

64

South End/Lower Roxbury

Regional/Urban Design Assistance Teams

May 9-12, 1980



92-B 44
NA9127.BG S68 1980 C.1

CONTENTS

	PAGE
FOREWORD	1
INTRODUCTION	5
PROBLEMS	13
GOALS	29
PROPOSALS	
1. COMMERCIAL NODES	33
2. TRANSPORTATION	35
3. GATEWAYS	39
DOVER STATION	
MASSACHUSETTS AVENUE	
4. THE WASHINGTON STREET CORRIDOR	53
5. SPECIAL ACTIVITY CENTERS	63
BOSTON CENTER FOR THE ARTS	
FREDERICK DOUGLASS SQUARE	
6. OTHER PROPOSALS	73
IMPLEMENTATION	77

	PAGE
APPENDIX	93
FOOD MARKET ECONOMIC ANALYSIS	
CRIME PREVENTION PROGRAM	
THE R/UDAT TEAM	83

FOREWORD

The Urban Planning and Design Committee of the American Institute of Architects has been sending Urban Design Assistance Teams to various American cities since 1967.

The South End/Lower Roxbury team is the 64th such team to be invited into a specific area to deal with environmental and urban problems which range in scale from a region to a small town or urban neighborhood, and in type from economic development and housing areas to public policy and implementation methods.

This team has responded to the problem as described by the local AIA chapter (the Boston Society of Architects [BSA]), and the sponsor from the local community, (the United South End/Lower Roxbury Development Corporation [UDC]).



Each Regional/Urban Design Assistance Team is specially selected to include professionals experienced in the particular problems of the area under study. Members are not compensated for their service and agree not to accept commissions for work resulting from their recommendations.

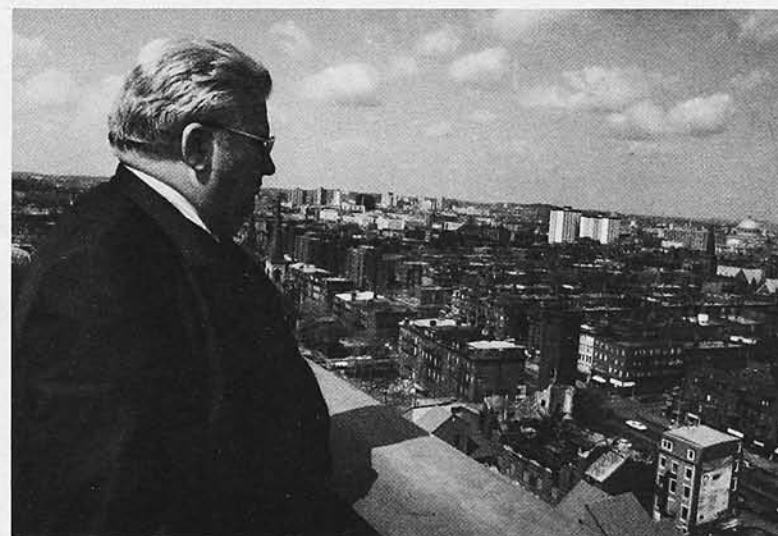
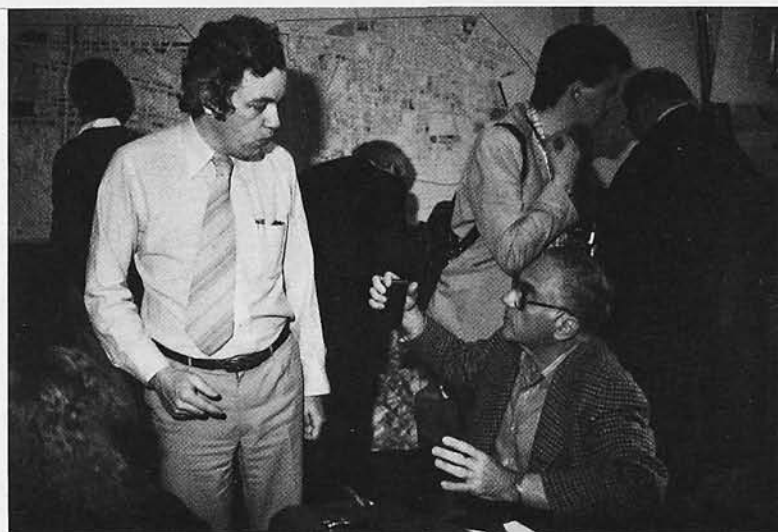
The team's visit is about four days, generally an extended weekend. The team meets with interested individuals, businessmen/women, organizations and public officials, and becomes acquainted with local conditions by means of site visits, tours, briefing sessions, and workshops. Then the team members closet themselves for intensive work sessions, calling on local resource people as required to define problems, establish strategies, and develop courses of action. Finally, the team's findings and recommendations are presented to the community at a public hearing.



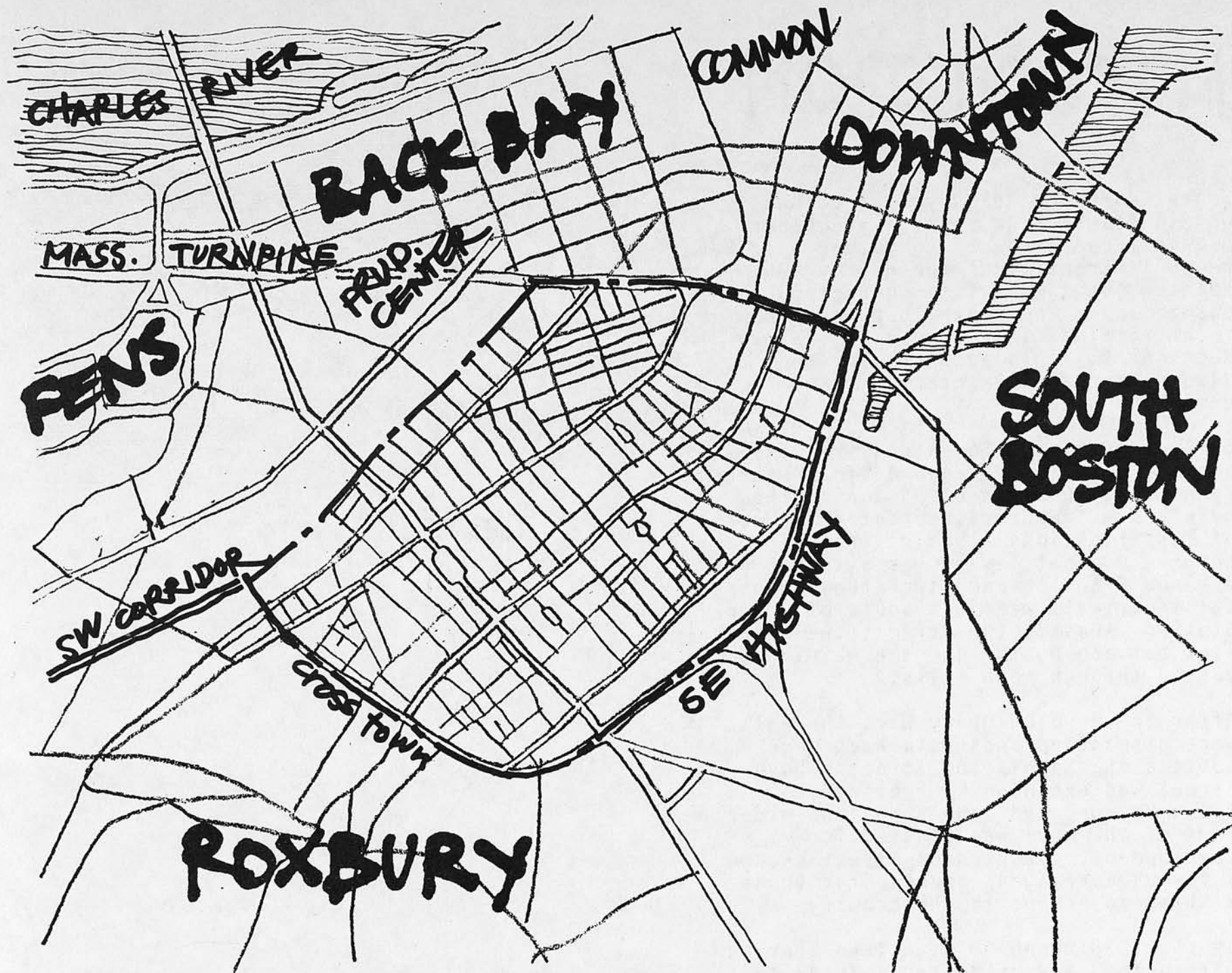
The United South End/Lower Roxbury Development Corporation [UDC] asked the team to develop implementable proposals for improving the local business districts of the South End/Lower Roxbury sections of Boston, through the upgrading and improvement of the three commercial corridors that traverse the study area.

The team addressed the issue of housing - only to the extent that it affects local business and commercial development.

The suggestions and recommendations attempt to take advantage of the judgement and experience expressed in current and future programs of the City of Boston. Some of these initiatives include assistance to neighborhood retail areas, historic preservation, industrial revitalization, the close-out and financial settlement of the South End Urban Renewal Project, and public improvements.







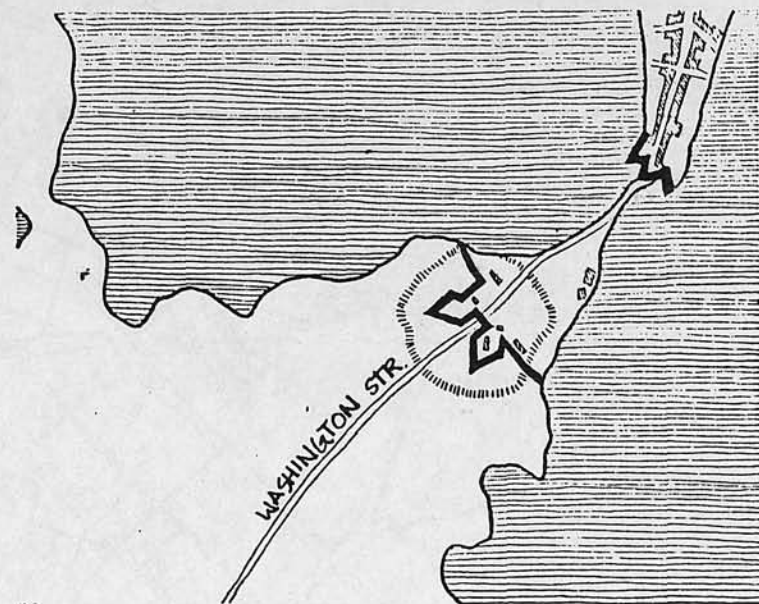
INTRODUCTION

South End/Lower Roxbury is a community with a fascinating past, a troubled present, and an exciting future. It has been "in transition" for nearly 200 years. The community's character has changed over the years, but each "new face" retained some facets of its predecessor's. This accounts for the diversity that characterizes the community today.

Early maps of the South End show it as a neck of land, barely above tidal waters, connecting the town of Boston to the mainland. The British erected two sets of fortifications at this strategic point. One battlement was sited on what are now Franklin and Blackstone Squares. The inner wall was just south of Dover Station. Washington Street, the original link between Boston and the mainland, passed through both walls.

After the Revolutionary War, the walls were dismantled and residences were built along Washington Street. Dover Street was extended by a bridge to South Boston, and land along the wider part of the neck was platted for development. Washington Street became a famous carriage promenade for those wishing to escape to the country.

By the 1830's and 40's, a land shortage within the city of Boston induced the filling, replatting and development of



"THE NECK" - 1774

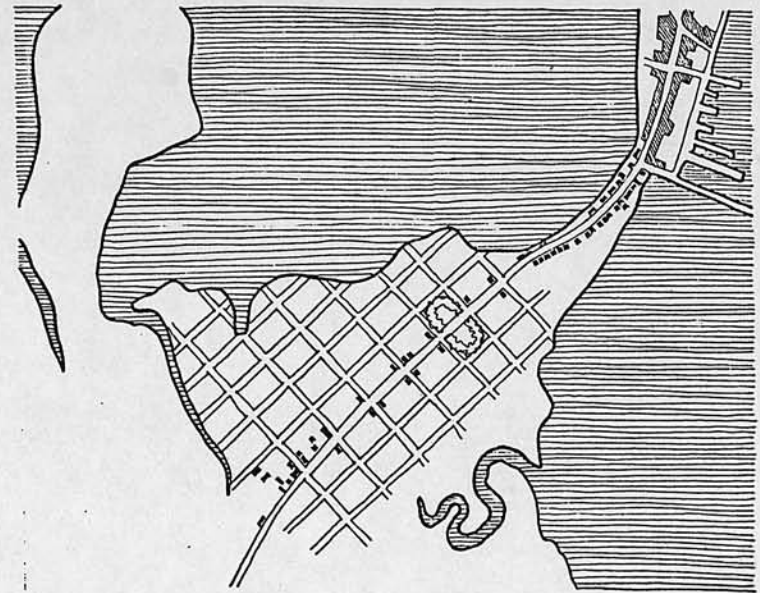
[illegible]

A black and white illustration of a coastal scene. In the foreground, a rocky shore with dense vegetation leads down to a small boat with three people. The middle ground shows a large, light-colored building on the left and a distant city skyline across the water. The background features rolling hills under a cloudy sky.

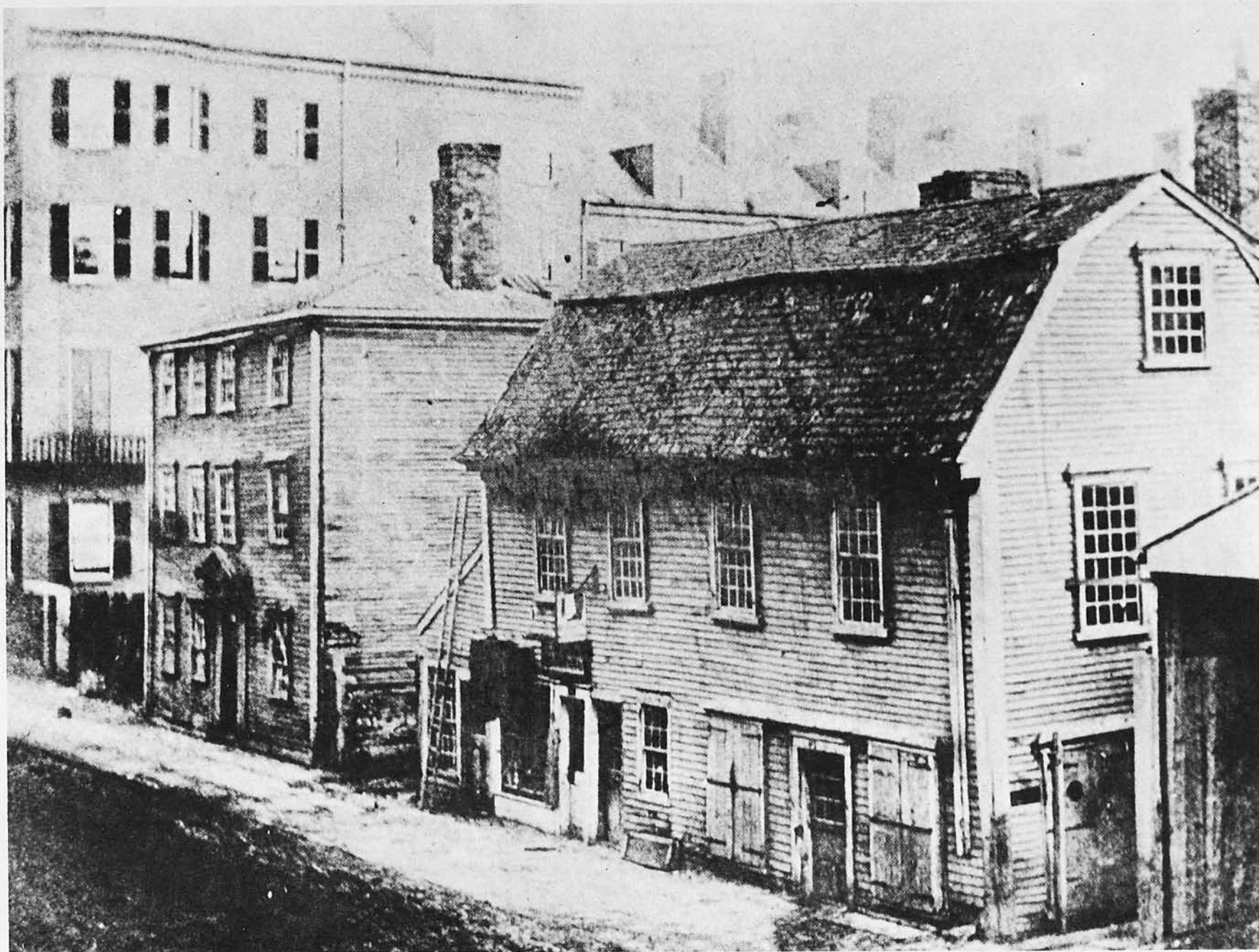
lands along the neck. Horse-drawn street railways were extended along Washington and Tremont Streets to bring the residents into the commercial area of Boston. Speculators developed large row houses and established amenities to attract upper income families. At this time Washington Street was lined with shops and all the qualities of a pleasant suburban main street. Where it crossed Dover Street (now East Berkeley), a commercial center developed, complete with opera house.

This period was short lived, however. The crash of 1873 sent South End real estate values into a tailspin. Upper income families fled to the Back Bay and suburban communities. They were replaced, in turn, by immigrants from Ireland, Eastern Europe and the Far East. By 1912, Dover Street became the "heartland of the South End ghetto."

The transportation system changed with this shift in population. In addition to street car lines on each of the main streets leading to downtown Boston, cross town lines were developed to carry domestic help from their homes in the South End to their jobs in Back Bay. By 1907, an elevated train was constructed down the center of Washington Street, primarily serving suburban residents. It was noisy and blocked light from Washington Street. Residents and businesses now were drawn to neighboring Shawmut and Harrison



"THE NECK" - 1814



Samuel May and Amasa Davis Homes on Washington Street near Broadway.

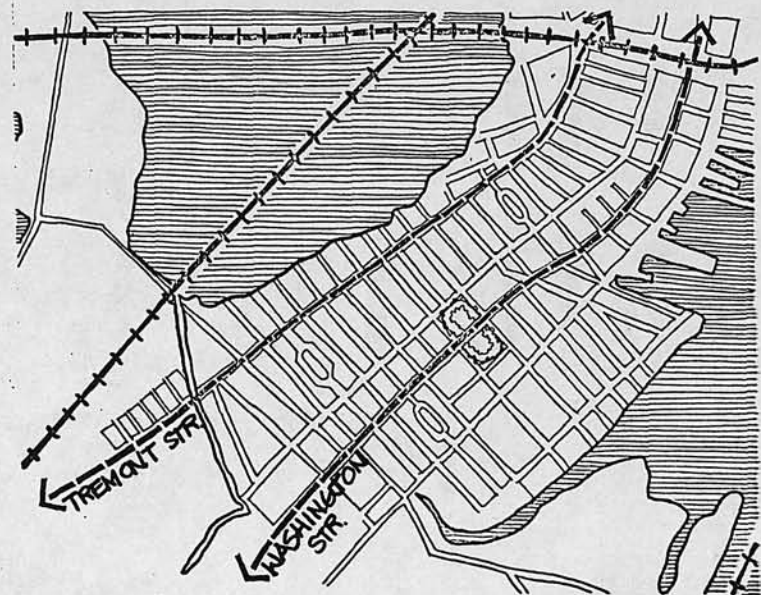
Streets.

During this period the row homes were divided into boarding houses, increasing the population of the South End by an additional 15,000 to 20,000 persons. Because of the excellent public transportation system (Tremont Street trams ran about every 90 seconds), the streets were relatively free of congestion. Today the South End has retained most of its dense, transit-supported development pattern, but contains about one half of the population sustained from 1920-1950. Its local transit service is a fragment of what it was in that era, and automobile traffic is a major cause of urban street congestion.

During the 1960's the South End was designated as the largest Urban Renewal area in the country. Resident opposition to large-scale clearance projects has led to concerted efforts of restoration and renovation. South End/Lower Roxbury has been rediscovered by the middle class, and issues of displacement have arisen.

During the 1970's a proposed interstate freeway segment resulted in the clearance of wide right-of-way through Lower Roxbury. Community pressure caused the plan to be changed in favor of transit and arterial street in the same corridor.

We were invited to suggest ways to stimulate commercial development and



SOUTH END - 1855



View of Chester Square

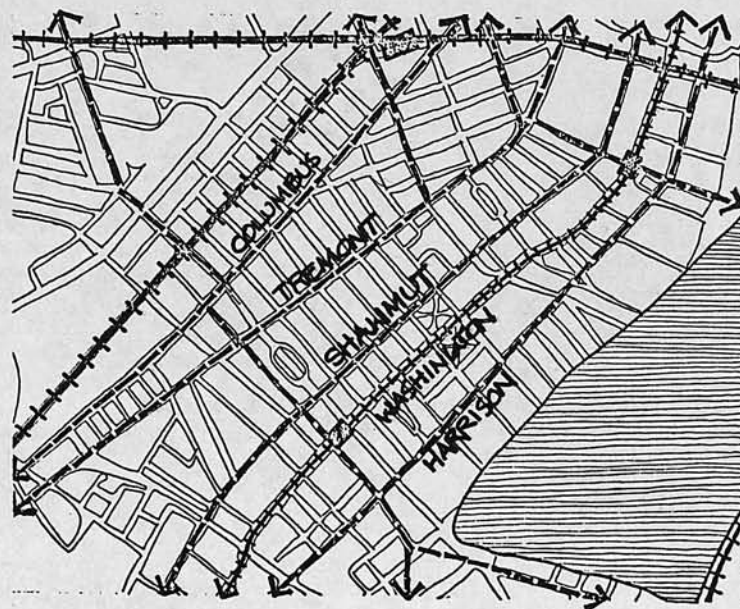


Washington St looking south from Dover St.



Worcester Sq. with Boston City Hospital

expansion in South End/Lower Roxbury, especially along the major thoroughfares. Based on our study, we offer proposals ranging from street fairs to equity insurance; from a community-controlled transit system to a Clean Community Program, from recycling existing structures to a community business directory. All our proposals reflect a deep respect for the richness and diversity of the community. We hope you find this report informative and useful.



SOUTH END - 1900-1925



Above: Shawmut Street looking north from
Dover St, 1900

Above Right: Northampton 'El' Station,
1903

Right: Tremont St, 1931



PROBLEMS

Through public meetings, interviews, special analyses and reviews of past studies, we identified many opportunities, needs, and limitations. Taken together, these constitute the problem as we see it.

COMMUNITY IMAGE

1. TO MOST PERSONS OUTSIDE THE AREA (AND TO MANY WHO LIVE AND WORK HERE), SOUTH END/LOWER ROXBURY HAS A BLURRY BUT GENERALLY NEGATIVE IMAGE.

Employers report difficulty recruiting and retaining personnel; shop owners note problems attracting customers from outside the area; financial institutions seem reluctant to invest here. A non-specific sense of racial tension, illegal activities and physical danger seem to characterize the outsider's view. Interestingly, we noted a similar view among some persons living here about South End/Lower Roxbury neighborhoods other than their own.



2. THE ENTRANCES TO THE SOUTH END/
LOWER ROXBURY CONTRIBUTE TO THE
AREA'S NEGATIVE IMAGE.

There are only a few gateways to the area. They present a very poor "first impression." Entering the area from any direction, the visitor sees the area at its worst. Finding the charm, warmth, history, fine architecture and business services of the area requires special effort.

3. PERSONS WHO LIVE HERE SEEM MORE
ORIENTED TO THEIR LOCAL STREET
OR NEIGHBORHOOD THAN TO THE AREA
AS A WHOLE, AND KNOW VERY LITTLE
ABOUT THE AREA BEYOND THEIR OWN
NEIGHBORHOOD.

South End/Lower Roxbury is more a collection of neighborhoods than a community. Many local residents seem to know a lot about their immediate neighborhoods, but very little about shops, restaurants, services, and activities more than a couple of blocks away.

4. THE TRASH AND LITTER THROUGHOUT THE
AREA CONTRIBUTES TO A NEGATIVE IMAGE.

The excessive accumulation of trash and litter in streets, gutters, parks, alleys and vacant lots projects an attitude and initial perception of the area completely inconsistent with the exciting institutions and rejuvenation that more truly reflect the area's character.

5. BY AND LARGE, PEOPLE WHO LIVE HERE,
LIVE HERE BY CHOICE AND LIKE IT.

We were struck by the deep affection that South End/Lower Roxbury residents of all ages, ethnic groups, and income levels, whether newcomers or old time residents, feel for this community. No one denies its problems, but no one is giving up.



ACCESSIBILITY

1. TRANSPORTATION HAS CREATED SOUTH END/LOWER ROXBURY AS WE KNOW IT TODAY; THE CURRENT SYSTEMS ARE NOT MUCH HELP FOR LOCAL BUSINESSES.

The area's street and transit systems are designed to move people through and around the area, and do this fairly well. However, getting around within the area is another matter. Poor internal circulation hurts local businesses. In fact, it's easier to enter and leave the area than to move within it. Most local businesses are not served well by public transit.

2. SOUTH END/LOWER ROXBURY COULD BECOME AN ALMOST CAR-FREE COMMUNITY

Because of its location, density, and design, South End/Lower Roxbury already allows persons to function without owning a car. With relatively minor physical and service improvements, residents could be able to move easily throughout the area on foot or by transit. This is a rare and valuable opportunity. Aside from conserving energy and allowing growth without congestion, freedom from the auto is especially important for lower income persons and the elderly who are important parts of South End/Lower Roxbury.

3. PARKING FOR RESIDENCES AND BUSINESSES IS NOT YET A SERIOUS PROBLEM IN THE AREA, BUT IT WILL BE SOON.

Even with efficient transit and better pedestrian accessibility, South End/Lower Roxbury will require a systematic program of parking improvements and regulations to meet the needs of its growing population and business activity. The current freeze on creating new parking spaces will not work in the long run.

4. THE SOUTHWEST CORRIDOR PROJECT IS A MAJOR OPPORTUNITY.

This ambitious transit project will improve the South End/Lower Roxbury linkage to greater Boston and will allow removal of one of its major blighting influences: the Washington Street elevated trains. It presents a unique opportunity for new commercial development in several parts of the community, but will also require a complete overhaul of local transit programs for persons who live, and those who work, in the community.

5. THE TREMONT STREET AND COLUMBUS AVENUE RECONSTRUCTION PROJECT IS A GOOD EXAMPLE OF HOW TO TRANSFORM MAJOR ARTERIES INTO COMMUNITY THOROUGHFARES.

We endorse this project. The proposed improvement should help bring the community together, East and West as well as North and South. It should also be a catalyst for both business and residential development.

6. POOR TRANSIT AND PEDESTRIAN ACCESS CUTS OFF THE SOUTH END INDUSTRIAL/HOSPITAL COMPLEX FROM LOCAL RETAIL AND SERVICE ACTIVITIES.

Employees and visitors to this complex represent a big potential market for local businesses; poor access is the major barrier between them.

7. PROGRAMS TO DISCOURAGE THROUGH
AUTO TRAFFIC AND SATELLITE PARKING
SHOULD BE STEPPED UP.

Compared to many urban communities, South End/Lower Roxbury has relatively few problems with traffic moving through it en route elsewhere. No project should be permitted which would encourage motorists to use South End/Lower Roxbury neighborhoods as shortcuts to, or parking lots for, activities located elsewhere. (For example, we were disturbed to learn of a recent proposal by the Museum of Fine Arts to use the vacant Carter School site as a satellite parking lot; even as an interim activity, such proposals should be flatly rejected).



BUSINESS CLIMATE

1. SOUTH END/LOWER ROXBURY HAS AN ABUNDANCE OF VACANT SPACE FOR RETAIL AND SERVICE ACTIVITY: BUT MOST OF IT IS IN POOR CONDITION AND IN UNSUITABLE LOCATIONS, OR IS TOO SMALL.

The space surplus is a remnant from years past when the community had twice its current population, less competition from business outside the community, and when business methods were substantially different from today. Some of this space is salvageable. In fact, some has already been converted for new small businesses. But much of the remainder will never be needed, nor is it adaptable to contemporary commercial needs. At the same time, commercial space will be needed in certain locations. Some of the existing spaces are poorly located for modern retail use. Unless there is demand for service uses there, they should probably be converted to residential use.

2. THE PRINCIPAL BARRIER TO SOUTH END/LOWER ROXBURY BUSINESS EXPANSION AND NEW BUSINESS DEVELOPMENT APPEARS TO BE FINANCING.

Banks and other private institutions are reluctant to back small business ventures here and will not issue mortgages on mixed use buildings (which contain most of the available commercial space). Their reluctance puts the area in a "Catch-22" situation: business activity cannot expand to capture available markets for lack of capital, and whole buildings with residential and commercial space remain vacant and deteriorated, blighting the community; capital is withheld because of the physical and economic conditions of the area. This, of course, further contributes to the reluctance of financial institutions to make commercial loans in this area.

3. RESIDENTS SPEND SUBSTANTIAL SUMS OUTSIDE SOUTH END/LOWER ROXBURY FOR GOODS AND SERVICES IN PART BECAUSE THEY ARE NOT AVAILABLE WITHIN THE COMMUNITY.

There are more local businesses in South End/Lower Roxbury than most residents know about; however, the range of goods and services is limited. Previous studies show that more resident consumer dollars are spent outside South End/Lower Roxbury than within it. Our analysis found that local residents can support some business expansion and new business now. More will be supportable as the population grows.

4. SOUTH END/LOWER ROXBURY HAS GREAT POTENTIAL FOR ATTRACTING TOURISTS AND OTHER PERSONS FROM OUTSIDE THE AREA.

The potential to attract customers from outside the community offers substantial commercial opportunities. Much of the currently vacant space is suitable for specialty businesses which serve very large areas. A few local businesses already have regional clienteles. Development and promotion of a few regional magnets, such as cultural and historic attractions, will stimulate business and lend a special flavor to the community as well.

5. THE CURRENT PREPONDERANCE OF LOCAL INDIVIDUALLY OWNED BUSINESSES SHOULD BE ENCOURAGED.

Most stores, restaurants, and services in South End/Lower Roxbury are operated by persons with strong attachments to the community: this tends to insure a level of personal service and community interest often lacking in large scale, multi-branch companies. Much of the current and future commercial market can be served by such small businesses; promotional and assistance programs should be directed at attracting locally operated firms. However, the attraction of a few well-established chain type businesses might help all area businesses to obtain needed commercial loans by reflecting their experienced judgment of the area as a good place to do business.

6. COMMERCIAL AREAS AROUND SOUTH END/ LOWER ROXBURY WILL LIMIT THE DEMAND FOR MAJOR RETAIL SERVICE CENTERS HERE.

The Prudential and Copley Place complexes, potential redevelopment of Dudley Center, and easy transit access to downtown mean that large general-purpose commercial centers are not needed in South End/Lower Roxbury. Commercial development here should primarily serve local residents and area employees' needs and specialty regional markets.

7. LACK OF SECURITY - REAL OR PERCEIVED - DETERS BUSINESS DEVELOPMENT AND HURTS EXISTING BUSINESS.

To the extent that crime and physical danger exists and are believed to exist in this community, existing businesses will be reluctant to expand, new businesses will be reluctant to locate, and customers will take their business elsewhere. From a business standpoint, the perception of security is as important as the reality.

8. ALTHOUGH SUBSTANTIAL NEW PUBLIC FUNDS FOR CAPITAL IMPROVEMENTS ARE NOT LIKELY TO BE AVAILABLE FOR THIS COMMUNITY, MANY FORMS OF FINANCIAL AND TECHNICAL ASSISTANCE FOR BUSINESS DEVELOPMENT ARE AVAILABLE.

South End/Lower Roxbury businesses have not, for the most part, utilized available assistance, either because the assistance wasn't needed or because the business persons were not aware of it.

9. "CHEAP SHOPPING" IS ONE OF THE SPECIAL RETAIL NEEDS OF THE COMMUNITY.

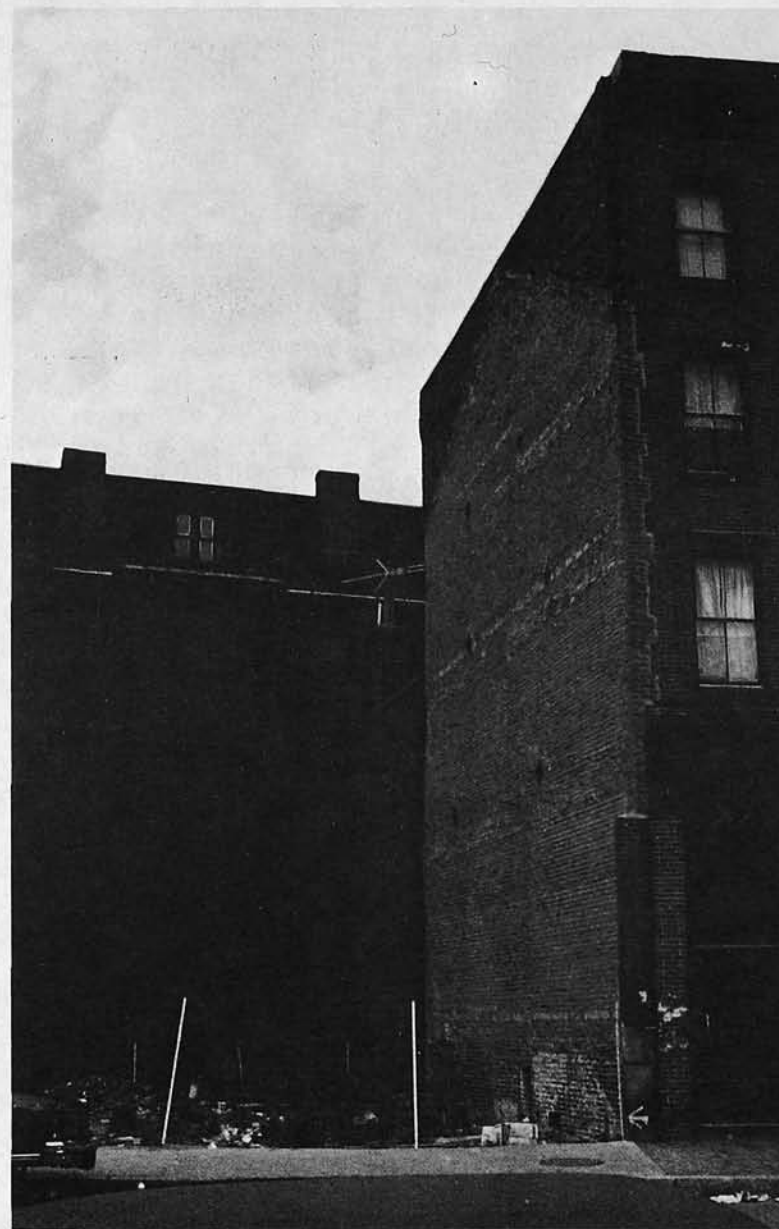
Recycled goods, close-out items, and similar products are attracting customers in all economic groups. Despite the wide range of income levels in South End/Lower Roxbury, we noticed a conspicuous absence of stores and vendors carrying such "cheap goods" here, as compared to many similar communities around the country.

10. RETAIL AND SERVICE ESTABLISHMENTS SEEM TO HAVE LITTLE VOICE IN COMMUNITY AFFAIRS.

We note the absence of a strong retail merchants association in South End/Lower Roxbury, or even of neighborhood merchants organizations. Such organizations are vital to insure businesses' effective participation in community affairs.

11. SMALL NEIGHBORHOOD RESTAURANTS ARE AMONG THE AREA'S BIGGEST ASSETS.

As visitors, we were pleased to note the number and variety of fine local restaurants serving ethnic specialties as well as general food fare. If these are not known outside the community, they should be. As they become known, the market for even more such establishments will grow.





SOCIAL CONCERNS

1. SOCIAL AND ECONOMIC DIVERSITY IS WHAT MAKES THIS COMMUNITY UNIQUE, BUT IT IS ALSO ITS BIGGEST POTENTIAL PROBLEM.

South End/Lower Roxbury has traditionally been home to persons and families of a wide range of incomes, races and ethnic backgrounds, and life-style. That gives this community within Boston, (as it would in most large cities), its special flavor. Many residents, new arrivals and old timers alike, cite this as their reason for choosing this place. Such diversity doesn't just happen, nor does it remain constant. We consider it highly desirable - South End/Lower Roxbury has room for all kinds of persons - but the community must work to keep it that way.

2. WHILE THERE IS DIVERSITY HERE, THERE ISN'T MUCH INTERACTION.

We're not aware of any overt discrimination here, but we noted that very few individual streets or neighborhoods reflect the area's overall social and economic mix. Businesses generally cater to one group or another. Most open spaces aren't located or designed for mixing. Generally, persons in each neighborhood keep to themselves. This may already be causing tension among various groups.

3. "GENTRIFICATION," THE DISPLACEMENT OF LOWER INCOME PERSONS BY UPPER INCOME ONES, IS REACHING A CRITICAL LEVEL.

Higher income persons are returning to the community in large numbers. They are restoring streets and houses to their original grandeur (or even better). They are pressuring for improved public services. Their buying power allows more local businesses to thrive.

However, as we have learned in many cities, gentrification presents problems as well. It usually forces lower income persons out (either directly by evicting persons, including the elderly, from their homes, or indirectly by driving prices and rents beyond their reach). Left unchecked, gentrification can cause psychological and social upheavals that render communities unstable. Past urban renewal activity has inflicted serious wounds on lower income, predominantly minority, persons in South End/Lower Roxbury. Gentrification is more subtle than urban renewal, but unless balanced with opportunities for low and moderate income persons and families to also come into the community and remain here, it may prove fatal to many.

4. NEIGHBORHOOD PRIDE PERVADES ALL AGES, ETHNIC AND INCOME LEVELS.

We noted the same high level of pride and concern in minority and non-minority, and in upper and lower income neighborhoods. Strong area identification is manifested by the existence and vitality of neighborhood associations, special interest groups, and community groups. While they may not agree on how issues should be dealt with, these groups and individuals are committed to addressing them. This pride and willingness to get involved is a community asset. It ensures full discussion of local issues and encourages citizen involvement in community affairs.

5. MOST OF THE SUBSIDIZED HOUSING PROJECTS REQUIRE UPGRADING.

Many were poorly constructed, and more are not well maintained. By today's standards, the older projects were designed improperly. Experience in other cities has shown that by changing management practices and increasing residents' stake in their units, many of these problems can be overcome. This will certainly benefit those residents, but it will also benefit the community at large.

6. THE STUDY AREA BOUNDARIES ARE SOMEWHAT ARTIFICIAL.

While they seem reasonable on paper, the boundaries don't completely reflect the social and economic patterns of the community. For example, we noted that Lower Roxbury's ties to Roxbury may be stronger than its ties to the rest of the South End. This can change, of course, but we did look beyond the study area boundaries during our analysis.

7. SOUTH END/LOWER ROXBURY'S POPULATION HAS "BOTTOMED OUT:" A SLOW BUT STEADY INCREASE IS EXPECTED.

While it will not (nor should it) regain the 50,000 person level of the early 1950's, we expect the area to grow steadily beyond the current estimate of 27,000. We expect the now vacant land to be fully utilized, and most existing vacant structures to be replaced or recycled within ten years. Before any vacant land is committed to a permanent new use, the community's long-range need should be considered. Despite appearances today, there is no land to waste.

8. NEWLY ARRIVING HOUSEHOLDS ARE SMALLER THAN THE ONES WHO HAVE BEEN LIVING HERE.

We note that a large proportion of the upper income persons who are moving into the South End/Lower Roxbury area are forming single or all-adult households. This is not unusual in gentrifying neighborhoods. However, the absence of children removes a vital ingredient in the neighborhood, and leaves schools and other family services with a diminishing supply of children to serve, and often diminishing resources to serve them.

9. ALTHOUGH THE AREA HAS MANY PUBLIC PARKS AND OPEN SPACES, FEW FUNCTION EFFECTIVELY AS GATHERING PLACES FOR LOCAL RESIDENTS, AND THERE SEEM TO BE FEW OPPORTUNITIES FOR SUPERVISED RECREATION FOR CHILDREN AND TEENAGERS.

This may contribute to the absence of larger families among the new arrivals.

10. CRIME AND THE FEAR OF CRIME SERIOUSLY THREATEN THE COMMUNITY'S SOCIAL HEALTH.

By Boston (or any large city) standards, South End/Lower Roxbury is a high crime area. Among local residents we talked with, all had been victims of crime or personally knew victims. This is not only dangerous to personal safety, it is wholly incompatible with healthy community life. No amount of physical improvement can offset the blight of criminal activity.



ENVIRONMENT

1. THE AREA CONTAINS EXCELLENT EXAMPLES OF VICTORIAN ARCHITECTURE AND STREETSAPES.

The residences and neighborhoods in much of South End/Lower Roxbury would be the envy of any city. As maintained and restored they represent an irreplaceable architectural heritage and also make beautiful places to live. Examples of this quality are found in Lower Roxbury as well as the South End.

2. THE AREA LACKS RECOGNIZABLE CENTERS OF ACTIVITY.

Commercial and cultural activities are randomly scattered throughout South End/Lower Roxbury, and are not well related to transportation facilities. This detracts from community identity, discourages visitors and leads to under-utilization of the facilities and services.

3. EVEN WITH THE HIGH LEVEL OF REHABILITATION ACTIVITY NOW UNDERWAY, A GENERAL TONE OF BLIGHT REMAINS.

It remains because the rehabilitation and maintenance is occurring on side streets for the most part. The major streets - Columbus, Tremont and Washington - lag far behind, perhaps awaiting the completion of projected sidewalk and street improvements.

4. VACANT BUILDINGS ARE A MAJOR BLIGHTING INFLUENCE, ESPECIALLY ON THE MAJOR STREETS.

Vacant buildings can overshadow the best efforts of nearby property owners. They attract vandalism, derelicts, trash, and illegal activity. Recycling these buildings will take years, but interim maintenance programs will benefit neighboring businesses as well as the general community environment.

5. VACANT LAND MAY BE A POTENTIAL COMMUNITY RESOURCE, BUT UNTIL PUT TO USE, IT DETRACTS FROM COMMUNITY QUALITY.

Whether acquired for future use by the Redevelopment Authority or levelled by individual action, these sites attract trash, create health hazards and discourage pedestrian movement. As with vacant buildings, interim maintenance programs (including temporary uses) can offset some of the problems.

6. IN GENERAL, THE CONDITION OF THE STREETS, SIDEWALKS, STREET LIGHTS, AND SIGNS ON THE PRINCIPAL THOROUGHFARES IS TERRIBLE.

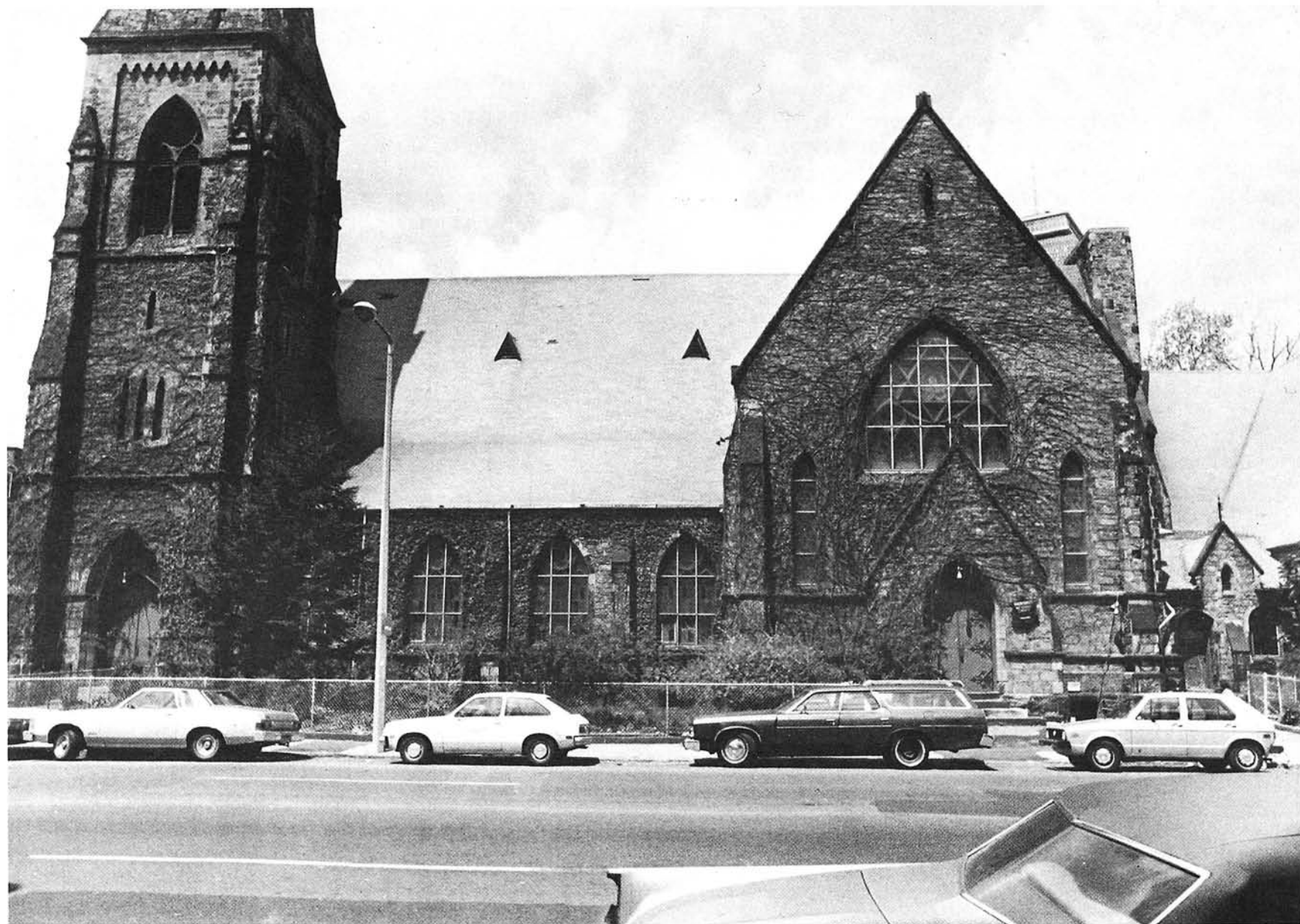
Potholes, broken and badly patched sidewalks, inadequate lighting, and unreadable street signs overshadow recent efforts to create and restore small parks and other minor improvements. Since these conditions are found primarily on the major thoroughfares, their presence affects the entire community. They are dangerous, encourage littering, and contradict the pride that residents have in this community.

7. VACANT LAND AND SOME NEW CONSTRUCTION HAS DISRUPTED THE NATURAL FABRIC OF THE COMMUNITY.

Much of the post-World War II construction shows no respect for the original community design. Not only does this detract from the area's appearance, it also disrupts natural patterns of pedestrian movement, social interaction, and business activity. New development should avoid these mistakes, and current flaws should be corrected whenever the opportunity occurs.

8. WASHINGTON STREET PRESENTS THE PRINCIPAL OPPORTUNITY FOR ENVIRONMENTAL IMPROVEMENT THROUGH NEW DEVELOPMENT.

The elimination of rail service which will occur in the mid-1980's will end a force that has blighted that corridor for decades. In addition, much of the vacant land in the community for commercial use is also found along this street. We gave the Washington Street corridor special attention. Public officials, investors, and South End/Lower Roxbury residents should also consider the options carefully and plan ahead for this major opportunity.



GOALS

We set six broad goals to guide our planning. They reflect our concern for the area's links to greater Boston, as well as the needs of the South End/Lower Roxbury citizens.

1. PROVIDE A POSITIVE, COHERENT IMAGE FOR THE AREA AS A WHOLE AND FOR ITS NEIGHBORHOODS.

The South End/Lower Roxbury area has a rich history, a strategic metropolitan location, and a variety of attractive neighborhoods. These features should be enhanced and made known to more people for the enjoyment of residents and visitors alike.

2. STIMULATE BUSINESS EXPANSION AND DEVELOPMENT.

The South End/Lower Roxbury area needs and can support more commercial activity now, and even more in the future. Community support for local businesses benefits everyone.

3. PROTECT THE AREA'S DIVERSITY AS IT GROWS.

More people should be living, working, shopping and playing here. The uniqueness of the South End/Lower Roxbury area lies in the diversity of its residents, its neighborhoods, and its architecture. There is room for persons of all ages, ethnic groups, income, and lifestyles here. There should be opportunity as well.

4. COMMUNITY IMPROVEMENT SHOULD PRIMARILY BENEFIT LOCAL RESIDENTS.

The South End/Lower Roxbury area is now, and should remain, a residential community. Business, housing, cultural, and public improvements should promote the quality of the South End/Lower Roxbury area as a place to live. Further, the benefits of these improvements should be directed at persons living here.

5. HISTORIC PRESERVATION SHOULD BE
BALANCED WITH CONTEMPORARY NEEDS.

Preservation and improvement can be compatible. Business and cultural development should build on the area's history and architecture, while meeting today's economic and social needs.

6. BUILD ON IMPROVEMENTS ALREADY
PLANNED AND UNDERWAY.

There is ample opportunity to broaden commercial activity here by taking advantage of natural market forces and public projects currently in motion. The plan should guide and channel these forces, and not require massive new public expenditures or drastic controls.

Taken together, these goals suggest a clear, compelling theme: despite its problems, the South End/Lower Roxbury area is a unique, valuable asset that can serve local and citywide needs. We formulated our proposals with this in mind.





PROPOSALS

We offer five principal recommendations to improve commercial activity in the South End/Lower Roxbury. They are designed as a framework for concerted public and private action and can only be accomplished over several years. Within each recommendation we provide illustrations and some project ideas. These are only suggestions. The proposals, however, are offered with confidence. In the final section of this chapter, we make several secondary recommendations that support the principal ones.

NODES

ESTABLISH A SERIES OF FOCUSED COMMERCIAL ACTIVITY AREAS CENTERED AROUND PRINCIPAL TRANSPORTATION HUBS; THESE SHOULD REINFORCE EXISTING CENTERS WHEREVER POSSIBLE.

This is our overriding design concept. Business expansion and new business development should be concentrated in a limited number of areas. The areas noted are more than adequate to accommodate the commercial needs of community residents, workers, and visitors.

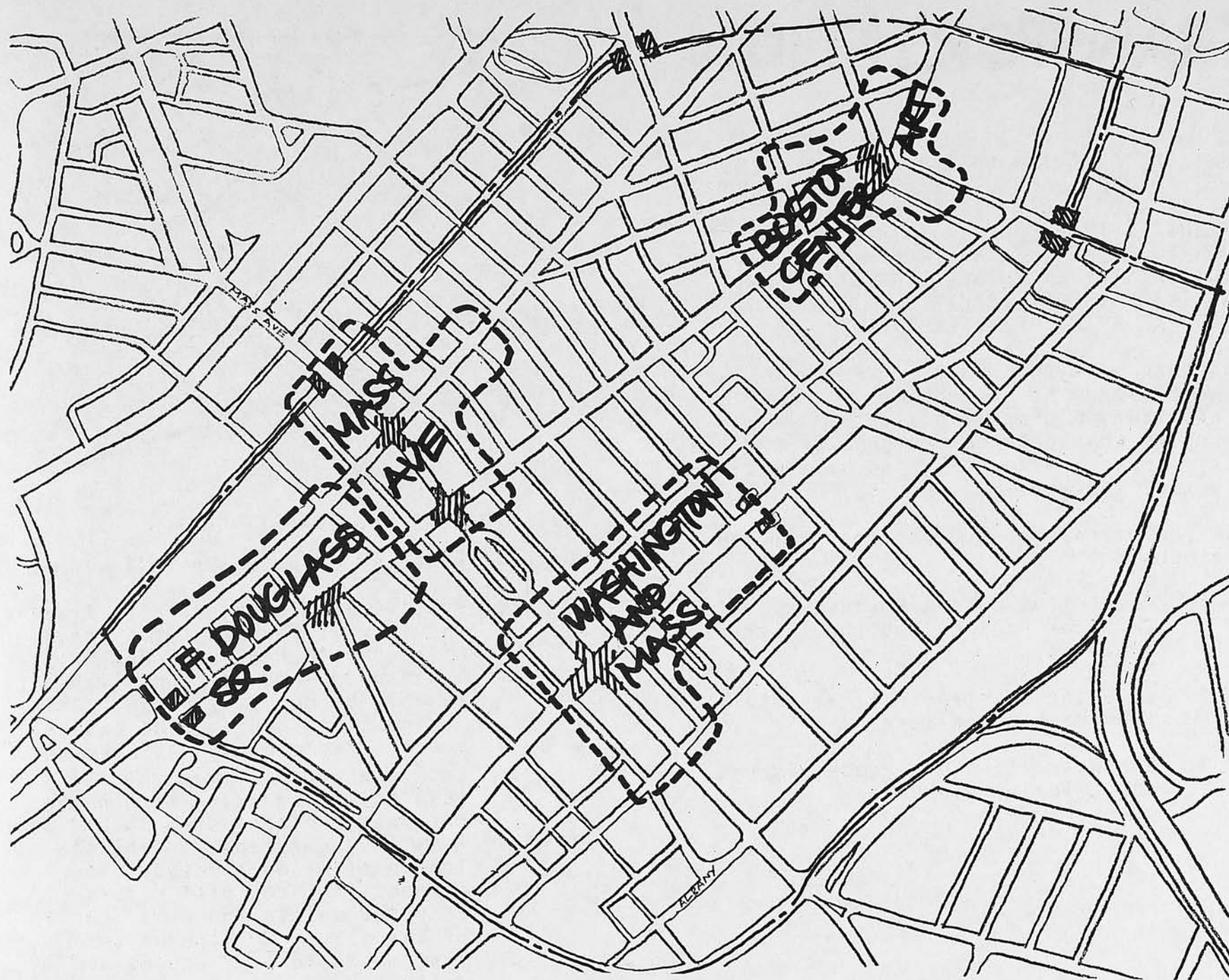
The designated areas include gateways to the community, existing activity centers, and the one corridor where new construction can be accomplished without destroying significant structures. They are reinforced by transportation improvements under way or recommended.

Focusing commercial activity is necessary to develop momentum for public improvements, shopper attraction, and mutual support among commercial establishments. It will also clarify and enhance the community image while reflecting neighborhood and cultural diversity.

A clear policy to guide commercial development, backed up by official and community commitment, should help overcome bank and other private reluctance to invest in mixed-use projects. (We recommend other tactics later in this chapter.)

In our opinion, general revitalization of South End/Lower Roxbury residences and new housing construction will also be helped by this proposal. Property owners can develop plans with some confidence about their neighborhood's future.

The proposal does not preclude existing business outside the area from continuing to operate or expanding. It does direct public and new private commercial investment toward areas where the potential return to the community is greatest.



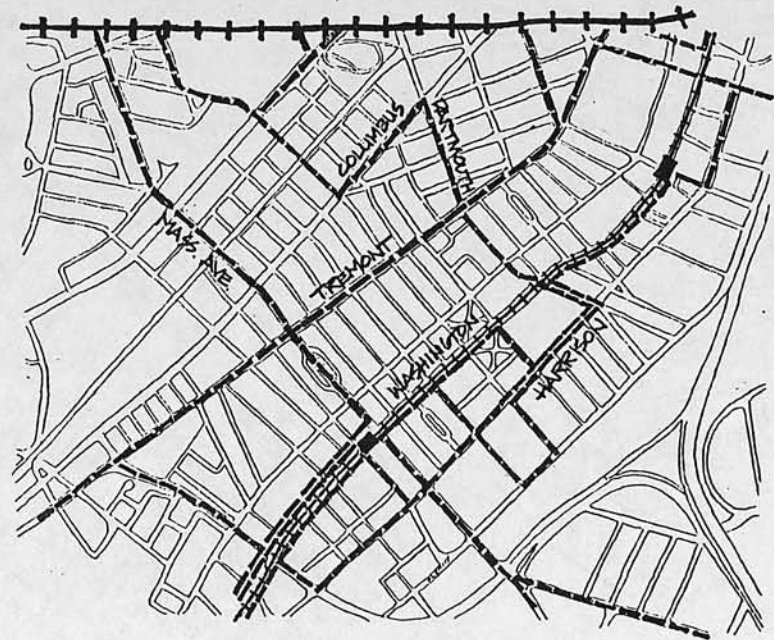
TRANSPORTATION

THE TRANSPORTATION POLICY FOR SOUTH END/LOWER ROXBURY SHOULD SEEK TO ROUTE THROUGH TRAFFIC AND TRANSIT TRIPS AROUND THE COMMUNITY; TRANSFORM EXISTING THOROUGHFARES TO SERVE INTERNAL COMMUNITY REQUIREMENTS; ENCOURAGE CONTINUED HIGH-DENSITY RESIDENTIAL DEVELOPMENT; AND FOSTER AN AUTO-FREE LIFESTYLE.

Less than half the South End/Lower Roxbury households own an automobile. No transportation program affecting the community should encourage greater car use. Energy costs in the community fabric are much too important.

This recommendation underscores proposals by others:

1. Completion of the Southwest Corridor Project and the Crosstown arterial;
2. Removing existing rail service from Washington Street;
3. Reconstruction of Tremont Street and Columbus Avenue.



EXISTING BUS AND TRANSIT ROUTES

Beyond these, we propose the following:

1. Specifically designate the traffic and transit function of streets within South End/Lower Roxbury, based upon land use and livability as well as mobility needs. This designation should guide capital and traffic control improvements.
2. Design a route system for the MBTA buses operating within the community. The system should be easy to understand, travel the length of major streets, and connect the area with major transfer points and other parts of the city. Service on the system should be frequent and reliable.

3. Establish a community shared-ride transit system to serve transit requirements within the South End/Lower Roxbury.
4. Develop a frontage road system and interstate ramp adjustments to direct crosstown traffic destined for the Prudential Center area around the South End/Lower Roxbury neighborhood.
5. Adopt a parking program for the community.
6. Prepare a detailed design plan for the Washington Street corridor, including provision for transit service, pedestrian amenities, and local auto circulation.

Two of these proposals are described below.

COMMUNITY TRANSIT SYSTEM

We propose the establishment of a South End/Lower Roxbury transit system. Controlled and operated by the South End/Lower Roxbury community, this system is to be sensitive to a broad range of mobility needs.

The system could provide the following services:

1. Supplementary fixed-route service during peak and off-peak hours;
2. Dial-a-ride or subscription services for special needs;



PROPOSED BUS AND TRANSIT ROUTES

3. Special late-night service for area employees and residents;
4. Late night service between residences and community garages;
5. Special transit services for young children, the elderly, and the handicapped;
6. Local parcel delivery;
7. Supplementary community security service.

Special Design minibuses could be used to attract attention and advertise the system. This could help to tie the various cultural centers of the community together with a motif reminding all of the special history of the area. These buses could even provide an advertising symbol to be used on brochures and other materials employed to attract visitors to the area.

We recommend that drivers be carefully selected. Where possible, they should be residents of the community themselves and show genuine interest in the personal mobility needs of the South End/Lower Roxbury.

The system could be implemented with the cooperation of the firms and institutions which currently operate their own shuttle services within the area, including Boston City Hospital, New England Nuclear, and Boston University Medical Center.

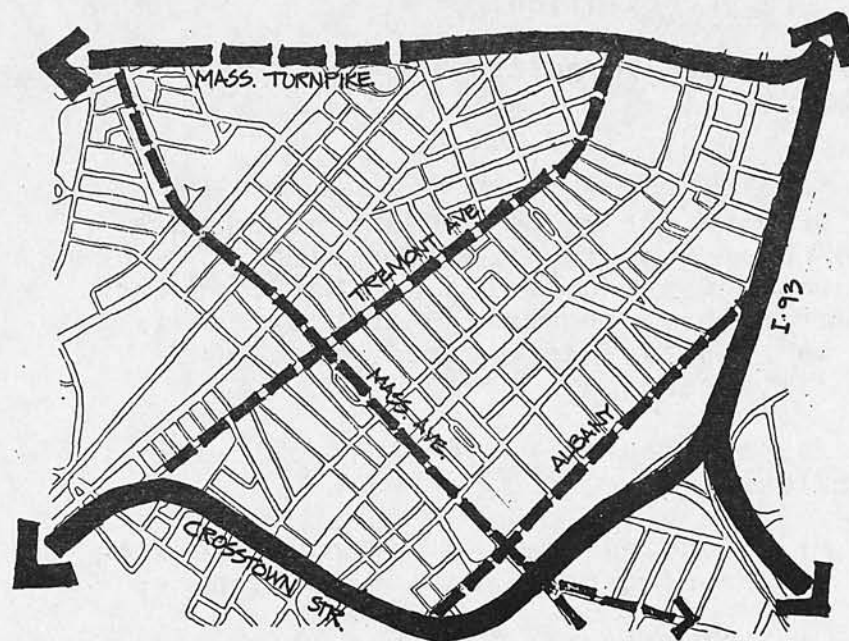
System funding can be provided from the fare box, the business community, major employers, and governmental bodies.

Once the system in service is defined by the community, the local transit board could contract with the MBTA, a private firm (possibly a taxi company) for management, maintenance, dispatching, vehicle storage, and fuel.

SOUTH END/LOWER ROXBURY PARKING PROGRAM

A comprehensive parking program for the community should operate within the framework of the downtown Boston parking policy. It should distinguish between neighborhoods within South End/Lower Roxbury and contain the following elements:

1. Limit the total number of parking spaces within the community to the number which exists today;
2. Discourage parking by persons having neither origins nor destinations within South End/Lower Roxbury;



PROPOSED TRAFFIC FLOW

3. Allow for resident parking to the extent it can be accomplished within the residential street system;
4. Encourage short-term parking on commercial sections of streets and avenues;
5. Eliminate surface parking lots not associated with specific uses or developments;
6. Permit new surface parking with new developments only as an interim use pending redevelopment as transit service and pedestrian access is improved.

We recommend that the following ideas should be carefully studied by the City and the community:

1. Residential sticker program;
2. Limited use of short-term (15-30 minutes) parking restrictions on principal commercial streets to assure a reasonable amount of turnover near shops;
3. Consolidation of residential parking in a remote structure. This would permit residents who do not use cars daily to store them for long periods in a secure place. The facility would be served by the proposed local transit service. This facility could include centralized gasoline supply

and limited auto maintenance, and even a cooperative car rental from which members could draw a variety of vehicles for specified periods of time.

GATEWAYS

DEVELOP THE COMMUNITY GATEWAYS TO PRESENT POSITIVE FACES TO GREATER BOSTON AND TO DEFINE THE UNIQUE QUALITIES OF THE COMMUNITY.

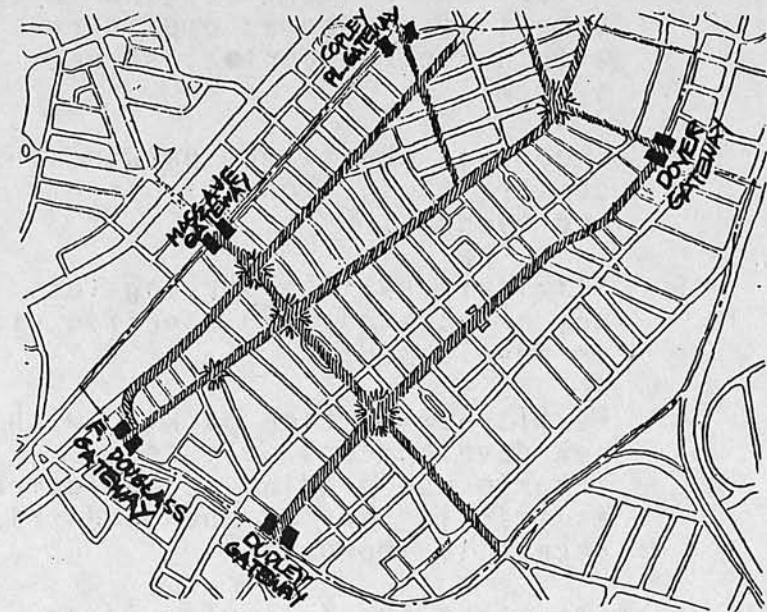
We previously noted that visitor and newcomer perception of a community is heavily influenced by impressions upon entering it. There are five gateways to South End/Lower Roxbury:

1. Copley Place
2. Frederick Douglass Square
3. Dudley (Washington Street South)
4. Massachusetts Avenue
5. Dover Station (Washington Street North)

Each enters a different kind of neighborhood. Each offers opportunities to reclaim, reinforce and enhance that neighborhood's image and that of the entire community. We selected Dover Station and Massachusetts Avenue to illustrate how this can be done.

DOVER STATION

The Dover Station Gateway surrounding the Berkely and Washington Street intersection is the oldest gateway to the area. It is the center for several ethnic communities including Lebanese, Syrian, Greek, Puerto Rican, and



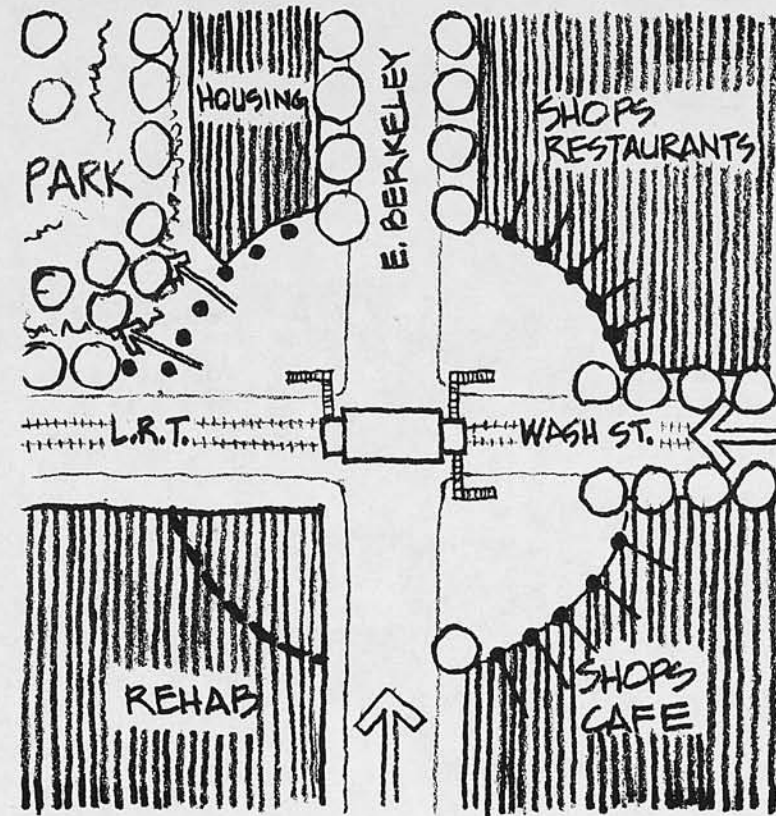
Community Gateways

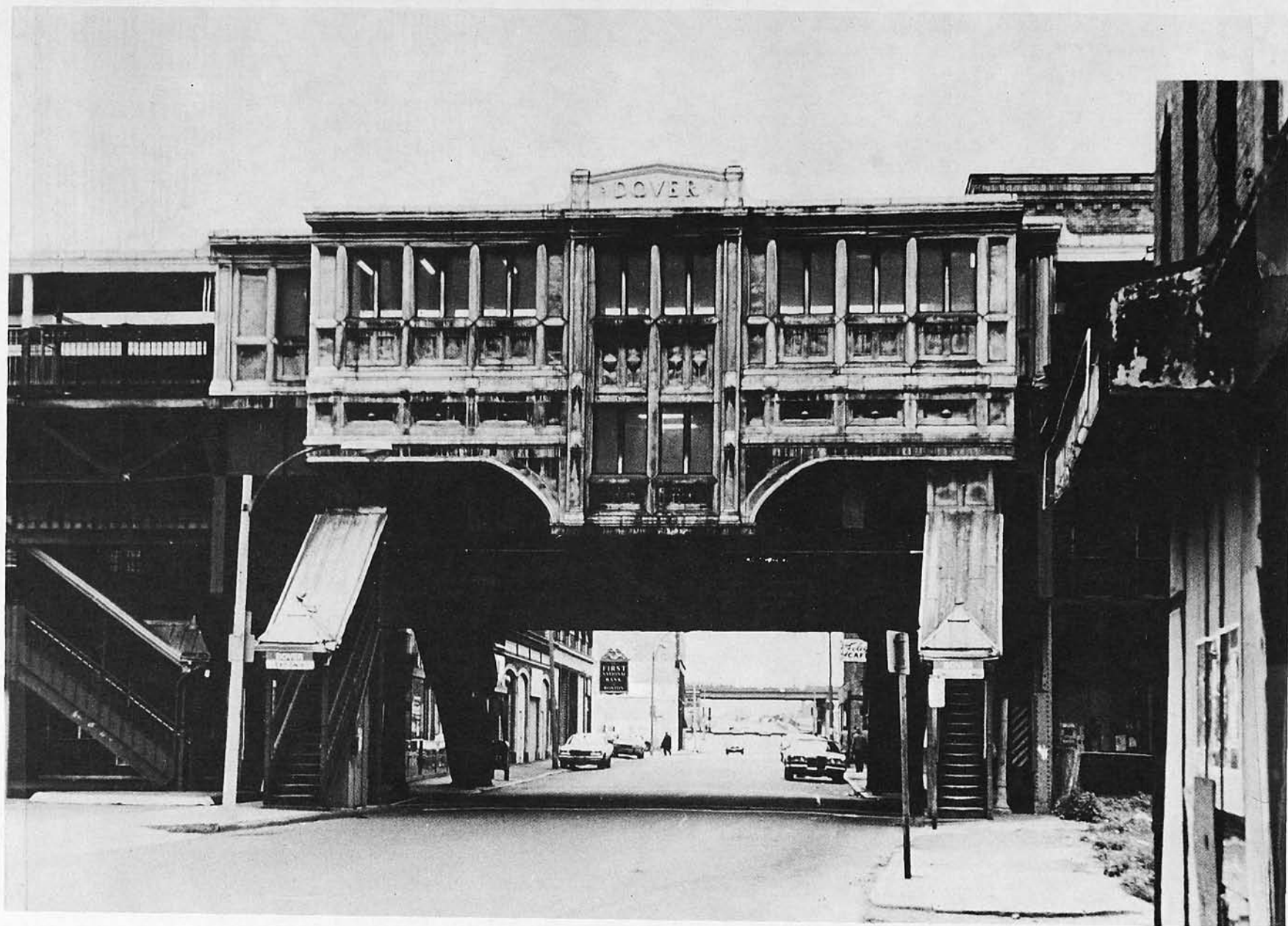
Chinese. It contains vacant land and park areas, and offers a challenging opportunity as Washington Street redevelops.

We suggest that the Dover Station be retained after the Orange Line ceases to operate. This dual-level station is the larger of the two community stations on Washington Street. It could provide two levels of small shops, possibly offering crafts and other goods for visitors. The space beneath could be used for outdoor booths with flags, banners, and brightly colored awnings on special occasions, or perhaps seasonally for similar special purposes.

We propose a colonaded space, creating a plaza from which to view the station structure. The plaza also defines an entrance to the park. The sites to the west should be developed first to supply commercial services to nearby housing and industrial activities. The eastern sites can be rehabilitated later, adding more shops and commercial services to complement the neighborhood center.

These could be international specialty shops featuring items reflecting the needs and heritage of the various ethnic groups in the community. Such a development at the original neck of land which connected Boston to the mainland could help to preserve and foster appreciation for the unique multinational heritage of the South End.





DOVER STATION



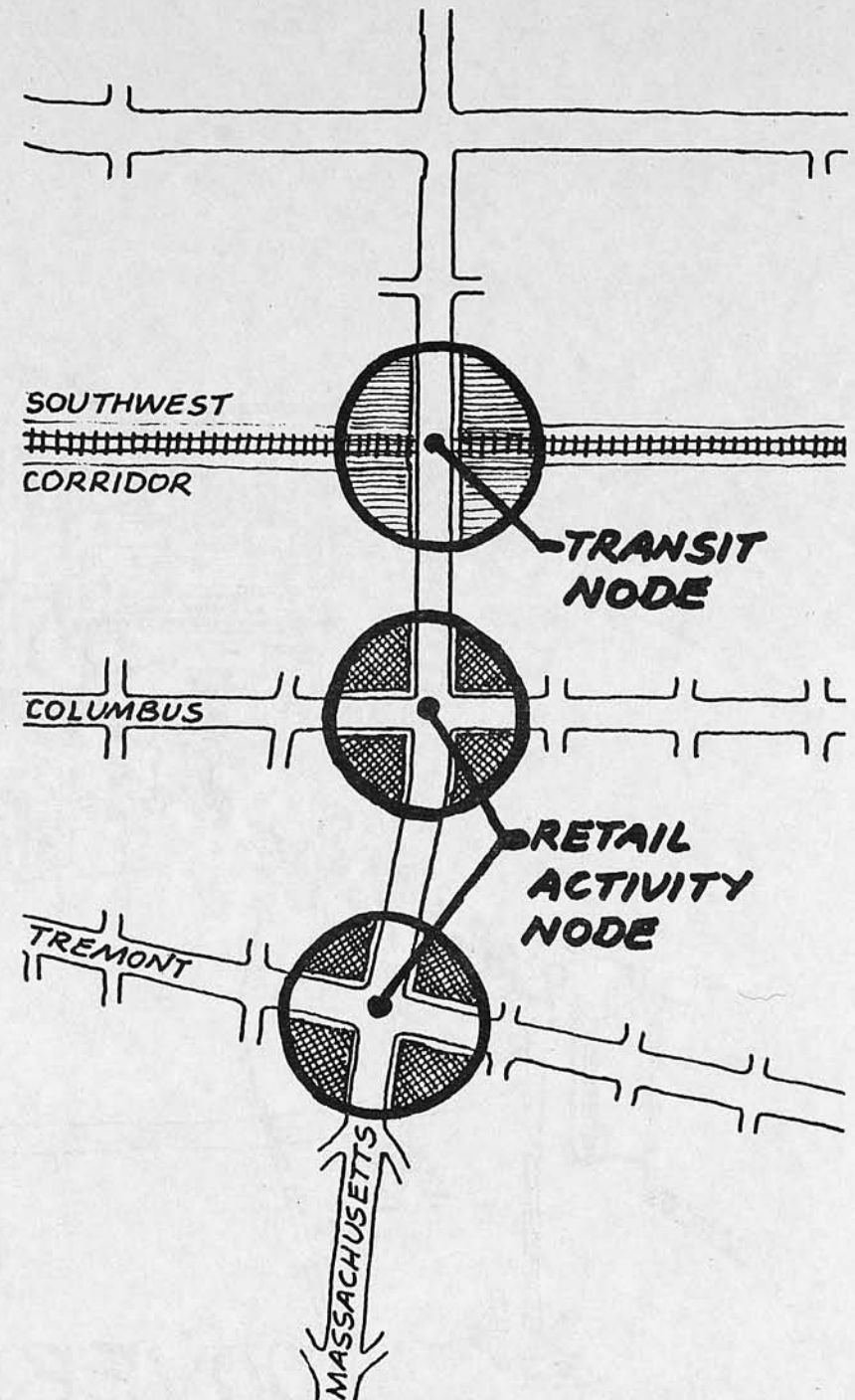
DOVER STATION PLAZA

MASS AVE.

MASSACHUSETTS AVENUE

The Massachusetts Avenue crossing of the Southwest Transit Corridor begins a gateway extending across Columbus Avenue to Tremont Street. We propose new business development and restoration of existing structures and the improvement of the streetscape. Our objectives are to:

1. Knit together communities long separated by Massachusetts Avenue and the railroad right-of-way;
2. Restore residential structures and introduce first floor commercial activities using materials, signing systems, and architectural details that respect both the historic architectural quality of the area and contemporary commercial needs;
3. Stimulate general physical and economic improvement along the cross streets;
4. Improve the pedestrian environment;
5. Reduce vehicular traffic congestion.



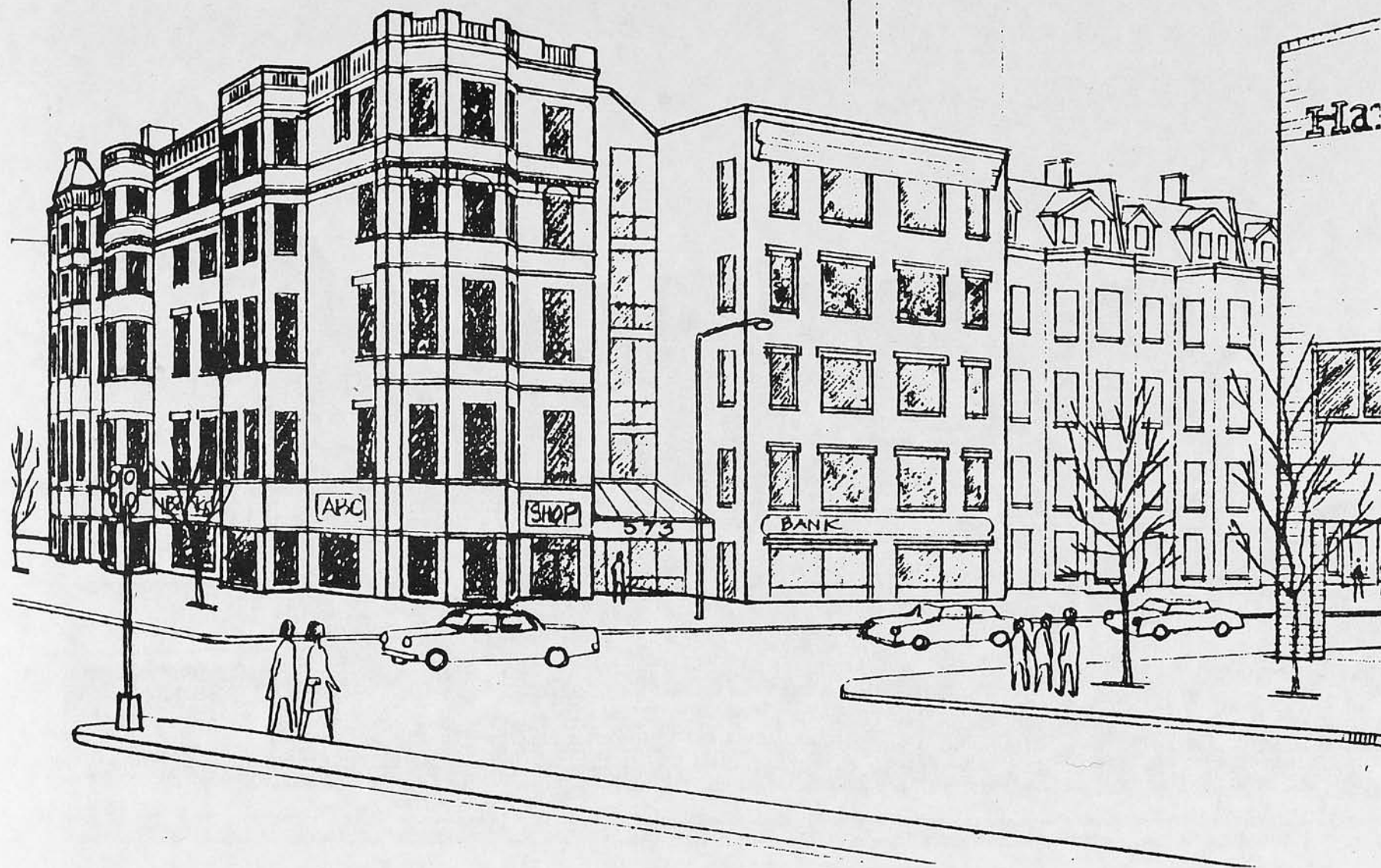
The Southwest Corridor Project is the catalyst for the program. That project will resolve some of the problems of the gateway. Beyond that, we propose to establish a major new shopping area along Massachusetts Avenue and at the cross streets.

People are attracted to a particular shopping area for many reasons, including convenience and the selection and price of goods. They are also drawn by that intangible "atmosphere" which is heavily influenced by the visual impression the area conveys. A well-designed, visually cohesive area conveys an inviting impression. By contrast, an area that presents a visual jumble of signs and buildings may confuse and discourage exploration.





U.D.C. DEVELOPMENT SITE



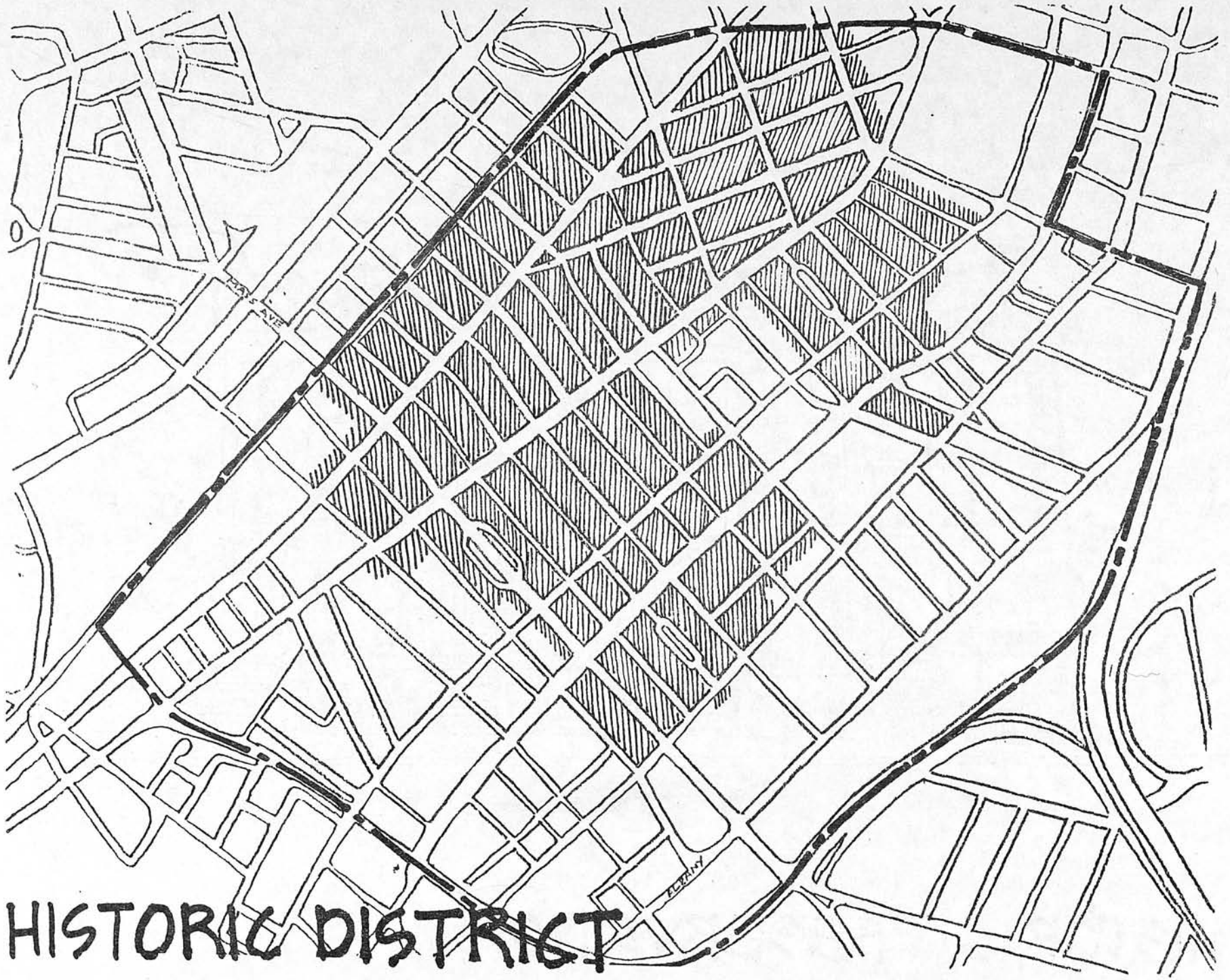
COMMERCIAL RE-HAB



TREMONT ST. COMMERCIAL



HISTORIC PRESERVATION



HISTORIC DISTRICT

A shopping area's attractiveness is enhanced when each shopkeeper carefully considers such things as:

1. Sign systems
2. Window treatment
3. Street facade framework
4. Storefront materials
5. Security grills if necessary

Boston has some excellent examples of individual first-floor commercial uses blending into an historic building's architecture. Unfortunately, very few of these are found in South End/Lower Roxbury. The success of the Massachusetts Avenue shopping area will depend on the success of each commercial activity blending its own functional and marketing requirements with the composite visual image the area conveys.

Commercial uses have been blended into historic residential structures in South End/Lower Roxbury without any guidelines or standards. Such guidelines and standards are long overdue. Many cities use them successfully. Enough similarity exists between this district and those in other cities so that one or more of their systems can be adapted to this community with a minimum of time and cost.

These standards would assist present and potential merchants and property owners in their remodeling efforts, and making general business decisions.

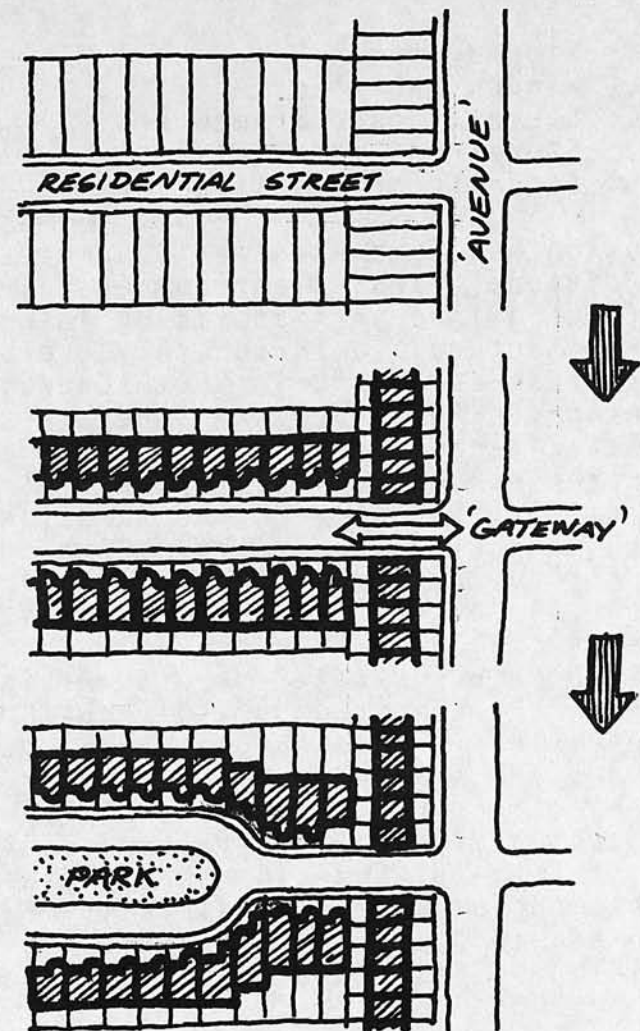
This gateway is within a district listed in the National Register of Historic Places. Special financial incentives are available to property owners to restore and recycle the structures.

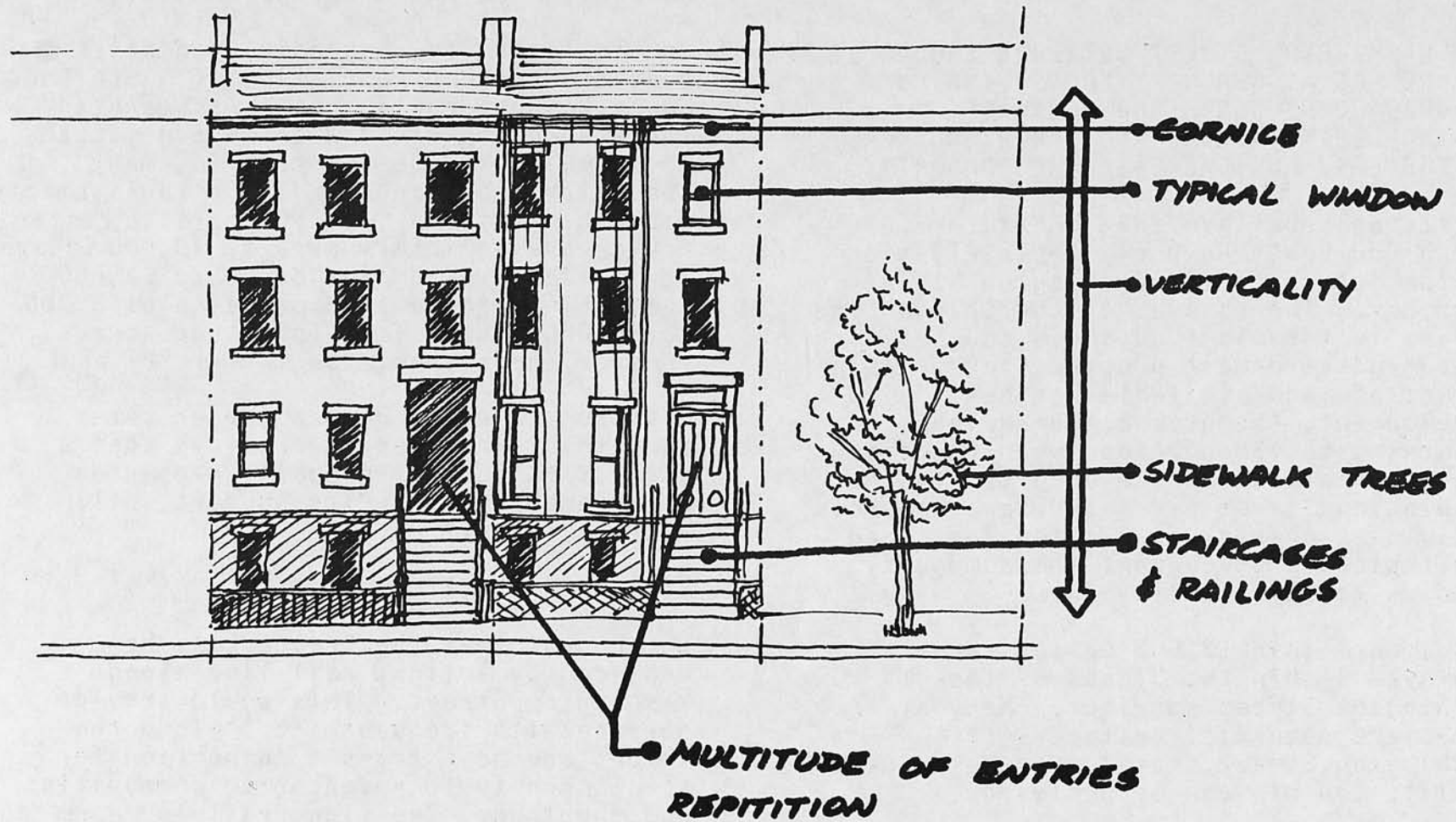


DESIGN FORM

It is a characteristic feature of the neighborhood that the north/south residential streets are differentiated from the main east/west through-avenues of Columbus and Tremont by distinctive corner treatment, whereby property frontage to the avenue is emphasized. Setbacks from the front building line result in a sidefrontage "gateway" to the residential streets. This differentiation is strengthened by occasional grade commercial avenue activity compared to solely residential cross streets, and further accentuated in particular instances by the creation of residential street parks such as Union or Worcester Square.

New avenue buildings in particular fail to respect this important urban form and it is proposed that the neighborhood adopt necessary urban design guidelines with respect to new buildings that will also ensure empathy with the distinctive neighborhood architecture; particularly as expressed by the multiple entries, street scale, materials, modulation of openings, cornice treatment and essential verticality of the traditional row housing.





DESIGN ELEMENTS

WASHINGTON ST.

THE WASHINGTON STREET CORRIDOR SHOULD BE PLANNED AS A COMMUNITY FOCUS LINKING NEIGHBORHOODS NORTH AND SOUTH OF MASSACHUSETTS AVENUE AND MAKING WORKERS TO THE EAST CUSTOMERS IN THE COMMUNITY.

We strongly believe that the future of South End/Lower Roxbury is closely tied to the future of the Washington Street corridor. The removal of the Orange Line trains in the mid-1980's can touch off a major redevelopment program there. The amount of land available for new development, the prospect of quiet returning to the corridor when the trains are eliminated, and the opportunity that Washington Street parks and new commercial activities present as a gathering place for residents throughout the community lead us to this conclusion.

Also, more than 12,000 persons are employed within two blocks of the Washington Street corridor. Many of these are potential customers of Washington Street stores, if the proper quality and mix can be achieved.

COMMUNITY SHOPPING CENTERS

An important ingredient in this mix is establishment of one or more community shopping centers. We identified two suitable sites along this street. One is

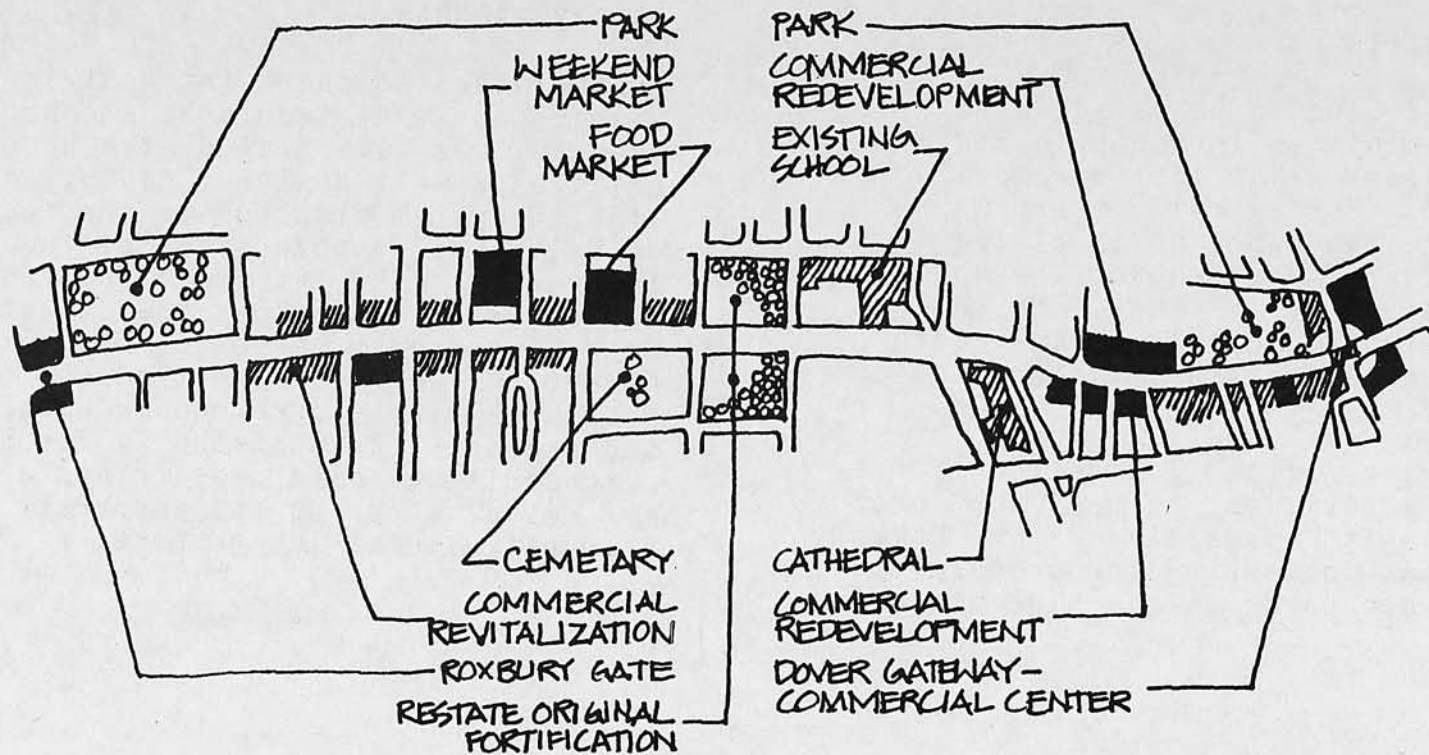
bounded by West Concord, Rutland, and West Newton Streets. The second is between Massachusetts Avenue and Northampton Street. Possible plans for each site are shown on the sketches.

Our analysis (see Appendix) indicates that the current population of South End/Lower Roxbury could support as many as three such centers. With modern markets to stimulate trade and traffic, many specialty shops and service establishments would be possible. An appropriate center would have a minimum area of 70,000 square feet. This would provide up to 22,000 square feet for a food market plus 8,000 to 10,000 square feet for other stores. (One of these should be a community bank.)

Most supermarkets desire larger sites than this. However, we believe that a site of this size, properly presented with community and City support, will attract tenants.

LIGHT RAIL SYSTEM

We suggest that the Orange Line be replaced by a light rail line along Washington Street. This would provide service with frequent stops along the street and be a transit connection for the community to neighboring communities and downtown. The light rail is suggested to take maximum advantage of development opportunities without adversely affecting adjacent neighborhoods. The construction of the facility would offer assurance to private investors of sustained transit access.



WASHINGTON ST. CORRIDOR

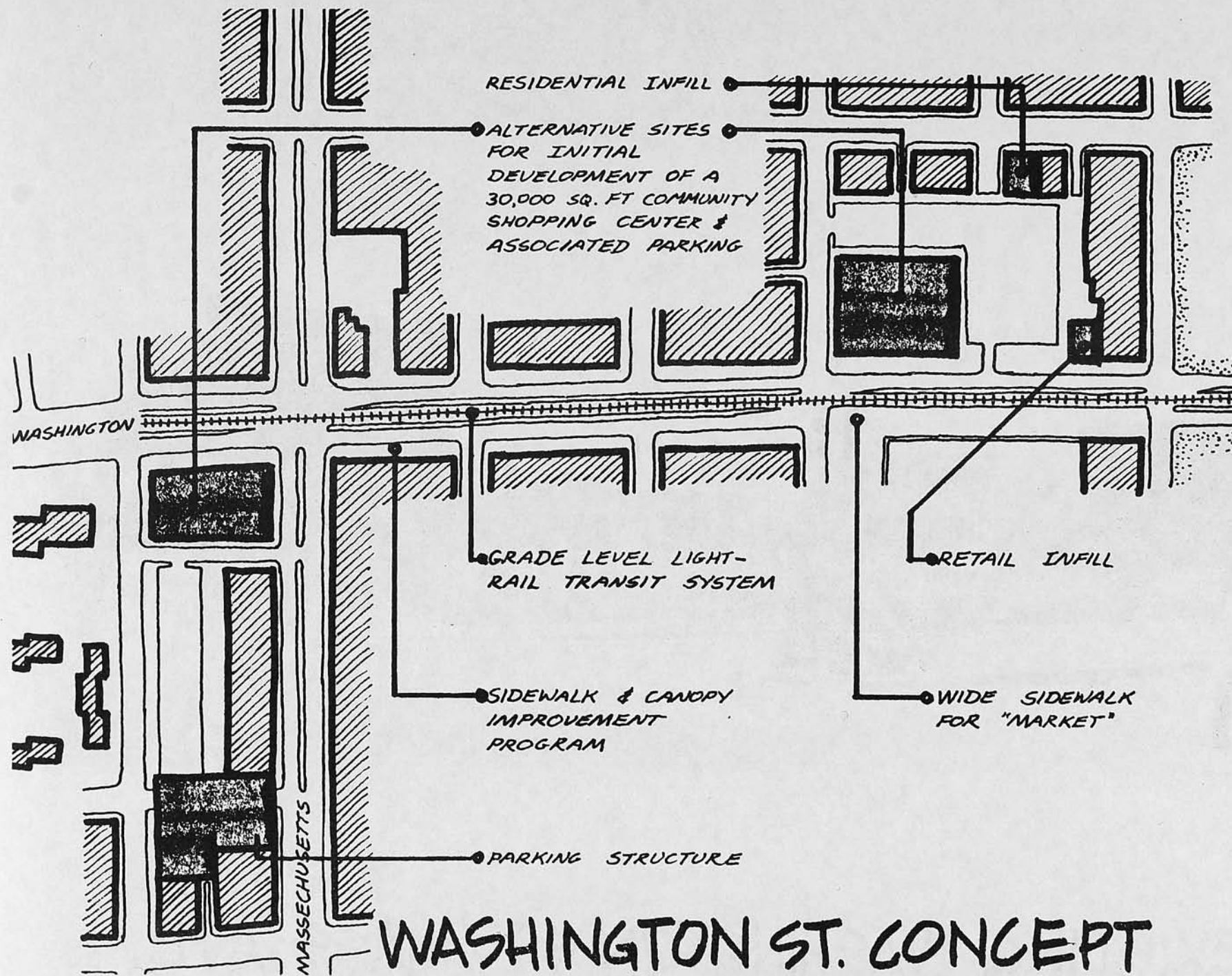
NEW ACTIVITIES

New activity should be established. It may be possible to introduce certain new activities prior to the removal of the trains. For example, there is a vacant site one block north of the intersection of Massachusetts Avenue and Washington Street. A weekly market in this location could bring people into the area and establish its significance right away.

The dual parks afford a site for community activities, perhaps sponsored by a merchants' association. (We have reservations concerning the proposal to enclose those parks with a high fence.)

CANOPY PROGRAM

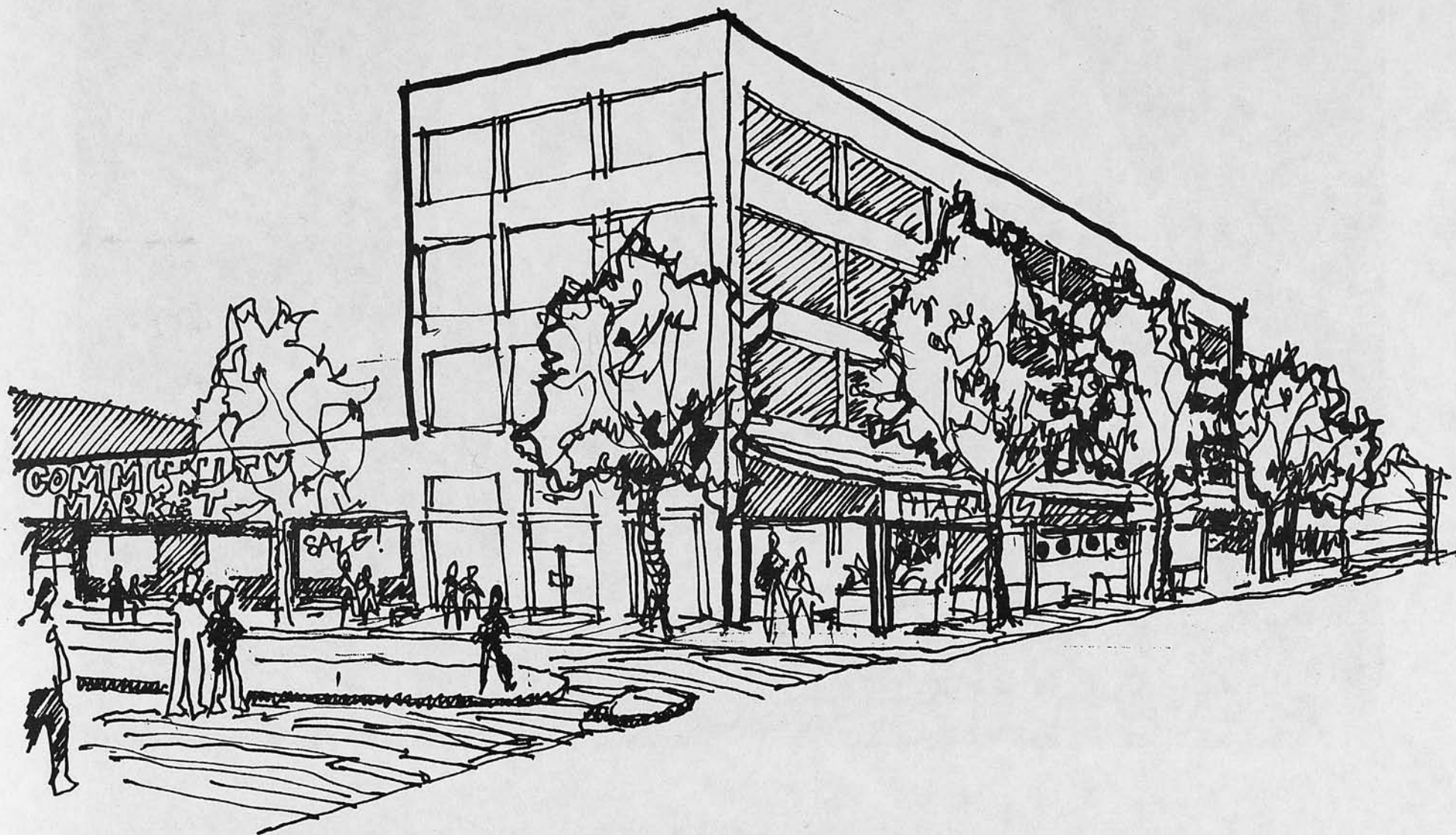
Another idea to spark interest in Washington Street would be a canopy program. As illustrated, the program utilizes a well designed canopy and signing system attached to the facades of buildings on both sides of the streets to create a coherent image and mask of the deterioration along the street. By adding trees, street furniture and banners, a unified street scape is possible. The program would also provide storekeepers the opportunity for sidewalk merchandising, give pedestrians a chance for casual shopping and encourage community social interchange.



WASHINGTON ST. CONCEPT



EXISTING WASHINGTON ST./MASS AVE.



SHOPPING CENTER - MASS AVE.



EXISTING WASHINGTON ST./RUTLAND ST.



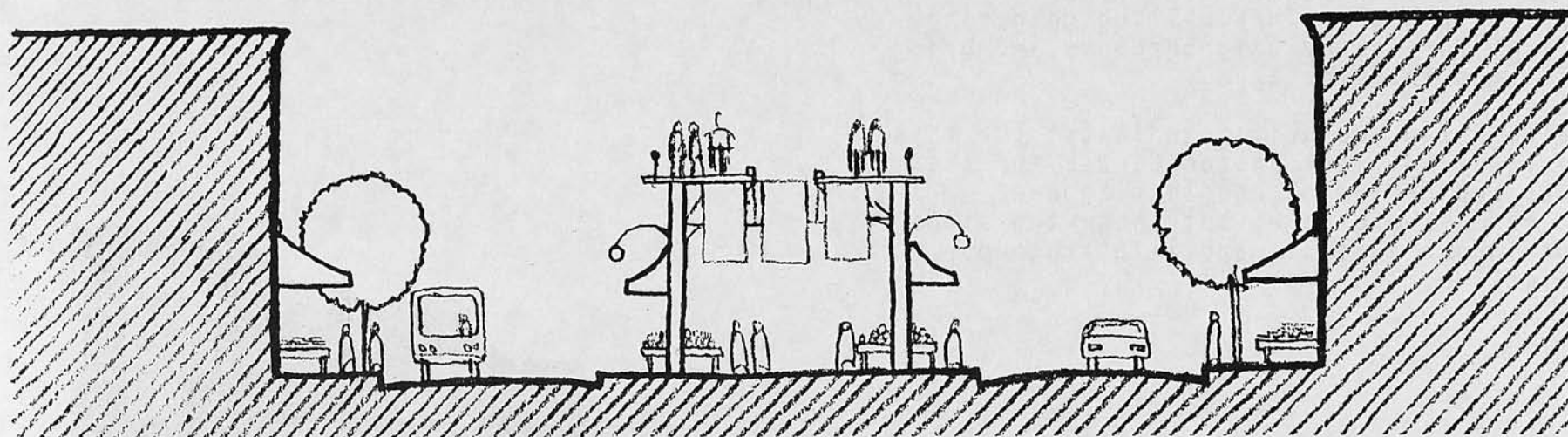
SHOPPING CENTER-RUTLAND ST.

THE BIG TOP

We suggest community consideration of "The Big Top" for the corridor. Many persons advocate the total removal of the elevated structure when the Orange Line is eliminated. We suggest that the community take a closer look. There are several reasons for considering leaving all or parts of the structure intact. One of these is "The Big Top". Its intent is use of the elevated structure after the trains are gone to create a linear street market under the abandoned tracks. The top of the structure might even be used as a commuter bikeway or jogging track.

At street level the market would offer low-priced merchandise using stalls, canopies, and racks of goods. Washington Street and the surrounding neighborhood would be a haven for small entrepreneurs. As such, it could be a popular citywide attraction similar to New York's Orchard Street.

If the elevated structure is removed, we recommend that a Big Top proposal be carried out under Dover Street station as an adjunct to the gateway proposal previously discussed. Both the canopy and the Big Top projects allow the Washington Street corridor to develop in linear fashion in both directions from Massachusetts Avenue. Combined with the community shopping center and the street market, this should draw residents from both ends of the community. The creation of this shopping corridor can help reinforce a sense of community as well as neighborhood.



THE BIG TOP

ACTIVITY CENTERS

SPECIAL ACTIVITY CENTERS SHOULD BE DEVELOPED TO EMPHASIZE THE COMMUNITY'S UNIQUE FEATURES, ATTRACT COMMUNITY RESIDENTS AND VISITORS, AND STIMULATE REVITALIZATION OF SURROUNDING AREAS.

The center sites should have high priority for public investment; their enhancement will have a ripple effect on residential as well as commercial activity. The centers will be hubs for commercial development and area revitalization. They will be gathering places for nearby neighborhoods and bring visitors into the area.

We've noted two prime candidates for this designation: the Boston Center for the Arts and Frederick Douglass Square. There may be others, but these two stood out in our analysis and illustrate our objective.

BOSTON CENTER FOR THE ARTS

The Boston Center for the Arts offers a unique institutional setting with its exquisite arena for art shows and a theatre which has great potential. Both facilities are underutilized now, but with community and City support, should attract more resources and activities in the future.

The Center is at the hub between Dover Station Gateway, downtown, the John Hancock building, and the Back Bay. Circulation, views, and vistas radiate from there, emphasizing its importance as a focal point.



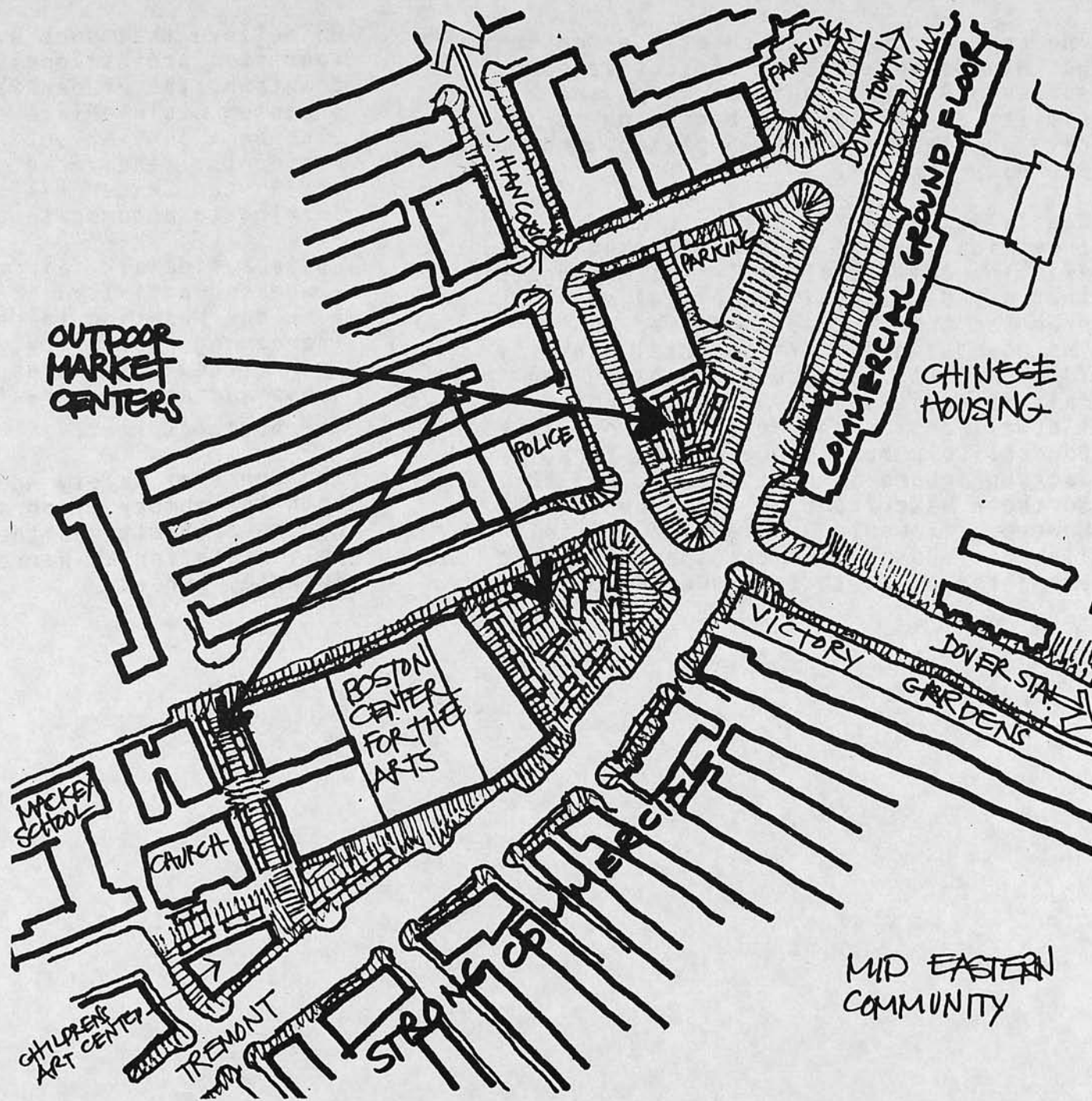
The area north and south of the Center has wide sidewalks and attractive open spaces. Already, antique shops and similar activities are beginning to develop along Tremont, Appleton, and Berkeley Streets.

Capitalizing on the artistic and theatrical nature of the area and the existing commercial activity, we suggest that a sidewalk fair be organized and promoted there. Goods offered could include antiques, art objects, works by local artists, and craftspeople. The fair is envisioned as a mixture of sidewalk booths on Portobello Road in London, Columbus Avenue in New York, Jackson Square in New Orleans, and the Northern Waterfront of San Francisco. However, it would draw on the special flavor of Boston and the special ethnic character of South End/Lower Roxbury.

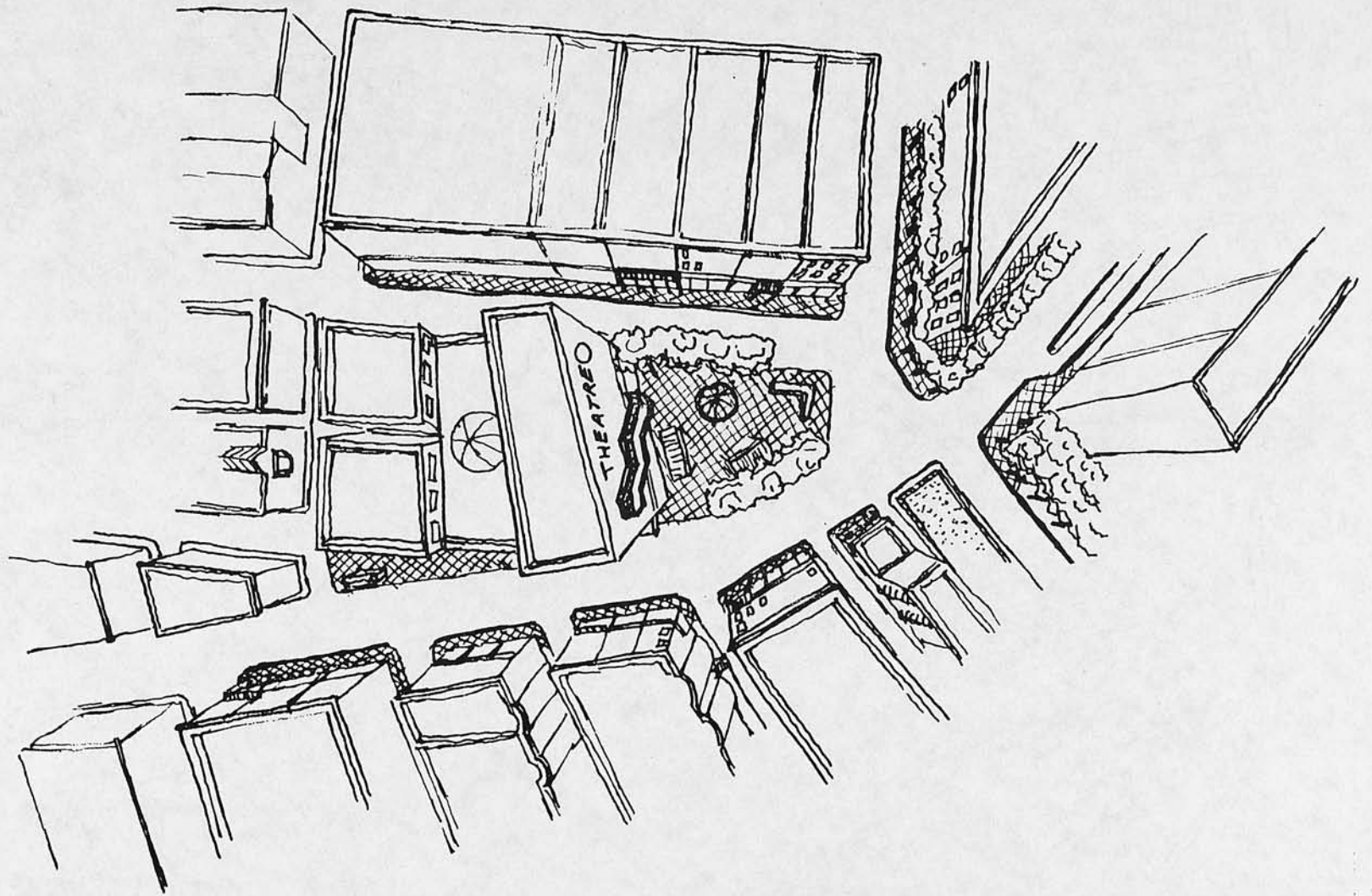
We believe that such events would attract tourists, professionals, employees from downtown, the Prudential Center, and the proposed Copley Place project. It would also be a popular activity for community residents. The vacant sites north of the Boston Center will provide necessary parking to accomodate outsiders.

While a sidewalk fair might initially be a weekend activity, it could extend in size and duration in response to increasing popularity. It would attract art-related businesses to now vacant shops and at the same time complement the Boston Center.

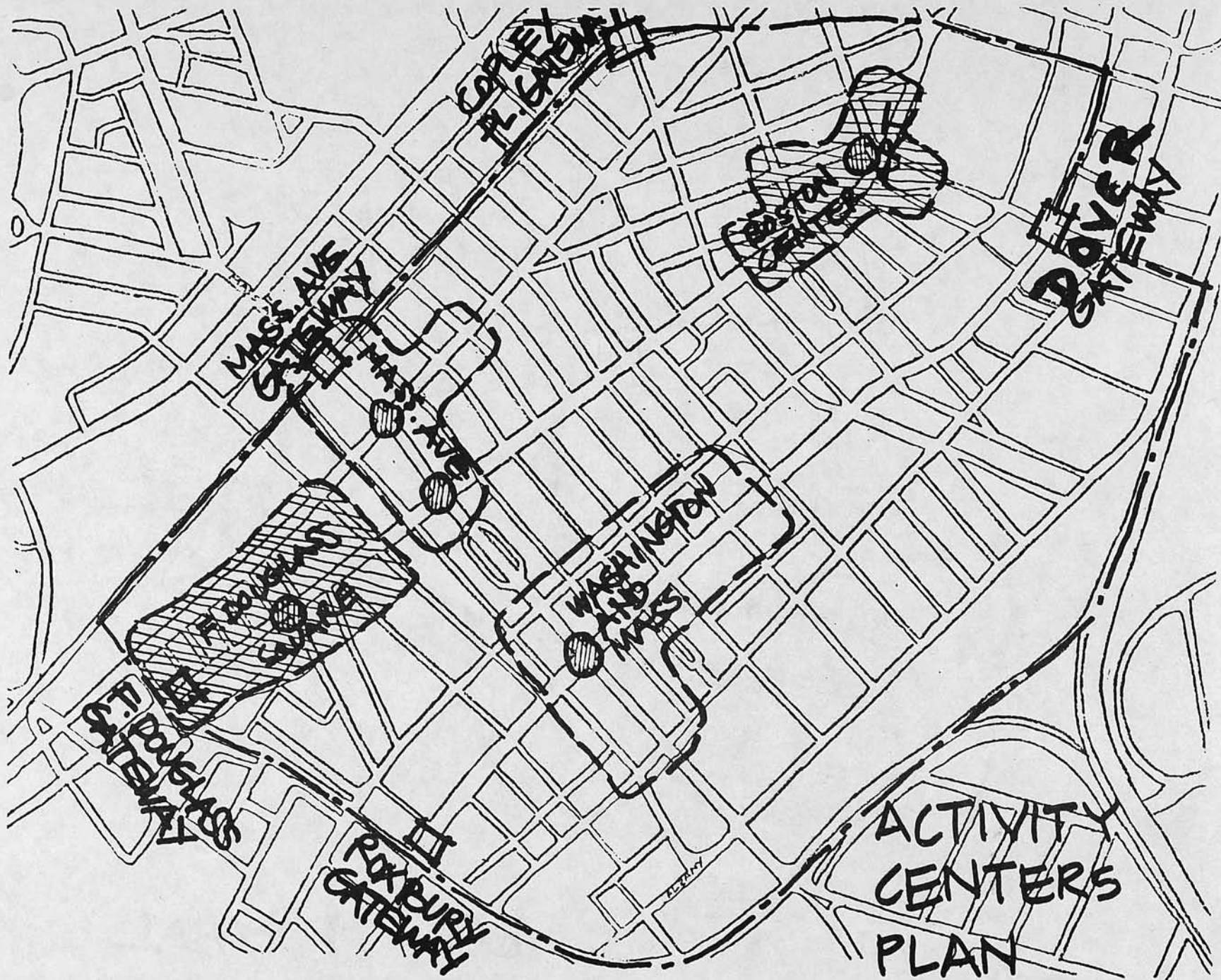
The sense of safety would be provided by both the number of persons attending and by the proximity of the District 4 police station at Warren Avenue and Berkeley Street.



B.C.A.
CONCEPT



BCA PROPOSAL



FREDERICK DOUGLASS SQUARE

The enlargement and development of Frederick Douglass Square would focus attention on several important pages in Black history and culture. The Square has national as well as regional and community significance. The site's history predates the Civil War as a way station along the Underground Railroad. Since its dedication in 1917, it has been a focal point for political events, rallies and celebrations. It is in very poor condition now.

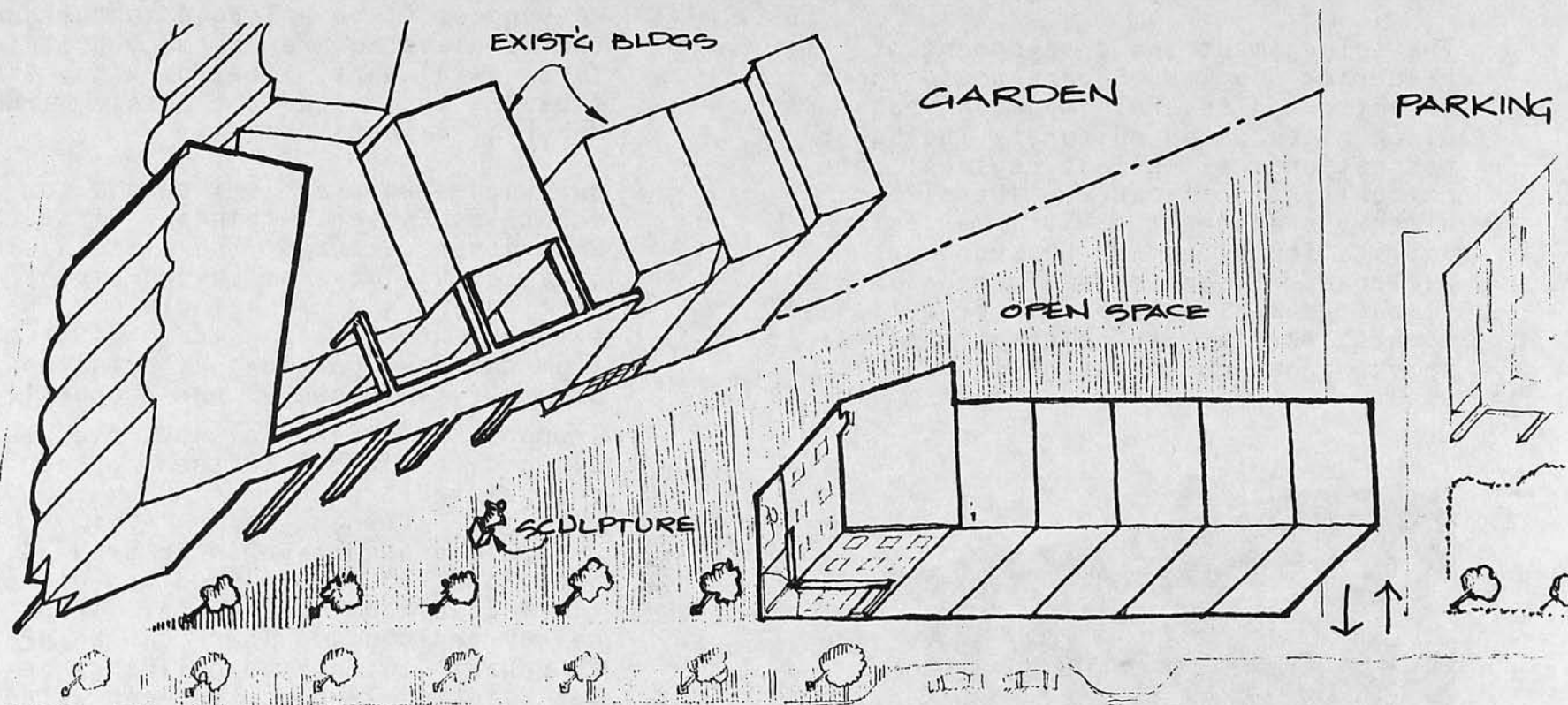


Our proposal centers on the Square itself. We suggest it be enlarged to surround the Douglass Square Pharmacy building to form a mini-park. That park may later be expanded to include the Bessie Barnes Memorial Gardens nearby.

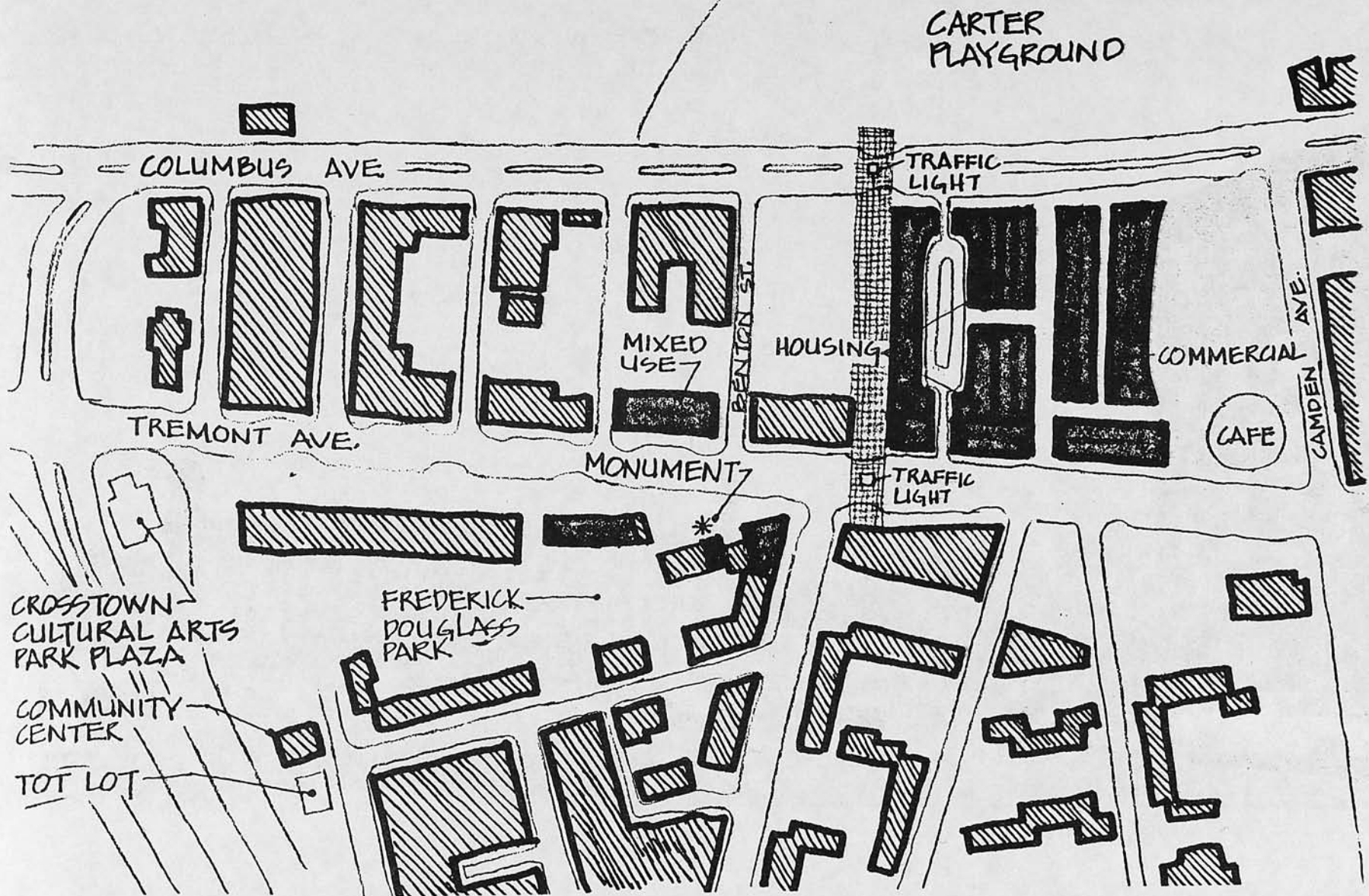
Our suggested plan is intended to accomplish several things. First, as with other gateways, the plan should enhance the image of Lower Roxbury in particular as a special place. The gateway extends along Tremont Street from the new Crosstown Arterial to the Square. (As shown on our proposal, Tremont Street and Columbus Avenues are aligned to conform to the adopted community/BRA plan.)

Our second objective is to provide additional housing (75 units, of rent-subsidized) and small retail shops for nearby residents. These can be provided by rehabilitating the buildings on the west side of Tremont, between Walpole and Coventry Streets. New buildings, in keeping with the bow-front character of the other buildings on the street, can be added in the block between Coventry and Burke Streets.

To round out a convenience shopping area, we suggest additional housing and commercial facilities be constructed on the Carter School site. Development on this parcel serves a special function; it will continue the small-scale Robert Treat Paine housing east of the square.



FREDERICK DOUGLASS SQUARE



FREDERICK DOUGLASS SQUARE CONCEPT



EXISTING TREMONT ST.



PROPOSED MIXED USE on TREMONT

OTHER PROPOSALS

The proposals in this section are needed to assume that the objectives of the first five are achieved. Good urban design, and sensitive development and restoration can occur only when community conditions permit. These proposals address some of those conditions.

1. ESTABLISH AGGRESSIVE, SYSTEMATIC PROGRAMS TO ATTACK THE COMMUNITY'S CRIME AND TRASH PROBLEMS

All of South End/Lower Roxbury is plagued by high crime rate and much of it, particularly the major streets, is afflicted by trash accumulation. These can nullify the most ambitious revitalization programs. They obviously mitigate against commercial development. In our opinion, both crime and trash are primarily local problems which can be moderated by community programs.

Both the South End/Lower Roxbury Merchants Association (recommended elsewhere in this report), and the South End Business Association, must promote and support existing community and neighborhood programs to attack these problems. Award programs to recognize and encourage citizen cooperation and the involvement of neighborhood and community organizations in these areas

can make major contributions both to the reduction of crime and the establishment of improved cleanliness norms. Just as important, however, all members of South End/Lower Roxbury Merchants Association must themselves adopt and maintain the highest possible standards of both crime prevention and trash control if they are to enlist the kind of neighborhood and community cooperation essential to success.

CRIME PREVENTION PROGRAM

The community can reduce its crime rate with strong citizen support and community-wide cooperation. The Boston Police Crime Prevention Section has excellent crime prevention programs for both businesses and homes. Police cannot stop crime by themselves. Through these crime prevention programs, businesses and neighborhoods are organized to provide the kind of cooperation and support which police must have to attain crime reduction goals. The Boston Police Department recommendations for homes are included in the Appendix. Of particular importance is the Ident-I-Guard program for marking valuable items in the home most likely to be stolen with the name and Social Security number of the owner. The police will furnish any citizen with the etching tool needed to accomplish this marking.

The police will furnish decals to warn would-be burglars that all items are marked in a home. Sensible burglars, who are usually professionals, will tend to avoid homes with such decals. We suggest that the Merchants Association or some other community association provide appropriate signs for entrances to cooperating residential streets.

In other cities, neighborhoods effectively carrying out such programs have reduced high crime rates to virtually zero. Similar results are possible here.

South End/Lower Roxbury neighborhoods have an abundance of existing neighborhood and tenant organizations through which a successful program can be accomplished with much greater ease than in many less well structured communities. See list of South End Community and Tenant Organizations in the Appendix.

Most important of all, however, if you see a crime committed, report it. And, be willing to follow through as a witness until a conviction is secured. Criminals will continue to commit their crimes until someone is willing to cooperate with the police to see them arrested, prosecuted, convicted, and removed from the society upon which they prey.

CLEAN COMMUNITY PROGRAM

The Merchants Association, the South End Businessmen's Association and representatives of the various community and neighborhood organizations should form a Clean Community Committee to maintain a continuous year-round program to change community norms and habits with respect to trash. Several national organizations such as Keep America Beautiful have well developed programs that can be used as models. Essentially, however, a successful program must have several elements.

1. Establish a measuring system for marking progress.

At least 25 selected, but unannounced places, in the community where trash is regularly highly visible should be systematically photographed at regular intervals and graded as to progress shown.

2. Businesses, apartments and neighborhoods should be visited by community representatives and encouraged to keep all refuse in covered containers or securely tied plastic bags until picked up so that trash will not be carried throughout the community by the wind.

3. Special committees should be formed for businesses, schools, apartment complexes and neighborhoods.
4. Sidewalk trash containers of heavy design (not readily turned over or stolen) should be provided near every intersection where businesses are located and regular pick-up arranged for.
5. All trucks carrying trash or materials that generate trash should be covered. Those who do not cover up should be reported.
6. Signs with a slogan such as "South End/Lower Roxbury is Cleaning Up" should be displayed on trash containers in businesses and in schools, community centers, churches, apartment buildings and at other appropriate places.
7. Committee members should visit trash pick-up companies and city departments to pledge cooperation with their jobs and to seek advice and recommendations.
8. Each business should make sure that all trash in its area is cleaned up daily.
9. Youth groups should be encouraged to salvage cans and bottles. These can be sold, as can newspaper and other items, if the program is properly organized, as a source of funds for youth programs.
10. Poster contests should be sponsored in schools to enlist youth awareness and participation.
11. Regular reports of progress and monthly awards recognizing individuals, organizations and neighborhoods.
12. Cooperate with block clean-up programs sponsored by City and community organizations to clean up yards, sidewalks, streets, vacant lots, and alleys.
13. Continuous publicity should be given through South End newspapers and organization newsletters and posters to make all who live or work in the area cleanliness conscious.

Remember, all trash is caused by people. People live by habits and it's just as easy to live by good habits as poor ones. A very high proportion of trash is wind-borne from poorly covered and maintained trash containers.

Trash attracts trash. If one person throws down trash, another is likely to follow suit. If one person dumps trash in the street, in an alley, or in a vacant lot, others are likely to follow suit. It takes a lot of manpower to pick up trash. It requires little effort to place it in a convenient container.

2. ESTABLISH A MINORITY AND SMALL BUSINESS ASSISTANCE PROGRAM.

As proposed, commercial activity in South End/Lower Roxbury will expand substantially. We recommend that maximum opportunity be provided for local residents to share in this growth, as entrepreneurs as well as customers and employees. The diversity of the community should be reflected in its business persons.

Several mechanisms are available to accomplish this. We were unable to spend much time checking local programs, and so offer no specific approach. However, we believe that local entrepreneurship can create a strong community base, and give this recommendation high priority.

IMPLEMENTATION

This community knows from experience that successful programs don't just happen. They take time, energy, perserverance, and cooperation by many parties. We believe our proposals are sound and feasible. However, they are just the beginning of a long, arduous process.

Achieving the goals and proposals here will require a sustained, effective partnership of the community, the investors and merchants, and agencies of the City of Boston, the State of Massachusetts, and the Federal government. Such a partnership is not easy to accomplish, particularly in a community with the diversity of interests and longstanding conflicts that exist in South End/Lower Roxbury today.

The issue of commercial development should be approached as a matter distinguishable from other community issues. Previous studies all indicate that many millions of dollars spent by residents of these communities leave the community for lack of adequate community opportunities. This will not change until somebody makes it change.

SOUTH END/LOWER ROXBURY MERCHANTS
ASSOCIATION IS NEEDED TO SPONSOR
COMMERCIAL REVITALIZATION

First priority must be given to the
organization of a merchants association

open to all area businesses, including new businesses, which must be created or enlisted to round out solutions to the spectrum of existing commercial problems. While this association should be composed of as many retailers, or proposed retailers, in the area as possible, it should also include as active participants leaders of community, tenant, and neighborhood organizations, so as to maintain good communication with the community as a whole. It should work closely with the South End Business Association, which has concentrated its efforts on the problems of the hospital and light industry developments in the Albany Street - Harrison Avenue area.

The association, through committees, should set out to accomplish several interrelated tasks:

1. Develop, in cooperation with the Boston Redevelopment Authority, an area plan defining specific areas in which to concentrate revitalization efforts with the goal of developing a Commercial Area Revitalization District (CARD) Plan in order to qualify for maximum State, Federal, and City assistance and support.
2. Organize and establish, with participation of bank and BRA representatives, a Local Development Corporation to work

with the Association's Financing Committee to assist area business persons in securing financial support for their private revitalization projects.

3. Assist merchants and owners to develop improvement plans and loan packages to qualify for bank loans, for U.S. Small Business Administration Section 502 participation loans with the LDC and participating banks, for City of Boston storefront renovation 20% rebate program, and for the Be-Sure security program of the Boston Police Department.
4. Sponsor a joint regular and continuing advertising program, including a community business directory:
 - To keep residents of the South End/Lower Roxbury community informed of their community shopping opportunities.
 - To encourage persons throughout the Boston trade area to utilize the unique shopping opportunities of the South End/Lower Roxbury community.
5. Work with Community Development Corporations (CDC's) to co-venture community businesses organized to meet consumer demand whenever

possible. By co-venturing with knowledgeable developers, CDC's can share in profits to finance staff to provide technical assistance in planning and developing projects and long-range management under Urban Renewal, EDA guarantees, UDAG loans, and other commercial and housing redevelopment projects. When successful, CDC's can be the backbone of sound government-investor redevelopment partnership projects.

6. Assist limited dividend corporations formed to provide needed neighborhood services to secure tax stabilization benefits under the Massachusetts Chapter 121A.
7. Develop potential Urban Development Action Grant (UDAG) projects for submission through the City of Boston. While one reads much of huge UDAG projects, like the Copley Place project, the national Department of Housing and Urban Development looks very favorably on small neighborhood projects where there is a firm commitment for a comparatively large private investment and the creation of jobs in the neighborhood.

8. Develop service businesses or residential conversion projects to utilize scattered commercial properties in order to encourage greater concentrations of retail businesses near principal intersections and to eliminate a substantial number of the empty stores and increase the attractiveness of retail and service facilities to consumers. Boston's commercial revitalization rebate program could be used to help concentrate shops in priority nodes; similar housing programs could assist in converting poorly located space to residential use.
9. Work with property owners to clean up and to create an attractive appearance for closed stores. There is no good reason for a vacant store to be an eyesore, and the owner is much more likely to secure a tenant for an attractively maintained vacant property than he/she is for a dirty, ill-kept shop.
10. Work with community, tenant and neighborhood organizations and City Department of Sanitation to organize and sponsor a Clean Community Program to maintain both the commercial areas and the entire community at a high level of cleanliness. People prefer to live and shop in a clean environment. (See Clean Community recommendation.)
11. Work with the Boston Police Department to prevent crime and to cooperate with and encourage citizen participation in the prevention of crime and in apprehension and prosecution of law violators. (See Crime Prevention recommendations.)
12. Work with the South End Business Association and community groups to improve internal community transportation in ways similar to the recommendations in this report.
13. Sponsor, with community groups, widely publicized events to advertise community businesses and to bring visitors into the South End and Lower Roxbury communities. Examples might be:
 - International Fair at which various ethnic groups sell souvenirs and special food items to raise money for their neighborhood. Feature art, dance, and music of the distinctive ethnic groups that make up the communities;
 - Work with various ethnic

groups to use resources and facilities of the South End/Lower Roxbury communities in connection with their festival and special days such as St. Patrick's Day, Columbus Day, Marcus Garvey Day, Hispanic festival, etc.;

14. Support sidewalk antique and art sales in the Boston Center for the Arts area, including craft and artwork from community groups such as the Children's Art Center, Harriet Tubman House, etc.;
15. Fourth of July fair in parks on Washington Street with music and contests for community teenagers.
16. Invite truck farmers of the Boston area to hold farmer's market sales around the Washington Street park area.
17. Sponsor park and art center events in connection with Spring and Fall Home Shows.

FINANCING REVITALIZATION PROGRAMS ARE AVAILABLE, BUT MIXED-USE BUILDINGS ARE A MAJOR PROBLEM.

The South End and Lower Roxbury communities are fortunate, in that the City of Boston has some of the finest

programs in the United States to assist in neighborhood commercial revitalization, and that the State of Massachusetts is one of the most progressive states in the Union when it comes to programs to assist commercial revitalization efforts.

Because Federal policy on Urban Renewal has changed, these projects are being wound down in the community. And because the Federal Community Development program has been made more inflexible by recent Congressional action, most Community Development Block Grant Funds must now be targeted to a small number of neighborhoods which generally have not had as big a share of urban development funds as South End/Lower Roxbury.

However, this does not mean that grantmanship should be overlooked. The fact that South End/Lower Roxbury is not eligible to participate in some Community Development programs, does not mean that financial assistance cannot be obtained for a proper program.

There must be a well-developed, broadly supported program. The program will succeed only with a private investment commitment.

Except for the completion of Urban Renewal projects, few new grants can be expected. Hopefully, badly needed sidewalk and lighting programs on streets such as Massachusetts Avenue and Washington Street and other thoroughfares, can be worked into

future capital programs.

The major obstacle to revitalization of existing commercial facilities is the unwillingness of most Boston banks to make loans on multiple-use properties, despite the fact that combined use of a single building is the historic pattern of this community. These objections do not apply to purely commercial buildings that will be needed to provide for modern food markets and other stores.

Insurance problems, which contribute to financing problems of mixed-use buildings might be lessened in many instances by installing sprinkler systems in shop areas. However, removing party walls to enlarge shop space would be too costly and only marginally effective.

Furthermore, objections may be overcome in some cases of mixed-use buildings if residential units are separately financed condominium units, with the owner to occupy and operate the store unit with store improvements financed by other means. Store improvements can frequently be designed to take the benefit of City storefront rebate programs or SBA 502 loans if thoroughly planned and carefully presented. Full benefit should also be taken of the potential State CARD and 121A programs. SBA, BRA, and CDC assistance should be used as much as is practical.

COMMUNITY INFORMATION SYSTEMS

Our discussions with area residents led us to conclude that many of them are not aware of the existence of many of the goods and services scattered throughout their area. Clearly, an information system related to commercial activity should be established. The concept for the informational system and marketing strategies to be outlined are not new, they are generally used in regional shopping centers.

At the present time, the merchants are promoting their business individually. The third part of the informational system would be the creation of a flyer advertising shopping available in the South End/Lower Roxbury area as a whole, and marketing the goods and services of its merchants. This program could start out with a circulation inside the South End/Lower Roxbury area and eventually expand to other adjacent communities and ultimately the entire city.

Finally, no plan is static. Implementation includes continuing review and refinement of the proposals themselves. This is just the beginning.

R/UDAT TEAM

.REGIONAL URBAN DESIGN ASSISTANCE TEAM

John P. Clarke, AIA, AICP
Harold K. Bell
Donald Conway, AIA
Randall K. Fujiki, AIA
Clifford W. Graves, AICP
Jose Julian Mapily, AIA
Ernest R. Munch, AIA
David Vann

STUDENTS

Flavio Ferreira
Laura Hackell
Paul J. Melody, Jr.
Dana Miller
Dexter Moren
Jeffrey Rosenberg
Wesley E. Salley
Janet E. Traub





JOHN P. CLARKE, AIA, AICP
Team Chairman

Mr. Clarke is currently a partner with the planning and urban design firm of Clarke & Travisano in Trenton, New Jersey. He has had extensive experience as a planner, urban designer, architect and development consultant in both the public and private sector. Since opening Clarke & Travisano, Mr. Clarke has served as development consultant for New Trenton Corporation, a private non-profit corporation composed of representatives of both business and government. Prior to this he served as Director of the Department of Planning and Development for the City of Trenton for seven years.

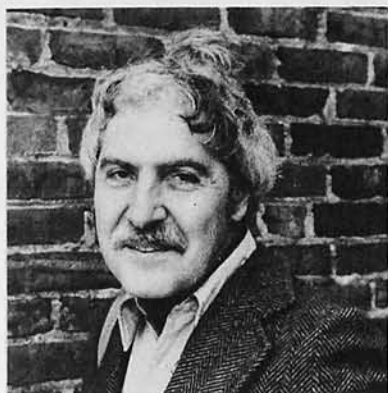
Mr. Clarke received his Bachelor of Architecture from Cooper Union and his Master of Science in Urban Planning from Columbia University. He is currently a member of the adjunct faculty in Columbia University's Urban Design Program. Mr. Clarke also serves as an advisor to the National League of Cities' Urban Environmental Design Project.



HAROLD K. BELL

Mr. Bell has an extensive background in economic analysis and community development. As a developer, Mr. Bell has been the primary coordinator, designer and planner of numerous projects involving large-scale commercial ventures, housing rehabilitation and new construction, and adaptive re-use of industrial space. As an economic analyst, Mr. Bell has provided technical assistance to municipal and federal government, neighborhood organizations, public interest groups and private corporations. Recently, he was the primary consultant for a joint venture project between the Harlem Commonwealth Corporation and a private developer. Mr. Bell has also been an economic consultant for the National Center for Urban Ethnic Affairs.

Mr. Bell received his Bachelor of Business Administration from City College of New York. He is currently Professor of Urban Planning and Architecture at Columbia University.



DONALD CONWAY, AIA

Mr. Conway is an architect whose area of specialization is the psychological and sociological impact of buildings and communities on people. Formerly the Director of Research for the American Institute of Architects, Mr. Conway presently teaches in the Department of Architecture at California State Polytechnic University, Pomona, California. Mr. Conway's research covers the fields of housing, health centers, office and institutional buildings.

Mr. Conway received his Bachelor of Architecture at the University of Florida and has studied psychology at Northwestern University. He has also been a Loeb Fellow at Harvard University's Graduate School of Design.



RANDALL K. FUJIKI, AIA

Mr. Fujiki is a principal at Uniplan, Architects, Planners and Engineers in Princeton, New Jersey. He has worked in the Mayor's Urban Design Office for Lower Manhattan in New York City and has worked on many projects involving citizen participation in urban design, architecture and historic preservation.

Mr. Fujiki received his Bachelor of Environmental Design and Master of Architecture from the University of Washington. He received his Master of Urban Design/Urban Planning from City College of New York.



CLIFFORD W. GRAVES, AICP

Mr. Graves is Chief Administrative Officer for the County of San Diego, California. In this position he oversees all County operations on behalf of the Board of Supervisors. Mr. Graves came to San Diego County after seven years in Washington, DC, where he served as Deputy Associate Director of the U.S. Office of Management and Budget. Prior to that, he was Deputy Assistant Secretary for Community Planning and Management at the U. S. Department of Housing and Urban Development.

Mr. Graves was awarded both his Bachelor of Arts and Master of City Planning degrees from the University of California at Berkeley. He is presently an Adjunct Professor of Public Administration at San Diego State University. Mr. Graves is also a member of the Advisory Board of the American Institute of Architects Research Corporation.



JOSÉ JULIAN MAPILY, AIA

Mr. Mapily is an architect and city planner with Bryant & Bryant Architects and Planners in Washington, DC. He was previously Vice President of Turner Associates, P.C., Architects and Planners, also of Washington, DC. He was co-author and principal in charge of an award-winning Logan Circle historic preservation report. He was principal in charge of other historic preservation adaptive use projects.

Mr. Mapily received both his Bachelor of Architecture and Master of City and Regional Planning degrees from Howard University. He is currently an Associate Professor of Architecture at Howard.



ERNEST R. MUNCH, AIA

Mr. Munch is an individual urban planning consultant and an architect registered in the State of Oregon. For the past six years, he has worked with the City of Portland on the formulation of transportation plans and policies. In addition, he has also worked on relating transportation projects and other public investments to residential and commercial neighborhoods through urban design. Prior to that time, Mr. Munch was retained as a designer and project manager by a number of architectural firms in Oregon and on the East Coast. As an architect his work has primarily involved residential, housing and commercial structures.

Mr. Munch received his Bachelor of Architecture from the University of Oregon and his Master of Science in Architecture from Columbia University.



DAVID VANN

Mr. Vann is an attorney with Carlton, Boles, Clark, Vann, Stickweh & Caddis, Attys. in Birmingham, Alabama. He has extensive experience both as a practicing attorney and in civic and political leadership. From 1975 to 1979 he served as Mayor of the City of Birmingham. Prior to this, from 1971 to 1975 he served on the Birmingham City Council and as Chairman of its Finance and Administration and Municipal Development Committees. Mr. Vann was also an attorney in the Alabama Legislative reapportionment and Congressional redistricting cases.

Mr. Vann received his BS in Commerce and LLB from the University of Alabama and his LLM from George Washington University. He is a Director of the University of Alabama Law School Foundation and the Birmingham Regional Planning Commission, and is an Adjunct Professor of Political Science at Birmingham Southern College, and Chairman of the Water Works Board of the City of Birmingham.

PARTICIPANTS

SPONSORING ORGANIZATIONS

Boston Society of Architects
Marilyn Fraser, President
Lowell Erickson, Executive Director

United South End/Lower Roxbury
Development Corporation [UDC]
Alex Rodriguez, Chairman of the Board
Syvalia Hyman, III, President

STEERING COMMITTEE

Craig Stark, Chairman
Nancy Burns, Co-Chairwoman
Roozan Varteressian, Coordinator

John Adelberg
Jerry Borgal
Web Brower
Curtis Davis
Phil Degnon
Mary Deloach
Dorothy Flynn
Dinorah Hernandez
Larry Hogan
Syvalia Hyman, III
Mary Ellen Kowalewski
Liz Levin
Bill Marotta
Alan Michael
Effie Persirdis
John Rapinchuk
Hank Shor
Skippy White
Joanne Yawitz

STATE AND LOCAL OFFICIALS

Mannie Berk, City of Boston
Chris Carlaw, Boston Redevelopment Authority
[BRA]
Phil Caruso, City of Boston
Matt Currie, BRA
Jeanne DeAmicis, City of Boston
Richard Garver, BRA
Alf Howard, BRA
Deputy Mayor Clarence "Jeep" Jones
John Judge, Executive Office of Communities
and Development, Commonwealth of Massachusetts
Jack Kennedy, BRA
Deputy Superintendent James MacDonald,
Boston Police Department
Marcia Myers, Boston Landmarks Commission
Andy Olins, City of Boston
Tony Pangaro, Massachusetts Bay Transportation
Authority
Robert Ryan, BRA
Marilyn Shwartz-Lloyd, Economic Development
& Industrial Corporation (City of Boston)

PARTICIPANTS

Tunney Lee
Clark Frazier
Alex Rodriguez
Marilyn Fraser
David Rosenbloom
Carl Lizio
John McCaffrey
Bob Stearns
John Sullivan
Peter Damon
Betty Gibson
Susan Stine
Charles Holt

Lloyd Harding
Faith Lee
Skip Rosenthal
Bessel Vanderkolk
Bette Vanderkolk
Bob McCreary
Nancy McCreary
Charlotte Campbell
Bill Abbott
Dwight Strong
Eleanor Strong
Lisa Hernandez
Frank Leupold
Emma Brown
Jorge Hernandez
J. Nathaniel Hailey
Lydia Mercado
Charles Levin
George Adams
Louis Clarke
Mildred Terrell
Mark Hothouse
Kenneth Kruckemeyer
Lois von Fricke
Ted Norton
Alison Barnet
S. J. Feinhandler
Justine Staneko
Jonathan Schlefer
Patricia Buddenhagen
Joan Siesel
Makeeba McCreary
Hexekiah Pratt
Gretchen Jackson
Noel Jackson
Cynthia Koebert
Erick Powell
Anna Bobbitt-Gardner

Pauline Coulter
Hosia McLean

SECRETARIAL ASSISTANCE

Mary Lee Cox
Kathleen Field
Marlene Firmin
Nancy Kougeas

SPECIAL THANKS TO

John Adelberg
Ken Brown
Felicia Clark
Curtis Davis
Dinorah Hernandez
Barbara Kagan
Todd Lee
Charles & Liz Levin
Charles F. Redmon

Action for Boston Community Development
Boston Redevelopment Authority
Charrette Corporation
Episcopal City Mission, Diocese of Massachusetts
Golden Food & Beverage Associates
Greater Roxbury Development Corporation
Lower Roxbury Executive Caucus
Mayor's Office of Program Development,
City of Boston
Boston Public Library
South End Business Association
South End News
South End Project Area Committee (SEPAC)
United South End Settlements

Funding for the South End/Lower Roxbury R/UDAT
was provided by the Episcopal City Mission,
Diocese of Massachusetts, Joint Urban Fund and

the Metropolitan Area Planning Council.

In addition, we thank all of the named individuals who contributed time, effort and information toward making the project a success.

Photo credit for action shots of R/UDAT Team

Andrew Brilliant, 1980

APPENDIX

ANALYSIS OF SHOPPER DEMAND TO SUPPORT A 30,000 SQ. FT. CONVENIENCE SHOPPING CENTER IN THE SOUTH END/LOWER ROXBURY NEIGHBORHOOD

Current Population and Transient Employees

25,000 residents
7,000 hospital complex employees
3,300 industrial employees

30,000 sq. ft. of convenience shopping

\$250 sales/sq. ft. per annum required for a successful shopping center. 2% of gross sales is an accepted rental basis. In fact, new supermarkets in the Boston area are paying approximately \$7 vs. our suggested minimum rental of \$5 - \$6/sq. ft. per annum and a 2% overage clause.

Ancillary stores traditionally pay more rent per annum. \$10 - \$12/sq. ft. appears feasible for the volume of sales expected.

3,000 families, approximately 1/7 of the residents of the area, with food expenditures of \$50 per week would account for \$7,800,000 in annual sales (3,000 families x \$50/week x 52 weeks).

\$7,800,000 annual sales

\$250/sq. ft./year = 31,200 sq. ft. of convenience shopping

Cost of Building - \$50/sq. ft.
Debt Service @ 12% constant - \$6/sq. ft.
Maintenance and Operating Expense not paid for

by tenants - \$0.50/sq. ft.
Real Estate Taxes - \$2/sq. ft. approximately,
paid by tenants
Average yearly net rental necessary to break even - \$6.50/sq. ft.

Expected Average Yearly Rental

A) 20,000 sq. ft. supermarket @ \$5/sq. ft.
10,000 sq. ft. ancillary stores @ \$10/sq. ft.

Weighted average/sq. ft. - \$6.66/sq. ft.

B) 20,000 sq. ft. supermarket @ 6/sq. ft.
10,000 sq. ft. ancillary stores @ \$12/sq. ft.

Weighted average/sq. ft. - \$8.00/sq. ft.

The center should return a substantial profit after its initial development period to the developer and the neighborhood.

Necessary to assure the success of the center is the development of a mini-bus system. It could be subsidized by the MBTA, the hospital complex, the industrial employers and the merchants. The system will link and reinforce the neighborhood, conserve energy, and provide easy and regular access from all parts of the South End and Lower Roxbury to the center, the medical facilities and the industrial area. This service should replace the current private systems now operated by the hospital and some industrial employers.

APPENDIX

SECURITY SUGGESTIONS FOR COMMERCIAL PROPERTY



- Maintain proper key inventory control. Sign out all keys and collect them when employees leave your business firm. For safety, change locks and combinations periodically and avoid labeling keys. If you must label, use a code.

- Use dead bolt cylinder locks on exits.

- Don't lock a burglar inside when you leave. Inspect all closets, bathrooms, and other hiding places.

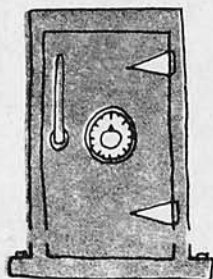
- Install cylinder guards/shields on locks. Have proper dead bolt locks with at least a 1 inch throw installed.

- Install an alarm for doors and windows.

- Install proper lighting. If a test reveals small headlines of an average newspaper can be distinguished, lighting is sufficient.

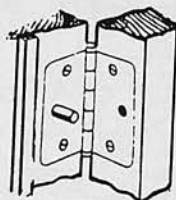
- Don't expect a "record safe" to do the job of a "money safe".

- Have safe visible, in a well-lighted area, and bolted down near the front of the premises.



- Keep cash to a minimum with frequent, irregular bank deposits.

- Leave empty cash drawers open after hours to prevent damage.



- Door hinge pins should be on the inside of each door. Outside hinge pins can make a good lock useless. A burglar can gain easy access by simply removing a set of outside hinge pins on any door.

- Windows on front doors should be made of unbreakable glass. If not, install and bolt metal grills on the inside of these windows.

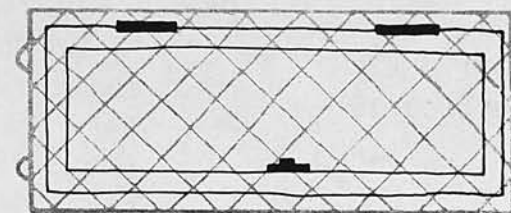
- Remove items of high value from windows at closing.

- In clothing departments, use the reverse hanger method or use of chains and locks.

- Keep an accurate inventory of all valuables and join the Boston Police Ident-I-Guard Program. After joining, prominently display the Ident-I-Guard stickers on the front and rear doors of your business.

- Windows in alley ways should be secured.

- Don't neglect roof openings, air ducts, skylights, hatchways, doorway transoms, sidewalk and basement openings.



- Install metal grills or wire mesh on all basement windows.

- Don't let shrubbery obstruct a view of the building.

- Avoid high displays near windows which would prevent passing pedestrians from clearly viewing your premises.

- If possible, utility poles should be installed no closer than 40-50' from the outer perimeter of the building.

- Rubbish disposal should always be supervised.

- Advertise your security measures to the public.



Tips on Home Security

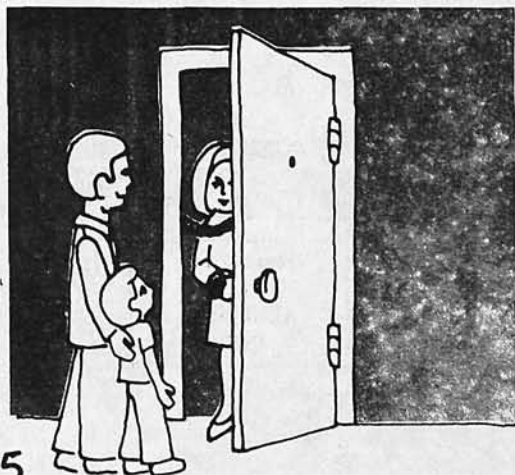
- Never open your door to strangers. Have a peephole device installed. Make persons properly identify themselves before allowing them to enter your home.



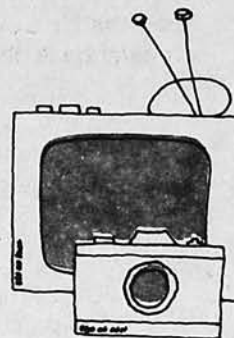
- Have adequate dead bolt locks installed on all exterior doors and use them.

- All exterior doors should have non-removable hinge pins.

- Beware of the many ruses used to gain entry to your home, e.g. having a child ask to use the bathroom, asking to use the telephone for emergency purposes.



- Participate in the Boston Police Department IDENT-I-GUARD program. Engrave your valuables.



- Install good lighting outside your house.



- Arrange to have a friend or neighbor cut the lawn and sweep or shovel the sidewalk when you are away from home for any length of time. Notify the Post Office to stop your mail deliveries. Have your neighbor pick up any circulars that gather. Stop newspaper deliveries.

- If you arrive home and find that your home has been broken into — DON'T go in. The intruder may still be inside. Go to a nearby neighbor and call the Police.

- Know your emergency telephone number for Police, Fire, and Medical assistance — 911.



- Be alert in protecting your neighbor's home as well as your own. Note registration numbers of suspicious vehicles in the area and report them to police.

- Separate your house keys from your car keys when leaving your car for service. Don't tag your keys with your name and address.



- Never hide your house keys outside your home, such as the top of the door frame, under the doormat or the flower pot, or any of the dozen places that the intruder knows.



(Appendix)

SOUTH END/LOWER ROXBURY ORGANIZATIONS

Bradford Shawmut Neighborhood Association
Camfield Gardens Tenants Association
Castle Square Tenants Association
Cathedral Tenants Task Force
Chester Park Neighborhood Association
Claremont Neighborhood Association
Columbus Avenue Tenants Association
(New Castle Court)
Concord Houses Tenants Union
Cosmopolitan Neighborhood Association
Dartmouth Place Neighborhood Association
East Canton Street Preservation Association
Eight Streets Neighborhood Association
Ellis Neighborhood Association
Frankie O'Day Task Force
Franklin Square House Tenants
Inquilinos Boricuas en Accion (IBA)
IBA Tenants Neighborhood Association
Lenox Tenants Task Force
Lower Roxbury Coalition for a Community Land
Trust, Inc.
Lower Roxbury Executive Caucus
Methunion Manor Tenants
Montgomery-West Canton Street Association
Pilot Block Neighborhood Association
Roxse Tenants Association
Rutland Street Association
Six Points Neighborhood Association
South End Businessmen's Association
South End Committee on Transportation
South End Historical Society
South End Project Area Committee (SEPAC)
South End Trust
Tenants Development Corporation (TDC)
Tent City Task Force
Union Park Neighborhood Association

Union Park Street Association
United Neighbors of Lower Roxbury
United South End/Lower Roxbury Development
Corporation (UDC)
United South End Settlements (USES)
Upton Street Block Association
Washington Manor Tenants Association
West Concord/Rutland Street Tenants in Action
Worcester Square Neighborhood Association