

ROSLINDALE VILLAGE

MAIN STREET

29 November, 1990

Selection Committee
The Rudy Bruner Award for
Excellence in the Urban Environment
244 Fifth Avenue
9th Floor
New York, NY 10001

Dear Selection Committee Member:

I have chosen to submit the document, the Roslindale Village Master Plan for Street and Sidewalk Amenities, by Chan Krieger Levy, Architects, under the category heading of "Graphic Presentation of the Project," because it contains the most readily available and cogent graphic presentation of Roslindale Village.

Please be mindful that the subject of our submission to the Bruner Award is not just this Plan, but the entire organization for which this document was produced, Roslindale Village Main Street.

You will find the document in the inside back cover pocket of this binder. Thank you for your consideration.

Sincerely,

Michael R. Davis, AIA

abc: BRUN29NO

ABSTRACT

ABSTRACT

Project Title Roslindale Village Main Street
Location 4258 Washington Street, Roslindale, (Boston,) Massachusetts 02131

Describe the important characteristics of the project, how it was developed, and in what ways it is exemplary. This Abstract will be among the materials sent to Selection Committee members prior to the Committee's first meeting.

Roslindale Village Main Street is a private non-profit community group dedicated to the revitalization of Roslindale Village, a neighborhood business district in Boston, Massachusetts. The distinguishing characteristics of Roslindale Village Main Street are the significance of its development history and subsequent success, the diversity of its local membership and programs, and its high level of commitment to design excellence.

I. Development History: Roslindale, the retail center of southwest Boston in the 1950's, was in severe decline by 1980. Businesses were closing or moving to suburban locations, arson was depleting commercial structures, the population base was eroding. In 1984 a partnership of Roslindale residents and merchants formed, led by Roslindale's representative on the Boston City Council, Thomas Menino.

In 1985, the Roslindale Coalition (an umbrella group of community activists,) the Roslindale Board of Trade, and the City of Boston's Neighborhood Development and Employment Agency (now the Public Facilities Department,) looked to Washington. They obtained designation by the National Main Street Center as an Urban Demonstration Program, a special three-year program from the National Trust to test Main Street's principals in eight locations in major metropolitan areas across the country.

From 1985 to 1988 the National Main Street Center provided organizational expertise and program-related matching grants. In 1990, despite severe recession and funding cuts, Roslindale Village Main Street is the only group that has survived from the eight Demonstration Programs.

II. Local Membership and Programs: Roslindale Village Main Street's primary objectives are: To improve the physical appearance of the district through facade rehabilitation, better signage, and improved landscape and streetscape amenities; to develop a calendar of cultural and promotional activities including the International Festival, Summer concerts in Adams Park, the Farmers' Market, the Christmas Tree lighting celebration, Roslindale Recycles, Keep Roslindale Blooming, and the Recognition Dinner in order to increase community outreach, bring more people into the commercial district, and reinforce civic pride; and to develop a strategy for improving the business climate through effective advocacy in city and state politics and application of shared management expertise.

Roslindale Village Main Street is primarily a volunteer organization, with two and one-half paid staff positions. Its Board-of-Directors, recently expanded to thirty, includes local residents and professionals, business owners, members of area churches, financial institutions, and fraternal organizations. Elected city officials are "ex officio" members.

The organization's programs are run by its standing committees: Design, Promotion, and Economic Restructuring, and by sub-committees or task forces on Membership, the International Festival, Recycling, and many other projects that involve hundreds of active volunteers.

III. Design Excellence: The physical character of Roslindale has been greatly enhanced, design improvements have become a highly visible and tangible accomplishment. Through 1989, nearly \$5 million of private investment has gone into more than 50 individual building projects, including building renovations, storefront improvements, and signage replacement, often aided by city-administered loan programs.

In 1989, with a grant from the Massachusetts Council for the Arts and Humanities, Roslindale Village Main Street published a Masterplan of Streetscape and Sidewalk Improvements to guide \$3 million of infrastructure improvements planned for the next decade, and Adams Park, the physical and symbolic center of Roslindale Village, has been restored and maintained through the efforts of Main Street, the Bank of Boston, and the City of Boston's Browne Fund.

Perhaps the greatest testimony to Roslindale Village Main Street's success in raising the standards of design in Roslindale occurred this Summer when it received a Design Excellence Award from the National Trust, the first Main Street organization anywhere to be so recognized.

PROJECT PROFILE

(Please limit answers to the space available on these pages)

Project Name Roslindale Village Main Street

Location 4258 Washington Street
Roslindale, (Boston,) Massachusetts 02131

Owner _____

Project Use(s) Private non-profit community group

Project Size Approx. 200 active members total Development Cost

Application submitted by: _____ Please indicate how you learned of The Rudy Bruner Award in Urban Excellence.

Name Michael R. Davis, AIA _____ Mr. Tom MacDermott, a former
Associate _____ employee of Bruner/Cott Assoc.,

Title Bergmeyer Associates, Inc. _____ Cambridge, Ma.

Organization 134 Beach Street _____
Boston, Ma. 02111 _____

Address 617-542-1025 _____

Telephone (Chairman, Design Committee _____
Roslindale Village Main Street _____

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Signature *[Handwritten Signature]* _____

Key Participants* (who were instrumental in the development of this project)
Organization _____ Key person _____ Telephone _____

Key Participants:

<u>Public Agencies</u>		
Boston Public Facilities Department	Lisa Chapnick	617-725-4352
National Main Street Center	Richard Wagner	202-673-4210
Mayor's Office of Arts and Humanities	Bruce Rossley	617-725-3245

<u>Private Developers</u>		
Greg Laham (Sullivan's Pharmacy)		617-323-6544
Joe Beck (Kiddieland)		617-323-8832
Alan Silver (Closeouts Unlimited Inc.)		617-323-0021

<u>Professional Consultants</u>		
Walsh Associates (Development)	Bob Walsh	617-269-5600
Chan Krieger Associates, Architects	Alex Krieger	617-354-5315

<u>Community Groups</u>		
Washington Hill	Evelyn Riesenber	617-725-3510
Sacred Heart Church	Father Varzelis	617-325-3322

<u>Sponsor</u>		
Boston City Council	Tom Menino	617-725-3510

(Please note, this is a very partial list of the private individuals who were instrumental in the development of this project. Please do not extend credit to this partial group without consulting Roslindale Village Main Street for a more complete list.)

1. Describe the characteristics of this project: the important aspects of the project's design, development, and public approval process.

Roslindale Village Main Street is a non-profit community group dedicated to the revitalization of Roslindale Village, a neighborhood business district in Boston, Massachusetts. The focus of the program to bring physical improvements to the character of Roslindale's urban environment through promotional events, architectural and infrastructure improvements, and political advocacy.

What distinguished Roslindale Village Main Street is its function of providing opportunities for local residents and business owners to organize, assess the needs of their neighborhood, design and implement strategies for their own success, and benefit from direct contact with city and state governmental agencies. The project, which received start-up organizational assistance from the National Main Street Center as one of eight experimental Urban Demonstration Programs, conducted many community outreach meetings and drew strong membership support from area churches, fraternal societies, merchant groups, financial institutions, and the Roslindale Historical Society.

2. What makes the project exemplary? Why does it merit The Rudy Bruner Award for Excellence in the Urban Environment?

The exemplary aspects of Roslindale Village Main Street are not just the \$5 million of private investment in building, storefront, and signage improvements it initiated and directed since 1985, not just the increased design sensibility of small, middle-income merchants and their customers to window display, streetscape amenities, and landscape improvements, not just the championing of Roslindale Village Main Street by the Mayor and City Council as a model for community groups across the city, not just the continuous calendar of promotional events that bolster civic pride and highlight the cultural diversity in the neighborhood, but the understanding the community has gained of what a public/private partnership can accomplish when leadership and commitment are supplied by the membership.

3. What were the significant dates of the project's development and when was it completed?

August, 1985: Roslindale Village Main Street is incorporated, hires Executive Director Kathleen McCabe, forms first Board of Directors, appoints Committee chairs.

June, 1988: Organizational support and matching program funding from the National Main Street Center expires.

Present: Roslindale Village Main Street continues its work.

4. What urban issues did this project address? Were there issues that, in your judgement, might have been addressed but were not?

All aspects of the visual environment and several aspects of Roslindale's social and economic condition were addressed. Roslindale Village Main Street became the catalyst for private re-investment in commercial property improvements through its involvement in securing participants for and administering the design development of the City of Boston's various low-interest construction loan and rebate programs. The project also took a more pro-active role through design review, technical assistance, political advocacy, and zoning text amendment to provide opposition to billboards, check-cashing agencies, graffiti, security grates, inappropriate signage, and vandalism.

Transportation was addressed through the reopening by the MBTA of a commuter rail station in Roslindale Village, and a joint initiative with the Roslindale Board of Trade to impose a two-hour on-street parking limit. These initiatives followed a parking survey and a retail market analysis.

5. What were the goals of this project? To what degree were they met?

The purpose of Roslindale Village Main Street is to provide an organizational framework that allows merchants, residents, and commercial property owners to set and execute collective goals for the betterment of their community. The goals under which Roslindale Village Main Street operates are: 1. To improve the physical environment of Roslindale Village through architectural and infrastructure improvements; 2. To build a strong organization through community outreach that would provide support for local businesses and increased effectiveness in state and city political matters; 3. And to maintain a calendar of promotional activities that would reinforce civic pride, stimulate commercial activity, and promote cultural diversity.

Though the organization has been largely successful in attaining these goals, Roslindale Village Main Street's work is continuing. Many commercial properties have been purchased by local retailers and rehabilitated, Adams Park is restored, and the physical character of the Village has been greatly improved, but the membership continues to advocate for infrastructure improvements that have not yet been implemented. The organization's expertise and volunteer membership continues to grow and serve as a model for other Boston neighborhoods, but staff positions have been reduced as funding sources are depleted.

The promotional calendar continues to be a resounding success with activities like its popular multi-cultural summer celebration the International Festival, the monthly and heavily patronized Roslindale Recycles, the annual rite-of-Spring community cleanup and re-floristation called Roslindale's Blooming, and The Farmer's Market on summer Saturdays, which offers food coupons to the needy through a program developed by Main Street and the State's WIC food coupon program.

6. Describe the financing for the project. Was it unique or innovative?

As it currently exists, Roslindale Village Main Street's entire \$150,000 annual budget is maintained by \$500 and \$1,000 commercial member contributions and private fund-raising events. Contributions from local financial institutions and the Boston Redevelopment Authority help make-up operating expenses. Through its developing years, a number of creative program funding sources were utilized including the Browne Fund, a private philanthropy, the National Trust's Critical Issues Fund, the State of Massachusetts' Arts Lottery, the Neighborhood Development Bank loan fund from the City's Public Facilities Department, and some administrative fee-for-services work.

**COMMUNITY
REPRESENTATIVE
PERSPECTIVE**

COMMUNITY REPRESENTATIVE PERSPECTIVE

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name Father Vartzelis Title Pastor
Organization Sacred Heart Church Telephone (617-325-3322
Address 169 Cummins Highway, Roslindale, Ma. 02131

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Signature

George A. Vartzelis - Pastor

1. How did you, or the organization you represent, become involved in this project? What role did you play in it?

I was in my first year as Pastor of Sacred Heart Parish when the Roslindale Village Main Street was incorporated. They put out a call to all community and civic groups in the neighborhood for leadership, as they needed support to organize their first Board of Directors. I agreed to accept a nomination to the Board and represent the concerns of our Parish, and allowed the use of our meeting room at the Rectory for Board functions.

2. From the community's point of view, what were the major issues concerning this project?

We have a big Parish, and a big school at Sacred Heart. Without a committed, involved residential community, we would not be able to maintain our programs and services. We saw the Roslindale Village Main Street initiative as being a great source of stability to the business district and, through that, the neighborhood in general. The building repairs and public events it initiated made people proud to live in Roslindale again. Main Street's programs work together with our programs to improve the self-image of the community.

3. What other community organizations or institutions, if any, were involved? How were they involved?

Other Community groups responded to the call for leadership, like the Roslindale Historical Society and St. Nectarios Greek Orthodox Church. The make up of the Board of Directors is an indication of the diversity and strength the group gained from community involvement.

4. If there was a public review process, did you or your organization participate in it? Describe your involvement.

(No answer)

5. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what, if anything, would you do differently?

I think the group was perceived by some as an attempt to unite all the local businesses in a struggle for survival against the Dedham Mall and other shopping centers that were drawing commercial activity away from Roslindale. Even though Main Street was really much more than just that, it never really enlisted the total support of every member of the business community. Some store owners resisted the effort to organize.

6. How has this project made the community a better place to live? Please be as specific as possible.

Judging by the numbers of people who attend the public events like the Christmas Tree Lighting, the International Festival, and the Summer Concerts in Adams Park, I would say that Roslindale has reaped the benefits of renewed interest and community pride. The people of Boston no longer talk about Roslindale's fires, or Roslindale as being dirty or not well-kept. People now have a sense that things are happening in Roslindale.

People in other neighborhoods notice the improvements in our storefronts and signage and in Adams Park, and that brings stabilization to property and real estate values. And now, when people are asked to volunteer for a clean-up day or to work for recycling, their services are present.

7. If a community group came to you for advice in carrying out a similar project, what would you tell them?

I would suggest two things: First, broaden your base of support from the beginning. Main Street is made up of people of all concerns in Roslindale, and they are more effective because of that.

Also, the organization's goals must be realistic and visible. Increased sales can't be seen. Improvements to the visual environment are tangible signs of progress: new storefronts, clean parks, Farmers Markets, Christmas lights. These are how a community measures success.

8. Why do you think the project should win this award?

Roslindale Village Main Street has done something very important for this community. More than stabilizing real estate prices and encouraging construction, it has renewed people's pride in where they live. This is something that could not have been achieved by forces outside the community, it came from within. We feel that Roslindale Village Main Street has encouragement to offer neighborhoods across the City.

9. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

Roslindale Village Main Street must be able to sustain its level of service to the community and remain a stabilizing influence, especially with this downturn in the local economy and reductions in state and local aid. The progress made must not be allowed to erode.

**COMMUNITY
REPRESENTATIVE
PERSPECTIVE**

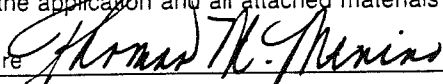
COMMUNITY REPRESENTATIVE PERSPECTIVE

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name Thomas M. Menino Title City Councillor
Organization Boston City Council Telephone(617) 725-3510
Address Boston City Hall, One City Hall Square, Boston, MA 02201

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Signature 

1. How did you, or the organization you represent, become involved in this project? What role did you play in it?

Please see attached pages for question 1-9

2. From the community's point of view, what were the major issues concerning this project?

3. What other community organizations or institutions, if any, were involved? How were they involved?



Boston City Council

Thomas M. Menino
District 5
725-3510

Question 1: How did you, or the organization you represent, become involved in this project? What role did you play in it.

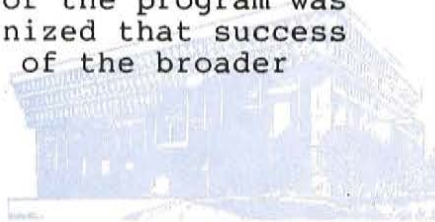
Before being elected to represent Roslindale in the Boston City Council, I worked for the Committee on Housing and Economic Development in the Massachusetts Legislature. It was then that I learned about the National Main Street Center Program. During my first campaign, I wrote to the Trust describing Roslindale, and my conviction that the Main Street format could be replicated in an urban community.

After my election, the business people and I convinced the Trust to make a site visit to Roslindale. That visit played a critical role in the Trust's decision to launch a three year demonstration project bringing Main Street programs to eight urban sites across the country, including Boston.

As City Councillor, my first responsibility was to convince a new Mayor to commit the City's support. From the start, my main responsibilities have been to maximize the City's assistance, secure corporate grants, and recruit Board members and volunteers. As an Ex-Officio member of the Board of Directors, I am directly involved in the planning and decision making, and volunteer several hours a month on promotional events.

Question 2: From the community's point of view, what were the major issues concerning this project?

Fortunately, there was great enthusiasm and broad support for the project. Pledges from merchants and residents, and volunteer commitments were so promising that there were few serious concerns. A major task, however, was to assure that the Board of Directors was representative of our community. In addition to merchants, we wanted a cross section of residents as well as representation from the community's social, civic, and religious groups. While the emphasis of the program was commercial revitalization, everyone recognized that success depended on the interests and involvement of the broader community.



Question 3: What other community organizations or institutions, if any, were involved? How were they involved.

Roslindale Main Street has worked with a variety of local organizations to meet common objectives. The following are just two examples. Main Street secured funding from the Mass Arts Lottery to conduct a design competition for refurbishing Adams Park which is the center of the shopping area. Main Street then applied for funding from a City Trust earmarked for improvements to public spaces to implement the winning design. Bank of Boston was asked to enter into an adopt-the-park arrangement whereby it would maintain the park, which it continues to do. The Roslindale Civic Association has sponsored the Roslindale Parade for more than a decade. Working with Main Street, the Parade has been incorporated into the tow day festival. Working together has meant increased attendance for both events, and has raised additional funds for Roslindale Civic Association's parade budget.

Question 4: If there was a public review, did you or your organization participate in it? Describe your involvement?

There have been regularly scheduled public review meetings; however, the City Council has not had a specific review role. Community meetings have been held to address virtually every project planned or facilitated by Main Street. In addition, during the first three years of the demonstration project, regular community meetings were held at which staff from the National Trust and National Main Street Consultants publicly assessed the organization's planning, projects, and progress. These were well attended and provided detailed information and opportunity for public comment.

Question 5: What trade-offs and compromises were required during the development of the project. How did your organization participate in making them? With hindsight, what if anything, would you do differently?

Again the City Council would not have had a role in the changes and compromises that had to be made by Roslindale Main Street. However, I would like to take this opportunity to comment. In the first three years, our agenda was very ambitious. We took advantage of the enormous enthusiasm and planned for a great many things. Delayed construction schedules were a major impediment and frustration. Projects had to be prioritized and the work plan modified in some instances. To Main Street's credit all the original projects planned have been completed but one. A second important lesson for all involved has been the amount of time and the number of volunteers necessary to a project like this. In hindsight, we would have recruited twice the volunteers much earlier on. Today, the work plan includes realistic schedules and numbers for volunteer hours needed.

Question 8: Why do you think the project should win this award?

Roslindale Village Main Street has turned a community around, with limited funds, a small staff, and hundreds of volunteers. I think you will see from the applications being submitted, however, how much Main Street's work is valued throughout the community and how committed we are to continuing. Hundreds of people have pulled together to improve their community significantly. I believe that their work is worthy of recognition. Finally, the funds from this award will go far in relieving a growing budget crunch, and will make it possible to go forward with the current work plan.

Question 9: If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact.

If five years from now, Roslindale Village Main Street is functioning as it has for the past five years, I would consider it successful; for example, recruiting new business, helping existing businesses grow, and stimulating the local economy. But I would also measure its success by its ability to continue to build neighborhood pride and spirit, maintaining a year round calendar of events, and advocating for quality of life concerns in our community.

**PUBLIC
AGENCY
PERSPECTIVE**

PUBLIC AGENCY PERSPECTIVE

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name Raymond L. Flynn Title Mayor
Organization City of Boston Telephone (617) 725-3158
Address 1 City Hall Plaza Boston, MA 02201

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Signature Raymond L. Flynn

1. What role did your organization play in the development of this project?

See attached.

2. Describe what requirements were made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, these intentions changed over the course of the project. What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?



CITY OF BOSTON • MASSACHUSETTS

OFFICE OF THE MAYOR
RAYMOND L. FLYNN

Q. 1: What role did the City play in the development of Roslindale Village Main Street.

As the public entity sponsoring an individual neighborhood, the City has had to demonstrate its ability and willingness to play an integral role in the revitalization of the commercial district. This has included technical assistance with design and planning for both building and streetscape improvements, and some financial assistance for the organization's operating budget.

During the demo project, a City representative acted as liaison and worked directly with Main Street to determine the technical aid needed to facilitate the group's annual work plan. The Departments of Transportation, Public Facilities, Public Works, and Parks Departments provided assistance on building renovations, signage and lighting improvements, and on coordinating Main Street's "master plan" for street reconstruction on the two major roadways entering the business district. The City also contributed funds and materials to special events created and developed by Main Street: an annual two day street festival (bringing four to five thousand people to the district), holiday celebrations, summer concerts, and an annual spring clean-up and flower planting.

Q. 2: Describe what requirements were made of this project by your agency (e.g. zoning, public participation, public benefits, impact statements. The City made no specific requirements of the program.

The City made no specific requirements of the project. However, it was clear that the City could fund only a small part of the operating expenses and that Main Street would have to raise most of its operating funds. Specific requirements were made of each demonstration project by the National Trust for Historic Preservation which monitored the work plans and the progress regularly. These were evaluated directly with the Main Street Board of Directors.

Q. 3: From the City's perspective, how would the project intend to improve the urban environment; how did these intentions change; what trade-offs were needed; how did the City participate in making changes; what would the City do differently now.

The City and Roslindale Village Main Street shared a common goal: to bring about the changes and improvements desired by the community while carefully preserving the character of the neighborhood. Main Street's has all but completed its original three year agenda, and it is now the recognized community-based vehicle for stabilizing businesses and improving the image of the commercial district. The City had hoped for a resurgence of the commercial area which has now been achieved, and for a return of Roslindale's positive self image. Main Street has brought a diverse neighborhood to a common purpose that has regenerated the sense of community and neighborhood pride.

The only changes or compromises needed revolved around unmet schedules on certain projects. Unforeseen delays meant reprioritizing the work plan; however, these changes were made by Main Street staff and the Board of Directors and did not require City participation. There is nothing that the City, in its role, would have done differently.

Question 4: Describe any data you have that document the impact this project has had on its surroundings and the people in the project area. Attach supplementary materials as appropriate. What have you observed about the project's impact.

In the first three years of the demo project (1985 - 1988) the total reinvestment in private building renovations and facade improvements has totaled 3.6 million dollars, with a net gain of 73 jobs. Public improvements projects totaled 1.5 million dollars; since that time, other private and public improvements have been completed or are in the pipeline. (Please see the attached sheet for details.) In addition to the tangible investment, the community's self image, and the changed perception about Roslindale has exceeded expectation. The resurgence of activity is not limited to the business district, but has spread to the community at large. Main Street's ability to draw the number of volunteers needed for extensive committee work and to create special events has been highly successful. Other neighborhoods have expressed interest in using Roslindale's Main Street program as a model for organizing their own revitalization efforts.

Question 5: What about this project would be instructive to other cities.

The primary lesson is that neighborhood renewal projects are much more successful when residents and merchants are personally invested. When the people who live, shop, and own businesses in the neighborhood are involved in the planning, design, and financial investment of the project, the results are far more interesting and are better cared for than in those cases in which a City plans from downtown and takes the bulldozer approach to change. In my administration, the emphasis has been on a neighborhood decision making process. The goals of the Main Street program paralleled the City's approach overall, and community development has progressed very successfully.

Question 6: If, five years from now, you were to judge that this project were still successful, what characteristics would convince you of that fact.

If five years down the road, Roslindale Main Street was doing exactly what it is doing now, it would be considered extremely successful. This would include the addition of local shops, the development of diverse businesses; the continued scheduling of established events; the maintenance of fundraising activities necessary to sustain a neighborhood based organization; and to continue to work in partnership with the City.

**PUBLIC
AGENCY
PERSPECTIVE**

Name Bruce P. Rossley Title Commissioner
Organization Office of the Arts and Humanities 617-725-3245
City Hall Room 803 Boston, MA 02201
Signature Bruce P. Rossley

1. What role did your organization play in the development in this project?

The Boston Art Commission oversees the siting, design and maintenance of all art on public land in Boston, and is the oldest municipal art commission in America (1890). The Commission's Executive Secretary also serves on the staff of the Edward Ingersoll Browne Fund of the City of Boston. The Office of the Arts and Humanities (OAH) directs the programs of the Boston Art Commission.

The Boston Art Commission gave its approval in the early phase of the renovation of Adams Park in Roslindale for the installation of a mosaic art piece, and resurfacing of the pathway connecting the business district, benches and landscaping. This involved an appropriation of \$83,100 from the Browne Fund to the Townscape Institute. Currently, OAH is involved in Phase II of Roslindale Village Main Street (RVMS) program which involves landscaping and potential artwork. This is being implemented through an additional appropriation from the Browne Fund.

Further, the OAH serves as administrator of the Boston Arts Lottery. The Boston Arts Lottery awarded a total of \$7500 in grants to RVMS since 1987 to benefit arts programming.

2. Describe what requirements were made of this project by your agency (e.g., zoning, public participation, public benefits, impact statement).

In awarding Boston Arts Lottery grants, the Boston Arts Lottery Council reviews the artistic component of the request for funding and how the program involves local arts organizations and individual artists. The Boston Arts Lottery is concerned about outreach to people in the community and beyond. OAH has funded RVMS each year since 1987. The program has a strong artistic component in that it increases participation and value of the arts in a non-arts neighborhood. RVMS reaches out to many people in Roslindale and brings people in from other Boston neighborhoods.. OAH supports Roslindale Village Main Street and RVMS continues to be a supportive organization for arts activities and public art in the neighborhoods in Boston.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all these intentions changed over the course of the project. What trade-offs and compromises were required? How did you participate in making them? with hindsight, what would you now do differently?

As the 1970's trend toward suburban shopping mall development subsided in the 1980's, many urban residents chose to return to their neighborhood business districts. In Roslindale a movement arose to revitalize the historic business district in the neighborhood. To date, this community program has sustained the energy, enthusiasm and moral commitment necessary to facilitate meaningful historical preservation and open space enhancement of the RVMS Plan. This project is important to the urban environment in Roslindale and Boston because: 1) businesses have expanded, 2) open spaces have been improved and are flourishing, and 3) community residents are experiencing and enjoying the liveability and enhanced quality of life of their neighborhood.

4. Describe any data you have that document the impact that this project has had on its surroundings and the people in the project area.

The OAH serves as an advocacy agency for arts organizations and individual artists. Initiatives include long-range planning to assure the future well-being of the arts in every Boston neighborhood and the facilitation of efforts to meet the unique needs of Boston's varied audiences. In view of these initiatives, OAH has funded RVMS since 1987 because RVMS has had a significant impact on the people and environment in the project area. In 1989 the International Festival attracted nearly 10,000 people of all ages, races and colors-both residents and non-residents alike. The festival is expanding and will celebrate its 5th year. Many local artists and arts organizations participate in RVMS programs. RVMS shares the belief with OAH that a thriving arts community is essential to the liveability of the City of Boston.

RVMS has transformed its surrounding by making improvements to Adams Park, existing storefront properties and facilities and streetscape. These improvements influence the liveability of the Roslindale neighborhood and have significantly increased the participation of its citizenry in this community program.

5. What about this project would be instructive to agencies like yours in other cities?

Local arts agencies (LAA's) can witness how 1) RVMS plan and project approach serves as a model of neighborhood revitalization, 2) RVMS is a model program where the interaction of art and open space design play a key role in neighborhood revitalization, and 3) RVMS is a model of a collaborative process as dozens participate in accomplishing one vision.

LAA's can disseminate information on small urbanization projects such as this to similiar cities and become a driving force behind neighborhood revitalization efforts.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

The long term is what neighborhood revitalization is all about. If, in 5 years, the scope, energy and creativity of this project is sustained by the residents of Roslindale and if the disparate needs, including local development concerns, environmental issues, arts community interests and business concerns are in harmony, then the approach and intent of the Roslindale Village Main Street plan will have been successful.

**PUBLIC
AGENCY
PERSPECTIVE**

PUBLIC AGENCY PERSPECTIVE

NAME: Lisa G. Chapnick TITLE: Director
ORGANIZATION: Public Facilities Dept., City of Boston
ADDRESS: 26 Court Street, Boston, MA 02108
SIGNATURE: *Lisa G. Chapnick* TELEPHONE: (617) 725-4352

1. What role did your organization play in the development of this project?

The City of Boston's Public Facilities Department (PFD), and its predecessor, the Neighborhood Development and Employment Agency (NDEA), have worked very closely with Roslindale Village Main Street since the inception of the project. NDEA prepared the technical documentation and the application materials submitted to the National Trust for Historic Preservation's Urban Demonstration Program. PFD's design staff have provided free architectural and design assistance for improvements to storefronts and signs. PFD has also provided funds for a rebate program to encourage new signage and over \$2 million in loans through the Neighborhood Development Bank program for exterior and interior storefront improvements. PFD's design staff also participated in the development of a master plan to guide the construction of over \$3 million of street and sidewalk amenities and has budgeted over \$500,000 for Phase I of the planned capital improvements. A representative from PFD also serves in an ex-officio capacity on the board of Roslindale Village Main Street.

2. Describe what requirements were made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

Storefront improvements assisted with financing provided by PFD's Neighborhood Development Bank program were required to meet the certain eligibility guidelines imposed by the federal funding source employed (C.D.B.G.), including environmental review, public participation, historic preservation and public benefit (low and moderate income) standards. Signs were required to meet the design guidelines mutually agreed to by the Roslindale Village Main Street Design Committee and PFD.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, these intentions changed over the course of the project. What tradeoffs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

From PFD's perspective, the intended benefit of the project was to improve the physical appearance of the neighborhood commercial districts in order to attract shoppers back to the neighborhood commercial area. The hope was that these improvements would thereby help turn around the decline of this commercial area, encouraging existing businesses to expand and new businesses to locate here. We also intended that the Roslindale Village Main Street project would serve as a model to improve the effectiveness of the City's commercial revitalization efforts in other Boston neighborhoods.

4. Describe any data you have that document the impact that this project has had on its surroundings and the people in the project area. Attach supplementary materials as appropriate. What have you observed of the project's impact?

The project has had a marked impact on the physical appearance of the commercial district. The number of billboards has been reduced from 18 to 10, 29 commercial storefronts (18% of all commercial fronts) have been upgraded, and there are 45 new store signs, 69% of which received technical assistance or were reviewed by the Roslindale Village Main Street design committee. The project has also had a measurable impact on the commercial viability of the district: 25 new businesses opened in the district, the first floor vacancy rate declined from 23% in 1985 to 4% in 1988, second floor vacancy declined from 23% to 10%, and over 175 jobs were created or retained. (See attached supplementary materials).

5. What about this project would be instructive to agencies like yours in other cities?

The project provides several valuable lessons for other cities. From the City's perspective, these lessons include the importance of a close working relationship between the neighborhood organization and the local government. This coordination enabled the City to work with the community organization to design effective and efficient programs that could better target the available resources to maximise the impact of these public expenditures on the revitalization of the district. Second, it is important that the revitalization activities be part of a comprehensive revitalization plan which includes marketing the district, public improvements, etc. rather than just an uncoordinated series of improvements. Third, this project would not have been possible without a strong, community-based organization to spearhead the commercial district revitalization effort. Roslindale Village Main Street was able to obtain the participation of nearly 75% of the merchants in the commercial district. Finally, some of the specific programs, such as the sign rebate program, may provide useful models for similar efforts in other cities.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

We would look for a continuation of the low first floor vacancy rate, a reduction in the number of business turnovers in the district, an increase in the number of new businesses or expansions of existing businesses within the district, and other similar indicators of the general economic health of the commercial district. The real measure of the long-term success of the project is whether or not the Roslindale Village Main Street project has enhanced the ability of the commercial district to weather and rebound from cyclical economic downturns such as we are currently experiencing. We would also be interested in the extent to which Roslindale Village Main Street is able to maintain and expand its support among the merchants and community residents over the next five years.

**PROFESSIONAL
CONSULTANT
PERSPECTIVE**

PROFESSIONAL CONSULTANT PERSPECTIVE

This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

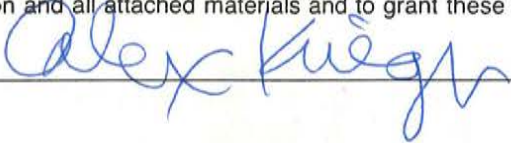
Name Alex Krieger Title President

Organization Chan Krieger Levi Architects, Inc. Telephone (617) - 354-5315

Address 1132 Massachusetts Ave, Cambridge, Ma. 02130
Also: Director, Urban Design Program, Harvard Graduate School of Design.

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Signature



1. What role did you or your organization play in the development of this project?

In 1989, my firm produced the Roslindale Village Master Plan for Street and Sidewalk Amenities. The publication of this document, which described the manner in which Roslindale Village would revitalize and evolve, culminated a two-year process of community consensus-building involving residents, merchants, members of the Roslindale Village Main Street association, the City of Boston, and several professional design consultants.

I also served as one of the original members of Roslindale Village Main Street's Design Committee in 1984-85, during which we prepared preliminary planning objectives and design guidelines for building renovations, storefront improvements, and signage systems.

2. From your perspective, how was the project intended to benefit the urban environment?

Roslindale Village Main Street has overseen several projects which together make up a comprehensive program of community-based planning. The development of the Main Street organization, its Design Committee, and the Roslindale Village Master Plan, coordinated with the City's storefront revitalization programs, the Parks Department's improvements to Adams Park, and the new MBTA Commuter Rail Station, have collectively succeeded in transforming this community.

A city can only be as vibrant and beautiful as its neighborhoods, and neighborhoods can only thrive if their main streets, public spaces, and businesses prosper. Creating and maintaining a lively, economically healthy, attractive neighborhood center is a fundamental goal of any urban planning, and the substantial realization of these goals is evident in Roslindale Village.

3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that document these effects? Attach supplementary material as appropriate.

After several decades of neglect and economic disinvestment in the area, the consequence of Roslindale Village Main Street and its programs has been to reestablish local civic pride. Today this is evident throughout the Village in terms of better property maintenance, improved storefronts and window displays, more appropriately scaled signage, and a flowering of greater citizen involvement.

-
4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

Realizing the high level of volunteer effort required by Roslindale Village Main Street's ambitious agenda for improvements to the urban environment, we saw the need for trade-offs between immediate results and long-range goals. We assisted by outlining various short and long term programs of improvements, provided estimated costs, and worked with the Design Committee to establish a hierarchy for their work plan that would guide their efforts.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

Insufficient public funding has resulted in a protracted period of implementation for the actual street and sidewalk improvements described by the Master Plan. The Design Committee, however, is currently maintaining its advocacy role on behalf of the Plan to insure the coordinated palette of improvements is executed.

6. How might this project be instructive to others in your profession?

This project provides a good case study on how community revitalization must necessarily be diverse in its scope, multi-pronged in its approach, have several years' longevity, and have a broad base of grass-roots support. What is most compelling about Roslindale's experience is the diversity of its membership and activities, and its ability to sustain the involvement of many people and organizations across a number of years.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

Simply, Roslindale Village and its adjoining residential areas must continue to flourish and exhibit its signs of individual and community pride through local economic investment, upgraded storefronts, and well-maintained public spaces.

DEVELOPER PERSPECTIVE

DEVELOPER PERSPECTIVE

This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name Joe Beck Title Owner/Developer
Organization Kiddieland Clothing Telephone (323-8832
Address 745 South St., Roslindale

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Signature Joseph M Beck

1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

I have operated a children's clothing store in Roslindale Square since 1973, and I was on the first Main Street Board of Directors through my involvement with the Roslindale Board of Trade. The commercial property I renovated and moved my business into in 1986, and eventually bought, was one of the first projects to received assistance from Main Street.

My business had outgrown the space it was in, my lease had run out, and there was not a lot of good commercial space available in Roslindale Village. Since my business does uniforms for parochial schools all over Boston, I did not have to stay in Roslindale. Main Street put a development proposal together for myself and the owner of a large, vacant, condemned building on South Street. With Main Street's help and the Public Facilities Department's architects and loan programs we made the project happen.

2. What, if any, modifications were made to the original proposal as the project was developed? What trade-offs or compromises were required during the development of the project?

There were no meaningful negatives or compromises in my experience with Roslindale Village Main Street. Main Street could deal with the City's red tape and push the right buttons with the consultants. Also, with Main Street's presence, this was the first time in my memory that the City was willing to invest money in private property in neighborhood business districts, instead of spending millions of dollars on studies and putting up sign two months before an election.

3. What, if any, innovative means of financing the project were used?

Main Street arranged for both parties in the real estate deal, myself and the building owner at the time, to use 3/4 prime Neighborhood Development Bank loans for our individual portions of the work: The landlord did the storefront and roof, and I did the interior. Then in June 1989 Main Street helped me secure a 3/4 prime partial mortgage to buy the building.

4. How did the financial benefits and economic impacts of this project differ from other projects? How does the project's quality relate to the financial goals?

Roslindale Village Main Street is unlike any organization I have ever dealt with. Not only did I save money on consultant fees, financing costs, and got good development advice, but if I had to deal with the City agencies like Inspectional Services and architects and bankers all by myself, I probably would have chosen to move out of Roslindale instead of developing this property.

The store and the building are beautiful and a credit to Main Street. I put a lot of effort into my seasonal window displays to help my walk-in business and give something visually attractive back to the neighborhood.

5. What was the most difficult task in the development of this project? What was the least successful aspect? With hindsight, would you do anything differently?

My only regret is that I opened too late in 1986 for the Christmas traffic, partially because of the added approval steps required by the City. But with Main Street's involvement, the project I got was far better than what I could have done myself. The quality was worth the extra month or two in the long run.

6. What about this project would be instructive to other developers?

Some landlords in Roslindale Village thought Main Street was going to do everything for them. What Main Street did was act as a conduit between me and City Hall so I could take the greatest advantage of what the City had to offer. I learned that I had to be realistic about how things get done: I had to be willing to front some capital and the contractors had to see my face every day. But Roslindale Village Main Street's presence gave me the confidence I needed to commit myself to the development.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

There were no big out-of-town developers in Roslindale to carry the ball. Roslindale Village Main Street is a lot of little guys pitching in and doing it ourselves. And now, the City doesn't bring overpriced planners and consultants to our neighborhood and waste people's time, things get done through our organization. If in five years there are more neighborhood groups in Boston like Main Street to make sure neighborhood businesses get listened to, I would say we were successful.

OTHER PERSPECTIVE

Name: Diane Carter Duggan

Organization: Roslindale Village Main Street

Address: 5 Sheldon Street, Roslindale, MA. 02131

Telephone: (617) 325-4170

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Signature

Diane Carter Duggan

1. What role did you play in the development of this project?

I participated in a public design review of the first facade improvements to be initiated by Roslindale Village Main Street in 1985. I subsequently joined the newly formed Design Committee as a resident who, though always interested in architecture and design, had no formal training in those disciplines. Through those meetings, I began to learn about many design issues about which I had been previously unaware. Among those issues were building preservation, facade design, the importance of signage and window displays, marketing, graffiti removal and landscaping.

2. From your perspective, how was this project intended to benefit the urban environment?

The project was intended to benefit the urban environment by working cooperatively with the City of Boston and local merchants and residents to bring about well designed storefronts, signage and public improvements; focusing attention on the design and maintenance of public spaces; sponsoring events (International Festival, Christmas Tree Lighting, Roslindale's Blooming!) which give the public areas a sense of purpose and create a sense of community.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.

Numerous buildings have been renovated and new signage is in place. Adams Park has never looked so beautiful. People in Roslindale have commented on

the physical changes in the Village as well as on the positive sense of community inspired by those changes. The events Main Street sponsors give them a real feeling of pride and a sense that they are truly a part of their neighborhood.

The people directly involved in the Main Street program have developed expertise in promoting and carrying out events, working cooperatively with all members of the community, recruiting new businesses and advocating for design-conscious public improvements.

4. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

Early in the history of the Design Committee, representatives from the Boston Landmarks Commission advised us about the importance of compromise in the design review process. We learned from them to avoid being too dogmatic in our review process and to consider a compromise not a defeat, but a positive improvement over existing conditions.

There are in the Village elements of new facades and signs which I personally would not have chosen, but they are the result of a compromise between the Design Committee and the building owners.

5. What was the least successful aspect of the project? With hindsight, what would you do differently?

Resident membership is the least successful aspect because it has begun so late in the program's life. Originally, because Main Street was a business revitalization program, merchants were seen as the main financial supporters of the organization. It has become clear, now that the organization is seen more as an alliance between the business community and the residents, that the resident membership is critical, not only for financial reasons, but for purposes of increasing our people power. We can accomplish more with more people, all of whom have a stake in the future of the Roslindale community.

6. What can others learn from this project?

Others can learn the importance of all kinds of people working together as one community. Merchants and residents of all ethnic backgrounds gain strength in numbers and diversity. They learn about each other and acquire new skills in the process of carrying out Main Street's mission. They learn to use their collective influence to effect changes on their own behalf through the municipal government, the political community and the media.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

Given that Main Street is an incremental program, I would consider it to be successful in five years if there were still small, but consistent, positive changes: continuing media coverage, new facades and signage that are well designed, more stores that choose to use window displays as an effective marketing technique, more attention to building preservation and maintenance, less trash and graffiti in evidence, continuing maintenance of public spaces, ongoing promotional events... all orchestrated by Roslindale Village Main Street, an organization run by the people in the community themselves.