



DESTINATION: ROSLINDALE VILLAGE

A ROADMAP FOR A VIBRANT VILLAGE

PREPARED FOR:

Roslindale Village Main Street

PREPARED BY:

TeamRoslindale
Department of Urban + Environmental
Policy + Planning
Tufts University

RESEARCH TEAM:

Monica Gregoire, Sean Peter Kane,
Sarah Moser, Melissa Shakro,
Erica Walker

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The mission of Roslindale Village Main Street is to promote Roslindale Village as an appealing destination and the dynamic center of our community. As a nonprofit organization, we bring together local volunteers, businesses and public agencies to strengthen the Village's economic vitality, physical appearance and unique local character.

-Roslindale Village Main Street Inc.

WRITTEN BY:

Monica Gregoire
Sean Peter Kane
Sarah Moser
Melissa Shakro
Erica Walker

TUFTS UNIVERSITY

Urban + Environmental Policy + Planning

ON BEHALF OF:

Roslindale Village Main Street Inc.

Cover artwork by Sean Peter Kane.

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Abstract

Roslindale Village is the commercial core of a dense urban community in Boston, Massachusetts. The area is currently experiencing a transition encompassing its economic development and physical identity, as well as the demographic makeup of its population. This report examines these shifts using three separate viewpoints. The first component of this study inventories district transportation and analyzes physical accessibility. Through this assessment it was determined that the area is highly car-dependent, though there is not a lack of available parking. Additionally, it was found that Roslindale Village is very walkable. The identity of the changing area population is also evaluated in this study through interviews and surveys as well as demographic research. An inventory of current Roslindale Village business selection is also collected. In reviewing the identity and business selection of the Village, the report notes differences between the diversity of the population and business and service offerings. The results of these three assessments focused on access, identity and business selection are evaluated to provide recommendations for maintaining and enhancing the vitality of Roslindale Village through the present transition so that the district can best serve both current and future area populations as an active center of the community.

Executive Summary

Roslindale Village, like many other urban neighborhoods in the United States, is experiencing shifts in its economic, demographic, and physical makeup. Roslindale Village Main Street (RVMS) has been working diligently since its founding in 1985 to meet the needs and demands of the current and future populations of the Village. Their mission is to establish a destination that is welcoming to the various demographic groups in the neighborhood.

Through its Field Projects course, the Urban and Environmental Policy and Planning Department at Tufts University worked with RVMS to develop a project plan to further study the shifts in Roslindale Village. TeamRoslindale undertook this project to help advance the goals and priorities of RVMS by studying Roslindale's business district in order to:

1. Inventory the modes of access to Roslindale Village and specifically analyze accessibility concerning parking and pedestrians,
2. Create a profile of Roslindale residents and Village visitors, as well as the physical environment of the Village itself,
3. Analyze the current business mix in Roslindale Village, and
4. Provide recommendations based on the research and example case studies.

Overall, the purpose of this project is to better understand the people – including both business owners and visitors – and the physical environment of Roslindale Village. To gain this understanding, the Team aggregated the results of both academic and field research.

Foundations: Roslindale Village

Historically, the Roslindale district was known for its diverse nature and as a transportation hub for the surrounding districts. To this day, Roslindale continues to act as an important connection between Boston and its neighboring towns to the south. Roslindale Village, the commercial core of the Roslindale district, positioned between South, Poplar, Washington, and Corinth Streets and Belgrade Avenue, serves as the main connection to West Roxbury, Mattapan and Jamaica Plain.

The Roslindale district has become increasingly racially and ethnically diverse. From 1990 to 2000, the white population has steadily decreased while the number of African Americans, Non-white Hispanic Americans, and Asian Americans has increased considerably. During this same period, there was a dramatic earnings increase for residents of Roslindale. In terms of business mix, Roslindale Village has a wide variety of offerings; of the 147 businesses, 80 are service-type businesses ranging from automobile repair to beauty services, and 24 are ethnically-diverse and high-end restaurants and food retail options.

Research Results

Case Studies: Both case study cities—Lowell and Haverhill in Northeastern Massachusetts—have unique and historic downtowns which can teach Roslindale Village valuable lessons about implementing metered parking, universal signage, and stricter parking controls to improve its parking problems. Lowell and Haverhill also have similar business mix gaps to Roslindale Village in retail and entertainment elements and are working to improve their relative mix of uses.

Access: Roslindale Village has a variety of transportation options including Massachusetts Bay Transit Authority (MBTA) commuter rail and bus service, bike lanes and public roadways that allow residents and visitors convenient transit both to and within the district. Even with these options, the Team found that the majority of visitors either drive into Roslindale Village (41%) or walk (35%). After surveying the study area to determine the parking inventory, the Team performed a number of observations in order to find actual occupancy/usage rates of each street and parking lot. In doing so, the Team has found quantifiable evidence that, in fact, there does not seem to be a lack of available parking space in Roslindale

Village. The Team also conducted a Pedestrian Environmental Data Scan (PEDS) and determined that Roslindale Village is highly walkable. The core of the business district scored very well overall. Mixed-use development and recreational open space were factors in this high scoring area, as were amenities and sidewalk maintenance. Residential-only areas in general scored lower in this assessment due to narrower sidewalks and steeper grades, especially in the area to the southwest between Belgrade Avenue and Washington Street.

Identity: Through its survey of visitors and business owners, the Team found that a typical Roslindale Village visitor is a white, female Roslindale resident. She is within the 30-39 year old age bracket, makes about \$20,000-\$45,000 per year, holds a bachelors degree, has no children, and rents. In terms of its physical identity, the Village is marked by unique and attractive signage for the various businesses; however, the Team noticed that there is no cohesive marketing system for the district at this time.

Business Selection: Roslindale Village is the anchor of the Roslindale district and is an attractive place to shop and dine, but there is a supply gap when it comes to the Village's business mix. Roslindale Village will only become more of a destination place when it can offer its visitors a mix of businesses that entice them to stay longer and spend more. In particular, Village visitors wanted to see more clothing shops and more home improvement stores. Business owners, too, wanted to see more clothing shops in the Village. Additionally, visitors and business owners wanted to see more arts and craft type stores and outdoor goods stores.

Recommendations

The research results and case studies have helped to inform a set of recommendations. These recommendations, listed below, intend to enhance the district and make it a more inviting, cohesive, and productive community.

Access:

- » Enforce parking restrictions
- » Restripe on-street parking
- » Implement metered parking
- » Convert an MBTA lot for public use

- » Increase parking signage
- » Install pedestrian-oriented lighting

Identity:

- » Unify Village signage
- » Provide additional amenities

Selection:

- » Address disenfranchised communities
- » Promote additional mixed-use development
- » Promote specific business types

Conclusion

Roslindale Village is in the midst of a transition encompassing its economic development and physical identity, as well as the demographic makeup of its population. The recommendations in this report are intended to help maintain and improve the neighborhood throughout this transition so that it can best serve both its current and future populations. Although the Village is already a dynamic and vibrant center to the Roslindale community, it is clear that there are opportunities to further enhance the neighborhood by addressing access concerns, refining the district's unique identity by providing a more unified sense of place, and expanding the business mix selection to serve Roslindale's continually diversifying population.

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Chapter 1 - Research Purpose & Goals

With its brick lined streets and quaint shops that sell everything from freshly made granola and warm cups of coffee, to fresh meats, award-winning dinners, relaxing facials, adorable children’s clothing, and, in our opinion, the best wallpaper selection this side of the Charles River, Roslindale Village is the epitome of a diverse and bustling business district. Since 1985, Roslindale Village Main Street (RVMS) and its coalition of passionate local volunteers, businesses, and public agencies have worked tirelessly to promote Roslindale Village as a destination location and create a unique sense of place.

If we could travel back in time to 1985 and walk down Corinth Street and compare that journey to the one you can take today, there would be no question that the Roslindale Village of today is a testament to RVMS’s passionate efforts. There is a renewed charm within Roslindale Village, a diversity unseen in many other places within Boston, and there is life here—a life that plays itself out in the local coffee shops, hair salons, and open spaces. You can see this life on a warm, spring day when the locals flock to the Arnold Arboretum for a stroll around the gardens, or during the summer on Saturdays when the square is crowded with people buying fresh, local produce from the Farmers’ Market, or in the winter when hundreds of visitors come from near and far for the Bay State Model Railroad Open House. However, and most importantly, these new qualities have not come at the expense of Roslindale Village’s unique identity. The new mixes with the old in a way that is cohesive, uplifting, and inviting.

Roslindale Village, like many other urban neighborhoods in the United States, is experiencing shifts in its economic, demographic, and physical makeup. Roslindale Village Main Street (RVMS) has been working diligently since its founding in 1985 to meet the needs and demands of the current and future populations of the Village. Their mission is to establish a destination that’s welcoming to the various groups in the neighborhood.

In this pursuit, RVMS has partnered with multiple organizations over the past several years to conduct studies of Roslindale Village. The first of these recent studies was conducted in 2005 by a research team from the Massachusetts Institute of Technology (MIT). The recommendations resulting from their study focused on improvements to open space, addressing traffic and parking concerns, as well as support for district businesses.¹

In 2007, RVMS conducted a Resident Survey² from which they outlined the top five priorities of the community to be focused on improving:

- » Cleanliness
- » Image
- » Storefront revitalization

1 Massachusetts Institute of Technology. 2005. “Revitalizing Urban Main Streets: Roslindale Village.” Available at: <http://www.roslindale.net/MITSpring2005.htm>.

2 Roslindale Village Main Street. 2007. “Survey of Roslindale Residents on Roslindale Village Business District.” <http://www.roslindale.net/survey.pdf>.

- » Redevelopment of vacant/blight sites
- » Business recruitment and/or expansion

Additionally in 2007, RVMS partnered with Boston Mayor Thomas Menino, the Boston Redevelopment Agency and the Boston Main Street program to devise a strategic plan to guide neighborhood development for 2008-2011.³ The overarching goals of this plan were to:

- » Promote Roslindale Village as a destination,
- » Enhance the village streetscape and design,
- » Facilitate economic development, and
- » Sustain RVMS organizational capacity.

In keeping with its mission and the work of the prior research outlined, RVMS partnered with the Urban and Environmental Policy and Planning (UEP) department at Tufts University to develop a study intended to further its goals. Through the Field Projects course at UEP, RVMS contracted TeamRoslindale (the Team), consisting of graduate students, Monica Gregoire, Sean Peter Kane, Sarah Moser, Melissa Shakro and Erica Walker to review Roslindale Village's economic development in the Spring 2010 semester. The Team conducted a preliminary investigation of the Village, reviewed prior research and engaged in discussions with RVMS to fully understand the priorities of the organization and the needs of the community. Based on this initial assessment, the Team determined three main focus areas of their study to be: access, identity and business selection. In accordance with this, the following project goals were developed:

1. Inventory the modes of access to Roslindale Village and specifically analyze accessibility concerning parking and pedestrians,
2. Create a profile of Roslindale residents and Village visitors, as well as the physical environment of the Village itself,
3. Analyze the current business mix in Roslindale Village, and
4. Provide recommendations based on the research and example case studies.

Overall, the purpose of this project is to better understand the people – including both business owners and visitors – and the physical environment of Roslindale

³ City of Boston. 2007. "Roslindale Neighborhood Strategic Plan." [http:// www.bostonredevelopmentauthority.org/pdf/PlanningPublications/ Ros_finalreport.pdf](http://www.bostonredevelopmentauthority.org/pdf/PlanningPublications/Ros_finalreport.pdf).

Village. In taking a comprehensive look at the community, the Team aims to determine ways to enhance the district and make it a more inviting, cohesive, and productive community.

The Team set out to do this by aggregating the results of both academic and field research. The study instruments and methodologies that were employed were:

- » Demographic Information Research
- » Visitor Surveys
- » Business Owner Surveys
- » Community and Public Figure Interviews
- » Parking Observations
- » Pedestrian Environment Data Scan (PEDS)
- » Case Studies

Demographic Information Research

The demographic information used within this report was gathered from US census data and was compiled by the Boston Redevelopment Authority. The 2000 US Census is the most recent comprehensive population account available. The purpose of this data is three-fold. First, it will be used to show who currently resides in Roslindale. Second, it will be used to show how this information compares to those who visit Roslindale Village. Third, it will allow for analysis as to the proper business mix for the population.

Visitor Surveys

The visitor survey is a one-page, 31-question, English-only questionnaire (see **Appendix I**) aimed at capturing and informing RVMS of the demographic profile and behaviors of a typical Roslindale Village patron. Specifically, the survey gathered information on visitor demographics such as age, race, income-level, educational-level, family size, and leisure activities; as well as visitor attitudes and behaviors surrounding Roslindale Village's offerings and transportation.

This survey was administered on seven days (for each day of the week) and times were randomly picked as to reduce potential polling bias. In addition to controlling

for day/time bias, the Team also controlled for location bias by repeatedly circulating through the entire span of the Village during the surveying timeframe. The total number of surveys collected was $n = 81$.

Business Owner Surveys

The business owner survey is a one-page, 38-question, English-only questionnaire (see **Appendix II**) aimed at describing and further detailing the current business mix within Roslindale Village. This survey gathered information on business owner demographics, a business' profile, and marketing and investment strategies. This survey was hand delivered and collected to a randomly selected pool of various types of businesses. The total number of surveys collected was $n = 25$.

Community and Public Figure Interviews

In order to support the quantitative data with the essential voices of Roslindale's community and public figures, the Team interviewed nine professionals who work to advance Roslindale Village's economic development. These "Community and Public Figures" provided a top-down" view of the neighborhood. Each individual plays a different role within the community through their professional or personal life, either with the City of Boston, the Commonwealth of Massachusetts, or within the Roslindale community. The information collected from the interviews complemented the demographic data, the survey data, and the case studies to create a more comprehensive picture of the neighborhood. The list of people contacted and interviewed, along with their titles, and the questions asked is included in **Appendix III**.

Parking Observations

A key piece to the project was to examine the parking within the Village. A previous study conducted by graduate students of Massachusetts Institute of Technology's Urban Studies and Planning department (MIT) looked at parking issues based on resident feedback and determined that parking was "one of the most pressing physical problems."⁴ Given that MIT's study demonstrated that there were consistent parking spot vacancies throughout the district, they concluded that the

⁴ "Revitalizing Urban Main Streets: Roslindale Village" 2005.

parking problem was related to the management of the existing parking spaces, not the need for more spaces.

This report however will quantify exactly how much parking usage was occurring on what streets and at what times. In doing so, the Team plans to present a more detailed picture of problem areas to then provide potential solutions that may be implemented.

The Team used an area parking survey, as outlined by the Metropolitan Area Planning Council (MAPC), to help assess whether there is a parking surplus or deficit. This method also provided insight into identifying problematic parking locations and how to successfully promote the available spots.⁵ To study the parking use within the Village, three tasks were undertaken:

⁵ *Ibid.*



Figure 1: Roslindale Village Survey Area

Source: MassGIS

1. Define the study area by using the four Roslindale Village Gateways (see **Figure 1**);
2. Quantify the availability of parking within the study area; and
3. Record usage statistics for the study area.

The complete parking study process is available in **Appendix IV**. A complete collection of usage maps is available in **Appendix V**.

Pedestrian Environment Data Scans (PEDS)

The commercial core of Roslindale Village is central to a dense residential community and promoted as a walkable environment. Hypothesizing that many residents and visitors access the Village shopping district by walking to it and that even those individuals who drive in are likely to walk around the area once they park, the pedestrian experience was analyzed as part of the overall assessment of Roslindale Village accessibility.

The Pedestrian Environment Data Scan (PEDS) is an instrument used to catalogue the pedestrian experience along urban streets. It was developed in 2004 by Dr. Kelly Clifton, University of Maryland; Andria Livi, University of Maryland; and Daniel Rodriguez, University of North Carolina, and supported by a grant from The Robert Wood Johnson Foundation Active Living Research program.⁶ The data collection instrument is a survey consisting of 36 objective and four subjective criteria. One survey is completed for each street segment, or block edge, in the analysis area. See **Appendix VI** for survey instrument and further details on PEDS.

The analysis area for this study instrument included 68 segments in and around the core of Roslindale Village. The extent of the survey area is shown in **Figure 1** and was determined using the same methodology employed for the parking inventory and occupancy assessment.

⁶ Active Living Research. 2004. "Pedestrian Environment Data Scan (PEDS) Tool." <http://www.activelivingresearch.org/node/10641>.

Case Studies

The Team used case study methodology to examine and compare Roslindale Village to the downtown districts of two similar cities in Massachusetts: Haverhill and Lowell. These case studies provided a broader context for further understanding Roslindale Village's issues and were used to extract development approaches from other communities facing similar challenges. The Team's method of site selection and field research for the case studies is located in **Appendix VII**.

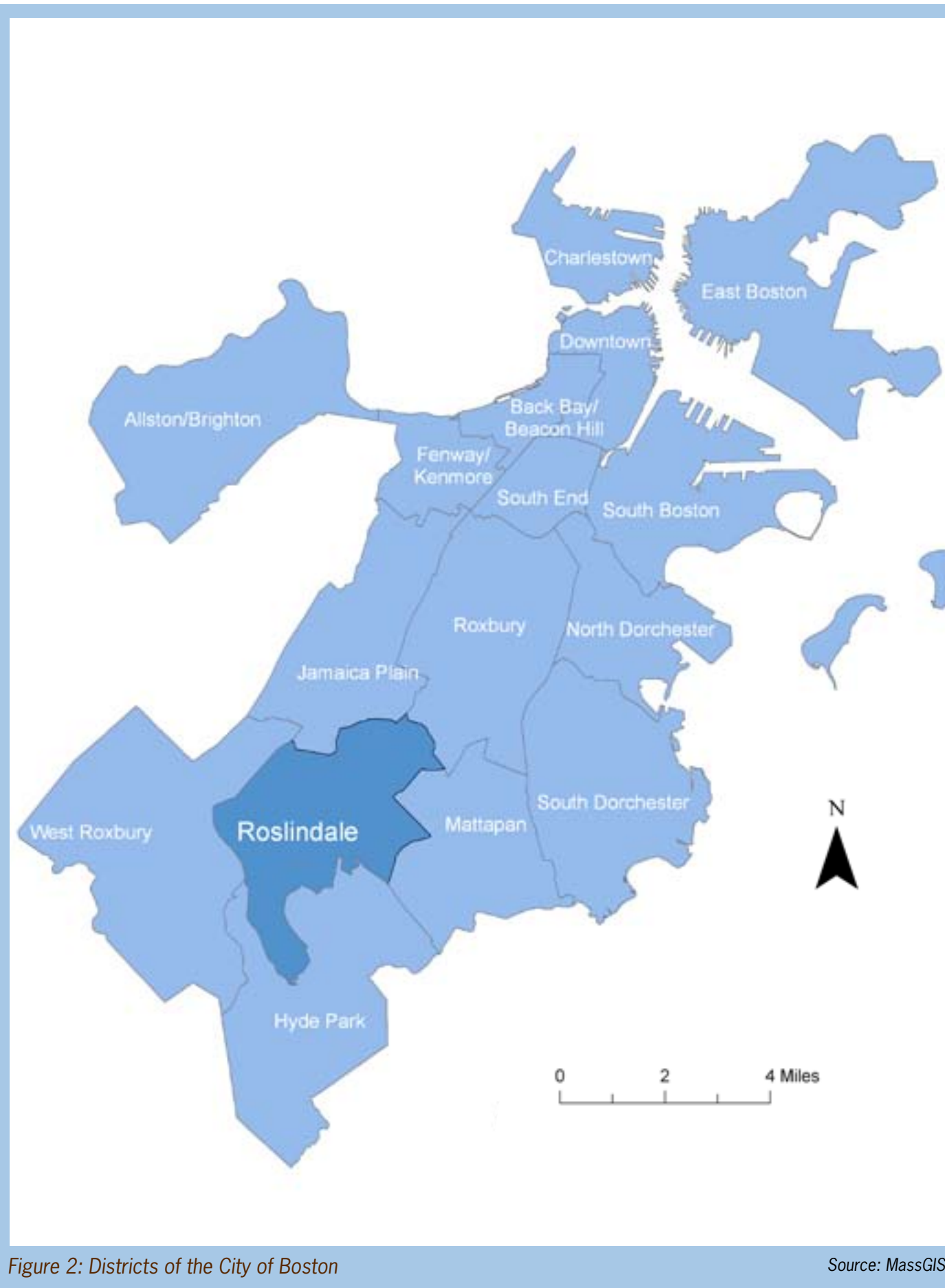


Figure 2: Districts of the City of Boston

Source: MassGIS

Chapter 2 - Foundations: Roslindale Village

To provide some context of the study region, groundwork relating to the history of Roslindale Village and how it fits within the City of Boston is necessary. Additionally, a broader foundation is provided through analysis of what Roslindale Village is like today in its physical assessment, detailed demographics, transportation, infrastructure, and business mix.

History of Roslindale Village

A historic district of Boston, Roslindale has a long and significant past which plays into its current role within the city. Originally settled by colonists in 1630, the area now known as Roslindale has gone through many transformations. The area was first known as “South Street Crossing” due to the Boston and Providence railroad crossing at South Street in the present-day Roslindale Village. This rail access defined the community throughout the 19th century and established transportation as a main component in its growth and development. Roslindale was founded as a Roxbury neighborhood, was incorporated into West Roxbury in 1851 and became a district of Boston when West Roxbury was annexed by the neighboring city less than two decades later. During that time of transition in the late 1800s, the community grew and gained its own identity, most notably marked when it was officially named Roslindale with the establishment of its own post office in 1870.⁷ To this day, Roslindale continues to act as an important connection between Boston and its neighboring towns to the south.

⁷ Sammarco, Anthony Mitchell. 2003. *Roslindale: Then & Now*. Portsmouth, NH: Arcadia. pp7-8.

As new and expanded transportation services came to and through Roslindale, the neighborhood experienced a rise in its population. This started with the Norfolk Suburban Street Railway that ran from Forest Hills to Roslindale in the last quarter of the nineteenth century. Electric trolley service was introduced to Roslindale in 1896 when a West Roxbury branch was built through Roslindale via Belgrade Avenue and Centre Street. These expanded transportation methods helped to introduce the increasing immigrant population of Boston to the suburban Roslindale.⁸

While Roslindale has been known as the “superb suburb” and “gateway to suburbia,” Roslindale Village has long acted as the primary center for the community with its mix of shops and services, some for nearly 100 years, like Sullivan’s Pharmacy and the public library. By the 1890s, Poplar Street along what is now Adams Park had become the commercial core for the Village.⁹ The Village was a destination and connection, both of which fuel its growth today.

Physical Assessment

Roslindale is located in southwestern Boston (see **Figure 2**) and shares its borders with five other Boston districts, including Jamaica Plain, Hyde Park, Roxbury, West Roxbury and Mattapan (see **Figure 3**). Roslindale Village sits at the crossroads of the district, serving as the main connection to West Roxbury and Jamaica Plain. Originally the Village was centered on Adams Park along Washington Street. However, that center has shifted in recent decades and now is positioned between South, Poplar, and Corinth Streets and Belgrade Avenue.

Roslindale Village is best defined geographically by its Gateways which were first proposed by an MIT study in 2005. RVMS installed eight Gateway signs on light poles at the following four primary road entrances to the Village (See **Figure 4**):

- » Washington Street at Kittredge Street
- » Washington Street at Lee Hill Road
- » Cummins Highway near Washington Street
- » The intersection of Belgrade Avenue, Robert Street and Corinth Street

8 *Ibid.*

9 *Ibid.*

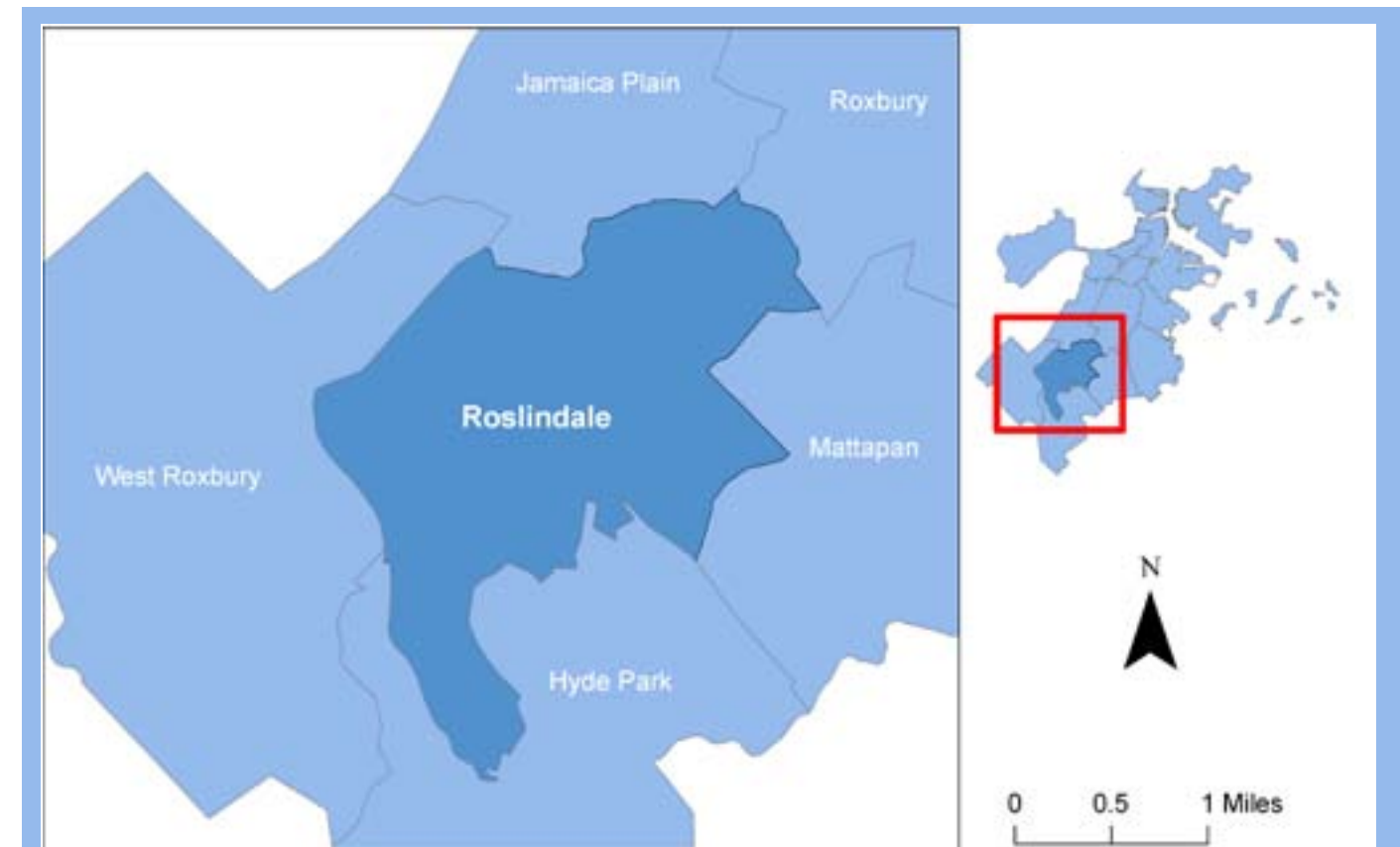


Figure 3: Roslindale & Its Neighbors

Source: MassGIS



Figure 4: Roslindale Village & Its Gateways

Source: MassGIS

These Gateways served to define the research area for this project.

With its brick and clapboard facades, Roslindale Village has a distinct and local feel. The neighborhood includes a wide range of uses as well as landmarks (see **Figure 5**). Roslindale Village has excellent access to public open spaces: Adams Park and its welcoming benches and meandering path in the Village, Fallon Field with its baseball field and active dog walking, Healy Playground with its multiple sports fields, and Arnold Arboretum with numerous paths and natural landscaping. In addition, the Village's northwest Gateway is marked by the Alexander the Great Park which offers pedestrians a place to sit. Given to Roslindale Village and the City of Boston by the citizens of Athens, the Park is a tribute to the large Greek constituency within the neighborhood.¹⁰

The majority of land in Roslindale, more than 53%, is devoted to residential use. Institutional uses such as churches, libraries, schools and government services also make up a large portion of land use. Open space, most notably the Arnold Arboretum, which Roslindale shares with Jamaica Plain, accounts for nearly 43% of land area when combined with institutional uses. Less than 4% of Roslindale's land is utilized for commercial purposes, and most of this commercial space is concentrated in Roslindale Village; the rest is dispersed mostly along the main roads that intersect in the Village.¹¹

Infrastructure & Transportation

As previously established, transportation was an important element in the development of Roslindale, and though it is no longer a major transit hub, the transportation options and infrastructure within it continue to help define the district. The streets and traffic patterns of the commercial district are shaped by one-way streets forming rotaries (see **Figure 6**). There are three counter-clockwise traffic patterns in the Village, two smaller ones around Adams Park and by the Massachusetts Bay Transit Authority (MBTA) commuter rail station and a larger one around the business core.

¹⁰ Heart of the City. 2010. "Alexander the Great Park." Center for Urban and Regional Policy: Northeastern University. <http://ksgaccman.harvard.edu/hotc/DisplayPlace.asp?id=11591>.

¹¹ "Roslindale Neighborhood Strategic Plan" 2007.



Figure 5: Land Use within Roslindale Village

Source: MassGIS



Figure 6: Rotaries within Roslindale Village

Source: MassGIS

Another significant element of the Village’s infrastructure is its 1,662 parking spaces (see **Table 1**) which were inventoried during the Team’s parking survey. See **Appendix IV** for full process details.

	Number of Available Spaces
28 Streets	1, 076
17 Parking Lots	586
Total	1,662

Table 1: Parking Inventory in Roslindale Village

Parking is available on-street on both the commercial main roads as well as the side residential streets. There are also 17 off-street public and private parking lots throughout the Village (residential-only lots were not included in the study). The on-street parking located on the commercial roads is delineated by large rectangular white boxes painted along the street side. These parking strips however do not divide the individual parking spaces. The side streets have no parking indicators aside from parking restriction signs. Restrictions in the Village range from periodic, scheduled street cleaning and two-hour limits, to school day and handicap limitations. There are only two parking signs to direct traffic to the municipal parking lot off of Taft Hill Terrace (see **Figure 7**).

A network of public sidewalks borders Roslindale Village area streets, facilitating pedestrian access to the district. Pedestrian tunnels run under the commuter rail at two points along Belgrade Avenue allowing for easier and safer crossing of the tracks by people walking.

Public transit options provide additional methods to access Roslindale Village. There are 14 MBTA bus routes that serve Roslindale Village, many of which stop at the Forest Hills Orange Line Station approximately one mile from the center of the Village. The MBTA also offers service directly to Roslindale Village by way of the commuter rail station located on Belgrade Avenue at the intersection of South Street and Belgrade Avenue. **Figure 8** shows the routes and extent of service throughout Boston for the bus and commuter rail lines that service the Village.

The bus routes and commuter rail line that service Roslindale Village are far-reaching and provide direct connections to most other Boston neighborhoods

as illustrated. However, the frequency of service within this network must be considered. Peak frequency for the individual bus routes through Roslindale Village is 20 minutes and the longest period of time between buses is over two hours. However, 13 of the 14 bus routes that stop in Roslindale Village also stop at the MBTA Forest Hills station which is a transportation hub housing the terminus of the Orange Line, a Needham commuter rail stop and a stop on approximately two dozen bus routes. Therefore, when aggregated, the bus service in Roslindale Village provides frequent connectivity to many areas of Boston.¹²

The average frequency of the commuter rail train through Roslindale Village is approximately 35 minutes during morning rush hour between 6:30am and 9:00am. The longest scheduled time between trains is two hours and 19 minutes and the train runs every two hours on Saturdays. The MBTA does not offer commuter rail service to Roslindale Village on Sundays.¹³

12 Massachusetts Bay Transit Authority. 2010. “MBTA Trip Planner.” http://mbta.com/rider_tools/servicenearby/?saServiceNearBy=2+corinth+st+roslindale+ma&sLocationServiceNearBy=&selectedPoint=&Hour=4&Minute=&M=PM&sDate=4%2F28%2F2010

13 *Ibid.*



Figure 7: Parking Signs in Roslindale Village

Source: MassGIS

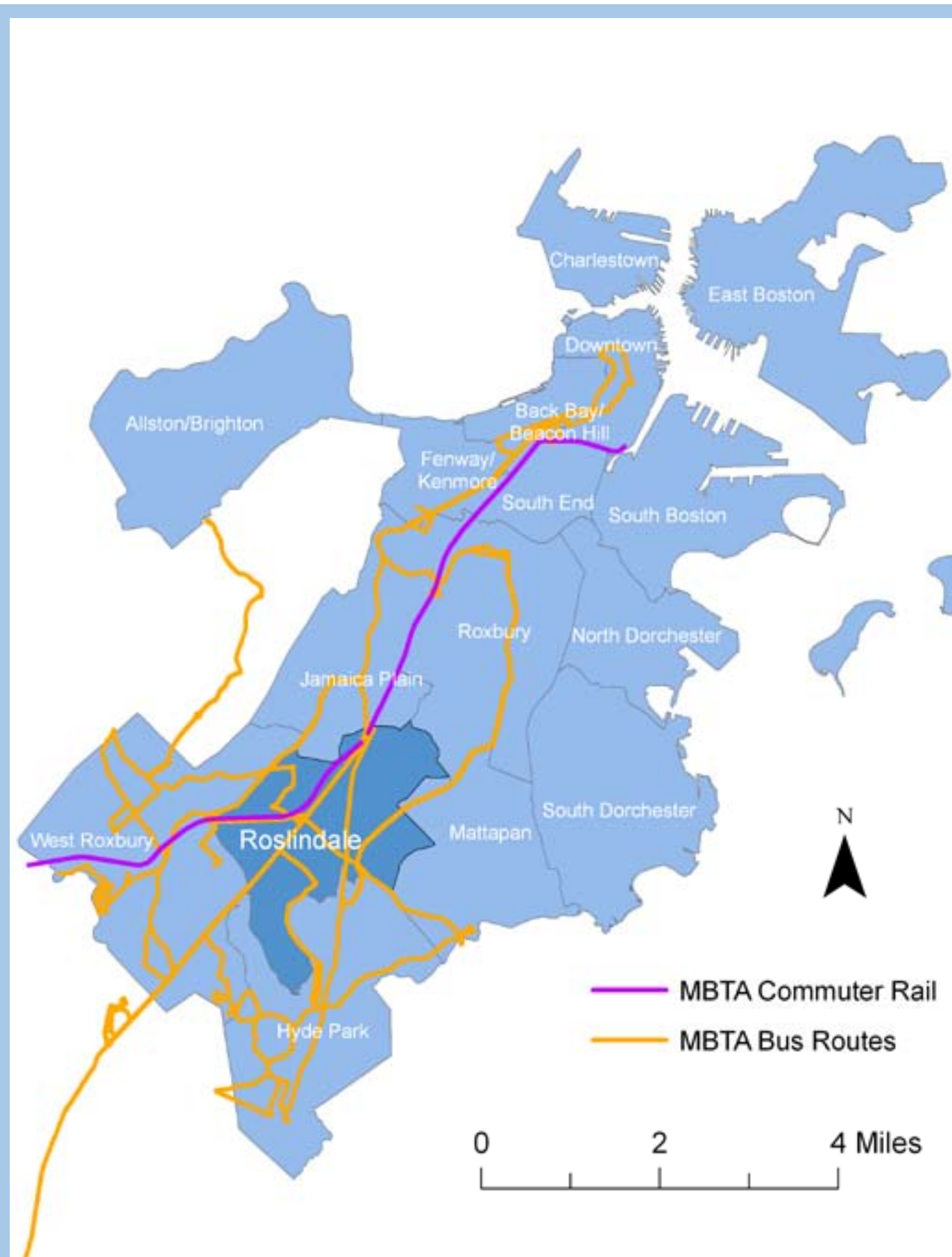


Figure 8: Public Transit to and from Roslindale Village

Source: Boston Redevelopment Authority, MassGIS

Bicycling has become a popular mode of transportation around Boston and in Roslindale. As part of the City of Boston’s Bicycle Plan, designated bike lanes and bike racks were added to Roslindale Village roads, including Washington Street, Corinth Street and Belgrade Avenue, in the fall of 2009.¹⁴

The neighborhood of Roslindale Village is well served by multiple methods of transportation. Its historic access has expanded and provides area residents many options to get into and around the Village.

Demographics

Roslindale is a growing, diverse family district. Using the most recent comprehensive population count, the 2000 US Census, the Team assessed just how Roslindale’s population changed between 1990 and 2000. Roslindale’s overall population increased by 5% and there were 12% more children under the age of 18 living in the area. During this decade, there was a decrease in married families with children and an increase in single parent families with children. Between 1990 and 2000, the total number of families fell by 1% while the number of households grew by 5%. Most notably, the number of single parent households with children increased during this time by 39%. Overall, this latest population count shows that Roslindale is a growing district and with this growth is an increase in the number of children residing in the neighborhood. The increasing number of families in the neighborhood can be seen flocking to events like the Roslindale Village Easter Egg Hunt and The Bay State Model Railroad Museum Spring Open House.

Reverend Father Francis Kelley of the Sacred Heart Catholic Church in Roslindale noticed the increase in population and correlated it to the increasing cost of living associated with commuting to jobs in the city from the suburbs. He remarked that “as the cost of driving becomes less and less affordable, people who are working in Boston but living in the suburbs may move closer to the city. Ten years ago people were moving out further into the suburbs, but recently the trend has begun to reverse.”¹⁵ The Urban Land Institute recently published the “Boston Regional

14 City of Boston. 2009. “Access Boston 2000-2010.” <http://www.cityofboston.gov/transportation/accessboston/bicycle.asp>.

15 Kelley, Reverend Father Francis. Sacred Heart Catholic Church. Interview by phone. March 17, 2010.

Challenge” report which supports the theory that many Massachusetts families are moving closer to the city to reduce overall living costs. The Urban Land Institute report details the true costs of living in the suburbs and shows that moving to the suburbs to save money in housing often results in no costs saving because of increasing transportation.¹⁶

Roslindale has become increasingly racially and ethnically diverse and is developing a unique array of shops and services reflecting this diversity. As depicted in **Table 5**, during this ten-year period, the white population has steadily decreased while the number of African Americans, Non-white Hispanic Americans, and Asian Americans has increased considerably. In fact, between 1990 and 2000, the African American population grew by almost 100% while the Hispanic population increased by 73% and the Asian population grew by 54%. Still, census information during this time period shows that the majority of adult Roslindale residents are white females who have high school diplomas. Roslindale residents speak a variety of languages at home: 17% speak Spanish, 6% speak French or French Creole, and 3% speak Greek.¹⁷ Roslindale Village contains ethnic beauty salons and restaurants and specialty markets that mirror the neighborhoods diversity.

Reverend Father Kelley noted that over the past five years there has been an influx of Hispanic-owned businesses and also business owners who are first generation from non-English-speaking countries. There are about a half-dozen African countries and a dozen Hispanic countries represented in his congregation.¹⁸

Between 1990 and 2000, there was a dramatic earnings increase for residents of Roslindale. Household incomes increased by 37%, family incomes increased by 41% and non-family household incomes increased the most at 43%. This increased neighborhood earning power of residents supports several high-end and boutique restaurants and shops opening in Roslindale, a trend seen in other redeveloping business districts.

16 Urban Land Institute. 2010. *The Boston Regional Challenge*. Boston, MA. <http://bostonregionalchallenge.org/wp-content/uploads/BostonChallenge04092010.pdf>.

17 Boston Department of Neighborhood Development. 2000. “Roslindale Data Profile.” http://www.cityofboston.gov/Images_Documents/Roslindale_PD_Profile_tcm3-12995.pdf.

18 Interview - Reverend Father Francis Kelley.

Household Population within Roslindale			
	1990	2000	Change
In households:	31,785	33,233	5%
In family households:	26,059	26,598	2%
In non-family households:	5,726	6,635	16%
Total Population:	32,983	34,628	5%

Table 2: Household Population within Roslindale

Source: Boston Redevelopment Authority 1990 & 2000 Census Population and Housing

Household Type by Presence of Own Children Under 18 Years within Roslindale			
	1990	2000	Change
Married-couple family with own children under 18 years:	2,634	2,616	-1%
Single parent households with own children under 18 years:	1,103	1,534	39%
Total Households:	12,252	12,885	5%
Total Population:	32,983	34,628	5%

Table 3: Household Type by Presence of Own Children Under 18 Years

Source: Boston Redevelopment Authority 1990 & 2000 Census Population and Housing

Children Under 18 Years of Age within Roslindale			
	1990	2000	Change
0 – 4	2,731	2,223	-19%
5 – 17	4,415	5,747	30%
Total	7,146	7,970	12%

Table 4: Children Under 18 Years of Age within Roslindale

Source: Boston Redevelopment Authority 1990 & 2000 Census Population and Housing

Racial Composition within Roslindale			
	1990	2000	Change
White alone:	27,314	21,599	-21%
Black or African American alone:	2,907	5,735	97%
American Indian and Alaska Native alone:	30	186	520%
Asian, Pacific Islander alone:	885	1,362	54%
Hispanic:	3,913	6,789	73%
Other race alone:	1,847	3,463	87%

Table 5: Racial Composition within Roslindale

Source: Boston Redevelopment Authority 1990 & 2000 Census Population and Housing

In support of the income increases revealed by the 2000 Census, Karen Kaigler, Business Manager for Boston Main Streets, remarked that she noticed a shift to more economically-diverse mix of residents in the last five to ten years. According to Ms. Kaigler, “upper-middle income families are discovering this hidden community of single-family and multi-family homes with larger backyards that offer easy access to downtown Boston.”¹⁹

19 Kaigler, Karen. Business Manager, Boston Main Streets. Interviewed by email. March 22, 2010.

Age Groups within Roslindale			
	1990	2000	Change
0 – 4	2,731	2,223	-19%
5 – 17	4,415	5,747	30%
18 – 24	3,221	3,078	-4%
25 – 44	12,429	12,442	0%
45 – 64	5,110	6,885	35%
65+	5,082	4,253	-16%
Total	32,988	34,628	5%

Table 6: Age Groups within Roslindale

Source: Boston Redevelopment Authority 1990 & 2000 Census Population and Housing

Median Incomes within Roslindale			
	1990	2000	Change
Household	\$34,211	\$46,846	37%
Family	\$38,104	\$53,858	41%
Non-Family	\$24,035	\$34,252	43%

Table 7: Median Incomes within Roslindale

Source: Boston Redevelopment Authority 1990 & 2000 Census Population and Housing

Housing Units within Roslindale			
	1990	2000	Change
Occupied Housing Units	12,120	12,894	6%
Owner Occupied	5,582	5,996	7%
Renter Occupied	6,537	6,898	6%
Vacant Housing Units	766	386	-49%
Total Housing Units	12,895	13,282	3%

Table 8: Housing Units within Roslindale

Source: Boston Redevelopment Authority 1990 & 2000 Census Population and Housing

The population expansion between 1990 and 2000 resulted in an increase in the number of occupied housing units in Roslindale. In the same time period, there was a dramatic 49% decrease in the number of vacant housing units as more individuals and families relocated to Roslindale. While there was a 7% increase in the number of owner-occupied housing units during this time indicating that a more long-term, stable population is occupying the neighborhood, Roslindale remains primarily a neighborhood of renters.

Lee Blasi, Director of Constituent Services for City Councilor Consalvo, noticed the community’s response to these shifting demographics that have continued through the present. In discussing the changing demographic makeup of the neighborhood, she remarked that “there has been some displacement of longtime residents as properties turn over and those people (or others at similar income levels) can no longer afford to rent or purchase in the neighborhood. But, on the other hand, some lifelong residents enjoy seeing the neighborhood return to vibrancy with new residents moving in.” Ms. Blasi also noted that she will be interested to see the change in demographics once reported by the 2010 Census.²⁰

Business Mix

As seen from the **Table 9**, Roslindale Village primarily has a service and food-based economy. Of the 147 businesses located in Roslindale Village, 80 are service type businesses ranging from automobile repair to beauty services. Roslindale Village also offers visitors 24 ethnically-diverse and high-end restaurants and food retail options. Chapter 4 of this report discusses suggestions for adding to this current business mix based on responses from visitors, business owners, and community and public figures surveyed and interviewed.

Roslindale Village Business Mix	
Service	80
Retail	29
Restaurant/Food Retail	24
Community Resources	14

Table 9: Roslindale Village Business Mix (Source: RVMS)

20 Blasi, Lee. Director, Constituent Services for City Councilor Consalvo. Interviewed by email. March 31, 2010.

Conclusion

The foundations of the Roslindale community established within this chapter creates a platform for a more specific examination of the Roslindale Village shopping district. This more in-depth examination will be achieved in the following chapter by looking at the access, identity, and current business selection of Roslindale Village as motivated and detailed by the various research instruments.

Chapter 3 - Research Results

Based on the research instruments outlined in the previous chapter, a wealth of data was collected and will be described in further detail here. This chapter is broken down into four distinct sections: **case study** research which provides a unique look into the cities of Haverhill and Lowell and how their current practices may inform Roslindale Village ; **access**, or how visitors arrive to the village and the subsequent effects these means have on the village; **identity**, which includes both a demographic description of a Roslindale Village visitor as well as a physical assessment of the Village itself; and **selection**, which entails a look at the interaction between the Village's current business mix and a Roslindale Village visitor.

Report Card

Based on responses provided during the visitor survey.

Grade: ?

Additionally, throughout this chapter are a series of “report cards” that assign grades to a wide variety of Roslindale Village attributes. These report card results are derived strictly from TeamRoslindale’s visitor survey. The question referenced is Question 12, which can be viewed in **Appendix I**.

A Tale of Two Cities: Haverhill and Lowell

While surveys of visitors and business owners provide an excellent profile of the types of businesses and services that are desired for Roslindale Village, studying cities with similar transportation, services, history and location can also be very important in informing an assessment of the Village.

This report uses two case study cities – Lowell and Haverhill – to learn valuable lessons and make appropriate recommendations to improve access, identity, and business selection in Roslindale Village.

An Overview

Historically, both Haverhill and Lowell are industrial revolution era cities recovering from 20th-century decline. The City of Lowell was known as the “Manchester of America” for leading the industrial revolution in the United States much like Manchester, England led the European Industrial Revolution. Lowell flourished as an industrial textile city until it began to decline in 1958. Haverhill, which was a leader in the shoemaking industry for the United States for many years, prospered until its decline around 1930. While in decay, both Lowell and Haverhill experienced severe population flight, neglect of buildings and infrastructure, and failed urban renewal projects. At the end of the 20th century, however, a newfound interest arose in renewing the downtown areas of old mill towns in Massachusetts resulting in the

rebirth of interest in restoring Lowell and Haverhill.²¹ With the urban renaissance of both downtowns came a need to also reexamine and rethink their access, identity and business selection.

Lowell

Location - Lowell is located approximately 34 miles north of Roslindale at the intersection of Route 3 and Interstate 495 (see **Figure 9**). It is the fourth largest city in the Commonwealth of Massachusetts and borders the towns of Dracut, Tewksbury, Billerica, Chelmsford and Tyngsboro (listed clockwise from the north). Both the Concord and Merrimack Rivers flow through Lowell and feed into the extensive network of canals which connect the City’s downtown business district to its natural resources (see **Figure 10**).

Access - Increased traffic in Lowell’s downtown prompted City officials to construct parking lots and garages, institute strict parking regulations and metered parking,

21 Cowley, C. 1868. *A History of Lowell*. Boston: Lee & Shepard

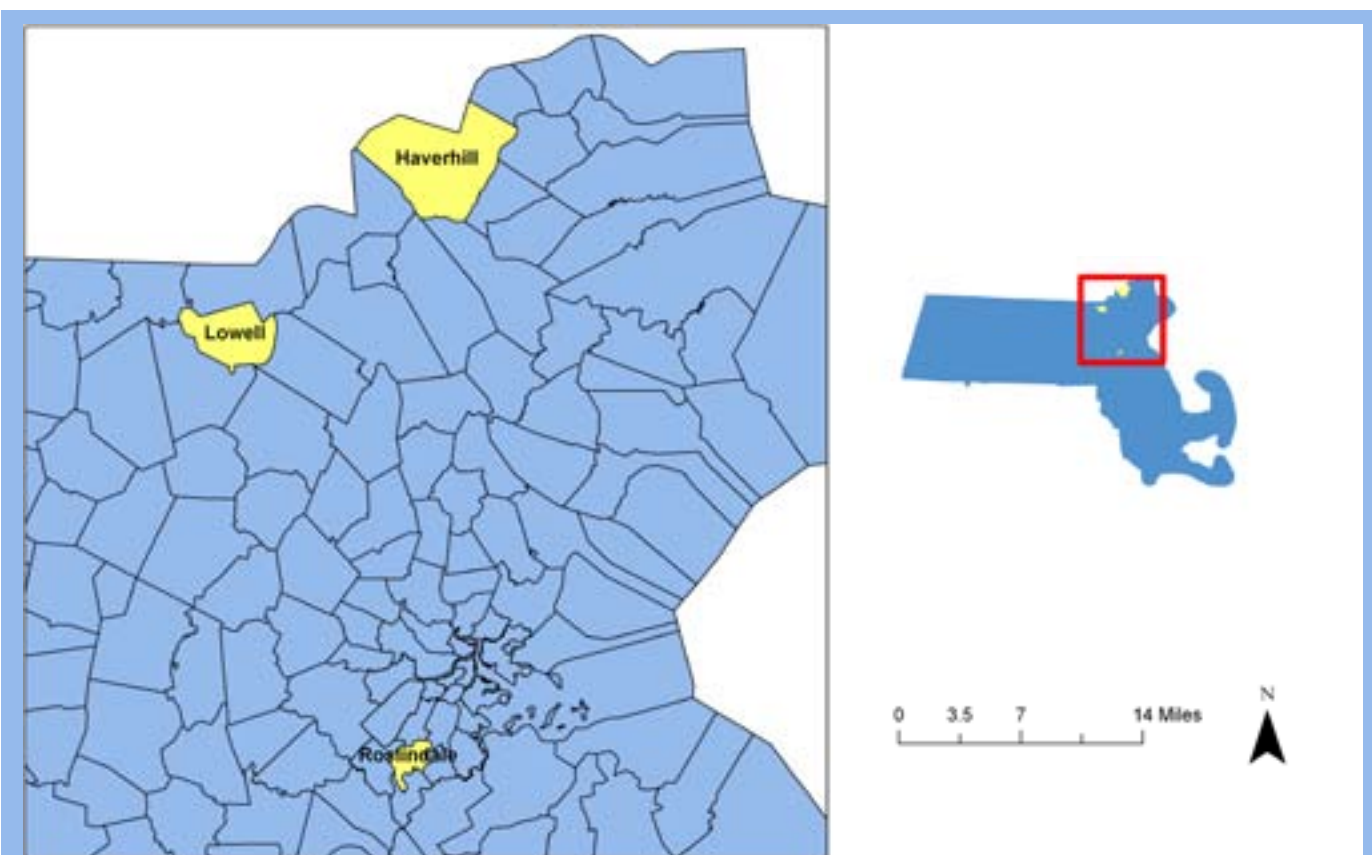


Figure 9: Case Study Cities in Relation to Roslindale

Source: MassGIS

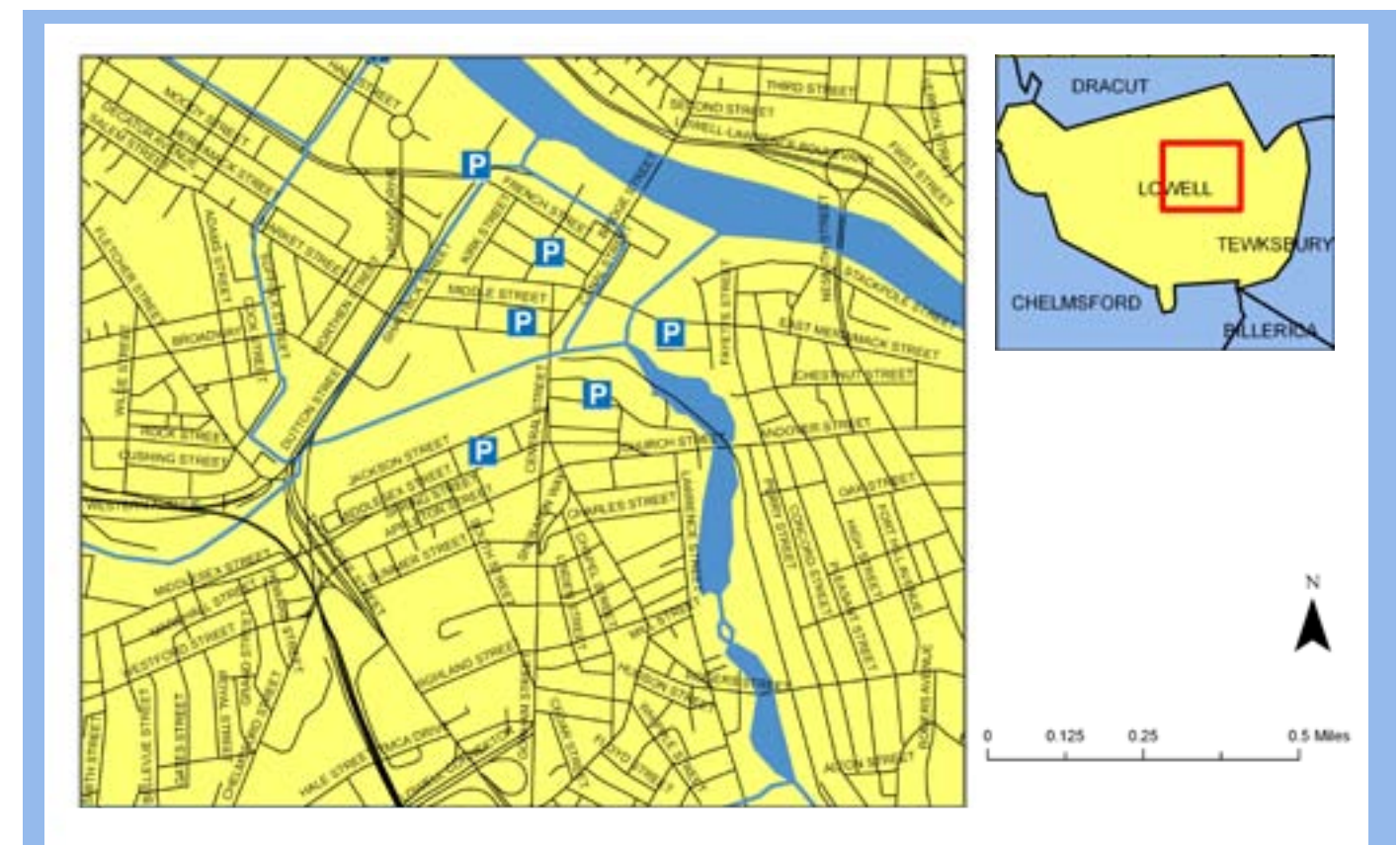


Figure 10: Map of Lowell, Massachusetts

Source: MassGIS

and erect prominent signage in order to ensure turnover of most sought after on-street parking spots. There are currently five garages and one surface lot in downtown Lowell providing 5,466 parking spaces. These garages are used mainly for long-term parking by business owners, employees, and shoppers as well as downtown residents. Business owners can purchase monthly pass cards that can be used in the parking garages at a cost of \$52 per month. Also, on-street two-hour pay-for-parking kiosks are available for short term use, as are 15-minute meters which are designated with large yellow stickers and cost \$0.25 per 15 minutes of parking.²² These meters have many benefits including allowing officials to change price by time of day or day of the week, provide information in various languages, allow for accurate, real-time revenue controls and provide parking occupancy information on a block-by-block basis. These meters are also useful for analyzing usage patterns and setting parking prices and they are more economical than purchasing individual meters for each space.²³ The combination of lots, garages, metered parking, and signage are helping to improve the City's parking problem. To create a more functional public transit system for the future, Lowell plans to expand the tourist trolley that operates solely to and from the commuter rail and tourist attractions to also link the numerous universities and the downtown.²⁴

Identity - Lowell markets its downtown as a historic neighborhood with cobblestone streets, grand converted mill-loft apartments, and as having the amenities of a large city in a small town setting. To revitalize the downtown, Lowell removed the aluminum and stucco facades from commercial buildings revealing attractive 19th-century commercial storefronts the style of which pervades most of the area. Streetscape improvements were made to continue the 19th-century theme, which include brick pavement of the sidewalks, granite pavers lining sidewalks, period lighting, and benches. Additionally, the banks of Lowell's canals have been largely reclaimed providing a river walk area for a multitude of recreational activities. Based on the Team's observations, the City has made visiting downtown Lowell

22 "Parking Department." City of Lowell. <http://www.lowellma.gov/depts/parking-department>

23 Shoup, Donald C. 2005. "The High Cost of Free Parking." Chicago: Planners Press, American Planning Association: pp384-385.

24 Park, Theresa. Economic Development Director, City of Lowell. Interview in person. March 18, 2010.

easier with universal directional signage which clearly points out where points of interest are as well as where the parking is located.

Business Selection - Within the last decade, Lowell's economy has relied largely on tourism. Visitors are drawn to the City's many historical landmarks and museums, major events, including Boarding House Park Summer Music Series, a Farmers' Market, and numerous parades celebrating the city's diverse populations and various holidays. In addition, visitors flock to Lowell to see the Boston Red Sox affiliated Lowell Spinners play at LeLacheur Park and Lowell Devils ice hockey team skate at the Tsongas Arena.²⁵

Visitors frequent Lowell's downtown for its abundance of ethnic restaurants showcasing the area's diverse populations. Lowell Economic Development Director Theresa Park stated that Lowell will celebrate the opening of a new jazz and comedy club in its downtown in spring 2010, which will add an additional entertainment element to complement the existing array of restaurant and retail businesses. She also hopes to target other types of businesses, such as clothing stores, to diversify the retail mix.²⁶ Lowell's downtown also serves residential uses; there are low and moderate income housing units for seniors and also new market-rate residential units. There have been approximately 2,000 new market-rate units added in the past decade which draws middle- to upper-income households to Lowell. This higher income group is better positioned to support the high-end restaurants and shops in the downtown business district.²⁷

Haverhill

Location - The City of Haverhill is located approximately 44 miles north of Roslindale, and 34 miles south of Manchester, New Hampshire (see **Figure 9**). The city is bordered by Merrimack on the northeast, West Newbury and Groveland on the east, Boxford and North Andover to the south, Methuen on the southwest, and

25 "Welcome to the City of Lowell." City of Lowell. <http://www.lowellma.gov/>

26 Interview - Theresa Park.

27 Urban Land Institute. 2004. "Lowell Massachusetts: Strategies for Redevelopment and Revitalization." <http://www.lowellma.gov/depts/dpd/services/econdev/depts/dpd/resources/plans/ulireport.pdf>.

Salem, Atkinson and Plaistow, New Hampshire, to the north. The City is located on Interstate 495 (see **Figure 11**).

Access - Now that more people are living in and visiting downtown Haverhill, parking has become an increasing concern. The City has recently obtained federal grant funds to construct a new intermodal parking facility which officials hope will increase public transportation ridership, attract new food and retail businesses, and improve connection to the city's open spaces. On-street parking is currently free of charge in downtown Haverhill, and in 2008 strict parking controls were put into place to combat an increasing parking problem. These parking controls include regulated on-street parking on the downtown's busier streets with a two-hour parking limit in effect from 8 am to 6 pm on weekdays. But even with these new regulations, many downtown employees are still using on-street parking and moving their cars every two hours to avoid parking tickets. Additionally, restaurant owners depend on valet parking to draw patrons to dine at their restaurants. To address this problem with parking, Haverhill officials recently hired a consulting firm to conduct and detail a parking inventory and occupancy assessment. Haverhill is also planning to develop its Merrimack River's edge area into a lively "Urban Riverwalk" for

pedestrian and biking activity.²⁸ Haverhill official Andrew Herlihy stated that the city had new signs explaining parking limits, the Team found that Haverhill did not have a clear, comprehensive and universal system of signage to point out landmarks and parking.²⁹

Identity - Herlihy referred to the City's downtown as the "anti mall" because it offers visitors a unique shopping experience and retail selection not typically found in malls. Downtown Haverhill is divided into two sections; the older western section which contains Victorian structures reminiscent of the city's Industrial Revolution days and the newer, eastern section built during Urban Renewal when this section of town was bulldozed to make room for wide boulevards and a strip mall. There has been a renaissance in the city's older downtown areas and this section contains new "Boston quality" restaurants and a small arts district while newer downtown section has plenty of free parking, but few visitors.³⁰

Within the last ten years, Haverhill has seen an infusion of young people, empty nesters, single people and people looking for affordable, pet-friendly housing moving to its downtown area. These new residents have been drawn to the new condominiums located in restored mill buildings in downtown Haverhill which allow residential and commercial uses to mix. The City markets itself as a "Picture of Progress" in the midst of a second urban renaissance.³¹ Historically, Haverhill was renowned for being one of the nation's largest producers of shoes. The City celebrates its unique history with an annual "shoelabration celebration," a festival dedicated to Haverhill's history as a "shoe city."³²

Business Selection - Haverhill's downtown has historic Victorian architecture, a thriving arts district with many galleries and antique stores, and several eclectic restaurants. Although the City could not provide a full list of the businesses occupying the downtown, the Team observed that, in addition to restaurants and art galleries, the downtown was mostly made up of several thrift stores, bodegas,

28 Herlihy, Andrew. Chief of Staff, City of Haverhill. Interview in person. March 18, 2010.
 29 "City of Haverhill: Official Website for Residents and Visitors." City of Haverhill. <http://www.ci.haverhill.ma.us/>.
 30 Interview - Andrew Herlihy.
 31 *Ibid.*
 32 "City of Haverhill: Official Website for Residents and Visitors."

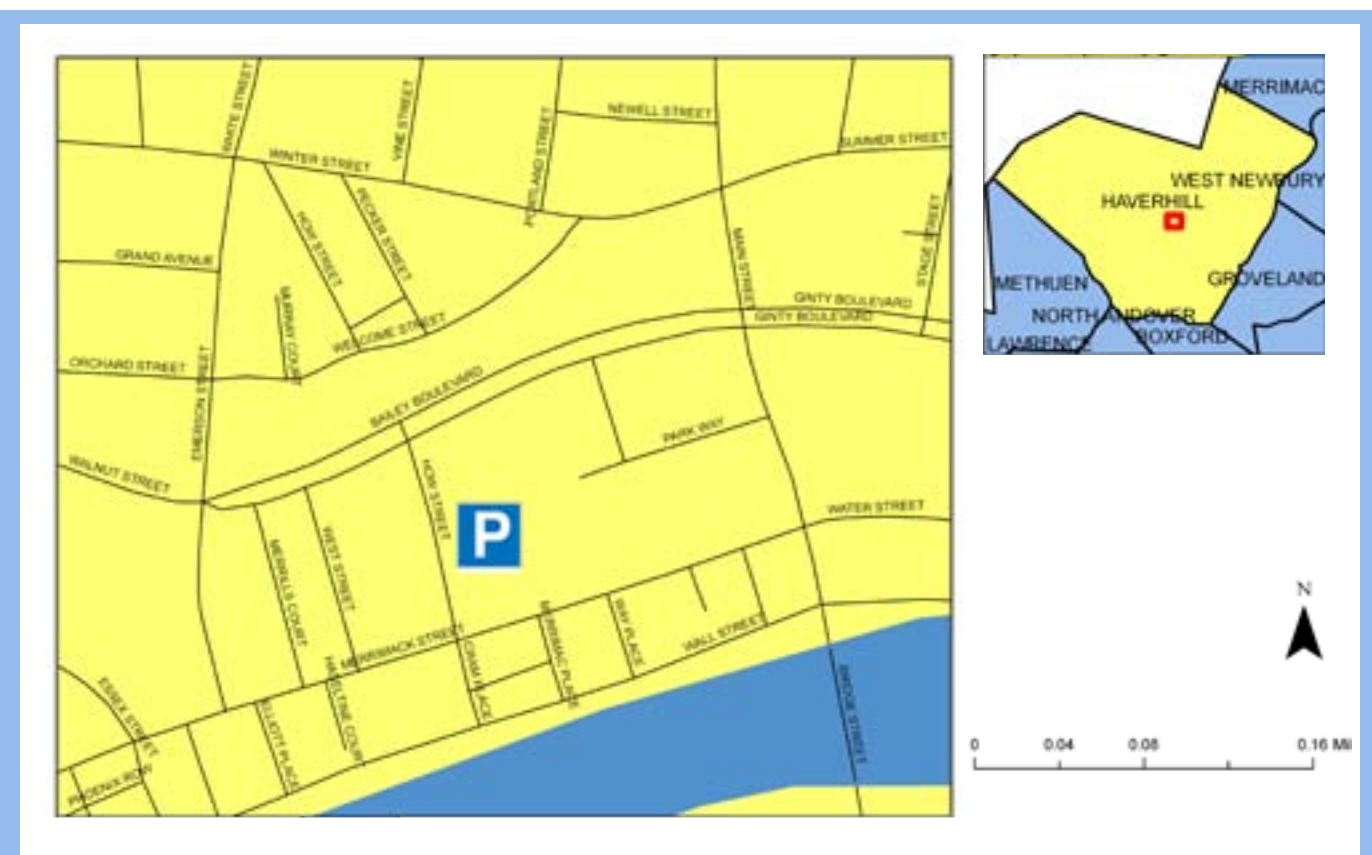


Figure 11: Map of Haverhill, Massachusetts Source: MassGIS

an authentic butcher shop, banks, and offices. The Team noticed that there was a lack of retail shops, other than thrift stores. In addition to businesses, Haverhill's downtown has many residential units. Young people and empty nesters, especially, are drawn to the new condominiums located in restored mill buildings in downtown Haverhill adjacent to commercial uses. This mix of residential and commercial uses is helping to make Haverhill a more pedestrian-friendly downtown. Haverhill is recovering from years of neglect and blight and is working to become a destination city where people can learn about New England's Industrial Revolution and enjoy modern services and great restaurants.³³

Lessons Learned from Lowell and Haverhill

As seen in the case studies, there are several important lessons that Roslindale Village can learn from Lowell and Haverhill to advance its access, identity, and business mix selection. In order to improve accessibility, Lowell has successfully utilized a metered parking system, unified directional signage, and strict parking restrictions and enforcement. Combining these measures have helped to solve Lowell's problems with parking in the downtown. In terms of identity, while in different phases in Lowell and Haverhill, both downtowns have embraced their historical past in the style of their buildings and amenities creating a cohesive and unique character for each. Finally, both Lowell and Haverhill have similar business mix needs for future economic development. Both case study cities would benefit from encouraging a greater retail mix and by adding an entertainment element, which Lowell is getting in spring 2010, to boost evening foot traffic.

Access

Based on the information from the case studies, access is an important element for a vibrant community. This section begins by highlighting the results of the following question pulled from the visitor survey: How are visitors getting to Roslindale Village?

According to **Table 10**, the majority of visitors either drive into Roslindale Village (41%) or walk (35%). Nearly all surveyed business owners responded that they drive into the Village. Approximately 17,000 people reside within a half mile walking

33 *Ibid.*

radius of Roslindale Village³⁴ and the percentage of residents surveyed who walked reflects this. Though more than half of Roslindale residents live beyond a half mile walk of the Village, it is still surprising to see such a large percentage of residents driving in given the public transportation options available. This high percentage of resident drivers is reflected in the current zoning for Roslindale. Marie Mercurio, the Roslindale Neighborhood Planner at the Boston Redevelopment Authority, remarked that due to zoning that was adopted in June 2008, the parking ratio was increased to 2.0 required off-street parking spaces per new dwelling unit (up from 1.5) as a direct result of resident input. Since the BRA started rezoning the neighborhoods of Boston in the early 1990s, Roslindale has the highest required parking ratio in the City of Boston and is a further indication that many residents in the district rely heavily on their cars.³⁵

How are People Getting to Roslindale Village?								
	Commuter Rail	Subway Train	Bike	Car	Motorcycle / Scooter	Walk	Bus	Other
Resident	12%	0%	0%	32%	2%	46%	8%	0%
Non-Resident	3%	3%	3%	52%	0%	13%	23%	3%
Business Owner	0%	0%	5%	90%	0%	5%	0%	0%
Total	8%	1%	1%	41%	8%	35%	5%	1%

Table 10: Visitor and Business Survey Results - How are People Getting to Roslindale Village?

Not surprisingly, the majority of non-residents drives (52%) or takes the bus (23%). Beyond bus usage by non-residents, very few visitors use public transportation as a means of accessing Roslindale Village. Additionally, a negligible number of visitors bike into Roslindale Village.

Given the many alternative transportation options to the Village for both residents and non-residents, why do a high percentage of these two groups still find the need drive? **Table 11** details the answers to this question.

34 Based on 2000 data for census blocks intersecting walkable area.

35 Mercurio, Marie. Roslindale Neighborhood Planner, City of Boston. Interview by email. March 17, 2010.

Why are Visitors Choosing Such Transportation Modes?					
	Easiest	Cheapest	Fastest	Safest	Other
Resident	75%	9%	13%	0%	3%
Non-Resident	66%	14%	17%	3%	0%
Total	70%	12%	15%	1.5%	1.5%

Table 11: Visitor Survey Results - Why are Visitors Choosing Such Transportation Modes?

Table 11 shows that driving and walking (the methods most often used) are primarily selected due to their ease. Given that visitors to the Village choose driving and walking based on ease, just how painless are these access methods? Additional questions to consider are as follows:

1. Is the infrastructure in the Village supporting the demand of these two methods?
2. Are there any problem areas encountered while walking or driving into the Village?
3. Is there room for improvement?

To answer these questions, two research instruments were utilized:

- » Parking inventory and observations to assess the parking infrastructure and usage and
- » A Pedestrian Environment Data Scan to assess the walkability.

Report Card
Access by Car
 Resident: B-
 Non-Resident: B-
 Business Owner: B+
Grade: B-

Parking & Vehicles

With over 1,600 parking spaces in Roslindale Village and a majority of visitors accessing the Village by car, the Team wanted to determine how automobile users viewed the parking. The surveys found that 68% of visitors perceived that there was at least some problem with parking in the Village (see **Table 12**). However, only 17% of visitors think there is either often or always a parking problem. Business owners feel very different, as 60% of them believe that there is either often or always a parking problem. On the other hand, a rather significant percentage of visitors feel as if there is no problem at all (32%).

Core Business Streets
Belgrade Avenue
Corinth Street
South Street
Poplar Street
Washington Street
Cummins Highway

Parking Problem Perception				
	No Problem	Some Problem	Often a Problem	Always a Problem
Resident	37%	37%	10%	16%
Non-Resident	27%	64%	0%	9%
Business Owner	0%	40%	40%	20%
Total Visitor	32%	51%	5%	12%

Table 12: Visitor and Business Owner Survey Results - Parking Problem Perception

In 2010, is there a parking problem or is it still just a perception? After surveying the study area to determine the parking inventory, the Team performed a number of observations in order to find actual occupancy/usage rates of each street and parking lot. In doing so, the Team has found quantifiable evidence that, in fact, there does not seem to be a lack of available parking space in Roslindale Village.³⁶

As specified by MAPC's parking study guide, parking occupancies in excess of 85% are considered full or problematic.³⁷ This metric was applied to assess the streets of Roslindale Village. It was discovered that, on average, weekdays experience an occupancy rate of 52.33% over the course of the day while weekends only had a 42.51% average occupancy rate. This means that just over half of all spaces in the Village are used on average during the weekdays and even less during the weekend.

During the weekdays, mornings saw the highest occupancy rate at 57.77%. The rate dropped as the day drew on to a low of 45.39% during the evenings. This pattern was slightly different for the weekends, which on average saw a high in the mornings of 49.34%. The rates dropped through the day but then increased in the evenings to 42.46% (see **Figure 12**). These rates reflect the parking usage of the entire surveyed area. Looking at just the core six business streets, the pattern changes most notably with slightly higher occupancy rates (see **Figure 13**).

Weekday usage of the core business streets on average stayed pretty consistent, the busiest time being the mornings with 69.25% occupancy. Weekends, while the

36 Due to the fact that this study was done during the winter and early spring, further surveying may be beneficial to determine the summer and fall parking occupancy rates.

37 Metropolitan Area Planning Council. 2010. "How to Do a Parking Study." Boston. <http://www.mapc.org/resources/parking-toolkit/parking-study-howto>.

pattern for the district overall was the same, experienced more dramatic shifts. The busiest time on the weekends was during the evenings with 66.07% occupancy. There was a significant decrease during the early evenings when the rate dropped to 52.57%. Interestingly though, the visitor surveys found that respondents actually determined weekday evenings to be most problematic (see **Table 13**), when overall availability was typically observed to be highest.

Report Card

Traffic

Resident: C-

Non-Resident: B-

Business Owner: C-

Grade: **C-**

While it appears that on average there is no physical parking issue based on the 85% usage criteria, there are problem spots at specific timeframes. First, looking at the average weekly usage throughout the day, South Street within the Village center has a parking occupancy just over 85% (see **Figure 14**). This high usage can mainly be attributed to the fact that this street acts as the major entry for south-bound traffic into the Village. More specific reasons can be seen by examining the usage by time period of day on the weekdays and weekends.

Weekday mornings and early afternoons on average have four key pockets of excessive parking occupancy (see **Figures 15 & 16**):

- » The Cooperative Bank on Belgrade Avenue (west of the Village core)
- » On South Conway Street next to the MBTA commuter lot (north of the Village core)
- » The area around the municipal parking lot on Taft Hill Terrace (east of the Village core)
- » Basile Street (southeast of the Village core)

The Cooperative Bank and municipal parking lot usage is best explained due to morning errands to the banks and other shops in the Village. Both visitors and local employees were observed using the municipal lot. Although the lot during this

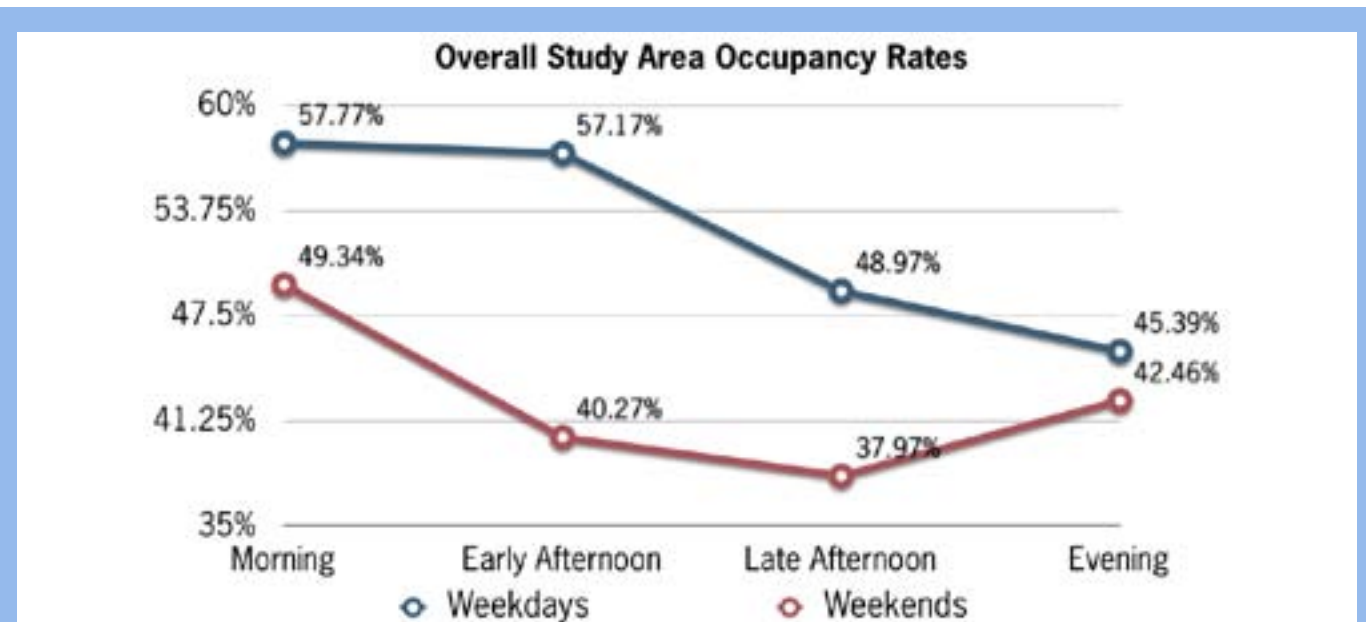


Figure 12: Graph of Average Parking Occupancy Rate in Roslindale Village

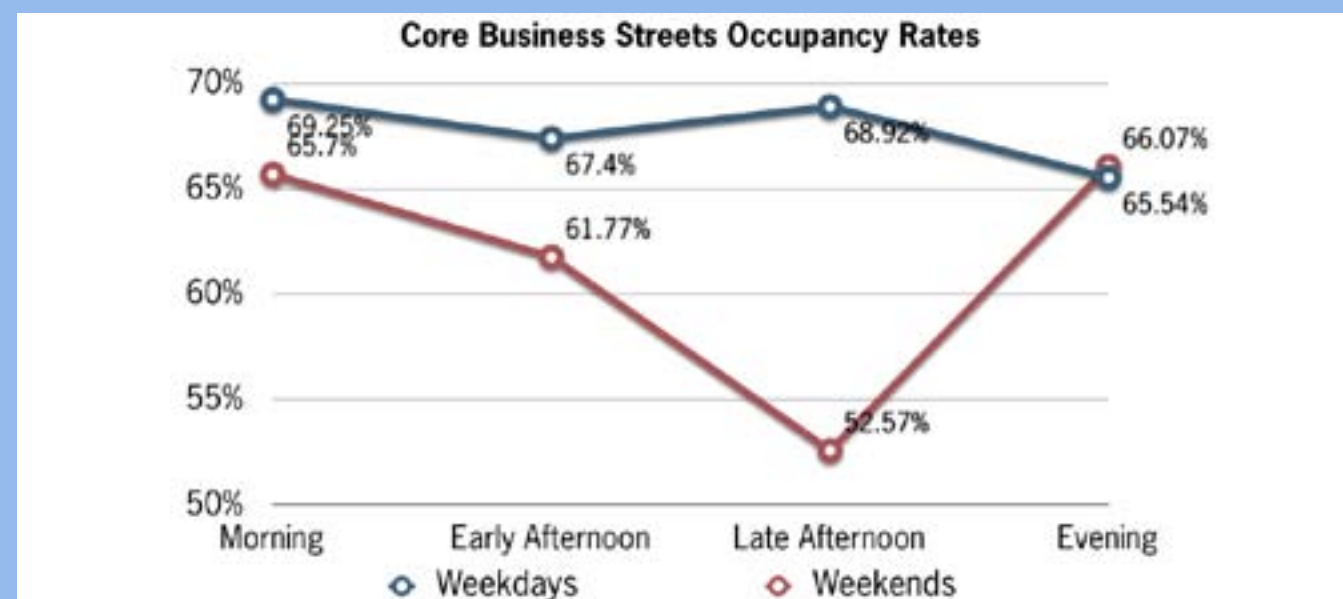


Figure 13: Graph of Average Parking Occupancy Rate of Core Business Streets in Roslindale Village

Visitors were surveyed to determine their perception of parking difficulty during the morning, afternoon, evening and late evening over the course of a typical week (see Question 17 in **Appendix I**). The following scale was used: 1 = no problem, 2 = some problem, 3 = often a problem, 4 = always a problem, and 5 = impossible. Additionally, they were asked where they parked on a residential side street, a business street, or a parking lot.

Perception of Parking Difficulty at Specific Time Periods								
	Weekday				Weekend			
	Morning	Afternoon	Evening	Late Evening	Morning	Afternoon	Evening	Late Evening
Resident	2.8	2.8	3.2	3.2	1.7	1.2	1.8	1.7
Non-Resident	2.7	2.8	3.2	4.7	2.61	1.75	1.8	1.8
Total	2.8	2.8	3.2	3.9	2	1.2	1.8	1.7

Table 13: Visitor Survey Results - Perception of Parking Difficulty at Specific Time Periods

Report Card

Amount of Parking

Resident: C

Non-Resident: B-

Business Owner: C-

Grade: **C**

timeframe has a two-hour limit, many vehicles were seen beyond that limit, thus reducing the ability for turn-over and use by other visitors.

Although the MBTA parking lots experienced very low usage during the survey period, South Conway Street, adjacent to these lots, had near full occupancy during normal business hours. MBTA commuters appeared to be utilizing the on-street parking rather than pay the parking fee in the MBTA lot.

The municipal lot on Taft Hill Terrace experienced a “full” occupancy level during the weekday mornings and early afternoon. This was most notably attributed to two factors: employees working in the Village and commuters. Village employees utilized this lot during their work hours, keeping the on-street parking clear for shoppers. Commuters also used this lot to avoid paying the \$4 fee at the MBTA lot. Both of these groups however were using the lots beyond the two-hour parking limit. Additionally, the Citizens Bank parking lot attached to the municipal lot experienced the same high usage though this was due to the customer flow to the bank. Taft Hill Terrace has limited parking spaces and those that are available tend to be utilized by visitors to the health center.

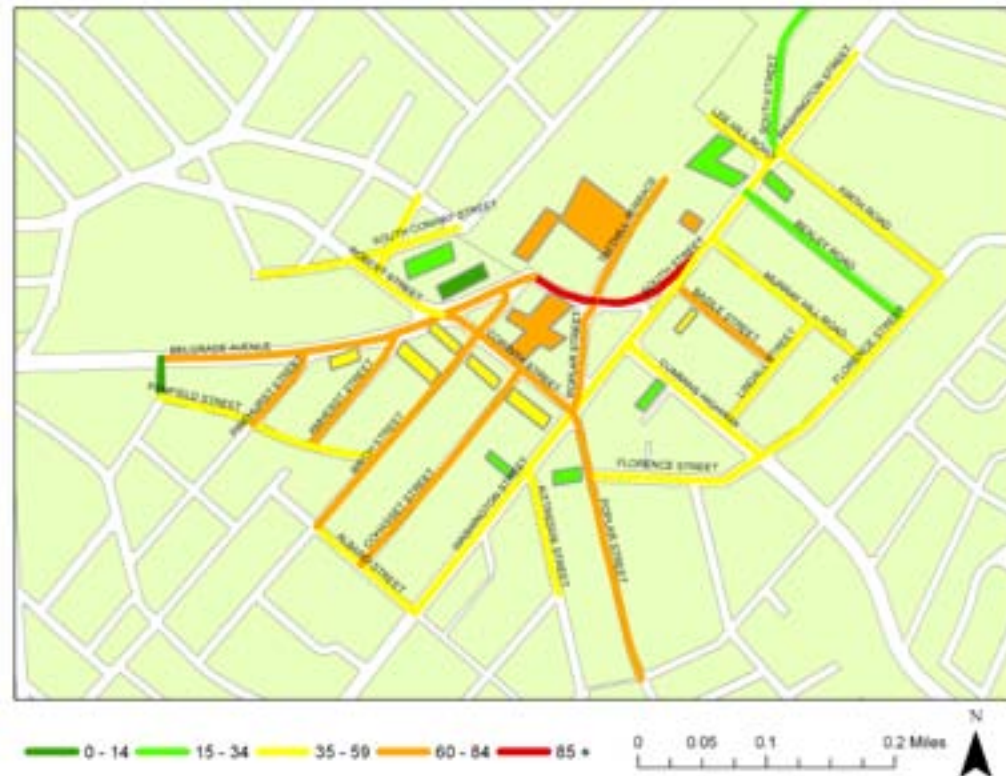


Figure 14: Map of Average Weekly Parking Occupancy Rates (%) in Roslindale Village



Figure 15: Map of Average Weekday Morning Parking Occupancy Rates (%) in Roslindale Village



Figure 16: Map of Average Weekday Early Afternoon Parking Occupancy Rates (%) in Roslindale Village



Source: Boston Redevelopment Authority, MassGIS

Figure 17: Map of Average Weekend Morning Parking Occupancy Rates (%) in Roslindale Village



Source: Boston Redevelopment Authority, MassGIS

Figure 18: Map of Average Weekend Evening Parking Occupancy Rates (%) in Roslindale Village

Report Card

Location of Parking

Resident: B-
 Non-Resident: C
 Business Owner: C-

Grade: **C**

Basile Street's available spaces are limited due to school hour parking restrictions put into place for the Sumner Elementary School. There are 14 fewer spaces on this street during regular school hours, thus increasing the usage of the nearly 20 other spaces on the street.

The parking use on South Street however remains above 85% for the latter half of the day while usage in other areas of the Village decreases (see **Appendix V**). This high occupancy was observed as a result of the mix of businesses on the street, namely the popular Delfino restaurant, as well as the ATM at the Citizens Bank. Users of the ATM at Citizens Bank were observed parking along the no-parking segment of South Street right in front of the bank to quickly access the ATM. Parking within this traffic light intersection is not only illegal but it also creates a dangerous intersection for drivers and pedestrians. There was no observed parking enforcement of this area. By parking in areas without available parking spaces, the usage percentage rate rises considerably. The municipal lot, around the corner from South Street, saw only moderate usage on weekday evenings as most people were doing quick errands and likely thought the lot was inconvenient for the short time they were spending in the Village. The average trip of the surveyed visitors showed that 71% spend an hour or less while 41% of the respondents' trips were 30 minutes or less.

Weekend parking use within the Village however was very different. Mornings and evenings saw the greatest usage rates, but at varying locations. The mornings saw high parking rates (85%+) along Corinth Street and in The Cooperative Bank parking lots (see **Figure 17**). Corinth Street, with its mix of breakfast venues as well as the Village Market grocer, experienced nearly 89% occupancy of its parking spaces in the mornings. The Cooperative Bank parking lots (at its office and the auxiliary lot on Belgrade Avenue) had an average usage of 122% on weekend mornings, meaning that individuals were parking in illegal or unmarked spaces. This over-occupancy was directly related to parishioners at the St. Nectarios Greek Orthodox Church on the opposite side of Belgrade Avenue. Weekend evenings experience very heavy use due to two reasons: residents and restaurants (see **Figure 18**). Residents parking on Birch and Pinehurst Streets resulted in high rates for both during these evening periods. Corinth, Poplar and South Streets all had average evening occupancy of over 85% as customers were observed visiting the wide range of restaurants along these streets. Similar to weekday evenings, the

municipal lot had low usage although it is easily accessible from these streets being less than 1/4 of a mile away (5 minute-walk or less).

The parking observations provided insight into the use of the two MBTA commuter parking lots. As these lots are intended for weekday commuters into Boston, the highest rates of usage were seen on those days. Those rates however were very low (see **Table 14**). The larger lot on South Conway Street experienced the greatest use of the two with an average high occupancy rate of 35%, meaning that 32 of the 92 spots were used. These lots were underutilized throughout the entire study period, serving mostly as large expanses of empty asphalt.

MBTA Commuter Lot Weekday Usage				
	Morning	Early Afternoon	Late Afternoon	Evening
Belgrade Avenue Lot	27%	24%	18%	9%
South Conway Street Lot	35%	35%	26%	12%

Table 14: MBTA Commuter Lot Weekday Usage

So where do the commuters park if not in the MBTA lot? Comments from area business owners and informal observations suggest that commuters park on the streets surrounding the Village core, as well as in the municipal lot intended for two-hour visitors. Some of these area streets are specifically restricted to those with Resident Parking Permits from 9am-6pm on weekdays in order to deter commuter parking. However this is not an obstacle for those Roslindale residents who drive to the station. Those commuters that do not fear parking enforcement through ticketing are also not deterred from parking in other areas of the business district limited to two hours. Concerning the parking issue and specifically illegal parking, Linda Burnett, Vice President and former President of the Roslindale Board of Trade, confirmed that “the price for parking in the commuter rail lot has increased from \$2 to \$4 within the last couple of years.” She continued by expressing the opinion that this “has only worsened the parking problem because, instead of paying the extra money, people take their chance of getting a parking ticket by parking illegally on the street.” Some commuters might even find illegal parking cost effective as Ms. Burnett noted that “If you happen to get a ticket once a month, you pay just \$25 for the fine which is almost the same cost as what you would have to pay to park for just a week in the commuter rail parking lot.”³⁸

Specific elements within the Village also have a direct effect on the parking usage. As noted earlier, the Village core is bounded by a rotary of one-way streets. This rotary provide motorists an easy method to circle the area as they wait for a parking spot to open on-street, thus increasing traffic. This circulation pattern however can be used as an advantage with proper parking signage to direct traffic away from these higher-use roads.

Drivers were also observed parking in the general parallel parking areas along the street but often in a way that did not allow for other cars to easily fit in front or behind them (see **Figure 19**). This is a direct consequence of the lack of divisions into individual parking spaces on street, and results in fewer available parking spaces causing a perceived lack of parking. This can lead to other drivers parking in crosswalks or in MBTA bus stop locations (as was observed), thus impacting the alternative modes of transportation in the Village (see **Figure 20**).



Figure 19: Example of Inefficient Use of General On-Street Parking

38 Burnett, Linda. Vice President, Roslindale Board of Trade. Interview by phone. March 15, 2010.

As seen in **Table 15**, business owners (32%) and employees (33%) both utilize the parking spaces available on the main commercial streets in the Village but are concerned at the same time that their businesses are not accessible to drivers. Roberta Gratz, journalist and urban critic, notes in her article about downtown parking that this is a common problem, saying that “merchants and their employees often park in front of their stores or in other choice parking spaces and then complain they lose business because parking space is insufficient. The least desirable, often-inconvenient spaces are left for the customers everyone wants.”³⁹ In addressing the concern that Village business owners have voiced about parking, David McNulty, the Roslindale Neighborhood Coordinator for the City of Boston remarked that “what is often lost in the argument when complaining about parking

39 Gratz, Roberta B. 2006. “Downtown Parking: It Is Not As Bad As It Seems.” Essential Information For Downtown Revitalization: Downtown Idea Exchange. <http://www.downtowndevelopment.com/perspectives/dixarticle121506.pdf>.



Figure 20: Example of Parking Impact on Alternative Transportation Methods

is that the lack of available spaces means the business district is busy and vibrant, people are working and shopping there and that is a very good thing.”⁴⁰

Where People Park in Roslindale Village			
	On Residential Street	On Business Street	In Parking Lot
Resident	28%	29%	43%
Non-Resident	50%	30%	20%
Business Owner	11%	32%	57%
Business Employees	13%	33%	54%
Business Owners' Perceptions of Customers	31%	58%	11%
Total	41%	24%	35%

Table 15: Visitor and Business Owner Survey Results - Where People Park in Roslindale Village

In summary, there are four main groups of people that park in the Village, each with different parking needs and ways that they contribute to the parking issue. The main categories of drivers are visitors, employees, commuters and residents. Visitors require easily accessible, high turnover locations in the mornings and early afternoons to run errands, but slightly longer time frames for evening dining. Employees on the other hand need parking areas that allow for longer parking periods but that do not limit the easy access spaces ideal for customers. Commuters at present are utilizing those spaces that could be provided to the other three groups in order to avoid paying the MBTA parking fee. Roslindale residents living near the core business district not only live in the Village but may also shop and work there. These individuals may do most of their errands in the commercial district on foot, but still require a parking space close to their home. As seen in the transportation method piece of the visitor survey, nearly half of those from Roslindale walked to the Village.

Six main causes for the pockets of heavy parking throughout Roslindale Village are as follows:

40 McNulty, David. Roslindale Neighborhood Coordinator, City of Boston. Interview by phone. March 15, 2010.

- » Minimal enforcement of parking laws
- » Inefficient parking space markings
- » Lack of signage/direction to available parking
- » Underutilized MBTA parking lots
- » Desire to park in front of business
- » Parking habits of some employees

These causes will provide the driving mechanism for recommendations to help alleviate the parking pocket issues as well as the perception of a parking issue.

Report Card

Walkability

Resident: A-
 Non-Resident: B+
 Business Owner: A-

Grade: **B+**

Pedestrians

Besides driving, a significant portion of those surveyed noted that they walk into the Village. Beyond providing a mode of access to the business area, researchers agree that “walkable urbanism,”⁴¹ is key to a thriving downtown district. People need to be comfortable and to want to walk around a commercial downtown in order for the district to be successful economically, as well as to make it an inviting community. According to urban planner Kent Robertson, in the book *Downtowns: Revitalizing the Centers of Small Urban Communities*, pedestrians are a sign of a healthy downtown; therefore, a walkable environment is important to maintaining the vibrancy of an area. Additionally, Robertson suggests that being pedestrian-friendly is more than important; it is an “essential element of most successful downtowns.”⁴²

Surrounded by a dense residential neighborhood, Roslindale Village is easily accessible distance-wise by foot for many area residents. Almost half of the resident visitors surveyed took advantage of the short distance by walking to the Village. Using the Gateways adopted by RVMS in 2005 as reference points, maps are provided to illustrate both a quarter mile – approximately a five minute walk; and a half mile – approximately a 10 minute walk; from Roslindale Village. **Figure 21** shows the straight-line distance, while **Figure 22** shows the pedestrian shed, or walkable area around the Village, by using the road network to measure distance

41 Leinberger, Christopher B. 2005. “Turning Around Downtown: Twelve Steps to Revitalization.” Brookings Institute Study. http://www.brookings.edu/reports/2005/03downtownredevelopment_leinberger.aspx.

42 Burayidi, Michael A. 2001. *Downtowns: Revitalizing the Centers of Small Urban Communities*. London: Routledge. p17.

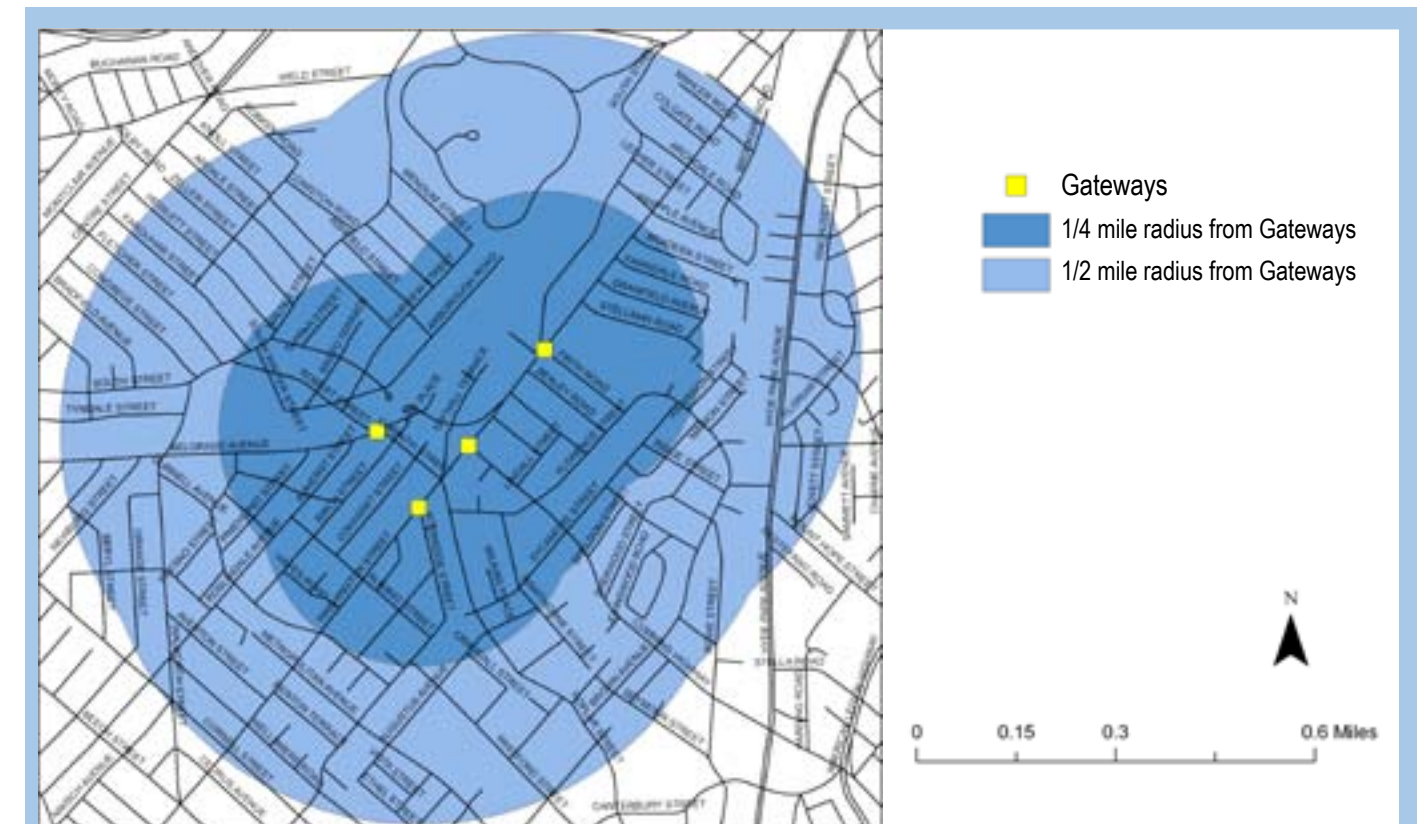


Figure 21: Map of Distance Buffers Surrounding Roslindale Village

Source: MassGIS

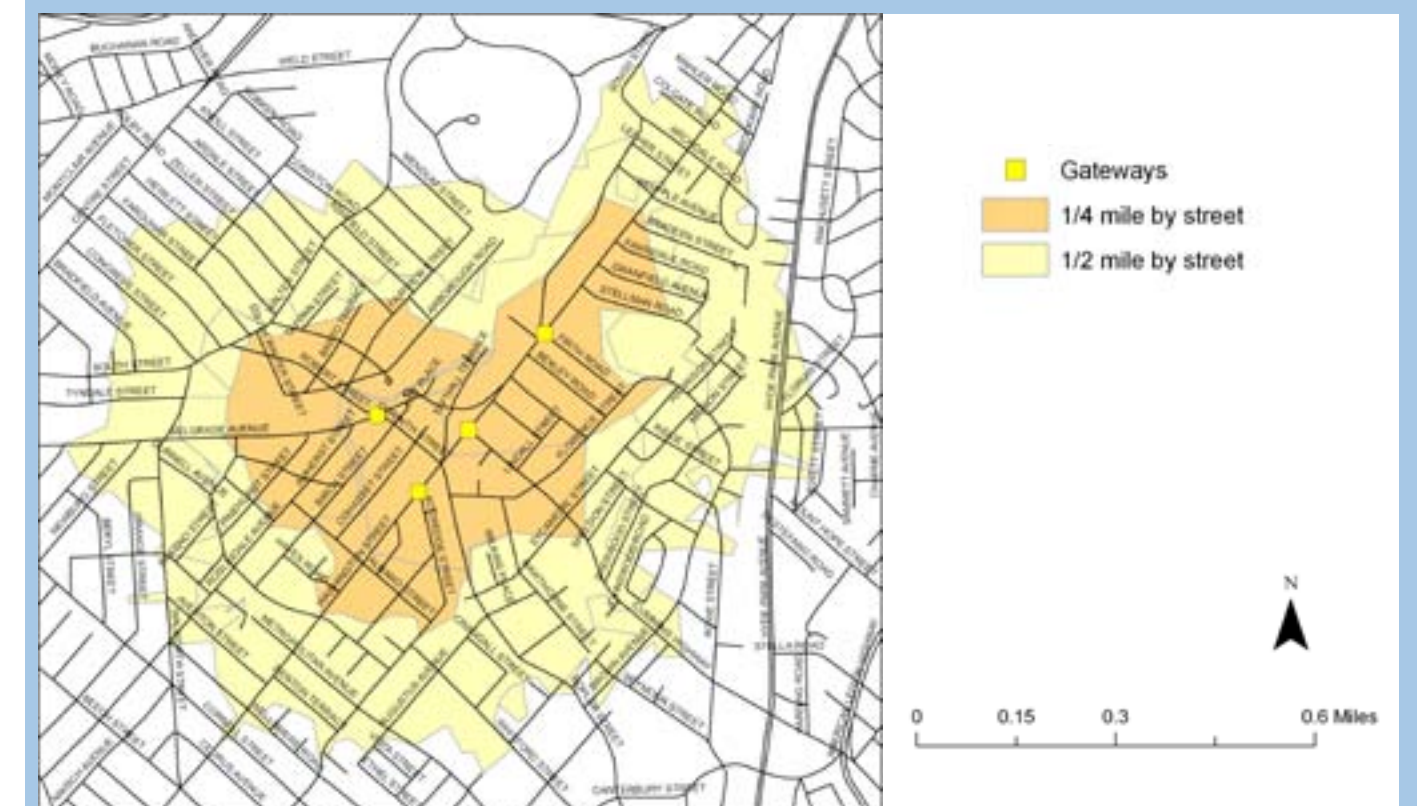


Figure 22: Map of Walkable Pedestrian Shed Surrounding Roslindale Village

Source: MassGIS

traveled. This method more accurately illustrates the boundaries an individual walking along streets and sidewalks would reach in a quarter mile and half mile.

In addition to determining the accessibility by distance of Roslindale Village, it is important to more closely scrutinize the Village itself for walkability. In a business district such as Roslindale Village, pedestrian activity gives life to the district and should be encouraged. Some researchers even contend that a walkable environment is economically beneficial as people will pass more storefronts on foot, hence increasing the likelihood that they stop to shop in more stores. Robertson summarizes his research supporting this noting that: "People will often choose to walk if the pathways/sidewalks are comfortable, safe, interesting, and enjoyable; if distances between destinations are deemed walkable; and if destinations are clearly linked by a network of sidewalks and pathways."⁴³

43 *Ibid.*, p17.

Overall	Safety	Comfort & Ease
Uses in segment	Path condition/maintenance	Slope
Slope	Path obstructions	Path condition/maintenance
Path condition/maintenance	Buffers between road and path	Path obstructions
Path obstructions	Sidewalk width	Sidewalk width
Buffers between road and path	Curb cuts	
Sidewalk widths	Number of road lanes	
Curb cuts	Presence of med-hi volume driveways	
Number of road lanes	Crossing aids	
Presence of med-hi volume driveways	Roadway/path lighting	
Crossing aids		
Roadway/path lighting		
Amenities		
Number of trees shading walking area		
Degree of enclosure		
Overall cleanliness and building maintenance		
Articulation in building design		
Building setbacks from sidewalk		

Table 16: PEDS Assessment Categories and Criteria

Adopted from PEDS

Using the PEDS survey instrument to catalogue the walking environment throughout the Village, the Team was able to more objectively assess walkability of the district overall, as well assess additional factors such as the comfort and safety within Roslindale Village. The PEDS criteria used to analyze each of these categories are listed in **Table 16**.

Overall the study results found that Roslindale Village is highly walkable (see **Figure 23**). With a valuation providing an overall score range of 0 (least walkable) to 100 (most walkable), a majority of the streets in the district scored higher than 54 with the lowest overall score being 37. The core of the business district bounded by Corinth Street, Poplar Street, Washington Street, South Street and Belgrade Avenue, scored very well overall. The presence of mixed-use development and recreational open space were factors contributing to the high scores in this area, along with the availability of public amenities and good sidewalk maintenance. Residential-only areas, mostly located on the edges of the analysis area, generally scored lower in this walkability assessment due to lack of mixed land usage as well as other factors including narrower sidewalks and steeper grades, especially in the area to the southwest between Belgrade Avenue and Washington Street.

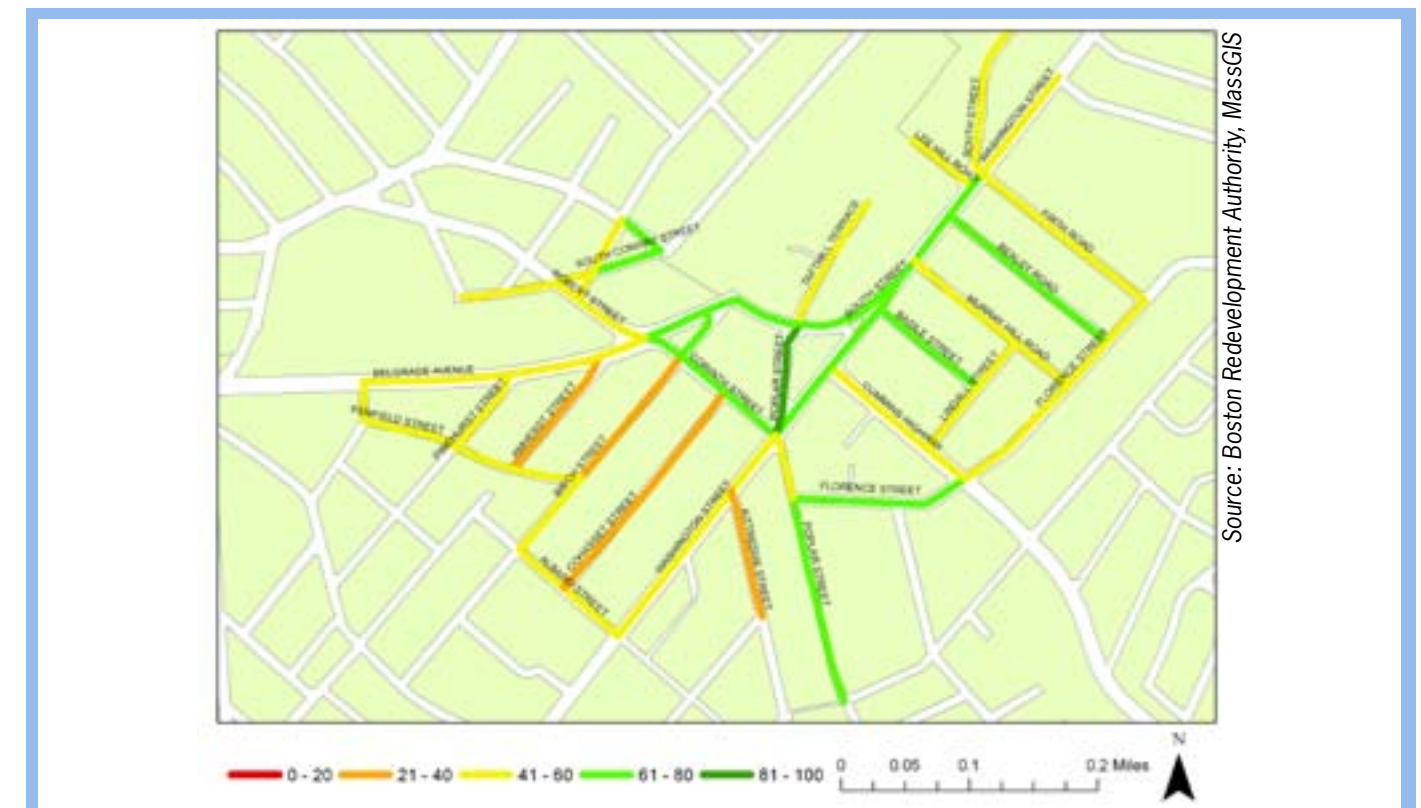


Figure 23: PEDS Assessment of Roslindale Village - Overall Walkability

Mapping only the criteria related to pedestrian safety, including sidewalk condition, lighting and number of curb cuts among other things, it is clear that Roslindale Village is very walkable in terms of safety as well as overall. It is worthy to note however, that most of the streets analyzed scored better when looking only at safety instead of all criteria assessed (see **Figure 24**). Though there are a few exceptions, again mostly in the residential areas surrounding the core business district, which lacked crossing aids and whose sidewalks had cars and trash cans as obstacles to contend with which caused lower scores.

Comfort and ease are important determinants of whether people are willing to walk. Throughout the PEDS analysis area in Roslindale Village, the sidewalk conditions were assessed as good or fair. The sidewalk widths were consistently at standards between four and eight feet, with a few exceptions. The residential blocks of the survey area as well as some of the smaller side streets generally measured no more than four feet wide. Though most of the sidewalks along core streets in Roslindale Village measured wider at six to eight feet, including Belgrade Avenue and sections of Corinth Street, Washington Street and South Street. One organization focused on development and research of safe walking routes defines

six feet as an ideal width for two people to walk together and still allow space for others to pass them comfortably.⁴⁴

The walkability ratings associated with a specific assessment of comfort and ease of travel were consistently above 60. Cars parked on the sidewalk along some residential streets caused these areas to score lower (see **Figure 25**). The slope of the streets also factored into this assessment which contributed to the lower scores on the streets west of Corinth Street and southwest of Belgrade Avenue.

Report Card

Bikeability

Resident: B+
 Non-Resident: B-
 Business Owner: B

Grade: **B-**

Other Transportation

In addition to driving and walking, two other modes of transportation, public transit and bicycles, also provide an individual with access to Roslindale Village. However, these modes are not well utilized as detailed in **Table 10**. Only 14% of survey respondents answered that they took public transportation to access Roslindale Village. This is further supported by David McNulty, Roslindale’s Neighborhood

44 Safe Routes to School. 2010. “SRTS Guide: Sidewalks.” <http://www.saferoutesinfo.org/guide/engineering/sidewalks.cfm>



Source: Boston Redevelopment Authority, MassGIS

Figure 24: PEDS Assessment of Roslindale Village - Safety



Source: Boston Redevelopment Authority, MassGIS

Figure 25: PEDS Assessment of Roslindale Village - Comfort and Ease

Coordinator, who remarked that “although there is public transportation, Roslindale is a car community. Even if a resident commutes to work on the T, it’s likely that person owns or belongs to a household that owns a car.”⁴⁵ The lack of public transit use to Roslindale Village is surprising given the extent of the MBTA services in the area. As previously discussed, the MBTA runs several bus lines and a commuter rail line which give direct access to the Village, as well as operating a light rail T station approximately one mile from the center of Roslindale Village. However, the frequency of service on these lines was not analyzed in detail and may contribute to the low usage of public transit.

Easier bike access to Roslindale Village on the other hand is part of a new initiative in Boston. The City of Boston installed bike racks in the district and added bike lane indicators to Roslindale streets in the summer of 2009. Though the usage of this transportation method was low in those individuals surveyed (1%), the newness of the City’s program to assist and promote bike traffic should be considered. Additionally, given that the research study was conducted during the winter and early spring, further observations should be done in the late spring, summer and fall for a comprehensive assessment of bike usage.

The two alternative modes of transportation noted, public transit and bikes, were not primary focuses of the research, however further analysis of these transportation means would be valuable and they are recommended as future topics of area research.

Conclusion

The above inventory of area transportation options shows a variety of modes available to Village patrons and the survey data collected clearly indicates that driving and walking are the most used means. Based on the analysis and evaluation, Roslindale Village has a well-established framework of access. There are however a number of elements that can be improved upon in order to change the perception of parking and enhance the district’s walkability. Knowing how people access Roslindale Village is one step to understanding its visitors. The next is to examine who is coming and then what people do once they arrive in the Village.

⁴⁵ Interview - David McNulty.

Identity

In assessing the identity of Roslindale Village, visitors and business owners were surveyed to provide specific demographic details. Additionally, the physical environment of the business district was observed for its placemaking elements.

The Visitor

The road to support the vibrant and robust shopping district within Roslindale Village requires an understanding of the profile of its resident and non-resident visitors. To generate and detail this profile. Information was gathered through the visitor survey results.

According to the survey results, roughly half (52%) of all visitors to Roslindale Village actually live in Roslindale while the other half (48%) travel from other areas outside of Roslindale. This research study was originally focused on detailing the Roslindale Village resident as the primary visitor, however, the surveys found that this group only makes up half of the visitor population. A more detailed breakdown of these other areas and their corresponding percentages can be seen in **Figure 26**.

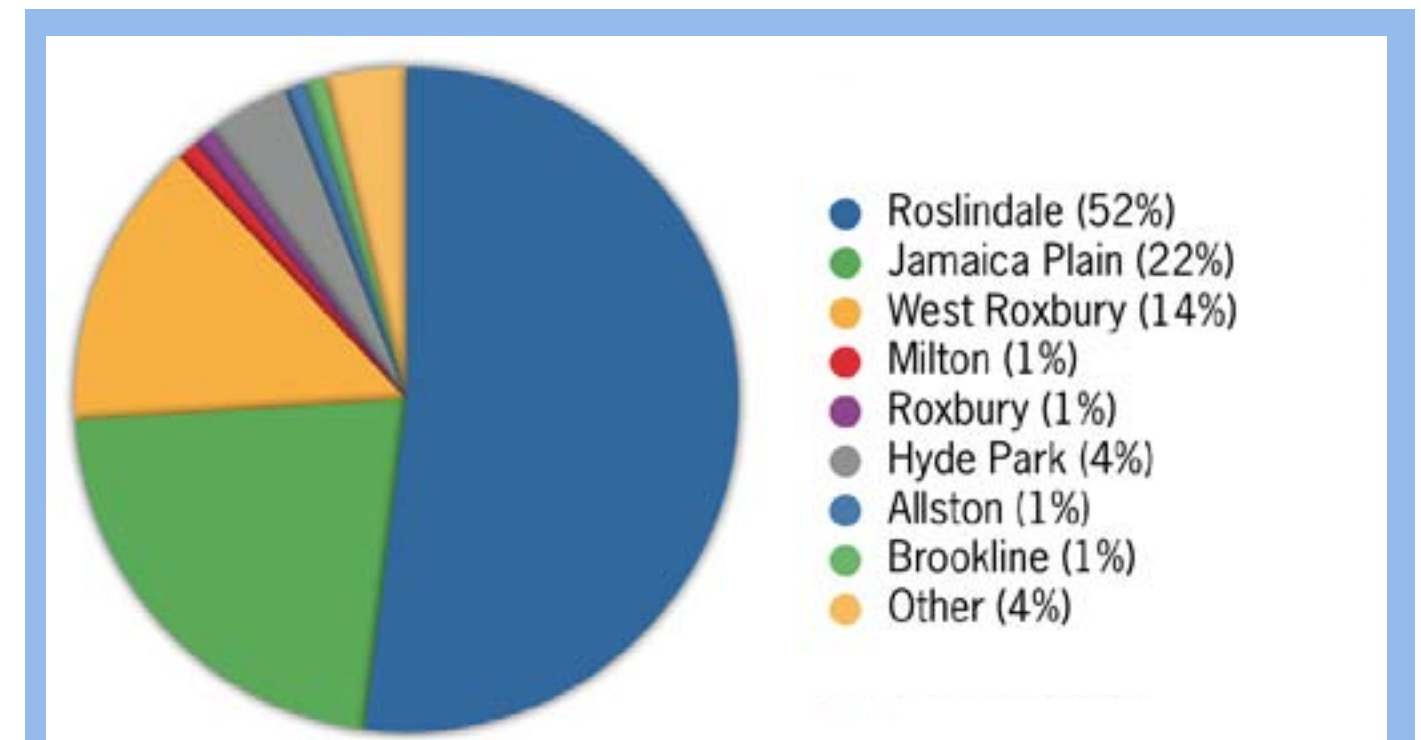


Figure 26: Visitor Survey Results - Where do Visitors to Roslindale Village Originate?

Gender of Respondent Visitors		
	Female	Male
Resident	54%	46%
Non-Resident	51.3%	48.7%
Total	52%	48%

Table 17: Visitor Survey Results - Gender

Age of Respondent Visitors						
	18 — 29	30 — 39	40 — 49	50 — 59	60 — 69	70+
Resident	11%	39%	17%	22%	8%	3%
Non-Resident	29%	26%	14%	11%	14%	6%
Total	20%	33%	15%	16%	12%	4%

Table 18: Visitor Survey Results - Age

Race of Respondent Visitors				
	Latino	Asian	White	African American
Resident	14%	0%	78%	8%
Non-Resident	19%	3%	55%	23%
Total	16%	1%	67%	16%

Table 19: Visitor Survey Results - Race

Income of Respondent Visitors (In Thousands)						
	< \$20	\$20 — 45	\$45 — 65	\$65 — 90	\$90 — 125	\$125+
Resident	14%	34%	31%	17%	4%	0%
Non-Resident	18%	50%	9%	5%	5%	13%
Total	16%	39%	21%	15%	4%	5%

Table 20: Visitor Survey Results - Income

Number of Children Living with Respondent Visitors					
	0	1	2	3	4+
Resident	60%	12%	20%	5%	3%
Non-Resident	53%	21%	18%	5%	3%
Total	56%	17%	18%	6%	3%

Table 21: Visitor Survey Results - Number of Children

As illustrated, the biggest percentages of non-residents visiting Roslindale Village come from neighboring Jamaica Plain (22%) and West Roxbury (14%). However, beyond these neighborhoods, Roslindale Village attracts relatively few outside visitors.

Key demographic characteristics such as gender, age, race, income, educational level, number of children, and home ownership status are also important to building a Roslindale visitor profile. **Tables 17-23** show these results as given by the visitor survey.

Based on highest percentages, **Tables 17-23** suggest that a typical Roslindale Village visitor is a white, female Roslindale resident. She is within the 30-39 year old age bracket, makes about \$20-\$45,000 per year, holds a bachelors degree, has no children, and rents.

Table 18 shows that Roslindale Village attracts relatively few residents over 60 years of age both in total and when broken down by resident and non-resident populations. In fact, older Roslindale residents are the least likely to frequent the Village. Similarly, its younger resident population, aged 18-29, does not patronize the Village often according to the survey results. When analyzing these two age groups, it appears that these populations are underrepresented. However, when compared to the 2000 Census, the percentages are proportional to the Roslindale population.

Home Ownership Status of Respondent Visitors		
	Own	Rent
Resident	46%	54%
Non-Resident	63%	37%
Total	41%	59%

Table 22: Visitor Survey Results - Home Ownership

Educational Attainment of Respondent Visitors					
	High School/ GED	Associates	Bachelors	Masters	Doctorate
Resident	20%	10%	39%	29%	2%
Non-Resident	18%	10%	49%	3%	20%
Total	19%	10%	44%	16%	11%

Table 23: Visitor Survey Results - Educational Attainment

In contrast when looking at race, Roslindale Village does not attract a visitor population consistent with the district's overall racial makeup. **Table 19** shows two important pieces of information. First, Roslindale has seen a substantial increase in African American, Asian, and Hispanic populations since 1990. Second, African Americans, Asians, and Hispanics make up a significant portion of Roslindale's overall population—27%, 31%, and 6%, respectively. However, when looking at the percentage of residents based on the surveys these populations are hardly represented. Of its residents Roslindale Village primarily attracts white visitors (78%) yet only attracts a small fraction of African Americans, Asians, and Hispanics (8%, 0%, and 14%, respectively).

Overall, Roslindale Village primarily attracts visitors who have an income of \$20,000 - \$45,000 per year (39%), followed by an income ranging between \$45,000 and \$65,000. This income trend was observed to be the same when broken down for just Roslindale residents surveyed as well. Roslindale Village only attracts a small percentage of high-income—defined as over \$125,000—individuals. Specifically speaking, only 15% of the Village visitors earn incomes in the \$65,000-\$90,000 range and only 4% and 5% in the \$90,000-\$125,000 and over \$125,000 ranges, respectively (see **Table 20**). According to survey results, high-income visitors travel strictly from outside of Roslindale.

Additionally, survey results showed that Roslindale Village attracts very few visitors with children. **Table 21** shows that almost two-thirds of Roslindale resident visitors have no children even though according to the 2000 Census, 15% of Roslindale's residents are children under the age of 18. Why are the families of these children not shopping within the Village? One hypothesis is that there is a lack of businesses within the Village catering to this demographic. As a result, families with children must travel outside of the Village to meet their needs. A more detailed analysis of visitor behaviors will be examined later in this chapter.

Report Card

Overall Vibe

Resident: B-

Non-Resident: C

Business Owner: B-

Grade: **B-**

Visitor Perception

When asked to describe Roslindale Village, the most common terms provided by survey respondents included friendly, quaint, safe, and walkable. These adjectives speak positively both to the physical design of Roslindale Village as well as the overall vibe that emanates from those who visit and interact within.

Physical Identity

Since the organization's founding, RVMS has facilitated a program to update the business facades. This process, as well as the Village's heritage, has encouraged businesses to develop unique and pedestrian-oriented signs. Easily seen from the sidewalk, shops provide visitors to the area a clean and immediate idea of what they can provide. These facades and signs help to build upon the Village's unique character and identity.

There are also a number of signs around the Village to indicate to visitors and passersby that they are within Roslindale Village (see **Figure 27**). From the City of Boston standardized blue sign at the intersection of Washington and South Streets to a floral metal sign in Adams Park for traffic entering the Village on Cummins Highway, the signs identifying the space are varied. RVMS is currently in the process of providing a more unified marketing element around the Village. This process began with the installation of the metal wings at the four Gateways. These wings are uniform, but located well above pedestrian visibility lines and can be difficult to see. Additionally, the organization will be installing an information kiosk



Figure 27: Examples of Roslindale Village Signs

at the intersection of Poplar and South Street, which will carry elements of the new unified marketing design. The Village however is lacking the complete “face” that was observed in both case study cities of Lowell and Haverhill.

In assessing general placemaking, PEDS can again be utilized to provide a more objective analysis. In addition to the scores given to Roslindale Village streets using the categories outlined in the access analysis, PEDS was used in this research study to review the aesthetics of Roslindale Village. The PEDS criteria utilized in this assessment were:

- » Path condition/maintenance
- » Amenities
- » Number of trees shading walking areas
- » Degree of enclosure
- » Overall cleanliness and building maintenance
- » Articulation in building design
- » Building setbacks from sidewalk

Throughout the Village business district, there is articulation in the building design and variety in the storefronts and facades. Large blank walls and graffiti which can detract from a pleasing, walkable environment are not often found in Roslindale Village. Most flat walls stretching the length of a structure, that might otherwise seem imposing are transformed by murals as seen in **Figure 28**. A few exceptions are the two pedestrian only tunnels that run under the commuter rail tracks, especially the main one between Belgrade Avenue and South Conway Street.

Through the PEDS assessment it was discovered that Roslindale Village lacks a lot of public amenities. Benches can only be found on Belgrade Avenue near the commuter rail station, around Adams Park and in front of the community center. Public trash receptacles numbered less than 25 in the research inventory. However, Roslindale Village is well developed, with very few vacant or neglected building lots. The majority of streets surveyed received a rating of good – with assessment options of poor, fair and good – for overall cleanliness and maintenance of buildings and streets. The average aesthetic rating of Roslindale Village was 56 out of 100 (see **Figure 29**).



Figure 28: Examples of Flat Facades with and without Artwork



Source: Boston Redevelopment Authority, MassGIS

Figure 29: PEDS Assessment of Roslindale Village - Aesthetics

Conclusion

Based on the surveys conducted, the diverse identities of Roslindale residents are not all reflected in Roslindale Village visitors. However, through physical placemaking efforts, RVMS has begun and can continue to create a unique district that reflects and attracts the diverse area population.

Selection

Report Card
Variety of Businesses
 Resident: B+
 Non-Resident: C
Grade: C

So far, this report has detailed how people are getting to Roslindale Village, as well as the characteristics of those visitors and the Village itself. In this section, the behavioral dimension is added to the visitor profile to discover what brings them to Roslindale Village. Do these visitor behaviors show Roslindale Village to be a destination place? Furthermore, how does the Village’s business selection support or not support the Roslindale area?

To begin to answer these questions, a look at what brings a visitor to the Village is necessary. According to **Table 24**, the majority of all visitors arrive in Roslindale Village with the intent to shop or dine in one of the Village’s 53 retail outlets and restaurants. Additionally, the frequency with which visitors take part in these activities is seen in **Tables 25 & 26**.

Overall, 86% of visitors shop at least once a week, with the majority of them shopping two to three times per week. These frequency patterns show that visitors view Roslindale Village as a good place to shop. Dining, however, is an activity enjoyed much less frequently. Within the total population of visitors surveyed, over one-third of them rarely dine in Roslindale Village.

Additionally, given the frequency of shopping and dining by Village visitors, how much time and money do they spend when they visit? **Tables 27-28** specify the answers to these questions. Non-residents tend to not spend as much or stay as long. Survey results show that half of non-residents stay for less than 30 minutes while spending only between \$0-\$20 per visit. Residents, on the other hand, do tend to stay in the Village longer but spend just as little.

What Brings Visitors to Roslindale Village?							
	Dining	Shopping	Banking	Library	Work	Social Services	Other
Resident	15%	38%	8%	0%	13%	0%	26%
Non-Resident	16%	41%	13%	0%	19%	3%	8%
Total	16%	39%	11%	0%	16%	1%	17%

Table 24: Visitor Survey Results - What Brings Visitors to Roslindale Village?

How Often Do Visitors Shop in Roslindale Village?					
	Daily	2—3 Times/Week	Weekly	Monthly	Rarely
Resident	19%	55%	19%	5%	2%
Non-Resident	13%	36%	28%	10%	13%
Total	16%	46%	24%	7%	7%

Table 25: Visitor Survey Results - How Often Do Visitors Shop in Roslindale Village?

How Often Do Visitors Dine in Roslindale Village?					
	Daily	2-3 Times/Week	Weekly	Monthly	Rarely
Resident	2%	15%	15%	38%	30%
Non-Resident	5%	14%	19%	24%	38%
Total	4%	14%	17%	31%	34%

Table 26: Visitor Survey Results - How Often Do Visitors Dine in Roslindale Village?

How Much Time Do Visitors Spend in Roslindale Village? (average time)			
	< 30 Minutes	30 Minutes — 1 Hour	More Than 1 Hour
Resident	33%	36%	31%
Non-Resident	50%	24%	26%
Total	41%	30%	29%

Table 27: Visitor Survey Results - How Much Time Do Visitors Spend in Roslindale Village?

How Much Do Shoppers Spend in Roslindale Village?				
	\$0	\$1 — 20	\$20 — 50	\$50+
Resident	0%	45%	38%	17%
Non-Resident	3%	45%	42%	10%
Total	1%	45%	40%	14%

Table 28: Visitor Survey Results - How Much Do Shoppers Spend in Roslindale Village?

Report Card
Quality of Businesses
Resident: B+
Non-Resident: B-
Grade: B-

Visitor surveys discovered that Roslindale Village visitors also enjoy frequenting other shopping districts. The other shopping districts named were numerous, however, the top five in order of most frequently mentioned were: Legacy Place Mall and Dedham Mall in Dedham, West Roxbury, Center Street in the Jamaica Plain district of Boston, and Downtown Crossing in Boston.

Michael Tobin, a local business owner and President of the Roslindale Board of Trade, confirmed these findings and noted that nearby malls and strip malls are Roslindale Village’s biggest competition primarily because many people want to shop at a destination that is easily accessible, has ample parking, and where there is variety and good prices under one roof. How often do Roslindale visitors frequent these other shopping areas? According to **Table 29**, over 70% of total visitors patronize the town centers, malls, and strip malls in West Roxbury, Hyde Park, Jamaica Plain, and Dedham at least once a week as well, which demonstrates that while Roslindale is an important place for its visitors to shop, other districts are just as significant. However, Mr. Tobin also remarked that people shop in Roslindale Village because it offers one-of-a-kind stores and boutique experience that the strip malls and shopping malls cannot offer visitors.⁴⁶

⁴⁶ Tobin, Mike. President, Roslindale Board of Trade. Interview by phone. March 25, 2010.

How Often Do Roslindale Village Shoppers Frequent Other Shopping Districts?					
	Daily	2-3 Times/Week	Weekly	Monthly	Rarely
Resident	3%	31%	35%	28%	3%
Non-Resident	13%	22%	39%	17%	9%
Total	7%	27%	37%	23%	6%

Table 29: Visitor Survey Results - How Often Do Roslindale Village Shoppers Frequent Other Shopping Districts?

Why Do Roslindale Village Shoppers Frequent Other Shopping Districts?						
	More Variety	Convenience	Less Expensive	Parking	Store Hours	Customer Service
Resident	78%	15%	7%	0%	0%	0%
Non-Resident	75%	17%	4%	0%	0%	4%
Total	76%	16%	6%	0%	0%	2%

Table 30: Visitor Survey Results - Why Do Roslindale Village Shoppers Frequent Other Shopping Districts?

Report Card
Variety of Restaurants
Resident: B+
Non-Resident: C
Grade: B-

According to **Table 30** the overwhelming reason why these other places are so popular with those individuals who also visit Roslindale Village is variety, even if it may prove to be less convenient.

The story that unfolds within **Tables 24-28** show that while Roslindale Village is certainly the anchor of Roslindale and is an attractive place to shop and dine, there is a supply gap when it comes to the Village’s business mix which visitors fill by spending less time and money in the Village. Roslindale Village will only become more of a destination place when it can offer its visitors a mix of businesses and restaurants that entice them to stay longer and spend more.

The visitor surveys additionally captured answers that may serve to inform RVMS about that supply gap. When asked about what types of additional shops and services they felt the Village needed, 85% responded that they wanted more retail and food retail/restaurants outlets. The most popular responses for what types of retail shops visitors would like to see come to Roslindale Village were clothing, home improvement, and art/craft stores. Jody Burr, Executive Director for Roslindale Village Main Street, also suggested that the Village business mix would benefit from several strong retail stores opening. Ms. Burr remarked that for these retail entities, “there is strength in numbers”; in other words if many retail stores with diverse goods open in the Village, they all have a better chance of succeeding because people are more likely to patronize a shopping area if they can pick up multiple items at the same time.⁴⁷

Visitors’ specific recommendations for restaurant choices reflected that they wanted to see a more varied selection of restaurants that reflected the ethnic diversity of the community. Reverend Father Francis Kelley agrees that a strong restaurant mix is extremely important to the success of the Village. Father Kelley remarked that “development of the restaurants has changed the whole character of Roslindale Village and has really caused the area to flourish and have a second renaissance.”⁴⁸

Although the number of individuals who recommended service-type businesses was low—only 13%—it is worth noting their specific suggestions within this category.

⁴⁷ Burr, Jody. Executive Director, Roslindale Village Main Street. Interview by phone. April 8, 2010.

⁴⁸ Interview - Reverend Father Francis Kelley.

Report Card

Quality of
Restaurants

Resident: B+

Non-Resident: C

Grade: **B-**

The majority of Village visitors and business owners wanted more entertainment and body/health establishments.⁴⁹

To Chain or Not to Chain?

Though all groups surveyed favored a mix of chain and local establishments overall, the distribution of this mix varied greatly. Of the populations surveyed and interviewed, each suggested additional shops that included a mix of chain stores and local/independently-owned stores. Visitors were the most inclined to sacrifice identity of Roslindale Village for the sake of big box stores, citing convenience, prices, familiarity, and a “sign of arrival” as main reasons. Next were the business owners who were mixed about the idea of chain stores making their way into the community. On one hand, business owners surveyed felt as if their businesses could benefit from the big-box presence—as they hypothesized that they may be able to benefit from a spillover effect. However, their comments showed that business owners also recognized that they may also suffer as a result due to the inability to compete. Community figures were the least open to chain stores and felt strongly about preserving the local identity by promoting the idea of anti-chain. The small amount of undeveloped land and small lot sizes in the Village area make it difficult to accommodate big box stores. A table of the percentage of chain store recommendations by visitors, business owners, and community and public figures, can be seen in **Appendix VIII**.

Conclusion

The information presented on business selection reflects the perspectives of survey respondents and interviewees. However, the Team ultimately recognizes that there is a large set of parameters to consider when recruiting additional businesses to the Village. These varied parameters need to be balanced in such a fashion that not only makes Roslindale Village both a destination place and a shopping anchor of the community, but at the same time sustains its unique, inviting, and cohesive character.

⁴⁹ Tables highlighting a specific breakdown of these percentages can be found in **Appendix VIII**.

Chapter 4 - Recommendations & Conclusion

The findings and case studies have helped to inform a set of recommendations. These recommendations aim to enhance the district and make it a more inviting, cohesive, and productive community. Recommendations are broken into three sections: **access**, or how the Village can improve its transportation methods; **identity**, or how the Village can enhance its perception; and **selection**, or how the Village can improve its business mix.

Access

There are a number of actions that can be taken in order to improve the access into and within Roslindale Village. These actions should take into account both the personal automobile as well as alternative modes of transportation. Improved parking management that implements “policies and programs that result in more efficient use of parking resources” is a focal piece to this set of recommendations.⁵⁰

As seen in the Lowell case study, strict parking controls are the first step to improving Roslindale’s parking problems. As a commercial center within a half mile walking distance of nearly 17,000 Boston residents, Roslindale Village should enhance and promote its pedestrian environment.⁵¹ The community, businesses and RVMS will need to work with the City of Boston to establish a thorough parking

⁵⁰ Litman, Todd. 2010. “Parking Pricing Implementation Guidelines.” Victoria, B.C.: Victoria Transport Policy Institute. <http://www.vtpi.org/parkpricing.pdf>. p2.

⁵¹ Based on 2000 data for census blocks intersecting walkable area.

management system and pedestrian environment improvements. Below are a number of elements to include in this system and improvement.

Enforce Parking Restrictions - The most significant need is to enforce the parking restrictions. The two-hour parking limit in the municipal lot and on the business streets was established in order to ensure the turn-over of parked vehicles. These restrictions need to be enforced as a majority of the parking density was determined to occur in these areas. By making sure these spaces are not used for extended periods, more visitors will be able to access spots rather than circling around the Village increasing traffic or parking in residential areas (see **Figure 30**).

Restripe On-Street Parking - By repainting the parking areas along the business streets and incorporating dividing lines between spaces, drivers will be able to use the space more efficiently without inadvertently taking more than one space.

Implement Metered Parking - In combination with the above two recommendations, the Village could benefit from a metered parking system. A metered system could help to ensure the parking turn-over the businesses are looking for while at

the same time tempering the cost distinction between the MBTA lot and the rest of the Village and hence removing the incentive for commuters to park in other Village locations. Commuters will more likely pay for the extended MBTA parking access rather than utilize the on-street or municipal parking in the Village. In Lowell, businesses have, for the most part, been receptive to the pay-for-parking metered system because it ensures turnover of the on-street spots throughout the day. During the Team's case study site visit to the City of Lowell, police officers were seen monitoring parking meters, a good sign that Lowell is taking metered parking seriously. While RVMS has stated that the City of Boston has no plans for metered parking, the businesses could benefit by working with the City to install this system as the research has shown that the current system does not encourage the turnover of vehicles needed.

Convert an MBTA Parking Lot for Public Use - The MBTA commuter lot along Belgrade Avenue experienced very little use throughout the survey period. Based on its usage and area parking needs, the MBTA could successfully convert this lot to both short- and long-term parking for public use. By doing so, the T would be able to collect additional fees from the public who would use the lot for shorter periods and create higher turnover. MBTA commuters would still be able to use this lot and purchase a day ticket, or they could utilize the larger MBTA lot off of South Conway Street. Additionally, opening the MBTA lot for visitor use during the evenings could help to alleviate some of the stress on the on-street parking for Village patrons.

Increase Parking Signage - At present, the Village is served by only two parking signs. These signs are located near the intersection of South and Washington Streets leaving the rest of the commercial core underserved by signage. Additional parking signs with a uniform look and treatment should be located around the Village to better direct traffic to the off-street parking options. The rotary along Corinth, Washington, South and Poplar Streets provides prime locations for directional signage as cars circle the Village on these streets in search of parking. In examining Lowell, having cohesive and well-placed signs pointing out parking locations throughout the business district was found to be very effective.

Install Pedestrian-Oriented Lighting - Overall, the PEDs survey showed that Roslindale Village scored well on safety. All streets in the survey area had some

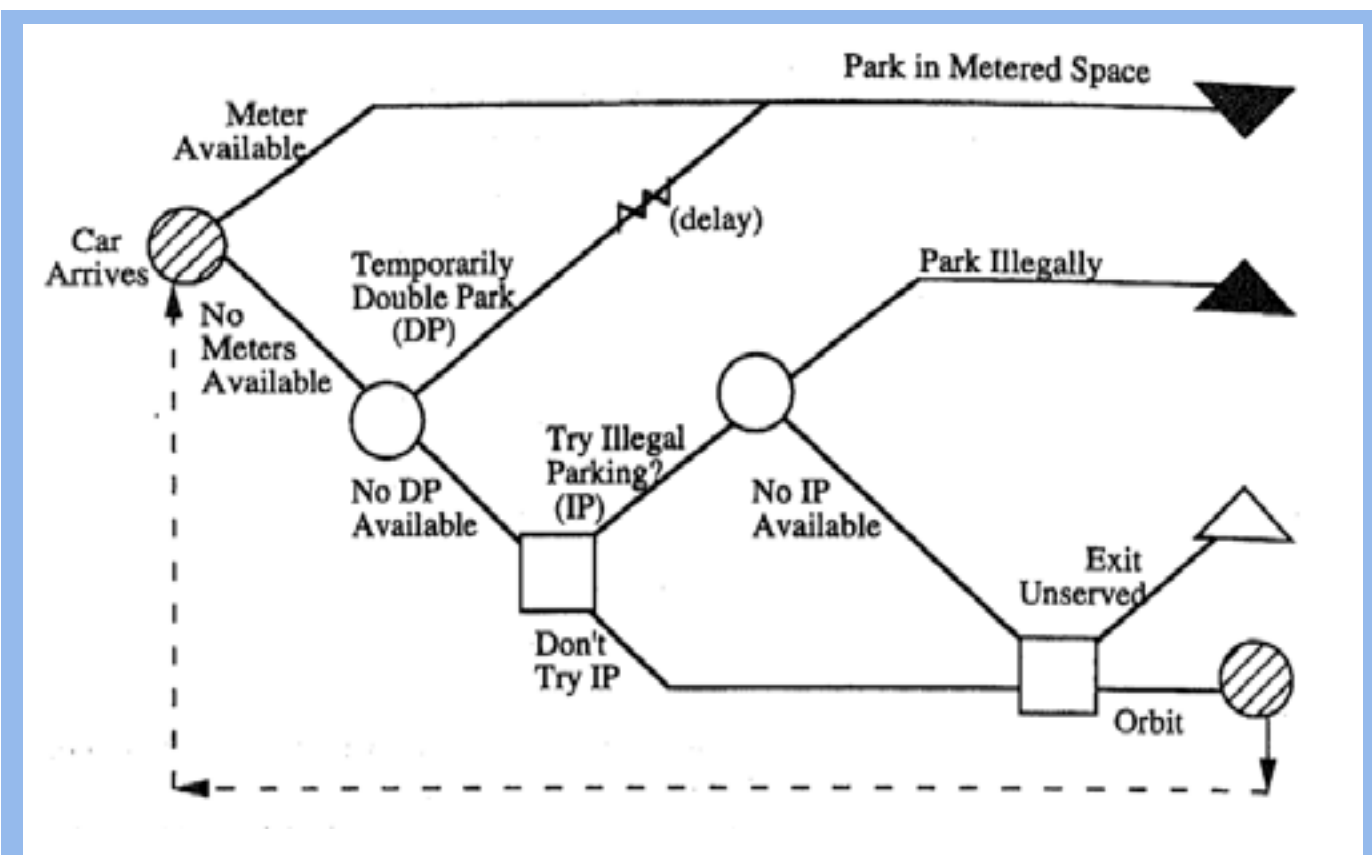


Figure 30: Modeled Sequence of Events Faced by a Car Looking for On-Street Parking Source: Saltzman

sort of lighting, however most of the streets inventoried had street-oriented lights. Shorter light poles directed to the sidewalks such as the 14 foot lights along Corinth Street and around Adams Park would improve the district, especially in higher traffic areas, by providing an increased sense of security and more aesthetic appeal.

Identity

Roslindale Village's unique and vibrant character sets it apart as one of Boston's cherished commercial areas. The recommendations provided are not meant to redefine this character, but rather to refine and unify the signage and amenities in the Village to enhance and improve the Village's overall identity.

Unify Village Signage - By developing a unique signage program for Roslindale Village, RVMS has the opportunity to increase Village cohesiveness as well as strengthen the district's identity. This signage can build upon the existing metal Gateway signs currently installed at the four main entry points to the Village. New signage may include banners to be installed on light poles throughout the core business streets. The present Gateway signs mark the entries but can be



Figure 31: Concept of Pedestrian-Oriented Lightpoles with Roslindale Village Banners

missed due to their size and locations. Consistent marketing banners distributed throughout the Village will continue to enforce and identify the area (see **Figure 31**). RVMS noted that they have discussed banners previously, however, banner height requirements imposed by the City of Boston make this option difficult to implement in Roslindale Village. Based on the research presented, the neighborhood would benefit from this additional identification.

Provide Additional Amenities - Additional amenities could increase the comfort and aesthetic appeal of Roslindale Village. This change could help to make a visit to Roslindale Village an even more pleasant pedestrian experience based on the PEDS criteria and scores of Village streets. Amenities such as public benches and trash receptacles are located within Adams Park and the seating area adjacent to the commuter rail station. These amenities are not as prevalent outside of the core of the business district however, and the addition of these items would increase the walkability rating. The residential blocks of the survey area as well as some of the smaller side streets with sidewalks measuring four feet or less would not benefit from the addition of public amenities as their installation would narrow the sidewalks and serve as path obstacles. However, sidewalks on core business streets identified as measuring more than six feet in width could benefit from the installation of public amenities without detracting from a safe and comfortable walking environment.

Planting street trees would serve a dual purpose of providing shade and greenery, while also creating a buffer between the sidewalk and street. These measures would enhance the sense of personal safety of pedestrians. Previous studies have shown that properly placed vegetation provides a greater sense of security.⁵²

Flat facades are transformed from imposing walls into works of art by murals in many spots around Roslindale Village. The pedestrian tunnels under the commuter rail tracks would benefit greatly from a similar mural treatment.

52 Kuo, Frances E. and William C. Sullivan. 2001. "Environment and Crime in the Inner City: Does Vegetation Reduce Crime?" *Environment and Behavior* 33, (3): 343-367.

Selection

A diverse mix of uses is important for Roslindale Village, not only to improve what it offers the neighborhood, but also because it enhances the walkability and sense of community of the Village. Increasing the variety of businesses would allow visitors to complete many errands at the same time. This business mix recommendation also includes adding more businesses that cater to diverse populations, both considering income level and race and ethnicity. For the complete survey results regarding requested businesses, see **Appendix VIII**.

Address Disenfranchised Communities - As discussed in Chapter 2, since 1990, Roslindale has experienced a large increase in Asian, Black, and Hispanic populations. However, as seen in Chapter 3, very few of these populations frequent the Village. The business core would benefit by recruiting more businesses into the Village that both entice and support these populations.

Promote Additional Mixed-Use Development - As a result of the BRA's 2008 Strategic Plan for Roslindale, the zoning in the Village was changed to provide a density bonus to developers creating mixed-use buildings by establishing the Neighborhood Design Overlay District.⁵³ Encouragement of further mixed-use development within the Village can provide multiple benefits. The more uses in an area, the wider the range of total possible activities that can take place. In addition, research has shown that increasing residential/mixed-use within a commercial core provides a critical mass of people who can walk to everything.⁵⁴ Research has specifically shown that residential development in downtown commercial areas is very popular—and argued to be very successful—in redeveloping urban cores, as people residing directly in a district helps bring life to the area 24 hours a day, seven days a week.⁵⁵ An article published by the Brookings Institute elaborates stating that "...[D]owntown housing provides visible and tangible evidence of urban vitality that has important psychological and economic effects. The occupation of... centrally located buildings, the increased presence of people...and investment in

53 City of Boston. 2008. "Roslindale Neighborhood District." Zoning Code Article 67.

54 "Downtown Parking: It Is Not As Bad As It Seems" 2006.

55 Birch, Eugenie L. 2005. "Who Lives Downtown?" Brookings Institute Study. http://www.brookings.edu/metro/pubs/20051115_Birch.pdf.

supportive commercial activities and amenities help restore the market's confidence in worn-out downtowns."⁵⁶

Entertainment Venues - Restaurants provide a source of evening activity currently in the Village, however, bringing additional entertainment establishments such as a performance venue, movie theatre or other entertainment element would provide additional evening activity. Currently, there are no entertainment businesses in the Village that would keep patrons in the neighborhood after they have eaten dinner at the restaurants. Roslindale Village should follow Lowell's lead – in spring 2010 Lowell is opening a jazz and comedy club downtown – in marketing to entertainment businesses to increase foot traffic at night. Christopher Leinberger notes that entertainment venues are essential to walkable urbanism. His suggestions for entertainment facilities include movie theatres, specialty retail, and arts venues.⁵⁷ In addition, the results of the surveys show that visitors to the Village would support entertainment venues.

"Everything-You-Need" Business – Many respondents cited a need for more stores that provide the small, everyday things people need. Such stores include large chain pharmacies.

Food and Food-Related Shops – Roslindale already has a great selection of quality restaurants and should continue to build on this strength. Results from the surveys show that nearly half of all visitors and business owners would like to see additional restaurants and food-related stores.

Child-Oriented Businesses – There is an unmet need in Roslindale for businesses that cater to families with young children. As noted in Chapter 1, there was a 10% increase in children under 18 within Roslindale. However, visitor survey results showed that families with children are underserved by the current business offerings within the Village. The Team suggests recruiting additional child-centered stores and restaurants. This may include a café with a play area, a tot lot, or toy store.

Retail Element – Visitor surveys showed that 41% of all visitors would like to see additional retail stores. When asked to further recommend what types of retail

56 *Ibid.*

57 "Turning Around Downtown: Twelve Steps to Revitalization" 2005.

stores they would like to see within the Village, over a third (38%) stated that they would like to see more clothing shops. Within Roslindale Village's current business mix, there is a lack of women's and men's clothing boutiques. The Team feels that the Village could greatly benefit by adding a locally-owned clothing boutique for men and/or women to the mix.

Outdoor Store – Given its proximity to the Emerald Necklace and Arnold Arboretum, two large outdoor recreation spaces, Roslindale would benefit from a store that focuses on outdoor activities. The survey asked visitors a series of leisure activity questions. Survey results showed that popular outdoor and health activities included walking, hiking, and biking. The presence of a store that could both capitalize on Roslindale's unique "urban green scene" and the desires of its visitors to take part in various outdoor activities would be a great addition to the current business mix.

Gym/Fitness Facility – When visitors were polled about their leisure activities, a large number of them cited "working out" as a main activity. Although there is a yoga studio in the Village, the Roslindale area lacks a large gym or fitness facility offering a variety of fitness activities. Adding such a facility may help to keep commuters and workers in the Village for longer periods of time, especially in the evening, and additionally allow for a trickledown effect, increasing patronage of the surrounding restaurants, cafés and shops.

Conclusion

Roslindale Village is in the midst of a transition encompassing its economic development and physical identity, as well as the demographic makeup of its population. The recommendations in this report are intended to help maintain and improve the neighborhood throughout this transition so that it can best serve both its current and future populations. Although the Village is already a dynamic and vibrant center to the Roslindale community, it is clear that there are opportunities to further enhance the neighborhood by addressing access concerns, refining the district's unique identity by providing a more unified sense of place, and expanding the business mix selection to serve Roslindale's continually diversifying population.

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Appendices

Appendix I: Visitor Survey

Tufts University, in partnership with Roslindale Village Main Street, is conducting an economic development study of Roslindale Village. Your feedback below will help provide the Village with updated data regarding its customers and their needs.

ROSLINDALE VILLAGE MAIN STREET VISITOR SURVEY

1. What brings you to Roslindale Village today? (Click all that apply.) Dining Shopping Banking Library Bank Social Services
Other: _____

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

3. How often do you eat out in Roslindale Village? (Click one.) Daily 2-3 times per week Weekly Monthly Rarely

4. What stores, restaurants, or services would you like to see in Roslindale Village?
Types: _____
Specific: _____

5. Which day(s) of the week do you typically shop? (Click all that apply.) Sunday Monday Tuesday Wednesday Thursday Friday Saturday

6. How much time do you usually spend in Roslindale Village? (Click one.) Less than 30 min. 30 min. - 1 hour More than 1 hour

7. How much do you spend on an average trip? (Click one.) \$0 \$1-\$20 \$21-\$50 More than \$50

8. List three strengths of Roslindale Village:
1. _____
2. _____
3. _____

9. Besides Roslindale Village, in which other districts do you shop?
List up to three: _____

10. How often do you shop at these other districts? (Click one.) Daily 2-3 times per week Weekly Monthly Rarely

11. Why do you shop at these other districts? (Click all that apply.) More variety Convenience Close proximity Parking Short hours Customer service

12. Please rate the following characteristics of Roslindale Village on a scale of 1-5: (Click one for each.)
1=Best / 2=Below Average / 3=Average / 4=Above Average / 5=Excellent

Variety of goods and services	1 2 3 4 5	Reliability	1 2 3 4 5
Quality of goods and services	1 2 3 4 5	Amount of parking	1 2 3 4 5
Variety of restaurants	1 2 3 4 5	Location of parking	1 2 3 4 5
Quality of restaurants	1 2 3 4 5	Traffic	1 2 3 4 5
Store hours	1 2 3 4 5	Cleanliness	1 2 3 4 5
Access to public transportation	1 2 3 4 5	Signage and signage aesthetics	1 2 3 4 5
Access to car/motorcycle	1 2 3 4 5	Overall view	1 2 3 4 5
Access to bike	1 2 3 4 5		

13. How did you get here today? (Click the primary method.) Commuter Rail Train Bus Car Motorcycle/Bicycle Walk Bike

14. Why did you choose this method? (Click all that apply.) Fastest Cheapest Easiest Safest

15. You parked: (Click one.) On the street (residential) In a parking lot On the street (business)

16. What is your perception of parking in Roslindale Village? (Click one.) No problem Some problem Often a problem Always a problem

17. Please rate how difficult you find it to park within Roslindale Village on a scale of 1-6: (Click one.)
1=No problem / 2=Some problem / 3=Often a problem / 4=Always a problem / 5=Impossible / 6=Not applicable

Before 8 am	1 2 3 4 5 6	Weekdays	1 2 3 4 5 6	Saturdays	1 2 3 4 5 6	Sundays	1 2 3 4 5 6
8 am - 12 pm	1 2 3 4 5 6						
12 - 4 pm	1 2 3 4 5 6						
4 - 8 pm	1 2 3 4 5 6						
After 8 pm	1 2 3 4 5 6						

18. Please rate the importance of the following on a scale of 1-5: (Click one for each.)
1=Not important / 2=Of little importance / 3=Moderately important / 4=Important / 5=Very Important

Proximity of parking near stores you visit	1 2 3 4 5	Easy access to parked vehicle	1 2 3 4 5
Free parking with strict regulations of time limits	1 2 3 4 5	Pay-to-park no-time limits	1 2 3 4 5
Signage, markings, or directions to park in and around Roslindale Village	1 2 3 4 5	Parking meters	1 2 3 4 5
		Pay-as-you-use parking fee	1 2 3 4 5

19. Age: 18-20 21-30 31-40 41-50 51-60 61-70

20. Please indicate your race/ethnicity: (Click all that apply.) Hispanic Non-Hispanic White Non-Hispanic African American Other American South American Mexican South Asian Other Indian Chinese Other Asian Pacific Islander Other Pacific Islander

21. Do you or have you attended any of these Roslindale Village Events? (Click all that apply.) Bay State Water Railroad Museum Open House Taste of Roslindale Boston Street Waterline Cleanup Roslindale Open Studios The Sunday of the Boston Artwalk Sunday Farmers Market Summer Concert Series Roslindale Village Holiday Parade Multiple Tree Lighting Ceremony Roslindale Tree Parade

22. Average Annual Income: (Click one.) Under \$10,000 \$10,000-\$15,000 \$15,000-\$20,000 \$20,000-\$25,000 \$25,000-\$30,000 \$30,000-\$35,000 \$35,000-\$40,000 \$40,000-\$45,000 \$45,000-\$50,000 \$50,000-\$55,000 \$55,000-\$60,000 \$60,000-\$65,000 \$65,000-\$70,000 \$70,000-\$75,000 \$75,000-\$80,000 \$80,000-\$85,000 \$85,000-\$90,000 \$90,000-\$95,000 \$95,000-\$100,000 \$100,000+

23. How many children do you have? 0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40

24. Rent or own your home? Rent Own

25. Highest level of education: (Click one.) High School Diploma/GED Associate Degree College Degree Master's Degree Doctorate

26. Which of the following do you check for sales, promotions, or discount codes? (Click all that apply.) Web Email Monthly flyers Newspaper ads Radio ads Store website Facebook page Twitter feed Neighbor ads Other (specify promotional materials): _____

27. Do you rely on review websites such as Yelp, Restaurant.com, or Eopinions.com for review about places you plan to dine or shop? Yes No. If yes, which website: _____

28. Do you belong to one of the following social networking sites? MySpace Twitter Facebook BlackPlanet
Other: _____

29. List up to three leisure activities:
1. _____
2. _____
3. _____

30. List up to three types or names of books and magazines your household reads primarily:
1. _____
2. _____
3. _____

31. List up to three newspapers you read:
1. _____
2. _____
3. _____

Tufts Urban + Environmental Policy + Planning Home Search

Thank you for your time and participation.

Appendix II: Business Owner Survey

BUSINESS OWNER SURVEY

Questions 1-4 to be filled out by Business Owner.

1 Your gender: Male Female

2 Your age: _____

3 Please indicate your race/ethnicity: _____

4 Do you live in Roslindale? Yes No

5 Number of years in operation: _____

6 Hours of operation: _____

7 Do you have a website for your business? Yes No

8 If yes, do you sell goods on your website? Yes No

9 Do you have a blog or social networking page for your business? Yes No

10 Please select which social networking page you have for your business: _____

11 What do you use this social networking page for primarily? _____

12 Do you check review websites such as Yelp for customer reviews of your business? Yes No

13 Number of full-time employees: _____

14 Number of part-time employees: _____

15 What are the main types of goods and services you sell? _____

16 What is the cost of your lowest priced item? _____

17 What is the cost of your highest priced item? _____

18 What are your peak days and times for sales? _____

19 Describe your shop in three words: _____

20 What type of marketing do you currently undertake? _____

21 How much, on average, do your customers spend in your store? _____

22 How do you get to work each day? _____

23 If you drive, where do you park? _____

24 Where do your employees typically park? _____

25 Where do your customers typically park? _____

26 What is your perception of parking in Roslindale Village? _____

27 Please rate the importance of the following on a scale of 1-5: _____

28 Please rate how difficult you find it to park in Roslindale Village on a scale of 1-5: _____

29 Please rate the following characteristics of Roslindale Village on a scale of 1-5: _____

30 In the past two years, your sales have: _____

31 To what do you attribute your performance for the past two years? _____

32 Which local shopping areas do you feel are Roslindale Village's biggest competitors? _____

33 For which reasons do you feel as if these areas are your biggest competition? _____

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

35 What investment plans do you have for your business in the next two years? _____

36 Do you or have you attended any of these Roslindale Village Events? _____

37 What new businesses do you think would best compliment and/or strengthen Roslindale Village? _____

38 Describe Roslindale Village in three words: _____

Thank you for your time and participation.

Appendix III: Interviewed Roslindale Community and Public Figures & Questions

Lee Blasi

Director of Constituent Services for Councilor Consalvo
Interviewed by email - March 31, 2010

Jody Burr

Executive Director
Roslindale Village Main Street
Interviewed by phone - April 8, 2010

Steve Godfrey

President
Roslindale Community Center
Could not reach - multiple attempts made

Reverend Father Francis Kelley

Sacred Heart Catholic Church
Interviewed by phone - March 17, 2010

David McNulty

Roslindale Neighborhood Coordinator
City of Boston
Interviewed by phone - March 15, 2010

Michael Tobin

President
Roslindale Board of Trade
Interviewed by phone - March 25, 2010

Linda Burnett

Vice President
Roslindale Board of Trade
Interviewed by phone - March 15, 2010

Mike Felony

Director
Southwest Boston Community Development Corporation
Interviewed by phone - March 15, 2010

Karen Kaigler

Business Manager
Office of Business Development - Boston Main Streets
Interviewed by email - March 22, 2010

Marie Mercurio

Neighborhood Planner
Boston Redevelopment Authority
Interviewed by email - March 17, 2010

Jeff Sanchez

Massachusetts State Representative
Massachusetts State House
Could not reach - multiple attempts made

Questions Asked

1. What is your role within the Roslindale community?
2. What current projects are you working on that will impact Roslindale?
3. Do you have a role in improving the economic development of the Village area? If so, please explain in detail. What economic development changes/improvements would you like to see?
4. In your opinion, what changes have you seen over the past five years regarding the demographics of Roslindale? Do you think these changes are positive or negative? What do you foresee as the primary demographic shifts for Roslindale within the next 5-10 years?
5. What transportation shifts have you noticed in the past five years? What transportation changes would you like to see in the next five years?
6. Do you believe that there is a parking problem in Roslindale Village? If yes, how would you best describe the parking problem and to what would you attribute it?
7. What stores do you think will complement Roslindale Village shopping?
8. What areas do you think compete with Roslindale Village?

Appendix IV: Parking Observation Process

To study the parking use within the Village, three tasks were undertaken: 1. delineated the study area; 2. quantified the availability of parking within the study area; and 3. recorded usage statistics for the study area.

Delineate the Study Area

The parameters for defining the study area were established in Chapter 1 (area based off of the location of the four Gateways).

Quantify the Availability of Parking

The second part of the parking study quantified how much parking was available on these streets. The business streets have general on-street parallel parking areas clearly marked, but individual spots are not marked. Similarly, no parking spots are marked on the residential streets. In order to get an estimated count of available spots, the Team used a 17-foot length as an average length needed for an automobile. Street segments were defined by the side of the street and corner-to-corner based on intersections. The inventory count also incorporated off-street parking, both private and public. Any parking lots located in the area for residents only were not included in the count. The Team removed some residential streets from the survey area as it was determined that they were not likely to be used as parking for the Village due to terrain inclines and circuitous routes.

Record Usage Statistics

The Team observed actual parking usage throughout the study area. Observations were carried out over five days: three weekdays and two weekend days. These observation days included four two-hour sessions to survey the entire area: 10am-noon, 1-3pm, 4-6pm and 7-9pm. The sessions were determined based on general business hours for the Village as a whole. Because this project was carried out during the winter and early spring, weather was a factor. Observation days were only held when the streets and parking lots were free of snow banks which limited the ability to park in the lots. The Team also did not conduct parking studies during rainy days and the day of the Bay State Model Rail Road Museum Open House

(March 14th) as the use of the Village and its parking was not typical. Additional restrictions to the survey included two streets that had restricted parking during school hours and one street that was under construction for two observation days. These limitations on available spaces were factored in and the occupancy rate was adjusted.

Appendix V: Parking Observation Maps

Overall Average Occupancy - Average of All Days and Time Periods



Source: Boston Redevelopment Authority, MassGIS

Weekly Average Occupancy - Mornings



Weekly Average Occupancy - Late Afternoons



Weekly Average Occupancy - Early Afternoons



Weekly Average Occupancy - Evenings



Weekday Average Occupancy - Daily Average



Weekday Average Occupancy - Early Afternoons



Weekday Average Occupancy - Mornings



Weekday Average Occupancy - Late Afternoons



Weekday Average Occupancy - Evenings



Weekend Average Occupancy - Mornings



Weekend Average Occupancy - Daily Average



Weekend Average Occupancy - Early Afternoons



Weekend Average Occupancy - Late Afternoons



Source: Boston Redevelopment Authority, MassGIS

Weekend Average Occupancy - Evenings



Source: Boston Redevelopment Authority, MassGIS

Appendix VI: Pedestrian Environment Data Scan

Instrument Form

Name: _____		Date: _____	Study Area: _____	
Segment Number: _____		Time: _____	Weather: _____	
I. Segment type Low volume road <input type="checkbox"/> 1 High volume road <input type="checkbox"/> 2 Bike or Ped path - skip section C <input type="checkbox"/> 3		If no sidewalk skip row to section C. 11. Curb cuts None <input type="checkbox"/> 1 1 to 4 <input type="checkbox"/> 2 > 4 <input type="checkbox"/> 3		24. Bicycle facilities (all that apply) Bicycle route sign <input type="checkbox"/> 1 Striped bicycle lane designation <input type="checkbox"/> 2 Visible bicycle parking facilities <input type="checkbox"/> 3 Bicycle crossing warning <input type="checkbox"/> 4 No bicycle facilities <input type="checkbox"/> 5
A. Uses in Segment (all that apply) Housing - Single Family Detached <input type="checkbox"/> 1 Housing - Multi-Family <input type="checkbox"/> 2 Housing - Mobile Homes <input type="checkbox"/> 3 Office/Institutional <input type="checkbox"/> 4 Restaurant/Cafe/Commercial <input type="checkbox"/> 5 Industrial <input type="checkbox"/> 6 Vacant/Underdeveloped <input type="checkbox"/> 7 Recreation <input type="checkbox"/> 8		12. Sidewalk completeness/continuity Sidewalk is complete <input type="checkbox"/> 1 Sidewalk is incomplete <input type="checkbox"/> 2		25. Roadway/path lighting Road-shoulder lighting <input type="checkbox"/> 1 Pedestrian-scale lighting <input type="checkbox"/> 2 Other lighting <input type="checkbox"/> 3 No lighting <input type="checkbox"/> 4
2. Slope Flat <input type="checkbox"/> 1 Slight hill <input type="checkbox"/> 2 Steep hill <input type="checkbox"/> 3		13. Sidewalk connectivity to other sidewalks/crosswalks number of connections _____ 1		26. Amenities (all that apply) Public garbage cans <input type="checkbox"/> 1 Benches <input type="checkbox"/> 2 Water fountains <input type="checkbox"/> 3 Street vendors/vending machines <input type="checkbox"/> 4 No amenities <input type="checkbox"/> 5
3. Segment Intersections Segment has 3 way intersection <input type="checkbox"/> 1 Segment has 4 way intersection <input type="checkbox"/> 2 Segment has other intersection <input type="checkbox"/> 3 Segment deadends but path continues <input type="checkbox"/> 4 Segment deadends <input type="checkbox"/> 5 Segment has no intersections <input type="checkbox"/> 6		C. Road Attributes (skip if path only) 14. Condition of road Poor (many bumps/cracks/holes) <input type="checkbox"/> 1 Fair (some bumps/cracks/holes) <input type="checkbox"/> 2 Good (very few bumps/cracks/holes) <input type="checkbox"/> 3 Under Repair <input type="checkbox"/> 4		27. Are there wayfinding aids? No <input type="checkbox"/> 1 Yes <input type="checkbox"/> 2
4. Type(s) of pedestrian facility (all that apply) Footpath (seam dirt path) <input type="checkbox"/> 1 Paved Trail <input type="checkbox"/> 2 Sidewalk <input type="checkbox"/> 3 Pedestrian Street (closed to cars) <input type="checkbox"/> 4		15. Number of lanes Minimum # of lanes to cross _____ 1 Maximum # of lanes to cross _____ 2		28. Number of trees shading walking area None or Very Few <input type="checkbox"/> 1 Some <input type="checkbox"/> 2 Many/Some <input type="checkbox"/> 3
The rest of the questions in section B refer to the best pedestrian facility identified above. 5. Path material (all that apply) Asphalt <input type="checkbox"/> 1 Concrete <input type="checkbox"/> 2 Paving Bricks or Flat Stone <input type="checkbox"/> 3 Gravel <input type="checkbox"/> 4 Dirt or Sand <input type="checkbox"/> 5		16. Posted speed limit None posted <input type="checkbox"/> 1 (mph) _____ 2		29. Degree of enclosure Little or no enclosure <input type="checkbox"/> 1 Some enclosure <input type="checkbox"/> 2 Highly enclosed <input type="checkbox"/> 3
6. Path condition/maintenance Poor (many bumps/cracks/holes) <input type="checkbox"/> 1 Fair (some bumps/cracks/holes) <input type="checkbox"/> 2 Good (very few bumps/cracks/holes) <input type="checkbox"/> 3 Under Repair <input type="checkbox"/> 4		17. On-street parking (if pavement is unmarked, check only if cars parked) Parallel or Diagonal <input type="checkbox"/> 1 None <input type="checkbox"/> 2		30. Powerlines along segment? Low Voltage/Distribution Line <input type="checkbox"/> 1 High Voltage/Transmission Line <input type="checkbox"/> 2 None <input type="checkbox"/> 3
7. Path obstructions (all that apply) Poles or Signs <input type="checkbox"/> 1 Parked Cars <input type="checkbox"/> 2 Greenery <input type="checkbox"/> 3 Garbage Cans <input type="checkbox"/> 4 Other <input type="checkbox"/> 5 None <input type="checkbox"/> 6		18. Off-street parking lot spaces 0-5 <input type="checkbox"/> 1 6-10 <input type="checkbox"/> 2 11+ <input type="checkbox"/> 3		31. Overall cleanliness and building maintenance Poor (much litter/graffiti/broken facilities) <input type="checkbox"/> 1 Fair (some litter/graffiti/broken facilities) <input type="checkbox"/> 2 Good (no litter/graffiti/broken facilities) <input type="checkbox"/> 3
8. Buffers between road and path (all that apply) Fence <input type="checkbox"/> 1 Trees <input type="checkbox"/> 2 Hedgins <input type="checkbox"/> 3 Landscape <input type="checkbox"/> 4 Grass <input type="checkbox"/> 5 None <input type="checkbox"/> 6		19. Must you walk through a parking lot to get to most buildings? Yes <input type="checkbox"/> 1 No <input type="checkbox"/> 2		32. Articulation in building designs Little or no articulation <input type="checkbox"/> 1 Some articulation <input type="checkbox"/> 2 Highly articulated <input type="checkbox"/> 3
9. Path Distance from Curb At edge <input type="checkbox"/> 1 < 5 feet <input type="checkbox"/> 2 > 5 feet <input type="checkbox"/> 3		20. Presence of med- or high volume driveways 0-2 <input type="checkbox"/> 1 3-4 <input type="checkbox"/> 2 > 4 <input type="checkbox"/> 3		33. Building setbacks from sidewalk At edge of sidewalk <input type="checkbox"/> 1 Within 20 feet of sidewalk <input type="checkbox"/> 2 More than 20 feet from sidewalk <input type="checkbox"/> 3
10. Sidewalk Width < 4 feet <input type="checkbox"/> 1 Between 4 and 5 feet <input type="checkbox"/> 2 > 5 feet <input type="checkbox"/> 3		21. Traffic control devices (all that apply) Traffic light <input type="checkbox"/> 1 Stop sign <input type="checkbox"/> 2 Traffic circle <input type="checkbox"/> 3 Speed bumps <input type="checkbox"/> 4 Chicanes or chokers <input type="checkbox"/> 5 None <input type="checkbox"/> 6		34. Building height Short <input type="checkbox"/> 1 Medium <input type="checkbox"/> 2 Tall <input type="checkbox"/> 3
22. Crosswalks None <input type="checkbox"/> 1 1 to 2 <input type="checkbox"/> 2 3 to 4 <input type="checkbox"/> 3 > 4 <input type="checkbox"/> 4		23. Crossing Aids (all that apply) Yield to Ped Peddon <input type="checkbox"/> 1 Pedestrian Signal <input type="checkbox"/> 2 Median/Traffic island <input type="checkbox"/> 3 Curb Extension <input type="checkbox"/> 4 Overpass/Underpass <input type="checkbox"/> 5 Pedestrian Crossing Warning Sign <input type="checkbox"/> 6 Flashing Warning Light <input type="checkbox"/> 7 Share the Road Warning Sign <input type="checkbox"/> 8 None <input type="checkbox"/> 9		35. Bus stops Bus stop with shelter <input type="checkbox"/> 1 Bus stop with bench <input type="checkbox"/> 2 Bus stop with signage only <input type="checkbox"/> 3 No bus stop <input type="checkbox"/> 4
Subjective Assessment: Segment Enter 1, 2, 3, or 4 for 1=Strongly Agree 2=Agree, 3=Disagree, 4=Strongly Disagree - is attractive for walking _____ 1 - is attractive for cycling _____ 2 - feels safe for walking _____ 3 - feels safe for cycling _____ 4				

Kelly J. Clifton, PhD - Institute Center for Smart Growth - University of Maryland, College Park

The Pedestrian Environment Data Scan (PEDS) is an instrument that was developed in 2004 by Dr. Kelly Clifton, University of Maryland; Andria Livi, University of Maryland; and Daniel Rodriguez, University of North Carolina, and supported by a grant from The Robert Wood Johnson Foundation Active Living Research program. It was created as a method of assessing an environment from the perspective of pedestrians and cyclists along urban streets. The data collection instrument is a survey consisting of 36 objective and 4 subjective analysis criteria that the surveyor uses to catalogue the area. The criteria are separated into six main assessment categories: Environment, Pedestrian Facilities, Road Attributes, Bike Facilities, Walking Cycling Environment and Subjective Assessment. One survey is completed for each street segment in the analysis area. A segment is defined as a block edge, beginning and ending where cross streets intersect the road being analyzed.

Though the PEDS survey instrument has been developed and used in the field to collect data, a standard evaluation system for PEDS has not been created. The project Team therefore developed a scoring system by assigning a zero to two rating to each of 18 PEDS survey criteria as outlined in the following chart. The walkability scores for each segment were then determined by combining these ratings and normalizing the aggregated numbers by comparing them to a highest possible score in each of the categories analyzed. The categories analyzed and mapped by the project team include overall walkability, safety, ease and comfort of travel and aesthetics.

	Uses in Segment	Slope	Path Condition/ Maintenance	Path Obstructions	Buffers Between Road and Path	Sidewalk Width
0	1	steep	poor	4+	none	< 4 ft
1	2	slight hill	fair	3	1	4 - 8 ft
2	3+ or recreation	flat	good	0 - 2	2+	> 8 ft
	Curb Cuts	Min # Lanes to Cross	Max # Lanes to Cross	Med-Hi Volume Driveways	Crossing Aids	Roadway/ Path Lighting
0	> 4	3+	3+	> 4	none	no lighting
1	1 - 4	1 - 2	1 - 2	2 - 4	1	road
2	none	none	none	< 2	2+	pedestrian or multiple types
	Amenities	Tree Coverage	Enclosure	Overall Cleanliness & Building Maintenance	Articulation	Building Setback From Sidewalk
0	none	few	little	poor	little	20+ ft
1	1	some	some	fair	some	< 20 ft
2	2+	many	lots	good	much	at edge

Appendix VII: Case Studies

Site Selection

In order to select case study sites, the Team compiled a list of the largest municipalities in the Commonwealth of Massachusetts and made sure that they met specific criteria. The selected case study city downtowns in this report have the following elements:

- » Access to the Massachusetts Bay Transit Authority commuter rail and bus service
- » Defined neighborhoods abutting distinct commercial district
- » Similar population, income, and diversity to Roslindale
- » Commercial district that has experienced a “transition” in past 10-15 years
- » A recent parking study for district completed

Field Research

The Team then gathered information through the following methods:

- » **Secondary information:** The Team gathered archival data from the case study city records regarding business mix.
- » **Site visits:** The Team visited both sites in order to observe and document the current economic development levels and related parking issues.
- » **Interviews:** The Team conducted semi-structured interviews with a total of three leaders in the two case study communities. These interviews included one Mayor, one Chief of Staff, and one Economic Development.

Appendix VIII: Survey Results

Suggested Business Types for Roslindale Village : Overall				
	Retail	Restaurant/Food Retail	Service	Other
Visitor	41%	44%	13%	2%
Business	52%	32%	13%	3%

Visitor and Business Survey Results - New Establishment Suggestions for Roslindale Village : Overall

Suggested Business Types for Roslindale Village : Retail						
	Clothing	Drugstore	Home Improvement	Art/ Crafts	Outdoor	Book-store
Visitor	38%	6%	25%	13%	0%	18%
Business	38%	0%	14%	19%	19%	10%

Visitor and Business Survey Results - New Establishment Suggestions for Roslindale Village : Retail

Suggested Business Types for Roslindale Village : Service				
	Body/Health Improvement	Animal	Dry Cleaning	Entertainment
Visitor	43%	0%	0%	57%
Business	20%	20%	20%	40%

Visitor and Business Survey Results - New Establishment Suggestions for Roslindale Village : Service

Suggested Business Types for Roslindale Village : Food Related		
	Restaurant	Food Retail
Visitor	76%	24%
Business	69%	31%

Visitor and Business Survey Results - New Establishment Suggestions for Roslindale Village : Food Related



Visitor, Business and Community and Public Figure Survey Results: Origin of Chain Store Recommendations

Appendix IX: Institutional Review Board Determination

Visitor Behaviors: Leisure Health Activities					
	Walking	Walking in Arboretum	Biking	Running	Gym
Total (n=71)	40%	20%	15%	15%	10%

Visitor Survey Results: Leisure Health Activities

Visitor Behaviors: Leisure Outdoor Activities				
	Surfing	Fishing	Kayaking	Hiking
Total (n=42)	20%	20%	10%	50%

Visitor Survey Results: Leisure Outdoor Activities

Visitor Behaviors: Leisure Entertainment Activities			
	Movies	Shopping	Dining Out
Total (n=35)	60%	20%	20%

Visitor Survey Results: Leisure Entertainment Activities

Visitor Behaviors: Hobbies				
	Reading	Art	Knitting/Crafting	Gardening
Total (n=21)	25%	15%	30%	30%

Visitor Survey Results: Hobbies

Visitor Behaviors: Newspapers Read								
	Boston Globe	Boston Herald	Boston Metro	Boston Phoenix	New York Times	Wall Street Journal	JP Gazette	USA Today
Total (n=71)	40%	20%	20%	3%	10%	5%	1%	1%

Visitor Survey Results: Newspapers Read



Office of the Vice Provost
Social, Behavioral, and Educational Research
Institutional Review Board

FWA00002063

Re: IRB Study # 1002022
Title: Economic Development of Roslindale Square
PI: Melissa Shakro
Co-Investigator(s): Peter Kane
Study Coordinator: Sarah Moser
Faculty Advisor: Rachel Bratt
IRB Review Date: 2/10/2010

February 12, 2010

Dear Melissa,

Your Application for Exempt Status for the above referenced study has been reviewed. This study qualifies as exempt from review under the following federal guidelines:

Exempt Category 2 as defined in 45 CFR 46.101 (b). For complete details please visit the United States Department of Health and Human Services Office (DHHS) for Human Research Protections (OHRP) website at <http://www.hhs.gov/ohrp/humansubjects/guidance/45cfr46.htm#46.101>

Please know that this exemption does not relieve the investigator of any responsibilities relating to the research subjects; equal care must still be taken to ensure that subjects experience no harm to themselves or to their legitimate interests.

Furthermore, research should be conducted in accordance with the ethical principles: (i) Respect for Persons, (ii) Beneficence, and (iii) Justice as outlined in the Belmont Report.

Any changes to the protocol or study materials that might affect the exempt status must be referred to the Office of the IRB for guidance. Depending on the changes, you may be required to apply for either expedited or full review.

If you have any questions, please contact the Office of the IRB at (617) 627-3417.

Sincerely,

Yvonne Wakeford, Ph.D.
IRB Administrator

Appendix X: Memorandum of Understanding

**MEMORANDUM OF UNDERSTANDING
BETWEEN
TUFTS UNIVERSITY FIELD PROJECTS TEAM NO. 7
AND
ROSLINDALE VILLAGE MAIN STREETS, INC. (RVMS)**

I. Introduction

Project title: Field Project number: 7
 Project title: Economic Development in Roslindale Square
 Client: Roslindale Village Main Streets, Inc. (RVMS)

This Memorandum of Understanding (the "MOU") summarizes the scope of work, work product(s) and deliverables, timeline, work processes and methods, and lines of authority, supervision and communication relating to the Field Project identified above (the "Project"), as agreed to between (i) the UEP graduate students enrolled in the Field Projects and Planning course (UEP-255), the "Course", offered by the Tufts University Department of Urban and Environmental Policy and Planning ("UEP") who are identified in Paragraph III(1) below (the "Field Projects Team"), (ii) Roslindale Village Main Streets, Inc., (herein identified in Paragraph III(2) below (the "Client"), and (iii) UEP, as represented by a Tufts faculty member directly involved in teaching the Course during the spring 2010 semester.

II. Specific Provisions

(1) The Field Projects Team working on the Project consists of the following individuals:

- | | | |
|----------------------|----------------|-----------------------------|
| 1. Erica Walker | email address: | erwalker@tufts.edu |
| 2. Melissa Shaker | email address: | mshaker@tufts.edu |
| 3. Veronica Gregoire | email address: | veronica.gregoire@tufts.edu |
| 4. Pete Karne | email address: | pete.karne@tufts.edu |
| 5. Sarah Moser | email address: | moser@sarah.com |

(2) The Client's contact information is as follows:

Client name: Roslindale Village Main Streets, Inc. (RVMS)
 Key contact/supervisor: Judy Burr, Director
 Email address: rvms@roslindale.org
 Telephone number: (617) 327-4065
 FAX number: (617) 327-4396
 Address: 24 Cornhill Street, Roslindale, MA 02131
 Website: www.roslindale.org

(3) The goals of the Project are:

To assist RVMS with its economic development mission through study and analysis.

Specifically, the three main goals of the Project are:

1. To collect information on business district shoppers to better understand:
 - Where Roslindale Village shoppers come from
 - How they arrive
 - What they purchase
 - Why they choose Roslindale as their destination
 - How much money they spend, and
 - How RVMS can expand the products and services available in Roslindale to fully meet their needs, and attract new customers
2. To update demographic information of the changing Roslindale population and create projections to show potential new business owners how their businesses can meet the needs of today's residents
3. To gain a better understanding of the relationship between street parking and business revenue

(4) The methods and processes through which the Field Projects Team intends to achieve these goals is as follows:

- The Field Projects team will:
- Conduct a shopper survey and analysis of shopping in Roslindale Village
 - Interview area business owners and other stakeholders including RVMS and city officials
 - Collect and analyze updated demographic data
 - Conduct traffic and parking observation studies in Roslindale Village

Research and complete site visits to similar communities that are in economic transition and have attempted to change the local "parking culture" particularly those that have succeeded.

7. The work products and deliverables of the Project are:

- A final report that includes:
 - Shopper survey and results.
 - Updated demographic information.
 - Examples from other communities of successful strategies for altering public perception and behavior around parking.
 - A method or methods for quantifying the value of an on-street parking space in Rosindale Square using either on-site data or comparison studies from other communities (if available).
 - Recommendations for changes and initiatives to encourage the economic development of Rosindale Village.
- A presentation of the findings to course instructors and course participants which the Client will be invited and encouraged to attend.
- A separate presentation to the Client, if requested.

8. The anticipated Project timeline (with dates anticipated for key deliverables) is:

Spring 2010 Project Timeline

- February 15-18** Traffic and parking observation studies begin & case study site visits scheduled.
- February 19-25** Shopper surveys conducted.
- March 1** Project Outline provided to Client and Course Instructors.
- March 1-8** Business owner and stakeholder interviews conducted.
- March 4** Comments on Project Outline provided by Client to Field Projects Team.
- April 9** Draft Report provided to Client and Course Instructors.
- April 15** Comments on Draft Report provided by Client to Field Projects Team.
- April 20 - May 4** Final In-Class Presentation given date TBA.
- May 7** Final Report provided to Client and Course Instructors.

9. The lines of authority, supervision and communication between the Client and the Field Projects Team are (or will be determined) as follows:

The Client and Field Projects Team will work in collaboration to complete the Project. The Client and Field Projects Team will meet once every two weeks for the Field Projects Team to provide progress updates and receive

any instruction from the Client. Additional meetings will be scheduled if and when they are necessary. Any questions or requests made by the Client or the Field Projects Team via email or phone will be responded to within 3 business days. Similarly, any questions or requests made by the Field Projects Team via email or phone will be responded to within 3 business days. Note that, as the Client is closed on Fridays, this day will not be considered a business day.

All Field Projects Team members have provided contact information to the Client and are available for Client questions. However, for organizational purposes, Melissa Shakro will be the main contact for the Field Projects Team. Kelly Burr and Betsy Cavan are the main contacts at the Client.

10. The understanding with regard to payment/reimbursement by the client to the Field Projects Team of any Project-related expenses is:

The Client has or will contribute up to \$0.30 to the Field Projects Team for the reimbursement of Project-related expenses include photocopying, printing, transit fare, mileage, and other incidentals. Field Projects students may not be compensated for their services.


III. Additional Representations and Understandings

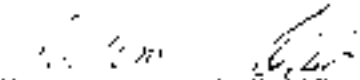
A. The Field Projects Team is undertaking the Course and the Project for academic credit and therefore compensation (other than reimbursement of Project-related expenses) may not be provided to team members.

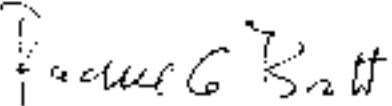
B. Because the Course and the Project itself are part of an academic program, it is understood that the final work product and deliverables of the Project (the "Work Product") either in whole or in part - may, and most likely will be shared with others inside and beyond the UICs community. This may include, without limitation, the distribution of the Work Product to other students, faculty and staff, release to community groups or public agencies, general publication, and posting on the Web. UICs University and the Field Projects Team may seek and secure grant funds or similar payment to defray the cost of any such distribution or publication. It is expected that any issues involving Client confidentiality or proprietary information that may arise in connection with a Project will be narrow ones that can be resolved as early in the semester as possible by discussion among the Client, the Field Projects Team and a UICs instructor directly responsible for the Course, or his or her designee.

- C. Final report will contain the Client's logo as well as the Tufts University logo. The Work Product may be used by the Client in whole or through excerpts with proper credit given to the Field Projects Team. Immediate credit should be stated as "by Tufts University CFP Graduate Research Team" with footnote/endnote citations specifying the individual Field Projects Team members. All data collected for this survey will remain the property of Tufts University. Client may offer suggestions as to study content. The Work Product may not be altered by the Client after the final product is complete.
- D. It is understood that this Project may require the approval (either through full review or by exception) of the Tufts University Institutional Review Board (IRB). This process is not expected to interfere with timely completion of the project.

IV. Signatures


 Joe Burt
 For Roslindale Village Main Streets, Inc. (RVMSI)
 By Joe Burt
 Date 2/8 2010


 Representative of the Field Projects Team
 By Melissa Shukra
 Date 2/12 2010


 Tufts CFP Faculty Representative
 By Rachel Burt
 Date 2/10 2010