

# Capital Planning

## INTRODUCTION

The \$3.3 billion FY22-26 Capital Plan will make critical investments in the City's infrastructure in every Boston neighborhood, guided by Imagine Boston 2030 and the schools, streets, arts, climate and resilience plans under its umbrella. Taken together, these initiatives will support Boston's dynamic economy and improve quality of life for residents by encouraging affordability, increasing access to opportunity, promoting a healthy environment, and guiding investment in the public realm.

The Capital Plan moves Imagine Boston 2030 from idea to action. Planned borrowings are expected to increase 18.8% over last year's plan, one-time funding sources are leveraged, and the City continues to collaborate with the Massachusetts School Building Authority on the design and construction of new schools and the repair of existing building systems.

An estimated 90% of the investment in the FY22-26 Capital Plan is aligned with the City's planning efforts:

- The Capital Plan supports a commitment to invest \$1 billion over ten years to bring Boston's school buildings into the 21st century, with the construction of new schools, MSBA Accelerated Repair Program partnerships, completion of projects in the pipeline, school kitchen renovations that support the delivery of fresh, nutritious food, and reserves for future projects identified by BuildBPS community engagement.
- Boston, in collaboration with State and Federal sources, will invest \$1.2 billion implementing the core initiatives

outlined in Go Boston 2030: streets that are safer for all users of our roads and sidewalks, particularly pedestrians and cyclists; travel that is more reliable and predictable; and quality transportation choices that improve access to interconnect our neighborhoods for all modes of travel.

- Boston will prepare for climate change by investing at least 10% of all new capital funding to open space, infrastructure, and facilities projects that are climate resilient or contribute to making the City more environmentally friendly.
- Setting the stage for planning and early action items for the comprehensive, long-term recovery campus on Long Island to tackle the opioid crisis and when fully permitted move forward with the construction of a new bridge to Long Island.
- The Percent for Art Program, demonstrates the City's leadership and commitment to sustainable funding for the arts by setting aside one percent of the City's annual capital borrowing for the commissioning of public art.

## FY22-FY26 EXPENDITURES

The City is responsible for maintaining a large inventory of capital assets, including roads, bridges, schools, parks, libraries, public safety equipment, and more. The City's capital investments enhance our neighborhoods, improve mobility, support the academic agenda of our schools and reinforce public safety with quality emergency response tools.

With Imagine Boston 2030 and other City planning efforts guiding many of the investments in this plan, projects in the FY22-26 Capital Plan are categorized within the Imagine Boston 2030 initiatives below.

### Education

The City is committed to investing \$1 billion to modernize Boston's public school infrastructure, and the BuildBPS plan will guide that process. Through a dedication of City capital funds and a strong working relationship with the Massachusetts School Building Authority (MSBA), the plan will more than double the City's capital spending on BPS facilities from FY18 to FY27. The FY22-26 capital plan continues that investment in BPS projects.

Boston has leveraged MSBA Accelerated Repair Program (ARP) dollars to provide much needed improvements to its schools. This summer, roofs and boilers will be replaced at three schools. Altogether, these projects represent an investment totaling \$7.5 million with \$3.9 million supported by a grant from the MSBA.

This Capital Plan enables the City to invest in BPS projects already in the pipeline:

- Construction will be completed for the new \$137.4 million Boston Arts Academy project. The MSBA has committed a maximum project grant totaling \$48.9 million.
- Construction will begin for the new \$193.6 million Josiah Quincy Upper School (JQUS) in Chinatown. The MSBA

has committed a maximum project grant totaling \$54.1 million.

- Design is underway for the new \$90 million Carter School building and outdoor learning spaces in the South End. The project is currently in the process for MSBA funding.
- 19 schools will be enhanced this summer with kitchen renovations that support the delivery of fresh, nutritious food. This is the fourth phase of a multi-year kitchen renovation program. The investment will close food security gaps that prevent many children from learning to their full potential.
- To facilitate grade reconfigurations that minimize school transitions for students, BPS will pursue building improvements at various schools, including the McCormack School in Dorchester and Irving School in Roslindale, in line with the goals of BuildBPS.
- New school maintenance initiatives will launch in FY22, including increasing building accessibility, upgrading auditoriums, and improving building interiors and exterior grounds.
- The City will begin masonry and other exterior building repairs at the Bradley School in East Boston, the Mather School in Dorchester, and the Edward M. Kennedy Academy in Fenway, as well as electrical upgrades at the Dever and McCormack schools in Dorchester.

### Transportation

Drawing on City, State and Federal sources, the Capital Plan invests \$1.2 billion implementing the core initiatives outlined in Go Boston 2030. Boston strives for streets that are safe for all users of our roads, bridges, and sidewalks, particularly pedestrians and cyclists; travel that is more reliable and predictable; expanded quality

transportation choices that improve access by interconnecting our neighborhoods for all modes of travel; and upgraded capital assets that make travel more reliable and predictable. Driven by these core goals of safety, access, and reliability, the Capital Plan focuses on several key investments.

The Capital Plan makes critical investments to improve safety and accessibility for Boston's most vulnerable street users with a focus on pedestrian ramps and safety interventions on residential streets and in small business districts. In FY22, the City will increase funding for the Pedestrian Ramp program by \$25 million, as part of a commitment to make all pedestrian ramps ADA-compliant by 2030. The capital plan also invests \$2 million to pilot a new Safety Intervention Program for Neighborhood Streets, which will help the City evaluate and quickly respond to all resident 311 safety requests. This complements the existing Vision Zero program, which focuses on proactively redesigning and reconstructing our most dangerous intersections and corridors. In FY22, Vision Zero program will invest \$10.8 million, making targeted safety improvements at corridors and intersections with known safety challenges. The Neighborhood Slow Streets (NSS) program, which implements traffic-calming measures on residential streets, funds construction projects at 10 locations beginning this spring and into FY22 including zones in Highland Park, Chinatown, Mt. Hope, West of Washington, and Grove Hall. In total, 13 Neighborhood Slow Streets will be completed by the end of 2022, three additional areas will be designed in FY22, and additional zones will be selected. As Boston works to expand access and make neighborhoods interconnected for all modes of travel, this Capital Plan invests in the reconstruction of Ruggles Street, Nubian Square, Cummins Highway, Boylston Street, and the transformation of the Northern Avenue Bridge. All of these streets will be designed

and reconstructed with the Complete Streets approach to include new sidewalks, lighting, storm water infrastructure, and upgraded facilities for pedestrians and cyclists.

In FY22, bicycle and pedestrian safety improvements are planned for construction on Tremont Street in the South End, Massachusetts Avenue, south of Melnea Cass Boulevard, and permanent protected lanes on Cambridge Street in Allston. \$500,000 will be invested in the replacement of Bikeshare docking stations based on age and condition.

This Capital Plan also takes the lead on prioritizing reliable bus transit for all commuters. In coordination with the MBTA, this Plan will transform several corridors Citywide to facilitate rapid bus transit, including the construction of dedicated bus lanes on Columbus Avenue and Warren Street among others. To complement the forthcoming Blue Hill Avenue Action Plan, \$5.5 million is dedicated to resurfacing and installing new markings and pedestrian ramps along the entire 4.5 mile Blue Hill Avenue corridor. The City continues to develop plans and designs to widen sidewalks, realign the median, install new crosswalks, and make traffic signal improvements in Egleston Square and redesign Mattapan Square to enable pedestrians to cross Blue Hill Avenue directly from the Mattapan MBTA station and River Street/Cummins Highway.

The Capital Plan invests in design and provides matching funds to unlock Federal and State investment to transform key corridors in the City. The designs focus primarily on stress-free walking, protected bicycling, and public transportation. It also puts an additional emphasis on improving the street infrastructure in parallel with new housing investment in some of our neighborhoods. Key corridors include

Melnea Cass Boulevard, Commonwealth Avenue, Boylston Street, Columbia Road, the Sullivan Square / Rutherford Avenue / North Washington Street corridor, and street designs for the Boston Planning and Development Agency’s PLAN initiatives in Jamaica Plain/Roxbury and on Dorchester Avenue. The Capital Plan focuses on adding protected bicycle lanes on every “Great Streets” project, and on off-street Green Links pathways such as the Fenway-Roxbury Connector and the planned new gateway at Arboretum Road, that will create new entrances to the Arnold Arboretum and extend the Blackwell Path south to Roslindale Square. These connective investments are complemented by a \$2.3 million FY22 investment in the Strategic Bicycle Network, which will fund the design and construction of 5 miles of new protected bike lanes over the next two years, part of the City’s four-year target of 15 new miles of high-quality protected bike infrastructure.

Through the FY22-26 Capital Plan, the City will also increase asset reliability through investments in bridges, roads, sidewalks, off-street paths, street lighting, traffic signals and building facilities that are essential to the high-quality delivery of services. In FY22, the City plans to invest \$30.0 million in its annual road resurfacing, reconstruction, and sidewalk ramp programs. This Capital Plan invests in upgrades to the North Washington Street Bridge, Dalton Street Bridge and others so that the City’s bridges achieve a state of good repair by 2030. By investing in asset management programs for our bridges, street lights, ramps, and pavement markings, among other assets, Boston will continue targeting a state of good repair that ensures the safe and reliable movement of people across the City.

## **Technology**

The City is dedicated to delivering exceptional City services by leveraging investments in technology. In FY22, the City will continue its focus on supporting and developing innovative initiatives and projects across departments while also enhancing its cyber security tools and the resilience of its systems. In line with its multi-layered approach to managing risk, the City will make investments to ensure continuity of operations and recovery of data in the event of a disaster. The City will also devote new funding to its five focus areas including: Core Infrastructure, Enterprise Applications, Digital Engagement and Service Delivery, Data Analytics, and Broadband and Digital Equity.

In FY22, the City will continue investing in the Boston Fiber Network (BoNet) to improve Boston’s fiber backbone and switching infrastructure. This \$14 million network build-out will connect the remaining Boston Public Schools with City fiber, as well as public safety locations, public housing developments, and other sites. Altogether, the project aims to connect ~ 170 City buildings, providing broadband service to the City’s public schools, public works and public housing, and strengthening public safety communications.

In FY22, the Department of Innovation and Technology will partner with other City departments, including Inspectional Services, Neighborhood Development, Transportation, and the Public Health Commission, to support and develop innovative technology initiatives and projects.

## **Open Space**

Imagine Boston 2030 calls for the City to strengthen Boston’s existing park system and invest in new open spaces. Through the

use of Winthrop Square proceeds, City capital dollars, and leveraging external funds, the City continues to take action in implementing Imagine Boston 2030's Open Space goals including investing in Franklin Park as a keystone park for the city, completing the Emerald Necklace, and restoring Boston Common to its full vibrancy.

The Franklin Park Master Plan and Moakley Park Master Plan together serve as anchor projects to launch the City's effort to complete the Emerald Necklace. The community engagement processes for the Franklin Park Master Plan is nearing its final stages, with a completed plan expected in summer of 2021. The Master Plan will reimagine Franklin Park as a signature park for all Boston residents according to the design concept's "Four Big Ideas": Amplify Magnet Destinations, Clarify Movement, Connect and Activate the Edges, and Unify the Park. In parallel to the community engagement process, the Parks and Recreation Department has completed key improvements to the park including repaving the pathway network and enhancing the tree canopy care program. The City has committed to a \$23 million investment funded by the sale of the Winthrop Square garage to implement the Franklin Park Master Plan. The full Moakley Park design is nearing completion as well, with construction expected to begin in 2023.

The Boston Common Master Plan community engagement process is nearing completion as well, with a completed Master Plan expected in summer of 2021. The City has committed \$23 million from the Winthrop garage sale to augment the current historic levels of investment in Boston Common to fully renovate America's First Park. This investment will ensure future generations will enjoy the park in its full vibrancy.

The FY22-26 Capital Plan continues investments in the City's parks to ensure

Boston's open spaces are among the Nation's most accessible and equitable, including \$39.5 million of new capital funding for parks throughout the city. The City will invest \$15 million to reimagine Copley Square Park, one of Boston's most recognizable and popular places. The project will enhance the park's ability to accommodate large events, mitigate the heat island effect, and provide a welcoming space for Boston's residents and visitors alike to gather and relax. The City will also invest \$6 million for the complete renovation of Malcolm X Park, \$1.8 million to rehabilitate the pathways in Dorchester Park and improve accessibility, \$2 million to reconstruct sports fields in the fourth and final phase of the Harambee Park renovation, and many other projects.

In the FY22 Capital Plan, the Parks and Recreation Department takes important steps to increase Boston's climate readiness, as guided by Climate Ready Boston. This includes \$2.2 million to continue engineering and design studies to support the transformation of Moakley Park into a more vital recreation space and at the same time designing it to protect the City from the effects of sea level rise. The FY22 plan also includes \$2.5 million for the engineering design of improvements to Christopher Columbus Park. The renovation will elevate the site, improving its function as climate resilience infrastructure while improving recreation areas.

One hundred percent of Bostonians live within a ten-minute walk of a park, but those spaces are only truly equitable if they serve the diverse needs of all our residents. The City recognizes the need for inclusive design and has created robust budgets for park renovation projects including Malcolm X Park in Roxbury, Cuttillo Park in the North End, Millennium Park in West Roxbury, Coppens Square in Dorchester, McLean Playground in East Boston, and Ringer Playground in Allston/Brighton. In

addition, the FY22-26 plan proposes new investments in athletic field lighting and playground improvements in more than a half dozen locations. The Capital Plan also supports investments in the renovation and renewal of playing courts (basketball, tennis, and street hockey) and playground safety surfacing in various parks.

## **Energy and Environment**

As part of Boston's implementation of Imagine Boston 2030, the FY22-26 Capital Plan includes investments to support a healthy environment, reduce energy consumption and greenhouse gas emissions, and prepare for climate change. Leveraging outside funding, the Capital Plan allows for development of more detailed climate plans for Boston neighborhoods, especially those most at risk for coastal flooding, as recommended in Climate Ready Boston. These long-term plans, early actions, are essential for protecting the safety and vitality of existing residents, businesses, and institutions, and for ensuring the implementation of continued growth and development. In FY22, the City will increase its capital commitment to the Climate Ready Boston Harbor Study by \$1 million. These funds will supply matching funds to the U.S. Army Corps of Engineers, which will conduct the study to reduce Boston's vulnerability to coastal flooding and sea-level rise.

The City has committed 10% of new capital funding to climate resilience projects. In FY22, the Climate Resilience Reserve is increasing by \$2 million. These funds will support adding climate resilience features to existing project. For example, a play lot renovation project could become more resilient through the addition of a storm water retention system. If the project budget cannot accommodate the additional scope, the Resilience Reserve can be used to fund the improvements without sacrificing the project's original goals.

To preserve the city's natural areas and continue to combat the urban heat island effect, the department is investing \$750,000 to rehabilitate the Mattahunt Woods, a valuable urban wild of secluded forested wetlands located in Mattapan.

The City has committed \$10 million for the development of a new linear park along Fort Point Channel. This new park will protect the surrounding properties from expected sea level rise through the year 2070. The City has applied for a FEMA mitigation grant.

Renew Boston Trust has systematically identified energy projects in the City's 300+ buildings to both lower energy bills and reduce emissions. The City finances the program through general obligation bonds, paid for in part from reduced energy consumption at City departments.

By utilizing contracts with Energy Service Companies (ESCOs) that guarantee the energy savings generated by the projects, the City will sufficiently offset anticipated debt service costs. A \$10.7 million Phase 1 construction project began in February, 2019 and has been completed. Leveraging the experience gained from this pilot project, the City began construction on Phase 2, which is currently underway. The design process of Phase 3 has begun and will include projects in Boston Public Schools.

## **Health**

To encourage a healthy environment, including safe streets and communities, Boston is renovating several neighborhood community centers to serve residents' needs. Major renovation work will continue at the BCYF Curley Community Center, in South Boston. The heavily used building, which spans nearly a quarter mile on the South Boston beach front, will be completely refurbished. In East Boston, an \$8.9 million renovation to the BCYF Paris Street Pool will be completed in FY22 with

new family changing rooms, refreshed existing locker rooms, creation of a new front entrance, and upgrades of all building and pool systems. The pool is expected to reopen in summer 2021. Design will also begin for a new North End Community Center, and funding for improvements to the pool at BCYF Marshall Community Center are also included.

Additionally, a \$12.7 million investment will be made at BCYF Mattahunt for interior renovations to the lobby, gymnasium, community room and computer lab, \$1 million at BCYF Roslindale to begin designing interior and exterior renovations and other facility upgrades to enable using the facility as a sheltering site year-round, and continuation of the annual \$1 million Youth Budget.

The Capital Plan includes \$23.5 million to implement upgrades to the Emergency Medical Services (EMS) radio system. Construction will begin to renovate a facility in West Roxbury as a new EMS training academy along with a new ambulance bay.

Construction will conclude in FY22 on a permanent Engagement Center, a new facility that will enhance recovery support services. Renovation work will be completed at the Woods Mullen Shelter. The scope of work includes the installation of a new elevator, relocating the entryway, and renovating bathrooms.

The City intends to replace the former Long Island Bridge with a new structure. Restoration of the bridge will allow the City to locate recovery services on Long Island. The Capital Plan includes \$22 million for initial design work and for the preservation of buildings on Long Island that will be used as part of the future recovery campus.

## Housing

In 2014, the City released *Housing a Changing City: Boston 2030*, the City's comprehensive plan to accommodate Boston's rapid growth and stabilize the housing market by 2030. Through the strategies outlined in the plan, more than 36,000 new housing units have already been completed or are currently in construction, and almost 31,000 are under review. The City combines General Fund dollars with federal grants, state grants, and developer fees to leverage a wide variety of sources to invest in the creation and preservation of affordable housing citywide.

Recognizing that infrastructure investments are a key to housing development, the Capital Plan includes \$5 million for an infrastructure fund to support the creation of affordable housing. The Capital Plan also commits \$49 million to support necessary public infrastructure improvements in partnership with the Boston Housing Authority (BHA) including a \$19 million investment in Phase 3 of the Orient Heights public housing redevelopment in East Boston. An additional \$10 million will be used to upgrade elderly/disabled public housing units in several BHA communities, including Patricia White in Brighton, St. Botolph in the South End, and the Doris Bunte Apartments in Egleston Square.

\$1 million will be invested in the reconstruction of roads and sidewalks in the Whittier Street housing development in conjunction with a \$30 million Housing and Urban Development grant to revitalize the development and surrounding neighborhood.

## Arts and Culture

The Mayor's Office of Arts and Culture released the City's first cultural plan, *Boston Creates*, in 2016, which calls for increased support to Boston's arts and culture

ecosystem. The Percent for Art Program is a key policy outcome of this planning process. The City projects to borrow \$280 million in FY22 to support the Capital Plan, and will invest one percent, or \$2.8 million, in public art projects in FY22.

The FY22-26 Capital Plan continues support for revitalizing library branches throughout Boston's neighborhoods. In FY22, programming studies for replacing branch libraries in Codman Square and South Boston will be underway.

Construction will be completed in FY22 on a major renovation of the Roslindale Branch and of a new Adams Street Branch library that will have a larger facility, new meeting rooms, an enhanced teen space, and redesigned outdoor spaces.

The design and construction of a major renovation and building addition to the Faneuil Branch Library is also underway. The renovation will focus on accessibility and new programming space.

In FY22, design activity will begin on a new building to replace the current Fields Corner Branch Library.

In FY22, after an 18-months long \$15.7 million renovation, the Rare Books Departments will reopen. The renovated and modernized facility will enable the Boston Public Library to preserve its valuable and historic special collections that includes nearly 250,000 rare books and 1 million manuscripts. The renovation includes major environmental and mechanical improvements to regulate temperature and humidity control of the department's collection storage areas, staff spaces, conservation lab, and public reading room. Ultimately, the project will increase accessibility to the collection and ensure its preservation for future generations.

## **Economy**

As a \$3.3 billion investment in the City's assets, the Capital Plan supports economic

growth in Boston by creating construction jobs and investing in infrastructure that unlocks economic activity. The Capital Plan also supports targeted investments to strengthen Boston's core and small businesses, as called for in Imagine Boston 2030. For example, Phase 2 roadway improvements in Nubian Square, with geometric changes, new traffic signal equipment and timing, bike lanes, and streetscape improvements, will improve access and safety. This project also begins implementation of the Go Boston 2030 goal to make public realm improvements in every Main Streets district in Boston by 2030.

## **Public Safety**

As part of the Imagine Boston 2030 initiative to reduce cancer risks for firefighters, the Capital Plan includes health and safety improvements to firehouse projects. The new stations for Engine 42 and Engine 17 will be among the first firehouses in the nation to reflect these enhancements. The new Engine 42 firehouse in Egleston Square will be completed this fall and construction will begin on a new firehouse for Engine 17 in Dorchester. The City is also renovating neighborhood existing fire and police stations. In East Boston, construction will be completed on a new police station, a \$29.9 million facility that will replace the existing A-7 station.

In FY22, design work will begin on HVAC updates to the police training academy; construction work will get underway to replace the roof and elevators at Police Headquarters. The Police Department is in the final stages of upgrading their radio system. The roof at Fire Department headquarters and at Fire Alarm will also be replaced.

The Fire Department will purchase 3 pumper trucks and 2 ladder trucks and 1



rescue truck in line with their annual replacement program. The FY22 Capital Plan includes \$46 million to upgrade the Fire Department's radio system. This project will leverage work done by the Police Department upgrading their radio system.

### **Government Effectiveness**

The City Hall Master Plan was launched to allow Boston to rethink the way the public interacts with government in City Hall and to enliven the plaza.

The current renovation project will deliver updated civic spaces and programming capabilities year-round. New infrastructure will make the plaza more environmentally sustainable. Specific improvements include connecting Congress and Cambridge Streets with an accessible sloped promenade, shady seating and gathering areas, play space, and public art space. The North entrance of City Hall will also be re-opened improving public access to the building. Phase 1 is expected to be completed in mid-2022.

In addition, an overhaul of City Hall's HVAC system and elevators is currently underway.

## FY21-26 PROJECT HIGHLIGHTS AND SEQUENCING

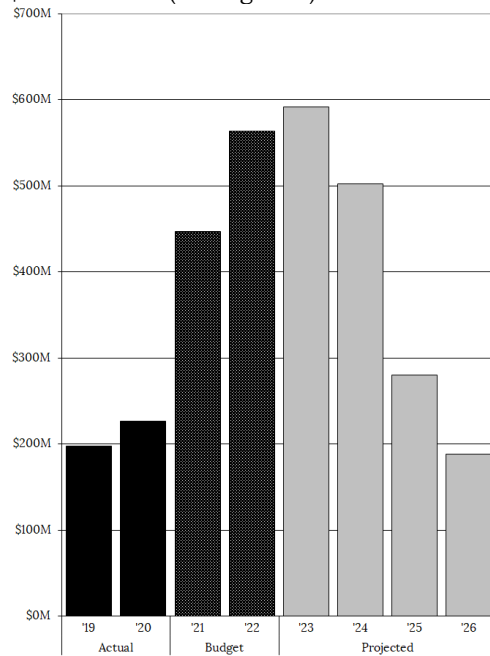
Project	Budget	Fiscal Year					
		2021	2022	2023	2024	2025	2026
<b>Community Spaces</b>							
Roslindale Branch Library Renovation	\$ 11,660,000	█	█				
Adams Street Branch Library	\$ 18,300,000	█	█				
BCYF Paris Street Pool	\$ 8,900,000	█	█				
BCYF Curley Community Center	\$ 30,000,000	█	█	█			
Faneuil Branch Library	\$ 4,000,000	█	█	█			
City Hall and City Hall Plaza	\$ 124,323,273	█	█	█			
South Boston Branch Library	\$ 100,000		█	█			
Fields Corner Branch Library	\$ 12,100,000	█	█	█	█		
<b>Schools</b>							
Boston Arts Academy	\$ 137,370,916	█	█				
Mandela Athletic Complex Locker Rooms	\$ 8,030,325	█	█	█			
Carter School	\$ 89,564,411	█	█		█		
Josiah Quincy Upper School	\$ 193,591,467	█	█		█		
<b>Public Safety</b>							
Engine 42	\$ 23,560,000	█	█				
East Boston Police Station	\$ 29,900,000	█	█				
Engine 17	\$ 24,700,000	█	█				
<b>Parks</b>							
Smith Playground Phase II	\$ 5,480,000	█	█	█			
McConnell Playground	\$ 8,780,000	█	█	█			
Harambee Park Phase 4	\$ 2,090,000		█	█			
Mattahunt Woods Preservation	\$ 750,000		█	█			
Copley Square Park	\$ 15,500,000	█	█	█	█		
Ceylon Park	\$ 4,100,000		█	█	█	█	
Boston Common Master Plan	\$ 23,000,000	█	█	█	█	█	
Franklin Park Master Plan	\$ 23,000,000	█	█	█	█	█	
Moakley Park	\$ 7,200,000		█	█	█	█	
Fort Point Channel Park	\$ 20,000,000		█	█			
<b>Streets</b>							
New England Avenue	\$ 1,500,000	█	█				
Emerald Necklace	\$ 11,000,000	█	█				
Blue Hill Avenue Corridor Transportation Action Plan	\$ 300,000		█				
Egleston Square	\$ 500,000		█	█			
Cummins Highway	\$ 4,000,000	█	█		█		
Northern Avenue Bridge	\$ 100,000,000	█	█				
Long Island Bridge Replacement	\$ 108,758,144	█	█		█		
North Washington Street Bridge	\$ 218,957,519	█	█		█	█	

\*Indicates new project in FY22



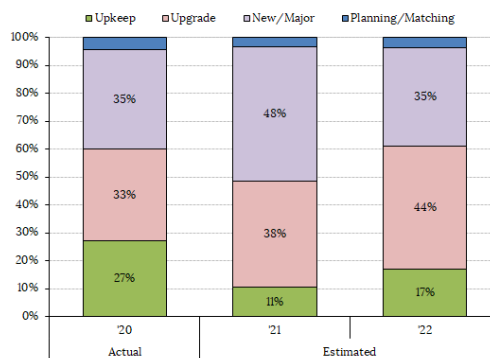
## FY22 Expenditure Allocation

The City estimates FY22 capital expenditures from all sources will total \$564.2 million (see Figure 2).



**Figure 2 – Capital Expenditures**  
FY19-FY26

All projects in the Capital Plan are categorized as Upkeep, Upgrade, New/Major Renovation, Planning or Matching Funds. The City tracks the overall distribution of these categories to maintain a balance between the upkeep of existing assets and the expansion or introduction of new ones.



**Figure 3 – Capital Expenditure Allocation**  
FY20-FY22

Upkeep represents projects that maintain the City’s assets, a fundamental priority of the Capital Plan. In FY22, 17% of projected spending supports Upkeep projects. These include roof and masonry repairs, the replacement of play equipment in parks, HVAC and boiler replacement, and critical repair funds for departments to address relatively small but vital repair projects not covered by routine maintenance. A substantial portion of the Upkeep category supports on-going bridge, street, sidewalk, and street lighting repairs that ensure the City’s roads and sidewalks are safe and in good condition.

Upgrade represents projects that improve existing assets by adding new capacity or innovations. This year’s upgrade allocations account for 44% of projected spending, and includes projects such as equipment upgrades for public safety radio systems.

New/Major Renovations represents 35% of FY22 allocations. New facilities and rehabilitation projects for schools, libraries, parks and community centers enable the City’s facilities to adapt to fit the needs of today’s programs, improve the ‘green’ performance of facilities, and extend the useful life of older assets. Highlights in this category include a new fire house at Engine 42 in Roxbury and a major renovation of the BCYF Curley Community Center in South Boston.

About 4% of the FY22 budget is assigned to matching fund requirements and planning projects. Comprehensive planning projects, which analyze a group of buildings or program needs, provide the groundwork for targeted investments in the categories of Upgrade and New/Major Renovations. Projects in this category include funds for a master plan of Boston Common and a transportation studies including the East Boston Transportation Action Plan. The Matching fund category includes projects in which the City covers the costs of design and engineering services. These expenditures are able to leverage State and

Federal construction funds on projects such as the new North Washington Street Bridge.

## **FINANCING THE FY22-FY26 CAPITAL PLAN**

The Capital Plan is financed with general obligation bonds issued by the City, other City funds, State grants, Federal grants, and private grants.

### **General Obligation (G.O.) Bonds**

General obligation bonds represent 67.3% of all project funding. This year's plan assumes \$1.58 billion in new general obligation borrowings over the next five years, an 18.8% increase over last year's plan. This borrowing level remains sustainable within the City's debt affordability policy.

### **State and Federal Funds**

State and Federal financing represent 23.4% of all project funding. Programs, such as the School Building Assistance program, Chapter 90 and the Transportation Improvement Program, provide key resources for Boston's Capital Plan. Funds for capital financing are currently estimated at \$367.9 million from State programs and \$394.4 million from Federal programs.

### **School Building Assistance Program**

The School Building Assistance (SBA) program, administered by the Massachusetts School Building Authority (MSBA), is an important revenue source for school renovation and construction. Annually, the MSBA accepts new project requests from cities, towns, and school districts, and if a project is ultimately approved, the MSBA pays 40% to 80% of eligible project costs.

The MSBA operates two major programs – the Core Program and the Accelerated

Repair Program (ARP). Major renovation and new construction projects are funded through the Core Program. The ARP funds roof, boiler, and window replacement projects in school buildings that are otherwise sound.

The City currently has three projects in various phases of the Core Program -- the Boston Arts Academy, the Josiah Quincy Upper Pilot School, and the Carter School.

The MSBA has approved a maximum project grant totaling \$48.9 million for the Boston Arts Academy project, which covers 35.6% of the current \$137.4 million project budget. Construction on the new school building will be completed in spring 2022 and will open for students in September 2022.

The Josiah Quincy Upper School project is in final design; construction is expected to begin in FY22. The MSBA has approved a maximum project grant totaling \$54.1 million which covers 27.9% of the \$193.6 million project budget.

The Carter School project is currently in design. During the first half of FY22, the City expects to submit a schematic design to the MSBA and enter into a Project Funding Agreement with the MSBA by the end of FY22. The current estimated cost of the project is \$92.0 million.

The City has projects underway at five schools through the Accelerated Repair Program. Construction will begin in summer 2021 at three locations. The other two school projects will see construction begin during summer 2022.

### **Transportation Infrastructure Enhancement Fund**

An Act was approved in August of 2016 that establishes oversight and regulation by the Department of Public Utilities over transportation network companies. As part of its oversight the Transportation

Infrastructure Enhancement Fund was established. Annually each transportation network company is required to submit a per-ride assessment of \$0.20 based on number of rides in previous year and half of the assessment will be proportionately distributed to cities and towns based on the number of rides that originated within the city or towns with the funding used to address the impact of the transportation network services on municipal roads, bridges and other transportation infrastructure. The fee will be discontinued as of January 1, 2027.

The FY22-26 Capital Plan includes \$15.2 million in revenue from this source.

**Chapter 90 Funds**

Administered by the Massachusetts Highway Department, Chapter 90 funds are allocated by formula through State bond authorizations and through the State budget to all cities and towns in the Commonwealth. The City uses Chapter 90 funds to support its roadway resurfacing and reconstruction programs as well as its sidewalk reconstruction programs. The City anticipates an allocation of approximately \$14.7 million in FY22.

**Transportation Improvement Program (TIP)**

The Transportation Improvement Program is a statewide road and bridge construction advertisement program developed under the management of the Massachusetts Department of Transportation (MassDOT). It includes both local and State owned roads and bridges. The TIP’s funding sources include State-issued general obligation bonds and Federal funds made available through the Federal Highway Administration and other Department of Transportation agencies.

**Other Funds**

Other Funds is a revenue category that includes both City and non-City sources.

City sources of Other Funds include transfers from the Surplus Property Fund and the Parking Meter Fund.

**Other Funds Summary**

(in millions)

	<b>\$ Amount</b>
Parking Meter Fund	187.80
Surplus Property Fund	70.00
Utility Company Grants	15.34
Boston Water & Sewer	4.00
BPDA	3.04
Fund for Parks	2.50
Other Non-City	19.64
<b>Total</b>	<b>\$302.32</b>

**Figure 4 – Other Funds Summary**

FY22-FY26

In FY22, the City proposes transferring \$8.6 million from the Parking Meter Fund to the Capital Grants Fund and appropriating it for projects including Vision Zero: Neighborhood Slow Streets, Dedicated Bus Lanes, and Parking Meter and School Zone Signal upgrades. Using the Parking Meter Fund revenue in this way allows the City to make increased investments in infrastructure. Through this appropriation, the City will address important transportation capital needs.

Non-City sources of Other Funds include grants from the Boston Planning and Development Agency for roadway construction or other capital projects, as is the case with Harrison Avenue. Other Funds also include incentive rebates provided by utilities to carry out energy efficiency projects. Altogether, these City and non-City sources of capital funds are estimated at \$298.3 million.

**CAPITAL PLANNING PROCESS**

Capital needs and resource availability are assessed annually through a capital planning process that results in a five-year Capital Plan. The first year of the spending plan constitutes the City’s capital budget. Expenditures against this budget are closely monitored throughout the year. To emphasize the balance between needs and resource availability, the budget document

(in Volumes 2 and 3) includes both capital authorizations and expenditure projections for each project.

The annual capital planning process begins with a capital improvement project request period during which all departments have an opportunity to identify their facility, equipment, infrastructure, and planning needs in a systematic manner, and to submit their proposals for funding consideration. The development of department project requests may involve both internal assessments of current needs and a review of external constituent requests.

A project request includes a cost estimate, a description of the proposed scope of work, and additional descriptive information to help OBM evaluate it.

Proposed projects must account for short-term and long-term effects on the City's operating budget. Accordingly, project requests that OBM determines may impact the City's operating budget are subject to additional review to determine the anticipated effect on personnel, utilities, maintenance, and supply costs, as well as expected changes in service demand or delivery of departmental programs. As a practical matter, it is assumed that certain types of projects such as energy conservation and energy efficiency projects (e.g. heating system upgrades or roof and window replacements) provide operating budget savings. OBM works with departments to measure these savings.

OBM reviews project proposals to determine the extent to which private purposes or benefits may exist; this review allows the City of Boston to maintain its tax-exempt financing status.

Proposals with strong alignment to City-wide planning efforts, such as Imagine Boston 2030 and climate resilience are prioritized for near-term investment.

Expertise from the Department of Innovation and Technology is leveraged to evaluate the feasibility, cost, and implementation plan for IT investment proposals City-wide. Investments with strong return-on-investment, alignment to master plans, and support of legal ordinances are prioritized using an automated scoring system that results in metric-based recommendations.

New capital requests that are recommended for funding are placed into a multi-year spending plan along with previously authorized projects. The Mayor submits the Capital Plan to the City Council each year. The City Council, in turn, holds public hearings to consider project authorizations. This year's Capital Plan identifies 356 new and continuing projects and proposes \$285.2 million in new bond authorization and an \$8.6 million appropriation supported by the Parking Meter Fund.

Descriptions of all 356 projects can be found in Volumes 2 and 3 of the Budget. Project descriptions include authorizations and funding sources, projected expenditures, scope of work summary, and an indication of whether or not the project generates a near-term operating budget impact.

### **Operating Budget Impacts**

Determining the impact that proposed capital investments will have on the City's operating budget (personnel, contracted services, equipment and utilities) is essential to the capital budgeting process. Many capital projects, such as those that replace aged or outdated equipment with modern, more efficient versions, save the City money in future operating costs; others, such as those that allow the City to expand programming or establish a stronger presence in different neighborhoods, may entail future operating costs. Understanding the balance between future savings and future costs resulting

from these capital projects is vital to maintaining the City's long-term financial health.

In Volumes 2 and 3 of this document, each capital project summary indicates whether or not there is an operating impact associated with the project.

While most capital projects can be assumed to have a marginal impact on energy savings or personnel demands, only those projects that will likely result in an increase or decrease in a budget appropriation are included here.

### **Savings**

The Capital Plan supports investments that will decrease operating expenses by reducing costs associated with emergency repairs, maintenance of old systems, and energy inefficiency. A substantial portion of the Capital Plan is focused on these types of basic facility improvements.

Through an Executive Order relative to climate action, the City has committed to designing new buildings and selected major renovations to the standards required to attain U.S. Green Building Council LEED (Leadership in Energy and Environmental Design) certification.

By far the largest operational savings comes from the conversion of street lights to newer fixtures using Light Emitting Diode (LED) technology. To date, the City has performed over 51,000 streetlight LED retrofits. As a result, the FY22 Budget reflects energy avoidance of 37.4 MWh, a roughly \$6 million non-personnel expense reduction directly attributable to this work.

Renew Boston Trust has systematically identified energy projects in the City's 300+ buildings to both lower energy bills and reduce emissions. The City finances the program through general obligation bonds, paid for in part from reduced energy consumption at City departments.

A \$10.7 million Phase 1 construction project completed in FY20 and will result in non-personnel operating expense savings of more than \$600,000 annually.

Implementation of the \$24 million Phase 2 investment will increase estimated operating expense savings by \$900,000 annually. A robust measurement and verification program was also established to ensure non-personnel expense savings truly offset fixed debt service costs related to the capital project. Implementation of a \$24 million Phase 3 is also in development. The City will implement the program through contracts with Energy Service Companies (ESCOs) that will provide financial guarantees that the energy savings generated by the projects will be sufficient to cover anticipated debt service costs.

### **Costs**

Increases in operating expenses expected as a result of capital projects are primarily driven by two areas: an expansion of the City's IT infrastructure and the addition of buildings to the City's portfolio.

The ongoing \$128 million investment in radio system upgrade projects will require the procurement of compatible handheld units and related technology to achieve optimal functionality. The majority of these costs impact the City's lease/purchase program, primarily for public safety departments and the Boston Public Health Department. The FY22 lease/purchase plan strategically includes 285 fully-compatible portable radios totaling approximately \$1.2 million specifically for public safety departments.

Many of the projects identified in the Department of Innovation and Technology (DoIT)'s capital budget replace legacy systems, and in some cases they include an expansion of infrastructure, as well. Annual licensing fees to support the ongoing maintenance and upgrades of new software is typically required, and additional

personnel are sometimes needed to ensure the new software meets the City’s needs. For FY22, the Office of Budget Management partnered with DoIT to perform cost-benefit analyses for all new technology proposals, prioritizing funding for proposals with positive return on investment calculations, among other factors, including improved performance. Around 90% of identified increased operating costs from FY22 IT investments are associated with security enhancements; outlays for the purchase and maintenance of security tools are balanced against potential losses in the event of cyberattacks. Meanwhile, gains in administrative efficiency justify the operating impacts (e.g. software licenses, support) of other FY22 IT investments.

## DEBT MANAGEMENT POLICIES AND DEBT IMPLICATIONS OF THE PLAN

Effective debt management ensures that the City can meet its capital infrastructure and facility needs. Debt management requires a series of decisions about the amount, timing, purposes and structure of debt issuance. Long-term debt related to capital investment has two main purposes:

- (1) It finances acquisition, construction, repair, and renovation of City-owned buildings and equipment that are necessary to provide public services; and
- (2) It finances infrastructure improvements to ensure the City’s continued growth and safe roadway conditions.

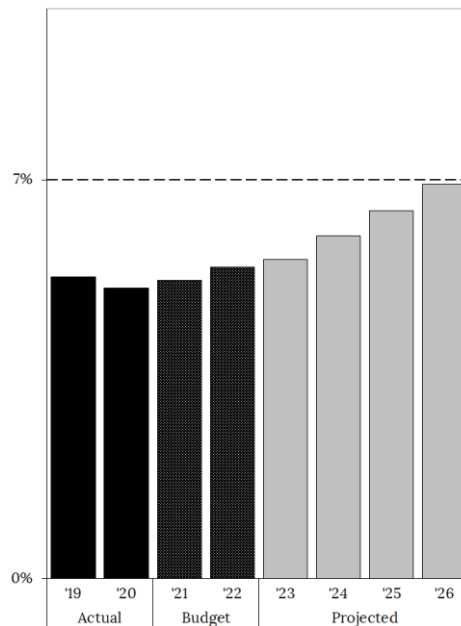
The Treasury Department manages all borrowings according to the City’s debt management policies. These policies address issues such as debt affordability and limitations on the level of variable rate debt the City will use. The City’s goals are to rapidly repay debt, maintain a conservative level of outstanding debt, and ensure the City’s continued positive financial standing with the bond market.

Key components of the debt management policies ensure that:

- combined net direct debt does not exceed 3% of taxable assessed value;
- at least 40% of the overall debt is repaid within five years and 70% within ten years;
- annual gross debt service costs do not exceed 7% of general fund expenditures;
- variable rate debt does not exceed 20% of the City’s total currently outstanding bonded debt (the City has no variable debt).

For further discussion of the City’s financial policies and management controls, refer to the chapter on Financial Management.

The City’s debt service forecast assumes general obligation borrowing of \$280 million in FY22, and \$325 million annually for FY23 through FY26. The debt tables at the end of this chapter detail the City’s outstanding debt service obligations and demonstrate the City’s rapid retirement of its debt.



**Figure 5 – Gross Debt Service as a Percent of Total General Fund Expenditures**  
FY19-FY26



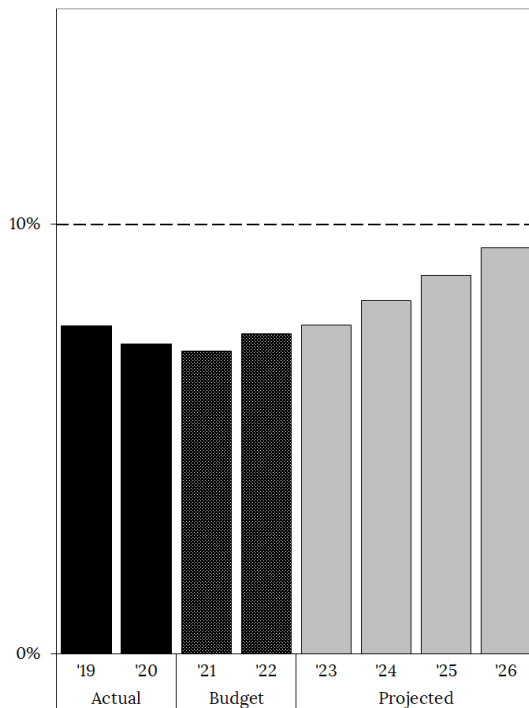
The City's gross debt service requirement will remain under 7% of total General Fund expenditures through FY26 (See Figure 5).

The ratio of debt service to the City's primary revenue source, the property tax levy, is projected to increase through FY25 (See Figure 6). Even with the increase, the ratio is not expected to exceed the City's policy ceiling.

The City's current overall debt burden (net direct debt to assessed property value of \$179.79 billion) is approximately 0.69% as of December 1, 2020. The City's net direct debt per capita currently stands at approximately \$1,742 as of December 1, 2020.

Boston has been conservative about assuming long-term debt and aggressive about retiring debt expeditiously. Over 40% of the City's outstanding debt will be retired within the next five years.

In December, 2020, Moody's Investors Service and Standard & Poor's reaffirmed Boston's credit rating at Aaa, and AAA, respectively. A bond rating is a statement of credit quality and is analyzed when determining the interest rate that should be paid for a municipality's bonds. A higher bond rating translates into lower interest rates and real dollar savings for the City.



**Figure 6 – Gross Debt Service as a Percent of the Net Property Tax Levy**  
FY19-FY26

## Capital Project Financing

Fiscal Years 2022 - 2026

	Existing Authorization	FY22 Authorization	FY23-26 Authorization	State	Federal	Other	Trust	Total
Boston Centers for Youth and Families	58,521,500	15,200,000	-	-	-	-	-	73,721,500
Boston Planning and Development Agency	3,975,000	-	-	300,000	-	-	-	4,275,000
Boston Public Library	70,310,767	5,800,000	38,983,733	-	-	262,500	-	115,357,000
Boston Public Schools	366,037,268	115,065,923	79,692,167	167,637,872	-	13,060,000	-	741,493,230
Department of Innovation and Technology	86,198,254	17,727,644	2,844,258	-	-	-	-	106,770,156
Emergency Management	1,500,000	-	-	-	-	-	-	1,500,000
Environment Department	50,298,000	3,750,000	175,000	1,088,080	2,500,000	8,000,000	-	65,811,080
Fire Department	70,695,000	54,400,000	3,781,083	-	-	206,614	-	129,082,697
Neighborhood Development	45,600,000	24,000,000	-	-	-	-	-	69,600,000
Office of Arts & Culture	7,605,000	4,000,000	4,800,000	-	-	-	-	16,405,000
Office of New Urban Mechanics	200,000	-	-	-	-	-	-	200,000
Parks and Recreation Department	140,285,503	39,075,000	14,848,957	18,390,173	75,694,180	53,034,455	-	341,328,268
Police Department	93,870,000	970,000	6,200,000	-	-	-	-	101,040,000
Property Management Department	194,790,500	15,000,000	-	-	-	4,023,273	-	213,813,773
Public Health Commission	63,646,000	20,766,000	-	-	-	-	-	84,412,000
Public Works Department	336,379,000	20,610,000	36,095,000	144,521,648	309,779,418	160,477,138	-	1,007,862,204
Transportation Department	56,637,312	14,000,000	11,746,720	35,983,395	6,418,394	63,252,262	-	188,038,083
<b>Total</b>	<b>1,646,549,104</b>	<b>350,364,567</b>	<b>199,166,918</b>	<b>367,921,168</b>	<b>394,391,992</b>	<b>302,316,242</b>	<b>-</b>	<b>3,260,709,991</b>

<p>City of Boston</p> <p>Outstanding Principal by Purpose as of December 1, 2020</p>
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<u>Purpose for Which Issued:</u>	<b>Outstanding @ December 1, 2020</b>	<b>Percent of Total Outstanding Debt</b>
General Purpose	837,527,479	69.2%
MCWT	12,448,409	1.0%
Economic Development	8,132,026	0.7%
State Urban Development	4,366,958	0.4%
Schools	3,609,620	0.3%
Public Buildings	183,269,565	15.2%
Public Works	155,774,611	12.9%
Cemeteries	4,419,302	0.4%
<b>TOTAL:</b>	<b>\$ 1,209,547,970</b>	<b>100.0%</b>

**Debt Service Requirements Summary FY19 – FY26**

	Actual FY19	Actual FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24	Projected FY25	Projected FY26
<u>Gross Debt Service Requirements – Bonded Debt:</u>								
Total Principal:	125,831,183	125,914,890	124,513,916	138,878,237	150,638,051	164,392,818	204,378,094	208,138,700
Total Interest:	56,571,730	57,052,744	67,702,031	69,083,562	70,754,281	80,167,415	88,713,741	96,343,032
<b>(1) Total:</b>	<b>182,402,913</b>	<b>182,967,634</b>	<b>192,215,947</b>	<b>207,961,799</b>	<b>221,392,332</b>	<b>244,560,233</b>	<b>293,091,834</b>	<b>304,481,732</b>
<u>Less: Revenue Deemed Available from Related Sources:</u>								
(2) Premium, Subsidies, Other	3,455,802	3,357,855	3,001,529	2,853,141	2,369,144	1,864,633	1,342,571	799,967
Renew Boston Trust - Energy Savings	0	0	627,425	909,073	2,250,000	2,950,000	2,875,000	2,800,000
Accrued Interest	0	0	0	0	0	0	0	0
(3) Irrigation Project	9,149	0	0	0	0	0	0	0
(4) 1010 Massachusetts Avenue Project	1,954,914	1,924,363	2,409,288	2,644,951	2,089,269	0	0	0
(5) Pension Management System	1,902,668	1,903,312	1,904,187	893,752	640,475	45,394	45,376	0
Sinking Fund for November 2009 QSCB	0	0	0	0	0	0	20,000,000	0
<b>Total Debt Service/Budget Summary:</b>	<b>177,282,780</b>	<b>177,983,967</b>	<b>188,671,063</b>	<b>205,615,427</b>	<b>218,997,980</b>	<b>244,654,751</b>	<b>272,692,523</b>	<b>304,381,765</b>
<u>Plus: Interest on Temporary Loan Notes and Additional Items:</u>								
Revenue Anticipation	0	0	2,443,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Cost of Issuance	109,856	109,318	500,000	500,000	500,000	500,000	500,000	500,000
Lease Payment for Bolling Municipal Building	638,000	638,000	0	0	0	0	0	0
(6) Sinking Fund for Nov., 2009 QSCB	1,454,545	1,454,545	1,454,545	1,454,545	1,454,545	1,454,545	363,637	0
<b>Total Debt Service/Budget Summary:</b>	<b>5,107,351</b>	<b>2,461,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Less: Additional Adjustments:</u>								
School Construction Assistance	172,175,429	175,522,637	188,671,063	205,615,427	218,997,980	244,654,751	272,692,523	304,381,765
<b>Total Net Debt Service Requirements:</b>								

**NOTES:**

(1) FY19 - the City issued:  
 \$145.10 million in General Obligation Bonds with a 20-year maturity and a true interest cost of 2.749%; sale closed March 2019.  
 \$82,590,000 in General Obligation Refunding Bonds with a 13-year maturity and a true interest cost of 2.09%; sale closed October, 2019  
 FY20 - The City did not issue any bonds.  
 FY21 - the City issued:  
 \$121,660,000 in General Obligation Bonds with a 20-year maturity and a true interest cost of 1.29%; sale closed December 30, 2020  
 \$23,885,000 in General Obligation Bonds (Green Bonds) with a 20-year maturity and a true interest cost of 1.82%; sale closed December 30, 2020  
 \$35,000,000 in General Obligation Bonds (Federally Taxable, Social Bonds) with a 15-year maturity and a true interest cost of 1.75%; sale closed December 30, 2020  
 \$29,565,000 in General Obligation Refunding Bonds with a 6-year maturity and a true interest cost of 1.22%; sale closed December 30, 2020  
 \$61,840,000 in General Obligation Refunding Bonds (Federally Taxable) with a 13-year maturity and a true interest cost of 1.22%; sale closed December 30, 2020

**Assumptions:**  
 FY22 - Assumes General Obligation debt issuance of \$260 million and \$20 million for the Renew Boston Trust project each with a 20 year maturity and an interest rate of 5.0%.  
 FY23 - Assumes General Obligation debt issuance of \$315 million and \$10 million for the Renew Boston Trust project each with a 20 year maturity and an interest rate of 5.0%.  
 FY24 - Assumes General Obligation debt issuance of \$325 million with a 20 year maturity and an interest rate of 5.0%.  
 FY25 - Assumes General Obligation debt issuance of \$325 million with a 20 year maturity and an interest rate of 5.0%.  
 FY26 - Assumes General Obligation debt issuance of \$325 million with a 20 year maturity and an interest rate of 5.0%.

(2) Under the American Recovery and Reinvestment Act of 2009 (ARRA), in 2010 and 2011, the City issued Tax Benefited Bonds which are entitled to receive subsidy payments from the Federal Government. The IRS has released subsidy reduction notifications since March of 2013, reducing the expected annual subsidy.  
 An estimated Subsidy reduction to ARRA-related issuances of 7.3% per year from FY2022 through FY2026 has been applied in response to IRS withholding notifications.

(3) Debt Service Costs will be offset by the "Fund for Parks and Recreation".  
 (4) Debt Service Costs will be offset by charging City departments for the space they occupy.  
 (5) Debt Service Costs will be offset by semi-annual payments from the Retirement Board.  
 (6) Quarterly payments of principal in the amount of \$363,636.36 are currently being made to the paying agent with respect to the City's outstanding \$20 million G.O. Qualified School Construction Bonds, 2009-Series A, which were issued as tax credit bonds that do not earn interest. These funds are kept in escrow until the Bonds mature on September 15, 2024.

**FY22-26 Capital Plan Project List**

<b>Project</b>	<b>Scope of Work</b>	<b>Status</b>	<b>Neighborhood</b>	<b>Operating Impact</b>	<b>Total Project Budget</b>
<b>Boston Centers for Youth and Families</b>					
BCYF Allston Program Study	Develop building program and assess siting options for a new community center in Allston/Brighton.	Study Underway	Allston/Brighton	No	100,000
BCYF Community Center Program Studies	Develop building programs and assess siting options for new community centers in Dorchester and Charlestown.	Study Underway	Various neighborhoods	No	200,000
BCYF Curley Community Center	Major renovation of existing building that supports re-programming the interior space and provides resilient protection from future sea level rise.	In Construction	South Boston	No	30,000,000
BCYF Hyde Park Community Center	Interior and exterior building renovation including improvements to athletic facilities, redesign the front entrance, window and door replacements, and other facility upgrades to enable using the facility as a sheltering site year-round.	New Project	Hyde Park	No	1,000,000
BCYF Hyde Park Community Center	Renovate interior spaces for providing community neighborhood-based healthcare.	New Project	Hyde Park	No	2,000,000
BCYF Marshall Community Center Pool	Repair pool systems at BCYF Marshall. Upgrade pool liner and filtration system.	In Design	Dorchester	No	2,500,000
BCYF Mattahunt Community Center	Interior renovation that includes refurbishing the lobby, gymnasium, community room, and computer lab.	In Design	Mattapan	No	12,700,000
BCYF Mattahunt Community Center Exterior Lighting	Improve exterior lighting at the Mattahunt Community Center.	To Be Scheduled	Mattapan	No	500,000
BCYF Paris Street Pool	Complete building renovation including upgrades to the mechanical systems, bathrooms and locker rooms, pool deck, lighting, and entryway.	In Construction	East Boston	No	8,900,000
BCYF Quincy Community Center	Replace auditorium seating.	In Construction	Chinatown	No	340,200
BCYF Roslindale Community Center	Interior upgrades to mechanical systems and athletic facility.	In Construction	Roslindale	No	1,631,300
BCYF Roslindale Community Center	Interior and exterior building renovation including improvements to athletic facilities, redesign the front entrance, window and door replacements, and other facility upgrades to enable using the facility as a sheltering site year-round.	New Project	Roslindale	No	1,000,000
BCYF Security & Technology Upgrades	Improvements to technology infrastructure and security systems including cameras at all stand alone sites.	To Be Scheduled	Citywide	No	750,000
BCYF Tobin Community Center Retaining Wall	Repair or replace the retaining wall adjacent to the BCYF Tobin Community Center.	To Be Scheduled	Mission Hill	No	100,000
North End Community Center Design	Develop a design for a new North End Community Center.	To Be Scheduled	North End	No	5,000,000
Pool Repairs	Renovate and upgrade locker rooms and pools including filtration systems, pool liners, and dehumidification and HVAC systems at various BCYF/BPS pool facilities.	Annual Program	Citywide	No	1,000,000
Youth Budget Round 4	Engage youth across the City to create a capital "Youth Budget", using participatory budgeting methods.	Implementation Underway	Citywide	No	1,000,000
Youth Budget Round 5	Engage youth across the City to create a capital "Youth Budget", using participatory budgeting methods.	Implementation Underway	Citywide	No	1,000,000
Youth Budget Round 6	Engage youth across the City to create a capital "Youth Budget", using participatory budgeting methods.	Implementation Underway	Citywide	No	1,000,000
Youth Budget Round 7	Engage youth across the City to create a capital "Youth Budget", using participatory budgeting methods.	Implementation Underway	Citywide	No	1,000,000
Youth Budget Round 8	Engage youth across the City to create a capital "Youth Budget", using participatory budgeting methods.	To Be Scheduled	Citywide	No	1,000,000
Youth Budget Round 9	Engage youth across the City to create a capital "Youth Budget", using participatory budgeting methods.	New Project	Citywide	No	1,000,000
<b>Boston Planning and Development Agency</b>					
Lewis Street Flood Mitigation Study	Conduct technical analysis and develop coastal protective design options that address two near-term flood pathways identified through the 2017 Climate Ready East Boston report.	New Project	East Boston	No	450,000
Long Wharf	Develop design plans that address ongoing structural issues at Long Wharf related to flooding caused by high tides.	In Design	Financial District/Downtown	No	300,000
Long Wharf Harborwalk Signage	Design interpretive and way finding signage that directs the public to the Harborwalk and nearby public amenities.	To Be Scheduled	Financial District/Downtown	No	150,000

**FY22-26 Capital Plan Project List**

<b>Project</b>	<b>Scope of Work</b>	<b>Status</b>	<b>Neighborhood</b>	<b>Operating Impact</b>	<b>Total Project Budget</b>
<b>Boston Planning and Development Agency</b>					
RFMP Dry Dock Avenue	Improve Dry Dock Avenue streetscape to the meet current standards for accessibility, promote multi-modal transit connectivity, and enhance climate resilience.	To Be Scheduled	South Boston	No	400,000
RFMP Dry-dock 4	Develop a design for the permanent closure of the Dry-dock 4 caisson.	In Design	South Boston	No	250,000
RFMP Pier 6	Develop design plans for the replacement of the Pier 6 steel bulkhead.	In Design	South Boston	No	400,000
RFMP Resiliency Improvements	Climate resilience improvements at the Raymond Flynn Marine Park.	In Design	South Boston	No	2,075,000
Strategic Planning Area Transportation Study	Analyze transportation capacity and develop conceptual design and cost for future infrastructure improvements for Washington Street in Jamaica Plain/Roxbury, Glovers Corner in Dorchester, and Nubian Square in Roxbury.	Study Underway	Various neighborhoods	No	250,000
<b>Boston Public Library</b>					
Adams Street Branch Library	Design and construct a new branch library. Develop a building program that reflects the Boston Public Library's Compass Principles and supports the needs of the neighborhood.	In Construction	Dorchester	No	18,300,000
Central Library Façade Study and Repairs	Perform a study of the condition of the facades of the Johnson and McKim buildings and make repairs as needed.	New Project	Back Bay	No	400,000
Central Library: Johnson Building	Renovate existing staff restroom into a women's staff restroom and locker room.	In Construction	Back Bay	No	708,000
Central Library: McKim Fire Panel	Upgrade the McKim Building fire panel.	In Design	Back Bay	No	1,000,000
Central Library: McKim Fountain	Repair the water basin and tile, upgrade lighting, piping and restore the sculpture.	In Construction	Back Bay	No	1,459,000
Central Library: McKim Study	This project will focus on a re-imagining of the Master Plan for the non-renovated floors of the McKim Building and develop a new program for and repairs to the Dartmouth Street Plaza.	Study Underway	Back Bay	No	800,000
Central Library: Rare Books and Manuscripts Department	A renovation project at the Central Library in Copley Square to help preserve its historic special collections in Rare Books and Manuscripts.	In Construction	Back Bay	No	15,725,000
Chinatown Branch Library	Design and construct the fit-out for a new branch library.	Study Underway	Chinatown	No	6,000,000
Codman Square Branch Library Study	Conduct a facility assessment and develop a building program that reflects the BPL's Compass Principles and supports the needs of the neighborhood. Design and construct a new branch library.	Study Underway	Dorchester	No	100,000
Egleston Square Branch Library	Conduct a facility assessment and develop a building program that reflects the BPL's Compass Principles and supports the needs of the neighborhood. Design and construct a new branch library.	Study Underway	Roxbury	No	12,100,000
Faneuil Branch Library	Library branch improvements consistent with the BPL's Compass Principles and based on the completed programming study which calls for improved accessibility, interior renovations and refurbishment, as well as, a building addition.	In Construction	Allston/Brighton	No	14,000,000
Fields Corner Branch Library	Conduct a facility assessment and develop a building program that reflects the BPL's Compass Principles and supports the needs of the neighborhood. Design and construct a new branch library.	Study Underway	Dorchester	No	12,100,000
North End Branch Library	Assess the existing interior and exterior physical conditions and systems according to how ably the branch can accomplish the Compass principles; develop and implement an improvement plan.	To Be Scheduled	North End	No	1,475,000
Research Collections Preservation and Storage Plan	A planning study for the storage, preservation and security of the BPL's research collections.	To Be Scheduled	Citywide	No	200,000
Roslindale Branch Library Renovation	A comprehensive building renovation will enrich library services and visitor experience through improved spatial definition, a fully accessible facility, improve signage and increase energy efficiency.	In Construction	Roslindale	No	11,660,000
South Boston Branch Library Study	Conduct a facility assessment and develop a building program that reflects the BPL's Compass Principles and supports the needs of the neighborhood. Design and construct a new branch library.	New Project	South Boston	No	250,000
South End Branch Library Study	This project will conduct a facility assessment, review neighborhood goals, develop an updated building program that reflects the BPL's strategic vision supporting the future needs of the neighborhood, and support additional interior improvements.	To Be Scheduled	South End	No	1,000,000
Upham's Corner Library	Site acquisition, design, construction, and furnishings for the development of a new branch library.	Study Underway	Dorchester	No	17,980,000
West End Branch Library Study	Conduct a facility assessment and develop a building program that reflects the BPL's Compass Principles and supports the needs of the neighborhood. Design and construct a new branch library.	Study Underway	West End	No	100,000

**FY22-26 Capital Plan Project List**

<b>Project</b>	<b>Scope of Work</b>	<b>Status</b>	<b>Neighborhood</b>	<b>Operating Impact</b>	<b>Total Project Budget</b>
<b>Boston Public Schools</b>					
21st Century Interior Improvements	Improve interior spaces at various schools to promote a 21st century learning experience, including lighting, security, classroom technology, and wayfinding.	New Project	Citywide	No	1,000,000
Accessibility Improvements	Upgrade facilities at various schools to increase building accessibility, including improvements to ramps, doors, and elevators.	New Project	Citywide	No	1,000,000
Accreditation Improvements at Various Schools	Accreditation projects to be completed in FY22 through FY26.	Annual Program	Various neighborhoods	No	3,921,750
Adams School Roof and Masonry	Replace roof and repair parapet masonry.	In Construction	East Boston	No	1,090,051
ARP 2019: Roofs and Boilers at 3 Schools	Replace boiler at the Lyon School and roofs at the McKinley K-12 and Curley K-8 Schools, in conjunction with the MSBA Accelerated Repair Program.	In Construction	Various neighborhoods	Yes	7,450,607
ARP 2020: Boilers and Windows at 2 Schools	Replace boilers at the P.J. Kennedy School and windows at the Adams School, in conjunction with the Massachusetts School Building Authority's Accelerated Repair Program.	New Project	Various neighborhoods	Yes	300,000
Auditorium Improvements	Repair and upgrade auditorium facilities at various schools, including lighting, seating, and sound equipment.	New Project	Citywide	No	250,000
Bathroom Renovations at Various Schools	Upgrade bathrooms at various schools, including fixtures, flooring, partitions, lighting, and paint.	In Construction	Various neighborhoods	No	10,000,000
Blackstone School Interior Renovations	Refurbish building interior to include classroom enclosures, security measures, fire sprinklers, and related HVAC and fire alarm work in alignment with enclosure activities.	To Be Scheduled	South End	No	5,000,000
Boston Arts Academy	Design and construct a new facility that supports the requirements of the Boston Arts Academy. The MSBA will partner with the City in the development and funding of this new school.	In Construction	Fenway/Kenmore	Yes	137,370,916
Bradley School Envelope	Repair masonry, windows, and doors.	New Project	East Boston	No	1,663,839
Brighton High School Locker Rooms	Renovate locker rooms.	In Design	Allston/Brighton	No	2,800,000
BuildBPS Building Reprogramming	Upgrade building facilities to facilitate grade reconfigurations at various schools, in line with the goals of BuildBPS.	New Project	Citywide	No	1,550,000
BuildBPS: 21st Century Schools Fund	Acquire new school furniture and technology to promote 21st century learning.	Implementation Underway	Citywide	No	4,103,029
BuildBPS: Capital Maintenance	Core maintenance work in various schools, including electrical, HVAC, masonry, and window repairs.	Annual Program	Citywide	No	17,000,000
BuildBPS: MSBA ARP Reserve	Reserve for future MSBA Accelerated Repair Program projects.	Annual Program	Various neighborhoods	Yes	64,022,721
BuildBPS: Reserve for Future Projects	Reserve for future BuildBPS projects.	Annual Program	Citywide	No	42,550,000
Bus Monitor Technology	Purchase and install bus monitor technology to enhance transportation planning and operations.	To Be Scheduled	N/A	No	100,000
Bus Navigation System	Purchase and install on-board guidance and navigation system for school buses.	To Be Scheduled	N/A	No	1,345,805
Cafeteria Upgrades Phase 4	Upgrade kitchens to expand the implementation of an innovative fresh food program at an additional 19 schools in FY22.	New Project	Various neighborhoods	No	12,700,000
Carter School	Conduct a feasibility study and develop schematic design plans in conjunction with the MSBA that include spaces for beneficial and critical instructional activities, including aquatic, physical, creative arts, and multi-sensory therapies.	In Design	South End	Yes	91,966,532
Curley K-8 School	Rebuild exterior bridge and walkway that connects the two school buildings, replace doors, install lighting, and add an accessible toilet room.	In Construction	Jamaica Plain	No	3,000,000
Dever School and McCormack School Open Space Study	Study to determine outdoor improvements at the Dever School and McCormack School.	To Be Scheduled	Dorchester	No	200,000
Drinking Water Upgrades at Various Schools	Upgrade plumbing and fixtures to expand the availability of drinking water at various schools.	In Design	Various neighborhoods	No	10,360,000
East Boston Elementary School Study	Study to design a future elementary school in East Boston.	New Project	East Boston	No	500,000
Edwards School Study	Study to design and retrofit school for future educational programming.	To Be Scheduled	Charlestown	No	500,000
Electrical Upgrades at 2 Schools	Upgrade electrical equipment at the Dever and McCormack schools to align with transformer replacements in Columbia Point.	New Project	Dorchester	Yes	5,590,518
Elementary School Programming and Siting Study	Study to identify programming and sites for future elementary schools.	New Project	Various neighborhoods	No	2,000,000
Entryway Improvements at Various Schools	Improve entryways to create a more welcoming, calm, and safe environment, including upgrades to security, doors, lighting, and wayfinding at various schools.	To Be Scheduled	Various neighborhoods	No	2,000,000
Everett School Roof	Replace roof.	In Design	Dorchester	No	1,741,924

**FY22-26 Capital Plan Project List**

<b>Project</b>	<b>Scope of Work</b>	<b>Status</b>	<b>Neighborhood</b>	<b>Operating Impact</b>	<b>Total Project Budget</b>
<b>Boston Public Schools</b>					
Exterior Grounds Improvements	Improve landscaping, walkways, paving, and outdoor lighting and signage at various schools.	New Project	Citywide	No	2,250,000
Fire Systems at Various Schools	Upgrade or replace fire alarms and/or fire protection systems at various schools.	To Be Scheduled	Various neighborhoods	No	2,500,000
Food and Nutritional Services Technology	Purchase and install point of sale system for food services at all schools.	Implementation Underway	Citywide	No	740,000
Grade K-6 School Conversions Phase 1	Interior renovations to facilitate K-6 conversions at various schools, including adding/removing walls, installing lockers, and relocating offices.	In Construction	Various neighborhoods	No	500,000
Henderson Inclusion Lower School Windows	Replace windows, add fire sprinklers, and make accessibility improvements.	In Construction	Dorchester	No	10,728,239
Henderson Upper School Yard	Design and construct a new school yard at the Henderson Upper School.	New Project	Dorchester	No	1,000,000
Horace Mann School Relocation	Infrastructure improvements associated with relocation to accommodate specialized programmatic needs for students with hearing impairments.	To Be Scheduled	Allston/Brighton	No	1,000,000
Irving School Reconfiguration	Upgrade building facilities at the Irving School to facilitate grade reconfiguration.	New Project	Roslindale	No	5,200,000
Josiah Quincy Upper School	Design and construct a new facility for the Josiah Quincy Upper School. The MSBA will partner with the City in the development and funding of this new school.	In Design	Chinatown	Yes	193,591,467
Kennedy Academy Envelope	Repair roof, masonry, windows, and doors.	New Project	Mission Hill	No	1,892,212
Madison Park TVHS Electrical Improvements	Electrical upgrades at Madison Park Technical Vocational High School.	In Construction	Roxbury	No	6,000,000
Madison Park TVHS Study	Study to review Madison Park Technical Vocational High School.	New Project	Roxbury	No	250,000
Mandela Athletic Complex Locker Rooms	Renovate women's locker rooms for Madison Park Technical Vocational High School and the O'Bryant School of Mathematics and Science.	In Design	Roxbury	No	8,030,325
Mather School Envelope	Repair roof, masonry, windows, and doors.	New Project	Dorchester	No	3,000,000
Mattahunt School	Safety upgrades at the Mattahunt Elementary School.	To Be Scheduled	Mattapan	No	3,665,000
McCormack School 7-12 Conversion Phases 1-2	Refurbish building interior to facilitate grade 7-12 conversion.	New Project	Dorchester	No	3,000,000
Quincy School Exterior Upgrades	Repair masonry and replace roof, windows, and exterior doors.	In Design	Chinatown	No	15,360,000
Radiator Covers at Various Schools	Replace radiator covers at various schools.	To Be Scheduled	Various neighborhoods	No	1,000,000
School Yard Improvements	Design and construct school yards to be completed in FY22 through FY26, including the Haley School yard.	Annual Program	Various neighborhoods	No	7,174,650
Security Related Improvements at Various Schools II	Security-related improvements at various schools, including installing or upgrading PA and alarm systems.	Annual Program	Citywide	No	2,810,000
Snowden International School Roof	Replace roof.	In Design	Back Bay	No	1,301,635
Technology Infrastructure II	Upgrades to technology infrastructure in support of 21st century learning.	Annual Program	Citywide	No	27,000,000
UP Academy Dorchester	Replace unit ventilators.	To Be Scheduled	Dorchester	No	3,200,000
Window Repair and Replacement	Replace or make significant repairs to windows at various schools to increase ventilation.	In Construction	Citywide	No	7,222,010
<b>Department of Innovation and Technology</b>					
Citywide Revenue Modernization	Planning and design of a centralized collections system to maximize City revenue.	New Project	N/A	No	650,000
Core Technology Infrastructure	Install hardware platforms to run applications supporting City business. Scope includes equipment refresh for DWDM and BoNet equipment refresh, VoIP, firewall modernization, SQL environment recovery, and 700 MHz radio equipment and firmware.	Annual Program	N/A	No	12,669,773
Cyber Security and Resiliency	Implement solutions to manage and mitigate cyber security risks.	Annual Program	N/A	No	8,668,049
Data Analytics	Invest in data analytic tools, technologies, and processes to empower data-driven management.	Annual Program	N/A	No	6,631,165
Digital Service Delivery and Engagement	Implement digital technology solutions that better engage residents with government.	Annual Program	Citywide	No	9,411,905
Enterprise Applications	Identify and procure enterprise business applications that enhance productivity and improve City business operations.	Annual Program	N/A	No	27,000,000
ERP System Upgrade	Investment in key City-wide systems including an upgrade for BAIS Financials application and tools, and a tools and PUM upgrade for BAIS HCM.	Implementation Underway	N/A	No	15,654,000
Fiber Network Expansion	Invest in and expand BoNet infrastructure, including extending the fiber network's reach to additional BPS schools and providing public Wi-Fi opportunities.	Implementation Underway	Various neighborhoods	No	14,020,523
FY19 IT Investment Proposals	Identify and procure IT solutions for City departments.	Implementation Underway	N/A	No	3,664,741



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<b>Project</b>	<b>Scope of Work</b>	<b>Status</b>	<b>Neighborhood</b>	<b>Operating Impact</b>	<b>Total Project Budget</b>
<b>Department of Innovation and Technology</b>					
FY20 IT Investment Proposals	Identify and procure IT solutions for City departments.	Implementation Underway	N/A	No	1,000,000
FY21 IT Investment Proposals	Identify and procure IT solutions for City departments.	Implementation Underway	N/A	No	1,500,000
FY22 IT Investment Proposals	Identify and procure IT solutions for City departments.	New Project	N/A	No	500,000
Trunked Radio System	Design and implementation of upgrades to the Trunked radio system.	New Project	N/A	No	5,400,000
<b>Emergency Management</b>					
Emergency Operations Center	A programming and siting study for the development of an emergency operations center.	Study Underway	N/A	No	1,500,000
<b>Environment Department</b>					
Climate Ready Boston Harbor Study	Support the development of a study that will examine the feasibility of measures along and within the Boston Harbor to reduce vulnerability of coastal flooding due to sea level rise caused by climate change.	To Be Scheduled	Various neighborhoods	No	5,000,000
Climate Ready Boston Phase 2	Climate resilience planning for City neighborhoods and municipal facilities affected by climate change.	Study Underway	Citywide	No	731,280
Climate Ready Boston Phase 3	Climate resilience planning for City neighborhoods and municipal facilities affected by climate change.	Implementation Underway	Citywide	No	991,720
Climate Resilience Reserve	Reserve for climate resilient capital investments.	Implementation Underway	Citywide	No	5,000,000
Energy Efficiency Design Services	Design services to enhance the energy efficiency of municipal capital assets.	Implementation Underway	Citywide	No	500,000
Exterior Lighting Energy Performance	Identify energy retrofit project opportunities for City owned light fixtures.	To Be Scheduled	Citywide	No	4,000,000
Mattahunt Woods Preservation	Clean up debris, manage invasive species, and build trails to restore wetland habitat and create usable open space.	New Project	Mattapan	No	750,000
Moon Island Energy Storage	Design and installation of a photovoltaic array and battery storage unit on Moon Island to support regional fire prevention training curriculum.	In Design	Harbor Islands	No	838,080
Renew Boston Trust Phase 2	Identify energy retrofit project opportunities in City owned buildings that are self-financed by future energy savings. The City will implement the program through contracts with Energy Service Companies (ESCOs) that will guarantee the energy savings.	In Design	Citywide	Yes	24,000,000
Renew Boston Trust Phase 3	Identify energy retrofit project opportunities in City owned buildings that are self-financed by future energy savings. The City will implement the program through contracts with Energy Service Companies (ESCOs) that will guarantee the energy savings.	To Be Scheduled	Citywide	Yes	24,000,000
<b>Fire Department</b>					
Building Envelope Repairs at Various Stations	Building and envelope repairs at Engine 29, 32, 37, 53, and 56.	In Construction	Citywide	No	5,610,000
Engine 17	Design and construct a new fire station.	In Design	Dorchester	No	24,700,000
Engine 3	Design and construct a new fire station.	To Be Scheduled	South End	No	3,000,000
Engine 33	Building renovations including envelope repairs, door and window replacement, and interior improvements including building systems.	To Be Scheduled	Back Bay	No	800,000
Engine 37	Design and construct a new fire station.	To Be Scheduled	Fenway/Kenmore	No	3,000,000
Engine 42	Design and construct a new fire station.	In Construction	Roxbury	No	23,560,000
Fire Alarm Roof and Antenna	Exterior repointing, roof replacement, skylight replacement, and repairs to rooftop masonry and antenna supports.	In Construction	Fenway/Kenmore	No	1,585,000
Fire Equipment FY22	Purchase new fire apparatus for FY22 as scheduled in the Apparatus Replacement Plan.	Annual Program	Citywide	No	4,400,000
Fire Equipment FY23-FY26	Purchase new fire apparatus for FY23-FY26 as scheduled in the Apparatus Replacement Plan.	Annual Program	Citywide	No	10,800,000
Fire Headquarters	Building renovations at the Boston Fire Department Headquarters building, including installation of a new security gate.	In Design	Roxbury	No	1,290,000
Fire Radio System Upgrades	Design and implementation of upgrades to the Fire radio system.	Implementation Underway	Citywide	No	46,000,000
HVAC / Boiler Replacement at Various Stations	Install boilers, heating and lighting systems at fire stations including Engines 41, Engine 53, and the Fire Alarm Division.	Implementation Underway	Various neighborhoods	Yes	3,537,697
Moon Island Seawall	Design for infrastructure improvements to seawall adjacent to the Fire Department Training Academy.	In Design	Harbor Islands	No	800,000

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Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
<b>Neighborhood Development</b>					
BHA Charlestown	Investment that supports the redevelopment of the Bunker Hill Housing Development. The initial phase includes 236 affordable units and over the life of the project will produce 1,010 affordable units.	Implementation Underway	Charlestown	No	30,000,000
BHA Housing Improvements	Upgrade elderly/disabled public housing units in several BHA communities including Saint Botolph in the South End, the Doris Bunte Apartments in Egleston Square, and Patricia White in Brighton.	Implementation Underway	Various neighborhoods	No	10,000,000
BHA Orient Heights	City funding for Phase 3 consisting of 123 units of housing, gateway park, and community center.	New Project	East Boston	No	19,000,000
Housing Infrastructure Fund	Investment in infrastructure to support affordable housing development.	To Be Scheduled	Various neighborhoods	No	5,000,000
Orient Heights Senior Center	Convert the former Orient Heights Branch Library into a new senior center.	In Construction	East Boston	No	5,600,000
<b>Office of Arts &amp; Culture</b>					
Book Mark'd	Fabricate and install a bronze sculpture of books for the entrance of the Mattapan Branch Library.	New Project	Mattapan	No	250,000
Edward O. Gourdin and African American Veterans Memorial	Complete fabrication and install a bronze memorial portrait of Justice Gourdin and ten bas-relief portraits of African American veterans of wars from the American Revolution to the Iraq War.	New Project	Roxbury	No	150,000
Jamaica Plain Branch Library Art	Create and install permanent artwork at the Jamaica Plain Branch Library.	In Construction	Jamaica Plain	No	205,000
Percent for the Arts	One percent of the City's annual planned bond issuance is designated for the commissioning of permanent, public art in municipal spaces. Site selection will be coordinated with projects in the capital plan.	Annual Program	Citywide	No	15,000,000
Strand Theater	Study to assess capital needs at the Strand Theater.	New Project	Dorchester	No	250,000
The Legacy of Frederick Douglass	Fabricate and install a bronze figure grouping and construct a plaza honoring Frederick Douglass in Douglass Square.	New Project	Roxbury	No	550,000
<b>Office of New Urban Mechanics</b>					
Innovation Fund	Work across departments to deploy innovative improvements on streets, online, and in schools using technology and cutting edge design.	Implementation Underway	Various neighborhoods	No	200,000
<b>Parks and Recreation Department</b>					
Animal Shelter	Develop a building program and assess siting options.	Study Underway	Roxbury	No	100,000
Artificial Turf Replacement	Annual program to replace artificial turf fields. High priority projects include Charlestown High School and multi-purpose fields at East Boston Memorial Park.	Implementation Underway	Citywide	Yes	4,250,000
Back Bay Fens Pathways	Rehabilitate pathways at the Back Bay Fens to improve accessibility and site conditions.	To Be Scheduled	Fenway/Kenmore	No	7,500,000
Bay Village Neighborhood Park	Comprehensive park renovation and addition of new plantings, park furniture, and interpretive feature describing neighborhood history.	New Project	South End	No	575,000
Billings Field	Design a comprehensive park renovation including fields, courts, and other park infrastructure.	To Be Scheduled	West Roxbury	No	500,000
Boston Common Master Plan	Develop a master plan to bring the nation's oldest public park to the level of excellence commensurate with its historical importance and use by the City's residents and visitors.	Study Underway	Beacon Hill	Yes	23,000,000
Boston Common Tadpole Play Lot	Revitalize the Boston Common playground including new play equipment, safety surfacing and site furnishings.	To Be Scheduled	Beacon Hill	No	150,000
Boston Common Utility Study	Study to determine utility needs (electric and drainage) of the Boston Common in advance of needed utility upgrades and future pathway paving.	Study Underway	Beacon Hill	No	100,000
Bussey Brook Meadow Trail at Arnold Arboretum	Repair and extension of walking paths, wetland habitat restoration and improvements to Bussey Brook flood retention capacity.	To Be Scheduled	Jamaica Plain	No	600,000
Bynoe Park	Upgrades to play equipment.	In Design	Roxbury	No	1,120,000
Ceylon Park	Design of park improvements including upgrades to artificial turf, sports lighting, basketball court, playgrounds, splash pad, spectator seating, and accessibility.	To Be Scheduled	Roxbury	No	4,100,000
Christopher Columbus Park	Playground renovation including play structure, safety surfacing, fencing, lighting, site furnishings, pathway repairs, drainage, signage, and green infrastructure to mitigate future sea level rise.	To Be Scheduled	North End	No	3,500,000
Clarendon Street Playground	Upgrade play equipment.	In Design	Back Bay	No	1,730,000
Codman Square	Implementation of redesign of Codman Square Park.	To Be Scheduled	Dorchester	No	1,810,000
Commonwealth Avenue Mall: Kenmore Block	Design for improvements to pathways, site furnishings, utilities, storm water infrastructure, irrigation, and plantings.	To Be Scheduled	Fenway/Kenmore	No	250,000
Copley Square Park	Complete park redesign to optimize resiliency to high traffic events and storm-water.	In Design	Back Bay	No	15,500,000
Coppens Square	Design and construction of park improvements including replacement of the Mayor Theodore Lyman fountain that was removed in 1951.	In Design	Dorchester	No	1,375,000

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<b>Project</b>	<b>Scope of Work</b>	<b>Status</b>	<b>Neighborhood</b>	<b>Operating Impact</b>	<b>Total Project Budget</b>
<b>Parks and Recreation Department</b>					
Court Renovations	Annual program to rehabilitate tennis, basketball, and street hockey courts citywide.	Annual Program	Citywide	No	8,767,444
Crawford Street Playground	Design for a comprehensive park improvements including play area, little league field, and passive areas.	In Design	Roxbury	No	1,800,000
Cuttillo Park	Design for a comprehensive park renovation including drainage, play lot, courts, passive areas, pathways, landscaping, site furnishings and infrastructure.	In Design	North End	No	2,000,000
Daisy Field at Olmsted Park	Park renovation including two softball fields, pathways, and LED sports lighting.	In Design	Jamaica Plain	No	1,140,000
Doherty-Gibson Playground	Refurbish play lot and adjacent passive areas.	In Design	Dorchester	No	1,120,000
Dorchester Park Pathways	Mill and repave existing paved walkways in Dorchester Park.	New Project	Dorchester	No	1,820,000
Dudley Town Common	Improvements to Dudley Town Common to support the use of this neighborhood "Common" for gathering and civic uses.	To Be Scheduled	Roxbury	No	1,270,000
East Boston Greenway	Design of comprehensive park improvements including sea level rise mitigation, storm water management upgrades, improvements to pathways, furnishings, plantings and murals.	To Be Scheduled	East Boston	No	400,000
Edwards Playground	Renovations to the playground including safety surfacing; passive park improvements including site furnishings, upgraded utilities and pathways.	In Construction	Charlestown	No	1,490,000
Field House Programming Study	Study and design of facility and programming improvements at Billings Fieldhouse and Lee Playground Fieldhouse.	New Project	Various neighborhoods	No	125,000
Field Lights at Various Parks	Upgrade park field lights at various locations including Hemenway Park and Fallon Field.	In Construction	Various neighborhoods	No	2,700,000
Flaherty (William F.) Playground	Upgrade play lot.	To Be Scheduled	Jamaica Plain	No	1,930,000
Fort Point Channel Park	Design and implementation of a signature, climate resilient waterfront park along the Fort Point Channel. Federal funding is anticipated.	To Be Scheduled	South Boston	Yes	20,000,000
Franklin Park Master Plan	Consistent with the goals of Imagine Boston 2030, develop a master plan that will enhance historic Franklin Park as a keystone park in the geographical heart of the City.	Study Underway	Various neighborhoods	Yes	23,000,000
Franklin Park Yard Master Plan Update	Update the existing master plan to build out the Franklin Park Yard as a full administration and maintenance facility for the Parks and Recreation Department.	Study Underway	Roxbury	No	112,000
Frog Pond	Study to evaluate the mechanical systems of the Frog Pond.	Study Underway	Beacon Hill	No	150,000
Garvey Playground	Park renovation including play lot, field improvements, lighting, pathways, and court upgrades.	In Construction	Dorchester	No	5,450,000
General Parks Improvements	Replace fencing, pavement, court lighting, and other infrastructure improvements needed.	Annual Program	Citywide	No	1,500,000
George Wright Clubhouse Phase 2	Building renovations include installation of a new boiler, electrical system and fire protection. Update bathroom for accessibility.	In Design	Hyde Park	No	1,400,000
George Wright Golf Course	Ongoing improvements including drainage, paving, and other miscellaneous items.	Annual Program	Hyde Park	Yes	3,455,605
Greenhouses at Franklin Park	Renovation and heating system upgrades for BPRD's green house facility.	New Project	Roxbury	No	250,000
Harambee Park Phase 3	Reorientation of football field and sports lighting improvements. Continuation of pedestrian pathway network throughout the park, and public safety improvements. Feasibility study of parking and bus accommodation.	In Construction	Dorchester	Yes	3,768,300
Harambee Park Phase 4	Reconstruction of both cricket fields and the little league field.	New Project	Dorchester	No	2,090,000
Historic Cemeteries	Ongoing program of repairs in designated historic cemeteries located throughout the City.	Annual Program	Citywide	Yes	3,384,117
Hynes Playground	Improvements to baseball and softball fields including: drainage, backstops, players benches, and infield repairs.	In Design	West Roxbury	No	1,600,000
Jamaica Pond Boathouse Study	Programming study for Jamaica Pond Boathouse.	New Project	Jamaica Plain	No	250,000
Jeep Jones Park	Study and design for park renovations.	In Design	Roxbury	No	1,250,000
Justice Gourdin Veterans Memorial Park	Major park renovation including pathways, walls, plazas, ADA improvements, and landscaping.	In Design	Roxbury	No	1,320,000
L Street Open Space Area	This new open space on L Street will create an inter-generational gathering space. The park space will provide senior residents a place to relax and socialize while encouraging young children to engage and play.	In Design	South Boston	No	600,000
Malcolm X Park	Design and construction of a comprehensive park renovation excluding fields, which were recently renovated.	In Design	Roxbury	Yes	9,400,000
Mary Hannon Playground Phase II	Renovate ball field and passive areas.	In Construction	Roxbury	No	1,060,000
McConnell Playground	Comprehensive park renovation to include play lot, three fields, passive park, parking lot and address access issues.	In Design	Dorchester	Yes	8,780,000

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<b>Project</b>	<b>Scope of Work</b>	<b>Status</b>	<b>Neighborhood</b>	<b>Operating Impact</b>	<b>Total Project Budget</b>
<b>Parks and Recreation Department</b>					
McGann Playground	Upgrade play lot.	In Design	Hyde Park	No	950,000
McKinney Playground	Partial implementation of the master plan including ball field renovations and pathway improvements.	In Design	Allston/Brighton	No	2,760,000
McLean Playground	Improvements to basketball court and nearby areas to improve accessibility and access to the site.	New Project	East Boston	No	910,000
Medal of Honor Park	Addition of play equipment for ages 2 through 5 and safety surfacing.	In Design	South Boston	No	365,000
Millennium Park	Design and construction of play lot improvements, pathway repaving, and installation of modular bathroom facilities.	In Design	West Roxbury	No	4,075,000
Mission Hill Playground	Upgrade play lot.	In Construction	Mission Hill	Yes	3,255,000
Moakley Park	Implementation of master plan for Moakley Park. This project will redesign the park including climate resilience features to mitigate flood risk.	In Design	South Boston	Yes	7,200,000
Mother's Rest at Four Corners	Design for a comprehensive park improvements including play area and passive areas.	To Be Scheduled	Dorchester	No	1,610,000
Muddy River	Dredge main channel and restore habitat along the Muddy River. Project will be implemented through the Army Corps of Engineers. Additional project funding is provided by the Army Corps of Engineers, the Commonwealth, and the Town of Brookline.	In Design	Fenway/Kenmore	Yes	89,305,642
Murphy Playground	Renovation of park including refurbishing ball fields.	New Project	Jamaica Plain	No	250,000
Odom Serenity Garden	Design park improvements in conjunction with DND for a park named in memory of Steven P. Odom.	In Design	Dorchester	No	550,000
Parcel Priority Plan	Analyze and identify lands of recreational, habitat, connectivity, or ecological value in the City of Boston that should be protected as open space.	Study Underway	Citywide	No	90,000
Park Planning Studies	Planning and related landscape design services including: capital phasing plans, development of standard details and specifications and miscellaneous planning services.	Annual Program	Citywide	No	332,383
Paula Titus Park	Design and construction of a new park.	New Project	Roxbury	No	1,035,000
Penniman Road Play Area	Design for a comprehensive park renovation including drainage, play lot, courts, passive areas, pathways, landscaping, site furnishings and infrastructure.	To Be Scheduled	Allston/Brighton	No	300,000
Peters Park Ballfield	Address drainage issues on Little League Field.	To Be Scheduled	South End	No	500,000
Public Garden Lagoon	Repair and backfill missing, destroyed, and leaking granite coping surrounding the lagoon.	In Design	Beacon Hill	No	1,882,000
Public Garden Tool Shed	Design of facility upgrades at the Public Garden Tool Shed.	New Project	Beacon Hill	No	300,000
Ramsay Park Ballfield	Ball field renovations including irrigation, site utilities, seating, backstop, fencing, and site furnishings.	To Be Scheduled	South End	No	920,000
Ringer Park Master Plan	Develop comprehensive park master plan that will guide future capital investments.	Study Underway	Allston/Brighton	No	75,000
Ringer Playground	Design of recommendations from the master plan.	New Project	Allston/Brighton	No	250,000
Robert G. Shaw / 54th Regiment Memorial	Restoration and conservation work of the Robert G. Shaw/54th Regiment Memorial on Boston Common. The National Parks Service will lead the project.	In Construction	Beacon Hill	No	4,088,188
Roslindale Wetlands Trail	Repair and extension of perimeter walking trail and boardwalk, wetland restoration, and improvements to flood retention capacity.	In Design	Roslindale	No	590,000
Ryan Play Area	Design for a comprehensive park improvements including play area and passive areas.	In Design	Dorchester	No	1,470,000
Ryan Playground	Design for a comprehensive park improvements to ball fields, playground, basketball court, parking area, harbor walk, lighting, and green infrastructure to mitigate future sea level rise caused by climate change.	In Design	Charlestown	No	1,000,000
Safety Surfacing Replacement	Upgrade and replace safety surfacing at various City parks.	Implementation Underway	Citywide	No	2,000,000
Smith Playground Phase 2	Additional park improvements including the ball field area based on the master plan.	In Design	Allston/Brighton	No	5,480,000
Sports Lighting Replacement	Annual program for replacing sports lighting. High priority projects include Christopher Lee Playground and Clifford Playground.	Implementation Underway	Citywide	No	3,600,000
Street Tree Planting	Ongoing program of street tree planting throughout the City.	Annual Program	Citywide	No	14,000,000
Titus Sparrow Park	Improve the playground; renovate the tennis and basketball courts.	To Be Scheduled	South End	No	1,980,000
Urban Forestry Plan	Develop an inventory and planning document to optimize the management of City-owned trees.	To Be Scheduled	N/A	No	582,000
Urban Wilds Renovations	Renovate walls, walkways, and signage within urban wilds owned by the Environment Department and the Parks and Recreation Department.	Annual Program	Citywide	Yes	3,470,589
Walker Playground	Upgrades to play lot.	In Construction	Mattapan	No	870,000
Walnut Park Play Area	Upgrade play lot.	In Design	Roxbury	No	1,340,000
William Devine Golf Course	Improve drainage, paving, and other miscellaneous items.	Annual Program	Roxbury	No	3,900,000
Winthrop Playground	Design of comprehensive park renovation including play equipment, splash pad, stairs, lighting, basketball and tennis court.	To Be Scheduled	Roxbury	No	500,000

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<b>Project</b>	<b>Scope of Work</b>	<b>Status</b>	<b>Neighborhood</b>	<b>Operating Impact</b>	<b>Total Project Budget</b>
<b>Police Department</b>					
Communications Infrastructure Upgrades	Design and implementation of upgrades to the Police radio system.	Implementation Underway	Citywide	No	52,815,000
District B-3 Station Study	Programming study to evaluate space requirements for the District B-3 station.	To Be Scheduled	Mattapan	No	100,000
District D-14 Station	Install new windows on the second floor.	In Construction	Allston/Brighton	No	360,000
District E-18 Station Study	Programming study to evaluate space requirements for the District E-18 station.	In Design	Hyde Park	No	100,000
East Boston Police Station	Design and construct a new police station.	In Construction	East Boston	No	29,900,000
Emergency 9-1-1 Backup Study	Develop program for a new backup facility for E-9-1-1 call takers and police dispatch.	To Be Scheduled	Various neighborhoods	No	50,000
Evidence/Archives/Central Supply Study	Program and siting study for new facility to house evidence management, archives, and central supply functions.	To Be Scheduled	N/A	No	75,000
Forensics Unit Facility Upgrades	Renovation of interior space at BPD headquarters to redesign and expand the Forensic Units.	To Be Scheduled	Roxbury	No	50,000
Headquarters Roof and Elevator Replacement	Replace roof and elevators.	In Design	Roxbury	No	7,200,000
Police Academy HVAC Repairs	Replace HVAC and boiler system at the Police Academy.	New Project	N/A	No	970,000
Police Academy Study	Programming and siting study to evaluate space requirements for the Police Academy.	To Be Scheduled	N/A	No	100,000
Police Facility Signage	Design and installation of upgraded signage at BPD facilities.	In Design	Various neighborhoods	No	1,000,000
Police Headquarters Security	Upgrade existing security program at Boston Police headquarters.	In Construction	Roxbury	No	1,970,000
Records Management Replacement	Replace existing records management system.	Implementation Underway	N/A	No	2,850,000
Special Operations Unit Facility Upgrades	Study to evaluate relocation of the EOD Unit.	To Be Scheduled	N/A	No	100,000
Station Facility Repairs	Capital maintenance at various BPD facilities including exterior repairs.	To Be Scheduled	Various neighborhoods	No	1,500,000
Technology Upgrades at District Stations	Software upgrades to enhance digital security at BPD locations.	To Be Scheduled	Various neighborhoods	No	1,900,000
<b>Property Management Department</b>					
201 Rivermoor	Install new backup generator and high density shelving for City archives. Upgrade HVAC to optimize building conditions for long term storage. Relocate the Archeology Department.	To Be Scheduled	West Roxbury	No	2,160,000
26 Court Street	Renovate building to improve envelope (roof, new windows, masonry repair) and upgrade interior.	In Design	Financial District/Downtown	No	20,000,000
City Hall and City Hall Plaza	Implement early action items from the City Hall Master plan including masonry and roof repairs, HVAC improvements, and construction of Phase 1 which includes a new public entrance on the north plaza, accessibility upgrades, and extensive plaza renovations.	In Construction	Government Center/Faneuil Hall	Yes	124,323,273
Family Justice Center Building Envelope Repairs	Window replacements and building envelope improvements.	In Construction	Allston/Brighton	No	2,200,000
Family Justice Center Elevator Upgrade	Upgrade elevator.	In Construction	Allston/Brighton	No	650,500
Municipal Facility Repairs	Building renovations at various municipal buildings including City Hall, 26 Court Street, and 1010 Massachusetts Avenue.	In Construction	Various neighborhoods	No	64,480,000
<b>Public Health Commission</b>					
EMS Neighborhood Station Study	Programming and site evaluation to support EMS facilities that better serve each community with Emergency Medical Services.	New Project	Various neighborhoods	No	100,000
EMS Radio System Upgrades	Design and implement upgrades to the EMS radio system.	Implementation Underway	Citywide	No	23,555,000
EMS Seaport Station	Design and construction of a new EMS station.	To Be Scheduled	South Boston	No	375,000
EMS Training Academy	Renovate space at 201 Rivermoor Street to accommodate Emergency Medical Services (EMS) training requirements.	In Design	West Roxbury	No	14,250,000
Engagement Center	Design and build a permanent Engagement Center to enhance recovery support services.	In Construction	Dorchester	No	9,120,000
IT Disaster Recovery/Business Continuity	Establish a disaster recovery site to increase disaster preparedness of BPHC's primary computer system infrastructure.	New Project	N/A	No	565,000

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<b>Project</b>	<b>Scope of Work</b>	<b>Status</b>	<b>Neighborhood</b>	<b>Operating Impact</b>	<b>Total Project Budget</b>
<b>Public Health Commission</b>					
Long Island Facility Preservation	Repair and upkeep of buildings on Long Island that may be utilized in the development of the recovery campus.	To Be Scheduled	Harbor Islands	No	20,000,000
Long Island Recovery Campus	Renovate existing buildings on Long Island to support the creation of a recovery campus.	To Be Scheduled	Harbor Islands	No	2,000,000
Long Island Study	The first phase of this study will assess the current condition of the existing PHC facilities. The second phase will be the development of a master plan for the creation of a recovery campus on the island providing a range of services.	Study Underway	Harbor Islands	No	2,000,000
Miranda-Creamer / SEFC Repairs	Roof replacement at the Miranda-Creamer and South End Fitness Center buildings. Window and masonry repairs to the interconnecting walkway. Electrical and HVAC upgrades.	In Design	South End	No	5,100,000
Northampton Square Electrical Improvements	Implement electrical upgrades at Northampton Square including separation of the Miranda Creamer Low Rise electrical service from the High Rise.	New Project	Roxbury	No	201,000
Southampton Street Shelter Generator	Install generator at 112 Southampton Street to support the shelter and Engagement Center.	In Construction	South Boston	No	1,646,000
Woods Mullen Shelter	Replace elevator and relocate entryway to improve accessibility, security, and efficiency. Renovate bathrooms, showers, and increase bed space.	In Construction	South End	No	5,500,000
<b>Public Works Department</b>					
ADA/AAB Pedestrian Ramps	Install or reconstruct pedestrian ramps to conform to current Americans With Disabilities Act (ADA) and Architectural Access Board (AAB) regulations.	Annual Program	Citywide	Yes	57,100,000
Amory Street Extension	Reconstruct road, sidewalks, and lighting from Amory Street to the end.	In Design	Roxbury	No	1,000,000
Blue Hill Avenue	Repave and restripe the entire Blue Hill Avenue corridor from Mattapan to Roxbury. Upgrade pedestrian ramps.	To Be Scheduled	Roxbury	Yes	5,500,000
Boylston Street Sidewalks	Design and construct sidewalk and/or streetscape improvements on Boylston Street. Phased construction includes the north side sidewalks from Fairfield Street to Hereford Street.	In Construction	Back Bay	Yes	3,761,000
Bridge Repairs	Ongoing repairs at various City-owned bridges as needed to bring the portfolio of 40 bridges to a state of good repair.	Annual Program	Citywide	No	75,000,000
Cambridge Street Bridge	Rehabilitate bridge, performing repairs as needed.	To Be Scheduled	Charlestown	Yes	2,750,000
Central Maintenance Facility Complex	Continued renovations to the building, garage, and grounds. The current phase includes replacing the elevator as well as replacing the water main and sewer line.	In Construction	South End	Yes	18,166,588
Commonwealth Avenue Phase 3 and 4	Design and reconstruct Commonwealth Avenue from Packard's Corner to Kelton Street, with the addition of a cycle track. State construction funding anticipated.	In Design	Allston/Brighton	No	2,500,000
Commonwealth Avenue Phase 3B	Construction of pedestrian and bicyclist safety measures on Commonwealth Avenue at and near the intersection of Harvard Avenue.	In Design	Allston/Brighton	Yes	11,000,000
Congress Street	Reconstruct Congress Street from the Fort Point Channel to West Service Road to Complete Streets standards where applicable, in order to provide safe multi-modal streets, including; new sidewalks, street lights, trees and street furniture.	In Design	South Boston	Yes	4,850,000
Cummins Highway	Reconstruct road, make traffic improvements, install new pedestrian ramps, enhance bike access, install new tree plantings, and improve lighting from River Street in Mattapan Square to Harvard Street.	In Design	Mattapan	No	12,000,000
Dalton Street Bridge	Design and construction to support the rehabilitation of the bridge.	In Construction	Back Bay	Yes	12,600,000
District Yard Improvements	Annual program to identify, prioritize, and implement facility repairs at the City's district yards utilized by the Public Works Department.	To Be Scheduled	Various neighborhoods	No	650,000
Downtown Crossing	Design improvements to the Washington Street/Summer Street/Winter Street intersections, including reconstruction of the roadway, implementation of a pedestrian zone or shared street, and security improvements.	In Design	Financial District/Downtown	No	700,000
East Eagle Street Shoreline	Shoreline stabilization along Chelsea Creek near East Eagle Street.	In Design	East Boston	No	994,000
Emerald Necklace	Develop a master plan to create an active, green transportation corridor along Columbia Road that connects Franklin Park and the waterfront, via the historic Emerald Necklace.	To Be Scheduled	Various neighborhoods	Yes	11,000,000
Footpath and Stairways	Conduct assessment of footpaths and stairways throughout the City.	Annual Program	Various neighborhoods	No	500,000
Friend Street	Reconstruct street and sidewalk on Friend Street from New Chardon Street to Causeway Street.	In Construction	Financial District/Downtown	No	1,750,000
Harrison Avenue Improvements	Road reconstruction improvements to Harrison Avenue between East Berkeley Street and Herald Street.	In Design	South End	Yes	2,222,050
Long Island Bridge Replacement	Design and construct a new bridge from Moon Island to Long Island. Demolish and remove the former bridge.	In Design	Harbor Islands	Yes	108,758,144

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<b>Project</b>	<b>Scope of Work</b>	<b>Status</b>	<b>Neighborhood</b>	<b>Operating Impact</b>	<b>Total Project Budget</b>
<b>Public Works Department</b>					
Massachusetts Avenue and Melnea Cass Boulevard Intersection	Re-design the intersection of Massachusetts Avenue and Melnea Cass Boulevard to improve pedestrian, bicycle and vehicular safety.	New Project	South End	No	500,000
McArdle Bridge	Rehabilitate bridge structure.	To Be Scheduled	East Boston	Yes	3,000,000
Melnea Cass Boulevard	Reconstruct Melnea Cass Blvd. in conjunction with the South Bay Harbor Trail project. State and federal construction funding anticipated.	New Project	Roxbury	No	26,700,000
Neighborhood Commons	Reconstruction of Centre Street to include increased sidewalk space, traffic and pedestrian safety improvements, new lighting, landscaping, and the installation of public art. Project also supports work at Liberty Tree Plaza.	In Construction	Various neighborhoods	No	1,460,000
New England Avenue	Reconstruct road, sidewalks, and lighting from Talbot Avenue to Norfolk Street.	In Construction	Dorchester	No	1,500,000
New Market One Ways	Redesign Massachusetts Avenue between Melnea Cass Boulevard and Theodore Glynn Way for safety improvements that improve walking, biking, and public transit access.	To Be Scheduled	Roxbury	No	850,000
North Washington Street Bridge	Design and construction of a new bridge that will replace the existing structure. State and federal construction funds awarded.	In Construction	Charlestown	Yes	218,957,519
Northern Avenue Bridge	Re-build the bridge and preserve certain elements of the historic structure while creating a transformative multi-modal bridge that prioritizes pedestrians and shared public space.	In Design	South Boston	Yes	100,000,000
Retaining Walls	Construction funds to support a multi-year capital improvement program to repair and maintain retaining walls in the public right-of-way.	Annual Program	Citywide	No	1,200,000
Roadway Reconstruction and Resurfacing	Includes road reconstruction, roadway resurfacing, sidewalk reconstruction, and traffic signal replacement where appropriate.	Annual Program	Citywide	Yes	106,000,000
Ruggles Street	Design and build a context sensitive Ruggles Street, between Washington Street and Ruggles MBTA Station, adhering to Complete Street guidelines.	In Construction	Roxbury	Yes	6,500,000
Sidewalk Reconstruction	Various sidewalk and pedestrian ramp repairs and reconstruction.	Annual Program	Citywide	No	3,000,000
Sidewalk Repairs	Various brick sidewalk and pedestrian ramp repairs and reconstruction.	New Project	Various neighborhoods	No	250,000
Sleeper Street	Re-design Sleeper Street to improve sidewalks and create bicycle facilities.	To Be Scheduled	South Boston	No	100,000
State Street	Reconstruct road, sidewalks, and lighting from Congress Street to Rose Kennedy Greenway.	In Design	Financial District/Downtown	No	5,000,000
Storm Water Pollution Study	Engineering study to identify methods to eliminate storm water pollution.	To Be Scheduled	South End	No	150,000
Street Light Gas Lamps	Using utility subsidies, this program is designed to retrofit solar powered timers to activate gas lamp street lights.	Annual Program	Various neighborhoods	Yes	2,037,500
Street Light LED Conversion	A City-wide project to convert mercury and sodium vapor streetlights to light emitting diode (LED) lights.	Annual Program	Citywide	No	1,000,000
Street Lighting Assessment	Implement a system wide structural assessment on all City street lighting infrastructure.	To Be Scheduled	Citywide	No	500,000
Street Lighting Installation	Installation of street lights in various locations.	Annual Program	Citywide	No	6,440,000
Street Lighting Stray Voltage Assessment	Assess infrastructure conditions to eliminate stray voltage.	To Be Scheduled	Various neighborhoods	No	650,000
Sullivan Square / Rutherford Avenue	Engineering and design services to provide for corridor-wide transportation improvements. State and federal funding anticipated.	In Design	Charlestown	Yes	169,515,403
Summer Street Phase 2	Continuation of Crossroads Initiative at Summer Street to improve roadway, sidewalks, street lighting, and bicyclist safety. Phase 1 scope included area from Fort Point Channel to Boston Wharf Road. Phase 2 will extend from BCEC towards South Boston.	In Design	South Boston	Yes	600,000
Walkable Streets	Sidewalk improvement program designed to target key neighborhood streets and corridors by reconstructing longer, contiguous sidewalk sections.	Annual Program	Various neighborhoods	Yes	16,400,000
Washington Street / Traveler Street	Roadway improvements to Washington Street from East Berkeley Street to Herald Street, and Traveler Street between Washington Street and Harrison Avenue. Improvements include resurfacing, pavement markings, and new traffic signals.	In Construction	South End	Yes	1,750,000
Whittier Street Housing Development Roadways	Reconstruct roads and sidewalks in the Whittier Street housing development in conjunction with a \$30M HUD grant to revitalize the development and surrounding neighborhood.	In Design	Roxbury	Yes	1,000,000
<b>Transportation Department</b>					
Accessible Pedestrian Signals	Purchase and install APS devices for new construction, major reconstructions, and by request as outlined in the City's response to the federal mandate.	Annual Program	Citywide	No	2,500,000
Arboretum Gateway Path	Construct the Arboretum Gateway Path, which will create new entrances to the Arnold Arboretum and extend the Blackwell path south to Roslindale Square. The first phase includes a new entrance at the end of Arboretum Road.	In Design	Various neighborhoods	Yes	900,000

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<b>Project</b>	<b>Scope of Work</b>	<b>Status</b>	<b>Neighborhood</b>	<b>Operating Impact</b>	<b>Total Project Budget</b>
<b>Transportation Department</b>					
Bike Share Network Expansion	Expand city's bike share network to connect neighborhoods that are further from frequent, reliable rail transit and support strong demand in employment centers and commercial hubs.	In Construction	Various neighborhoods	Yes	3,108,248
Bikeshare Dock Replacement	Replace portions of City's bikeshare system, including docks, kiosks and bikes.	New Project	Various neighborhoods	Yes	1,500,000
Blossom Street	Upgrades to Blossom Street including upgraded lighting, geometric changes for pedestrian safety, roadway resurfacing, and pavement markings including bicyclist accommodations.	In Design	West End	Yes	2,000,000
Blue Hill Avenue Transportation Plan	Community process and conceptual design for improving mobility along the Blue Hill Avenue corridor.	To Be Scheduled	Various neighborhoods	Yes	300,000
Bowdoin Street/Geneva Avenue	Design transportation improvements in the Bowdoin Street and Geneva Avenue area in Dorchester.	To Be Scheduled	Dorchester	No	300,000
Boylston Street	Redesign and reconstruct Boylston Street from Ipswich Street south to Park Drive and the Muddy River Crossing. Build protected bike lanes, a mid-block crossing, upgraded signals, replacement lighting and new sidewalks in certain locations.	In Design	Back Bay	Yes	9,670,744
Centre Street / South Street	Redesign portions of Centre Street and South Street in Jamaica Plain using a Complete Streets approach.	In Design	Jamaica Plain	No	750,000
Centre Street Safety Improvements	Design and implement pedestrian and bicycle safety improvements on Centre Street in West Roxbury.	In Design	West Roxbury	No	400,000
Columbus Avenue Phase 1	Construct a dedicated bus lane from Egleston Square to Jackson Square.	New Project	Roxbury	No	1,248,000
Crosswalk and Lane Marking Revitalization	Provide additional crosswalk and lane markings.	Annual Program	Citywide	Yes	9,560,000
Dedicated Bus Lanes	Transform several corridors Citywide for rapid bus transit, including the construction of dedicated bus lanes on Columbus Avenue and Warren Street.	Annual Program	Various neighborhoods	Yes	21,745,700
Eagle Square	Design for traffic flow and safety improvements in Eagle Square.	To Be Scheduled	East Boston	Yes	2,150,000
Egleston Square	Redesign of Egleston Square featuring widened sidewalks, median realignment, new crosswalks, raised crosswalks and neckdowns, traffic signal improvements, and rehabilitation of the sculpture garden.	In Design	Roxbury	Yes	1,000,000
Electric Charging Stations	Installation of electric vehicle charging stations at various municipal lots.	In Construction	Citywide	Yes	300,000
Father Hart Bridge Traffic Improvements	Install new traffic signals at the intersections of Milton St. at Neponset Valley Parkway, Milton St. at Hyde Park Ave. and Neponset Valley Parkway and Hyde Park Ave. at Wolcott Square. Install wheelchair ramps, new crosswalks and bicycle accommodations.	In Construction	Hyde Park	No	3,100,000
Green Links	Annual program to create a connected network of pedestrian and bicycle paths that will allow more access to green open spaces.	Annual Program	Various neighborhoods	Yes	1,350,116
JFK/UMASS Station	Study improvements and create a transportation action plan for the MBTA's JFK/UMass Station area.	To Be Scheduled	Dorchester	Yes	250,000
Massachusetts Avenue, North of Melnea Cass Blvd.	The project will improve pedestrian and cyclist safety on Massachusetts Avenue from Harrison Avenue to Melnea Cass Boulevard by adjusting curbs and medians, upgrading ramps, and establishing continuous bike facilities in both directions of the roadway.	In Design	South End	Yes	150,000
Mattapan Square	Redesign of Mattapan Square to create a direct crossing of Blue Hill Avenue between Mattapan Station and River Street/Cummins Highway. This project will introduce a bus/bike lane from Mattapan Station to Babson Street on Blue Hill Avenue.	In Design	Mattapan	Yes	500,000
Mission Hill Transportation Planning	Planning for pedestrian improvements.	New Project	Mission Hill	No	300,000
Municipal Parking Lots	Lighting, paving, re-striping, and other upgrades to municipal parking lots Citywide.	Annual Program	Citywide	No	1,000,000
Nubian Square Improvements	Roadway improvements from Shawmut Avenue to Harrison Avenue including six key Nubian Square intersections. The scope of work includes geometric changes, new traffic signal equipment and timing, bike lanes, and streetscape improvements.	In Construction	Roxbury	Yes	17,900,000
Operations Center at 12 Channel Street	Renovations to address interior office improvements, heating, ventilation, and sound.	In Construction	South Boston	No	2,500,000
Parking Meter and School Zone Signal Upgrade	Upgrade the technological infrastructure for all City meters and school zone signals.	New Project	Various neighborhoods	Yes	1,650,000
Rapid Bus Transportation Seaport	Develop an action plan and implementation program for rapid bus transit between North Station and the Seaport.	Study Underway	South Boston	Yes	260,000
Rosindale Gateway	Design relative to the Arboretum Road Green Link project.	In Design	Rosindale	Yes	50,000
Safe and Reliable Streets	Support anti-congestion efforts Citywide through data collection, safety and public realm improvements. Includes staff support to augment operational needs. Funded by state TNC revenue.	Annual Program	Various neighborhoods	Yes	7,500,000



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Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
<b>Transportation Department</b>					
South Bay Harbor Trail	Design and construct an important link in the City's Greenway, connecting trails from the Fenway, the Southwest Corridor, Charles River Park, Broadway Bridge, and the Central Artery parks.	In Construction	South End	Yes	4,313,000
Southwest Corridor Bike Path Extension	Advance planning and design for a Go Boston 2030 priority project that would extend the Southwest Corridor, via on-street bike facilities, to connect with major destinations in Downtown and Beacon Hill.	In Design	Various neighborhoods	Yes	250,000
Strategic Bike Network Project	Maximize usage in existing high volume bike lanes via construction of bike lane extensions and connections with Citywide key bike corridors. Implement new bike corridor accelerator to complete large parts of downtown and outlying networks.	Annual Program	Citywide	Yes	10,650,000
Strategic Bike Network: Cambridge Street	Construct protected bicycle lanes on Cambridge Street in Brighton between Harvard Street and Soldiers Field Road.	New Project	Allston/Brighton	No	900,000
Strategic Bike Network: Mass. Ave. South of Melnea Cass Blvd.	Reconfigure an existing pedestrian island at Massachusetts Avenue between Melnea Cass and Theodore Glynn, and create a bike lane from Columbia Road in Dorchester to Melnea Cass in Roxbury/South End.	In Construction	Dorchester	No	2,400,000
Traffic Signal Construction at 5 locations	Design and construct safety improvements to various traffic signals throughout the City.	To Be Scheduled	Various neighborhoods	No	2,400,000
Traffic Signals	Provide traffic signal design services, install or upgrade existing traffic signals and controls, install new control boxes and battery backup equipment.	Annual Program	Citywide	No	21,000,000
Transportation Action Plan Implementation	Create conceptual designs for key projects identified from planning studies and action plans.	Annual Program	Various neighborhoods	No	300,000
Transportation Planning	Develop and test new mobility strategies that pertain to Transportation Demand Management, Electric Vehicles, and Neighborhood Mobility Hubs.	Annual Program	Citywide	Yes	2,898,849
Tremont Street	Redesign and reconstruction of Tremont Street, from Herald Street to Massachusetts Avenue, to include permanent safety improvements to crossings, accessibility upgrades, dedicated bicyclist space, and potential drop-off zones for ridesharing.	In Design	South End	Yes	10,539,452
Vision Zero	Implement roadway design changes to reduce speeds, control movements, and improve the visibility of vulnerable users.	Annual Program	Various neighborhoods	Yes	24,000,000
Vision Zero: Neighborhood Slow Streets	Design and construct Neighborhood Slow Street zones throughout the City.	Annual Program	Various neighborhoods	Yes	10,900,000
Warren Street and Blue Hill Avenue	Reconstruct Warren Street and Blue Hill Avenue from Nubian Square to Talbot Avenue to improve connections to Grove Hall. State and federal construction funding anticipated.	In Construction	Roxbury	Yes	3,543,974

