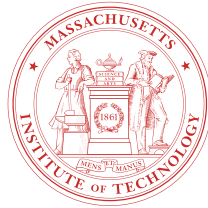




Revitalizing Urban Main Streets: Roslindale Village



May 2005

Dear Roslindale Village Main Streets:

Thank you for welcoming us into the Roslindale community. Working with RVMS has given our team an opportunity to better understand the integrated nature of urban design and economic development within the context of a successful and storied district. In a three-stage work process that began with an inventory of existing conditions, continued with the development of a strategic vision, and ended with the formulation of a concrete set of recommendations, it is with great pleasure that we present you with this comprehensive main street revitalization plan.

As the product of a partnership between Roslindale Village Main Streets and Massachusetts Institute of Technology Department of Urban Studies and Planning, this revitalization plan highlights how integrated design and economic development efforts in current and future endeavors will help Roslindale enhance its sense of place, promote its district core as a civic center, and preserve its unique “village” identity. The existing natural, cultural, and historic elements of the district provide a strong and viable framework from which redevelopment strategies and district growth must be tied, and are essential elements in defining what the Roslindale “village” is to be.

We wish to extend our thanks to the community, residents, business owners, and many others who participated in our information gathering and assessment process, contributing to our understanding of the district and the final development of this proposal. Your dedicated and continued commitment to building a better Roslindale Village will assure the successful implementation of the plan, and in turn the continued growth and success of the main street district.

Sincerely,

The MIT Department of Urban Studies and Planning
Revitalizing Urban Main Streets Roslindale Village Team

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Roslindale Village is one of Boston's special places. The community is filled with unique physical assets – landmarks, interesting views, and numerous gathering places along a pedestrian-scale street grid. Roslindale's population is stable, vibrant, and diverse – families are continuing to make their homes in Roslindale and neighborhood incomes are rising. New businesses are joining decades-old shops in providing a wide variety of goods and services. In short, Roslindale is not just a commercial center, but a true *village*.

Roslindale Village Main Streets has achieved remarkable success over the past 20 years in reversing a trend of decline. Today, Roslindale faces a new set of challenges: how does the village continue its strong growth while retaining its unique character? In what ways can the Main Streets organization strengthen its role in helping the village achieve its full potential?

Answering these questions requires a three-step process:

1. The first step is to define a vision that best captures the spirit of Roslindale – a vision that is based on its unique *village* character

2. The second step is to identify specific goals and strategies to advance the vision in both the short and long term

3. The third step is to establish an organizational framework for Main Streets to develop the tools to achieve these goals

This document begins with an assessment of existing conditions. What makes a Roslindale a village? Which aspects of the village are currently successful? Which aspects need improvement? The first chapter finds that Roslindale has strong physical assets, such as Adams Park, but also certain liabilities, such as congested traffic. Roslindale has a number of strengths to build upon and shortcomings to be addressed – there is room to grow as a *village*.

The second chapter outlines the goals and strategies that will help maintain Roslindale's unique village character as the district continues to develop. These goals and strategies span the gamut of physical, economic, and organizational interventions: improvements to Adams Park and the district's gateways; changes to traffic circulation and parking strategies; upgrades to streetscape and pedestrian circulation;

and unified efforts for business support and district marketing. Each of these elements has short and long term components that can be implemented incrementally as opportunities arise.

The third chapter discusses the steps required to implement the elements of the plan. More broadly, this chapter describes ways in which Main Streets can reposition itself for the challenges that lie ahead. The successes of the past twenty years have provided a firm foundation from which to grow the organization, cultivate new and existing relationships, and increase capacity and skills. Main Streets faces specific challenges – but also *opportunities* – in re-focusing its strategies for governance, community support, fiscal strength and sustainability, communications, and strategic partnerships.

Roslindale Village has been one of Boston's most successful Main Streets districts. By developing a community vision, a set of goals and strategies, and an implementation framework, Main Streets can help Roslindale grow even more prosperous while maintaining its unique character – ensuring that the village's best days are yet to come.

Executive Summary

Chapter 1 • Existing Conditions

Roslindale is located six miles southwest of downtown Boston. Covering approximately three square miles, Roslindale borders Jamaica Plain, West Roxbury, Hyde Park, and Mattapan. The population of Roslindale began to grow substantially in the late 19th century with the installation of trolley lines from downtown Boston to Dedham, which greatly facilitated commuter trips to and from the district. By the mid-20th century, Roslindale was one of the strongest commercial areas in southwest Boston. Yet as with many urban neighborhoods across the country, the district lost many of its customers to new, suburban malls during the 1960's. Many local businesses were forced to close as shoppers and competing businesses moved to shopping centers such as the Dedham Mall. As a result, the district saw great deterioration in the 1970's and 1980's, with high rates of abandonment and arson.



In 1983, Roslindale Village, as part of the Urban Demonstration Project, became the first urban application of the National Trust for Historic Preservation's Main Street model. The Roslindale Village Main Street

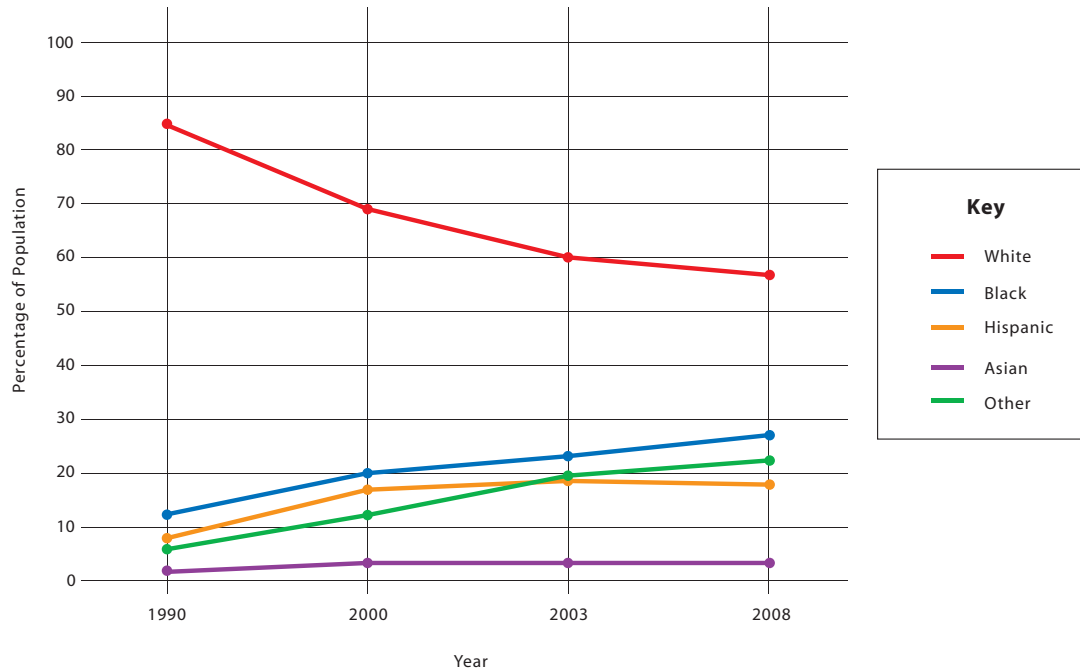
(RVMS) organization has been working to improve the business district in Roslindale Square for over twenty years by refurbishing dozens of commercial buildings and

façades, supporting local businesses, and organizing many social community events.

Roslindale Village and surrounding neighborhoods

About Roslindale Village

Population by Race (in Percent)



One of the most important tasks facing RVMS is adjusting to the changing demographics of Roslindale. The population of Roslindale grew slightly between 1990 and 2000, and growth is expected to remain stable in the next decade. According to projections published with the 2000 US Census, 26,937 people lived in Roslindale in 2003, and it is anticipated that the total population will increase only to 27,200 by 2008.

The diversity of the Roslindale community is one of the core strengths of this district and is central in shaping the village identity. In recent years, Roslindale has seen increasing racial diversity, and according to projections, racial diversity in Roslindale is expected to increase. As the proportion of black, Hispanic, and other minorities increase, the white population is expected to decrease in size. The percentage of residents born outside of the United States has also grown from 1990 to 2000, suggesting increasing diversity and a greater international presence in the district. There are several cultural groups that add to Roslindale's ethnic richness that are not represented in these Census figures. For example, the Greek community holds a visible presence in the neighborhood, as evidenced by the Vouros Pastry Shop, the Roslindale Fish Market, and Alexander the Great Park.

Who lives in Roslindale?

Average household income in Roslindale in 2003 was approximately \$59,000, which is

higher than the city average. Household income grew during the 1990's, and the total income of Roslindale families is projected to increase by 17% to \$64,363 by 2008.

The 2000 US Census is the latest comprehensive count of Roslindale residents and may not reflect more recent demographic shifts in the area. The Census Bureau and several repackaged data products offer projections based on trends from earlier censuses. These projections provide a conservative estimate of trends, which may understate some of the recent changes observed by area residents. For instance, interviews and observation in the district point to an influx of young, wealthy families that does not match these demographic projections. The analysis in this report is based on Census Bureau 2003 and 2008 estimates obtained from GeoLytics. "Roslindale" is defined here as the 22 Census block groups that are contained entirely within the 02131 Roslindale zip code.



Household Structure

	1 Person	2 Persons	3 Persons	4 Persons	5 Persons	6 Persons	7 or More Persons
1990	25%	31%	18%	14%	8%	3%	1%
2000	26%	30%	17%	15%	8%	3%	2%
2003 (proj.)	26%	30%	16%	14%	8%	3%	2%
2008 (proj.)	27%	30%	16%	14%	8%	3%	2%

Demographic Profile

Year	Total Population	Total Household Income	Income per Household	Percent Foreign Born
1990	25,808	\$ 288,122,500	\$ 39,241	18%
2000	26,969	\$ 542,828,095	\$ 54,517	26%
2003 (proj.)	26,937	\$ 569,735,705	\$ 54,851	N/A
2008 (proj.)	27,203	\$ 679,540,566	\$ 64,363	N/A

Source: U.S. Census 1990 and 2000

Household Composition

	Under 18	18-65	Over 65
1990	22%	62%	16%
2000	25%	62%	13%
2003 (proj.)	25%	63%	13%
2008 (proj.)	24%	63%	13%

Right: Notable façade of Sacred Heart Catholic Church.



Smaller landmarks distinguish the Village as a one-of-a-kind place, in sharp contrast to common commercial landmarks (such as McDonalds' golden arches) that can be found anywhere throughout the city. These smaller landmarks also create pedestrian-scaled reference points within the Village, allowing, for example, a group of friends to meet up "by the clock on the corner."

Left: Clock tower at corner of South & Birch Streets.



Sense of place is a key element for both visitors and residents. Roslindale Village is fortunate to have a wide variety of physical attributes, including landmarks, open spaces, and views that visitors and residents use to identify the fact that they are within the Village. Highlighting these physical landmarks strengthens Roslindale's identity as a unique place and will provide a starting point for even greater physical definition of Roslindale Village. A positive image of Roslindale can encourage visitors to return and enhance the quality of life for residents.

Landmarks

Landmarks within Roslindale Village exist both at the large scale, such as church steeples that can be seen from across the district, and the small scale, including sculptures and murals that are seen only from an immediately adjacent area. Both scales are equally important. When large-scale monuments come into view, a sense of arrival is created, and throughout a visit to the district, these monuments give physical reference to the boundaries of the Village.

Large-scale landmarks in Roslindale Village include the three church steeples that bracket the eastern and western boundaries of the commercial district and two major buildings, the public library, with its rounded blue roof and the MBTA substation on Washington Street. Also at this scale are the two most prominent open spaces, Adams Park and Alexander the Great Park, which can be seen from many vantage points within the Village. On a smaller scale, murals found throughout the district enhance the sense of place. At the smallest scale, visible mainly to the pedestrian or observant driver or passenger, are two memorials in Adams Park and the clock near the train station.

Physical Assessment



A. A small landmark, the clock tower at South and Birch Streets.



B. The Roslindale Branch Public Library completes a vista down Corinth Street



C. Perimeter of Adams Park along South Street



D. View of a mural on the historic MBTA substation



E. The prominent steeple of Sacred Heart Catholic Church

Right: A pedestrian crosswalk leading into Adams Park



Place-making

A wide range of landmarks combines with Roslindale Village's irregular street grid to create a series of street views that continually reveal the unique elements of the Village. For example, as one walks or drives down Corinth Street, Alexander the Great Park marks the entry into the Village, two murals further define the Village, and the blue roof of the Library helps people orient themselves in the Village. While this series of unique views invites the pedestrian to explore Roslindale Village, a series of public spaces provide an important opportunity to linger. While Adams Park is the most visible of these spaces, smaller public spaces also provide hidden jewels for the visitor to discover and allow for a more intimate experience of the neighborhood. These unique street views and public spaces provide a backbone of positive physical attributes that can be expanded to strengthen Roslindale's distinct character and unique identity.



Left: Corner of a triangular building that houses Emack & Bolio's



Auto Church Kids Social Services
Residents Visitors Commuters

Nodes

Roslindale’s diversity can be seen through the variety of goods, services, and community organizations that are clustered throughout the district. The analysis map of the physical uses show how the village serves the needs of a variety of groups, including residents, visitors, commuters, children, and the elderly. The map shows where use is concentrated or where overlaps in use take place. An analysis of usage patterns identifies Washington Street as a possible barrier for some groups and highlights how this major arterial road divides the district in two.



The Roslindale Community Center and the post office at the intersection of Cummins Highway and Washington Street

Above: Perimeter of Adams Park along Poplar Street in winter.



Middle: Pedestrian pathway in Adams Park.



Below: Entry into Adams Park from Washington Street.



Adams Park

As the physical center of Roslindale Village, this small, triangular park anchors one of the few true squares in Boston. Adams Park shapes the Roslindale business district in a non-linear fashion that is distinct from other Main Street districts in Boston. Adams Park is a site for much-loved community events, such as the annual Easter Egg Hunt and the Christmas Tree lighting. For commuters, Adams Park is a strong marker along Washington Street that indicates arrival into Roslindale.

In spite of the park's prominent role in shaping the character of the district, Adams Park does not presently function as the center of Roslindale Village. Following the revitalization of the northwest corner of Roslindale Village, the psychological center of the Square has shifted. Some residents have gone as far as to define the borders of Roslindale Square as Birch, Corinth, Poplar, and South Streets, relegating Adams Park

to a second tier feature within Roslindale Village. Furthermore, because of the traffic circulation patterns and rapid vehicular flow around Adams Park, pedestrians must contend with cars, buses, and delivery trucks, making visiting the park difficult and often dangerous.

Adams Park falls under the jurisdiction of the Boston Parks Department and is maintained through a grant from Bank of America. This grant allows Roslindale to pay for landscape maintenance but not to introduce large-scale park improvements. The landscape design for the park does not allow the space to meet its full potential as an event place and location for informal recreation. Although there are over twenty businesses that are directly across the street, Adams Park remains disconnected from all of its surrounding uses. Adjacent businesses are seemingly disconnected from the park and do not take advantage of its close proximity.

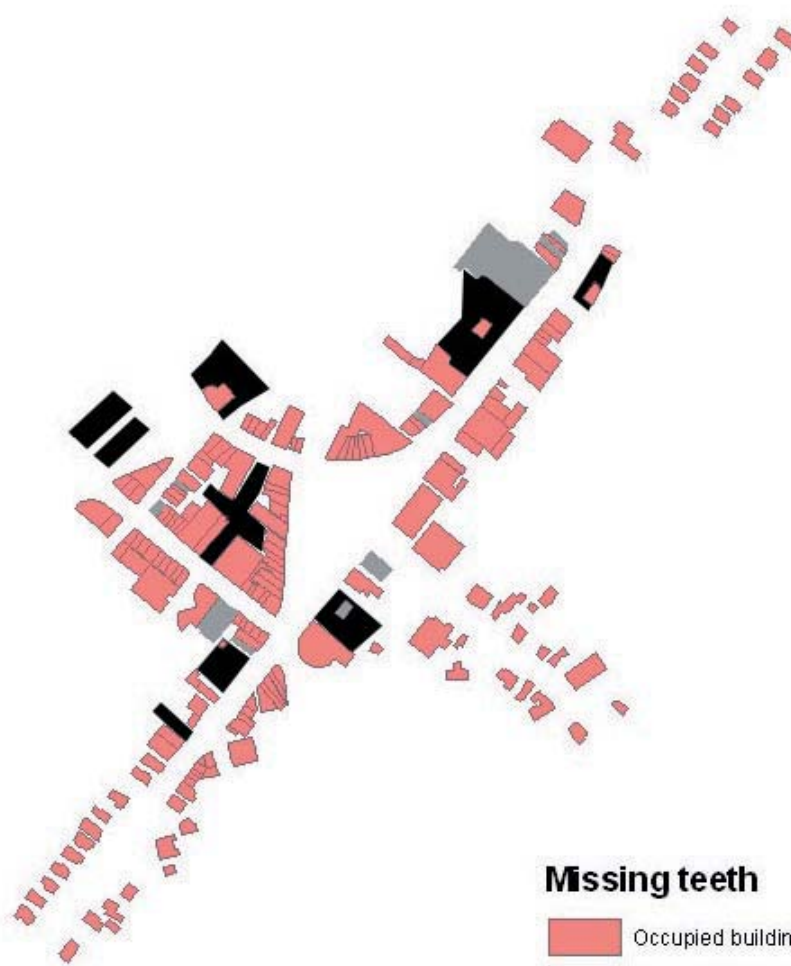


Vacancies

There are several key vacancies in the core of Roslindale Village that disrupt the district’s character but also present great opportunity for development. Colloquially called “missing teeth,” these gaping holes are a prominent component of the district for visitors and passers-by. The majority of the vacant lot space and unoccupied buildings in Roslindale are concentrated along Washington Street. As one of Boston’s longest arterial roads, Washington

Street serves as a conduit for over 10,000 drivers per day. The business mix along Washington Street in Roslindale over-emphasizes auto-oriented uses and services. As a result, curb cuts, parking lots, and deep-set buildings frequently break the streetwall

of Washington Street. This combination of vacancies and auto-oriented businesses makes Washington Street unwelcoming to pedestrians and unmemorable to passers-by.



Missing teeth

- Occupied buildings
- Vacant buildings
- Vacant/parking lots

Above: The unoccupied former gas station on Washington Street

Below: The vacant building that formerly housed the Ashmont Discount store



Vision for potential development at the corner of Corinth & Birch Streets





Above: Cars turning from Cummins Highway onto Washington Street.

Traffic

Traffic congestion is one of the more noticeable and obstructive characteristics of Roslindale Village. Three major roads cross the district: *Washington Street*, which borders Adams Park, *Belgrade Avenue*, which connects to Jamaica Plain, and *Cummins Highway*, which connects to Mattapan. Cummins Highway carries 18,000 cars a day and feeds directly into Washington Street at Adam's Park. According to the Boston Transportation Department, approximately 50% of Roslindale residents drove to work in 1990 and 80% owned cars. Today, 64% of trips in Roslindale are made by car, 38% are made by foot or bike, and only 6% by public transit. The village is highly accessible by multiple modes of transportation; seventeen bus lines travel through Roslindale Village.

Traffic circulation around Adams Park negatively impacts the village feel and pedestrian experience. Buses that stop along Washington Street significantly congest the traffic flow within Roslindale Square. A circulation pattern that uses the roadway perimeter around Adams Park as a rotary exacerbates the district's congestion problems. The otherwise picturesque park and its surrounding businesses lose their pedestrian appeal because of the danger associated with the traffic that runs counterclockwise around the park. Furthermore, pedestrian deaths have occurred on South Street.



Below: A pedestrian crossing sign on Birch Street.





People awaiting the bus at the corner of Poplar and Corinth Streets.



Pedestrians crossing Washington Street

A view of the MBTA Commuter Rail parking lot, facing Belgrade Avenue.



Parking

There are almost 800 parking spots in Roslindale Village that are split evenly between on-street and surface lot parking. Although the parking lots are rarely full, Roslindale residents and visitors perceive a lack of parking to be one of the most pressing issues facing the district. There are 425 surface parking spots within Roslindale Village, 70% of which are open to the public. The MBTA commuter rail lot is the largest and offers 139 parking spots for two dollars a day. The second largest is the public parking lot behind the Citizens Bank, which offers free daily parking. Unfortunately, surface parking in Roslindale is underutilized.

In a recent survey of 96 users of Roslindale Village, individuals were asked to rate 18 different amenities provided by the Village on a scale of 1-low to 5-high. The amount of parking in the Village received the second lowest score out of all of the amenities that are provided by Roslindale Village. While the individuals surveyed believed that the amount of parking available was a major issue for the district, over 80% of the

individuals who had driven to the district had no problems finding parking. Of the drivers who claimed to have problems finding parking, 71% were not Roslindale residents. The survey analysis, combined with the observed under-usage of surface parking in Roslindale, indicates that the parking problem in Roslindale has more to do with *perception* than with any actual shortage.

Rather than park in lots, drivers in Roslindale Village choose to park on the street as close to their destination as possible. Due to the high demand for on-street parking, this often means that drivers circle the village looking for parking (while adding to traffic and pollution), only to park further from their destination than the nearest available lot. The on-street parking problem is exacerbated by day-long users, such as employees and commuters, who park on the street. Additionally, many drivers in Roslindale Village are unaware of public parking locations or are uncomfortable leaving their cars in the lots.

Curbside parking along Washington Street, facing south.



A sign on South Street indicating a nearby parking lot.



Zoning

Understanding the zoning and regulatory context for Roslindale Village is crucial to assessing development opportunities and challenges, such as the opportunities and constraints of redeveloping vacant or abandoned parcels. Currently, the bulk of Roslindale Village’s vacant parcels fall into B-1 and B-2 “general business zoning” districts, where an array of allowable uses runs the gamut from residential to retail. This kind of mixed-use zoning is an essential ingredient for building a successful urban retail district as the mix of uses increases foot traffic and a “captive audience” for signage and other marketing techniques.

Currently, the Boston Redevelopment Authority is pursuing the implementation of an interim planning overlay district (IPOD) for the Roslindale neighborhood. The Boston Redevelopment Authority defines an Interim Planning Overlay District as

“a district or group of districts or a subdistrict or group of subdistricts or parts thereof (hereafter referred to as an area) may be established as an interim planning overlay district when it is determined by the Zoning Commission that: (1) the existing zoning is thought to be inappropriate; (2) a rezoning of the area is anticipated; (3) a comprehensive planning study preceding the anticipated rezoning is needed; and (4) interim land use regulations are essential



A view of Corinth Street from the Washington Street intersection

to maintain the status quo in the area and prevent introduction of changes to the area which may be incompatible with the goals of the comprehensive planning study or anticipated rezoning” (*Roslindale Interim Planning Overlay District, BRA*).

The IPOD is meant to serve as a first step to developing a neighborhood-specific zoning code for Roslindale. Roslindale’s current situation is anomalous; almost all other established neighborhoods in the City of Boston have neighborhood specific zoning regulations.

The latest draft of the proposed IPOD regulations for Roslindale support retail uses through design. Specifically, the

policies put forth by the IPOD mandate the continuity of the street wall, the removal of storefront grates, and preservation of existing neighborhood character. Each of these mandates is consistent with traditional urban design policies for sustaining urban retail. Additionally, no drastic changes to the zoning or physical character of Roslindale are prescribed by the most recent draft overlay district.



Right: A view of Roslindale House of Pizza, on Washington Street

The commercial mix in Roslindale Village has changed significantly in the past ten years. Today, Roslindale Village is comprised of a mix of older convenience retail and food establishments and newer, trendier comparison retail stores and restaurants. Roslindale Village Main Street works hard to ensure that the various needs of all businesses are met and that new businesses fit into and complement the existing business mix. As RVMS continues to recruit new businesses into Roslindale Village, the commercial potential of the business district must be fully understood.

Left: A view of Boschetto's on Washington Street, one of the many bakeries in Roslindale

Economic Assessment

Business Mix

The Roslindale Village business district has a wide variety of businesses in a relatively compact area. Retail, food services, and other services, such as hair and nail salons, are by far the dominant sectors in the district, comprising over 70% of total businesses. Finance, insurance, and real estate also maintain a significant presence in the district, as do civic, health, and governmental uses.

Roslindale Village is bifurcated economically in the same way it is physically. The western part of the district, including Corinth, Belgrade, and Birch Streets, has significant pedestrian foot traffic and well-patronized businesses. This section contains most of the district’s full service restaurants, boutique gifts and accessories, and other comparison retail, as well as several hair and nail salons, bakeries, and Roslindale’s primary anchor

tenant – the Village Market. This section also has a thrift store, a discount department store, a non-profit literacy organization, and three civic clubs.

To the northeast of Adams Park along Washington Street minimal foot traffic and a substantially different economic character characterize the district. It is an area of predominantly convenience goods and

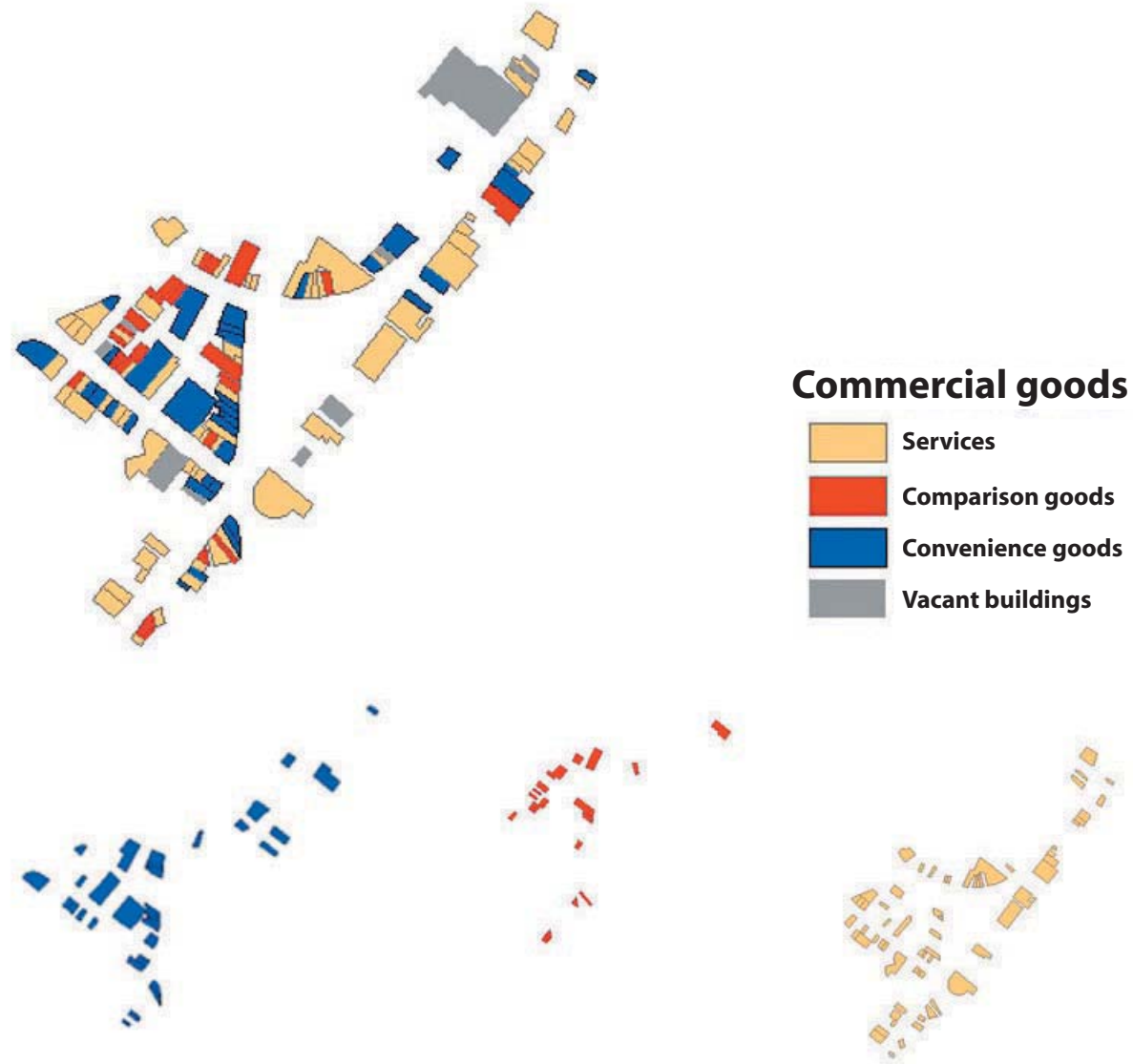
Roslindale Village Commercial Tenants by Industry

Industry Category	# of Occupants	% of Occupants	SF of Occupied Space	% of Occupied SF
Retail Trade	37	26.4%	74,000	30.8%
Other Services	36	25.7%	60,000	24.7%
Accommodation & Food Services	19	13.6%	25,000	10.5%
Finance, Insurance, & Real Estate	13	9.3%	19,000	8.0%
Public Administration	5	3.6%	18,000	7.6%
Health & Social Assistance	6	4.3%	12,000	4.8%
Information	1	0.7%	11,000	4.5%
Professional Services	9	6.4%	8,000	3.3%
Educational Services	5	3.6%	7,000	2.9%
Arts, Entertainment, & Recreation	4	2.9%	6,000	2.3%
Transportation & Warehousing	2	1.4%	2,000	1.0%
Administrative & Support Services	2	1.4%	1,000	0.5%
Manufacturing	1	0.7%	400	0.2%
TOTAL	140	100%	243,400	100%

services. Auto body shops, dry cleaners, carryout restaurants, a Dunkin Donuts, and an auto parts store are located in this segment of the street. The southwestern part of Washington Street is similar to its northeastern counterpart, although it maintains a higher proportion of comparison type businesses.

Clusters

Roslindale Village is fortunate to have several identifiable clusters of businesses within the retail and food service sectors. These clusters contribute to the vitality of the district by drawing in customers who wish to comparison shop for certain types of goods. Full-service restaurants are emerging as a growing cluster in Roslindale, with seven businesses now in operation and more anticipated. Bakeries form the longest-standing cluster in Roslindale Village, with six establishments that specialize in different types of baked goods. Grocery stores, including ethnic markets, a supermarket, and a wine shop are also a significant food-related component of Roslindale Village. Limited service restaurants are yet another prominent grouping for patrons looking for a fast, inexpensive meal. Taken together, these clusters represent a sizeable agglomeration of food-related businesses that has the potential to draw substantial



numbers of customers who desire a culinary experience.

The district also contains non food-related clusters. A grouping of boutique gifts, accessories, and women's apparel has formed along Birch Street in the Western part of the district draws customers from outside Roslindale. A cluster of three bookstores also exists, although it does not appear to be a real draw.

Leakage Assessment

A leakage analysis was completed to assess the purchasing power of the district and compare total potential spending of the residents to the existing capacity of retail service. The percentage of leakage reflects the proportion of local purchasing dollars spent in competing retail districts that would otherwise be spent in Roslindale Village, and it is an important tool to use in determining which businesses to recruit to the Village.

The total purchasing power of Roslindale reflects the amount of money the neighborhood's households spends annually on a variety of goods and services. The income distribution in Roslindale was compared to the estimated spending patterns for households of various income levels in the Northeast, which is calculated annually by the Federal Bureau of Labor

Statistics, to yield an estimate of total spending for the area. Based on these calculations, Roslindale's 27,000 residents spend a total of \$438 million annually.

The sales capacity is an estimate of the total annual revenue of all of the businesses in Roslindale Village. Projected annual revenue is calculated using the Urban Land Institute's estimates for annual revenue per square foot of a broad variety of retail types. Based on the total square footages of the businesses in Roslindale Village, the sales capacity for the district is \$37 million annually. The spending power of Roslindale is more than ten times greater than the total revenue-generation of Roslindale Village.

Table 1 details the capture rates for the largest categories of goods and services in Roslindale Village. Capture rates are not measured on a 100-point scale. Different goods and services have varying capacities to capture the spending dollars within a district. For example, household supplies and other convenience goods that people tend to buy close-to-home should have a capture rate of roughly 60%. Comparison goods, such as apparel, will have lower capture rates because such goods are more highly differentiated and people will travel farther distances to buy a particular item. Nonetheless, the leakage analysis detailed below suggests that the consumer needs of Roslindale are not being met by the businesses currently in the district. The

study further indicates that a variety of new business types could successfully be introduced into Roslindale Village.

Table 2 lists the business types with the highest capture rates in Roslindale Village. The businesses that sell the goods with the highest capture rates, including personal care products and drugs, have saturated the Roslindale Village market, which indicates that there is no great need for additional barbershops or salons.

Table 3 also provides a more granular understanding of food sales within the village by distinguishing between capture rates of food eaten at home (purchased at grocery stores) and food eaten outside of the home (purchased at restaurants). The low capture rate (32%) for the grocery stores in Roslindale Village is likely attributed to the proximity and competitive pricing of Roche Brothers and Shaw's Market, both in West Roxbury. More surprising however, is that the restaurants in Roslindale Village only capture 15% of the total amount of money Roslindale residents spend annually on food outside of the home. The low capture rate of restaurants indicates that Roslindale Village can sustain several more restaurants and that RVMS should continue its efforts to recruit more restaurants to the district.

Table 1
Leakage Rates (%)

Retail Type	Number of Establishments	Estimated Total Spending (\$)	Estimated Total Sales (\$)	Leakage (\$)	Capture Rate (%)
Transportation	5	\$ 80,708,000	\$ 1,926,000	\$ 78,783,000	2.4%
Food	29	\$ 64,991,000	\$ 17,977,000	\$ 47,014,000	27.7%
Entertainment	8	\$ 25,174,000	\$ 1,719,000	\$ 23,455,000	6.8%
Apparel and services	5	\$ 22,241,000	\$ 2,005,000	\$ 20,236,000	9.0%
Gifts of goods and services	8	\$ 14,088,000	\$ 1,374,000	\$ 12,714,000	9.8%
Alcoholic beverages	3	\$ 5,589,000	\$ 3,277,000	\$ 2,312,000	58.6%
Personal care products and services	12	\$ 6,023,000	\$ 5,916,000	\$ 107,000	98.2%

Sources: Urban Land Institute, Bureau of Labor Statistics

Table 2
Highest Capture Rates (%)

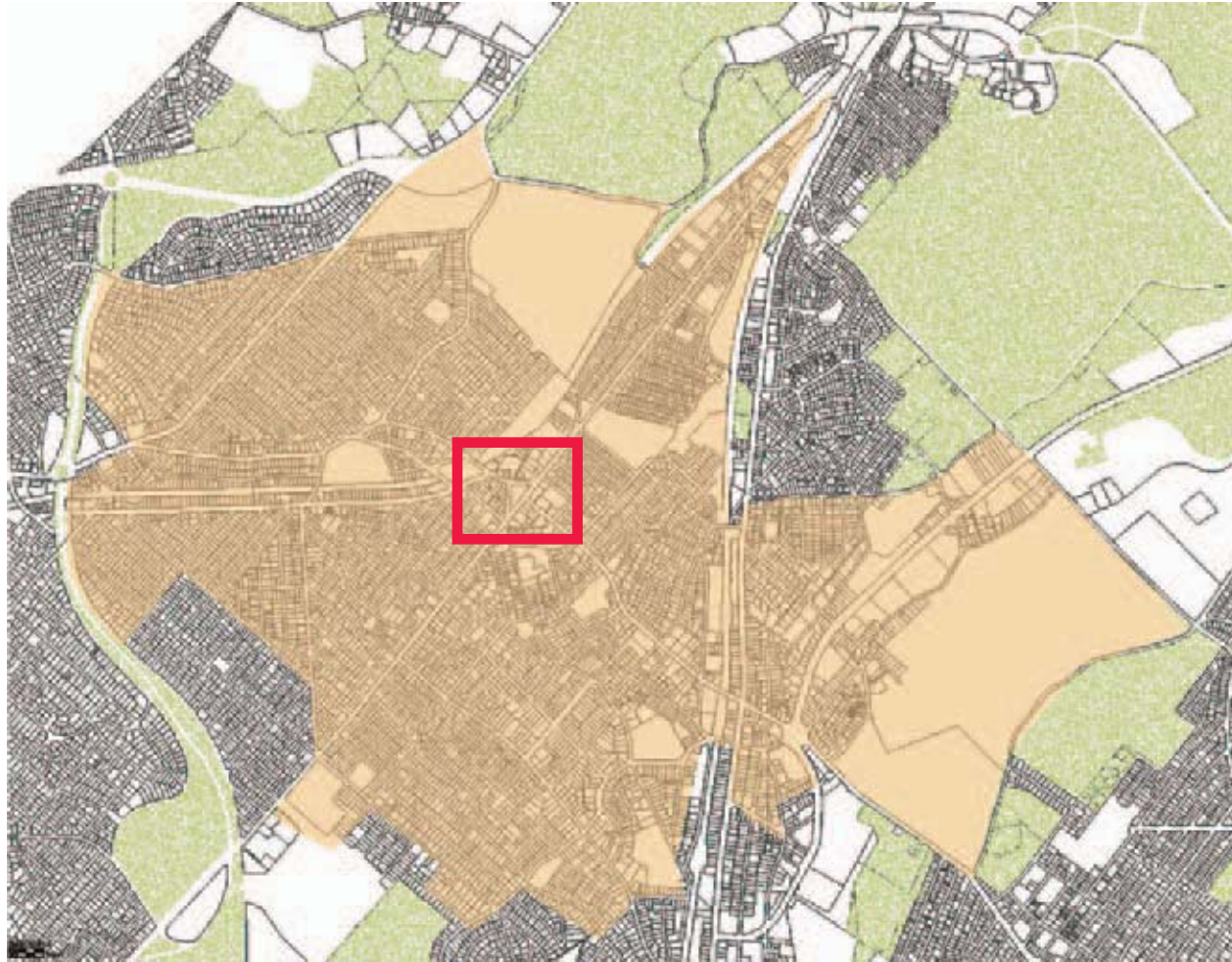
Retail Type	Number of Establishments	Estimated Total Spending (\$)	Estimated Total Sales (\$)	Leakage (\$)	Capture Rate (%)
Personal care products and services	12	\$ 6,023,000	\$ 5,916,000	\$ 107,000	98.2%
Alcoholic beverages	3	\$ 189,000	\$ 255,000	\$ (65,000)	134.5%

Sources: Urban Land Institute, Bureau of Labor Statistics

Table 3
Lowest Capture Rates (%)

Retail Type	Number of Establishments	Estimated Total Spending (\$)	Estimated Total Sales (\$)	Leakage (\$)	Capture Rate (%)
Food at home	11	\$ 36,512,000	\$ 12,178,000	\$ 24,335,000	33.4%
Food away from home	18	\$ 28,479,000	\$ 5,799,000	\$ 22,679,000	20.4%
Apparel and services	5	\$ 22,241,000	\$ 2,005,000	\$ 20,236,000	9.0%
Vehicle expenses other than purchases	3	\$ 27,013,000	\$ 1,484,000	\$ 25,528,000	5.5%
Vehicle purchases (net outlay)	1	\$ 34,595,000	\$ 441,000	\$ 34,154,000	1.3%

Sources: Urban Land Institute, Bureau of Labor Statistics



Orange indicates the trade area used to calculate Roslindale purchasing power

The red square outlines Roslindale Village

Area Comparison

Although somewhat smaller, Roslindale Village compares favorably with neighboring business districts in West Roxbury and Jamaica Plain. The Centre-South and West Roxbury districts are characterized by large personal service, finance, insurance, real estate, health care, and food service sectors - areas in which Roslindale Village is also strong. In addition, as a percentage of total businesses, Roslindale has a substantially higher amount of retail food establishments (9%) than either of the other two districts (3% and 4%, respectively). It should also be noted that, despite lacking a significant clothing and accessories cluster, Roslindale does not appear to be losing clothing shoppers to these other districts, as they, too, lack a strong presence in this area. Activity in this area is generally drawn to shopping malls in outlying areas such as Dedham. Finally, entertainment is the category in which Roslindale suffers the most in comparison, as it is the only district among the three that does not have a cinema.



A view of South Street from Adams Park.

Conclusion

The Roslindale Village business district possess a multitude of assets that can continue to fuel its growth and development. The district's landmarks, striking architectural views, diversity of building typologies, and accessible open spaces, provide an opportunity to enhance the village identity and to better serve area businesses. The increasing racial and ethnic diversity of residents brings to the district a wealth of cultural experiences and unique customer preferences. In response, the neighborhood has made inroads in the full-service restaurant sector and has the capacity to continue this growth.

While the district's various assets serve as a strong base from which to continue development, RVMS is currently faced with certain challenges. Traffic and congestion create barriers for pedestrian shoppers and poses safety concerns, and a number of vacant lots and buildings disrupt the continuous fabric of the district core. While these properties are currently detractions, they pose an excellent opportunity for further investment and growth if efforts are made to ensure that incoming uses fit the existing character. Furthermore, Roslindale residents' spending power has not been fully tapped, as local businesses capture less of

the activity that their potential customer base can sustain. A more careful alignment of goods and services with area demands would enable Roslindale businesses to capitalize on the neighborhood's full potential and could attract customers from beyond the immediate surroundings.

With a strong district image and a strategy that weaves together the character of the district – its strong cultural diversity, village history, and a strong sense of place—Roslindale Village can surpass its already impressive achievements.

Chapter 2 • Village Elements

Roslindale Village has a long history of being a thriving family neighborhood, rich multi-ethnic community, and pioneering Main Streets district. Roslindale Village Main Streets has helped to transform Roslindale Village from a depressed commercial center in the 1980's to the attractive and growing business district that exists today. What makes Roslindale Village unique is that it is not merely a commercial district, but a true *urban village*. More than just a small town within a city, an urban village is defined by the following six elements:

- Sense of place: conveys a unique image that is distinct from its surrounding communities
- Commercial needs: meets the varied commercial needs of all residents
- Walkable: village is safe and welcoming to pedestrians
- Mix of uses: offers a range of commercial, retail, and service-oriented uses
- Civic center: built around a civic center that serves community needs
- Continual activity: supports activity that occurs throughout the day and into the night

Over time, Roslindale has grown to encompass all of the above elements through the collective hard work and civic-mindedness of businesses and residents alike. Roslindale's village character will continue to be the key to its growth and prosperity in coming years. However, looking forward, Roslindale Village faces new challenges. The area's business mix is evolving, the population is changing, and competition from surrounding districts is increasing.

Going forward, RVMS' goal is to *enhance* the village, not only to preserve the district's village qualities, but to ensure that changes in the district build upon, rather than detract from, the village character. New residents and businesses can provide the energy, commitment, and resources to make the village even stronger. Analysis of the district points to eight key elements that provide the greatest potential for enhancing Roslindale's village character.

- Adams Park
- Gateways
- Traffic
- Parking
- Streetscape
- Business Mix
- District Image
- Washington Street

The following chapter provides an overview, goals, strategies, and implementation tools to use in advancing each of these key elements. The chapter provides short-term strategies that produce fast results and help build momentum for continued progress, and long-term strategies that provide visions toward which Roslindale Village can direct development and planning. These elements can be addressed in any order as the opportunity arises.

Introduction



Overview

Adams Park may be the single most valuable and unique aspect of Roslindale. Unlike many other Main Streets in Boston, Roslindale Village is shaped around a square and possesses a sizeable amount of green space, both rare features in Boston. Adams Park is the quintessential space that defines Roslindale as a village. Today, the park is well maintained but is not used to its full potential. If the park were enhanced, Roslindale businesses could capitalize on this valuable asset. Future enhancements in Roslindale Village should address the currently underused and relatively disconnected character of Adams Park in order to exploit this very special resource.

Adams Park is now used mainly as a pedestrian walkway except during events

The enhancement of Adams Park could create a more vital public space and support adjacent businesses

Goals

- Make Adams Park the heart of Roslindale Village
- Define connections between Adams Park and surrounding businesses
- Enhance civic life in Adams Park

WHAT MAKES A VILLAGE?	
Sense of Place	<input type="checkbox"/>
Meets Commercial Needs	<input type="checkbox"/>
Walkable	<input type="checkbox"/>
Mix of Uses	<input type="checkbox"/>
Civic Center	<input type="checkbox"/>
Continual Activity	<input type="checkbox"/>

Adams Park

Strategies

Short Term

1 Promote Events on Poplar Street and Adams Park

Including Poplar Street in events that involve the use of Adams Park effectively extends the public space of the park, creating a vibrant center that can accommodate the community's most convivial activities. Poplar Street events could also serve as a capacity and community-building project; a Poplar Streets Events Committee, spearheaded by Roslindale Village Main Streets, supported by local volunteers, Poplar Street businesses, and corporate sponsors, could plan and operate community events.

2 Engage Businesses on Poplar Street

Roslindale Village Main Streets should assist businesses along Poplar Street in order to realize the business potential of their proximity to Adams Park. Such assistance could take the form of active recruitment of business and property owners in the idea of an activated space and providing assistance in securing permitting for outdoor seating. Limited streetscape and street furniture improvements could help promote active patronage of participating businesses.

3 Improve Streetscape and Landscape

Calming traffic around Adams park is a necessary element of both reconnecting

the green to the Village and enhancing the pedestrian experience in the district. Strategically located traffic signage and road-painting would help slow traffic and mitigate pedestrian hesitance. With a more inviting street edge, Adams Park could attract much more active use, while implementing an inviting landscaping and furniture program would enhance the experience while in the park. These efforts lend themselves as tools to engage the residential and business community to take ownership and enjoy their village common.

Long term

1 Make Poplar Street a pedestrian promenade along park edge

Adams Park should connect directly to Poplar Street in the form of a pedestrian promenade. This connection would activate the park, businesses, and residential community who enjoy Roslindale Village. This new promenade would create an active space that could be used for outdoor dining and strolling, heightening the shopping and pedestrian experience. The promenade would also extend the natural point of access to Adams Park, expanding the area of recreational space in the village. The Poplar Promenade could also be the site for community activities at many scales, such as a farmer's market, festivals, or an art fair.

The pedestrian walkway could be a boon to businesses along Poplar Street. At present, heavy traffic and double-parked cars on Poplar Street restrict store visibility and patronage. As a pedestrian promenade, Poplar Street could help identify Roslindale Village as a destination point in Boston, drawing customers from around the region to enjoy the afternoon in the city's most classic urban village.

Prior to the Poplar Street closure, traffic along Washington Street would have to be rerouted so as to allow for two-way traffic along the length of the corridor (discussed further on page 63-65).

Implementation

Landscape improvements in Adams Park should be made to help mitigate noise from Washington Street and to encourage interaction with businesses along Poplar Street. A possible funding source for these landscape improvements could come from the City of Boston's NICE program (Neighborhood Improvements through Capital Expenditure), administered by the Department of Neighborhood Development. The program is aimed at providing interested neighborhood groups with the means to implement enhancement projects in their community. Street furniture and signage enhancements could also be



funded through the Boston Foundation. Corporate/business sponsorship could be considered as well to mitigate the costs of organizing street closure events. The Main Street program in Libertyville, Illinois for example, actively courts local businesses and employers to sponsor street programs in the district. This sponsorship not only pays the administrative and operational costs of the events, but has proved to be a source of income for the Main Street program.

Looking down Poplar Street towards the Roslindale Branch Public Library



A vision for potential pedestrian promenade on what is currently Poplar Street

Ongoing RVMS events in Adams Park should be expanded to include the sidewalks along Poplar Street. In order for the long-term feasibility of street closure to exist, it is important that business affected by such an endeavor be amenable to the change. It is recommended that temporary street closures be explored for demonstration purposes. Outdoor dining, vending, and street events along Poplar Street would serve the dual purpose of promoting use of Adams Park and the enjoyment of Roslindale Village, while encouraging direct patronage of the businesses along the street. Such action could demonstrate to merchants and property owners the possibility of increased sales revenue. These short-term closures could then be extended as popularity increases.

Widening the sidewalks on Poplar Street would allow for trees, planters, and outdoor seating, increasing pedestrian activity and making the street more attractive to patrons and visitors. This measure would allow reduced traffic to pass through the street if it remained open, or would allow delivery access if the street were closed.



Case Study: Poplar Pedestrian Way



Previous page: Pedestrian crosswalk on Poplar Street facing Adams Park in the winter

Left: A vision for Adams Park and pedestrian promenade on what is currently Poplar Street



Overview

Currently, it is very easy for a driver or bus rider to pass through Roslindale Village without noticing that he or she has entered or left the district. People who are familiar with Roslindale have an understanding of the Village boundaries, but these gateways should take a physical form that is readily apparent to passers by. Distinct gateways declare arrival at a unique place – an urban village – by clearly marking beginning and end points. Five gateways to Roslindale’s business district have been identified:

- (1) Washington Street at Kittredge Street
- (2) Washington Street at Lee Hill Road
- (3) Cummins Highway approaching Adams Park at Washington Street
- (4) The MBTA commuter rail station and pedestrian tunnel at the intersection of Belgrade Avenue, Birch Street and South Street
- (5) The intersection at Alexander the Great Park at Robert Street, Corinth Street, and Belgrade Avenue.

Aerial view of Roslindale Village business district highlighting the gateways to the Main Streets District

Goals

- Announce visitors’ arrival into the Village by clearly demarcating entry points
- Portray a memorable identity of Roslindale Village to residents and visitors

WHY MAKES A VILLAGE?	
Sense of Place	<input type="checkbox"/>
Meets Commercial Needs	<input type="checkbox"/>
Walkable	<input type="checkbox"/>
Mix of Uses	<input type="checkbox"/>
Civic Center	<input type="checkbox"/>
Continual Activity	<input type="checkbox"/>

Gateways to Roslindale Village

Strategies

Short Term

1. Install visible and attractive welcome signs

RVMS should create distinctive logos and signage that mark the gateways to Roslindale Village.

2. Use public art to mark gateways

RVMS has been extremely effective in bringing public art into the district, such as the sculpture recently commissioned for the median on Belgrade Avenue. RVMS should continue its efforts to bring art into public spaces in Roslindale Village.

Long Term

3. Improve landscaping and streetscape

Any strategy RVMS pursues for improving landscaping and streetscape should include special demarcation of the gateways to the village. Such improvements could include distinctive paving, plantings, banners, and public art. (Please refer to streetscape section for detailed recommendations on implementation).

4. Encourage village-scale redevelopment at key gateway locations

New construction of village-scale development at key parcels, two to three storeys in height, will boldly signal entry into a dynamic business district. Parcels such as the parking lot behind Higgins

Funeral Home or that of the MBTA transfer station, present opportunities for such redevelopment.

Implementation

Work with businesses situated at gateway sites to install short-term signage and markers. For example, a banner could be affixed to the MBTA substation or strung across Washington Street at Lee Hill Road. A possible funding source is the City of Boston's Small Changes Beautification program, which provides small grants for neighborhood improvement.

While temporary streetscape improvements can define a gateway, it is important to remember that a gateway marker is a powerful image in the minds of visitors. Therefore, the long-term goal should be permanent, well designed gateways that reflect the true character of Roslindale Village.



Trees, landscaping, and signage mark the civic gateway on Cummings Highway

Enhancing the Commuter T Rail Stop as Pedestrian Gateway

The Roslindale Commuter T stop, located at South and Belgrade, receives 500 passengers each day, making it the most frequently used commuter station on the Needham Line. Presently, the Roslindale commuter T stop serves as one point of entry into the district, an access point for passengers disembarking the train and for residents coming from west Roslindale into the district core. The goals of a design intervention at this site would be to better position the commuter rail T stop as an important gateway for visitors to Roslindale and nearby residents entering the district core. Creating a sense of place at this site helps to announce visitors' arrival into the Village core.

A painted mural or tile mosaic could be installed in the pedestrian tunnel, creating a vibrant passageway for pedestrians alerting them to the district's unique history and multicultural character. Enhanced landscaping of the sidewalk outcrop in the east parking lot, installing trees or planters, and greened trellises along the concrete stairway wall can soften the appearance of this area and make it a more pleasant space to pass through or await the arrival of a car

or train. Specialized paving on the outcrop could enhance its appearance and could be extended as a pedestrian walkway through the parking lot directing visitors toward businesses located on South Street, Birch Street and Belgrade Avenue.



Case Study: Pedestrian Gateway



Previous page: Current view of the pedestrian tunnel at the MBTA commuter rail stop, heading into the district.

Left: Vision for landscape improvements and public art installation at the pedestrian tunnel.

Located on the prominent southwest corner of Cummins Highway and Washington Street, the former MBTA substation, a historic 5-storey brick structure, presents an important redevelopment opportunity for the Village. According to the feasibility study drafted by Historic Boston, both the exterior masonry of the building and the interior elements are in overall “good” condition. In addition, an engineer has concluded that the building structure is in “very good” condition. Additionally, there is no evidence of environmental contamination. The MBTA building could be activated with multiple uses that speak to both the historic context of the building and its relationship to the Village Square. The ground floor should contain retail uses that employ the unique architectural façade, while artists’ lofts or residential condominiums, which would enliven the space and provide an economic motivation for redevelopment, would occupy the upper floors. RVMS has considered the possibility of integrating cultural space into the redevelopment, such as art studios or a small playhouse. A successful intervention at this site might include redevelopment of the adjacent parcels, including a small portion of the Higgins Funeral Home parking lots and the adjoining Pearce parcel.



Case Study: Civic Gateway

Previous page: Current view of the MBTA substation at corner of Washington Street and Cummings Highway

Below: Vision for the an addition to the MBTA substation with parking in the rear



Overview

Roslindale Village Main Streets has made great strides in cleaning up and refurbishing Roslindale Village. Nonetheless, businesses owners are looking to further improve the physical image of the district. Most business owners are unhappy with the district's cleanliness and indicated a willingness to participate in a clean-up effort. More benches, trees, and other landscaping would make the district more inviting. A plan for Roslindale village needs to address streetscape and signage in order instill a sense of place and depict the community's distinct identity to visitors and residents.



Plan depicting tree plantings throughout the business district

Goals

- Use streetscape improvements to instill a sense of place
- Beautify and clean the district

WHAT MAKES A VILLAGE?	Sense of Place	
	Meets Commercial Needs	●
	Walkable	●
	Mix of Uses	
	Civic Center	
	Continual Activity	●

Streetscape Improvements

Strategies

Short Term

1 Promote attractive storefronts, signage, and lighting

By continuing its highly successful effort to upgrade business facades, RVMS can further create the look of a distinctive, attractive, and cared-for local business district.

2 Develop beautification and cleanliness initiatives

Local businesses value a clean, well-kept environment, and many are willing to participate in small-scale beautification efforts that will create a more comfortable experience for customers in the district. RVMS might wish to levy this interest in developing future projects.

Long Term:

3 Introduce urban furniture in open spaces

Introducing street furniture, such as benches and tables, creates gathering spots that are inviting and promote social interaction between visitors.

4 Green the district

Historically, Washington Street stood as a tree-lined boulevard, enclosing drivers and pedestrians with a canopy of tall elms that provided shade from summer sun. Replanting the areas on Washington Street and Cummins Highway where trees are presently lacking would cultivate the feel of a greened boulevard. Trees provide a buffer between pedestrians and moving traffic and

aid in signaling to drivers that they have entered a commercial zone.

5 Consider specialized pavement (e.g. brick, cobblestones) in key locations

Specialized pavements delineate village boundaries, enhance a sense of place, and serve to direct patrons through the business district.



Implementation

RVMS is not in the position to fund all streetscape improvements, however it can use its extensive connections with business owners and professionals to defray implementation costs. RVMS may also want to work with business owners to develop sidewalk and landscape maintenance strategies for their storefronts. One way this may take place is through the exploration of innovative programs such as “Adopt a Sidewalk,” where a business may choose

to finance and supervise the maintenance of abutting property. RVMS could also sponsor a program that allows local businesses and residents to purchase trees or planters. Low-cost maintenance, such as graffiti removal or tree grooming, plants and flowers, could come from community service events or volunteer and youth programs.

In the long run, the City of Boston may be an important source of funding for RVMS streetscape and greening improvements. The City’s Small Changes Beautification grant program is one possible source of funding. Small Changes awards grants of \$1,000 to \$5,000 for general projects, involving youth stewardship in environmental education, clean up and waste removal, professional planting, and graffiti removal. Grants in the amount of \$5,000 to \$20,000 can be put toward permanent installment projects, such as benches, paving, murals, plaques and external architecture and lighting. Mayor Menino’s Garden Contest is another program in which RVMS may wish to participate. Winners’ funds can be applied to community and storefront gardens.



Previous page: Washington Street is not currently a pleasant place for pedestrians

Left: Small changes can greatly improve the pedestrian environment on Washington



Overview

Washington Street is an integral part of Roslindale Village, yet the Washington Street corridor remains separated from the more vibrant core of Roslindale Village. Vacant lots, limited landscaping, and excessive traffic form an unwelcoming experience for both residents and visitors. Washington Street is major point of entry and a central axis through Roslindale Village. As such, the business district would benefit from a comprehensive vision for this street that includes a variety of solutions to reinvigorate this section of the district.

Many buildings on Washington Street buildings do little to provide interest for passers by



Goals

- Make Washington Street a distinctive commercial corridor
- Improve the pedestrian experience
- Redevelop buildings along Washington Street
- Establish urban design guidelines that promote a village atmosphere

Vision of proposed development along Washington Street aimed at physically defining the commercial core for foot and auto traffic

WHAT MAKES A VILLAGE?		
Sense of Place		<input checked="" type="checkbox"/>
Meets Commercial Needs		<input checked="" type="checkbox"/>
Walkable		<input checked="" type="checkbox"/>
Mix of Uses		<input checked="" type="checkbox"/>
Civic Center		<input type="checkbox"/>
Continual Activity		<input checked="" type="checkbox"/>

Washington Street

In addition to the strategies listed below, a redevelopment of Washington Street draws largely on many of the other village enhancing elements discussed in this plan. Upgrading the streetscape and signage, actively recruiting complementary businesses and establishing outreach to current Washington Street businesses are all key components whose strategy and implementation is readily applicable to Washington Street.

Strategies

Short-Term

1 Collaborate with BRA to ensure permitting of development consistent with village character

The current review of Roslindale zoning provides an opportune moment to address the issues of urban design and long term development planning along Washington Street. By partnering with the BRA to develop the new zoning code, RVMS can develop a role in the permitting process that goes much beyond its current position as an informal participant voice in the review process.

2 Identify small scale improvements to enhance Washington Street

There are numerous fast and inexpensive enhancements in which RVMS and local businesses can invest that will immediately

improve the streetscape and generate support for future improvements along Washington Street. Examples include planting bushes to mimic the streetwall and banners on light posts to enhance the village character.

Long-Term

3 Increase building height

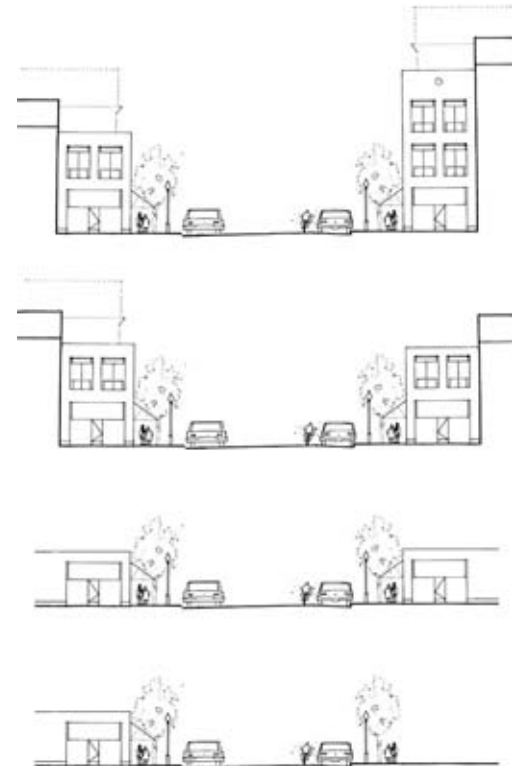
The traditional ratio of building height to street width (building-to-building) in a small commercial corridor is between 3:1 and 2:1. Much of the RVMS District section of Washington Street has a ratio of between 5:1 and 7:1, due to open lots, areas of parking between buildings and the current dominance of one story buildings. Reducing this ratio by adding one or two stories to existing buildings will enhance the traditional commercial village feel and link this corridor to the rest of the district.

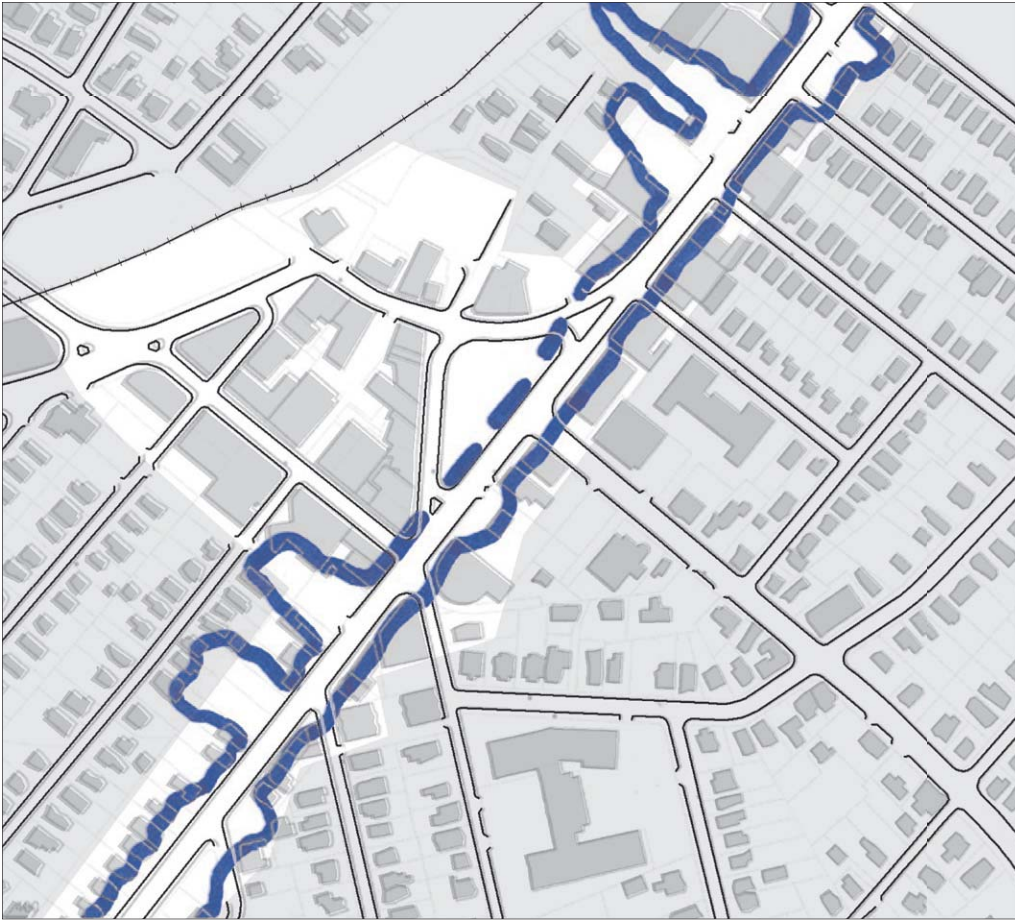
4 Create a continuous streetwall

The streetwall is the line of the buildings fronting the street. Development must follow a coordinated strategy that increases building height and fills in gaps to create a continuous streetwall. The streetwall is enhanced by introducing parking behind buildings and as few breaks as possible for parking access or alleys between buildings.

5 Make the ground floor visually inviting

Storefronts with large, clean windows that extend to the floor create the physical experience of a pedestrian-oriented commercial core. It is important to encourage businesses on the ground floor to provide views of engaging displays or active uses within the building. Offices and residential uses require privacy that is best achieved on higher floors, yet a vital street depends on views into active and interesting buildings.





Implementation

In addition to the general streetscape strategies, RVMS should be aware that the Boston ReStore Program provides matching loans and grants (up to \$7,000 per storefront) to help neighborhood business and property owners complete storefront renovation projects. In addition to funding, ReStore Boston provides professional architectural design services at no cost to the business to ensure improvements are well planned. The Boston ReStore Program is administered by the Office of Business Development. The businesses on Washington Street are a good match for this program. The long-term strategies for the street cannot be achieved by RVMS alone, and thus its role in implementation should be taking an active part in the current zoning decision-making process.

The Business Mix Section addresses implementation tools that can be used to recruit new businesses and developers to the Washington Street district. In addition, the Appendix provides a Business Selection Matrix that can be used to identify the appropriate business mix along Washington Street.

Variation in the street wall on Washington

Previous page: Sections of street width to building height ratios on Washington Street ranging from the present 7 to 1 ratio at the bottom to the proposed 2 to 1 ratio at the top (*Roslindale Village: Master Plan for Streets and Sidewalk Amenities*)

This is an important parcel located on a major entrance route to Roslindale Village representing a key opportunity to promote a more pedestrian friendly environment, catalyze economic revitalization, and enhance the village character along Washington Street.

Future redevelopment might include a mixed use structure with retail on the ground floor, and residential condos or apartments on the second floor, which will contribute to the

economic viability of the project because of a strong demand for housing in Boston. The substantial footprint currently occupied by the Ashmont is well suited for a large, anchor tenant. Also, redevelopment should substantially increase the street frontage and commercial space on that part of the parcel currently occupied by Dunkin Donuts. Closing the existing gap in the streetwall would greatly facilitate pedestrian activity and help foster much more of a village feel.



Case Study: Ashmont Discount Parcel

Previous page: View of the currently vacant Ashmont Discount store

Below: Vision for future redevelopment of Dunkin' Donuts and Ashmont Discount lots.



Due to its past use, there is community concern not only over its impact on the vitality of Washington Street, but also over the fact that this parcel is likely contaminated. While for-profit developers must bear the costs of remediation and pass these costs on to tenants in the form of high rents or purchase prices, non-profit developers have access to funding for both the assessment of contamination and the remediation process. RVMS can play a role in the redevelopment by facilitating the assessment of contamination. If the site is found to be contaminated, it is an ideal location for non-

profit uses or institutional uses. This would allow access to funding to meet the cost of remediation without waiting for land values to reach a point that remediation is feasible for a for-profit developer. In concert with the urban design recommendations for Washington Street, suggested uses for the site include an expansion of the library or a non-profit business incubator or land trust, with subsidized housing on the second level. A new structure on this parcel should be consistent with the height and setback of the building on the adjoining lots.



Case Study: Kostas Gas Station Parcel

Preceding Page: View of the currently vacant gas station and the Roslindale Branch Public Library

Below: Vision for the expansion of the Public Library on the redeveloped gas station parcel





Overview

Roslindale Village currently has a complex traffic circulation pattern with tens of thousands of vehicles driving in or passing through the district each day. This high volume, coupled with the awkward rotary around Adams Park, affects the quality of the pedestrian experience in the district. A survey of nearly 100 individuals conducted in Roslindale Village rated traffic flow as the condition most in need of improvement. In order to enhance the village experience, traffic calming, pedestrian-safety enhancements, and traffic-circulation interventions are recommended.

Cars turning left onto South Street from Cummings Highway in order to go right on Washington Street

Goals

- Improve pedestrian experience and safety in Roslindale Village
- Promote a more walkable commercial district
- Support pedestrian use of Poplar Street through related circulation changes

WHAT MAKES A VILLAGE?	
Sense of Place	
Meets Commercial Needs	<input type="checkbox"/>
Walkable	<input type="checkbox"/>
Mix of Uses	
Civic Center	
Continual Activity	<input type="checkbox"/>

Traffic and Circulation

Strategy

Short-Term

1 Enhance pedestrian safety

Street paint indicating pedestrian crosswalks is faded throughout the district. Leveraging recent pedestrian fatalities, Roslindale Village Main Streets should work with the Highway Reconstruction and Maintenance Division to improve crosswalk conditions. Innovative, multi-colored reflective paints might be explored to further enhance pedestrian safety.

2 Improve circulation

Street paint demarcating travel lanes is also faded throughout the commercial district, confusing drivers to the exact number of lanes available. Clearly organizing the travel patterns will help alleviate backups and potentially dangerous interactions with pedestrians.

Long-Term

1 Install traffic calming methods

Reducing the speed of traffic through the district is a necessary element of defining a more pedestrian-friendly commercial district. Interventions should be explored to reduce the speed of traffic along all streets and thoroughfares in Roslindale Village.

2 Improve circulation

Roslindale Village Main Streets should lobby to make Washington Street a two-way road along the southern flank of Adams Park. The street should be widened near the northeast end of the section, where an island currently juts into the road. With the direction change should come appropriate signage, as well as phased signals for walking and for turns, establishing an improved pedestrian experience. Effort should be given to promoting Hyde Park Avenue as the major east-west thoroughfare, decreasing the use of Washington Street as a means of entering Cummins Highway.

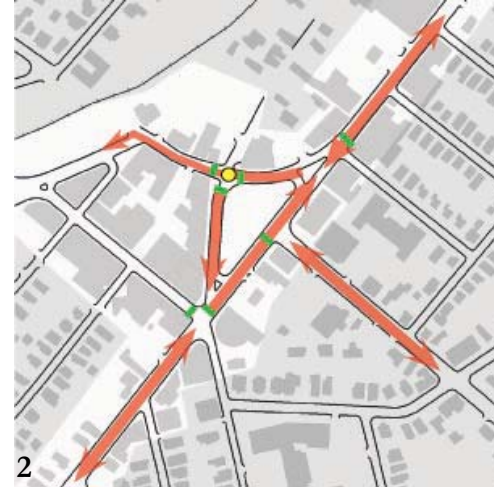
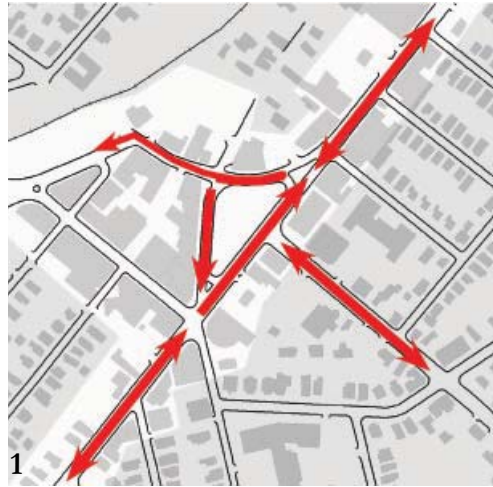
A two-way Washington Street is a necessary condition of the pedestrianization of Poplar Street. However the safety and circulation enhancements generated from making Washington Street two-way yield sufficient benefits to pursue this strategy regardless of activity on Poplar Street.

Implementation

Roslindale Village, on behalf of the City, might attempt to secure Transportation Equity Act (TEA-21, formerly known as ISTEA) funds for streetscape and circulation improvements. Many other

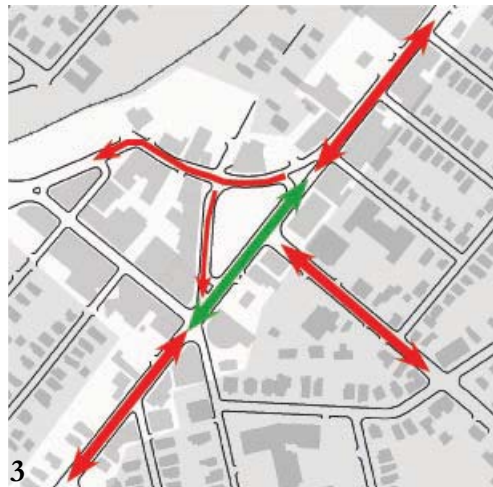
Main Street programs across the country have used this source of capital to improve transportation and pedestrian elements of their respective districts. Examples include the Beaumont, South Carolina; Eureka, California; and Westfield, New Jersey Main Streets programs.

An active, working relationship between RVMS and the Highway Reconstruction and Maintenance Division should also be established. New street paint demarcating traffic lanes, crosswalks, and stop points should all be promoted as part of a unified district traffic strategy aimed at increasing pedestrian safety and eliminating traffic-related fatalities. Because the Highway Reconstruction Maintenance Division must also implement interventions aimed at reducing vehicular speed, the need for an effective working relationship with that agency is heightened.



Circulation Improvement Phasing

- 1 Existing circulation pattern
- 2 Proposed improved crosswalks (green) and new traffic signal (yellow)



- 3 Two way traffic on Washington Street (green) and reduced traffic on Poplar Street
- 4 Poplar Street closed to through traffic (green)

Overview

If there is one thing about which Roslindale residents and visitors agree, it is that something needs to be done about the parking problem in Roslindale Village. Parking is routinely identified as one of the most pressing physical problems to be addressed through the planning process, and double-parking is a regularly noted phenomenon on the main roads of Roslindale Village. Survey analysis and district observation indicates that drivers prefer to use limited street parking, which fuels perceptions of a parking shortage. At the same time, the public parking lots within Roslindale Village are regularly empty even when cars are double-parked on the adjacent streets. This disparity between demand and actual usages raises the question – *what is the parking problem in Roslindale Village?*

Goals

- Optimize parking distribution within Roslindale Village
- Increase use of existing parking lots
- Strengthen enforcement of parking regulations
- Establish a long term parking plan



Cars double-parked on Poplar Street across South Street from the public parking lot



View of an underutilized public parking lot off South Street



Presently, small lots result in inefficient use of parking space

WHAT MAKES A VILLAGE?	
Sense of Place	
Meets Commercial Needs	<input checked="" type="checkbox"/>
Walkable	<input checked="" type="checkbox"/>
Mix of Uses	
Civic Center	
Continual Activity	<input checked="" type="checkbox"/>

Balanced Parking

Strategies

Short Term

1 Display parking locations near the entrance of each store and restaurant

RVMS should create maps that clearly show all public parking options in Roslindale Village. These maps should be distributed to store and restaurant owners and prominently displayed on windows near the entrance.

2 Implement a shared parking system

There are five privately-owned surface lots in the district that restrict parking to their business patrons. These lots are used during business hours and are empty in the evening. Businesses in Roslindale Village should explore shared parking strategies in which lots used during the day by one group of users, such as bank clients, are used at night by other users, such as valet parking for restaurants. Such a solution would better distribute car parking while fostering connections between businesses in Roslindale Village.

3 Enforce time limits for on-street spaces

Day-long visitors that park on the street burden the parking system and add to the congestion in Roslindale Village. On-street parking should be used only by

short-term parkers. Roslindale Village should strengthen its enforcement of time limits for on-street parking by levying fines that discourage long-term parking on the street. By restricting on-street parking to short-term users and maintaining free or cheap parking in surface lots, Roslindale Village can create incentives for long term visitors to park in public lots.

5 Create clear signage for public parking lots

Existing signage identifying parking lots in Roslindale Village does not explicitly state that these lots are available to the public. Surveys revealed that many residents do not realize that lots such as the one behind Citizens Bank, are available to them. Better signage could increase the use of this lot and others.

Long term

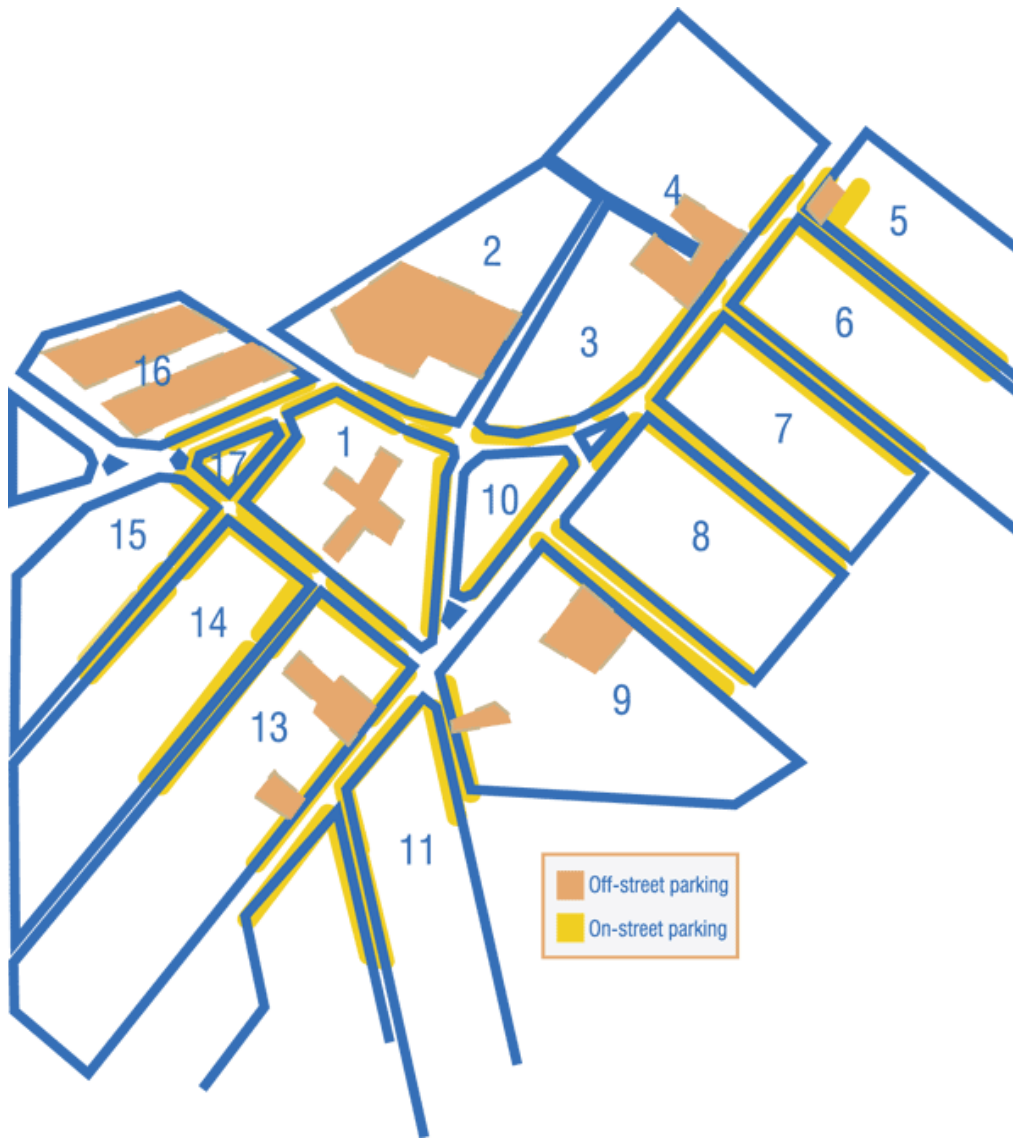
1 Include parking in future comprehensive master planning efforts for Roslindale Village

As Roslindale Village continues to grow and many of the existing surface lots are developed, surface parking area will generally be reduced. A comprehensive assessment of parking demands, availability, and location will have to be

conducted as part of future planning efforts for Roslindale Village.

Implementation

RVMS can promote customer and business education about parking availability, location, and regulations through an easily readable parking brochure. RVMS could also lobby the Department of Transportation to encourage more active and systematic enforcement of existing parking regulations. Furthermore, a permitting program could dissuade employee parking in front of businesses. In the long term, RVMS might consider installing parking meters in the district to encourage parking turnover. Financing and technical assistance for street and parking improvements can be solicited from the Boston Main Streets program and the Department of Neighborhood Development.



Block	On-Street Parking Capacity	Off-Street Parking Capacity	Total Parking Capacity
1	42	46	88
2	13	111	124
3	18	15	33
4	8	25	33
5	19	8	27
6	32	-	32
7	32	-	32
8	32	-	32
9	17	35	52
10	12	-	12
11	26	-	26
12	18	-	18
13	34	46	80
14	30	-	30
15	13	-	13
16	12	139	151
17	16	-	16
Total	374	425	799

Overview

Roslindale Village has experienced substantial economic growth over the past decade and maintains a diverse mix of businesses today. However, the district has yet to reach its full potential: it is still without a distinct economic identity, does not fully satisfy the consumer demands of its residents, and contains several vacancies in key locations. These conditions are particularly manifest along Washington Street, which has minimal foot traffic and an overabundance of service-related businesses. To truly realize the “village” ideal for Roslindale, it is important to enhance the business mix and economic character of the district. This can be done through the following goals and strategies.

Goals

- Promote business types that are consistent with the village character
- Support and improve existing businesses
- Recruit new businesses that build on the existing clusters
- Fully provide for the economic demands of Roslindale residents



Poplar Street currently features a diverse mix of businesses

WHAT MAKES A VILLAGE?	
Sense of Place	<input type="radio"/>
Meets Commercial Needs	<input type="radio"/>
Walkable	<input type="radio"/>
Mix of Uses	<input type="radio"/>
Civic Center	<input type="radio"/>
Continual Activity	<input type="radio"/>

Optimized Business Mix

Strategies:

Short Term

1 Identify new businesses to recruit to Roslindale Village

In order to guide the direction of economic growth and facilitate an optimal tenant mix, RVMS should weigh market demand, clustering, available square footage, required sales per square foot, and other key factors. The Business Selection Matrix in the Appendix serves as a tool that Roslindale Village can use to identify the most viable and appropriate businesses to fill present and future vacancies. RVMS should use and update the Tenant Selection Matrix to keep a running inventory of available services in the Village and match district needs to new business recruitment and selection.

2 Augment existing clusters, placing special emphasis on food and dining

The food-related business clusters in Roslindale Village have tremendous potential to both facilitate continued economic growth and to form the core of a district imaging strategy. The bakery, restaurant, and ethnic grocery clusters are all identifiable entities with unique goods that serve as destinations for Roslindale residents and outsiders alike. The local ethnic grocery stores represent a real opportunity that Roslindale Village can use to distinguish itself. The leakage analysis reveals that food-related establishments in

Roslindale are capturing only 20% of the dollars that Roslindale residents spend at restaurants.

3. Increase support for new and existing businesses

There are numerous businesses that have operated in Roslindale Village for over twenty-five years, and this longevity is a driving force behind character and economic strength of the district. As a means of providing increased support, RVMS should position itself as an intermediary, connecting businesses to various sources of technical assistance, business support services, and access to capital. A large business support infrastructure exists in the Boston region, and RVMS must ensure that Roslindale businesses effectively take advantage of this. Some of these organizations include: ScoreBoston, ACCIONUSA/Boston, SBA/Boston, and the MA Small Business Development Center.

4. Partner with local organizations to promote common goals

RVMS should strengthen relationships through collaboration with the Board of Trade to promote the organizations' mutual goals. It is important that RVMS partner with the business association to ensure that business needs are fully met. This partnership will lead to increased information sharing, pooling of organizational resources, and unified business support efforts.

Implementation

Roslindale Village Main Streets should position itself as an information source for property owners and potential tenants to go to for valuable data on the most viable uses in the district. This can be best accomplished through a business recruitment and economic conditions packet, which RVMS should distribute to property owners and potential investors. This packet should contain valuable demographic and economic information on Roslindale Village, and will help stakeholders understand which business types are most desirable and likely to succeed in the district.

As a means of providing increased support, RVMS should position itself as an intermediary, connecting businesses to various sources of technical assistance, business support services, and access to capital. As development continues and the IPOD progresses in Roslindale Village, RVMS should be the information broker for both city agencies and local businesses. RVMS should work with local businesses to create a forum and facilitate an ongoing dialogue on issues businesses would like to see addressed. RVMS can build a platform and agenda based on these ongoing communications, using it to educate public entities and leverage necessary resources to meet local needs.



Top 10 Most Viable Businesses in Roslindale*

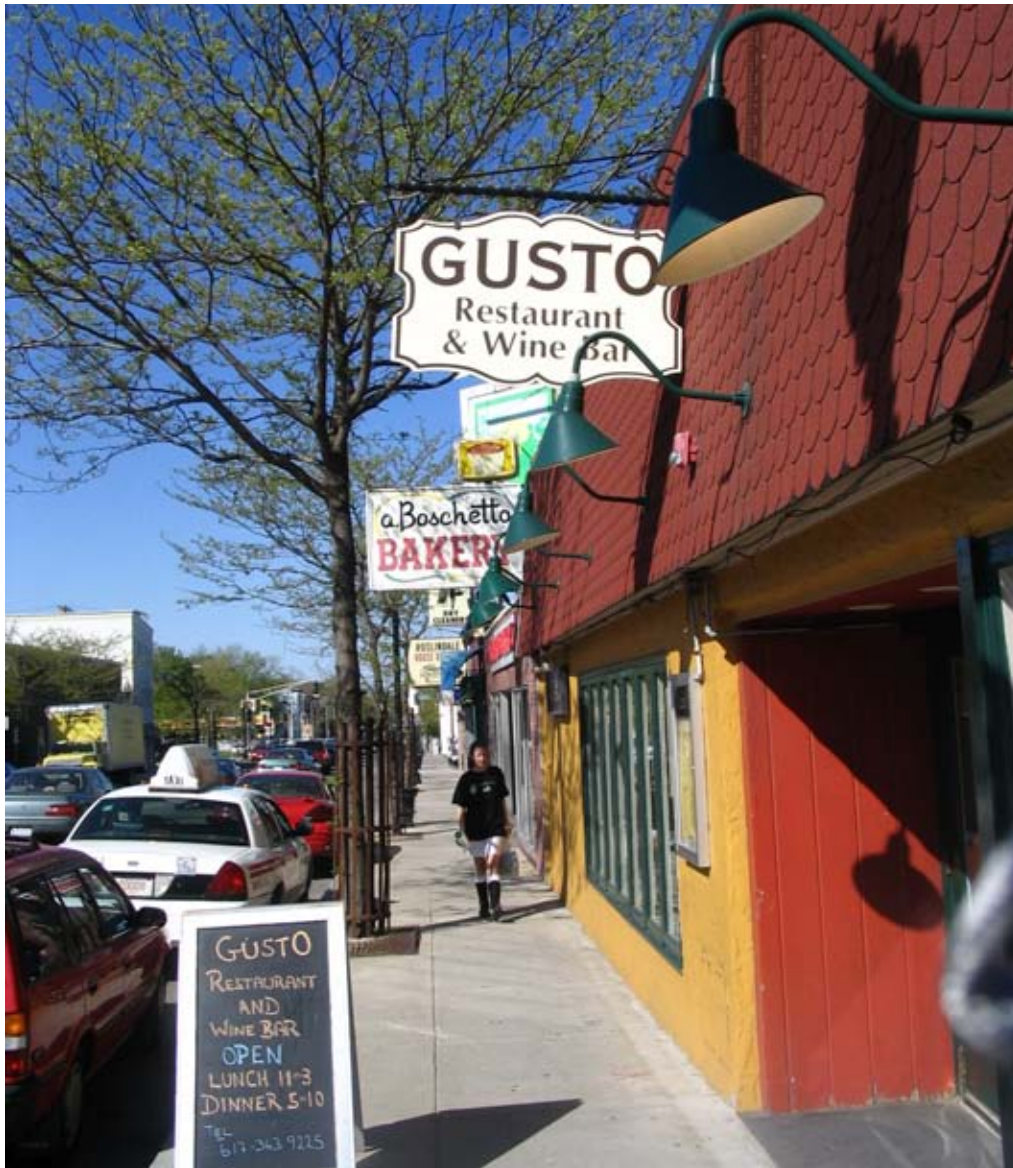
- Bookstore
- Full Service Restaurant – Indian
- Gourmet Cheese Shop
- Office Supplies Store**
- Sporting Goods Store**
- Pet Store**
- Children’s Clothing Store
- Women’s Shoe Store
- Health Foods Store
- Cinema**

* Based on Business Matrix in Appendix

**Anchor Business

Retail & Food Service Clusters

- Other
- Restaurants & Food Services
- Groceries, Markets, & Food Stores
- Clothing & Accessories
- Books & Music
- Home Accessories, Supplies, Equipment etc.
- Vacant Parcels



Overview

Roslindale village is a quintessential urban village. At its physical center is Adams Park, which anchors the surrounding businesses and other uses. In the words of one enthusiastic Roslindale resident, “What makes Roslindale Village so great is that there’s a square there.” RVMS needs to capitalize on its unique status as one of Boston’s only urban villages. Visitors will see more than just a square and realize that there is also a village. From this, a distinct identity is crucial to making the Village a destination. Because individuals’ perceptions of a place determine where they choose to shop, eat, and socialize, marketing an identity that presents Roslindale as an increasingly vibrant and diversifying business district can attract new customers and increase patronage. Roslindale needs to tell Boston what an exciting place it really is.

Gusto’s on Washington Street, one of many restaurants in the District

Goals

- Take advantage of Roslindale’s unique “village” character
- Attract new customers to the district and encourage existing customers to return
- Support a positive perception of Roslindale Village

WHAT MAKES A VILLAGE?	
Sense of Place	<input checked="" type="checkbox"/>
Meets Commercial Needs	<input checked="" type="checkbox"/>
Walkable	<input type="checkbox"/>
Mix of Uses	<input checked="" type="checkbox"/>
Civic Center	<input type="checkbox"/>
Continual Activity	<input checked="" type="checkbox"/>

Main Street District Image

Strategies

Short Term

1. Create a Roslindale Village logo or slogan to be used in all marketing and informational materials

Continuity in marketing can instill a sense of cohesiveness in the Village. A well-designed logo seen in physical locations throughout the village as well as on all publications can establish this visual association. A well known slogan can capture the essence of the business district and provide an easy, replicable tool for individual business owners to employ.

2. Help improve local businesses' marketing efforts

There are several distinct business clusters in Roslindale Village that are well suited to collective marketing campaigns. RVMS can initiate this process by helping to build ties between owners of similar and/or complementary clusters. Once organized, groups of businesses are better positioned to create a strong, coherent image about their goods and Roslindale.

3. Promote Roslindale Village as a unique dining and food-related neighborhood

Roslindale Village has an array of diverse bakeries, groceries, and restaurants that attract customers from inside and outside the district. To take advantage of the ethnic diversity within these clusters, RVMS should initiate a marketing campaign around food-

related businesses. This might include joint marketing in print media by restaurant owners, emphasis on the cluster in all media outreach, and prominent displays on the Roslindale Village website.

4. Establish plaque program for long-time businesses

Implementing a historic plaque program to recognize long-term businesses and historic structures in Roslindale Village could provide visual interest in the district and market those business to potential patrons. A consistent plaque design should be established to provide visual continuity throughout the business district. An innovative nominating process could engage community members, establish district pride, and provide incentives for business' participation in the program.

Implementation

RVMS should build upon its relationships with local graphic designers and artists and its previous success with marketing efforts to launch the new Roslindale Village Image as part of a large event such as the first Open Studios or proposed new Community Day on Poplar Street. RVMS can host networking and social events targeted to specific business clusters, for such as a lunch hour for owners of home service goods. Events like this can lead to greater familiarity among the members of a shared cluster and can help identify what new businesses need to be recruited to enhance the cluster. Roslindale business owners have expressed interest in gaining expert marketing advice. RVMS should continue to serve as a broker of such information.

Roslindale's history can make an important contribution to district image

The Rialto Movie Theater on Washington Street in the mid-1960's
(Images of America: Roslindale)

A streetcar approaching Roslindale on South Street at the turn of the century
(Images of America: Roslindale)

Chapter 3 • Future Direction



The individual elements of this plan include short- and long-term solutions, offering compartmentalized strategies for implementation in stages as opportunities arise. Before carrying out these recommendations and taking the suggested implementation steps, RVMS would benefit from stepping back and taking a broader look at various organizational components in light of the village vision.

The first step in this process is to take a look at the organizational mission of Main Streets to ensure that its proposed goals are consistent with both its long-term vision for the district and the current day-to-day needs of local businesses and residents. Through this process of reflection, Main Streets can achieve three important and very practical objectives:

- 1) Ensure that its work is relevant and reflects actual needs

- 2) Clarify and prioritize goals for new and ongoing work
- 3) Communicate its mission, vision, and goals effectively to its members and partners

The following section outlines a structure through which RVMS might, in the short term, consider specific strategies, and in the long term, formalize a strategic vision for both Main Streets and Roslindale Village.

Governance:

The Main Streets Board of Directors is one of the organization's greatest assets. The track record, professional expertise, and credibility of the Board and its members are first-rate. In order to implement the village vision and its elements, however, it is important that the Board continue to reflect the changing face of the business and residential community. It is important that the board be a dynamic body able to integrate and reflect changing interests and ideas. The ability to create ad hoc committees and a commitment to continually reassess priorities and goals is a vital aspect of an effective and representative organization. An example of this commitment to reassessment could be ongoing outreach for new members who could be used in strategic ways, such as staffing a Real Estate subcommittee linking local realtors and developers to help inform the work of the Economic Development

Committee. Representative leadership that can rally broad community support will be critical to the success of many of the long-term elements outlined in this report.

Community Support:

The success of Main Streets hinges on how well it is able to generate support from the community and encourage active participation in its programs. A fundamental starting point here is to educate businesses and community members about Main Streets. Such outreach at Main Streets-sponsored events such as the Easter Egg Hunt has already begun to pay dividends as residents begin to recognize and show appreciation for the work of the organization. To extend this outreach, Main Streets could hold townhall meetings and roundtables targeted to specific audiences in order to share information on activities and campaigns. These meetings would not only distribute valuable information, but would also provide an opportunity to increase and



Implementation

diversify membership, grow the number of volunteers, and enhance financial and in-kind support for Main Streets and its projects.

More broadly, the active participation of Roslindale’s most civic-minded residents in a diverse set of programs sponsored by Main Streets will weave the organization even tighter into the fabric of the community. By providing multiple opportunities for engagement at various times throughout the year, Main Streets gains visibility and credibility among local residents, business, and community groups. This broadened constituency will allow Main Streets to take an even stronger role in shaping community consensus and rallying community support for its vision and programs.

Fiscal Strength and Sustainability:

In order for Main Streets to successfully achieve its long-term goal of financial independence from city funding, substantial



community fundraising and grant financing must be achieved. However, the time and effort required for such fundraising substantially exceeds staff capacity. Consequently, Main Streets must find ways to leverage outside assistance. At a basic level, Main Streets might focus on recruiting more dues-paying members. The various short-term goals and strategies outlined in this report, such as public art-making and the landscaping of planters, lend themselves to community participation and, consequently, the recruitment of financial and in-kind support. Likewise, community events, such as the proposed street fair/carnival on Poplar Street or Taste Roslindale!, could be explicitly undertaken to raise funds for Main Streets. At a larger scale, Main Streets could enlist Board members with relevant expertise, government partners, or volunteers (e.g. graduate students) to assist the Director in seeking out and applying for grants on the organization’s behalf. The various federal funding sources cited for elements of this report could be targeted for this type of endeavor.

Communications and External Relations:

Expanding communication efforts will increase familiarity and trust with Main Streets, increase support, and help build key relationships within and outside of the community. Already, Main Streets has been able to draw coverage of Roslindale from a



broad range of local, citywide, and regional publications. An important next step in the communications strategy would be to consistently highlight Roslindale’s village character as its unique “brand” in all media and outreach. In this way, advertisements or features of specific Roslindale businesses will also effectively serve as advertisements or features of the district as a whole. Where possible, connections should be made between specific businesses or business types – such as ethnic bakeries – and their contribution to Roslindale’s village feel. With a network of vocal and active communication strategies under a unified theme, the impact of the Roslindale Village “brand” will be substantially magnified.

A strong media and communications strategy must reach a diverse population including local and regional customers for new and existing businesses, potential new commercial tenants and residents, and professional and organizational partners. In addition to this formal marketing message,

RVMS should continue with its effective strategy of publicizing its successes.

Strategic Partnerships:

Main Streets enjoys close relationships with community leaders, private entities and key public officials. At the same time, Main Streets has a long record of success working with city agencies to make improvements to the district. These existing relationships provide channels through which Main Streets can pursue public-sector support for its vision and programs. This support will be particularly key in pursuing large-scale improvements such as the pedestrianization of Poplar Street and the implementation of appropriate zoning to encourage village-scale development along Washington Street in the long term. At all phases of the plan, the advocacy and resources of elected officials and municipal agencies will be critical.

Main Streets would also benefit from formal partnerships with existing service delivery, technical assistance, and funding organizations to ensure support and access

to a comprehensive mix of resources for businesses.

Conclusion:

The Main Streets “four corners” program areas – design, community organization, promotion, economic restructuring – have served as a valuable framework for Main Streets’ remarkable success in its first 20 years. Working within these four areas, Main Streets has made arson and disinvestment a thing of the past. Looking to the future, the “village” vision repositions the “four corners” in a new context: guiding and promoting growth in keeping with the district’s unique character. Reflecting on each of the organizational components above (governance, community support, fiscal strength, communications and partnerships) will continue to ensure that RVSM’s work remains consistent with new directions and goals. In this context, the institutional assets developed over the past 20 years will continue to grow and give Main Streets a head start in developing the important new capacities it will need in the coming years.

This plan was prepared by the students of course 11.439 *Revitalizing Urban Main Streets*, Massachusetts Institute of Technology, Department of Urban Studies and Planning, Spring 2005.

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We would like to thank the all the members of the Roslindale Village community, particularly Roslindale Village Main Street Director Janice Williams and the following:

Charlie McCarthy
Barbara Lottero
Cathy McCarthy
Tom Donahue
Wayne Beitler
Lee Blasi
Mike Bohan
Paul Carlson
Stephanie Carver
Steve Gag
Mary Ellen Gambon

Jennifer Goldson
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Judie Leon
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Acknowledgements

Appendices

Roslindale Village Business Selection Matrix

	GLA in SF*	Sales per SF*	Total Rent per SF*	Complements Existing Businesses	Augments Existing Business Cluster	Identified in Customer Survey	Anchor Store	Fills Gap in Leakage Analysis	Criteria Satisfied
Junior Department Store	30,000	\$118.24	\$6.94	0				0	2
Discount Department Store	36,883	\$183.85	\$7.25				0	0	2
Dollar Store/Novelties	7,500	\$117.22	\$6.81					0	1
Specialty Food*	2,100	\$276.79	\$18.00	0	0	0		0	4
Delicatessen	2,370	\$218.76	\$20.71	0	0			0	3
Bakery	1,700	\$226.75	\$17.25		0	0		0	3
Candy & Nuts	1,225	\$260.50	\$24.02	0	0			0	3
Health Food	1,608	\$230.99	\$15.21	0		0		0	4
Supermarket	50,420	\$390.25	\$6.93		0	0	0	0	4
Gourmet Grocery	18,000		\$14.00	0	0			0	3
Restaurant w/o Liquor	2,625	\$216.86	\$14.32	0	0	0		0	4
Restaurant w/Liquor	3,362	\$237.72	\$17.00	0	0	0		0	4
Cocktail Lounge	3,821		\$8.99	0	0				2
Doughnut/Muffin Shop	1,203	\$320.87	\$24.84		0			0	2
Ice Cream Parlor	1,116	\$332.87	\$27.64		0			0	2
Yogurt Shop	1,358		\$15.75	0	0			0	3
Cookie Shop	1,217	\$302.70	\$30.00	0	0			0	3
Hamburgers	2,950	\$373.63	\$22.00	0	0	0		0	4
Barbeque	3,130	\$201.64	\$16.35	0	0			0	3
Seafood/Fish n' Chips	2,309	\$465.93	\$25.00	0	0			0	3
Pizza	1,740	\$169.96	\$15.12		0	0		0	3
Chicken/Turkey	1,435	\$417.88	\$29.98	0	0			0	3
Coffee/Tea	1,400	\$126.63	\$18.78		0	0		0	3
Drinks/Juice/Lemonade	807	\$323.10	\$26.49	0	0			0	3
Bagels	1,981	\$184.12	\$19.36	0	0			0	3
Chinese Fast Food	1,500	\$177.51	\$15.00		0			0	2
Japanese Fast Food	1,315	\$354.22	\$37.74	0	0			0	3
Other Asian Fast Food	3,224	\$201.87	\$14.08	0	0			0	3
Mexican Fast Food	1,662	\$325.80	\$18.73		0			0	2
Greek Fast Food	1,200	\$263.25	\$19.00	0	0			0	3
Italian Fast Food	2,422	\$340.70	\$33.29	0	0			0	3
Steak/Roast Beef	1,297	\$461.20	\$18.24	0	0			0	3
Other Fast Food/Carryout	1,411	\$195.95	\$20.90	0	0			0	3
Women's Specialty	1,720	\$229.88	\$18.17	0	0			0	3
Women's Ready-to-Wear	2,145	\$310.23	\$16.90	0	0	0		0	4
Bridal Shop	3,118	\$123.74	\$9.87	0	0			0	3
Maternity	1,797	\$268.90	\$20.25	0	0			0	3
Hosiery	4,499	\$181.48	\$13.30	0	0			0	3
Children's Wear	2,105	\$236.18	\$15.59	0		0		0	3
Men's Wear	2,750	\$185.37	\$11.00	0		0		0	3
Family Wear	5,132	\$109.82	\$11.24	0			0	0	3
Jeans Shop	9,519	\$100.67	\$8.14	0	0			0	3
Uniform Shop	3,208		\$10.25	0				0	2
Special Apparel-Unisex	1,920	\$205.93	\$18.00	0	0			0	3
Costume Jewelry	900	\$237.98	\$13.75	0	0			0	3
Family Shoes	2,460	\$199.07	\$14.75	0		0		0	3
Women's Shoes	1,940	\$288.98	\$22.83	0	0	0		0	4
Men's Shoes	1,470	\$268.67	\$14.45	0		0		0	3
Children's Shoes	1,547		\$17.22	0		0		0	3
Athletic Footwear	1,954	\$291.92	\$19.44	0		0		0	3

Roslindale Village Business Selection Matrix

	GLA in SF*	Sales per SF*	Total Rent per SF*	Complements Existing Businesses	Augments Existing Business Cluster	Identified in Customer Survey	Anchor Store	Fills Gap in Leakage Analysis	Criteria Satisfied
Furniture	4,948	\$213.70	\$11.72	0			0	0	3
Floor Coverings	3,957	\$197.52	\$12.16	0				0	2
Curtains & Drapes	1,717		\$27.00	0		0		0	3
China & Glassware	6,000	\$150.74	\$13.52	0				0	2
Bath Shop/Linens	1,870	\$231.19	\$14.00	0				0	2
Home Accessories	2,472	\$157.39	\$18.35	0	0			0	3
Kitchen Store	3,520	\$184.37	\$10.50	0				0	2
Container Store	23,824		\$20.62	0				0	2
Appliances	5,956		\$7.14	0				0	2
Audio/Video	3,300	\$224.29	\$13.34	0				0	2
Sewing Machine	1,715		\$13.80	0				0	2
Records & Tapes	2,017	\$254.45	\$14.76	0		0		0	3
Musical Instruments	4,650		\$11.92	0				0	2
Gourmet Cookware	4,498	\$316.74	\$23.35	0				0	2
Computer/Software	1,260	\$535.92	\$12.00	0				0	2
Electronics-General	2,700	\$275.64	\$12.50	0				0	2
Paint & Wallpaper	4,190	\$289.14	\$10.67					0	1
Hardware	13,200	\$111.45	\$6.86	0		0		0	3
Home Improvements	99,470	\$417.80	\$7.33	0		0		0	3
Specialty Hardware	3,806		\$13.68	0		0		0	3
Automotive (TB&A)	6,000	\$219.72	\$9.87					0	1
Sporting Goods-General	2,995	\$148.32	\$14.82	0		0	0	0	4
Hobby	1,938	\$152.51	\$18.00	0				0	2
Art Gallery	1,907	\$257.60	\$13.99	0				0	2
Cameras	2,000	\$343.89	\$21.76	0				0	2
Toys	3,344	\$176.66	\$18.21	0				0	2
Bike Shop	2,596	\$239.06	\$14.25	0				0	2
Arts & Crafts	3,070	\$173.95	\$12.67	0		0		0	3
Outfitters	6,051		\$14.11	0				0	2
Game Store	1,400	\$324.49	\$20.63	0				0	2
Science/Nature Store	1,200	\$212.47	\$15.88	0				0	2
Religious Store	3,900	\$159.72	\$9.74	0				0	2
Collectibles	1,500	\$240.26	\$18.50	0				0	2
Imports	1,791	\$148.71	\$18.41	0				0	2
Luggage & Leather	2,500	\$139.83	\$12.64	0				0	2
Cards & Gifts	1,653	\$199.18	\$15.95	0	0	0		0	4
Candle Shop	3,306		\$17.00	0				0	2
Books	2,740	\$153.49	\$14.00	0	0	0	0	0	5
Decorative Accessories	1,600	\$240.35	\$15.00	0	0			0	3
Stationery	3,124		\$16.00	0				0	2
Newspapers/Magazines	3,008	\$120.79	\$8.80	0				0	2
Party Store	7,064	\$125.35	\$11.00	0				0	2
Baby Store	4,675	\$289.40	\$18.50	0				0	2
Aromatherapy Store	2,353	\$218.57	\$16.50	0				0	2
Jewelry	1,200	\$317.17	\$18.50	0	0			0	3
Liquor/Wine	2,920	\$312.52	\$15.19		0				1
Drugstore/Pharmacy	4,977	\$374.26	\$7.87			0	0		2
Fabric Shop	11,042	\$98.09	\$8.48	0				0	2
Tobacco	1,311	\$510.44	\$16.60	0				0	2
Pet Shop	3,200	\$158.65	\$11.47	0			0	0	3

Roslindale Village Business Selection Matrix

	GLA in SF*	Sales per SF*	Total Rent per SF*	Complements Existing Businesses	Augments Existing Business Cluster	Identified in Customer Survey	Anchor Store	Fills Gap in Leakage Analysis	Criteria Satisfied
Flowers/Plants	1,600	\$174.70	\$12.60					0	1
Telephone/Telecom Store	1,200	\$126.58	\$16.87	0				0	2
Eyeglasses/Optician	1,568	\$410.49	\$16.87	0				0	2
Cosmetics/Beauty Supplies	1,829	\$408.36	\$19.40	0	0			0	3
Office Supplies	24,381	\$207.42	\$17.00	0		0	0	0	4
Clocks/Watches	978	\$258.64	\$10.00	0				0	2
Sunglasses	964	\$397.28	\$18.37	0				0	2
Women's Hair Salon	1,361	\$320.91	\$12.25		0				1
Men's Barber	775	\$165.16	\$13.20		0				1
Shoe Repair	795	\$126.29	\$16.01					0	1
Dry Cleaner	1,649	\$123.73	\$13.99			0			1
Laundry	1,955		\$19.59			0			1
Formal Wear/Rental	1,260	\$117.76	\$14.51	0				0	2
Travel Agent	1,319	\$314.73	\$9.57	0				0	2
Unisex Hair	1,592	\$266.00	\$13.12		0				1
Film Processing	1,150	\$166.92	\$17.00					0	1
Photocopy/fast print	3,000	\$202.71	\$18.60	0		0		0	3
Rental Shop	4,900		\$20.79	0				0	2
Video Rentals	4,733	\$145.37	\$12.82	0		0		0	3
Tailor	1,035	\$137.69	\$16.15						0
Nail Salon	1,200	\$95.41	\$14.62		0				1
Tanning Salon	2,253	\$74.32	\$13.66		0				1
Picture Framing	1,588	\$102.45	\$15.47	0				0	2
Day Spa	3,060	\$309.64	\$18.00		0				1
Cinema	21,250	\$75.48	\$5.15	0		0	0	0	4
Video Arcade	3,715	\$117.33	\$18.50	0				0	2
Performance Club	6,170		\$17.13	0				0	2
Other Specialty Entertainment	4,471	\$108.43	\$13.91	0		0		0	3
Pub/Tavern				0	0	0			3

* These numbers are based on national surveys of both independent and chain businesses

Prepared by the MIT, DUSP Revitalizing Main Streets Roslindale Village Main Streets Group, Spring 2005

BUSINESS SURVEY RESULTS SUMMARY

Total Number of Participating Businesses: 15

SECTION A: YOUR BUSINESS

Number of years in operation?

Average

□□□□

□□□

□□

□□

□

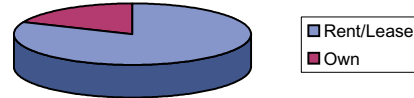
Do you own/rent?

Rent/Lease

Own

81%

19%



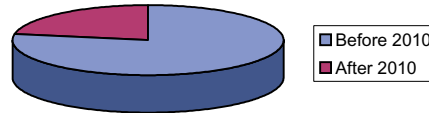
When does your lease expire?

Before 2010

After 2010

78%

22%



Average rent per month?

\$1,772.50

Average Rentable Sq. Feet

3,165

Average Rent Per Sq. Feet

\$1.21

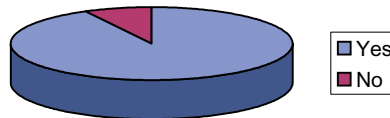
Have you invested in your business in the last two years?

Yes

No

92%

8%



Investment Purpose:

Advertisement, Expanded Services, Renovations, Cash flow, Signage

Maintenance, Equipment

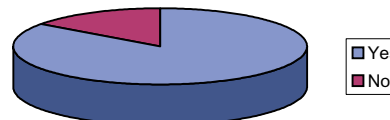
Do you plan to invest in next two years?

Yes

No

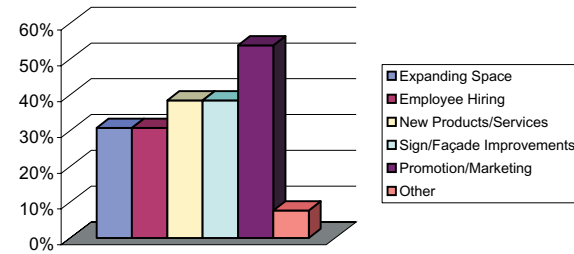
85%

15%



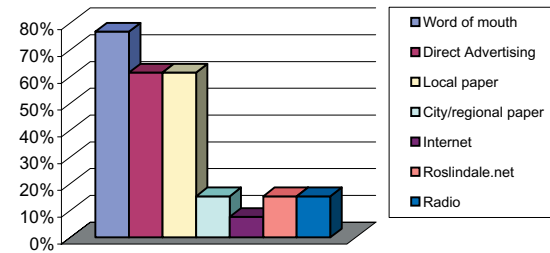
Top investment priorities?

Expanding Space	31%
Employee Hiring	31%
New Products/Services	38%
Sign/Façade Improvements	38%
Promotion/Marketing	54%
Other	8%



What type of marketing do you rely on for your business?

Word of mouth	77%
Direct Advertising	62%
Local paper	62%
City/regional paper	15%
Internet	8%
Roslindale.net	15%
Radio	15%

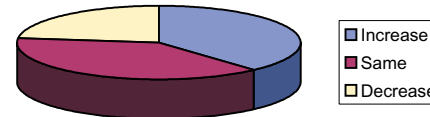


How have your sales performed in the last two years?

Increased	100%
-----------	------

How do you expect your sales to perform in the next two years?

Increase	38%
Same	38%
Decrease	23%

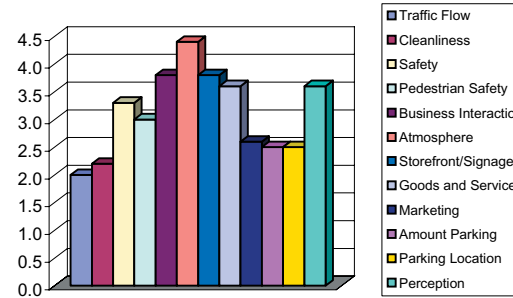


SECTION B: YOUR DISTRICT

How does Roslindale Village rank in each of the following categories?

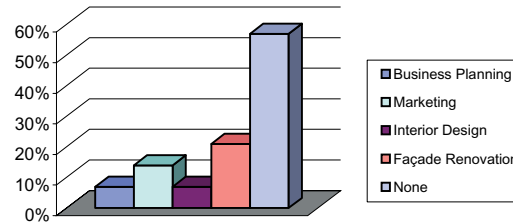
1 = Poor, 3 = Average, 5 = Excellent

	<i>On Average</i>
Traffic Flow	2.0
Cleanliness	2.2
Safety	3.3
Pedestrian Safety	3.0
Business Interaction	3.8
Atmosphere	4.4
Storefront/Signage	3.8
Goods and Services	3.6
Marketing	2.6
Amount Parking	2.5
Parking Location	2.5
Perception	3.6



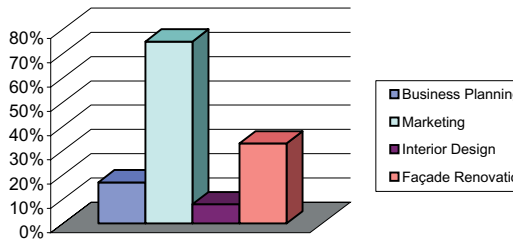
What types of business assistance have you received from RVMS in the past two years?

Business Planning	7%
Financial/Loan Assistance	0%
Management Services	0%
Marketing	14%
Interior Design	7%
Façade Renovation	21%
Other	0%
None	57%



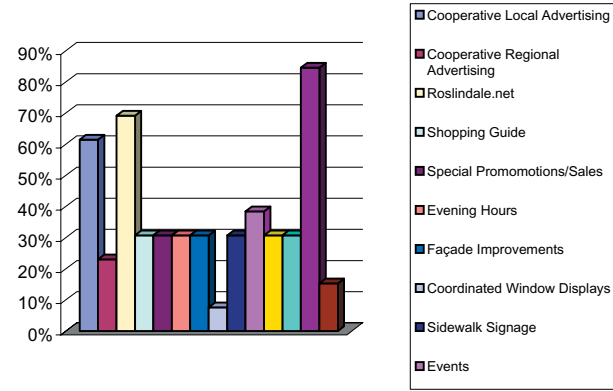
What types of assistance would you like to receive from RVMS?

Business Planning	17%
Financial/Loan Assistance	0%
Management Services	0%
Marketing	75%
Interior Design	8%
Façade Renovation	33%
Other	0%
None	0%



Which of the following activities would you be willing to participate in?

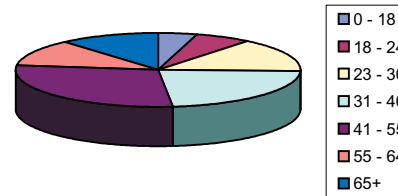
Cooperative Local Advertising	62%
Cooperative Regional Advertising	23%
Roslindale.net	69%
Shopping Guide	31%
Special Promotions/Sales	31%
Evening Hours	31%
Façade Improvements	31%
Coordinated Window Displays	8%
Sidewalk Signage	31%
Events	38%
Business Recruitment	31%
Parking Management	31%
Sidewalk Cleaning	85%
Funding Physical Projects	15%



SECTION 3: YOUR CUSTOMERS

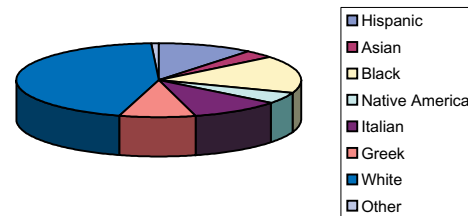
Age. What % of your customers are:

0 - 18	4.2%
18 - 24	5.9%
23 - 30	13.9%
31 - 40	21.4%
41 - 55	26.9%
55 - 64	10.7%
65+	10.8%



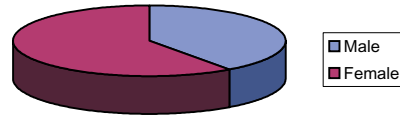
Race/Ethnicity. What percentage of your customers are:

Hispanic	10.6%
Asian	3.5%
Black	16.1%
Native American	4.9%
Italian	10.3%
Greek	8.5%
White	44.2%
Other	0.8%



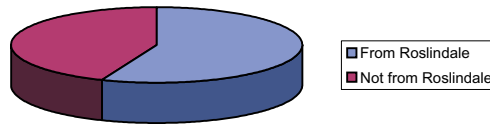
Gender. What percentage of your customers are:

Male	40%
Female	60%



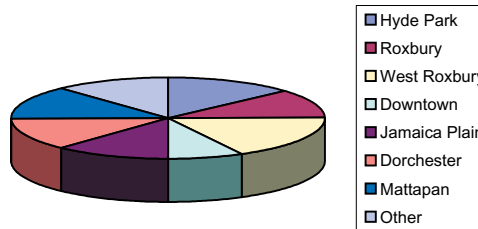
What percent of your customers are Roslindale residents?

From Roslindale	56%
Not from Roslindale	44%



What % of your customers not from Roslindale are from the following neighborhoods?

Hyde Park	19%
Roxbury	16%
West Roxbury	25%
Downtown	11%
Jamaica Plain	17%
Dorchester	18%
Mattapan	19%
Other	17%

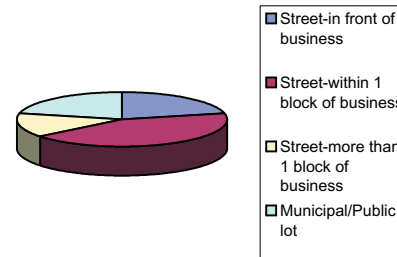


Is there a new, specific population you would like to target?

New Homeowners	NonResidents
Hisp/Haitian	Suburbs
Hisp/Men	Children/Schools
JP/W.Rox/HPk	Younger People

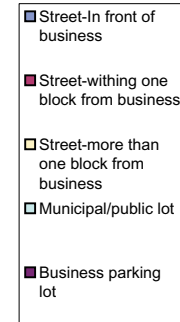
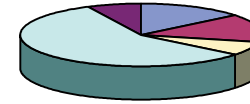
Where do your customers typically park?

Street-in front of business	21%
Street-within 1 block of business	43%
Street-more than 1 block of business	14%
Municipal/Public lot	21%
Business Parking lot	0%
Don't know	0%
Other	0%



Where do you and your employees typically park?

Street-In front of business	14%
Street-withing one block from business	14%
Street-more than one block from business	7%
Municipal/public lot	57%
Business parking lot	7%
Other	0%



SECTION 4: IDEAS

If you could change one thing about the district, what would it be?

Traffic	District marketing
Parking enforcement	Clean sidewalks
Parking enforcement	More evening activities
More Parking	Parking
Parking enforcement	Curb Cleaning
Cleanliness	Beautification
Nothing	Cleanliness
More ped traffic	Signage
Jax- improve façade	

What new businesses do you think will best compliment/strengthen your business in Roslindale?

Home Improvement	Gourmet Market
Restaurant	Clothing
Retail	Home Improvement
Clothing	Curb cleanlining
Clothing	Any

What new businesses do you think would best compliment/strengthen your business in Roslindale?

Home Improvement	Pharmacy
Restaurant	Clothing
Chain Clothing	Home Improvement
Retail	Deli
Office Supply	Multipurpose
Gourmet Market	

Are you an active member of neighborhood/city business associations, councils or boards? Which?

Yes:	50%
No:	50%
RVMS:	29%
Board of Trade:	21%

BUSINESS SURVEY



YOUR BUSINESS

1 business Name _____

2 Owner Name _____ sq. ft. _____

3 Address _____

4 Phone _____

5 Fax _____

6 Email _____

7 Website _____

8 Hours of Operation
 Weekdays _____ to _____
 Weekends _____ to _____

9 Number of Employees
 Full-time _____ Part-time _____

10 Ethnicity/Race of Owner: _____

11 Who are your most significant competitors (name up to 3):
 1 _____
 2 _____
 3 _____

12 Number of Years in Operation _____

13 Business Space Occupied _____ sq. ft. _____

14 Do you: Rent/Lease or Own

15 If Rent/Lease:
 Approx. Rent per Month _____
 When does current lease expire? _____

16 Can you provide an estimate of any increase in your monthly rent within the past 3 years:
 \$ _____

17 Have you invested in your business in the last 2 yrs? Yes No

18 If yes, please indicate purpose of investment:
 Expanding Space
 Hiring New Employees
 New Products and Services
 Sign/Facade Improvements
 Promotion/Marketing
 Other (specify): _____

19 Do you have plans to invest in your business in the next 2 years?
 Yes No Maybe

20 If yes, what are your top priorities for future investment? (check all that apply)
 Expanding Space
 Hiring New Employees
 New Products and Services
 Sign/Facade Improvements
 Promotion/Marketing
 Other (specify): _____

21 What are the main types of goods or services provided by your business?

22 What are your peak days and times for sales? (please indicate up to 2)
 Day: _____ Time: _____ to _____
 Day: _____ Time: _____ to _____

23 In the PAST two years, have your sales (check one):
 Increased Stayed the Same Decreased

24 To what do you attribute your performance (check all that apply):
 Economic Conditions Quality of Goods Location
 Marketing Customer Loyalty Cleanliness/Good Environment
 Affordable Prices Niche Market Other (specify): _____

25 What type of marketing do you rely upon for your business? (please rank in order of importance 1=most important to 7=least important)
 _____ Internet Advertising
 _____ Word of Mouth
 _____ Flyers and Direct Advertising
 _____ Roslindale.net Website
 _____ Ads in Local Newspapers (specify): _____
 _____ Radio Advertising
 _____ Ads in City-wide or Regional Papers
 _____ Other (specify): _____

26 In the NEXT two years, do you expect your sales to (check one):
 Increase Stay the Same Decrease

27 What other businesses in Roslindale, if any, do you think attract customers that also shop at your business (name up to 3):
 1 _____ 2 _____ 3 _____

YOUR DISTRICT

28 Check here if you would like to learn more or contribute to the Roslindale Village Main Streets Program:

29 How does Roslindale Village rank in each of the following categories (please circle one per category):

	poor	1	2	3	4	5	average	4	3	2	1	excellent
Traffic Flow												
Cleanliness												
Crime/Safety												
Pedestrian Safety												
Interactions with Other Businesses												
Atmosphere												
Storefronts/Signage												
Variety of Goods and Services												
Marketing of the Commercial District												
Amount of Parking												
Location of Parking												
Overall Perceptions												

30 Why did you locate or acquire your business in Roslindale? (please check 2, most important)
 Availability of Store/Office/Facilities Available Services to Businesses
 Area Quality of Life To Locate Near Related Businesses
 Grew Up in Area Business Environment
 Downtown Appearance To Be in an Established Shopping Area
 Convenience to Owner's Home Roslindale Village Main Streets Program
 Business was Already in Owner's Family Other (specify): _____

31 What types of assistance have you received from Roslindale Village Main Streets in the past 2 yrs? (check all that apply)
 Business Planning Marketing Other (specify): _____
 Financial/Loan Asst Interior Design
 Management Services Building Facade Renovation

32 What types of assistance would you like to receive from Roslindale Village Main Streets? (check all that apply)
 Business Planning Marketing Other (specify): _____
 Financial/Loan Asst Interior Design
 Management Services Building Facade Renovation

33 Which of the following activities would you be willing to participate in to strengthen your business and Roslindale Village? (please check all that apply)
 Cooperative Local Ads Facade Improvements Parking Management
 Cooperative Regional Ads Coordinated Window Displays Sidewalk Cleaning
 Roslindale.net Website Sidewalk Signs Funding Physical Amenities (trash cans, etc.)
 Downtown Shopping Guide Special Downtown Events Other (specify): _____
 Special Promotions/Sales New Business Recruitment Other (specify): _____
 Evening Store Hours Peer Technical Assistance



YOUR CUSTOMERS

34 What percentage of your customers are:

Age	0-18	%	25-30	%	41-55	%	65+	%
	18-24	%	31-40	%	55-64	%		%

35 What percentage of your customers are:

Ethnicity	Hispanic	%	Italian	%
	Asian-American	%	Greek	%
	African-American	%	White/other	%
	Native American	%	Other (specify):	%

36 What percentage of your customers are:

Gender	Male	%	Female	%
--------	------	---	--------	---

37 What percentage of your customers are Roslindale residents? %

38 What percentage of your customers **NOT** from Roslindale are from the following neighborhoods?

Hyde Park	%	Jamaica Plain	%
Roxbury	%	Dorchester	%
West Roxbury	%	Mattapan	%
Downtown	%	Other (specify):	%

39 Is there a new, specific population you would like to target? Please specify:

40 Where do your customers typically park? (choose ONE)

- On the street right in front of this business
- On the street within 1 block of this business
- On the street more than 1 blk from this business
- In a municipal/public parking lot
- In a parking lot you own/rent
- How many spaces: _____
- Don't know
- Other (specify): _____

41 Where do you and your employees typically park? (choose ONE)

- On the street right in front of this business
- On the street within 1 block of this business
- On the street more than 1 blk from this business
- In a municipal/public parking lot
- In a parking lot you own/rent
- How many spaces: _____
- Other (specify): _____

YOUR IDEAS

42 If you could change ONE THING about the Roslindale Village Business District, what would it be?

43 What new business(es) do you think would BEST COMPLEMENT and/or STRENGTHEN your business in Roslindale?

44 Are you an active member of neighborhood/city business associations, councils or boards? Which? Please describe your relationship.

45 Any additional information you would like to share?

OPTIONAL: The following questions are optional but would be a great help to our analysis. **YOUR ANSWERS TO THESE AND ALL QUESTIONS WILL BE KEPT STRICTLY CONFIDENTIAL**

46 Annual income (profit) from business (check one):	47 Annual total sales from business (check one):
<input type="checkbox"/> Not making profit	<input type="checkbox"/> \$100,000 or less
<input type="checkbox"/> \$50,000 or less	<input type="checkbox"/> \$101,000-\$250,000
<input type="checkbox"/> \$51,000-\$100,000	<input type="checkbox"/> \$251,000-\$500,000
<input type="checkbox"/> \$101,000-\$200,000	<input type="checkbox"/> \$501,000-\$750,000
<input type="checkbox"/> \$201,000-\$300,000	<input type="checkbox"/> \$751,000-\$1,000,000
<input type="checkbox"/> Over \$300,000	<input type="checkbox"/> Over \$1,000,000

ABOUT THIS SURVEY

Working with the Roslindale Village Main Streets program, graduate students at the Massachusetts Institute of Technology Department of Urban Studies and Planning are participating in a project that is evaluating the Roslindale Village commercial district. This effort will result in an analysis and recommendations for: 1) helping existing businesses in Roslindale and 2) developing strategies for the district's continued success. By filling out this survey, you will help us develop a more accurate assessment and more useful recommendations. If you have any questions about the project, please contact Prof. Karl Seidman, MIT, at (617) 253-3994 or seidman@mit.edu.

Thank you for taking the time to complete this survey. Your responses will remain confidential.

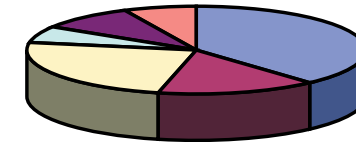
CUSTOMER SURVEY RESULTS SUMMARY

N = Number of Respondents

Reason for Visiting Roslindale Day of Surv

Shopping	38
Banking	15
Eating	24
Library	6
Work	9
Haircut/Nails	7

Wh Visiting Roslindale



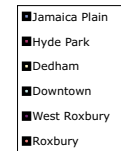
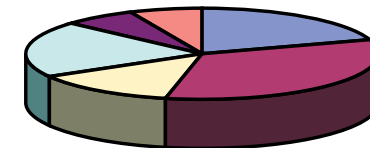
Residency (N = 96)

Resident	65
Non-Resident	31

Percentage (%) Non-Residents by Neighborhood

Jamaica Plain	10
Hyde Park	16
Dedham	6
Downtown	10
West Roxbury	3
Roxbury	3

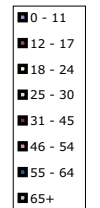
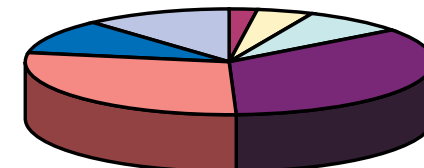
Place of Residence



Ag - sidents Only (N = 64)

0 - 11	0
12 - 17	0
18 - 24	2
25 - 30	3
31 - 45	25
46 - 54	18
55 - 64	7
65+	8

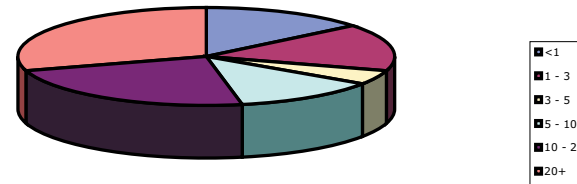
Age



Years Residing in Roslindale (= 64)

<1	9
1 - 3	10
3 - 5	3
5 - 10	8
10 - 20	15
20+	19

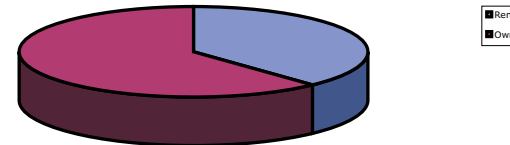
Years in Roslindale



Tenure Status (= 63)

Rent	24
Own	39

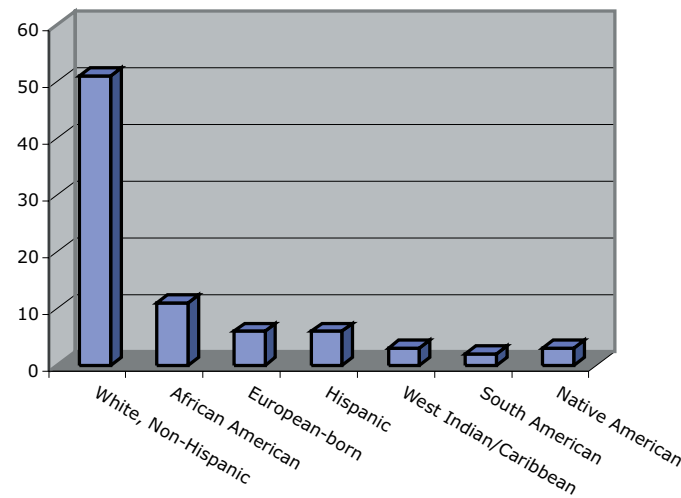
Tenure Status



Ethnicity (=84)

White, Non-Hispanic	51
African American	11
European-born	6
Hispanic	6
West Indian/Caribbean	3
South American	2
Native American	3

Ethnicity

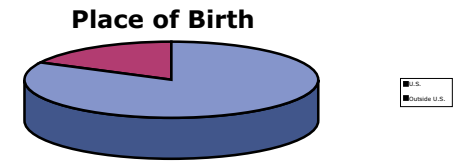


Birthplace (N = 86)

U.S.	71
Outside U.S.	15

Birthplace - Residents Only (N = 59)

U.S.	47
Outside U.S.	12

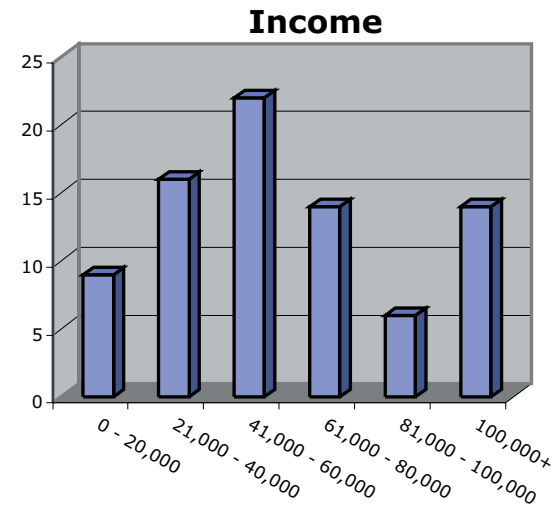


Income (N = 81)

0 - 20,000	9
21,000 - 40,000	16
41,000 - 60,000	22
61,000 - 80,000	14
81,000 - 100,000	6
100,000+	14

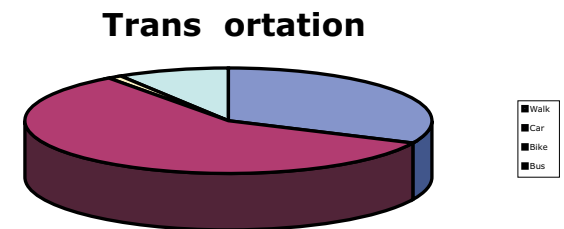
Income of Residents (N = 56)

0 - 20,000	5
21,000 - 40,000	12
41,000 - 60,000	16
61,000 - 80,000	9
81,000 - 100,000	4
100,000+	10



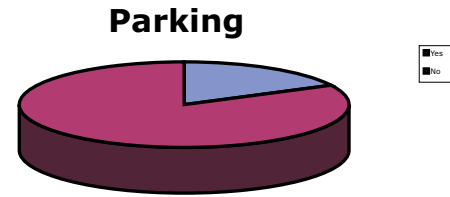
Transportation (N = 93)

Walk	29
Car	53
Bike	1
Bus	8



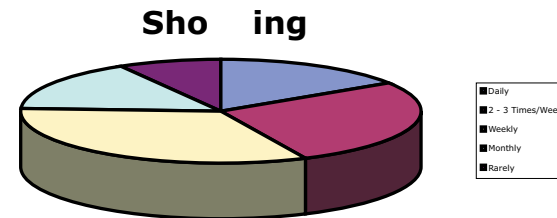
Parking Problem? (N = 42)

Yes	17.5%
No	82.5%



Shopping Frequency (95)

Daily	15
2 - 3 Times/Week	26
Weekly	31
Monthly	15
Rarely	8

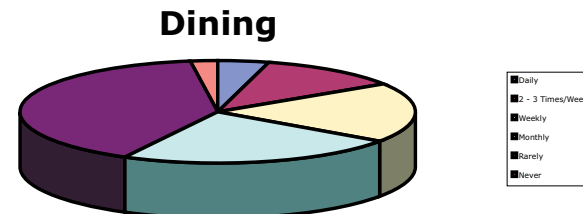


Shopping Frequency - Residents Only (N = 65)

Daily	12
2 - 3 Times/Week	21
Weekly	23
Monthly	7
Rarely	2

Dining Frequency (N = 95)

Daily	4
2 - 3 Times/Week	11
Weekly	18
Monthly	22
Rarely	38
Never	2



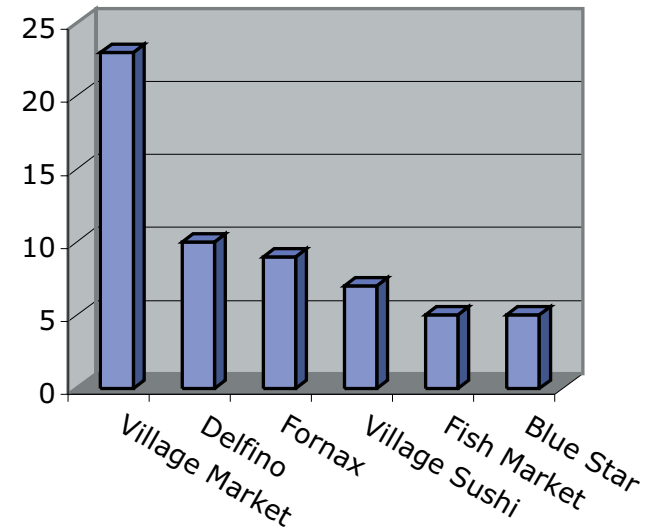
Dining Frequency Respondents (N = 64)

Daily	4
2 - 3 Times/Week	7
Weekly	16
Monthly	14
Rarely	22
Never	1

Favorite Stores (N = 73)

Village Market	23
Delfino	10
Fornax	9
Village Sushi	7
Fish Market	5
Blue Star	5
Sophia's	5
Emack & Bolio's	4
Jax	3
Dunkin' Donuts	3
Bistro	3
Zia	3
Diane's Bakery	3
Birch St. Shops	3
Pazzo Books	2
Centre Cuts	2
Village Books	2
Gustos	2
Joanne Rossman	1
Solera	1
John's Bakery	1

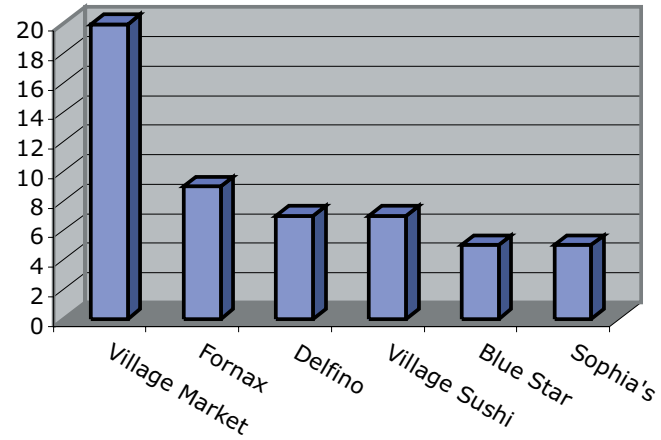
Top Favorite Stores



Favorite Stores - Residents Only (N = 55)

Village Market	20
Fornax	9
Delfino	7
Village Sushi	7
Blue Star	5
Sophia's	5
Fish Market	4
Bistro	3
Emack & Bolio's	3
Dunkin' Donuts	2
Centre Cuts	2
Zia	2
Village Books	2
Gustos	2
Jax	1
Solera	1
Diane's Bakery	1
Birch St. Shops	1
John's Bakery	1
Pazzo Books	0
Joanne Rossman	0

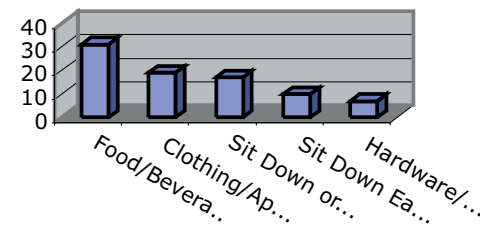
Top Stores Among Residents



What's Missing in Roseland? (N = 100)

Food/Beverage Related	31
Clothing/Apparel	19
Sit Down or Fast Food	17
Sit Down Eatery	10
Hardware/Home Improvement	7
Videos/Music/Movies/Entertainment	6
Office Supply/Copy Center	4

Top 5 Most Desired Businesses





Working with the Roslindale Village Main Streets program, graduate students at the Massachusetts Institute of Technology Department of Urban Studies and Planning are participating in a project that is evaluating the Roslindale Village commercial district. This effort will result in an analysis and recommendations for: 1) helping existing businesses in Roslindale and 2) developing strategies for the district's continued success. By filling out this survey, you will help us develop a more accurate assessment and more useful recommendations. If you have any questions about the project, please contact Prof. Karl Seidman, MIT, at (617) 253-3964 or seidman@mit.edu.

1 What brings you to Roslindale Village today? (please check all that apply and specify name of business or agency)

Eating out at: Library Other (specify): _____
 Shopping at: Social Services at: _____
 Banking at: Workat: _____

2 How did you get here? (circle one) Car Bus Train Walk Bike 3 If by car, did you have trouble finding parking? (circle one) Yes No

4 How often do you shop in Roslindale Village? (circle one) Daily 2-3 times per week Weekly Monthly Rarely

5 How often do you dine in Roslindale Village? (circle one) Daily 2-3 times per week Weekly Monthly Rarely

6 What 2 or 3 types of stores, restaurants, or services NOT currently in Roslindale would you MOST like to see here?
 1 _____ 2 _____ 3 _____

7 Which store or restaurant in Roslindale Village do you shop or dine at most often? _____

8 Which days of the week do you typically shop? (circle all that apply) 9 What times of day do you typically shop? (circle all that apply)

Mon	Tue	Wed	Thu	Fri	Sat	Sun	Morning	Afternoon	Evening
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10 Please rate the following items in Roslindale Village on a scale of 1 to 5 (1=poor, 2=below average, 3=average, 4=above average, 5=excellent)

	poor	1	2	3	4	5	poor	1	2	3	4	5	poor	1	2	3	4	5
Variety of Goods & Services	1	2	3	4	5	Access by Bus	1	2	3	4	5	Crime and Safety	1	2	3	4	5	
Quality of Goods & Services	1	2	3	4	5	Access by Train	1	2	3	4	5	Cleanliness	1	2	3	4	5	
Cost of Goods & Services	1	2	3	4	5	Directional Signs	1	2	3	4	5	Atmosphere	1	2	3	4	5	
Variety of Restaurants	1	2	3	4	5	Amount of Parking	1	2	3	4	5	Pedestrian Safety	1	2	3	4	5	
Customer Service	1	2	3	4	5	Location of Parking	1	2	3	4	5	Storefronts and Signage	1	2	3	4	5	
Store Hours	1	2	3	4	5	Traffic Flow	1	2	3	4	5	Overall Perceptions	1	2	3	4	5	

11 Are you a resident of Roslindale? (circle one) 12 If yes, how long have you been a resident of Roslindale? (circle one)

Yes No 1 year or less 1-3 years 3-5 years 5-10 years 10-20 years Over 20 years

13 If no, where do you reside? (check one)

Hyde Park Roxbury West Roxbury Dedham Mattapan Dorchester Brookline Downtown Other (specify): _____

14 Please indicate your race/ethnicity? (check all that apply)

Hispanic (Spanish-speaker) Non-Hispanic White
 Mexican European-born
 Central American Non-Hispanic African-American
 South American West Indian/Caribbean
 Asian American Native American
 South Asian (e.g. India, Pakistan)
 Pacific Islander (e.g. Guam, Philippines)

15 Age (circle one): 0-11 12-17 18-24 25-30 31-45 46-54 55-64 65+

16 Do you (circle one): Rent Own the residence in which you live?

17 If Own, when did you purchase your home? _____ (year)

18 If Rent, can you provide an estimate of any increase in your monthly rent within the past 3 years: \$ _____

19 Please indicate your annual income (circle one):

\$0-20,000 \$21,000-40,000 \$41,000-60,000
 \$61,000-80,000 \$81,000-100,000 \$100,000+

20 Do you have children? (circle one) Yes No

21 How many children live in your household? _____

22 What are their ages? _____

