



# TWO SQUARES, ONE PLACE

A STRATEGY PLAN FOR HYDE/JACKSON SQUARE MAIN STREETS



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Hyde/Jackson Square Main Streets

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## EXECUTIVE SUMMARY

### Executive Summary

Hyde/Jackson Square (HJS) is a vibrant, diverse retail and residential district located in the Jamaica Plain neighborhood of Boston, MA. With the introduction of new developments, changing demographics, and potential for commercial gentrification, HJS now faces a critical moment in its growth. This dynamic has created an environment in which local businesses, developers, residents, and community groups have an opportunity to work together such that HJS emerges as a coherent and unified district.

In addition to these changes, several existing characteristics of HJS challenge this goal of a unified district. First, the physical separation between Hyde and Jackson Squares creates a long corridor with both residential and commercial uses that break the district's continuity. Second, taken together, HJS businesses do not offer as complementary a mix of goods and services as might be provided. There is an overabundance of convenience stores and inadequate entertainment, clothing, and other destination retail. Third, the diverse demographic groups in HJS, which include strong representations of the Latino, non-Latino White, and non-Latino Black populations, often have different needs and visions for the district. Finally, HJS lacks a shared identity, and is struggling to define itself as Latino, multicultural, or some other categorization. This report responds to these challenges by proposing a plan focused on the unifying concept of "Two Squares, One Place" for HJS.

The Hyde/Jackson Square Main Streets organization (HJSMS), part of the Main Streets program operated by the City of Boston and the National

Trust for Historic Preservation, has worked in the district since 1998 to promote and strengthen the area's physical characteristics and economic vitality. With a history of collaboration with business owners, community groups, and local government, HJSMS is well-positioned to take a lead role in supporting the district through its transition period.

This report has been produced by a team of 13 graduate students (the Project Team) from the Department of Urban Studies & Planning at the Massachusetts Institute of Technology. HJSMS retained the Project Team to produce a plan for the organization. The students are all participants in the course, "Revitalizing Urban Main Streets," taught by professors Karl Seidman and Susan Silberberg.

### Analysis

Over a three-month period, the Project Team has completed an extensive analysis of HJS. The following includes the components of this process and key findings from each.

### Market

The Project Team utilized existing data and conducted demographic and sales gap analyses to understand the HJS market and the changes that have occurred over the past several years. The resident population is extremely diverse, with a growing Latino presence, as well as sizeable non-Latino White and Black populations. Despite this demographic mix, the businesses along Centre Street largely consist of Latino-oriented restaurants and convenience retail. The Project Team's analysis indicates that non-Latinos mostly shop

elsewhere for key goods, and that all groups travel outside the district for entertainment, clothing, and other comparison retail. Meanwhile, several take-out restaurants and a few other destinations do attract diverse customers from outside the district. The two upcoming developments at Jackson Square and the Blessed Sacrament Church, along with the businesses that occupy these new spaces, will largely define the district's image as a marketplace.

### Physical

The Project Team collected information on building condition and use, street plantings, open spaces, sidewalk condition, transportation, traffic, and district gateways and signage. The three-quarter mile area of Centre Street that constitutes the HJS district offers a visually stimulating area with impressive public art and brightly colored storefronts, but poses a major challenge to creating a unified district. The long corridor geographically separates Hyde and Jackson Squares into distinct areas. Furthermore, the characters of Hyde and Jackson Squares have subtle differences, such as a greater number of convenience stores at Jackson Square. Centre Street also includes both business and residential properties, as well as several areas that are vacant or recessed from the street, which break the street's continuity. Further, the district is disadvantaged by narrow sidewalks and a lack of prominent gateways. However, its buildings do function on a pedestrian scale and street life is vibrant and an asset upon which to build.

## Community

The Project Team conducted nearly thirty interviews with key members of the HJS community to gather qualitative data on the district and better understand diverse perspectives in the community. Interviewees included representatives from city government, local businesses, community groups, real estate companies, and the police department. Stakeholders voiced their concerns about the need to define district identity, develop HJS into a shopping destination, strengthen the physical appearance of Centre Street, improve neighborhood safety, coordinate the work of community groups, and address the potential commercial and residential gentrification.

## Comparison Districts

The Project Team conducted a series of site visits to comparable districts in the Boston area to gather contextual information and impressions. District visits included Brighton Center, Centre South, Coolidge Corner, East Boston, and Eggleston Square. The Project Team found that other districts subtly create a unified image through distinct street lamps, consistent signage, and strong district gateways. In addition, several of the districts maintain a broad mix of businesses, and thus attract and keep shoppers in the area.

## Two Squares, One Place

Through this extensive analysis, the Project Team has developed a unifying concept to guide its plan for HJS and address the transition occurring in the district. This concept, “Two Squares, One Place,” signifies the district’s opportunity to coalesce the currently disconnected Hyde and Jackson Squares

into one distinct, recognizable place. This opportunity includes creating physical connections between the squares, as well as building linkages among the diverse demographic groups and businesses. The Project Team has also distilled a set of five principles that inform its vision for HJSMS and the district. These are:

- Embrace Diversity
- Enliven Street Life
- Create Destination
- Unify Community
- Manage Change

Building upon the “Two Squares, One Place” concept and guiding principles, the Project Team has developed a set of recommendations with accompanying strategies for HJSMS, grouped under three broad goals for the district.

## Create a Continuous Corridor on Centre Street

In response to the challenging configuration and length of Centre Street, the Project Team recommends several ideas for creating a more unified area through both physical and business enhancements. These include improving landscaping and street furniture, buffering pedestrians from certain uses, distributing customer comment cards, and stimulating informal markets and pushcarts.

## Develop Hyde/Jackson Square into a Destination

HJS has the opportunity to capitalize on its existing strengths, as well as the upcoming developments, to grow into a strong retail destination for both residents and customers from outside the district. Specific strategies recommended under

this goal include designing new promotional materials, considering renaming the district, developing a business recruitment package, and redesigning district gateways and plazas.

## Position Hyde/Jackson Square Main Streets as a Community Building Organization

With resident and business changes occurring in HJS, HJSMS can play a key role in managing the district’s transition and facilitating the efforts of others in the community. Initiatives supporting this goal include implementing new building design criteria, creating a business mentorship program, conducting joint marketing campaigns, and exploring business crime prevention programs.

## Implementation

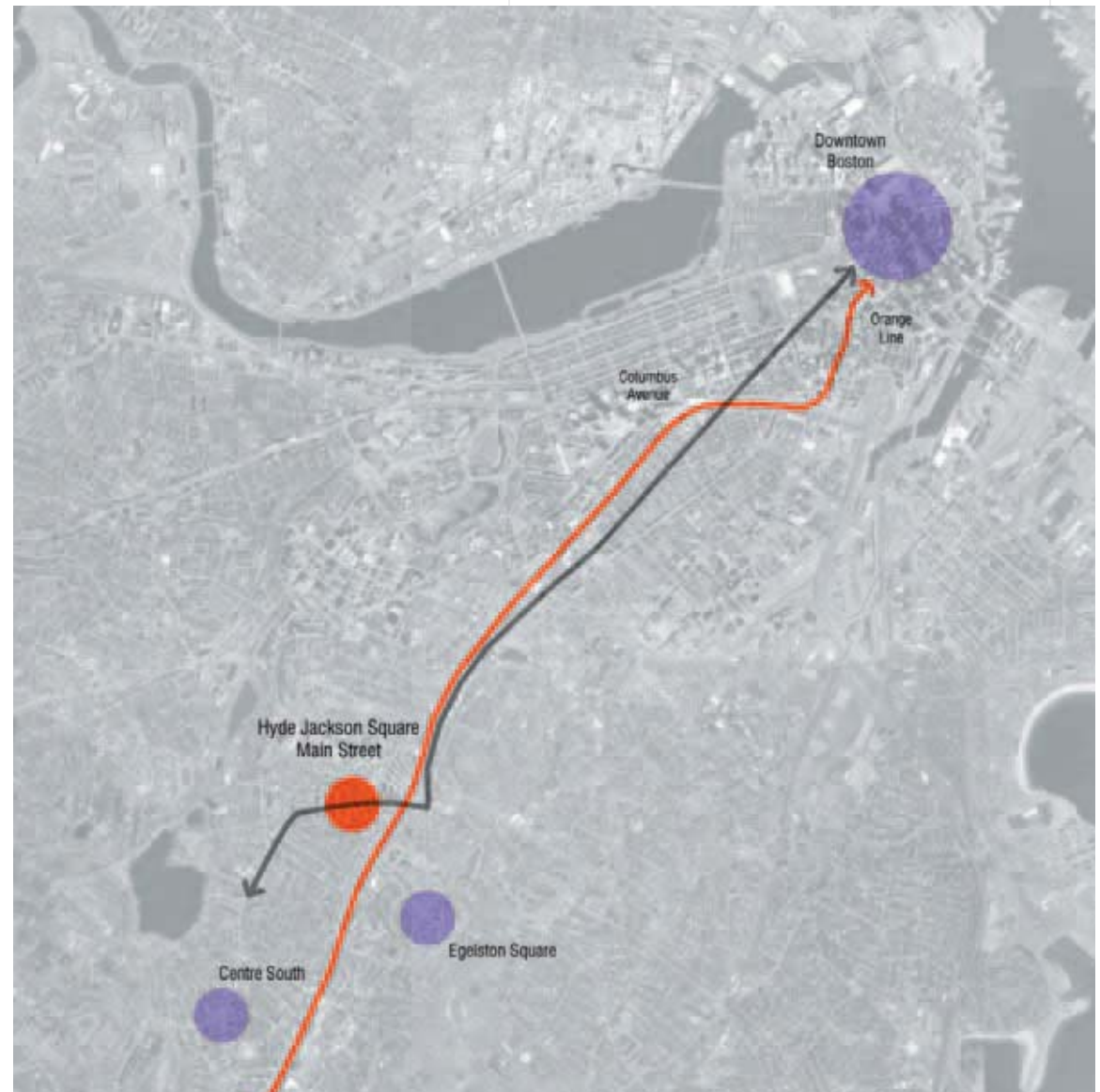
In order to implement the ambitious plan proposed in this report, HJSMS requires increased capacity and financial resources. The Project Team recommends a range of strategies for redefining the organization’s mission and goals, improving its visibility, and strengthening its volunteer committees. In addition, the report outlines numerous funding strategies, including a membership program, merchandising, generating revenue from the new developments, and accessing targeted program grants.



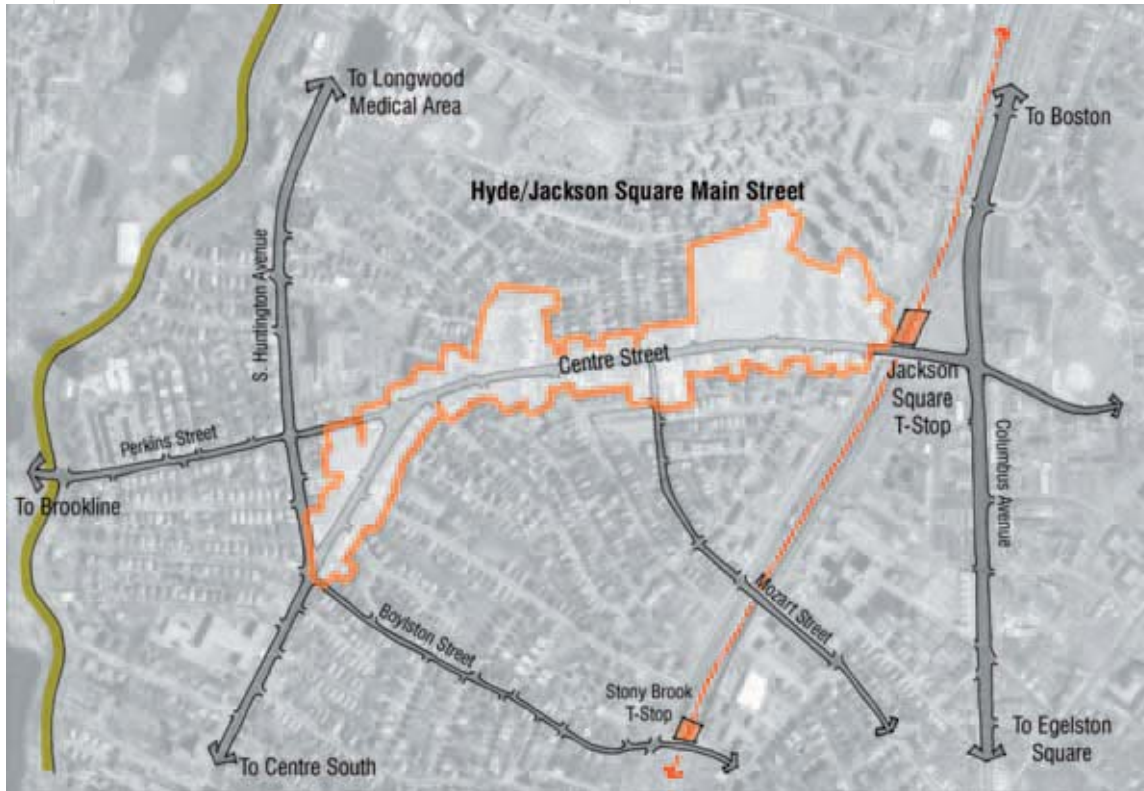
Hyde/Jackson Square (HJS) is a vibrant, diverse retail and residential district located in the Jamaica Plain neighborhood of Boston, MA. With the introduction of new developments, changing demographics, and potential for commercial gentrification, HJS now faces a critical moment in its growth. This dynamic has created an environment in which local businesses, developers, residents, and community groups have an opportunity to work together such that HJS emerges as a coherent and unified district.

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Hyde/Jackson Square is well-connected to downtown Boston as well as nearby community business districts



Hyde/Jackson Square Main Streets District Boundaries and major connections

area's physical characteristics and economic vitality. With a history of collaboration with business owners, community groups, and local government, HJSMS is well-positioned to take a lead role in supporting the district through its transition period.

### Context

The boundaries of the HJSMS district currently include Centre Street from Lamartine Street to South Huntington Avenue. This report considers a slightly larger district, from Lamartine Street to Columbus Avenue, but emphasizes the existing HJSMS boundaries.

HJS is located 3.77 miles from the heart of Boston. Columbus Avenue, a major street and thoroughway, runs almost the entire length between the two areas. In addition to Columbus Avenue from the east, HJS is approachable by several other major streets: South Huntington Avenue from the north, Centre Street from the south, Mozart Street also from the south, and Perkins Street from the west. HJS is also easily accessed by the Jackson Square MBTA Station on the Orange Line (approximately a 12-minute trip from downtown Boston).

The two commercial districts in closest proximity are Egleston Square and Centre South. Egleston Square has a smaller area than HJS and is dominated by convenience stores, while Centre South is similar in size but offers more comparison goods than HJS. HJS's proximity to these districts presents both the challenge of competition and opportunity for attracting additional customers.

## Community

More than 13,000 residents live in the immediate HJS neighborhood. There is no dominant demographic group—Latinos, Whites, and Blacks each represent approximately one-quarter to one-third of the local population.<sup>1</sup> While HJS’s total population has slightly declined since 1990, the proportion of Latinos has grown by 50% throughout the decade and now represents a significantly larger percentage than the Latino demographic in either Jamaica Plain or Boston.

HJS is composed of three major sections. In Hyde Square, the Bella Luna Restaurant and Milky Way Lounge & Lanes attract young and middle-aged visitors from across the area, and the Hi-Lo market offers affordable food shopping. The Blessed Sacrament Church, currently slated for redevelopment, is a community icon at the geographic center of the district. Jackson Square, meanwhile, includes the JP Plaza, with destination shopping such as a Stop & Shop, as well as the Bromley Heath residential housing project and Jackson Square MBTA Station.

There are over 20 community-based organizations that are active in HJS. These range from the Hyde Square Task Force (launched in 1991) to Fight the Trash/Mano Dura con la Basura (launched in xx) to Jamaica Plain Neighbors For Neighbors (launched in 2005) to Hyde/Jackson Square Main Streets (launched in 1998). Together, they encompass a wide variety of interests and actors.

## Businesses

There are over 120 businesses in HJS, most of which are small and locally-owned by persons of color. Businesses are largely clustered into

three major geographies and types. Hyde Square includes relatively up-scale goods and services, while Latino-oriented convenience stores and restaurants dominate the middle area of Centre Street. Meanwhile, Jackson Square provides convenience and food shopping for mixed income levels. HJS also has a handful of regional and national retailers, mostly located in JP Plaza, such as Bank of America, CVS, Stop & Shop, and Tello’s. The district is decidedly diverse with a Latino focus.

## New Developments

The two upcoming developments in the district are a major component of the ongoing change in HJS. The Blessed Sacrament Church, one of HJS’s most striking and historically significant landmarks, is scheduled for redevelopment, likely into a mixed-use project. Another powerful landmark, more notable now for its absence than presence, is the Jackson Square Development. These six acres of vacant land are projected to become a major mixed-use project emphasizing affordable housing, retail and community space. The project will have a tremendous impact on the gateway to HJS from Columbus Avenue, as well as on the businesses and residents within the district.

## Community Concerns

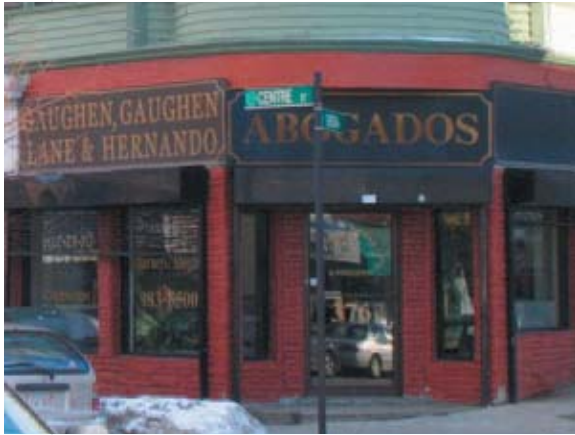
In a dynamic neighborhood, there are always differing perceptions and constituencies. HJS currently has three key dilemmas voiced in community meetings, counter-side chats, in homes, and on the street — the identity of HJS, changing demographics, and the potential for commercial gentrification.

Table 1: Demographic Profile, 2000

|                                   | Hyde/<br>Jackson | Jamaica<br>Plain | Boston   |
|-----------------------------------|------------------|------------------|----------|
| Population                        | 13,457           | 38,124           | 589,141  |
| Race/Ethnicity                    |                  |                  |          |
| % White (non-Hispanic)            | 35               | 51               | 49       |
| % Black (non-Hispanic)            | 21               | 15               | 24       |
| % Other (non-Hispanic)            | 6                | 12               | 13       |
| % Hispanic                        | 38               | 22               | 14       |
| Median household income           | \$39,107         | \$43,113         | \$39,629 |
| % Owner-occupied housing units    | 28               | 31               | 32       |
| % Individuals below poverty level | 25               | 22               | 20       |

Source: U.S. Census 2000

Renderings of the proposed Jackson Square Development, which would introduce mixed uses and define the Columbus Avenue gateway



“[Hyde/Jackson Square] has a Latino flavor, but I wouldn’t consider it a Latin business district. It should reflect the diversity of the neighborhood.”

- Representative, HJS Community Organization

The first concern to address is the identity of HJS. Over 50% of the businesses have a Latino orientation, but Latino residents are only one of three major demographic groups in the district. Therefore, the question remains whether the business district should market itself as the “Latino Heart of Boston,” appeal more directly to its broad residential base, or do a combination of both.

The second issue focuses on the question of changing demographics. Anecdotal evidence suggests that a relatively high-income, White demographic is entering the neighborhood, while low- to moderate-income Latino and minority groups are gradually leaving. Meanwhile, the 2000 US Census indicates that the fastest growing group is actually middle-aged Latinos (it is worth noting that the US Census typically undercounts communities of color). Clarifying the reality versus the perception is important for HJS, not only because of important choices now being made regarding affordable versus market rate housing, but also because business owners need to have a clear picture of their consumer base.

The third concern addresses the potential for commercial gentrification and its impact on the community. Currently, there is little evidence that commercial rents are rapidly increasing, but housing prices throughout Jamaica Plain are rising (according to the Egleston Square Neighborhood Association, housing costs have doubled in the past ten years). Business owners have expressed concern over the potential for increasing commercial rents and displacement, while property managers and developers often welcome rising values. Clearly, gentrification means different things to different people, and so the community needs

to be prepared to capitalize on the benefits and mitigate detriments of the process.

### Endnotes

<sup>1</sup>The U.S. Census does not make a distinction between Hispanic and Latino. The U.S. Census defines the groups as “those who classify themselves in one of the specific Hispanic or Latino categories listed on the Census 2000 or ACS questionnaire – ‘Mexican,’ ‘Puerto Rican,’ or ‘Cuban’ – as well as those who indicate that they are ‘Other Spanish, Hispanic, or Latino. Origin can be considered as the heritage, nationality group, lineage, or country of birth of the person or the person’s parents or ancestors before their arrival in the United States. People who identify their origin as Spanish, Hispanic, or Latino may be of any race.” Hence, Hispanic and Latino are used interchangeably in this report.





### Vision

The Project Team has developed a plan for Hyde/Jackson Square Main Streets (HJSMS) to capitalize on the opportunities and mitigate the constraints that result from community change. This plan envisions a Hyde/Jackson Square (HJS) district characterized by:

- Unified Centre Street that offers a continuous, pleasurable pedestrian experience
- Balance of businesses that provide services as well as comparison and convenience goods targeted towards Latinos and other demographic groups
- Consistent and recognizable identity for HJS that is inclusive of diverse groups, incorporates both Hyde and Jackson Squares, and attracts shoppers from beyond the district
- Strong HJSMS organization that takes a leading role in working with businesses, community groups, developers, and local government to coordinate efforts

### Methodology

The Project Team set out to gain an understanding of HJS from diverse perspectives, including HJSMS, local businesses, real estate managers and developers, community groups, and local government. This effort began by absorbing numerous existing studies of the district, including a commercial mix analysis and business, restaurant, and customer surveys. The Project Team continued with original research through both quantitative and qualitative analyses. The Project Team's methodology consisted of four key analyses:

Market: demographic studies, retail and service

inventory and a sales gap analysis based on geographic demographic criteria

Physical: surveys of building condition and use, street plantings, open spaces, sidewalk condition, parking, transportation, traffic, district gateways, and signage

Community: nearly 30 interviews with community groups, local businesses, property managers and developers, and local government officials

Comparison Districts: site visits to competing and complementary retail districts, including Brighton Center, Centre South, Coolidge Corner, East Boston, and Egleston Square

In addition, members from the Project Team held weekly meetings with HJSMS and attended numerous events and activities in the district.

Based on this methodology, and in close collaboration with HJSMS, the Project Team has developed its overarching concept of "Two Squares, One Place" and a range of goals, recommendations, and strategies for the organization and HJS as a district.

**"We have a goldmine. It could be the next downtown, but we don't know how to administer it."**

*- HJS Business Owner*



Colorful murals in the district reflect the dynamic and diverse surrounding community



Hyde/Jackson youth





The Hyde/Jackson Square (HJS) commercial district is an active retail corridor with established community groups and a distinct mix of multicultural businesses and services. However, these established actors are being buffeted by a series of dramatic changes, including the two new large developments, the possibility of gentrification in and around the community, and changing income and ethnic demographics. Before being able to advise Hyde/Jackson Square Main Streets (HJSMS) on appropriate responses, the Project Team needed to conduct extensive market analysis to understand the existing conditions as well as the expected changes.

The Project Team began by analyzing a variety of previously commissioned studies, including a Business Survey (2001), Commercial Mix Analysis (2003), Restaurant Survey (2003), and Customer Survey (2004) (see Appendix 3 for a summary of the entire surveys prepared by OKM Associates). The historic data in these reports is robust and informative, but also fragmented in terms of the overall picture they provide. To supplement these studies the Project Team initiated a building and business survey, as well as a sales gap and demographic analysis.

From this wealth of information, the Project Team found that the district has a wide base of primarily retail commercial uses, dominated by restaurants and food service stores. However, the district has a strong need for additional comparison shopping stores, drugstores, bookstores, and entertainment options. The Project Team also found that Latino-focused stores compose nearly half of the retail presence and that Latinos represent 60% of shoppers despite comprising only 38% of the district population. This suggests that there are

dramatic returns potentially available in reaching out to non-Latino local residents. Finally, the Project Team has found that the district needs to do a better job of leveraging the vitality of two of its anchors, Hi-Lo and Stop & Shop.

### Business Mix Analysis

#### Overview

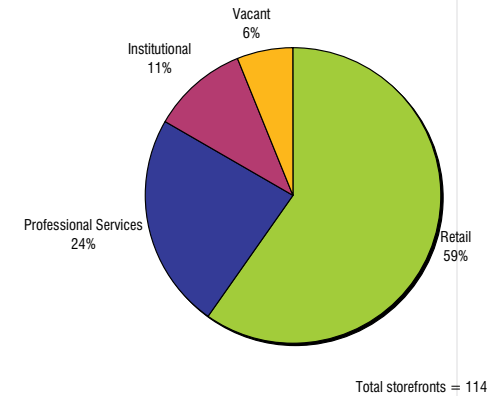
The mix of businesses in HJS has a significant influence on the district's identity, attractiveness, and ability to capture sales. To better understand the current commercial situation in this district, the team produced a district-wide business inventory that breaks down the type, use, and customer focus of all businesses.

#### General Business Composition

There are over a hundred different stores along Centre Street between Columbus Avenue and South Huntington Avenue. Retail-oriented businesses account for 59% of these stores. There are also a significant number of institutional users of commercial space, reflecting the influence of non-profit organizations, as well as a significant element of professional services such as lawyers (see Appendix 4 for a complete list of businesses by store type).

A more detailed breakdown of the retail businesses has revealed that restaurants account for approximately one-third of stores. Among these twenty-two restaurants are a number of Latino and other ethnic establishments (e.g., El Oriental de Cuba and Miami Restaurant), multiple pizza parlors (e.g., Pizza Oggi, Pizza Azzip), and a scattering of coffee shops (e.g., Crystal Café).

Figure 1: District Business Composition by Storefront



Source: Project Team Building Survey, 2/26/05

Figure 2: Percentage of Retail Businesses by Sector

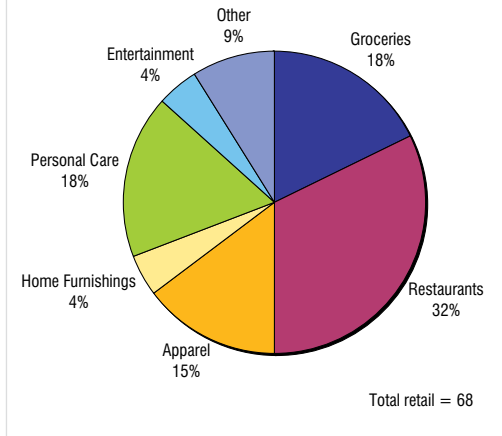
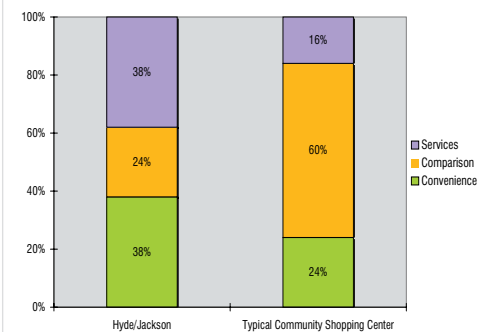


Figure 3: Latino focused retail



Figure 4: District Commercial Mix



Source: OKM Associates, 2004

Table 1: Business Mix Compared to Other Main Streets Districts

| Districts                   | % of Commercial Square Footage |              |              |
|-----------------------------|--------------------------------|--------------|--------------|
|                             | Hyde/Jackson                   | Centre/South | West Roxbury |
| Groceries                   | 34                             | 6            | 18           |
| Home Furnishings            | 5                              | 1            | 1            |
| Personal Care               | 14                             | 11           | 15           |
| Drugs, Health & Beauty      | 15                             | 4            | 5            |
| Apparel/Accessories         | 10                             | 5            | 5            |
| Restaurants                 | 15                             | 16           | 6            |
| Entertainment/Fitness       | 1                              | 2            | 16           |
| Gift/Specialty/Florist      | 2                              | 2            | 1            |
| Building Materials/Hardware | 0                              | 2            | 1            |
| Hobby/Sporting Goods        | 0                              | 4            | 1            |

Source: OKM Associates, 2003

In addition to large and small restaurants, grocery stores abound, many with a Latino focus. There are 12 total groceries, including chains such as Stop & Shop and 7-Eleven, as well as a major ethnic grocery store, Hi-Lo. In total, over 50% of the district's retail is in food service. The remaining prominent store types include apparel shops (10) and personal care stores (12), such as beauty salons and barbers.

Latino focused retail accounts for more than half of the businesses in HJS. These businesses provide a range of services, and represent a number of Latino cultural groups. Their dispersion throughout Centre Street emphasizes the multicultural identity of the district, and provides an important opportunity for a single unified business district.

### Benchmarking Business Mix

HJS contains a higher percentage of convenience businesses and less comparison shopping locations than the typical shopping district. In a typical commercial district, almost 60% of the businesses are comprised of comparison retail, which tends to draw a broad clientele, whereas in HJS only 24% of the retail sector are comparison businesses.

Several business types commonly found in retail areas and shopping centers, but are visibly under-represented or lacking in the HJS district include:

- Hardware store
- Bookstore
- Drugstore
- Bank
- Fitness center
- Business services (e.g., printing and photocopying)

Furthermore, in comparison to its immediate neighbors, the Centre South and West Roxbury Main Streets districts, HJS has a higher percentage of grocery stores, restaurants, and apparel stores, as well as a lower percentage of hardware stores, hobby stores, and drugstores.

These missing comparison shopping opportunities and specific business types weaken HJS's overall commercial utility. At the same time, HJS draws great strength from its abundance of restaurants and the unique mix of multicultural businesses with a Latino focus. This gives the district a clear advantage over other districts, and provides important opportunities to promote the district as a regional destination. In addressing the retail holes, HJS should be careful not to lose the uniqueness of its existing businesses.

### Rising Land Values

According to data from the Boston Tax Assessor, in 2004 the median property value for commercial or partially commercial structures was \$371,000. Over the last five years, this figure has risen by an average annual rate of 13%. Despite the increase in land prices, the district has not yet had a widespread problem with vacancy. However, if this trend continues, rents will rise and stores will face pressure to shift toward higher value uses and products.

### Consumer Analysis

#### Overview

It is vital to understand a business district's customers both in the abstract and in detail. This section initially examines the relevant findings on

the current consumer composition, including ethnic identity and shopping habits. The section then turns to a more abstract analysis of the district's potential capacity and identifies key areas, such as entertainment, in which it falls short.

### Customer Mix

An examination of HJS's current customer mix reveals that 60% of shoppers are Latino. Since Latinos represent only 38% of the neighborhood's total population, and only 21% of Jamaica Plain's population, these figures suggest that HJS is either attracting a large number of regional Latinos or inadequately attracting other demographics from within its boundaries. In either case, this split suggests that HJS's businesses have great potential to increase their customer base by attracting local non-Latino customers.

### Anchor Businesses and Retail Linkage

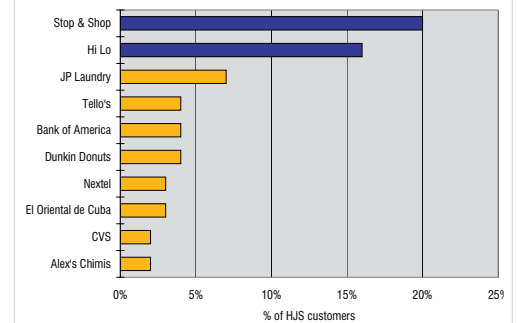
The Consumer Survey results reveal that Stop & Shop and Hi-Lo are the two most commonly visited stores and therefore the key anchor businesses in the district. Taken together, nearly 36% of customers visit one of these two grocery stores on a given trip to the district.

Although many customers visit the two anchor stores, less than a third (32% from Hi-Lo and 26% from Stop & Shop) of these customers extend their shopping at other neighborhood stores. This suggests that while the anchors are certainly drawing customers to HJS, the district is not leveraging their presence. In addition, since the two anchors are roughly located at opposite ends of the district, this isolated shopping pattern tends to further fragment Hyde and Jackson Squares.



Hyde/Jackson Square has a mix of locally owned and chain stores

Figure 5: Ten Most Common Customer Destinations



Source: OKM Associates, 2004

Table 2: Sales Surplus/Leakage for the Four Trade Areas

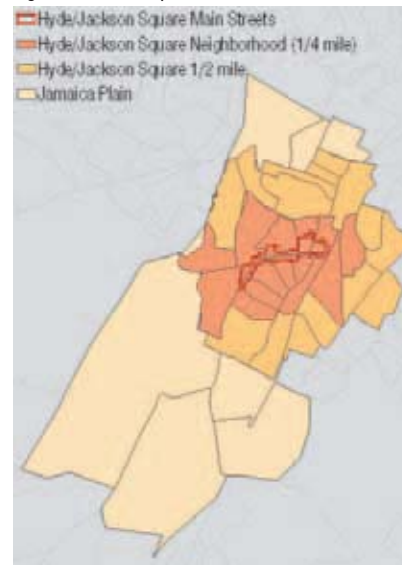
|                        | Estimated Sales Surplus/Leakage (\$millions) |                         |               | Capture Rate (%)        |                         |               |
|------------------------|--|-------------------------|---------------|-------------------------|-------------------------|---------------|
|                        | Hyde/Jackson (1/4 mile)                      | Hyde/Jackson (1/2 Mile) | Jamaica Plain | Hyde/Jackson (1/4 mile) | Hyde/Jackson (1/2 Mile) | Jamaica Plain |
| Groceries              | 6.7  | -13.3                   | -40.9         | 139                     | 64                      | 37            |
| Home Furnishings       | -3.7   | -9.3                    | -17.1         | 25                      | 12                      | 7             |
| Personal Care          | -0.1   | -3.4                    | -8.0          | 96                      | 45                      | 26            |
| Drugs, Health & Beauty | -2.6   | -5.6                    | -9.7          | 0                       | 0                       | 0             |
| Apparel/Accessories    | -2.7   | -9.2                    | -18.2         | 53                      | 25                      | 14            |
| Restaurants            | -4.3   | -19.9                   | -41.4         | 68                      | 32                      | 18            |
| Entertainment          | -11.3  | -25.2                   | -44.4         | 6                       | 3                       | 2             |
| Reading                | -0.9   | -1.9                    | -3.3          | 0                       | 0                       | 0             |
| Other                  | 1.4  | 1.4                     | 1.4           | 0                       | 0                       | 0             |
| <b>Total</b>           | <b>-53.1</b>                                 | <b>-163.3</b>           | <b>-314.9</b> | <b>45</b>               | <b>21</b>               | <b>12</b>     |

Sources: U.S. Census 2000, Bureau of Economic Analysis; Project Team Building Survey 02/26/05; Urban Land Institute

**Interpreting the Sales Gap Analysis**

Store types that exhibit a negative sales gap (i.e., a sales leakage) indicate that district businesses do not meet demand in the trade area. On the other hand, a positive sales gap (i.e., a sales surplus) indicates that the store type attracts customers from outside the trade area.

Figure 6: Sales Gap Trade Areas



Source: U.S. Census 2000

**Sales Gap Analysis**

The Project Team performed a sales gap analysis and examined customer satisfaction surveys to better gauge the district’s opportunities and consumer behavior. A sales gap analysis evaluates the difference between annual consumer spending potential and annual sales potential by different store types in a given trade area. It defines consumer spending potential based on the demographic and income attributes of the population, using standard capture rates based on the physical size of the trade area. To perform this analysis comprehensively, the Project Team defined three different trade areas for HJS, based on geographic criteria, to determine local spending power:

- 1) Quarter-mile radius of the HJSMS boundary
- 2) Half-mile radius of the HJSMS boundary
- 3) Jamaica Plain planning district

**Hyde/Jackson Square Neighborhood Findings**

Within the immediate HJS area, the Project Team’s analysis found the total estimated sales leakage to be \$53.1 million. The largest source of leakage came from entertainment, which suggests a significant opportunity for future businesses. The capture rate for the district’s 22 restaurants is 68%, with a total leakage of \$4.3 million, suggesting that although restaurants are numerous, they are not overburdening the market.

Grocery stores are the only category to reveal a surplus, at \$6.7 million, which indicates that many customers come from outside the trade area to shop in the district. Estimated sales for personal care stores are almost equal to estimated spend-

ing, suggesting that these businesses also fare quite well in capturing district visitors.

The remaining categories reveal that the capture rate for home furnishings is relatively low (25%), due to the few furniture stores in this area. Similarly, the lack of bookstores in HJS causes a \$0.9 million dollar sales leakage. Finally, since there are no drugstores in HJS, the capture rate for this store type is equal to zero and the sales leakage exceeds \$2 million.

### Comparison of All Three Trade Areas

In the broader trade areas, the Project Team found the total estimated sales leakage is \$163 million for the HJS half-mile radius and \$315 million for Jamaica Plain. Whereas the sales surplus for groceries is as much as \$6.7 million in HJS, there is a sales leakage for the HJS half-mile radius (\$13 million) and Jamaica Plain (\$41 million). These findings imply that although many customers come from outside the HJS neighborhood to visit grocery stores in HJS, these stores do not capture all customers living outside the immediate HJS area. Restaurants and entertainment also show major sales leakage for customers outside of the HJS neighborhood.

Finally, although the capture rates for drugstores and bookstores are equal to zero due to the non-existence of such stores in HJS, the sales leakage for customers outside of the HJS neighborhood is not significant compared to other store types such as groceries, restaurants and entertainment.

### Consumer Spending

The sales leakage figures and the following consumer spending patterns indicate a significant

untapped market beyond the immediate HJS area. The magnitude of these consumer spending figures also reveal the importance of even slight improvements in the district's capture rate.

### Customer Satisfaction Survey

OKM Associates conducted a survey of consumer satisfaction for a variety of business types in HJS. According to this survey, customers are highly satisfied with restaurants, barbers/hairdressers, beauty supplies, and groceries. On the other hand, furniture stores, book stores, gift/jewelry shops and hardware stores are not well-rated.

These results confirm the findings from the sales gap analysis. That is, grocery stores whose capture rate is very high for HJS (139%) are rated well in the customer satisfaction survey, whereas customers do not think the district has a sufficient number of bookstores and furniture shops, categories for which there are relatively large amounts of sales leakage (capture rates are 0% and 25% for HJS, respectively).



Brendan Behan Pub and Fat Ram's Pumpkin Tadoo cater to both the local and regional consumer markets

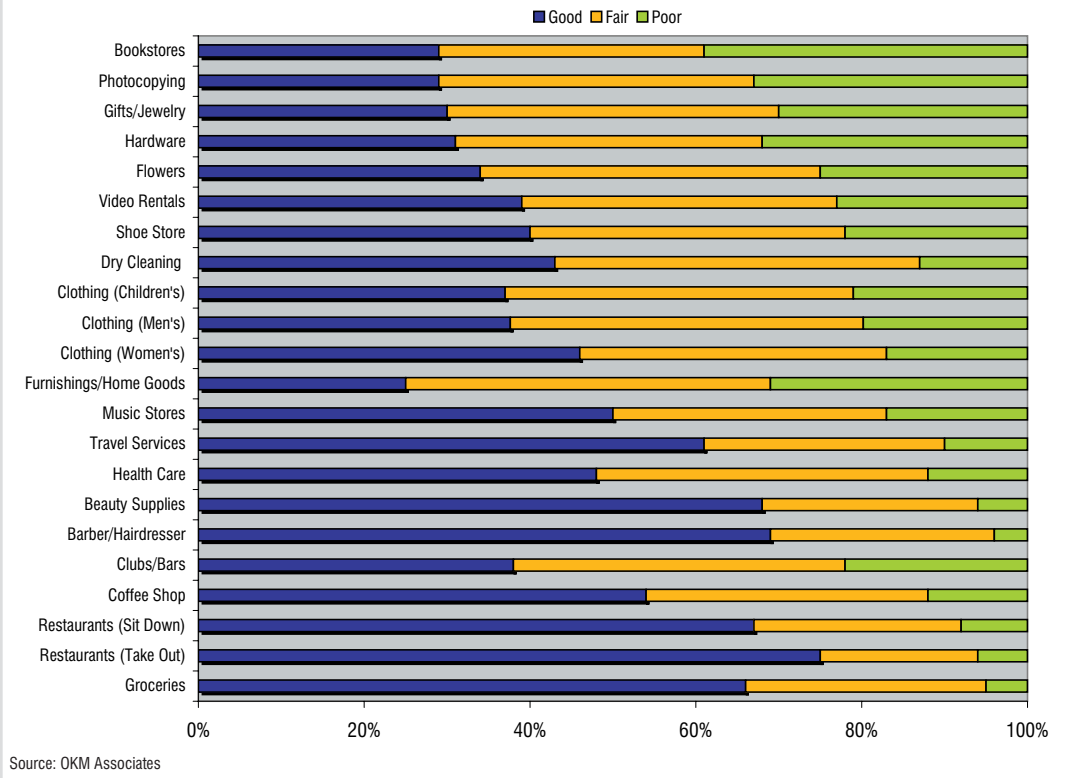
**“I don't do a lot of shopping there. I buy basic retail goods.”**  
*- Representative, HJS Community Organization*

Table 3: Consumer Spending for the Four Trade Areas

|                        | Estimated Consumer Spending |                         |               |
|------------------------|-----------------------------|-------------------------|---------------|
|                        | Hyde/Jackson (1/4 Mile)     | Hyde/Jackson (1/2 Mile) | Jamaica Plain |
| Groceries              | \$17,452,660                | \$37,527,572            | \$65,144,285  |
| Restaurants            | \$13,556,463                | \$29,149,776            | \$50,601,230  |
| Apparel/Accessories    | \$5,698,362                 | \$12,252,899            | \$21,269,864  |
| Home Furnishings       | \$4,924,804                 | \$10,589,556            | \$18,382,459  |
| Drugs, Health & Beauty | \$2,597,526                 | \$5,585,328             | \$9,695,597   |
| Personal Care          | \$2,894,897                 | \$6,224,750             | \$10,805,572  |
| Entertainment          | \$12,101,191                | \$26,020,577            | \$45,169,240  |
| Reading                | \$871,077                   | \$1,873,033             | \$3,251,406   |

Sources: U.S. Census 2000, Bureau of Economic Analysis; National Statistical Agency (Canada)

Figure 7: Consumer Satisfaction by Category



Stop & Shop is a strong regional draw offering a wide array of products

## Demographic Analysis

### Overview

Residential demographics and patterns around HJS, and in the Jamaica Plain neighborhood in general, are in flux. Boston's urban housing and real estate markets are no longer experiencing disinvestment, but are witnessing renewed interest in home ownership and growing commercial development. As a result, the socio-economic composition of the neighborhood is shifting, impacting HJS. Understanding the demographics and spending power of this community is important to understand the successes and shortfalls of the business district.

The Project Team's demographic analysis has the following objectives:

- To understand the current socio-economic composition of the neighborhood residents in and around HJS
- To understand the socio-economic changes between 1990 and 2000, as well as more recently
- To recognize the opportunities for local businesses provided by demographic changes

Towards these objectives, the Project Team compiled data from the U.S. Census that includes a range of population, housing, and income indicators, for both 1990 and 2000. Data from HJS, Jamaica Plain and the City of Boston have been included in order to document both local and regional trends. The U.S. Census does not make a distinction between Hispanic and Latino, and although the Project Team gives preference to Latino, the two terms are used interchangeably for the purpose of the demographic analysis.

Unfortunately, no demographic data at the neighborhood level exists beyond the 2000 Census, so it was not possible to analyze population changes within the past five years. The Boston Redevelopment Agency and other agencies have relied on projections based on the current growth rates that can often be highly unreliable, especially when there are shifting housing markets. The Project Team therefore avoided these projections.

However, there is mixed anecdotal information, primarily from stakeholder interviews, about recent demographic changes suggesting that the Latino population is being displaced by rising property values. There is also a general sense that the neighborhood is witnessing an increase in high-income, White residents, but the Project Team has been unable to locate data that would quantify this perception.

### Population and Ethnicity

The overall population indicators illustrate that HJS lost population and became more Latino during the 1990s. HJS's total population of 13,457 in 2000 represented a 4% decline in population from 1990, while by comparison the total population in Jamaica Plain fell 9% and Boston grew by 3%. While population loss is often considered a sign of community weakness, it can be a sign of community strength if it represents more single-family and larger units replacing smaller shared accommodations. Anecdotally, this appears to be the case in HJS.

Notably, HJS's Hispanic population grew by 50% throughout the 1990s and now represents 38% of the overall 2000 population. In comparison, the Hispanic population is only 21% of Jamaica

Plain's overall population, and 14% of Boston's. In addition, the 2000 Census figures suggest that while Hispanics are moving out of Jamaica Plain as a whole, HJS's Hispanic population has been thriving and far outpacing overall city-wide growth. These statistics clearly illustrate that the Hispanic population is a unique demographic in HJS relative to the rest of Boston and Jamaica Plain.

However, while the Hispanic population is the only group showing a significant increase in HJS over the past decade, the district is undoubtedly diverse, with a significant presence across all Census defined racial and ethnic groups. This racial heterogeneity is reflected even at more local levels. The majority of block groups that make up the HJS neighborhood (containing 55% of the population) have at least two racial/ethnic groups that each represent over 24% of the population. These diverse block groups are also distributed throughout the district illustrating the broadly distributed diversity within the district.

### Age

Census data show that HJS has a relatively young population. The majority of the HJS population, 57%, was under age 35 in 2000. HJS has a greater number of children than Jamaica Plain and Boston as well, with 24% of the population under the age of 18, compared to 17% in Jamaica Plain and 20% in Boston. The Hispanic population accounts for a disproportionate share of the younger age group, representing 54% of the under 18 age group, and 41% of the population under 35. This booming young Latino population suggests HJS's Latino businesses are well-positioned to have continued growth.

Table 4: Population by Race/Ethnicity

|  | 1990    | 2000    |
|--|---------|---------|
| <b>Total population</b>                |         |         |
| Hyde/Jackson                           | 14,056  | 13,457  |
| Jamaica Plain                          | 41,448  | 38,124  |
| Boston                                 | 574,283 | 589,141 |
| <b>Hispanic Population</b>             |         |         |
| Hyde/Jackson                           | 3,407   | 5,109   |
| % of total                             | 24      | 38      |
| Jamaica Plain                          | 10,477  | 8,395   |
| % of total                             | 25      | 21      |
| Boston                                 | 61,955  | 85,089  |
| % of total                             | 11      | 14      |
| <b>White (non-Hispanic) Population</b> |         |         |
| Hyde/Jackson                           | 5,499   | 4,736   |
| % of total                             | 39      | 35      |
| Jamaica Plain                          | 19,835  | 19,632  |
| % of total                             | 48      | 51      |
| Boston                                 | 338,734 | 291,561 |
| % of total                             | 59      | 49      |
| <b>Black (non-Hispanic) Population</b> |         |         |
| Hyde/Jackson                           | 4,411   | 2,759   |
| % of total                             | 31      | 21      |
| Jamaica Plain                          | 7,192   | 5,864   |
| % of total                             | 17      | 15      |
| Boston                                 | 136,887 | 140,305 |
| % of total                             | 24      | 24      |

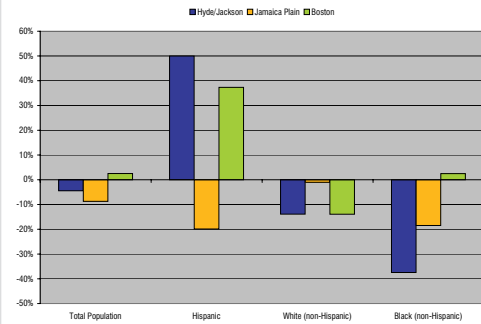
Source: U.S. Census 1990, 2000

Table 5: Families and Households

|                                      | Hyde/Jackson |       | Jamaica Plain |        | Boston  |         |
|--------------------------------------|--------------|-------|---------------|--------|---------|---------|
|                                      | 1990         | 2000  | 1990          | 2000   | 1990    | 2000    |
| Households                           | 5,000        | 5,137 | 16,139        | 16,140 | 228,464 | 239,603 |
| % Hispanic households                | 19           | 29    | 18            | 17     | 9       | 11      |
| Families                             | 2,539        | 2,668 | 8,116         | 6,882  | 115,927 | 115,096 |
| % Families with Hispanic householder | 37           | 43    | 37            | 27     | 16      | 16      |

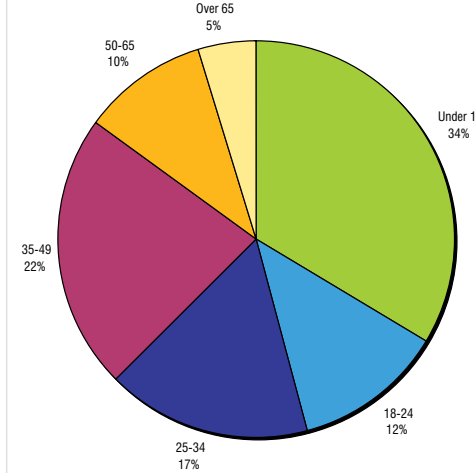
Source: U.S. Census 1990, 2000

Figure 8: Percentage Population Change, 1990-2000



Source: U.S. Census 1990 and 2000.

Figure 9: Age of Hyde/Jackson Square Population, 2000



Source: U.S. Census 2000

Although young people still account for a large share of the HJS population, the age groups that have experienced growth since 1990 are the 35 to 49 cohort (11%) and 50 to 64 cohort (17%). As of 2000, the key 25 to 49 age bracket accounted for 45% of the total HJS population in 2000 up from 39% in 1990. The growth of the 25 to 49 cohort, which has the highest spending levels, suggests that neighborhood fundamentals should help improve sales.

### Households

Households are the key unit of consumer demand, and they increased by approximately 3% between 1990 and 2000, despite an aggregate loss in population. Twenty-nine percent of these households are Hispanic, an increase from 19% in 1990. In contrast, Jamaica Plain as a whole remained steady in terms of households, but lost a significant percentage of Hispanic households.

These data, coupled with the strong overall growth in the Latino population, suggest that the district is characterized by an influx of families, not just individuals. The increase in HJS families (both in number and share of households), compared to the drop in Jamaica Plain, suggests that while the population is shifting to non-family households in other areas, families are a stable presence in HJS and represent a key part of the consumer market. In addition, the constant vacancy and homeownership rates in HJS over the previous decade, at 8% and 28%, respectively, suggest historic neighborhood stability. On the other hand, the exodus of families from Jamaica Plain suggests that broader currents may soon be directed at HJS.



## Aggregate and Household Income

The HJS median household income in 2000 was \$39,107, which is \$4,000 less than Jamaica Plain, as well as slightly below Boston. This figure represents a 5% increase in real terms since 1990. Average household income rose by 12% in the same period, suggesting that there has been an influx of wealthy households that raise the average. Despite these increases in income, 25% of HJS's population is considered below the poverty line, a slightly higher figure than the other areas.

Looking more broadly, the aggregate income for HJS stands at \$245 million. It is important to note that while 22% of the wealth in HJS is held by the Hispanic population (a greater share than in Jamaica Plain or Boston), 78% of the spending power remains in the hands of the non-Hispanic community. Although many businesses and services cater to the Latino population, the remainder of households, with the vast majority of aggregate income, provide an enormous market opportunity.

Table 6: Aggregate Income and Average Household Income (in 2000 dollars)

|                                | Hyde/Jackson |          | Jamaica Plain |          | Boston   |          |
|--------------------------------|--------------|----------|---------------|----------|----------|----------|
|                                | 1990         | 2000     | 1990          | 2000     | 1990     | 2000     |
| Aggregate income (millions)    | \$212        | \$245    | \$790         | \$914    | \$11,457 | \$13,758 |
| % Hispanic                     | 15           | 22       | 14            | 17       | 6        | 7        |
| Avg. household income          | \$42,452     | \$47,692 | \$48,969      | \$56,658 | \$50,149 | \$57,421 |
| Hispanic avg. household income | \$34,348     | \$36,364 | \$38,423      | \$36,960 | \$31,856 | \$39,441 |

Source: U.S. Census 1990, 2000

Table 7: Median Household Income (in 2000 dollars)

|               | 1990     | 2000     | % change |
|---------------|----------|----------|----------|
| Hyde/Jackson  | \$37,392 | \$39,107 | 5        |
| Jamaica Plain | \$38,708 | \$43,113 | 11       |
| Boston        | \$38,518 | \$39,629 | 3        |

Source: U.S. Census 1990, 2000



# 04 PHYSICAL ANALYSIS

The Hyde/Jackson Square Main Streets (HJSMS) district encompasses the three-quarter mile commercial area along Centre Street from Lamartine Street to South Huntington Street. Among the noticeable elements of the district's character are the length of the corridor, its vibrant murals, colorful store signage, and mix of retail and residential frontages. The district offers a pedestrian-scaled environment, active businesses, a vibrant atmosphere, and diverse building types. The varied physical texture along Centre Street adds to the character of the area and poses challenges for creating a cohesive district.

Overall, the condition of the district's buildings and streetscape is good. Clean and well-repaired sidewalks, appropriately paced vehicular traffic, ample on-street parking, and a large number of crosswalks characterize much of the district. However, numerous challenges were identified by the Project Team and by stakeholders. These include specific clusters with greater incidence of litter, the lack of street trees, and inconsistent signage. One of the most evident issues was the distinct difference in the public realm between the area considered Hyde Square and that of Jackson Square. The physical unification and consistency of the two squares is an important challenge that needs to be addressed in the district. In addition, the Project Team found that while the district has a distinctly varied and vibrant character, it lacks defined gateways that announce entry into Hyde/Jackson Square (HJS) and suffers from multiple breaks in the street fabric.

## Pedestrian Feel

The pedestrian experience throughout HJS is highly varied and changes from one block to another. Block surroundings vary from triple-decker residential buildings with setbacks, to single story retail with no setback. In the areas of the district with continuous storefronts on both sides of the street the pedestrian experience is generally stronger, while vacant lots and extended residential spaces lead to a weaker pedestrian experience.

## Gateways

The district has two primary gateways. The first is from Columbus Avenue, on the eastern end of Centre Street near the Jackson Square MBTA Station. HJS abruptly begins at this gateway with no signs announcing the district on either the intersection or anywhere along Columbus Avenue. Besides a lack of signage, there are no physical markers or clear sightlines that suggest what lies beyond this immediate intersection. In addition, there are few visual clues to distinguish the district entrance from the fabric that surrounds it.

The second gateway is the entrance from Centre South. At this entry HJS is in the midst of gradually transforming from a residential area to a retail district. This entrance is therefore more conceptual than physical and less dramatic than the Columbus Avenue entrance; nevertheless, it too suffers from a lack of signage and inadequate visual landmarks.

By failing to adequately announce itself either visually or literally, HJS's unity and sense of place is weakened. Instead of having a distinct identity of its own, the HJSMS district feels like two distinct districts defined by Hyde Square on one end



Murals and colorful storefronts enliven the district

Figure 1: District Gateways



Hyde Square



Jackson Square



The Blessed Sacrament Church is a district landmark

and Jackson Square on the other. This lessens the likelihood that someone would naturally choose to walk through the entire district and also weakens the potential for collaboration among businesses. This lessened sense of shared destiny also makes the pedestrian experience less intimate and defined. Taken together, the lack of gateways is an acute problem.

### Landmarks

There are several key landmarks that define the HJSMS district, including the Blessed Sacrament Church, the Bromley-Heath residential project, and just beyond the current HJSMS boundary, the Jackson Square MBTA Station. These landmarks serve to orient pedestrians and anchor their visual experience in HJS.

### Breaks

The continuity of the district is interrupted by multiple conditions including institutions such as the Blessed Sacrament Church, vacant lots, and residential strips. Each of these breaks occurs in the physical texture between the two nodes of Hyde Square and Jackson Square. They therefore serve to further cleave the district and diminish pedestrian access and continuity between the two nodes. On the other hand, the brightly colored houses and beautiful church are some of the area's most distinct landmarks. It is therefore imperative that these breaks be reconciled with the broader district fabric if the district is to truly become one place.

## Land Use

The district is a mix of both commercial and residential uses. Over one-third of the buildings in the district are for residential use only; whereas less than one-fifth are solely for retail uses. The retail-only stores cluster primarily in the Hyde Square area along a strip between Day and Creighton Streets, as well as in the JP Plaza development. Residential-only buildings are scattered in two strips, one just west of Mozart Street and the other at the Hyde Square entrance to the district. Despite the significant presence of single-use buildings, the district is dominated by ground floor retail with residential uses on upper floors. In addition, there is a noteworthy presence of institutional uses in the district; 11 buildings in the HJSMS district house an institutional use. Mixed-use retail and institutional uses are distributed throughout the district. Most of the buildings in the district are occupied. There are only eight buildings with vacancies, or vacant lots, suggesting an overall active district. These vacancies are scattered throughout the district with a slight cluster towards Hyde Square.

## Building Type

As mentioned above, HJS is made up of a mix of residential and commercial uses. The architectural style of the buildings in the district varies; however, the majority of the structures reflect a traditional triple-decker and Victorian-style that is common in the Boston landscape. Along with the Bromley-Heath residential project, there are also a few larger apartment buildings scattered along Centre Street. The most prominent are located above Casa de Regalos in the Hyde Square vicinity

Figure 2: Breaks in commercial continuity



Vacant lots and residential strips break the commercial continuity on Centre Street

Figure 3: District land uses



and across from the United Baptist Church. The Hyde Square area is also home to what will soon be a high-end condominium development.

### Building Condition

A vast majority of buildings, over 85%, are in fair or good shape. The buildings in poor condition are generally scattered throughout the district, although there is a small cluster of disrepair just east of JP Plaza. These buildings would greatly benefit from improvements, such as fresh paint and increased lot maintenance. Fortunately, there are relatively few examples of dramatic neglect, suggesting that the neighborhood is fairly stable. In fact, the majority of buildings in disrepair appear to be under renovation, suggesting gentrification may actually be more of a concern than decline.

### Façade Treatments

The majority of buildings in the district incorporate brick into the façade. However, there is great variety among façade materials, even within single buildings. Some of the more distinctive exteriors in the neighborhood include Tacos El Charro with a completely shingled exterior, and the residential cluster of brightly painted houses just west of Mozart Street. These bright residential colors add to the vibrancy of the district.

## Signage

There is a great deal of heterogeneity in the signage type and style in the district. In general, bright, dynamic signage, often on the storefronts of Latino-focused businesses, adds to the color and unique character of the district. The presence of large murals, like those at Leaf & Petal, Hi-Lo and Pimentel Market, also adds to the perception of overall building quality and gives the district a distinct flavor. This vibrant flavor is further cemented by the bright colors and tropical motifs of the recently installed HJS street signs. However, these signs are inconsistent in how they identify the district.

## Street Condition

Centre Street is a two-way street with a single lane in each direction and parallel parking on both sides. Except for a few larger intersections (i.e., the connection of Lamartine Street to Centre Street and the rotary at Hyde Square), streets intersecting with Centre Street are small side streets emerging from residential blocks. The street itself is in good condition with clear markings.

## Sidewalk Condition

Sidewalks in the district are generally in good condition, with few cracks or trip hazards. However, the sidewalks are narrower than ideal for a commercial district. Sidewalks are approximately four to five feet wide and pedestrians often have to pause to get around one another. Such small sidewalks make general congregation as well as sidewalk cafés very difficult.

Although trash has been frequently mentioned as

Figure 4: District building conditions



“The trash problem is big. Stores are still shabby and not as inviting as they could be. But there has been a big improvement.”

- Representative, HJS Community Organization



The commercial and residential buildings in the district are generally in good condition

a district problem, the Project Team found the majority of blocks to be clean and well-maintained. The majority of trash problems are clustered along the stretch from JP Plaza to the Jackson Square MBTA Station and east of Sheridan Street along the corridor passing the Hi-Lo. Although spatially limited, these areas are the two gateways to the district and therefore have a strong visual importance.

### Street Greenery

Throughout the district, greenery is intermittently scattered, generally insufficient and not used in a systematic way. There are no bushes on any of the district's blocks and on average there are less than six trees per block and in some blocks only a single tree. Further, trees in the district lack consistent bases - some have dilapidated bollards as ornamentation, and others merely have dirt bases. In general, there are more and better-maintained trees in Hyde Square as opposed to the Jackson Square area.

### Transportation

In terms of transportation, the district is fairly homogeneous and well-served. The Jackson Square MBTA Station is located just over the HJSMS border and drives considerable pedestrian traffic to the eastern edge of the commercial district. Just east of the Jackson Square MBTA Station, several acres of open space await development, and beyond that is Columbus Avenue, a major multi-lane thoroughfare. The Orange Line and multiple bus lanes stop at the Jackson Square MBTA Station, though only a single bus line (# 41) traverses the district.



## Parking

On-street parking is the only evident public parking in the district. It is not metered, though signs in most places indicate a two-hour limit. Toward the South Huntington Avenue intersection the only restrictions on parking are street cleaning days and snow emergencies. Based on limited observation, there did not appear to be a lack of parking opportunities - there was frequent turnover and each block had one or two open spots during peak Saturday shopping hours. In addition, the large parking lots at Hi-Lo and JP Plaza provide additional off-street parking in the district and seem to alleviate the on-street parking issues.

## Traffic

By virtue of its rich connectivity and numerous shopping options, Centre Street is often congested with traffic. From a district perspective this congestion is not necessarily a problem since it slows traffic, enhances the pedestrian experience and stops Centre Street from being used as a bypass route. However, there are two particular nodes, near the rotary and near the JP Plaza, which create particularly acute traffic challenges. The congestion around JP Plaza appears to be the product of difficulties making left turns into and out of the parking lot. The Hyde Square congestion is less acute and is partially due to traffic from Hi-Lo.

Figure 5: Concentrations of trash and traffic





Concurrent to its market and physical analyses, the Project Team conducted nearly 30 interviews with Hyde/Jackson Square (HJS) stakeholders to understand the numerous initiatives happening in the area, as well as identify potential partners and resources for Hyde/Jackson Square Main Streets (HJSMS). Interviewees included representatives from community groups, local businesses, real estate management and development companies, and local government.

The interviews highlight the numerous strengths of HJS, including its cultural diversity and the commitment of individuals and community groups to support and improve the district. Several interviewees expressed that with appropriate support HJS could capitalize on its strengths and develop into a strong commercial destination — both locally and regionally. However, in order to improve the district, many stakeholders indicated that several weaknesses must be addressed, including overall district identity, mix of convenience and comparison goods, maintenance and litter, and neighborhood safety. The interviewees also noted the significant changes underway in HJS, including residential gentrification and the new developments at Jackson Square and Blessed Sacrament Church.

All of the stakeholders generously offered invaluable perspectives on HJS that have been instrumental in guiding the Project Team’s concept, goals, and recommendations presented in this report. The anecdotes and information gathered from the interviews have been grouped into the prevailing issues that emerged.

### District Identity

HJSMS has been conflicted regarding the manner in which to market HJS, an issue that is closely tied to the products and services offered by the district’s businesses. The strong presence of Latino-oriented businesses are a unique characteristic upon which to build a local and regional destination, but at the same time, HJSMS does not want to exclude other businesses and customers from coming to the district. Stakeholder opinions varied greatly when asked to describe the image of the district. Some stated that the district is strongly Latino, while others described HJS as a multicultural community. Generally, many said that although a Latino element certainly exists in HJS, businesses must market and merchandise in a manner that appeals to Latinos as well as to the changing demographics of the district and Jamaica Plain as a whole. In this way, HJS can simultaneously attract a broader Latino clientele and residents in the immediate area and adjacent communities.

### Destination Shopping

Opinions on HJS’s market composition focused on the district’s balance between convenience and comparison goods. Residents and community groups expressed concern about the diversity of services available in the district, while few business owners identified services and products as an obstacle to creating a strong shopping destination. Many respondents described HJS as a convenience shopping area, noting that shoppers need to leave the district to meet most other needs, such as clothing and entertainment. Some respondents stated that they would shop in the



Community groups, such as Hyde Square Task Force and Fight the Trash/Mano Dura con la Basura, work to improve the district



The Blessed Sacrament Church closure represents a major institutional loss to the surrounding community and signals the potential of increasing gentrification of the residential neighborhood

district more if HJS created an outdoor mall along Center Street where shoppers could find both convenience and comparison goods. Others commented that local businesses fail to be flexible and meet the needs of current and incoming residents, forcing them to shop elsewhere.

### Physical Appearance

Many of the stakeholders agreed that the physical appearance of the neighborhood has improved over the past several years. However, despite the work of local groups, such as Fight the Trash/Mano Dura con la Basura and HJSMS, problems with litter, landscaping, and storefronts persist. Further, almost all stakeholders identified the district's physical appearance, including litter and store façades, as characteristics of the district that deter shoppers from visiting the area.

### Safety

Neighborhood safety and crime prevention continue to be major concerns in the district, particularly for business owners. Several owners regarded the perceived and actual crime in the district as major deterrents to potential customers. Those stakeholders actively involved in implementing innovative prevention programs suggested several opportunities for HJSMS to participate in improving safety for business owners, residents, and shoppers.

### Financial and Technical Support

Although all stakeholders voiced concerns about HJS's appearance and retail mix, many recognized that business owners often lack the financial

resources to invest in storefront improvements and extensive marketing. Numerous interviewees noted that the district does not possess all the skills necessary to improve businesses and manage the district in order to attract more shoppers. HJSMS can take a lead in building such capacity among business owners.

### Community Organizations

One of HJS's greatest strengths as a district comes from the large number and high quality of local organizations working to improve the community. Despite their quantity and strong commitment, many interviewees stated that these organizations lack a common vision and voice. One stakeholder commented that developing consensus around a unified voice is the most effective tool for initiating change. At the same time, this collaboration and coordination must be guided by leadership that is in touch with the needs of the community. A number of interviewees acknowledged that the neighborhood and organizations should pursue goals in a more coordinated manner, but also felt that certain groups should spearhead leadership in this regard. Therefore, successful projects in the district demand a combination of collaboration, compromise, and leadership.

### Gentrification

The topic of gentrification emerged in the majority of interviews. This term was consistently ambiguous, so the opinions and description of gentrification in the district often refer to residential and commercial gentrification as one process. For the purposes of the Project Team and the

mandate of HJSMS, these are two distinct but related processes. HJSMS and local business owners can do little to mitigate rising residential rents and housing prices. However, gentrification can also severely impact businesses; during the interviews, the businesses expressed concern over rising commercial rents and expiring leases with subsequent rent hikes.

Many interviewees characterized commercial gentrification and rising overhead costs as a challenge to existing businesses, and noted the need for businesses to adapt to these rising costs by improving the services and products offered. However, they felt many businesses are either unable to understand the need for this flexibility or incapable of adapting their businesses to accommodate these changes. Some interviewees expressed concern over alienating some of their client base through actions such as increasing prices. In addition, business owners and representatives from community groups noted the potential for the local customer base to be priced out of the neighborhood. Clearly, a tension exists as the potential for rising commercial rents has forced businesses to consider offering new products and services to attract different demographics and income levels.

The chart on the following pages provides a map of organizations that can serve as resources and partners to HJSMS.

“Probably the high housing costs have driven the poor residents out, and a lot of richer people are moving in.”

*- Representative, HJS Community Organization*

Table 1: Community Partners and Resources

| Organization                                 | Unify Landscaping & Public Art | Improve Sidewalks & Streets | Strengthen Nodes, Gateways & Plazas | Implement Design Initiatives | Refine District Image | Diversify Business Mix | Promote Informal Markets | Deliver Business Technical Assistance | Host Events | Improve Safety & Sanitation |
|--|--------------------------------|-----------------------------|-------------------------------------|------------------------------|-----------------------|------------------------|--------------------------|---------------------------------------|-------------|-----------------------------|
| Hyde/Jackson Square                          |                                |                             |                                     |                              |                       |                        |                          |                                       |             |                             |
| Bromley-Heath Management Company             | ×                              | ×                           |                                     |                              |                       |                        |                          |                                       | ×           | ×                           |
| Bromley-Heath Tenants Association            | ×                              | ×                           |                                     |                              |                       |                        |                          |                                       | ×           | ×                           |
| Chesnut/Mozart Crime Watch                   |                                |                             |                                     |                              |                       |                        |                          |                                       |             | ×                           |
| Day Street Crime Watch                       |                                |                             |                                     |                              |                       |                        |                          |                                       |             | ×                           |
| Women for Crime Watch                        |                                |                             |                                     |                              |                       |                        |                          |                                       |             | ×                           |
| Fight the Trash/Mano Dura con la Basura      | ×                              | ×                           | ×                                   | ×                            |                       |                        |                          |                                       |             | ×                           |
| Forbes Street Neighborhood Association       | ×                              | ×                           | ×                                   | ×                            |                       |                        |                          |                                       | ×           | ×                           |
| Hyde/Jackson Business Association            | ×                              |                             |                                     |                              | ×                     | ×                      | ×                        | ×                                     | ×           |                             |
| Hyde/Jackson Square Task Force               | ×                              |                             |                                     | ×                            | ×                     | ×                      | ×                        |                                       | ×           |                             |
| Jamaica Plain/Roxbury                        |                                |                             |                                     |                              |                       |                        |                          |                                       |             |                             |
| City Life/Vida Urbana                        |                                |                             |                                     |                              |                       |                        |                          | ×                                     | ×           |                             |
| Jamaica Plain Tree of Life/Arbol de Vida     | ×                              |                             |                                     |                              |                       |                        |                          |                                       |             | ×                           |
| Jamaica Plain Area Planning Action Council   |                                |                             |                                     |                              |                       |                        |                          | ×                                     | ×           |                             |
| SCORE Boston - Jamaica Plain Branch          |                                |                             |                                     |                              |                       | ×                      |                          | ×                                     |             |                             |
| District E-13 Police                         |                                |                             |                                     |                              |                       |                        |                          |                                       | ×           | ×                           |
| Jamaica Plain Arts Council                   | ×                              |                             |                                     |                              | ×                     |                        |                          |                                       | ×           |                             |
| Jamaica Plain Neighborhood Council           | ×                              | ×                           | ×                                   | ×                            | ×                     |                        |                          |                                       | ×           | ×                           |
| Jamaica Plain Neighborhood Development Corp. |                                |                             | ×                                   |                              | ×                     | ×                      | ×                        | ×                                     | ×           |                             |
| Jamaica Plain Neighbors for Neighbors        | ×                              | ×                           |                                     |                              |                       |                        |                          | ×                                     | ×           | ×                           |
| Spontaneous Celebrations                     | ×                              |                             |                                     |                              | ×                     |                        |                          |                                       | ×           |                             |
| Urban Edge                                   |                                |                             | ×                                   |                              | ×                     | ×                      | ×                        | ×                                     | ×           |                             |
| Key  |                                |                             |                                     |                              |                       |                        |                          |                                       |             |                             |
| Partner                                      |                                |                             |                                     |                              |                       |                        |                          |                                       |             |                             |
| Resource                                     |                                |                             |                                     |                              |                       |                        |                          |                                       |             |                             |
| Partner & Resource                           |                                |                             |                                     |                              |                       |                        |                          |                                       |             |                             |

Table 1 (continued)

| Organization  | Unify Landscaping & Public Art | Improve Sidewalks & Streets | Strengthen Nodes, Gateways & Plazas | Implement Design Initiatives | Refine District Image | Diversify Business Mix | Promote Informal Markets | Deliver Business Technical Assistance | Host Events | Improve Safety & Sanitation |
|---|--------------------------------|-----------------------------|-------------------------------------|------------------------------|-----------------------|------------------------|--------------------------|---------------------------------------|-------------|-----------------------------|
| Boston  |                                |                             |                                     |                              |                       |                        |                          |                                       |             |                             |
| Boston Business Assistance Center                       |                                |                             |                                     |                              |                       | ×                      | ×                        | ×                                     |             |                             |
| Boston Department of Neighborhood Development           |                                |                             |                                     |                              |                       | ×                      | ×                        | ×                                     |             |                             |
| Boston Empowerment Center                               |                                |                             |                                     |                              |                       |                        |                          | ×                                     |             |                             |
| Boston Main Streets Program                             |                                |                             |                                     |                              |                       |                        |                          | ×                                     |             |                             |
| Boston Private Bank & Trust                             | ×                              | ×                           |                                     |                              |                       |                        |                          | ×                                     |             |                             |
| Community Business Network                              |                                |                             |                                     |                              |                       | ×                      | ×                        | ×                                     |             |                             |
| Nuestra Comunidad Development Corporation               |                                |                             |                                     |                              |                       | ×                      | ×                        | ×                                     |             |                             |
| Regional  |                                |                             |                                     |                              |                       |                        |                          |                                       |             |                             |
| Bank of America Loan Center                             |                                |                             |                                     |                              |                       | ×                      |                          |                                       |             |                             |
| Circle Lending  |                                |                             |                                     |                              |                       | ×                      |                          | ×                                     |             |                             |
| Hale and Dorr Legal Services Center, Harvard Law School |                                |                             |                                     |                              |                       |                        |                          | ×                                     |             |                             |
| Gravistar   |                                |                             |                                     |                              |                       | ×                      |                          |                                       |             |                             |





The Project Team conducted a series of site visits to comparable districts in the Boston area in order to gather contextual information and impressions. District visits included Brighton Center, Centre South, Coolidge Corner, East Boston, and Eggleston Square. While all five pose different types of competition to Hyde/Jackson Square (HJS), the visits confirmed HJS's uniqueness and the opportunity for Hyde/Jackson Square Main Streets (HJSMS) to further develop the district into a strong destination. The Project Team explored districts with several criteria in mind, including identity, gateways, streetscape, and business mix.

### Brighton Center

Brighton Center is a Main Streets district located in the Boston neighborhood of Brighton. The district is somewhat different than HJS in configuration, with a long corridor augmented by a few side streets that extend the shopping area. The business mix includes a number of local pubs and restaurants, floral shops, and small national chains (e.g., Dunkin' Donuts). Several businesses open their doors and effectively set up their merchandise to spill onto the sidewalk. Also of note, businesses have Main Streets membership decals prominently displayed on their storefronts. The district is well unified through consistent signage, wide sidewalks, distinct street lamps, and one very strong gateway (a distinguished clock tower). Finally, the Main Streets office is situated in the center of the district, with a visible and professional sign that announces its presence. The Project Team believes that Brighton Center offers an excellent model from which HJS can learn, but due to its proximity to several universities, the district largely attracts a different clientele than HJS.

### Centre South

Farther south on Centre Street from HJS in Jamaica Plain is the Centre South Main Streets district. With a comparable size and range of ethnic restaurants, Centre South presents potential competition to HJS. One of its anchor tenants, the JP Licks ice cream shop, attracts families from across the area, while Centre South's restaurants appeal to the Boston area young adult population. With retail stores such as Footlocker and Boomerangs, Centre South has both national and local chains. Furthermore, Centre South is an appealing and walkable district despite its narrow sidewalks, with a vibrancy created by the numerous pedestrians on the street. Centre South's strong identity in the region offers a model for HJS, while its restaurant cluster and appeal to the young adult population present real competition to HJS.

### Coolidge Corner

The Coolidge Corner commercial district is located in Brookline, a town adjacent to Boston and sharing a border with Jamaica Plain. The district is significantly larger than HJS and includes several wide streets. The retail offerings in the district are largely upscale national and regional chains (e.g., the Gap, CVS, Pier 1, and Finagle-A-Bagel), with relatively few local businesses or services. The high volume of pedestrians on the streets creates a real vibrancy, but the district's plain buildings do not enhance the experience. Furthermore, a lack of signage does not help shoppers find their way to the numerous businesses. With a more upscale mix of businesses and clientele, as well as a very different identity, the Project Team believes that Coolidge Corner represents more of a complementary than competitive shopping district to HJS.



Brighton Main Streets prominently displays logo on its office window



Products sold at this Brighton Center store spill onto the sidewalk



Storefronts in Egleston Square promote district identity by displaying its name



Garbage cans in East Boston promote a Main Streets clean-up project with local business sponsorship

## East Boston

The East Boston Main Streets district lies within the borders of the city of Boston, but is separated by the Charles River. East Boston is an extremely large and complex district, with numerous store-lined streets connecting several distinct squares. Although the district lacks sufficient signage to direct shoppers through the district, it is unified by distinctive street lamps that lead pedestrians through the various streets. In addition, storefronts display relatively uniform signage, and the streets are notably free of excessive litter. The business mix includes a large number of restaurants, many of which appear to be locally-owned, as well as numerous convenience stores and services. The district also has a strip mall with chain stores. The Project Team believes that East Boston, despite its distance from HJS, poses strong regional competition to HJS because of its identity as a Latino district and extensive mix of retail options. However, the Project Team believes that HJS can utilize East Boston as a model for integrating disconnected squares into one continuous place.

## Egleston Square

Egleston Square is a Main Streets district in Roxbury, a neighborhood in Boston adjacent to Jamaica Plain. The district appears slightly smaller than HJS and largely includes convenience oriented businesses. There is a Latino focus to the businesses, but this is not as emphasized as in HJS. Similar to HJS, the district has numerous residential properties that break the commercial continuity. The pedestrian experience in Egleston Square is not especially pleasant, and the district lacks HJS's color and vibrancy. With less diversity than HJS, the Project Team believes that Egleston Square does not pose significant competition.



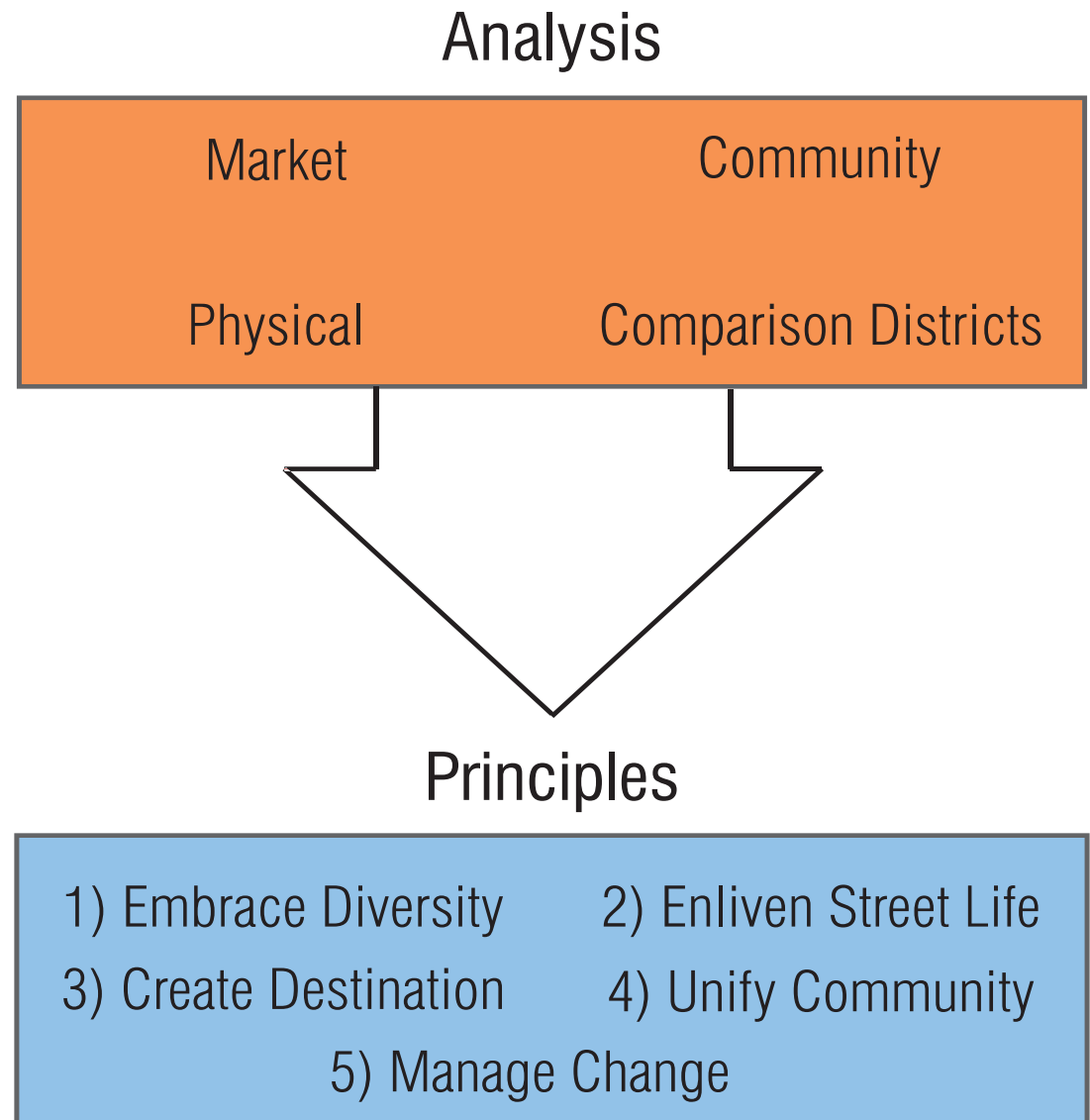


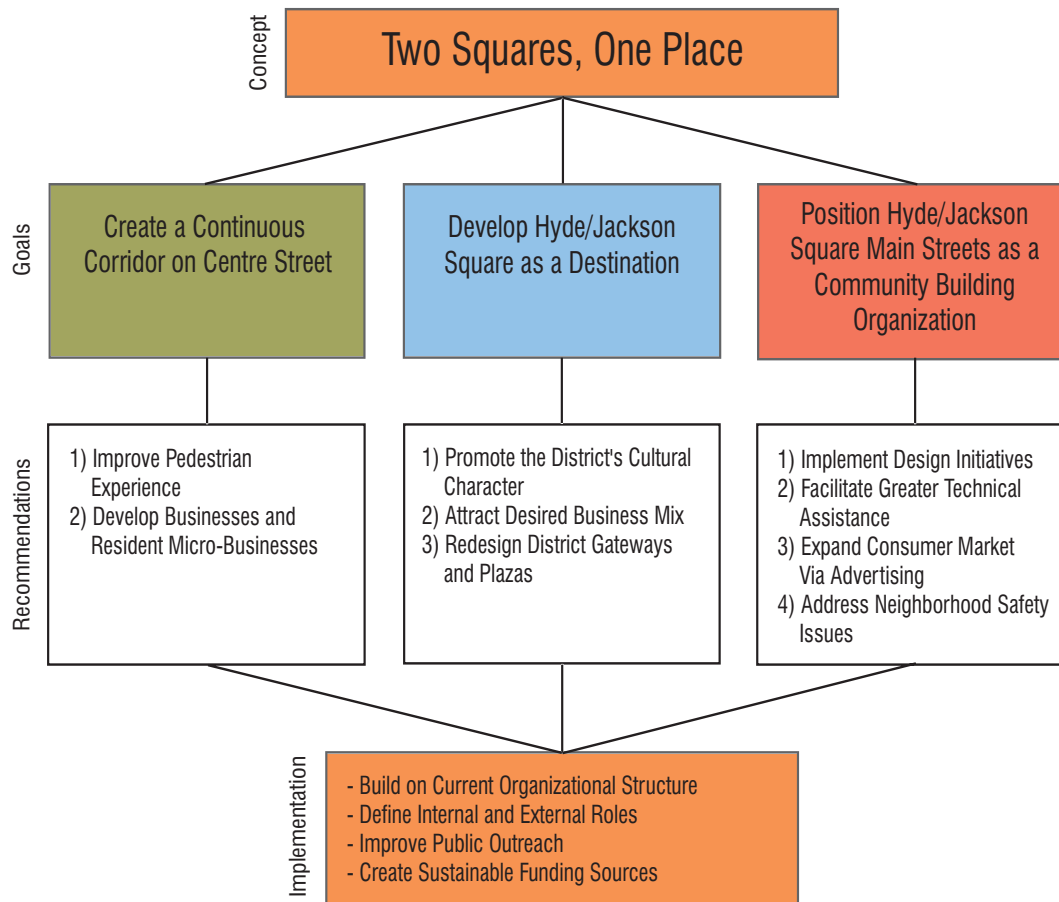
# 07

## SYNTHESIS

Through the preceding market, physical, community, and comparison district analyses, which confirmed the potential to unify Hyde and Jackson Squares, the Project Team has developed its concept for Hyde/Jackson Square (HJS) as “Two Squares, One Place.” This concept focuses on the district’s opportunity to unify, both in the physical and economic sense, in order to emerge in a stronger position from the ongoing period of transition. The Project Team envisions Hyde/Jackson Square Main Streets (HJSMS) playing a lead role in this transformative process by acting as a coordinator of others’ efforts.

The Project Team has also distilled a set of principles to guide and inform its recommendations and strategies to HJSMS.





Building upon these key principles, the Project Team has developed a series of recommendations with accompanying strategies, categorized under three broad goals for HJSMS and the district as a whole. These are:

- 1) Create a Continuous Corridor on Centre Street: creating a more unified district through both physical and business improvements, including improving landscaping and street furniture, buffering pedestrians from certain uses, distributing customer comment cards, and stimulating informal markets and pushcarts
- 2) Develop Hyde/Jackson Square into a Destination: improving HJS as a shopping destination for both residents and customers from beyond the district by designing new promotional materials, renaming the district, developing a business recruitment package, and redesigning district gateways and plazas
- 3) Position Hyde/Jackson Square Main Streets as a Community Building Organization: strengthening HJSMS's role in the community through initiatives such as new building design criteria, creating a business mentorship program, conducting joint marketing campaigns, and exploring business crime prevention programs

The remainder of this report will focus on articulating the Project Team's strategies for achieving the proposed recommendations under each of the above goals.

**"Change is good."**

*- Representative, HJS Community Organization*







In a successful shopping district people are drawn down a continuous corridor of shops, curious to find what might be on the next block. People desire to shop in a district both because it offers a mix of goods and services they want and because it has an appealing atmosphere. In Hyde/Jackson Square (HJS) people often do not walk the length of the shopping district, but rather use it for visits to one store. This is exacerbated by the fact that the district faces the challenge of residential areas that create “breaks” in the storefronts. Even though the fundamental lay-out of HJS cannot be changed, there are many actions that Hyde/Jackson Square Main Streets (HJSMS) can take in order to develop a continuous corridor.

In order to help local businesses thrive, HJSMS needs to extend beyond attracting customers to an individual store or location; it should maximize the shopping experience of the district as a whole. These recommendations focus on upgrading the quality of the streetscape and increasing shopping activity.

### Recommendation: Improve Pedestrian Streetscape Experience

The streetscape is the most visible and most influential district asset. In order to create continuity in, around and between the district’s two squares, HJSMS must enhance the existing streetscape to connect Hyde and Jackson Squares. Through improvements within blocks and at intersections, pedestrians will have a better sense of the entire district. Maintaining consistency of cleanliness, street furniture (e.g., benches, lighting, trash cans, etc.), and landscaping (e.g., trees and gardens)

further reinforces the continuity. HJSMS should monitor the maintenance of these physical assets as well as advocate for physical improvements within the public realm.

### Strategy: Increase Landscaping and Street Furniture

One of HJS’s most obvious attributes is its vivid colors. Within the somewhat staid city of Boston, HJS showcases a vibrant side of the city. Visiting surrounding commercial districts reinforces the uniqueness of HJS’s flavor and color. HJSMS should use this attribute to reinforce the identity of the neighborhood, both for those who live and work there, and for those who visit.

Another important rationale for landscaping and street furniture improvements is HJSMS’s low visibility in the neighborhood. Such projects, if carefully organized, can be of great benefit to the organization by drawing greater visibility to HJSMS.

#### Description

Improvements in the landscaping and street furniture can be achieved through three main activities: flowerbox installation, trash can painting and new district signage and lighting. HJSMS has already built capacity for district landscape improvements with the planting of trees and the addition of bricks in tree wells. The organization can capitalize on this capacity through additional areas outlined below. Each activity helps build continuity and district cohesion through streetscape unification.

- Flowerbox Installation: This project serves to enhance HJS’s existing vibrancy by installing brightly colored flowerboxes, particularly on residential buildings and drab commercial



Vibrant and unique facades and signage capture the interest of shoppers



Colorful storefront



Colorful flowerboxes

#### Volunteer and Event Process for Flowerboxes

The flowerbox program starts with a collaborative outreach process to businesses and residents in order to solicit interest in the flowerboxes. Donations of flowers, paint and other materials can be solicited from local businesses as a type of sponsorship. The program may be organized as a fundraiser for a youth group, with HJSMS as the lead organizer. Residents and businesses would sign-up a month in advance to purchase the boxes. Volunteers would take a Saturday to decorate the boxes and plant flowers in a highly visible location such as Mozart Park. Volunteers would then deliver the flowerboxes to the recipients and help with installation.



Unique lighting fixtures



Existing trash cans and an example of a painted trash can

sites. Flowerboxes also bring visibility to HJSMS as the sponsor organization of the activity and facilitate partnership building by involving a diverse group of actors.

- **Trash Can Painting:** Trash cans are another opportunity to add color and vibrancy to the district. There is currently an effort by the Hyde/Jackson Business Association (HJBA) to install new trash cans. These trash cans will then be maintained by district business owners. HJSMS can capitalize on this new investment by helping to select appropriate trash cans for painting. The organization of such an effort can occur in a similar fashion to the installation of flowerboxes, and is another way to promote the uniquely vibrant and colorful district.
- **District Lighting and Signage:** Lighting and signage are crucial elements in defining a district. Centre Street needs more appropriate lighting fixtures; lighting that is attractive and designed to illuminate the way for pedestrians. The existing lighting consists of poles with overhanging lights which are more suited to highways. Lighting closer to the street fosters an intimate atmosphere while adding an opportunity to create a unique, but continuous district.

Recently, HJSMS concluded a signage campaign on Centre Street. While colorful, the text on the signs is not consonant with the principles laid out in this plan's vision of "Two Squares, One Place." The district as a whole is not highlighted, but separated into Hyde Square, Jackson Square, and the nebulous Jamaica Plain. While it is understandable that HJSMS may not want to reinvest in these assets immediately after installation, the Project

Team strongly advocates for the district's unity of place—whether Centre Street, Hyde/Jackson Main Streets, or another district name—in district signage.

#### Partners and Resources

HJSMS must take an organizing role to mobilize residents, business employees, and business owners in favor of the above actions. Some actions will be harder to build support around than others and HJSMS should focus on prioritizing projects with the ultimate goal of building capacity with the completion of each new project.

Potential partners include the City of Boston, developers, residents and the HJBA. HJSMS should advocate for funds for planning and implementation through Boston Main Streets and the Department of Public Works. Potential financial resources include the City of Boston's Small Changes Grants, other City improvement grants, the Hyde Square/Jackson Square Community Benefits Trust Fund, Inc., as well as funds from the HJBA, new developers, and corporate sponsors.

Timeline: Short to Long-term

#### Strategy: Create Buffers

Traffic and other pedestrian unfriendly uses diminish the pedestrian experience. There are three potential changes that HJSMS should encourage to buffer pedestrians and to create a more pleasant street wall: Bromley-Heath residential project buffer, parking lot buffers, and residential buffers.

#### Description

- Bromley-Heath Residential Project Buffer: The fencing surrounding the Bromley-Heath residential project detracts greatly from the district's cohe-

Figure 1: Existing parking lot at 7-Eleven



Figure 2: Proposed parking lot buffer at 7-Eleven



Parking lot buffers and bump-outs improve the pedestrian experience

Figure 3: Proposed mixed-use development



Mixed

sion. While there are already landscaping efforts on the grounds of the Bromley-Heath residential project which are visible from the sidewalk, the amount of fencing along the sidewalk and on the grounds undermines the project's beautification efforts. HJSMS should advocate for the removal of the fencing and its replacement with waist-high shrubbery. More colorful landscaping and buffering can connect to landscaping at other points in the district.

- **Parking Lot Buffers:** Parking lot uses break the continuity of the pedestrian experience. There are three major parking lots in HJS: Hi-Lo, JP Plaza, and 7-Eleven. In order to enhance the pedestrian experience, HJSMS should partner with the property owners of Hi-Lo, JP Plaza, and 7-Eleven to install green buffers that beautify the street wall and contribute to the district landscaping effort. The small planting area already in existence at JP Plaza can be used as a starting point.
- **Residential Buffers:** The residential nature of the district creates pedestrian dead zones. By advocating for residents to continue the landscaping efforts, residential areas can be used as connections between businesses and draw people through the district.

#### Partners and Resources

Bromley-Heath residential project management, the owners of Hi-Lo, JP Plaza and 7-Eleven, and district residents must all partner to facilitate pedestrian buffer connections. Potential financial resources include the City of Boston's Small Changes Grant, other City improvement grants and the Hyde Square/Jackson Square Community Benefits Trust Fund, Inc.

Timeline: Medium to Long-term

## Strategy: Add Sidewalk Bump-Outs and Crosswalks

Sidewalk space is at a premium in HJS; there is little room for pedestrians to pass one another and even less space for customers to window shop. HJSMS should advocate for the addition of sidewalk bump-outs to increase sidewalk space. The additional sidewalk area will allow for additional trees and benches, of which there are currently few.

Crosswalk improvements create distinct pedestrian pathways and unique intersections, which help pedestrians to easily navigate the district. Using brick or brick-like materials will foster visual continuity between the streets and the sidewalk. The combination of sidewalk bump-outs and crosswalk improvements will also have the benefit of being traffic calming measures.

### Description

By adding sidewalk space and distinct crosswalks, the district will be more pedestrian friendly and will encourage shoppers to visit the entire district, and not just single stores.

### Partners and Resources

HJSMS must take an organizing role to mobilize residents, employers and businesses in favor of what could be a contentious issue. Potential partners include the City of Boston, developers, residents and the Hyde/Jackson Business Association. HJSMS should also advocate for funds for planning and implementation through Boston Main Streets and the Department of Public Works.

Timeline: Long-term

Figure 4: Existing section of Centre Street



Figure 5: Proposed section of Centre Street



Figure 6: Existing plan of Centre Street

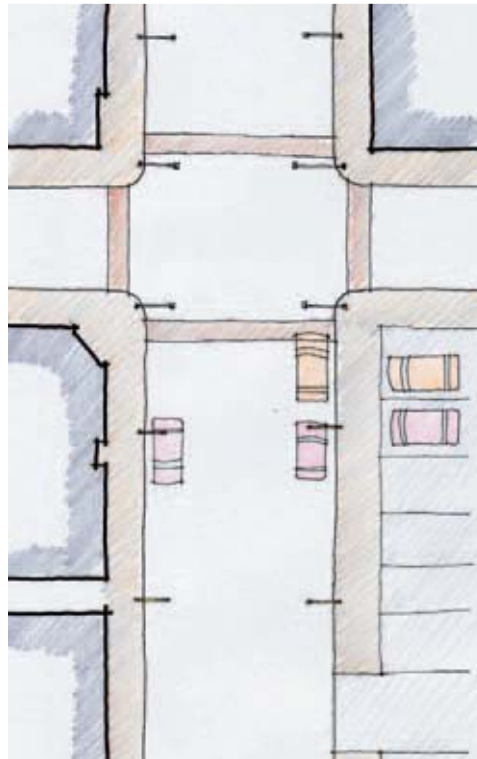
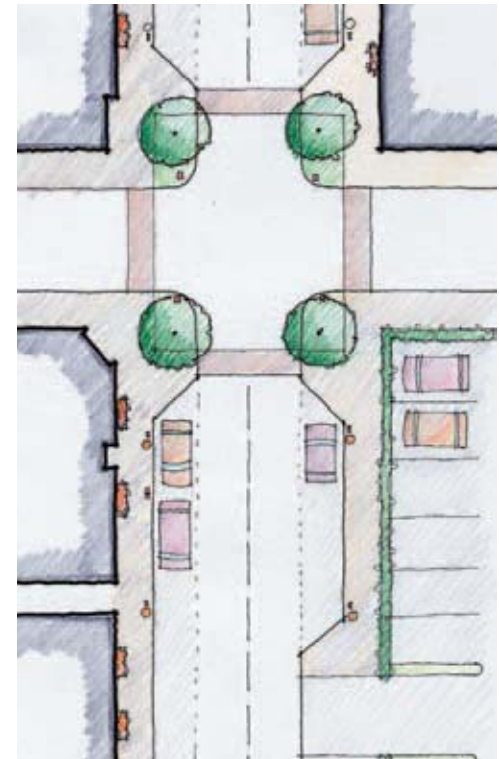


Figure 7: Proposed plan of Centre Street



Proposed crosswalk and sidewalk improvements create a pleasant and safe shopping environment



Mozart Park

Adding more pushcart businesses can enliven streetlife

Kamloops, British Columbia

Sidewalk sales draw activity

### Recommendation: Develop Businesses and Resident Micro-Businesses

Many vibrant business districts around the world thrive due to the blurred line between public space and private business space. A district need not consider its total retail square footage in buildings as its only space for business. Public markets and open-air areas have proven effective retailing strategies that not only expand opportunities for small businesses, but provide invaluable community assets that draw people to the district.

### Strategy: Introduce Pushcarts and Informal Markets

Pushcart vendors, as well as informal markets, such as sidewalk sales, can fill the many breaks along Centre Street. By filling these gaps the street life will create a continuous flow of retail businesses. These types of businesses enhance the vibrant atmosphere on the street and encourage people to slow down, thereby enhancing overall retail activity.

#### Description

- Pushcart Vendors: Centre Street is already home to a number of pushcart vendors that promote a vibrant street life. Many other communities, such as Boston's Dudley Square, have successfully used pushcart vendors to spur street vitality. These pushcarts are unique micro-enterprise business developments that encourage street life while providing entrepreneurship opportunities for the vendors.
- Sidewalk Sales: While pushcart vendors tend to draw outside visitors to the district, a sidewalk

sale is primarily aimed towards local residents. A sidewalk sale establishes Centre Street as the center of the neighborhood, or the living room of the community. This kind of informal activity makes the neighborhood feel like a friendly and personal space that residents will regularly frequent.

A sidewalk sale would occur on a Saturday or Sunday and may require the street to be blocked to traffic. Mailers with registration forms are mailed to all households within a quarter mile radius of the neighborhood, and participants are assigned to a street plot. The organizers may charge a fee for a street plot to raise funds or recoup costs for the program.

#### Partners and Resources

In order to promote pushcart vendors HJSMS should lead the program, but they should also draw support from community arts groups and possibly the Hyde/Jackson Business Association. Funding needs should be limited since any costs will be borne by vendors.

HJSMS could also facilitate these activities by working with the City to acquire additional permits and recruiting businesses to utilize these permits. They would also coordinate the location of vendors to enhance connectivity throughout the district.

For sidewalk sales, HJSMS should organize publicity and obtain city permits to block the streets. HJSMS could find a community partner to coordinate this event. The sidewalk sale funds itself through registration fees.

Timeline: Long-term

### Strategy: Create Neighborhood Sale Days

Coordinated sale days would draw customers to the district and encourage patronage of multiple stores. It would also be an easy first step in building trust and cooperation among the businesses of Centre Street.

#### Description

Neighborhood sale days are a popular tool among Main Streets districts and other coordinated commercial organizations. Malls in particular have long utilized designated sales days as a source of retail traffic. Besides potentially spurring increased foot traffic, neighborhood sale days would increase the perceived unity among district businesses to the outside. In addition, it would also help facilitate links between the district's storeowners.

HJSMS should recruit businesses to join the coordinated sale day campaign. These initial businesses would mutually decide on an appropriate date for such a sale. HJSMS and the businesses would then promote the sale through window signage and media campaigns. The success of the initial sale day could then be used to recruit additional businesses.

#### Partners and Resources

HJSMS would provide the initial impetus by recruiting interested businesses. These stores could then join HJSMS in recruiting additional participants. The Hyde/Jackson Business Association would be a key initial partner to facilitate meetings and participation, as well as to share the costs and time of creating this program. This program re-

quires legwork, and lots of coordination, but does not require a large amount of fiscal capital.

Timeline: Short to Medium-term

### Strategy: Coordinate Customer Comment Cards

A participatory mechanism for shoppers (e.g., customer comment cards) enables businesses to gain better insight into consumer demand for products. This information can help improve sales and product mix. Comment cards also enhance consumer participation in the business community and can help create awareness of HJSMS.

#### Description

While the sales gap analysis and business surveys revealed broad patterns of consumer demand and retention, there is no information regarding product offering or the overall shopping experience. For example, many of the bodegas, and even grocery stores, fail to carry a variety of goods that would appeal to a more affluent clientele or other non-Latino communities. The absence of a well-tailored product mix not only reduces sales from current customers, but also drives away customers who feel the district does not serve their needs.

A simple form on small index cards would be available in stores throughout the neighborhood, as well as in the HJSMS office. These cards would survey shoppers on four aspects:

- Missing products
- Possible product suggestions
- Common stores visited outside the district
- Shopper's home district

HJSMS would compile the data and distribute the results to participating stores in order to assist them in better serving the district and increasing sales. The program should also be promoted to residents as an example of how the district businesses and HJSMS are responding to their needs.

All customer comment cards could be entered into a raffle with the winner receiving a gift certificate to a participating store. This would provide an incentive for returning the forms.

#### Partners and Resources

HJSMS should partner with as many businesses as possible in order to get a broad cross-section of the district's products. While funds are needed to pay for the cost of printing, a nominal fee could be charged to businesses. Data entry could be done by HJSMS staff or community volunteers.

Timeline: Short-term





Some shopping districts consist largely of convenience retail; they are a place where residents can run errands close to home. Other shopping districts are a destination where people will come to shop because the district appeals to them. Hyde/Jackson Square (HJS) has the key assets needed to become a destination: it is a unique place filled with culture and character.

However, many people in the area do not know HJS by name and do not think of it as a single shopping district. While there are individual businesses that have a regional draw, the district as a whole has not yet accessed its own potential. Making HJS an appealing district that draws customers is a crucial objective.

The following recommendations outline the strategies to define HJS as a destination. First, Hyde/Jackson Square Main Streets (HJSMS) should improve the quality of the shopping experience with a good business mix. Second, the district's unique cultural character should be promoted through creative marketing and city-wide events. Finally, physical improvements to the district gateways and plazas should be implemented to draw people into the district.

### **Recommendation: Promote the District's Cultural Character**

HJS should be promoted based on its greatest assets: the wide range of colorful murals, ethnic restaurants, funky shops, and the cultural diversity which gives the district a unique draw.

With one of the highest concentrations of Latino businesses in Massachusetts, HJS is undoubtedly

Latino. However, labeling the district as "Latino" suggests that the district is defined by a single culture. Instead HJSMS should aim to highlight the distinct cultures of the district in a unifying way (from Puerto Rican to Dominican and Black to White).

### **Strategy: Design Promotional Materials**

#### **Objective**

Promotional materials for HJS should be designed with a consistent aesthetic that reflects the neighborhood's vibrant character. By creating a set of promotional materials HJSMS will be able to establish an identity for themselves in both the district and the City as a whole.

#### **Description**

Through a process that involves the entire community, a graphic design package should be created for use in the district's promotion materials.

In order to gain community buy-in, the design process should include:

#### **Logo Design Competition**

This would allow local artists to design the image that captures the neighborhood and would avoid the cost of a professional designer. A competition also offers many designs to choose from and generates publicity for the district and HJSMS. Offering a small cash prize would create an incentive for submissions.

#### **Focus Groups**

In order to solicit more substantial opinions and feedback than could be communicated in surveys, HJSMS should hold a number of informal focus groups to solicit the community's input.



*Fruitvale Village, Oakland, CA*

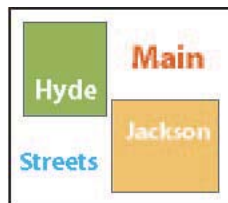
*District Del Sol, St. Paul, MN*

Cultural districts like Fruitvale and District del Sol reflect local identity and create a destination

# Centre North



Logos can help project the district image



## Partners and Resources

HJSMS should initiate the process and involve local arts organizations, such as Spontaneous Celebrations, in order to help with community outreach to artists. A resident professional designer should also provide advice during the process. The production of the materials would be an internal expense to HJSMS.

Timeline: Medium-term

## Strategy: Rename the District

### Objective

Currently, there is a lack of public recognition in the district name, “Hyde/Jackson Square.” This could be because the name is confusing, referring to two separate squares as if they were one. A publicly recognizable name is essential to being a destination district.

### Description

A name must be recognized by the community, and hence must be chosen by the community in the most public process possible. During the renaming campaign, information can be disseminated through signs in the windows of businesses, as well as through focus groups and community meetings. The new name should be one that identifies HJS as a unique place and capitalizes on the district’s vibrancy. Examples include: “Camino Mundial,” “The Latin Quarter,” or “Centre North.”

District Del Sol is an example of a successfully promoted district that dramatically increased its visibility by promoting its ethnic character.

### Partners and Resources

The broader the partnership of stakeholders and community, the more effective the process and

name will be. HJSMS should act as a catalyst for this process and work in partnership with other local community organizations. While this initiative will primarily require staff time, some minor expenses for the printing of publicity materials will be incurred. Funding for this could come from a partnership of community organizations.

Timeline: Short-term

## Strategy: Host Community Events

### Objective

Community events are one of the most powerful forms of creating a vibrant street life. Feria Mundial represents the type of event HJS should encourage. Although local businesses may not necessarily enjoy increased sales during such events, their value is in building longer term familiarity and positive feelings about the district that will bring customers back.

### Description

Initiating events does not need to be time intensive or costly for HJSMS. HJSMS only needs to make contact with other organizations and promoters to advocate for more district events. Partnerships could facilitate new types of events in HJS with minimal resources from HJSMS.

Community-based cultural organizations, such as Zumix in East Boston, are often looking for a public setting for their events. HJSMS may attract these organizations and help them get events permitted for Mozart Park.

Wake Up the Earth Day has become a crowded event that fills Centre Street to the south. Their need for expansion provides an ideal opportunity to extend the event to HJS.

Local radio stations often host block parties in neighborhoods for self-promotion. While these events may specifically reach one constituency, they create a lively atmosphere in the district and may draw people to the district who are unfamiliar with HJS. This may, in turn, attract new customers.

Additional community events include music concerts or outdoor movies. The music events can be used as a way to showcase local musical talent, while the movies can provide a safe nighttime activity for families in the summer.

#### Partners and Resources

HJSMS would initiate relationships with potential partners and help facilitate the permitting. The partner organizations would manage the planning and financing of the events. Potential partners might include the Mayor's Office, organizations like Spontaneous Celebrations, local businesses like Video Underground, or local radio stations.

Timeline: Medium-term

The Jamaica Plain Feria Mundial attracts people from all over the region

**Table 1: Regional Competition**

| Business type           | Store/Venue                        | Location        |
|-------------------------|------------------------------------|-----------------|
| Movie Theatres          | AMC Theatres                       | Fenway          |
|                         | The Coolidge                       | Coolidge Corner |
|                         | Loews/Sony Theatre                 | Copley Place    |
| Bowling Alleys          | The Milky Way                      | Centre Street   |
|                         | Lucky Strike Lanes                 | Back Bay        |
| Restaurants             | Several                            | Centre South    |
|                         |                                    | Coolidge Corner |
|                         |                                    | Egleston Square |
| Ice Cream Shop          | JP Licks, Emack & Bolios           | Centre South    |
| Furniture Store         | Rent-A-Center                      | HJS             |
|                         | City Mattress and Furniture Outlet | Columbus Avenue |
|                         | Several stores                     | Brookline       |
| Gym/Athletic Facilities | Curves                             | Franklin Park   |
|                         | Fitness Unlimited, Fitcorp         | Fenway          |

**Recommendation:  
Attract Desired Business Mix**

HJS can become a stronger destination by evolving toward a good balance of comparison and specialty retail along Centre Street, and identifying opportunities to recruit desired businesses to the new Jackson Square and Blessed Sacrament developments. The most important element of a successful business district is the selection of stores. There should be a mix that will provide customers with diverse and complementary goods and services.

Although there are currently few vacancies along Centre Street, recent history suggests that there is fairly frequent business turnover. As vacancies occur, HJSMS can work with property owners to recruit tenants that fit into the neighborhood’s plan. In addition, the new retail and commercial spaces proposed in the developments of Jackson Square, and potentially Blessed Sacrament, offer an opportunity for HJSMS to work with the developers to bring in desired tenants.

**Strategy: Identify Potential Businesses**

**Objective**

The sales gap analysis and stakeholder interviews, performed by the Project Team, and customer surveys, conducted by OKM Associates indicate a number of gaps in retail businesses. These businesses include family entertainment venues, sit-down restaurants, ice cream shops, bookstores, furniture stores, and a gym/athletic facility.

**Description**

**Family Entertainment Venue**

Despite the strong presence of families in the area, there are no movie theaters and few family entertainment options in either Jamaica Plain or Roxbury. In fact, the City of Boston as a whole is lacking in cinemas. The Milky Way Lounge & Lanes is the only entertainment venue on Centre Street, but does not specifically cater to families. Demand for family entertainment indicates that the Jackson Square Development would offer an ideal location for such a business. Because chain theatres require very large footprints, a small independent cinema would be the best fit. The Coolidge Corner Theatre and Brattle Theatre would be good models for HJS, hosting film festivals, events for families, as well as being available for rental for public or private events.

**Sit-Down Restaurants**

Perhaps HJS’s greatest strength is its strong cluster of restaurants offering a mix of ethnic food. However, the area would benefit from additional sit-down, family-style restaurants, as well as different types of ethnic food, such as Chinese, Thai, or Greek. In order to turn HJS into a destination, restaurants require the support of complementary businesses, and thus the restaurants would benefit from the addition of an entertainment venue.

**Ice Cream Shop**

Ice cream shops are another business type that is lacking from HJS. Although there are many ice cream shops in the Boston area, there are relatively few in Jamaica Plain. Locally based shops like Emack & Bolios or JP Licks would be preferable, but chains like Ben & Jerry’s and Baskin Robbins are also options.

### Bookstore

There is a significant demand for bookstores, with only one in the immediate Jamaica Plain area. HJSMS could advocate for a chain bookstore in the Jackson Square Development, or a smaller, locally based store on Centre Street. A Spanish language bookstore would be a particular asset to the neighborhood. Another potential model would be a bookstore/cafe to “double-up” on usage, similar to Trident Booksellers and Café on Newbury Street.

### Furniture Store

Many of the customer surveys indicate residents’ desire for additional furniture stores. While many exist around HJS, because furniture is considered “comparison retail,” the addition of more furniture stores may actually benefit existing stores. Furthermore, since customers expressed the need for both hardware and furniture, a store that offers both, such as Economy Hardware & Homeware, would be a great addition.

### Gym/Athletic Facility

Although there are several gym/athletic facilities in nearby Fenway, Back Bay, and Roxbury, only one exists in Jamaica Plain. A franchise fitness club like Boston Sports Club would be appropriate for the Jackson Square Development if the plan for a community health center is not implemented.

### Partners and Resources

HJSMS should work with other local community organizations, as well as the developers of the new Jackson Square and Blessed Sacrament developments, in order to identify potential locations for these business types. In addition, HJSMS could conduct additional surveys in order to refine and

gauge interest in these businesses. While no funding is necessary to implement the identification of businesses, it will require staff time. In order to minimize strain on HJSMS’s resources, partnerships with other local community organizations are crucial to implementation.

Timeline: Short-term

### Strategy: Prepare and Distribute Business Recruitment Package

#### Objective

A business recruitment package is an effective way to market and attract businesses to the district. With 40,000 to 60,000 square feet of new retail space expected in the Jackson Square and Blessed Sacrament developments, HJSMS can play a key role as a matchmaker of businesses with property owners.

#### Description

HJSMS could use the business recruitment package as a means to stimulate interest in neighborhood sites, as well as reach out to “preferred” tenants. It can also be distributed to property owners, business associations and any other organization involved in business development or technical assistance, who may use it either in their own recruitment efforts or for information about the HJS marketplace.

A business recruitment package contains:

- A demographic summary of the neighborhood, focusing on statistics typically of interest to retailers
- A map illustrating the ground floor uses in the district, designating the type of retail and including names of retailers

Footprint of parcels to be developed at Jackson Square

This map, used by the City of San Jose, CA to recruit retailers, indicates the square footage of available spaces and existing retailers by type and name as well

“The neighborhood has a lot of potential because it has an interesting mix of people. The problem is that...Very few stores actually have customers from all ethnic and socio-economic backgrounds.”

- Representative, HJS Community Organization

- A package of relevant newspaper clippings and any other materials that capture the current activity and future vision of the neighborhood
- An inventory of buildings and retail space

If possible, it would be useful to include the information from the package on the website. It should also be supported by a neighborhood tour for potential retailers and a record keeping system of prospective businesses.

#### Partners and Resources

While full-time outreach and brokering are not part of HJSMS's mission or capabilities, contacting a few tenants per month and putting the interested ones in contact with local property owners and developers would be an excellent way for HJSMS to stay involved with tenant recruitment. The packages could also be distributed to community partners like JPND, Hyde/Jackson Business Association, and Urban Edge.

Timeline: Medium-term

#### Strategy: Develop and Maintain Lease Expiration Timeline for Potential Properties

##### Objective

HJSMS will have the opportunity to improve the business mix if they are prepared for storefront turnover. By anticipating vacancies HJSMS can work with property owners to recruit appropriate businesses and ensure that vacancies do not remain vacant for extended periods of time.

##### Description

HJSMS has the advantage of access to property and business owners, as well as the ability to

collect critical information in a timely manner. Although the vacancy rate on Centre Street is quite low at present, historical evidence suggests that turnover does occur every few years. HJSMS can position itself to work with property owners to recruit new businesses that match the vision for the district, maintain a desirable retail mix, and work towards developing HJS into a strong destination.

One mechanism through which to prepare for business turnover is a lease expiration timeline. There are several steps in implementing such a tool:

- Approach business and property owners to collect information on lease periods
- Develop a simple spreadsheet or database that lists all properties on Centre Street (and new developments, as they happen) and corresponding lease periods
- Consult file on a regular basis to identify properties with leases that expire in the near-term (every 18-24 months)
- Reach agreements in which businesses contact HJSMS immediately upon knowing that they will be vacating a location
- Develop standardized tasks to complete at defined time intervals as leases near expiration, such as analyzing square footage and location, identifying desired potential tenants, initiating discussions with property owner regarding transition, and contacting potential new businesses

#### Partners and Resources

HJSMS should partner with key groups, such as Hyde/Jackson Business Association, Centre Street property owners and Centre Street business owners in order to facilitate the collection and use of this information. While this activity does not

require any financial resources, it does require staff time and capacity.

Timeline: Medium-term

**Recommendation:  
Redesign District Gateways & Plazas**

Gateways to a business district define the destination and welcome the visitor to a place, while plazas provide much needed open space for recreation and community gathering. The design of the HJS gateway should reflect the character of the place, with an artistic feel, vibrant colors and a cross-ethnic flavor. In particular, it should welcome pedestrians arriving by public transit and calm traffic entering the district.

Similarly, Mozart Park and the Blessed Sacrament Church are essential elements of the HJS street life. However, they do not currently fill their potential to serve as a “living room” for the community because both cut off the green space from the street with iron fences along the sidewalks. A redesign of the entrance to Mozart Park and the Blessed Sacrament Church would allow for social activity that draws people to the district.



Hyde Square (left) and Jackson Square (right) current gateways

Figure 1: Existing Plan of Jackson Square

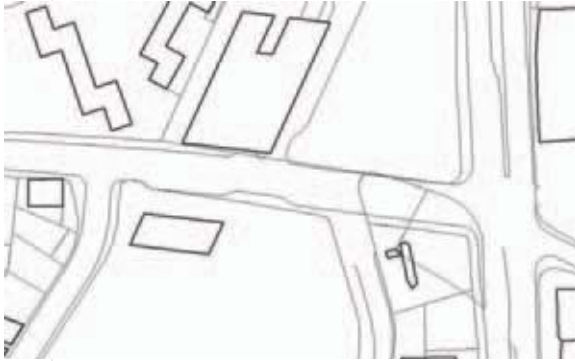
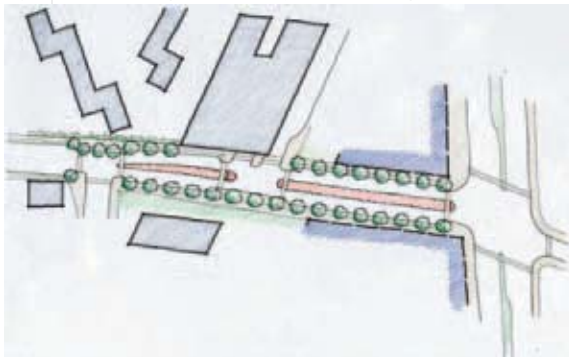


Figure 2: Plan of Proposed Gateway at Jackson Square



## Strategy: Incorporate Gateway at Jackson Square

### Description

When entering HJS through Jackson Square the walking experience is dominated by the sheer mass the of Bromley-Heath residential project and the high volume of traffic. With Columbus Avenue as a major thoroughfare to downtown Boston, thousands of motorists pass each day with no visual clue that the shopping district is around the corner. A new physical design would announce HJS in a way that suggests that it is a destination to visit.

The Jackson Square Development will introduce 40,000 square feet of mixed-use space at the edge of the district which the HJS business district does not currently include; therefore, the Project Team recommends that the Hyde/Jackson Square Main Streets (HJMS) boundaries be extended to incorporate the intersection of Centre Street and Columbus Avenue. To incorporate the intersection of Centre Street and Columbus Avenue and redefine this district gateway, HJSMS should include the following elements:

- A ten foot wide landscaped median on Centre Street at the Columbus Avenue intersection, with an artistic sign
- Bump-outs to narrow out the highway character of the Centre Street and Columbus Avenue intersection
- Enhanced crosswalks and entrances from the Jackson Square MBTA Station
- Replacement of highway lighting with pedestrian light posts
- Replacement of highway-like traffic lights with

city-scale traffic lights

- Incorporation of gateway signage into development
- Extension of the median/entrance to Columbus Avenue
- Installation of a crosswalk across Columbus Avenue

### Partners and Resources

It is more cost effective to incorporate good gateway improvements into the development of Jackson Square than it will be to make future changes. HJSMS should work with developers to ensure that a strong gateway is designed from the outset.

Timeline: Short-term



Figure 3: View of Existing Jackson Square



Landscaped median

Figure 4: View of Proposed Jackson Square Gateway



Figure 5: Plan of Proposed Gateway at Hyde Square



Figure 6: Plan of Existing Gateway at Hyde Square



## Strategy: Redesign Gateway at Hyde Square

### Description

Hyde Square is a natural landmark along Centre Street that creates a more natural gateway than where the district officially ends at the South Huntington Avenue intersection. This intersection is dominated by the 7-Eleven store, which leaves little room for attention to be drawn elsewhere. HJSMS can work to enhance this important gateway with signage and landscaping, thereby capitalizing on an opportunity to connect Hyde and Jackson Squares. Redesigning the gateway at Hyde Square would include the following elements:

- Landscaping at the traffic circle in order to create a welcoming gateway, with a prominent district sign
- Defined parking areas
- Streamlined traffic patterns
- Addition of a Center Street median
- Commissioned mural on MSPCA wall

### Partners and Resources

The Hyde Square Task Force, the City of Boston, adjacent businesses, and residents could all be involved in redefining Hyde Square. HJSMS can pursue funds from the Hyde/Jackson Square Community Benefits Trust Fund, Inc. and the City.

Timeline: Long-term

Example of Entrance Sign

Figure 7: View of Existing Hyde Square Gateway



Figure 8: View of Proposed Hyde Square Gateway



Figure 9: Plan of Proposed Plaza at Mozart Park

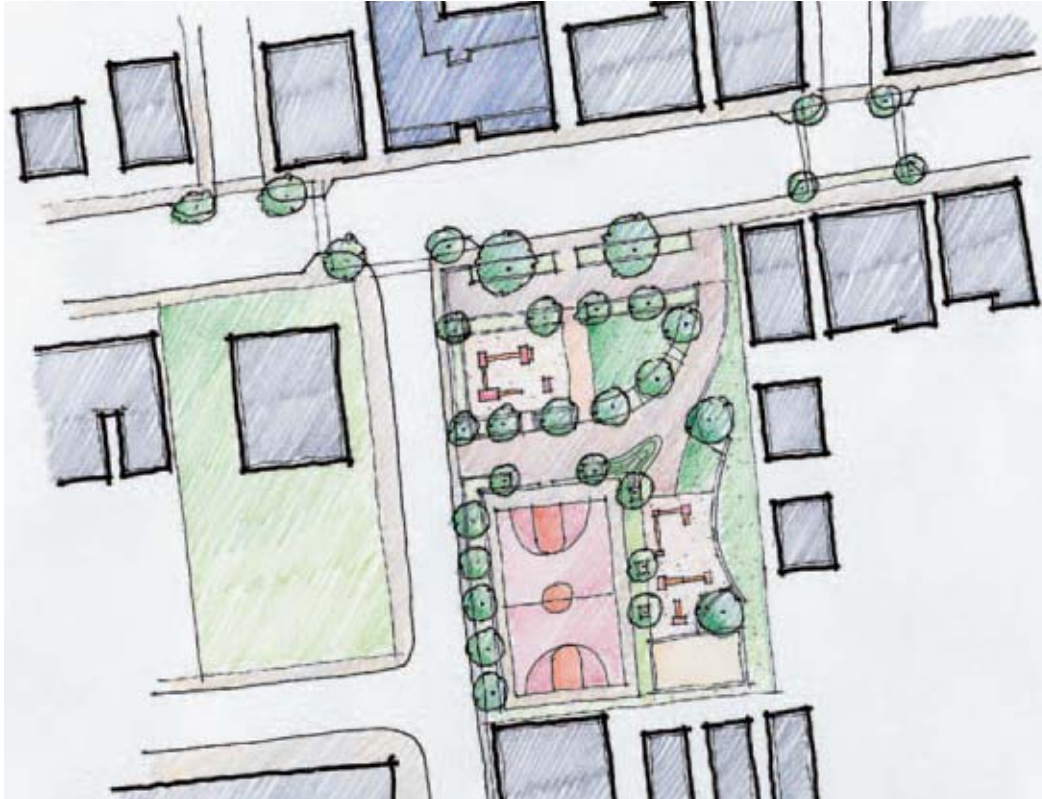


Figure 10: Existing Plan of Mozart Park



## Strategy: Expand Mozart Park Plaza

### Objective

Mozart Park is already an active center for the community with vibrant murals that reflect the community's character. However, the playground cuts off visibility of the park from the street, and there are significant dead spots, or under-used spaces that need to be repaired in order to connect to the fabric of the neighborhood.

### Description

In order to create an attractive and welcoming place for residents and customers alike, HJSMS should advocate for the reactivation of Mozart Park. A number of key elements include:

- Removal of fencing to extend park to street
- Redesigning portions to remove dead spots
- Encouraging pushcarts
- Adding chess/checker tables

### Partners and Resources

HJSMS must work on the redesign with community groups, residents, business owners and property owners in order to gain community support. Potential financial resources include the City of Boston's Small Changes Grant, other City improvement grants and the Hyde Square/Jackson Square Community Benefits Trust Fund, Inc.

Timeline: Long-term



Dead Spot in Mozart Park

Figure 11: View of Mozart Park Plaza with more pushcarts



Figure 12: Existing Plan of Blessed Sacrament Church

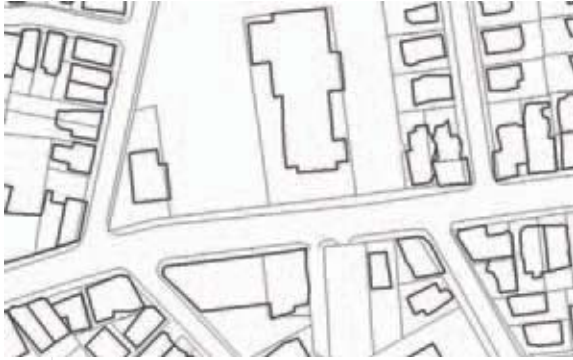
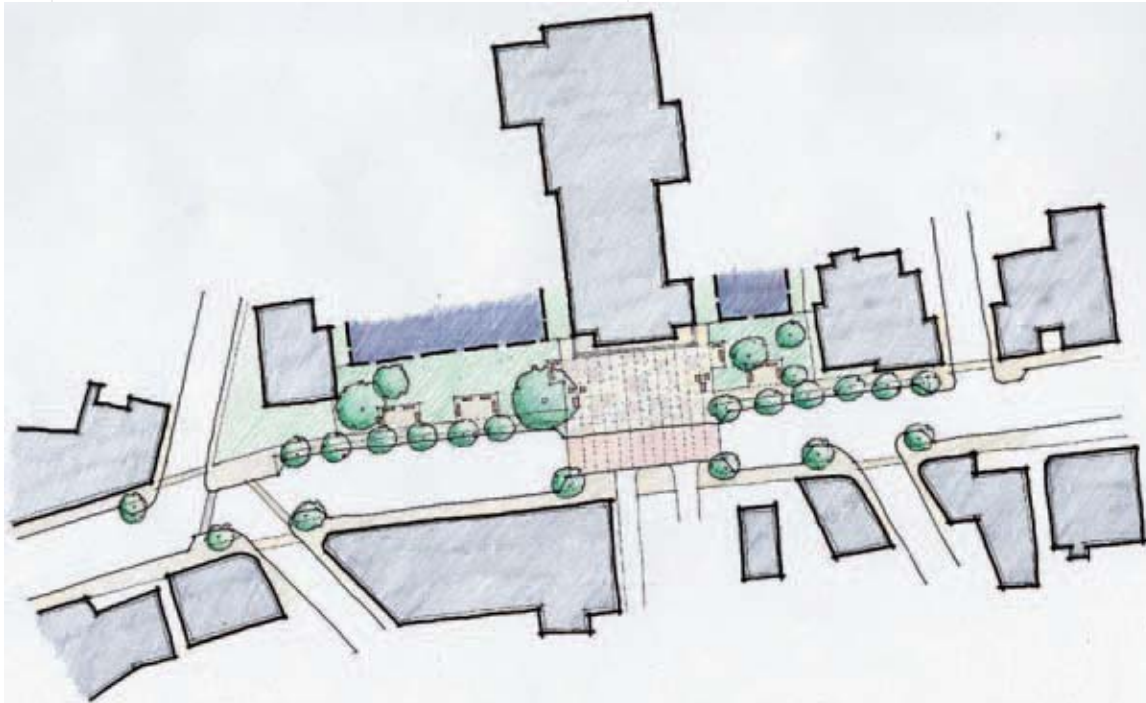


Figure 13: Plan of Proposed Blessed Sacrament Church Plaza



## Strategy: Create Blessed Sacrament Church Plaza

### Objective

The community in Jamaica Plain is losing a cornerstone public institution and place with the closing of the Blessed Sacrament Church. Because the Church is such a physical centerpiece of HJS, it is crucial to the district's identity that it continues to feel this way. Even if the interior of the Church becomes a private space, the plaza in front could be redesigned to serve as an active space. HJSMS should advocate for a plaza design that encourages social activity.

### Description

Stakeholder interviews, media coverage, and community meetings must all inform the recommendations regarding the Blessed Sacrament Church. HJSMS should advocate for a plaza at the Blessed Sacrament Church that creates new civic space for the district and encourages public interaction. Potential uses include outdoor dining, street vending, and chess/checkers tables.

The street in front of the Church can be closed during events to allow the plaza to extend out to the street, creating a beautiful space for events. The plaza might also be designed to create space for pushcarts.

A number of recommended elements include:

- New building setback in line with Church façade
- Removal of fencing to create usable green space
- Addition of small paved areas with benches
- Repaving the plaza to make it more pedestrian-friendly, using materials like brick pavers (i.e. pavers that allow for water absorption)
- Repaving portions of the street in front of Church
- Addition of bump-outs to extend the plaza and define parking
- Addition of chess/checker tables
- Addition of paved area to allow outdoor seating for restaurants and cafés

### Partners and Resources

While the selection of the redevelopment proposal is not open to the public process, neighborhood activism could have an impact on the ultimate decision of outdoor space. HJSMS should continue to stay involved in the process and inform the business community of the process. Potential financial resources include the City of Boston's Small Changes Grant, other City improvement grants and the Hyde Square/Jackson Square Community Benefits Trust Fund, Inc.

Timeline: Long-term

Figure 14: View of Existing Entrance to Blessed Sacrament Church



Figure 15: View of Proposed Blessed Sacrament Church Plaza







Strong commercial districts require local community actors to coordinate different improvements and build consensus on physical and economic goals. Hyde/Jackson Square Main Streets (HJSMS) is well-poised to play a leading role in such an effort in Hyde/Jackson Square (HJS). Through its relationships with business owners, community groups, residents, property managers and developers, and local government, HJSMS has a good perspective on the range of ongoing projects in the district and can employ several strategies to facilitate the work of others.

### Recommendation: Implement Design Initiatives

HJS is characterized by buildings in fair to good repair and of varying typology. In order to maintain a continuous look and feel of the district and create a real sense of identity, HJSMS can pursue strategies to inform the design of new or renovated buildings.

### Strategy: Apply New Building Design Criteria

Vacant lots, along with residential and institutional uses, create breaks in the continuous retail frontage. These lots reinforce the sense of fragmentation between the two squares and the lack of distinct gateways. Plans are underway for in-fill development on several of these lots, the largest of which is the Jackson Square Development. Because of the power of these lots to break continuity in the district, it is critical that the developments fit the character and needs of the neighborhood.

HJSMS can create a set of criteria by which

to evaluate new buildings. HJSMS can then either advocate for changes to the planned developments, or announce their support for a development based on these criteria (and other considerations, as appropriate). Having standard criteria will allow HJSMS to ascertain whether the building fits the neighborhood, without needing a complex set of design guidelines.

### Description

The following are suggested for the first draft of the New Building Design Criteria, which can be reviewed and revised by the Design Committee and adopted by the HJSMS Board of Directors:

- The height of the new structure should be consistent with the height of buildings on adjoining lots as well as those across the street in order to maintain a consistent street wall. If the building is taller, the additional floors should be set back from the front façade. One-story buildings should be avoided.
- The front façade of the building should come up to the right-of-way (i.e., the front set-back should be as small as possible) in order to maintain a consistent street wall. Buildings that are set back from the right-of-way should have public spaces (e.g., seating areas and landscaping) in the front setback area.
- The ground floor of the building should have retail uses facing the street that preserve continuity. Non-retail uses, such as offices, should have their public areas facing the street. Blank, non-transparent walls should be avoided.
- The ground floor façade of retail uses should be at least 50% transparent (i.e., have glazed shop windows) in order to promote visibility from the street. The ground floor façade of non-retail

Design guidelines can promote multi-use developments that encourage active street life

**“If it is reasonable and the voice is loud enough, it gets done. Unity and organization of the neighborhood guarantees success.”**

*- Representative, HJS Community Organization*



After: Vacant Lot across from Mozart Park



Before: Vacant Lot across from Mozart Park

uses should be as transparent as possible in order to promote visibility and prevent “dead spots” within the retail district.

- The upper floors of the buildings should have residential or institutional uses, allowing active uses on upper floors. In-active uses like storage should be minimized.
- The upper floor facades of buildings should be as transparent as possible in order to avoid “dead spots” within the district. Blank, non-transparent walls should be avoided.
- Articulated, well-designed façades should be encouraged, while completely flat, unarticulated façades should be avoided. This will enhance the architectural character of the district.

#### Partners and Resources

HJSMS should delegate further development of the New Building Design Criteria to its Design Committee. The committee should consider working with the Boston Redevelopment Authority and neighborhood architects/developers regarding drafts of the criteria. HJSMS should also work with developers of new buildings regarding the development and use of the New Building Design Criteria.

Timeline: Medium-term

#### Strategy: Coordinate Operation Color

HJS is a colorful district—business signage, district signage, and residences in vivid hues are some of the district’s most striking physical characteristics. A tour of surrounding commercial districts reinforces the power of the color palette in signaling one’s arrival to HJS. HJSMS can actively encourage the use of color in the neighbor-

hood as a way to expand and enhance this unique characteristic.

#### Description

HJSMS should be conscious of opportunities to point out and celebrate the colorfulness of the district. One activity through which to accomplish this is a coloring contest in which children draw pictures of their favorite, and most colorful, sight in HJS. Another activity could document on the HJSMS website before and after photographs of buildings that receive a new paint treatment or signage.

#### Partners and Resources

Potential partners include all property and business owners in HJS, families with children, local paint stores, and signage businesses.

Timeline: Short-term

### **Recommendation: Facilitate Greater Technical Assistance**

Existing and incoming businesses in HJS have a multitude of needs. While HJSMS is able to directly address some of these, other needs are best addressed by agencies and organizations in Boston specializing in specific types of technical assistance. HJSMS is well-positioned to connect businesses with such agencies and organizations, thereby increasing the ability of businesses to survive and adapt to changes in the surrounding neighborhood.

HJSMS recently produced a brochure entitled "HJSMS Business Development Priorities," which describes (in broad terms) some of the support



Before: Residential Buildings on the South Side of Centre Street between Mozart Street and Wyman Street



After: Residential Buildings on the South Side of Centre Street between Mozart Street and Wyman Street



Sonia's Bridal Center

BusinessLINC Boston is a small business assistance program that connects neighborhood businesses to training, loans, and incubator space.

it offers to businesses and property owners. The following strategies build on this brochure.

### Strategy: Create and Distribute Key Technical Assistance Contacts

In order to better provide technical assistance to HJS businesses, HJSMS needs to partner with other organizations outside of the district. By facilitating access to these organizations, the businesses in HJS will be better able to address changes within the district.

#### Description

An integral first step to building relationships and business capacity is an informational pamphlet that provides the contact information of technical service organizations for small business owners. The pamphlet could include resources that provide assistance on topics such as permitting, licensing, zoning, marketing, and other business consulting services. Such a list of resources can be compiled through collaboration with other Main Streets and local organizations that focus on economic development.

#### Partners and Resources

Potential partners include the Massachusetts Association of Community Development Corporations, technical assistance providers (e.g., Jamaica Plain Neighborhood Development Corporation, Jewish Vocational Services), and business advocates, such as the Hyde/Jackson Square Business Association. The more partners who join the effort, the fewer the resources each will need to contribute in staff and funding to produce the informational pamphlet. Membership dues are appropriate sources of funding for this strategy.

Timeline: Short-term

### Strategy: Provide Assistance to Negotiate Alternative Lease and Ownership Structures

Rising rents and property values, spurred from the increased interest in Jamaica Plain, could act to displace many locally-owned businesses. HJSMS and local businesses thus need to proactively address the situation by securing business owners in their locations.

#### Description

Several methods exist to broker favorable leases and facilitate ownership to encourage business sustainability in the district. These methods include assisting in negotiating longer leases to protect businesses from rent increases and displacement.

Negotiating various levels of ownership would help reduce the cost of purchasing commercial space. The conversion of leased space into condominiums reduces the acquisition cost because business owners would not have to purchase the entire building to retain their commercial space. This option could occur on the private market or could be facilitated by local organizations, such as HJSMS. Cooperative ownership offers another opportunity for commercial ownership, where a few business owners or a local community organization could buy a building with several retail spaces in order to service their commercial needs.

#### Partners and Resources

Potential partners include current businesses, property owners, and other Main Streets programs that have successfully aided businesses in brokering more favorable lease or ownership opportunities. It is important that HJSMS not position itself

in opposition to property owners, but rather act as a facilitator for developing favorable outcomes for businesses and landlords. Necessary resources include staff time to work with businesses and landlords, as well as time to attend workshops/conferences on this subject.

Timeline: Medium- to Long-term

### Strategy: Initiate Mentorship Program for Existing Businesses

HJS is a vibrant business district with a range of business types. From mom and pop shop to national retailer, from recently opened to decades old, from corner grocery store to bowling alley, these businesses have unique characteristics that add up to HJS. HJS is also a neighborhood of activists, residents, and business owners alike who are often involved in multiple community groups. Despite these impressive characteristics, HJS also faces changing demographics and economics, as well as the typical struggles of small businesses. Anecdotal evidence suggests that while there are a number of organizations and partnerships that support the businesses, many business owners do not know anyone other than their most immediate neighbors. A mentorship program that connects businesses and residents through networking, sharing of expertise, and sharing of experiences, is one way to address these challenges.

#### Description

The mentorship program would be used for business retention and enhancement. It would also serve to bring together business owners, residents, and local partners for a productive exchange of skills and ideas, building new relationships within the neighborhood.

HJSMS should create and direct the mentorship program. Responsibilities include: identifying and recruiting “local experts” to participate, setting up monthly schedules for presentations and one-on-one consultation, managing costs, and marketing the program. HJSMS would also need to create a feedback loop to monitor the program’s successes and make improvements.

A mentorship program could be structured in many ways. One possibility is to secure a minimum commitment for mentor and business owner of four-eight hours per month for three-six months. Meeting times, topics, and other elements of the relationship could be left to the businesses themselves. HJSMS might also consider providing some basic materials, such as a list of talking points and potential topics. HJSMS might also host meetings at which mentors meet to talk about their experiences and share ideas for improving their mentoring.

#### Partners and Resources

HJSMS should consider BusinessLINC Boston’s mentorship program for reference and ideas, and possibly as a partner. BusinessLINC Boston is a program run by the Jewish Vocational Service’s Neighborhood Business Builders. Additional partners include business owners, residents, and organizations that have special skills to share with existing business owners at very low or no cost. It might also be worth looking outside the neighborhood for mentors, especially local business schools.

HJSMS should also look to the Hyde/Jackson Square Business Association, Jamaica Plain Neighborhood Development Corporation, and resident neighborhood groups. This strategy does

Stores on the south side of Centre Street near Hyde Square



Tacos el Charo door

require staff time and some limited advertising. The Economic Restructuring Committee may take on outreach for this project. Putting together the basic agreement and questionnaire may be a suitable project for a student intern.

Timeline: Short to Medium-term

### **Recommendation: Expand Consumer Market Via Advertising**

Many of the stores in HJSMS have the potential to attract customers from far beyond the HJS boundaries. Their drawing power would be significantly enhanced by a coordinated marketing campaign, as few stores have the resources to cost-effectively target these resources independently. Cooperative marketing also serves as a precedent for more advanced partnerships among the business.

### **Strategy: Create District Wide Advertising Campaign**

In order to put forth a consistent and comprehensive picture of HJS, modified for different consumer segments, HJSMS can work with local businesses to coordinate a district-wide advertising campaign.

#### **Description**

HJSMS should coordinate and implement district wide advertising that sells the image of HJS to a market outside of Jamaica Plain. The effort might include purchasing regular advertising blocks in targeted media, producing district-wide brochures, writing press releases, and pitching stories.

Partners and Resources

Potential partners include district businesses and media outlets. Advertising costs could be paid by membership dues, the general fund, or fundraising through special events.

Timeline: Medium to Long-term

### **Strategy: Publish Press Releases and Pitch Stories**

Journalists and writers outside of HJS may not be aware of the district's unique attributes, businesses, and events. By writing press releases and pitching stories, HJSMS can encourage timely publicity from a third-party source that will reach additional audiences.

#### **Description**

HJSMS should publish press releases covering business openings and awards, major initiatives, and events. Press releases are typically one-two pages in length and include a brief description of the facts of the story as well as a few quotes from those involved, particularly from persons in positions of authority or fame. HJSMS should also pitch stories to select journalists at a variety of publications. This could take many forms: encouraging visits from restaurant critics, highlighting a unique store's product in the lifestyle section, or promoting human-interest stories drawn from business owners. HJSMS can also reach out to writers of guidebooks and related publications.

#### **Partners and Resources**

Potential partners include businesses, property owners, community organizations, journalists, editors, and guidebook writers. HJSMS should particularly encourage businesses to share ideas for stories. Capital requirements for this strategy

are limited since most media outlets require no cost. However, staff time will be needed for outreach to businesses and media.

Timeline: Short to Medium-term

### Strategy: Continue Outside District Joint Marketing Campaign

Many stores in the district are attracting different customer bases that could potentially also shop at other stores in the district. Through joint advertising, businesses can potentially gain additional customers with little threat to their own customers. Despite the potential for attracting new customers, however, businesses are often skeptical of their ability to access broad-based print and radio media. Joint marketing spreads the cost of advertising, and HJSMS can help businesses become more comfortable with these opportunities by providing information and support.

HJSMS has advocated for and organized joint marketing in the past, but found it difficult because business owners lacked confidence in tangible benefits. Because joint marketing has proven to be an asset for many other commercial districts, the Project Team recommends that HJSMS continue to encourage businesses to market jointly and focus on efforts that have clear performance measures and likely success.

#### Description

HJSMS can use a list of relevant pricing for advertising in a variety of media to demonstrate the affordability of such interventions, as well as encourage cooperation among storeowners. Appendix 5 includes a list of advertising opportunities in Boston and New England, both with and

without a Latino focus. An incremental approach offers the best strategy for convincing businesses to pursue joint advertising, and opportunities to include performance measures, such as coupons, can help businesses attribute advertising sale gains.

HJSMS can suggest that certain business clusters create a piece together, such as a group of restaurants advertising dining opportunities in the district—“Thursday Night Supper in Hyde/Jackson Square, A Delicious Experience Every Time.”

#### Partners and Resources

Potential partners include the Hyde/Jackson Square Business Association, as well as different media outlets. Staff time and potentially purchasing the first few blocks of advertising are anticipated cost outlays for this strategy, which can be funded through dues or specific events, such as marketing workshops.

Timeline: Medium-term

### Strategy: Implement Intra-District Joint Marketing Campaign

As discussed in the previous strategy, joint marketing can help bring new customers into the district and attract existing customers to new businesses.

#### Description

Participating stores can utilize small flyers that suggest other retail options in the district to be visited while customers await completion of a given service. The flyers do not need to be complex—one-quarter sheet of colored, regular paper would suffice.

#### Sample News Story

Parade, festival will honor heroes of Cinco de Mayo  
Fruitvale District prepares to serve up food, music and Mexican heritage

By Cecily Burt, STAFF WRITER

Inside Bay Area OAKLAND — On May 5, 1862, a poorly armed band of Mexican soldiers led by General Ignacio Zaragoza Seguin — and outnumbered 3-to-1 — did the improbable by defeating a well-outfitted French army bent on taking over the country.

Alas, Mexico’s armies, wracked from decades of internal conflict and bloody wars, could not hold back another wave of 30,000 fresh troops sent by Napoleon III, who eventually took over Mexico City and installed a new ruler, Archduke Maximilian of Austria.

But to this day, the determined Mexican militia’s brave and glorious defeat of the French at the forts of Loreto and Guadalupe, near the city of Puebla, is singled out every year as a historic and patriotic symbol of might vs. right. Cinco de Mayo is celebrated as a national holiday in Mexico and throughout the western United States.

On Sunday, Oakland’s Fruitvale community will hold its annual Cinco de Mayo parade and festival. Tens of thousands of people from throughout the Bay Area will converge to enjoy the alcohol-free event, which features food, music and a chance to learn about Mexico’s rich heritage....

Advertisement from District del Sol

#### Partners and Resources

HJSMS should identify businesses that are located in close proximity and might share the appropriate characteristics for such an effort. The Hyde/Jackson Square Business Association might be a further useful resource for determining which stores can work in conjunction with one another. HJSMS might want to share the design and printing costs for the initial flyers, which should be minimal.

Timeline: Short-term

#### Strategy: Create Targeted Marketing Campaign

Targeted marketing can be a more cost-effective way to attract additional customers. There are two discrete groups of customers that may be effectively targeted: regional Latinos and young adults.

There is a very large Latino population in the greater Boston area that represents a large market for HJS businesses. These groups are often geographically clustered and have a distinct set of media outlets. Primarily utilizing these outlets will allow for more cost-effective and targeted marketing. In addition, a number of community events in these areas offer good opportunities for reaching these groups. Finally, if these communities can be drawn to Jamaica Plain by events, they may return repeatedly.

In addition, Boston is home to considerable student and young adult populations served both by student newspapers and the independent press. These groups typically pass on information quickly through word-of-mouth. They are also among the most likely to seek ethnic and affordable destinations for eating and shopping.

#### Description

HJSMS should use the marketing suggestions—district-wide marketing, press releases/pitching stories, website development, and joint marketing to address these targeted markets. As with any coordinated marketing campaign, it will require HJSMS to recruit and coordinate with businesses.

To attract the regional Latino population, HJSMS can utilize the Latino press to disseminate information about events that appeal to different constituencies and develop relationships with regional Latino organizations. In addition to radio and print media, the distribution of flyers and other on-the-street advertising may also prove to be powerful.

To attract the young adult population, particularly students, HJSMS can utilize student newspapers and the independent press, establishing relationships with campus ethnic organizations (i.e., tables during orientation periods), and universities (i.e., potential for catering/purchase contracts).

#### Partners and Resources

Potential partners include Latino and student organizations, Latino media and the independent press, businesses, and East Boston Main Streets (another district with a large Latino population). Like other marketing strategies, staff time is required; however, such marketing should be largely paid for by businesses.

Timeline: Medium-term



### Recommendation: Address Neighborhood Safety Issues

The ongoing issue of neighborhood safety in HJS poses a major obstacle to its growth as a thriving retail destination. Statistics for Centre Street indicate that the district experiences the type of crime typically associated with an urban area, including residential and business break-ins, vehicular hit and runs, drug dealing, larcenies, and vandalism. Although opinions vary about the severity of criminal activity and general safety, it is clear that there are distinct areas along Centre Street that could be improved, especially during the nighttime. These include the Jackson Square MBTA station, Bromley-Heath residential project, Mozart Park, Forbes Street, Sheridan Street, and Gay Head Street.

In response to this situation, residents and police have taken action. Residents have formed numerous successful crime watch groups to educate the community about safety issues and monitor their neighborhood. Meanwhile, Police District E-13 (which covers the majority of Jamaica Plain) has implemented several safety programs, including “Operation Eyes & Ears,” to promote neighborhood vigilance, anti-graffiti campaigns, and provide seminars on commercial robbery prevention. In addition, HJSMS and community organizations have successfully worked towards the removal of grates from storefronts, which often prevent police patrols from safeguarding property.

In order to support these resident and police successes, business owners also need to strengthen their crime prevention efforts and collaborate with existing initiatives. Discussions with stakeholders have suggested that a divide exists between residents and business owners on this issue,

and that stronger links between the groups could be made. For example, anecdotal evidence has indicated that businesses often allow youth to loiter on sidewalks, which runs counter to resident desires. HJSMS can thus play a key role in facilitating partnerships between business owners and resident groups which collaboratively address neighborhood safety and crime prevention.

### Strategy: Facilitate the Creation of a Business Crime Watch in HJS

HJSMS has an opportunity to take a lead role in working with business owners, the police, and community groups to address these safety issues through new partnerships. Different options exist to tackle such an initiative and additional research and discussions with stakeholders are required by HJSMS. One organizing model is the neighborhood crime watch. Typically formed by residents, HJSMS could work with business owners to explore founding a business crime watch organization for Centre Street.

#### Description

The Washington Gateway Main Streets program initiated such a project and confronted challenges in implementation; HJSMS could learn from this precedent and work to alter the model. Steps in this activity would include:

- Gauge business owners’ level of concern about crime prevention and interest in neighborhood safety organization
- Facilitate meeting with interested business owners to explore founding of business crime watch
- Network with Washington Gateway Main Streets



Mozart Park, often cited as a nighttime safety concern

and HJS resident crime watch groups to better understand the model

- Identify leaders among business owners and collaboratively create a crime watch organization

**Partners and Resources**

Potential partners include the Hyde/Jackson Business Association, Community Service Officers at District E-13 Police Precinct, Boston Police Neighborhood Crime Watch, and existing HJS crime watch groups. Potential resources include the Community Capacity Development Office of the U.S. Department of Justice, as well as other HJS crime watch organizations.

Timeline: Medium-term

**Strategy: Explore Other Crime Prevention Programs**

In addition to the Business Crime Watch organization, numerous other models exist through which HJSMS could promote neighborhood safety and business crime prevention. A major obstacle for business owners is a lack of financial resources for security equipment. HJSMS could explore alternatives to security systems, as well as partnerships with community organizations already implementing safety projects.

**Description**

HJSMS can encourage business participation in numerous existing safety initiatives in HJS, as well as explore implementing its own programs and producing informational materials geared towards business owners. Specific activities include:

- Replicate “Stop, Walk & Talk” program, initiated by Jamaica Plain Neighbors for Neighbors

at the Stony Brook MBTA station, at the Jackson Square MBTA station in order to encourage commuters and visitors to HJS to walk together during off-peak hours

- Produce an educational pamphlet, based on police guidelines, that explains safe cash register placement, alarm installation, and proper locks
- Organize a business training session on crime prevention, in partnership with community service officers
- Prepare guidelines that detail proper window signage to maximize visibility
- Explore costs of bulk purchases for new locks, security cameras, and other crime prevention equipment for businesses
- Participate in “Jamaica Plain Name Day,” organized by Jamaica Plain Neighbors for Neighbors, which introduces residents to business owners and opens new channels for communication

**Partners and Resources**

Potential partners include the Hyde/Jackson Business Association, Community Service Officers at District E-13 Police Precinct, Boston Police Neighborhood Crime Watch, existing HJS crime watch groups, and Jamaica Plain Neighbors for Neighbors. Resources include Community Capacity Development Office of the U.S. Department of Justice, and other HJS crime watch organizations.

Timeline: Short-term





Capacity building within Hyde/Jackson Square Main Streets (HJSMS) will help the organization manage change internally, as well as work strategically to facilitate positive change within the neighborhood. The Project Team recommends two courses of action: clearly defining what the organization is and what role it plays within the neighborhood, and increasing the organization's visibility and accessibility through planned personal contact and media use. These recommendations are intended as a means to foster reciprocal relationships within the organization as well as within the community and the larger Boston region. Relationships within and outside an organization are predicated on knowing what the organization is, how it is organized, and what it is doing.

The Project Team believes that it is essential that HJSMS:

- Define its mission and goals
- Define its roles within Hyde/Jackson Square (HJS) and Boston, and set a policy for action by taking on the roles of partner, collaborator and centralized manager
- Make the organization more visible and accessible
- Expand leadership, staff, committee members, and overall membership

HJSMS could build its capacity, relying on the existing committee structure (Organizational, Economic Restructuring, Design, and Promotion). All committees should be active, have a balanced number of leadership positions, and should not share leadership personnel.

### Define HJSMS Mission and Goals

The by-laws of HJSMS, last amended June 16, 1998, outline the seven purposes of HJSMS. While the purposes stated in the by-laws explicitly define the various functions performed by the HJSMS organization, the defined purposes are outdated and do not provide specific detail on the HJSMS mission and goals. HJSMS should redefine and simplify its overall organizational mission.

The Project Team suggests the following mission for HJSMS to consider:

- Create a network among business owners, property owners, and residents in order to create mutual support and achieve common goals
- Support business retention and recruitment through technical assistance, beautification, marketing, events, and advocacy
- Support residents through promoting beautification, safety, and activism in the community
- Assist the community by enhancing the commercial district and multicultural dynamism through partnering and collaborating, as well as helping to develop and promote a coherent community vision

In addition, specific committees should be individually guided by sub-missions:

### Organization

The Organization Committee builds partnerships, raises funds, oversees financial management and budgets, and recruits volunteers.



The Ultra Beauty Shop

“A lot of things do not get done because the community is not organized enough or the voice is not loud enough.”

- Representative, HJS Community Organization

### Economic Restructuring

The Economic Restructuring Committee develops strategies in partnership with the community and Boston which aim to distinguish Centre Street as a successful commercial corridor, while strengthening and diversifying the economic base.

### Design

The Design Committee enhances the physical appearance of Centre Street by encouraging contextual new developments, developing signage guidelines and new building design criteria, and enabling solutions for litter and cleanliness.

### Promotion

The Promotion Committee markets district assets to customers, residents, and potential investors by partnering with organizations and businesses to sponsor events, create merchandise, and engage the media.

Overall, HJSMS should aim to enliven the uniquely diverse destination of HJS while unifying the community.

### Define HJSMS's Roles within HJS and Boston

The Project Team recommends that HJSMS develop a policy for when to act as a partner, collaborator, or centralized manager. This will be beneficial in managing increased membership and activities performed by HJSMS.

In all these efforts, HJSMS should pursue recognition for its work by promoting its name and relationship with collaborating organizations.

### Partner

Partnerships will enable HJSMS to reinforce community networks and accomplish more for the district with less resources. When working with existing businesses and organizations HJSMS should seek leadership positions, but aim to share work, in addition to financial and other responsibilities. Examples of the partnership role from the suggested strategies include the flowerboxes and trash can beautification.

### Collaborator

Acting as a collaborator or information broker is an excellent way for HJSMS to share its expertise and knowledge. Because of the many various organizations in HJS, having one organization serve (as much as possible) as a central place for information would be extremely useful. There are a number of ways that this role might be employed. HJSMS might choose to gather and present information for existing businesses and residents who will be able to access this information as needed. An example of this role from the suggested strategies includes the business mentorship program.

Another way is for HJSMS to take an active role in the exchange of information, such as with the major development projects. HJSMS should stay involved in these projects by holding regular meetings with the developer, especially in regards to the design of new buildings and retail tenancing. HJSMS can facilitate the business mix strategies by maintaining open communication and pursuing its own business recruitment. Identifying HJSMS members who are involved with or have connections to the projects would be particularly useful in setting up a relationship with the development

projects. HJSMS should also expand its district boundaries to include the Jackson Square development site, including across Columbus Avenue. There are also several suggestions for engaging the developments through funding relationships in the funding section.

### Centralized Manager

HJSMS is in an excellent position to lead and actualize the strategies described in this plan, as well as to identify community needs on an ongoing basis. HJSMS can serve as the repository for visionary strategies that involve businesses, residents, and other organizations. There are no other organizations that have the same potential breadth of membership, while retaining a focus on the vitality of the commercial district. Examples of this role from the proposal include the new building design criteria.

### Increasing the Organization's Visibility and Accessibility

HJSMS's leadership and accomplishments could be better promoted through increased strategic public outreach. This section includes a list of strategies for improving visibility, accessibility, and transparency. Some of these suggestions are based on enhancing work already undertaken by HJSMS.

### Joint marketing in media

Continue promoting the HJSMS name as well as HJSMS's activities (current and future), accomplishments, and relationships with other organizations (including corporate sponsors). This can be done through press releases, news story pitches, advertisements, and simply building relationships with the media.

### Physical location of HJSMS office

HJSMS currently occupies a second floor office in the back of the United Baptist Church. The office is not at all visible from the sidewalk. A large sign that can be seen from Centre Street would be a daily reminder to businesses and residents of HJSMS's dedication to the district, as well as a way-finding sign for visitors to HJSMS's office. The sign should indicate the office location and incorporate the logo and a brief slogan.

HJSMS might also consider utilizing window space or another small space along Centre Street. While street frontage should be primarily reserved for retail uses, there may be spaces that are less attractive to retailers but could make an excellent welcoming and informational office for HJSMS (e.g., shallow spaces, former commercial office spaces and spaces that have frequent turnover).

### Leadership visibility

While HJS is a relatively small neighborhood with many interconnections between residents and employees, there are still people who know little about the staff of HJSMS. Because so much of a community organization's power to accomplish community goals comes from personal interaction and trust, there is great value in promoting the



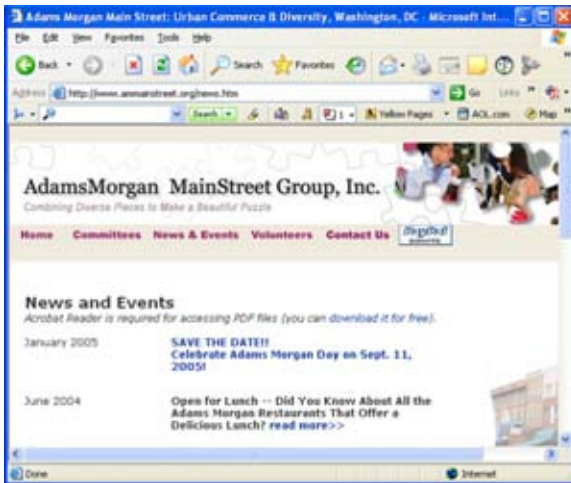
The JP Centre/South Main Street website explains committee functions and provides member lists



The Washington Gateway Main Street webpage provides staff biographies, which helps personalize the organization



The Cultural Development Corporation effectively uses its website to publicize its accomplishments



Adams Morgan Main Street's webpage provides a model for promoting news and events

charisma of the leadership and committee members of HJSMS. “Pounding the pavement” is the most straight-forward way to build relationships, yet HJSMS Board Members and staff have limited time for this activity. Therefore, other means for getting faces, names, and personalities out to the households and businesses should be sought. For example, leadership could seek exposure in newspaper articles and television appearances and through biographies posted on the website.

### HJSMS website

Currently, HJSMS has the rights to the Internet domain name, www.hydejakson.org, but the website has not been fully developed. A well-designed website is an important source of information by which to leverage and mobilize resources between the organization and the public. Through a website HJSMS can have an indirect, yet constant public outreach campaign.

The website can hold a tremendous amount of information that can be updated in real time. As more and more people invest in Internet access at work and at home, having a website becomes part of legitimizing an organization. In the interest of time and money, the most important information for the website should be programmed first. This information includes HJSMS’s mission and goals, biographies of the Board Members and staff, committee descriptions and members, key HJSMS accomplishments, current activities, future/planned activities, volunteer/meeting information, sponsorship/donation information, and a directory of all businesses. The directory is especially important because many people use the Internet to look up businesses for hours, directions, and simply to see what retail options are in a given neigh-

borhood. To fulfill the directory’s goal of informing and attracting potential shoppers, it should list all businesses regardless of whether they participate in HJSMS activities. However, member businesses could be given special attention through color, graphics or hyperlinks. As much as possible, the website should be presented in both Spanish and English.

### Expand Leadership, Staff, Committee Members, and Overall Membership

#### Leadership

HJSMS is fortunate to have numerous strong leaders involved in its activities. However, many of these people are stretched due to their commitment to multiple HJSMS committees and other organizations. HJSMS could use opportunities like membership drives, surveys, and the mentorship program to uncover new leaders. In particular, HJSMS might look for additional residents (who do not own businesses in the neighborhood) and City staff (e.g., Boston Redevelopment Authority) to recruit for their perspective and connections.

#### Staff

In the long-term, HJSMS may be able to fund two or more full-time positions. In the meantime, it is critical to maximize the efficiency of the staff by separating tasks out that need to be done by them, as opposed to those tasks that could be completed by volunteers or student interns.

HJSMS should make an effort to recruit one student intern year-round. In addition to administrative tasks (e.g., maintaining mailing lists), student interns could be selected based upon their



skills. For example, a college student (or possibly high school student) studying web design could present an excellent opportunity for building the HJSMS website. Interns can often be “paid” via course credit, through work study programs, or small stipends.

### Committee Members

Currently there are multiple people who serve on more than one committee. Instead of overextending current committee members, HJSMS should encourage new volunteers. Committees should set clear work plans for the year, approved by the Board of Directors, with tentative milestone dates.

Committees should also make an effort to record their accomplishments and define roles, as well as offer opportunities for others to get involved.

Currently, one of HJSMS’s committees is inactive (Promotions) and another is bordering on inactive (Design). Both committees should be revived. The role of the Promotions Committee is particularly important vis-à-vis this set of goals and recommendations. Promotion of HJSMS and HJS is critical and this committee should be reactivated in order to play a pivotal role.

### Membership

HJSMS should pursue a membership program (see funding section). In order to announce and secure members, HJSMS should pursue a membership drive directed at increasing participation of businesses, residents and youth. Membership would help build a sense of accountability and mutual support for HJSMS and member businesses. At a minimum, all businesses in the district should know the role of HJSMS- anecdotal

evidence suggests as many as 20% may not currently know of or understand HJSMS. Likewise, as many residents and youth as possible should be aware of HJSMS and the resources it provides. Each type and level of membership should convey direct, as well as indirect benefits to members.

There are a number of challenges to launching a membership drive in HJS at this time, including: 1.) HJSMS’s role as an organization is not clear to some businesses and residents, 2.) HJSMS shares common interests with the existing Hyde/Jackson Business Association, 3.) HJSMS may not have an accurate picture of what potential members would like to see HJSMS doing, or what they would like to receive by being a member of HJSMS.

These challenges can be met by taking on three simultaneous efforts:

- Creating transparency through developing a website, sending newsletters about goals, roles and advantages of HJSMS
- Clarifying what additional support HJSMS could provide that would make membership worthwhile
- Increasing visibility by immediately implementing a bold, but achievable project

For example, HJSMS might pursue the flower-boxes or a concert series, and then couple the membership drive with a door-to-door survey. The director of HJSMS should conduct the door-to-door survey so businesses, residents, and youth can get to know her face, and HJSMS, more personally. The membership drive could then be followed with another event or program, this time targeted at benefitting members, such as the mentorship program.



In order to enact the goals and strategies presented above, Hyde/Jackson Square Main Street (HJSMS) must develop a number of revenue streams. These sources of revenue can be used for general HJSMS activities, the implementation of certain key projects, or simply to expand HJSMS's exposure in the neighborhood.

There are four main elements to expanding the funding opportunities for HJSMS:

- Membership Program
- Merchandising
- Revenue from New Developments
- Targeted Program Grants

### Membership

Membership is a means for HJSMS to formalize its relationship with businesses, which may make it easier to coordinate input and support, as well as implement programs. Having a membership program will also help institutionalize HJSMS in the neighborhood, and ensure funds are available to provide services.

Membership should be structured to confer numerous benefits to businesses, residents and youth. The benefits of membership and the mission of HJSMS should be clearly presented, so it is apparent how membership in HJSMS is different from membership in the Hyde/Jackson Business Association and resident groups. Membership could be showcased through publicly displayed window decals.

Benefits offered to member businesses could include technical assistance, not offered by other organizations, such as the mentorship program, and networking opportunities with residents. Another benefit could be direct involvement in

HJSMS efforts to help enhance the overall district image.

HJS residents and youth can also demonstrate their commitment to the district by joining HJSMS. Resident membership can broaden both vision and support for the district. Additionally, having resident and business memberships creates greater networking opportunities and reinforces the relationship between the commercial district and the surrounding residential communities.

Youth membership is a crucial part of the membership program. Because the district continues to change and evolve, they can play a key part in creating an institutional memory. Youth involvement in community activities, such as flowerbox construction or mural painting, can also bridge the divide between businesses and residents.

To promote residential involvement, a HJSMS resident membership card could entitle the holder to discounts at local stores, reduce the entrance fees for HJSMS events and promotions, and provide access to special neighborhood activities.

Overall, membership offers the entire district access to a broader constituency and support network. It also reinforces the symbiotic relationships between businesses, residents, and youth.

Currently many other Boston Main Street districts utilize membership programs. Mission Hill Main Street uses a graduated fee system that charges \$50 per business with five or fewer employees, \$100 per businesses with six to ten employees and \$150 per businesses with over ten employees. The Saint Mark's Area Main Street opted for a simplified system, charging \$10 for a business membership and \$5 for a resident membership.

Youth members can take part in flowerbox construction activities

Calendars are simple and effective merchandising tools

Membership cards and discounts attract residents

While it is useful to look to the various other Main Streets districts when crafting a membership program, it is imperative to develop a membership scheme that suits HJS. The following are three membership programs that represent possible schemes that HJSMS could implement.

### Membership Scheme 1

This program consists of a flat fee for businesses (regardless of size), residents and youth.

Possible Program

- Flat fee for businesses - \$50
- Flat fee for residents - \$10
- Flat fee for youth - \$5

### Membership Scheme 2

The second program retains the flat fee for residents and youth, but uses a sliding fee scale for businesses. This sliding scale can be based on the number of employees or on the business's square footage.

Possible program

- Businesses
  - 5 or less employees - \$25
  - 6 – 25 employees - \$50
  - 26 – 50 employees - \$75
  - 51 or more employees - \$100
- Residents - \$10
- Youth - \$5

### Membership Scheme 3

The third program involves partnering with the Hyde/Jackson Business Association (HJBA) which currently charges a fee to its members. HJSMS could avoid instituting yet another fee by working with the HJBA so that a portion of their dues would

go towards HJSMS. This, however, would likely require an increase in the HJBA fee.

### Merchandise

Capitalizing on the new image and marketing efforts previously outlined, HJSMS should take advantage of merchandising to promote their image. Merchandise featuring the HJSMS name and logo will help create revenue while serving to promote the HJSMS organization and the overall district. These items can also help encourage neighborhood pride and increase awareness of the neighborhood. The merchandising efforts can also be used to promote specific HJSMS programs, such as pushcarts, by featuring them on the merchandise. Theoretically, the revenue from these pieces of merchandise can then be directed specifically to advancing the pushcart program, for example.

Possible examples of merchandise are:

- Bumper stickers
- T-shirts
- Neighborhood Calendar

In order to foster business buy-in, a number of these items could be sold at district businesses and a portion of the proceeds could go to the businesses. By including businesses in the merchandising efforts, HJSMS will have a greater impact on the district as a whole.

### New Development Projects

HJS is currently experiencing a number of key development projects. These projects are large in scale and have the ability to transform the district. As a result it is crucial that HJSMS develop

relationships with the new businesses. Institutionalizing relationships with developers helps connect HJSMS, and its constituency, with the new developments and their future tenants. New developments can also offer a funding source to support HJSMS's work in the district.

There are a number of ways to gain funding from these new development projects: a set-aside fee from businesses, an upfront payment made by the developer, or mandated business membership in HJSMS.

### Set-Aside Fee

The developer would require each tenant, via the lease agreement, to contribute a certain fee, to be collected with common area maintenance charges, which is then passed on to HJSMS.

### Upfront Payment

The developer would contribute a certain flat amount or percentage of development costs directly to HJSMS. HJSMS has the ability to use these funds at their discretion.

### Mandated Membership

The developer would require each tenant, via the lease agreement, to be a dues-paying member of HJSMS for the life of the lease. By mandating membership this ensures that HJSMS will have some revenue from the new businesses. In addition, it encourages the new businesses to participate in the HJSMS organization and may begin to build relationships between the new and existing businesses.

By developing close contact with the developers early in the process, HJSMS can help formalize

relationships with the new businesses. These relationships can then be leveraged to bring both new and existing businesses together to benefit the district.

### **SPECIFIC PROJECT FUNDING**

A number of actions were outlined earlier in this report which require specific funding. There are numerous grants and revenue sources available for specific projects (e.g., streetscape beautification). Particular revenue sources for these individual projects were outlined in the recommendation chapters.



# 13

## NEXT STEPS & CONCLUSION

Hyde/Jackson Main Street (HJSMS) can and should figure prominently in shaping the future of Hyde/Jackson Square (HJS). Due to the diverse and activist nature of the neighborhood, HJSMS can play a unique role as facilitator and promoter of an overall district identity. The Project Team constructed its strategy for a more unified HJS with this goal in mind, focused on the concept of “Two Squares, One Place.”

While the Project Team believes each of the included strategies is important, the list is not exhaustive or possible to implement in the short-term. As guidance, priorities are suggested for HJSMS as next steps in the Priority/Time Requirement Table.

Generally, the Project Team recommends moving forward on as many high priority strategies as possible, using the time requirement chart to set milestone dates for each. HJSMS might also consider mapping a three-year plan that considers all of the strategies that the organization is interested in completing in that time.

With HJSMS focused on a clear vision, Hyde/Jackson Square can emerge from a neighborhood with two squares, many constituencies, and redundant or dissonant efforts to a unified approach that provides for the immediate community while drawing in outside visitors. The principles, goals, and strategies set forth in this report seek to ac-

**“We’ve come a long way, but we still have a long way to go.”**

*- HJS Business Owner*

Table 1: Priority/ Time Requirement Table

|                 | Significant Time   | Medium Time  | Minimal Time  |
|-----------------|--|--|---|
| High Priority   | Host Public Events*<br>Buffer Pedestrians<br>Prepare & Distribute Business Recruitment Package<br>Market “While you wait”<br>Launch Membership Program*<br>Provide Assistance to Negotiate Alternative Lease and Ownership Structures*   | Improve Website Presence*<br>Design Promotional Materials*<br>Create a Mentorship Program for Existing Businesses*<br>Create Merchandise*  | Target Program Grants*<br>Publish Press Releases<br>Pitch News Stories*   |
| Medium Priority | Market in Print and Radio*<br>Explore Other Crime Prevention Programs<br>Improve Landscaping and Street Furniture<br>Add Sidewalk Bump-Outs and Crosswalk Improvements<br>Facilitate the Founding of a Business Crime Watch in HJS*<br>Rename the District<br>Redesign District Gateways<br>Redesign District Plazas | Develop New HJSMS Signage<br>Develop Revenue Stream from New Developments<br>Create New Building Design Criteria*<br>Identify Additional Potential Businesses*<br>Market to Regional Latinos and Young Adults*<br>Collaborate with Developers* | Market as a District*<br>Launch Operation Color*  |
| Low Priority    | Coordinate Customer Comment Cards<br>Negotiate New Leases to Include Mandatory Main Streets Membership*  | Organize Neighborhood Sale Days<br>Stimulate Informal Markets and Advocate for Pushcarts*  | Create Flyer: Key Technical Assistance Contacts<br>Develop and Maintain Lease Expiration Timeline for Potential Properties*<br>Diversify Ethnic Products* |

\*These strategies are considered on-going, after indicated initial implementation period.





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### Board of Directors

Rafael Benzan

Nelson Arroyo

Harry Smith

Enerio “Tony” Barros

Jorge Flores

Sarah Lamitie

Fernando Mercedes

Noah Maslan

Andy Waxman

### Interviewees

Diane Eusse, Fight the Trash/Mano Dura con la Basura

Stavros Frantzis, M&S Realty

Jorge Flores, La Pupusa

Nobel Garcia, El Oriental de Cuba

Deborah Goddard, Urban Edge

Sergeant Richard Houston, Community Service Officer, Police District E-13

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Alison Moranta, Business Development Program Coordinator, Jamaica Plain Neighborhood Development Corporation

Margaret Noce, Tree of Life

Damaris Pimentel, Ultra Beauty Shop

Joseph Porcelli, Jamaica Plain Neighbors for Neighbors

Steve Quintana, House of Mother Nature

Michael Reiskind, Neighborhood Councilor

Allison Rogers, Mayor’s Office of Neighborhood Services

Ines Soto, Boston Redevelopment Authority

David Worrell, Bromley Heath Management

Judy Wright, Boston Police Neighborhood Crime Watch

### Other Supporters

OKM Associates

Hyde Park Main Streets

Washington Gateway Main Streets

### Project Advisors

Karl Seidman, Senior Lecturer in Economic Development, MIT

Susan Silberberg, Lecturer in Urban Design and Planning, MIT

**Thank you to the many community members who allowed us to come explore and enjoy HJS. It was truly a privilege for us to work in your neighborhood.**



## SOURCES

All photos and drawings by the Project Team unless otherwise indicated here.

### Chapter 01 | Snapshot

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Bottom: Jackson Square Partners

### Chapter 05 | Community Analysis

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### Chapter 08 | Goal: Continuous Corridor

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<http://www.arttilewest.com/>

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<http://www.warui.com>

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Bottom: [www.kamloopscitycentrebia.com](http://www.kamloopscitycentrebia.com)

### Chapter 09 | Goal: Destination

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<http://www.cityofboston.gov/bra>

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<http://www.sanjoseretail.com>

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### Chapter 10 | Goal: Community Builder

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Jackson Square Partners

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Bottom: <http://www.businesslincboston.com>

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<http://www.insidebayarea.com/oaklandtribune/>

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<http://www.districtdelsol.com/laplacita.html>

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<http://www.nnwi.org/>

### Chapter 11 | Community Builder

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Top: <http://www.culturaldc.org>

Bottom: <http://www.ammainstreet.org>

### Chapter 12 | Funding Strategies

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Top: <http://www.burkesbackyard.com.au>

Middle: <http://www.missionhillmainstreets.org>

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## APPENDIX 1

### Market Analysis Methodology

#### General

The market analysis included both extensive review of previous surveys, which are treated in a separate appendix and de novo sales gap and census analysis. Both of these new analyses were done following generally accepted procedures. The methodology for the more complex of the two is documented below.

#### Sales Gap Analysis

To determine the retail capacity the Project Team assumed that the amount of sales dollars for each business is determined by its square footage. Because data on each stores' sales revenue was not available the Project Team estimated the data using median sales per square foot provided by the Urban Land Institute's Dollars & Cents of Shopping Centers: 2002.

To determine resident spending capacity the Project Team assumed that the spending pattern of the residents in HJS is the same as that of the residents in the northeast region of the United States. In this analysis, the data for northeastern consumers from the US Consumer Expenditure Survey was used in order to estimate the consumer spending for the residents in HJS. Total household income data from the 2000 US Census was used to help determine demand and to properly account for income differences. In performing this procedure, determining the trade area is crucial. The Project Team chose to model three different trade areas.

- 1) Trade Area 1:  
The Hyde/Jackson Square neighborhood is defined as those census block groups that have their centers within a quarter mile of the Hyde/Jackson Main Streets district boundaries.
- 2) Trade Area 2:  
The HJS half-mile radius is defined as those census block groups that have their centers within a half mile of the Hyde/Jackson Main Streets district boundaries.
- 3) Trade Area 3:  
Jamaica Plain is defined as those block groups that are within the Jamaica Plain Neighborhood Planning District.

Because the Census data on the household income is for 1999, the Project Team needed to account for inflation between 1999 and 2002 (since the latest data on income trends was for 2002, the current total household income could not be counted). Based on the trends in Suffolk County income estimates from the Bureau of Economic Analysis, it is estimated that the total household income increased by 18% from 1999 and 2002. Therefore, the total household income for each of the trade areas in 2002 is estimated to be:

- 1) Trade Area 1: \$288,331,728
- 2) Trade Area 2: \$619,985,113
- 3) Trade Area 3: \$1,076,235,013

In the third step, these numbers were adjusted to estimate consumer spending for different store types. Because some goods are consumed in different types of stores, the sales dollars for each item were converted into sales dollars for each store type. For example, grocery stores sell not only foods but also other items such as

drugs and housekeeping supplies. Similarly, drugstores sell some food items and beverages as well as medical supplies. The Project Team assumed commodity share of expenditure across store types using the data provided by National Statistical Agency, Canada. Based on these national statistics, the Project Team estimated that, for instance, grocery sales include 78% of total spending on food items, 16% of total expenditures on medical supplies and 18% on housekeeping supplies.



## APPENDIX 2

### Physical Analysis Methodology

#### General Methodology

The physical condition of the HJSMS district was assessed primarily by conducting both an original building and public realm survey. These surveys were administered midday on Saturday, February 26, 2005. Follow-up analysis was conducted throughout the month of March 2005. Each survey administrator participated in a brief training on the methodology and meaning of survey questions. In order to minimize subjective judgments by survey administrators, most questions required only yes/no answers or simple counts. For questions that required a subjective judgment of conditions, three categories were used: good, fair and poor. In each case, these categorical ratings were given concrete definitions. Results were used to generate databases and maps.

#### Building Survey Methodology

The building sample was derived from the City of Boston Assessor's 1997 master map of parcel and lot lines. The survey found that the district has 97 buildings and four vacant lots. Buildings and lot conditions were independently ranked on a scale of poor, fair and good. The poor rating denotes lots or buildings requiring major repair or total renovation. For example, buildings with broken windows or apparent structural damage were given a poor rating. Spaces characterized as fair are those that require some maintenance and increased upkeep, but not extensive renovations. For example, peeling paint constitutes a fair ranking. Good indicates that the property is well maintained and does not need any repairs.

A more challenging methodological issue was determining the condition of mixed retail-residential buildings. These buildings take two forms: traditional first floor retail with higher floors dedicated to residential, or a retail appendage attached to the front of a residential building. At times the condition of each use differs and was noted in the survey details. Similarly, rating the condition of a building with multiple business tenants was difficult given the resulting variation in storefront maintenance and condition. Although a few retail tenants usually share such buildings, on occasion buildings have as many as 11 tenants. For the most part, building quality tends to be fairly uniform, even in buildings with multiple tenants.

Besides assessing overall quality, the building survey also identified uses, tenants, target population, signage and storefront condition. In addition, it noted specific building features to determine building quality, such as the location and type of air-conditioners, siding materials, and the presence of graffiti. The survey also collected data that facilitated economic analysis, such as retail square footage and type of commercial product. All together, the survey had over 40 questions and room for additional observations.

#### Public Realm Survey Methodology

The public realm survey divided the district into several segments in order to distill fine-grained patterns. It evaluated the overall condition of each of these segments, as well as:

- 1) Street and sidewalk condition, with a particular concern for general cleanliness, street furniture and visible greenery
- 2) Transportation facilities and conditions,

- including the availability of parking and public transportation
- 3) The overall pedestrian experience, with a concentration on accessibility, uniformity, and general safety





## APPENDIX 3

### Summary of Pre-existing Data/ Documents

#### Customer Survey, 2004

Hyde/Jackson Square Customer Survey Results by OKM Associates, Inc

The Customer Survey provides a detailed demographic analysis of the district's customer base that was compared to the general demographics of the neighborhood and region. This helped the Project Team identify the populations that are not currently captured by the HJS businesses. The survey also provides substantial information about the customers' shopping habits and preferences, which inform this plan's recommendations.

#### Restaurant Survey, 2003

Hyde/Jackson Square Main Street Restaurant Survey by OKM Associates, Inc

The Restaurant Survey provides additional demographic detail as well as habits and preferences of the restaurants' customers that inform the recommendations for the district promotion and evolving business mix. This helped the Project Team identify clusters of uses and possible marketing opportunities.

#### Commercial Mix Analysis, 2003

Hyde/Jackson Square Business District Profile and Analysis of Commercial Mix by OKM Associates, Inc.

The Commercial Mix Analysis provides a comprehensive business inventory of the district composition, annual sales, advertising, and other characteristics of the district's businesses. These

documents complemented the Project Team's conclusions to the sales gap analysis by providing supporting evidence to the local gaps in the market.

#### Business Survey, 2001

Hyde/Jackson Square Main Streets Business Survey Results by OKM Associates, Inc.

The Business Survey analyzed existing businesses in 2001. Only 37% of businesses responded to the survey. To augment the data, the Project Team conducted a building survey that informs both our economic and physical analysis of the district.



## APPENDIX 4

### Establishments in HJS Main Streets District, 2005

|                                 |                                  |                             |   |  |
|---------------------------------|----------------------------------|-----------------------------|---|--|
| Restaurants/Bars (22)           | Personal Care (12)               | Groceries (12)              | Finance, Insurance, Real Estate, Legal, Accounting (14) | Community, Gov., NPO, Institution (12) |
| Alex's Chimis                   | Alexandra Beauty Service         | 7-Eleven                    | Bank of America   | Baptist Church                         |
| Bella Luna                      | Angela Beauty Salon              | Centre Liqueur              | Batista and Associates Abogado y Notario                | Blessed Sacrament Church               |
| Brendan Behan Bar               | Angela's Unisex Hair Salon       | Estrella Bakery             | Boston Bank Loan Center                                 | Blessed Sacrament school               |
| Cancion de la Pupusa Guanaca    | Barber                           | Evelyn's Market             | Boston Private Bank                                     | Boston Public Library                  |
| Captain Nemo's Subs & Pizza     | Beauty Supply                    | Freddy's Market Bodega      | Federated International                                 | Compass edu outreach                   |
| Chappy's Pizzeria               | Chris & Moreno's Barber Shop     | Gentileza's Market          | Gaughgin Lowe and Hatado                                | Fellowship Church of God               |
| Crystal Café                    | City Beauty Equip                | Hi-Lo                       | Intrust Mortgage Services                               | Hyde Square Task Force                 |
| Dunkin Donuts                   | Fat Ram's Pumpkin Tattoo         | Meatland                    | Jem Real Estate   | Iglesia de Dios Pentecostal            |
| El Oriental de Cuba             | Fernandez Barber Shop            | Mozart Market               | La Nacional   | New Castle Community                   |
| Food Wall                       | Julie's Nails                    | Pimentel Market             | Payroll Check Cashing                                   | Partido Liberacion Dominicana          |
| June Bug Café                   | Lily's Nails                     | Stop & Shop                 | Quisqueyana   | River of Life Church                   |
| Latino Restaurant               | Ultra Beauty Shop                | Tropical Market             | Robert R. A. IRS/Thomas J. A. Attorney                  | Volunteers of America                  |
| Miami Restaurant                |                                  |                             | Tony Envio De Valores                                   |  |
| Milky Way                       | Apparel/Accessories (10)         | Other retail businesses (6) | Western Union   | Other Services (6)                     |
| Pizza Azzip                     | Centre Boutique                  | 99 cent Stop                |   | Atlantic Travel                        |
| Pizza Oggi/Prince St Caterer    | Del Valle's Children's Gift Shop | Boston Electronics          | Health Care (7)   | Centre Tailor                          |
| Rizzo's Pizza Shop              | Expressions                      | Castillo                    | Barron Chiropracter                                     | Fernandez Travel Agency                |
| Sorella's                       | Jewelry & Watch                  | Cellular & Paging of Boston | Behavioral Healthcare Clinic                            | JP Coin-Op Laundromat                  |
| Tacos El Charro                 | La Casa de los regalos           | Jamaica Plain Auto Service  | Boston Regional Physical Therapy                        | Martha Elliot Health Center            |
| Yely's Coffee Shop              | La Gran Via                      | Mr. V Auto                  | Clean Brite Laundromat                                  | Super 1 Hour Cleaners                  |
| Young Kong's Chinese Restaurant | Payless Shoes                    |                             | Day Street Physical therapy                             |  |
| Zons                            | Sonia Bridal                     | Entertainment (3)           | Martha Elliot Health Center                             | Home Furnishings (3)                   |
|                                 | Tello's Clothing                 | Franklin CDs/Studio         | The House of Mother Nature                              | A.C. Fine                              |
|                                 | Vasallo's Men's/Women's Clothing | JP Records & Electronics    |   | City Mart                              |
|                                 |                                  | Video Underground           |   | Rent A Center                          |

Source: Building Survey, February 26, 2005



## APPENDIX 5

### List of Advertising Opportunities

#### Boston BuzzZ

[www.bostonbuzzz.com](http://www.bostonbuzzz.com)

#### Boston's Weekly Dig

[www.weeklydig.com](http://www.weeklydig.com)

#### El Planeta

[www.elplaneta.com](http://www.elplaneta.com)

#### Improper Bostonian

[www.improper.com](http://www.improper.com)

#### LatinBoston.com

[www.latinboston.com](http://www.latinboston.com)

#### SigloMedia 21

[www.siglo21.com](http://www.siglo21.com)



## APPENDIX 6

### HJSMS By-laws

The By-laws of HJSMS, last amended June 16, 1998, outlines seven purposes of Main Street Program. These purposes are:

- 1) To promote the historic preservation, protection and use of the Hyde/Jackson Square community's traditional commercial area, including that area's commercial, civic, and religious enterprises and residences.
- 2) To take remedial actions to eliminate the physical, economic and social deterioration of the Hyde/Jackson Square Community's traditional commercial area and thereby promote that community's historic preservation, contribute to its betterment while lessening the burdens of the community's formal government, including but not limited to the City of Boston government.
- 3) To disseminate information of and promote interest in the preservation, history, culture, architecture, and public use of the Hyde/Jackson Square Community's traditional commercial area.
- 4) To hold meetings, seminars and other activities for the instruction of interested parties and the public in those activities such as building rehabilitation, and design, economic restructuring and planning management that foster the preservation of the Hyde/Jackson Square Community's traditional commercial area, and enhance the understanding and appreciation of its history, culture, and architecture.
- 5) To aid, work with and participate in the activities of other organizations, individuals and

public and private entities located within and outside the Hyde/ Jackson Square community engaged in similar purposes.

- 6) To solicit and receive and administer funds for educational purposes, and to that end to take and hold by bequest, devise, gift, grant, purchase, lease or otherwise, either absolutely or jointly with another person or corporation, any property, real, personal, tangible, or intangible, or any undivided interest therein, without limitation as to amount of value.
- 7) To sell, convey, or otherwise dispose of any such property and to invest, reinvest, or deal with the principle or the income, thereof in such manner as, in the judgment of the Corporation's directors, will best promote the purposes of the Corporation, without limitation, except such limitation, if any, as may be contained in the instrument under which such property is received, the by-laws of the corporation, or any laws applicable thereto.

# TWO SQUARES, ONE PLACE