

CROSSROADS

Uphams Corner as a Local and Regional Destination

Prepared for 11.946 Revitalizing Urban Business Districts
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EXECUTIVE SUMMARY

The Massachusetts Institute of Technology Uphams Corner Main Streets team has utilized an integration of economic and physical design analysis tools to build a specific set of proposals to support the work of the Uphams Corner Main Streets Initiative (UCMS) and key stakeholders. This report summarizes our assessment of the district and offers a strategy for enhancing the work of the Main Streets Program.

The heart of Uphams Corner meets at the axis of Dudley Street and Columbia Road. These two streets have distinct strengths. Dudley is the main economic corridor in the district, which primarily serves a local and lower-income market. By contrast, Columbia Road, a main thoroughfare in the City of Boston, has the potential to capitalize on a regional market. Building on the strength of the economic diversity of the district, we have identified areas for detailed analysis and strategy development. The two areas are:

Strengthen the existing arts and cultural niche.

Build on the historical character and potential regional draw of the Strand Theatre by focusing on improving the surrounding streetscape, strengthening complementary services such as restaurants, parking arrangements, and promoting development of performing arts and youth related organizations on upper floors of commercial buildings.

Enhance the existing ethnic market niche and build on anchors.

Build on the strength of the key economic anchor, America's Food Basket, and the discount clothing niche by encouraging promotional activities. Enhance the economic interventions by improving parking facilities and streetscape. Particular focus will be placed on developing an ethnic niche that takes full advantage of the preferences and needs of the particular ethnic groups that predominantly shop in the area.

METHODOLOGY

In conducting our assessment of the district and subsequent proposals we relied on the wealth of data previously generated about the district, various physical and economic planning tools, data sources, and research. Our assessment and understanding of Uphams Corner (both in the physical and economic realms) was also informed by established concepts and theories related to business district redevelopment and urban revitalization. In testing these theories, as well as previous data and assessments describing the Uphams Corner district, we employed a variety of tools. Specifically, we used 5 tools to gather data and other qualitative information on the business district, its economic and physical environment and its residents. These tools included: intercept and business owner surveys, stakeholder interviews, market analysis, on-site physical assessment, and a review of previous studies.

Intercept Surveys

The purpose of the intercept survey was to draw a sample of Uphams Corner residents and visitors who would provide their opinions on a range of issues pertaining to the district [please see Appendix 1A and 1B]. During the months of March and April, MIT team members intercepted pedestrians in the district at various locations and on different days of the week. Respondents were asked to verbally respond to the questions on the survey and answers were recorded by the administrators of the survey. We conducted 94 surveys in total.

Business Owner Surveys

The business surveys were designed to capture the attitudes and opinions of business owners and managers in the district on a range of issues pertaining to the business environment of the district. We also sought to gather information on the needs of businesses in the district, their economic performance and knowledge/use of UCMS services. The business surveys were hand delivered to 50 merchants in the district. We had a 22% response rate.

Stakeholder Interviews

Community stakeholders are individuals who UCMS or other institutional actors in the district suggested our team consult for information on the district. Generally, the stakeholders are individuals who are either active in the affairs of the district in various capacities (e.g. board members) or individuals who had worked with and for UCMS. Based on our initial assessment of the district, we devised a set of key questions to guide our discussions with stakeholders [please see Appendix 1C]. In addition to stakeholder interviews, we had two strategic planning meetings with the current UCMS Executive Director, Colin Riley. One meeting was held after our initial assessment in which we presented preliminary findings and identified areas of concentration.

for the group. The other meeting with the Executive Director was held to present our work, further clarify expectations, and gather more information about the district.

Market Analysis

The market analysis is an assessment of sales gaps for a variety of products and services. It was informed by consumer expenditure reports for the Uphams Corner area and surrounding neighborhoods, census data, and previous reports, including:

- Andy Waxman, *Utilizing Economic Theories of Retail to Revitalize Inner-City Neighborhood Business Districts: The Case of Upham's Corner Main Street*, Massachusetts Institute of Technology, Masters Thesis, 1999.
- City of Boston Uphams Corner Main Streets Profile Report, 1998.
- Portfolio-Based Approach to Neighborhood Economic Development: Uphams Corner Pilot Project by Anderson Consulting, December 1998.
- Claritas 1998 Consumer Spending Patterns, Uphams Corner Circle .5-mile radius.
- Dollars & Cents for Shopping Centers, Urban Land Institute, 2000 edition.

Physical Analysis

On-site physical assessment consisted of analyzing the district's physical conditions and characteristics using photography and written analysis.

Review of Previous Studies

Uphams Corner is a widely studied area. To date there have been numerous reports, surveys, studies and economic analyses performed on the area. In 1999, a Massachusetts Institute of Technology Masters student, Andy Waxman, used the district as a basis for his thesis. Intercept surveys were included in his analysis. We reviewed these sources to both understand the district better as well as identify areas that have not been included in the previous studies.

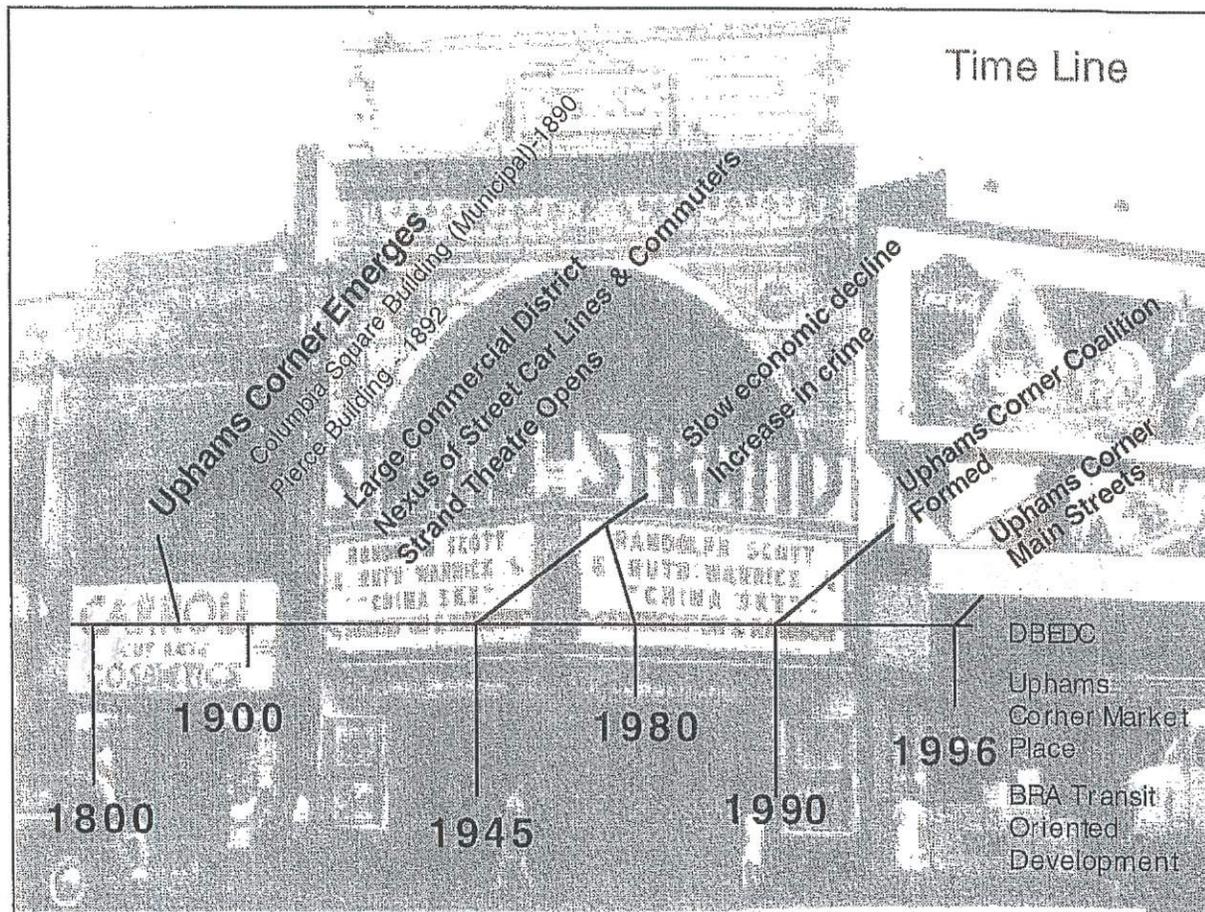


Figure 1: Historical Timeline of Uphams Corner

HISTORICAL OVERVIEW

Early History

In the early 1800s, Amos Uphams opened a dry goods store. The district is named after this early entrepreneur. Later in this decade Uphams Corner emerged as a neighborhood and commercial area. Residential population growth increased with the introduction and prominence of the horse-drawn street car. The area later functioned as a nexus of several street car lines bringing thousands of commuters through the district daily.

Development of Major Buildings

The landmark buildings in the district were developed in the late 1800s and early 1900s. These include the Columbia Square Building (1890), now functioning as the municipal building, the Pierce Building (1892), and the landmark Strand Theatre (1918).

Through World War II, Uphams Corner was a thriving commercial center and is claimed to have been one of the largest commercial districts outside of downtown Boston. After World War II, however, Uphams Corner (in keeping with trends in many U.S. urban centers) experienced steady economic decline and disinvestment. The relocation of First American Bank in 1990 (in which, the district lost over 100 jobs) is indicative of this period.

This decline continued into the 1980s and converged with an increase in crime and violence in the district which surged in the early 1990s. In response to this crime wave, the concerned residents in Uphams Corner established the Community-Wide Uphams Corner Coalition to address issues of violence, safety and ensure the well being of the neighborhood. The Uphams Corner Drug Task Force emerged from this initiative and mobilized the community after a shooting in 1992 at the "Tasty Chicken" restaurant. This work led to the establishment of the annual Uphams Corner Street Festival.

Development in the 90s

In 1991, Uphams Corner was designated a Neighborhood Enterprise District (NED) by the City of Boston Public Facilities Department. In 1992, America's Food Basket (AFB) supermarket was sited at 780 Dudley Street as a result of efforts of the NED personnel. The success of AFB was touted as a "model of success" in the work of Harvard economist, Michael Porter.

The Dorchester Bay Economic Development Corporation (DBEDC), which was established in 1979, initiated business lending programs in the district in 1992. Four years later, the Uphams Corner Main Streets was formed and has been working in the district to date.

THEME

Crossroads: A Local and Regional Destination

Our group identified the Uphams Corner neighborhood as having both a strong local presence as well as a formidable regional attraction. In keeping with its history of serving as a nexus of transportation – the district attracts residents from the district, the surrounding neighborhoods and the region.

The majority of our intercept survey respondents walked to Uphams Corner,

while the remaining half drove or used public transportation to access the district. It is indeed a "crossroads" – drawing in a diverse population of shoppers, visitors, and patrons of the Strand Theatre.

Identity and Access

We propose that Uphams Corners role as a crossroads is one of the strongest assets of the district. In addition, we identified "Identity" and "Access" as two key themes around which we focus our analysis that further illustrate Uphams as a local and regional destination.

Identity

As mentioned earlier, Uphams Corner has both a rich history and a strong identity. The proposals outlined in this report seek to strengthen Uphams Corners existing identity. Specifically, we suggest ways in which UCMS can work to enhance the ethnic niche that exists, support the Strand Theatre as a cultural anchor, develop and organize the small business community, and enhance the physical attributes of the district to strengthen this identity.

Access

We recognize that because Uphams Corner serves as both a local and regional destination, easy and coherent access to the district is very important. To that end, we propose a number of physical design ideas to improve access throughout the district. These recommendations focus on physical and streetscape improvements that involve, but are not limited to, parking and circulation.

GOALS

Based on our analysis and the identification of these themes, we have identified three goals for the district:

Goal 1: Strengthen existing arts and cultural niche

Goal 2: Enhance existing local market niches and build on anchors

Goal 3: Strengthen UCMS capacity to achieve these goals

These goals will be discussed in more detail in the following sections.

SURVEY RESULTS

Intercept Survey Results [see Appendix 1B]

The following intercept survey results were a useful tool to learn more about who visits the Uphams Corner commercial district and identify the current and potential shopping needs of these visitors.

Primary purpose for visiting Uphams Corner

Shopping was the reason for visiting Uphams Corner most often cited by survey respondents, followed by those who were in the district simply because it was close to home.

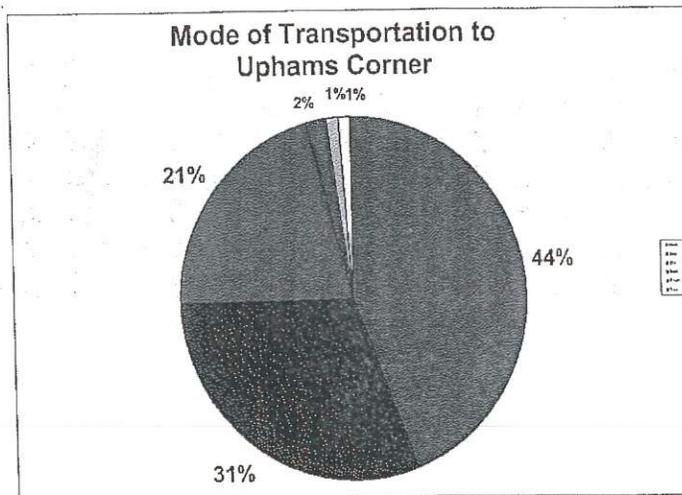


Figure 2: Mode of Transportation to Uphams Corner

44% of visitors to Uphams Corner walked there, which suggests that they were coming to the commercial district from the surrounding residential neighborhood. This is supported by the fact that 42% of the intercepted visitors reside in Uphams Corner. 31% of the visitors arrived by bus, which suggests that Uphams Corner also attracts visitors from outside the immediate neighborhood. Only 22% of the respondents arrived by car.

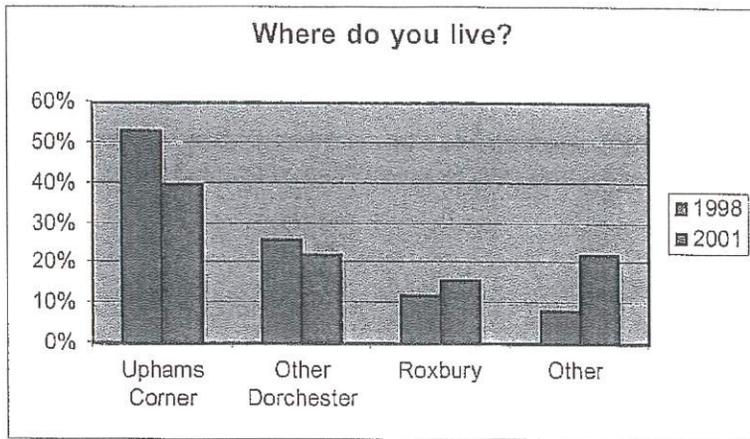


Figure 3: Place of Residence

42% of those intercepted reside in Uphams Corner, and an additional 22% were from other parts of Dorchester. Moving beyond Dorchester, we found 16% of those intercepted were from Roxbury, and the remaining 22% were from a variety of Boston area neighborhoods and surrounding towns. It appears that Uphams Corner serves both local and regional populations.

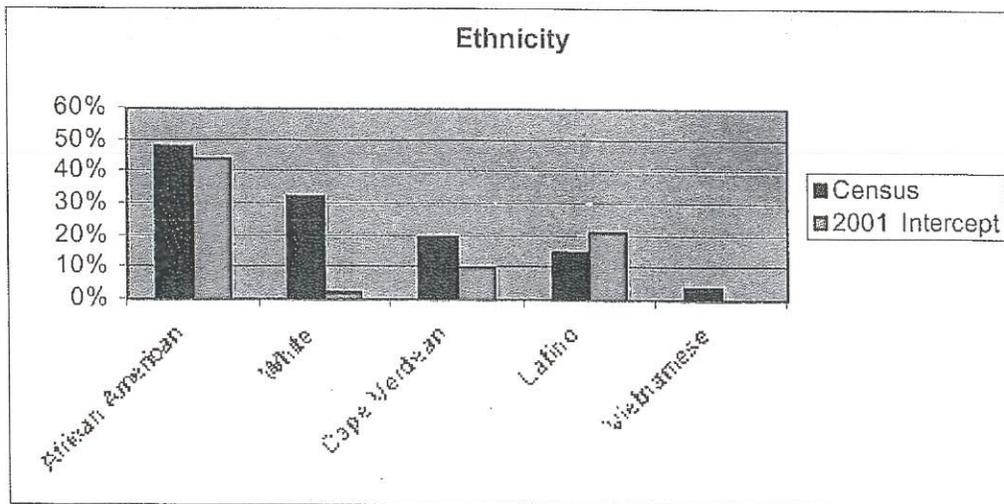


Figure 4: Ethnicity

African Americans comprised the largest ethnic group intercepted, totalling 42% of those surveyed. This nearly matches the ethnic group data from Andy Waxman's surveys in 1998. Intercept data also shows that 21% of those intercepted were Latino, which exceeds the 15% of Latinos represented in the area according to the 1990 Census and therefore indicates that Uphams

Corner is serving this market well. However, only 2% of the respondents were white, which is striking given that, according to the 1990 Census, 32% of the neighborhood's residents are white. This corroborates Waxman's assertion that the commercial district at Uphams Corner is not serving the white population in the census area. In addition, Census data indicates a 4% Vietnamese population in the area, but no Vietnamese or other Asian groups were intercepted, suggesting a gap in this market.

Income

77% of the respondents intercepted earned an annual household income of less than \$35,000, half of whom earned less than \$15,000.

Age

58% of the population intercepted were between 26 and 54 years of age, which is generally accepted to be the average age group for head of household. This age group is generally perceived to have the greatest spending power in the market.

The very small number (9%) of persons intercepted over the age of 55 is due in part to a language barrier. There appeared to be a significant senior population that visited the district who did not speak English and surveyors who were unable to translate into the appropriate language could not administer the survey. It is interesting to note, however, Andy Waxman's intercept survey found similar results; only 6% of those intercepted in 1998 were 55 years or older.

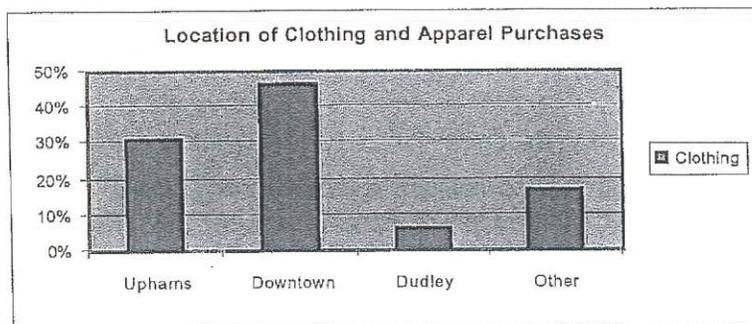


Figure 5: Apparel and Clothing

Both clothing and shoes have a strong market in Uphams Corner with such destination stores as J. Silver and Payless Shoe Source. However, the majority of shoppers purchase these goods downtown followed by Uphams Corner and South Bay Mall. This sales leakage to the downtown offers an opportunity for Uphams Corner to strengthen this market and to capture a portion of those sales.

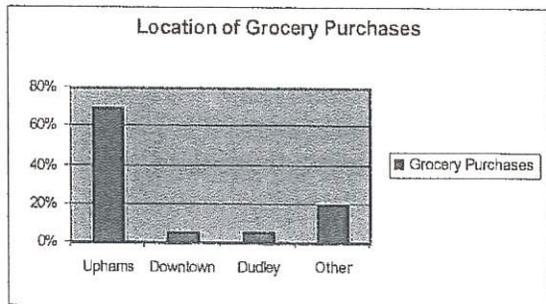


Figure 6: Groceries

America's Food Basket is the destination grocery store that draws visitors to the commercial strip from outside the neighborhood. 70% of those surveyed purchased their groceries in Uphams Corner. Of those 70%, 39% lived in Uphams Corner, and 31% were from other neighborhoods. This suggests that there is an opportunity to capture additional sales by creating linkages between AFB customers and other businesses in the area.

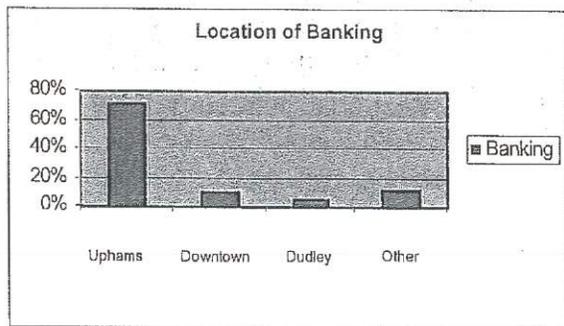


Figure 7: Banking

71% of respondents did their banking in Uphams Corner. Again, this figure exceeds the percentage of people who live in the neighborhood, meaning that banking is another destination commercial activity.

Restaurants

Uphams Corner is doing well at serving the fast food market. The majority of respondents preferred Uphams Corner for fast food restaurants to any other location. There is an opportunity to strengthen this market because the niche is already established and could be leveraged to facilitate a clustering of new restaurants. Sit down restaurants are not as prevalent in Uphams Corner. Far fewer respondents visited Uphams Corner for this service, but we considered a 28% response rate high enough to indicate a real opportunity to strengthen this niche.

Frequency visiting Uphams Corner

Half the respondents visit Uphams Corner daily and 88% come at least once a week. This suggests that Uphams Corner has a strong repeat customer base.

Days of the week most frequently visited

Half the respondents visit Uphams Corner most frequently on the weekends and half during weekdays. Uphams Corner is lively on Saturdays but on Sundays businesses tend to be closed or have limited hours. Given that shoppers visit Uphams Corner as frequently on the weekends as they do during the week, businesses should consider extending weekend hours, particularly on Sunday.

Types of businesses or services customers would like to see

Customers were generally satisfied with the business mix and many commented that they considered this to be a strength of Uphams Corner. When asked what stores they would like to see, clothing and shoes received 29% of the responses with restaurants following at 13%. The greatest number of responses were in the "other" category which included responses such as more financial services, activities for youth, hair salons and other specialty items for African Americans, and a movie theater.

Response	Number	Percentage
YES	44	52%
NO	40	48%
Total	84	100%

Figure 8: Strand Theatre Attendance

84 out of the 94 people surveyed answered this question resulting in an 89% response rate. This high response rate may indicate that people were familiar with the Strand Theatre so that they felt the question was worth answering even if they did not attend the Strand Theatre. It is also encouraging that more than half of the respondents currently go to the Strand Theatre, supporting the feasibility of strengthening the arts and cultural niche and the potential to draw lower-income patrons to the Strand (considering that 77% of the respondents had an annual household income of less than \$35,000).

Percent Dissatisfied	
Parking	82%
Bus Stops	61%
Safety	75%
Walkability	66%

Figure 9: Dissatisfaction with Uphams Corner Amenities

Comments regarding dissatisfaction with **parking** consistently reported that there was too little parking.

Comments regarding **bus stops** included the desire for benches and better identification of bus stops, as well as more frequent service.

Comments on **safety** were less related to crime and more specifically directed at haphazard driving, speeding on Columbia, and unsafe or poorly-marked crosswalks.

Comments on **walkability** mirrored the comments on pedestrian safety, emphasizing the lack of safe and well-marked crosswalks.

Favorite thing about Uphams Corner

The most common responses to this were **convenience** and **diversity**. Other comments included the ethnic niche, friendliness of the people, shopping, clothing, and ethnic foods.

The least favorite thing about Uphams Corner

Congestion and **traffic** were the most common responses, as well as trash and the general lack of cleanliness.

Summary

Intercept Surveys captured a picture of who the current shoppers are at Uphams Corner. The intercepted shoppers were a diverse ethnic mix of predominantly African American, Latino, and Cape Verdean. They were also lower-income, earning an annual household income of less than \$35,000. They were shoppers who arrived to the district on foot (43%) and by bus (31%) and by car (22%) and they lived both locally and in the regional area. The majority of visitors to Uphams Corner came to shop in the diverse retail mix where they purchased primarily groceries, clothing and shoes, and conducted their banking. Many also came from other neighborhoods to visit family who still live in the neighborhood in which they grew-up. While generally satisfied with the diversity and convenience of the neighborhood, visitors found there to be problems with congestion, traffic and parking, leading to concerns for pedestrian safety. Visitors hoped to see cleaner streets, safer crosswalks, more restaurants, more clothing and shoe stores, more programs for youth, and more theater and comedy at the Strand.

Intercept survey data showed that Uphams Corner currently captures less than 20% of the market for restaurants (both sit-down and fast food), appliances and electronics, furniture, and video rentals, and music. The observed anchors in the district which capture greater than 50% of the market are groceries purchased at America's Food Basket and banking.

Other smaller market niches capturing 30% to 49% of the market are clothing and shoes, pharmacy goods, barber and beauty services, laundry, dry cleaners, baked goods, and fish and meat.

BUSINESS SURVEY RESULTS

The following business survey results were a useful tool to learn more about the needs of the business community and the relationships that exist in the district. The businesses in Uphams Corner offer a variety of goods and services and include establishments as varied as restaurants, furniture stores, grocery markets, laundry facilities, physical therapy offices, real estate brokers, and coffee houses.

Ideas or suggestions to attract more people to Uphams Corner and improve or expand economic activity in the district:

- Expand availability of parking
- Increase street cleaning
- Increase security
- Increase number of restaurants
- Provide homes for the homeless
- Host more community outreach programs during wintertime
- Recruit corporate businesses to contribute resources
- Continue to work on storefront improvements

Causes of change in annual sales:

- Safer neighborhood
- Elimination of competition
- Other stores around us and the unsafe environment
- More tenants
- Delivery
- Advertising

Businesses with whom you share the most customers:

1st Choice

Fleet Bank
Uphams Corner Pizza
Style
Liquor Store
Flea Market
Cable Vision

2nd Choice

Citizens Bank
Post Office
El Frutero
Laundromat
America's Food Basket
Bakers Corner

3rd Choice

AMB
Strand Pharmacy
Payless Shoe Source
Party Hairdress
Home Realty
Island Music

Summary

The results of the business survey reinforce the suggestions, concerns, and preferences of the intercept survey respondents. Like the intercept respondents, business owners believed that restaurants would increase pedestrian activity, encourage shopping in the district, and create nighttime retail activity that is currently absent in the district. Businesses also thought that street cleaning, trash removal, and the continuation of storefront improvements would increase shopping in Uphams Corner. Like intercepted shoppers in the district, businesses perceived parking to be a major factor in accessibility to the district and success of their sales.

Business surveys also revealed that businesses were aware of the various market niches in the neighborhood and have found that banks, restaurants, beauty salons and America's Food Basket attracted customers to their businesses. This suggests that strengthening the working relationships among the business community through the formation of a business association could improve the existing customer-sharing that contributes to the overall sales in Uphams Corner.

ECONOMIC OVERVIEW

The Dudley Street Corridor is the economic heart of the district. The corridor appears to have a vacancy rate of less than 8%. The key businesses that line the street are America's Food Basket (AFB), discount clothing stores, and personal care vendors. These businesses are predominantly convenience oriented and tend to provide low-price goods that target the ethnically diverse clientele that frequents the area. The opportunity exists to create additional linkages to AFB that capitalize on the specific preferences and needs of the ethnic groups that shop there. Further opportunity exists to promote the ethnic character of the neighborhood via the annual Main Street Uphams Corner-sponsored street festival and other cultural traditions. In addition, a key element of strengthening this corridor is the development of a physical plan that will improve the streetscape, address parking issues, and improve the perception of public safety.

Economic Anchor

America's Food Basket: In accord with our market analysis, Andy Waxman's 1998 Main Streets Intercept Survey also found grocery shopping is a strong market with 65% of the respondents stating they do their grocery shopping in the district. In fact, America's Food Basket itself accounts for 17% of the foot traffic in the district. In addition, ICIC's assessment in December 1998 indicates that AFB also accounts for 11% of all wages paid, revenue, employment, store traffic and leased space. The market boasts 16,000 shoppers a week and is purported to attract Hispanic and Cape Verdean customers throughout Boston and beyond due to its exceptionally wide selection of ethnic groceries.

Economic Niches

Clothing/Shoes Niche: A number of low-price clothing stores are clustered in the area. The most successful appears to be L & M Bargain. According to the 1998 intercept survey data, L & M Bargain is an anchor drawing about 7% of the total foot traffic, exceeded only by AFB and Fleet Bank. According to Andy Waxman's thesis, L & M is one of the only clothing stores in Boston that offers inexpensive school uniforms and therefore draws a large number of people to the area to purchase these items. In addition, J. Silver, Style, and Payless Shoe Source are also located in the area. The intercept data support the idea that there is a preference among shoppers for low-price clothing and shoes. This is also consistent with per capita income data, which are considerably lower than the Boston area average at \$14,000 vs. \$24,000 (Source: 1990 Census). With the main competitor being Downtown Crossing, the convenience of the district could draw a much broader market if this niche were more fully developed and more successfully promoted.

Ethnic Foods: Uphams Corner serves a diverse community. According to the 1990 Census data, the racial composition in the surrounding neighborhood is: 43% Black, 35% White, 17% Hispanic, 4% Asian, 1% American Indian and 17% Other. In addition, the 1998 Main Streets Intercept Survey suggests that shoppers in the district speak a wide variety of languages at home. Among the 357 respondents, 66% speak English, 24% Spanish, 26% Cape Verdean, 5% Portuguese, 4% Haitian Creole, 1% Vietnamese and 2% Other. This rich mixture of cultures and languages can be perceived as an asset to the shopping district. With America's Food Basket as an anchor, there is the potential to foster development of additional ethnic food related businesses such as bakeries or other products and services that target these ethnic groups.

Under-utilized Asset

The Strand Theatre: When the Strand Theatre opened in 1918, it was recognized as one of the most beautiful theatres in New England by the Boston Herald. During the roaring 20s it was known for both cabaret and silent movies. Nonetheless, due to a variety of factors, it went bankrupt in the early 1970s and was seized by eminent domain by the City of Boston. Following renovations, it was reopened as a non-profit organization, McCormack Center for the Arts, in 1979. The organization currently hosts a variety of out-of-town performers while providing a venue for many local performing arts groups at reasonable rates.

Once in the district, one cannot help but notice the physical anchor of the Strand Theatre. This entity is among the district's key physical assets. The Strand Theatre operators are very active in increasing the economic viability of the theatre; UCMS can play an important supporting role in these efforts.

Strengthening the arts and cultural niche would encourage Strand Theatre goers to stay in the district before and after performances to make use of other businesses in the area. It could also draw more diverse shoppers to the district both geographically and economically.

MARKET ANALYSIS

Armed with the many existing reports, we conducted our own assessment of the market potential in several key sectors that we felt built on the ethnic niche, or complemented, and potentially strengthened the Strand. These sectors included:

- Food away from Home (restaurants)
- Food at Home (groceries)
- Clothing and Shoes
- Pharmacy
- Personal Services (hair/nail salons)

Our first step in the market analysis was to compute the estimated sales in Uphams Corner for each of the five sectors. This was done using the square footage per establishment provided in the Anderson Consulting study and the sales estimates per square foot reported in the Urban Land Institute's 2000 edition of *Dollars & Cents for Shopping Centers*. It is important to note that we used estimates of median sales for Community Shopping Centers. A summary of the results follow (for a detailed spreadsheet, refer to the Appendix 2A):

Category	Estimated Sales
Food away from Home	\$ 2,883,877
Food at Home	\$11,750,227
Clothing/Shoes	\$ 3,983,713
Pharmacy	\$ 2,432,000
Personal Services	\$ 1,655,255

Figure 10: Estimated Sales in Uphams Corner

Next, we computed the spending potential in the 0.5 radius and the 1.0 mile radius utilizing the Claritas 1998 Consumer Spending Patterns Report, City of Boston Uphams Corner Mains Streets Profile Report, 1998 and the Anderson Consulting Report, December 1998. We also calculated the spending potential among lower-income residents (households earning less than \$50,000 annually) in the 0.5 mile radius and the 1.0 mile radius. For this analysis we also referenced the Consumer Expenditure Survey, 1998-1999. Detailed results of these analyses are available in Appendices 2b, 2c, 2d and 2e. A summary is provided in the following graph.

Uphams Corner Market Analysis

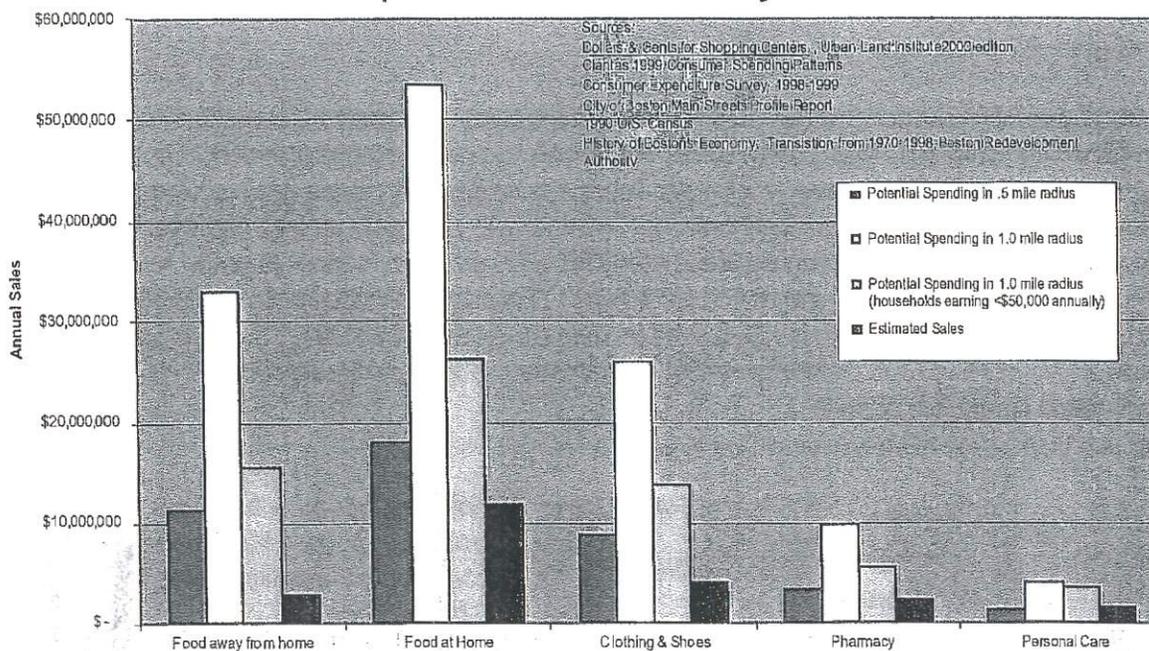


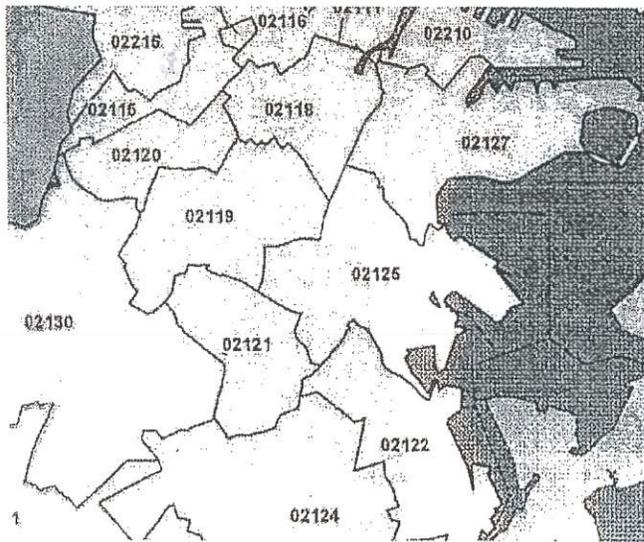
Figure 11: Comparison of Estimated Sales with Spending Potential

Our findings showed that in the 0.5 mile radius, there is an untapped market for both restaurants and clothing/shoes. Specifically, the district only captures 26% of the food away from home, resulting in a sales gap of \$8,290,823. In addition, the district only captures 45% of the potential spending for clothing and shoes. This translates into a sales gap of \$4,845,107.

In the 1.0 mile radius, there is potential to expand the market in all five categories. The capture rate for food away from home in the 1.0 mile radius drops to a mere 9%, resulting in a sales gap of \$30,168,554. Clothing and shoes bought in the district only comprises 15% of the potential market. Hence, a sales gap of \$22,123,974 exists. The market for groceries, which appeared saturated at the 0.5 mile radius with a 65% capture rate, has room for growth at the 1.0 mile radius. The capture rate of 22% reflects a sales gap of \$41,813,017. Similarly, pharmacy, which had a capture rate of 73% in the 0.5 mile radius, only has a capture rate of 25% in the 1.0 mile radius. This represents a sales gap of \$7,417,785. Even personal care which had a negative sales gap in 0.5 mile radius exhibits potential at the 1.0 mile radius. The 39% capture rate in the 1.0 mile radius reflects a \$2,551,969 sales gap.

There are two strategies for expanding the market in Uphams Corner. The first is to continue to target lower-income shoppers from a larger geographic area. The second is to diversify Uphams Corner's offerings to attract more middle income shoppers from within Uphams Corner by increasing the number and type of restaurants and strengthening the arts and entertainment niche. Our recommendation is that UCMS promote both these strategies at once.

If the district continues to target lower-income shoppers as appears to be the current situation from our intercept data, the market within the 0.5 mile radius for each of the five categories is saturated. However, with successful promotion, there is room to expand this market in the 1.0 mile radius and beyond. Specifically, the capture rate for food away from home among households earning less than \$50,000 per year in the 1.0 mile radius is only 19%. This reflects a sales gap of \$12,644,587. The capture rate for clothing and shoes among this same population is 29%, which translates into a \$3,983,713 sales gap. Even the capture rates of food at home (45%), pharmacy (43%), and personal services (47%) show some room for growth.



With increased promotion, the Uphams Corner Main Streets District could serve a market area beyond the 02125 zip code.

Possible Zip Code Market Areas:

- Dorchester= 02122
- Dorchester Center= 02124
- Grove Hall= 02121
- Roxbury= 02119
- Roxbury Crossing= 02120
- Jamaica Plain= 02130
- Uphams Corner= 02125

Figure 12: Zip Codes Neighboring Uphams Corner

Indexing household incomes for neighboring zip codes from the 1990 Census data, we estimated the potential spending by households earning less than \$50,000 annually based upon the 1998-1999 Consumer Expenditure Survey. The capture rates for the Uphams Corner Main Streets District in all five categories were extremely small. A summary of the results follow (for a detailed spreadsheet, refer to the Appendix 2f):

Category	Capture Rate	Estimated Sales Gap
Food Away from Home	3.13%	\$89,168,178
Food at Home	7.58%	\$143,266,043
Clothing & Shoes	4.86%	\$3,983,713
Pharmacy	7.41%	\$2,432,000
Personal Care	7.99%	\$19,068,873

Figure 13: Capture Rates for Selected Categories

The data indicate there is room for market growth in all five areas if UCMS is successful in marketing the district to low-income households in the surrounding zips.

In order to gage the competition in each of these areas, we made a comparison of the number of establishments in Uphams Corner relative to the surrounding zip codes. In particular, we looked at the number of clothing and shoe stores, the number of eating and drinking establishments, the number of drug stores/proprietary stores, and the number of grocery stores. The information was tabulated from the 1997 Zip Code Business Patterns Comparison. These data indicate that in 1997 no single neighboring zip code dominated in any of the five categories. New stores may have opened since 1997, but our study shows that Uphams Corner is relatively competitive with each of the surrounding districts. In particular, our assessment indicates the best areas to focus promotion are Dorchester (02122) and Dorchester Center (02124) which have particularly low numbers of eating and drinking establishments, grocery stores, and to a lesser extent clothing and shoe stores.

PHYSICAL ANALYSIS



Figure 14: Notable buildings at the intersection of Columbia Road and Dudley Street.

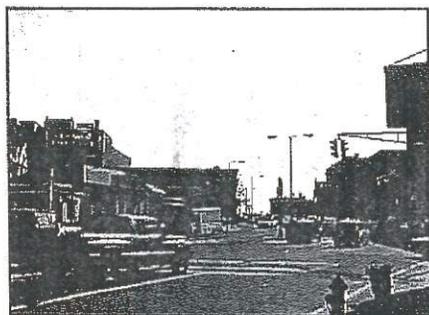


Figure 15: The width of Columbia Road makes it a barrier to pedestrians.

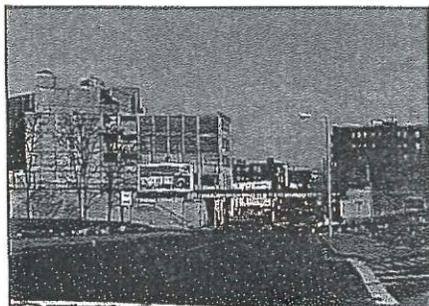


Figure 16: Commuter rail bridge over Dudley Street.

Uphams Corner is a neighborhood at the intersection of four streets: Columbia Road, Dudley Street, Stoughton Street, and Hancock Street. As a crossroads, the neighborhood is simultaneously an intersection through which thousands of people pass everyday, and a destination to which thousands of people travel everyday. The challenge it faces is how to maximize its quality as a destination, while minimizing the negative side effects associated with the flow of traffic that passes through the area.

The following section describes the general physical condition of the district, gathered from visual analysis, customer intercept questions, and stakeholder questions.

The Streets

Columbia Road, a 4-lane arterial connecting to other arterials (such as Massachusetts Avenue) and to the Boston metropolitan area, is the widest and busiest street. Columbia Road effectively divides the district, due to the size of the right of way and the speed of the traffic. These factors create strong disincentives to cross from one side of the district to the other on foot, and make walking along the road unattractive.

Dudley Street is a narrower street, but just as busy. It accommodates one lane of traffic in either direction. Dudley Street connects Uphams Corner to adjacent neighborhoods, such as Dudley Square. Stoughton Street and Hancock Street are less traveled, and connect the Uphams Corner commercial district to the immediate neighborhoods.

The Buildings

The commercial district is made up of mostly 1-2 story structures, with some architecturally notable multistory buildings at major intersections.

Edges and Entrances

Depending on the direction from which one enters the district, Uphams Corner is bounded by stronger or weaker edges. The strongest edge is on Dudley Street. The commuter rail bridge acts as a de facto gateway into

the district, so that as one drives or walks under it, it is obvious that one has left one neighborhood and entered a new one. The quality of maintenance on the bridge, however, makes it a less than attractive experience. The most gradual transition occurs on Stoughton Street. Due to the size of the street and the buildings, the commercial uses blend in very well with the surrounding residential areas, so that one arrives at Uphams Corner before realizing it.

Columbia Road passes through partial gateways. Approaching from the south, the Municipal Building, due to its size, architecture, and corner placement, marks the entrance to the district. However, the width of Columbia Road partially mitigates the effect of this gateway. This is even more the case when entering from the north. Although the firehouse serves as a landmark, it lacks complementary streetscaping to counteract the width and speed effects of Columbia. Creating a welcoming gateway makes drivers feel that they are arriving at a destination, and not just driving through an intersection.

Lack of physical amenities

The district's streetscape lacks pedestrian amenities, including public gathering space and street furniture. This is especially true at bus stops, where commuters are forced to wait for buses without benches or shelters.

Quality of maintenance

One of the main concerns customers expressed in the surveys was the lack of cleanliness of the streetscape. Maintenance of the streetscape is inconsistent. In some places, businesses have made special efforts to install and maintain trash cans; however, a few blocks away, trash cans overflow and spill out onto sidewalks and the street. Street trees, in places, have lost their protective grates. Portions of sidewalk require maintenance in some areas, especially where they are heavily used.

Evidence of work

The district has been the focus of physical renovation in the past, and evidence of thoughtful work can be found in murals, the small park on Dudley Terrace, storefront improvements, and brick sidewalks.

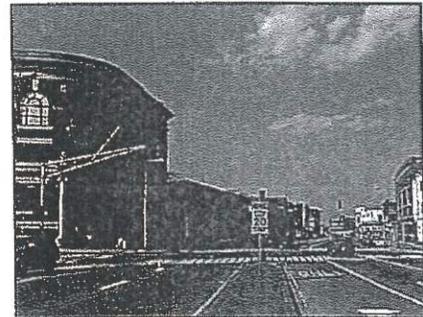


Figure 17: Municipal building on Columbia Road.



Figure 18: Fire Station on Columbia Road.

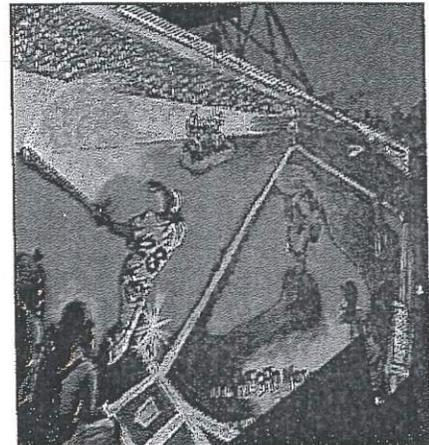


Figure 19: Mural at Stoughton and Columbia.



Figure 20: A wide variety of storefront signage is available within the district.

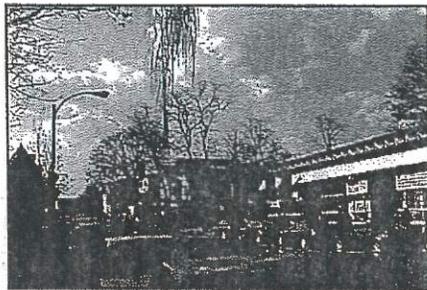


Figure 21: Stoughton Street.

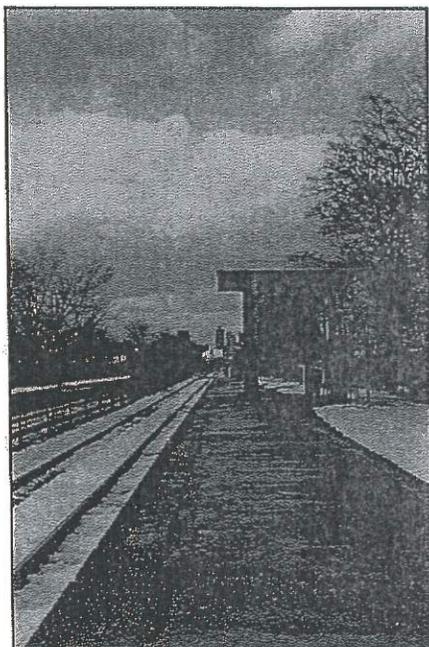


Figure 22: The waiting area at the commuter rail stop has few amenities.

Storefronts: Variety of presentation

A wide variety of display and signage styles exist in the district — sometimes within a single business. Our initial assumptions led us to believe that such heterogeneous signage would be a disincentive to shoppers, but the customer intercept survey suggested otherwise. When asked directly, a majority of people did not express dissatisfaction with the storefronts and displays in the district.

Open Space

Uphams Corner is a built-up district with little open space of any kind. The largest parcel of open space, the centrally-located Dorchester North Cemetery, is not used as a public space. Cemeteries are sometimes used as parks; Mt. Auburn is probably the most famous example of this kind of use. Recognizing the paucity of open space, we identified potential open space in the district. Some of these spaces are currently parking lots, others are vacant or underutilized parcels.

Parking

A successful commercial district convinces drivers to get out of their cars and become pedestrians, even if only for a few minutes. For that to happen, safe and convenient parking must be offered to those who drive to Uphams Corner. Uphams Corner contains an adequate and well-distributed supply of private lots. These lots meet the needs of those who drive to work in the district. Visitors, on the other hand, must use on-street parking and one of two municipal lots located north of Dudley Street and west of Columbia Road. As a result, on-street parking is generally full during business hours; illegal parking and double parking is also common.

According to surveys and interviews, the municipal lots are heavily used during the day, but suffer from safety concerns at night. At the same time, the lack of parking navigation signs directing drivers into the lots tends to create confusion for visitors. Another concern with the municipal lots is entering and exiting. Two one-way roads lead into the lots from Dudley; these are the only entrances. The only exits are out onto Columbia Road.

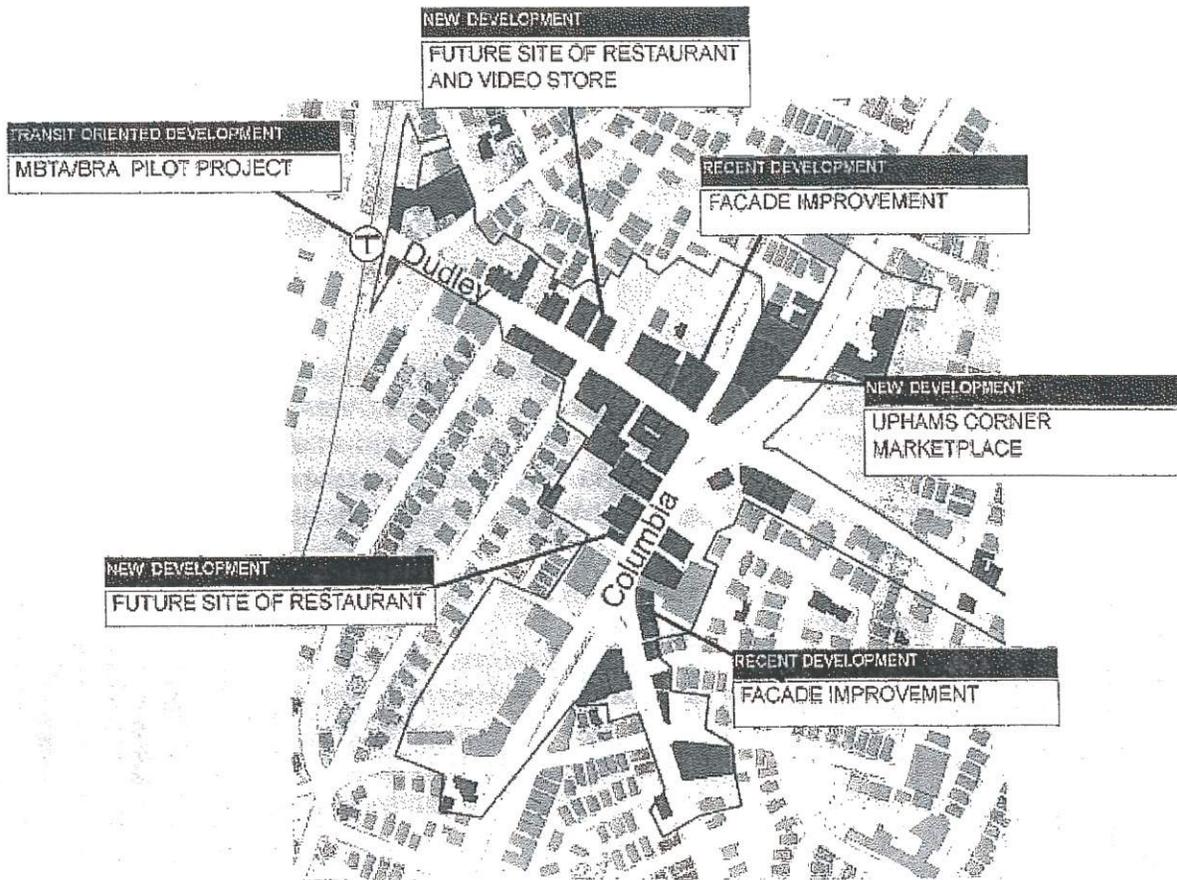


Figure 23: New and Recent Development in the District

New development projects are under way throughout the district. The largest project in the district is the Transit Oriented Development pilot project sponsored by the MBTA and the BRA. Uphams Corner is a case study for the development of a city-wide transit-oriented strategy. Service improvements being proposed include the addition of Indigo Line trains on the commuter rail alignment which will provide more frequent service to South Station.

- ¥ The Uphams Corner Marketplace on Columbia Road is the largest renovation currently underway. When complete, the multi-story building will house a mix of retail, office and residential uses.
- ¥ On Dudley Street, a new restaurant and video store are in the works, including a dramatic facade improvement.
- ¥ On Columbia Road just opposite the Strand Theatre, a new restaurant is opening soon.
- ¥ Recent facade improvements have taken place at America's Food Basket, the Strand Pharmacy, and businesses along Stoughton Street.

GOAL 1: STRENGTHEN EXISTING ARTS AND CULTURAL NICHE

Given the strength of the Strand Theatre as an arts and cultural center that draws people to Uphams Corner, a key part of an economic development strategy is to promote complementary businesses and organizations that encourage Strand Theatre patrons to use the district more.

a) Restaurants

Strand representatives and customer intercept surveys of shoppers in the district identified the need for more restaurants. Currently, there are a few small restaurants near the Strand Theatre, but they are too small to accommodate the number of Strand patrons who would like to eat there and many of the restaurants do not stay open in the evenings; there are also not enough sit-down restaurants.

b) Arts-related organizations

Throughout the year, arts and cultural organizations rent space at the Strand. Many of these organizations could utilize upper-floor rehearsal space and a place for their offices. There may be available upper-story floor space on Columbia Road as well as ground floor space in the Uphams Corner Market Place that could be marketed to arts and cultural organizations.

c) Youth-related organizations

The Strand Theatre has a long tradition of youth programs in the arts. Many of the people we intercepted wanted to see more youth-related activities. Youth organizations, particularly those that focus on the arts, could be encouraged to move to Uphams Corner.

Action 1: Link Strand Theatre patrons to other businesses in the district

a) Intercept Strand Theatre patrons

Over half the people that we intercepted said that they went to the Strand Theatre. Based on this finding, we recommend conducting an intercept survey that specifically targets Strand Theatre patrons to find out how they are using the neighborhood. What type of restaurants would they like to go to before/after shows? How much would they be willing to spend? Where do they live? What means of transport do they take to get to the theatre? Is parking a problem? What about public transportation? What kinds of performances are they most likely to attend? What amenities or businesses would they like to see in the area?

b) Create Strand Theatre/ UCMS Working group

The findings from the Strand Theatre patrons' intercept survey could be implemented by a Strand Theatre/UCMS working group to set priorities for the district.

c) Organize focus groups with local artists and business owners

In discussions with representatives from ACT Roxbury, we learned that they facilitated focus groups with local artists, business owners, and other community members to identify the needs of all involved. The Strand Theatre/UCMS working group could organize these focus groups to promote arts and culture in the district.

d) Promote district businesses at Strand Theatre performances

One way to encourage Strand Theatre patrons to visit area stores and restaurants is to provide incentives for potential customers. Local businesses could advertise in Strand programs. Coupons to local stores and restaurants could be distributed to Strand patrons or Strand Theatre ticket stubs could be used for automatic discounts at local stores.

Action 2: Recruit a diverse array of local, independently-owned restaurants

It has been shown that clustering restaurants has a positive effect on sales. There are already a number of restaurants on Columbia Road and Hancock Street; however, the market sales analysis and the intercept surveys demonstrate that there is sufficient demand for more. Since the Strand Theatre attracts a diverse clientele from many racial and ethnic groups and income levels, the restaurants in Uphams Corner should be equally diverse. UCMS could work to recruit a diverse array of local, independently-owned restaurants. Owners of successful restaurants in surrounding areas might be encouraged to open a second restaurant in Uphams Corner. (see Appendix 3a for map of existing restaurants)

a) Encourage existing restaurants to extend hours

Since many of the restaurants on Columbia Road are closed in the evening, they do not tap into the market created by Strand performances. UCMS could work with local restaurant owners to identify why they are closing early. There may be concerns of safety that need to be addressed so that restaurant owners feel more comfortable keeping longer hours. (These concerns will also be addressed in Action 4.)

b) Create a recruitment brochure

Demonstrating the market potential for restaurants in Uphams Corner in a recruitment brochure may be one way to attract local entrepreneurs to the area. A recruitment brochure that identifies Uphams Corner as an ideal place



Figure 24: The Strand Theatre



Figure 25: Businesses adjacent to the Strand Theatre.

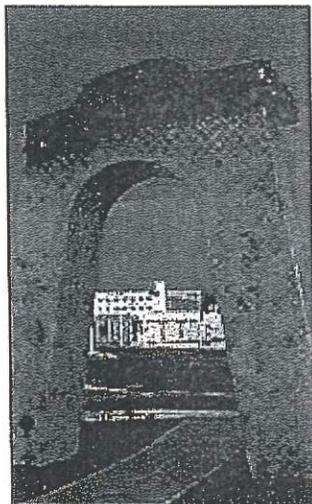


Figure 26: Gateways help define a destination.

to start a restaurant could also outline the resources available to restaurant owners from UCMS, the city, and local banks.

c) Provide technical assistance targeted to restaurant entrepreneurs

Working with the Dorchester Bay Economic Development Corporation (DBEDC), UCMS could help provide technical assistance to restaurant owners who are considering locating in Uphams Corner. Technical assistance could also be provided to local restaurants who are currently serving the market.

Action 3: Recruit arts-related uses for second floor space

UCMS could work with the Strand Theatre to identify arts and cultural organizations who might want to relocate to second-floor space in Uphams Corner. UCMS might consult other communities who have successfully created neighborhood-based arts and cultural networks (i.e., Reggie Lewis Track and Field Center, ACT Roxbury, Jorge Hernandez Center).

Action 4: Improve the identity and accessibility of the district with physical improvements

In order to strengthen the existing arts and cultural niche, we have identified some ways to physically improve the identity and accessibility of Uphams Corner. They are:

a) Enhance the identity of Uphams Corner:

- ¥ Place gateways at each of the 4 entrances of the district. These gateways could be in the form of murals, attractive signage, or sculptures and will help people identify Uphams Corner as a neighborhood. Creating a fifth gateway on Hancock Street should also be considered.

- Place Uphams Corner banners on existing lampposts throughout the district to allow visitors to identify the area.
- Increase public art (in the form of murals, historical photos, and sculpture) at key intersections to enhance the streetscape and celebrate the Strand Theatre, neighborhood diversity, and youth. Refocus UCMS physical improvement funds to fund public art.
- Encourage functional public art in the form of eye-catching, unique bus stop shelters at three key locations: Hancock Street and Columbia Road, Dudley Street and Columbia Road, and Dudley Street and Belden Street.
- Plant trees and other greenery in the medians along Columbia Road. Replant trees in existing tree planters along the sidewalks on Columbia Road.

b) Provide legitimate spaces for public activities:

- Identify under-utilized lots and generous sidewalk space that could be transformed into safe areas for public seating.
- Preserve the above-mentioned spaces for future public use.
- Encourage the development of quasi-public space (i.e. exterior seating at new restaurants).

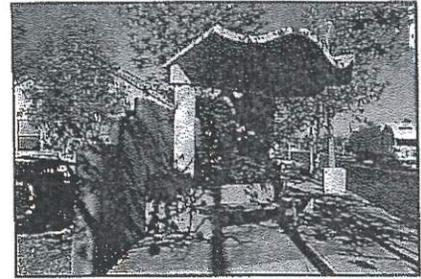


Figure 27: Bus stops can combine functionality with elements of the neighborhood's character.

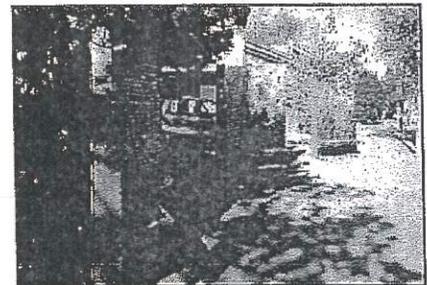


Figure 28: Another example of creative bus stop design.

c) Provide pedestrians with a greater sense of security:

- Increase the duration of walk signals along Columbia Road, particularly at the Columbia Road /Hancock Street intersection.
- Expand the width of sidewalks at the existing crosswalks so pedestrians have less distance to cross (this also provides more space for street amenities such as trash receptacles, benches, public art, plantings, and light fixtures).
- Change the material of the crosswalk to brick at the intersection of Columbia Road and Dudley Street and of Columbia Road and Hancock Street so drivers are more aware that crosswalks exist. This also will add to the aesthetic presence of the district.
- Increase signage that states pedestrians have the right of way.
- Improve general maintenance of storefronts, streetscape, and trash pick-up to help improve the perception of safety and care throughout the district.

d) Provide drivers with more parking options:

- Provide a greater security presence at existing parking lots. Perhaps businesses can pool together funds to hire parking attendants (especially during night hours).
- Increase and install vandal-proof lighting in parking lots.
- Increase signage at key intersections and at the entrance of parking lots. These signs could display a circulation map and explicitly state where parking is located, and to whom it is available.

e) Provide drivers with greater driving ease:

- Reconfigure one-way streets leading to public parking lots for easier access.
- Provide a 15-minute parking zone in front of the Strand Theatre so patrons can purchase tickets and drop off/pick up passengers.
- Introduce metered parking along Columbia Road and Dudley Street to increase parking turnover rates.

f) Encourage future development of complementary businesses:

- Reserve upper floors in commercial buildings along Columbia for arts and cultural organizations.
- Encourage new and existing businesses (especially restaurants) along Hancock Street to engage in the façade improvement program. Consider full funding for Main Streets' facade improvement program on Hancock Street. This could potentially make these restaurants more attractive to Strand patrons.
- Attract sit-down restaurants into ground floor spaces adjacent to the Strand Theatre.

g) Focused Improvements:

We selected three intersections to study at a greater level of detail. Design recommendations are based on strategies to improve identity and accessibility of the district.

- Dudley Street and Belden Street
- Dudley Street and Columbia Road
- Columbia Road and Hancock Street

Focused Improvement 1: Intersection of Dudley Street and Belden Street

To build on the development proposals that are underway at the corner of Dudley and Belden Streets, we thought about ways to reuse the vacant corner lot. The BRA is planning to widen Belden Street where it meets Dudley Street to provide a greater turning radius for the trucks serving America's Food Basket. This street adjustment will reduce the size of the corner lot. Meanwhile, there are efforts underway by DBEDC to recruit a local restaurant and video store into the adjacent vacant building on Dudley Street. Thus, the remainder of the corner lot could provide outdoor seating space for the proposed restaurant and could accommodate a generous bus stop shelter. This would transform the currently vacant corner lot into a prominent space for outdoor quasi-public space, providing Dudley Street with more functional open space.

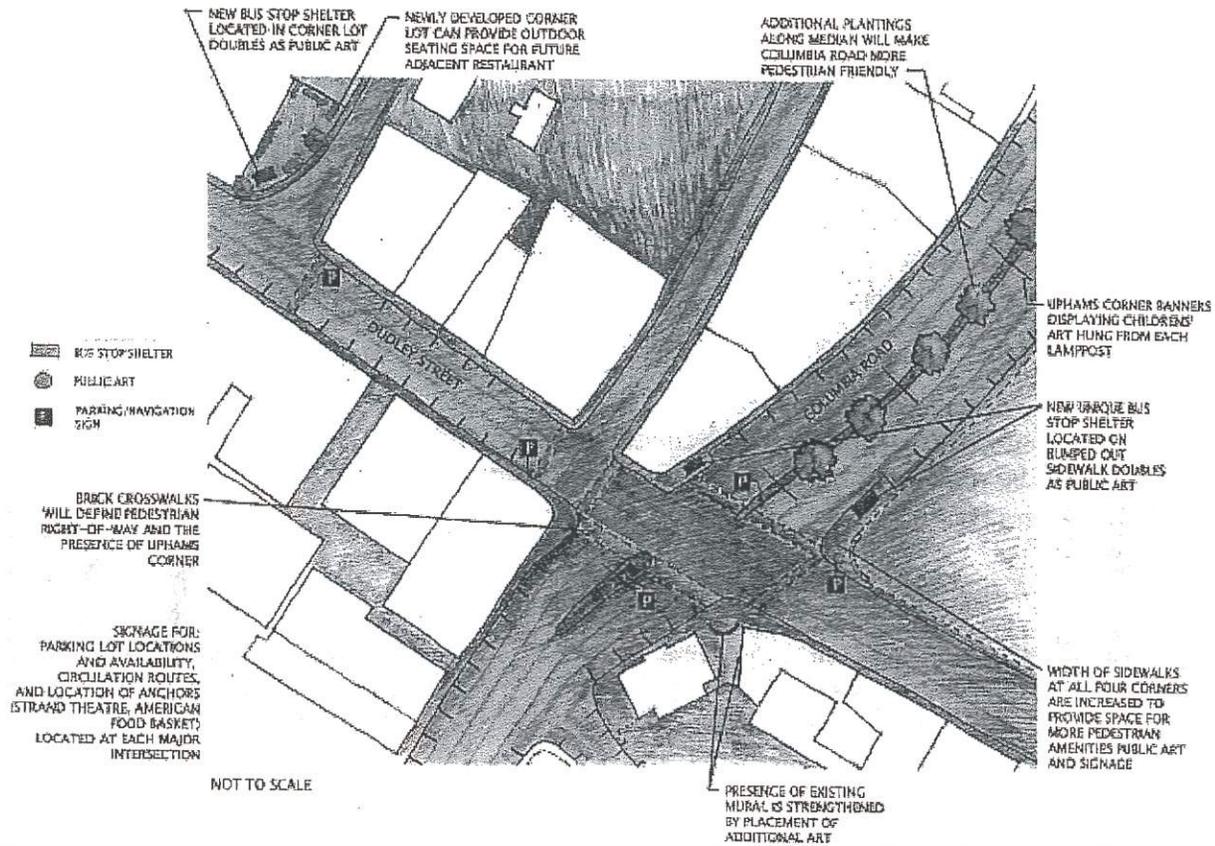


Figure 29: Focused Improvement 2, Intersection of Dudley Street and Columbia Road

We looked closely at ways to improve the identity and access of the intersection of Dudley Street and Columbia Road. Because Columbia is somewhat of a speedway for drivers we addressed ways to make it safer for pedestrians by improving the visibility of the crosswalks, increasing the number of plantings and banners along the median. Likewise, to help drivers maneuver the district with greater facility, we identified key locations where parking signs with explicit circulation routes should be placed. To enhance the presence of the corner we propose adding more public art to complement the mural that currently highlight the corner.

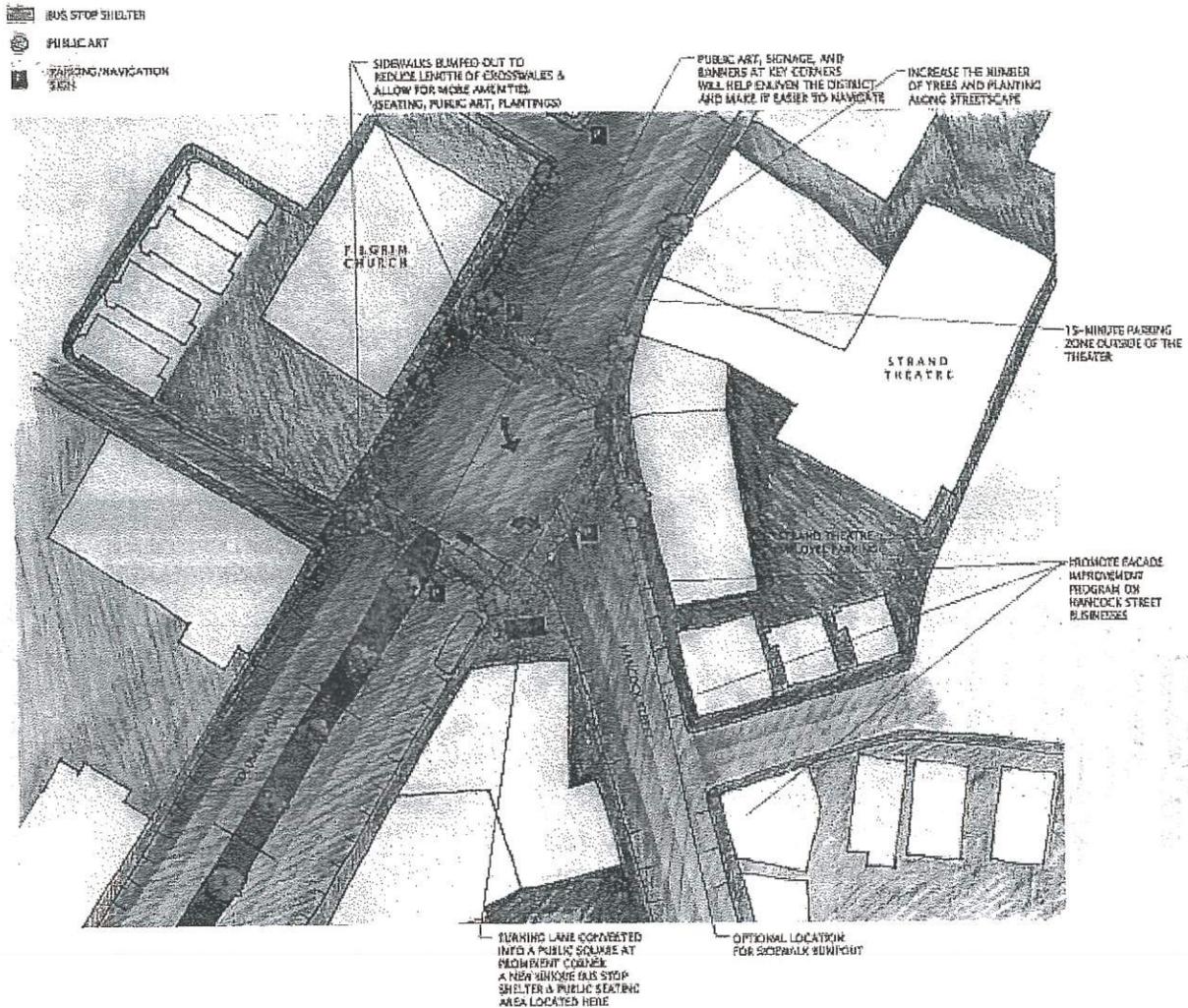


Figure 30: Focused Improvement 3, Intersection of Columbia Road and Hancock Street

We also focused on the intersection at Hancock Street and Columbia Road to improve the corner's presence and accessibility in the district. With the goal to strengthen the existing arts and cultural niche in mind, we looked at ways to make it safer for pedestrians to move through the district so that getting to and from the parking lots, the Strand Theatre and other businesses would be less cumbersome and more enjoyable. By eliminating one right turning lane onto Hancock Street, we were able to expand the sidewalk to create a small public square that could house a new unique bus stop shelter, public seating, and other sidewalk amenities. Like Davis Square, this public square could also serve as outdoor seating space for the Arizona Ribs restaurant that is currently in construction. Additional planting of trees and other greenery could improve the quality of the space for pedestrians and drivers alike, by reducing the large expanse of the median strips along Columbia Road. This is another area where directional signs that identify parking lots and key businesses, as well as pedestrian right-of-way signs, are very much in need.

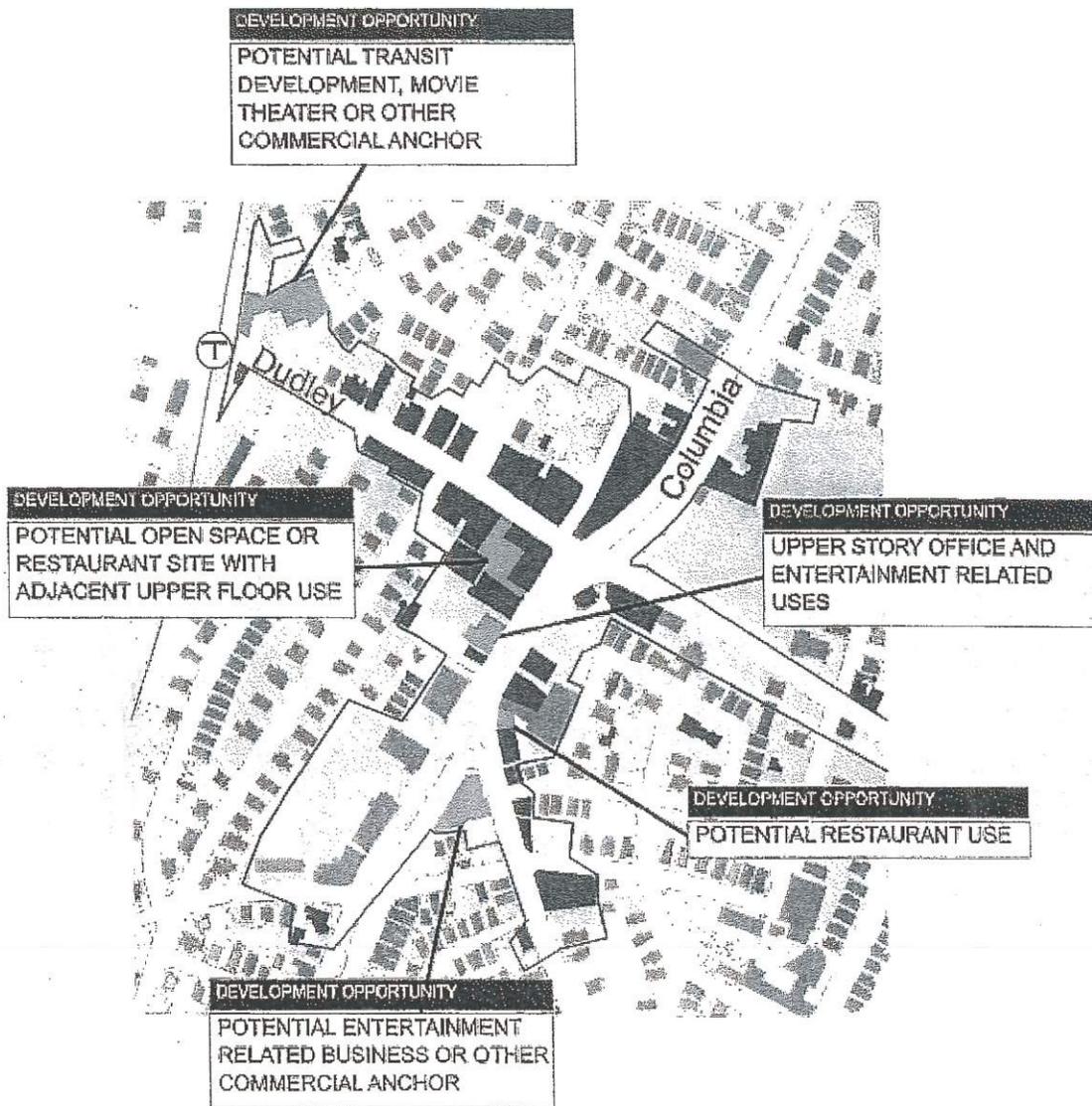


Figure 31: Long-Term Development Projects

Some long-term development projects could also help strengthen the arts and cultural niche in Uphams Corner. ColorTyme, the business that occupies the ground floor of the building directly adjacent to the Strand Theatre, will be ending its lease within the next year. This space would make an ideal site for a new sit-down restaurant, complementing the other restaurants along Hancock Street and the Strand Theatre. The alleyway off Dudley Street (next to the L & M Clothing store) could be developed into quasi-public outdoor space. The ground floor space facing the alley could be developed into eating establishments. The alleyway could be used as an outdoor or semi-covered outdoor food court. The upper floors of adjacent buildings that overlook the alley could serve as office space.

There have been on-going discussions about the future use of the Yasmeen Furniture building's site and the existing warehouse on Dudley Street. Some stakeholders think both spaces could be used for entertainment-related purposes (movie theatres, restaurants etc.). Alternatively, both sites have been thought of as potential for a brand name store which might attract a class-neutral clientele (e.g. CVS or other convenience-related store). Some think the warehouse is an ideal space for a train station providing public amenities, restaurants, and community gathering space.

GOAL 2: ENHANCE EXISTING LOCAL MARKET NICHE AND BUILD ON ANCHORS

In and around Dudley Street there is considerable economic activity. Our intercept surveys, business surveys, and market analysis demonstrated that there are many elements of the local business district that currently work very well. Overall, customers were satisfied with the quality and prices of the goods and services provided by the district. When asked what people liked most about Uphams Corner, the top two responses were diversity and convenience.

Our market analysis and intercept surveys identified groceries and clothing/shoes as two market sectors that Uphams Corner has been successful in capturing. These findings supported previous studies that identified America's Food Basket as an anchor drawing people from all over the district and surrounding neighborhoods. Many of the customers we intercepted said they shopped at America's Food Basket because it carried a variety of ethnic foods that were not available at other grocery stores.

Our market analysis also found that there is a niche for low-priced clothing and shoes in Uphams Corner comprised of L&M Bargain, J. Silver, Payless, and several independent stores. There is room for Uphams Corner to expand its share of the market for these goods in the 1.0 mile radius and beyond. (See Appendix 3b for map of existing clothing & shoe store locations)

Action 5: Focus business recruitment on clothing/ shoes and ethnic specialty foods

a) Create a recruitment brochure

While many entrepreneurs may be reluctant to locate a clothing/shoe store or small grocery store in an area that already has similar existing stores, a recruitment brochure could demonstrate that these types of businesses actu-

ally work well together. The brochure could highlight the current sales gap and Uphams Corner's untapped potential market as well as identify key resources and technical assistance available to entrepreneurs.

b) Identify successful area entrepreneurs

UCMS could identify successful area entrepreneurs and encourage them to open a store branch in Uphams Corner.

c) Provide technical assistance to clothing/shoes and food-related enterprises

In much the same way that UCMS and DBEDC could work with local restaurant owners, they could also focus attention on clothing/shoe stores and food-related enterprises.

Action 6: Capture broader market area

Based on our market analysis, we suggest the following strategy to capture a broader market area:

a) Create a promotion strategy which focuses on Dorchester

Since Uphams Corner is already attracting a significant proportion of its customer base from Dorchester, a promotion strategy to capture a broader market area might focus on Dorchester. Coupons books for Uphams Corner stores could be distributed in Dorchester at stores, libraries, schools, health centers, etc.

b) Create linkages with existing anchors

Since America's Food Basket already advertises in and beyond Uphams, stores in the area could advertise and offer coupons in the AFB circular.

c) Coordinate district-wide sales event:

UCMS and local businesses could promote a district-wide sales event in Uphams Corner. All the businesses could offer a discount on a certain day or weekend. Flyers could be sent out that promote the district-wide sales event (e.g. "Shop it up in Uphams!" or "Uphams! It's just around the corner"). UCMS and local businesses could work together to theme the sales event.

Action 7: Outreach to ethnic markets

a) Advertise collectively in local ethnic newspapers, radio, and cable access programs.

UCMS and local businesses can highlight the ethnic stores and restaurants in Uphams Corner through a targeted advertising campaign in newspapers such

as *El Mundo*, *Haiti Observateur*, and the *Boston Haitian*. Commercials for Uphams could be broadcast on cable access and ethnic radio stations.

b) Develop multi-lingual advertising materials

Since Uphams Corner serves a diverse mix of ethnic groups who speak different languages, UCMS can work to create multi-lingual advertising materials in Spanish, Haitian Creole, and Portuguese, etc.

c) Plan promotional events around ethnic holidays

Since there are many ethnic holidays throughout the year, UCMS and local businesses could plan promotional events around them.

d) Distribute coupon books and promotional materials at the Uphams Corner Street Festival

The Uphams Corner Street Festival has been a success at drawing people to the neighborhood. It provides an excellent opportunity to market the district to a diverse group of people: its residents and people who come to the festival from other neighborhoods.

GOAL 3: STRENGTHEN UCMS CAPACITY TO ACHIEVE THESE GOALS

In proposing these action oriented goals, we recognize that UCMS must have the organizational capacity to carry out these tasks. UCMS will have to rely on existing organizational infrastructure as well as leverage resources and relationships in the district to implement these goals. UCMS will have to rely on Uphams Corner's strong base of organized business owners, while at the same time enhancing its identity in the business community. In short, the following are three ways in which UCMS can build capacity:

1. Tap into local networks of existing organizations
2. Foster development of a Business Association
3. Enhance UCMS presence in the business community

Action 8: Clarify role and capacity of UCMS

a) Coordinate efforts with Dorchester Bay EDC:

UCMS is currently housed in the offices of Dorchester Bay Economic Development Corporation (DBEDC). The organization not only hosts UCMS, but is also an important partner. DBEDC, an established community based economic development corporation, is rich in expertise in business development

and provides valuable services to small businesses. UCMS should seek to formalize an arrangement with DBEDC, whereby business owners can benefit from the DBEDC's Commercial Revitalization Program and other forms of technical assistance.

b) Function as liaison for businesses to other resources:

UCMS is limited in its scope. It cannot provide all the services and resources businesses in the district need. It can, however, serve as a liaison to other organizations and resources that meet these needs. UCMS should develop a referral program that links businesses to key public and private resources in the city and beyond.

c) Create monthly newsletter to distribute to businesses and other organizations.

Communication is key to strengthening UCMS relationships and enhancing its identity in the district. A monthly newsletter will serve 2 main functions:

- Inform district residents, organizations and business owners of UCMS activities
- Share general information about the district including new development projects and proposals, neighborhood activities, and upcoming events. It can also serve as a forum through which business owners and residents voice their concerns or advertise services and products.

Action 9: Foster development of a Business Association

The level of organization of the businesses in the district has a direct impact on the sustainability of UCMS and its ability to carry out goals. Businesses are the central actors in the Main Streets landscape because they have an economic stake in the development of the district and must be engaged in this process. UCMS should focus efforts on cultivating the development of a strong and functioning business association.

a) Regular one-on-one meetings with business owners:

Regular meetings with individual business owners establishes a consistent line of communication and demonstrates to business owners that UCMS values their presence in the district.

b) Map out existing relationships among the business community and capitalize on these networks:

While a formal business association does not exist in the district – business owners may still have strong informal relationships with one another. UCMS should seek to identify these relationships and use this network to form the basis of an association.

c) Use a catalyst issue/project to organize business association:

Often times, communities need a common issue or project around which to organize. UCMS is fortunate to have a number of ongoing projects in the district that could serve as catalyst for collective concern and action. From one-on-one meetings with business owners or small focus groups, UCMS could identify potential catalysts. Examples of these kinds of projects or issues include:

- The BRA Transit Oriented Development Project
- Safety Issues
- Maintenance

CONCLUSION

Combining a number of economic and physical design analysis tools, the MIT/UCMS team developed a proposal to continue the efforts of the UCMS initiative. The goals of our recommendations are to: strengthen the existing arts and cultural niche, enhance the existing local market niches and build on anchors, and strengthen UCMS capacity to achieve these goals. To reach fruition, these recommendations will require thoughtful collaboration between the existing organizations in the district.

In summary, Uphams Corner has tremendous potential to build on the strength of the economic diversity of the district. We have been impressed by the level of commitment and the quality of work that has already been done in the district. We hope that some elements of this proposal can play a part in the continued revitalization of Uphams Corner.



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Appendix 1a

UPHAM'S CORNER CUSTOMER SURVEY

Uphams Corner Main Streets would like to find out more about the people who live and visit Uphams Corner: who you are, where you shop, and what goods and services you need. Thank you for your participation and contribution in making Uphams Corner the best that it can be. For more info call Main Streets: 265-0363.

1. What is your primary purpose for visiting Uphams Corner today? _____
2. How did you get here today? walk bicycle car bus train taxi

If you drove, where did you park? Dudley St. Columbia St. Parking lot Other

Does your household consume the following goods and services? If so, where?

Please check the **ONE** place you are most likely to shop for **EACH** item.

Goods	Uphams	Down town	Dudley	Other Please Specify
Apparel/Clothing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Shoes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Appliances/electronics, radio, TV	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Books, stationery, school/office supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Drug store items	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Furniture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Groceries (general)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Baked goods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Fish/Meat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Liquor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Hardware items	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Video Rental	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Music	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other (Specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Services				
Banking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Barber/Beauty services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Dry cleaners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Laundry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Shoe repair/tailor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health Care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Entertainment				
Restaurant - Fast Food	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Restaurant - Sit Down	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Movies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Live Performances (Music, Comedy, Dance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Art Classes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Dance Classes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Martial Arts Classes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Appendix 1a

3. How often do you come to Uphams Corner?

- Daily Once a week Less than once a month
 2-4 times a week Once a month Other: _____

4. When do you usually visit Uphams Corner? morning lunch afternoon evening
 Mon Tue Wed Thurs Fri Sat Sun

5. What type of business or service would you like to see (or see more of)?

6. Do you currently go to the Strand Theater? yes no

If yes, what types of performances do you attend? _____

What types of performances would attract you to the Strand? _____

7. Do you have specific recommendations for **improving** the following:

- Parking _____ Location _____
 Bus Stops _____ Location _____
 Safety _____ Location _____
 Walkability _____ Location _____

8. Are you satisfied with the following:

	Satisfied	Dissatisfied	Comments:
Merchandise Quality	<input type="checkbox"/>	<input type="checkbox"/>	
Merchandise Prices	<input type="checkbox"/>	<input type="checkbox"/>	
Merchandise Displays	<input type="checkbox"/>	<input type="checkbox"/>	

9. What do you like best about Uphams? _____
 Least? _____

10. Where do you live? Uphams Corner Jones Hill Eastman/Elder
 Virginia/Monadnock Hancock Street area Hyde Park/Mattapan/JP
 Other/Dorchester Roxbury Other: _____ Zip Code: _____

11. If you are employed, in what part of the city do you work? _____

Demographic Information:

A. Age:	<input type="checkbox"/> 13-19	<input type="checkbox"/> 20-25	<input type="checkbox"/> 26-35	<input type="checkbox"/> 36-54	<input type="checkbox"/> 55-65	<input type="checkbox"/> 66 and over
B. Total Annual Household Income	<input type="checkbox"/> Less than \$5000	<input type="checkbox"/> \$5000 - \$9,999	<input type="checkbox"/> \$10,000 - \$14,999	<input type="checkbox"/> \$15,000 - \$24,999	<input type="checkbox"/> \$25,000 - \$34,999	<input type="checkbox"/> \$35,000+
C. Sex:	<input type="checkbox"/> Male	<input type="checkbox"/> Female				
D. Ethnicity:	<input type="checkbox"/> African American	<input type="checkbox"/> Latino	<input type="checkbox"/> Cape Verdean	<input type="checkbox"/> Asian	<input type="checkbox"/> Dominican	<input type="checkbox"/> White Other _____

Appendix 1b
Intercept Survey Data Results

Purpose of Visit to Uphams

	Number	%
Shopping	31	34%
Work	8	9%
Live in Uphams	17	19%
Other	35	38%
Total	91	100%

Mode of Transportation

	Number	%
walk	38	43%
bicycle	2	2%
car	19	22%
bus	27	31%
train	1	1%
taxi	1	1%
Total	88	100%

Location of Clothing and Apparel Purchases

	Number	%
Uphams	26	31%
Downtown	38	46%
Dudley	5	6%
Other	14	17%
Total	83	100%

Location of Shoe Purchases

	Number	%
Uphams	25	32%
Downtown	40	51%
Dudley	3	4%
Other	10	13%
Total	78	100%

Location of Grocery Purchases

	Number	%
Uphams	56	70%
Downtown	4	5%
Dudley	4	5%
Other	16	20%
Total	80	100%

Location of Banking

	Number	%
Uphams	54	71%
Downtown	8	11%
Dudley	4	5%
Other	10	13%
Total	76	100%

Location of Fast Food Restaurant Visits

	Number	%
Uphams	29	43%
Downtown	16	24%
Dudley	4	6%
Other	18	27%
Total	67	100%

Location of Sit-Down Restaurant Visits

	Number	%
Uphams	17	28%
Downtown	22	36%
Dudley	2	3%
Other	20	33%
Total	61	100%

Frequency of visits to Uphams Corner

	Number	%
Daily	41	50%
2-4 times a week	15	18%
Once a week	16	20%
Total	72	88%

Day of the week most frequently visit Uphams

	Number	%
Saturday and Sunday	21	48%
Weekdays	23	52%
Total	44	100%

Types of businesses customers would like

	Number	%
restaurants	9	13%
clothing and shoes	20	29%
Other	29	42%

Currently attend the Strand Theatre

	Number	%
Yes	44	52%
No	40	48%
Total	84	100%

Appendix 1b
Intercept Survey Data Results

Age

	Number	%
13-19	15	17%
20-25	14	16%
26-35	21	24%
36-54	29	34%
55-65	5	6%
66 and over	3	3%
Total	87	100%

Income

	Number	%
less than \$5,000	8	14%
\$5,000-\$9,999	5	9%
\$10,000-\$14,999	9	16%
\$15,000-\$24,999	11	19%
\$25,000-\$34,999	11	19%
\$35,000+	13	23%
Total	57	100%

Intercept Data: Ethnicity

	Number	%
African American	39	44%
Latino	19	21%
Cape Verdean	9	10%
Vietnamese	0	0%
White	4	4%
Other	18	21%
Total	89	100%

Updated 1990 Census Data: Ethnicity

	%
African American	43%
Latino	15%
Cape Verdean	20%
Vietnamese	4%
White	32%
Other	17%

Appendix 1c

UPHAM'S CORNER STAKEHOLDER INTERVIEWS

Name: _____

Address: _____

Phone: _____

Interviewer: _____

1. What have been the important trends and changes in Uphams Corner over the past 5 years? in terms of overall sales, competition, customer base?

2. What do you think are the causes of the Uphams Corner vacancies in the past few years?

3. What are the greatest challenges for Uphams Corner in creating an economically vibrant business district?

4. What are the Uphams Corner's greatest strengths or assets to build on to improve and market itself?

Appendix 1c

5. What do you think are Uphams Corner major anchors and destinations for:

Residents

People outside of the district

6. Do you think the current retail mix meets the needs of Uphams Corner residents? What are the gaps, if any?

7. Assessing the physical environment of the district (architecture, streetscape, image), what are the greatest strengths or assets in Uphams Corner?

8. What are the biggest detractors?

9. What do you see as Uphams Corner's image? How would you like to see this change?

Appendix 1c

10. Who are the key organizations for strengthening the Uphams Corner and what is their capacity and resources?

11. What plans/initiatives are currently proposed or in progress in the district?

12. What role do you see the Main Streets Program playing in Uphams Corner revitalization and marketing efforts? What resources does the Main Streets Program have to contribute? What is the level of political support for Uphams Corner efforts?

13. Who are the key stakeholders and political groups whose support is critical to successful implementation?

14. What is your role in the economic revitalization of Uphams Corner? What are your personal goals for the district?

Appendix 2a: Estimated Sales Analysis by Niche

Business	Street	City	State	Zip	Phone	4-Digit SIC Code	Annual Sales	Size (sq. ft.)	Sales Per Sq. Foot
GROCERIES									
Americas' Food Basket	780 Dudley St	Dorchester	MA	02125-2276	617-825-6161	5411	\$9,293,680	22000	\$422.44
El Frutero	740 Dudley St	Dorchester	MA	02125-2275	617-288-8236	5411	\$717,240	2000	\$358.62
Alves Market	77 Stoughton St	Dorchester	MA	02125-1934	617-825-8267	5411	\$251,034	700	\$358.62
Hermanos Unidos	728 Dudley St	Dorchester	MA	02125-2273	617-436-7115	5411	\$107,586	300	\$358.62
Cardoso Brothers Market	26A Hancock St	Dorchester	MA	02125		5411	\$358,620	1000	\$358.62
D & J Grocery	531 Columbia Rd	Dorchester	MA	02125-2315	617-265-6597	5411	\$268,965	750	\$358.62
Daily Fish	521 Columbia Rd	Dorchester	MA	02125-2345	617-288-2526	5421	\$358,620	1000	\$358.62
Fresh Fish Market	566 Columbia Rd	Dorchester	MA	02125-2348	617-265-5401	5421	\$394,482	1100	\$358.62
							\$11,750,227		

Assumptions:

Used national median sales per square foot for Supermarket Local Chain for AFB
 Used national median sales per square foot for Independent Supermarkets for all other establishments
 Data regarding national median sales per square foot Convenience Markets was unavailable

CLOTHING AND SHOES

Style	Street	City	State	Zip	Phone	4-Digit SIC Code	Annual Sales	Size (sq. ft.)	Sales Per Sq. Foot
	779 Dudley St	Dorchester	MA	02125-2218	617-282-4949	5611	\$713,120	4000	\$178.28
Celeste's Boutique	726 Dudley St	Dorchester	MA	02125		5621	\$356,560	2000	\$178.28
Navarez Clothing Center	727 Dudley St	Dorchester	MA	02125		5621	\$18,719	105	\$178.28
L & M Bargain Store	745 Dudley St	Dorchester	MA	02125-2221	617-265-1845	5651	\$481,356	2700	\$178.28
J Silver Clothing	772 Dudley St	Dorchester	MA	02125-2276	617-265-1388	5651	\$1,711,488	9600	\$178.28
Casa Nova Sportswear	748 Dudley St	Dorchester	MA	02125		5651	\$142,624	800	\$178.28
Corner Casuals	742 Dudley St	Dorchester	MA	02125-2275	617-287-8404	5651	\$35,656	200	\$178.28
Payless Shoe Source	594 Columbia Rd	Dorchester	MA	02125-3436	617-288-3202	5661	\$524,190	3000	\$174.73
							\$3,983,713		

Assumptions:

Used national median sales per square foot for Family Shoes National Chain for Payless Shoe Source
 Used national median sales per square foot for Independent Family Wear for all other establishments

Appendix 2a: Estimated Sales Analysis by Niche

Business	Street	City	State	Zip	Phone	NAICS Code	Annual Sales	Size (sq. ft.)	Sales Per Sq. Foot.
RESTAURANTS									
Upham's House of Pizza	566A Columbia	Dorchester	MA	02125		5812	\$1,769,490	9000	\$196.61
Eusabia's Restaurant	14 Hancock	Dorchester	MA	02125		5812	\$178,040	1000	\$178.04
Dublin House	9 Stoughton St	Dorchester	MA	02125-3402	617-282-2235	5812	\$201,800	2000	\$100.90
Cataloni's Sports Bar	10 Hancock	Dorchester	MA	02125		5812	\$121,080	1200	\$100.90
Canton House Restaurant	6 Hancock St	Dorchester	MA	02125		5812	\$190,870	1000	\$190.87
Rendezvous Lounge	33 Hancock	Dorchester	MA	02125		5812	\$186,665	1850	\$100.90
Romei Restaurant Pizzeria	734 Dudley St	Dorchester	MA	02125		5812	\$235,932	1200	\$196.61
							\$2,883,877		

Assumptions:

Used median national sales for Independent Restaurants by Classification (Pizza, Restaurant w/o liquor, Cocktail Lounge, Chinese Fast Food)

PHARMACY

Strand Pharmacy Inc	533 Columbia Rd	Dorchester	MA	02125-2315	617-436-0155	5912	\$2,432,000	8000	304.0
							\$2,432,000		

Assumptions:

Used eastern regional median sales per square foot for Drugstore/Pharmacy

Appendix 2a: Estimated Sales Analysis by Niche

Business	Street	City	State	Zip	Phone	4 Digit SIC Code	Annual Sales	Size (sq. ft.)	Sales Per Sq. Foot.
PERSONAL SERVICES									
Pisces Hair Place	535 Columbia Rd	Dorchester	MA	02125-2315	617-265-2460	7231	\$232,010	1775	\$130.71
Fantasy Nails	564 Columbia Rd	Dorchester	MA	02125-2348	617-436-5686	7231	N/A	N/A	\$ 55.52
Pat's Hair Salon	725 Dudley St	Dorchester	MA	02125-2221	617-282-8166	7231	\$261,420	2000	\$130.71
Alexandra Beauty Salon	736 Dudley St	Dorchester	MA	02125-2275	617-825-0171	7231	\$209,136	1600	\$130.71
T T Nails	725 Dudley St	Dorchester	MA	02125-2221	617-288-8728	7231	\$22,208	400	\$ 55.52
Alex & Ann's Unisex Beauty	600 Columbia Rd	Dorchester	MA	02125-3421	617-825-7077	7231	\$235,278	1800	\$130.71
Spectrum Hair Performance	620 Columbia Rd	Dorchester	MA	02125-3439	617-825-1622	7231	\$365,988	2800	\$130.71
Las American Hair Salon	18 Hancock	Dorchester	MA	02125		7241	\$261,420	2000	\$130.71
Jackson's Barber Shop	733 Dudley St	Dorchester	MA	02125-2221	617-436-9625	7241	\$67,795	700	\$ 96.85
							\$1,655,255		

Used national median sales per square foot for Women's Hair Salon, Men's Barber, and Nail Salon

Assumptions:

Sales Estimates Per Square Foot: Dollars & Cents for Shopping Centers, ULI, 2000 edition
 (Used Estimates of Median Sales for Community Shopping Centers)
 Square Footage Per Establishment: ICIC Study

Source:

Appendix 2b: Uphams Corner Targeted Market Study (0.5 mile radius)

Category	Expected Spending according to Claritas Study	Percent of Median HH Income (\$39,910) spent on category	HH# per 0.00-0.5 mile radius	Potential Spending in .5 mile radius	Estimated Sales	Sales Gap	Capture Rate
Food away from home	2506.1	6.28%	4459	\$ 11,174,700	\$ 2,883,877	\$ 8,290,823	26%
Food at Home	4061.27	10.18%	4459	\$ 18,109,203	\$ 11,750,227	\$ 6,358,976	65%
Clothing & Shoes	1980	4.96%	4459	\$ 8,828,820	\$ 3,983,713	\$ 4,845,107	45%
Pharmacy	746.83	1.87%	4459	\$ 3,330,115	\$ 2,432,000	\$ 898,115	73%
Personal Care	319	0.80%	4459	\$ 1,422,421	\$ 1,655,255	\$ (232,834)	116%

Sources:

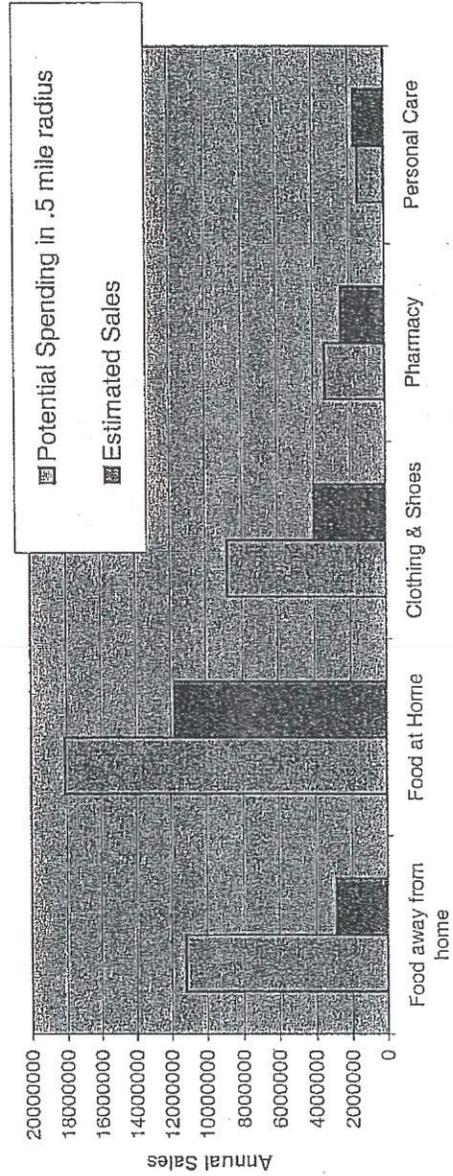
Claritas 1998 Consumer Spending Patterns, Uphams Corner Circle .5 M
 City of Boston Uphams Corner Main Streets Profile Report, 1998
 Anderson Consulting, December 1998
 Portfolio-Based Approach to Neighborhood Economic Development: Uphams Corner Pilot Project

Assumptions:

Claritas survey applies to 1.0 M
 Personal Care Products= Personal Care Services/Products+Personal Care Services
 Pharmacy=Personal Care Products+Prescription Drugs+Non-prescription Drugs

Appendix 2b: Uphams Corner Targeted Market Study (0.5 mile radius)

Uphams Corner Sales Gap Analysis (0.5 M Radius)



Sources:
 Claritas 1998 Consumer Spending Patterns, Uphams Corner Circle .5 M
 City of Boston Uphams Corner Main Streets Profile Report, 1998
 Anderson Consulting, December 1998
 Portfolio-Based Approach to Neighborhood Economic Development: Uphams Corner Pilot Project

Assumptions:
 Claritas survey applies to 1.0 M
 Personal Care Products= Personal Care Services/Products+Personal Care Services
 Pharmacy=Personal Care Products+Prescription Drugs+Non-prescription Drugs

Appendix 2c: Uphams Corner Targeted Market Study (1.0 mile radius)

Category	Expected Spending according to Claritas Study	Percent of Median HH Income (\$39,910) spent on category	HH# per 0.0-1.0 mile radius	Potential Spending in 1.0 mile radius	Estimated Sales	Sales Gap	Capture Rate
Food away from home	2506.1	6.28%	15602	\$ 33,052,431	\$ 2,883,877	\$ 30,168,554	9%
Food at Home	4061.27	10.18%	15602	\$ 53,563,244	\$ 11,750,227	\$ 41,813,017	22%
Clothing & Shoes	1980	4.96%	15602	\$ 26,107,688	\$ 3,983,713	\$ 22,123,974	15%
Pharmacy	746.83	1.87%	15602	\$ 9,849,785	\$ 2,432,000	\$ 7,417,785	25%
Personal Care	319	0.80%	15602	\$ 4,207,225	\$ 1,655,255	\$ 2,551,969	39%

Sources:

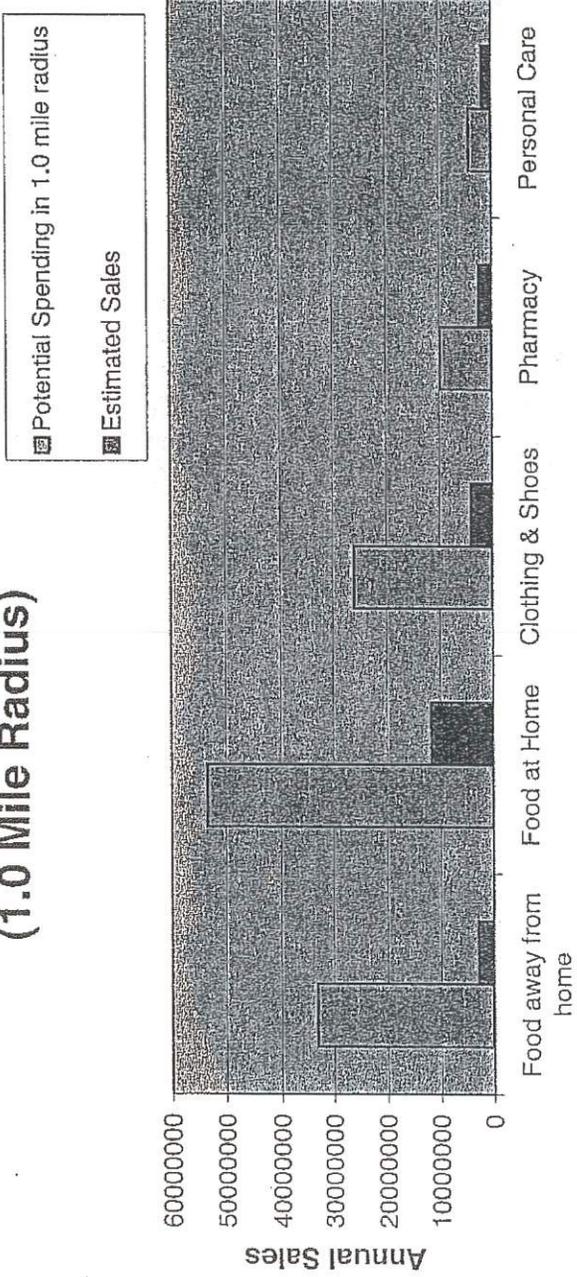
Claritas 1998 Consumer Spending Patterns, Uphams Corner Circle .5 M
 City of Boston Uphams Corner Main Streets Profile Report, 1998
 Anderson Consulting, December 1998
 Portfolio-Based Approach to Neighborhood Economic Development: Uphams Corner Pilot Project

Assumptions:

Claritas survey applies to 1.0 M
 Personal Care Products= Personal Care Services/Products+Personal Care Services
 Pharmacy=Personal Care Products+Prescription Drugs+Non-prescription Drugs

Appendix 2c: Uphams Corner Targeted Market Study (1.0 mile radius)

Uphams Corner Sales Gap Analysis (1.0 Mile Radius)



Sources: Claritas 1998 Consumer Spending Patterns, Uphams Corner Circle .5 M
 City of Boston Uphams Corner Main Streets Profile Report, 1998
 Anderson Consulting, December 1998
 Portfolio-Based Approach to Neighborhood Economic Development: Uphams Corner Pilot Project

Assumptions: Claritas survey applies to 1.0 M
 Personal Care Products= Personal Care Services/Products+Personal Care Services
 Pharmacy=Personal Care Products+Prescription Drugs+Non-prescription Drugs

Appendix 2d: Uphams Corner Income Stratified Market Study in 0.5 M Radius

Expected expenditure per Household	Less Than \$5000		\$5000-\$14,999		\$15,000-\$49,999	
	Expected expenditure per Household	Total expenditure	Expected expenditure per Household	Total expenditure	Expected expenditure per Household	Total expenditure
\$ 1,069.00	\$ 217,007.00	\$ 841.00	\$ 674,482.00	\$ 1,855.50	\$ 3,282,379.50	
\$ 1,804.00	\$ 366,212.00	\$ 1,905.00	\$ 1,527,810.00	\$ 2,898.00	\$ 5,126,562.00	
\$ 993.00	\$ 201,579.00	\$ 796.00	\$ 638,392.00	\$ 1,624.75	\$ 2,874,182.75	
\$ 234.00	\$ 47,502.00	\$ 447.00	\$ 358,494.00	\$ 620.25	\$ 1,097,222.25	
\$ 233.00	\$ 47,299.00	\$ 214.00	\$ 171,628.00	\$ 407.75	\$ 721,309.75	

HH # per income group	203
less than \$5000	802
\$5000-\$14,999	1769
\$15,000-\$49,999	

Sources:

Consumer Expenditure Survey, 1998-1999
 Claritas 1998 Consumer Spending Patterns, Uphams Corner Circle, .5M
 City of Boston Uphams Corner Main Streets Profile Report, 1998
 Anderson Consulting, December 1998
 Portfolio-Based Approach to Neighborhood Economic Development: Uphams Corner Pilot Project

Assumptions:

*Expected expenditures calculated from national annual average by income group in the Consumer Expenditure Survey, 1999
 *Expected expenditures for households earning \$15,000-\$49,999 aggregated from data for groups earning \$15,000-\$19,999, \$20,000-\$29,999, \$30,000-\$39,999 and \$40,000-\$49,999

Appendix 2e: Uphams Corner Income Stratified Market Study in 1.0 M Radius

Less Than \$5000		\$5000-\$14,999		\$15,000-\$49,999	
Expected expenditure per Household	Total expenditure	Expected expenditure per Household	Total expenditure	Expected expenditure per	Total expenditure
\$ 1,069.00	\$ 895,822.00	\$ 841.00	\$ 2,885,471.00	\$ 1,855.50	\$ 11,747,170.50
\$ 1,804.00	\$ 1,511,752.00	\$ 1,905.00	\$ 6,536,055.00	\$ 2,898.00	\$ 18,347,238.00
\$ 993.00	\$ 832,134.00	\$ 796.00	\$ 2,731,076.00	\$ 1,624.75	\$ 10,286,292.25
\$ 234.00	\$ 196,092.00	\$ 447.00	\$ 1,533,657.00	\$ 620.25	\$ 3,926,802.75
\$ 233.00	\$ 195,254.00	\$ 214.00	\$ 734,234.00	\$ 407.75	\$ 2,581,465.25

HH # per income group in 1.0 M radius	838
less than \$5000	3431
\$5000-\$14,999	6331
\$15,000-\$49,999	

Sources:

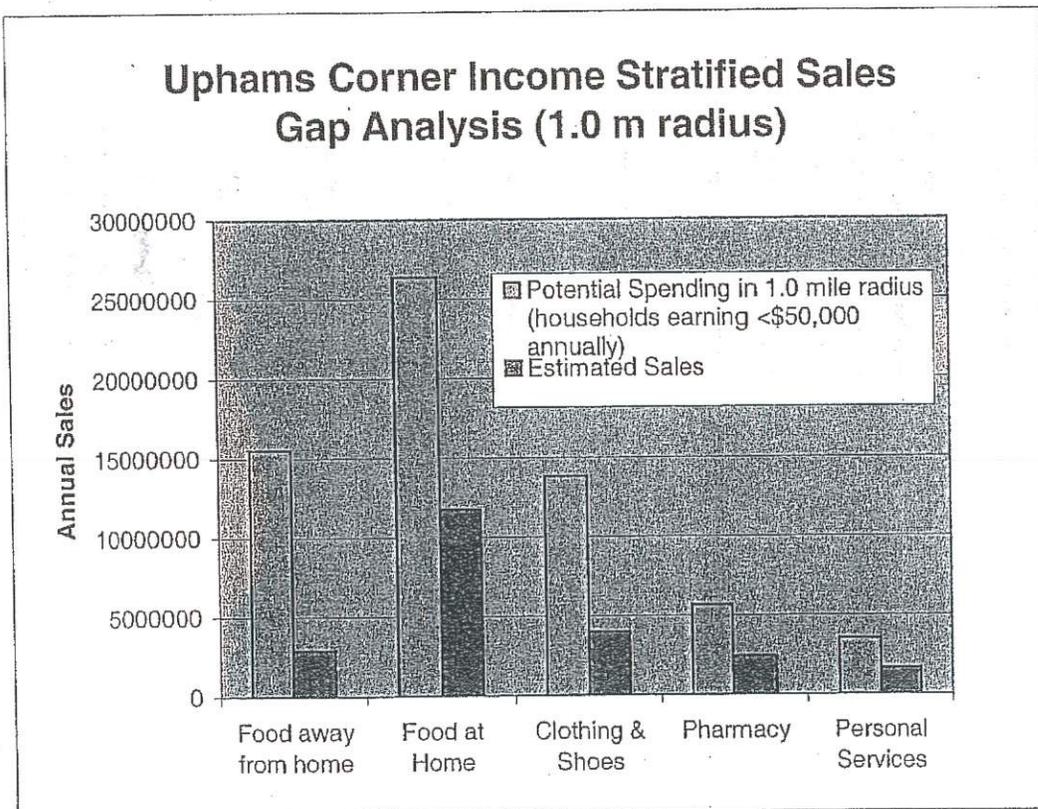
Claritas 1998 Consumer Spending Patterns, Uphams Corner Circle .5 M
 City of Boston Uphams Corner Main Streets Profile Report, 1998
 Anderson Consulting, December 1998.
 Portfolio-Based Approach to Neighborhood Economic Development: Uphams Corner Pilot Project

Assumptions:

Expected expenditures calculated from national annual average by income group in the Consumer Expenditure Survey, 1999

Appendix 2e: Uphams Corner Income Stratified Market Study in 1.0 M Radius

Category	Potential Spending in 1.0 mile radius (households earning <\$50,000 annually)	Estimated Sales	Sales Gap	Capture Rate
Food away from home	\$ 15,528,464	\$ 2,883,877.00	\$ 12,644,587	19%
Food at Home	\$ 26,395,045	\$ 11,750,227.00	\$ 14,644,818	45%
Clothing & Shoes	\$ 13,849,502	\$ 3,983,713.40	\$ 9,865,789	29%
Pharmacy	\$ 5,656,552	\$ 2,432,000.00	\$ 3,224,552	43%
Personal Services	\$ 3,510,953	\$ 1,655,255.25	\$ 1,855,698	47%



Sources:

Claritas 1998 Consumer Spending Patterns, Uphams Corner Circle .5 M
 City of Boston Uphams Corner Main Streets Profile Report, 1998
 Anderson Consulting, December 1998.
 Portfolio-Based Approach to Neighborhood Economic Development: Uphams Corner Pilot Project

Assumptions:

Expected expenditures calculated from national annual average by income group in the Consumer Expenditure Survey, 1998-1999

Key Economic, Demographic and Traffic Flow Data for Upham's Corner

Taken from various sources

©Upham's Corner Main Street, Inc

DEMOGRAPHIC PROFILE OF THE TRADE AREA

Geographic area

Census Tracts

	A		B	
	See map (parts of 801, 907-916)		801, 904-907, 912-913	
	Number	Percent	Number	Percent
Total No. of persons	25,198		23,163	
Total No. of households	8,898		7,530	
Average household size				
Sex				
Male	12,322	49%	11,111	48%
Female	12,873	51%	12,052	52%
Income in Households				
<\$10,000	1,873	21%	1,792	24%
\$10,000-14,999	721	8%	697	9%
\$15,000-29,999	2,049	23%	1,721	23%
\$30,000-39,999	1,137	13%	929	12%
\$40,000-49,999	1,140	13%	895	12%
\$50,000-74,999	1,419	16%	1,055	14%
\$75,000-99,999	375	4%	277	4%
>\$100,000	174	2%	164	2%
Median Household Income	\$28,137		\$26,264	
Mean Household Income	\$33,391		\$31,595	
Per Capita Income	\$12,047		\$10,494	
Below Poverty Level	5,161	21%	5,680	25%
Age:				
under 5	1,977	8%	2,102	9%
5-17	4,651	18%	4,908	21%
18-24	3,285	13%	2,721	12%
25-44	8,580	34%	7,587	33%
45-64	3,886	15%	3,467	15%
>65	2,821	11%	2,378	10%
Median age:	30		29	
Educational attainment				
<high school	5,833	31%	5,103	34%
high school	6,301	34%	5,221	34%
>high school	3,516	19%	2,997	20%
≥bachelor degree	2,922	16%	1,832	12%
Race				
White	14,117	49%	9,221	33%
Black	5,732	20%	7,098	25%
Native Am.	0	0%	0	0%
Eskimo	60	0%	132	0%
Asian	1,601	6%	1,038	4%
Other	3,688	13%	5,674	20%
Hispanic	3,362	12%	4,681	17%

Claritas Inc.
Sales (888)231-4237
Study area name: UPHAMS CIRCLE .5: Radius= 0.5 M

	Annual Average Household	Aggregate	Weekly Expenditures Per Capita	Average Household	Market Index
Grocery & Other Misc. Exp.:	6567.37	643223	44.17	126.30	0.98
Total Food Exp.	4061.27	397770	27.31	78.10	1.00
Food At Home					
Cereal Products	174.94	17134	1.18	3.36	1.03
Bakery Products	368.25	36067	2.48	7.08	1.02
Beef	412.59	40410	2.77	7.93	1.05
Pork	204.65	20044	1.38	3.94	1.06
Other Meats	148.06	14501	1.00	2.85	1.11
Poultry	280.99	27520	1.89	5.40	1.32
Fish and Seafood	112.26	10995	0.76	2.16	1.33
Eggs (Incl. Substitutes)	57.34	5616	0.39	1.10	1.20
Dairy Products	395.92	38778	2.66	7.61	0.96
Fresh Fruits	178.49	17482	1.20	3.43	1.02
Processed Fruits	125.48	12290	0.84	2.41	1.12
Fresh Vegetables	462.58	45306	3.11	8.90	1.08
Processed Vegetables	77.05	7546	0.52	1.48	0.97
Sugar & Other Sweets	155.08	15189	1.04	2.98	0.86
Fats & Oils	88.01	8620	0.59	1.69	0.91
Nonalcoholic Beverages	379.50	37169	2.55	7.30	0.91
Prepared Foods	395.26	38713	2.66	7.60	0.81
Food Purchased/Prepared on Trips	44.81	4388	0.30	0.86	0.74
Food Away from Home:	2506.10	245453	16.85	48.19	0.94
Other Misc. Expenses:					
Alcoholic Beverages	428.29	41947	2.88	8.24	1.01
Smoking Products & Supp.	355.32	34801	2.39	6.83	0.97
Personal Care Prod/svcs	659.35	64578	4.43	12.68	0.95
Nonprescription Drugs	118.48	11605	0.80	2.28	0.80
Housekeep/Garden Supply	464.01	45446	3.12	8.92	0.78

The data contained on this page of Consumer Spending (CSP) are derived using information from the "Diary Portion" of the Consumer Expenditure Survey (CES), which is conducted by the Bureau of Labor statistics with the assistance of the Bureau of the Census. The "Per Capita" data presented on this page is the weekly "Aggregate" divided

81 (C-11) -

Study area name: UPHAMS CIRCLE .5: Radius= 0.5 M

1998 Consumer Spending Patterns (Page 2 of 3)

Claritas Inc.

Sales (888)231-4237

7-AUG-98

Support (800)780-4237

	Annual Expenditures Aggregate (\$000s)	Per Capita	Average Household	Weekly Average Household	Market Index
Food and Drink:					
Food at Home	20684	1420	4061	78.10	1.00
Food Away from Home	12764	876	2506	48.19	0.94
Alcoholic Beverages	2181	150	428	8.24	1.01
Misc Personal Items:					
Smoking Prods/Supplies	1810	124	355	6.83	0.97
Personal Care Services	1625	112	319	6.13	1.04
Household Equip and Services:					
Household Textiles	617	42	121	2.33	0.80
Furniture	2490	171	489	9.40	0.90
Floor Coverings	442	30	87	1.67	0.58
Major Appliances	879	60	172	3.32	0.79
Small Appliances/Housewr	543	37	107	2.05	0.77
Misc Household Equipment	2078	143	408	7.85	0.68
Domestic Services	2022	139	397	7.64	0.76
Other Household Expenses	443	30	87	1.67	0.74
Apparel:					
Women's Apparel	4034	277	792	15.23	0.95
Men's Apparel	2479	170	487	9.36	1.02
Girls' Apparel	514	35	101	1.94	1.14
Boys' Apparel	641	44	126	2.42	1.11
Infants' Apparel	518	36	102	1.96	1.14
Footwear	1894	130	372	7.15	1.02
Other Apparel Prods/Svc	1875	129	368	7.08	1.08
Entertainment:					
Fees & Admissions	2661	183	522	10.05	0.83
TV, Radio & Sound Equip	3165	217	621	11.95	0.85
Other Entertain. Equip.	2341	161	460	8.84	0.57
Reading Materials	1409	97	277	5.32	0.80
Shelter And Related Expenses:					

Study area name: UPHAMS CIRCLE .5: Radius= 0.5 M

1998 Consumer Spending Patterns (Page 3 of 3)

Claritas Inc.

Sales (888)231-4237

7-AUG-98

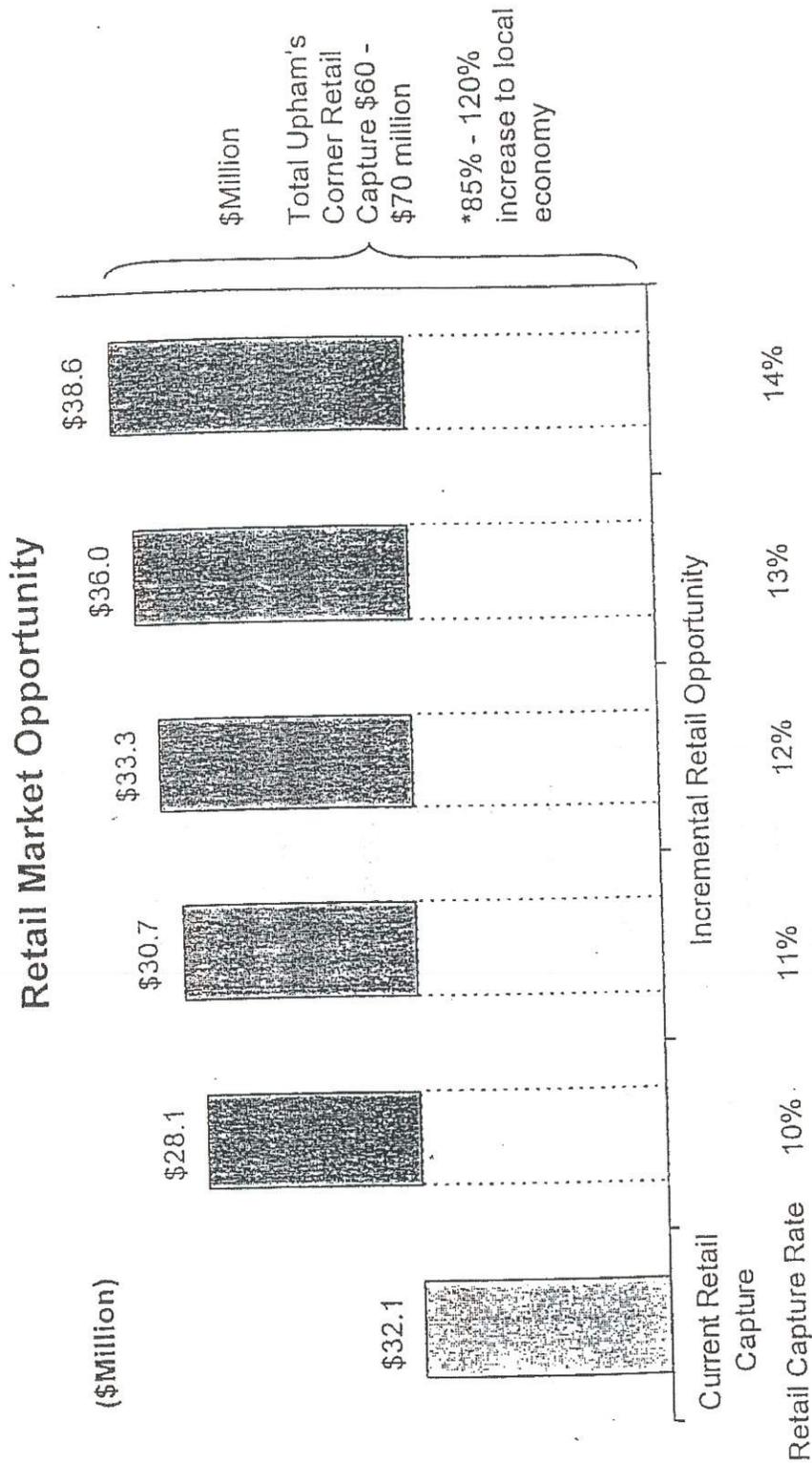
Support (800)780-4237

	Annual Expenditures Aggregate (\$000s)	Per Capita	Average Household	Weekly Average Household	Market Index
Transportation Expenses:					
New Autos/Trucks/Vans	3768	259	740	14.23	0.53
Used Autos(Incl Tradein)	1778	122	349	6.71	0.62
Other Vehicles	94	6	18	0.35	0.06
Vehicle Finance Charges	943	65	185	3.56	0.53
Gasoline & Motor Oil	4355	299	855	16.44	0.57
Automotive Maintain/Repr	5472	376	1074	20.66	0.67
Vehicle Insurance	2856	196	561	10.78	0.83
Public Transportation	3780	260	742	14.27	1.36
Rented Vehicles	955	66	188	3.61	1.13
Health Care:					
Health Insurance	2457	169	482	9.28	0.61
Medical Services	4872	335	957	18.40	0.81
Prescription Drugs/Meds	1468	101	288	5.54	0.81
Miscellaneous Items:					
Life/Personal Insurance	2533	174	497	9.56	0.65
Education	2914	200	572	11.00	0.92

The data contained on pages 2 and 3 of Consumer Spending patterns are derived using information from the "interview" portion of the consumer expenditure survey (CES). Due to differences in the diary and interview surveys of the CES, expenditure categories such as "Food at Home", appearing on page 1, may contain data different from the same category on page 2 or 3.

For pages 2 and 3, the "Weekly Average Household Expenditure" is obtained by dividing the "Annual Average Household Expenditure" by 52. The "Annual Aggregate" is used to obtain the "Per Capita" and the "Average Household" data by dividing the aggregate by the corresponding total household population and total households, respectively. Each market indexvalue shown on pages 2 and 3 is the ratio of the Annual Average Household Expenditures (AAHE) for the geography for which this report is being produced, compared to the "AAHE" for the U.S.

With a retail spending deficit of over \$275 million in Upham's Corner, the neighborhood is capable of increasing its retail economy by 85 - 120%, assuming incremental retail capture rates of only 10 - 14%.



Appendix 2f: Uphams Corner Market Study by Zip Code

Category	Potential Spending by households earning <\$50,000 annually in neighboring zip codes	Estimated Sales	Sales Gap	Capture Rate
Food away from home	\$ 92,052,055	\$ 2,883,877	\$ 89,168,178	3.13%
Food at Home	\$ 155,016,270	\$ 11,750,227	\$ 143,266,043	7.58%
Clothing & Shoes	\$ 82,039,143	\$ 3,983,713	\$ 78,055,430	4.86%
Pharmacy	\$ 32,804,626	\$ 2,492,000	\$ 30,372,626	7.41%
Personal Care	\$ 20,724,128	\$ 1,655,255	\$ 19,068,873	7.99%

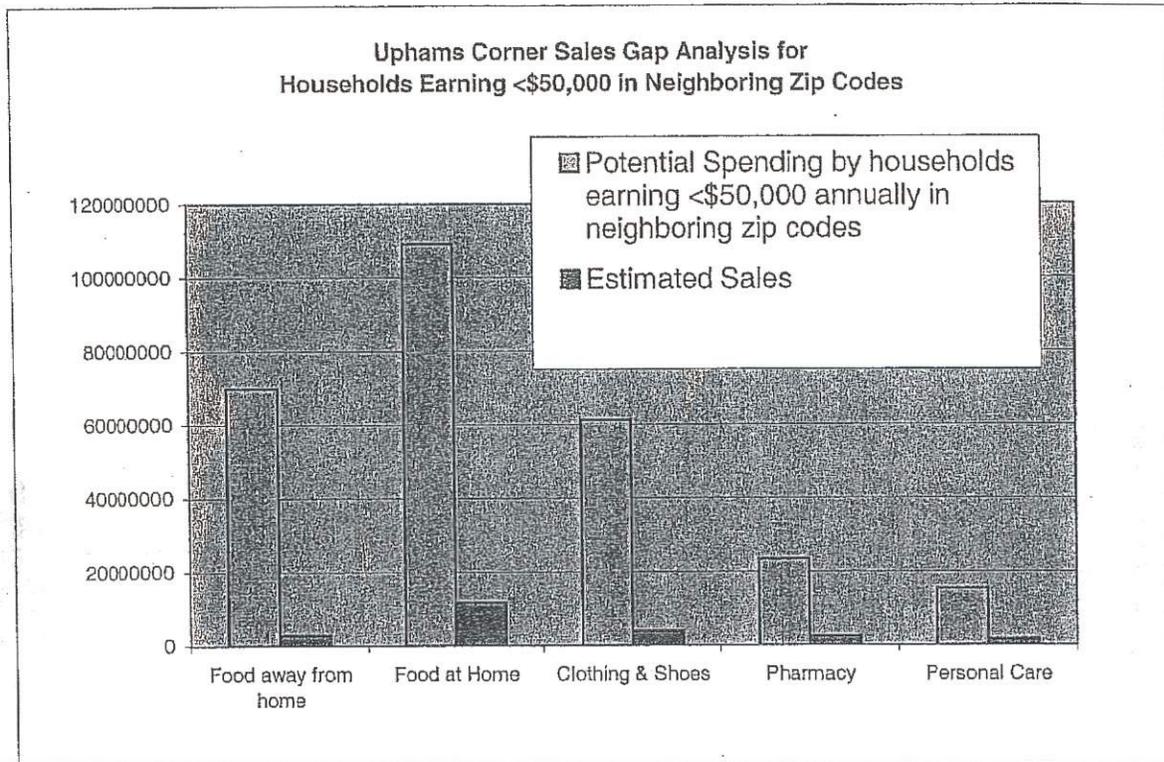
Sources:

- Consumer Expenditure Survey, 1999
- Charitas 1998 Consumer Spending Patterns, Uphams Corner Circle, .5M
- City of Boston Uphams Corner Main Streets Profile Report, 1998
- Anderson Consulting, December 1998.
- Portfolio-Based Approach to Neighborhood Economic Development: Uphams Corner Pilot Project
- 1990 U.S. Census Data, Database C90STF3B, Summary Level: Zip Code
- History of Boston's Economy: Growth and Transition 1970-1998, Boston Redevelopment Authority Report

Assumptions:

Charitas Survey data applies to the surrounding zip codes
 Index for incomes based upon change in Uphams median household income from 1989 to 1998 is applicable to surrounding zipcodes (Citywide index based upon data from BHA report is nearly identical at 1.47)
 Zip codes included: 02118, 02119, 02120, 02121, 02122, 02124, 02125, 02130

Appendix 2f: Uphams Corner Market Study by Zip Code

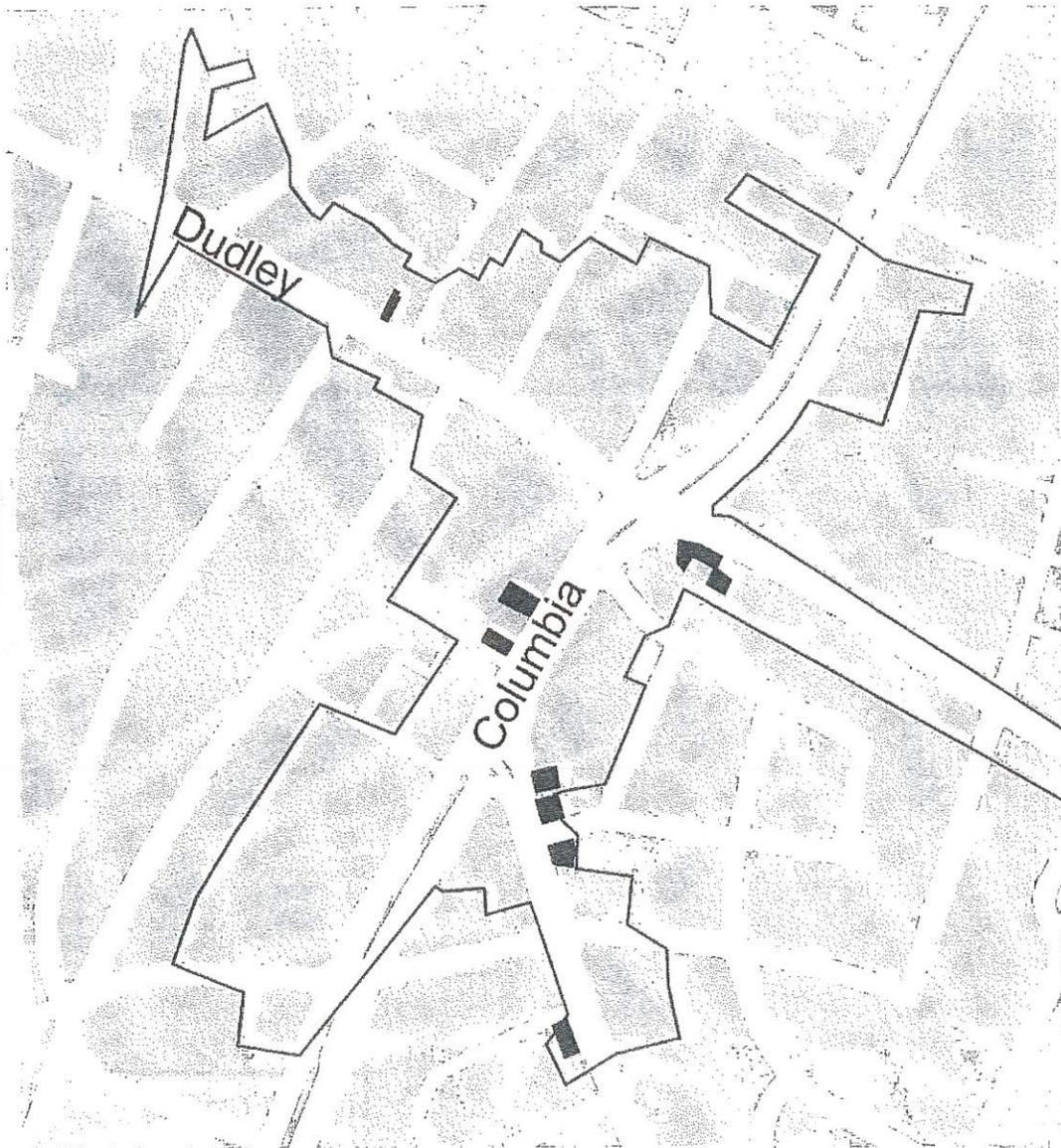


Sources: *Consumer Expenditure Survey, 1999*
Claritas 1998 Consumer Spending Patterns, Uphams Corner Circle, .5M
City of Boston Uphams Corner Main Streets Profile Report, 1998
Anderson Consulting, December 1998.
Portfolio-Based Approach to Neighborhood Economic Development: Uphams Corner Pilot Project
1990 U.S. Census Data, Database C90sTF3B, Summary Level: Zip Code
History of Boston's Economy: Growth and Transition 1970-1998, Boston Redevelopment Authority Report

Assumptions: Claritas survey data applies to the surrounding zip codes
 Index for Incomes based upon change in Uphams median household income from 1989 to 1998 is applicable to surrounding zipcodes (Citywide index based upon data from BRA report is nearly identical at 1.47)
 Zip codes included: 02118, 02119, 02120, 02121, 02122, 02124, 02125, 02130

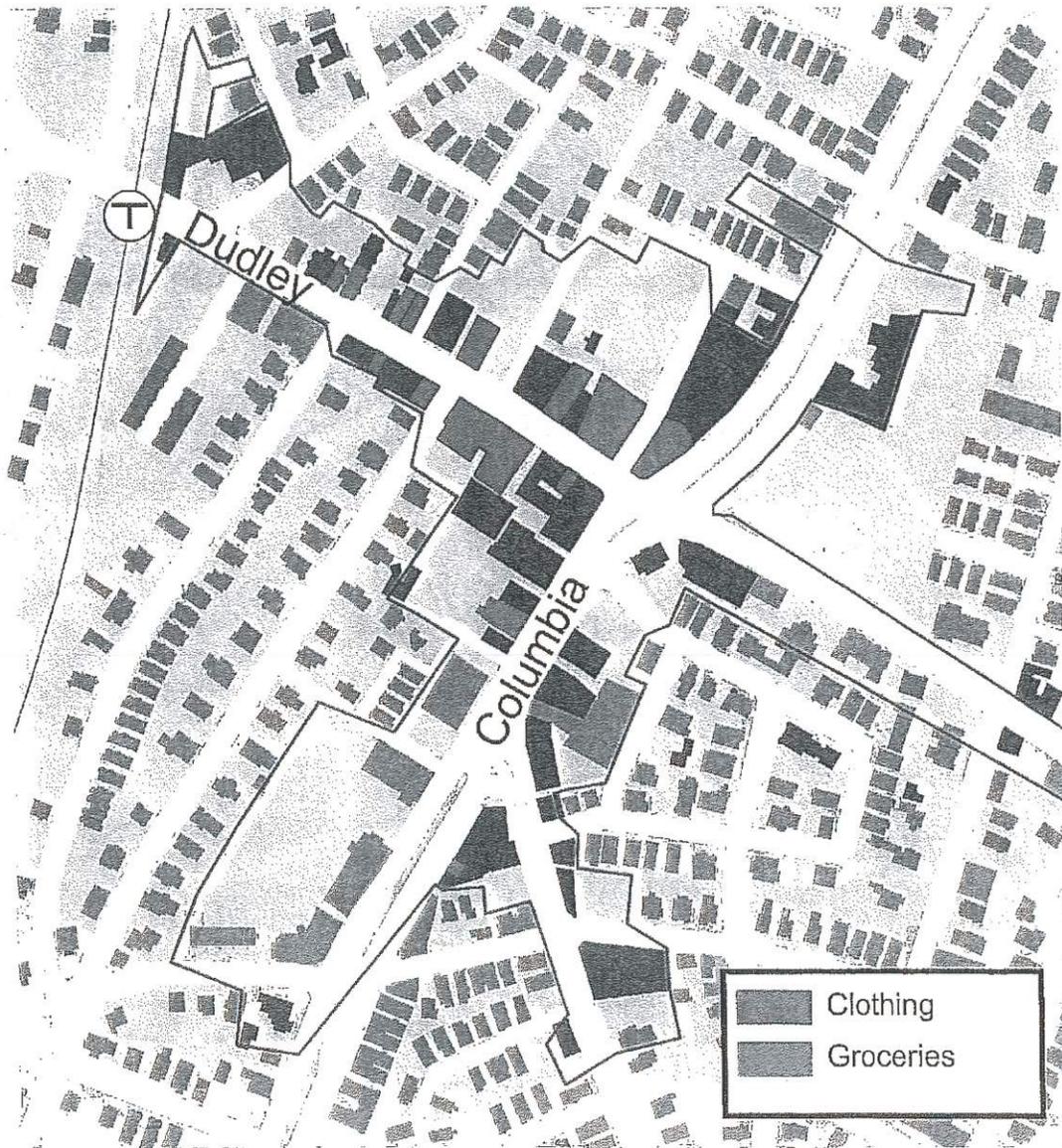
Appendix 3A

Existing Restaurant Locations in Uphams Corner



Appendix 3B

Existing Food and Clothing Stores



The Task Force decided to capitalize on the unique relationship between Time Warner, Inc. and the Apollo Theater in Harlem by inviting Derek Johnson, currently the Executive Producer for Programming at the Time Warner Center and formerly President of the Apollo Theater (March 2001 -- December 2002) to join the Task Force for a meeting and share his experiences. Mr. Johnson described the rejuvenation of the Apollo, including its strategic partnership with Time Warner, and provided the Task Force with key lessons from his experience. These lessons include:

- The governance, management, and staff of the theater must embrace the vision; the vision must define the core activities of the theater.
- Visible, discernible change signals the new direction of the theater and drives investment from donors.
- The Apollo is not self-sustaining and requires fundraising to meet its goals.
- Real community engagement at every step is vital; the process must be open.

Although the Task Force recognizes that there are important differences between Upham's Corner and Harlem, and between the Strand and the Apollo, Mr. Johnson's discussion with the group was very helpful.

Finally, the Task Force sought background information, including history and press clips about the Strand (Appendix C) and information about the City's RFP process.

Early on in the Task Force process, the City of Boston retained Michelle Baxter as interim manager of the Strand Theatre. The City realized that the interim manager had to be in place well before June 30 to ensure a smooth transition. The City communicated with the Task Force about this decision.

Community Input

The Task Force hired Marsha M. Morris of Marsha M. Morris Associates, International to help design and facilitate a community input process. The resulting plan included: 1) the development of information sheets to educate community members about the Strand, 2) interviews with selected community members to understand current perspectives about the Strand, 3) targeted focus groups with a cross section of stakeholders, which included a walk-through of the theater, and 4) an open community meeting held at New Boston Pilot Middle School on June 1st. Task Force members facilitated working groups during the community meeting. Outreach to the community included emails and phone calls to a master contact list created by the Task Force as well as publicity in neighborhood newspapers.

In addition to the work of the consultant, Task Force members and neighborhood residents Denise Gonsalves and Magnolia Monroe-Gordon conducted focus groups with youth and community members. Other Task Force members had formal and informal communication with community members about the Strand. Juan Evereteze, the Chair of the M. Harriet McCormack Center for the Arts, provided constructive comments and helpful cooperation through his conversations with Ken Novack, Chair of the Task Force.

The Task Force benefited from the input of various elected officials. The Task Force also set up an email address (strand@cityofboston.gov) to receive input and comments from the public.

See Appendix D for the following documents relating to the community input process:

- master contact list
- community input process plan
- communication documents including stakeholder letter, Strand fact sheet, capital fact sheet, and benchmarking fact sheet
- focus group instrument and list of attendees
- community meeting list of attendees
- minutes from the community meeting
- summary of the input from the community process
- letters submitted via the strand@cityofboston.gov email address and regular mail

Key findings from the community input include:

A tremendous asset: The Strand is an incredible building; it is a tremendous asset to the community, which must be preserved and utilized as an economic and cultural engine.

Community involvement is key: Participants believed that community involvement is a key aspect of their vision for the Strand (a community art hub, youth involvement, family-friendly events, a source of employment, etc.).

The Strand's image: The Strand's image needs to be improved; a creative marketing and public relations campaign should address issues of concern (e.g. safety, parking, quality of events, producer-friendliness, etc.) and promote the theater and the neighborhood.

A public-private partnership: A public-private partnership and/or a consortium of organizations should be considered as an option for the next management structure to ensure the fiscal, managerial, and technical capabilities needed to fulfill the community and the City's vision. Whatever the nature of the new operator, the City should retain some level of control over the Theatre for it to be successful.

Maintenance and capital improvement: The building maintenance, capital improvement, and cleanliness of the Strand need to be addressed. Some felt that, in its current state, the building is not a good representation of the community.

Survey of Best Practices and Competitive Landscape

The Task Force engaged Liz Curtis of Technical Development Corporation (TDC) to conduct a survey of best practices and to help the Task Force analyze the competitive landscape of theaters in Boston. To learn about best practices, TDC developed an interview protocol to use with theaters outside Boston. Working with the Task Force and the League of Historic American Theaters, TDC identified potential benchmark theaters

that have similar market positions and seating capacity to the Strand. Six of the twelve suggested theaters participated in the project.

To understand the competitive landscape, TDC conducted two activities: interviewing local arts and cultural groups, and interviewing local theaters. For the first activity, TDC conducted a 15-minute interview with eighteen local arts groups. For the second activity, TDC interviewed theater managers at 19 of the 24 theaters in the Boston area with seating capacity above 500 seats. Many interviews included a site visit. For those who declined to be interviewed, TDC relied on past data from other arts projects they had conducted and web research.

Key findings from this work are divided among the benchmarking study, interviews with local arts and cultural groups, and the review of Boston theaters.

Benchmarking Best Practices

The Board of Directors should be composed of individuals who address a particular need of the theater. Each individual should bring a specific expertise and a potential connection to marketing, fundraising, or legal services. The board should include community members and people who understand and can serve as ambassadors to the community.

The Executive Director must be a skilled manager, capable of working with the board, staff, and community; a person with strong business, people, and fundraising skills; a person who is willing to do the everyday work of the theater; a person who works well with and understands the local community and the surrounding area.

Staff should be as small as possible to facilitate smooth operation of the theater. Management should make use of volunteers for high volume activities.

The theater needs a mission that everyone in the organization understands and adheres to. It should create a programming niche and make itself known for it, especially in a large city with many competing theaters.

Local Arts and Cultural Groups Findings

The Strand enjoys "good will" among Boston's arts groups and should capitalize on this in the near-term.

Capital improvements, changes in management, and the development of key relationships with local arts groups are needed to ensure that the Strand thrives in the future.

The Strand must address the negative perception held by a portion of the public regarding parking and transportation, neighborhood safety, and pre- and post-theater amenities.

The Strand must rebuild relationships within the community and actively pursue programming that is the appropriate fit. The development of a few key relationships with presenters and anchor arts and cultural groups to provide a base of ongoing programming may be an effective strategy.

Competitive Landscape Findings

The Strand Theatre is in a challenging size range (1400 seats), competing with established theaters that have existing relationships with presenters. In the next few years, the Opera House and potentially the Constellation Center will come on line. The addition of these new theaters in the same size range as the Strand may create additional competition and possibly even excess capacity.

Effective programming at the Strand will require: active pursuit of shows or organizations that are a good size and economic fit with the Strand; again, development of a few key relationships with presenters and anchor arts and cultural groups to provide a base of ongoing programming is key.

Please see Appendix E for the documents related to the survey of best practices and competitive landscape, including:

- The benchmark theater list, the list of local arts and cultural organizations interviewed, and the list of Boston-area theaters for the competitive landscape study
- The summaries of each benchmark interview
- The spreadsheet from the competitive landscape interviews
- The final report from TDC

Recommendations

Based upon these sources of data, the expertise and background of the Task Force members, and informal conversations between Task Force members and key stakeholders, the Task Force identified what it believes are key components to the future success of the Strand:

- A well-governed organization, with expertise in facility and financial management, and a dynamic leader
- A diversity of programming, attracting audiences from the local neighborhood and throughout Boston
- A particular focus on youth and family-oriented programming and other youth-focused activities, including internships, apprenticeships, and employment
- Regular, ongoing involvement of the community in the development of the Theatre
- Strong collaboration and partnership between Strand management and arts and community organizations, businesses, and government agencies
- A renovated facility, with adequate production equipment, that is open and accessible

- Well-publicized programs and events
- A focus on addressing negative perceptions of the Upham's Corner neighborhood
- An interim manager who runs the Theatre consistent with the Task Force findings

The Task Force recognizes that a wide range of potentially effective managers of the Strand exist, including universities and other institutions, existing arts organizations, combinations of organizations working together, and community-based groups. There may also be for-profit organizations interested in managing the Strand. The Task Force recognizes that there may be several different possible structures, financial arrangements, and other considerations. In an effort to attract as many interested organizations as possible, the Task Force has purposefully avoided recommendations that would restrict the nature of the organizations that can participate in the process. However, it is important that any single organization or configuration of organizations submitting a proposal to the City is evaluated based on the alignment of its mission with the recommended mission of the Strand, the organization's embrace of the recommended vision for the Strand, and the quality of its responses to the recommended selection criteria.

Based upon the information gleaned through the three-month process, the Task Force recommends the following mission and vision statements for the Strand, and RFP selection criteria. Together, these can serve as the basis for choosing management of the Theatre. In addition, the Task Force has certain other recommendations based on its work.

Mission Statement

The Strand Theatre is a venue for a diversity of performing arts, cultural programming, and community events. Its mission is two-fold: to engage the multicultural residents of Boston, with a special commitment to youth and the Upham's Corner community; and to act as a catalyst in strengthening the economic fabric of the neighborhood.

Vision Statement

We envision a Strand Theatre that will be a thriving, attractive performing arts center, drawing audiences from the Upham's Corner neighborhood, all parts of the City, and across Greater Boston.

In fulfilling its mission, the Strand will:

- Celebrate diversity in all areas through its programming, its audiences, its employees, and the performers and producers who use its facilities.
- Promote community involvement in the growth and development of the Theatre.
- Partner with both the public and private sectors to advance the economic development of the neighborhood.

Programming: The programming at the Strand will be diverse, appealing to audiences from Upham's Corner and drawing people from across the City and throughout Greater Boston. The programming choices will be responsive to the interests of the local community, and will include major events and performances by nationally and internationally recognized artists, small community meetings, performing arts workshops for children, teens, and families, church services, health fairs, graduations and award ceremonies, and performances by neighborhood youth and local artists. The Strand will be an active theater, its doors open, its marquee lit, and its stage in use on a regular basis.

While appealing to all audiences, the Strand will be a special place for youth. Programming and education activities during the day and after-school will be geared toward youth, introducing them to theater and the arts. Young people will have employment and internship opportunities, learning about the administrative, creative, and technical sides of theater management.

The Strand will collaborate with arts producers, artists, schools, community organizations, the City of Boston, local and state government agencies, religious institutions, funders, and many others to create a strong, sustainable institution. The Strand will be affordable and accessible to the people who live and work in the neighborhood.

Community Involvement: The Strand will engage all members of its broad and diverse community (e.g. geographic location, ethnicity, race, age, gender, sexual orientation, and usage). The programming, events, and opportunities at the Strand will engage all members of the Boston community. There will be ongoing community involvement in the development and growth of the Theatre.

Economic Development: The Strand will be a vital partner in the cultural and economic strength of the neighborhood. The Theatre will work in partnership with the City of Boston, the State, public and private economic development entities, local businesses and organizations, as well as foundations, corporations, and individuals. These partnerships will develop, maintain, and advance the Strand as part of the overall economic development of the neighborhood.

RFP Criteria

I. Mission

- a. How does your mission align with the mission and vision articulated in this RFP?

II. Existing Organizational Profile and Capacity

- a. Describe your current organizational structure, including information about your current staffing plan.
- b. Describe the current management of your organization, including bios of key staff members.

- c. The mission and vision for the Strand included in this RFP contains a commitment to diversity. Describe how your organization has demonstrated its commitment in this area. Describe your commitment to diversity at the Strand Theatre.
- d. Discuss your organizational capacity to adapt to the new responsibilities of running the Strand Theatre.
- e. Provide an annual operating budget for your organization.
- f. Is your organization unionized?

III. Programming

- a. Describe your past experience with programming at a theater.
- b. Programming at the Strand should meet the needs of both the local and citywide communities. What is your programming plan and how will you create a balance between programming types?
- c. Discuss how you will ensure the variety of your programming mix and organizations with which you work.
- d. Discuss how you will maintain and build relationships with arts organizations that have used the Strand in the past.

IV. Youth

- a. Describe your past experience working with youth and running youth programming.
- b. Describe your plans for youth programming and other opportunities for youth (such as internships) at the Strand Theatre.

V. Community

- a. What do you think are the assets and perceived challenges of the neighborhood?
- b. Describe your past experience working with local communities.
- c. Describe how the community will be involved in advising your organization on an ongoing basis.
- d. Describe how you will build relationships with community members, organizations, and businesses.
- e. Describe how you will create access to the Strand Theatre for the community.
- f. What value would your organization add to the community landscape?

VI. Collaboration/Partnerships

- a. Describe your existing and/or former collaborations with local entities.
- b. Describe your plans to collaborate or partner with local arts organizations, nonprofits, and businesses. Identify entities/organizations who would be potential partners for you as manager of the Strand. If possible, provide letters of support from these partners.

VII. Facilities Management and Operations

- a. Describe your organization's experience in theater operations and facility management.
- b. Describe your plan for the maintenance of the physical plant at the Strand.
- c. Describe your plans for the providing box office, other front-of-house personnel, security, and technical theater services
- d. How will you create a rental fee structure? What will be included in the rental price? How will you create a strong rental contract?

VIII. Marketing and Public Relations

- a. Describe your experience with marketing and public relations.
- b. Describe your marketing campaign for the programming and the space at the Strand, focusing in particular on reaching out to different constituent communities.
- c. Describe your overall public relations strategy for the Strand. How will you address issues of public safety and security, transportation, parking, and pre- and post-theater amenities?
- d. Attach representative press and promotional materials for your organization

IX. Governance

- a. Describe your current governance structure and how board members are chosen. Describe how your board members are reflective of the community you serve.
- b. Describe how you will ensure that your board is reflective of the Strand community. Identify what role you envision for the community in the governance of your organization.
- c. Provide the names, city/town residence, affiliations, and areas of expertise of each board member.
- d. If applicable, provide a copy of your 501(c)(3) status.
- e. Provide a copy of your articles of incorporation.
- f. Provide a copy of your Directors and Officers insurance.
- g. Provide a copy of your most current audited financial statements and the prior two years. If submitting an application as a partnership or consortium, provide the audited financial statements for each partner.
- h. If you are applying as a consortium, provide letters of intent/support from all members of the consortium.

X. Business Plan for the Strand Theatre

- a. Provide an annual operating budget for managing the Strand Theatre.
- b. Provide a budget narrative to explain your operating budget. Be sure to articulate the assumptions you used in preparing the budget.
 - i. What is your projection for earned income? How will you build the earned income over time and what will the steady-state look like?

- ii. What level of fundraising will you require? What is your plan for fundraising on an annual basis? Describe your fundraising capacity and past experience. List your current funders.
- iii. Describe your organizational structure. Who will be the manager of the Strand? What are his/her qualifications and experience? Provide a resume for the manager and other key staff. Will you use community members in your staffing plan and, if so, how? Discuss how you will ensure the diversity of the staff. Discuss how you will provide oversight of the staff and hold them accountable.
- c. Describe the system of performance measurement you will use for the Strand. How will you know whether you are successful? Describe the benchmarks you will use including a timeline for meeting them.

Other Recommendations

RFP Process: The Task Force has two suggestions regarding the RFP process. First, in order to balance the need to provide adequate time for proposal submission and the need to complete the transition in a timely fashion, the Task Force recommends that the RFP be available for two months and that the submission deadline occur in September, after the end of the summer. This period of time and timeline should give possible bidders sufficient time to find partners, if necessary, and submit solid proposals, while still enabling the City to contract with new management prior to the end of the calendar year.

Second, ongoing community involvement should continue throughout the RFP process. This involvement could take the form of the inclusion of some Task Force members and others in advising the City selection committee during the selection process. We would strongly recommend a presentation of finalists in an open community forum. Task Force members would be willing to participate in the selection process if requested.

Economic Development in Upham's Corner: Many of the people the Task Force heard from pointed to the economic development of Upham's Corner as a key driver in the success of the Strand Theatre. They pointed to negative perceptions of the neighborhood—around safety, transportation and parking, and a lack of pre- and post-theater amenities—as potential stumbling blocks for the Strand. We believe that any plan to revitalize the Strand would be most effective if coupled with a plan for the revitalization of the entire neighborhood.

Diversity in the Arts: The Strand's size and location in a community of color make it unique, regionally and nationally—very few theaters of this size and grandeur exist outside of downtown theater districts. As a unique asset in Dorchester, the Strand has an opportunity to model for the greater arts community the celebration of its multicultural constituency by: showcasing diversity in the performing arts and other programming; featuring groups that place a premium on having a diverse troupe of performers; attracting diverse audiences; and employing staff and volunteers that are reflective of the community. The Task Force recommends that the City select a management organization that will demonstrate that the City's diversity is an asset.

Partnerships with Established Institutions in the Performing Arts: The cultural community in Boston has struggled to fulfill its goals around diversity. The Strand is located in the largest, most diverse neighborhood in Boston and therefore has one of the most diverse audience bases of all Boston theaters. As the owner of the Strand Theatre, the City can play a role in helping to catalyze greater diversity in the arts and contribute to change of the cultural landscape in Boston. The City could encourage the more established performing arts institutions to utilize the Strand by bringing some of their shows to the Theatre. This will help these theaters meet their imperative to reach a broad group of theatergoers and meet the market demand of community members hungry for more options. As a neighborhood theater, the Strand is an accessible venue for community residents who may not choose to go to the Theater District. For some, it is the only theater they attend. Bringing "downtown" shows to the Strand gives these residents a chance to see performances they may otherwise miss. The Strand can be a place that unites people from different segments and neighborhoods of Boston. By fostering a partnership and exchange program between the Strand and established institutions, the City can move one step closer to achieving its vision for the New Boston.

Capital Improvements: Arts organizations and community members alike pointed to the renovation of the building as a vital need in order to attract desirable programming. We recognize and appreciate the City's many investments in the Strand, including providing the Theatre rent-free, granting annual operating support to cover utility costs, and funding ongoing capital project and structural maintenance of the building. We also understand that the City is engaged in a rigorous capital planning process to determine the total cost of renovating and restoring the Strand. The City must stay involved as an active partner in supporting the capital needs of the Theatre—a restored, polished theater is a worthwhile goal and should be pursued. But the City cannot do it alone. The Task Force urges the City to reach out to interested parties and proactively seek the participation of financial partners in a capital campaign to improve the condition and appearance of the Theatre.

National Historic Register Designation: New management should work with the City of Boston to explore benefits and disadvantages of a designation by the National Historic Registry. Possible benefits may include access to specially designated public funds and the ability to sell tax credits to increase non-discretionary funds. The possible disadvantages may include an increased level of oversight in all physical improvements with an attendant increase in costs.

Participation of City of Boston in Formal Governance: One question that was raised is whether the City of Boston should request a seat on the board of directors of the new management organization for the Strand Theatre. Consideration should be given to requiring board representation as another avenue for building and sustaining a stronger relationship than the City has had with management in the past.

Conclusion

Revitalization of the Strand Theatre is a tremendous opportunity for the City of Boston to polish a long-standing jewel and to validate its commitment to healthy and vital neighborhoods. All areas of the City contribute to the regional and national image so important to the economic drivers that make Boston attractive. The Strand Theatre is wholly owned by the City of Boston. This is unique in the cultural world. Selection of an effective, creative management partner for the Theatre will enable the City to demonstrate a tangible investment in the cultural and economic sustainability of the citizens of Boston.

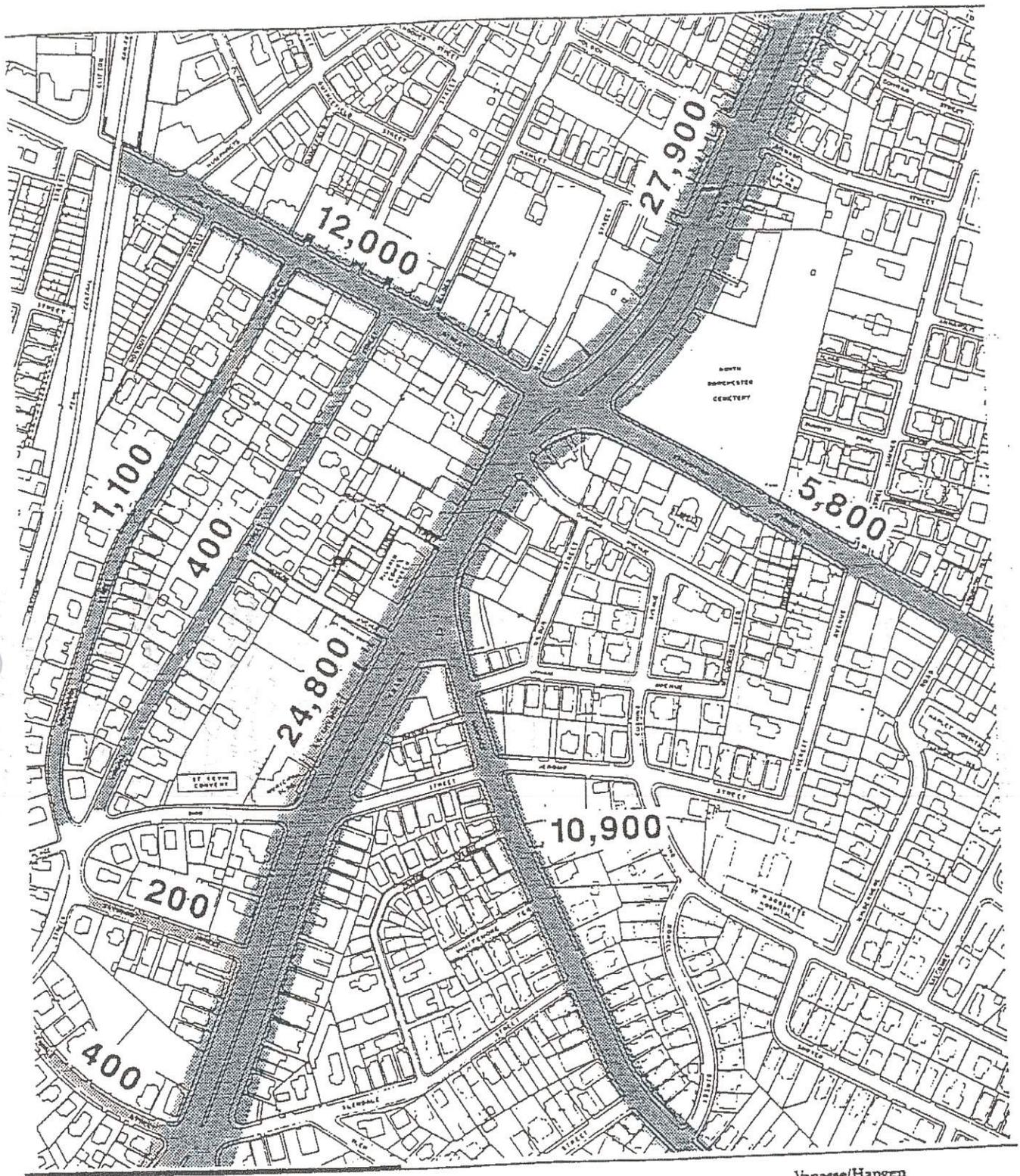
We appreciate the opportunity to contribute, along with our colleagues and neighbors, our collective efforts to define a future for the Strand Theatre. We hope that our findings and recommendations will be helpful to the Mayor, and we thank him for the chance to serve.

Respectfully Submitted,

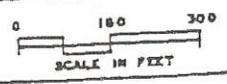
Kenneth J. Novack, Chair
Ed Dugger
Denise Gonsalves
Geri Guardino
Jose Mateo
Magnolia Monroe-Gordon
Klare Shaw
Tyra Sidberry

Appendices

- A: Biographies of Task Force members
- B: Agendas for Task Force meetings
- C: Press Clips
- D: Community input process data
- E: Best practices and competitive landscape data



Vanasse/Hangen
 Consulting Engineers & Planners
 60 Birmingham Parkway, Boston, MA 02135



Average
 Daily
 Traffic



Fig. 2

The density analysis identified \$27 million in retail opportunities for Development Prospects in areas such as food, apparel and gasoline/auto repair.

Retail Density Analysis

Population Statistics (Ciaritas)	1998 Upham's Corner Retail Revenue		1998 Upham's Corner Spending (2) Per Capita Household (2)	Potential Spending Deficit	Incremental Market Capture Rate (B) 10%	Market Opport.	Capture Potential
	Total (1)	Per Capita Household					
Spending Categories (Upham's Corner)							
1 General Merchandise(3)	\$ 1,108,000	\$ 23	\$ 260	\$ 11,427,000	→	\$ 1,142,700	Med
2 Retail Food	\$ 1,450,000	\$ 237	\$ 1,524	\$ 62,137,000	→	\$ 6,213,700	High
3 Retail Apparel	\$ 6,343,000	\$ 131	\$ 763	\$ 30,515,000	→	\$ 3,051,500	Med/High
4 Retail Furniture	\$ 1,760,000	\$ 36	\$ 381	\$ 16,665,000	→	\$ 1,666,500	Med
5 Retail Appliances/Electronics	\$ -	\$ -	\$ 432	\$ 20,881,000	→	\$ 2,088,100	Med/Low
6 Restaurants	\$ 2,276,000	\$ 47	\$ 810	\$ 36,855,000	→	\$ 3,685,500	Med/Low
7 Financial Services(Banks, Insur.)	\$ 2,325,000	\$ 48	\$ 385	\$ 16,278,000	→	\$ 1,627,800	Med
8 Personal Care Products/Services	\$ 1,050,000	\$ 22	\$ 107	\$ 4,136,000	→	\$ 413,600	High
9 Medical Services(6)	\$ 2,250,000	\$ 47	\$ 572	\$ 25,369,000	→	\$ 2,536,900	Med
10 Day Care(7)	\$ 416,000	\$ 9	\$ -	\$ (416,000)	→	\$ (41,600)	High
11 Gasoline, auto repair	\$ -	\$ -	\$ 615	\$ 29,700,000	→	\$ 2,970,000	High
12 Theater/Film/Entertainment	\$ 747,000	\$ 15	\$ 165	\$ 7,206,000	→	\$ 720,600	Med/Low
13 Retail Services(4)	\$ 2,415,000	\$ 59	\$ 355	\$ 14,306,000	→	\$ 1,430,600	High
TOTAL	\$ 32,140,000	\$ 674	\$ 6,369	\$ 275,059,000		\$ 27,505,900	
Retail Market Capture Rate	10%						

Notes:

- (1) Spending derived from business revenue assessment (Boston Advisors 1998)
- (2) Data from Ciaritas Consumer Spending Patterns Report for Upham's Corner (1 mile radius)
- (3) Includes Miscellaneous, Reading, Tobacco Products, Household Supplies
- (4) Includes Household Operations, Housing Maintenance and Repair
- (5) Totals exclude Public Transportation, Rented Vehicles, New/Used Car Purchases, Rental/Lodging Expense
- (6) Excludes Upham's Health Center
- (7) Day Care expenditure included in Retail Services
- (8) Average ranges from 10-20% and assumes primary and secondary trade areas
- (9) Source: Ciaritas Consumer Spending Reports, 1998

Charts are taken from

Upham's Corner Main Street Telephone Survey

of

Residents within 1/2 mile of Upham's Corner.

Performed by Atlantic Marketing Research
109 State Street, Boston, MA 02109

January 2000

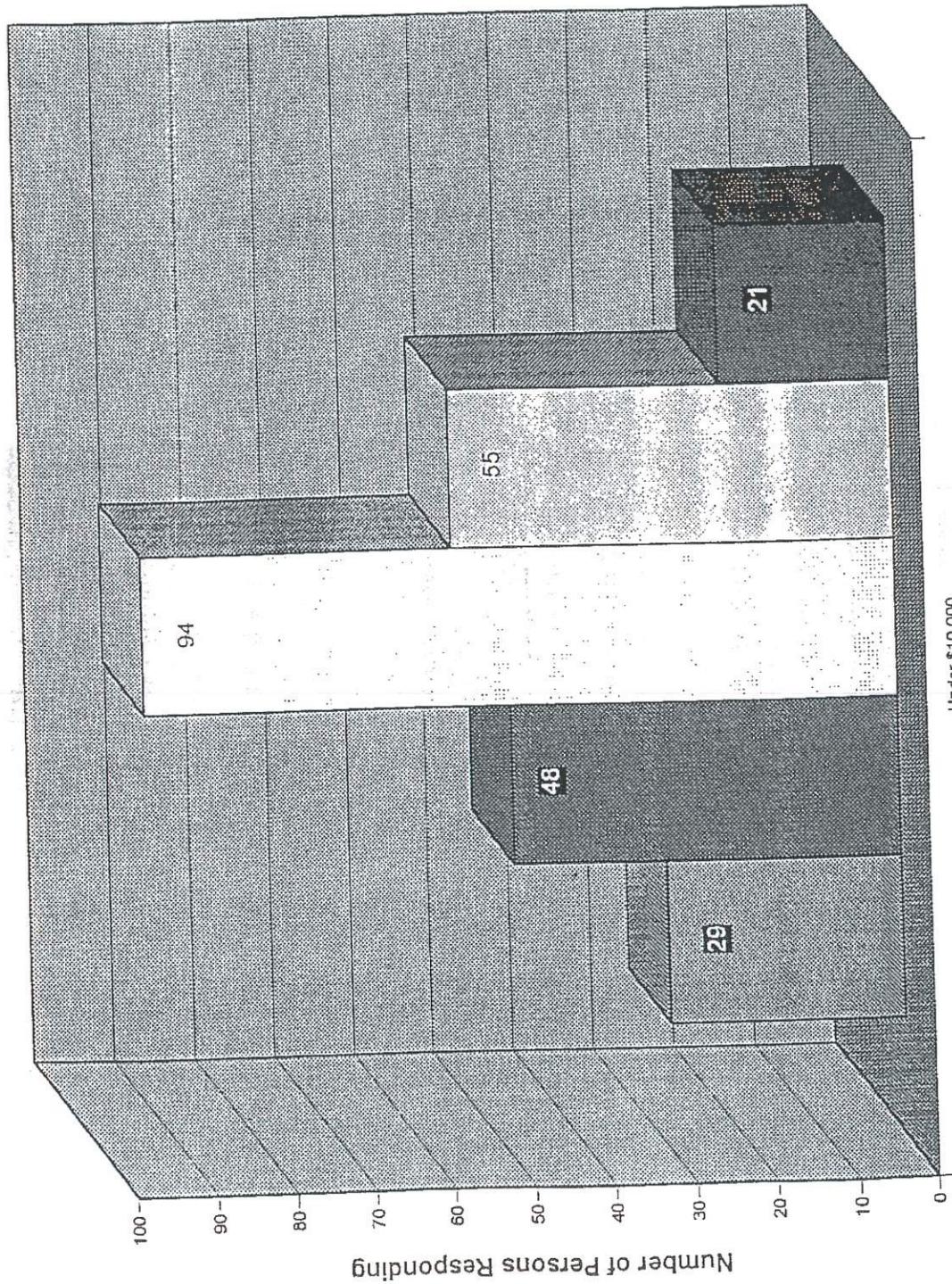
© Upham's Corner Main Street

Conclusions of the ER Committee on Upham's Corner

Based on data from Telephone Survey

- We are a young neighborhood
- We are ethnically diverse
- We are economically similar across ethnic groups
- We have relatively small households
- Business recruitment for Upham's Corner will target:
 1. Convenience Drug Store – CVS, Walgreens etc.
 2. Clothing – build on the clothing cluster to create destination and benefit from the complementary shopping
 3. Video store – the UC market is underserved
 4. Restaurants – to support the Strand Theatre and enhance entertainment

**UPHAM'S CORNER RESIDENTS WITHIN 1/2 MILE RADIUS
ANNUAL HOUSEHOLD INCOME -- January 2000**



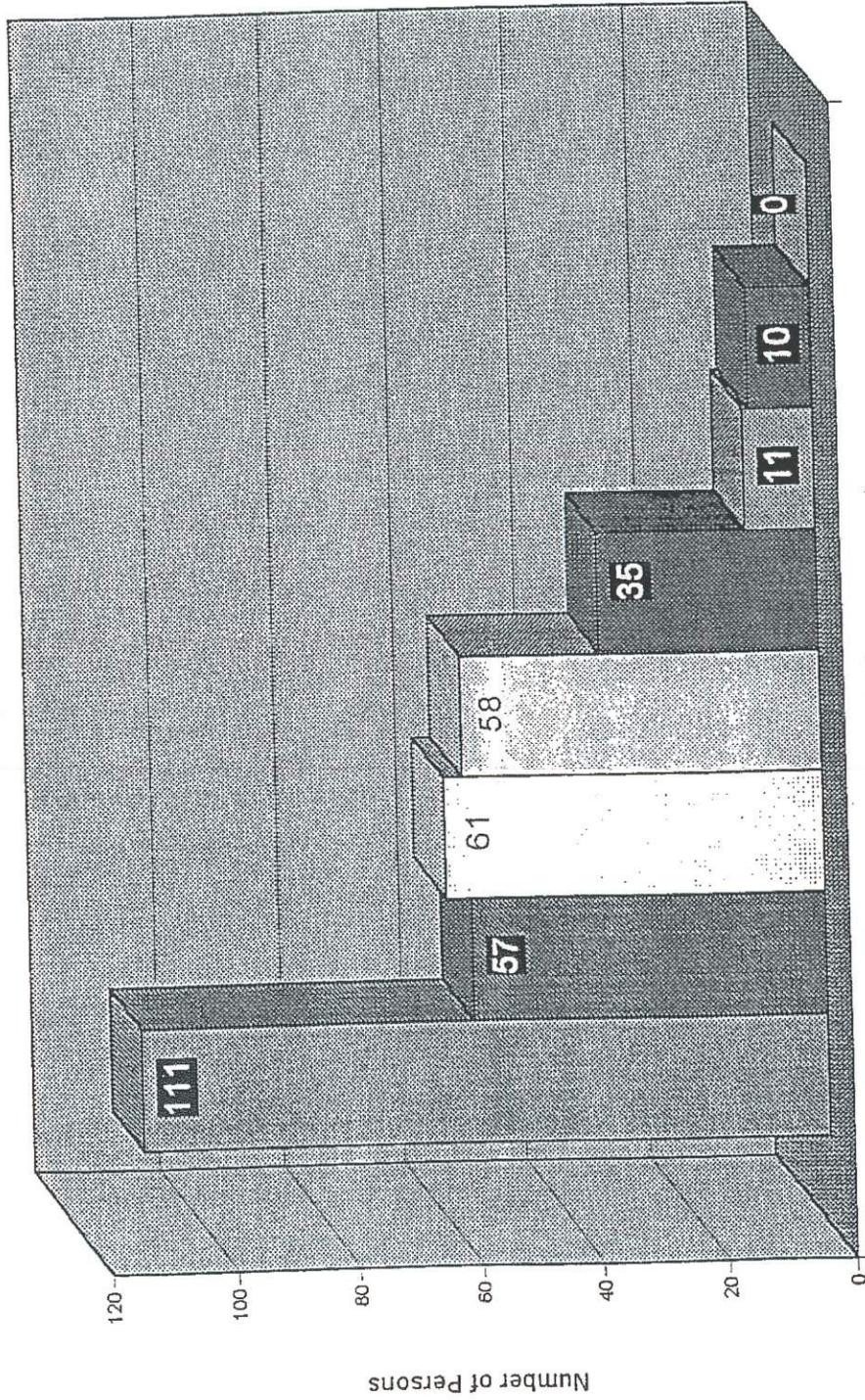
- ☐ Under \$10,000
- ▒ \$10,000 - \$19,999
- \$20,000 - \$39,999
- \$40,000 - \$69,999
- ▒ Above \$70,000

Under \$10,000
Income Categories

UPHAM'S CORNER CUSTOMER INTERCEPT SURVEY

Winter 1998 -1999 -- AGE LEVELS

Age Category



13-17

Age Category

Uphams Corner Main Street Intercept Survey
 What do you like best about Uphams Corner?

convenience	39
Stores	25
everything	22
diversity	16
people	15
Girls	15
restaurants	13
People, Stores	10
Variety of goods	10
Banks	7
Close to home	6
Nothin really	6
Clothes store	5
Don't Know	5
N/A	4
Friendliness	4
Shopping area	4
Cause everything is here	4
buses	4
community	4
transportation	4
Pizza	4
Uphams corner pizza	4
Being around my people	3
boys	3
Groceries	2
Hardly any violence	2
friends	2
My Home	2
family atmosphere	2
MBTA	2
home	2
I like the way people treat each other	2
Variety of people & culture	2
Nothing I like for more stores to be clean	2
The Strand Theatre	2
The people	2
scenery	2
Security	2
The atmosphere	2
atmosphere	2
Everybody getting along together	1
girlfriend	1
Furniture store	1
barbershop	1
friendly	1
can't think of anything	1

come see her man	1
a lot	1
Closeness to everywhere	1
access to public transportation	1
Don't like it to much	1
american food basket	1
christmas tree	1
Clinics & Location	1
Company	1
library	1
Chicks	1
The music store	1
prices	1
public transportation	1
really nothing	1
sentimentality	1
service and food	1
supermarket	1
Its Cool	1
The girls	1
Nice good people	1
The Neighborhood	1
The summer program	1
They have everything	1
Variety store	1
women	1
work	1
The easy access clinic	1
Like a little neighborhood	1
hang out	1
Health Center	1
historic buildings	1
is the best place to be in	1
It's convinient	1
parking problem resolved	1
you could chill	1
other	1
liquor	1
living area	1
location	1
money making	1
Multicultural	1
neighborhood	1
Goods	1
laundry, people, hair salon	1

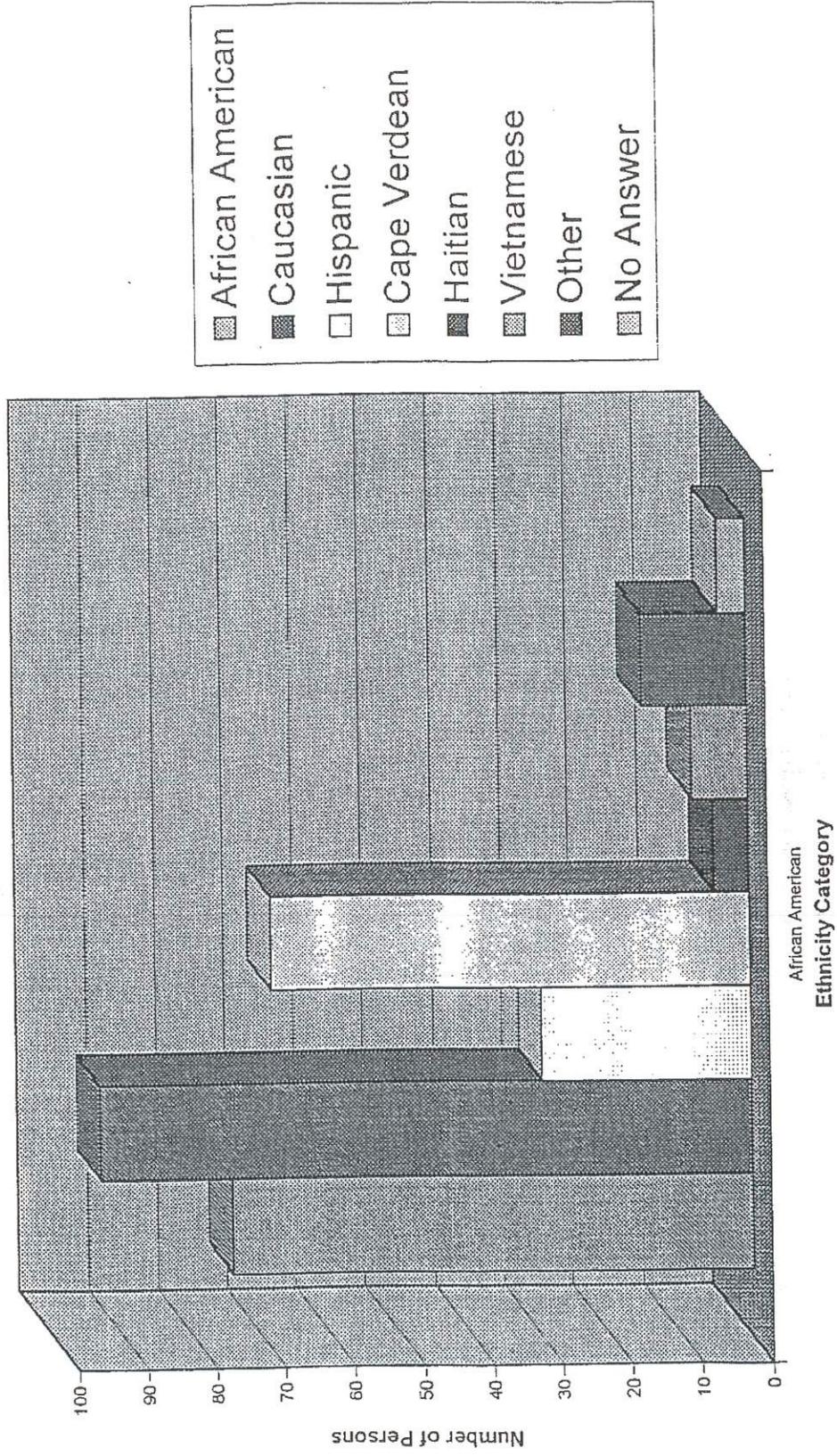
Uphams Corner Main Street Intercept Survey

What type of business or service would you like to see (or see more of)?

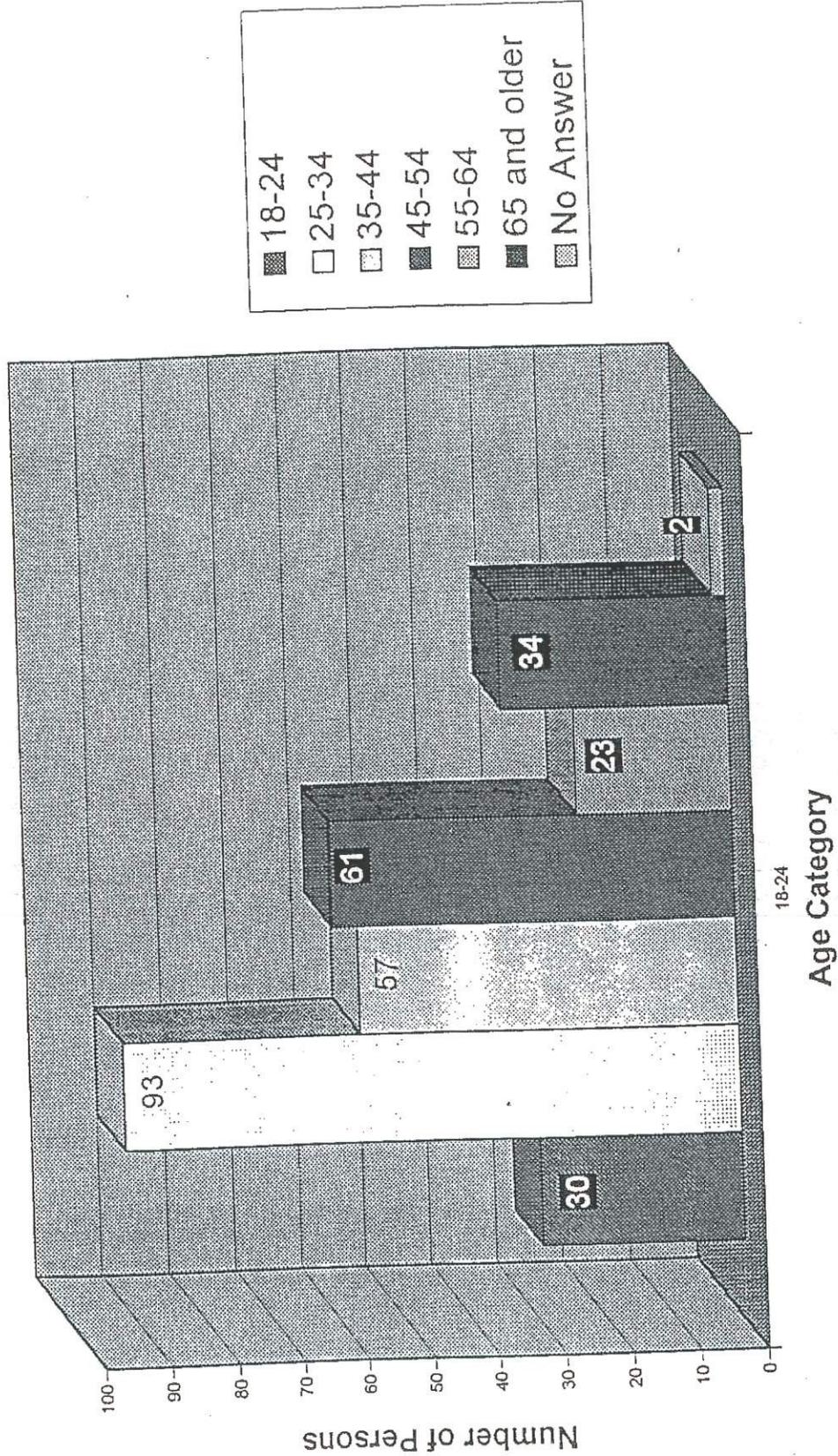
39	Clothing
34	Video Store
26	Restaurants
20	Athletic Store
17	Hardware
13	None
13	More Shops
12	Movie Theatre
10	Shoe Store
8	Hair Salon
7	Police
7	Pharmacy/CVS/OSSCO
7	Don't Know
6	Fast food chain
5	Mall
5	clothing store (childrens)
4	music store
4	banks
4	Arcades
3	Youth Center
3	toy store
3	Grocery store, Pharmacy
3	Food
3	Dunkin Donuts
2	Shopping stores
2	parking
2	nothing
2	more jobs
2	liquor stores
2	gym
2	Grocery Store
2	Every kind
2	daycare
2	Better Grocery Store
2	Additional road to traffic
1	traffic flow
1	Stop gang violence
1	shoe repair
1	school
1	recreation center
1	radio shack
1	Parade Shoes
1	name brand stores
1	more woman
1	More Recreational Progress
1	More Police
1	More music stores

1	more buses
1	Like a place to hang out
1	audromat
1	Job place/computer training
1	It doesn't matter to me
1	Health Center
1	Hardware, Youth Programs
1	Gym, bookstore, library, youth center
1	gifts
1	furniture store
1	Faster business service
1	fancy bus stop
1	everything
1	Drug & Alcohol treatment
1	downtown
1	customer service
1	clothing, groceries, hardware
1	coffee shops
1	Clubs
1	Cleaness
1	children's store, clubs
1	candy store
1	cable
1	bookstore
1	better stores
1	better services
1	better cleaning
1	beauty stores
1	Bar
1	bakeries
1	Anything
1	Affordable Housing

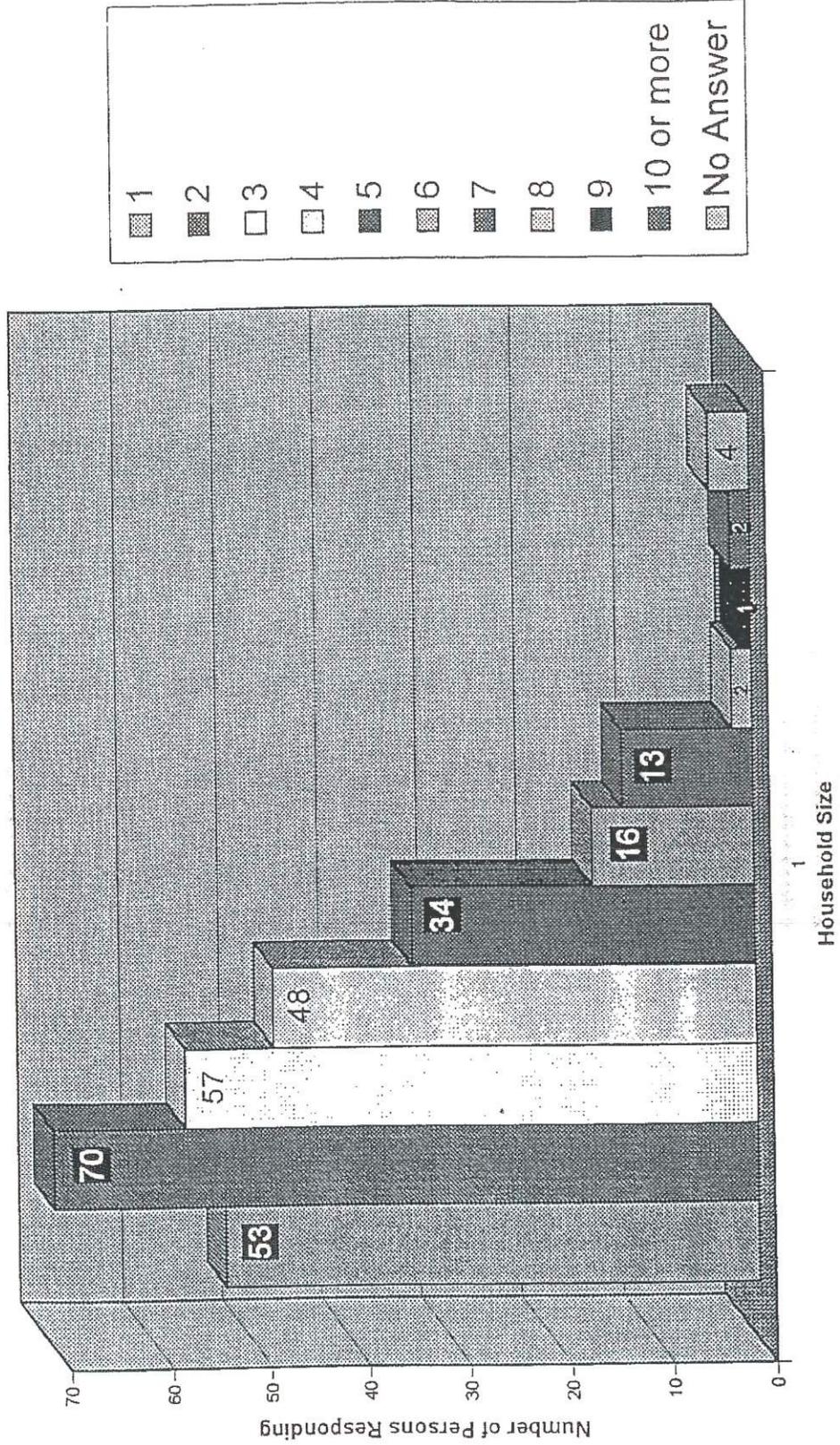
UPHAM'S CORNER RESIDENTS WITHIN 1/2 MILE RADIUS
 ETHNICITY -- January 2000



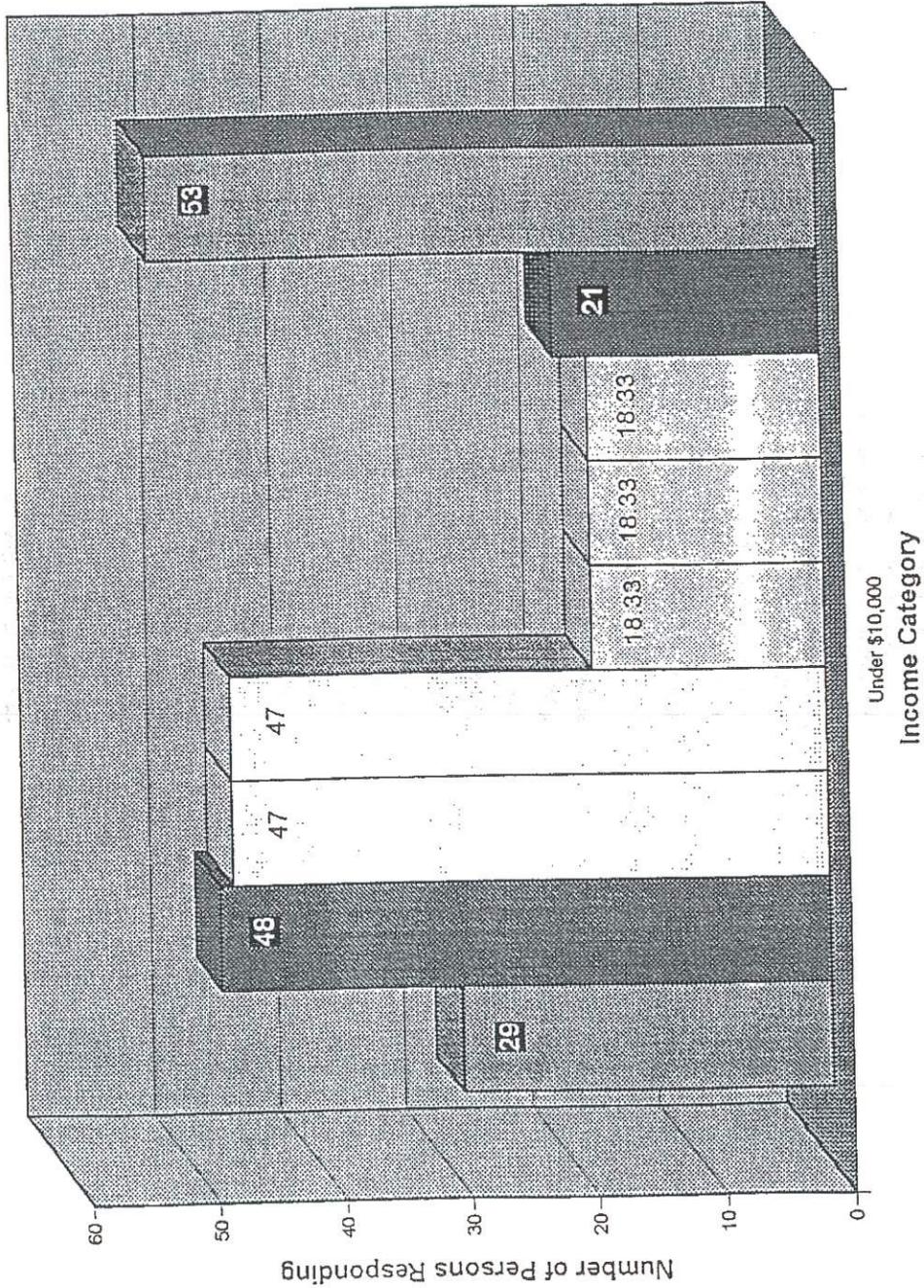
**UPHAM'S CORNER RESIDENTS WITHIN 1/2 MILE RADIUS
AGE LEVELS -- January 2000**



UPHAM'S CORNER RESIDENTS WITHIN 1/2 MILE RADIUS
HOUSEHOLD SIZE -- January 2000

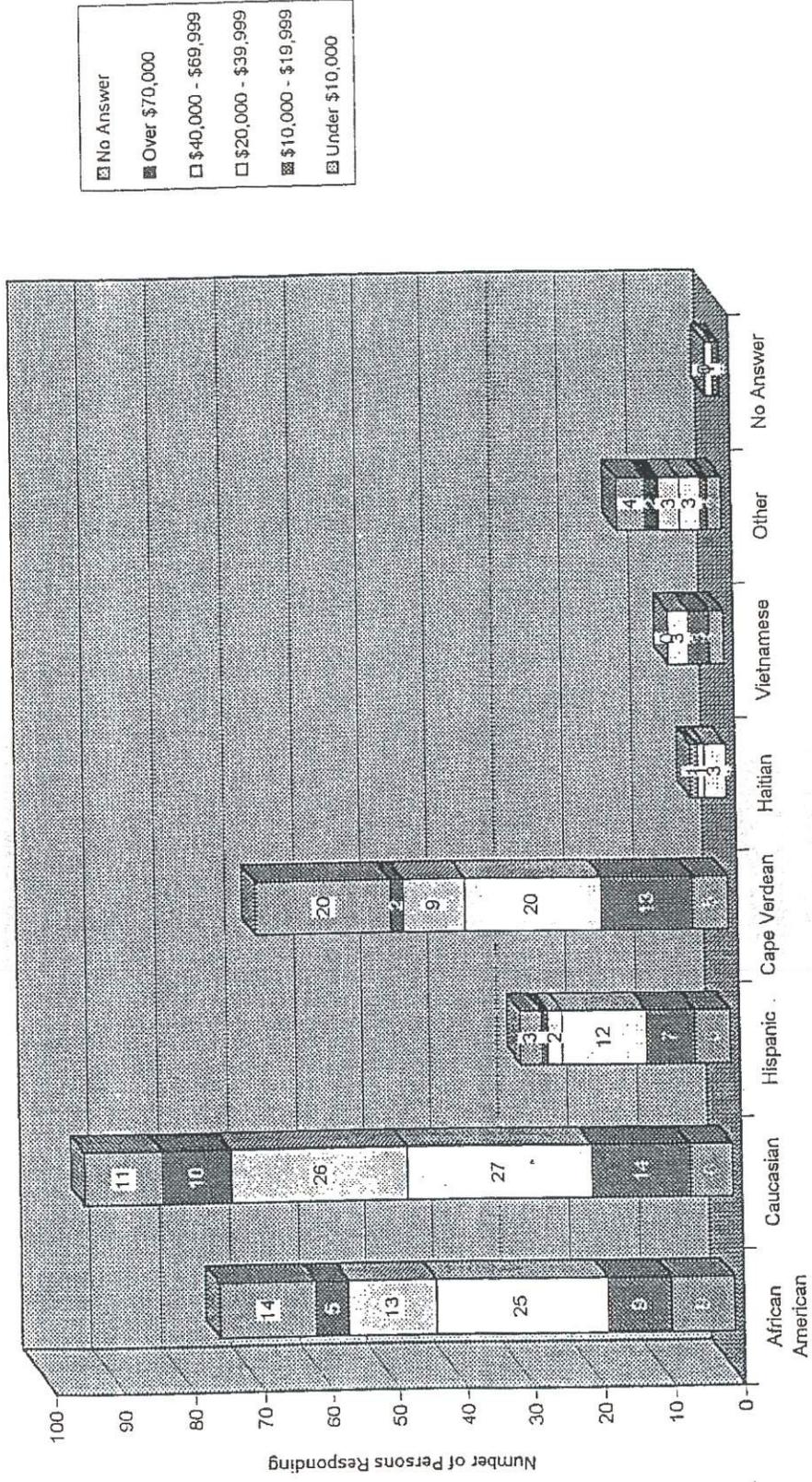


**UPHAM'S CORNER RESIDENTS WITHIN 1/2 MILE RADIUS
TOTAL ANNUAL HOUSEHOLD INCOME January 2000**



- Under \$10,000
- \$10,000 - \$19,999
- \$20,000 - \$29,999
- \$30,000 - \$39,999
- \$40,000 - \$49,999
- \$50,000 - \$59,999
- \$60,000 - \$69,999
- \$70,000 or more
- No Answer

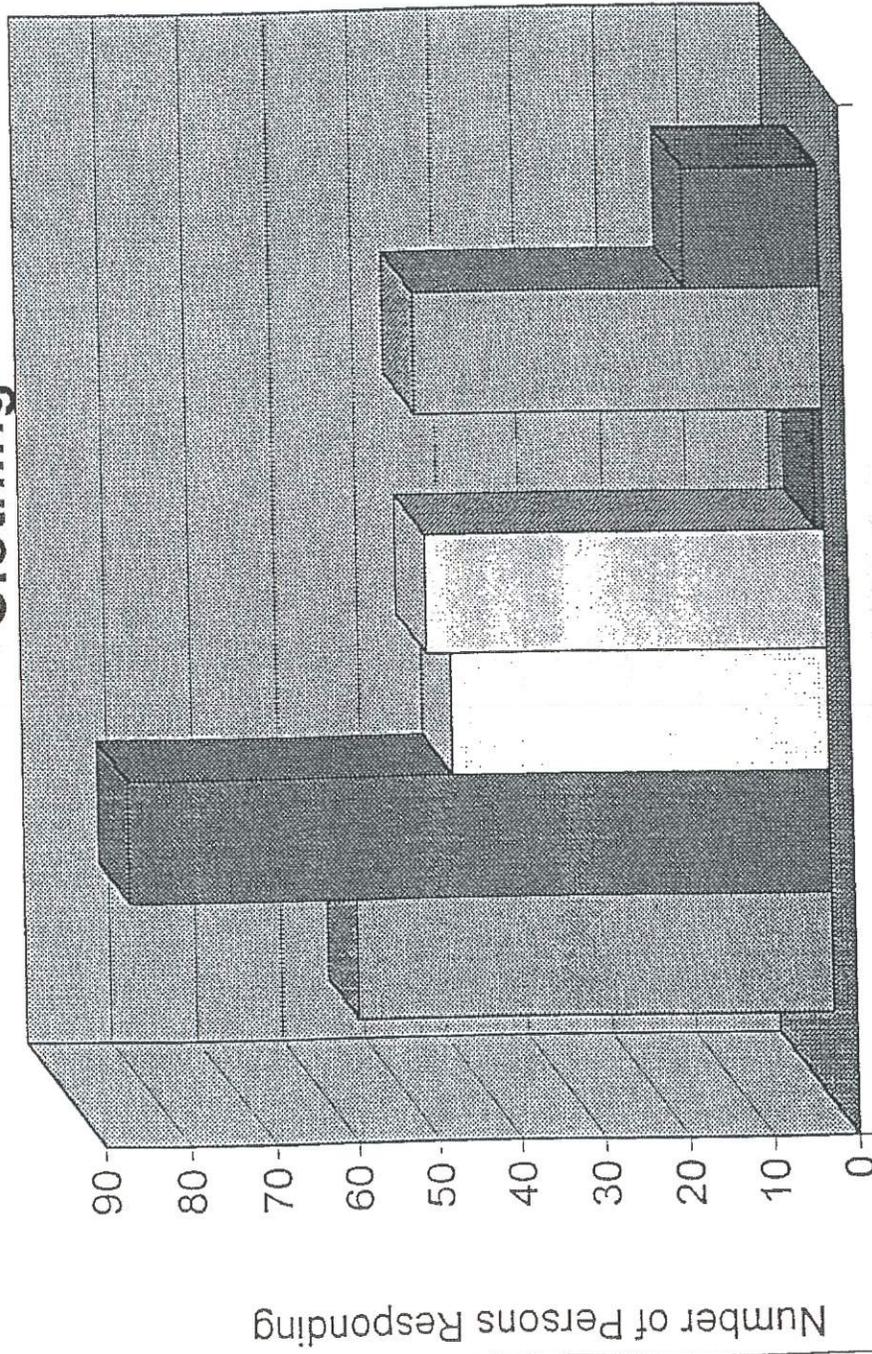
UPHAM'S CORNER RESIDENTS WITHIN 1/2 MILE RADIUS HOUSEHOLD INCOME LEVELS BY ETHNICITY -- January 2000



Ethnicity

©Upham's Corner Main St. 2000

Clothing



- Upham's Corner
- Downtown
- Southbay Mall
- Other Mall
- Dudley Square
- Other
- Don't Buy

1

Place

UPHAM'S CORNER RESIDENTS WITHIN 1/2 MILE RADIUS
Clothing by Income Levels -- January 2000

