

Report from Our Conversations on Neighborhood Visioning

For:

**Dorchester Bay Economic Development Corporation
New Vision Community Development Corporation/
Quincy-Geneva Housing Development Corporation
Project R.I.G.H.T.**

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December 22, 2006



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ACKNOWLEDGMENTS

We would like to thank all of the people we had the opportunity to speak with and interview in the course of our involvement with this community visioning process. They invited us into their homes, schools, offices, and other meeting places and spent considerable time with us. We would also like to thank Jeanne DuBois, Andrew Sedensky, Federico Aviles Rivera, and Franklin Miller from Dorchester Bay Economic Development Corporation; John E. Barbour Jr. and Christopher Thompson from New Vision Community Development Corporation/ Quincy-Geneva Housing Development Corporation; and Jorge Martinez from Project R.I.G.H.T., for graciously inviting us into this process. We thank Arturo Vasquez of SAS Design, Inc. for his insight. We thank Scott Darling, Bill Harris, and Peter Roth for their advice at key points during this project. Finally, we would like to thank Jim Hamilton for his guidance and encouragement.

EXECUTIVE SUMMARY

The purpose of a visioning process is to generate discussion between residents and community leaders about current needs and hopes for the future of a neighborhood. Since neighborhoods are not only comprised of individuals, families, organizations, and institutions, but also of physical spaces such as streets, houses, commercial buildings, and schools, a robust visioning process should include physical design.

In the fall of 2006, Dorchester Bay Economic Development Corporation (DBEDC), New Vision Community Development Corporation/ Quincy-Geneva Housing Development Corporation (NVCDC/QGHDC), and Project R.I.G.H.T. (Rebuild and Improve Grove Hall Together) initiated a community visioning process for the neighborhood centered on the intersection of Quincy Street and Columbia Road in Dorchester, Massachusetts. This area is largely residential, but includes some light industrial parcels and commercial areas along major thoroughfares. Arturo Vasquez, an architect and city planner from SAS Design, Inc., was hired to facilitate three community visioning meetings.

We, a team of MIT city planning graduate students, met with the organizations and interviewed elected officials, neighborhood/tenant associations, school administrators, and representatives from service and trade organizations. The main goal of our interviews was to provide an additional and more informal avenue for community members to voice their concerns and ideas outside of the three meeting context to complement the visioning process.

In many of our conversations we first heard about the neighborhood's assets. Community members told us about the neighborhood's numerous longtime residents, with some seniors having lived in the area for 40 and even 50 years. Many spoke about the extended family they have in the area. Others spoke about the community's diversity—about the historic residents of the neighborhood as well as the relatively recent influx of immigrants from Latin America and Africa. We heard about existing entrepreneurship, and the varied small businesses that have operated for years, as well as the good schools that anchor the neighborhood.

While our conversations with individuals and groups—which lasted between 45 minutes and two hours—spanned a variety of subjects, five main topics emerged. These five topics or issue areas are: **parking; transit; job access, creation, and workforce development; youth programming and improving public safety; and housing.**

People cited the need for more off-street **parking** to meet the demand of residents and visitors to the neighborhood. Many voiced concern that new developments in the neighborhood do not include adequate parking.

Related to parking and often mentioned on its own was the topic of **transit** access. Currently, a large number of residents are compelled to have cars because driving is often the

only feasible means of transportation. Many commuters are forced to take several buses and several people we spoke with said that it can take them an hour or more to get to work.

The issue of **job access** frequently came up with respect to transit. Many people also spoke about the community's need for **job creation and workforce development** within the neighborhood. People explained that creating these opportunities would provide unemployed residents with marketable skills and feasible job options.

When speaking about jobs and workforce development, community members talked about the need for more **youth programming** in the neighborhood. They mentioned that age-appropriate programming as well as dispersed locations for youth activities are needed. These issues were discussed in relation to **safety** concerns having to do with occupying youth after school as well as providing youth with safe places to develop skills and socialize with others with shared interests.

In regards to **housing**, the people we interviewed talked frequently about their desire for new housing in the neighborhood to meet the needs of current residents. Many talked about the necessity for development to incorporate appropriate amenities, such as parking, open space, and youth recreation opportunities.

The people we interviewed had many creative ideas regarding opportunities to improve access to the goods and services mentioned above. These included a garage to increase off-street parking, enthusiasm about the potential for a fifth new stop on the Fairmount Line to improve transit, small business incubators and other opportunities for job creation and training, dispersed locations for youth activities, as well as development that incorporates retail and office space on the ground level and housing above.

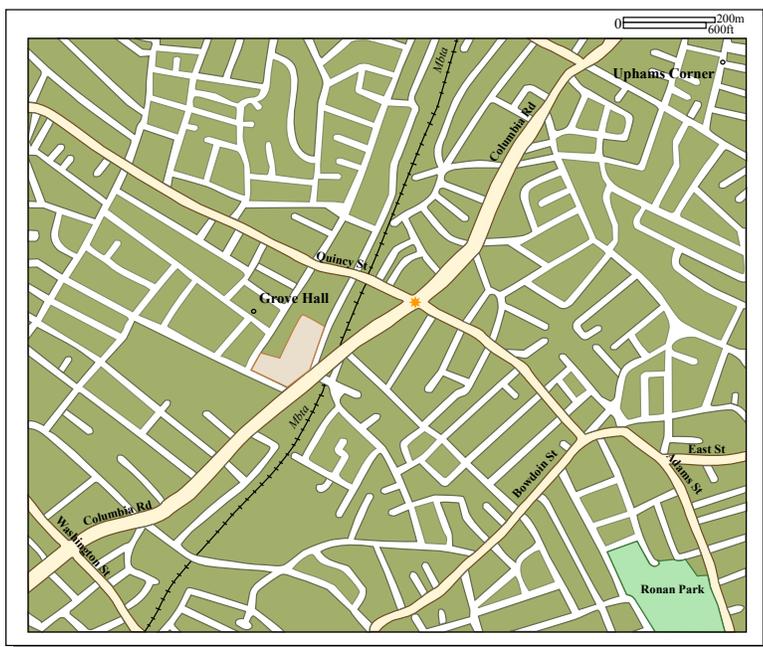
The community visioning meetings led by Arturo Vasquez can assist in the realization of residents' ideas by thoroughly cataloguing the neighborhood's physical assets and identifying prime locations for the type of development desired by residents. Such a catalogue can elucidate the location and type of physical development that will best leverage the neighborhood's cultural and economic assets. The process will also provide a guidance document to judge the course of neighborhood development and evaluate its success in fulfilling residents' needs and achieving their visions.

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I. PROJECT CONTEXT AND SETTING

This report is the product of 11.362 Environmental Management, a graduate course in MIT's Department of Urban Studies and Planning. Our class worked with Dorchester Bay Economic Development Corporation (DBEDC), New Vision Community Development Corporation/ Quincy-Geneva Housing Development Corporation (NVCDC/QGHDC), and Project R.I.G.H.T. (Rebuild and Improve Grove Hall Together). The purpose of our efforts was to acquire input from residents and other stakeholders in the neighborhood surrounding Quincy Street and Columbia Road and incorporate this input into the broader community visioning process sponsored by the three organizations.



The Quincy Street-Columbia Road neighborhood is within an Environmental Justice Community designated by the Commonwealth of Massachusetts. It is largely inhabited by people of color and is underserved by public transit, commerce, healthcare, and other basic services enjoyed by other Boston neighborhoods. The Fairmount Commuter Rail passes through the neighborhood without stopping, and residents rely on MBTA buses, private cars, and informal transportation networks. The neighborhood's median household income falls below Boston levels,

while poverty, unemployment, crime, and vacancy rates exceed citywide levels.¹ Although more densely populated than Boston as a whole,² the seven census tracts in the vicinity of Quincy Street and Columbia Road offer limited retail establishments. Consequently, residents must travel further for basic services, and few consumers from other areas spend their money in the neighborhood.³ This commercial gap is potentially a contributing factor to the lower wages and higher unemployment rate in the area. Appendix A provides a more detailed map of the neighborhood.

¹ U.S. Census Bureau. 2000.

² The population density in the seven census tracts around the intersection of Quincy Street and Columbia Road is 21,700 per square mile, compared to the citywide average of 12,200 (U.S. Census, 2000).

³ University of Wisconsin-Milwaukee Employment and Training Institute. 2005. *ETI Urban Markets Retail Sales Leakage/Surplus Drill Downs*. The analysis is based on 2000 Census data; the 2002 Bureau of Labor Statistics Consumer Expenditure Survey; and the U.S. Census 2000 Place-of-Work Census Transportation Planning Package tabulations released in 2005. Accessed September 2006 at <<http://www3.uwm.edu/Dept/ETI/workforce/retail.cfm>>.

Aware of these challenges and also the opportunities associated with the neighborhood's many assets, DBEDC, NVCDC/QGHDC, and Project R.I.G.H.T. are in discussions to promote the redevelopment of light industrial and city-owned properties as they become available. To guide this process, DBEDC hired architect and city planner Arturo Vasquez of SAS Design, Inc. to facilitate three community visioning meetings (on November 20, 2006 and December 11, 2006; January 22, 2007). The purpose of the first two meetings was to describe the neighborhood's physical characteristics and stimulate discussion among residents of how they would like to see the neighborhood surrounding Quincy Street and Columbia Road be redeveloped. Mr. Vasquez will present alternative plans for neighborhood redevelopment and solicit public feedback at the third meeting.

While it is always challenging to address the needs and aspirations of a community in physical plans, the opportunity to do so can be very fruitful for a number of reasons. For instance, without anchoring ideas to improve youth programming and public safety in a physical design context, it is impossible to truly know how such ideas will work in practice. Furthermore, the current physical attributes as well as zoning of the study area (see Appendix A) come with certain constraints. Of course, it is also impractical to talk about physical design in a community visioning context without understanding both the community assets and the current needs and future hopes that residents have for their neighborhood.

To support the community visioning process, our class conducted separate, semi-structured interviews with elected officials, residents, and other individuals connected to the neighborhood to broaden public participation in the visioning process. These interviews occurred between November 9, 2006 and December 11, 2006, and allowed people who might not have been able to participate in the visioning meetings to provide their input. We presented our findings at the December 11, 2006 meeting and facilitated further discussion on how residents would like to see redevelopment occur in the neighborhood. Appendix E provides a copy of this presentation. This report links physical design and non-physical needs that the community members we spoke to expressed over the course of our conversations. The sections that follow summarize the community input gathered during interviews and meetings and suggest physical design proposals that could address some of the broader challenges and opportunities facing the area.

The report is organized as follows:

- II. Methodology:** explains who we interviewed, how we identified them, and our interview format;
- III. Findings:** provides a synthesis of input from individuals involved in the neighborhood, broken down into parking; transit; job access, creation, and workforce development; youth programming and improving public safety; and housing. In addition to summarizing key observations and insights, this section also introduces physical design suggestions for the neighborhood. Finally, this section describes linkages among topics.

- IV. Conclusion: Integrating Ideas with Physical Design:** explores the ways in which design strategies can support residents' ideas for their neighborhood by offering scenarios illustrating potential outcomes, suggesting how existing assets might meet community needs, and discussing how new development can contribute to neighborhood development to benefit current residents.

II. METHODOLOGY

Our class interviewed 21 individuals affiliated with 10 organizations in the neighborhood surrounding Quincy Street and Columbia Road between November 9 and December 11, 2006 (see Table 1). We do not intend these interviews to comprise a statistically significant sample given our class's time and resource constraints. Instead, they provide a touchstone to inform decision-making and strengthen the community visioning process.

TABLE 1: ORGANIZATIONS AND INDIVIDUALS PARTICIPATING IN STUDY	
Elected Officials	
• Senator Jack Hart	
• Councilor Chuck Turner	
Neighborhood/Tenant Associations	
• Pasadena, Supple and Columbia Road Neighborhood Association	
• Wilder Gardens Tenants Association	
School Administrators	
• Jessica Bolt, Principal, Quincy Dickerman Elementary School	
• Ayesha Rodriguez, Family Center, Jeremiah E. Burke High School	
• Debra Socia, Principal, Lilla G. Frederick Pilot Middle School	
Service & Trade Organizations	
• Bowdoin Street Health Center	
• Grove Hall Board of Trade	
• Roxbury Multi-Services Center	
Concerned Individuals	
• Residents at the November 20 and December 11 visioning meetings	

Project R.I.G.H.T., DBEDC, and NVCDC/QGHDC suggested who we should speak with and provided contact information. We requested interviews over the phone and met with people in person to gather their input. The semi-structured interviews typically lasted between 45 minutes and two hours, depending on individuals' availability. Appendix B approximates the questions asked at the interviews; the actual conversations varied depending on individuals' background, affiliation, interests, and responses. Appendix C compiles people's responses to each question, and Appendix D breaks down responses by topic. These responses have been edited to preserve anonymity. Finally, we gathered community input at public visioning meetings on November 20 and December 11, 2006.

III. FINDINGS

This section outlines the five main topics that were discussed in our conversations: **parking; transit; job access, creation, and workforce development; youth programming and improving public safety; and housing.** For each topic, we include what people said, the opportunities that people mentioned, and linkages with other topics.

III.A Accessibility to Parking

a) What people said

Many people we spoke with mentioned the need for more and better off-street parking opportunities. The following issues associated with parking were brought up:

- Current zoning only allows for one parking space/housing unit
- Insufficient parking for residents (many households have more than one car)
- Insufficient parking for attracting people to the neighborhood for commercial opportunities
- There is no space for denser development in the neighborhood because there is no space for additional parking and traffic
- The current light-industrial space in the study area has parking opportunities that should be preserved for commercial activities

b) Opportunities

Given the space restrictions in the study area, a creative use of space is necessary to provide off-street parking. A multi-level parking garage to maximize available space would help address the parking shortage. Since current off-street parking is free, the garage could be geared towards serving visitors to the neighborhood. It would need to be priced at a reasonable level to encourage and allow visitors to the neighborhood to park. Along these lines, a parking garage would cease to be a viable option if it were prohibitively expensive for residents and visitors.



A multi-level parking garage

c) Linkages with other topics

Transit—

While personal vehicle ownership is a large financial burden for many neighborhood residents, many households own cars because the current transit service is inefficient and unreliable. If a fifth new stop is constructed on the Fairmount Line, transit service will improve greatly, allowing some residents to drive less or do away with their vehicles

altogether. Furthermore, the fifth stop would allow easy access for people visiting the neighborhood. Consequently, better transit would alleviate some demand for parking.

Job Access, Creation, and Workforce Development—

The addition of a parking garage to the study area would generate revenue and create temporary construction jobs as well as approximately ten security, maintenance, and fee collector jobs.

Housing—

In our interviews, residents expressed hope that new housing in the area mesh with the needs of current residents and the neighborhood as a whole. Creating adequate parking and other amenities as housing is added is central to the success of new residential development.

III.B Accessibility to Transit

a) What people said

Transit and transportation are large concerns for residents, employees, and business owners in the neighborhood and in the upper Dorchester area as a whole. While some people we interviewed did not express interest in a fifth new stop on the Fairmount Line, many thought that the stop as well as other opportunities for increased transit service would be very useful. The following issues associated with transit were raised:

- A fifth stop near Columbia Road and Quincy Street would be useful for commuters, shoppers, visitors, and others
- A fifth stop would reduce traffic in the study area
- Traffic reductions (because of better transit) would also reduce air pollution and, subsequently, asthma rates
- Amenities on the Fairmount Line such as seats and lighting should be equal to those on other commuter rail lines
- Better transit would attract employers to the neighborhood
- Although buses come through Grove Hall from many areas of the city, current bus service in the neighborhood is inefficient and unreliable
- The #16 bus that runs down Columbia Road is especially slow and unpredictable
- Better connections are needed between buses and the Fairmount Line

b) Opportunities

A fifth stop near the intersection of Quincy Street and Columbia Road would substantially improve transit service into and out of the neighborhood. More bus-to-rail connections and increased service on bus routes—especially the #16—would benefit neighborhood residents and visitors.

c) Linkages with other topics

Parking—

One way to reduce demand for parking is to provide better transit access. Since current accessibility to transit into and out of the neighborhood is poor, many people choose to drive.

Job Access, Creation, and Workforce Development—

The topic that the people we interviewed most frequently linked to transit access was job creation and workforce development. Without a reliable and efficient way of commuting, both finding and retaining employment is extremely difficult, particularly for individuals who work multiple jobs. Furthermore, access to commercial enterprises in the neighborhood is currently limited by poor transit.

III.C Accessibility to Jobs and Workforce Development

a) What people said

Almost every person who we spoke with discussed some aspect of employment, including the need for more jobs in the area, access to jobs in other parts of the city, and the need for workforce development so that residents could get jobs. More specifically, people discussed:

- The neighborhood surrounding Quincy Street and Columbia Road used to have many more businesses, some of which employed over 35 people. For various reasons, many of these businesses have left and residents do not want redevelopment to create more job losses
- Residents would like to see a greater diversity in the size and types of businesses in the area. Specifically, they would prefer more markets, diverse restaurants, professional offices, and light industrial facilities, and fewer beauty salons, pizza parlors, and “mom and pop” stores that only employ a couple people.
- Many residents work in South Bay or other areas outside of the neighborhood
- Youth, adults, senior citizens, and people returning from prison need training so that they can get jobs with upward mobility, particularly in growing industries such as medical and services sectors
- Incubator space could allow people to gain skills and start small businesses that would enable them to earn a living
- Existing infrastructure should be maximized to create new jobs and workforce development



Test kitchen at Nuestra Culinary Ventures in Jamaica

b) Opportunities

The people we spoke with were very excited about redevelopment that creates new jobs in the neighborhood. Land that is currently zoned commercial or light industrial should not be converted to residential; instead, this space could be used for businesses. To take advantage of existing infrastructure and talent within the neighborhood, the Boston School Department's Central Kitchen facility on Columbia Road and Quincy Street could be converted to a test kitchen and small business incubator if the property were to become available.

Several residents also suggested developing local businesses that can support the region's medical industry and serve the area's health needs. An appropriate light industrial use that could employ many people and give them useful skills would be a computer or technology



Wainwright Bank in Cambridge's Central Square allows community groups to use its conference room outside of business hours.

firm specializing in data storage. There is a growing demand for such products as medical records become increasingly digitized.

Some businesses should include space for workforce development training so that local residents can take advantage of these employment opportunities and have upward mobility. For example, a firm specializing in digital storage could offer computer courses. Businesses could also provide conference space accessible to the community outside of business hours for trainings, meetings, or other uses.

Wainwright Bank in Cambridge's Central Square offers this service.

c) Linkages with other topics

Parking—

Residents complain about insufficient parking, and commercial and industrial development could further increase demand for parking. Therefore, building a parking garage within or adjacent to new businesses would attract firms to the area by making it easier for employees and customers to access these businesses.

Transit—

Improving public transit accessibility will allow residents to more easily get jobs outside of the neighborhood. Many residents do not own cars and depend on unreliable buses or informal transportation networks to reach jobs. Delays are particularly troublesome for people working multiple jobs and in some cases prohibit individuals from gaining employment. Better transit would also facilitate movement of people into the neighborhood

to buy from local businesses and visit residents. Difficulties accessing the neighborhood deter businesses from locating there. In summary, improved public transit would remove considerable barriers to economic revitalization.

Youth Programming—

Workforce development training could be integrated into community centers as well as businesses. As the next section describes, many residents voiced the need for more, dispersed community centers. Any space that is created should also integrate training for youth just entering the job market, adults and those leaving prison seeking to earn a living, and senior citizens who may want to pick up additional skills so that they can better support themselves.

Public Safety—

A major reason for violence is that youth see few other opportunities for themselves. Providing them with the skills to get jobs and attracting businesses that would hire them gives at-risk teens more options. Further, helping former prisoners earn a living will help break the cycle of recidivism.

Housing—

Residents are not opposed to new housing as long as it benefits them as well as people moving into the neighborhood. Residential construction should employ neighborhood residents. Furthermore, mixed-use development would create employment and workforce development opportunities by creating space for retail and community centers underneath apartments.

III.D Accessibility to Youth Programming and Improving Public Safety

a) What people said

The community members who we spoke with commonly expressed a desire for more dispersed community centers featuring programmed space for youth and workforce development. They presented a variety of reasons and scenarios for community centers, including:

- The neighborhood surrounding Quincy Street and Columbia Road contains a culturally diverse population. To appreciate and take advantage of this diversity, the area should feature programs that encourage youth to think globally and explore their heritage and talents
- Youth centers can provide a safe, neutral environment for children to form friendships and foster a sense of belonging
- Roxbury and Dorchester currently are not nurturing environments for older youths. They perceive few job opportunities and are confronted with prevalent drug use and violence

- Part of a vicious cycle, violence deters necessary services, such as outlets for youths' creativity and talents, from locating in the neighborhood
- Local schools provide valued space for the community and specifically youth to recreate and access important services
- There is untapped talent in the neighborhood. There should be more classes, trainings, and facilities where youth may explore and learn to support themselves with these talents
- Dispersed recreational and training facilities for youth are necessary, particularly given public safety concerns about walking and lack of reliable and accessible public transit
- The neighborhood would benefit from additional pocket parks and playgrounds for younger children, especially if new housing increases the number of families in the neighborhood
- Community space should be programmed to meet the needs of different age groups and languages
- Some community service amenities could be integrated into existing facilities such as the Quincy Dickerman School during off-peak hours, thus avoiding spending money on the construction of new facilities

b) Opportunities

Residents, elected officials, and others involved in the neighborhood disagreed over whether they would prefer one community center in the neighborhood or dispersed spaces for specific uses scattered throughout the area. One dedicated facility could offer services 24 hours a day. It could also bring people together by attracting different age groups to one center. The center could provide exercise equipment, picnic areas, a playground, daycare, classrooms for workforce development training, career counseling and placement services, and health care. Services could be provided in multiple languages, and separate spaces could be programmed for different age groups so that residents do not compete for the same rooms.

The second community center scenario would scatter particular amenities in existing facilities and new buildings throughout the neighborhood. For example, a new business might provide daycare for its workers and other residents in the area. The Quincy Dickerman Elementary School might offer small business, ESL, and GED classes after school hours. Similarly, a business specializing in medical record storage might teach computer literacy classes. Although decentralized community facilities would not necessarily have the same unifying effect of drawing different residents to one location and it might require greater coordination among partner landlords, it could provide a less expensive means to disperse amenities throughout the neighborhood.

c) Linkages with other topics

Workforce Development—

As discussed in the previous section, community centers should offer workforce development training for residents of various ages, backgrounds, and aspirations. Residents also voiced the need for job counseling and placement services. Combined with generating new jobs

within the neighborhood and improving access to employment outside the neighborhood, community centers could play an important role in alleviating unemployment. These strategies can provide older youth and prisoners re-entering society with marketable skills.

Public Safety—

Increasing the number of dispersed community centers would serve the needs of residents fearing violence and could alleviate crime in the area. Residents concerned for their safety could be more likely to take advantage of community center amenities if they are within a shorter walking distance. Further, youths might be less likely to join gangs if they perceive an alternative pathway to foster a sense of belonging, explore their talents, and learn skills that will help them in the future.

Housing—

New housing for families must include recreational facilities such as pocket parks, playgrounds, and exercise equipment that are accessible to current community members as well as individuals living in the housing. Such developments would benefit current as well as incoming residents. On a related note, some people that we spoke with expressed concern that residential over retail mixed-use development would not provide adequate recreational facilities for children. Therefore, they suggested that this type of housing only be studio or one bedroom units to deter families from living where insufficient amenities exist.



A playground on Holborn and Glenburne Streets.

III.E Accessibility to Housing

a) What people said

Many of the people we spoke with spontaneously addressed housing in the context of their neighborhood, speaking at great depth about housing development's role in addressing some of the neighborhood's needs while exacerbating others. People we spoke to contributed the following thoughts:

- Exclusive focus on housing development results in an undersupply of crucial neighborhood amenities. New housing development needs to incorporate more amenities, such as community centers, small grocers or playgrounds, onsite or nearby.
- Some residents expressed concern over the trend of developing housing on industrial and commercial sites, which they felt could be locations for future employment and amenities.
- Though many people feel the neighborhood needs affordable housing for diverse incomes, they also feel their neighborhood has absorbed much of the new affordable

housing development in Boston without proportionate development of traditional neighborhood amenities.

- People’s thoughts on ownership versus rental housing differ. Some spoke of their concerns about new homeowner units in a softening real estate market, and the need for rental housing for families or individuals without good credit or the assets or income to buy a home. Others feel there is enough rental housing in the neighborhood and see ownership as a means of creating a more stable neighborhood. Some people expanded the conversation, speaking about a continuum of ownership structures to create a local housing market suitable for people at all of life’s stages. They spoke of this continuum as a way of providing stable housing for local residents being forced out by gentrification and addressing the shortage of housing suitable for families.
- Many people expressed concern over longtime residents being forced from the neighborhood by high rents and few options for the elderly and disabled. Affordable rental housing for seniors proved to be universally acceptable and uncontroversial.

b) Opportunities

Housing developed on commercial corridors could be paired with ground-level retail or office space. Such mixed-use development could meet needs for affordable senior housing, mixed-income housing, or housing with a mix of ownership structures while providing space for the amenities and services people want in their neighborhood. Developing mixed-use housing can also retain shopping dollars in the neighborhood and provide employment opportunities for local residents.

Commercial, retail, and office space could be filled by traditional retailers, such as grocers or Laundromats, professional offices such as community health centers or nonprofit offices, community spaces such as youth centers, or workforce centers such as business incubators and training facilities. An example is Just A Start Corporation’s rental housing development at 1175/1179 Cambridge Street in the city of Cambridge. The first floor retail is occupied by Youthbuild, a youth development organization, with two floors of affordable rental housing above.



Rental housing over youth development facility at Just a Start on Cambridge Street in Cambridge.

c) Linkages with other topics

Job Access, Creation, and Workforce Development—

Housing with ground-floor commercial space could provide employment opportunities or training space for local residents of all age groups. Traditional retail spaces could provide

convenient shopping opportunities for residents. Commercial office spaces could house business incubators or training centers needed to foster residents' innovation or provide them with critical skills to enter the workforce. Mixing commercial uses with residential could provide a source of stable activity for the neighborhood.

Youth—

Tot lots, playgrounds, and open space built in conjunction with housing could provide youth with safe places to play close to home. Housing developers working with the neighborhood and the Department of Neighborhood Development could identify vacant or adjudicated lots nearby proposed housing sites to acquire at low cost and develop into recreational spaces. Residents could encourage housing developers to adopt a parallel approach to developing housing and recreational spaces, and support them in acquiring crucial public funding for play equipment or other amenities.

IV CONCLUSION: INTEGRATING RESIDENTS' IDEAS WITH PHYSICAL DESIGN

This final section explores the ways in which design strategies can support residents' ideas for their neighborhood. It first offers a handful of hypothetical scenarios that we crafted based on our conversations with residents and from the first two visioning meetings facilitated by Arturo Vasquez of SAS Design. These snapshots are meant to illustrate potential outcomes of the interplay between the physical design process and individual- and group-community visioning. The section then addresses a broader framework for development using the neighborhood's existing assets to meet community needs. It concludes with a discussion of how the design of new spaces can contribute to neighborhood development to benefit current residents.

IV.A Scenarios

Medical Information Technology Center

A former industrial building along Quincy Street now houses a medical information technology firm responsible for maintaining digital medical records for some of the many hospitals in the Boston metropolitan area. The building, which formerly housed heavy industrial uses, remained vacant for a number of years after losing its last tenant. Contamination concerns from the building's prior use made residential reuse an expensive proposition. But with some high-speed wiring and an agreement with a Boston-based IT company looking to expand quarters and escape the high land prices downtown, the building found a new life. This innovative reuse has worked to the advantage of both the company and the neighborhood, which was looking for a light industrial use in a growth industry. With funding from HUD's Office of Economic Development and cooperation from community-based organizations, the company was able to finance an onsite training center, giving local residents access to training in high-demand skills.

Small Business Incubator

Once home to the Boston School Department's Central Kitchen facility, the industrial kitchen on Columbia Road is now a small business incubator and training facility for the culinary arts. Local residents with a knack for cooking can pay a reasonable fee for use of the facility, which is operated by a community organization seeking to foster entrepreneurship and to provide training feeder programs for growth industries. As with Nuestra Culinary Ventures in Jamaica Plain, the Dorchester kitchen offers a state-of-the-art industrial facility where industrious chefs come to refine and manufacture distinctive food products sold to grocery stores throughout the Boston area. When not in use by food entrepreneurs, the facility hosts cooking classes, both for amateurs looking to hone their soufflé and aspiring culinary apprentices training for jobs in Boston's hospitality industry. The facility also offers training programs for the formerly incarcerated seeking valuable skills. Training programs and special equipment were made possible with the generous assistance of Boston's hospitality industry, which in recent years has struggled with a shrinking labor force, high turnover rates, and undersupply of skilled workers.

Parking Garage

A parking garage funded through the creation of a Business Improvement District occupies a formerly vacant lot near the up-and-coming commercial corridor along Columbia Road and Ceylon Street. The garage relieves parking pressure on nearby residential streets and charges reasonable hourly rates. Visitors to the area are encouraged to use the garage through recently-instituted parking restrictions reserving street parking for residents. The garage also provides several jobs, including security staff, maintenance, and fee collectors. The garage will see more business in upcoming months with the opening of the Fairmount Line's latest stop near Columbia Road.

Youth Programming and Workforce Training

A series of youth programming opportunities are strategically scattered around the neighborhood—many close to schools so that students can safely and easily access them when school is out for the day. A number of these programs take advantage of existing space, while others are newly-constructed facilities. Some of the programs are for children in grades K-6, while others are geared towards pre-teens and young adults. Several of the programs for young children are incorporated into existing community centers where senior citizens can interact with them in a variety of ways, including reading and craft activities. Programming for teenagers is designed to facilitate exploration of talents and interests as well as help them gain a sense of belonging amongst their peers. Other programmatic offerings for young adults include workforce training, specialized for emerging industries.

Housing Scenarios

A new housing development along Quincy Street is Boston's latest showpiece for innovative housing, mixing ownership structures and housing designs to meet the demands of Dorchester's dynamic and varied population. The limited-equity cooperative blends elements of ownership and rental structures, providing stable housing for residents looking to make a long-term investment in the neighborhood. A converted house provides affordable rental housing to seniors, many of whom are long-time residents of the neighborhood. A larger multi-family building has a mix of three- and four-bedroom units to accommodate families; next door is a playground funded and built alongside the housing development. An affordable rental building on the corner sits above a youth development center, which also hosts community meetings and family service providers. Development and financing for the project proved to be challenging and complex, making use of some of the most sophisticated housing development strategies in practice.

IV.B Leveraging Assets

In many of our conversations, residents framed the discussion on their hopes for the neighborhood around existing assets. The school department's Central Kitchen Facility on Columbia Road was a well-recognized asset, as were some of the industrial sites along Ceylon and Quincy.

Leveraging the neighborhood's existing assets can benefit the neighborhood in multiple ways. First, it can facilitate development by reducing the amount of capital required for development, since structural rehabilitation often costs less than new construction. Second,

by matching community needs and skills with physical infrastructure, the neighborhood can best allocate its physical, cultural, and personal resources.

The neighborhood can begin to leverage its assets by creating a thorough catalogue of existing underutilized spaces or properties anticipated to become available in the next few years. With the assistance of SAS Design, the catalogue can be far more illustrative than a list of property addresses. A GIS map of parcels identified by ownership status, prior uses and even preferred future uses can be key to developing a plan for parcel acquisition and development. A cataloguing map can also be extremely useful in communicating the neighborhood's plans to build key partnerships and leverage outside investment. The three sponsoring organizations can share this master list with the Department of Neighborhood Development or other city agencies or elected officials to illustrate the neighborhood's process for redevelopment and encourage them to set aside abandoned or adjudicated parcels in support of this process. Finally, this catalogue can bolster marketing efforts with private investors, such as real estate developers or banks, by clarifying the neighborhood's plan and strengthening the argument for local investment.

Information on ownership and prior uses can be easily obtained from existing city databases, accessible online. Encoding the map with information on preferred future uses requires input from the community. Our meetings with residents are a stepping-off point in gathering this information. The third community visioning session and subsequent meetings can also contribute to that knowledge and help build a more detailed blueprint for future development fitting with neighborhood needs and wants.

Some residents recognized the need to consider past uses of industrial sites when strategizing future uses and recalled at least one example of housing development being stalled by discovery of onsite contamination. Like many mature neighborhoods, Dorchester's industrial past remains present through lingering contamination. The neighborhood may want to incorporate anticipated contamination into the neighborhood asset catalogue for parcels with prior uses strongly correlated to contamination. This may assist in devising future uses by recognizing that certain end uses will require more expensive cleanup that may not be the most efficient allocation of resources.

IV.C Creating New Spaces

Careful physical design can chart a course for new development fitting with the established neighborhood fabric and consistent with the needs and hopes of current residents. It can improve traffic flow, create safer, more attractive spaces for pedestrians, and give new life to underutilized or dangerous places. The first step is an observational pass through the neighborhood, looking at building heights, traffic patterns, street lighting, and preexisting structures that may obstruct movement within the neighborhood.

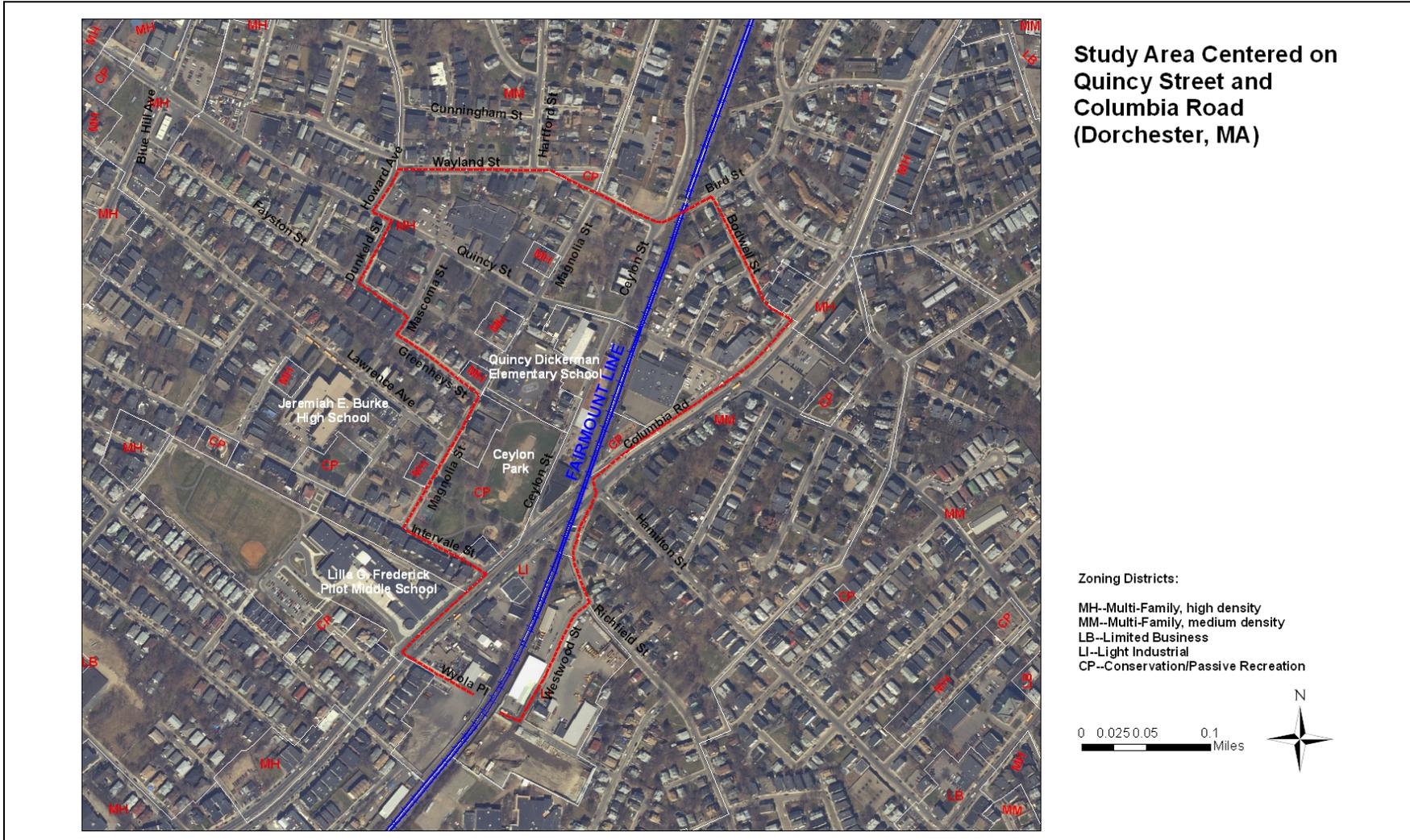
To design new spaces that will serve existing residents, physical design must respond to more than the physical layout of the neighborhood. This can happen at the overall planning level and at the level of individual buildings. The general planning can layout spaces for open space, tot-lots and playgrounds; commercial corridors for professional offices and retail;

housing types; and light industrial uses. Such a master planning approach can guide land acquisition and economic development strategies, and serve as a template by which to judge development decisions over several years time. More specifically, individual buildings can be compared to building heights and other zoning requirements and also be judged by their contribution to the larger neighborhood goals. For instance, does a residential building provide adequate space for parking or play spaces for youth? If it is on a commercial corridor, does the design include ground level retail? Does a building designed for a transportation node accommodate high density? Does the surrounding sidewalk attract people to linger or simply funnel through, and what concerns does this raise for vibrancy on the street or safety for those passing?

IV.D Conclusion

The neighborhood surrounding Quincy Street and Columbia Road contains numerous assets and untapped opportunities. Many individuals involved in the area believe that development and targeted investment which improves accessibility to transit, parking, jobs, youth programs, and housing can benefit current residents as well as local businesses and organizations. Through a series of interviews and public meetings, community members provided valuable input and specific design suggestions to address the neighborhood's interconnected challenges. Proposals in this report are not final; instead, organizations, agencies, and interested individuals are encouraged to deliberate and adapt them as necessary to best create new opportunities.

APPENDIX A
MAP OF NEIGHBORHOOD/STUDY AREA SURROUNDING QUINCY STREET AND COLUMBIA ROAD, DORCHESTER, MA



APPENDIX B

INTERVIEW QUESTIONS: A VISION FOR QUINCY STREET AND COLUMBIA ROAD AREA⁴

Place-based questions

- Where and for how long have you lived in the neighborhood?
- Does your family live in the neighborhood?
- How do you define your neighborhood? (draw on a map)
- Are you active in any neighborhood group? If yes, tell me about it.
- Tell me about how and where you travel both within and to places outside of your neighborhood?
 - How long does it take you to get to where you have to go?
 - Are you satisfied with how you can get around?
 - Are you a member of a congregation? How do you get to services?
- [*If mentions that owns or works at a business in the area*] Where do your customers come from? What is their mode of transportation?
- How often do you travel down Quincy Street? Where are you going when you go down that road? Do you walk or drive?

Values/Issue-based questions:

- What are your future hopes for this neighborhood?
- What have you done to achieve these hopes? Why or Why not?
- What do you value most about your neighborhood (housing, commercial/retail, services, etc.)?
- What kinds of amenities would you like to see increase? Especially around Quincy Street and Columbia Road?
- What is “affordable housing” to you?
- Do you rent or own? Why do you rent or own?
- What does “mixed-use” mean to you?
- Do you know about the Fairmount/Indigo Line Commuter Rail in your neighborhood?
 - If a Columbia/Quincy train stop existed, would you take it?

Input-based questions (invite to community visioning meeting):

- Are you aware of the three-meeting community visioning process coordinated by Dorchester Bay Economic Development Corporation, New Vision Community Development Corporation/Quincy-Geneva Housing Development Corporation, and Project R.I.G.H.T.? If so, how did you hear about this? If not, then explain the visioning meeting.
- How were you planning on participating in this community meeting? Why or why not?
- What do you think you can get out of these meetings?
- Have you been involved in similar community meetings in the past? What worked about it? What needed improvement?
- Who else should we be speaking to? Can you refer me to someone else? Who normally shows up at these meetings? Who doesn't? How can we reach these people?

⁴ These interviews were semi-structured, so questions often deviated in wording, content, and order depending on interviewees' responses.

APPENDIX C
COMPILED INTERVIEW RESPONSES⁵

Question	Response
Where and for how long have you lived in the neighborhood?	Lives in Mattapan. She has been living in Boston since the 1970s when she came to Boston from NYC for school.
	Lives in Roxbury.
	Both have lived there since the 1940s when they were born in the neighborhood.
	Lived in the Fayston Street neighborhood growing up, was around for the formation of the Quincy Geneva Neighborhood Association. At the time of its formation the major complaints were irregular street sweeping, in contrast to current problems.
	Born in neighborhood. Immediate family moved to Virginia, but she moved back in 1970. Talked about witnessing White Flight when Jewish neighborhood fled. Synagogues poorly preserved. One was Emma Louis School of Black Arts. Went bankrupt. Was hopefully going to be bought by someone who would make it a bridge between the African American and Jewish communities, but instead bought by Evangelical Church and now it's a monstrosity. She believes that many Jewish residents feel guilty about leaving the neighborhood behind and would be willing to fund/give back any way they can.
	Beth Israel Deaconess took over Bowdoin Street Health Center from Carne hospital; built new building (old was one block away). Patients come from neighborhood and all over. When people move out to Mattapan and other neighborhoods (such as Cape Verdeans), still come back to Health Center. Serve people from Roxbury, Dorchester, Mattapan, etc.
	Lives on Crawford.
	Everyone at the meeting is from Boston, mostly from the neighborhood. Many have lived here since the 50s and 60s. Later generations are leaving the neighborhood. The people moving in don't necessarily look out for each other.
	Grew up in Dorchester as well and now lives in South Boston
	Grew up in Savin Hill, 5 th generation Savin Hill raising 6 th generation. Her husband grew up around Meeting House Hill; both are relatively close to Uphams Corner and Grove Hall.
	Lived in Roxbury since 1966. From Ohio originally.

⁵ Individual responses have been edited to preserve anonymity.

Question	Response
Where and for how long have you lived in the neighborhood (cont'd)?	Does not live in neighborhood; lives in Grafton outside of Worcester, but is planning on moving to Boston.
Does your family live in the neighborhood?	From New York City, but had relatives in Dorchester growing up that lived not far from Quincy Dickerman Elementary School.
	Father's family from here and many still live here.
	Has kids in neighborhood.
	Some people at the meeting still have some family in the neighborhood.
	Whole family still lives in the area.
	Yes.
	No.
	No.
	No.
How do you define your neighborhood?	Drew a "circle" that encapsulates where most of the kids are coming from. At this point, about 75% of the kids walk to school and so live nearby.
	East of Columbia; around Bowdoin St north of Geneva (she lives around Bowdoin and Hamilton). Primary catchment area of Health Center is census tracts 915-920; used to include other side of Columbia Road but now doesn't.
	Roxbury Multi-Services Center (RMSC) serves people in metro Boston area such as Chelsea because offers most diverse clinical services. Main catchment area is Washington, Seaver, Blue Hill, Talbot, Dorchester, Dudley Streets.
	Considers the Quincy Street/Columbia Road area to be the outer edge of his neighborhood. The other people at the meeting seemed to agree. He also mentioned that Project R.I.G.H.T.'s catchment area is broader.
	From Warren to Dudley to Bowdon to Washington.
	Do not consider Quincy Street and Columbia to be part of their neighborhood. Draw boundary at Geneva, Normandy, and a portion of Blue Hill Ave. Some concern over why we're asking them about 259 Quincy and that area. Ok when explained that even if don't live there, travel by it, would be affected by what goes in there, and would go there if offered amenities they don't currently have.
Are you active in any neighborhood group?	Not active in any neighborhood groups because she does a lot at school. The MA Housing Finance Agency has a partnership with the school, and there is a teacher-run after school program that runs from 3:30-5:30pm, Monday through Friday.
	Not personally involved, but Project RIGHT, Catholic Charities, Freedom House, and Dudley Street Neighborhood Initiative all work with the school on after-school programs and family involvement strategies.

Question	Response
Are you active in any neighborhood group (cont'd)?	Both are members of Grove Hall Board of Trade, founded in 1984. Grove Hall Board of Trade worked for about 12 years to get the Grove Hall Mall, which was built about five years ago. Also worked to get bank in Grove Hall; had not had one there in 35 years
	Yes, several. A few include Greater Four Corners Geneva Association
	Through Roxbury Multi-Services Center, quite a bit of stuff.
	She also belongs to a neighborhood association.
	Member of the Columbia Savin Hill Civic Association and Save Our City.
	Attends many community meetings and events, including Dudley Street Neighborhood Initiative, Project R.I.G.H.T., safety meetings, Boston Public School meetings.
	Organized events such as Mondays at the Bubble. All clearly active in tenants' association.
Tell me how and where you travel both within and to places outside of your neighborhood?	It takes her about 10 minutes to drive to work.
	Satisfied with transportation; drives a car.
	Walks to work. Wants train access; would most likely take Four Corners stop. Now when she goes downtown, she drives to Fields Corner, parks, and takes Red Line. She hates the bus.
	Rides bus to downtown; takes 30 minutes.
	Not satisfied with transportation options. Buses do not come often enough, MBTA needs more card machines, and getting transfers can be problematic; in particular, wishes transfers lasted longer than 1 hour.
	Concerned about the latest T fare hike. She is upset that it raises rates disproportionately in the city rather than on commuter rail. Also, she does not trust that the transfers are really going to work.
	Not enough buses or bus lines. They only come every 40 minutes. Take the 49, 43, Silver Line. Silver Line is better than other bus lines, but it still has problems when there is traffic. The 16 bus has the most problems; there are not enough buses, slow drivers, drivers do not offer free fares when they are late (come up with some excuse not to), etc.
	It is a problem when buses make them late for work. She believes that buses in Charlestown are the best; they are the only ones that come when supposed to.
	There was some discussion among the group of changes from tokens to Charlie cards. The group is divided, but one woman thinks card machines (like the one in Charlestown) will be better than the current situation.

Question	Response
Where do your customers come from? What is their mode of transportation?	Students take the T, including Silver Line and bus. She has not heard about any complaints with T reliability.
	Buses run into Grove Hall from all over the city. Many people also use the Silver Line.
	Those in the neighborhood walk. Those from elsewhere mainly drive; but some take the bus.
	Most people living in the neighborhood work outside of neighborhood because there are not many job opportunities in the neighborhood. To get to work, they take the car (if they have one), bus, walk to a subway station (i.e., Fields Corner is an 8-10 minute walk from where she lives if you are willing and able to walk it, but some of her neighbors are not for physical and safety reasons. The 17 bus goes to Andrew Station. People also use informal transportation (e.g., “gypsy transportation services”).
	Slightly different response, but said that most residents in area cannot get jobs in area and must travel elsewhere. They are forced to rely on poor public transportation (mentioned 16 bus is a problem). Fewer residents own cars in the neighborhood, so it’s harder for them to get around.
	Half of the kids walk and half take a bus.
How often do you travel down Quincy Street? Where are you going when you go down that road? Do you walk or drive?	Frequently drives down Quincy Street. Sometimes she will walk to a store or walk a child home.
	Often goes down Quincy Street while going in between Columbia and Blue Hill Ave. Normally drives, but has walked down Quincy
	Drives along Quincy Street, particularly to get her son to school. She would never walk around there because not safe.
	Quincy has dense housing on the left and an old industrial property on the right. There are a lot of trucks on Quincy, in part due to the industrial uses. Quincy is one of lifelines of the larger neighborhood since it is the major street that cuts across Dorchester, Columbia, and Blue Hill.
	There is no transit down Quincy Street, except for school buses. You can only drive down Quincy Street. There is a problem with the height of the commuter rail bridge over Quincy Street.
	She drives through Quincy Street; she would never walk down this section of Quincy Street due to public safety concerns.

Question	Response
How often do you travel down Quincy Street? Where are you going when you go down that road? Do you walk or drive (cont'd)?	He is very familiar with Quincy Street; he described it in great detail. He goes down it often, usually driving.
	She walks the whole neighborhood with other school administrators at dismissal time. She never walks by herself for safety reasons. The kids are often scared that something will happen to them on the streets. She also drives the neighborhood a lot.
	Yes. Drives down Quincy Street on the way to go places, such as cheap gas, shopping. Takes Quincy to get over to Bowdoin Street.
If a rail line serviced your neighborhood and was in walking distance for you, do you think you would use it?	Did not express interest in the potential rail stop. She said that she would continue to drive to work (she lives in Mattapan), and that her teachers would also probably continue to drive. She said that parents normally either walk or drive their kids to school (kids are too young to ride on transit by themselves).
	The Uphams Corner station is nice. A station at Columbia Road would be good. Buses on Columbia only run once an hour, and even less frequently on weekends. Traffic is also a problem. The Silver Line is good, but it can take 30 minutes to get to Dudley to pick it up. There are many stops from Dudley to downtown, but the “rougher” areas are skipped. You can also take a bus down Seaver Street to the Jackson subway station or go to Andrew or Forest Hills subway stations, but these are long rides.
	The neighborhood really needs a train stop. The number 16 bus is the worst in the MBTA system—it is always late, and sometimes the kids must wait for it for an hour. It is also difficult for staff to get to school because transit service is so poor. Many families do not have cars for economic reasons, and with the lack of good transit, this becomes problematic in terms of having or finding a job. Jobs are located mostly outside of the neighborhood. Also, if events are held in the building, it is difficult for people to get to them. The MBTA has made no effort to make transit better here. The transit situation is “extremely disrespectful and inherently inequitable.” Most people take public transit or drive (but, again, many do not have cars).
What are your future hopes for this neighborhood?	She would like to see more police around the school. Other schools have a crossing guard out front, and this one does not. Essentially, security at dismissal time is a concern.

Question	Response
What are your future hopes for this neighborhood (cont'd)?	There are several vacant/blighted properties near the school that could be cleaned-up. There is one directly facing the school between Magnolia and Ceylon that used to have abandoned cars on it. There is a cycle: she complains to the city, and it is cleaned up, but then it just happens again. There are holes in the fence, so people can get inside. Recently, she heard that a church bought the property. There is also a group of 4-5 garages on Magnolia that are all boarded up. She described them as an eyesore. Two doors down from the garages, there is another abandoned lot.
	Hard to address this question because there are so many different cultures in the neighborhood, wherein cultures includes different classes and belief systems
	Thinks everyone would want a safer neighborhood.
	Would like more thriving ventures in the neighborhood, such as book stores and movie theatres. Right now people have to go elsewhere (South Bay, Fenway) to get these amenities.
	Want to replace the small businesses and job sources that used to be in neighborhood. For example, Atlas Engineering used to be on Cheney Street, and it employed around 35 people. All of the larger employers that are left in the area are around South Bay's New Market Square. Need businesses that employ around 35 people. Wants more than just small, family-owned operations.
	Want to have more diversified businesses; most businesses in Grove Hall are owned and operated by people from the neighborhood. There are too many beauty shops. The neighborhood should feature more ethnic-identified restaurants in Grove Hall for people coming through (like what's happening in Dudley).
	Cannot have housing everywhere like CDCs tend to focus on because the neighborhood needs places for commercial amenities and jobs. CDCs need to take holistic view and be more focused on economic development. The CDCs also need to collaborate more with each other. The churches should also take a more holistic view of how they might revitalize the neighborhood.
	Redevelopment and community programs should address prisoner reentry needs; many residents returning from prison and need to be trained for jobs. This is part of why chose to focus on hospitality industry, since it has few barriers to entry for the incarcerated and provides an opportunity for the reentered to work on behavior modification while they are employed.
	Promotion of Grove Hall is key to future success.
	Public safety is a big concern and an obstacle to attracting people, tourists, and businesses to the area. Therefore, positive message is key.

Question	Response
What are your future hopes for this neighborhood (cont'd)?	A challenge facing the neighborhood is that many residents are unemployed or underemployed. Redevelopment should therefore provide opportunities for people with skills or who want more skills. For example, people have kitchen skills, and these skills feed into her idea for a test kitchen. People just need a way to produce and package food products; if they gain these skills, they will earn money to survive.
	Many immigrants in area; she appreciates neighborhood's diversity. Need to teach people to share this appreciation and be leaders in the world and in a global economy, not just in one little neighborhood. People need to be encouraged to think globally and be exploratory (provided example of kids raising money to go to Africa).
	The neighborhood will improve through a combination of economic development, transportation access, and safety. Can do this if factors come together. Need to address lack of business (economic development component). Caused by many variables: few businesses in area provide jobs, poor public transportation despite Fairmont Line going through backyard, need affordable housing. All of these factors will decrease violence too.
	It's a chicken and egg problem – jobs provide training but will not come without a trained workforce. Also need public transit and better education system.
	Housing (ownership), economic development, transportation, and safety are all intertwined.
	Roxbury and Dorchester not a nurturing places for older teens and young adults (ages 18-20). There is nothing to do, no jobs, and lots of drugs. More people die of drugs (particularly in white communities) than violence. Hears that people kill each other over drugs. Need economic development plan so people can get jobs with the skills they have; create alternatives. People only look at violence on streets; need to look at self-inflicted violence in homes. Drugs with no other opportunities spell disaster. This type of violence is not currently a political issue; it needs to be. Mayor is aware of this; just needs to take it on.
	Cannot just renew neighborhoods (physically) without renewing people; otherwise, just pushing around a problem without a solution. Dilemma that if develop, either drive people out through gentrification (just moves people around without making their lives better) or alienate residents. Neighborhood development needs to do something for people living in neighborhood now; otherwise they see investment in newcomers by building new homes, but no investment in them; there life is not improving, especially not in comparison to those moving in. Job creation is a way to break this cycle.

Question	Response
What are the challenges to realizing these hopes?	Violence is biggest concern; it negatively affects work, school, achievement and motivation. It also leads to misconceptions about the neighborhood and belief that everyone in the neighborhood is involved even though it's only a small percentage. Violence also makes it difficult for the neighborhood to get the services it needs to combat violence and to serve those who aren't involved and who are stuck in the middle (for example, after-school youth programs and liberal arts programs in the schools; all they focus on is MCAS, meaning students have no outlet for talents).
	Many two family homes are being converted to condos. There is now a problem with absentee landlords who are only concerned with earning money. They do not come to neighborhood meetings (same problem as 50 years ago). The residents expressed that they want people in their neighborhood who own their homes and care about the neighborhood.
	Crime is getting worse, not better. Crime moving from Roxbury and Mattapan into Dorchester. Bowdoin Street worst area, but Uphams Corner can be a problem (particularly if Cape Verdean). Even participation at Safe Neighborhoods Initiative meetings is dropping.
	Violence: It is a problem that kids cannot play in the yard or walk down street during day, let alone at night; causes many to lose hope. Think major part of solution is more police. Need 500 more on streets so people can feel safe walking down street.
	One of the causes of crime is poor school system. People join gangs because poor education and no job opportunities. Know that Lilla G. Frederick Pilot Middle School is good, but how many of the students are actually from the neighborhood? Not sure, though aware that neighborhood is allowed to use school. Spoke highly of Deb Socia.
	The neighborhood "kicks butt" around violence.
	Need more funding, more street workers, more after school activities, more mediators.
	The police department is wonderful.
	The Federal government should invest more funding into violence prevention.
What have you done to achieve these hopes? Why or Why not?	Works in Family Service Center (FSC) at Jeremiah Burke. FSC focuses on family engagement by getting families to come out for events and helping parents who cannot attend events because of work or other commitments to discover their own methods of involvement. Serves as a liaison between parents and the school.
	Got Grove Hall declared an Empowerment Zone in process of attracting the Grove Hall Mall, a twelve-year process. Frustrating because went through a federal process backed by Al Gore, who got \$45 million designated for JP, Roxbury, South Boston, and Grove Hall, and after the city got the money they stopped implementing the plan that had won the federal application; local politics took over. Currently trying to expand the Empowerment Zone but not abandon participation in the process.

Question	Response
What have you done to achieve these hopes? Why or Why not (cont'd)?	Board of Trade applied twice for Main Street status from National Institute for Historic Preservation and finally got designation. Elected new Main Streets Board two weeks ago: Robert George at zoo is current chair and will advise the new chair when the new board is installed.
	Working on establishing a historic trail throughout Roxbury to attract people from throughout the city and beyond. Inspired by historic tours of Dudley Square sponsored by Dudley Square Merchants Association. Trail will provide physical linkages between Dudley Square and Grove Hall; have had discussions with DSMA about that linkage. Roxbury is oldest area of city, "where nation began." Had first historical trail meeting a week or so before we talked at the First Church of Roxbury. Trail would run from East Berkeley to Dudley, Warren, Franklin Park. Chose Dover Street as start of trail because there used to be a gate on the roadway from downtown that blocked Native Americans from entering. Received \$15,000-25,000 to do preliminary planning and design work for trail; must now get approved by Public Works. Eventually might want to connect trail to Rhode Island. In addition to physical linkage to Dudley Square, the trail would also attract people interested in history who would then buy from the local merchants.
	Have pushed for the Franklin Park Zoo to be identified with Grove Hall. The more successful the zoo and golf course in Franklin Park become, the better they suspect the business in Grove Hall will be.
	Have focused a lot of energy on developing workforce development plans. Focused on training residents to qualify for jobs elsewhere in the city. Need to balance concentration of professional jobs for minorities with job opportunities that are more middle- and low-income. Training facilities have not traditionally focused on service-sector jobs, but starting to. They are especially focused on hospitality since there are 2-3 shifts a day. It is a growth industry, and the unions have been organizing to provide good wages and benefits. Example of growth: recent construction of Best Western with Ground Round restaurant on Melnea Cass and Hampton Inn on Mass Ave. They have approached Greater Boston Chamber of Commerce (GBCC) about training possibilities. This was the first time they've used their membership in GBCC. Inspired by article in Boston Business Journal about restaurants needing more and better trained workers to combat high turnover. They have been working with restaurants to see what their needs are and find funds for training to create feeder from Grove Hall to downtown hospitality jobs. Could use help from the state in developing and funding such a training program. Had looked at blue building owned by DBEDC on Quincy for this program. Also, if Central Kitchen facility became available that would be ideal. Sees potential for work with Nuestra Comunidad.

Question	Response
What have you done to achieve these hopes? Why or Why not (cont'd)?	Advocated for affordable housing, development of boarded-up commercial buildings and vacant lots, and new businesses that complement rather than compete with each other.
	Looking into parking garages to ease parking problem for residents, especially if they're trying to draw people from outside the neighborhood into Grove Hall both for housing and commercial amenities. Not sure where to site it. Right now there is just one parking space/housing unit in the zoning. If income levels in the neighborhood change and there are more cars, where will people park? Many people now have 3 cars/family. Parking garage also creates jobs
	Believes in a holistic approach to planning and implementation.
	Have helped plan and been involved in charrettes.
	Roxbury Multi-Services Center is involved in many programs, including the Community Gems project.
What do you value most about your neighborhood (housing, commercial/retail, services, etc.)?	The location of the school is a wonderful amenity for the neighborhood. There are families that have been attending the school for 2 or 3 generations. The kids from the school have a nice basketball court and other places to play nearby.
	Believes there are people with gifts and abilities in the neighborhood that could be tapped into through trade schools and colleges for those returning to school after working for a while and for kids coming out of high school. Examples include social work, carpentry, cooking. The high school has a program with Bunker Hill Nursing Program. It also guarantees acceptance to UMass for students with good attendance and GPA, but does not have other specific trade/college programs and not sure where students go after graduation.
	MBTA is "one of the most important things" in Grove Hall since buses connecting to all over the city run through the neighborhood. Although the transit hub has been around for a long time, the neighborhood has not learned how to use it to their advantage.
	Public safety is a challenge. Mentioned all of the recent murders in the immediate neighborhood. Proposes addressing by creating more community street groups/neighborhood watches; police; and youth services. Wants more police on the street, particularly out of their cruisers and getting to know the people. Thinks the new Police Commissioner (Ed Davis) will be good. He is a big proponent of community policing; did a lot of it in Lowell. She is holding a special neighborhood association meeting so that he can meet people in the neighborhood and hear their concerns. Need more youth programming: supposed to get in partnership with DBEDC, Federated Dorchester Neighborhood Housing, etc. Who knows when it will happen.

Question	Response
What do you value most about your neighborhood (housing, commercial/retail, services, etc.) (cont'd)?	Entrepreneurial spirit of residents. The diversity of people is an asset; "multiplicity of cultures."
	Some amenities already exist to address community needs: Bird St Community Center, Boys and Girls Club, soccer and football teams.
	The neighborhood consists of good, hardworking people. It's really hard to be poor and dependent on bus. The deck is stacked against you and these people really try.
	The Grove Hall business area is booming; she had to wait 20 minutes to get a coffee on Election Day.
	Thinks access to healthcare in neighborhood is good. Her family uses the Uphams Corner Health Center. It has good urgent care as well. There is also a teen health center.
	90-99% of neighborhood consists of good people; it's the 1% that harm it for everyone else.
What kinds of amenities would you like to see increase? Especially around Quincy Street and Columbia Road?	It would be wonderful if Ceylon Park were returned. Otherwise, the area does not need more development because there is already too much traffic and too little parking.
	Would like more thriving ventures in the neighborhood, such as book stores and movie theatres. Right now people have to go elsewhere (South Bay, Fenway) to get these amenities.
	Would like to see the Orange Line return to Grove Hall as it used to run from Washington Street through Dudley beyond Forest Hills. The T promised to rebuild the Orange Line out to Grove Hall, but it has not kept that promise although they are now restoring a stop near Forest Hills. The Silver Line replaced Orange Line, but it is not as efficient, though people use it a lot. The departure of the Orange Line took down a lot of small businesses in the neighborhood.
	Washington Street Corridor Association wants light rail vehicles (like on Huntington Ave.) on Washington Street, but they don't think that will happen.

Question	Response
What kinds of amenities would you like to see increase? Especially around Quincy Street and Columbia Road (cont'd)?	Raising the issue of a fifth stop on the Indigo Line has caused the T to do a study it otherwise would not have done. Right now the Four Corners stop would be closest to Grove Hall, but not sure people there would use it since people tend to focus away from Four Corners. There is a physical disconnect at Bowdoin Street. Creates safety issues: not much legitimate activity between Grove Hall and Bowdoin. People in Grove Hall would probably use Columbia station over Four Corners since there are less safety concerns in that area. The station locations of the Indigo T stops do not make much sense because they were chosen by people from outside the neighborhood who do not understand the needs or constraints of neighborhood; that is why Four Corners was chosen over Columbia. The zoo prefers a stop at Columbia because better visibility and less safety issues. There needs to be a broader invitation for input and public participation in T stop selection process.
	Challenge: some good stores, but poor landlords force tenants out and leave buildings vacant.
	Wants mixed-use development and not just housing. The area needs retail – groceries and restaurants with healthy foods (particularly fruits and veggies), ethnic/diverse restaurants, multi-purpose stores such as card/flower/gift wrapping shops, interesting clothing stores, cafes, bakeries, places for live music, banks, even credit unions.
	There are no banks or credit unions in her neighborhood; have to go to Fields Corner, Uphams Corner, Codman Square, or Dudley Square. This does not work for people who cannot actually access these banks, and they are instead forced to rely on check-cashing places. Took a long time for Grove Hall to get its first bank; she thinks it now has 3. Her group has approached “all” of the banks, but none are willing to come in.
	Fields Corner has Farmer’s Market, and the Food Project is at Dudley and Blue Hill Ave. Tried to get Farmer’s Market on Bowdoin, but it did not happen. She also wants a meat and fish market. There used to be one (Rump ‘n Round), but it shut down. Now only fish truck that comes 1x/week, but higher demand particularly from Cape Verdean residents (eat fish ~3x/week).
	Upset that new development at Columbia and Quincy is just housing; area needs more than housing. If people want to get food (such as workers at Uphams Corner Health Center), they have to go up to Uphams Corner or elsewhere. Uphams Corner Main Streets did not want the competition, so would not allow commercial development at Quincy and Columbia, but if there is going to be more housing there needs to be more amenities.
	Recognizes need to get different types of businesses in her neighborhood on Bowdoin St, not just hair/beauty salons and pizza and sub shops.
	Only want very light industry if clean; too many auto repair shops. For most part, land that is zoned industrial should not be used for industrial anymore; should become commercial, retail, and mixed-use.

Question	Response
What kinds of amenities would you like to see increase? Especially around Quincy Street and Columbia Road (cont'd)?	Wants incubator space for small businesses. Many people trying to start own businesses (catering, jewelry, party stuff, custom clothing, cleaning services, electronics/repair), and they need management skills
	Could get kitchen like Nuestra Comunidad in Jamaica Plain; it had financial trouble but luckily city bailed it out.
	If the school kitchen is one of the sites up for sale, would suggest keeping it in place and making it a culinary arts skills center. Could link in with a community college where students get either certification or associate's degree in culinary arts. This would feed directly into expanding breadth of restaurants, hotels, convention centers. Bunker Hill has a culinary college; Roxbury Community College does not. Nuestra Comunidad has a culinary apprenticeship program. Has kitchen around Fields Corner; almost shut down. They feed kids with the food they produce. Could use another such kitchen. It would serve entrepreneurs and allow them to be caterers. They could also use test kitchens to develop products. Food is huge in these diaspora cultures; take advantage of it and make means for people to survive ("so many taste buds"). Many possibilities - cooking contests, food carts, food festivals. It would bring pride to neighborhood, benefit whole city. She would be really excited to be involved in such a thing.
	Organizations should work in partnership to provide opportunities for people to get training that they need/desire. Need infrastructure so people can learn English and gain technical skills so that they are adept at living in this country in this era.
	Already have Timothy Smith Centers; started in 2000 and program ending next month; will transition program to schools (mentioned Lilla G. Frederick Pilot Middle School). They are a series of computer labs from Grove Hall to Dudley. Provide means for parents and kids to learn together. With stuff like e-college, can do a lot from home using the internet. Already wi-fi pilot run out of Mayor's Office that is between Grove Hall, Dudley, Columbia Road. Testing how draws families in. Program not free, but affordable; ~\$10/month. Castle Hill has a separate initiative in which provided wi-fi to its 500 units.
	Already some, but could use more community-based workforce initiatives. Quincy-Geneva, Project RIGHT, DBEDC, and Roxbury Multi-Services Center could work together as feeders to this program.
	Quincy Street mainly residential, particularly on left. Former industrial stuff should not be residential because of issues of contamination.

Question	Response
What kinds of amenities would you like to see increase? Especially around Quincy Street and Columbia Road (cont'd)?	Need place where youth can go that is close to home, such as fitness/rec center or help with homework. There is the MLK school (on Lawrence Ave.) and Boys and Girls Club and Y on Warren St, but these facilities are too far away (3 large blocks). Could use another library – but not just books. Make it exploratory, adventurous. Link with National Science Foundation, National Arts Foundation. Do not close library at Grove Hall and move to Burke; keep two libraries. No need for one or other since money from different pots (school vs. library funds).
	Do not have enough parks/open space/playgrounds for younger kids nearby (as long as make sure do not get lead contamination). Even something small, like playground at corner of Quincy and Blue Hill Ave – need more of these.
	Community centers are generally good, but need specific programming that draws kids in and takes advantage of residents' entrepreneurial drive. Part of this is providing specific goals to work towards. Have hours where same material but in different languages. Not just traditional center; innovative; opportunity for sharing. Given public safety issues, would be good to have space for behavior modification. All kids see is what is on street (especially with parents working multiple jobs); join gangs in part for sense of belonging. If change what they're seeing, can modify behavior. To change need, must empower people and create opportunities for them in way that is holistic, not band-aid.
	This group's concerns: parking (#1 concern) (need parking garages); safety (need more lighting); traffic/noise pollution (linked); shortage of space (no room for dense developments that are happening); no room for a shopping center in the Quincy Street and Columbia Road area.
	Some amenities already exist to address community needs: Bird Street Community Center, Boys and Girls Club, soccer and football teams.
	Need more businesses that can provide jobs and have upward mobility; this is the most important change that is necessary to break cycle of violence. Gave example of Spire Site: printing press that DBEDC brought to Savin Hill. Provides jobs with upward mobility that give residents skills. The perfect firm for Quincy Street would be a pharmaceutical company with a range of jobs starting at \$10/hr and working up. Such a company would also have a low impact on the neighborhood – not too many trucks. But would be very hard to attract such a firm to the neighborhood. Would need a city/state partnership to provide necessary incentives. Would involve Department of Neighborhood Development, Boston Redevelopment Authority, state agencies.
	Access to skilled workers is what made Bristol-Myers Squibb decide to locate at Fort Devens. Need inner-city residents to possess such skills and transit access so skilled workers can get to jobs. Also need lower crime because currently dissuades potential firms for fear of safety of workers and property.

Question	Response
What kinds of amenities would you like to see increase? Especially around Quincy Street and Columbia Road (cont'd)?	More important than adding jobs in neighborhoods is giving residents transit access so can get to jobs in downtown or South Bay. A firm could provide maybe 100 jobs; cannot employ all residents so they must be able to travel to jobs elsewhere more easily. Even without 5 th station the 4 (new) Fairmont stations will help.
	Although the area is doing better with supermarkets (new in Grove Hall, Stop and Shop in South Bay, but grocery in Uphams Corner recently closed), could use more stores selling fresh fruit and vegetables. Could be nice on one of these sites.
	Although job training facilities already exist, could use more ESL and GED classes. Always need more of these. But she would rank companies that can provide good jobs first. What is housing should stay housing; what has been manufacturing and industry should be used for firms that can provide jobs and certainly not lose any more jobs. Also, former manufacturing and industrial sites probably are contaminated and not necessarily suitable for residential use.
	One of dilemmas is that organized groups in area want land zoned as light industrial to be phased into residential so they can develop as housing. CDCs try to be in best interest of community, but really market-driven and market demands residential. However, light industry provides jobs to people in area; mentioned Pearl Meats site specifically. Key concern with creating more residential rather than commercial or light industry (and this isn't an unreasonable idea given that Quincy bounded by Columbia and Blue Hill, both of which have commercial) is that involves bringing more people to area without adding youth centers. Too few youth centers in area; Y on Warren, Bird Street Gym (Bird and Columbia), the Bubble down in Grove Hall, but all in different neighborhoods. No youth centers in this neighborhood. Closest recreational facilities are at Lilla G. Fredericks Pilot Middle School. Any housing development must include a youth center that is accessible to neighborhood youth as well as new residents. Ideally would be facility with smaller spaces. Some spaces for kids under 10, others for older kids. Separating spaces will avoid conflict over spaces among different ages. Need youth centers to give kids something to do and keep them off the streets; ties into public safety.

Question	Response
What kinds of amenities would you like to see increase? Especially around Quincy Street and Columbia Road (cont'd)?	Would make sense to redevelop light industry as light industry to keep potential jobs. However, think organizations very opposed given how upset they were over rezoning that would have expanded garage in area, so imagine would oppose continuation of light industry at any sites. Not worth fighting with the organizations over this if they are going to oppose light industry; not worth the energy. Better to unite over something that everyone can agree on. One suggestion for visioning process is to ask people to specifically envision types of light industry would be useful on these sites. Would force organizations to either come out in opposition to light industry or be willing to go along with; either way highlights their position for all to see. Also would allow residents to express a level of detail in the planning process. Perhaps organizations would not be so opposed to these details.
	Commercial development is worth looking into. Keep in mind mix of infrastructure on Quincy Street. Some light industrial sites have off-street parking, a valuable commodity in area. This parking lends street to commercial activities. However, questions whether residents want commercial development as would increase traffic; need to see if they would be okay with additional traffic.
	Ambivalent about mixed-use, residential over retail. Would only work if units are studios or one bedrooms; cannot have families living over retail because no place for kids to play. Kids need yard. Parents wouldn't trust kids (particularly younger ones) going alone to Ceylon Park, though close by. Also, Ceylon not best type of park for small kids. Again, kids need place to recreate. Keep in mind that residential development already on Quincy Street. Redevelopment requires knitting together mix of uses. This requires dialogue with current residents to see how people feel.
	Opposes multi-unit housing unless recreational facilities to accommodate children.
	Not opposed to residential development on grounds of contamination. The whole area is polluted, but has not stopped new housing developments. If residential is appropriate on other lots, would be appropriate anywhere on Quincy; suspect no more health risk.
	Quincy Street is stark, not much vegetation. Needs more color (aesthetics), suggests vegetation if could survive pollution. If could, could help purify air.
	Need to create more jobs. Address unemployment by bringing businesses that will provide jobs, not just workforce training. More training always nice, but goes nowhere if no jobs. Recent report stated that unless in bio-science, 18-25 year olds facing hardest job market in Boston in a long time; severe job shortage. This is especially true in this area, particularly given violence. Mayor has not thought enough about economic development; placed too much emphasis on housing. Need plan for economic development. No ideas on what specific industries to attract, though.

Question	Response
What kinds of amenities would you like to see increase? Especially around Quincy Street and Columbia Road (cont'd)?	There is no economic development strategy; just creating housing and job training. But training pointless without jobs.
	Not even strong sense of how bad unemployment is in area, what are job prospects, and what are matches (mismatches) with skills. No resources invested in this type of economic development, but need to be.
	Neighborhood needs access to mental health care (school has own clinic in the evenings).
	Neighborhood needs job training.
	Neighborhood needs access for kids to be in safe places in the evening (after school)...multiple options are needed.
	Neighborhood needs more health care access.
	Neighborhood needs other support services.
	Neighborhood needs a community center.
	Number one priority is a community center that offers a large space for functions, events, summer camp, etc. The area lacks large spaces that residents can access. They would also like this center to offer workforce and computer training as well as small business/management training. The center could also feature a pool and grills for residents' use.
	Other ideas besides community center: Library – other libraries in area (Grove Hall, Uphams Corner, Fields Corner), but they are about a 15 minute walk. While BPL would say that is close enough, they do not necessarily feel safe walking that far. Also, poor libraries – Grove Hall does not have good books (one child came home with cookbooks!) and does not have aquarium/museum tickets even though supposed to. Library on Dudley Street is better, but further away. Copley is best, but cannot always take out books that get sent from Copley. Therefore expected to take multiple buses to Copley. A laundromat would also be nice. With the exception of a laundromat, all ideas involve providing services to children. Most kids of adults in group are under 14, and the Bubble for the most part is only open to kids over 14. One resident organized Mondays at the Bubble specifically for younger children, but attendance is lagging and so may not coordinate this again given the effort.

Question	Response
What kinds of amenities would you like to see increase? Especially around Quincy Street and Columbia Road (cont'd)?	Thinks that area could support medical research or support industries that would provide jobs to residents and strengthen neighborhood's economy. Firms could develop equipment, information technology, medical records and storage (particularly as more records become digitized). Such jobs would provide residents with useful skills and create upward mobility. Just be careful that seeking "medical research" uses in neighborhood could invite public health hazards like Boston University's Biosafety Lab.
	Workforce development should focus on nursing specifically. Community health centers represent a growing industry, and this neighborhood would benefit from more medical services.
	For any industry or firm that comes into neighborhood, local training for residents should be required so that all the jobs do not go to outsiders. To accomplish this, neighborhood should take advantage of connections to universities and vocational schools that could serve this purpose. Could also use existing spaces, such as in schools or businesses after hours. Finally, local schools could possibly offer specific training to students as part of their curriculum.
	Reuse local buildings for employment creation and workforce development. Connect proposals and infrastructure to realistic uses.
	Former prisoners need training beyond computer literacy. For example, could learn how to construct modular housing. CORI checks limit jobs upon reentry
	Seniors need workforce development training so that they can secure jobs.
	Any workforce development for the service industry should prepare residents for management opportunities as well as hospitality.
	Violence negatively affects training facilities and youth programs.
	Need job training for youth in growth industries.
What is "affordable housing" to you?	Did not see a need for more affordable housing.
	Need affordable housing in the neighborhood because of high Boston prices, but feels that housing strategies should address neighborhood needs more holistically, including self-directed enterprises and other ways of finding people employment.
	Need mix of housing for diverse income levels, not just very poor and wealthier moving into neighborhood. Specifically mentioned need for affordable senior units so as seniors move out of their homes they have affordable options. Seniors moving out also solution to need for affordable family homes.
	Always need more housing, but think of previous uses (contamination; has held up Habitat House on Blue Hill Ave).

Question	Response
What is “affordable housing” to you (cont’d)?	There is no need for more affordable housing in the neighborhood. There are already enough homes! The new homes being built are too small (too much density, too close to the road, etc.). The neighbors want houses with front and back yards and dislike developments that “sit on the sidewalk.” Currently, rehabbed homes are being subdivided into more units (density problem).
	Some terrific housing programs in place. What is most important is increasing home ownership so residents can build assets and take advantage of rising house prices (cited appreciation of her home). There is “tons” of rental housing; need more condos, 2-3 deckers that can be owned. She sees price as the biggest obstacle to home ownership (as opposed to supply; supply could lower prices, but would take LOTS of supply). It is not the down payment that is the problem (so many no money down mortgages these days); it is the mortgage payments. Part of the solution is double and triple deckers where one family owns and collects rental income from one or two other families that helps them make mortgage payments. Classic immigrant pattern in Boston.
	Applauded Mayor’s support for first-time homebuyers (classes to build credit, etc.).
	Thinks DBEDC has some housing assistance classes that it offers in conjunction with the city, but its biggest contribution is building affordable housing.
	Applauds CDCs for providing housing stock to relieve some demand. Noted that Menino trying to increase supply as much as possible (some complain about this).
	Much easier to get mortgage today than before, but still hard. It is making payments that pose the big obstacle.
	Need for building rental vs. owner-occupied housing: unlike others, he thinks need for more rental stock. Not good time for people to be buying because the market is softening and prices remain high. If homes come online in 3 years, it will be during a bad market, particularly in this neighborhood and particularly Quincy Street given the mix of former industrial sites that make values lower than in nearby areas. Therefore, people should not invest in property because it is a bad investment at this time; would be long time before they would see a return on investment. Instead, CDCs and developers should bear risk and rent or put up light industrial or commercial on Quincy and keep residential to other streets off of Columbia Road and Blue Hill Ave that are more suitable for residential.
	It would be good if the neighborhood had more affordable owner-occupied units. Owning does not cost much more than renting, people just need help getting credit for a down payment. It would be bad if new units were built and outsiders moved into the neighborhood. The biggest step for families is getting a job—unemployment is a big frustration for our families.

Question	Response
What is “affordable housing” to you (cont’d)?	Tenants are concerned about the trend towards privatizing public housing and demolishing existing public housing. This has been the case at Franklin Hills and other public housing in the city. “Where does that leave us?”
	The area needs more housing.
Do you rent or own? Why do you rent or own?	Owning is good if you have good credit. If no credit, city offers free classes on how to build credit. These classes are always full though. Cannot buy if have bad credit.
	She owns; lived in same house for ~20 years.
	The residents that we met with own homes (mostly senior citizens).
What does “mixed-use” mean to you?	Talked about it primarily as housing over commercial, and expressed a great need for this type of development. Does NOT want just housing; area already has relatively too much housing. Also mentioned mixed-use community centers which could incorporate workforce development, other types of community services and amenities, and commercial space. Perhaps a bank could fund this.
	Not crazy about mixed-use on Quincy Street.
	Didn’t seem familiar with term “mixed use,” but recognized form of residential over commercial. Thought that type of mixture would be a good compromise – could get the daycare and supply housing over it.
Do you know about the Fairmount Indigo Line commuter rail in your neighborhood?	Had not heard of Indigo Line.
	Been very active on the Four Corners stop. Mentioned a coalition that included Geneva Ave Coalition, Mt Bowdoin Street Betterment Association, Greater Geneva Neighborhood Association, and other groups. Worked 8 years to get this stop. Concerned about siting of Four Corners stop; needs to be accessible to both sides of the neighborhood, and if too far south on line it will not be. Would personally be good for her if north of originally proposed site, but not good for neighborhood as a whole. Excuse with siting is curve (of track), but she thinks MBTA can make it work if they want to (especially if city managed to build the Big Dig!). She’s a huge proponent of public transit. Traffic is really bad. Problem with asthma rates in area.

Question	Response
Do you know about the Fairmount Indigo Line commuter train in your neighborhood (cont'd)?	Not for 5 th stop. 4 stops guaranteed; get those up and running first. Can only “go back to the well” so many times. Think that 4 stops will help residents in neighborhood. Also pointed out that location for Four Corners stop next stop south of site is not set. Due to curve in track, can’t be where residents want and will have to be moved north or south on track (people won’t be happy with this). If north, even closer to Columbia Road so stops really would be too close. Cannot talk about location of other sites until know where Four Corners will be. Uphams Corner and Morton St. currently under construction. This is not going to be a rapid transit line at this point; would be too costly. Therefore, can’t have stops so close together because would constantly ride brakes.
	Agree that stops needed to give residents easy access to downtown and South Bay Shopping Center. Particularly helpful for access to jobs because major reason for joblessness. Public transit access would also make area more attractive to potential firms locating in area.
	Since these neighborhoods bear impacts of line (diesel, noise, etc.), they should gain benefits of transit access. Right now only suburban commuters benefit from Fairmount Line.
	Would not use the Fairmount Line because does not live close by, but has heard of line. Not involved in organizing for it and has not received many flyers lately. Thinks Councilor Charles Yancy might be involved since District 4 encompasses more of Fairmount Corridor.
	Thinks 5 th stop is essential to neighborhood; critical to transit equity. Four Corners stop is 2-3 neighborhoods over; 10-12 blocks away. Planners didn’t realize that people are not going to walk to it because Columbia Road is a long street. Columbia stop no closer to other stops than Four Corners is to next stop south. Thinks 5 th stop also justified because ridership for it. Buses exist, but they go to different places and are very slow. People in neighborhood need better access to jobs.
	Precedent set by residents who fought successfully for Arborway. Communication with Deval Patrick’s transition team is needed. The neighborhood must find allies, such as Zoo, to fight for T stop. MBTA frames the issue as either/or in terms of Urban Ring or new Fairmount Line stops. Need savvy marketing to convince MBTA that 5 th stop is needed and will be used.
	Asthma is a problem because of trains and buses. Asthma can also be used as an argument against Indigo Line by MBTA—T officials say trains pollute (so, get new trains)! Better enforcement of clean air/emissions policies needed.
	The quality of commuter rail lines differs by neighborhood. For example, the seats on local lines are lesser quality than in other neighborhoods.

Question	Response
If a Columbia/Quincy train stop existed, would you take it?	If Columbia/Quincy train stop existed, would take it because would make getting downtown take less than 10 minutes as opposed to 30 minutes on multiple buses. "Could get downtown in time that typically wait for the bus." Does not think it is going to happen, though, because not everyone will sign the petition. Those living very close will be concerned with the additional noise and congestion associated with T stop. Also thought a difficult intersection for a stop. Think best if T stop were on quiet one-way street to minimize congestion.
	More likely to use Four Corners stop, but depends on where coming from and where going.
What do you think you can get out of community visioning meetings?	Glad that CDCs and CBOs working together. Often see them working hard but not making much progress because not cooperating. Need coordination among groups and "hope for better future."
	Want to have say to stop trend of housing privatization.
Have you been involved in similar community meetings in the past? What worked about it? What needed improvement?	She's been in and planned charrettes. Described the 2-day process (Two Day Workout): 1 st day) identify common themes amongst groups; 2 nd day) present ideas to decision-maker panel (bankers, agency heads). Feeders commit money to workshop AND to implementing whatever idea in set timeline. This format makes suggestions specific and ensures some change; keeps it from being just another needs assessment.
	She did caution that she is skeptical of "community" meetings where everyone there is paid to be there. Even if live in neighborhood, not truly a community meeting unless there solely by choice. Attendance at meetings in this neighborhood is really dropping because of hopelessness. Crime is getting worse, not better. Even participation at Safe Neighborhoods Initiative meetings is dropping.
	Sort of—attended Dudley Square master planning process, meetings for new school, Krock Youth Center visioning in Dudley Square. In most cases, these types of meetings are in response to specific development; not so much blank slate. This is more like master planning, like Dudley. He is not sure how those meetings turned out, and subsequently whether they were worth it because too early to say. First few projects just going out to bid. There is a tension between just generating a wish list and then disappointing participants and getting meaningful input from residents; must have expectation management.

Question	Response
Have you been involved in similar community meetings in the past? What worked about it? What needed improvement (cont'd)?	Yes – Dudley Street and meeting to stop MBTA from closing Uphams Corner completely for repairs. Noted that they did not propose closures for any other stop on Fairmount, and group was successfully able to prevent T from completely shutting down stop. Thought that the experience was informational and interesting; she learned a lot. She ended up at rally even though did not necessarily intend this.
	She mentioned that the Boston Foundation did research on housing stock, demographics, and other characteristics for North Dorchester. Also noted that there are countless needs assessments, and needs always the same.

APPENDIX D
INTERVIEW RESPONSES BY TOPIC AREA⁶

PARKING	
Topic	Response
Parking Garage	Parking garages would ease parking problem for residents. Garages are especially good for drawing people from outside the neighborhood into Grove Hall (for housing and commercial amenities). Not sure where to site garage. A parking garage would also create jobs.
	Potential cost of garage for residents and other users is a concern.
	Parking is the number one concern—parking garages are needed.
Parking and Development	The neighborhood does not need more development because there is already too much traffic and too little parking.
	Shortage of space (no room for dense developments that are happening).
	Parking is essential infrastructure for other development (housing, commercial, etc.)
	Zoning requires only one parking space/housing unit. If income levels in the neighborhood change and there are more cars, where will people park? Many people now have 3 cars/family.
Parking and Existing Light Industrial Sites	Some light industrial sites have off-street parking—a valuable commodity in area. This parking lends street to commercial activities.
General	The parking issue is linked to traffic and noise pollution.
	Is parking a priority as compared to other neighborhood needs?

⁶ Individual responses have been edited to preserve anonymity.

TRANSIT	
Topic	Response
Mode of Transportation In and Out of Neighborhood	Satisfied with transportation; drives a car.
	Drives to work. It takes her about 10 minutes.
	Walks to work. Wants train access and would most likely take Four Corners stop. Now when goes downtown, drives to Fields Corner, parks, and takes Red Line. Hates the bus.
	Drives through study area, particularly to get her son to school. Never walks around area because it is not safe.
	Bus to downtown is 30 minutes. Buses do not come often enough, need more card machines, getting transfers can be problematic, wish transfers lasted longer than 1 hour. Also concerned about latest T hike. Does not think free transfers will work. Upset that fare raises disproportionately affect city rather than suburbs. Not enough buses or bus lines. Buses only come every 40 minutes. Takes the 49, 43, and Silver Line. The Silver Line is better, but there are still problems when there is traffic. The #16 has the most problems – not enough buses, slow drivers, drivers don't offer free fares when late (they come up with excuses). It is a problem when buses make people late for work. Discussion of changes from tokens to cards. Some think card machines (like the one in Charlestown) are better. Believes buses in Charlestown are the best – only ones that come when supposed to.
	Students take the T, including Silver Line and bus. Has not heard about any complaints with T reliability.
	Buses run into Grove Hall from all over the city and many people use Silver Line.
	Neighborhood residents walk. Those from elsewhere mainly drive; some take bus. Most people in neighborhood work outside of neighborhood because there are not many job opportunities in neighborhood. People take car (if they have one), the bus, walk to T station (Fields Corner 8-10 minute walk if willing and able, but some are not for physical and safety reasons), #17 bus to Andrew, or use informal transportation--“gypsy transportation services.”
	Most residents in area cannot get jobs in area and must travel elsewhere. Forced to rely on poor public transportation (#16 bus is a problem). Fewer residents own car in neighborhood, so it's harder for them to get around.
	At one school, half of the kids walk and half take a bus.
Travel Down Quincy Street	Frequently drives down Quincy Street. Sometimes she will walk to a store or walk with a child after school.
	Goes down Quincy Street often while going in between Columbia Road and Blue Hill Ave; drives but also sometime walks down Quincy Street.

TRANSIT	
Topic	Response
	Quincy Street has dense housing on left and old industrial on right. There are a lot of trucks on Quincy Street. Quincy Street is one of the neighborhood's lifelines since it is the major street that cuts across Dorchester from Columbia Road to Blue Hill Ave.
	There is no transit down Quincy Street, except for school buses. You can only drive down Quincy Street. There is a problem with the height of the commuter rail bridge over Quincy Street.
	Drives through neighborhood on Quincy Street. Would never walk down this section of Quincy Street.
	Very familiar with Quincy Street. Goes down it often, usually driving.
	Walks the whole neighborhood with other administrators at dismissal time. She never walks by herself for safety reasons. The kids are often scared that something will happen, too. She also drives the neighborhood a lot.
	Drives on Quincy Street on the way to go places like cheap gas, shopping, etc.
Possibility of 5th Stop	Did not express interest in the potential rail stop. She said that she would continue to drive to work and that her teachers would also probably continue to drive. She said that parents normally either walk or drive their kids to school.
	The Uphams Corner station is nice. A station at Columbia Road would be good. Buses on Columbia only run once an hour, and even less frequently on weekends. Traffic is also a problem. The Silver Line is good, but it can take 30 minutes to get to Dudley to pick it up. There are many stops from Dudley to downtown, but the "rougher" areas are skipped. You can also take a bus down Seaver Street to Jackson T station (or go to Andrew or Forest Hills), but these are long rides.
	The neighborhood really needs a train stop. The #16 bus is the worst—it is always late—sometimes after school the kids must wait for an hour. It is also difficult for staff to get to school because transit service is so poor. Also, if events are held in the building, it is difficult for people to get to them. The MBTA has made no effort to make transit better here. The transit situation is "extremely disrespectful and inherently inequitable."

TRANSIT	
Topic	Response
	<p>5th stop not guaranteed. Four stops are guaranteed—must get those up and running first. Thinks that four new stops will help residents in neighborhood. Also pointed out that location for Four Corners stop—the next stop south of the potential 5th stop site—is not set. Due to curve in track, can't be where residents want and will have to be moved north or south on track (people won't be happy about this). If north, the 5th stop would be even closer to Columbia Road so stops really would be too close. Won't be able to know where the 5th stop could be until know where Four Corners will be. Can't have stops so close together because trains would constantly ride brakes. Uphams Corner and Morton Street stations are currently under construction. This is not going to be a rapid transit line at this point; would be too costly. Stops are needed to give residents easy access to downtown and South Bay Shopping Center. Particularly helpful for access to jobs because (as mentioned before) major reason for joblessness. Public transit access would also make area more attractive to potential firms locating in area. Funding for new stops on Fairmont Line was originally tied to Ashmont Station. Now it is separate. Believes that particularly since these neighborhoods bear impacts of the Line (diesel, noise, etc.) they should have transit access. Right now only suburban commuters benefit from Line.</p>
	<p>Thinks 5th stop is essential to neighborhood; critical to equity. The Four Corners stop is 2-3 neighborhoods over; 10-12 blocks away. Planners did not realize that people aren't going to walk to it because Columbia Road is a long street. The Columbia stop would be no closer to other stops than Four Corners is to the next stop south. There is ridership for the 5th stop.</p>
	<p>5th stop would make getting downtown take less than 10 minutes as opposed to 30 minutes on multiple buses. "Could get downtown in time that typically wait for the bus." Doesn't think 5th stop will happen because not everyone will sign the petition. Those living very close will be concerned with the additional noise and congestion associated with T stop. Also the Quincy and Columbia intersection is very busy. Thinks it would be best if T stop were on quiet one-way street to minimize congestion.</p>
	<p>More likely to use Four Corners stop.</p>
	<p>Precedent set by residents who fought successfully for Arborway. Communication with Deval Patrick's transition team is needed. The neighborhood must find allies, such as Zoo, to fight for T stop. MBTA frames the issue as either/or in terms of Urban Ring or new Fairmount Line stops. Need savvy marketing to convince MBTA that 5th stop is needed and will be used.</p>
Transit and Jobs	<p>Many families do not have cars for economic reasons, and with the lack of good transit, this becomes problematic in terms of having a job, or finding a job. Jobs are located mostly outside of the neighborhood.</p>

TRANSIT	
Topic	Response
	Access to skilled workers is what made Bristol-Myers Squibb decide to locate at Fort Devens. Need inner-city residents to possess such skills and transit access so skilled workers can get to jobs.
	More important than adding firm jobs in neighborhoods is giving people transit access so they can get to jobs downtown or in South Bay. A firm could provide maybe 100 jobs; cannot employ all residents so they must be able to travel to jobs elsewhere more easily. Even without 5 th station the four Fairmont stations will help.
	Particularly helpful for access to jobs because lack of good transit is a major reason for joblessness. Public transit access would also make area more attractive to potential firms locating in area.
Transit and the Future of the Neighborhood	The neighborhood can improve through a combination of economic development, transportation access, and safety. Can improve neighborhood if factors come together. Currently, there is poor public transportation despite Fairmont Line going through backyard.
	It's a chicken and egg problem – jobs provide training but will not locate in neighborhood without trained workforce. For job opportunities to exist, public transit and better education system are needed. Housing (ownership), economic development, transportation, and safety are all intertwined.
Transit and Neighborhood Assets	The MBTA is “one of the most important things” in Grove Hall since buses connecting to all over the city run through the neighborhood. Although this transit hub has been around for a long time, the neighborhood has not learned how to use it to its advantage.
Transit and Public Health	Traffic is really bad. Problem with asthma rates in area.
	Asthma is a problem because of trains and buses. Asthma can also be used as an argument against Indigo Line by MBTA—T officials say trains pollute (so, get new trains)! Better enforcement of clean air/emissions policies needed.
Have You Heard of the Potential 5th Stop on the Fairmount Line?	Has heard of line. Not involved in organizing, and has not received many flyers lately.
Buses	Buses exist but go to different places and are very slow. People in neighborhood need better access to where jobs are.
	Need better connection between buses and Fairmount Line.
General	The Fairmount Line is underused because people do not know what it is, where it goes, or that they can ride it with their Charlie Card. It needs better marketing.
	The quality of commuter rail lines differs by neighborhood. For example, the seats on local lines are lesser quality than in other neighborhoods.

JOB ACCESS, CREATION, AND WORKFORCE DEVELOPMENT	
Topic	Response
Access to Jobs Outside of Neighborhood	It's a problem when buses make people late for work.
	Most people living in neighborhood work outside of neighborhood because not many job opportunities within neighborhood.
	Most residents in area cannot get jobs in area and must travel elsewhere. They are forced to rely on poor public transportation (mentioned 16 bus is a problem). Fewer residents own car in neighborhood, so it's harder for them to get around.
	Some residents rely on informal ("gypsy") transportation services to get to work.
	Many families do not have cars for economic reasons, and with the lack of good transit, this becomes problematic in terms of having or finding a job. Jobs are located mostly outside of the neighborhood.
	More important than adding jobs in the neighborhood is giving residents transit access so that they can get to jobs downtown or in South Bay. A firm could provide maybe 100 jobs; it cannot employ all residents. Therefore, residents must be able to travel to jobs elsewhere more easily. Even without 5 th station, the 4 Fairmont stations will help.
	Agree that stops needed to give residents easy access to downtown and South Bay Shopping Center. Transit particularly helpful for accessing jobs because major reason for joblessness.
	People in neighborhood need better access to where jobs are.
Accessibility Into Neighborhood	Looking into parking garages to ease parking problem for residents, especially if trying to draw people from outside the neighborhood into Grove Hall both for housing and commercial amenities. Not sure where to site it. A parking garage also creates jobs. Current zoning only requires one parking space/housing unit. If income levels in the neighborhood change and there are more cars, where will people park? Many people now have 3 cars/family.
	Commercial development is worth looking into, but keep in mind mix of infrastructure on Quincy Street. Some light industrial sites have off-street parking, a valuable commodity in area. This parking lends the street to commercial activities. However, questions whether residents want commercial development as would increase traffic. Need to see if residents would be okay with additional traffic.
	Public transit access would make area more attractive to potential firms locating in area.

JOB ACCESS, CREATION, AND WORKFORCE DEVELOPMENT	
Topic	Response
Creating Employment Opportunities within Neighborhood	Wants to replace the small businesses and job sources that used to be in neighborhood (e.g., Atlas Engineering used to be on Cheney Street, and it employed around 35 people). All the larger employers that are left are around South Bay's New Market Square. Feels that neighborhood needs businesses that employ around 35 people; wants more than just small, family-owned operations. Wants to have more diversified businesses. Most businesses in Grove Hall are owned and operated by people from the neighborhood. There are too many beauty shops.
	Cannot have housing everywhere like CDCs tend to focus on because the neighborhood needs places for commercial amenities and jobs. CDCs and churches need to take holistic view and be more focused on economic development. CDCs also need to collaborate more with each other.
	Promotion of Grove Hall is key to future success. Public safety is a big concern and an obstacle to attracting visibility. Positive message is key.
	Grove Hall business area is booming; had to wait 20 minutes to get a coffee on Election Day.
	The departure of the Orange Line took down a lot of small businesses in the neighborhood.
	A challenge in the neighborhood is that there are some good stores, but poor landlords force tenants out and leave buildings vacant.
	Bowdoin Geneva Main Streets program recognizes need to get different types of businesses in neighborhood, not just hair/beauty salons and pizza and sub shops.
	Only want very light industry if it is clean. There are too many auto repair shops. For the most part, land that is zoned industrial should not be used for industrial anymore; should become commercial, retail, or mixed-use development.
	Neighborhood would benefit from incubator space for small businesses. Many people trying to start own businesses (catering, jewelry, party stuff, custom clothing, cleaning services, electronics/repair).
	Quincy Street is primarily residential, particularly on the left. However, former industrial sites should not become residential due to potential contamination.
	Need more businesses that can provide jobs and have upward mobility; this is most important change necessary to break cycle of violence. Gave example of Spire Site – printing press that DBEDC brought to Savin Hill. Provides jobs with upward mobility that give residents skills. The perfect such firm for Quincy Street would be a pharmaceutical company with a range of jobs starting at \$10/hr and working up. Such a company would also have a low impact on the neighborhood – not too many trucks. But it would be very hard to attract such a firm to the neighborhood. Would need a city/state partnership to provide necessary incentives. Would most likely involve the Department of Neighborhood Development, the Boston Redevelopment Authority, and state agencies.

JOB ACCESS, CREATION, AND WORKFORCE DEVELOPMENT	
Topic	Response
	Access to skilled workers is what made Bristol-Myers Squibb decide to locate at Fort Devens. Need inner-city residents to possess such skills and transit access so skilled workers can get to jobs. Also need lower crime because currently dissuades potential firms for fear of safety of workers and property.
	Although job training facilities already exist, could always use more ESL and GED classes. However, would rank companies providing good jobs first. What is housing should stay housing; what has been manufacturing and industrial should be used for firms that can provide jobs. Certainly not lose any more jobs. Also, former manufacturing and industrial sites probably contaminated and not necessarily suitable for residential use.
	Organized groups in area want land zoned as light industrial to be phased into residential so they can develop as housing. CDCs try to be in best interest of community, but really market-driven, and market demands residential. However, light industry provides jobs to people in area; mentioned Pearl Meats site specifically.
	Would make sense to redevelop light industry as light industry to keep potential jobs. However, think organizations are very opposed to this given how upset they were over rezoning that would have expanded a garage in the area. Imagines opposition to continuation of light industry at any sites. Not worth fighting with the organizations if they are going to oppose light industry; it is not worth the energy. Better to unite over something that everyone can agree on. One option could be to ask people to specifically envision types of light industry that would be useful on these sites during the visioning meetings. Such a step would force organizations to either come out in opposition to light industry or be willing to go along with; either way highlights their position for all to see. This strategy also would allow residents to express a level of detail in the planning process. Perhaps organizations would not be so opposed to these details.
	Need to create more jobs in neighborhood. Address unemployment by bringing businesses that will provide jobs, not just by providing workforce training. More training is always nice, but goes nowhere if no jobs. A recent report stated that 18-25 year-olds facing hardest job market in Boston in a long time unless in bio-science; severe job shortage. This is true especially in this area, especially given violence in the neighborhood.
	Develop light industrial or commercial properties on Quincy Street and keep residential on other streets off of Columbia Road and Blue Hill Ave that are more suitable for residential use.
Increasing Amenities within Neighborhood	Would like more thriving ventures in the neighborhood (book stores, movie theatres, etc.). Right now people have to go elsewhere (South Bay, Fenway) to get these amenities.

JOB ACCESS, CREATION, AND WORKFORCE DEVELOPMENT	
Topic	Response
	Should have more ethnic-identified restaurants in Grove Hall for people coming through (like what's happening in Dudley).
	Neighborhood needs mixed-use development, not just housing!!! Area needs retail, such as groceries and restaurants with healthy foods (particularly fruits and veggies), ethnic/diverse restaurants, multi-purpose stores such as card/flower/gift wrapping shops, interesting clothing stores, cafes, bakeries, places for live music, banks, and even credit unions.
	No banks or credit unions around Bowdoin Street and Geneva. Have to go to Fields Corner, Uphams Corner, Codman Square, or Dudley Square, but this does not work for people who cannot actually access these banks. They are instead forced to rely on check-cashing facilities. It took a long time for Grove Hall to get its first bank; now has about 3. Her group has approached "all" of the banks, but none are willing to locate in neighborhood.
	Fields Corner has a farmers' market, and the Food Project is at Dudley Street and Blue Hill Ave. Tried to get farmers' market on Bowdoin, but it didn't happen. Also wants a meat/fish market. There used to be one (Rump 'n Round), but it shut down. Now only fish truck that comes 1x/week, but higher demand particularly from Cape Verdean residents (eat fish ~3x/week).
	There is no room for a shopping center in the Quincy Street and Columbia Road area.
	Although area has net more supermarkets than before (new Stop and Shop in Grove Hall and South Bay, but grocery in Uphams Corner recently closed), could use more stores selling fresh fruit and vegetables. Could be nice on one of sites around Quincy Street and Columbia Road.
	Great need for housing over commercial development. Does NOT want just housing; area already has relatively too much housing.
Workforce Development and Former Prisoners	Former prisoners need training beyond computer literacy. For example, could learn how to construct modular housing. CORI checks limit jobs upon reentry.
	Prison reentry needs: many residents returning from prison and need to be trained for jobs. This is one reason chose to focus on hospitality industry, since it has few barriers to entry for the incarcerated and then provides an opportunity for the reentered to work on behavior modification while they are employed.
Workforce Development and Seniors	Seniors need workforce development training so that they can secure jobs.

JOB ACCESS, CREATION, AND WORKFORCE DEVELOPMENT	
Topic	Response
Workforce Development and Service and Hospitality Sectors	<p>Have focused a lot of energy on developing workforce development plans. Much of their focus is on training residents to qualify for jobs elsewhere in the city. Need to balance concentration of professional jobs for minorities with job opportunities that are more middle- and low-income. They have not traditionally focused on service-sector jobs, but starting to. Particular focus on hospitality industry since there are 2-3 shifts in a day, it is a growth industry, and the unions have been organizing to provide good wages and benefits. Examples of growth are the recent construction of Best Western with Ground Round restaurant on Melnea Cass Boulevard and the Hampton Inn on Massachusetts Ave. They approached the Greater Boston Chamber of Commerce (GBCC) about training possibilities. They were inspired by an article in Boston Business Journal stating that restaurants need more and better trained workers to combat high turnover. Have been working with restaurants to see what their needs are and find funds for training to create feeder from Grove Hall to downtown hospitality jobs. Could use help from state in developing and funding such a training program. Had looked at blue building owned by DBEDC on Quincy for training facility. If Central Kitchen facility became available, that would be ideal. Sees potential to work with Nuestra Comunidad.</p>
	<p>Any workforce development for the service industry should prepare residents for management opportunities as well as hospitality.</p>
Digital Divide	<p>The Timothy Smith Centers were started in 2000, and the program is ending next month. At that time it will transition program to schools including the Lilla G. Frederick Pilot Middle School. The program consists of a series of computer labs that extend from Grove Hall to Dudley Square. They provide a means for parents and kids to learn together. With stuff like e-college, can do a lot from home using the internet and a computer.</p>
	<p>The Mayor's Office already runs a wi-fi pilot between Grove Hall, Dudley Street, and Columbia Road. It is testing how wi-fi draws families in. The wi-fi is not free, but it is affordable at around \$10/month. Castle Hill has a separate initiative providing wi-fi to its 500 housing units.</p>
Test Kitchen Proposal	<p>Challenge of neighborhood: many unemployed or underemployed. Therefore, need to provide opportunities for people with skills or who want to develop more skills. People have kitchen skills, so feeds into idea of developing test kitchen. They just need a way to package, produce these skills and hence earn a living.</p>
	<p>Had looked at blue building owned by DBEDC on Quincy for training facility. If Central Kitchen facility became available, that would be ideal.</p>
	<p>Could develop a kitchen like Nuestra Comunidad in Jamaica Plain in the neighborhood; the Nuestra Comunidad kitchen had financial trouble, but luckily the city bailed it out.</p>

JOB ACCESS, CREATION, AND WORKFORCE DEVELOPMENT	
Topic	Response
	<p>If Central Kitchen facility on Quincy Street and Columbia Road becomes one of the sites up for sale, would suggest keeping infrastructure in place and making it a culinary arts skills center. Could link in with community college where get either certification or associate's degree in culinary arts. This would feed directly into expanding breadth of restaurants, hotels, convention centers in the region. Bunker Hill has a culinary college; Roxbury Community College does not. Nuestra Comunidad has a culinary apprenticeship program. The kitchen almost shut down. It feeds kids with the food they produce. The neighborhood would benefit from a similar kitchen that would serve entrepreneurs, allow residents to more easily become caterers, and help residents use the test kitchens to develop, produce, package, and sell products. Food is a huge part of these diaspora cultures ("so many taste buds"). A kitchen would take advantage of this neighborhood asset and provide a means for people to survive. The possibilities associated with such a kitchen are numerous, including cooking contests, food carts, and food festivals. Such activities would bring pride to the neighborhood and benefit the whole city. Would be really excited to be involved in such a project.</p>
Medical Research, Technology, and Health Services Proposals	<p>Thinks that area could support medical research or support industries that would provide jobs to residents and strengthen neighborhood's economy. Firms could develop equipment, information technology, medical records and storage (particularly as more records become digitized). Such jobs would provide residents with useful skills and create upward mobility. Just be careful that seeking "medical research" uses in neighborhood could invite public health hazards like Boston University's Biosafety Lab.</p>
	<p>Workforce development should focus on nursing specifically. Community health centers represent a growing industry, and this neighborhood would benefit from more medical services.</p>
Efforts to Improve Neighborhood Economy	<p>Got Grove Hall declared an Empowerment Zone in the process of attracting the Grove Hall Mall, which was a twelve-year process. It was a frustrating experience because went through a federal process backed by Al Gore, who got \$45 million designated for Jamaica Plain, Roxbury, South Boston, and Grove Hall. After the city got the money, they stopped implementing the plan that had won the federal application; local politics took over. Now they are trying to expand the Empowerment Zone but in a way that does not abandon public participation in the process.</p>
	<p>Working on establishing a historic trail throughout Roxbury to attract people from throughout the city and beyond. Inspired by historic tours of Dudley Square sponsored by Dudley Square Merchants Association (DSMA). Historic trail is part of Grove Hall Board of Trade's plan to create physical linkages between Dudley Square and Grove Hall. Board has had discussions with DSMA about this linkage. In addition to physical linkage with Dudley Square, trail would also attract people interested in history who would then buy from the local merchants.</p>

JOB ACCESS, CREATION, AND WORKFORCE DEVELOPMENT	
Topic	Response
	Have pushed for the Franklin Park Zoo to be identified with Grove Hall. The more successful the zoo and golf course in Franklin Park become, the better the business in Grove Hall will be.
	Advocated for affordable housing, development of boarded-up commercial buildings and vacant lots, and new businesses that complement rather than compete with each other.
	Mayor has not thought enough about economic development; need a plan. No ideas on what specific industries to attract, though. There is no economic development strategy; just creating housing and job training. But training is pointless without jobs. Not even good enough sense of how bad unemployment is in area, what are job prospects, what are matches (mismatches) with skills. No resources invested in this type of economic development, but need to be.
Links with Other Topics: General	It is possible to improve the neighborhood through combination of economic development, transportation access, and safety. Can do this if factors come together. Reasons for hopelessness among some residents include lack of businesses in the area (economic development component). This lack is caused by many variables, including few businesses in area that provide jobs and poor public transit despite Fairmont Line going through backyard. Improving the local economy and related factors will also decrease violence.
	It is a chicken and egg problem – jobs provide training but businesses will not come without a trained workforce. Also need public transit and better education system to attract businesses. Main theme: housing (ownership), economic development, transportation, and safety are all intertwined.
Links with Other Topics: Violence	Roxbury and Dorchester are not nurturing places for older teens, young adults (18-20). There is nothing to do, no jobs, and lots of drugs. More people die of drugs (particularly in white community) than violence. Hear people kill each other over drugs. Need economic development plan so people can get jobs with the skills they have; create alternatives to drugs and violence. People only look at violence on streets; need to look at self-inflicted violence in people's homes. Drugs with no other opportunities spell disaster. Cannot just renew neighborhoods (physically) without renewing people; otherwise, just pushing around problem without solving it. A dilemma that if develop, either drive people out through gentrification (housing just moves people around) or alienate them. Neighborhood development needs to benefit people living in neighborhood now; otherwise they see investment in newcomers by building new homes, but no investment in them. Their life is not improving, especially not in comparison to those moving in. Job creation is a way to break this cycle.
	Violence negatively affects training facilities and youth programs.
General	Need job training.

JOB ACCESS, CREATION, AND WORKFORCE DEVELOPMENT	
Topic	Response
	Would like a community center to offer workforce and computer training as well as small business/management training (specifically requested because one resident trying to get into radio and needs some business skills).
	Many individuals wanting to start small businesses need management skills.
	Organizations should work in partnership to provide opportunities for people to get training that they need and desire. For example, need to provide services for people to learn English and gain technical skills so that they are adept at living in this country in this era.
	There are already some, but the neighborhood could use more community-based workforce initiatives. Quincy-Geneva, Project R.I.G.H.T., DBEDC, and Roxbury Multi-Services Center could work together as feeders to such a program.
	For any industry or firm that comes into neighborhood, local training for residents should be required so that all the jobs do not go to outsiders. To accomplish this, neighborhood should take advantage of connections to universities and vocational schools that could serve this purpose. Could also use existing spaces, such as in schools or businesses after hours. Finally, local schools could possibly offer specific training to students as part of their curriculum.
	Reuse local buildings for employment creation and workforce development. Connect proposals and infrastructure to realistic uses.
	Need job training for youth in growth industries.

YOUTH PROGRAMMING	
Topic	Response
Schools	75% of the kids walk to Quincy Dickerman Elementary School because they live nearby.
	If events are held at the Lilla G. Frederick Pilot Middle School, it is difficult for people to get to them due to poor public transit and the low number of people who own cars.
	The location of the school is a wonderful amenity for the neighborhood. There are families that have been attending the school for 2 or 3 generations. The kids from the school have a nice basketball court and other places to play nearby.
Current Programming	Neighborhood associations organized events such as Mondays at the Bubble.
	Some amenities already exist such as the Bird Street Community Center, the Boys and Girls Club, and soccer and football teams.
Programmatic Needs	Many immigrants in area; appreciates diversity and would like to see more opportunities to teach people to be leaders in the world and in a global economy, not just in one little neighborhood. Need programs that encourage youth to think globally; be exploratory. Provided example of kids raising money to go to Africa.
	Believes there are people with gifts and abilities in neighborhood that could be tapped into through trade schools and colleges for those returning to school after working for a while and for kids coming out of high school. Examples include social work, carpentry, and cooking. High school has program with Bunker Hill Nursing Program and guaranteed acceptance program with UMass for students with good attendance and GPA, but does not have other specific trade/college programs and not sure where students go after graduation.
	More youth programming needed.
	It would be wonderful if Ceylon Park were returned.
	Do not have enough parks/open space/playgrounds for younger kids nearby (as long as make sure do not get lead contamination). Even something small, like playground at corner of Quincy Street and Blue Hill Ave. – need more of these.
	Community centers are good idea generally, but need specific programming that draws kids in and takes advantage of residents' entrepreneurial drive. Part of this is providing specific goals. Should have hours where same material but in different languages. Not just traditional; innovative; opportunity for sharing. Given public safety issues, would be good to have space for behavior modification. All that kids see is what is on the street (especially with parents working multiple jobs); join gangs in part for sense of belonging. If change what they are seeing, can modify behavior. To create change, must empower people and create opportunities for them in way that's holistic, not a band-aid.

YOUTH PROGRAMMING	
Topic	Response
	Need place where youth can go that is close to home. Ideas for programming include a fitness/rec center and a place where kids can get help with homework. The MLK School, Boys and Girls Club and Y on Warren Street are too far away (3 large blocks). The library could be a good resource, but cannot just contain books. Make it exploratory and fun. Links could be developed with the National Science Foundation and the National Arts Foundation. Do not close library at Grove Hall and move to Burke; keep two libraries. No need for one or other since the money is from different pots (school vs. library funds).
	Increase access to mental health care (school has own clinic in the evenings, but not enough). Job training is needed. Multiple options for kids to be in safe places in the evening (after school) are needed. Other services that are needed include health care access and other support services. This could all be in a community center.
	Decided number one priority was a community center that offered a large space for functions, events, summer camp, etc. The area lacks large spaces that residents can access. They would also like this center to offer workforce and computer training as well as small business/management training (specifically requested this earlier in the meeting b/c one resident trying to get into radio and needs some business skills). The center could also feature a pool and grills for residents' use. Other ideas include: day care/playground (note that these could be combined) – the area lacks playgrounds, particularly those that are safe to walk to; a library – other libraries in area (Grove Hall, Uphams Corner, Fields Corner) but about a 15 minute walk. While BPL would say that's close enough, residents do not necessarily feel safe walking that far. Also, poor libraries – Grove Hall does not have good books (one child came home with cookbooks!) and does not have aquarium/museum tickets, etc. even though supposed to. Library on Dudley Street is better, but further away. Copley is best, but cannot always take out books that get sent from Copley. Therefore expected to take multiple buses to Copley. Most of kids of adults in group are under 14, and Bubble for most part only open to kids over 14, hence need for Mondays at the Bubble (although attendance is lagging and may not coordinate this again given the problems of getting times from them).
	Need job training for youth in growth industries.

YOUTH PROGRAMMING	
Topic	Response
Youth and Housing	<p>Key concern with creating more residential rather than commercial or light industrial development (and this is not an unreasonable idea given that Quincy is bounded by Columbia Road and Blue Hill Ave, both of which have commercial) is bringing more people to area without adding youth centers. Too few youth centers in area; Y on Warren, Bird Street Gym (Bird and Columbia), the Bubble down in Grove Hall, but all in different neighborhoods. No youth centers in this neighborhood. Closest recreational facilities are at Lilla G. Fredericks Pilot Middle School. Therefore, suggests that any housing development must include a youth center that is accessible to neighborhood youth as well as new residents. Ideally would be facility with smaller spaces. Some spaces for ages under 10, others for older kids. Separating spaces will avoid conflict over spaces among different ages. Need youth centers to give kids something to do and keep them off the streets; need ties into public safety.</p>
	<p>Ambivalent about mixed-use residential over retail. Thinks would only work if studios or one bedroom units; cannot have families living over retail because no place for kids to play. Kids need yard. Parents wouldn't trust kids (particularly those younger than 11) going alone to Ceylon Park, though close by. Also, Ceylon not best type of park for small kids. Again, kids need place to recreate.</p>
	<p>Opposes multi-unit housing unless includes facility where children could recreate.</p>
Proposals	<p>Suggested mixed-use community centers which could incorporate workforce development, other types of community services and amenities, and commercial space. Perhaps a bank could fund this.</p>
	<p>Did not seem familiar with term "mixed use," but recognized form of residential over commercial. Thought that type of mixture would be a good compromise – get the daycare and supply housing over it.</p>
	<p>Discussed spaces for youth. Should there be dedicated spaces, or spaces for mixed community uses for all ages? Disagreement: mixed uses create community, but seniors may not want to be surrounded by kids and teens. Precedents suggest that conflict/competition between groups leads to under-use.</p>
	<p>Need for dispersed community centers.</p>
	<p>Existing facilities such as Quincy Dickerman Elementary School could offer some community service amenities; do not necessarily need to spend money building new facilities.</p>

YOUTH PROGRAMMING	
Topic	Response
Links with Other Topics: Drugs and Violence	Roxbury and Dorchester are currently not a nurturing place for older teens and young adults (ages 18-20). There is nothing to do, no jobs, and lots of drugs. More people die from drugs (particularly in white communities) than violence. People kill each other over drugs. Need economic development plan so people can get jobs with the skills they have; create alternatives to crime and drugs. People only look at violence on streets; need to look at self-inflicted violence in people's homes. Drugs with no other opportunities spells disaster.
	Violence makes it difficult for the neighborhood to get the services it needs to combat violence and to serve those who are not involved and who are stuck in the middle (e.g., after-school youth programs, liberal arts programs in the schools; all they focus on is MCAS, meaning students have no outlet for talents).
	Violence negatively affects training facilities and youth programs.

PUBLIC SAFETY	
Topic	Response
Public Safety and Youth	Safety concerns prevent youth from using existing programs.
	School administrators and teachers walk children home because of concerns about public safety
	School administrators walk the whole neighborhood with others at dismissal time. She never walks by herself for safety reasons. The kids are often scared that something will happen, too. She also drives the neighborhood a lot.
	Would like to see more police around the school. Other schools have a crossing guard out front, and Quincy Dickerman Elementary does not. Essentially, security at dismissal time is a concern. Also mentioned several vacant/blighted properties near the school that could be cleaned-up
	One of causes of crime is poor school system. People join gangs because of poor education and no job opportunities. Lilla G. Frederick Pilot Middle School is good, but unsure how many of the students are actually from the neighborhood. Aware neighborhood allowed to use school. Spoke highly of principal.
	Given the public safety issues, it would be good to have space for behavior modification. All kids see is what is on street (especially with parents working multiple jobs). Kids join gangs in part for the sense of belonging. If we change what they are seeing, can modify their behavior.
	Need youth centers to give kids something to do and keep them off the streets; need to tie to public safety.
	Safety concerns prevent youth from using existing programs.
Changes in Safety	People moving into neighborhood now do not necessarily look out for each other.
	Crime is getting worse, not better. Crime is moving from Roxbury and Mattapan into Dorchester. Bowdoin Street is the worst, but Uphams Corner can be a problem (particularly in the Cape Verdean community). Even participation at Safe Neighborhoods Initiative meetings is dropping. It is a problem that kids cannot play in yards or walk down streets during the day, let alone at night. People are losing hope. A major part of the solution is more police (need 500 more on streets so people can feel safe walking down street).
	Participation at Safe Neighborhoods Initiative meetings is dropping.
Walking/Streets	Never walks along Quincy Street near Columbia Road because not safe.
	Some people on the Bowdoin Street side of Columbia Road walk 8 to 10 minutes to T station, but others do not in part because of safety reasons.
	Drives down Quincy; would never walk down this section of Quincy Street because of public safety concerns.
	For safety reasons, streets need more lighting.
	Lighting on sidewalks where people walk determines use of spaces.

PUBLIC SAFETY	
Topic	Response
Multiple Factors Necessary to Improve Public Safety	Neighborhood can be improved through combination of economic development, transportation access, and safety. Can do this if factors come together.
	Economic development, better transportation access, more affordable housing will revitalize neighborhood and decrease violence.
	Housing (ownership), economic development, transportation, and safety are all intertwined
Drugs	There are lots of drugs in the neighborhood. More people die of drugs (particularly in the white community) than violence. People kill each other over drugs. Need economic development plan so people can get jobs with the skills they have; create alternatives. People only look at violence on streets; need to look at self-inflicted violence in people's homes. Drugs with no other opportunities spell disaster. Self-inflicted violence within homes caused by drugs not currently a political issue; need it to be. Mayor aware of this; just needs to take it on.
Addressing Neighborhood Violence	The Lilla G. Frederick Pilot Middle School "kicks butt" around violence. Just need more funding, more street workers, more after school activities, and more mediators. The police department is wonderful. The federal government should invest more funding into preventing violence.
	Public safety is a big issue in the area (she mentioned all of the recent murders in the immediate neighborhood). How to address public safety: There is a need for more community street groups (her term for neighborhood watches). There should also be more police on the street—they should get out of their cruisers and get to know people. Thinks new Police Commissioner (Ed Davis) will be good. Big proponent of community policing; did a lot of it in Lowell. Holding special neighborhood association meeting at Health Center so he can meet people in the neighborhood and hear their concerns.
Safety and Transportation	Right now the Four Corners stop of the Fairmount Line would be closest to Grove Hall, but not sure people there would use it since people do not tend to focus on the Four Corners area. There is a physical disconnect at Bowdoin Street, so there are safety issues: not much legitimate activity between Grove Hall and Bowdoin Street. People in Grove Hall would probably use the Columbia station over Four Corners since there are less safety concerns in that area.
Safety and Jobs	Need lower crime because currently dissuades potential firms for fear of safety of workers and property.
	Need to create more jobs. Should address unemployment by bringing businesses that will provide jobs, not just workforce training. More training always nice, but goes nowhere if no jobs. A recent report says that for 18-25 year olds, except for in bio-science, facing hardest job market in Boston in a long time. There are severe job shortages—especially in this area due to violence.

PUBLIC SAFETY	
Topic	Response
	Violence negatively affects training facilities and youth programs.
General	Thinks everyone would want a safer neighborhood.
	Public safety is a big concern and an obstacle to attracting visibility.
	90-99% of the neighborhood is made up of “good people.”—It is the 1% that harm the neighborhood for everyone else.
	Violence is the biggest concern in neighborhood, and negatively affects work, school, achievement and motivation. Violence also leads to misconceptions about neighborhood and belief that everyone in the neighborhood is involved even though it is only a small percentage. Violence also makes it difficult for the neighborhood to get the services it needs to combat violence and to serve those who are not involved and who are stuck in the middle (e.g., after-school youth programs, liberal arts programs in the schools; all they focus on is MCAS, meaning students have no outlet for talents).

HOUSING	
Topic	Response
Housing and Neighborhoods	Cannot have housing everywhere like CDCs tend to focus on because the neighborhood needs places for commercial amenities and jobs.
	Interviewee's main theme: housing (ownership), economic development, transportation, and safety are all intertwined
	Cannot just renew neighborhoods physically without renewing people. Otherwise, it is just pushing around the problem without solving it. The dilemma is that development either drives people out through gentrification, with housing just moving people around, or development alienates them. Neighborhood development needs to do something for people living in the neighborhood now; otherwise they see investment in newcomers by building new homes, but no investment in them; their lives aren't improving, especially not in comparison to those moving in.
	Looking into parking garages to ease parking problem for residents, especially if they are trying to draw people from outside the neighborhood into Grove Hall (both for housing and commercial amenities). Not sure where to site the parking garage, but feel there is a need especially since zoning requires only one parking space/housing unit. If income levels in the neighborhood change and there are more cars, where will people park? Many people now have 3 cars/family.
	Need mixed-use development. Not just housing!!! Need retail – groceries and restaurants with healthy foods (particularly fruits and veggies), ethnic/diverse restaurants, multi-purpose stores such as card/flower/gift wrapping shops, interesting clothing stores, cafes, bakeries, places for live music, banks, even credit unions.
	Upset that new development at Columbia and Quincy is just housing. Area needs more than housing. If people want to get food (such as at Uphams Corner Health Center), have to go up to Uphams Corner or elsewhere. Uphams Corner Main Streets did not want the competition, so would not allow commercial development at Quincy and Columbia, but if there is going to be more housing there needs to be more amenities.
	Interviewees had advocated for affordable housing, development of boarded-up commercial buildings and vacant lots, and new businesses to complement each other rather than compete.
	What is housing should stay housing; what has been manufacturing and industrial should be used for firms that can provide jobs and certainly not lose any more jobs. Also, former manufacturing and industrial sites probably contaminated and not necessarily suitable for residential development.

HOUSING	
Topic	Response
	<p>One of the dilemmas is that organized groups in the area want land zoned as light industrial to be phased into residential and then they can develop as housing. CDCs try to work in the best interest of community, but are really market-driven and the market demands residential. However, light industry provides jobs to people in area; mentioned Pearl Meats site specifically. Key issue with creating more residential rather than commercial or light industrial (and this is not an unreasonable idea given that Quincy bounded by Columbia Road and Blue Hill Ave, both of which have commercial) is that it brings more people to the area without adding youth centers. Too few youth centers in the area: Y on Warren, Bird Street Gym (Bird and Columbia), the Bubble down in Grove Hall, but all in different neighborhoods. No youth centers in this neighborhood. Closest recreational facilities are at Lilla G. Frederick Pilot Middle School. Any housing development must include a youth center that is accessible to neighborhood youth as well as new residents. Opposes multi-unit housing unless facility to accommodate where children could recreate.</p>
	<p>Mayor has not thought enough about economic development; too much emphasis on housing. Need plan for economic development. No ideas on what specific industries to attract, though.</p>
Affordable Housing	<p>Need affordable housing</p>
	<p>Interviewees had advocated for affordable housing, development of boarded-up commercial buildings and vacant lots, and new businesses to complement each other rather than compete.</p>
	<p>There is need for affordable housing in neighborhood because of high Boston prices, but housing strategies should address neighborhood needs more holistically, including self-directed enterprises and other ways of finding people employment.</p>
	<p>Need mix of housing for diverse income levels, not just very poor and wealthier moving into neighborhood. Specifically mentioned need for affordable senior units so as seniors move out of their homes they have affordable options. Seniors moving out also provides a solution to the need for affordable family homes.</p>
	<p>There is no need for more affordable housing in the neighborhood. There are already enough homes! The new homes being built are too small (too much density, too close to the road, etc.). The neighbors want houses with front and back yards and dislike developments that "sit on the sidewalk." Currently, rehabbed homes are being subdivided into more units (going back to the density problem).</p>

HOUSING	
Topic	Response
	It would be good if the neighborhood had more affordable owner-occupied units. Owning does not cost much more than renting, people just need help getting credit for a down payment. It would be bad if new units were built and outsiders moved into the neighborhood.
	In terms of affordable housing: subsidies assist various income groups but also restrict property owners and subject interested renters/owners to lottery systems for placement. People do not understand that affordable housing limits options because of lotteries.
	Open to affordable rentals for seniors.
	Expressed vocal distaste for concentration of Section 8 voucher recipients in the same building.
	Have to accept SROs being mandated by city
Mixed-Use	Interviewee saw mixed-use as primarily housing over commercial, and expressed a great need for this type of development. Does NOT want just housing; area already has relatively too much housing. Also mention mixed-use community centers which could incorporate workforce development, other types of community services and amenities, with commercial space. Perhaps a bank could fund this.
	Not crazy about mixed-use development on Quincy
	Did not seem familiar with term “mixed use,” but recognized form of residential over commercial. Thought that type of mixture would be a good compromise – get the daycare and supply housing over it.
Housing and Brownfields	Not opposed to residential development on grounds of contamination. Whole area polluted, but has not stopped new housing developments. If residential is appropriate on other lots, would be appropriate anywhere on Quincy; suspect no more health risk.
	Always need more housing, but think of previous uses (contamination has held up Habitat House on Blue Hill Ave).
Ownership Structures	Some terrific housing programs in place. What is most important is increasing home ownership so residents can build assets and take advantage of rising house prices (cited appreciation of own home). There is “tons” of rental housing; need more condos, 2-3 deckers that can be owned. Sees price as the biggest obstacle to home ownership (as opposed to supply; supply could lower prices, but would take LOTS of supply). It is not the down payment that is the problem (so many no-money-down mortgages these days), it is the mortgage payment. Part of solution is double and triple deckers where one family owns and rental income for one or two other families helps them make mortgage payments. Classic immigrant pattern in Boston. Applauded Mayor’s support for first-time homebuyers (classes to build credit, etc.). Thinks DBEDC has some housing assistance classes that it offers in conjunction with city, but its biggest contribution is building affordable housing.

HOUSING	
Topic	Response
	Applauds CDCs for providing housing stock to relieve some demand. Noted that Menino is trying to increase supply as much as possible (some complain about this). Much easier to get mortgage today than before, but still hard. Making payments is the biggest obstacle.
	Unlike others, thinks there is a need for more rental stock. Not good time for people to be buying as the market softens and prices are still high. If homes come online in 3 years, it will be a bad market, particularly in this neighborhood. Particularly on Quincy Street, given its mix of former industrial sites, which lower values compared to nearby areas. Therefore, people should not invest in property now because it is a bad investment at this time; would be long time before they would see return on their investment. Instead, CDCs and developers should bear risk and rent. Or put up light industrial or commercial on Quincy and keep residential to other streets off Columbia Road and Blue Hill Ave that are more suitable for residential.
	It would be good if the neighborhood had more affordable owner-occupied units. Owning is not much more than renting, people just need help getting credit for a down payment. It would be bad if new units were built and outsiders moved into the neighborhood.
	Renters are concerned about the trend towards privatizing public housing and demolishing existing public housing. This has been the case at Franklin Hills and other public housing in the city. "Where does that leave us?" They stated that the area needs more housing. They said that owning is good if you have good credit. If no credit, city offers free classes on how to build credit, but these classes are always full. You cannot buy if have bad credit.
	Interviewee owns a home and has lived in the same house for about 20 years.
	The residents we met with own homes (mostly senior citizens).
	Want to have say to stop trend of housing privatization.
	Housing development should facilitate movement within neighborhood as people age or start families to retain residents.
	Need mix of ownership structures within same building to facilitate mixed-income, and provide opportunities for transition between ownership types (rental → cooperative → ownership).
	Cooperative housing should be explored more than it has.
Housing for Seniors	The neighborhood has good housing stock for cooperative/aggregate housing for seniors, such as what is on Townsend and Walnut Ave.
	Housing development should facilitate movement within neighborhood as people age or start families to retain residents.
	Open to affordable rentals for seniors.

HOUSING	
Topic	Response
	Need mix of housing for diverse income levels, not just very poor and wealthier moving into neighborhood. Specifically mentioned need for affordable senior units so as seniors move out of their homes they have affordable options. Seniors moving out also provides a solution to the need for affordable family homes.