



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

Recommendation: Implement Design Initiatives

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

Strategy: Apply New Building Design Criteria

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

HJSMS can create a set of criteria by which

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

Description

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

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

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

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

- Representative, HJS Community Organization



After: Vacant Lot across from Mozart Park



Before: Vacant Lot across from Mozart Park

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

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

Partners and Resources

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

Timeline: Medium-term

Strategy: Coordinate Operation Color

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

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

Description

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

Partners and Resources

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

Timeline: Short-term

Recommendation: Facilitate Greater Technical Assistance

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

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



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



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



Sonia's Bridal Center

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

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

Strategy: Create and Distribute Key Technical Assistance Contacts

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

Description

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

Partners and Resources

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

Timeline: Short-term

Strategy: Provide Assistance to Negotiate Alternative Lease and Ownership Structures

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

Description

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

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

Partners and Resources

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

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

Timeline: Medium- to Long-term

Strategy: Initiate Mentorship Program for Existing Businesses

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

Description

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

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

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

Partners and Resources

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

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

Stores on the south side of Centre Street near Hyde Square



Tacos el Charo door

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

Timeline: Short to Medium-term

**Recommendation:
Expand Consumer Market Via Advertising**

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

Strategy: Create District Wide Advertising Campaign

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

Description

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

Partners and Resources

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

Timeline: Medium to Long-term

Strategy: Publish Press Releases and Pitch Stories

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

Description

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

Partners and Resources

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

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

Timeline: Short to Medium-term

Strategy: Continue Outside District Joint Marketing Campaign

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

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

Description

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

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

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

Partners and Resources

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

Timeline: Medium-term

Strategy: Implement Intra-District Joint Marketing Campaign

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

Description

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

Sample News Story

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

By Cecily Burt, STAFF WRITER

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

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

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

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

Advertisement from District del Sol

Partners and Resources

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

Timeline: Short-term

Strategy: Create Targeted Marketing Campaign

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

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

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

Description

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

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

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

Partners and Resources

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

Timeline: Medium-term

Recommendation: Address Neighborhood Safety Issues

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

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

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

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

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

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

Description

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

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



Mozart Park, often cited as a nighttime safety concern

and HJS resident crime watch groups to better understand the model

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

Partners and Resources

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

Timeline: Medium-term

Strategy: Explore Other Crime Prevention Programs

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

Description

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

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

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

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

Partners and Resources

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

Timeline: Short-term



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

The Project Team believes that it is essential that HJSMS:

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

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

Define HJSMS Mission and Goals

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

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

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

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

Organization

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



The Ultra Beauty Shop

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

- Representative, HJS Community Organization

Economic Restructuring

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

Design

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

Promotion

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

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

Define HJSMS's Roles within HJS and Boston

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

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

Partner

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

Collaborator

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

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

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

Centralized Manager

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

Increasing the Organization's Visibility and Accessibility

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

Joint marketing in media

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

Physical location of HJSMS office

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

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

Leadership visibility

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



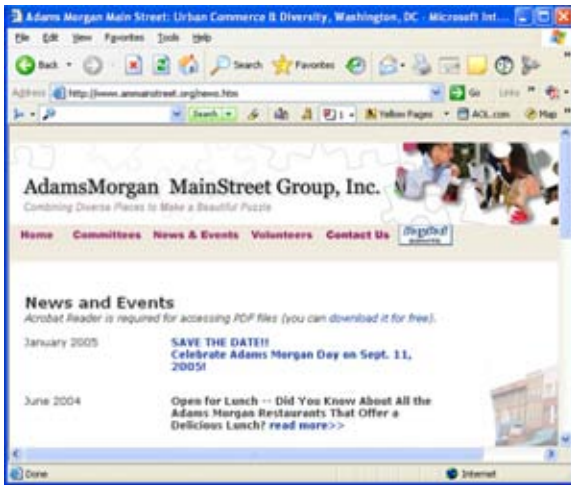
The JP Centre/South Main Street website explains committee functions and provides member lists



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



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



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

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

HJSMS website

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

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

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

Expand Leadership, Staff, Committee Members, and Overall Membership

Leadership

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

Staff

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

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

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

Committee Members

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

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

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

Membership

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

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

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

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

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

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



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

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

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

Membership

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

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

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

HJSMS efforts to help enhance the overall district image.

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

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

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

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

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

Youth members can take part in flowerbox construction activities

Calendars are simple and effective merchandising tools

Membership cards and discounts attract residents

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

Membership Scheme 1

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

Possible Program

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

Membership Scheme 2

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

Possible program

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

Membership Scheme 3

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

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

Merchandise

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

Possible examples of merchandise are:

- Bumper stickers
- T-shirts
- Neighborhood Calendar

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

New Development Projects

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

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

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

Set-Aside Fee

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

Upfront Payment

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

Mandated Membership

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

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

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

SPECIFIC PROJECT FUNDING

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



13

NEXT STEPS & CONCLUSION

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

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

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

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

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

- HJS Business Owner

Table 1: Priority/ Time Requirement Table

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

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

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Board of Directors

Rafael Benzan

Nelson Arroyo

Harry Smith

Enerio “Tony” Barros

Jorge Flores

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Nobel Garcia, El Oriental de Cuba

Deborah Goddard, Urban Edge

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Margaret Noce, Tree of Life

Damaris Pimentel, Ultra Beauty Shop

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

SOURCES

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

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Chapter 08 | Goal: Continuous Corridor

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Chapter 12 | Funding Strategies

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

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

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

APPENDIX 1

Market Analysis Methodology

General

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

Sales Gap Analysis

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

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

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

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

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

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

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

APPENDIX 2

Physical Analysis Methodology

General Methodology

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

Building Survey Methodology

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

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

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

Public Realm Survey Methodology

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

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

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

APPENDIX 3

Summary of Pre-existing Data/ Documents

Customer Survey, 2004

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

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

Restaurant Survey, 2003

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

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

Commercial Mix Analysis, 2003

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

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

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

Business Survey, 2001

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

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

APPENDIX 4

Establishments in HJS Main Streets District, 2005

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

Source: Building Survey, February 26, 2005

APPENDIX 5

List of Advertising Opportunities

Boston BuzzZ

www.bostonbuzzz.com

Boston's Weekly Dig

www.weeklydig.com

El Planeta

www.elplaneta.com

Improper Bostonian

www.improper.com

LatinBoston.com

www.latinboston.com

SigloMedia 21

www.siglo21.com

APPENDIX 6

HJSMS By-laws

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

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

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

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

TWO SQUARES, ONE PLACE