



A Summary of Research Projects for Upham's Corner

Projects Included:

- Customer Intercept Survey – MIT Department of Urban Studies and Planning, Spring 2001
- Telephone Survey – Atlantic Marketing Research Group, January 2000
 - Customer Intercept Survey, Winter 1998
 - Andersen Consulting, Boston Advisors, December 1998

Executive Summary:

Upham's Corner is a neighborhood business district that is poised for significant economic growth. Over the past six years, Upham's Corner Main Street, Inc. has actively pursued business development in Upham's Corner using a model developed by the National Main Street Center, an affiliate of the National Trust for Historic Preservation based in Washington DC. The model has four core activity areas - Economic Restructuring, Design, Promotion, Organization - and relies on the cumulative effect of incremental victories to add up to a whole new business district. We believe that once retail and entertainment reach critical mass in Upham's Corner and the types of businesses that operate here become more attractive to shoppers from the surrounding community and wider region, that total sales in the business district will increase from \$28 million in 2000 to \$50 million per year by 2003. Ultimately, we want to capture a greater portion of the \$300 million in annual consumer spending that exists in the households located within a one-mile radius of Upham's Corner. New attractive businesses with good operations such as the proposed Upham's Video and Upham's Restaurant will most likely outperform similar businesses in better known areas of Boston.

The data included in this packet summarize the results of several studies that attempted to answer important questions about what it takes to create a winning business in Upham's Corner. Research by staff is ongoing and frequent updates of the business inventory, the customer intercept survey and the telephone survey add to the work of the original data. We now have a great deal of information about Upham's Corner that can help businesses locate here and win.

Recently, the Economic Restructuring Committee decided to launch a targeted recruitment for new businesses based on three facts about the business district - location, history and diversity. The committee also concluded that the businesses most in demand for the area are:

- Sit-down restaurants (with table service),
- A video store,
- Clothing stores that complement the current cluster
- A convenience drug store that so many of the residents want.

We are working to make these business happen. Through a LISC grant, a business recruitment specialist is being hired in early July and will work for the Upham's Bowdoin Collaborative, a joint venture of Dorchester Bay EDC, Bowdoin and Geneva Main Street, Inc., and Upham's Corner Main Street, Inc. Along with the new capacity that the business recruitment specialist brings to Upham's Corner Main Street, we will also be in a better position to work with landlords, tenants and developers to improve the conditions in the business district.

Charts and Data are Taken from

MIT Department of Urban Studies and Planning

Student Research Project with Professor Karl Seidman

Upham's Corner
Spring 2001

Uphams Corner Main Streets

CROSSROADS: *Local and Regional Destination*

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Overview

- I. Introduction
 - Methodology
 - History
 - Theme
- II. Analysis/Findings
- III. Goals
- IV. Implementation

Methodology

- Intercept Surveys
- Business Owner Surveys
- Stakeholder Interviews
- Market Analysis
- On-Site Physical Assessment
- Review of Previous Studies
- Analysis of Findings

Time Line

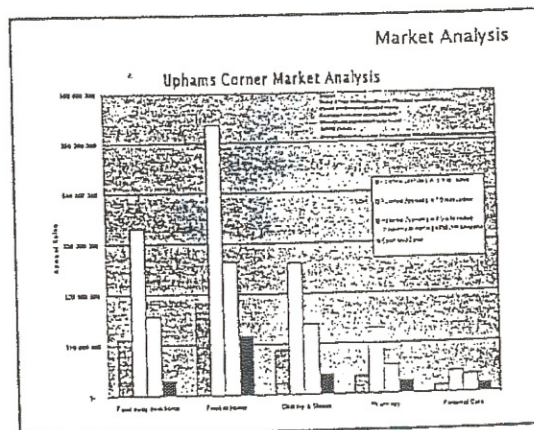
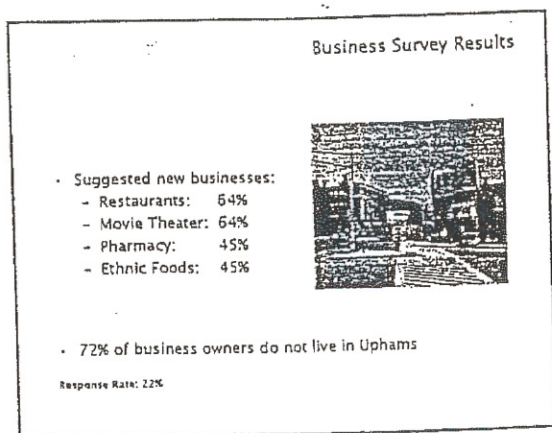
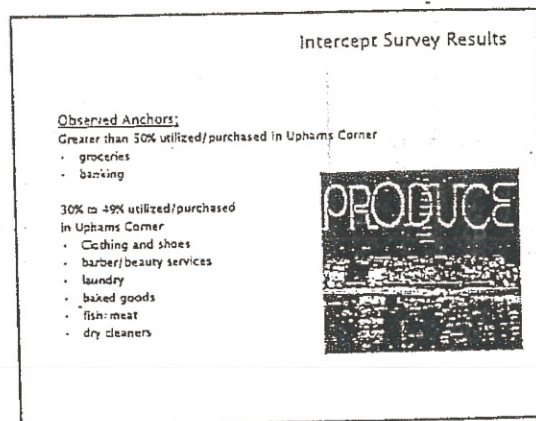
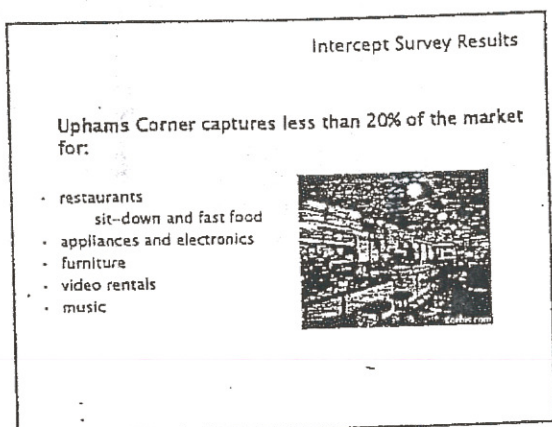
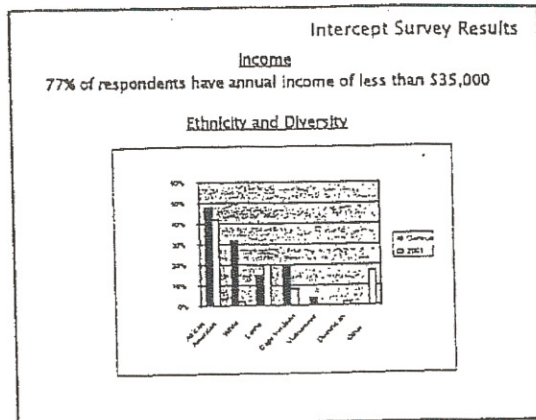
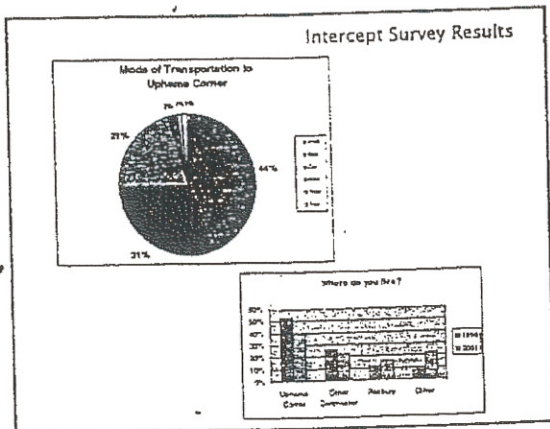
1800: Uphams Corner Emerges
 1890: Columbia Square Building
 1915: Large Commercial District
 1945: Newspaper Office
 1980: Slow economic decline
 1990: Uphams Corner Coalition Formed
 1996: Uphams Corner Market Place, BRA Transit Oriented Development

CROSSROADS *Local and Regional Destination*

<h3 style="text-align: center;">IDENTITY</h3> <ul style="list-style-type: none"> - Strengthen Existing Identity - Ethnic Niche - Cultural Anchor - Small Business Community - Physical Presence 	<h3 style="text-align: center;">ACCESS</h3> <ul style="list-style-type: none"> - Improve Access - Physical/Streetscape Improvements - Parking/Circulation
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UCMS Goals

- 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



Market Analysis

Sales Gap

0.5 mile: Untapped market for...

- restaurants (\$8,290,823)
- clothing/shoes (\$4,845,107)

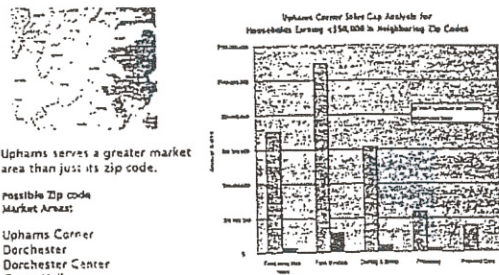
1.0 mile: Potential in all categories...

- restaurants (\$30,168,554)
- clothing/shoes (\$22,123,974)
- groceries (\$41,813,017)
- pharmacy (\$7,417,785)
- personal care (\$2,551,969)

Lower-income market:
Room for growth in 1.0 mile radius and beyond

Market Analysis

Market Area Beyond Uphams



Uphams Corner Sales Gap Analysis for Households Earning < \$50,000 in Neighboring Zip Codes

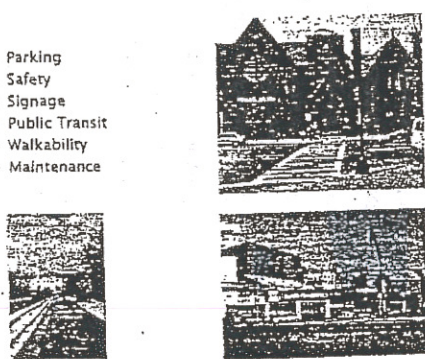
Uphams serves a greater market area than just its zip code.

Possible Zip code Market Areas:

- Uphams Corner
- Dorchester
- Dorchester Center
- Grove Hall
- Roxbury
- Roadbury Crossing
- Jamaica Plain

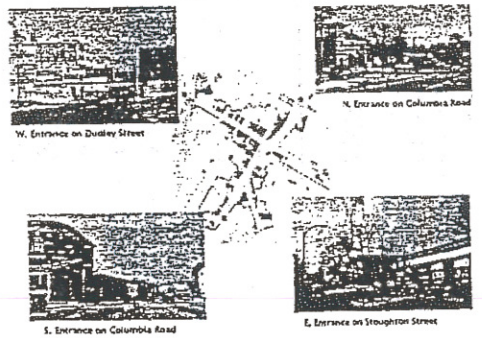
Physical Analysis

- Parking
- Safety
- Signage
- Public Transit
- Walkability
- Maintenance



Physical Analysis

Existing District Boundaries



W. Entrance on Dudley Street

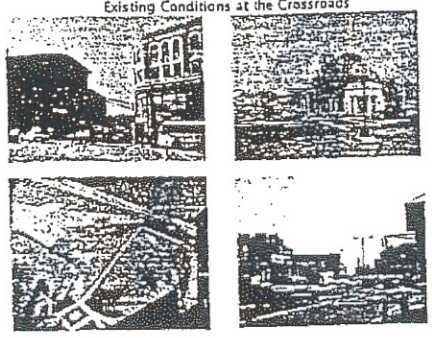
N. Entrance on Columbia Road

S. Entrance on Columbia Road

E. Entrance on Stoughton Street


Physical Analysis

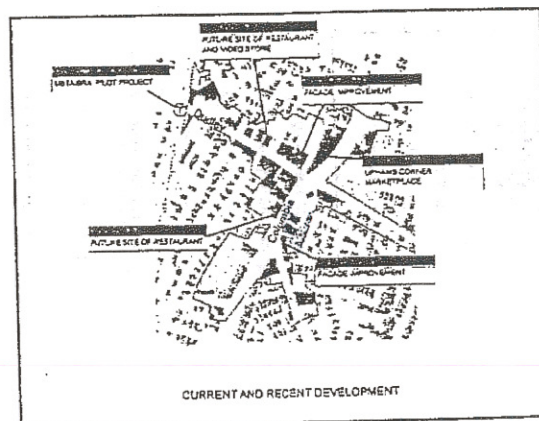
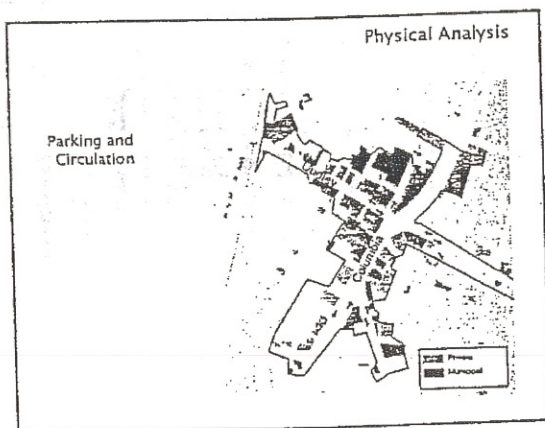
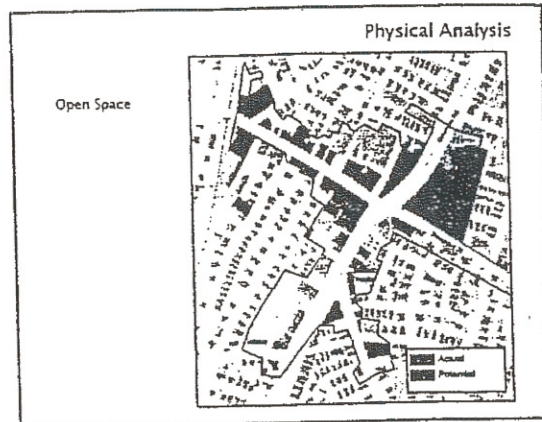
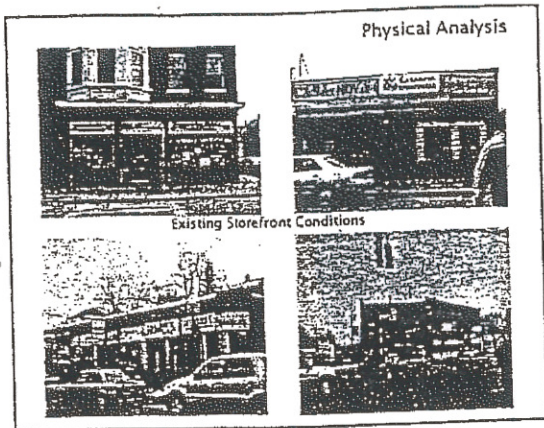
Existing Conditions at the Crossroads



Physical Analysis

Existing Streetscape Conditions





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Goal 1: Strengthen existing arts and cultural niche

- Diversify and Increase number of complementary businesses/organizations
 - restaurants
 - arts-related organizations
 - youth-oriented organizations


Enhance Physical Appearance/Presence

Strengthen Arts and Cultural Niche

Action: Link Strand Theatre patrons to other businesses in district


- Intercept Strand Theatre patrons
- Create Strand Theatre/UCMS working group
- Organize focus groups with local artists and business owners
- Promote district businesses at Strand Performances
 - advertising in programs
 - coupons
 - discounts at local businesses with ticket stub

Strengthen Arts and Cultural Niche




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

- Identify and recruit successful local entrepreneurs
- Create a recruitment brochure
- Encourage existing restaurants to extend hours
 - Address concerns of safety
- Provide technical assistance targeted to restaurant entrepreneurs




Existing Restaurants

Strengthen Arts and Cultural Niche




Action: Recruit arts-related uses for second floor space

- Work with Strand representatives to identify Arts and Cultural Organizations to relocate to Uphams Corner
- Consult other communities who have successfully created an arts niche or center:
 - Reggie Lewis Track and Field Center
 - ACT Roxbury
 - Jorge Hernandez Center



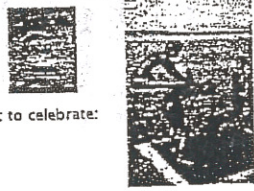
Available Second Floor Spaces

Strengthen Arts and Cultural Niche



Action: Improve Identity and Accessibility

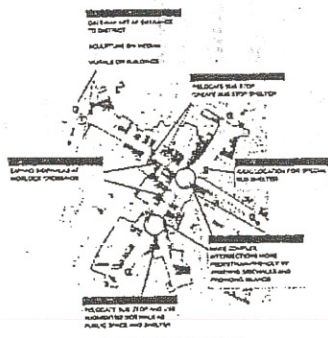
- Create Gateways at each of the 4 entrances into the district
- Enhance streetscape with art to celebrate:
 - Strand Theatre
 - Neighborhood Diversity
 - Youth



Strengthen Arts and Cultural Niche


Action: Improve Identity and Accessibility

- Parking
- Safety
- Signage
- Public Transit
- Walkability
- Maintenance



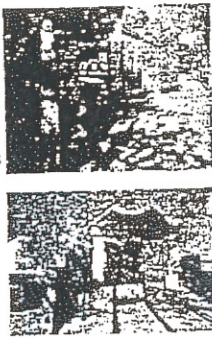
STREETSCAPE IMPROVEMENTS

Strengthen Arts and Cultural Niche



Action: Encourage functional public art


Create Attractive Seating/Bus Stops




Existing corner without public amenities

Strengthen Arts and Cultural Niche

Intersection of Columbia Road and Dudley Street

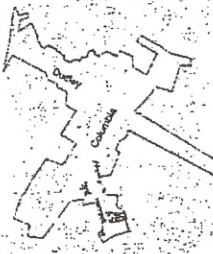


Strengthen Arts and Cultural Niche

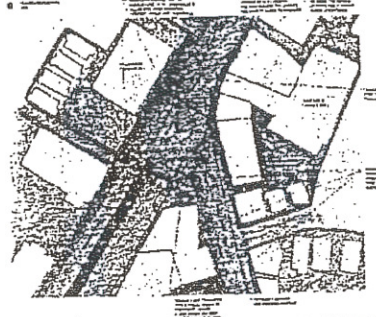


Action: Re-focus UCMS Physical Improvement Funds


- Public Art
- Consider full funding for Main Street's Facade Improvement Program on Hancock Street



Strengthen Arts and Cultural Niche
Columbia Road at Hancock Street



Strengthen Arts and Cultural Niche



POTENTIAL TRANSIT DEVELOPMENT, HOME THEATER OR OTHER COMMERCIAL ANCHOR

POTENTIAL OPEN SPACE OR RESTAURANT SITE WITH ADJACENT UPPER FLOOR USE

POTENTIAL OFFICE AND ENTERTAINMENT RELATED USES

POTENTIAL RESTAURANT USE

POTENTIAL ENTERTAINMENT RELATED BUSINESS ON OTHER COMMERCIAL ANCHOR

DEVELOPMENT POTENTIAL

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Goal 2: Enhance Existing Local Market Niches and Build on Anchors

- Food/Clothing Markets
- Market to a Broader Geographic Area
- Ethnic Markets

Enhance Existing Local Markets

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

- Identify successful area entrepreneurs
- Create a Recruitment Brochure
 - Demonstrate Uphams Corner's untapped potential market
- Provide technical assistance to clothing/shoes and food-related enterprises



Existing Grocery, and Clothing and Shoe Stores

Enhance Existing Local Markets

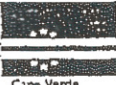
Action: Capture broader market area

- Create Promotion Strategy focused on Dorchester
 - distribute coupon books at local libraries, schools, health centers, etc.
- Create linkages with existing anchors
 - advertise other local businesses in America's Food Basket circular
- Coordinate district-wide sales event:
 - "Shop it up in Uphams"
 - "Uphams! It's just around the corner"


Enhance Existing Local Markets

Action: Outreach to Ethnic Markets


- Advertise collectively in local ethnic newspapers, radio, and cable access programs
 - El Mundo
 - Haiti Observateur, Boston Haitian Reporter
- Develop multi-lingual advertising materials
 - Portuguese and Haitian Creole
 - Spanish
- Plan promotional events around ethnic holidays
- Distribute coupon books and promotional materials at the "Uphams Corner World's Fair"



Cape Verde



Dominican Republic



Haiti

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Goal 3: Strengthen UCMS Capacity to Achieve these Goals

- Tap into local networks of existing organizations
- Foster development of a Business Association
- Enhance UCMS presence in the business community

Strengthen UCMS Capacity

Action: Foster development of a Business Association

- Regular one-on-one meetings with business owners
- Map out existing relationships among the business community – Capitalize on these networks
- Use a catalyst issue/project to organize business association
 - TOD project
 - Safety
 - Maintenance

Strengthen UCMS Capacity

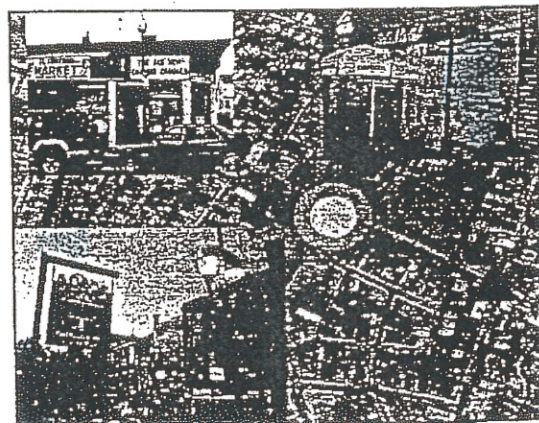
Action: Clarify role and capacity of UCMS

- Create monthly newsletter to distribute to businesses and other organizations
- Coordinate efforts with Dorchester Bay EDC
 - Commercial Revitalization Program
 - Technical Assistance
- Function as liaison for businesses to other resources

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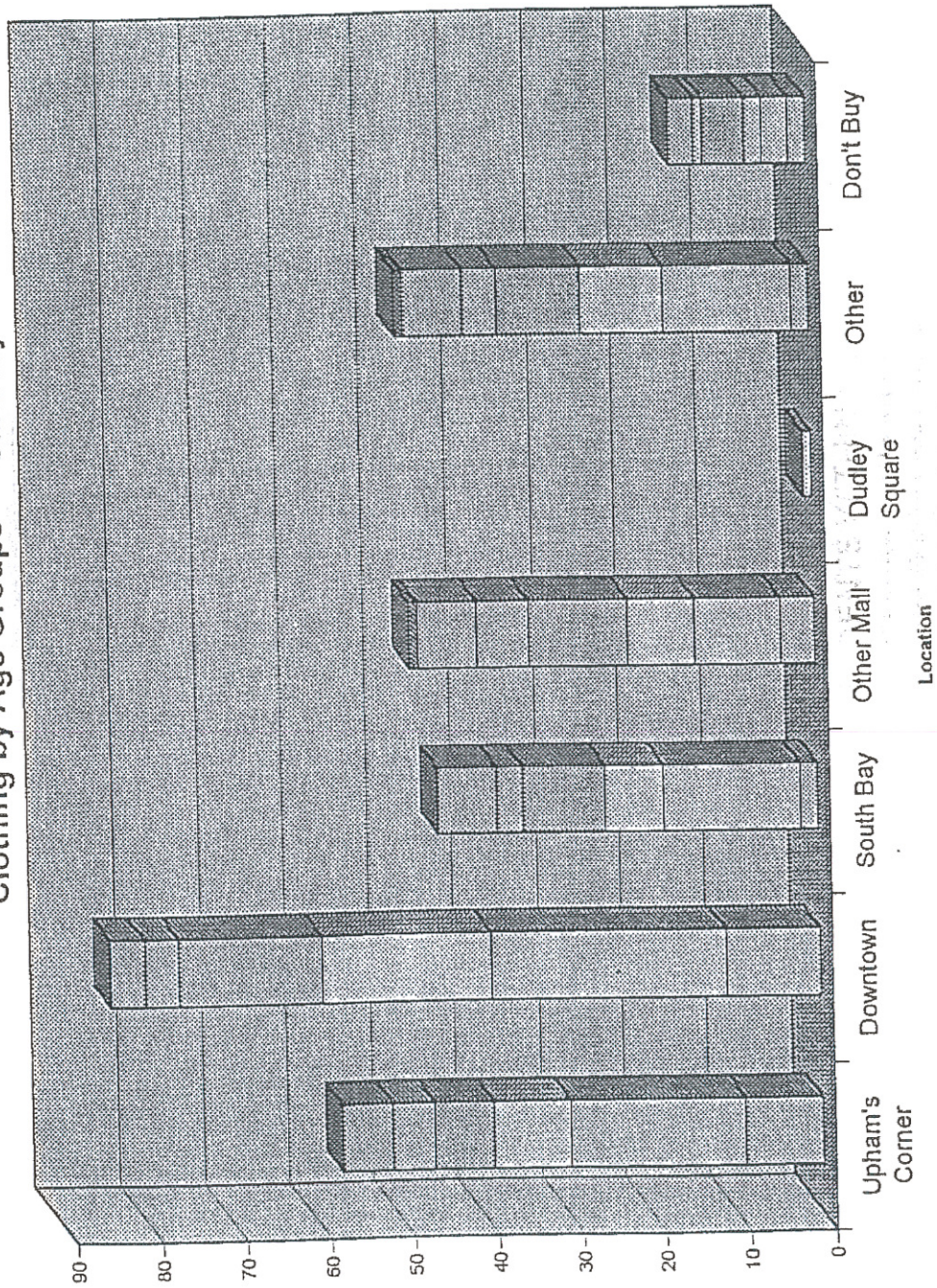
RECAP: UCMS GOALS

- **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



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

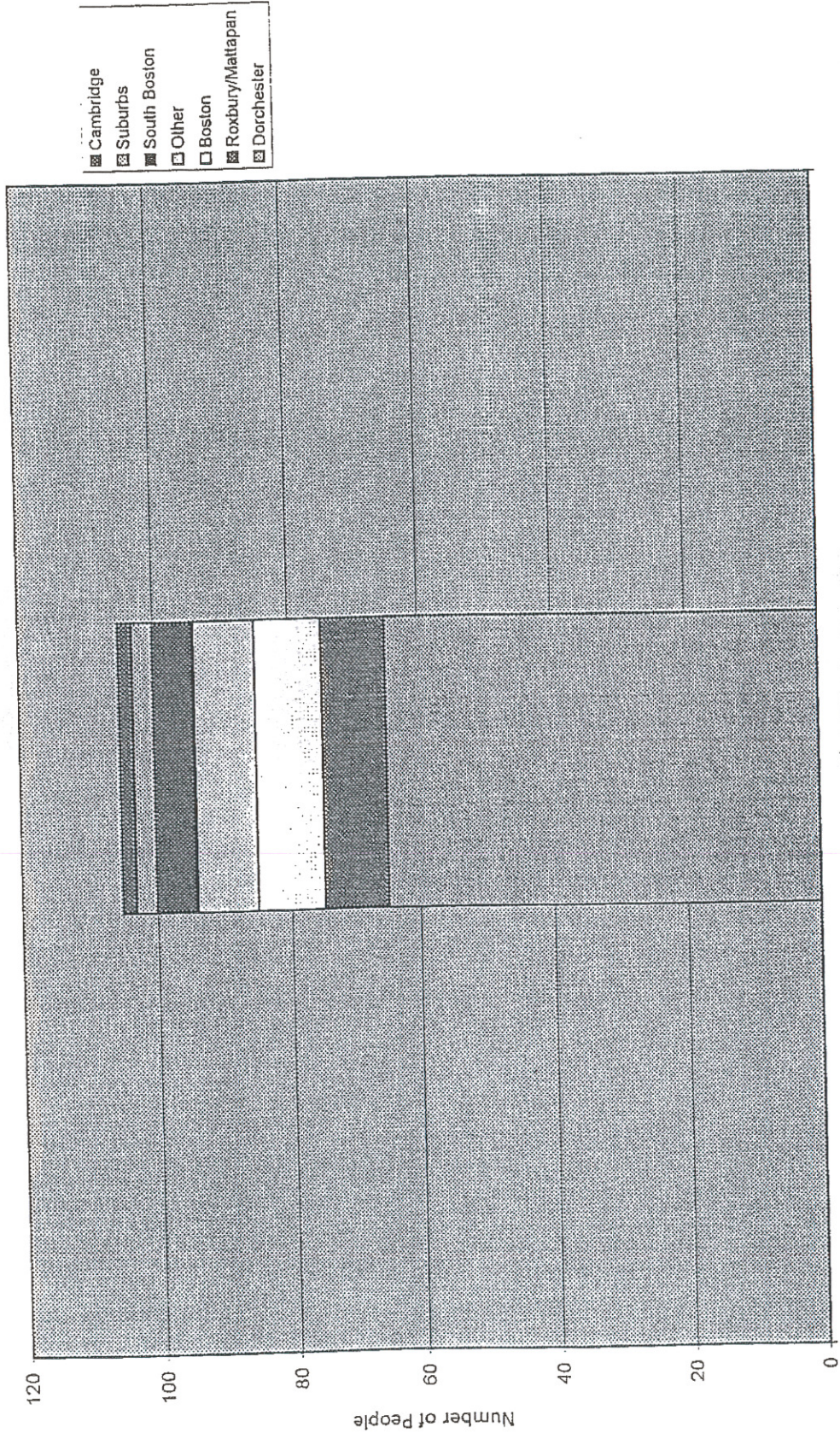
- No Ans.
- 65+
- 55-64
- 45-54
- 35-44
- 25-34
- 18-24



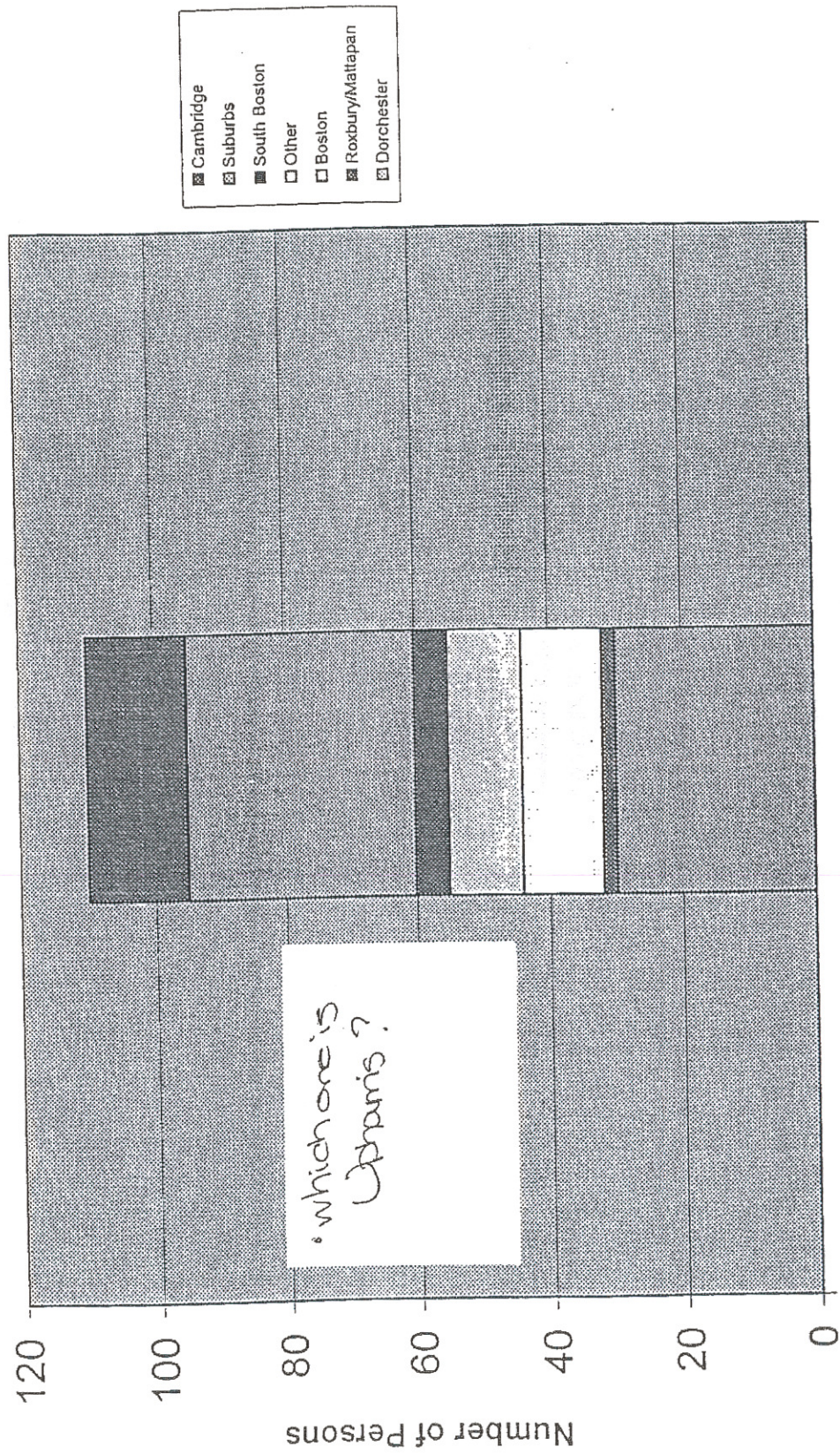
Number of Persons Responding

Location

Drugstore/Pharmacy -- Breakdown of "Other" Category



Restaurants -- Breakdown of "Other" Category



Charts and Data are Taken from

Upham's Corner Main Street

Customer Intercept Survey

Winter 1998