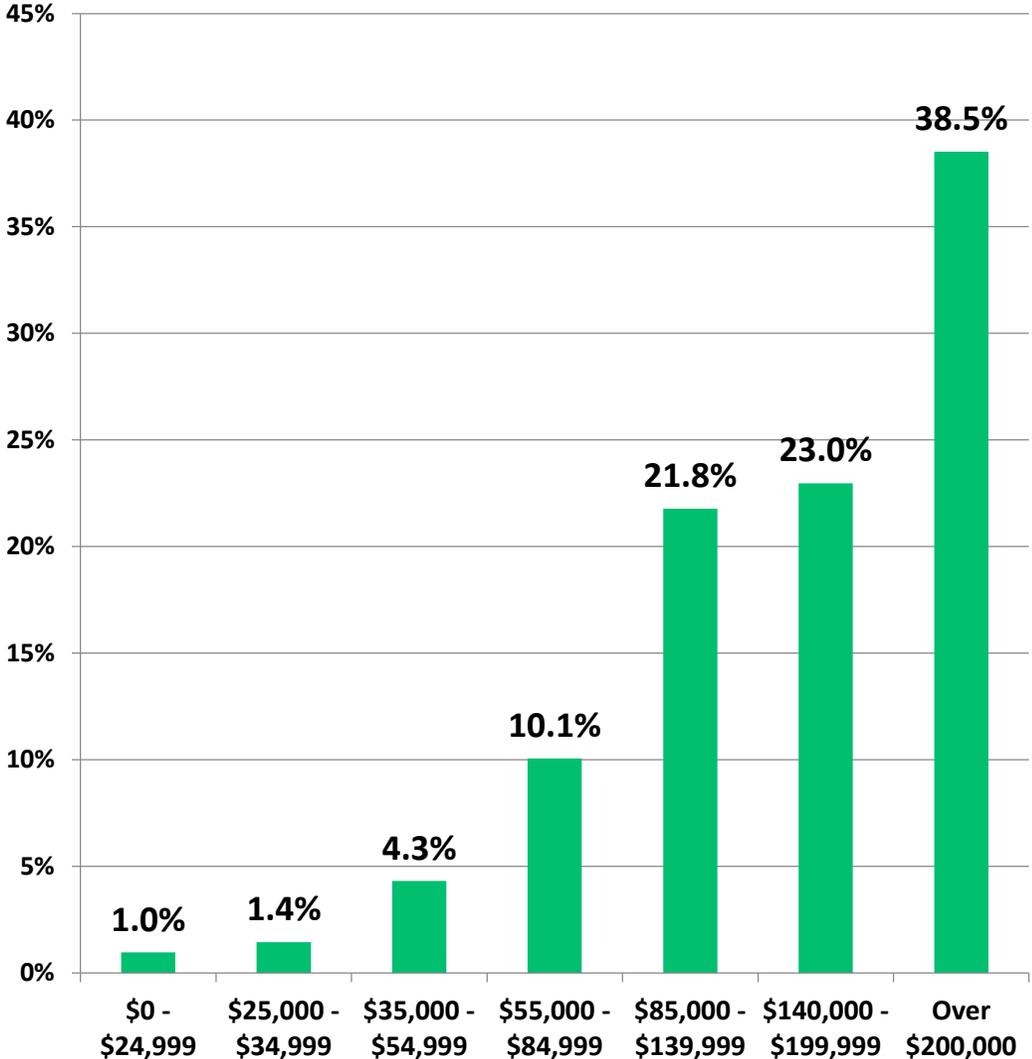
Survey Respondents



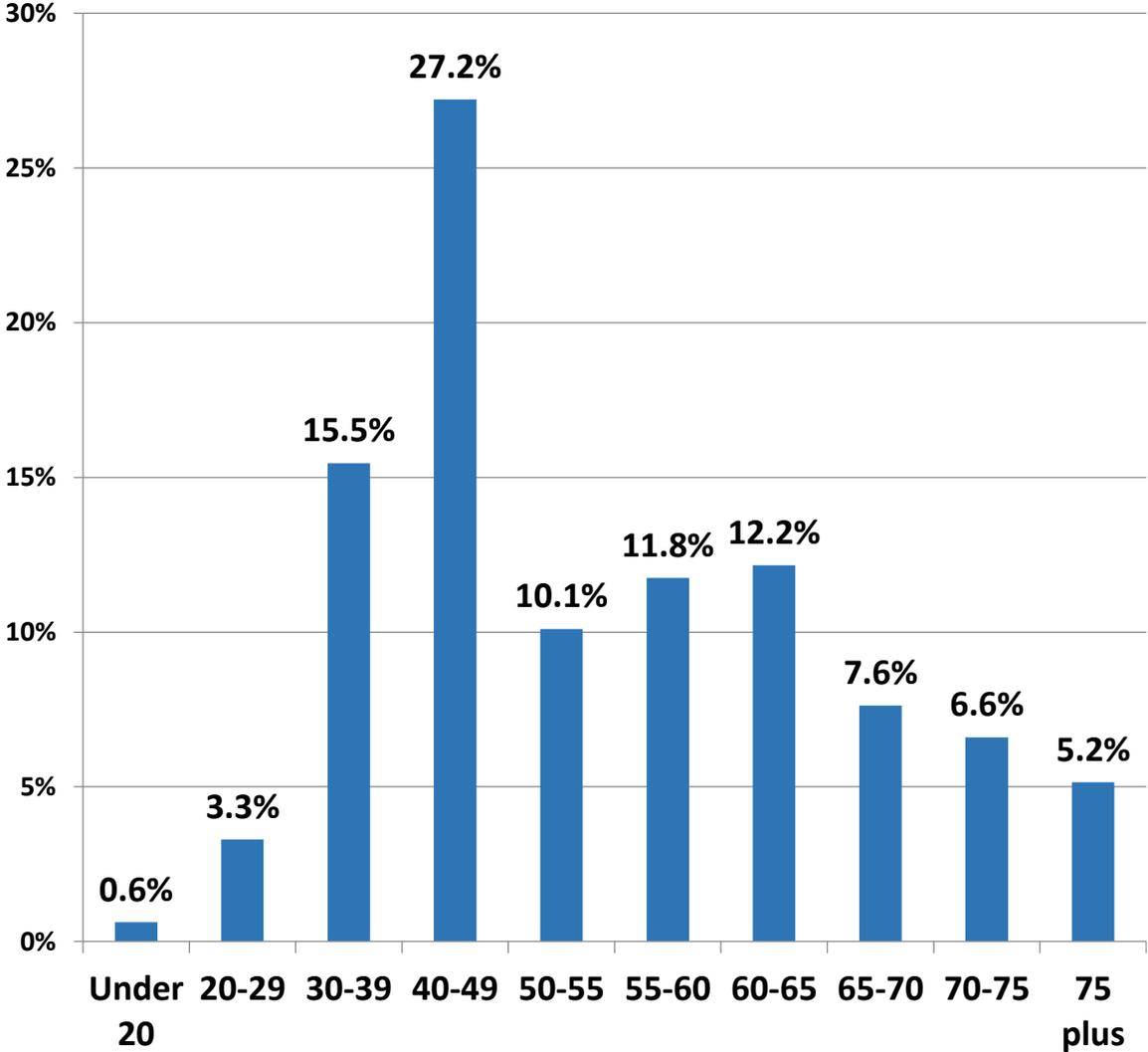
- **658** surveys completed. Not all respondents answered all the questions.
- The survey respondents were generally older and had a higher median household income than the total population.
- A majority of respondents had a household income of over \$150,000 and 3/4ths were over the age of 40.
- A majority were homeowners, had lived in Brookline for more than 10 years, and had 3 or more individuals living in their households.
- **60** were business owners.
- **68%** of households had someone under age of 18.
- **35%** of households had someone over age of 65.
- Over **197 emails** and **123 phone numbers** collected for additional engagement.

Demographics of Respondents

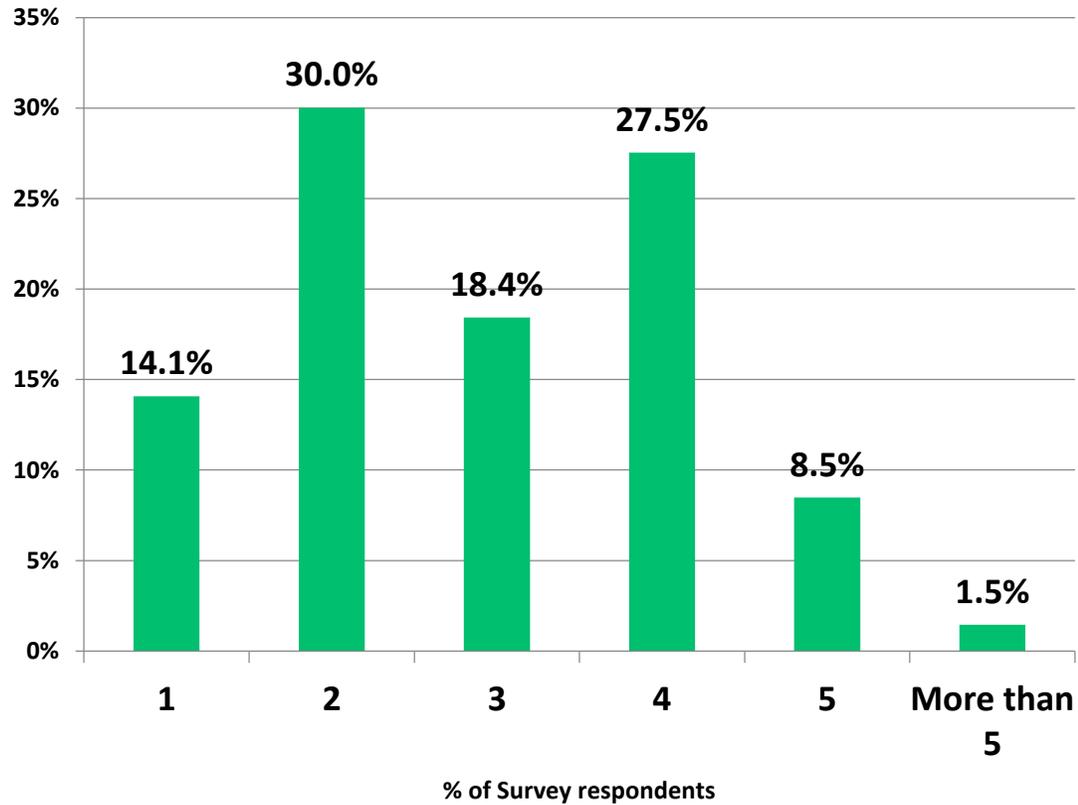
What is your annual household income?



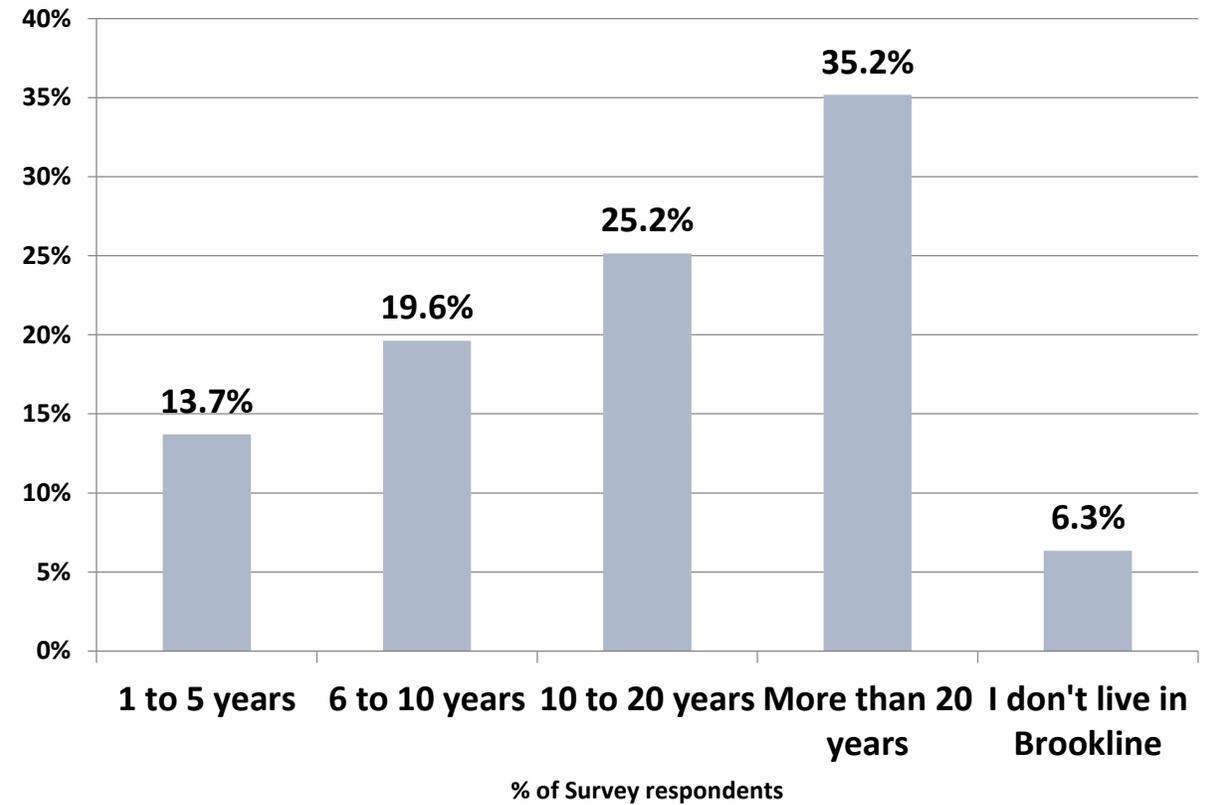
How old are you?



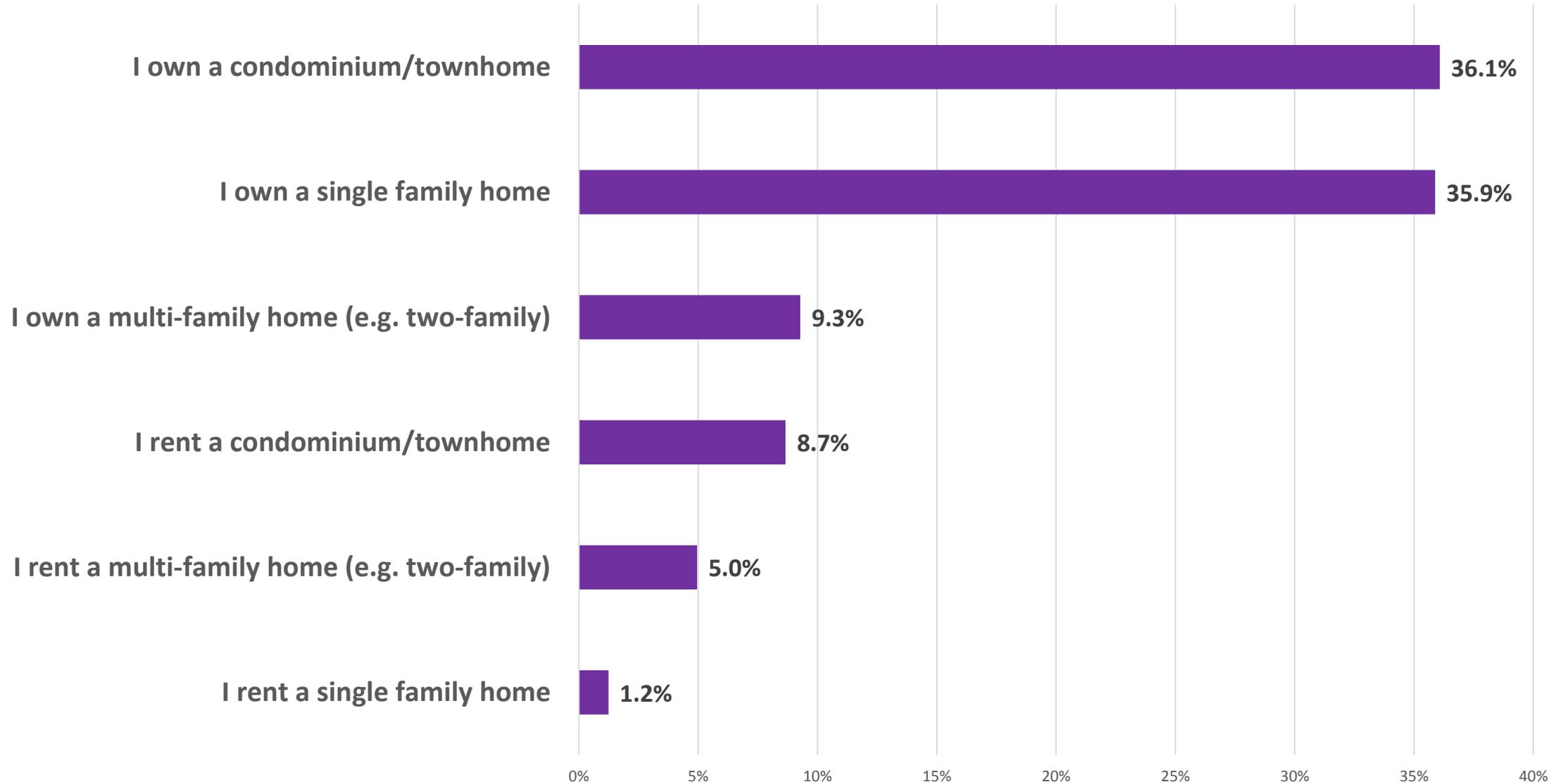
How many people live in your household? *(include yourself and any other related or unrelated individuals)*



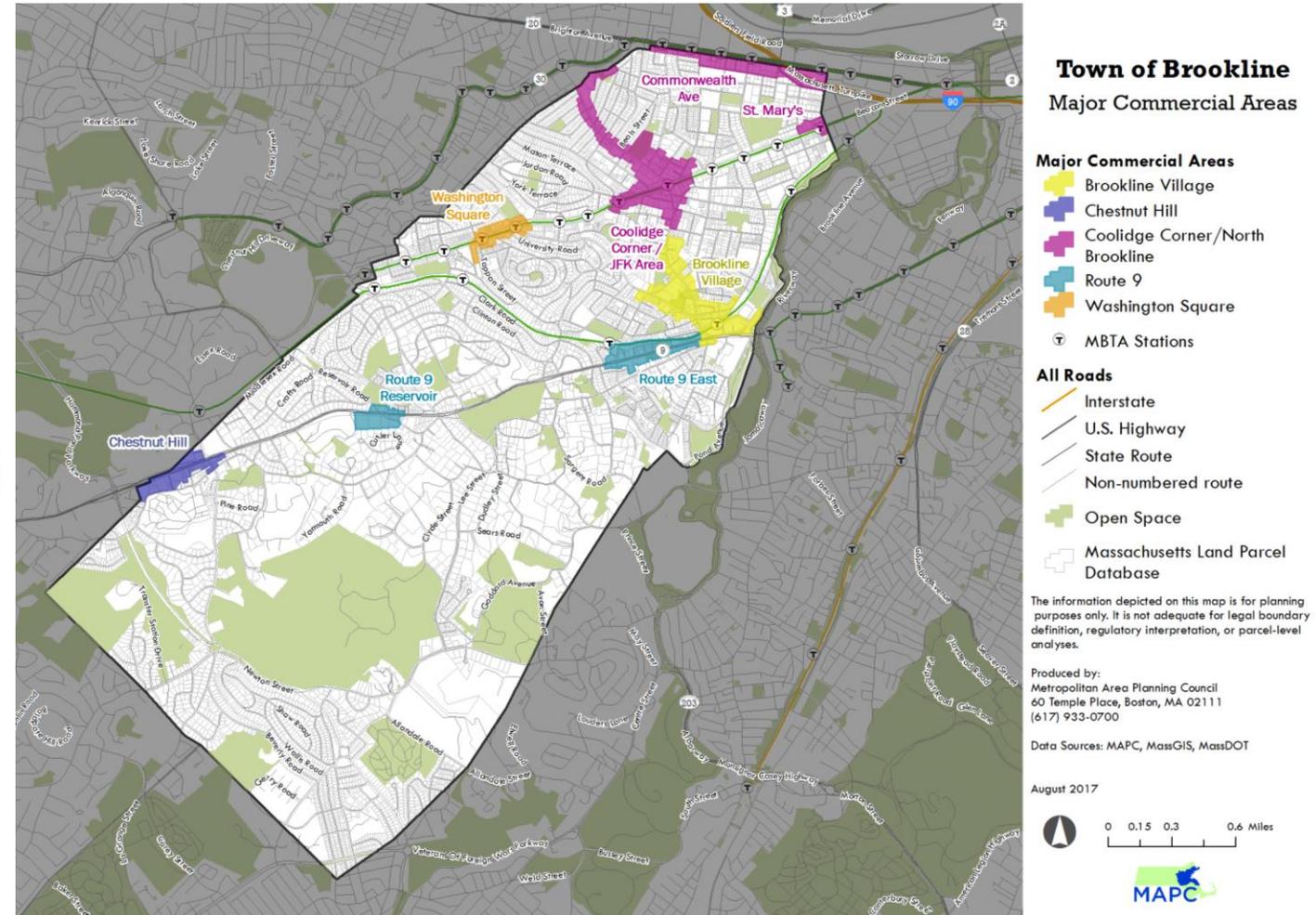
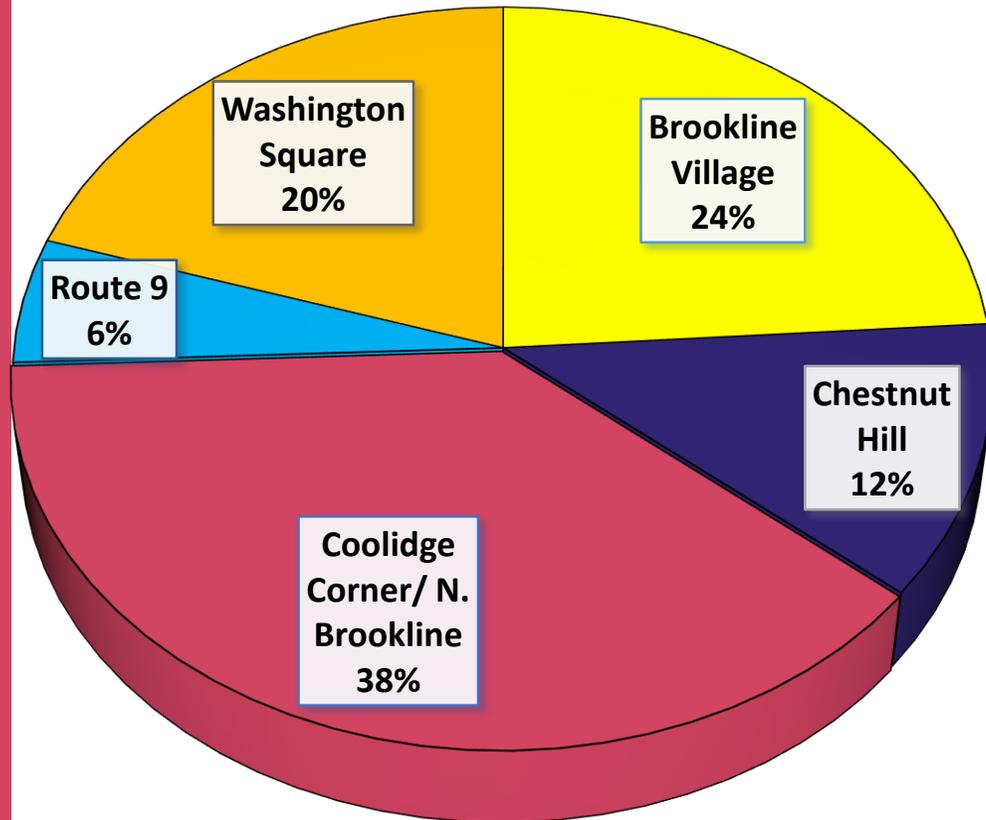
How long have you lived in Brookline?



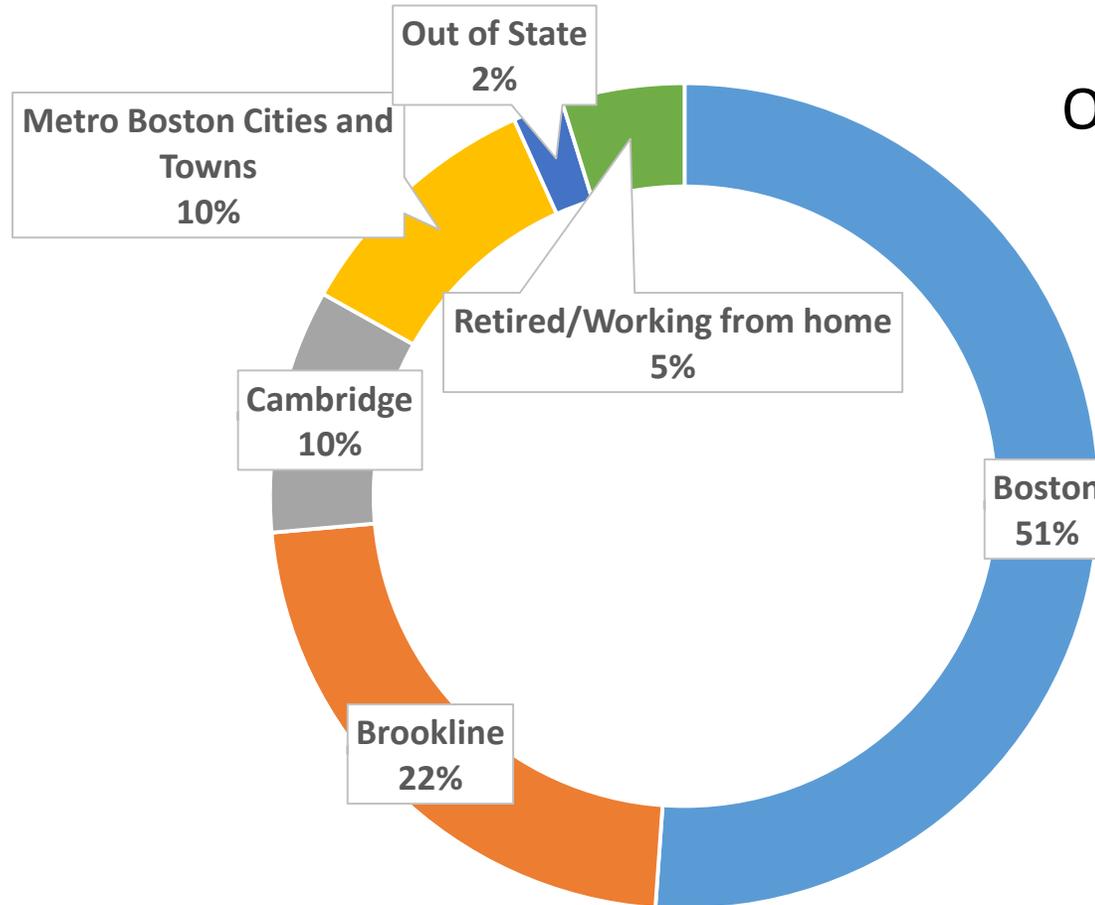
Do you own or rent your home?



Which commercial district do you live closest to?



If you are currently working, what city or town do you work in?



Other Cities and Towns Mentioned

- Arlington
- Attleboro
- Braintree
- Dedham
- Framingham
- Lexington
- Lincoln
- Medford
- Natick
- Needham
- Newton
- Quincy
- Waltham
- Watertown
- Wellesley
- Winchester
- Worcester

■ Boston ■ Brookline ■ Cambridge ■ Metro Boston Cities and Towns ■ Out of State ■ Retired/Working from home

Key Findings from Survey

Which of these community values are most important to you?

A high-quality school system

Well-maintained public infrastructure

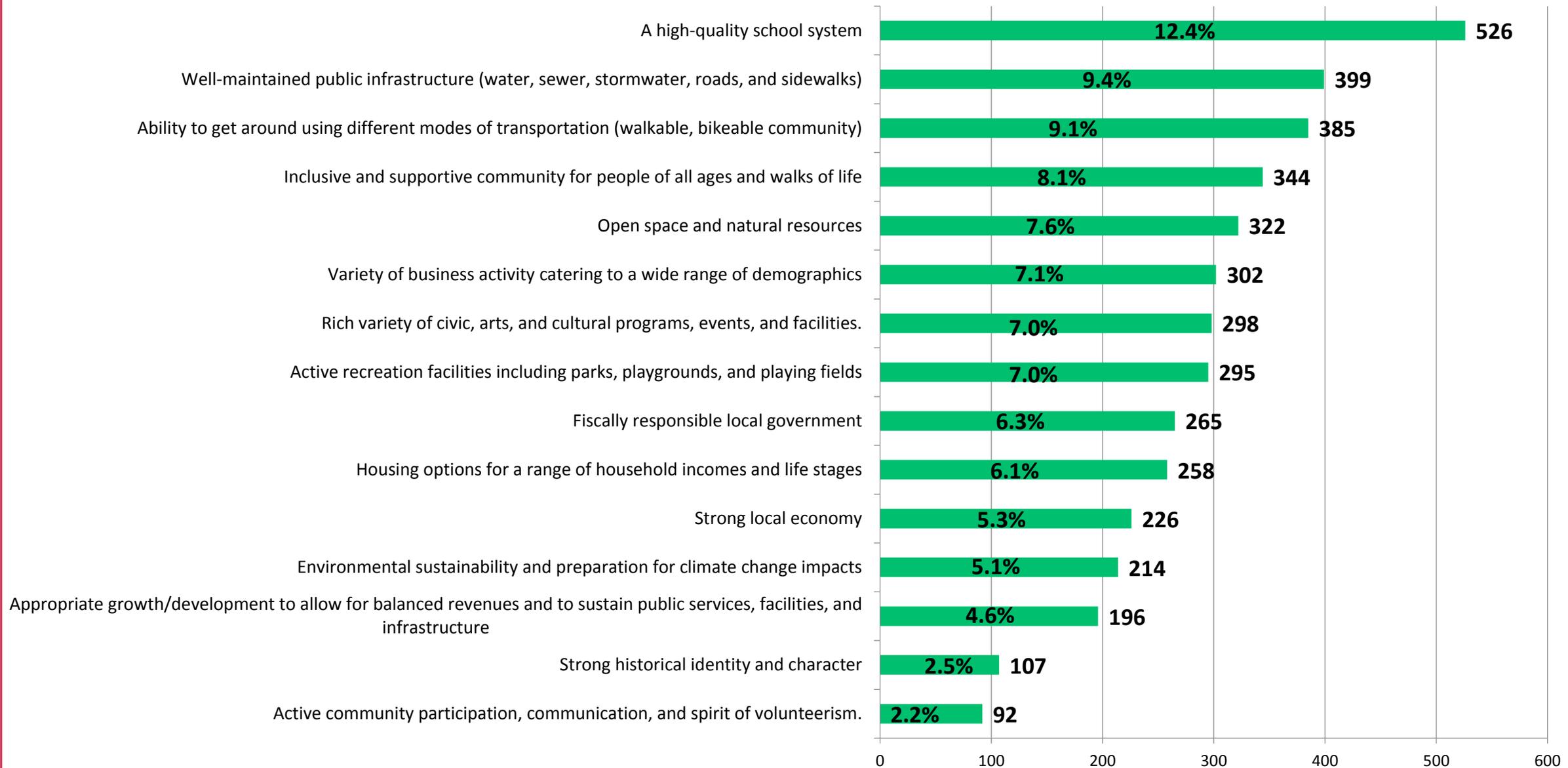
Ability to get around using different modes of transportation

Inclusive and supportive community for people of all ages and walks of life

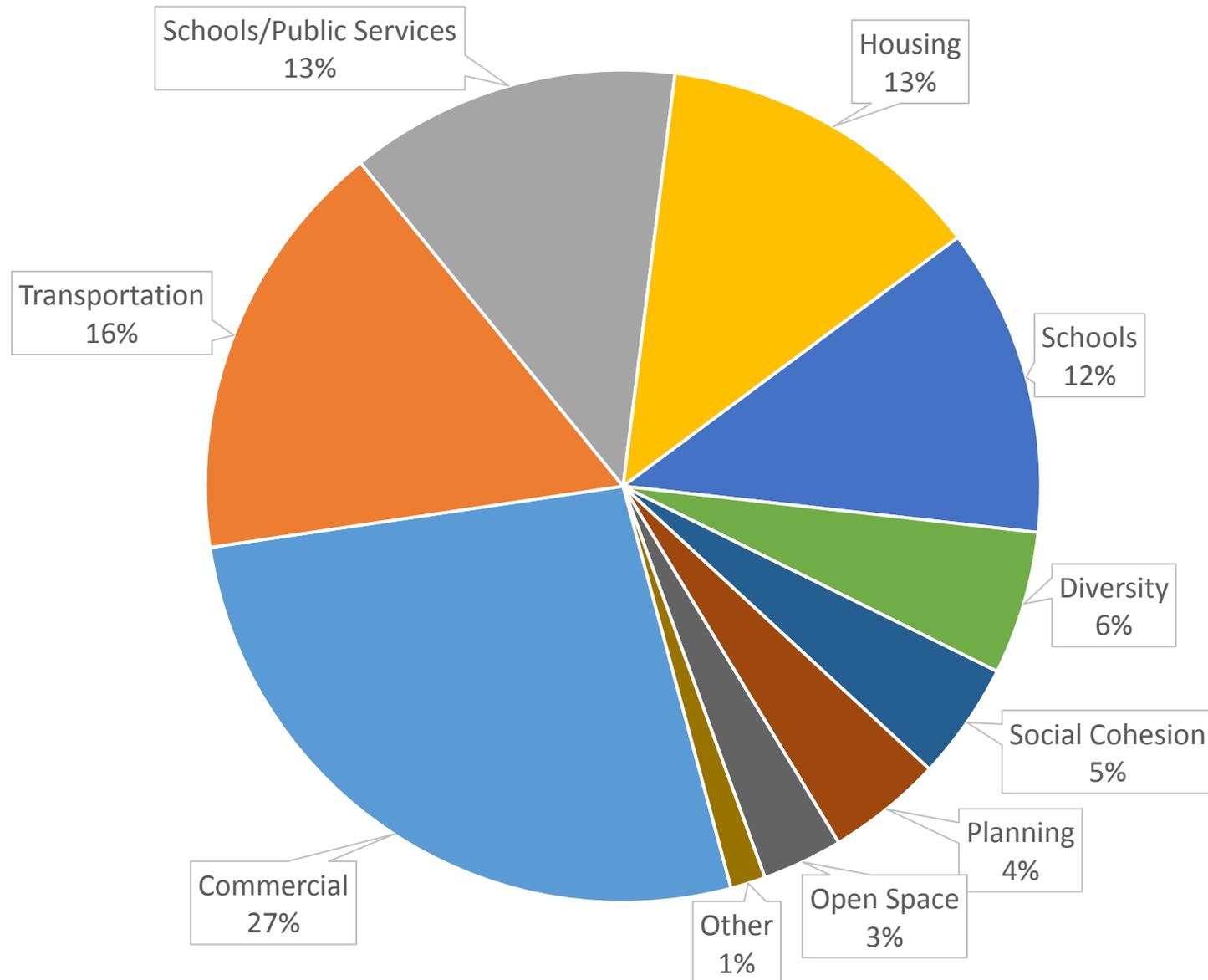
Open space and natural resources

Variety of business activity catering to a wide range of demographics

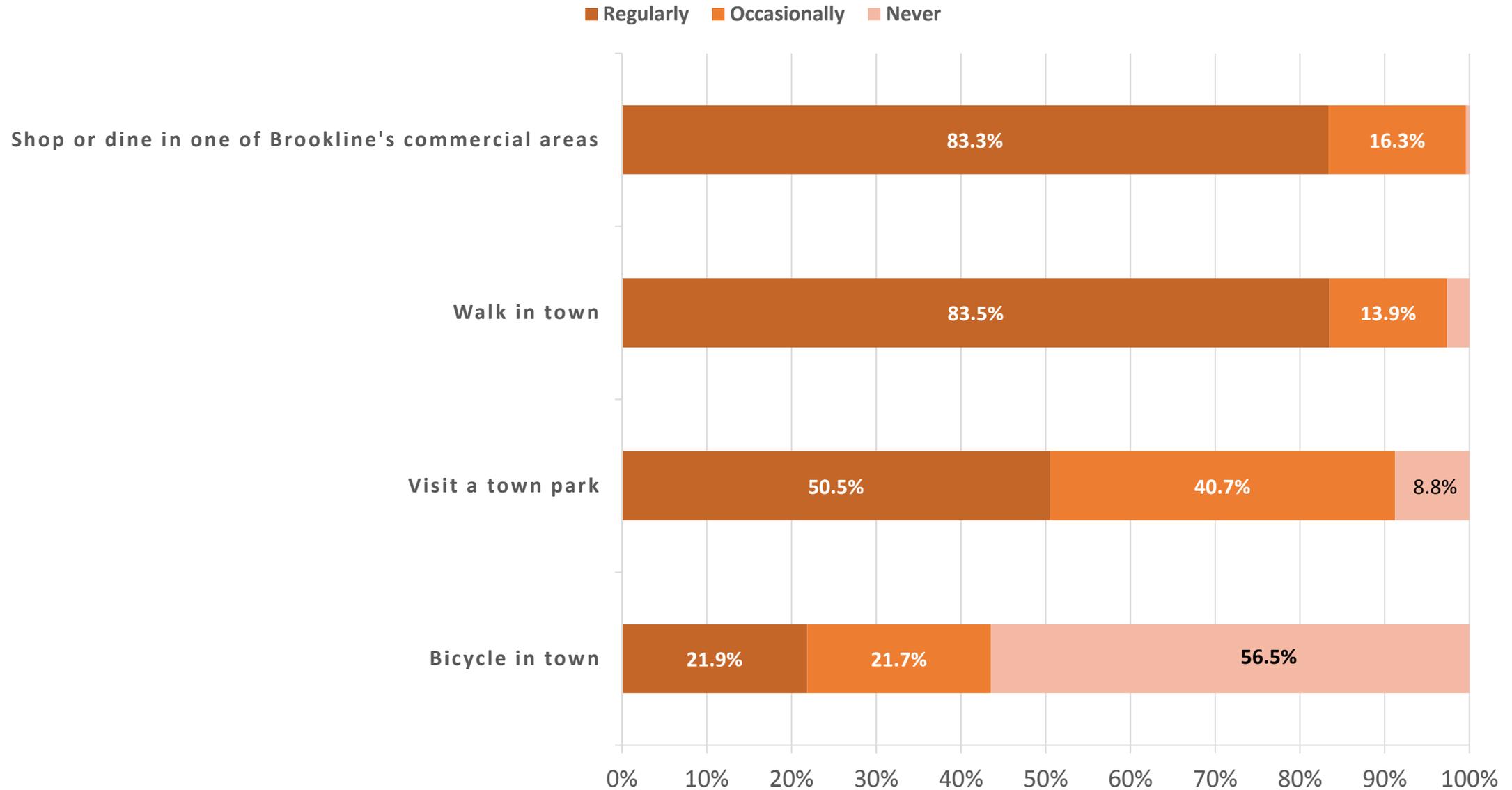
Which of these community values are most important to you?



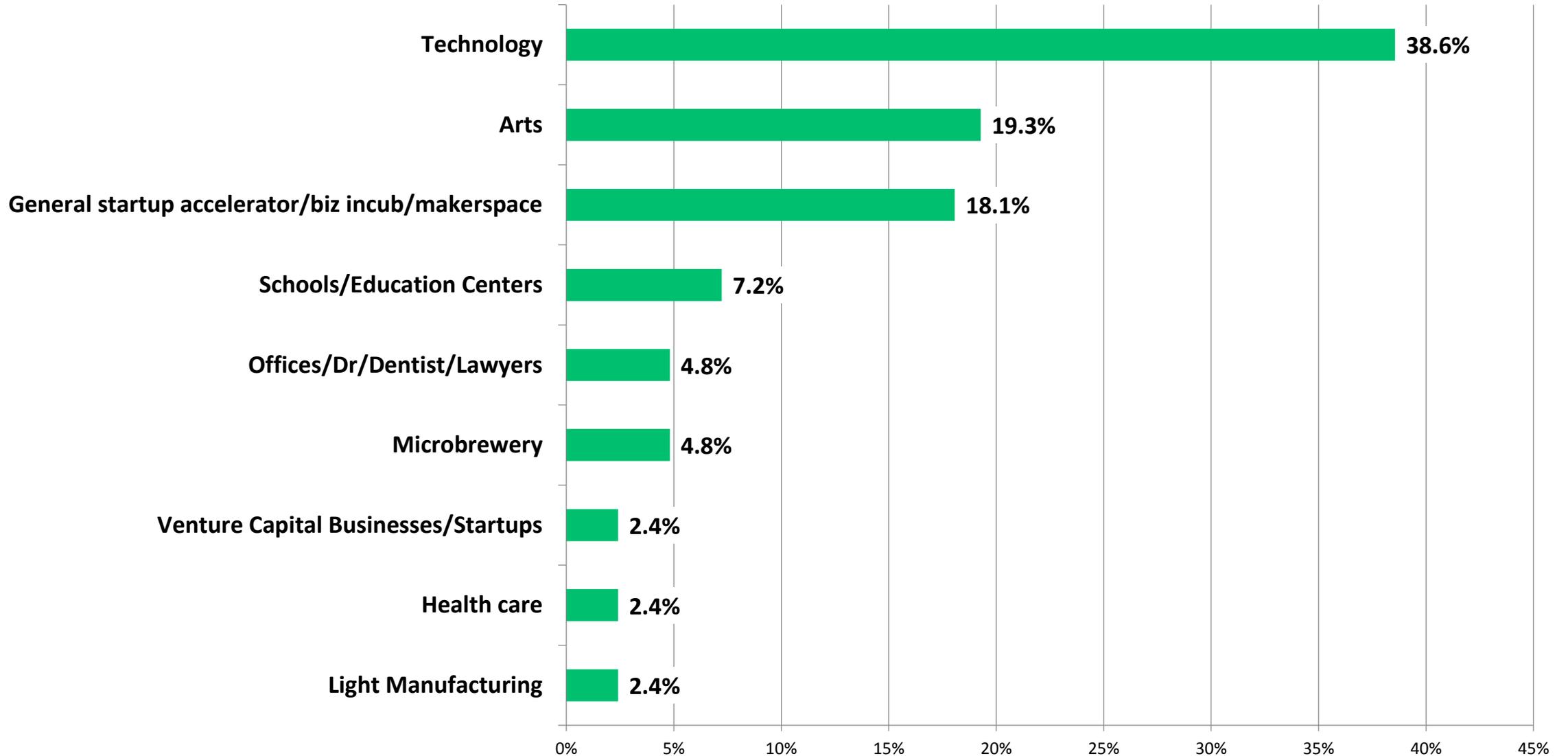
What do you think is most in need of improvement or change in Brookline?



How often do respondents do the following?



Types of industries respondents wanted to see more of in Brookline

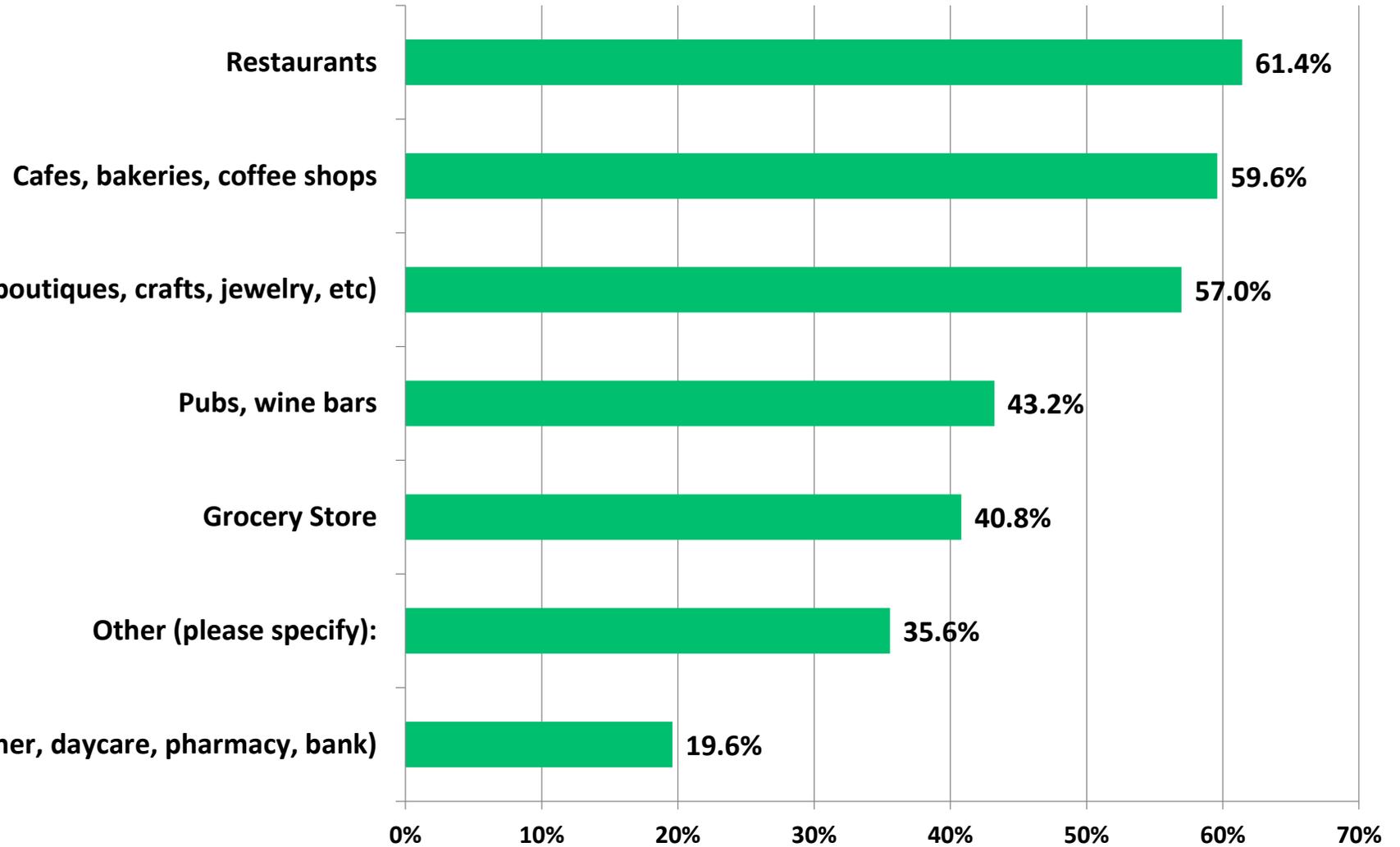


What kind of retail businesses would you like to see or see more of in Brookline?

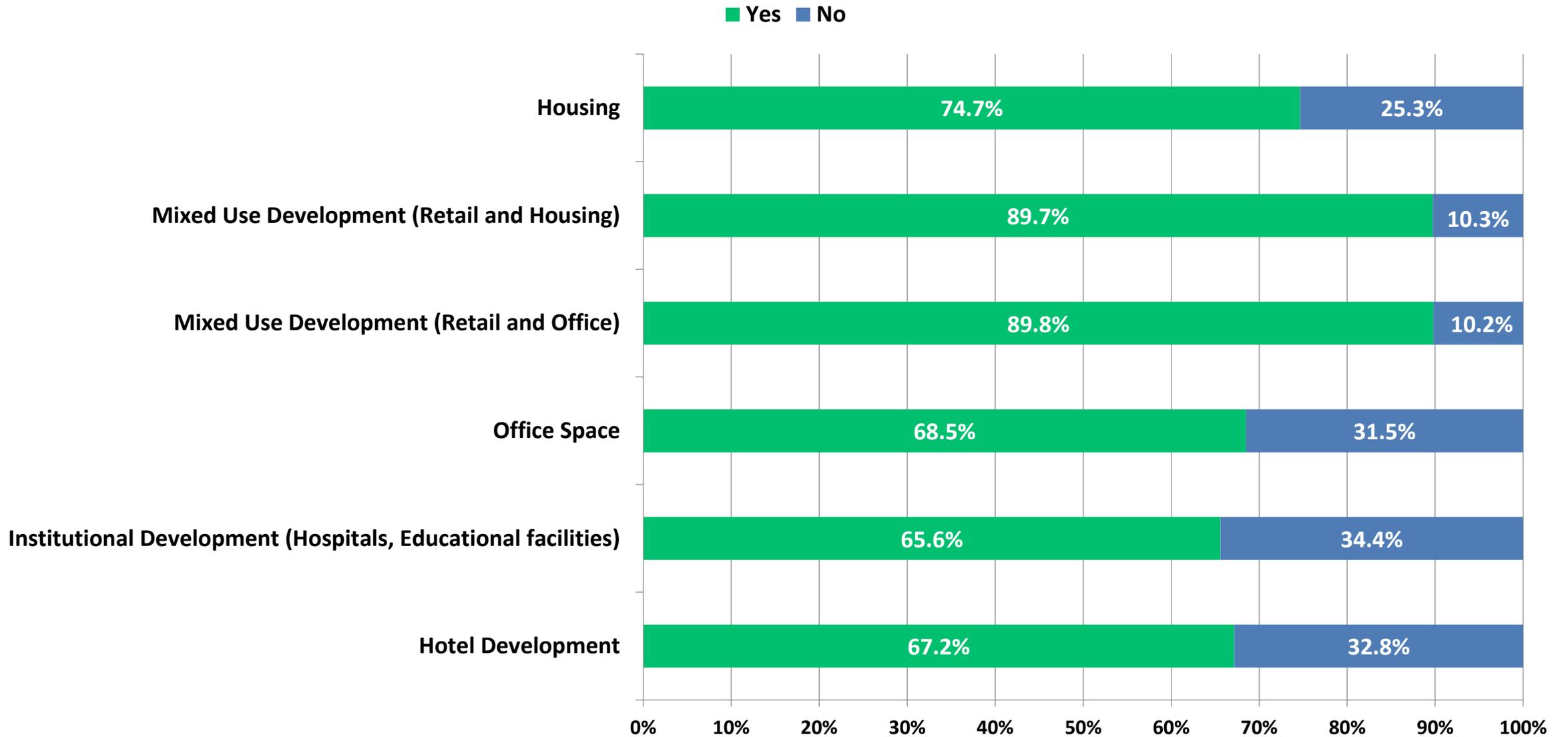


Specialty retail (boutiques, crafts, jewelry, etc)

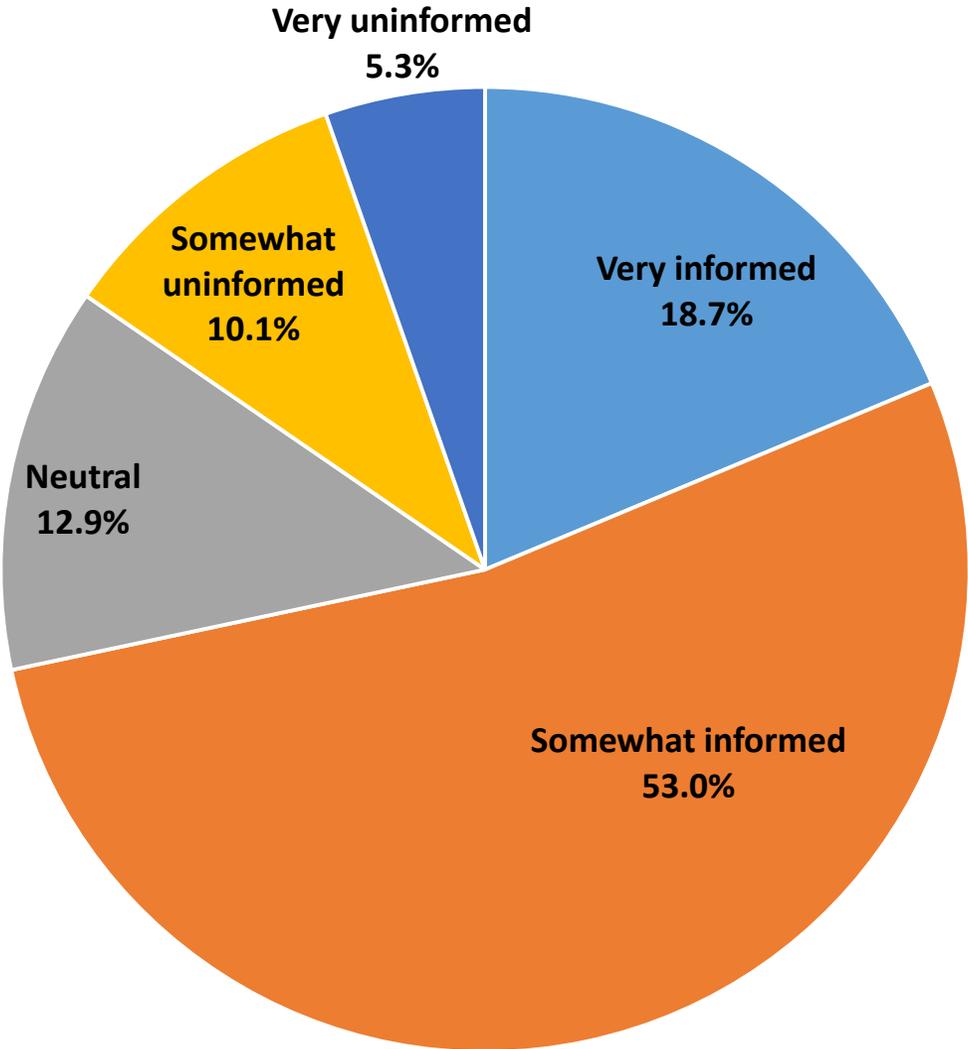
Daily needs (drycleaner, daycare, pharmacy, bank)



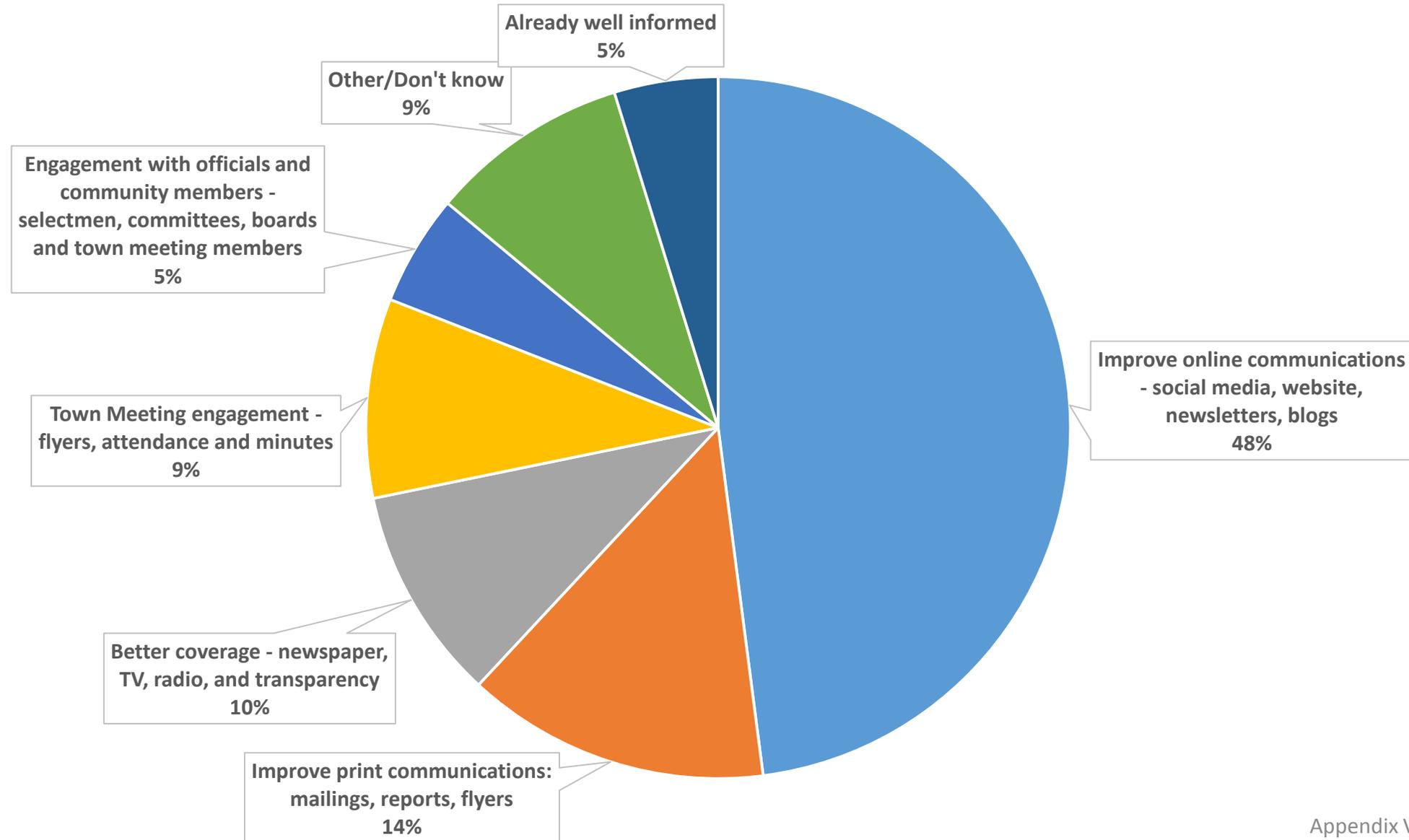
Would you be supportive of the following types of development in Brookline's commercial districts?



How informed do you feel about the issues the Town is facing?



What would be helpful to keep you more informed?



Summary of Findings

Summary of findings



The Village Works neighborhood coworking space in Brookline Village

- **Businesses**
 - Small and local businesses should be encouraged
 - Reduce banks, nail salons, cell phone shops, and liquor stores
 - Increase diversity of businesses to meet needs of diverse citizens
 - Commercial rents too high
 - Empty storefronts
 - Community spaces in private development
 - Tech industry accelerators, start-ups

Summary of findings

- **Mixed Use**
 - Stimulating foot traffic and walkability
 - Creating vitality and viability
 - Improving the streetscape
 - Commercial space on ground floor and residential above
 - Retail with outdoor spaces (cafes and restaurants overlooking parks)
- **Institutions**
 - Concerns about commercial land used by tax exempt properties
 - Thoughts on hotel development were mixed



Proposed mixed-use development at Circle Cinema at Cleveland Circle

Summary of findings



Outdoor Dining on Harvard Street

- **Food**
 - Independently owned markets
 - Gourmet food options
 - More grocery options
 - Affordable options: mid-range prices

- **Retail**
 - Clothing and shoe stores
 - Thrift or vintage store options
- **Daily Needs**
 - More school options
 - Affordable/ quality childcare
 - Basic service retail such as hardware, furniture
 - Specialty and sporting goods stores such as books, toys, arts/crafts and bikes



Farmers' market in Brookline

Summary of findings



Coolidge Corner Theatre



86 Dummer Apartments in North Brookline

- **Creative Commercial Use /Arts and culture**
 - Artist spaces – I.e. work spaces, maker-spaces
 - Live performance venues - music, performance, live theatre
 - Museums, art exhibition spaces
 - Incubator spaces, non-profit spaces
 - Open space to gather
 - Activities for youth

- **Housing**
 - Increase housing
 - Options for older adults and young adults
 - Affordable housing – low, middle income
 - Need to consider school density and housing needs
- **Property Owners**
 - Zoning changes to improve the town for commercial use
 - Create environment that allows property owners to invest in the process
 - Incentives for property owners to develop
 - Increase density to attract more diversity of businesses

Summary of findings

- **Design of Commercial Areas**
 - All at appropriate scale for neighborhoods
 - Low to mid-rise buildings
 - Maintain neighborhood identity
 - Beautification: lights, flowers, wayfinding to identify which commercial area you are in, etc.



Families at Pocket Park

- **Open Space**
 - Protection and care of green space
 - Maintaining trees

- **Walkability / Transit**
 - Traffic congestion and use of cars (both too much parking and too little)
 - Electric vehicle charging stations
 - Safety for bicyclists and pedestrians and better connection between parcels
 - Improvements in public transit

Next Steps

MAPC

- Document tonight's activities to be included in final report
- Draft final recommendations and report (Dec.)

EDAB

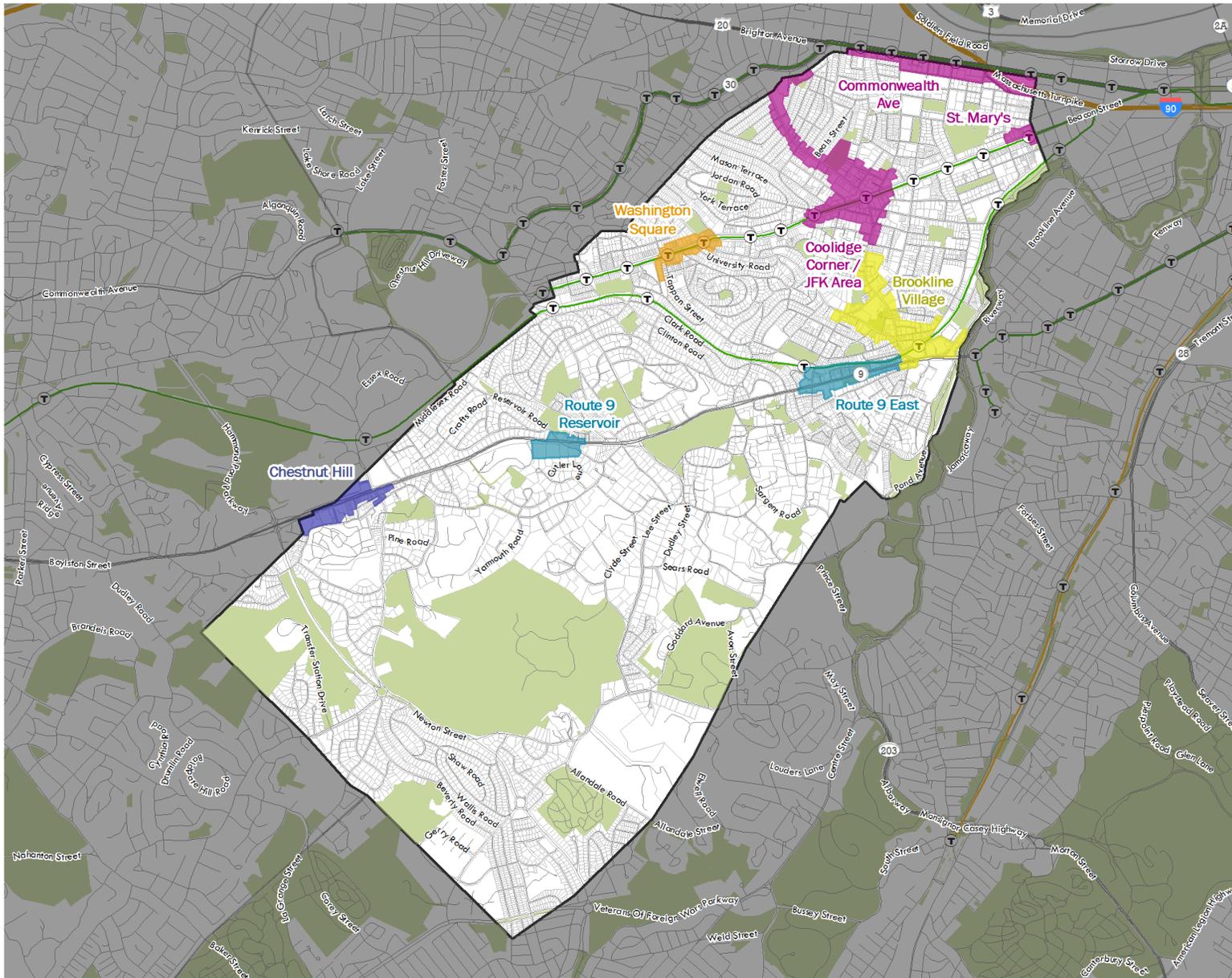
- Finalize recommendations
- Report findings and propose recommendations to Board of Selectmen

Town Staff (Board of Selectmen, Planning Department, EDAB, and others)

- Present relevant findings and recommendations to the community



Commercial Area Stations



Town of Brookline Major Commercial Areas

Major Commercial Areas

- Brookline Village
- Chestnut Hill
- Coolidge Corner/North Brookline
- Route 9
- Washington Square
- Ⓣ MBTA Stations

All Roads

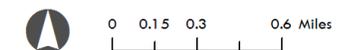
- Interstate
- U.S. Highway
- State Route
- Non-numbered route
- Open Space
- Massachusetts Land Parcel Database

The information depicted on this map is for planning purposes only. It is not adequate for legal boundary definition, regulatory interpretation, or parcel-level analyses.

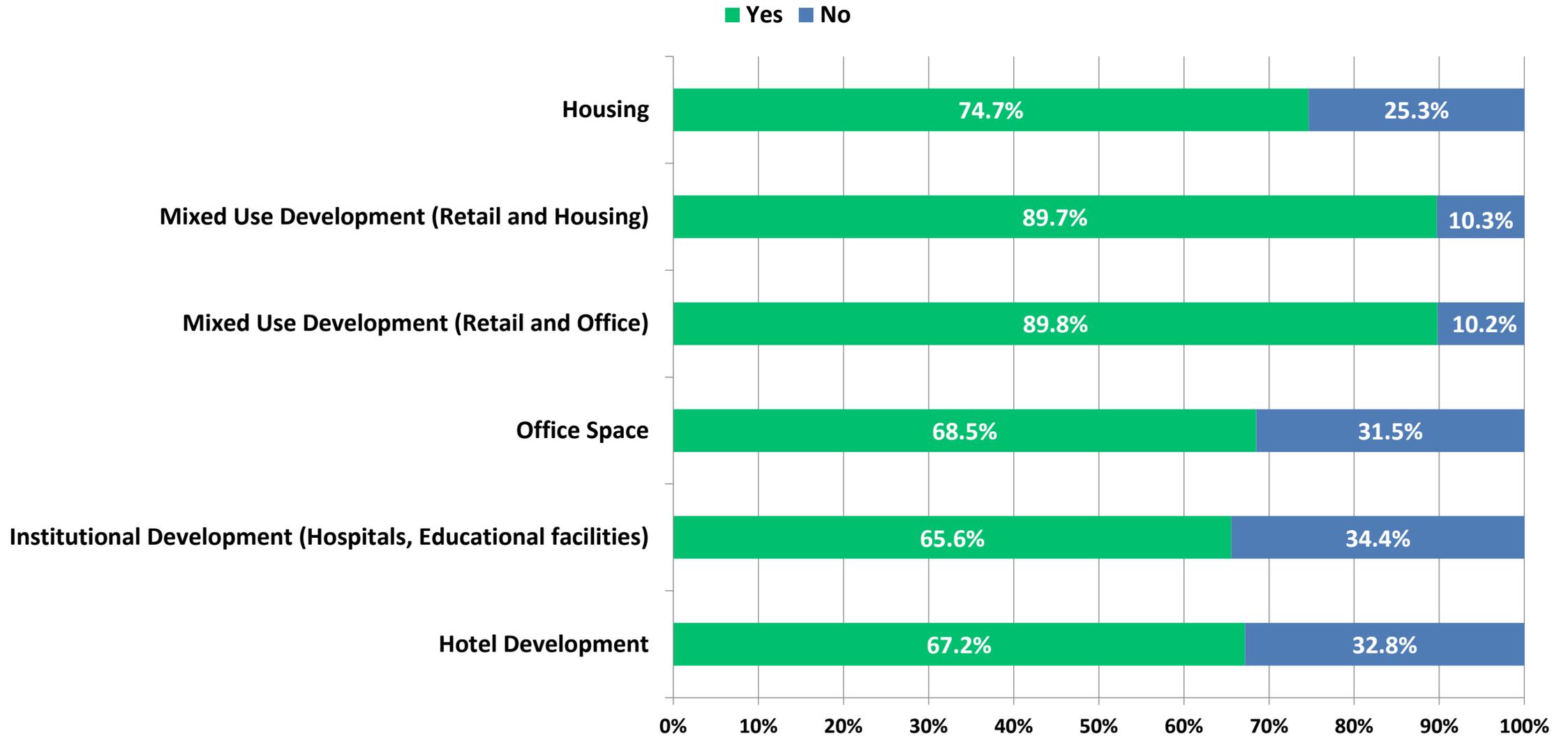
Produced by:
Metropolitan Area Planning Council
60 Temple Place, Boston, MA 02111
(617) 933-0700

Data Sources: MAPC, MassGIS, MassDOT

August 2017

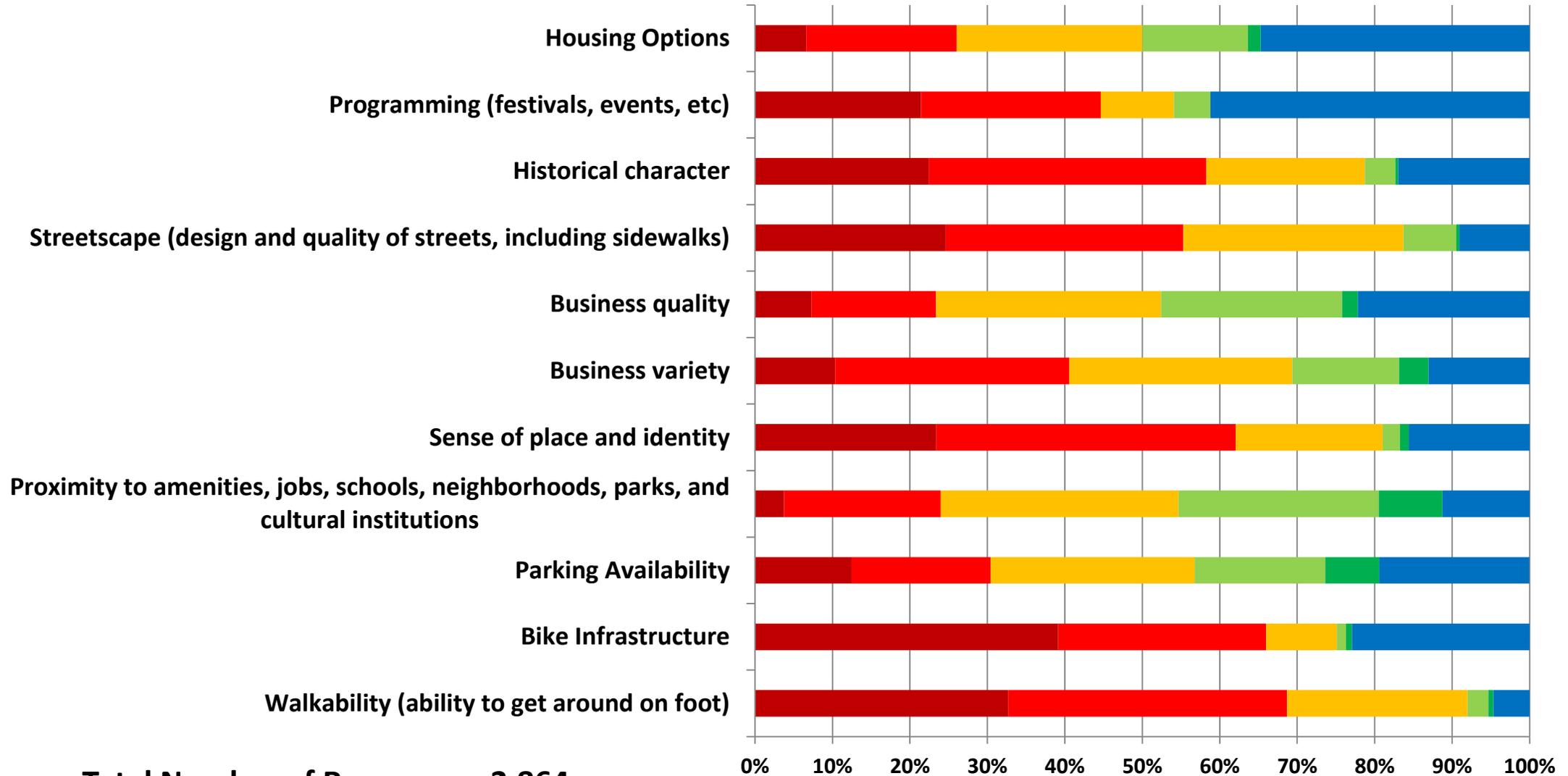


Would you be supportive of the following types of development in Brookline's commercial districts?



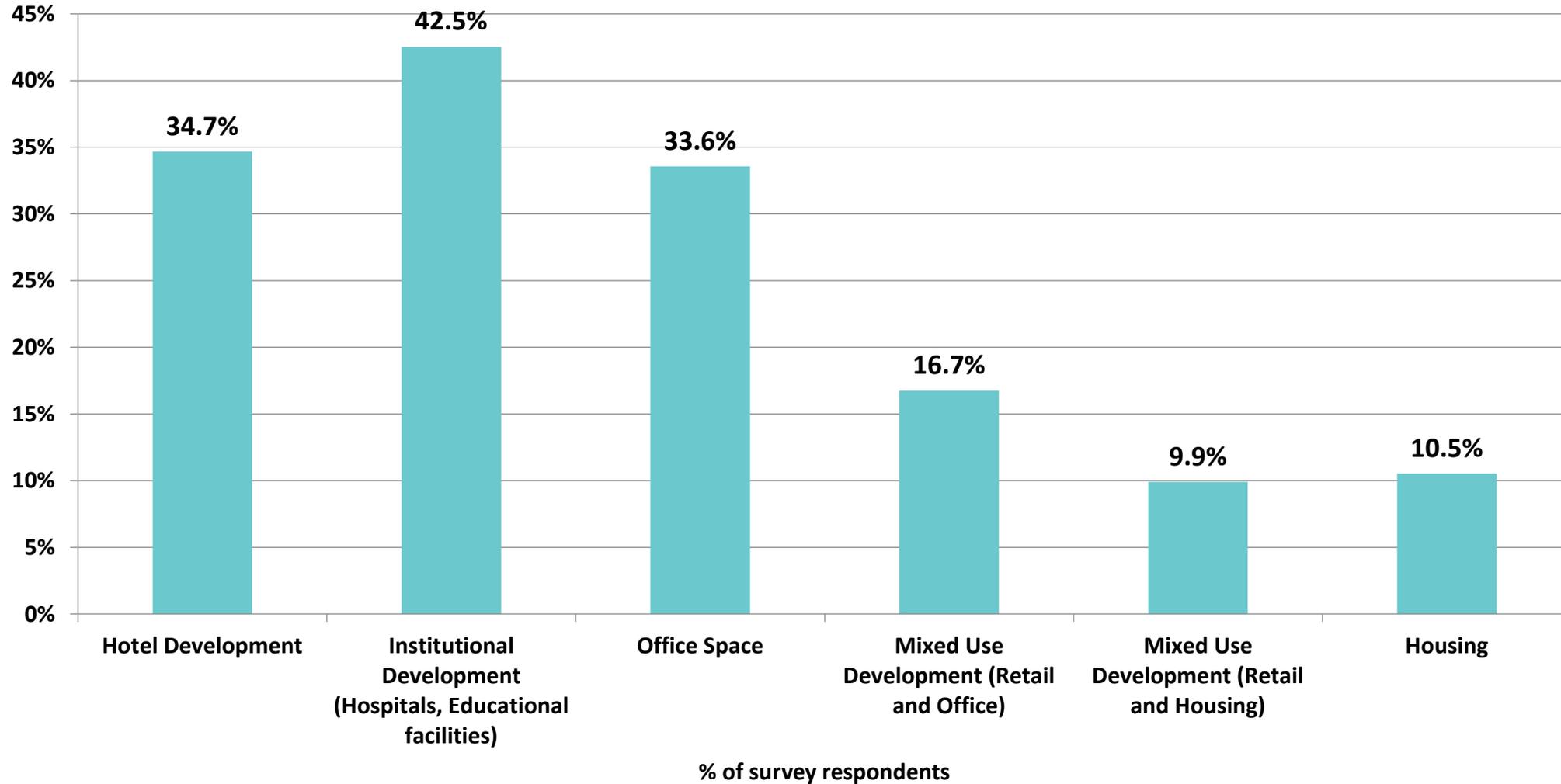
Rank the Strengths of Route 9

■ Very Poor
 ■ Poor
 ■ Fair
 ■ Good
 ■ Very Good
 ■ Unsure



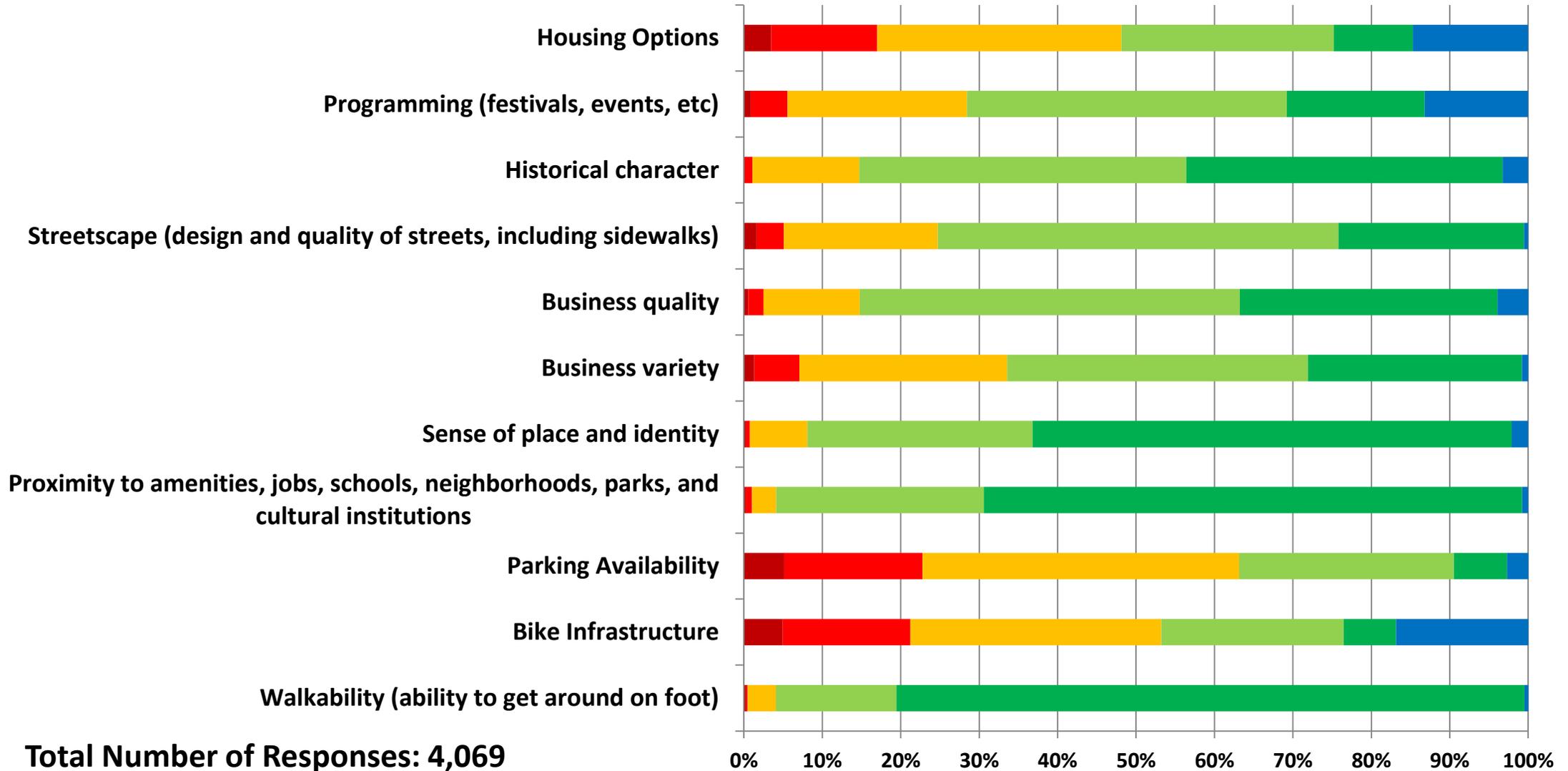
Total Number of Responses: 2,864

Support for Development - Route 9



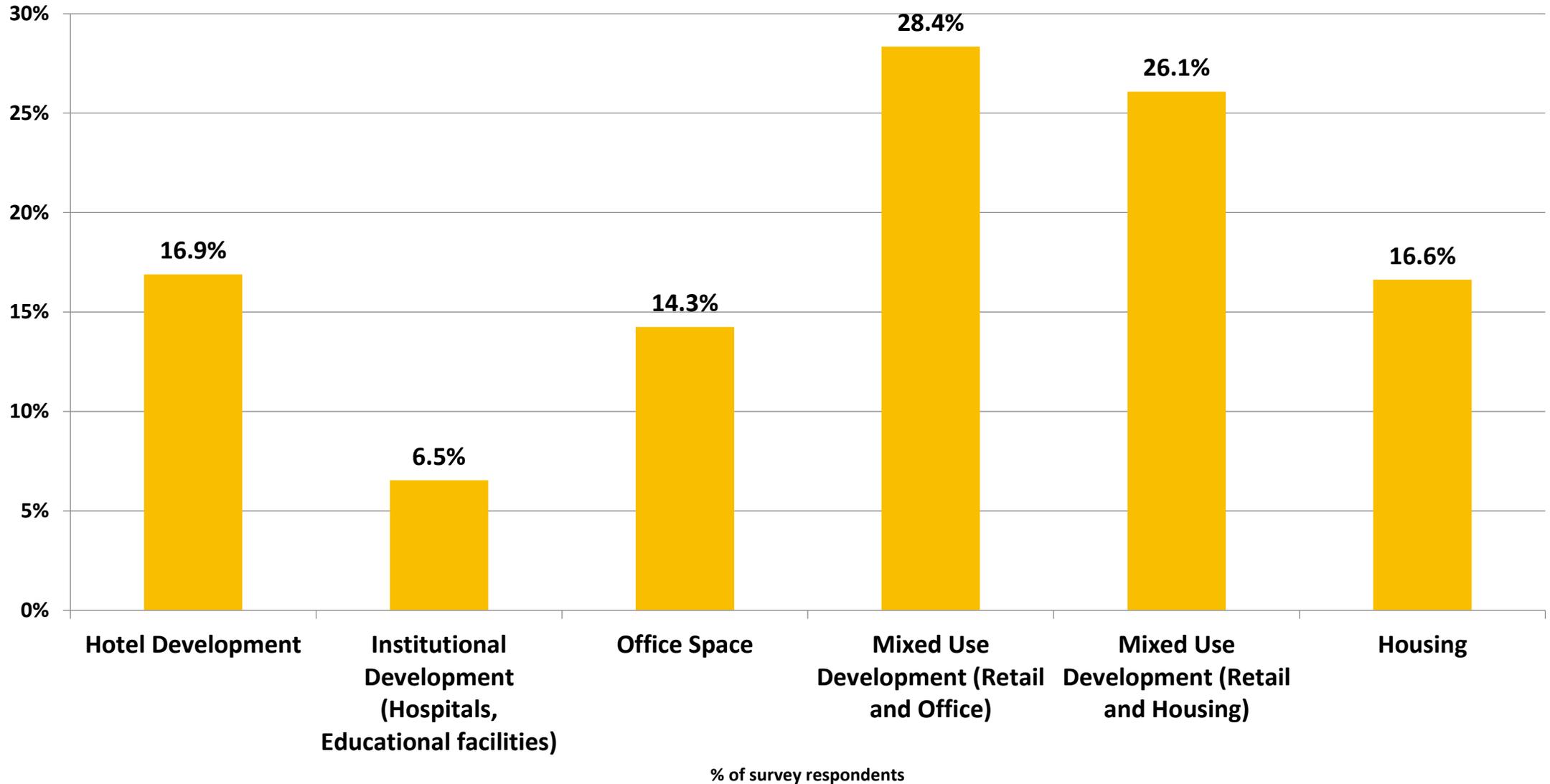
Rank the Strengths of Coolidge Corner/North Brookline

■ Very Poor
 ■ Poor
 ■ Fair
 ■ Good
 ■ Very Good
 ■ Unsure

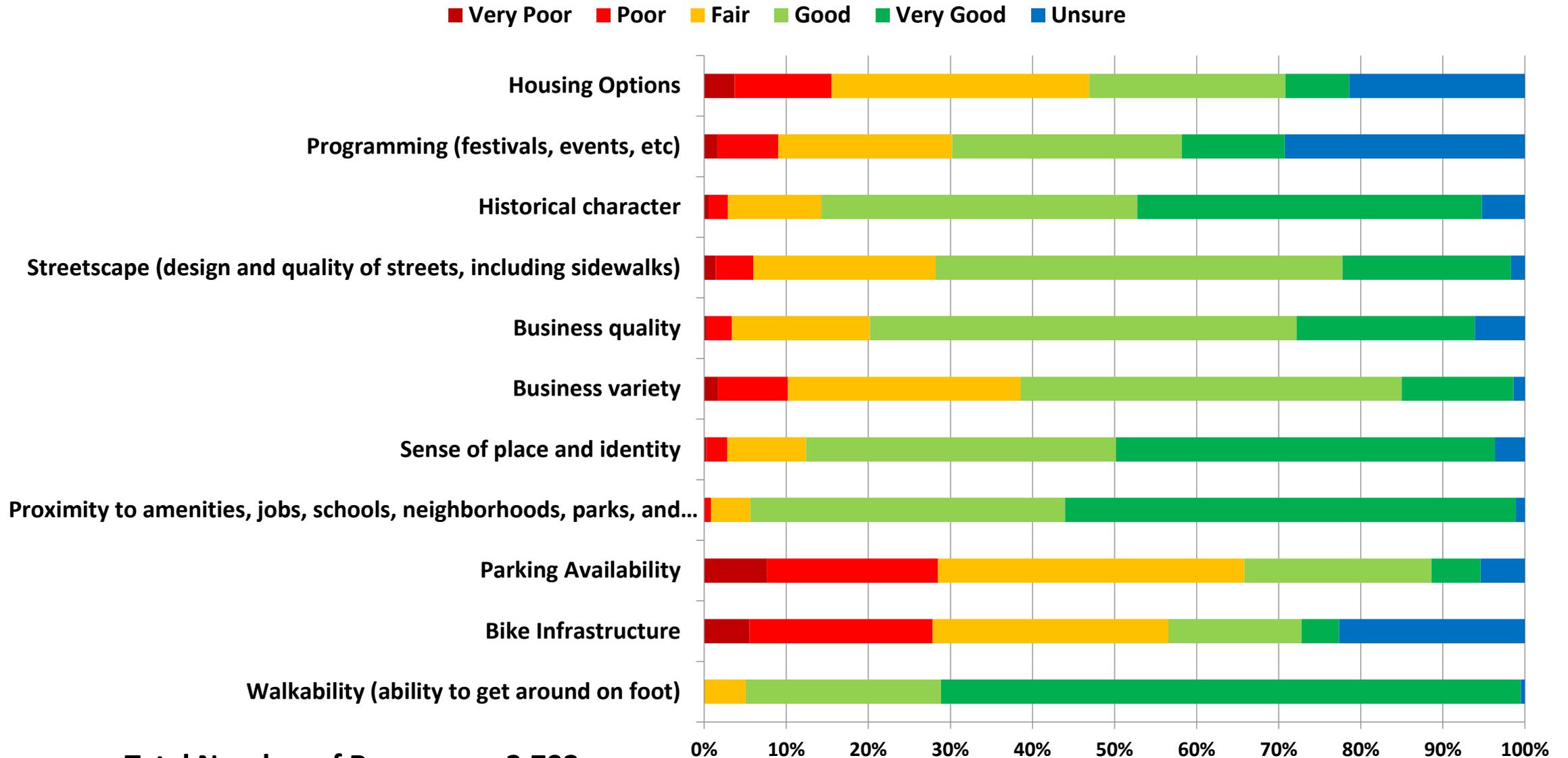


Total Number of Responses: 4,069

Support for Development - Coolidge Corner/ N. Brookline

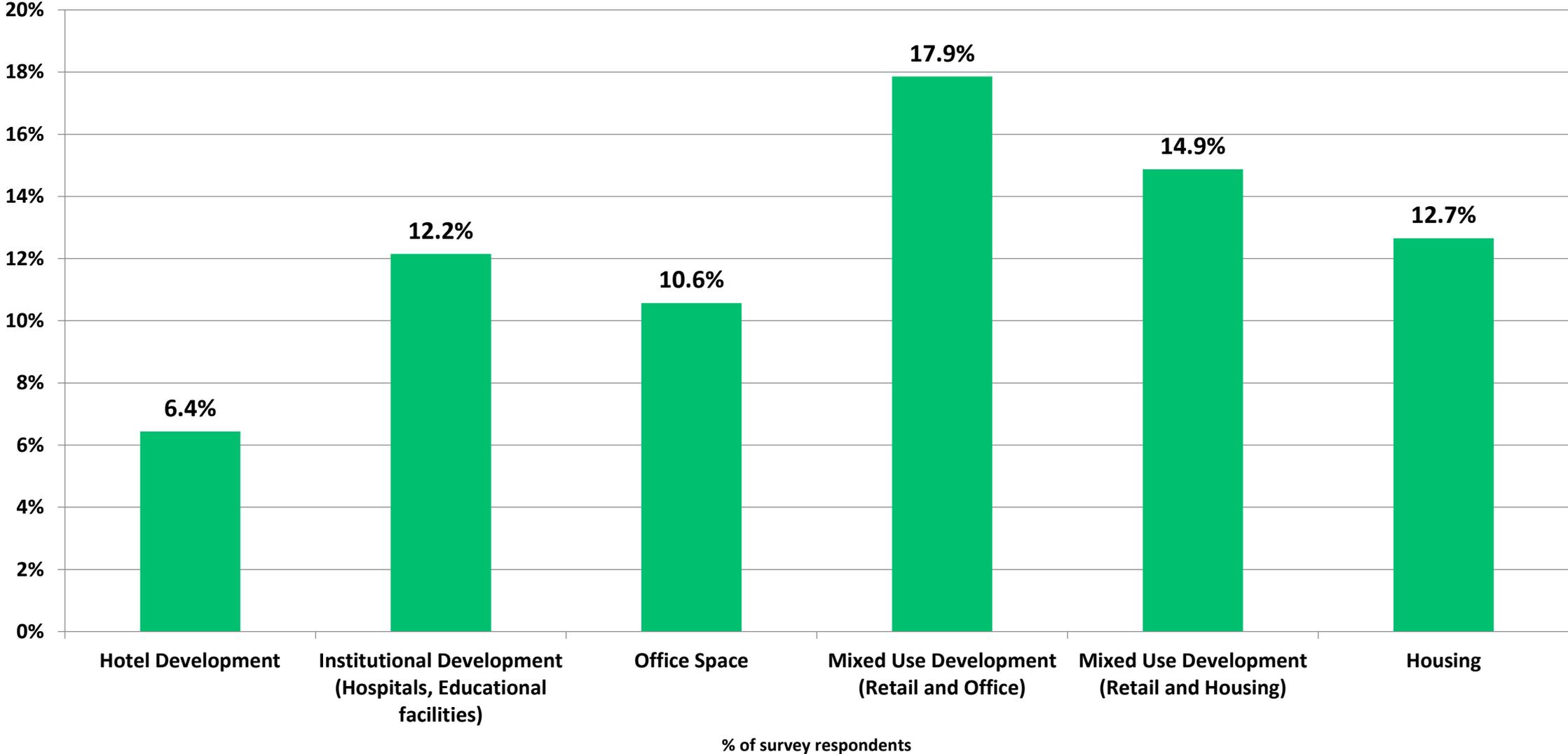


Rank the Strengths of Brookline Village



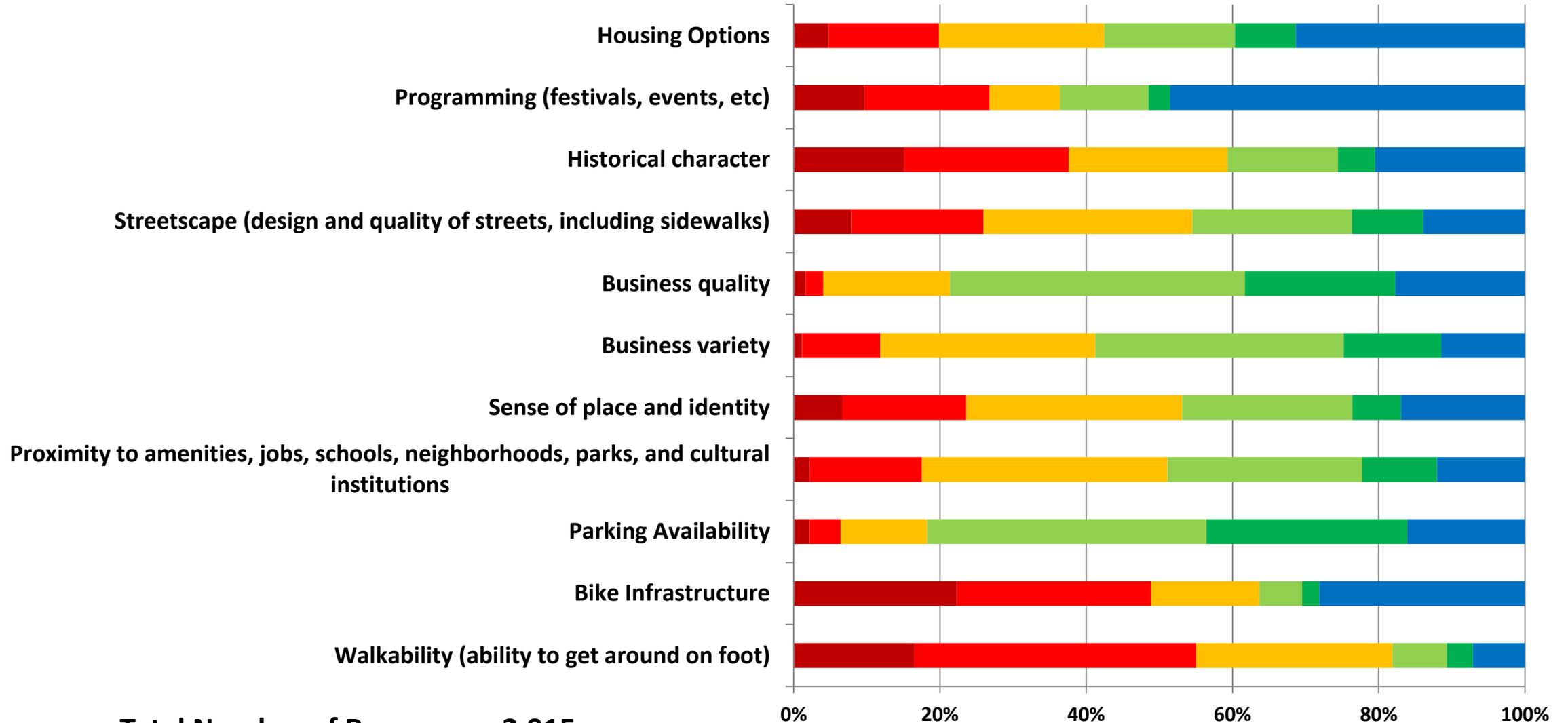
Total Number of Responses: 3,792

Support for Development in Brookline Village



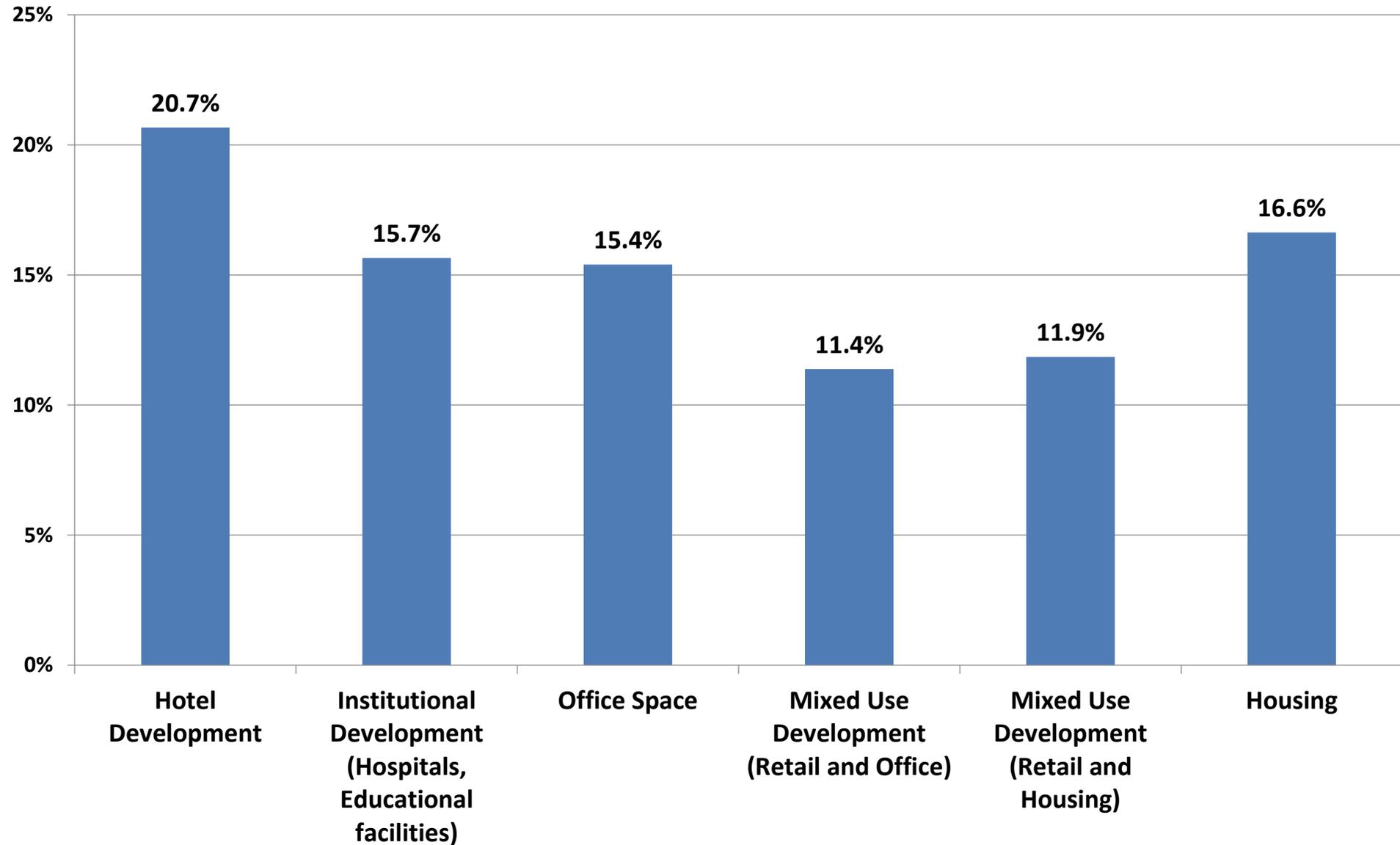
Rank the Strengths of Chestnut Hill

■ Very Poor
 ■ Poor
 ■ Fair
 ■ Good
 ■ Very Good
 ■ Unsure



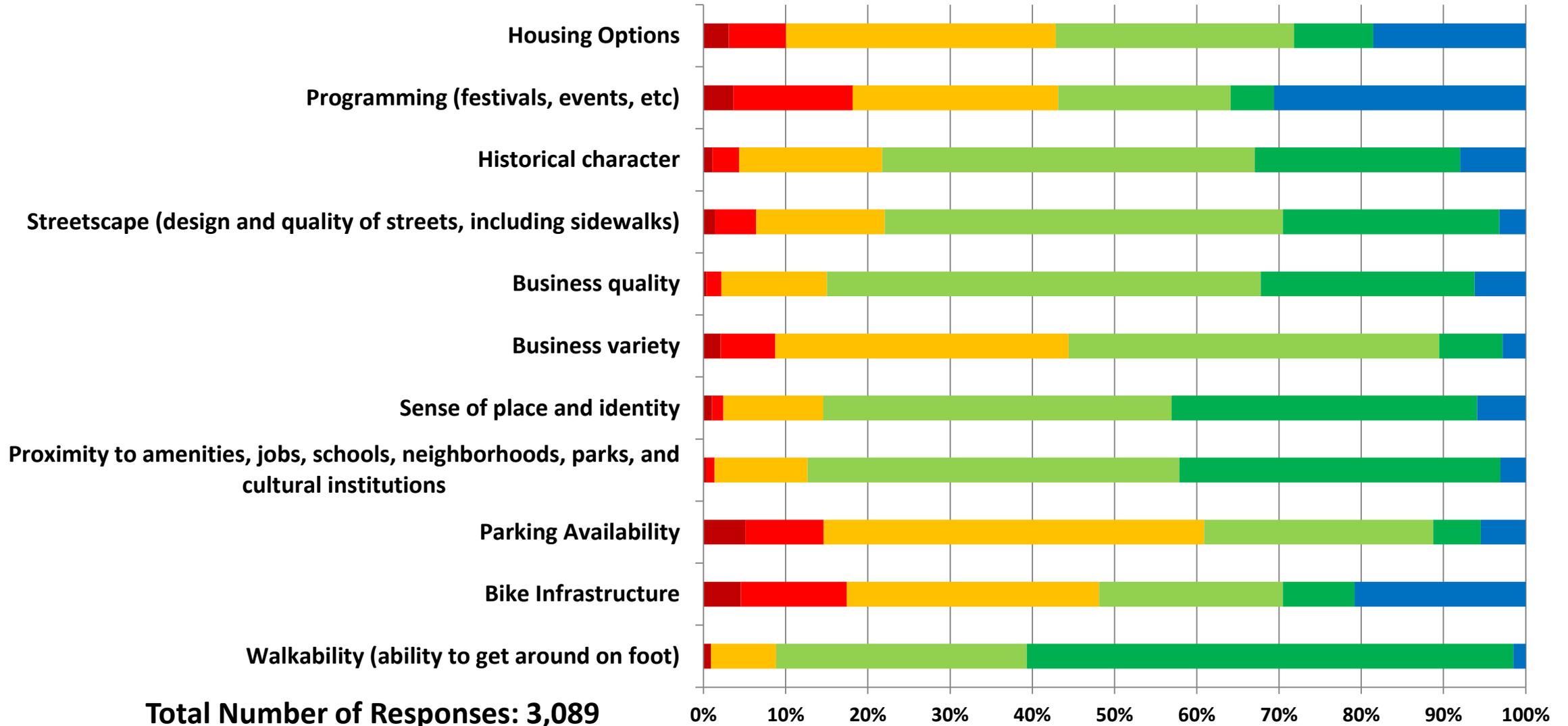
Total Number of Responses: 2,915

Support for Development - Chestnut Hill



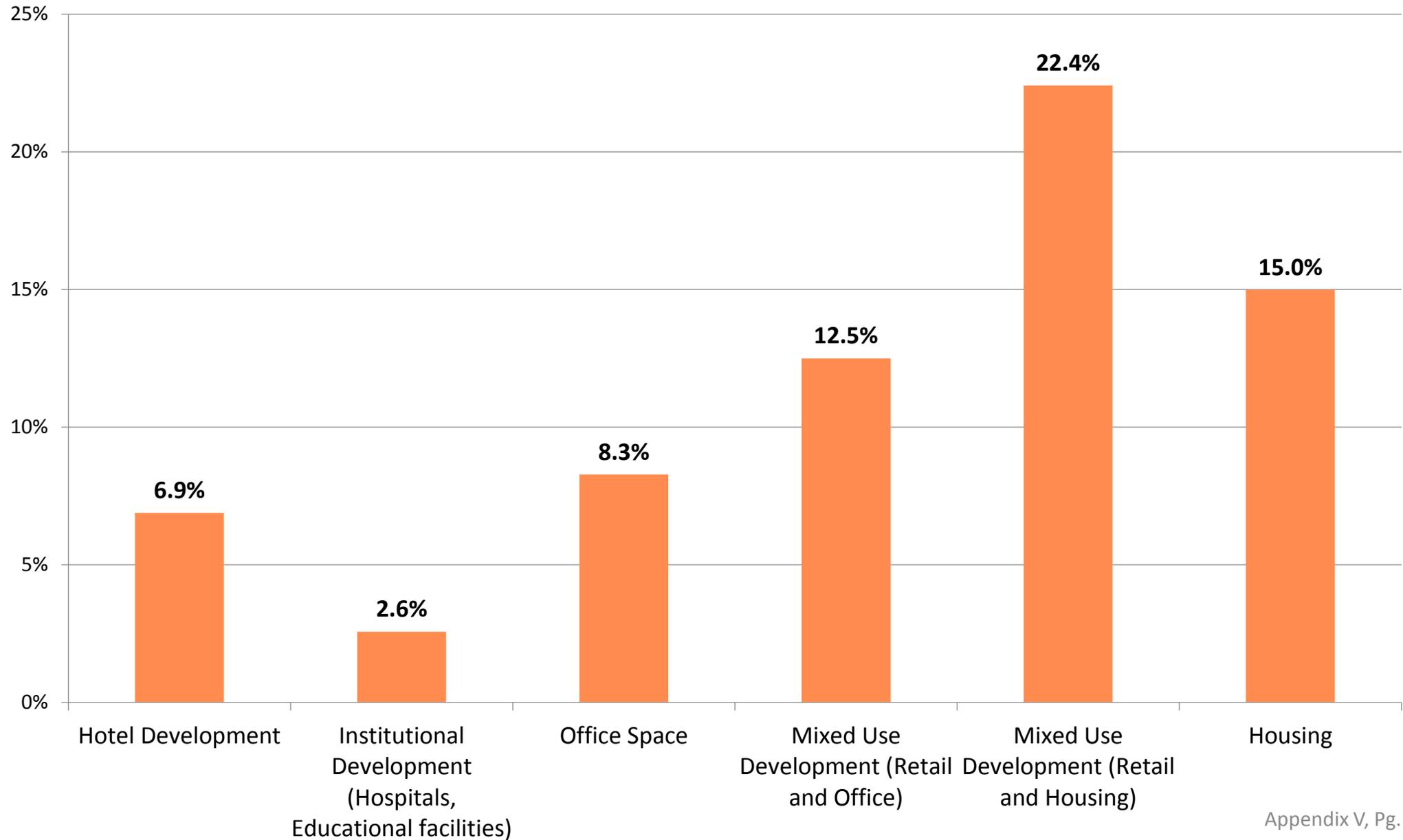
Rank the Strengths of Washington Square

Very Poor Poor Fair Good Very Good Unsure

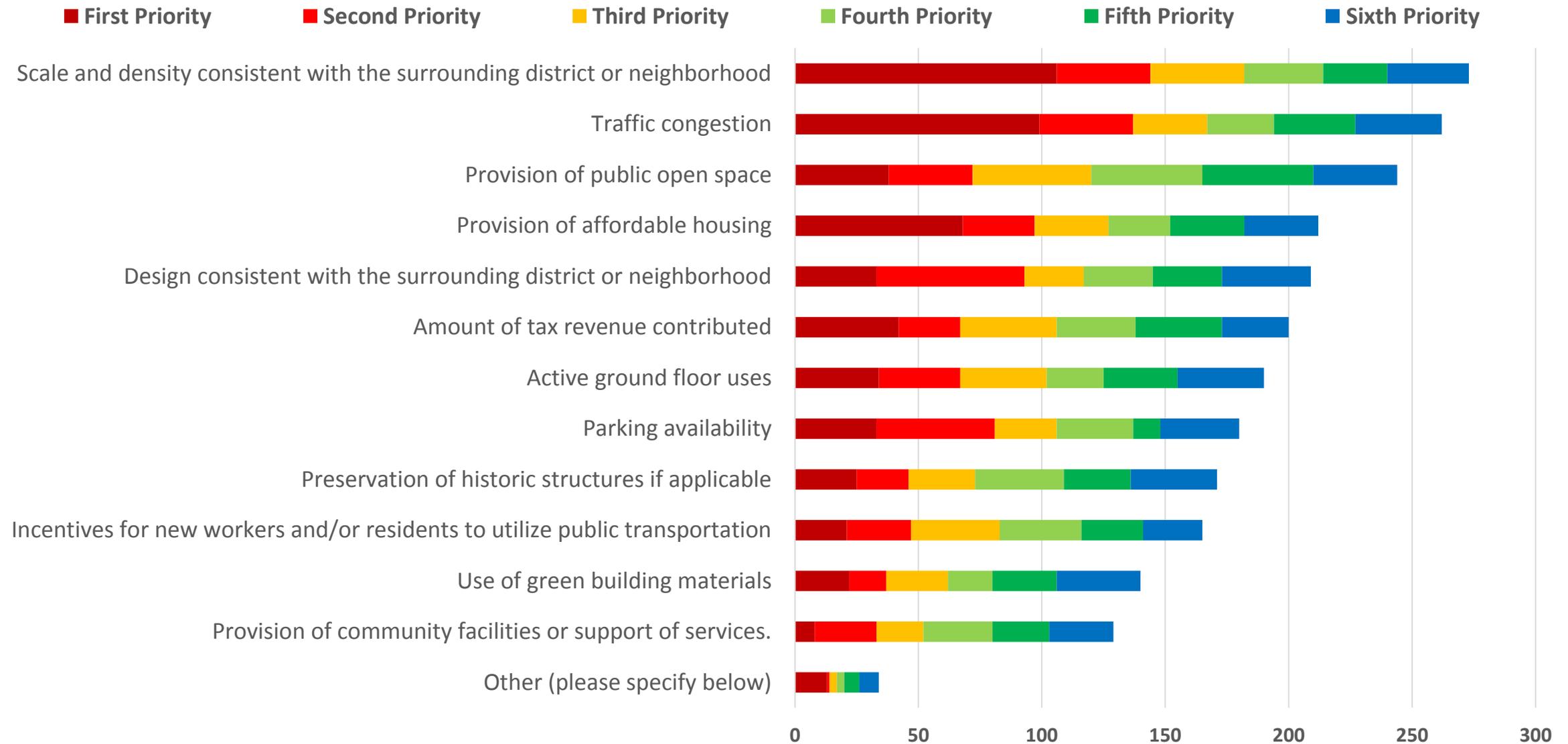


Total Number of Responses: 3,089

Support for development - Washington Square



The top issues in Brookline's commercial districts that should be addressed through development proposals



This chart represents the total number of respondents



APPENDIX VI: OPEN HOUSE RESULTS



Brookline Commercial Visioning Open House Notes 11.8.17

How have you been involved?

- Online Survey
 - Orange dot (2)
- Focus Groups
 - (None)
- Talking with the Economic Development Advisory Committee
 - Orange dot (1)
- Other
 - Karen; Town Hall participant zoning & planning
 - Zoning & design committees
- This is my first time participating
 - Post-it (blank)

Listserves / Facebook groups

- What listserves do you subscribe to if any?
 - Emerson Gardens Neighborhood List
 - HSHA TMM
- I don't sign up for any listserves
 - (None)
- What Facebook groups do you use to receive information about Brookline?
 - Brookline Town Wide Discussion
 - Townwide Discussion; HSHA; Pill Hill

How did you hear about this event?

- Email (which one?)
 - TMM List serv
 - Town Meeting Member Friend
 - P1C
 - Emerson Garden Neighborhood List
 - TMM yahoo email
- Town Facebook
 - (None)
- Other
 - Brookline Commission for the Arts mtg
 - Passionate about urban planning!
 - (Town of Brookline) Public Transportation Advisory Committee
- What Brookline zip-code do you live in?
 - 02446
 - 02446
 - 02445
 - 02467
 - 02446
 - 02445
 - 02445
- I don't live in Brookline

- (None)

Town of Brookline: Major Commercial Areas Map

- West Roxbury Parkway
- Separated cycle tracks
- More transit bus or train in South Brookline
- Parking protected bike lane
- Putterham Circle; The Shops at Putterham
- Kind drivers who obey red lights
- Police where traffic problems occur, not on side streets
- Refer to map: intersection near bottom circled

Housing: Anything that we missed? Any additional things to consider?

- More senior housing, including continuing care communities
- Consider 2nd floor addition to Putterham Circle shops
- Definitely need more housing that allows aging in place – e.g. Village model (like Beacon Hill)
- Develop along Beacon St. – particularly where 1 story
- More senior housing, including upscale
- More brownstone; style; no min parking reqs; no setback reqs
- MORE & TALLER (along Beacon)
- No transit access & stroad – may as well not exist; Putterham area
- More more more! High rises are ok! 4-6 story should be encouraged
- More density per sq ft land area → more customers; residential parking is wasted space
- Family area; more cars = family housing
- Starbucks; Avery; Cheryl Anne's bakery; Challah bread; Frances shop

Institutions (Educational facilities, Hospitals, etc.): Anything that we missed? Any additional things to consider?

- Washington Square
 - Restaurant district
 - Ice cream
 - Bike lanes
 - Dancing
 - Outdoor dining
 - Pedestrian connect to Runkle
 - Parking protected bike lane
- Institutions
 - More restricted eminent domain!
 - No surrounding residents/buildings, everyone is community!
 - Tax certainty
 - Higher in lieu of taxes, fees – must pay!
 - No ugly buildings; facilitate more connection between hospital workers & local biz
 - Innovation Labs

Arts & Culture: Anything that we missed? Any additional things to consider?

- Accessible event calendar – townwide for all arts events – public & private
- Schools should do more. School space should be more available. There should be more interaction between school arts programs and resident and private arts individuals & groups.
- Brookline Historical Museum
 - Interactive
 - Green dot (1)
- Famous people – H.H. Richardson
- Live music venue (like Club Passion)
- Electronic kiosks make information sharing more democratic!
- Eliminate town bureaucracy around access to arts spaces in schools
- Performing Arts Space (Visual, Music, Theater)
 - Rehearsal space
 - Education space
 - Exhibition space
 - Brookline Village – parking lot location?
- Create local cultural district
- (1) increase arts funding; (2) have consistent town advocates and planners for arts
- Improve access to information about arts & cultural events through effort to consolidate calendars and other means to share event information.
- Desperate need for performance spaces!
- Home for family opera group – Brookline
- More town funded public art in public space

Open Space: Anything that we missed? Any additional things to consider?

- Noise buffers! & trees!
- Hold more events but hire local artists & orgs not out of town vendors (bouncy castles, etc.)
- More shade trees over “wide side” of Beacon St. (to reduce heat-island effects)!
- Keep up w/ (replace?) trees that are struggling in tree pits along Beacon St. (Esp. in WA Sq.)
- Growth 2 – are projections going to be added
- More multi-purpose use of parks
- Protect our green space
- More trees – let’s be a tree city
- Wayfinding signage that welcomes non-Brookline residents (tourists, families, shoppers)
- Closing off streets from traffic for a day for community family friendly events
- Pocket spaces abutting buildings; planting strips; vertical plantings in tight spaces

Walkability / Transit: Anything that we missed? Any additional things to consider?

- More form-based zoning that supports traditional urban design (i.e. mixed use)
- Ped-scale lighting along Rte. 9
- More bike parking; yay Hubway year-round
- Short-term Rt. 9 / Washington Intersection!!! Sync lights, x crosswalk.
- More transit points to more transit! Example one bus to another!
- Parking protected bike lane
- North-South bus!

- Drawing: Harvard/Comm. down to Cypress/VFW
- Green dot (1)
- More crosswalks on Rte. 9
- Sidewalks everywhere!
- No more utilities under streets! Let the wire show
- Reliable 66 bus – build community w/ Boston!
- Separated (protected) cycle tracks
- Ensuring cars do not violate bike lanes – e.g. Newton St. in S. Brookline @ am rush hour
- Let us park overnight! Ahhh! Our poor guests
- Standard hrs for 51 bus
- Rich private collidages should pay more give T discount to residents!
- Wider sidewalks in front of businesses on Beacon St.! (E.g. for better seating while dining)
- Protected bike lanes, both ways along ALL of Beacon St.
- The D-Line is too crowded @ rush hour
 - Green dot (1)
- Appropriate use of parkways – no trucks or buses
- Wayfinding from Green Line stop (Brookline Village) to Brookline Village restaurants and destinations
- Bus lanes/TSP; more Hubway; eliminate parking
- Loading zones
- Improve reliability of MBTA Bus 66, especially during snowy, winter months

Business / Retail: Anything that we missed? Any additional things to consider?

- More parking for Trader Joe's
- Wine &/or pub @ Hammond
- Parking protected bike lane
- Harvard St. / Coolidge Corner has enough pizza places – full Italian restaurant would be nice
- Men's store; kitchen store housewares; fine wine store
- How do we get landlords to go along with what we want? Some businesses we want can't afford the rents landlords are asking.
- How does the market relate to "what we want"
- Make Coolidge Corner more desirable to young professionals & singles
- Convenience stores
- Nonprofit arts orgs
 - Value them
 - Celebrate them
 - Support them
- Local artists showcase / boutique
- Innovation Lab
- Ice cream-sorbet shop (local); more crafts shops
- No more trucks on Winchester St.
- More clothing stores; sporting goods stores
- Small dinner-theater (movie-café)
- Women's clothing store
- Master Planning for retail with current shop owners, Chamber of Commerce, and prospective independent retailers
- More live music at restaurants
 - Yes!!
- Exert pressure on the MBTA esp. Bus #66 to improve service; Don't double them up – space them out

- What is the point of the signs in Coolidge Corner telling bikers to walk their bikes in the commercial area – Nothing! They whiz all over the sidewalks like 3 year olds. What about pedestrian rights?

Where do we go from here? – Now that you have received more information, how should the town prioritize next steps?

- Bicycle safety
- #1 priority – protect residential character and scale.
- Parking protected bike lane
 - Yes!
- Keep as much commercial –
 - mixed: commercial / office (not comm/res)
 - ^ residential = ^ town services needed = ^^ schools – have not solved this one for all the present needs
 - Don't lose the potential tax base
- Separated (protected) cycle tracks
- Flow chart: is it a public good
 - Yes – invest
 - No – don't
- Town / developer partnerships for affordable housing and commercial development
- Integrated commercial and residential development plan that provides public space and services
- Focus on the performing arts! You will revitalize our community
- Create local Cultural District – make Brookline an arts destination!
- Performance spaces
- Centralized calendars
 - Communications
- Kiosks – electronic to share information
 - Communications
- Community Engagement & outreach to all demographics
 - Yes!
- Get a mayor – more town hall accountability
- Focus on the Arts Space!
- Safe sidewalks! Esp. on Rt. 9 in the snow!
- Keep things moving...
- Housing for the mature & the studios – grad students, elderly, mixed income
- Consider how residents (without cars) will get around to different destinations
 - Are corridors walkable?
 - Transit accessible
 - Bikable?
 - And also accessible by van

Commonwealth Ave. / St. Mary's Map



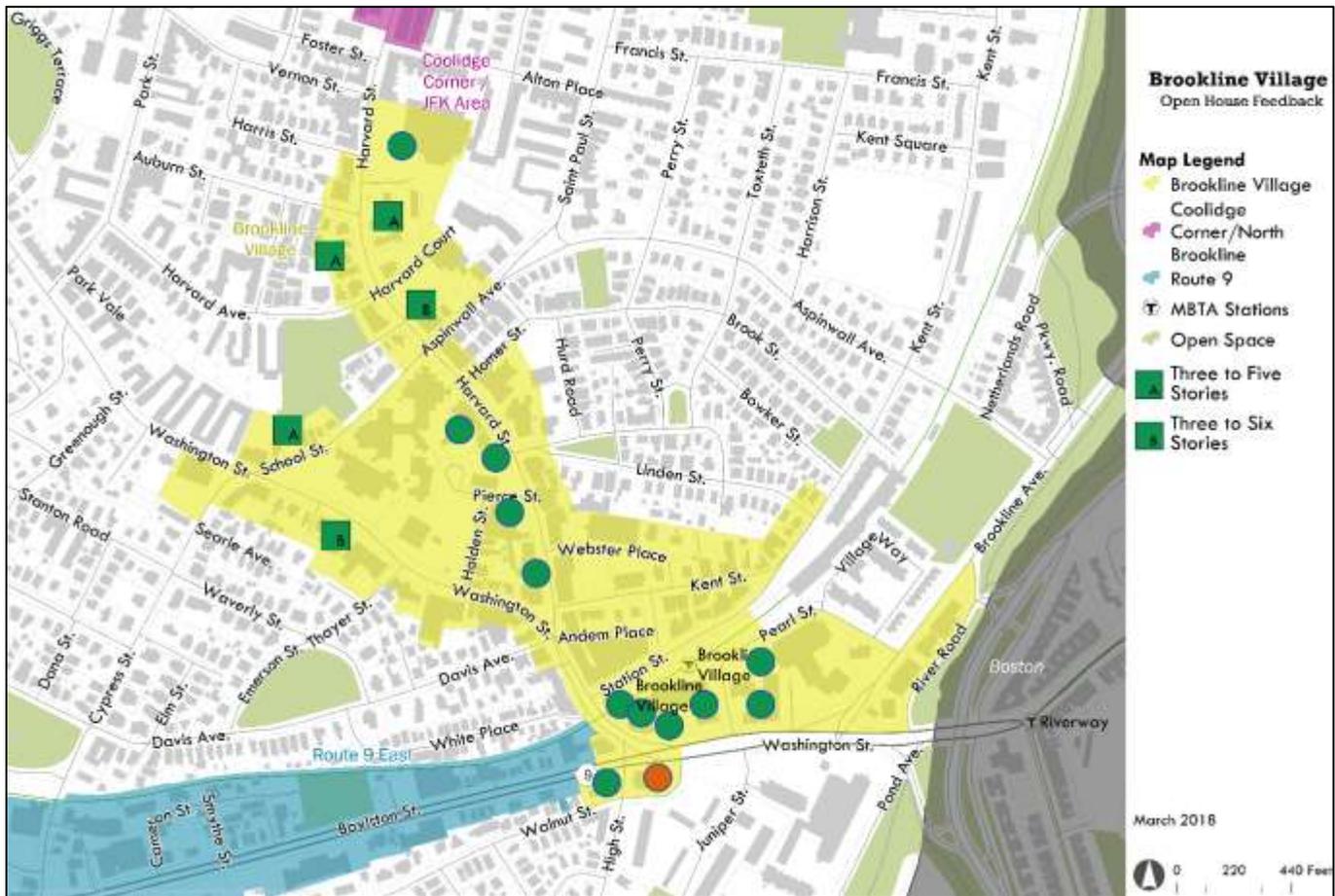
- Develop taller multi-use bldgs. along Comm. Ave: housing & retail
- St. Mary's/ Dumner St. – Middle / Working class housing development, 4-6 story
- Ensure transit access to West Station / Beacon Yards development; they will be customers & employees of Comm. Ave businesses
- Brookline needs to seize opportunity represented by Beacon Yards dev – esp. for Brookline's Comm. Ave
- 3 cheers for BU's Black Box Theatre
- H: Coffee shop w/ wifi
- Whole Foods needs work!
- New park space over the Pike
- Air Rights development over Mass Pike parcels
- Could Whole Foods be bigger?
- A: 3 to 5 stories; B: 3 to 6 stories

Washington Square Map



- Create restaurant café “precinct”
- Incorporate / commission street art
- Bike lanes v. parking?
- Protected bike lanes in both directions (consider in center of road by MBTA tracks)
- More ice cream!
- Cultural district
- More dance floors!

Brookline Village Map



- A: 3 to 5 stories; B: 3 to 6 stories
- Closing off streets from cars for a day
- Please invest in Performing Arts Ctr. in B-line!
- Organize more open space events (outdoor movies; dance; music). Invite food trucks & make them real events.
- Big increase in elementary school space at either Stop & Shop or next Pierce School
- More Hubway
- Need independent cafes with good food and comfortable seats in Brookline Village
- Would love to have independent ice cream shop, bagel shop, diner in Brookline Village
 - Green dot (1)
- Bike parking
- Save walkability from puppet theater to Olmstead park and bikeability
- Loading zones for businesses! Parked trucks in bus stops / bike lanes is dangerous / slows buses & inaccessible
- Wayfinding signage & business directory; performing arts district (- outdoor stage; public use large arts center); family sit-down restaurant
 - Green dot (2)
- Desperately need bus lane / TSP improvements
- When the 66 gets stuck / is unreliable, I can't rely on Village shops / restaurants
- Need more restaurants / cafes that are good for teens – too much wandering & going to CVS
- Would love to have a bakery; too many empty storefronts
- Center for the Performing Art of Brookline

- Green dot (2)

- It would be great to have a fruit / veg market or another grocery store like Kurkmans
- Destination places along Rte 9 between Washington & Harvard. Other than Children’s Hospital
- Local pastry / dessert shop – there are 0 in Brookline Village. I have to walk to Coolidge Corner
- Bike access to Station St. from Wash. – Left turn to get on Station & return Hubway is terrifying

Coolidge Corner / JFK Area Map



- A: 3 to 4 stories; B: 3 to 5 stories; additions to existing structures & façade preservation

Density and scale

- Any building over 3 stories changes the character of the neighborhood. The development around Fenway is a warning of what will come if we don’t stop it.
- The residential character of Brookline is why most of us live here. Protecting that from commercial expansion should be a top priority.
- All construction done to scale.
- Pacing of all the development projects in Coolidge Corner
- Zone story height – more density is ok!
- Height limits on buildings to maintain character, feel, & light
- Character
- Stay competitive with “the street” & lifestyle center
- Give neighborhood more cohesive look

Open Space

- Preserve open skies, trees, and public spaces.
- Create “town green” at Center Street parking; park below Green

Mixed use

- Require retail or mixed use with all developments above 3 levels w/i Coolidge Corner
- It is self-defeating to put residential over the one-story commercial. This adds residents who will need more town services and schools; what is needed is commercial e.g. offices over commercial to keep & ^ tax base.
- Residential / office over single-story retail
- Coolidge Corner – streets cannot handle traffic from high-rise residential
- Mixed use / mixed income buildings needed! Fit in neighborhood; listen to all; thank you – Karen

Housing

- If you put in residential, they will come – with cars – people will need them for their jobs and daily living. The T stinks, and if you think everyone will bike to Wegmans & walk their kids year round to school – it’s not happening. Reduce those high rise luxury & “affordable” units

Parking

- Less parking → bus lanes so we can get to shops / work faster; transit users are customers!!
- Eliminate all cars in Coolidge Corner & have a train system. It would eliminate parking problems & develop community; Human scale vs. car culture & hard scape.
- Parking garage – not enough spaces
- overnight side street parking;
- Availability of parking 7 days a week; employee parking options
- More parking so that people inside & outside of Brookline can park their cars or bikes
- Parking structure! - Green dot (1)
- Could develop Centre lot into a town square with underground parking and 3-4 story buildings around.

Hotel

- Boutique hotel;

Arts and culture

- Street art
- Dedicated building to Performing Arts – live theater & concerts - Green dot (1)
- Make CC a mecca of public art. I have a vision for the area. Rina Jacobson
- Cultural district
- Add arts performance space

Streetscape

- Crossing street is dangerous
- Traffic is chaotic and dangerous
- Outdoor seating
- Wider sidewalks
- Better holiday lighting
- The crosswalks across Beacon St. near Harvard etc. have far too little time to cross. Very unsafe for pedestrians; people come first – not cars

Bicycle infrastructure

- We need parking protected bike lanes on Harvard St. (at least) in Coolidge Corner
- Bike lane on Harvard
- More Hubway
- Beacon between CC & Washington Sq. – remove full bike lane!

Bus

- More like 66 bus routes from different locations!

For businesses

- Mechanism needed to resolve disputes / disruptions between businesses & local residence tenants
- Loading zones for businesses; stop parking in bus stops / bike lanes; I can't shop there if I can't get there
- Technical assistance for businesses
- Someone to market the retail spaces
- in-fill into vacant storefronts on Beacon
- Post office has grown too large for the current flow of space / traffic! Eliminate the sorting facility while preserving postal services
- More affordable leasing options – working with the small group of owners to better control \$\$ vs. economic mix.
- Find ways to create incentives and disincentives to CC building owners to get them to offer affordable rents to local businesses that will allow a diverse mix instead of driving them away.
- Too many chains, esp. on Harvard Ave. – seems like commercial rents may be very high??

TX MAXX

- Giant TJ Maxx parking lot is a waste of space

Desired/not desired

- NEED good, independent coffee shop (Beacon / Harvard area)
- Limit daycares, nail salons, banks, & cellphone stores
- Variety of shops; live music venue; fine dining
- More (& better) restaurants, bakeries, pubs, cafes
- Women's clothing store
- Need more specialty retail – both independent, mid-size, regional & national
- Need a theater space!
- Fewer daycare, service (nail salons), pizza
- Too many chains; we don't need more chain pizza places
- Tatte
- Fewer take-out restaurants, esp. Thai / Middle Eastern
- More brunch options
- More low / moderate \$\$ carry out food options



APPENDIX VII: POTENTIAL DEVELOPMENT SITES

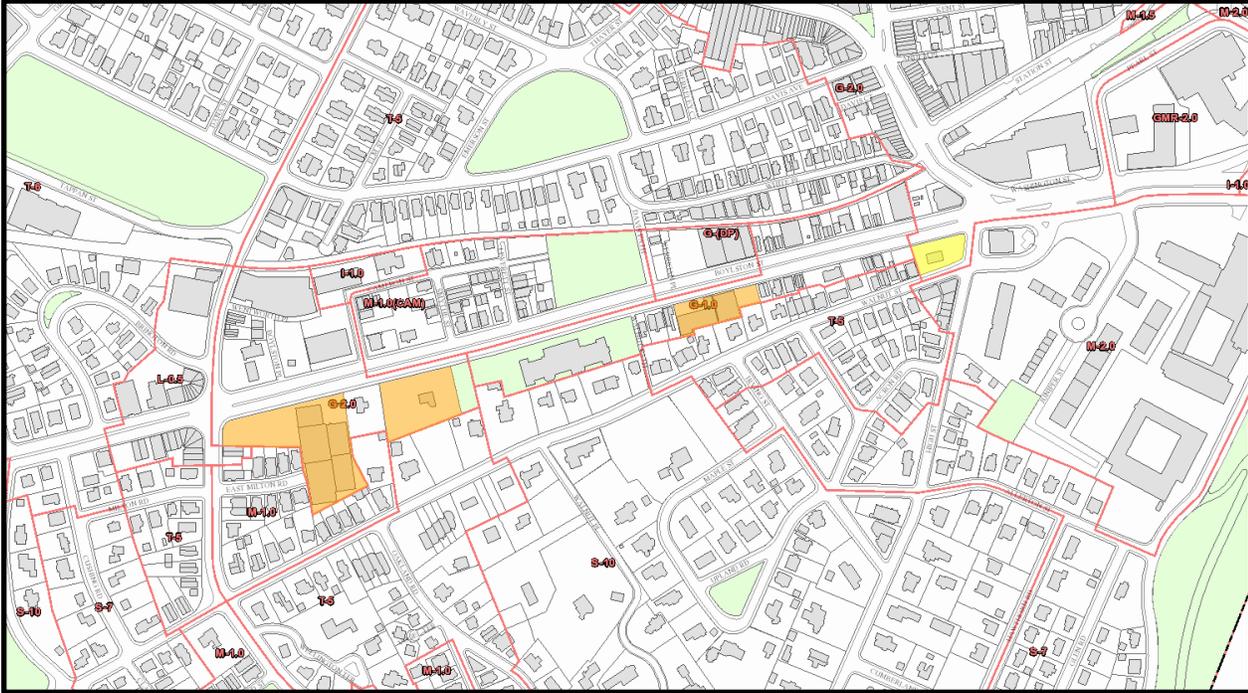


20 Boylston Street

Property Background

The developers of 20 Boylston Street are currently seeking Special Permits to replace the Dunkin Donuts building with 16 residential units and commercial space on the ground floor.

Site and Surrounding Area



Zoning Analysis

Zoning District	Allowed FAR	Allowed Building Height	Allowed Building Height (stories)
G-2.0	2.0	40' to 70'	3-7

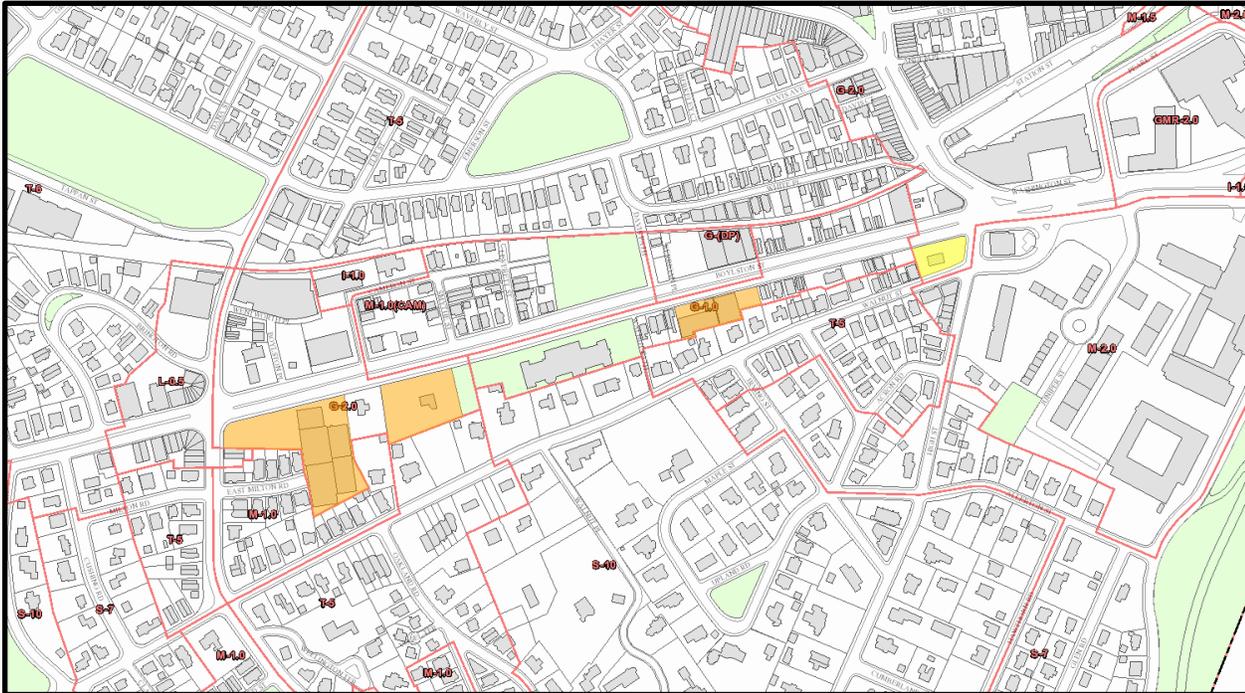
Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
20 Boylston St.	318-41-45	12,125 sq.ft.	1,510 sq.ft.	30,313 sq.ft.
<u>Δ of Buildable Area</u>			+28,803 sq.ft.	
Max. Floor Area Allowed (Total) - Building Area Total				

120 & 128 Boylston Street

Property Background

The property owners of 120 and 128 Boylston Street, both auto-related uses, are reportedly currently seeking potential buyers. EDAB has expressed concern about the feasibility of redeveloping these sites if parking demand had to be accommodated on site.

Site and Surrounding Area



Zoning Analysis

Zoning District	Allowed FAR	Allowed Building Height	Allowed Building Height (stories)
G-1.0	1.0	40'	3-4

Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
120 Boylston St.	318-28-29	9,586 sq.ft.	5,600 sq.ft.	9,586 sq.ft.
128 Boylston St.	318-25-27	10,237 sq.ft.	6,409 sq.ft.	10,237 sq.ft.
Totals		19,823 sq.ft.	12,009 sq.ft.	19,823 sq.ft.
Δ of Buildable Area			+7,814 sq.ft.	
Max. Floor Area Allowed (Total) - Building Area Total				

270 & 308 Boylston Street

Property Background

The auto-related businesses at 270 and 308 Boylston Street have recently permitted and invested in renovating the properties for their current uses.

Site and Surrounding Area



Zoning Analysis

Zoning District	Allowed FAR	Allowed Building Height	Allowed Building Height (stories)
G-2.0	2.0-2.5	40'-70'	3-7

Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
270 Boylston St.	318-18-00	36,744 sq.ft.	1,603 sq.ft.	91,860 sq.ft.
Δ of Buildable Area Max. Floor Area Allowed (Total) - Building Area Total			+90,257 sq.ft.	

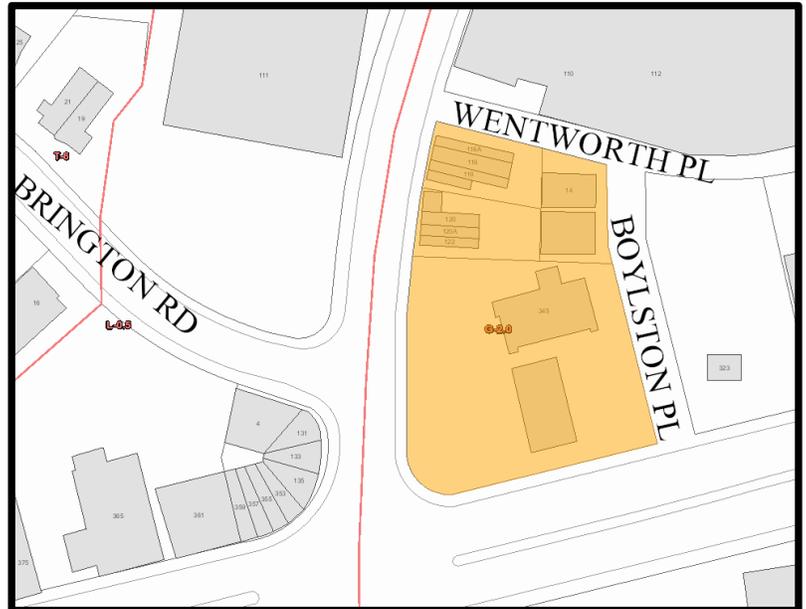
Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
308 Boylston St.	318-14-16	70,354 sq.ft.	27,726 sq.ft.	175,885 sq.ft.
Δ of Buildable Area Max. Floor Area Allowed (Total) - Building Area Total			+148,159 sq.ft.	

Cypress Junction, Block A

Property Background

One of the business and property owners in this block has explored the idea of adding a second story to provide and lease out additional small office space. The fractured land ownership, elevation difference between Cypress and Wentworth Place/Boylston Place, existing employee parking demand in the area, and equipment/ delivery needs of the existing business are all impediments to significantly changing the uses here.

Site and Surrounding Area



Zoning Analysis

Zoning District	Allowed FAR	Allowed Building Height	Allowed Height (stories)
G-2.0	2.0-2.5	60' - 70'	5-7

Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed at 2.5 FAR)
14 Boylston Pl.	189-23-00	2,550 sq.ft.	4,218 sq.ft.	6,375 sq.ft.
116 Cypress St.	189-31-00	2,982 sq.ft.	4,426 sq.ft.	7,455 sq.ft.
120 Cypress St.	189-30-00	3,007 sq.ft.	2,354 sq.ft.	7,518 sq.ft.
345 Boylston St.	189-24-29	20,320 sq.ft.	2,113 sq.ft.	50,800 sq.ft.
Totals		28,859 sq.ft.	13,111 sq.ft.	72,148 sq.ft.

Δ of Buildable Area: Max Floor Area Allowed (Total) - Existing Building Area (Total)		+59,037 sq.ft.
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Cypress Junction, Block B

Property Background

The Economic Development Advisory Board (EDAB) reviewed these sites as part of a study on L-0.5-zoned properties. Due to the shallow depth of the lots (front to rear lot lines), EDAB concluded that these properties would be extremely difficult and financially infeasible to redevelop if associated parking demand needed to be accommodated on-site.

Site and Surrounding Area



Zoning Analysis

Zoning District	Allowed FAR	Allowed Building Height	Allowed Building Height (stories)
L-0.5	0.5	40'	3-4

Address	Parcel ID	Land Area	Existing Building Area	Allowed Building Area
358 Boylston St.	319-12-00	10,887 sq.ft.	9,312 sq.ft.	5,444 sq.ft.
370-374 Boylston St.	319-09-00	12,559 sq.ft.	5,888 sq.ft.	6,280 sq.ft.
Totals		23,446 sq.ft.	15,200 sq.ft.	11,723 sq.ft.

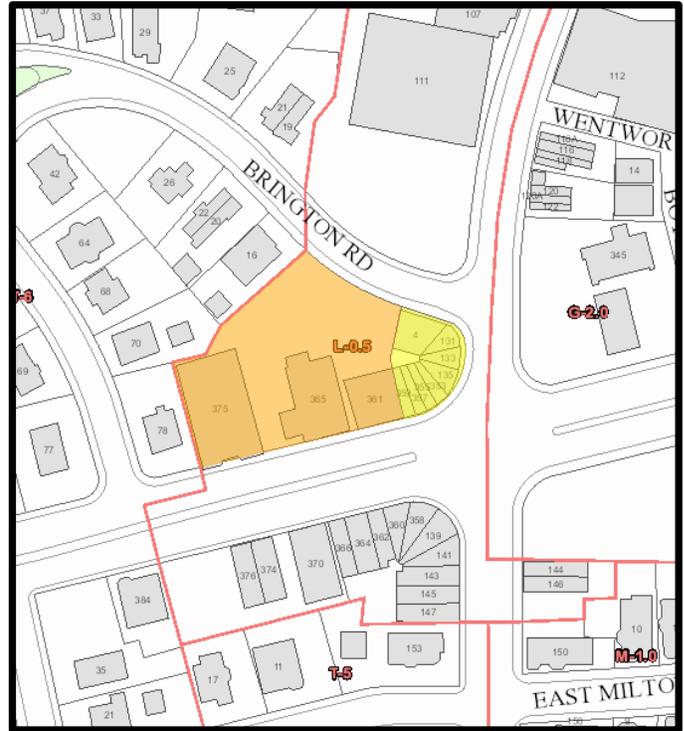
Existing Building Area Exceeds Allowed Building Area

Cypress Junction, Block C

Property Background

No recent permitting or development activity.

Site and Surrounding Area



Zoning Analysis

Zoning District	Allowed FAR	Allowed Building Height	Allowed Building Height (stories)
L-0.5	0.5	40'	3-4

Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
361-375 Boylston St.	190-02-00	27,775 sq.ft.	16,162 sq.ft.	13,888 sq.ft.
131 Cypress St.	190-01-00	4,915 sq.ft.	19,538 sq.ft.	2,458 sq.ft.
Totals		32,690 sq.ft.	35,700 sq.ft.	16,345 sq.ft.

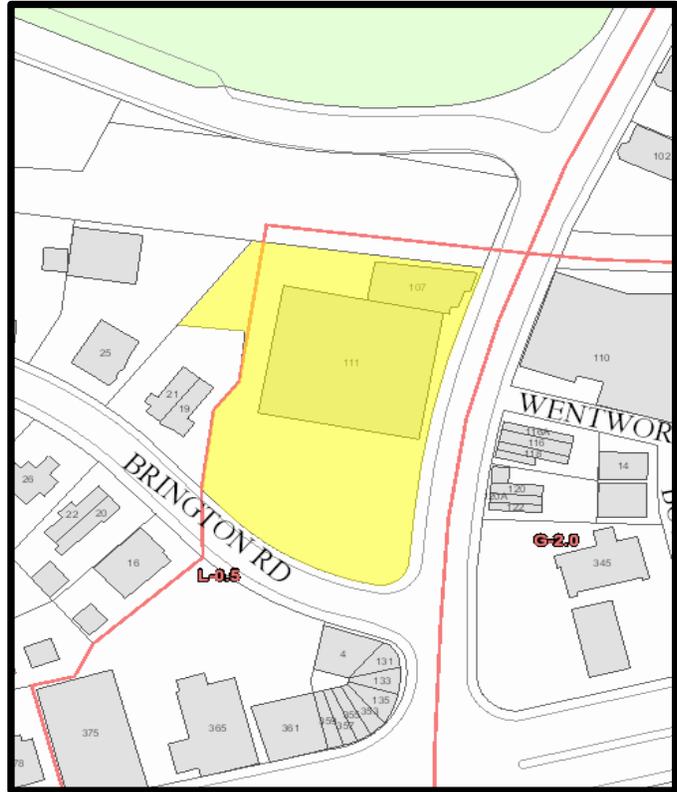
Existing Building Area Exceeds Allowed Building Area

Cypress Junction, Block D

Property Background

The Town of Brookline has been studying this property for several years as a potential site for high school expansion. In spring 2017, the Town’s High School Building Committee determined that a building expansion including this property was the best of four options studied. Currently, the property owner is actively permitting 99 residential units on this property through the Comprehensive Permit, or “40B” process.

Site and Surrounding Area



Zoning Analysis

Zoning District	FAR Allowed	Allowed Building Height	Allowed Building Height (stories)
L-0.5	0.5	40'	3-4

Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
107 Cypress St.	191-01-01	39,808 sq.ft.	28,041 sq.ft.	19,904 sq.ft.

Existing Building Area Exceeds Allowed Building Area

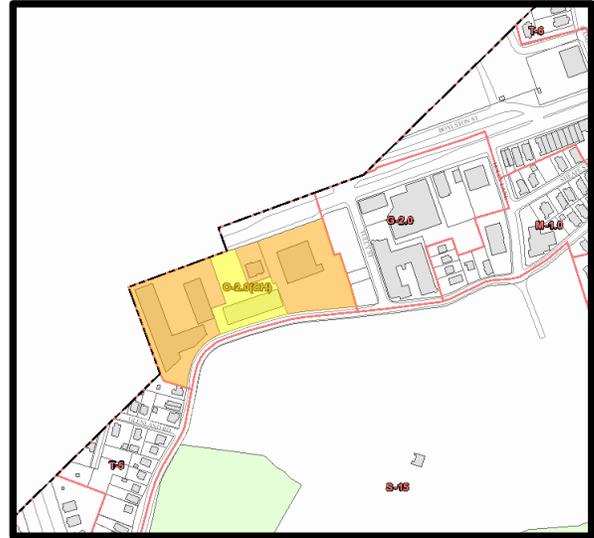
Tully Street West

Property Background

WS Development has a master lease of 1280-1330 Boylston Street, or Chestnut Hill Office Park. Chestnut Hill Office Park is located in an office zoning district that does not allow retail use. WS Development recently expanded mixed use retail and office across Route 9 (located in Newton), and believes there is additional market opportunity for retail in Chestnut Hill generally. The office space at 1280 Boylston Street has been for lease for many years. This building was originally built for a single tenant that showcased large industrial equipment. The interior layout could be a factor in making this building particularly difficult to lease to a standard office tenant. The surface parking spaces adjacent to Tully Street are accessory to the recently renovated office space on the southeast corner of Route 9 and Tully Street.

Site and Surrounding Area

[Map below does not include all sites]



Zoning Analysis

Zoning District	Floor Area Ratio	Allowed Building Height	Allowed Building Height (stories)
O-2.0 (CH) & G-2.0	2.0-2.5	50'-100'	4-10

Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed at 2.5 FAR)
629 Heath St.	425-07-00	6,622 sq.ft.	0 sq.ft.	16,555 sq.ft.
19 Tully St.	425-07-01	3,200 sq.ft.	0 sq.ft.	8,000 sq.ft.
1268 Boylston St.	425-07-09	21,008 sq.ft.	0 sq. ft.	52,520 sq.ft.
1280 Boylston St.	425-10-00	78,720 sq.ft.	37,376 sq.ft.	196,800 sq.ft.
1290 Boylston St	425-10-01	11,730 sq.ft.	2,629 sq.ft.	29,325 sq.ft.
1300 Boylston St.	425-11-00	47,681 sq.ft.	25,656 sq.ft.	119,202 sq.ft.
1330 Boylston St.	425-12-00	94,142 sq.ft.	58,384 sq.ft.	235,355 sq.ft.
Totals		263,103 sq.ft.	124,045 sq.ft.	657,758 sq.ft.

Δ of Buildable Area: Max Floor Area Allowed (Total) - Existing Building Area (Total)	+533,713 sq.ft.
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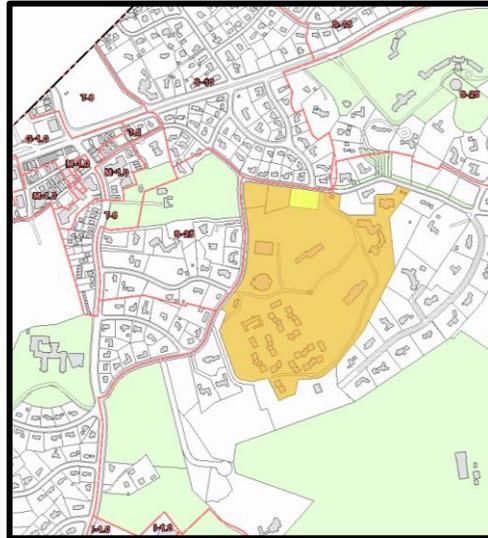
Pine Manor College

Property Background

As reflected in the Assessor’s map here, Pine Manor College has over the years sold off portions of this property for single family home buyers and/or access to single family homes. A couple parcels that have been subdivided are not currently on the market. The Town of Brookline has in the last year reached out to Pine Manor College to explore programmatic partnerships as well as interest in purchasing a portion of this property for education and/or recreation uses. Pine Manor is not interested in selling any parcels to the Town at this moment.

Site and Surrounding Area

[Map below does not include all sites]



Zoning Analysis

Zoning District	Allowed FAR	Allowed Building Height	Allowed Building Height (stories)
S-40	0.15	35'	3-4

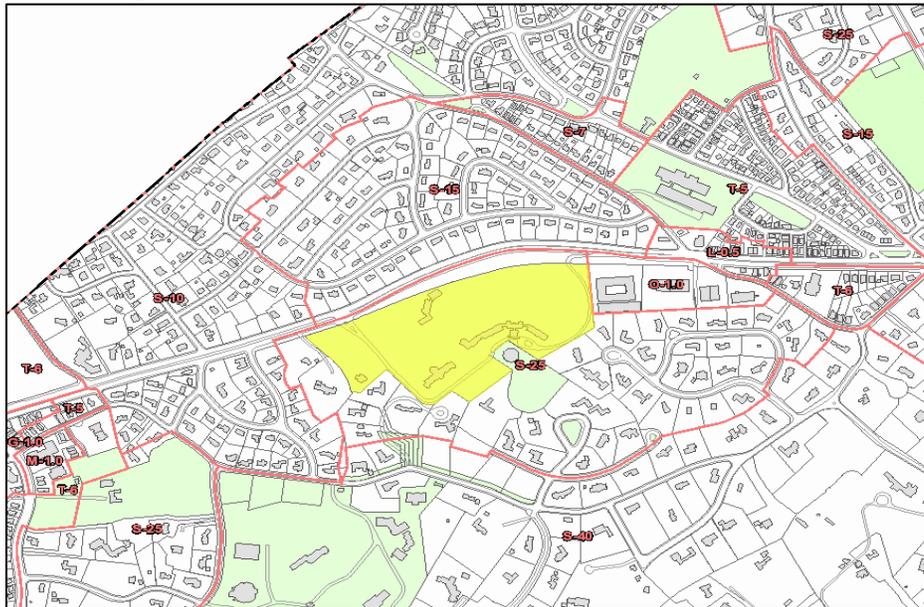
Address	Parcel ID	Land Area	Building Area (existing)	Min. Lot Size (allowed)	Building Area (allowed)
358 Heath St.	440-44-02	42,077 sq.ft.	More research required to summarize the total existing building area at Pine Manor College.	40,000 sq.ft.	6,312 sq.ft.
370 Heath St.	440-45-00	40,000 sq.ft.			6,000 sq.ft.
386 Heath St.	440-46-00	40,090 sq.ft.			6,014 sq.ft.
400 Heath St.	440-39-01	1,559,430 sq.ft.			233,915 sq.ft.
402 Heath St.	440-47-00	40,168 sq.ft.			6,025 sq.ft.
Totals		1,721,765 sq.ft.			258,266 sq.ft.
Potential Residential Subdivision			43 Lots		

Chestnut Hill Benevolent Association

Property Background

Chestnut Hill Benevolent Association (CHBA) owns and operates a senior living facility at this location. Most of the portion of the property is heavily wooded and provides a noise buffer from Route 9. A peaceful environment is center to the facility's mission. CHBA is currently offering for sale a 2-3 acre parcel west of the main driveway entrance. The Town of Brookline has an easement on the main driveway, and uses it to access a Town-owned water tank property at the top of the hill.

Site and Surrounding Area



Zoning Analysis

Zoning District	Allowed FAR	Allowed Building Height	Allowed Building Height (stories)
S-25	0.2	35'	3-4

Address	Parcel ID	Land Area	Building Area (existing)	Min. Lot Size (allowed)	Building Area (allowed)
910 Boylston St.	437-04-06	1,054,155 sq.ft.	More research required	25,000 sq.ft.	210,831 sq.ft.

<u>Potential Residential Subdivision</u>	42 Lots
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Stop & Shop

Property Background

The Town of Brookline included the Stop & Shop site in their recent study of potential sites for a ninth elementary school. Concepts studied included keeping the existing grocery store use. The Town is now pursuing other sites for an elementary school. Developers have approached Stop & Shop with mixed use residential-grocery store concepts, however, no concept plans have been shared at this time.

Site & Surrounding Area



Zoning Analysis

Zoning District	Allowed FAR	Allowed Building Height	Allowed Building Height (stories)
L-1.0	1.0	40'	3-4

Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
137 Harvard St.	155-25-00	11,826 sq.ft.	112 sq.ft.	11,826 sq.ft.
149 Harvard St.	155-26-00	19,984 sq.ft.	0 sq.ft.	19,984 sq.ft.
155 Harvard St.	155-27-00	93,864 sq.ft.	31,922 sq.ft.	93,864 sq.ft.
Totals		125,674 sq.ft.	32,034 sq.ft.	125,674 sq.ft.

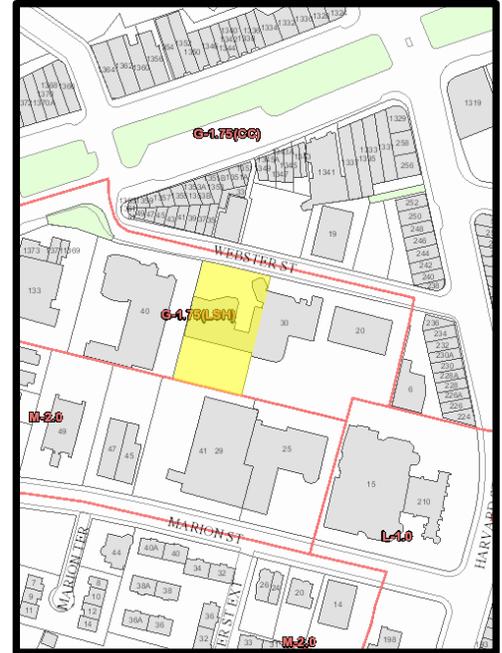
Δ of Buildable Area: Max Floor Area Allowed (Total) - Existing Building Area (Total)	+93,640 sq.ft.
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Webster St. Nursing Home

Property Background

This property was formerly owned and operated by a nursing home. The current owner has expressed interest in changing the building to residential apartments and/or dormitory use. In the meantime, the Town of Brookline is leasing the building for a portion of the Devotion Elementary School while the school is under significant construction. Construction at the Devotion School is expected to be completed by fall 2018. The Public Schools of Brookline are currently studying intermediate facility needs, and it is not yet known whether a facility of this size and location will be needed to accommodate school enrollment growth and/or other facility needs following fall 2018.

Site & Surrounding Area



Zoning Analysis

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
G-1.75 (LSH)	3.3	90'	8-9

Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed at 3.3 FAR)
30 Webster St.	046-20-00	25,464 sq.ft.	75,725 sq.ft.	84,031 sq.ft.

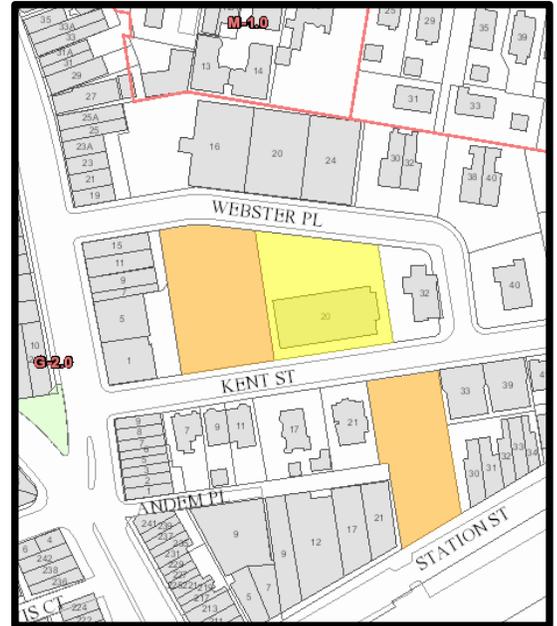
<p>Δ of Buildable Area: Max Floor Area Allowed (Total) - Existing Building Area (Total)</p>			+8,306 sq.ft.	
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Webster & Kent St. Parking Lots

Property Background

The municipal parking lot between Kent and Station Streets (25 Kent St.) is fully utilized as employee parking for Brookline Village businesses. A Selectmen’s Study Committee is working with the Town’s Housing Division and the Massachusetts Housing Partnership to explore financial feasibility of senior housing at this site. There is a one-story grade difference between Station Street and the parking lot, which offers challenges and opportunities to any redevelopment of this site. 16 Kent St. is also a municipal lot. Several years ago, EDAB members had a conversation with representatives of the 20 Kent St. property owners to explore potential redevelopment of both sites together. At that time, the property owners preferred keeping the site as-is.

Site & Surrounding Area



Zoning Analysis

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
G-2.0	2.0-2.5	60'-70'	5-7

Address	Parcel ID	Land Size	Building Area (existing)	Building Area (allowed at 2.5 FAR)
16 Kent St.	140A-03-00	19,480 sq.ft.	0 sq.ft.	
20 Kent St.	140A-02-00	19,786 sq.ft.	15,630 sq.ft.	
Totals		39,266 sq.ft.	15,630 sq.ft.	98,165 sq.ft.

Δ of Buildable Area:			+82,535 sq.ft.	
Max Floor Area Allowed (Total) - Existing Building Area (Total)				

Address	Parcel ID	Land Size	Building Area (existing)	Building Area (allowed at 2.0 FAR)
25 Kent St.	140-05-00	14,682 sq.ft.	0 sq.ft.	29,364 sq.ft.
Δ of Buildable Area:			+29,364 sq.ft.	
Max Floor Area Allowed (Total) - Existing Building Area (Total)				

Nordblum Parking Lot

Property Background

This surface parking lot is accessory to the residential building known as Pelham Hall, located at 1284 Beacon Street. The property owners over the years have considered potentially building either apartments or senior housing at this location, but elected to not participate with the ongoing Coolidge Corner Study Committee. The Coolidge Corner Study Committee is currently studying a potential zoning change for the nearby Waldo & Durgin garages at the southwest corner of Pleasant and John Street.

Site & Surrounding Area

[need to insert map]

Zoning Analysis

Zoning District	Allowed FAR	Allowed Building Height	Allowed Building Height (stories)
M-1.0	1.0-1.3	35'-40'	3-4

Address	Parcel ID	Land Size	Building Area (existing)	Building Area (allowed at 1.0 FAR)
26 Pleasant St	046-20-00	25,464 sq.ft.	0 sq.ft.	25,464 sq.ft.

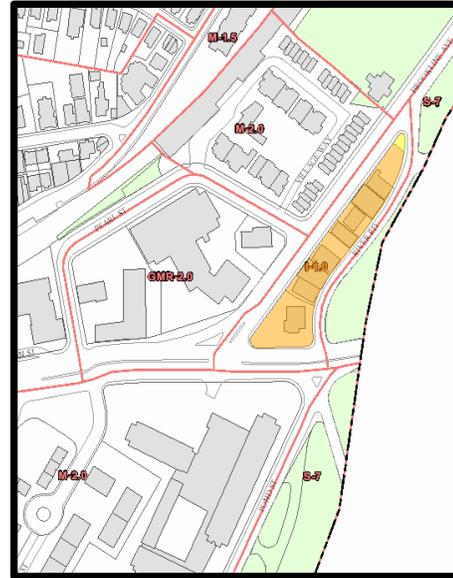
<u>Δ of Buildable Area</u>	
Max. Floor Area Allowed (Total) - Building Area Total	25,464 ft. ²

Emerald Island Special District

Property Background

Claremont is seeking a series of Special Permits at 700 Brookline Avenue for a hotel, one of the encouraged uses anticipated in the recent rezoning of this entire block. Claremont also purchased 666 Brookline Avenue, but has not yet disclosed any future development plans. The remaining parcels are a mix of light industrial, veterinary, and religious uses. This zoning district allows the existing industrial uses to remain, but incentivizes residential use, especially micro-units. Reduced parking requirements and public infrastructure improvements are key provisions of this zoning district, which is adjacent to the Town's Emerald Necklace bike/ pedestrian crossing project and the Gateway East/ Village Square pedestrian and bike improvements along Washington Street.

Site & Surrounding Area



Zoning Analysis

Zoning District	Floor Area Allowed	Allowed Height	Allowed Height (stories)	
I-(EISD)	varies	40'-110'	3-11	
Address	Parcel ID	Land Size	Building Area (existing)	Building Area (allowed)
700 Brookline Ave	135-01-00	18,492 sq.ft.	0 sq.ft.	153,500 sq.ft.
676 Brookline Ave	135-10-11	7,427 sq.ft.	6,518 sq.ft.	178,510 sq.ft. Approximated at FAR of 5.0; zoning is complex and does not specify a FAR.
666 Brookline Ave	135-12-13	6,251 sq.ft.	3,036 sq.ft.	
654 Brookline Ave	135-14-00	3,186 sq.ft.	2,664 sq.ft.	
646 Brookline Ave	135-15-00	4,635 sq.ft.	Approx. 4,560 sq.ft.	
636 Brookline Ave	135-17-18	4,854 sq.ft.	4,656 sq.ft.	
610 Brookline Ave	135-19-22	8,691 sq.ft.	6,324 sq.ft.	
608 Brookline Ave	135-23-00	658 sq.ft.	0 sq.ft.	
Totals		54,194 sq.ft.	27,758 sq.ft.	

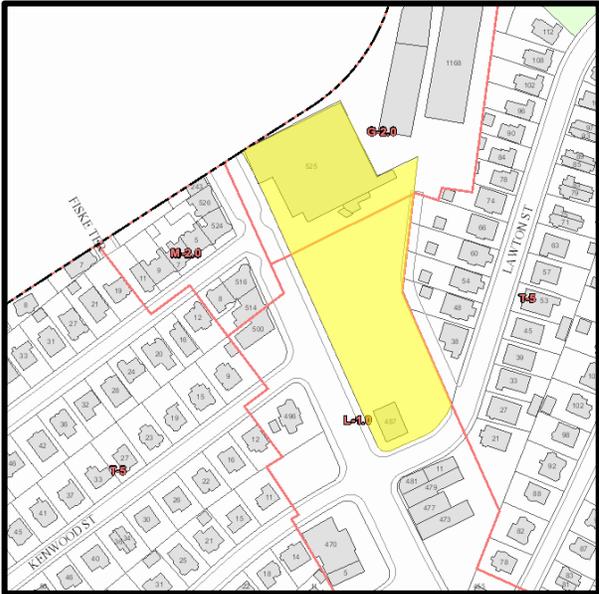
Δ of Buildable Area	304,252 sq.ft.
Max. Floor Area Allowed (Total) - Building Area Total	

JFK Corridor, Block A

Property Background

This property contains a TJ Maxx, liquor store, small bank, and a large parking lot. The property owner is interested in keeping the current anchor tenant, TJ Maxx, and has not expressed interest in redevelopment or additional development at this property. This site was also considered in the Town’s ninth elementary school siting study, but did not move forward with this location.

Sites and Surrounding Area



Zoning Analysis

Zoning District(s)	Allowed FAR	Allowed Height	Allowed Height (stories)
G-2.0 & L-1.0	1.0 - 2.5	40'-70'	3-7

Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)*
523 & 487 Harvard St.	070-18-22	110,004 ft. ²	34,762 ²	275,010 ft. ²
Δ of Buildable Area			135,200 ft. ²	
Max. Floor Area Allowed (Total) - Building Area Total				

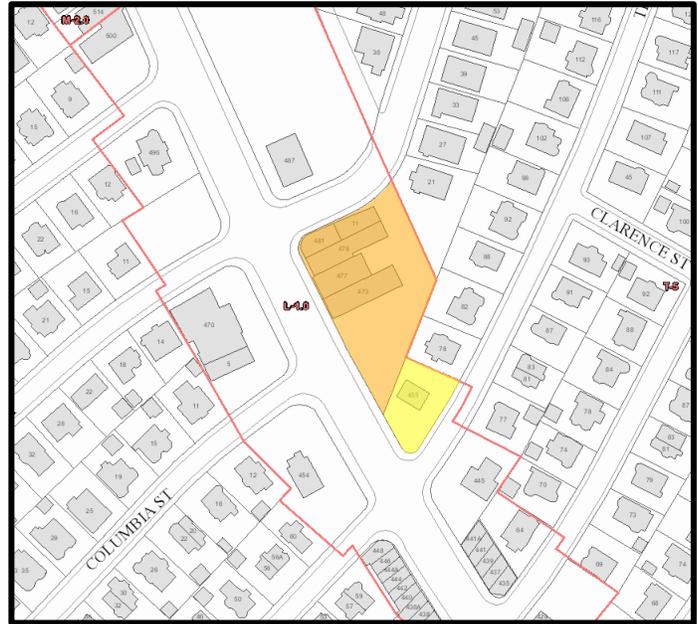
*Estimated according to Sec. 3.02 regarding single parcels in more than one zoning district, by weighting the percentage of the property in each zoning district.

JFK Corridor, Block B

Property Background

No recent development activity/ interest to report on this block.

Sites and Surrounding Area



Zoning Analysis

Zoning District	Allowed FAR	Allowed Building Height	Allowed Building Height (stories)
L-1.0	1.0	40'	3-4

Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
473-481 Harvard St. & 11 Lawton St.	069-23-24	27,710 sq. ft.	10,684 sq.ft.	27,710 sq.ft.
455 Harvard St.	069-22-00	8,324 sq.ft.	1,361 sq.ft.	8,324 sq.ft.
<u>Δ of Buildable Area</u>			+36,034 ft. ²	
Max. Floor Area Allowed (Total) - Building Area Total				

JFK Corridor, Block C

Property Background

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
L-1.0	1.0	40'	3-4 Stories

Sites and Surrounding Area

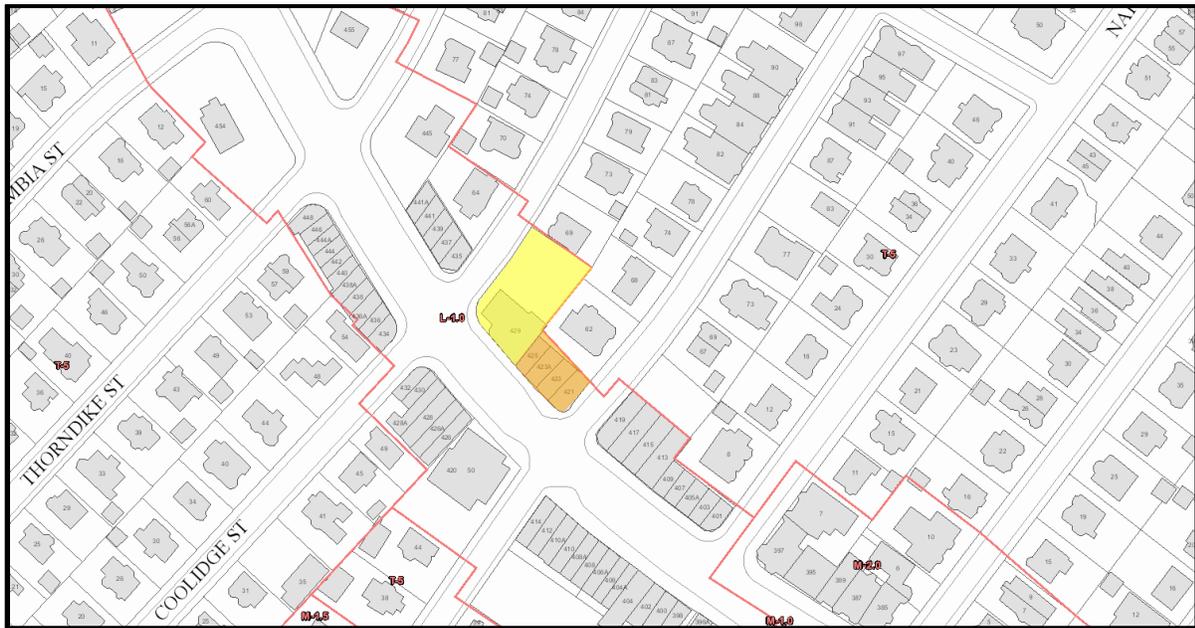


Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
445 Harvard St.	067-09-00	10,068 ft. ²	1,708 ft. ²	10,068 ft. ²
435-441 Harvard St.	069-08-00	3,877 ft. ²	3,590 ft. ²	3,877 ft. ²
Totals	N/A	13,945 ft. ²	5,298 ft. ²	13,945 ft. ²
△ of Buildable Area				
Max. Floor Area Allowed (Total) - Building Area Total			+8,647ft.²	

JFK Corridor, Block D

Property Background

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
L-1.0	1.0	40'	3-4 Stories



Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
429 Harvard St.	066-11-00	9,881 ft. ²	2,999 ft. ²	9,881 ft. ²
421-425 Harvard St.	066-10-00	3,919 ft. ²	3,259 ft. ²	3,919 ft. ²
Totals	N/A	13,800 ft. ²	6258 ft. ²	13,800 ft. ²
Δ of Buildable Area			+7,542 ft. ²	
Max. Floor Area Allowed (Total) - Building Area Total				

JFK Corridor, Block E

Property Background

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
L-1.0 & T-5	1.0	40'	3-4 Stories

Sites and Surrounding Area



Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
401-409 Harvard St.	064-09-00	3,887 ft. ²	3,321 ft. ²	3,887 ft. ²
411-419 Harvard St.	069-08-00	10,553 ft. ²	5,830 ft. ²	10,553 ft. ²
Totals	N/A	14440 ft. ²	9,151 ft. ²	14440 ft. ²
Δ of Buildable Area			+5,289 ft.²	
Max. Floor Area Allowed (Total) - Building Area Total				

JFK Corridor, Block F

Property Background

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
M-2.0	2.0	35'-50'	3-5 Stories



Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
385-387 Harvard St	051-01-02	4,921 sq.ft.	9,396 sq.ft.	9,842 sq.ft.
389 Harvard St.	051-03-00	2,196 sq.ft.	5,772 sq.ft.	4,392 sq.ft.
395-397 Harvard St. & 7 Naples Rd.	051-04-00	9,141 sq.ft.	26,418 sq.ft.	18,282 sq.ft.
6 Beals St.	051-51-01 051-51-02 051-51-03	3,080 sq.ft.	1,014 sq.ft. 1,126 sq.ft. 1,230 sq.ft.	6,160 sq.ft.
Totals		19,338 sq.ft.	44,956 sq.ft.	38,676 sq.ft.

Existing Building Area Exceeds Allowed Building Area

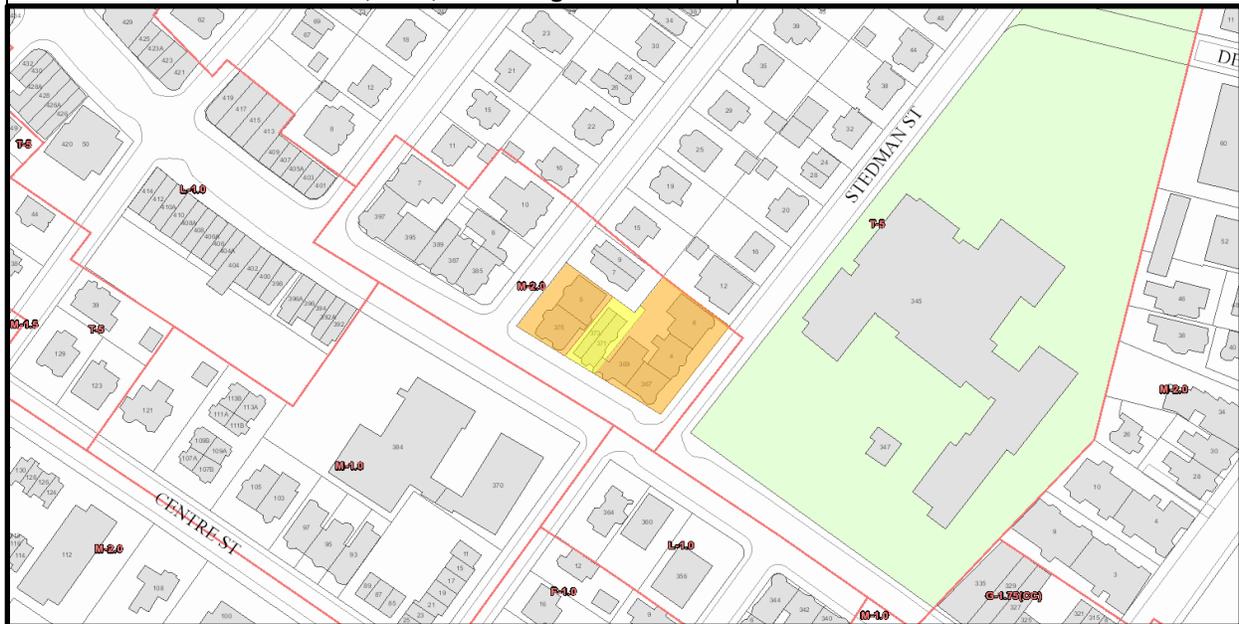
JFK Corridor, Block G

Property Background

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
M-2.0	2.0	35'-50'	3-5 Stories

Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
375 Harvard St	050-03-00	6,750 sq.ft.	10,686 sq.ft.	13,500 sq.ft.
371 Harvard St.	050-02-00	3,739 sq.ft.	4,392 sq.ft.	7,478 sq.ft.
4-6 Stedman St. & 367-369 Harvard St.	050-01-01	12,990 sq.ft.	1,246 sq.ft.	25,980 sq.ft.
	050-01-02		1,300 sq.ft.	
	050-01-03		1,300 sq.ft.	
	050-01-04		1,451 sq.ft.	
	050-01-05		1,505 sq.ft.	
	050-01-06		1,505 sq.ft.	
	050-01-07		2,889 sq.ft.	
	050-01-08		1,758 sq.ft.	
	050-01-09		1,758 sq.ft.	
Totals		23,479 sq.ft.	29,790 sq.ft.	46,958 sq.ft.

Δ of Buildable Area	17,168 sq.ft.
Max. Floor Area Allowed (Total) - Building Area Total	



JFK Corridor, Block H

Property Background

Zoning District	Allowed FAR	Allowed Height	Allowed Height (stories)
M-1.0 & L-1.0	1.0	40'	3-4

Sites and Surrounding Area



Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
370-384 Harvard St.	078-05-08	55,425 sq.ft.	More research required	55,425 sq.ft.
392 Harvard St.	078-04-00	5,403 sq.ft.	3,750 sq.ft.	5,403 sq.ft.
398 Harvard St.	078-03-00	3,865 sq.ft.	3,388 sq.ft.	3,865 sq.ft.
404-406A Harvard St.	078-02-00	4,373 sq.ft.	3,945 sq.ft.	4,373 sq.ft.
408 Harvard St.	078-01-00	6,546 sq.ft.	6,453 sq.ft.	6,546 sq.ft.
45 Fuller St.	078-21-00	21,838 sq.ft.	0 sq.ft.	21,838 sq.ft.
Totals		97,450 sq.ft.	17,536 sq.ft.	97,450 sq.ft.
△ of Buildable Area, excluding 370-384 Harvard St.			24,489 sq.ft.	
Max. Floor Area Allowed (Total) - Building Area Total				

Congregation Kehillath Israel is currently renovating and redeveloping a portion of their property in partnership with the Jewish Community Housing for the Elderly to add 62 senior housing units.

JFK Corridor, Block I

Property Background

Developers recently permitted JFK Crossing, a 25-unit apartment building located at 420 Harvard Street and a portion of 49 Coolidge Street through a 40B Comprehensive Permit process.

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
L-1.0	1.0	40'	3-4

Block "I" Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
420 Harvard St.	077-11-12	10,852 ft. ²	10,052 ft. ²	10,852 ft. ²
49 Coolidge St.	077-09-00	3,105 ft. ²	2,950 ft. ²	3,105 ft. ²
426-432 Harvard St.	077-10-00	7,037 ft. ²	5,877 ft. ²	7,037 ft. ²
Totals		20,994 ft. ²	18,879 ft. ²	20,994 ft. ²
Δ of Buildable Area				
Max. Floor Area Allowed (Total) - Building Area Total			+2,115 ft. ²	

JFK Corridor, Block J

Property Background

No recent development activity/ interest to report on this block.

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
L-1.0	1.0	40'	3-4

Redevelopment Potential

Block "J" Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
434-438A Harvard St.	076-13-00	3,774 ft. ²	3,233 ft. ²	3,774 ft. ²
440-448 Harvard St.	076-12-00	4,212 ft. ²	3,631 ft. ²	4,212 ft. ²
Totals		7,986 ft. ²	6,864 ft. ²	7,986 ft. ²
Δ of Buildable Area				
Max. Floor Area Allowed (Total) - Building Area Total			+1,122 ft. ²	

JFK Corridor, Block K

Property Background

No recent development activity/ interest to report on this block.

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
L-1.0	1.0	40'	3-4

Redevelopment Potential

Block "K" Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
454 Harvard St.	075-01-02	15,453 ft. ²	1,786 ft. ²	15,453 ft. ²
<u>Δ of Buildable Area</u>			+13,667 ft. ²	
Max. Floor Area Allowed (Total) - Building Area Total				

JFK Corridor, Block L

Property Background

No recent development activity/ interest to report on this block.

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
L-1.0	1.0	40'	3-4

Redevelopment Potential

Block "L" Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
470 Harvard St. & 5 Columbia St.	074-01-00	17,084 ft. ²	11,452 ft. ²	17,084 ft. ²
<u>Δ of Buildable Area</u>			+5,632 ft. ²	
Max. Floor Area Allowed (Total) - Building Area Total				

JFK Corridor, Block M

Property Background

No recent development activity/ interest to report on this block.

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
L-1.0	1.0	40'	3-4

Redevelopment Potential

Block "M" Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
488 Harvard St.	073-02-00	10,574 ft. ²	0 ft. ²	10,574 ft. ²
496 Harvard St.	073-01-00	9,231 ft. ²	More research required; estimated by building sketch on tax record to be approximately 3,870 ft. ²	9,231 ft. ²
Totals		19,805 ft. ²	Est. 3,870 ft. ²	19,805 ft. ²
<u>Δ of Buildable Area</u>			Est. +15,935 ft. ²	
Max. Floor Area Allowed (Total) - Building Area Total				

JFK Corridor, Block N

Property Background

No recent development activity/ interest to report on this block.

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
L-1.0 & M-2.0	1.0-2.0	35'-50'	3-5

Redevelopment Potential

Block "N" Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
500 Harvard St.	072-01-00	6,871 ft. ²	2,307 ft. ²	6,871 ft. ²
514-516 Harvard St.	072-40-00	7,216 ft. ²	11,884 ft. ²	14,432 ft. ²
8 Verndale St.	072-39-00	2,958 ft. ²	5,997 ft. ²	5,916 ft. ²
Totals		17,045 ft. ²	20,188 ft. ²	27,219 ft. ²
<u>Δ of Buildable Area</u>			+ 7,031 ft. ²	
Max. Floor Area Allowed (Total) - Building Area Total				

JFK Corridor, Block O

Property Background

No recent development activity/ interest to report on this block.

Zoning District	Allowed FAR	Allowed Height	Allowed Height (Stories)
M-2.0	2.0	35'-50'	3-5

Redevelopment Potential

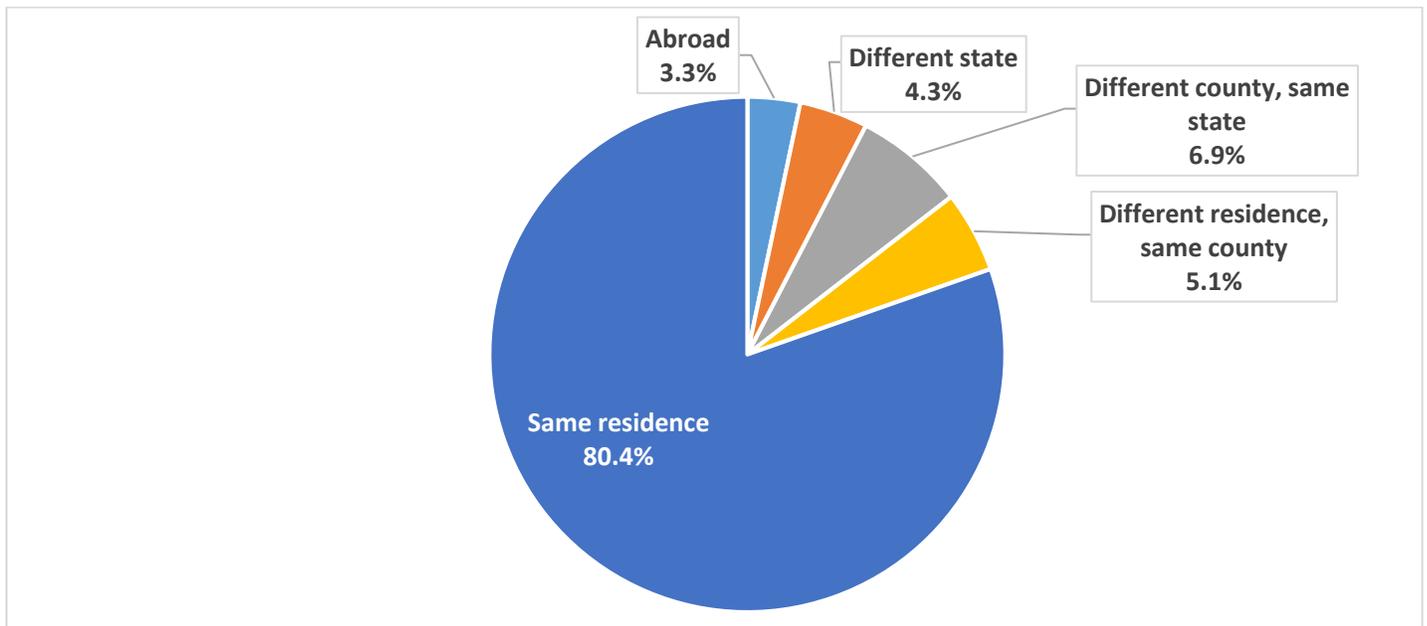
Block "O" Address	Parcel ID	Land Area	Building Area (existing)	Building Area (allowed)
524 Harvard St.	071-02-01	3,041 ft. ²	5,430 ft. ²	6,082 ft. ²
526 Harvard St.	071-02-00	3,297 ft. ²	4,848 ft. ²	6,594 ft. ²
portion of 243 Harvard Ave. (Allston address)	071-01-00	1,500 ft. ²	3,083 ft. ²	3,000 ft. ²
Totals		7,838 ft. ²	13,361 ft. ²	15,676 ft. ²
<u>Δ of Buildable Area</u>				
Max. Floor Area Allowed (Total) - Building Area Total			+ 2,315 ft. ²	



APPENDIX VIII: DETAILED ECONOMIC CONDITIONS

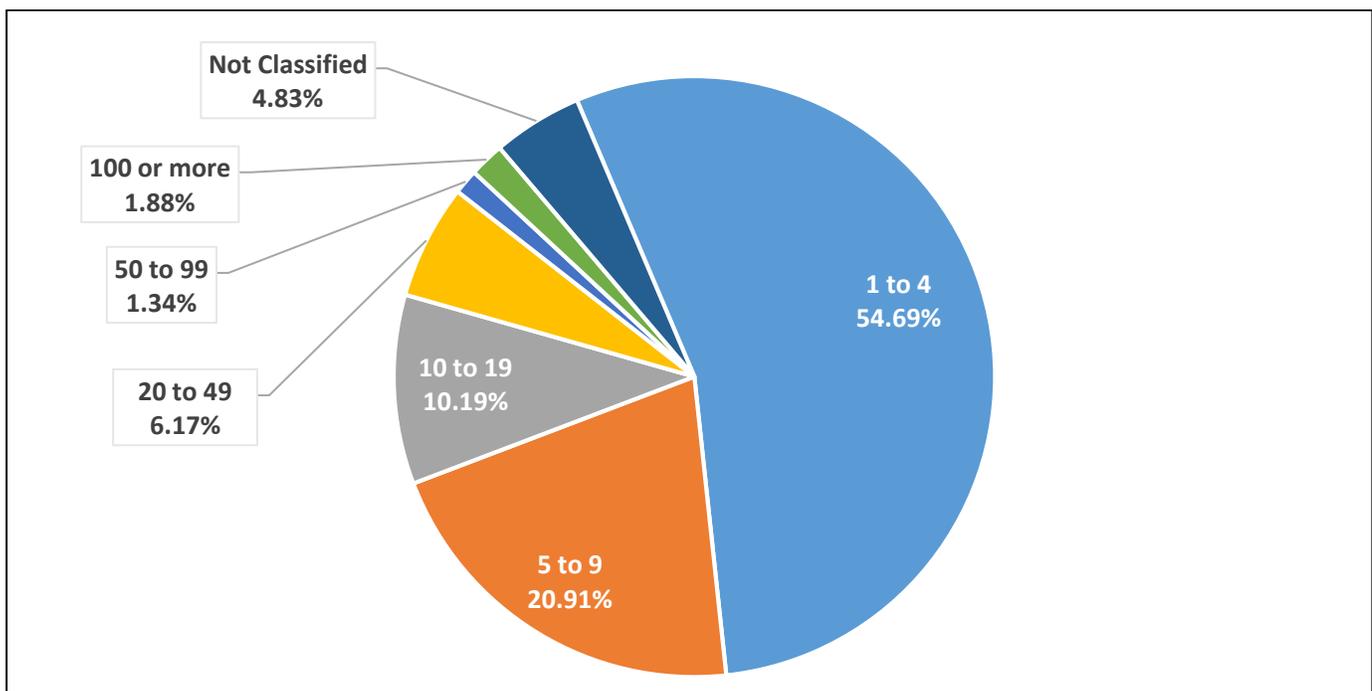


Geographic Mobility of Residents of Brookline



Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

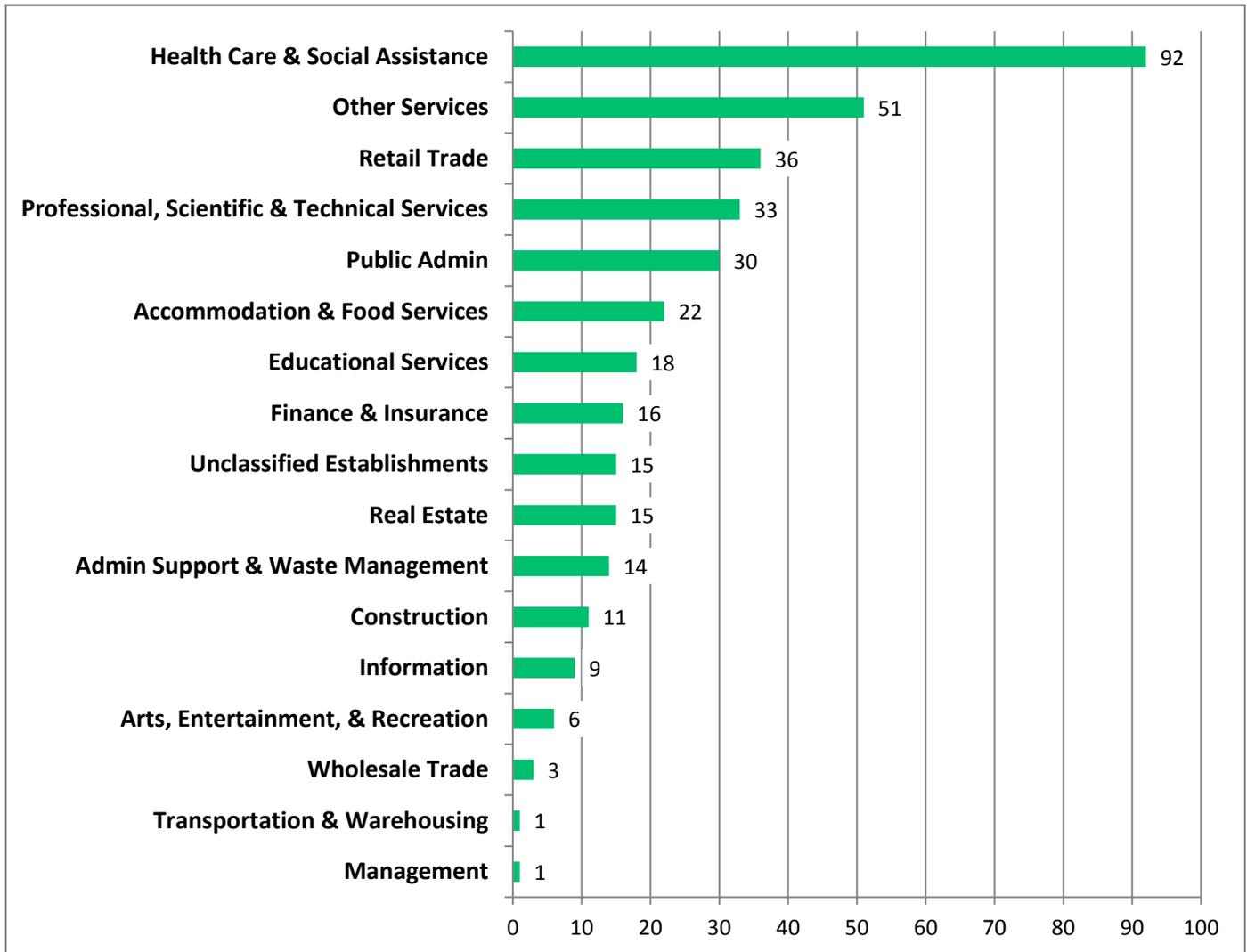
Brookline Village Number of Employees



Source: Infogroup Business-Level Data, 2016

Of the 373 established businesses in Brookline Village, about three-quarters of businesses had less than 10 employees in 2016. A majority, 204 businesses, had between one and four employees, and 21 percent, or 78 businesses had between five and nine employees. There were 38 businesses with 10 to 19 employees, and 23 with 20 to 49 employees. There were only five businesses with more than fifty employees but less than a hundred. Seven businesses had over a hundred employees. Eighteen businesses were unclassified.

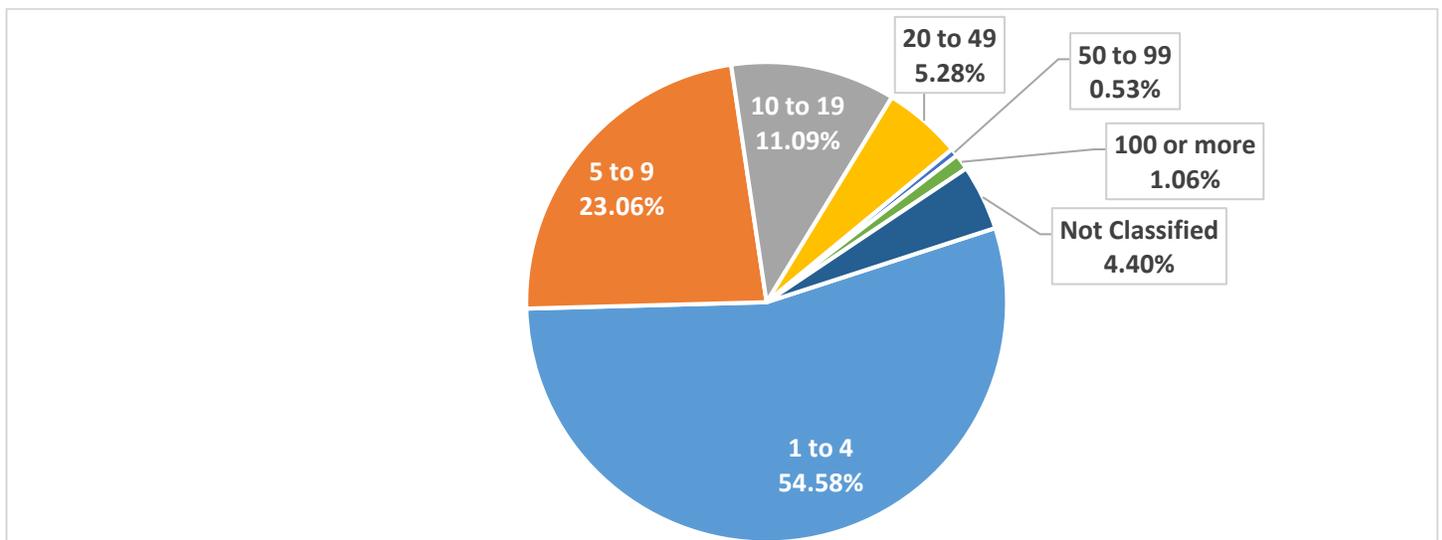
Brookline Village Number of Businesses by Industry Sector



Source: Infogroup Business-Level Data, 2016

Approximately one in four businesses in Brookline Village identified as belonging to the Healthcare and Social Assistance sector. Of those, a majority, or 61 percent, were physicians’ offices. The Service Industry was the second largest industry sector in Brookline Village with 13.7 percent, with Religious Organizations and Beauty Salons being the most common types of service-oriented businesses. Retail was the third largest sector in Brookline Village at just under ten percent of all businesses. The Retail Trade in Brookline Village varies from businesses such as jewelers, book stores, liquor stores, and others.

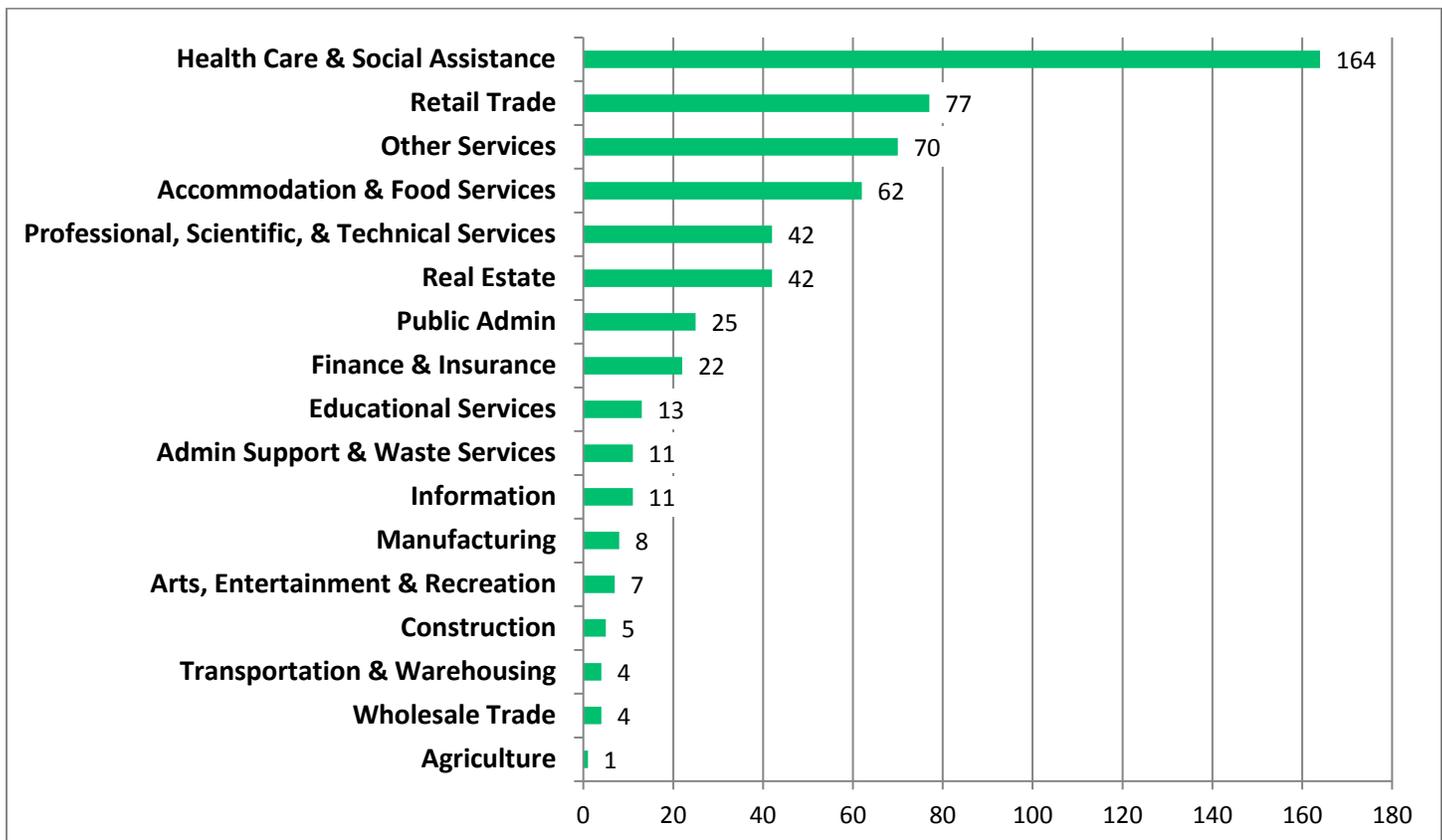
Coolidge Corner Number of Employees



Source: Infogroup Business-Level Data, 2016

There were 568 businesses located in Coolidge Corner, with 310 businesses having less than five employees. A quarter of businesses, or 131, had between 10 and 19 employees. There were 38 businesses with 10 to 19 employees, and 23 with 20 to 49 employees. Six businesses had over 100 employees. Twenty-five businesses were unclassified.

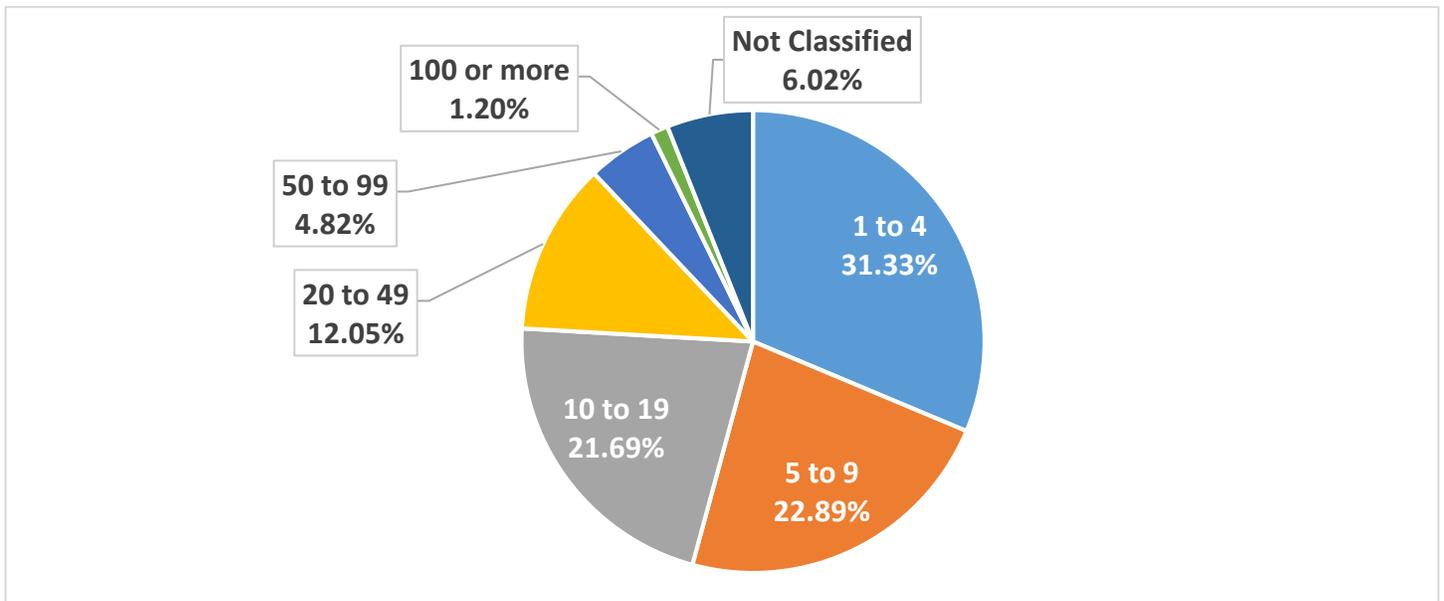
Coolidge Corner Number of Businesses by Industry Sector



Source: Infogroup Business-Level Data, 2016

A majority of business-s in Coolidge Corner either had 2,500 to 5,000 sf of building space (147) or 5,000 to 10,000 sf of building space (145). One in five businesses were less than 2500 sf in size. Fourteen businesses were over 100,000 square feet. Six businesses could not be classified.

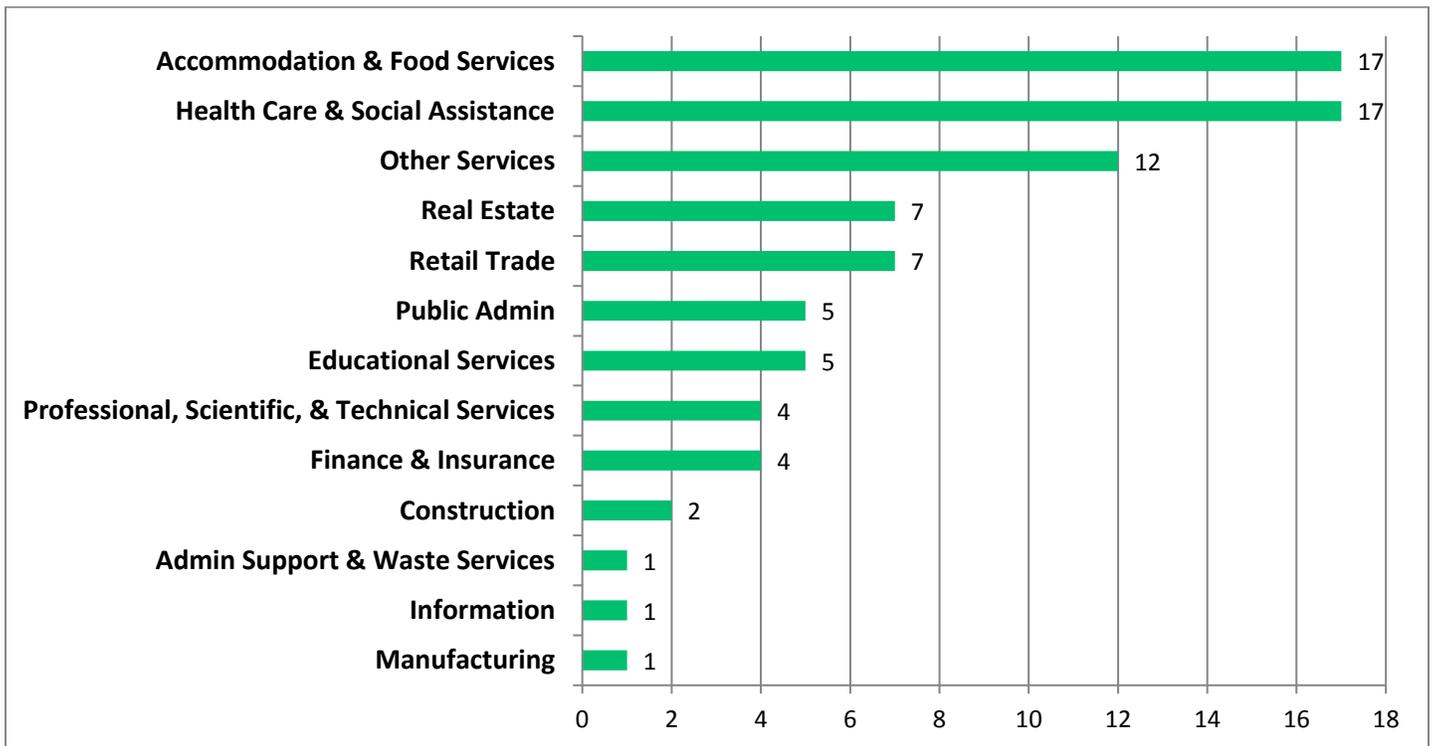
Commonwealth Ave Number of Employees



Source: Infogroup Business-Level Data, 2016

Similar to Brookline Village, the Healthcare and Social Assistance industry sector was the largest in Coolidge Corner at 29 percent. Physicians, mental health practitioners, and dentists were the most common business types in this sector. More than half (44) of the 77 retail trade businesses in Coolidge Corner were full-service restaurants.

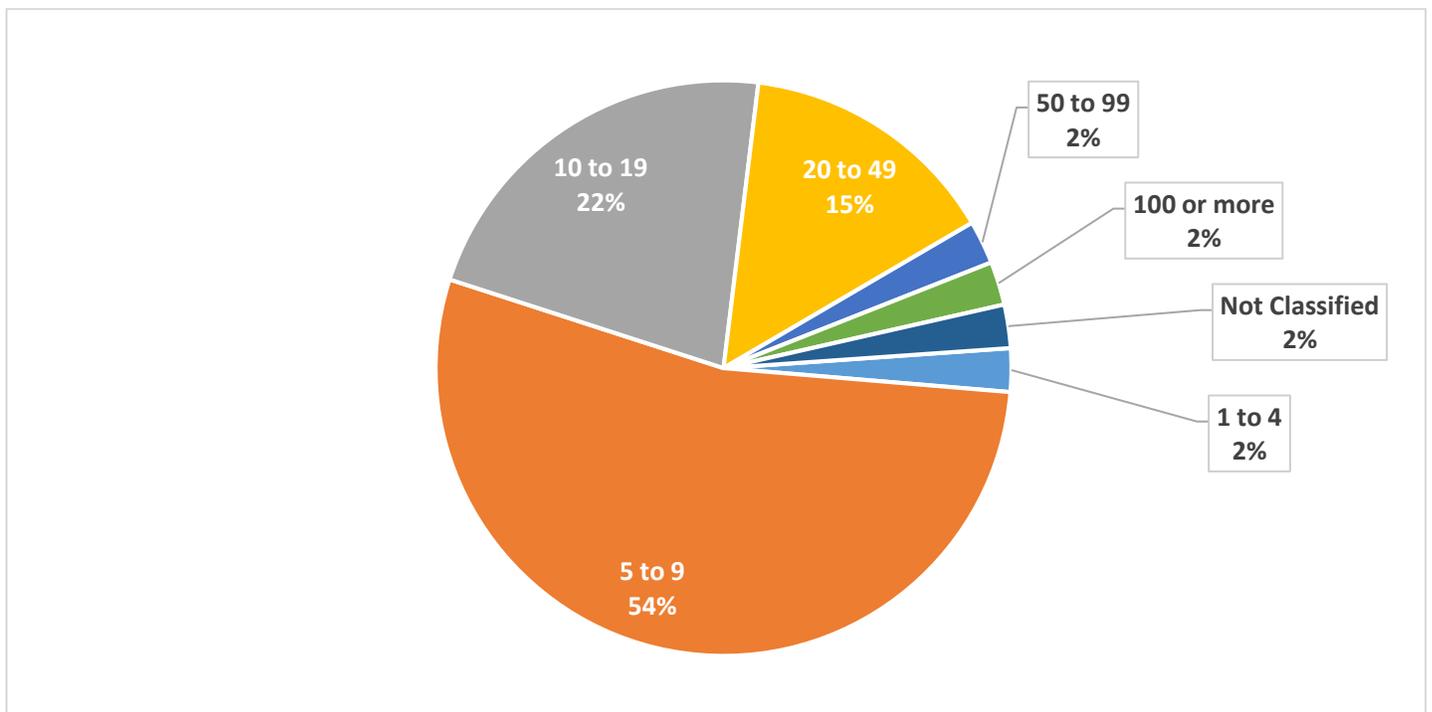
Commonwealth Ave Number of Businesses by Industry Sector



Source: Infogroup Business-Level Data, 2016

The Commonwealth Avenue district in Brookline had 83 businesses as of 2016. Most businesses had fewer than ten employees, with 26 businesses having between one to four employees. Eighteen businesses had ten to 19 employees, ten businesses had 20 to 49 employees and four businesses had 50 to 99 employees. Only one business had more than a hundred employees and five businesses were not classified.

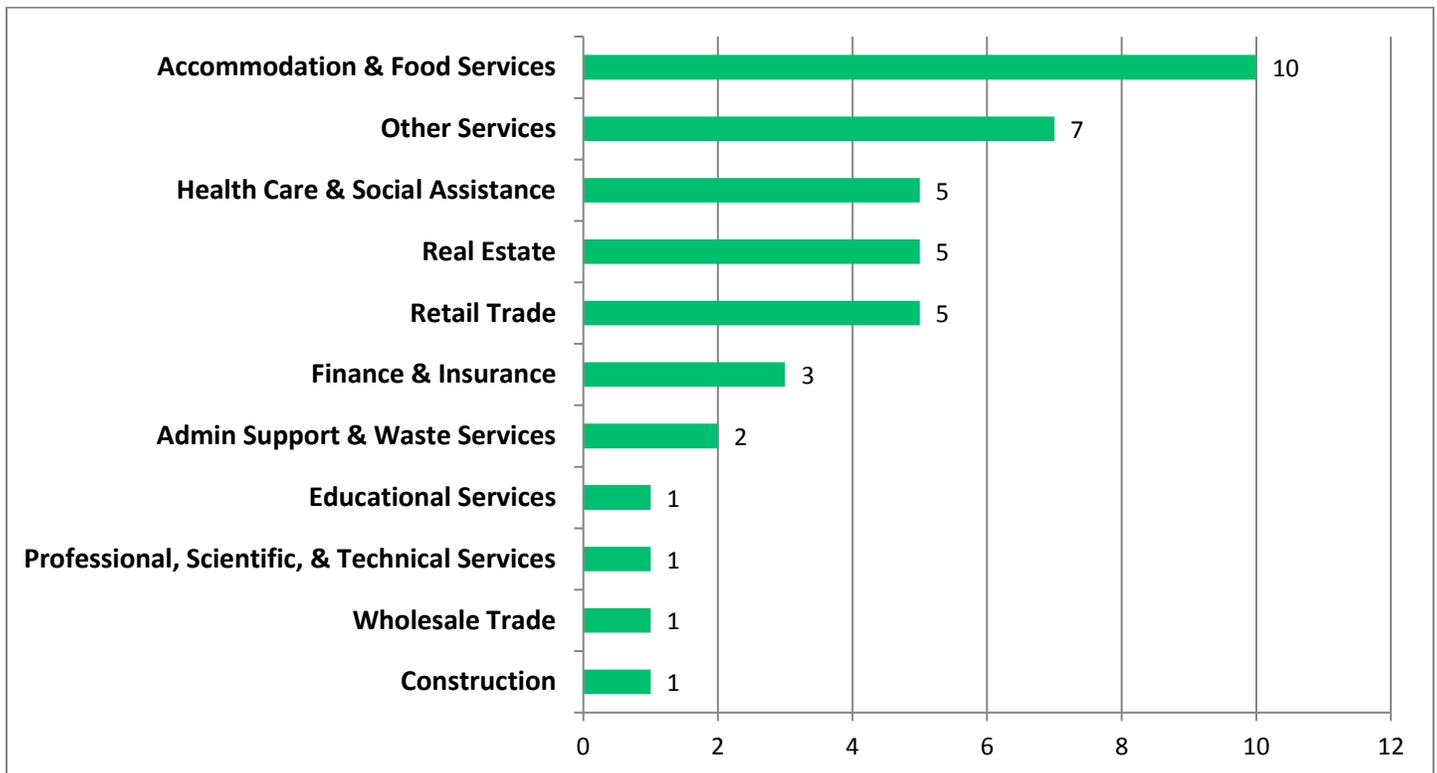
St. Mary's Number of Employees



Source: Infogroup Business-Level Data, 2016

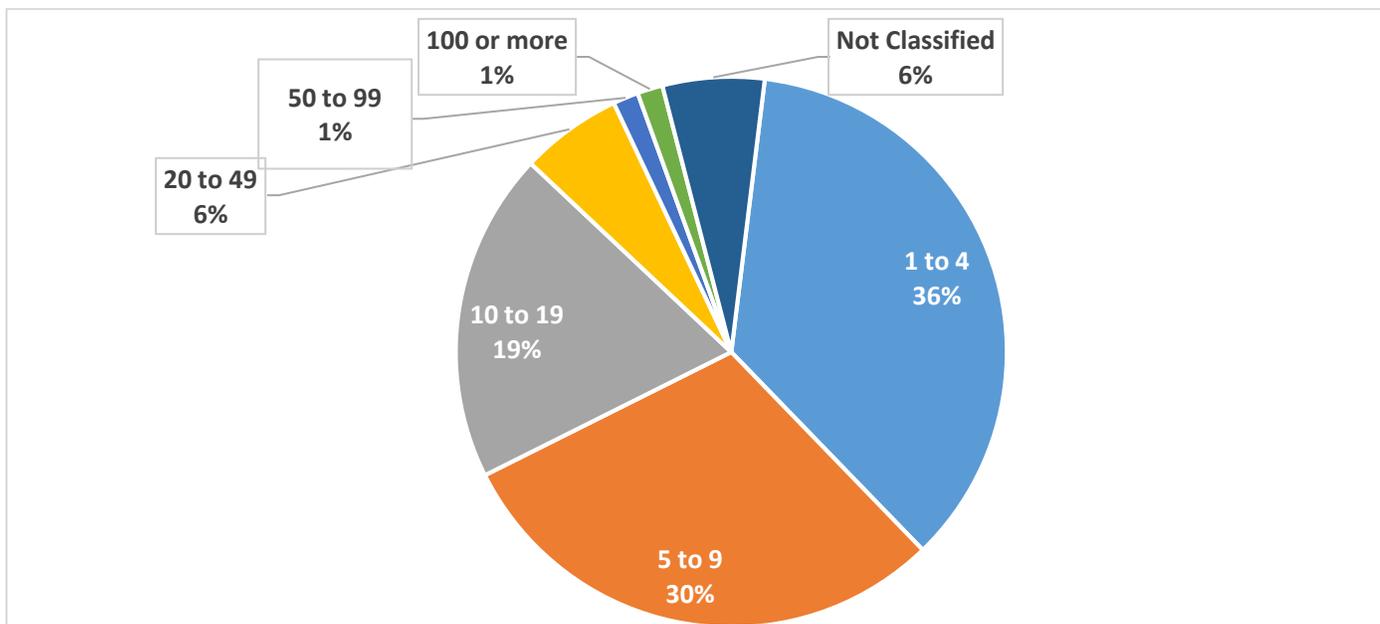
In St. Mary's, the most geographically small area of North Brookline, more than half of the 41 total businesses had between five and nine employees. This is followed by nine businesses with 10 to 19 employees, and six businesses with 20 to 49 employees. Only two had over fifty employees, with one business not being classified.

St. Mary's Number of Businesses by Industry Sector



Source: Infogroup Business-Level Data, 2016

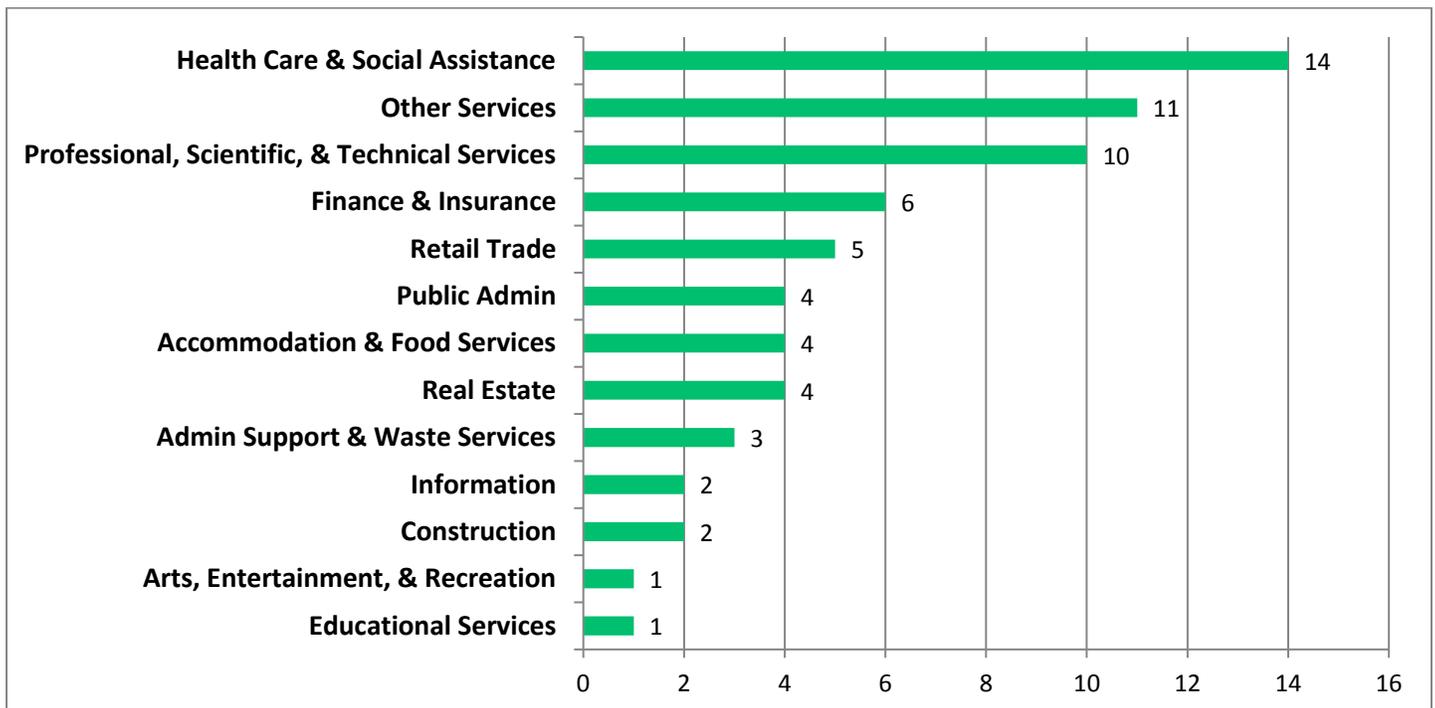
Chestnut Hill Number of Employees



Source: Infogroup Business-Level Data, 2016

There were 67 businesses located in Chestnut Hill, of which two-thirds had either 1 to 4 employees (24) or 5 to 9 (20). Thirteen businesses had between 10 and 19 employees and four had between 20 and 49. There was only one business with 50 to 99 employees as well as 100 or more employees. Four businesses were not classified.

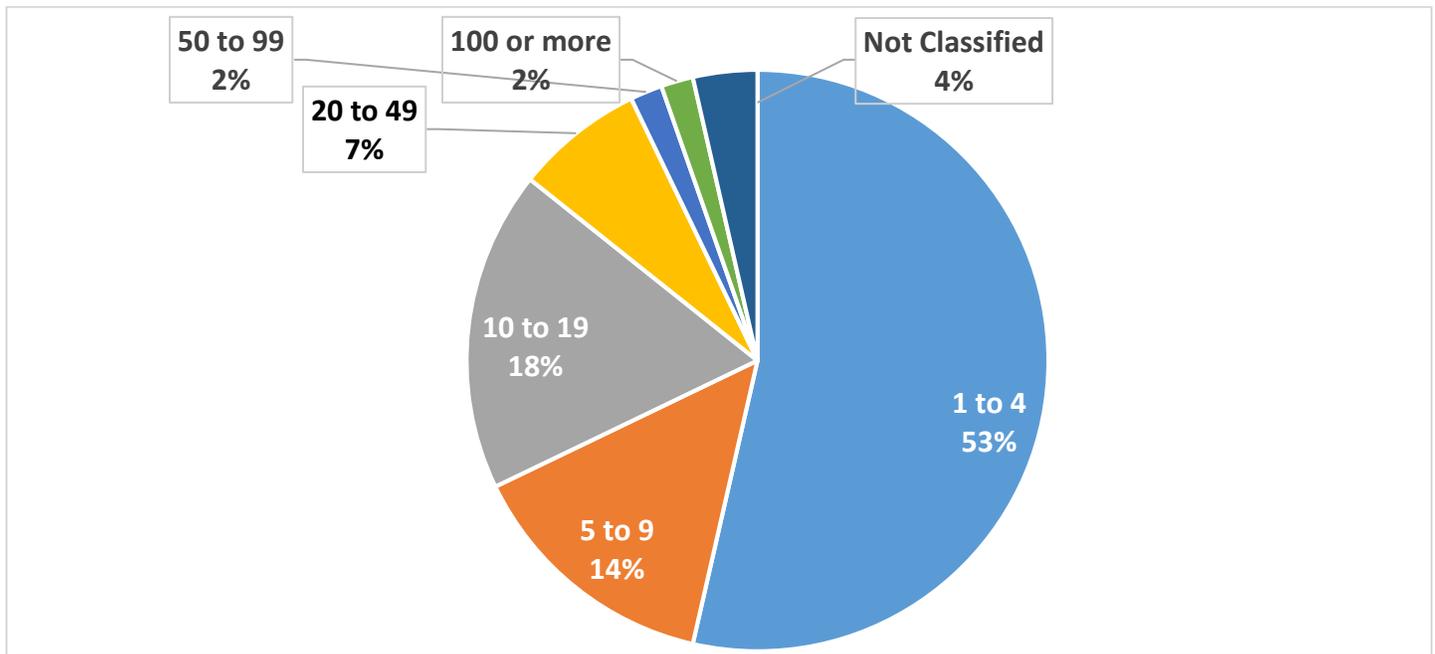
Chestnut Hill Number of Businesses by Industry Sector



Source: Infogroup Business-Level Data, 2016

With regards to industry types, Healthcare and Social Assistance businesses are the most common within Chestnut Hill at more than one-in-four businesses, with many doctors' and dentists' offices located within its boundaries. Other Services came in second, with eight businesses being beauty or nail salons. In addition, 15 percent of businesses were of the Professional, Scientific, and Technical Services sector, mainly lawyers' offices and accountants.

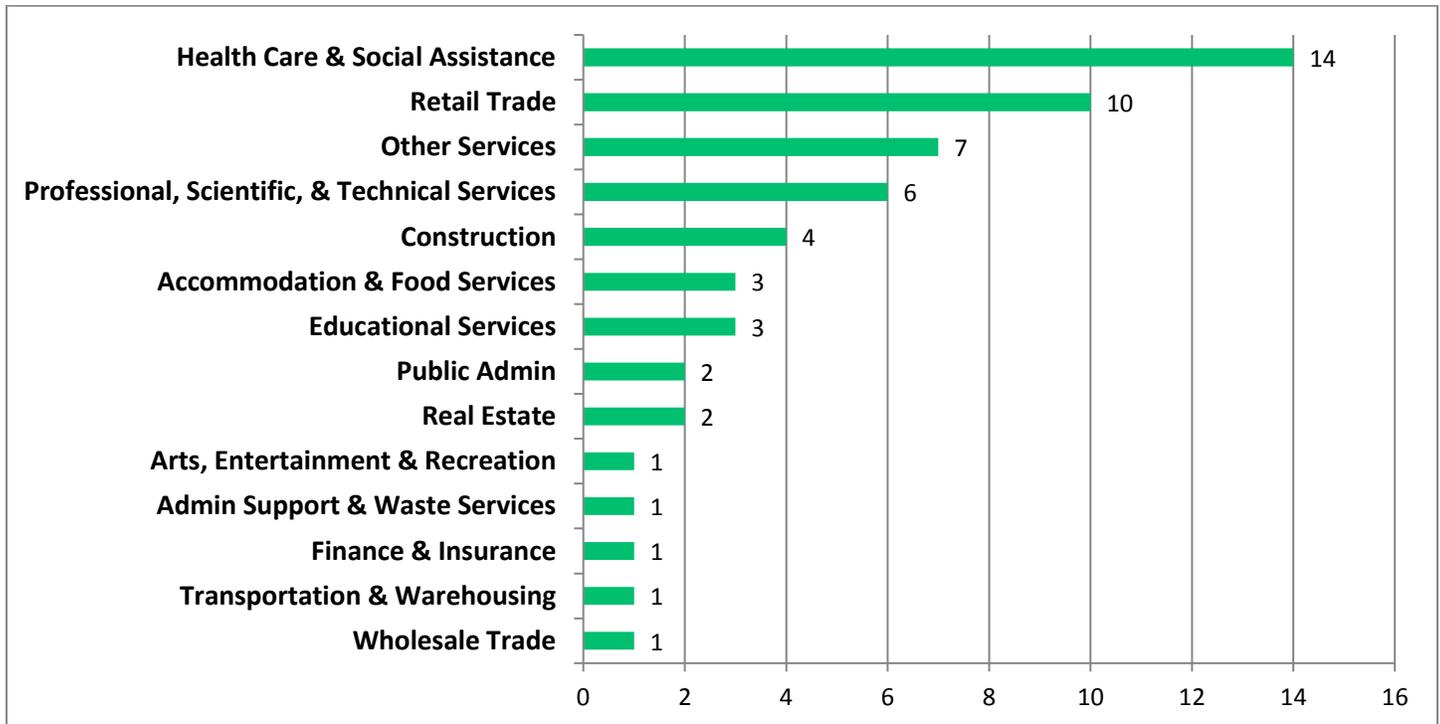
Route 9 East Number of Employees



Source: Infogroup Business-Level Data, 2016

There were 56 businesses located within Route 9 East in 2016. A majority, or 30 businesses, had less than five employees. Eight businesses had between 5 and 9 employees, 10 had between 10 and 19, and four had between 20 and 49 employees. Only one business had between 50 and 99 employees and one had more than a hundred. Two businesses were not classified.

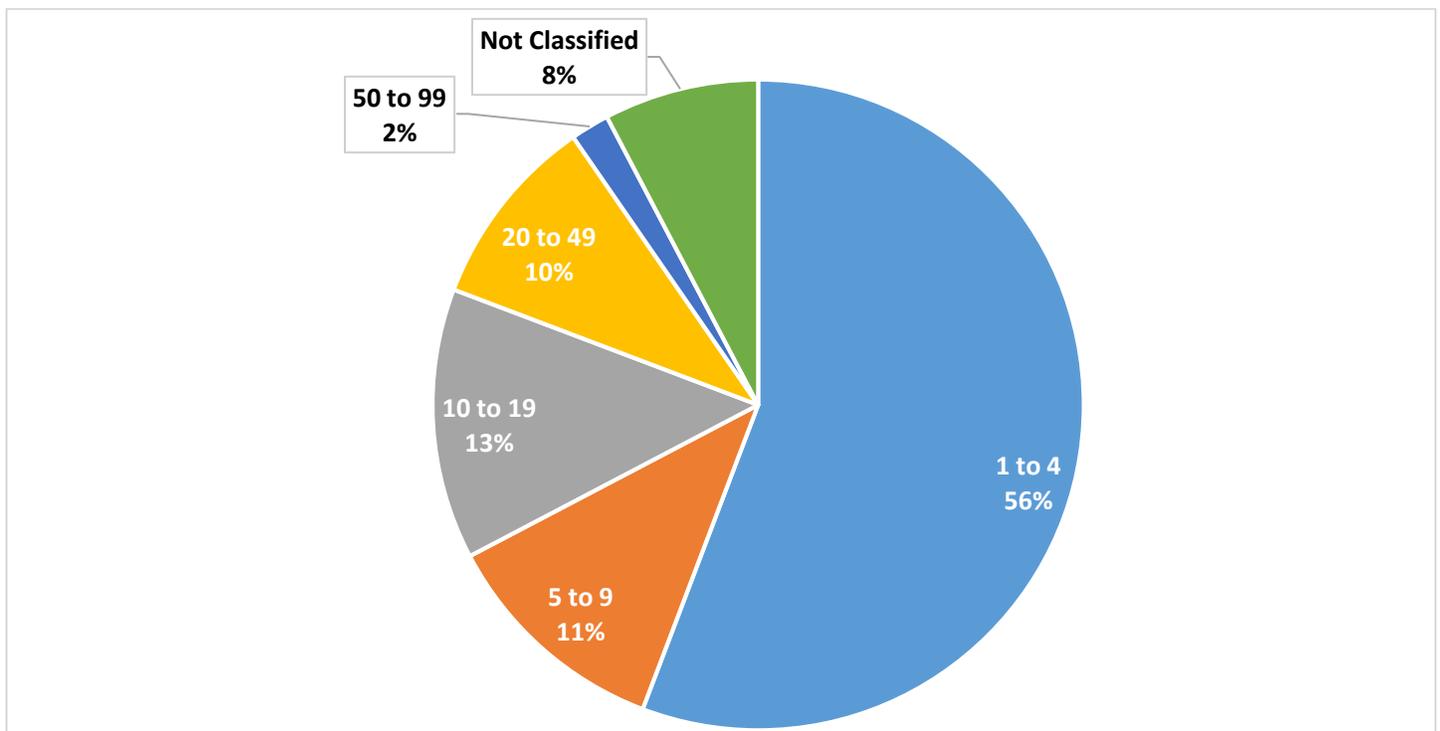
Route 9 East Number of Businesses by Industry Sector



Source: Infogroup Business-Level Data, 2016

The Healthcare and Social Assistance industry sector, namely offices of physicians and day care services, is the largest sector in Route 9 East at 25 percent of total industries. Retail businesses came in second at 18 percent, with four car dealerships, three electronic stores, and three supply stores located in Route 9 East.

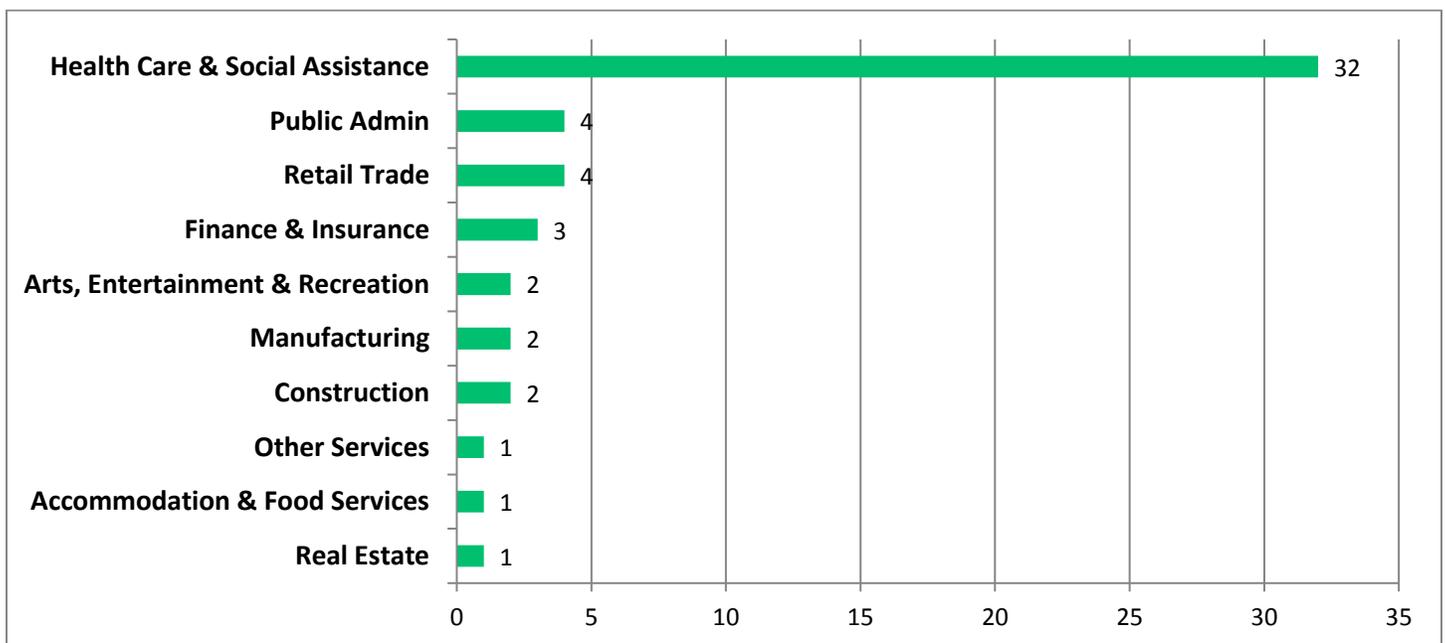
Route 9 Reservoir Number of Employees



Source: Infogroup Business-Level Data, 2016

Out of 52 businesses in the Route 9 Reservoir district of Brookline, more than half (29) had less than five employees. About a quarter had between 5 and 19 employees, 10 percent had between 20 and 49 employees and one business had between 50 to 99 employees. Four businesses were unclassified.

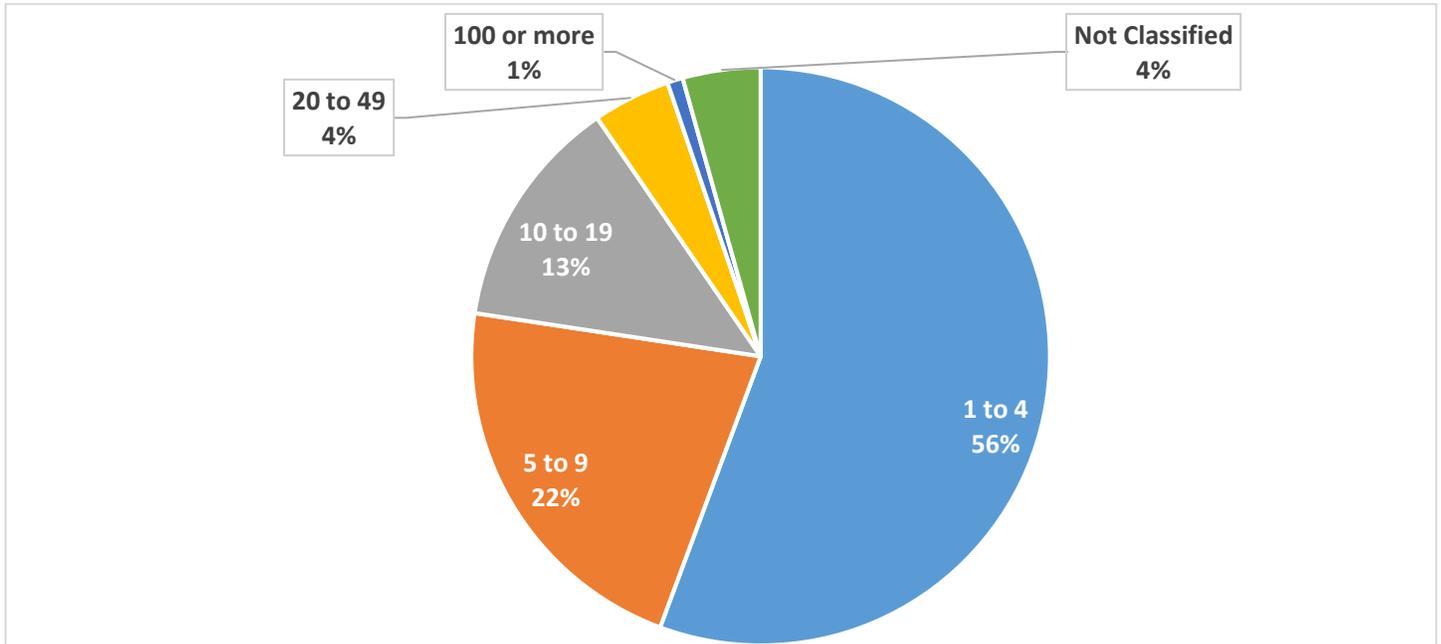
Route 9 Reservoir Number of Businesses by Industry Sector



Source: Infogroup Business-Level Data, 2016

A vast majority of businesses within the Route 9 Reservoir district were in the Healthcare and Social Assistance sector. Out of the 32 businesses in the Health Care industry, 22 are doctors' offices. This sector is followed distantly by the Public Administration and Retail Trade sectors.

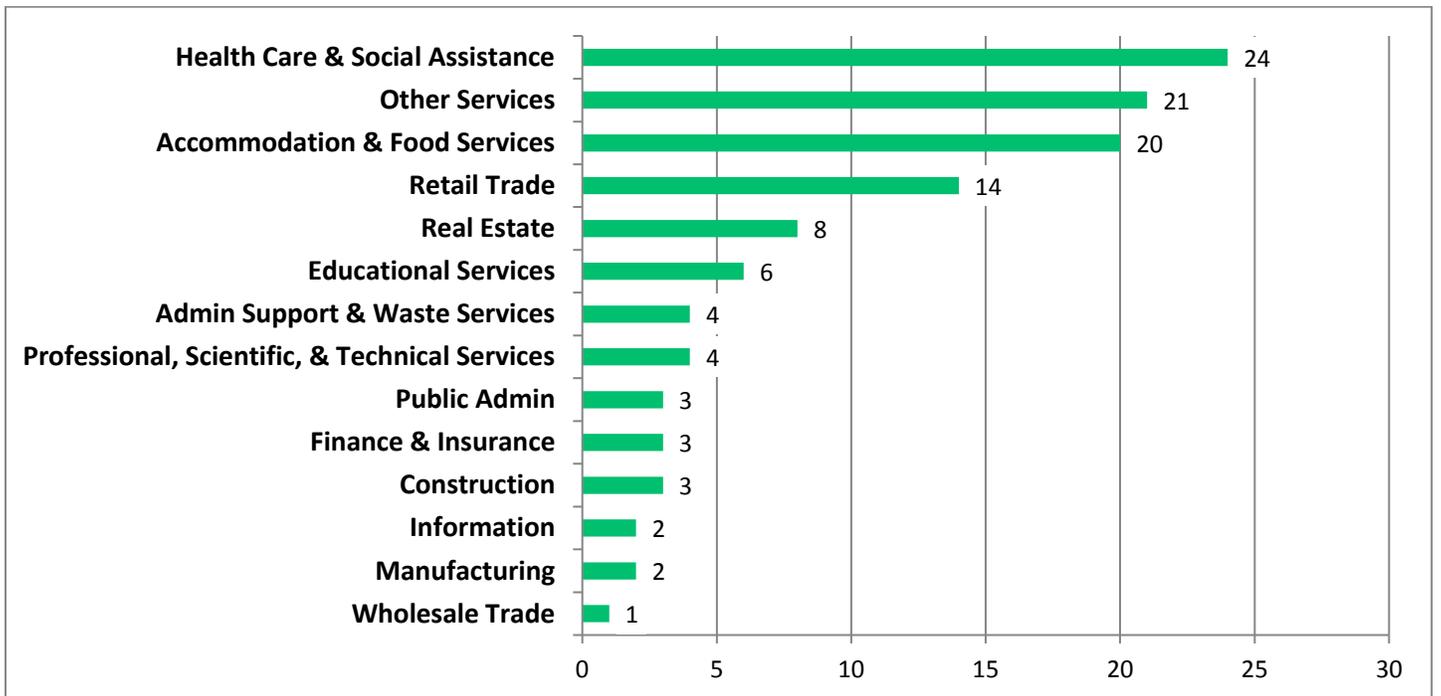
Washington Square Number of Employees



Source: Infogroup Business-Level Data, 2016

There were 115 businesses in Washington Square in 2016 and most had a staff of less than 5. Twenty-five businesses had a staff of 5 to 9, fifteen had a staff of 10 to 19, and 5 had a staff of 20 to 49. There were no businesses that had 50 to 99 employees and only one business had more than 100. Five businesses were not classified.

Washington Square Number of Businesses by Industry Sector



Source: Infogroup Business-Level Data, 2016

There was more variance within the business industry sectors in Washington Square. About 21% of businesses in Washington Square were within the Health Care and Social Assistance industry, split between dentists, doctors, and day cares. Beauty salons, nail salons, and dry cleaners were the most common Service industry businesses. Fifteen out of the twenty Accommodation and Food Services businesses were full-service restaurants.



APPENDIX IX: 2014 EDAB VIBRANCY STUDY



Vibrancy Study

**Life, Activity, and Energy in
Brookline's Commercial Areas**



JFK Area patrons dining on Harvard Street

**Brookline Economic Development Division
Commercial Vibrancy Study Committee**

June 2014

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SECTION 1: Executive Summary

Doing Well, Looking to Improve

Vibrant commercial areas are important for the Town of Brookline for three key reasons: the independent retail nature of these commercial areas defines the character for the town as a whole; the vacancy rates and economic health of the commercial properties have a direct impact on surrounding property values; and the stores and services in close proximity to residents provide residents with a high quality of life. At the request of local area merchants, the Economic Development Advisory Board (EDAB) agreed at its April 2012 meeting to undertake a study of “commercial vibrancy,” including reviewing existing conditions and researching what factors make commercial areas in other communities vibrant, as well as understanding the needs of residents, commercial property owners, retailers and other stakeholders in Brookline’s major commercial areas. The study was completed by EDAB Co-Chairs Anne Meyers and Paul Saner, business owner and Brookline resident David Leschinsky of Eureka! Puzzles and Games, and Economic Development staff Kara Brewton and Andy Martineau.

Using basic indicators such as low vacancy rates, a high percentage of independent retailers, overall appearance of our commercial areas, and our regional reputation, we conclude that **Brookline’s commercial areas are vibrant and healthy as a whole. However, there is room for improvement:**

- 1) Residents and businesses would like to see our public spaces become more active through partnerships and programming. Community leaders outside of Town Hall will explore a monthly series of events as well as a large, Town-wide event with a regional draw. The Town will leverage its limited staff and funding, prioritizing assistance to those events that are led and primarily financed from private sources.
- 2) From 2004 to 2012, we have lost 10% of our retail stores. A Coolidge Corner Consumer Survey was completed towards the end of this study indicating that the vast majority of current customers continue to come as least as often, if not more, than they have in the past few years. However, the survey results also indicate parking availability and meter time limits are an issue for a significant portion of customers. In addition to making parking easier for customers, the committee is further recommending that staff complete a business database for the town and that business associations form a commercial property owner network and create business directories and related marketing materials.
- 3) The Brookline health care industry continues to grow, but many of the buildings that will accommodate this growth are not adjacent to our core commercial areas. Economic Development staff will identify locations appropriate for health care-oriented uses in order to add more daytime employees adjacent to our commercial areas.
- 4) Our leisure and hospitality industry continues to rise, but our knowledge of visitor demographics and whether visitors have adequate information about shopping opportunities is only anecdotal. The Economic Development Division will improve the Town’s visitor website and work with our business associations to better communicate with our visitors.

Study Scope

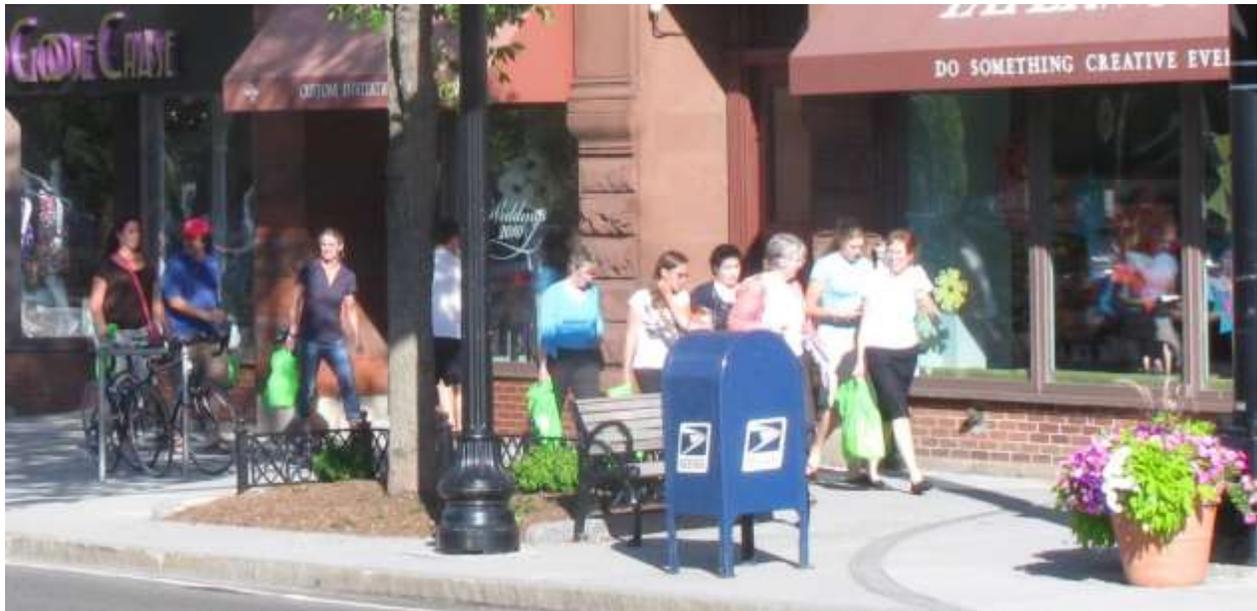
The goal of this study was to identify opportunities that might enhance “main street” commercial vibrancy. Vibrancy as it relates to foot traffic is a hot topic of late in the national media, perhaps due to systemic factors like internet shopping and changing demographics. As the retail environment continues to change in ways that are not always predictable, it is paramount that we create solutions that ensure our commercial areas remain viable, attractive places for existing and future businesses to flourish. Conversation topics during our outreach included the mix of business types; destination draws; use of public space, entertainment and tourism; parking; promotion; branding, and Town policies and practices.

Outreach and public discussion during the study included:

- Feedback from five Brookline commercial property owners (interviewed in June 2012)

- Site visits to nearby municipalities considered vibrant by Brookline residents and business owners (Northampton, MA; Portsmouth, NH; Burlington, VT; Centre Street, Jamaica Plain; Davis Square, Somerville). The study group also conducted extensive interviews with town officials, residents, business owners, business associations, and arts groups in Northampton, Portsmouth, and Centre Street.
- Brookline Neighborhood Association Meetings:
 - Coolidge Corner SouthSide and North Brookline, April 2012
 - Aspinwall Hill, Salisbury Road-Corey Farm, Washington Square, Corey Hill, and Griggs Park, October 2012
 - Brookline Neighborhood Alliance, January 2013
 - Boylston Street, Brington Road, Central Village, Emerson Garden, Greater Point, High Street Hill, Riverway Island, White Place, April 2014
- Business Forum including merchants, property owners, Chamber of Commerce and EDAB to prioritize short-and long-term goals based on research to date, May 2013
- Coolidge Corner Open Space site visit and discussion, including Parks and Open Space Director Erin Chute Gallentine, residents and resident/business owners, September 2013
- On-going discussions at EDAB and merchant association meetings

These discussions were augmented with research primarily using data from the Massachusetts Department of Labor, the 2012 Retail MarketPlace Profile for Brookline¹, Census data, the 2014 Coolidge Corner Consumer Survey, and the Economic Division’s storefront Vacancy Surveys from September 2012 and October 2013.



Shoppers on Beacon Street

¹ Environmental Systems Research Institute (ESRI) and Dun & Bradstreet

Each of Brookline's commercial areas is adjacent to, or part of, a charming and varied residential neighborhood. Brookline's largest commercial centers also benefit from their proximity to public transit, providing a means of access that many communities do not have.

Coolidge Corner is centered on the major public transit intersection of the MBTA Green "C" Line and the 66 bus route, and has activity anchors including the Coolidge Corner Theatre, Brookline Booksmith, Trader Joe's, and the Coolidge Corner Library. This major commercial area hosts events with large draws including the Brookline Farmers' Market and the Coolidge Corner Arts Festival. Just north of Coolidge Corner is JFK Crossing, aptly named for the nearby National Park Service site of the birthplace of John Fitzgerald Kennedy, and regionally recognized for its cluster of shopping and dining specialties for the Jewish community. South of Coolidge Corner, Brookline Village is known for its casual, family-friendly feel, with clusters of wellness providers, eclectic restaurants, children's retailers, and entertainment anchor Puppet Showplace Theatre. Smaller neighborhood commercial areas also have regional draws: Washington Square has recently become a restaurant hot-spot and host of the annual Wagathon dog-day event; St. Mary's Station has the Brookline Arts Center, restaurants and bakeries with a regional following, and is a regular pre-game stop for Red Sox fans; Putterham Circle has regional draw for its bakery; and Chestnut Hill for its popular restaurants.

Map of Brookline Commercial & Residential Neighborhoods

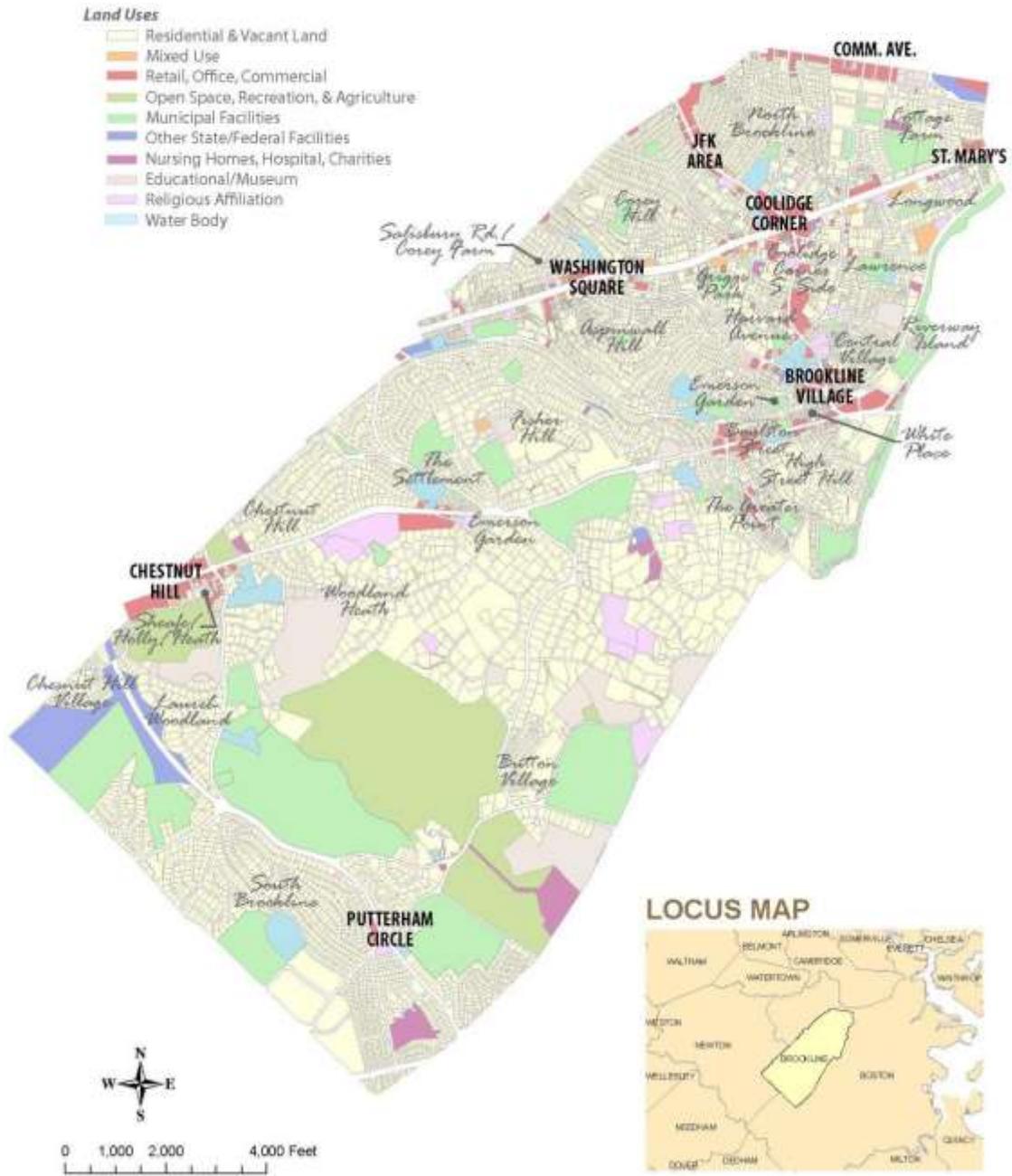


Figure 1-1 Commercial and Residential Areas Map

SECTION 2: Brookline IS Vibrant

What is Vibrancy?

The word “vibrancy” is defined by Merriam-Webster’s Dictionary as “having or showing great life, activity, and energy.” There are two connotations in this definition: valuing special, temporary, or constantly changing as good attributes; and valuing sameness, quietness, or stagnancy as disadvantages. In Brookline, some of our oldest businesses and traditions are those that are the most loved by residents, businesses, and visitors. Many residents and businesses have also talked with us about a desire for public spaces in our commercial areas to feel tucked away, where one can take a break from the urban hustle and bustle. For the purposes of this report, in Brookline we value “great life” to include access to services for a wide range of demographics, and “energy,” to include the quiet as well as the celebratory.

Other metrics sometimes used to measure vibrancy include Walkability Scores,² which are closed algorithms that assign scores to places based on the percentage of errands that can be done on foot. A “walk score” values how close together a variety of places are where you can eat, shop, find entertainment and, use government services such as schools and libraries, as well as access public transit. However, when places like Jamaica Plain and Flutie Pass in Framingham (the road between Shopper’s World and the Natick Mall), have the same scores, this suggests that this metric alone can neither be used to describe how vibrant a place is, nor describe the different qualities and characteristics one experiences while there.

Fred Kent, President of The Project for Public Spaces, recently stated³ that you can measure the quality of a public space based on the number of smiles and kisses within that space... that you know it when you see it. Groups such as the James L. Knight Foundation, which helps cities and towns by surveying residents and seeing how attached to a community they feel, have found that nationwide, there is a high correlation between attachment and growth in local Gross Domestic Product, social capital and civic participation.⁴ Some communities measure vibrancy via the bottom financial line: jobs, tax growth, and revenues. Urban planning studies usually focus on case studies, methods for public participation and process, and then append a long list of potential metrics, many of which are still qualitative, such as “quality of the streetscape and building facades.” This study sought to examine vibrancy in Brookline from all of those angles and more.

What Makes Brookline Vibrant?

Many of our site visits began with our host communities telling us that they strive to be like Coolidge Corner. Additionally, the Massachusetts Downtown Initiative, a State-administered program that provides technical assistance to communities across the Commonwealth, regularly features Coolidge Corner as an example of a commercial area with the right retail mix for a healthy local economy.

²www.walkscore.com

³Places in the Making: How placemaking builds places and communities, October 22, 2013, MIT

⁴www.soulofthecommunity.org



Where many communities have watched their commercial areas transition to predominately chain stores and expansive “life-style centers;” offering many of the same brands and product offerings, Brookline remains an outlier as hundreds of independent shopkeepers continue to call Brookline home. Many of our local shops offer a variety of goods not found on the internet or on the shelves of large national retailers; these independent shops and restaurants occupy a staggering 71% of our first-floor storefronts⁵.

Whereas many downtowns’ first-floor storefronts are now dominated by restaurants and bars, Brookline’s dining establishments are interspersed among shops and service providers. Our independent shops are supplemented by a variety of service uses, which diversifies our commercial base while enhancing the functionality of our commercial areas. Residents and visitors alike enjoy the close proximity of places to socialize while they eat, shop, and seek entertainment, as well as the easy access to life’s daily necessities.

In addition to a high percentage of independent storefronts, the vitality of Brookline’s commercial areas is apparent in the level of involvement of dedicated shopkeepers and residents who are always bringing new ideas and initiatives to the table. Many of our residents and business owners have organized community events that are grass-roots, low-cost and simple, while serving to build their brand. For example, 75% of the thousands who visit Brookline Open Studios spend money at Brookline restaurants or retailers every year⁶. The volunteer-led Coolidge Corner Arts Festival has operated for 36 years, bringing approximately 4,000-5,000 people to the commercial area on a single Saturday every year⁷. Since the beginning this study,

We care very much about the vibrancy of Brookline. We see ourselves as an incubator for smaller businesses that start up and eventually move on to other locations. We often see chain stores with great credit, but they come and go more often and are more willing to pay for an empty storefront and pack up before their lease is finished. We do not prefer chain stores to independents, but need to have a mix of both within our portfolio.

—Multi-generation Brookline resident & commercial property owner

Getting it Done all in One Place

“Coolidge Corner - the place to get s[tuff] done!”

This exclamation was proudly tweeted one day by someone who lives and works in two different Boston neighborhoods, but prefers to run his errands and shop in Coolidge Corner. When we followed up with him, we found out he likes coming to Brookline when he has a string of errands to do (retail shopping, dry cleaning, grocery shopping, and a business lunch). He feels the mix of shops is interesting and more complete in one location than other areas of Boston. Coolidge Corner works like a regional retail shopping center without the feeling of “anywhere USA” that you get at a single-owner shopping center.

—Boston resident & employee

⁵ 2013 Economic Development Storefront Vacancy Study

⁶ 2011 Event Survey by Gwen Ossenfort, Past Director of Brookline Open Studios

⁷ Estimated count from Brookline Economic Development Division, June 7, 2014

commercial areas have begun to host new events: Washington Square's Wagathon, one of the only known dog-centered events located within a commercial area, saw 900 visitors last year⁸. The annual Wellness in the Village event attracted over 200 people to learn about wellness providers in Brookline Village last year⁹. It is this level of community engagement that provides resources for business initiatives and connects residents to their business community. Based on our interviews in other communities, events in non-tourist-based towns make people "feel good" about their community, but it is difficult to quantify the direct or indirect financial impact of community events on the business community or municipality's tax base.

Double-Fisting Down Harvard
Brookline 300 was what a Town event should be — street shut down, walking down the street carrying a beer in each hand, people of all ages having the time of their life . Now that's a party!
 - Former Selectman



⁸ Based on ticket sales reported by Hsiu-Lan Chang, Washington Square Association, 2013
⁹ Estimated count from Brookline Economic Development Division and Health Department, 2013

Measuring Vibrancy

Measuring vibrancy in commercial areas is difficult. In Brookline, we assess the health of our commercial areas in ways that reflect the values of our residents and businesses:

VACANCIES & UNDERUTILIZED PROPERTIES: Clearly, the lower the vacancy rate, the better. Brookline's 6.3% storefront vacancy rate in 2013 tells us that we are slightly (1%) higher than the year before, but still lower than the 7.1% we saw in 2009, at the height of the recession.

OVERALL MIX OF BUSINESSES: We also keep track of the percentage of independents and retail/restaurant/service mix, although we hear a wide range of opinions of what our targets should be, if any. More importantly, this annual data collection would help us see any sudden shift in the character of our commercial areas. We also use this data as a point of departure for community discussions. Since 2009, the mix of storefronts as retail/restaurant/service has been fairly steady, and in 2013 was approximately 20% retailers, 24% restaurants, and 56% service uses.

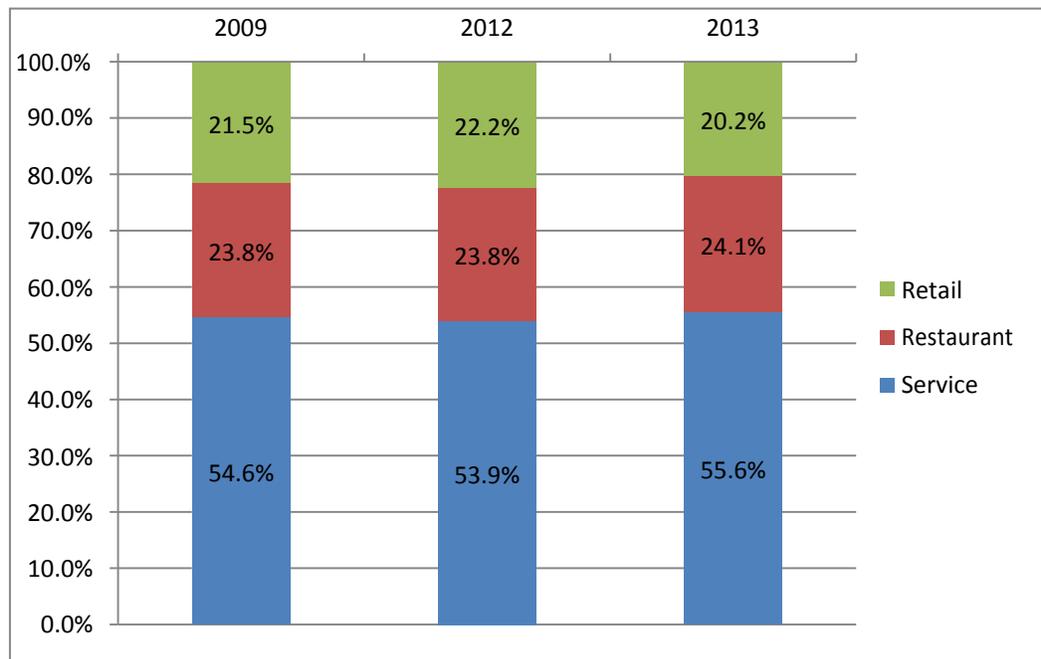


Figure 2-1 Mix of First-Floor Storefront Business Types, 2009 to 2013

HEALTH OF EXISTING BUSINESSES: The percentage of our store fronts as retail businesses has remained relatively flat, declining only 1.3% since 2009¹⁰. However, as explained later in this report, state data shows a 10% decline in the number of retail businesses from 2004 to 2012, almost twice the loss rate as our region¹¹. Our hotel and meals tax revenue is an indicator of health for our accommodations and food service industries, as well as an important \$2 million revenue source for the Town. As shown in the

Sometimes I think people don't get it. They tell me they are so glad there is a restaurant like mine in their neighborhood, but then I see them walk by the next day with a Starbucks coffee cup. Don't they understand that every Starbucks cup I see is a punch to the stomach? Would they really care if I weren't open anymore?

—Brookline Village resident & business owner

¹⁰ 2009 to 2013 Brookline Storefront Vacancy Report

¹¹ MA Department of Labor Statistics

following charts, our lodging excise tax continues to rise over the long-term, but our meals tax is relatively flat.¹² After beginning this study, we also began to keep track of the meals tax revenue per restaurant and lodging excise tax revenue per room to better understand the average health of businesses in these sectors. While lodging tax per room continues to steadily grow, the meals tax per restaurant may indicate that Brookline has reached a saturation point with regards to the total number of restaurants that the current residents and daytime population can support.

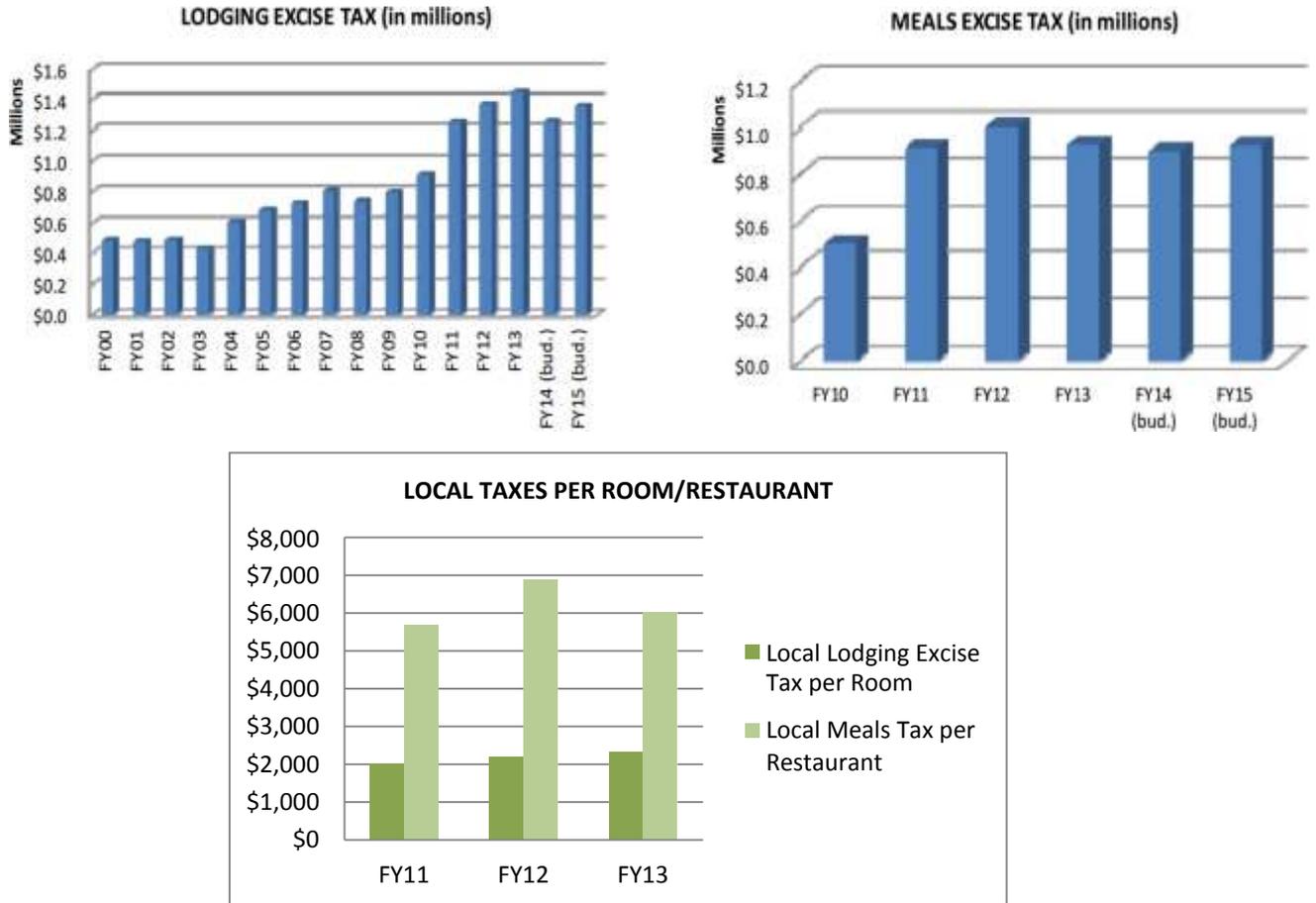


Figure 2-2 Lodging & Meals Tax as Healthy Business Indicators

¹²Town of Brookline FY15 Financial Plan

REGIONAL REPUTATION: We keep track of our commercial areas' reputation based on reports in the media, and from residents, business owners, property owners, employees, and professional peers. Throughout this report, you will see quotes from all of these points of view.

This data indicates Brookline's commercial areas are vibrant, especially with regard to our overall vacancy rates and hotel industry. However, as we will discuss, we are concerned about our retailers' reports of a sharp decline in foot traffic and individual sales numbers over this past year combined with state data indicating our retail industry has performed worse than our region since 2004. Additionally, the local meals tax per restaurant data makes us cautious about how many more well-performing restaurants our local economy can support.

All is Well in the Village

"We hear how Brookline Village used to be full of quirky antique shops that people liked to peruse and wander through. We have to celebrate what we have today. In the Village, it's a wonderful mix of alternative health, yoga and health studios, massage therapists, etc. The huge turnout we saw at the Wellness in the Village event showed us how to band together and be a regional attraction for a new type of business cluster in the Village."

—Brookline Village business owner

Why Are You Asking Us?

"We would love to be as vibrant as Coolidge Corner, and are so surprised to find you looking to us for ideas! We have some great town-funded events thanks to a very active Chamber of Commerce, but what our residents really need is a bank and a pharmacy - not just tourist-based retailers."

—Portsmouth, NH resident & business owner

SECTION 3: WHAT WE HEARD FROM THE COMMUNITY

From the numerous site visits and interviews with stakeholders in other communities, the Study Committee distilled several factors that contribute to the vibrancy of Brookline's commercial areas. These ideas were presented during a joint meeting between the Brookline Neighborhood Alliance (BNA) and the Economic Development Advisory Board (EDAB) in January 2013, as well as during a business forum in May 2013. Both meetings included residents and businesses and commercial property owners, all of whom were invited to give their perspectives on the vitality of our commercial areas.

During the joint BNA/EDAB meeting, participants referenced many of the things they enjoy about Brookline's commercial areas as well as things that could be improved. The word cloud below (Figure 3-1) depicts the variety of items mentioned during the meeting, many of which reflect the Study Committee's findings with regards to the components of a vibrant commercial center. The larger, bolder words were said more frequently either as a concern or something people wanted to see more of – in other words, important topics.



Figure 3-1: Word Cloud from January 2013 EDAB/ Brookline Neighborhood Alliance Meeting

In May 2013, the Study Committee hosted a business forum to present their preliminary findings. The Study Committee also wanted to help those engaged in implementing next steps to prioritize short and long term initiatives as well as to form working groups to carry out specific tasks going forward. The following items were identified and corresponding working groups created as a result of this meeting:

1. Events

Host events more frequently and consistently publicizing them with regular media releases of upcoming events across all commercial areas.

2. Open Space

Identify spaces and targeted methods for improving existing street furniture as well as designs for more substantial changes to public spaces in the future.

3. Community Group Staffing

Identify additional resources for expanding volunteer capacity to orchestrate events in commercial areas.

4. Wayfinding

Improve signage for cultural and institutional anchors as well as create a centralized business directory for each commercial area.

5. Commercial Mix

Start a commercial property owner organization for exchanging ideas and information between residents, businesses and property owners in order to maintain the perception that our commercial areas are good places in which to shop.

SECTION 4: PUBLIC SPACES

The Study Committee identified early in the process the important role public spaces play in enhancing the overall vibrancy of a commercial area. Attractive, well-designed, multi-use spaces were a common theme in many of our site visits during which the Committee observed spaces that provide a place to meet for morning coffee, a spot to enjoy a quick lunch outside the office, and a performance venue for artists and musicians in the evening. Inviting public spaces are a critical component to vibrancy because they are the face of a commercial area.

If patrons come to a commercial area because of a particular shop or destination draw, public spaces can serve either as an incentive to stay or a reason not to return. With that in mind, Committee members, residents and staff have been hard at work improving our existing public spaces, making them cleaner, greener and more inviting. The most notable example of these efforts is the recent changes to regulate and remove unsightly news boxes. These changes are the result of citizen activism (thanks to Town Meeting Member Jean Stringham and former Selectman Richard Benka) and have produced noticeable results in the form of less trash and graffiti in some of our most heavily traveled areas.

Every Day Experience Matters

When you walk in this area every day as a resident, things like graffiti, cigarette butts, gum on the sidewalks, and storefronts that have been vacant for years are extremely frustrating! Why are we talking about “more” benches if we can’t take care of what we have?

—Coolidge Corner resident

Economic Development staff have also begun collaborating with the Parks and Open Space Division of the Department of Public Works, residents, and shopkeepers to survey high traffic public spaces that are well maintained, but underutilized¹³. Efforts to address underutilized public spaces stem from the desire to identify design elements and programming to enhance their aesthetics, utility and connectivity with the surrounding areas. Well designed, well programmed public spaces that are integrated with their surroundings can define a commercial area’s sense of place by creating an active and inviting streetscape.



Pocket park at the corner of Pleasant and Beacon Streets (Coolidge Corner)

While Brookline has many public spaces in its core commercial areas, the Committee’s examination of the issue revealed that there is a demand to create one or more public spaces that can serve as a performance venue. Spaces used for music and theatrical performances were abundant in the Committee’s site visits, and the need is growing in Brookline as commercial areas continue to organize more community events. Public spaces with the right programming add value to commercial areas beyond entertaining patrons; they help foster an image that a commercial area is “happening.” Programming for public spaces is a low-cost, high-return investment that often requires very few physical changes to transform a space from overlooked to destination draw.

¹³<http://www.brooklinema.gov/DocumentCenter/Home/View/435>

Responsibility for Maintenance

The Parks and Open Space Division does an excellent job maintaining our public spaces throughout town. However, residents and shop owners have expressed interest in having more container plantings, benches and tables. In some instances, materials and spaces could be sponsored by residents and shopkeepers. All of the above would inevitably require more maintenance and upkeep, and would necessitate some form of public-private maintenance plan to ensure any improvements do not fall into disrepair.

Shopkeeper

After a recent trip to England, we were struck by the difference of calling a store owner a “shopkeeper” rather than a “merchant.” We already have many businesses that have been here a long time and are proud of their storefronts. “Shopkeeper” seems to have a connotation of being here longer term, caring more about the upkeep in front of one’s store, and being an integral part of the community.

—Town Meeting Member

SECTION 5: BROOKLINE RESIDENTS

There is much to be learned from Brookline’s demographics, and how those factors relate to issues such as commercial mix, shopping habits, and the extent to which our commercial areas appeal to resident-customers. Understanding this data and making necessary adjustments will be paramount for the Town as well as for shop owners to ensure that the latter are meeting the needs of their existing customer base and beyond.

When we look at our 58,732 residents by age in the chart below, we see that as of 2010, our largest age bracket is the 20 to 29 year olds¹⁴. Although overall there is a 55/45 ratio of females to males, this gap becomes even more pronounced in our young adults where 59% of the 20 to 29 year old Brookline residents are females. Related to commercial vibrancy, we looked deeper into our census data to help our shops, services, and restaurants better understand the demographics of the majority of our residents. The resulting information was surprising to staff and leads to even more questions.

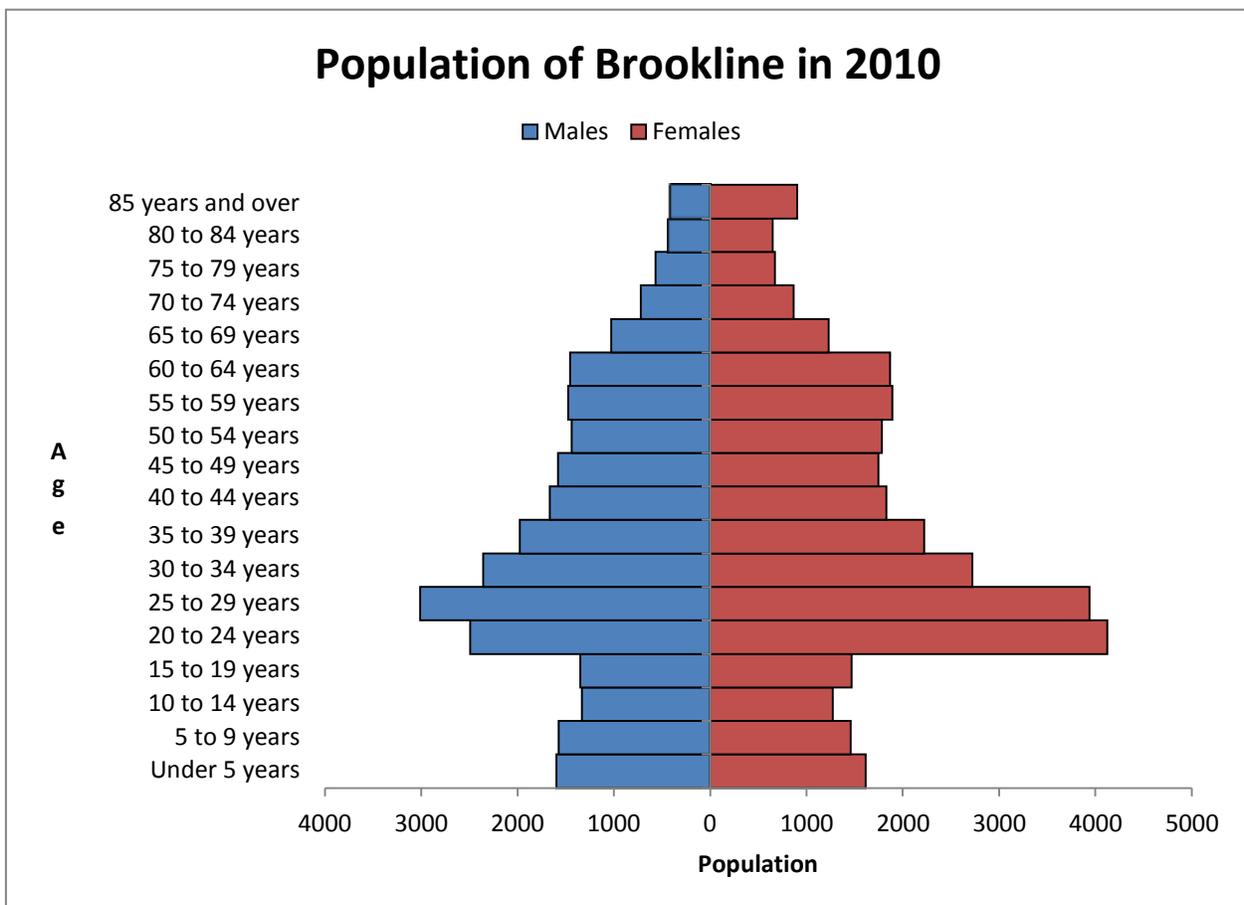


Figure 5-1: Age Demographics of all Brookline Residents, Census 2010

¹⁴DP-1 Profile of General Population and 2010 Demographic Profile Data, Census

Brookline Adults are Working and Commuting

In 2010, 69% of residents over the age of 16 were employed¹⁵. Of those over the age of 16 who were employed, 42% of them were in the educational services and health care/social assistance industry, and only 8% work at home. Additionally, approximately 60% of residents that commute to a worksite do so by means other than driving alone (public transit, walking, taxi, carpool, and bicycle). Therefore, if our businesses' target is the large segment of non-auto commuters that use transit and/or bike in our commercial areas, we would be capturing a significant portion of our adult residents and a lot of potential customers.



Eureka Puzzles Owner, David Leschinsky demonstrating toys during First Light Festival 2012

Of residents in the labor force that have children under 6 years old, 66% of them report having all parents in the family in the labor force, and of those that have children 6-17 years of age, 76% report having all parents in the family in the labor force. This information suggests that businesses primarily serving households with children may want to consider operating hours beyond the typical workday or offer more social activities to incentivize shopping in Brookline relative to nearby shopping centers.

Shopping is Social

Shopping has evolved to become a social activity; it's no longer just about making a purchase, it's also about the experience.

- Brookline resident and Coolidge Corner business owner

A Majority of our Households Moved Here in the Last 10 Years

61% of our households have moved here in the last ten years, and 42% have moved here in the last five years¹⁶. A majority of the heads of households who have moved here in the last five years are under 35 years old and are six times more likely to rent than to own their home. Our businesses already know that they have to constantly market themselves to be successful; however, they would benefit from a better understanding of how to reach Brookline's steady influx of new residents and their needs. The chart below compares

¹⁵ 2008-2010 American Community Survey 3-Year Estimates, US Census, Table DP-3

¹⁶ 2005-2010 American Community Survey 5-Year Estimates, US Census, Table B25128

Brookline to nearby communities with regards to household tenure (years they have lived in their home). Brookline tends to have a residential population more similar to Jamaica Plain than Newton in tenure.

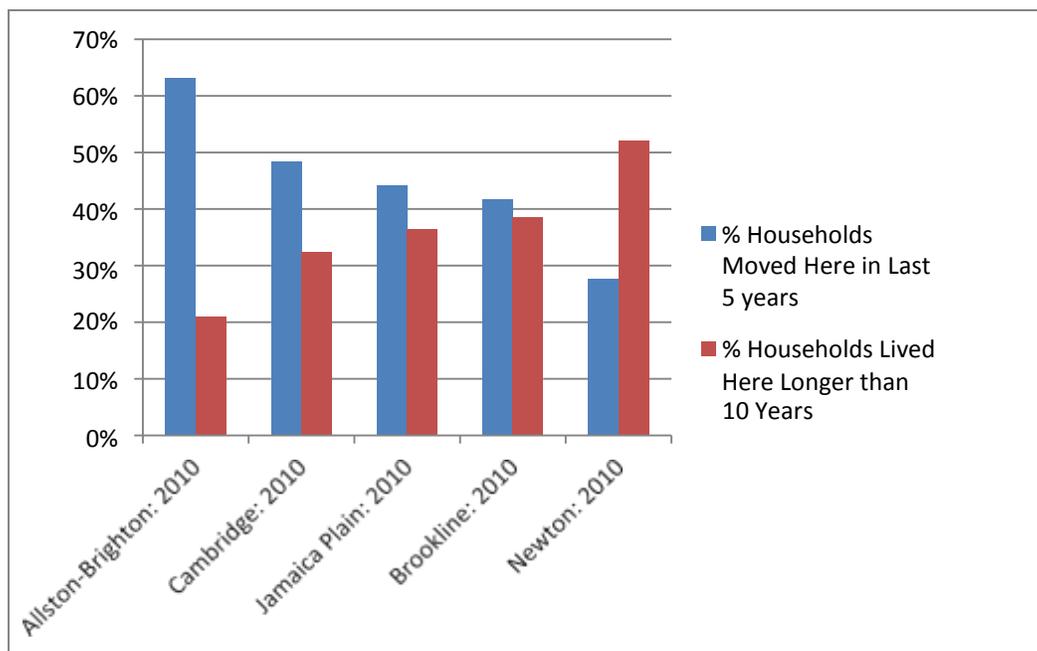


Figure 5-2 Brookline household tenure compared to nearby communities, Census 2010

Further research is needed to better understand the people who are living here for a short time: the reasons why people choose to move to Brookline, as well as what factors cause them to move elsewhere. This information could also help the Town better understand how to encourage civic participation among new residents and how to integrate them into the fabric of their new community. Economic Development staff experiences a large number of new residents asking basic informational at community events like Brookline Day and the Walking Tours program¹⁷. Educating new residents about the various active community groups and organizations in Brookline is one way for residents (new and old) to plug in to different events and on-going initiatives happening in the community. The James L. Knight Foundation teamed up with Gallup to launch the “Knight Soul of the Community” project and, after interviewing 43,000 people in 26 communities, found the three main qualities that attach people to place are social offerings (entertainment venues and places to meet), openness (how welcoming a place is), and the area’s aesthetics (its physical beauty and green spaces)¹⁸.

On Main Streets Programs

I guess the City [of Boston] pays for balloons for the main streets program, but what really makes Jamaica Plain is all the adjacent advocacy resident groups that care about their neighborhood. Whether it's the arts or caring for the poor, that's what makes a community.

—Jamaica Plain business owner

Distribution of Wealth

Although the average household income for Brookline suggests we are a wealthy community, a 2012 report issued by the Brookline Community Foundation found that wealth distribution has become increasingly disproportionate. From 2000 to 2010, the number of households making less than \$15,000 or more than \$100,000 increased, while the number of those in middle income categories declined¹⁹. We also know that as

¹⁷ www.brooklinema.gov/walking

¹⁸ Knight Soul of the Community Overall Report, November 2010

¹⁹ Understanding Brookline, Emerging Trends and Changing Needs, A Report from the Brookline Community Foundation, pgs. 11-14

of 2012, 41% of our households are spending more than 30% on housing costs²⁰. This suggests that there may be demand for both specialty stores as well as stores offering a wider range of goods and price points. Further research is needed via customer intercept surveys and focus groups to better understand how income distribution relates to retail demand and customers' needs.

Brookline Buying Power

We know that town-wide the median family income is approximately \$150,000²¹. As described earlier, we can distill some general demographic characteristics by looking at census data. However, until we look at more in-depth market research, we don't know how much of a household's income is available to be spent on shops, restaurants, and services. Companies such as Dun & Bradstreet aggregate actual sales reported in each municipality, and combine that information with income/expense data for households and regional trends in the types of products or services to which people are likely to apply their "buying power."

In 2012, Brookline residents had an estimated median household disposable income of \$72,456²². The total Brookline, non-food retail demand was \$1.1 billion in 2012. However, Brookline retail sales were considerably less than half of that at \$405 million. A surplus of retail demand compared to sales within an industry sector is referred to as a "leakage" of opportunity. For example, the retail demand for clothing stores was \$66.4 million in 2012, but our stores only captured \$15.6 million of that demand. Leakage of retail opportunity tells us that, on average, Brookline residents are spending more money outside of Brookline (including internet sales) than within. Given the available buying power and the large leakage shown in the two charts below in almost all retail sectors, businesses should explore incentives for people who already live here to make more of their purchases here rather than online or outside of the community.

²⁰ Table B25106, Tenure by Housing Costs, 2010-2012 American Community Survey

²¹ US Census 2009-2011 American Community Survey 3-Year Estimates, Table B19119

²² 2012 Retail MarketPlace Profile data from ESRI and Dun & Bradstreet

Figure 5-3b, Leakage and Surplus of Brookline Retail Sales, 2012, ESRI and Dun & Bradstreet

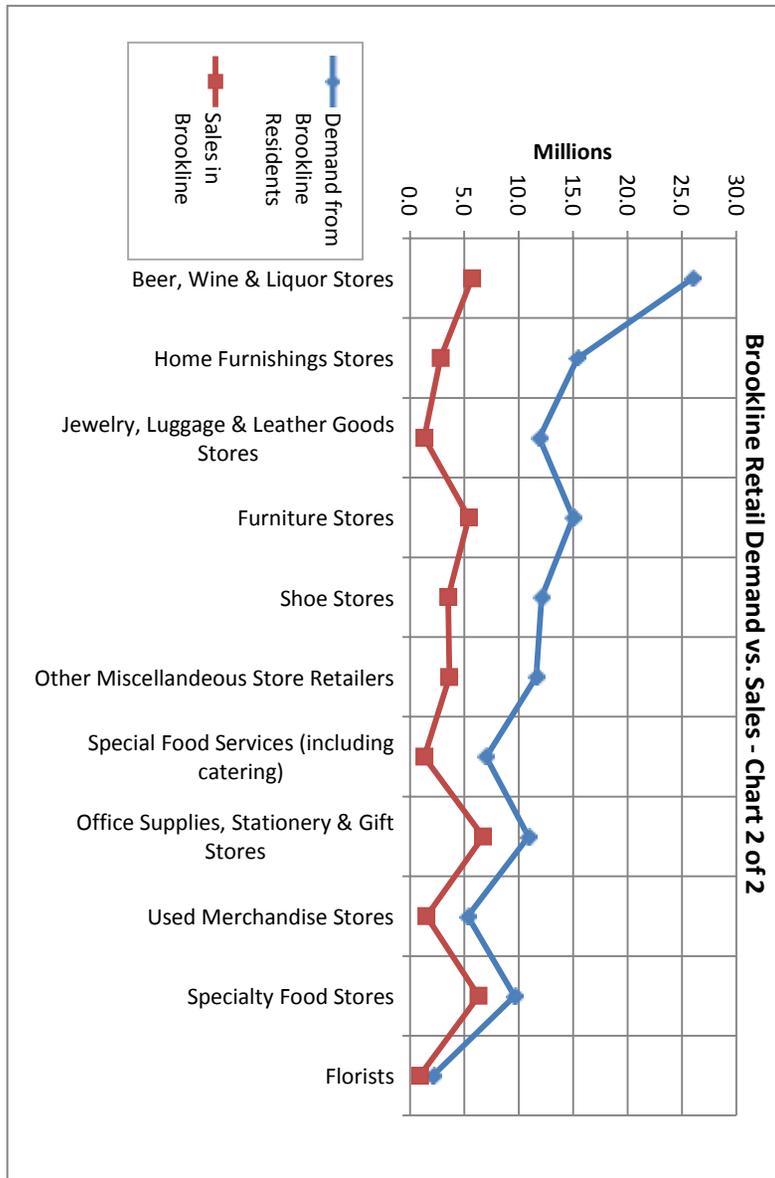
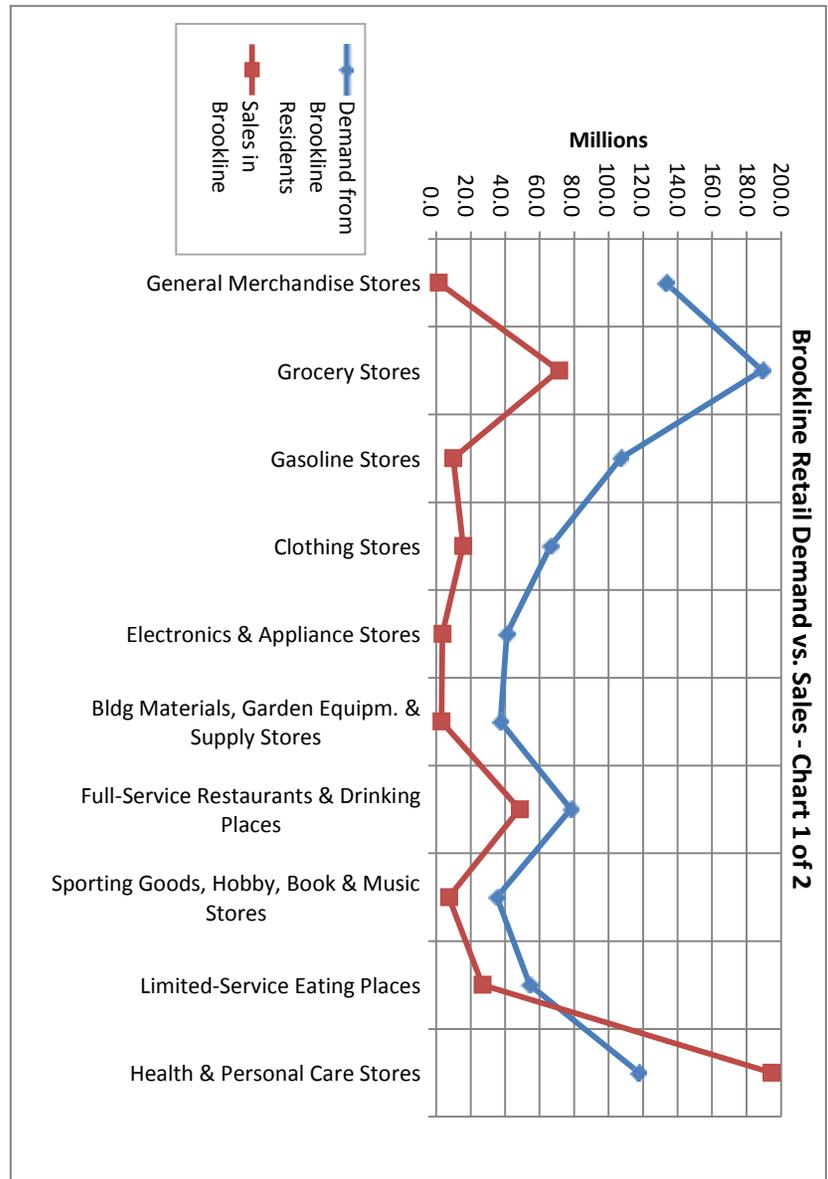


Figure 5-3a, Leakage and Surplus of Brookline Retail Sales, 2012, ESRI and Dun & Bradstreet



SECTION 6: RETAIL IS DIFFICULT

Navigating a Changing Landscape

Small business owners have a passion for their craft and many open their doors because they want to share that passion with the community. In Brookline, we are fortunate that so many small business owners have chosen to do so here. Unfortunately, there is not always strength in numbers. Retail is challenging for a number of reasons, most of which are not exclusive to Brookline. High rents, little to no control by the retailer of the types of businesses that locate next to each other, high marketing costs compared to national chain stores, and competition from growing online retail all combine to make life difficult for small business owners. Conversations with residential property owners and tenants revealed an exponential increase in the number of package deliveries filling up the mail rooms over the past few years – proof that internet shopping is also growing in Brookline.

Two dozen retail businesses in Coolidge Corner and Brookline Village estimate 10-20% reduced foot traffic in our larger commercial areas from 2012-2013. These retailers are reporting a 10-30% decline in both numbers of ticket sales and overall revenue over the same time period. Unfortunately, there is not enough pedestrian data over time that would quantify changing patterns or fewer people shopping in our commercial areas in this past year compared to a longer period of time. The Boston Region Metropolitan Organization's Central Transportation Planning Staff (CTPS) has a bicycle count database going back to 1974, but only one bicycle and pedestrian count is available for Brookline commercial areas since 1997²³.

Almost all retailers have seen a similar decline in their other stores in other communities, or with peers in their industry. Some of those businesses reporting flat sales have changed their product offerings, augmenting sales by travelling to special events throughout the region, and/or have added services (such as parties, speaker series) that help compensate for lost revenue. Others are resorting to reducing their employees' hours to balance the reduced overall revenue.

A few retailers are concerned that the decline in the number of customers in Brookline is above and beyond that of regional trends. In this past year, we have seen significant improvements and additional retail space open in nearby communities such as Fenway and Chestnut Hill/Newton. The Town of Brookline has also undertaken a series of parking meter changes. We know the landscape is constantly changing as evidenced by the number of residents who have been here for less than five years. Part of the impetus for this study was to gain a better understanding of these factors and other existing conditions in order to identify factors that we can influence.

Retail in Brookline Compared to Regional Trends

While we do not have conclusive information on whether the number of shoppers has changed in Brookline over the past few years, we can better understand how our retail sector is faring compared to our region as a whole. We studied 2004 and 2012 data from the Massachusetts Executive Office of Labor & Workforce Development (EOLWD) for the Town of Brookline and the Metropolitan New England City and Town Statistical Areas (NECTA) of Boston – Cambridge – Quincy, MA-NH area (see Figure 6-1 on the following page). Whereas the region has seen 5.6% less retail stores, the Town of Brookline has seen 10.4% less retail

²³Economic Development staff and a dozen resident volunteers conducted a pedestrian and bike count on Saturday, June 14th, 2014 and the peak hours (12-2 pm) saw a range of 1,600 to 3,200 pedestrians at various locations in Coolidge Corner over a two hour period. For counts from 1997 and before, see http://www.ctps.org/apps/bike_ped4/bike_ped_query.html

stores. Approximately half of the retail lost was in the clothing/clothing accessory industry; other Brookline retailers that closed included electronics/appliance stores and building material/garden stores.

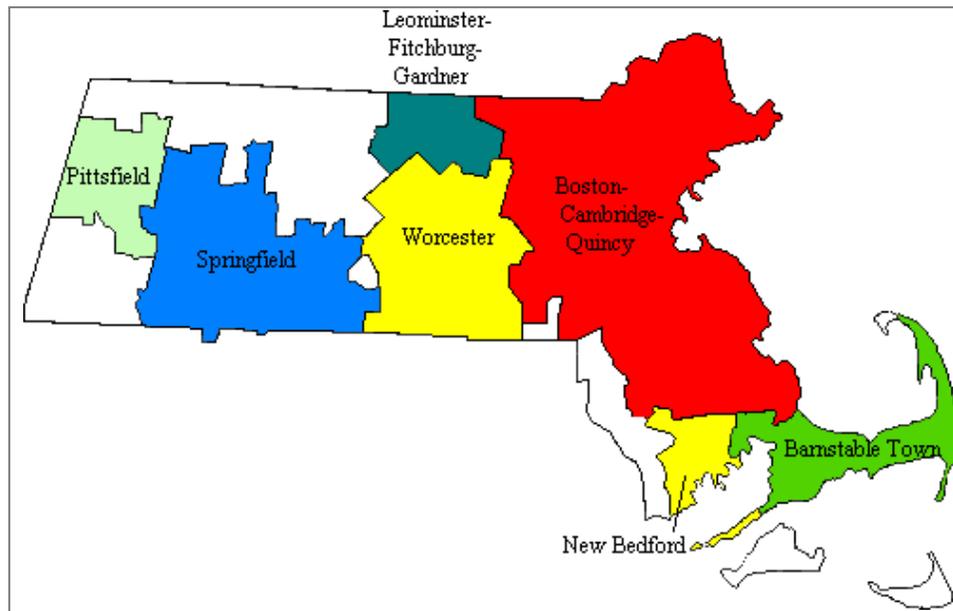


Figure 6-1: Metropolitan NECTA of Boston-Cambridge-Quincy, MA-NH area, EOLWD

Individual retailers have expressed concern that as the overall retail industry retracts, some blocks will no longer be attractive to window-shoppers, further reducing the likelihood that people will walk by their stores. This tipping-point can be seen in some neighborhoods like Washington Square and Davis Square (Somerville), which have earned a reputation as very vibrant commercial districts, but the number of retail stores is few and far between.

The previous section on buying power tells us that a decline in Brookline retail is not due to the ability or interest of Brookline residents to buy these goods; in fact, residents are going outside of Brookline to make some of these purchases. If macro trends such as increasing internet sales were the sole cause of these changes in shopping patterns, we would see these business types performing similarly to our region.

We wondered whether retail in Brookline was declining faster than the overall region due to our smaller-sized storefronts. When we analyzed only the retail industry categories most likely to locate in smaller spaces, Brookline's loss of retail stores from 2004 to 2012 was at a similar rate as Newton and Cambridge, but higher than Boston, Somerville, and the overall region. For the purposes of this report and as shown in Figure 6-2 below, "small format retail stores" includes home furnishings stores, electronics and appliance stores, lawn and garden equipment/supplies stores, specialty food stores, beer/wine/liquor stores, health and personal care stores, clothing and clothing accessories stores, sporting goods/hobby/book/music stores, general merchandise stores other than department stores, and miscellaneous store retailers (florists, office supply, stationery and gift stores, used merchandise stores, etc. We are excluding motor vehicle and parts dealers, furniture stores, building material and supplies dealers, grocery stores, gasoline stations, department stores, and nonstore retailers such as mail-order houses.

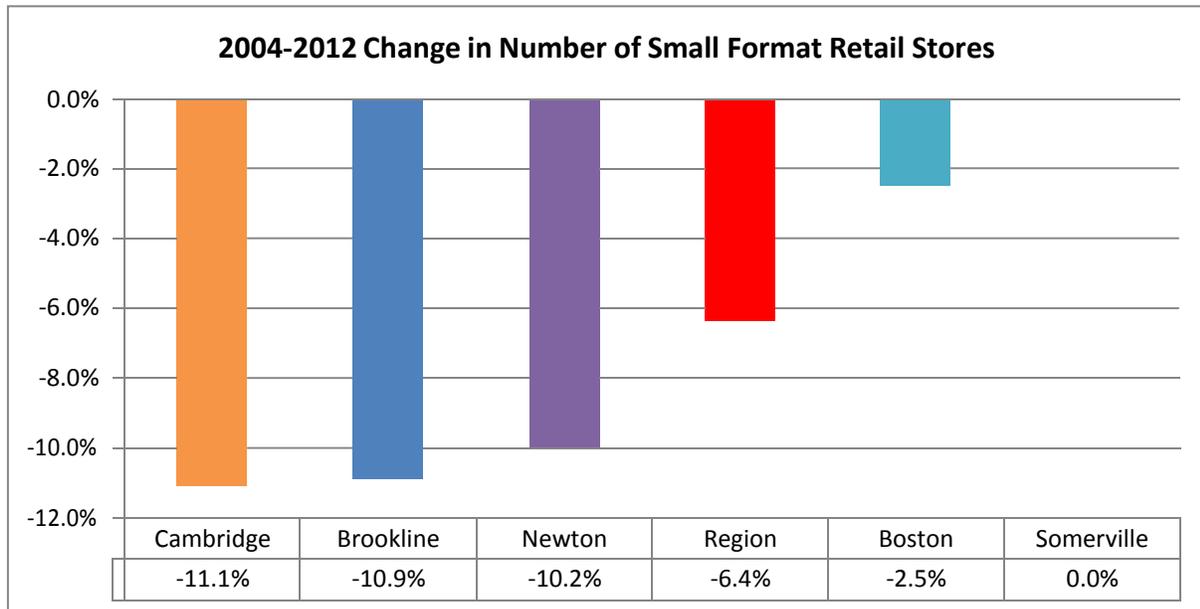


Figure 6-2: Loss of Small Format Retail Stores, Brookline Compared to other Municipalities and the Boston-Cambridge-Quincy, MA-NH Region, EOLWD

Individual retailers have expressed concern that as the retail industry retracts, some blocks will no longer be attractive to window-shoppers, further reducing the likelihood that people will walk by their stores. This tipping-point can be seen in areas like Washington Square and Davis Square (Somerville), which have earned a reputation as very vibrant commercial districts, but the number of retail stores is few and far between.

Parking

Other changes and emerging needs specific to Brookline revolve around parking. Many of the places the Committee visited provide ample parking that is easily found and long-term parking options, giving visitors piece-of-mind while they shop and dine. The answer to whether or not Brookline has adequate parking will vary depending on whom you ask, but one thing that many agree upon is that parking in town is not easy. Over the past four years, the Town has made several changes to the location and payment methods for parking in commercial districts. All of these changes were made in an attempt to leverage new technologies to make parking easier.

“There needs to be a new committee to oversee the parking meter oversight guys! Creating 15 minute spots need to have real meters! You can’t be under the gun in the quick turnaround spots by CVS in the Centre street lot and fumble for another 15 minutes lining up with a million other folks at the pay on foot system. If you’re gonna reinstate meters — do it intelligently.”

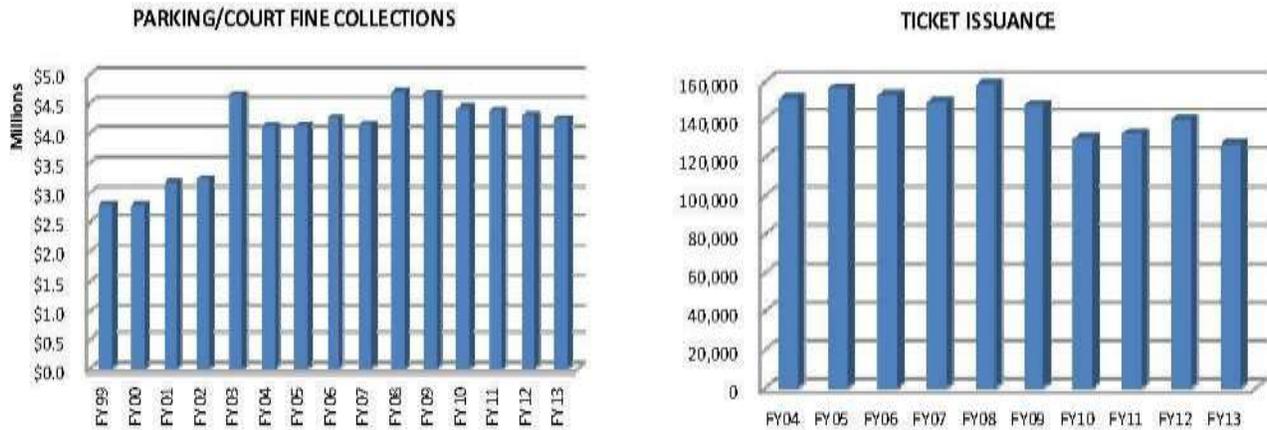
- Brookline Resident

However, these frequent changes also resulted in a perception that expired parking meters were being ticketed faster, generating a lot of confusion and angry residents, and visitors. During this same period, we saw a decrease in overall parking tickets. Some businesses believe this overall decrease in parking tickets is due to two major behavior shifts that negatively affect their business: (i) customers are no longer willing to risk any shopping time past their meter time; and (ii) customers have decided to shop where parking is "easier" - either at shopping centers with unlimited parking times or

It seems like all these businesses that are expected to pay taxes, high rents, fix the buildings they are in, etc., should be rewarded by the Town. Why not return some of that money to help with problems like parking or funding events?

—Brookline resident & commercial broker

online. 12% of Coolidge Corner customers report they come to the area less frequently than the last few years²⁴. The most common reasons cited were moving further away and parking (space availability, cost, and tickets). Additionally, a majority of the other commercial centers patronized by Coolidge Corner customers were ones with private parking availability (and no parking tickets).



While there is a significantly higher amount of parking fine revenue being collected than prior to the fine increases (the \$4.2 million estimate is \$1.2 million, or approximately 40% higher than the average annual collections prior to the fine increases), there has been a decrease in issuance since the FY02 peak, when 204,000 tickets were issued. By FY04, there were 53,000 fewer tickets written. Since then, the number of tickets written has dropped to approximately 127,000 in FY13. This represents a decrease of 38% since the peak in FY02 and a 20% decline since FY08.

Figure 6 -3 Parking Fines and Ticket Issuance

As it relates to vibrancy, if businesses are seeking to expand their customer base, the Town should make every effort to make parking simple and predictable so that customers do not simply drive through our commercial centers on their way to shopping areas with easy and predictable parking options.

Services Replacing Retail

According to the Massachusetts Department of Labor, from 2004 to 2012, the number of Brookline retail businesses decreased by 10%. During that time, the number of service use businesses has increased by about the same amount, including auto repair, laundry and dry cleaning services, personal care such as hair and nail salons, funeral homes, membership organizations, social advocacy organizations, childcare businesses, and banks. Our 2013 store-front vacancy survey shows an overall mix of 55% service uses, 27% restaurants, and 18% retail stores. The Department of Labor predicts that our region will see an additional 1.4% decline in retail establishments from 2010 to 2020, but as we saw from 2004 to 2012, this may not be an accurate prediction for Brookline. Based on retailer trends, we expect to see more blurring between these categories, as more retailers offer social activities, lectures, etc.

Over recent years, we have seen less and less pedestrian traffic during the daytime. People are shopping more and more on the internet, often coming into my store only to ask us for ideas, compare items, and they take photos or write down the information — and we don't make the sale. As more and more retailers go out of business, are we headed towards a tipping point where we will only see service based businesses and restaurants?

—Coolidge Corner resident & business owner

²⁴ Coolidge Corner Customer Survey 2014

SECTION 7: OFFICE & MEDICAL OFFICE

We have 16,872 employees (part-time and full-time) who work in Brookline every day²⁵. 16,872 people in Brookline during the day who are able to shop, eat, and use our service businesses. 46% of these employees are in industry sectors most likely located in office or medical office spaces: Health Care and Social Assistance, Professional & Technical Services, Administrative Services, Information, Finance & Insurance, Real Estate, Rental and Leasing, and Other Services. For purposes of this report, we will separate Health Care & Social Assistance as “Health Care” employees²⁶ and the other sectors as “Office” employees.

Non-Medical Office Down

From 2001 to 2012, Office employees decreased from 3,589 to 2,326, or a loss of 1,263 employees. A couple of larger employers have moved some of their operations out of Brookline or consolidated operations in Brookline, creating some vacancies in the non-medical office market. For example, the New England Institute of Art pulled out of the 303 Boylston Street property, Brookline Bank moved its headquarters to downtown Boston, and Partners Healthcare consolidated some of its non-medical office space within Brookline. We also heard from one small, growing technology company that wanted to remain in the heart of Coolidge Corner, but could not find a large enough space that could compete in price with office space in the financial district and Cambridge.

What can Brookline do to keep innovation businesses like mine, or attract new start-ups? You can do four things:

- 1) Support the restaurants and retailers; it's what makes it cool to invite potential clients to Brookline.
- 2) Get Hubway.
- 3) Get rid of every other stop on the Green Line.
- 4) Build larger floorplates of office space.

—Small technology business owner that moved out of Brookline 18 months after this 2011 quote, after not being able to find large enough office space in the heart of Coolidge Corner.

Health Care Employment Up

During the same time period of 2001 to 2012, Health Care employees increased by 1,393 – from 2,828 to 4,221 employees - more than replacing the loss of office employees. This group includes offices of physicians/dentists and diagnostic laboratories, nursing and residential care facilities, and individual and family services. The Massachusetts Department of Labor projects a 15% to 25% growth in these jobs from 2010 to 2020²⁷. Unfortunately, this increased demand of health care cannot easily fit into all of the existing office space because of physical/structural differences between these types of uses. Medical office usually requires taller floor to floor heights and more parking than non-medical office space. Additionally, nursing and residential care facilities require significant building systems not found in existing office space.

As shown on Figure 7-1 on the next page, many of our Health Care employees are not directly adjacent to our retail areas. In addition to identifying new medical office space in close proximity to our core commercial areas (such as the long-awaited 2 Brookline Place Children’s Hospital development), we need to explore, with the business community ways to encourage our existing medical office employees to shop, dine, and use services in our core commercial areas more often.

²⁵ MA Department of Labor 2013 Third Quarter, Average Employment and Wages by Industry, All Ownership.

²⁶ Child Day-Services excluded from this sector

²⁷ Brookline is located in the Metro/South West Investment Area (WIA), which includes Canton, Plainville, Hopkinton and Littleton. The Boston WIA is only the City of Boston. The range described here reflects the range between these two WIAs.

Map of Major Brookline Hospital, Assisted Living, & Medical Office Employers

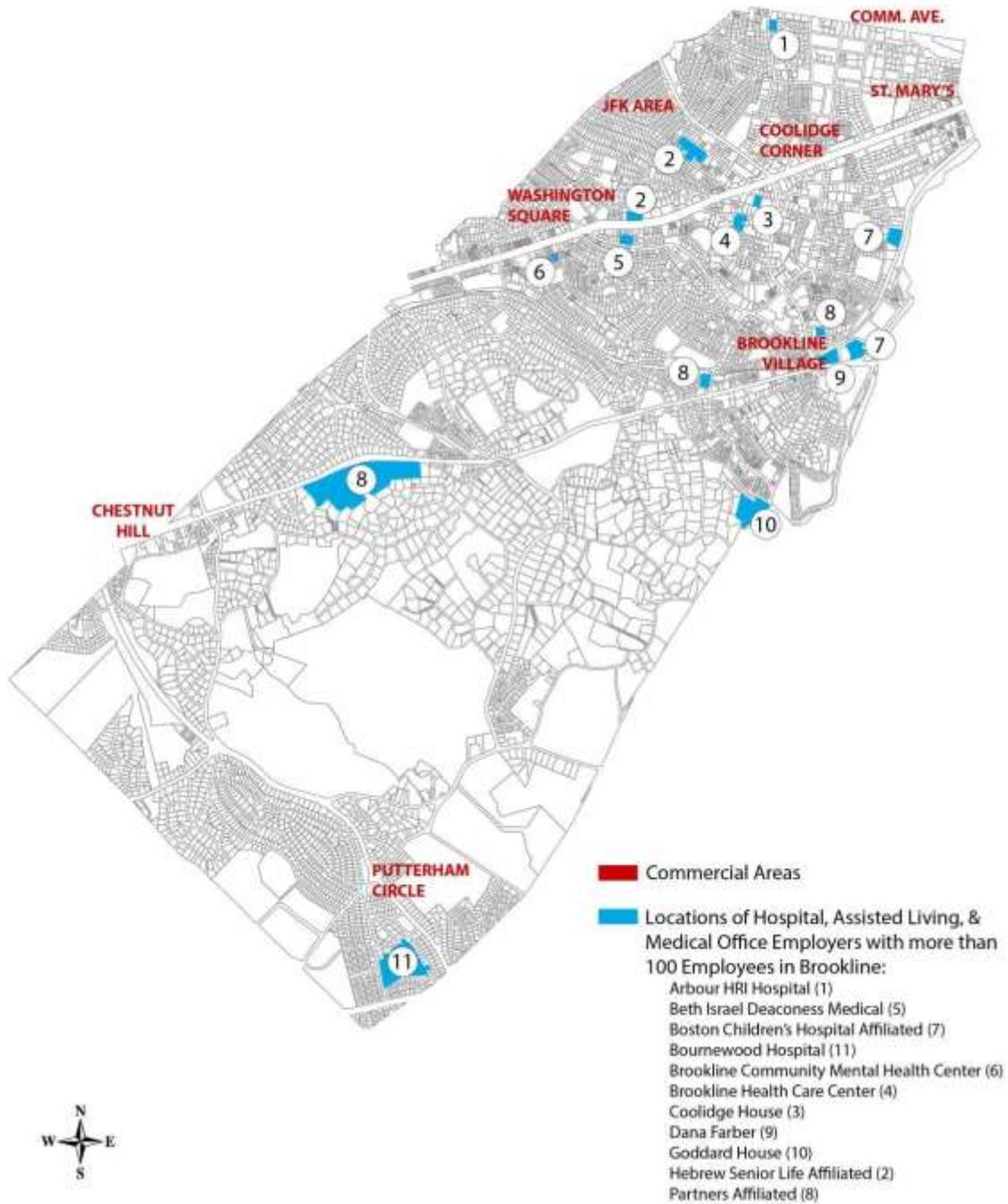


Figure 7-1: Major Brookline Assisted Living, Hospital and Medical Office Employers

SECTION 8: LEISURE & HOSPITALITY

Leisure and Hospitality is Up

According to the Massachusetts Department of Labor, the Brookline Leisure and Hospitality Industry saw a 21% increase in total jobs from 2001 to 2012. Within this industry, the Arts, Entertainment, and Recreation Sector experienced a 43% increase in number of jobs. Also in the Leisure and Hospitality Industry, Accommodation and Food Services saw a 17% increase in jobs. From Fiscal Year 2001 to 2009 (prior to a change in the local rooms tax rate), local rooms tax (and therefore accommodation revenue) increased by approximately 50%. Future projections (2010 to 2020) for the region's Accommodation Services is relatively flat;²⁸ however, Brookline currently has an additional 200+/- hotel rooms under permitting²⁹.

The Town of Brookline receives approximately \$1.3 million a year in hotel/motel excise tax (6% local tax) and \$900,000 a year in meals tax (0.75% local tax)³⁰. Therefore, the imputed total annual expenditures are approximately \$21.7 million a year in accommodations and \$120 million a year in food services. In 2012, for every \$100 spent on lodging by travelers, Massachusetts saw an additional \$87 spent on food service, \$27 on entertainment and recreation, and \$39 spent on general retail trade³¹. Using these statewide travel expenditure ratios and our known \$21.7 million in accommodations revenue as a baseline, we can estimate that travel expenditures make up 25.1% of our food service sales and only 2.1% of our general retail trade sales³². Similarly, we know that only 2% of Coolidge Corner customers live outside of the Greater Boston area³³.

Limited Visitor Information

Information about our visitors is extremely limited. Although we have many attractions in Brookline, our two National Historic Sites account for a significant percentage of our international and national visitors. The John Fitzgerald Kennedy National Historic Site alone has 15,000 visitors a year over six months from May to October. Additionally, the annual Coolidge Corner Arts Festival brings approximately 5,000 visitors from as far away as Delaware and Maine to Brookline³⁴. Anecdotally, our hotel operators see business travelers, tour groups, and visitors associated with the Red Sox, and extended families of residents and patients in the Longwood Medical Area. We also commonly accommodate visitors from the regional metro-area during events such as Open Studios or our Walking Tours, and we hear that it is common for clients to come to town for business meetings or doctors' appointments and then decide to stay longer for a meal or shopping. However, we do not have any Brookline-specific information on the travelers that contribute to the \$1.3 million in hotel and meals taxes to the Town every year.

Brookline is a Happening Spot

"Washington Square is hot as a pistol, I would rather be there than [Somerville's] Davis Square."

—Charles Perkins, owner of the Boston Restaurant Group Inc., a commercial real estate firm that specializes in selling and leasing restaurants, quoted in Boston Globe, March 2014

Visiting Again... Done with the Duck Tour

I will be visiting my daughter again in the next couple months, who lives in Cambridge. We've done the major Boston tourist activities, and I'm looking for something different. I love history and culture, and I saw in the paper that Brookline has these Walking Tours. What walks are coming up and when?

— Out of State Visitor

²⁸ Massachusetts Office of Labor and Workforce Development 2010-2020 long-term industry projections

²⁹ A fully permitted 130-room extended stay Hilton Homewood Suites is scheduled to start construction in summer 2014, and another 80 hotel rooms in Brookline, if permitted, would be part of the Cleveland Circle Cinema Theatre development.

³⁰ FY2013 Town of Brookline Financing Plan, page III-15, average FY 11 through estimated FY13

³¹ The Economic Impact of Travel on Massachusetts Counties 2012, prepared for the Massachusetts Office of Travel and Tourism by the U.S. Travel Association, September 2013

³² Using 2012 total sales of \$75.1 million sales in Full-Service Restaurants, Limited-Service Eating Places, and Drinking Places; \$404.8 million sales in Total Retail Trade, ESRI and Dun & Bradstreet 2012 Retail MarketPlace Profile for Brookline.

³³ Coolidge Corner Customer Survey 2014

³⁴ Organizers of Coolidge Corner Arts Festival

If visitors to Brookline help drive street activity and generate meals and hotel taxes, any next steps taken by the Study Committee and working groups should emphasize ways to understand and leverage the impact visitors have on our commercial areas. What can we do to make their visit easier and friendlier? How can we protect the identity of our commercial areas, while providing visitors with an interesting and unique experience? These are likely starting points for understanding this segment of the market. At the same time, better understanding of the needs and wants of our residents is also critical to ensuring we have the right mix of businesses. In the interim, suggestions from the community include: building a single online event calendar; building on a positive “green” identity (such as The Fireplace restaurant owner Jim Solomon’s desire for the First Green Restaurant Zone in Washington Square); allowing longer-term parking in limited locations; utilizing mobile technology to make parking easier, and creating an all-inclusive business map/directory to be displayed in the Town kiosks, and on the Town website.

If you are not familiar with the area, finding your way around Brookline can be challenging. Many of the directional signs for our cultural attractions, institutions, and commercial districts are undersized, weather-worn, and hard to find. Additionally, the Town has three, year-round information kiosks in Coolidge Corner and Brookline Village and four seasonal kiosk spaces connected with our Hubway Stations; however, their use is restricted to advertising for non-profit, community events. Many of the other communities the Committee visited featured enhanced wayfinding options including signs and, in some cases, staffed information kiosks. The Study Committee identified improved wayfinding as a short-term initiative, as there are simple, low-cost changes that can improve a visitor’s experience.

SECTION 9: IMPLEMENTATION STRATEGIES

This report concludes our formal study on commercial vibrancy. However, the various initiatives that have emerged as the needs of our business districts evolve will continue, and Economic Development staff will continue to work with all stakeholders in town to develop innovative ways to support Brookline's commercial areas. Active, vibrant commercial areas are critical to the economic stability of the town, and we must position ourselves to be able to react nimbly to changes in the local and national retail industry as they occur.

1) CAPTURE MORE OF THE EXISTING RETAIL DEMAND

- a. Demographic groups should be studied further, including: residents who have been here for less than five years, the 35 and under demographic, households in which all adults are working, and visitors. The Economic Development Division is sharing the research in this report with various business associations so they can better target their individual research and marketing programs. Other phases of study might include focus groups with particular demographics or other additional research, the costs of which should be shared with the business community.
- b. Improve the customer experience based on the 2014 Coolidge Corner Customer Survey: parking, public spaces, readily available business information, and more events.

2) SUPPORT FOR OUR BUSINESSES

- a. Economic Development is completing a business database for Town-wide use in communications, and to assist business organizations in reaching out to individual businesses. Any business association that creates a directory inclusive of all businesses in that area can be displayed permanently within our kiosks. The Town visitor website can also link to online versions of these directories. Finally, Economic Development recommends the Town join the Greater Boston Convention and Visitors Bureau. Membership will provide the Town an opportunity to advertise our cultural and historic attractions to regional visitors.
- b. A commercial realtor and a local business manager agreed to start a commercial property owner network. This network would provide a way for existing retailers and landlords to discuss retail mix, rents, etc. The group will also be able to work together to gain support for ideas to present to the Town, such as spending money at restaurants and stores in lieu of paying parking tickets, availability of long-term parking, etc.
- c. More daytime population is crucial to the long-term health of our commercial areas. Based on the locations of our existing largest employers, underlying market conditions point towards job growth outside of our core commercial areas. Economic Development will continue to look for sites where new or expanded larger-sized office and health care spaces could be located adjacent to our commercial areas (i.e., 2 Brookline Place, Durgin Garage).

3) COMMUNITY EVENTS

Residents and businesses need to work together towards special events, but they will need organizational help and seed funding to get started:

- a. Economic Development is working with the Town's Information Technology Department to completely revamp the Town visitor website, including a new Town-wide eventcalendar.
- b. Two business associations are hiring part-time staff and/or interns to assist with their needs, including event coordination. These staff people are also working on fundraising for these associations, and some of the funds will be used to support new events.
- c. Economic Development and Parks & Open Space recently held a meeting in Coolidge Corner with representatives from neighborhood associations, Brookline Community Aging Network, and Town Meeting Members to discuss the potential for enhancing our existing public- and privately-owned open spaces in Coolidge Corner. This meeting resulted in some immediate

maintenance improvements and identification of some potential public-private partnerships³⁵.

- d. Some commercial areas are exploring forming a monthly series of events, to be led by business associations. Some of these events are likely to include later business hours to test current shopping habits of nearby residents. Retailers in Jamaica Plain, for example, have later hours and special events on the first Thursday of every month.
- e. Explore the feasibility of a large, Town-wide event in commercial areas to have a regional draw. This should be led by an existing arts/cultural group. For example, the Coolidge Corner Arts Festival is a curated art show that already draws people from Delaware to Maine. During the writing of this report, the Coolidge Corner Arts Festival joined forces with the Brookline Arts Commission and Brookline Open Studios to bookend a six-week season of arts events throughout Town, called "ArtsBrookline".
- f. Economic Development will prioritize staff time and the revolving fund for Special Events on those events that are managed and staffed outside of Town Hall and have a higher ratio of privately raised funds. This policy will require significantly more volunteer time if events like the First Light Festival are to continue. Economic Development recommends that as part of this shift, to the extent possible, annual public funds (\$10,000/year) be restored to match 25% of the annual privately raised funds in the revolving fund.

³⁵ For more detailed information, see <http://www.brooklinema.gov/DocumentCenter/Home/View/435>