The American City Coalition

Founded in 1994, The American City Coalition (TACC) is a Roxbury-based 501(c)(3) organization committed to providing thought leadership and technical assistance to advance multi-sector and multi-stakeholder partnerships that focus investments to improve the quality of life for Roxbury families.

With Roxbury as a primary focus area, TACC identifies and develops programming and projects that respond to the neighborhood’s assets and needs. TACC’s work is grounded in objective research, in-depth resident input, and the expertise of local stakeholders; this data and analyses allow TACC to help partners identify unmet community needs. Using an emergent approach, TACC seeks to increase collective impact by aligning the skills of partners within defined program areas and identifying and engaging complementary partnerships and resources.

Three interrelated programs guide TACC’s work and reflect the organization’s focus on connecting people to place:

- **Resident Supports**: Connects residents with the essential services and information needed to support health and mobility;
- **Economic Development and Asset Development**: Advances strategies that strengthen asset and wealth creation pathways; and
- **Neighborhood Vitality**: Supports multi-sector partnerships that improve the neighborhood environment and facilitate investment.

Reports, data, and further information can be found at: www.tamcc.org.

TACC acknowledges the following individuals and organizations for their contributions to this study:

Residents, business owners, employees, and property owners who participated in focus groups, surveys, and interviews

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Executive Summary

Roxbury’s Nubian Square is a diverse neighborhood with a unique multifaceted history that is reflected in its rich cultural assets, the wide-ranging talents of its residents, and the dynamic mix of ethnic, independent businesses that now occupy this business district in the heart of the City of Boston. Within the City of Boston and the Commonwealth as a whole, Nubian Square plays a singular role as the historic center for African American civic, social, and cultural life with a long and varied past as a major commercial center. Nubian Square also features a diversity of households that augurs well for its attractiveness to current and emerging market opportunities.

With the magnitude of development and infrastructure investments in the area, it is not an understatement to say that Nubian Square and Roxbury are at a crossroads. Using research conducted in Fall 2019, the Nubian Square Market Analysis takes an inclusive approach, documenting current conditions and assets (active community resident groups connected through social media; involved and entrepreneurial businesses; gifted visual and performing artists; and active and invested nonprofits), addressing challenges (business development; wealth creation; and physical connections), and identifying opportunities so that the growth of the community’s retail and commercial environment is not left to chance in the face of change.

The goals of the Nubian Square Market Analysis are to: 1) identify factors that distinguish Nubian Square as a location capable of attracting and sustaining businesses that will increase the vibrancy as a retail center; 2) recommend specific initiatives and strategies that can increase Nubian Square’s vitality as both Roxbury’s commercial hub and one of Boston’s major community business districts; and 3) inform the discussion that will help recalibrate the conversation about the Square’s commercial growth.

This report includes objective information and implementation strategies relevant to a range of stakeholders so existing businesses looking to expand and businesses intending to locate in Nubian Square are aware of economic and cultural variables. Additionally, landlords and retail recruiters will understand how commercial rents compare to those in other markets and the impact rental rates have on the community. Finally, policymakers, residents and Main Streets have strategies to market the district to businesses ready for expansion into an ethnically and racially diverse community.

The American City Coalition (TACC) conducted this study in collaboration with Dudley Square Main Streets, a commercial revitalization organization that provides hands on assistance to businesses in Nubian Square and fosters growth for the next generation of local, minority-owned businesses. TACC contracted the services of the Initiative for a Competitive Inner City (ICIC) and FXM Associates as well as Byrne McKinney & Associates.

To ensure the study encompassed a comprehensive and inclusive approach, including the collection of both quantitative and qualitative data, this report relies on a multitude of primary and secondary data sources. The primary data is largely qualitative and is derived from focus groups of local residents and businesses, surveys of employees, and field notes and interviews of landlords and property owners. These findings are utilized throughout the report to complement and confirm quantitative analyses. The secondary data sources include CoStar Group (business and leasing activity; actual lease comparisons; trends in commercial real estate); City of Boston (parking); United States Census Bureau’s American Community Survey (ACS) five-year data and United States Census Bureau county business patterns; and Esri and Environics Analytics Spotlight (gaps in data from ACS and Census Bureau on demographics; housing; jobs; businesses; and estimates of current conditions and projected demand).
The report utilizes three geographic units of analysis depending on the analysis type: 1) 0.75-mile radius; 2) 1.5-mile radius; and 3) real estate “submarkets” provided by CoStar. These geographic units of analysis are predicated on the idea that people will typically purchase goods and services within the shortest available walking or drive time from where they live.

Since Nubian Square is a unique community and no singular location can be looked to as a comparative or aspirational market, this analysis identified multiple comparison market areas that could provide realistic models and “best practices” for future Nubian Square commercial development. The study uses two types of comparative analysis: 1) Comparative Business Districts: Comparative analyses with the five areas of Ashmont-Fields Corner; Egleston Square; Hyde Square-Jackson Square; Mattapan Square; and Brookline Village are used to place Nubian Square within a context of surrounding business districts and the broader Boston area, to better understand and interpret the data; and 2) Analogous Submarkets: Similarly, both office and retail real estate market analyses are presented for Metro Boston overall and for five submarket geographies of Roxbury/Dorchester; Jamaica Plain/South Suffolk; Longwood Medical Area/Mission Hill/Fenway; South End; and Brookline/Newton.
A. Key Findings

The following are key findings from the study’s quantitative research and associated analyses:

**DEMOGRAPHICS**

- Nubian Square has a larger concentration of population and households within 0.75 mile and 1.5 miles and therefore a larger local market than the five Comparative Business Districts. These are key factors in generating economic growth and development, but households must also have sufficient disposable income to support local businesses.

- Between 2000 and 2010, Nubian Square grew at a higher rate (25%) than all other Comparative Business Districts as well as the City of Boston as a whole. Since 2010, Nubian Square has had the second highest growth rate, exceeded only by Hyde-Jackson Square. From 2019 to 2024, Nubian Square’s population is projected to grow by 5.5%, exceeded only by Hyde-Jackson and Egleston Squares. The pattern portends expansion of the market opportunity for Nubian Square businesses, especially as the growth is trending towards greater economic diversity than experienced historically.

- Nubian Square’s population has a lower than average percentage of Millennials, age 24 to 44, but a considerably higher percentage of the younger, under age 23, Generation Z population. The current Nubian Square business mix does not respond to the shifting demographic needs which must be recognized for local businesses to optimize their share of growing demand and fully participate in future opportunities.

- The area within 0.75 miles of the Bruce C. Bolling Municipal Building at 2300 Washington Street in Roxbury has the most racially and ethnically diverse population of the five Comparative Business Districts; the vibrancy of its racial and ethnic mix is one of Nubian Square’s competitive advantages.

- Nubian Square has, by far, a higher proportion of households with no vehicle (46%) than the five Comparative Business Districts; additionally, it has the second highest percentage of residents who walk to work or work at home (24%), exceeded only slightly by Brookline Village (25%).

- With 21% of all units built since 2000, Nubian Square has a higher percentage of renters and a newer housing stock than the five Comparative Business Districts.

**INCOME**

- Nubian Square households have relatively low incomes. The area’s median household income ($41,448) is lower than the median in the Comparative Business Districts ($55,000) and City of Boston as a whole ($69,160).

- As the younger households in the area age and as the wave of larger-scale, new mixed-income residential development now under construction and in the pipeline delivers greater economic diversity to the area, Nubian Square incomes and expenditure potentials are expected to rise, bringing opportunities for a stronger and more vibrant business environment.

**BUSINESSES**

- Nubian Square has a high percentage of jobs in health, education, and community organizations. This suggests there are a large number of office workers who may be able to support expanded daytime retail and restaurant offerings in Nubian Square.

- Nubian Square has a low share of jobs and few establishments in retail, accommodations, food, arts, entertainment, and recreation-related industries. In focus groups, residents and employees stated that they want to see growth in these sectors in Nubian Square. However, it is important to highlight these low shares of employment, as growth in these sectors may not happen on its own; sector-specific policy and programmatic support for the growth of these industries may be needed.

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1, 2 Source: ICIC analysis of Environics/InfoGroup USA Business Data (2019) and U.S. Census Bureau ZIP Business Patterns (2016).
RETAIL REAL ESTATE

- Retail spending per household is slightly lower than the average of Nubian Square and the five Comparative Business Districts as well as the City of Boston as a whole, reflecting the concentration of younger households and lower median incomes in Nubian Square.

- Much of the commercial space in Nubian Square is characterized as older and in need of modernization. The market area rents are insufficient to support new construction or extensive rehabilitation without subsidy of some sort, including subsidy from higher yielding market rate rental housing. The blighting influence caused by vacant, dilapidated commercial spaces cannot be overstated for its adverse effect on perceptions of overall value.

- On the flip side of these market conditions, the prevailing lower rents offer opportunities for an eclectic mix of small, independent, entrepreneurial businesses designed to bring new energy to Nubian Square; most of these businesses will need financial assistance for real estate and business start-up/expansion, as well as cooperation from landlords who see the long-term value of expanded and revitalized retail/restaurant activity to their properties notwithstanding lower initial rents.

RETAIL SPENDING OPPORTUNITIES

- A retail opportunity/gap analysis identified immediate opportunities to significantly expand existing business sales and/or potential absorption of over 80,000 square feet of retail and restaurant uses based on sales leakage within a 1.5-miles radius of Nubian Square.

- Based on current sales leakages, business opportunities include limited service restaurants and buffets; health and personal care; hobby, toy, and game; hardware; and specialty stores such as meat markets, gift/novelties, and garden centers. The retail opportunity/gap analysis does not mean there is no opportunity for growth or improvement outside of these business types, especially for restaurants and entertainment which are expected to draw patrons from outside the local market area.
B. Recommendations

The market analysis led to specific, implementable policies and strategies to realizing residents’, business owners’, and employees’ shared vision: Enliven the Nubian Square Business District for both residents and visitors during the evenings and weekends and support a mixed-use, urban lifestyle environment.

As previously mentioned, with the magnitude of development and infrastructure investments in the area, it is not an understatement to say that Nubian Square and Roxbury are at a crossroads. This study takes an inclusive approach, documenting current conditions and assets, addressing challenges, and identifying opportunities so that the growth of the community’s retail and commercial environment is not left to chance in the face of change.

The seven recommendations listed below are a strategic path to realizing the collective vision for the Nubian Square Business District. Informed by current local data, the recommendations address underlying conditions of safety and four core elements requisite to vitality that were adapted from the Main Street America Transformation Strategies approach: economic conditions, placemaking, marketing, and organizational capacity. While many of the recommendations could be implemented in silos, this could work at cross purposes to a more holistic and robust revitalization of Nubian Square. To increase Nubian Square Business District’s vitality, the community will need to work collectively with sustained focus and a well-coordinated implementation approach to address these elements.

Overarching Recommendations to Support Safety and Organizational Capacity

Safety and the reactivation of Dudley Square Main Streets are overarching themes that run throughout all of the study’s recommendations. These two themes emerged out of every segment of the study’s research and are palpable in: the shopping pattern of residents for whom Centre Street in Jamaica Plain, not Nubian Square, is the preferred destination due to the mix of shopping options, the availability of parking, and the quality of goods/services; and the concerns of residents and business owners who identify the perceptions of safety and the need for significant streetscape and private property improvements as challenges.

1. Improve perceptions of safety in Nubian Square.

Residents and business owners alike mention safety as a concern in Nubian Square, particularly at night. Although this study does not analyze crime data on Nubian Square and the Comparative Business Districts, the pervasiveness of the perception is sufficient to motivate the need for change. Residents and business owners do not see the presence of a parked police cruiser with its flashing blue lights as a deterrent to undesired activities. Instead, they view it as a warning to residents and visitors of a potential safety or health emergency in the Square and a signal that people should avoid the area. The cruiser also provides a clear indication of where police are not, as well as where they are, encouraging any undesirable activities to occur elsewhere in the Square. Residents and business owners recommend replacing the cruiser with active police foot patrols, which not only add to the sense of safety but also provide opportunities for positive police interaction with the members of the community. Additionally, improved street lighting and street activities that bring increased foot and vehicular traffic into the Square in the evening were seen as enhancing the sense of safety.

2. Reactivate Dudley Square Main Streets as the driver of programs and activities.

Dudley Square Main Streets continues to have a critical and unique role to play in the revitalization of Nubian Square. A focus on Nubian Square Business District marketing and advocacy is as vital as working with prospective and existing businesses. Actively working with the City of Boston’s Office of Economic Development, an adequately staffed Main Street program can: broker positive outcomes between existing and prospective businesses and landlords; expand activities to bring residents and visitors into the district, such as special and regularly recurring events; and continue to expand business capacity building in terms of workshop series and hands-on business assistance to improve business operations. Main Streets should take advantage of the specific opportunities identified in this study to recruit prospective new businesses and, more importantly, provide objective evidence to support marketing and financing for expansion of existing businesses and retail space.
Additional Recommendations to Support Economic Conditions, Placemaking, and Marketing

Five additional recommendations are important components of the strategic path toward the collective vision of Nubian Square:

3 Recognize market opportunities and invest in specific strategies to assist existing retailers to expand while also recruiting retailers to respond to these opportunities.

Roxbury’s population density and growth rates bode well for expanding market opportunities, as do residents’ relative youth and high degree of ethnic diversity. The current retail mix, however, needs to broaden in order to capture those opportunities. Warehouse clubs and superstores should not be encouraged because they do not fit residents’ and business owners’ vision for Nubian Square. The table below identifies specific types of retail, service, and event opportunities that should be prioritized to meet demand.

A. Preserve and expand on core retail, such as convenience goods and the day-time lunch trade. The data indicates that Nubian Square ranks fourth among the six Comparative Business Districts in the number of retail establishments. Focus group participants and an inventory of businesses also indicate that Nubian Square has a dearth of local services such as dry cleaning, shoe repair, yoga/fitness, and pet care/grooming that does not meet the needs of residents and employees of local businesses. Residents are already purchasing these services but travel outside of the Nubian Square Businesses District to Washington Mall, Grove Hall, and especially to Jamaica Plain to do so. These types of small businesses are an ideal fit for Nubian Square.

This recommendation also includes a strategy to minimize the “creep” of retail businesses along Warren Street and Washington Street in order to reinforce the core of Nubian Square as the shopping district.

B. Expand and attract more destination-driven entertainment/dining options. Of the Comparative Business Districts, Nubian Square has the largest population within a 0.75-mile radius, also making it the densest. Its diverse population is by far the youngest, and it has the largest population under the age of 44. These characteristics, together with Nubian Square’s transit advantages, hold a competitive advantage for a vibrant urban entertainment environment. Yet Nubian Square lags Egleston Square, Ashmont-Fields Corner, and Brookline Village in the number of Arts, Entertainment, and Recreation establishments as well as the in the number of Accommodation and Food Services (mostly restaurants) establishments. Focus group participants of all ages identified the need for destination-driven entertainment/dining options.

C. Recognize and capitalize on trends toward a younger and more diverse population. Among the retail uses in demand by younger residents and the diversity of the residents are: health and personal care; hobby, toy, and games; and limited-service restaurants. To complement the business activity, both residents and businesses expressed the desire for special events on the weekends and in the evenings which would draw young people and families to the Square including concerts, farmers’ markets, book fairs, and a variety of ethnic pop-up retail and events.

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**Retail Opportunities**

- Health and personal care store
- Hobby, toy, and game store
- Clothing store
- Specialty store
- Hardware store
- Housewares store
- Other general merchandise stores, including those with an Afrocentric orientation
- Limited-service restaurants
- Sit-down restaurants, especially those with entertainment

**Service Opportunities**

- Dry cleaner service
- Shoe repair service
- Other locally-oriented services, including those with an Afrocentric orientation
- Yoga/fitness studios
- Pet care/grooming

**Events Opportunities**

- Outdoor concerts
- Farmers’ market
- Book fairs
- Ethnic pop-up retail and events
- Cultural events
- Themed experiences: e.g. First Thursdays
D. Recruit an eclectic mix of independent, entrepreneurial businesses designed to bring new energy to Nubian Square. Property owners must be engaged to support such efforts for long-term gains in value. As noted earlier, one of the potential growth sectors identified in the retail gap analysis is “other general merchandise” which includes: specialty stores, hardware, housewares, clothing—in other words, a mix of products for smaller niche, independent businesses. In focus groups, residents recommended expanding on Nubian Square’s existing Afrocentric niche.

The documented potential growth sectors must be actively promoted to current Nubian Square businesses to increase sales. In addition, to expand the mix of businesses, a top priority should be the marketing of these potential growth sectors to targeted, successful businesses currently located outside of the Square that might be recruited for expansion of their businesses to Nubian Square. However, most of these businesses will need financing assistance for real estate and business start-up/expansion. Specifically excluded are warehouse clubs and superstores, which do not fit residents’ and business owners’ vision for Nubian Square.

4 Promote increased office space development, particularly above street level.

Businesses and nonprofits with primarily office functions have a high share of employment in Nubian Square and those that currently utilize ground floor space might find upper floor space more attractive if it were suitably developed. This would free-up more first floor space for retail and related uses. In addition, increased upper floor office space development could support expansion of office-using industries in the Square; with Class A office space at a premium in the City of Boston, increasing the inventory will meet any demand, particularly from proximate clusters such as Healthcare and Biotechnology associated with Boston Medical Center. Coworking spaces, which do not necessarily require significant upgrades to existing spaces, may also be viable for upper floor spaces, taking advantage of the superior public transportation accessibility as well as the Square’s relatively low rents.

5 Increase market rate residential development while preserving existing affordable housing.

The current mix of housing in Nubian Square is heavily skewed to low- and moderate-income housing, which is critically needed in Boston’s housing market. Nevertheless, neighborhoods such as Nubian Square are home to a disproportionate share of lower-income residents whose incomes cannot support the number and variety of retail businesses desired by residents overall. Additionally, the area’s low household income limits the ability of local residents by themselves to support the higher rents that would be charged to retailers for renovated space or new construction.

Increased local market rate housing would be beneficial to help achieve the desired retail balance in Nubian Square. Based on market demand, market rate housing is supportable and will help achieve feasibility for development projects whose program and goals can include affordable, as well as market rate housing, and expanded retail activity. The current “one third/one third/one third” formula used in recent procurements in Nubian Square does not support a robust retail mix and should be revised to allow for 50% market rate housing. At the same time, Nubian Square’s existing affordable housing must be preserved so that low- and moderate-income residents can continue to live in a centrally located, transit-accessible neighborhood and share in the benefits of revitalization. More affordable housing also needs to be built in other centrally located and transit-accessible neighborhoods in the City of Boston and elsewhere in Metro Boston.

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3 Most prestigious buildings competing for premier office users with rents above average for the area. Buildings have high-quality standard finishes, state of the art systems, exceptional accessibility, and a definite market presence.

4 Clusters are groups of closely related and interconnected businesses that operate within a specific geography and benefit from their geographic proximity.
Improve the public realm and shared amenities.

Many of the public realm and amenity elements that make for a successful business district are either missing or in short supply in Nubian Square. When residents spoke about the reasons they shopped in other districts, they cited a comfortable pedestrian environment, one with shade trees, seating options, proximity to parking, ease and sense of safety crossing the street, and clear signage. The following recommendations respond to the areas public realm and amenities needs:

A. Significantly improve the MBTA’s investment in Nubian Station and in Nubian Square. Residents and business owners view the MBTA’s Nubian Station as a source and significant contributor to the general sense of disinvestment in Nubian Square. It contributes to the negative perceptions of the Square through the general neglect, and lack of basic maintenance and upgrades. The maintenance of MBTA bus stops are also a concern: for example, the stop at the gateway to Nubian Square and the Roxbury community at the intersection of Melnea Cass Boulevard and Washington Street is not cleaned; and the stop at the intersection of Ruggles Street and Washington Street has been missing a pane for the past year. The lack of maintenance and upgrades affects the quality of life of residents, businesses, and commuters. It reduces confidence in the MBTA and is evident when compared to the maintenance and upkeep of the covered bus stops in Downtown Boston, the South End, and Jamaica Plain.

B. Develop a parking strategy. This study’s parking analysis and the comments of both residents and businesses identify a need for additional parking. There are few public parking spaces available for Nubian Square visitors. There is additional pressure related to proposed future developments in the area that could further limit access to public parking. In focus groups, residents and business owners highlighted their increasing frustration with access to parking and their concerns about the impact of future development on an already inadequate parking system. Suggested interim measures to improve parking include providing access to the Blair lot from Washington Street and designating a location for business employees to park in order to minimize the long-term utilization of street parking.

C. Eliminate “blighted” properties and facades. There has been strong public investment in the area, including the construction of the Bruce C. Bolling Municipal Building, the upgrade of Dudley Street, and the anticipated reopening of the renovated Dudley Branch of the Boston Public Library. Nubian Square is also home to many businesses and property owners who have a strong sense of civic pride which is manifested in the high level of maintenance and cleanliness of their own storefronts as well as the cleaning and sweeping of sidewalks adjacent to their businesses.

However, some property owners with vacant storefronts do not provide adequate maintenance. The property at the former Edison building at the intersection of Warren Street, Dudley Street, and Harrison Avenue, as well as the Dartmouth Hotel Apartments, 2255 Washington Street, and 2219 Washington Street are all prime examples of poorly maintained properties. In addition to maintenance, the use of solid roll-up grates destabilizes the business district sending a message that the area is unsafe, and a place of disinvestment and urban decay.

These properties require an unprecedented level of scrutiny by the City of Boston to assist Nubian Square in making the necessary strides toward strengthening the business district, increasing businesses profitability, and branding the district as a strong and welcoming gateway to the Roxbury community.

D. Develop a streetscape, lighting, and signage program. In addition to the “blighted” properties, focus group participants highlight their concern that other storefronts have signage that is outdated and inappropriate and in need of an upgrade. Traffic calming measures are also necessary particularly for the higher-speed arteries such as Warren Street, where fast-moving traffic inhibits pedestrians from crossing and reduces access to businesses. Street furniture that provides residents and visitors comfortable places to sit as well as other amenities will help to reinforce the streets as a place. Additionally, current wayfinding signage is inadequate; business owners identify the need for wayfinding signage to public parking lots and to key buildings and sites to increase connectivity.
7. **Implement a well-designed and coordinated Nubian Square marketing strategy.**

Nubian Square has strong, but unrealized assets that need to be leveraged in order to build an authentic brand identity that is rooted in the Square’s:

- History as an entertainment and dining hub for the City of Boston;
- Abundance of cultural, racial, and ethnic diversity, grounded in but not limited to its historic Afrocentric identity, which makes it a welcoming environment for residents and visitors alike;
- Progressive, influencer-driven outlook with pop-ups and curated brands that demonstrate that Nubian Square is “not your grandmother’s shopping district;” and
- Eclectic mix of independent, entrepreneurial operators in an environment where rents are low enough to allow experimentation and dynamic change.

This branding should be supported by a well-designed and coordinated marketing strategy that includes special events, seasonal themes, cultural history, and collateral material aimed at Roxbury neighborhood residents, local visitors, conventioneers, and tourists. Though initial steps have been taken, this branding and marketing needs to be expanded and should include a strong online presence which is carried on all local business websites.

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### C. Conclusion

The recommendations set forth in the *Nubian Square Market Analysis* were not developed in isolation and must be implemented using a multifaceted approach that is carefully coordinated with planned public and private investment in Nubian Square.

Over the next five years, the City of Boston will be investing $12 million in street and sidewalk reconstruction along Washington Street and Warren Street in Nubian Square. Together with the construction at 135 Dudley Street (former B2 Police Station site), 2147 Washington Street, and 40-50 Warren Street, the resulting impact of these projects on traffic, construction equipment, closed/narrowed sidewalks, and limited parking may create a state of upheaval and turmoil in Nubian Square that increases pressures on existing businesses.

These recommendations and the construction impacts on businesses highlight both the need for a multifaceted approach to the revitalization of Nubian Square and a strong advocate to shepherd the implementation of the recommendations over the short- and long-term.

The City of Boston’s Office of Economic Development can play a vital and pivotal role in fully strengthening Nubian Square’s retail and commercial environment. With its proven organizational capacity, the Office of Economic Development should be the active and fully present managing entity, addressing the core elements of safety, economic conditions, and marketing and coordinating all public activities in Nubian Square by:

- Coordinating the MBTA Police and Boston Police to increase both the sense and perception of safety in Nubian Station and in Nubian Square; and the complete and thorough upgrade of Nubian Station, opened in 1993;
- Marketing the Square both within the City of Boston but also to regional visitors, conventioneers, and tourists;
- Working aggressively to understand which small businesses in other business districts are ready to expand and for which the diversity and eclectic mix in Nubian Square would be an asset; and
- Giving “blighted” properties an unprecedented level of scrutiny to eliminate the effects their current conditions have on Nubian Square.

Nubian Square and Roxbury as a whole abound with assets which need to be acknowledged and celebrated in both the business offerings and community events in the Square. The *Nubian Square Market Analysis* identifies the foundational aspects that can assist in the rejuvenation of Nubian Square.

The full report includes eleven chapters that document the community’s demographics; current Nubian Square businesses; the commercial real estate market; retail spending opportunities; the public realm, parking and safety; as well as supporting data. To download the *Nubian Square Market Analysis*, visit www.tamcc.org.