Vision
Analysis
Synthesis
Recommendations
Conclusion
Snapshot

A District in Transition

Demographic change

Latino vs. multicultural district

Residential vs. commercial gentrification

Vision • Analysis • Synthesis • Recommendations • Conclusion
Snapshot

Blessed Sacrament Church

Jackson Square
Snapshot

Two Separate Squares

Hyde Square

Jackson Square

Vision • Analysis • Synthesis • Recommendations • Conclusion
Vision

Two Squares, One Place:
- Unified Centre Street
- Balance of Businesses
- Consistent and Recognizable Identity
- Strong HJSMS Organization
Market Analysis: Business Mix

Percentage of stores by retail category

- Groceries: 18%
- Restaurants: 32%
- Apparel: 15%
- Home Furnishings: 4%
- Personal Care: 18%
- Entertainment: 4%
- Other: 9%

Total retail = 68

Source: Project Team Building Survey, 2/26/05
# Market Analysis: Sales Gap

## Sales Gap Analysis in HJS Neighborhood

<table>
<thead>
<tr>
<th>Store Type</th>
<th>Estimated Consumer Spending (million $)</th>
<th>Estimated Store Sales (million $)</th>
<th>Sales Gap (million $)</th>
<th>Sales as % of Spending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Groceries</td>
<td>17.5</td>
<td>24.2</td>
<td>6.7</td>
<td>139%</td>
</tr>
<tr>
<td>Restaurants</td>
<td>13.6</td>
<td>9.2</td>
<td>-4.3</td>
<td>68%</td>
</tr>
<tr>
<td>Apparel/Accessories</td>
<td>5.7</td>
<td>3.0</td>
<td>-2.7</td>
<td>53%</td>
</tr>
<tr>
<td>Home Furnishing/Equipment</td>
<td>4.9</td>
<td>1.2</td>
<td>-3.7</td>
<td>25%</td>
</tr>
<tr>
<td>Medical Supplies</td>
<td>2.6</td>
<td>0.0</td>
<td>-2.6</td>
<td>0%</td>
</tr>
<tr>
<td>Personal Care</td>
<td>2.9</td>
<td>2.8</td>
<td>-0.1</td>
<td>96%</td>
</tr>
<tr>
<td>Entertainment</td>
<td>12.1</td>
<td>0.8</td>
<td>-11.3</td>
<td>6%</td>
</tr>
<tr>
<td>Reading</td>
<td>0.9</td>
<td>0.0</td>
<td>-0.9</td>
<td>0%</td>
</tr>
<tr>
<td>Others</td>
<td>0.9</td>
<td>1.4</td>
<td>1.4</td>
<td></td>
</tr>
<tr>
<td><strong>Total Consumer Retail and Services</strong></td>
<td><strong>95.8</strong></td>
<td><strong>42.7</strong></td>
<td><strong>-53.1</strong></td>
<td><strong>45%</strong></td>
</tr>
</tbody>
</table>

Source: Project Team's Calculation
## Market Analysis: Demographics

### Population 2000

<table>
<thead>
<tr>
<th></th>
<th>Hyde/Jackson</th>
<th>Jamaica Plain</th>
<th>Boston</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td>13,457</td>
<td>38,124</td>
<td>589,14</td>
</tr>
<tr>
<td><strong>Race/Ethnicity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White (non-Hispanic)</td>
<td>35%</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td>Black (non-Hispanic)</td>
<td>21%</td>
<td>15%</td>
<td>24%</td>
</tr>
<tr>
<td>Other (non-Hispanic)</td>
<td>6%</td>
<td>12%</td>
<td>13%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>38%</td>
<td>21%</td>
<td>14%</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$39,107</td>
<td>$43,113</td>
<td>$39,62</td>
</tr>
<tr>
<td>Owner Occupied Housing Units</td>
<td>28%</td>
<td>31%</td>
<td>32%</td>
</tr>
<tr>
<td>Individuals Below Poverty Level</td>
<td>25%</td>
<td>22%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Source: Census 2000

HJS has the greatest concentration of Latinos in Boston, and over 50% of HJS businesses have a Latino focus, but 62% of the population is not Latino.
Physical Analysis: Gateways
Physical Analysis: Breaks

Vision • Analysis • Synthesis • Recommendations • Conclusion
Community Analysis: Stakeholder Interviews

- District Image
- Destination Shopping
- Safety
- Finance and Technical Support
- Community Organizations
- Gentrification
## Community Analysis: Resource Map

<table>
<thead>
<tr>
<th>Organization</th>
<th>Unify Landscape &amp; Public Art</th>
<th>Improve Sidewalks &amp; Streets</th>
<th>Strengthen Nodes, Gateways &amp; Plazas</th>
<th>Deliver Business Technical Assistance</th>
<th>Host Events</th>
<th>Improve Safety &amp; Sanitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Life/Vida Urbana</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jamaica Plain Tree of Life/Arbol de Vida</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jamaica Plain Area Planning Action Council</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SCORE Boston - Jamaica Plain Branch</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>District E-13 Police</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Jamaica Plain Arts Council</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Jamaica Plain Neighborhood Council</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Jamaica Plain Neighborhood Development Corporation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Jamaica Plain Neighbors for Neighbors</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Spontaneous Celebration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Urban Edge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

- **Partner**: Brown
- **Resource**: Light Blue
- **Partner & Resource**: Red

Sample of the community resource map
Comparative Districts Analysis

East Boston
Brighton Center
Coolidge Corner
Egleston Square
Centre South
Synthesis

Analysis
Market
Physical
Community
Comparative Districts

Vision
Unified Centre Street
Balance of Businesses
Consistent and Recognizable Identity
Strong HJSMS Organization
Two Squares, One Place

Goals
- Create Continuous Corridor on Centre Street
- Develop HJS into a Destination
- Position HJSMS as a Community Building Organization

Recommendations
- Improve Pedestrian Streetscape Experience
- Develop Business and Resident Micro-business Opportunities
- Promote the District's Cultural Character
- Attract a Desired Business Mix
- Redesign District’s Plazas and Gateways
- Implement Design Initiatives
- Facilitate Greater Technical Assistance
- Expand Market Via Advertising
- Address Neighborhood Safety Issues

Implementation
- Define HJSMS Mission and Goals
- Define Role of HJSMS
- Increase HJSMS’s Visibility and Accessibility
- Expand Staff and Membership
- Create sustainable funding sources

Vision • Analysis • Synthesis • Recommendations • Conclusion
Goal 1: Create a Continuous Corridor

Improve Pedestrian Streetscape → Increase Landscaping and Street Furniture
Goal 1: Create a Continuous Corridor

Improve Pedestrian Streetscape ➔ Create Buffers
Goal 1: Create a Continuous Corridor

Improve Pedestrian Streetscape

Add Sidewalk Bumpouts and Crosswalks
Goal 1: Create a Continuous Corridor

Develop Business and

- Introduce pushcarts and informal markets
- Create neighborhood sales days
- Coordinate customer cards
Goal 2: Create a Destination

Promote the district’s cultural

- Design Promotional Materials
- Rename the District
- Host Community Events

Centre North

Vision • Analysis • Synthesis • Recommendations • Conclusion
Goal 2: Create a Destination

Attract a desired business mix

- Identify Potential Businesses
- Prepare and Distribute Business Recruitment Package
- Develop and Maintain Lease Expiration Timeline for Potential Properties

Vision • Analysis • Synthesis • Recommendations • Conclusion
Goal 2: Create a Destination

Redesign district plazas and

Incorporate Gateway at Jackson Square
Goal 2: Create a Destination

Redesign district plazas and

Redesign Gateway at Hyde Square
Goal 2: Create a Destination

Redesign district plazas and 

Expand Mozart Park Plaza
Goal 2: Create a Destination

Redesign district plazas and

Create Blessed Sacrament Church Plaza
Goal 3: Community Builder

Implement Design Initiatives

Create New Building Design Criteria

Vision • Analysis • Synthesis • Recommendations • Conclusion
Goal 3: Community Builder

Implement Design Initiatives

Coordinate Operation Color

Vision • Analysis • Synthesis • Recommendations • Conclusion
Goal 3: Community Builder

Facilitate Greater Technical Assistance

- Create and Distribute Key Technical Assistance
- Provide Assistance to Negotiate Alternative Lease and Ownership Structures
- Initiate Mentorship Program for Existing Businesses

Vision • Analysis • Synthesis • Recommendations • Conclusion
Goal 3: Community Builder

Expand Consumer Market Via

- Create District Wide Advertising Campaign
- Publish Press Releases and Pitch Stories
- Create Targeted Marketing Campaign
Goal 3: Community Builder

Address Neighborhood

- Facilitate the Creation of a Business Crime Watch in HJS
- Explore Other Crime Prevention Programs
Implementation: Capacity Building

Define HJSMS Mission and Goals

- Create network
- Support businesses and residents
- Promote HJS identity
- Partner
- Collaborator
- Centralized Manager

Define Roles of

Vision • Analysis • Synthesis • Recommendations • Conclusion
Implementation: Capacity Building

Increase HJSMS’s Visibility and Accessibility
- Physical location of office
- Leadership visibility
- HJSMS website

Expand HJSMS
- Leadership
- Staff
- Committee members
- Membership
Implementation: Funding

- Membership Dues
- Merchandise
- New Development Projects
- Specific Project Funding
## Conclusion

### Next Steps: Prioritize and Plan

<table>
<thead>
<tr>
<th>Priority / Time Requirement Table</th>
<th>Significant Time</th>
<th>Medium Time</th>
<th>Minimal Time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High Priority</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Host Public Events*</td>
<td>Improve Website Presence*</td>
<td>Targeted Program Grants*</td>
<td></td>
</tr>
<tr>
<td>Buffer Pedestrians</td>
<td>Design Promotional Materials*</td>
<td>Publish Press Releases</td>
<td></td>
</tr>
<tr>
<td>Prepare &amp; Distribute Business Recruitment Package</td>
<td>Create a Mentorship Program for Existing Businesses*</td>
<td>Pitch News Stories*</td>
<td></td>
</tr>
<tr>
<td>Launch Membership Program*</td>
<td>Create Merchandise*</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Medium Priority</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market in Print and Radio*</td>
<td>Develop New HJSMS Signage</td>
<td>Market as a District*</td>
<td></td>
</tr>
<tr>
<td>Explore Other Crime Prevention Programs</td>
<td>Develop Revenue Stream from New Developments</td>
<td>Launch Operation Color*</td>
<td></td>
</tr>
<tr>
<td>Improve Landscaping and Street Furniture</td>
<td>Create New Building Design Criteria*</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Low Priority</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordinate Customer Comment Cards</td>
<td>Organize Neighborhood Sale Days</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negotiate New Leases to Include Mandatory Main Streets Membership*</td>
<td>Stimulate Informal Markets and Advocate for Pushcarts*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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