

Roxbury Master Plan: A Retrospective Look

Presented to Reclaim Roxbury
Roxbury Community College
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Roxbury today, some numbers...

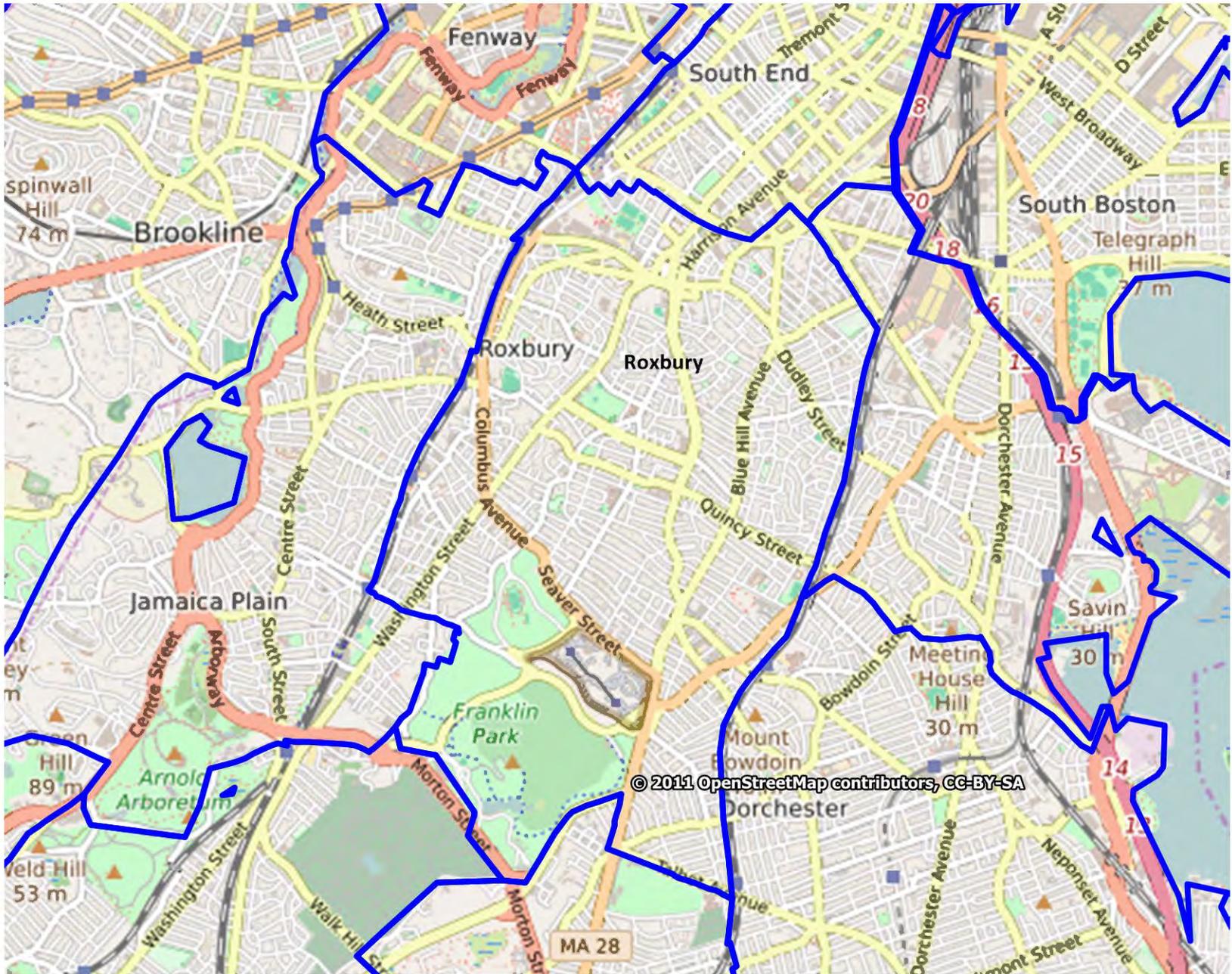
- Total population
- Children under 5 years of age
- Housing units
- Employment profile
- Educational attainment of adults
- Businesses and employees
- Household consumer expenditures

American Community Survey 5 Year Estimates 2010 - 2014

Bureau of Labor Statistics

InfoUSA / Businesses





Total Persons by Race	61,234	
White alone	9,092	14.8%
Black or African American alone	37,514	61.3%
American Indian and Alaska Native alone	416	0.7%
Asian alone	1,260	2.1%
Native Hawaiian and Other Pacific Islander alone	23	0.0%
Some other race alone	10,856	17.7%
Two or more races:	2,073	3.4%

Total Persons by Latino Origin	61,234	
Not Latino	43,789	71.5%
Latino	17,445	28.5%

All Children Under 5 Years	4,359
Black Children Under 5 Years	60.8%
Asian Children Under 5 Years	0.8%
White (non-Latino) Children Under 5 Years	4.7%
Latino Children Under 5 Years	33.7%

Total Housing Units	25,656	
Occupied	23,457	91.4%
Vacant	2,199	8.6%
Total by Housing Tenure	23,457	
Owner occupied	5,111	21.8%
Renter occupied	18,346	78.2%

Total Persons(16 Years and over)	47,973		
In Civilian labor force:	30,329		63.2
Employed		82.3%	
Unemployed		17.7%	
Not in labor force	17,644		36.8

Education Attainment (25 Years and Over)	
12 th grade or less, no diploma	22.6%
High school graduate (includes equivalency)	29.7%
Some college, less than 1 year	4.0%
Some college, 1 or more years, no degree	15.7%
Associate's degree	5.0%
Bachelor's degree	13.5%
Master's degree	7.0%
Professional school degree	1.3%
Doctorate degree	1.2%

Establishments by Major Category (Select)	1,738	
Construction	78	4%
Manufacturing	27	2%
Transportation and Communications	62	4%
Wholesale Trade	60	3%
Retail Trade	327	19%
Finance, Insurance And Real Estate	190	11%
Services	872	50%
Public Administration	37	2%

Employees by Major Category (Select)	22,204	
Construction	833	4%
Manufacturing	323	1%
Transportation and Communications	1,032	5%
Wholesale Trade	733	3%
Retail Trade	3,293	15%
Finance, Insurance And Real Estate	876	4%
Services	9,728	44%
Public Administration	5,200	23%

Total Household Expenditure (2015)	1,072,453,670
Total Non- Retail Expenditures	575,645,886
Total Retail Expenditures	496,807,784
Select Non- Retail Expenditures	
Food And Beverages	162,918,906
Health Care	89,545,689
Transportation	199,418,168
Utilities	85,896,222
Health Care Insurance	50,217,262
Mortgage Interest	71,550,541
Property Taxes	36,830,764

YOUTH

THE ROXBURY STRATEGIC MASTER PLAN

BUILDING A 21ST CENTURY COMMUNITY

THOMAS M. MENINO, MAYOR, CITY OF BOSTON / MARK MALONEY, DIRECTOR, BOSTON REDEVELOPMENT AUTHORITY



CULTURE



DIVERSITY

Note (!)...

- RMP is completed in 2004, after 3 years of community planning, but (!) emerges from many earlier neighborhood struggles and lessons learned
- Reflected a neighborhood-wide commitment with strong support and leadership from the *Roxbury Neighborhood Council*; the *Roxbury Community Working Group* (approximately 225 or more persons – see p.107); and many other neighborhood organizations
- Local elected officials (Dianne Wilkerson; Chuck Turner; Gloria Fox; the late Tony Crayton; Byron Rushing; and others pressured Mayor Menino to ensure that the planning of the Roxbury Master Plan would be community-based
- Never presented as a panacea to meet the needs of Roxbury, but rather a framework for establishing priorities and guiding decision-making, especially about economic development

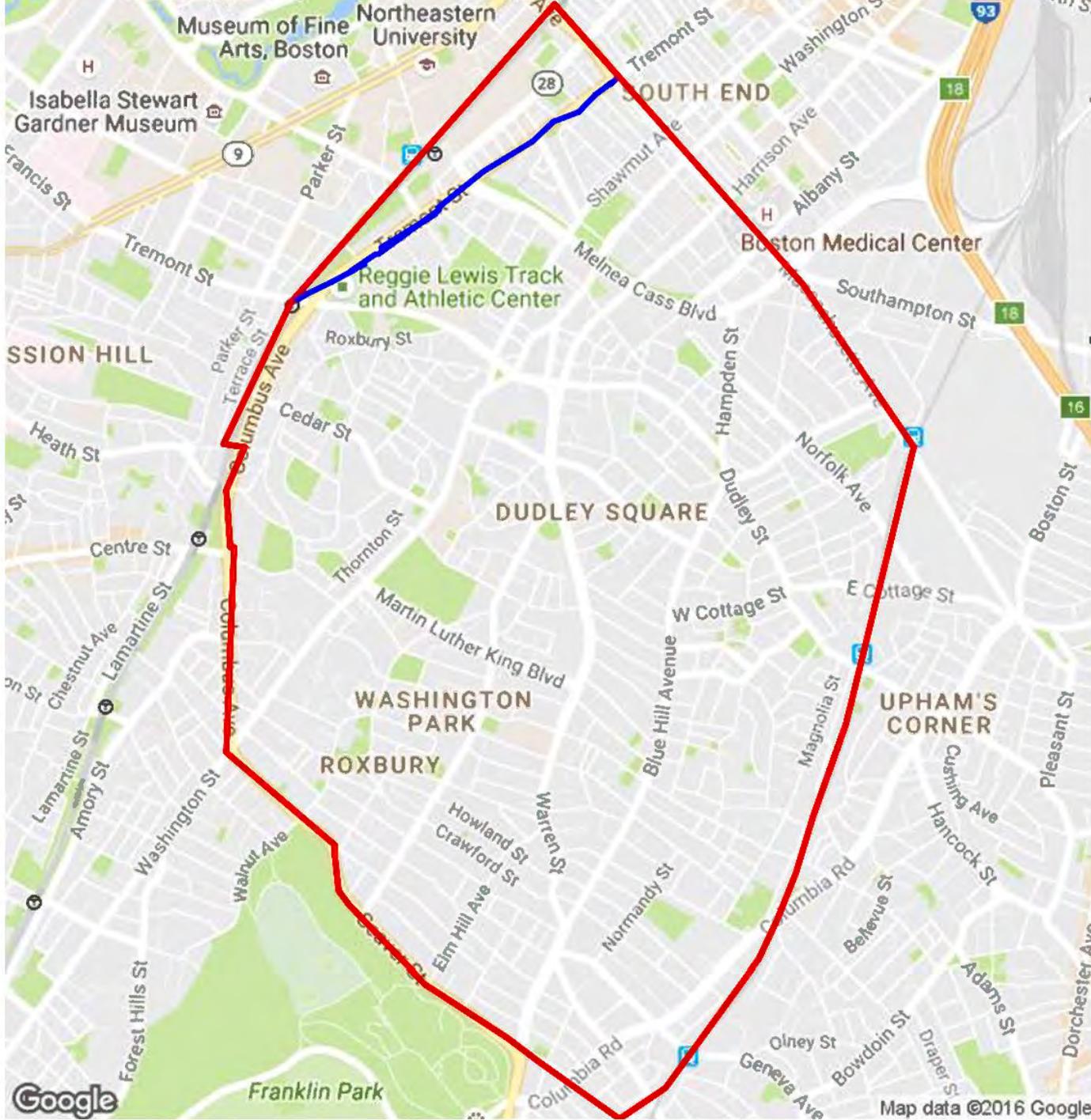
- Don't forget: the ***Demonstration Disposition Program*** (1994 – 2004), and Boston's ***Empowerment Zone*** (2000 – 2009)

-- "The Demonstration Disposition Program in Boston, Massachusetts: Lessons for Resident Empowerment, Economic Development, and Government Partnerships" co-author, *National Political Science Review* (February 2005)

-- "The Empowerment Zone in Boston, Massachusetts 2000 – 2009: Lessons Learned for Neighborhood Revitalization" *Review of Black Political Economy*, vol. 38, no.1 (2011)

-- "Urban Planning, , Community Participation, and the Roxbury Master Plan" *The Annals* (July 2004)

-- "Revisiting the Roxbury Master Plan in Boston: Three Key Accomplishments for Equity Planning" in *Urban Spaces: Planning and Struggles for Land and Community* (Lexington Books, 2010)



Challenges facing the design
and implementation of RMP?

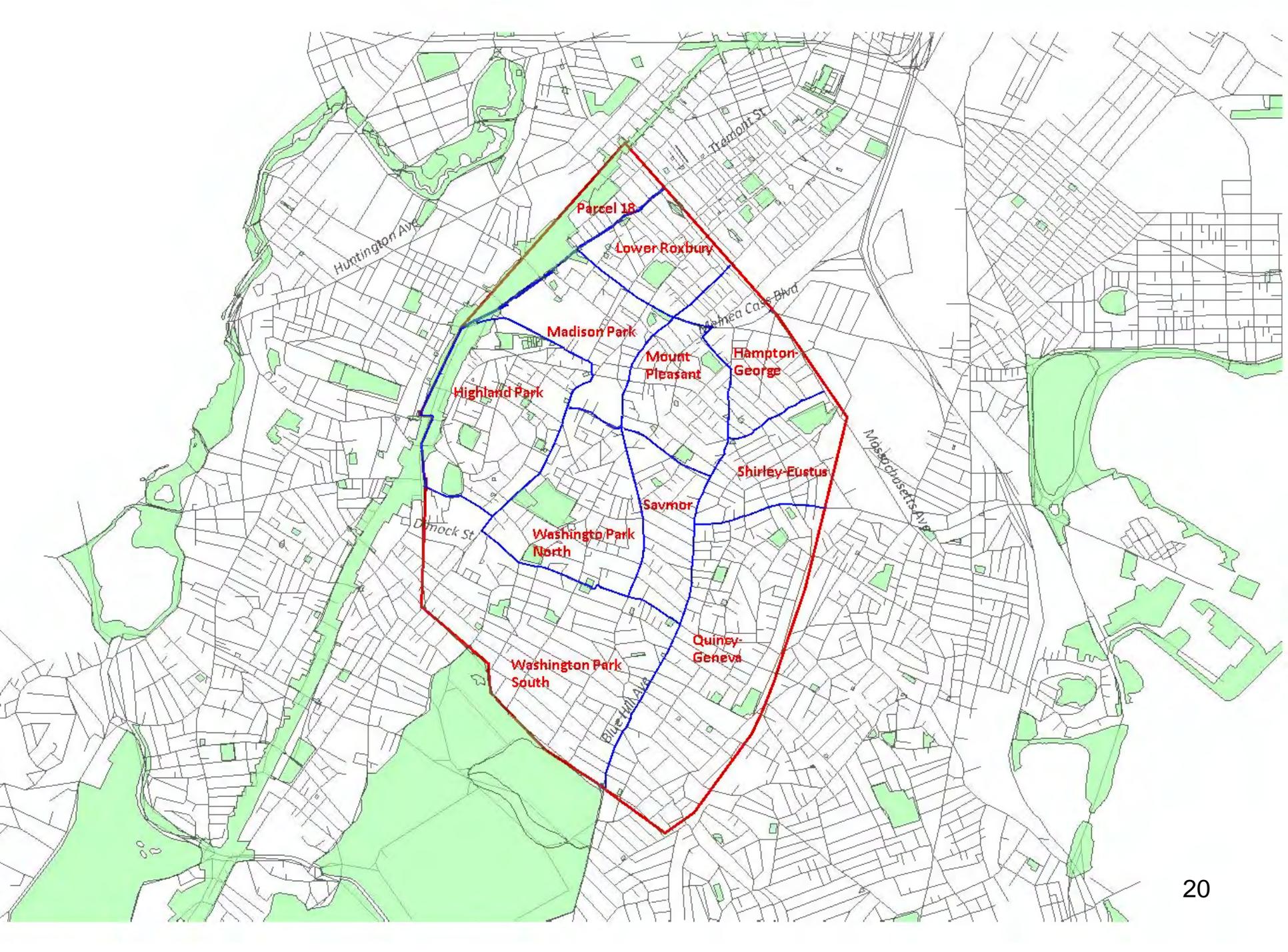
- Intense real estate pressures (before the Great Recession)
- Mostly working-class neighborhood with relatively high poverty rate
 - 27% poverty rate
 - Population over 25 years: 32% no high school diploma

At the same time (!): \$713 million in consumer expenditures
\$339 million held in retirement accounts
\$187.5 million held in Certificates of Deposit

- Political tensions between mayor and local elected officials
- Mistrust of BRA / residents supported a facilitative role, versus top-down planning
- Concern about displacement

Big Picture questions emerging during the planning process?

- What is 'Roxbury' (one neighborhood, or several 'sub-neighborhoods')?



- What kind of housing should be planned?
 - Expand homeownership?
 - Focus on preservation of affordable housing?
 - Other models reflecting ownership of land?

- How should economic development be pursued?

- How to sustain community participation?

- What kind of governance mechanism should guide implementation of RMP?

Four key responses

➤ **Statement of principles and values (!)**

...helped to frame economic development strategy in terms of benefits for residents

➤ **Defining *balanced economic growth* for Roxbury**

➤ **Ensuring the growth and vitality of neighborhood-based and small businesses**

➤ **Data collected, interpreted and analyzed within a community-empowerment perspective / Trotter Institute**

...countered pathology as explanation for neighborhood distress

Statement of Principles and Values to frame the planning process (8 components)

1) Identification and utilization of Roxbury's enormous **potential** and **actual resources and assets**, including,

the location of the neighborhood in terms of the city and region;

the land and open spaces encompassed in the neighborhood;

the housing stock in the neighborhood;

the youth who live and work in Roxbury;

the history and lessons of resident struggles aimed at improving living conditions;

the neighborhood's increasing ethnic diversity

the commitment of Roxbury residents and community organizations

2) Increasing **opportunities for youth**

3) tapping **history of community struggles**

4) designing **linkages between of economic development, housing, and transportation.**

5) **generating and keeping wealth in the neighborhood** for longer periods of time

6) enhancing **opportunities for small businesses**

7) **enhancing civic education and public involvement** of residents and organizations

8) increasing housing opportunities for residents at different income levels, but also **protecting existing affordable housing**;

Defining *balanced economic growth* for Roxbury (8 components)

1) Utilizing and nurturing neighborhood assets to the **direct** advantage of residents

2) Strengthening small and local businesses

3) Transportation as smart growth **and** community-based economic development

- Contracts for local businesses ?*

- Employment and training opportunities for community-based organizations ?*

- Jobs for residents ?*

4) Highlighting responsibilities of institutional actors

5) Identifying 'external' costs of development:

- increased traffic
- higher housing costs
- pollution
- strains in municipal services

6) Comprehensive evaluation of economic initiatives versus decision-making based on promises, or mere expectations of benefits

7) Governance process for community participation in decision-making about economic development questions

8) Focus on cultural assets reflected in the lives and struggles of long-time residents

Enhancing and growing neighborhood-based businesses (9 components)

1) Are small businesses located in the neighborhood being utilized on capital projects and improvements, including public schools, transportation projects, and housing through (a) contracts; (b) sub-contracts, or (c) joint ventures?

2) How will the bonding capacity of neighborhood-based small businesses improve as a result of the proposed economic development activity?

3) Are there opportunities to assist in enhancing the capacity of small businesses through linkages with city-level and regional development activities?

4) Were representatives of local businesses included in the development of the proposals or plans?

5) Is the economic development proposal consistent with the workforce characteristics of residents of Roxbury and surrounding neighborhoods?

6) How will the principals involved with the economic development proposal utilize joint venturing and subcontracting to enhance the capacity of local businesses?

7) How will the construction of housing or physical infrastructure utilize local businesses?

8) What is the actual and evidenced projection of number of jobs by occupation and skills over the life of the economic development plan?

9) How will information about the number and types of projected jobs be shared with community organizations and faith-based organizations?

End