



Roxbury Strategic Master Plan Oversight Committee Meeting  
Monday, July 2, 2018  
6:00 PM to 8:00 PM  
Boston Water & Sewer Commission, 980 Harrison Ave, Roxbury

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## Attendees

**RSMPOC Members:** Valeda Britton, Frederick Fairfield, Dorothea Jones, Charlotte Nelson, Norman Stembridge, Tony Hernandez, Susan Sullivan, Frank Williams, City Councilor Kim Janey (Ex-Officio), Rep. Chynah Tyler (Ex-officio)

**Not in Attendance:** True-See Allah, Bing Broderick, Beverly Adams, Jorge Martinez, Felicia Jacques, Rep. Evandro C. Carvalho (Ex-Officio), State Senator Sonia Chang-Diaz (Ex-Officio), Rep. Byron Rushing (Ex-Officio),

**BPDA Staff:** Dana Whiteside, Courtney Sharpe, Lillian Mensah, Victoria Phillips

**City Staff:** Devin Quirk (DND), Donald Wright (DND), Karilyn Crockett (Office of Economic Development)

**Link to PowerPoint:** <http://www.bostonplans.org/getattachment/ae9a810a-37e3-4081-a843-20aa1bea70c8>

## Opening

On July 2, 2018 Co-Chair Norman Stembridge of the Roxbury Strategic Master Plan Oversight Committee called the meeting to order. He stated the Committee was formed with the goal of economic development in the community and they have been doing their best to look at different angles and guide development. The night's agenda was reviewed as well as committee responsibilities which includes looking at the city owned parcels, working with the BPDA, City and community to see what can be done with land. He then restated the original goals.

## Planning Update

Following the opening, Courtney Sharpe, BPDA Senior Planner, presented an update on the PLAN: Dudley Square process.

- She stated the overall goals of PLAN: Dudley including keeping Roxbury residents in the community. Page 65, of the Roxbury Strategic Master Plan states, "The community has not voiced disagreement about the critical importance of the existence and maintenance of high quality subsidized housing; the goal is to achieve more balance of housing types."

- PLAN: Dudley Square's objective is the implementation of the Roxbury Strategic Master Plan and refers to specific parcels.
- The process first began with an Open House in February 2016. In total there have been 21 PLAN: Dudley workshops. There was an introduction period, then workshops focused on community development, next values and visioning, and finally drafting. Most of this year has been focused on the RFPs with initial drafting, receiving feedback and revision. The meeting is focused on the four DND parcels out of the total eight.
- For more information please visit: [bit.ly/PlanDudley](http://bit.ly/PlanDudley)

## Department of Neighborhood Development Update

Following the PLAN: Dudley Square process update, Devin Quick, DND Director of Operations, presented an overview of DND's work and an update on the DND RFPs.

- Part of what DND is focused on is looking at inventory over the whole city and creating affordable housing.
- For context there are about 1400 housing units in Dudley Square (1370). 73% of those are income restricted affordable with many of them being deeply affordable BHA housing. Roxbury as a whole has about 27,000 housing units (26,780) 43% of these are affordable 56.9% are market rate.
- Producing income restricted housing is a core mission. The City of Boston's priority is to use public land for public good, emphasizing the creation affordable housing.
- Through the process it has been very clearly heard that the community would like to prioritize development without displacement and ensure that the existing residents of Roxbury benefit from development.
- When looking closely at the displacement risk those that are most at risk are the 175 households (13%) in market rate rental housing making less than \$75,000.
- The affordability requirement for the RFPs has been built on the Senhi model of 1/3 1/3 1/3. This does not mean the final third has to be market rate a developer could propose %100 affordability. Proposals that go above and beyond these requirement by delivering more deeply affordable housing will be given greater preference
- Preference will be given to projects that include uses that support neighborhood control and/or household wealth creation, whether it be through homeownership, the creation of a cooperative, and/or control by a community land trust.
- Short term rentals and subleasing will be prohibited.

- On the question of affordable to whom for a 3 person household making below \$27,000 (below 30% AMI) this would be considered very low income the expected rent for a 2 bedroom would be less than \$600. Low income would be up to about \$45,000 income with expected rent for a 2 bedroom would be \$600 to \$1000. Moderate would be \$45,000 to \$75,000 expected rent \$1200 to \$1650. This is 50 -80 AMI. If the developer is seeking DND funding at least 10% of housing needs to be at the very low level.
- For the first time ever the RFPs will include an anti-displacement requirement. This will look at the developer's track record. Developers must submit their plan for preventing displacement. What have they done to prevent eviction in the past, will your proposal lead to any evictions – this would be rated very low. This section also further encourages innovative practices such as cooperative ownership, land trust participation, and rent-to-own strategies
- There is a diversity and inclusion requirement. Developers must include a plan for establishing and overseeing a minority outreach program aimed at creating increased opportunities for people of color, women, and M/WBEs to participate in the development of the Property.
- A community benefits narrative is also required. This is what the developers will be doing beyond what is required. Room is open for creativity but are suggesting as heard that was important from the community Incorporation of specific uses into the proposal such as Cultural, Arts, Entertainment and Performance uses, Initiatives that for example foster the incubation of new entrepreneurs, educational opportunities that prepare local residents and young adults for future career opportunities and Seed funding and organizational support to existing local and/or non-profit organizations including organizations that support business improvement or cultural district within Dudley Square.
- Across the RFPs there are 12 common selection criteria which will have continued areas of community input. They are: Overall Development Concept, Design, Sustainable Development, Diversity and Inclusion, Development without Displacement, Good Jobs Standards and Additional Community Benefits. 33% (the last 4 categories) of evaluation based on progressive community benefits, inclusion, diversity, and protection of people living in Dudley today.
- This will not be the end of community participation. Community feedback will continue to be an emphasis after RFPs are released and development proposals are being reviewed at public meetings, in Project Review Committees, and by the Oversight Committee.

## **Good Jobs Standards Update**

Following the DND presentation Karilyn Crockett, Director of Economic Policy & Research in the Office of Economic Development presented on the Good Jobs Standards.

- A version of the Good Jobs standards was originally voted on by the Oversight Committee in April of 2015. In the last year and half the language has become increasingly more specific in order to come up with standards to guide developers.

- The seven different areas are supposed to make clear what the standards are. They have been reviewed by the Mayor as well as Corporation Council. Also represent the standards the Jobs Coalition members are looking for.
- Developers must present a narrative explaining how their proposal supports the community's expressed priorities around supporting good permanent jobs as it is and engaging in fair hiring practices which will support the participation of people of Roxbury and the immediate neighborhood.
- The seven (7) priority good job standards are:
  - At least 51% of the total employee work-hours performed on the Parcel, and for each employer occupying the Parcel, shall be by bona fide Boston Residents
  - At least 51% of the total employee work-hours performed on the Parcel, and for each employer occupying the Parcel, shall be by people of color
  - At least 51% of the total employee work-hours performed on the Parcel, and for each employer occupying the Parcel, shall be by women.
  - Good Wages: All employees shall be paid a salary or hourly wage equal to or greater than the Boston Living Wage - which shall be defined as \$16.89 on January 1, 2017 thereafter increasing annually by the rate of inflation
  - Full-time employees: At least 75% of all employees working on the Parcel, and at least 75% of all employees of each lessee, sublessee, or tenant working on the Parcel, shall be full-time employees. "Full time" shall mean at least 30 hours per week.
  - Stable shifts: All employees shall have a stable schedule appropriate for their field of work, defined as a work schedule that allows the employee to reasonably schedule other family care, educational, and work obligations; and a schedule that does not include "on-call" time and has a set weekly pattern that does not change more than two times per year shall be presumed to be stable.
  - Benefits: All full-time employees shall be offered the opportunity to opt into a company sponsored health
  - NOTE: small businesses are exempted from submitting plan
- Lots of work has been done to get the language to be detailed. From the City side thinking has had to be done around enforcement, structural working and staffing. These standards are important part of the evaluation criteria and kudos need to be given to everyone who has been at the table at the Boston Jobs Coalition (BJC)

## RSMPOC Comments

- Rep. Chynah Tyler stated she has been championing a variety of issues at the State House over the past year she has been in office. Her phone calls have all been about housing issues from her constituents. She is from Roxbury and resident's concerns are her concerns. She stated she will not stay silent while her neighbors fight for what is just. She then shared the letter she wrote to Mayor Walsh. **[See attached letter following notes]** This letter led to a meeting with the Mayor and she is hopeful they can work together to resolve issues. She would like to call for

moratorium and encourage all members to vote no because she feels the process is unacceptable and she can't sit and be silent.

- City Councilor Kim Janey stated she has been coming to meetings for 10 years as a private citizen and now as a City Councilor. She acknowledged the work of community members in Roxbury for coming to meetings. As a private citizen participation could sometimes be very frustrating. It has been frustrating because there have been questions about clarity on how to participate and who really gets to have a voice. She stated as she met with residents people are not against development, but rather people want things that make sense. It is about who gets a say and how residents share in a collective vision. There are still questions and concerns about the RFPs. She expressed concern that the process loses credibility when people feel things are jammed down their throat and wants to take the necessary time. She shared that she has written a letter, expressing the need to delay the vote so questions around content and process can be answered and issues can be vetted. The issues are important and need to make sure everyone has a voice. She has been pushing the ownership piece, as there are not enough community owned business. She stated that she has been using the MassPort RFP as example and appreciates the diversity and inclusion language that has been included, but wants to make sure it has teeth. We can't come here 5 or 10 years having the same questions, if we do room will look different. She expressed the need to make sure development is done in a right way and voices are heard. To do this the time is needed to make sure things are done in right way. While, at one hand there is real urgency; people are losing their neighborhood need to make sure they have a voice. Everyone has received letter from councilors asking for delay in vote. ***[See attached letter following notes]***
- A RSMPOC member stated the committee has been at this since 2006. It always goes back to the connection of the planning process and the roles. In particular the RNC (Roxbury Neighborhood Council) and the Oversight Committee. Not how the RSMPOC came to be, but how it should function after it got into the process. The Committee has sat for 2.5 years looking for clarity of RNC around RFPs and connection is still cloudy. I.e. The city the elected officials, but its role in the planning process had a critical role in the original. Need clarification around the RNC.
- A RSMPOC member stated she is pleased to see so many people in attendance. The Committee has a responsibility. Over her 74 years a Roxbury resident currently sees a lot of people that are new at meeting. The Committee is ready to do what need to do to move forward.
- A RSMPOC member expressed he is very impressed with the RFP language. What people have been fighting for is included in the language, and it's not going to get better. He stated he thinks it is a victory and feels it is the right time to vote.
- A RSMPOC member stated she has been working at the goal of economic growth for 25 years. New market employees over 10,000 local residents most making at least \$16 a hr. Is saddened to see Dudley square residents not being able to participate in growths cycles. She does not want

to foster the status quo. Business coming into community look at level of affordable housing and ask can business thrive. She expressed she is not saying there should be no affordable housing, but there should not be higher percentage. The fight should not be against the RFPs. These RFPs that are providing housing, should focus on next ones and make sure they are bringing better jobs that will train people. Should not be about penalizing, but incentivize business to come to Dudley Square.

## Community Input

- An organizer with Reclaim Roxbury expressed the process has been really hard to participate in. He called for members not to vote. An 180 day delay is needed to get the information that community members have not received.
- A Roxbury resident stated her concerns related to affordability levels. When removing cost of rent, life insurance and other necessarily expenses very little is left. Housing affordability levels are not actually affordable.
- A resident affiliated with Reclaim Roxbury, Mothers for Justice and Equality as well as other associations expressed concern about honest AMI. The majority of people in Roxbury can't make \$20,000 a year need accurate and honest AMI to be used.
- The Coordinator of Right to the City and resident expressed the need for the Committee to come to the understanding that they are working for the community. Even City partners are neighbors. He stated, he wanted to make point that Councilor Janey and Rep. Tyler both spoke about community process and is the happy RNC has put fourth an option and wanted to challenge city officials to use recommendations from RNC and other groups that have ideas. Reclaim has worked for 2 years at those who want space and time to be heard to identify standards that have and need that make incomes. He stated he wants the Committee to say no today and have true community process that brings everyone together, those affiliated and not to have a voice.
- A Roxbury resident stated the concern that nonresidents have been at meetings was not a concern at other meetings that were swarming with City officials and Developers. The Committee works for the community, but are not engaging with community. Raised question about having 3 year terms, but longer serving members. Doesn't see the whole Committee present. How can vote when body is not organized. The Committee pushed the P3 vote and they still don't have finances in row. The last project they approved doesn't have community support. There is a serious question of legitimacy. He wants to do work and work with them, as no other option but to be oppositional have tried for last month. Petition with 250 signatures who say PLAN: Dudley must be discontinued until there is thorough engagement. Must not be continued. BPDA is trying to make the committee the punching bag. He knows they are not trying to accelerator gentrification and are being presented a way out by not taking a vote.

- A Roxbury resident expressed question and consideration about a moratorium has been going on since Master Plan was adopted in 2000. Unfortunately, there has been no one representing the RNC on the Committee. He has raised the question of, at the end of 180 days those people who oppose currently, will there be comments from those very same people about how things are to be fixed? Anyone in room can make comments and suggestions to the body, have to have direction for body to follow.
- The President of Garrison Trotter Neighborhood Association stated they do not want anyone to think community hasn't tried or wanted to develop Roxbury. Here asking for 180 days. A great project will still be a great project in 180 days. Hopeful during 180 days put together real meeting for those who are proposing ideas and what think can happen. Jobs paying \$16 will not make rent \$2000. Applaud anyone who stays in process for 8- 10 years, but everything is changing and the demand for Roxbury really does change how it should be approached. Have a generation of young men and woman who are invested.
- A, Mass Alliance, Reclaim Roxbury and Highland Park member stated she is in support of Rep. Tyler and Councilor Janey, should go for moratorium and no vote.
- A Roxbury resident shared she has drafts of Roxbury Masterplan was part of planning process. There are people here that want to make sure is developed. A moratorium is needed so those who have not been heard can be heard and have for voice. She stated, she attended last week meeting on transportation about equity but was one of only two people of color. Transportation should also be included in RFP. An email circulated about Northeastern moving out artists no one is talking about creatives. Need more holistic plan on how to develop and see impact.
- A member affiliated with Reclaim Roxbury read a statement about how the RSMPOC is charged with set of responsibilities at each and every meeting should be asking self if fulfilling.
- An audience member stated he did not live in Roxbury. He did recently until rent went up \$1000 and now lives in Roslindale. It is important to look at neighbors around when BPDA has rammed through community planning. The only option is broad solidarity. He was very active in PLAN JP/Rox, which was rammed through. Now what is happening massive waive of gentrification. He questioned how you can reassure the community of anything more than pretty words and good intention. Wants to see community take time.
- An audience member stated on way to meeting saw there was a man sprawled out on back in Dudley. Police officer tapped him and he was fine. There has been an ongoing drug problem, and until we address the problems of alcohol and drugs can't build over the problem that are there. Need to recognize those who can't be present. How can help those in Dudley only way displacement won't happen. Need increased police force but police brutality is not the answer in the black community

- An audience member expressed he was in favor of a moratorium and no vote. In terms of Northeastern quite ironic thing is universities pay zero taxes. If the City prioritized residents and institutions had to pay property taxes, there would be enough money.
- The President of Mt. Pleasant, Forest and Vine Association shared she was born in Roxbury which has historically looked different, but now is predominately African American. She expressed that some committee members don't understand implications of their own bias. They speak as if community don't know our own destiny feel, someone from outside community has to teach. They are not realizing who they are or who they represent have to listen to those they represent.
- The Chair of BJC stated his support for the elected officials present. When those three offices say that the process should be halted for 180 there is a responsibility. He expressed appreciation that the concept and details of Good Job Standards have been put in RFPs, however if it is to have any significance they have to be mandatory. Sees 180 days as time for Jobs Committee to talk about why a mandatory process is the primary way. If not mandatory will have company bring small wage jobs that have been looking for decades and decades. Community to look at wage and strategy to make sure land is used for business bringing good wages to community.

While, 1/3 1/3 1/3 is much better than Tremont Crossing is proposing, it needs to be recognized 1/3 is market rate, at a time when there is so much market rate such as proposals at Townsend, Rio Grande tower. Adds up to 1100 market rate units. Neighborhood is at the tipping point when try to bring more market rate people want to stay here, want future generations to stay here. Process needs another 6 months. In this time will see things happening in the private market of Roxbury. There have million dollar properties selling in Roxbury. Not appropriate to blame anyone but another 6 months would give opportunity and at the end of that a vote can be taken.

A resident shared they have been participating in process and for length of time you have taken to do this a few more months is not going to hurt process. The community is not saying they don't want development, but there are still a lot of people out there who have not had chance to say what they want. She applauded Rep Tyler and Councilor Janey for taking time to get signatures. Wants chance to have say no one knows what was going on 2 years. Give us as chance to say we understand square footage and finances and all of that and how the city is making money want to be apart decision because we live here and it is our right. It is your right in the position you have we respect and listen. The community needs a little more time and we respect that decision. The residents live here, pay taxes, have a right to say what happen in community.

At this point, community input period is concluded. Oversight Committee members huddle to speak together.

A member from the RNC announced the RNC has been working on an addendum to the Master Plan to combat gentrification. They are getting lot of inspiration from the younger folks working.

A member of Keep it 100 stated in PLAN: JP/Rox they got the plan pushed back 240 days. Distributes information that was given out in that process. Information request that has not been filled for PLAN: Dudley.

RSMPOC Co-Chair announced the vote will be taken.

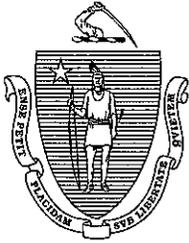
## **RSMPOC Voting**

- The vote was taken by the 8 members who were present and Curtis Rollins representative from the RNC.

**RSMPOC Members - Yes: 6 No: 2**

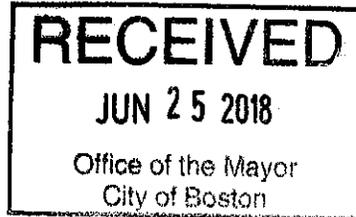
RNC Member: 1 No

Meeting Adjourned



The Commonwealth of Massachusetts  
House of Representatives  
State House, Boston 02133-1054

CHYNAH TYLER  
STATE REPRESENTATIVE  
7TH SUFFOLK DISTRICT



Committees:  
Education  
Housing  
Public Health  
Public Safety and Homeland Security  
STATE HOUSE, ROOM 130  
TEL. (617) 722-2130  
Chynah.Tyler@MAhouse.gov

The Honorable Martin J. Walsh  
Mayor of the City of Boston  
1 City Hall Square, Suite 500  
Boston, MA 02201

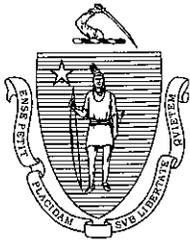
*Re: Planning and Development in the Roxbury neighborhood of Boston*

Dear Mayor Walsh:

As the State Representative of Roxbury and a sitting member of the Joint Committee on Housing here in the Commonwealth, I recognize that there are many complexities that led to the housing crisis we are experiencing in this neighborhood. As the City of Boston works towards creating a robust infrastructure, it is critical that we strive to preserve the rich identity of our historic Roxbury neighborhood while transitioning the city into the future. Therefore, incorporating agreed upon community standards into the planning and development process is vital. My hope is that my work with you, your administration, and the Boston Planning and Development Agency (BPDA) in Roxbury will be a leading example for other Boston communities on how to effectively plan and develop while ensuring that this neighborhood successfully reaches its full prosperous potential.

For over a year now, my office has continued to receive an overwhelming number of inquiries from constituents of Roxbury concerning the planning and development process as it pertains to publicly owned land, which is overseen by the BPDA and the City of Boston's Department of Neighborhood Development (DND).

These concerns led me to convene a combined meeting with representatives from each of the local neighborhood associations of Roxbury including, but not limited to, the Roxbury Neighborhood Council (RNC), Garrison Trotter Neighborhood Association, Highland Park Neighborhood Association, Roxbury Path Forward Neighborhood Association, Pleasant, Forrest, and Vine Neighborhood Association, Tommie's Rock Neighborhood Association, Nine Streets Neighborhood Association, Hutchings Street Neighborhood Association, and the United Neighborhoods of Lower Roxbury.



# The Commonwealth of Massachusetts

## House of Representatives

State House, Boston 02133-1054

The consensus of this meeting confirmed that the Roxbury community, at large, is concerned with the following:

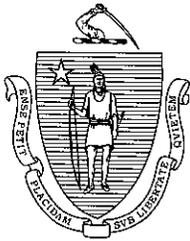
- the adherence of designated representation to the community participation procedures as spelled out in Articles 50 and 80 of the Boston Zoning Code
- the review process for development projects in Roxbury by the BPDA and DND
- the interception and representation of community feedback by city representatives

Article 50 of the Boston Zoning Code pinpoints community participation as a critical tool to use in any development approval process because it presents ideas to help prevent potential negative impacts of development on the surrounding neighborhoods. Additionally, Article 80 of the Boston Zoning Code states that one of the key goals of any proposed project is to assess and mitigate the impact of new developments on their surroundings. In order to fulfill the intent of both articles, the potential impact must, first, be identified with emphasis on the partnership with residents that currently reside in neighborhoods adjacent to proposed developments on publicly owned land.

During this meeting, I was informed of a letter addressed to you from the RNC, dated September 16, 2017, which outlined its review of proposed development plans in Roxbury and provided recommendations to alleviate any of their potential concerns. The RNC was established in Section 50-2 - *Community Participation*, of Article 50 of the Boston Zoning Code and advises that the RNC, "may continue to play an active role in advising on land use planning and design review for Roxbury through advising city agencies on land use and design decisions for their neighborhood." As such, I would like to recognize the RNC's role as the only neighborhood council who has the authority to partake in the Article 80 project review process in Roxbury.

It is clear that the residents of Roxbury believe the current process upon which the City of Boston fosters new development in Roxbury has moved away from embodying the intent of Articles 50 and 80 of the Boston Zoning Code. With that, I am requesting the following:

1. A moratorium on all development on publicly owned land in Roxbury.
  - During this time, I would like the City of Boston, the BPDA, and the RNC to conduct a collaborative review and update of the Roxbury Strategic Master Plan



# The Commonwealth of Massachusetts

House of Representatives

State House, Boston 02133-1054

to address the community's most pressing issues including, but not limited to, anti-displacement, transportation, and environmental impact reports.

2. The creation of a new community liaison position under the City of Boston that focuses on the implementation of housing development plans through the Article 80 process, community planning, and other housing matters.

Given the urgency of this matter, I also respectfully request an opportunity to meet with you about planning and development in the Roxbury neighborhood of the City of Boston as soon as possible.

Thank you for your attention to this matter and I look forward to working together with you and your administration to address our constituents' concerns. Please do not hesitate to reach out if you have any questions.

Best,

A handwritten signature in black ink that reads "Chynah Tyler".

Chynah Tyler  
State Representative  
7th Suffolk District  
MA State House, Room 130  
Office Phone: 617-722-2130  
Email: [Chynah.Tyler@MAHouse.gov](mailto:Chynah.Tyler@MAHouse.gov)

cc: City Councilor Lydia Edwards, Chair of the Housing and Community Development Committee  
Brian P. Golden, Director of the BPDA  
Sheila A. Dillon, Chief of Housing and Director of Neighborhood Development

July 2, 2018

Brian Golden, Director  
Boston Planning and Development Agency  
One City Hall Square, 9th Floor  
Boston, MA 02201

Dear Director Golden,

As elected officials representing Roxbury, we appreciate your staff's efforts to work with community members in developing the PLAN: Dudley proposal. We appreciate both the diligence required for such an effort, and the enormity of the task facing your agency.

It is our understanding that the Roxbury Strategic Master Plan Oversight Committee (RSMPOC) plans to hold a vote on Monday, July 2, 2018 about the proposal. **We write to respectfully request that the BPDA ask the Committee to delay taking action on PLAN: Dudley for 180 days.** Community organizations have requested more time, information, engagement, and transparency before a vote, and we believe 180 days would allow sufficient time for good faith questions to be answered and for the plan potentially to be refined in responsive ways. The City of Boston, and particularly Roxbury, faces a significant housing affordability crisis. Community members and activists have requested additional information on affordability and the creation of development standards, and taking a vote at this time would deprive them of the significant opportunity to shape the development that occurs in our community.

We also believe that enforceable equity standards for job and ownership diversity need to be part of PLAN: Dudley. While we greatly appreciate that some language regarding equity ownership and anti-displacement has been added to the RFP, we respectfully urge you to include these standards in the bid evaluation criteria, with specific mechanisms for comparison. Massport's RFP for Parcel D-2, the "Summer Street Development Project," serves as a model for diversity standards in ownership, management, construction, and permanent jobs. This RFP used diversity as a criterion of bid evaluation equal to performance capacity, financial capability, affordability, and program quality. Without such provisions, MBEs, WBEs, and residents from the community risk being excluded from the significant economic opportunities that PLAN: Dudley presents. Furthermore, we believe the lack of compliance with community requests for information on the formation of these criteria undermines the effectiveness of these provisions.

Thank you for your consideration. Should you have any questions, please do not hesitate to contact us.

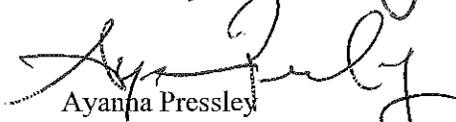
Sincerely,



Kim Janey  
Boston City Councilor, District 7



Sonia Chang-Díaz  
State Senator



Ayanna Pressley  
Boston City Councilor At-Large



Annissa Essaibi-George  
Boston City Councilor At-Large

Cc: Mayor Martin J. Walsh, Chief Sheila A. Dillon, Members of the Roxbury Strategic Master Plan Oversight Committee