MOODY STREET RESEARCH PROJECT

The Bentley Service Learning Center
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Waltham, MA

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Executive Summary

Moody Street in Waltham has reached a crossroads: restaurants on the street have achieved considerable success in recent years, while the retail segment has struggled. An assessment of the current commercial environment can offer valuable insight into the future direction of Moody Street. The potential for market saturation of restaurants may have implications on the types of future businesses that locate on Moody Street. In addition, the number of vacancies that have remained unoccupied for lengthy periods of time may be an indication of the need for an increased level of business support from the city and surrounding community. The current economic situation adds additional pressure and challenges to businesses located or thinking of locating on Moody Street. This study focuses on four main questions concerning the commercial success of Moody Street in the coming years:

- What does market analysis suggest in regard to consumer preferences and sales potential in the area?
- How do city regulations affect business development on Moody Street?
- Do the street's existing infrastructural components meet the needs and expectations of Moody Street consumers and business owners?
- What is Moody Street's current brand image, and what strategies have been successfully integrated into other comparable downtown areas to increase consumer brand awareness?

This report not only answers these questions, but also offers suggestions and identifies promising opportunities for the transformation of Moody Street into a more popular consumer destination.

The team conducted field research to gather information on Moody Street, and analyzed similar cities to identify key differences that may contribute to the success of comparable downtown commercial areas. The following chapters contain a detailed analysis of the research conducted over the past four months. The first chapter introduces the scope and research methodology of the project. The second explores the potential market and sales volume of the area, and the third focuses on the regulatory climate and business development initiatives. The fourth chapter examines Moody Street's infrastructural components, and the fifth and final chapter discusses branding and marketing strategies that could be implemented to promote the street to consumers. After researching and analyzing the street and comparable downtown areas, the team presents the following points as the most revealing and conclusive findings regarding the success of Moody Street as a commercial destination for consumers:

- <u>Key Market Segments.</u> Moody Street's primary consumers can be subdivided into three segments – Waltham Residents, Greater Boston Residents, and College Students/Young Professionals. These unique segments should be considered both independently of each other and holistically when identifying potential alternatives for the revitalization of Moody Street.

- Daytime Business Opportunities. During the day, Moody Street visitors are more likely to visit multiple locations. It is worth considering incorporating complementary locations for shopping and eating during the day to encourage more consumer stops. More specifically, many respondents cited that they would like to see clothing stores and daytime cafés or coffee shops on Moody Street.

- Restaurant Concentration. All three market segments listed 'eating at restaurants' as their most common reason for visiting Moody Street. There are more than twice as many dining locations on the street than any other major business classification (i.e. apparel, specialty retail, general merchandise, furnishings and furniture, etc.). Filling current vacancies with retail businesses, such as clothing and general merchandise stores, would help prevent the potential over-saturation of the street with restaurants.

- Sales Potential. There is room for growth in terms of Waltham's total sales for the retail trade and food services area in respect to comparable locations. In an attempt to increase sales, businesses must attract new consumers and establish a wider repeat customer base. Thus, it is important that Moody Street address the lack of retail variety and quality concerns that surveyed consumers have specifically expressed.

- Sales Leakage. A sales leakage currently exists in Waltham, which indicates that surrounding areas are capturing a percentage of the city's sales potential. Encouraging residents to purchase goods locally, specifically in the downtown area of Moody Street, may help recapture the local market. Shopping locally is not only convenient for consumers, but it also allows them to aid in the economic development of their downtown commercial district.

- Potential Regulatory Revisions. While slight differences exist, the regulations in surrounding cities are comparable to those in the Waltham City Ordinances. As such, the manner in which the regulations are defined do not seem to be a determining factor in the decision of where an entrepreneur would open his or her business. Throughout the course of this study, however, several businesses expressed difficulties in establishing their business on Moody Street, and suggested that the regulations are not as straightforward in practice as they are in the city ordinances. This discord suggests that the regulations in Waltham could be altered so that they are more conducive to ongoing and future business development in the area.

- Signage Issues. There is a noticeable disparity between how signage regulations are outlined in city ordinances and how they are executed by some business owners on Moody Street. Although flexibility is necessary in a challenging business environment, this disparity allows for an ambiguous interpretation of the regulations, and in some areas, a visually disjointed streetscape. This discord could also result in the delayed opening of a business, excessive fees, and perhaps even the abandonment of reasonable advertising proposals. A reevaluation of the

city's signage regulations with direct input from business owners could create a more uniform, aesthetically pleasing streetscape that would draw more consumers to the street.

- Special Permit Process. The city of Waltham has shown some flexibility in adapting its regulatory framework in order to allow for business development that is restricted under the existing zoning and use ordinances. However, the process of applying for a special use permit can be time consuming and expensive for a business owner, which could potentially discourage business development on Moody Street.

- Business Development Support. Waltham would benefit from a business development program to encourage entrepreneurial growth on Moody Street. One component of this initiative could be business education assistance programs for both potential and existing business owners. This type of program would allow business owners to collectively organize in the sharing of ideas and community initiatives that would bring increased consumer awareness and foot traffic to the street.

- Clarity in Parking Requirements. The payment process and rules regarding public parking, which are inconsistent along Moody Street, are unclear to both consumers and business owners alike. An increased level of uniformity or clearer explanations about parking could potentially improve the reputation of parking in the area.

- Parking Availability and Perceptions. There is a common perception that Moody Street has an insufficient number of parking spaces. However, observational studies suggest that parking lots are only near capacity during certain peak hours, such as weekend nights. Improving signage and lighting on Moody Street, as well conducting an investigation into parking efficiency, should be considered before adding additional parking spaces to the area.

- Parking and Traffic Signs. There are damaged, cluttered, and inconsistent signs along the street, which may contribute to the poor perception of traffic and parking in the area. The elimination of unnecessary signs, as well as the improvement of their condition and degree of uniformity, could minimize the uncertainty experienced by automobile drivers.

- Modes of Transportation. There are many options available to consumers to commute to Moody Street other than driving, which include a commuter rail, taxis, buses, walking pathways, bicycles, and shuttles. If some of these methods, such as walking and cycling, were more encouraged, there may be a decrease in traffic flow and parking demand. Although some transportation methods may not be practical substitutes for driving, Moody Street could attract more consumers by appealing to public transportation passengers.

- <u>Safety Concerns.</u> Business owners are concerned with loitering and the presence of vagrants on Moody Street. Consumers also expressed that they do not feel safe on the river walk, especially at night. Both of these concerns could be alleviated with an increase in the number of police officers patrolling the area on foot, which would lead to a heightened level of security and may attract more consumers to the street.

- <u>Collective Advertising of Moody Street.</u> Currently there is no effective advertising program that specifically markets Moody Street to consumers. Moody Street can be branded as a prominent consumer destination through advertising methods that have been successful in comparable downtown areas.

- <u>Events and Activities.</u> Successful celebratory events on Moody Street in the past and similar activities in surrounding cities have demonstrated that a uniquely fun and imaginative destination can be achieved through the collective efforts of business owners. Live entertainment, art exhibits, and the effective use of existing public spaces could help accomplish this branding objective.

- <u>Community Cohesiveness.</u> Areas that need to be addressed include encouraging an increased level of collaboration among business owners, differentiating Moody Street from surrounding areas, and ensuring that consumers are aware of what the street has to offer. The presence of an organized, cohesive shopping and dining environment in a commercial area can be accomplished through cooperative efforts by the city, business owners, and other community members. As seen in comparable areas, the creation of a more unified atmosphere will help stimulate foot traffic and increase consumers' propensity to browse.

- <u>Enhancing Consumer Perceptions.</u> As evident through consumer perceptions, weaknesses of Moody Street include cleanliness, signage, safety, and its degree of family-friendliness. Addressing these issues will enhance Moody Street's attractiveness as a popular commercial destination.

This report highlights the present strengths and weaknesses of Moody Street and how it is an important component to the success of Waltham's downtown area. Leveraging these strengths and working to improve the street's weaknesses will create a unified brand image to communicate to consumers, and will serve as an integral part to Moody Street's success as a thriving commercial district in the future.

This project would not have been possible without the contributions from many individuals and organizations, to which we are very thankful.

The opinions expressed in this report belong to the authors and may not reflect the same views as those who provided information for the project.

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Chapter 1 Introduction

This report evaluates the current strengths and weaknesses of Moody Street's retail segment and explores strategies that may further stimulate that segment. This introductory chapter reviews the history of Moody Street, the overall structure of the project, and the research methodology that was used.

Historical Context

In the days before malls and suburbanization, people in towns and cities went to downtown areas and "Main Streets" to shop. Up until the 1970s, Moody Street was the main shopping street for the residents of Waltham and many others in the Greater Boston area as well. With its one-of-a-kind department store, Grover Cronin's, elegant Embassy Theater, and array of other complementary businesses, consumers would go to Moody Street for many of their shopping and entertainment needs. There was an integrated mix of national chain stores, such as J.C. Penney and Parke & Snow, as well as unique small businesses, such as Harry's Shoe Store. Events and parades hosted by the stores on the street and the City of Waltham would bring thousands of families from all over the area, and many who were there remember Moody Street as being a lively and vibrant place. [1]

The development of Shopper's World in Framingham in the 1960s was the first sign of the changing times. As businesses started flocking to malls, they took their consumers with them. By 1972, the Embassy Theater had closed, and the economic recession of the early 1980s worsened the business climate on Moody Street. In 1989, Grover Cronin's, who had not migrated to the malls with other department stores, went out of business.[2] With the loss of major anchor stores, other Moody Street retail businesses could not compete effectively with Burlington Mall, Natick Mall, and downtown Boston.

Due to the steadily worsening condition of the street through the 1980s, the Downtown Revitalization Committee was formed by the City Council to address the business climate of Moody Street. The committee worked towards the goal of creating a unique street for consumers to visit.[3] By the mid-1990s, Watch City Brewery and Lizzy's Ice Cream were established, businesses were starting to fill the numerous vacancies, and consumers were coming back to Moody Street.[4] The renovation of the old Grover Cronin's building into Cronin's Landing and the opening of the new Embassy Theater also helped

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[1] Petersen, Kristen A. Waltham Rediscovered: An Ethnic History of Waltham, Massachusetts. Portsmouth: Peter E. Randall Publisher, 1988.

2 "Waltham Stores." The Waltham Museum, Inc. 15 Nov. 2008 <http://www.walthammuseum.com/index.htm>.

3 Interview with Waltham City Councilor Robert Logan, Ward 9, October 23, 2008

4 Wittenberg, Ariel. "Extreme Makeover: Renovation Revives Street's Spirit." Daily News Tribune 26 Aug. 2008. 10 Nov. 2008 <http://www.dailynewstribune.com/homepage/special_reports/x627091580/Extreme-Makeover-Renovation-revives-streets-spirit>.

bring consumers and businesses back to Moody Street.[5] Currently, the street consists of unique restaurants and bars, ethnic groceries, independent bookstores, and other distinctive businesses. The acclaimed restaurants bring consumers from the Greater Boston area, and on a weekend night, the street is busy with these patrons. However, the retail businesses during the daytime receive significantly less foot traffic and business, and there are few national and well-known stores to bring customers. There may be opportunities on Moody Street to address these issues and create a stronger retail presence.

Many traditional downtown areas across the United States have been forming downtown revitalization committees and initiatives to support small businesses and develop their community. An article from a 1995 issue of *The Atlantic* titled "What Main Street Can Learn from the Malls" features a retail specialist who believed that learning the successful features of malls can help enhance a downtown area. He emphasized that although malls have the same types of stores, main streets have unique strengths and markets, as well as a "redeeming randomness" due to the fact that no one company or person will own an entire downtown area like they do malls . The article also talked about the slowdown in mall growth, and the importance of aesthetics in attracting potential consumers to a downtown area, from the landscaping in the parking lot to the window displays of the businesses. The overall message was that downtown areas can be competitive in today's retail environment; and, in fact, many towns have developed their "Main Street" into consumer destinations.[6] Cities in the Greater Boston area have been successful in developing their downtowns into successful retail districts; examples of these areas are included later in the report.

Structure of this Research Project

With a three month time constraint, the study of Moody Street's complex retail climate was restricted to one section of the street, from the Charles River down to the High Street and Maple Street intersection. Retail, restaurant, and service businesses were surveyed and only businesses with storefront windows on the street were considered in the project. Although the focus was on a limited section of Moody Street, the findings of the street have implications to businesses on other parts of Moody Street. Figure 1.1 shows the section of Moody Street studied for this project.
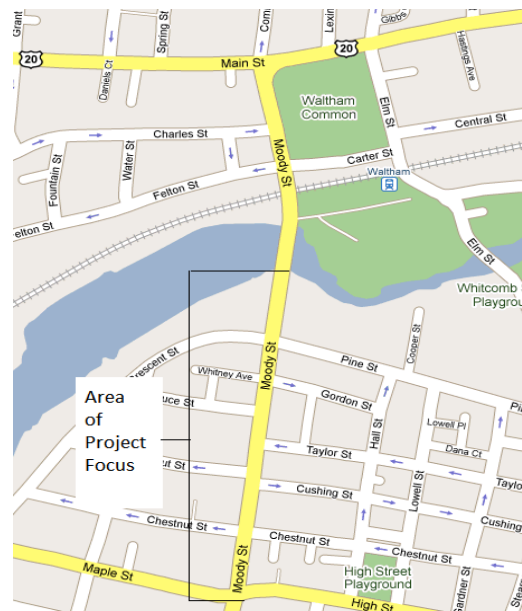
Figure 1.1 Area of Study

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5 "Waltham Stores." The Waltham Museum, Inc. 15 Nov. 2008 <http://www.walthammuseum.com/index.htm>.
[6] Lagerfeld, Steven. "What Main Street Can Learn from the Mall." The Atlantic Online. 1995. 13 Nov. 2008 <http://www.theatlantic.com/issues/95nov/malls/malls.htm>.

After preliminary discussions with city officials and business leaders, the research team selected four key aspects to focus on:

- Market Analysis
- Regulatory Climate and Business Development
- Infrastructure
- Branding

A variety of research resources were used to gather information and formulate findings relevant to these topics and the overall retail climate on Moody Street.

Scope of the Key Areas

A brief summary of the content of each of these areas is provided below:

- *Market Analysis*: The purpose of this area is to identify key market segments, examine the current business mix on Moody Street, and analyze sales potential for the retail and restaurant markets. An in depth analysis of the current consumer base is also essential in determining consumer preferences and identifying areas where Moody Street could grow to fulfill consumer needs.
- *Regulatory Climate and Business Development*: This area's focus includes the analysis of current regulations in Waltham and comparable towns, the examination of other business development initiatives in downtown areas, and the use of vacancy information and business surveys to develop findings related to the effect of the current business climate on Moody Street.
- *Infrastructure*: Infrastructural considerations include signage, transportation, traffic, safety, and sidewalks. Analysis of the positive and negative attributes mentioned by business owners and consumers on surveys and in focus groups is vital in understanding the strengths and weaknesses of the infrastructure on Moody Street.
- *Branding*: The purpose of this area is to research Moody Street's past history, examine current consumer perceptions of the street, and investigate branding strategies of comparable downtown areas in order to discover opportunities for branding and advertising Moody Street.

Research Methodology

In order to have a well rounded picture of Moody Street and its overall business context, information was gathered on the City of Waltham, Moody Street, the potential consumer market, and current business climate. The team created consumer and business surveys, conducted focus groups and interviews, and researched other resources to collect information on the key areas.

Consumer Survey

The purpose of the consumer survey was to gather information on current and potential consumers, including why they do or don't come to Moody Street, what they would like to see on the street, and the effects of certain characteristics of the street on their perceptions. In order to reach a variety of consumers, one survey sample consisted of on-site respondents, while another sample included online participants. A total of 630 surveys were collected; 273 were collected on-site, and 360 were collected online. Consumer interest in the welfare of Moody Street is reflected in the large number of surveys received. There was a wide variety of survey participants; they included consumers from both Waltham and other areas, and their number of visits a month ranged from none to multiple times a week. Appendix A contains a copy of the distributed survey.

The on-site consumer survey was conducted during a two week period at the end of October. In order to obtain a fairly representative sample of consumers on Moody Street, the survey was conducted according to a sampling schedule that covered various days of the week, times of the day, and locations. Many on-site consumers were willing to fill out the survey, and some provided additional feedback and suggestions for improvement on Moody Street.

An electronic version of the survey was also released through the project's website www.moodystreetresearch.org. The web page was designed to give survey respondents more information about the project, and a link was created online to connect potential respondents to the survey. The survey link was also distributed on Moody Street if a person didn't have time to complete the survey there; it was also distributed through Bentley University, Brandeis University, Moody Streets business' email lists, and the *Daily News Tribune*. The online survey was able to reach some consumers that came less often or not at all to Moody Street, as well as provide a convenient way for customers to fill out the survey if they were not on Moody Street during the surveying times.

To ensure accuracy and reliability of the data obtained from both the on-site and online surveys, all responses were obtained randomly from consumers. The data provided information on consumer preferences and perceptions; "cross-tabbing" results, or analyzing data with one characteristic based on the fact that they have another common characteristic, also provided additional insight.

Business Owner Survey

The business owner survey was developed for business owners or managers on Moody Street. In creating the survey, the team formulated questions around the four key area topics to get the most accurate information from the businesses. This information included basic details of the business, as well as its experiences and views of the business climate. Questions also regarded a business's target consumer, marketing strategy, and opinion on positive and negative attributes of Moody Street. The surveys were distributed in late October and collected throughout November. A total of 40 business surveys were received. Appendix B contains a copy of the business survey.

Focus Groups

The focus groups consisted of participants having a discussion led by a moderator, who would ask questions developed by the team to direct the conversation towards certain topics. The purpose of the focus groups was to get specific feedback from these small samples of people. This gave the team more detailed responses and ideas than the survey. The participants were gathered from a number of sources, including postings to media sources and contacts of the team. Members of the focus group came to Bentley University and had an hour long discussion. Three separate focus groups were conducts: one with Waltham Residents, one with College Students, and one with Business Owners.

The Waltham Resident focus group consisted of Waltham residents of a reasonable age and gender mix. A focus group was dedicated to residents because they live geographically close to Moody Street and therefore can visit Moody Street conveniently if it has the business mix that they need. If residents are leaving Waltham to go shopping, they may be going to a more inconvenient location than Moody Street, because their need for a certain type of store overrides the benefits of the proximity of the street. These residents have an invested interest in Moody Street as part of the surrounding community. They gave more insight on the views and trends of residents. The College Student group consisted of college students of a reasonable age and gender mix from Bentley University and Brandeis University. With two colleges in close proximity to Moody Street, it was important to conduct a focus group to find what they would like to see on the street. Appealing to this segment will be very important to the future of Moody Street, as they have large market potential. The Business Owner focus group consisted of owners from different types of retail stores on Moody Street. Although they had different target segments for their businesses, they expressed common concerns for the street. They were also able to give insight on the process for starting and running a business on Moody Street.

Observations and Other Field Research

Familiarization with the street through observation provided context for consumer and business owner concerns as well as assessment of the current conditions. Pictures of Moody Street and interviews with landlords, business owners, and consumers provided important insight on infrastructural and regulatory areas. The street was also catalogued by business name and type in order to provide an accurate assessment of the current business mix. Through Moody Street observation analysis and related research, information was gathered on the current status of the street, validity of consumer and business perceptions, and opportunities for improvement.

Field research was also conducted outside of Moody Street. The downtowns of Somerville, Watertown, Arlington, Belmont, and Newton were examined as comparable areas to Moody Street, and after analyzing relevant demographic information, it was determined that Somerville and Watertown were the most comparable. The team collected information from a representative sample of businesses in Somerville and Watertown regarding the regulatory climate, business development support, and

relationships with city officials. Aesthetics and branding strategies of comparable downtown areas were also studied.

Secondary Research

Additional data was acquired from many online and Waltham sources. The United States Census Data provided information for sales analysis, as well as demographic data on Waltham and comparable towns. Other governmental websites were used to find city information, business development initiatives, and representations of successful branding. City websites included those of Waltham, Harvard Square, Watertown, and Inman Square in Somerville and contained information on regulations and ordinances, as well as business development plans, committees, and handbooks. *The Daily News Tribune* was a resource for articles about Moody Street in recent years and historical data for the street through the Moody Street "Past-Present- Future" series. Other online articles concerning downtown area initiatives were also used. Another online source for historical information was the Waltham Museum website.

The Mintel Reports database was a valuable source of marketing reports; the Mintel report *Spending Power of Young Adults* from October 2008 was used for analysis of the potential college market.

Base maps were obtained from the Waltham Planning Department. Google's online mapping function was used as well, from confirming the cataloguing of stores to providing a tool for the trade area map development. Base maps were obtained from both the Waltham Planning Department and Google Maps.

Waltham resources included the Waltham Public Library and the Waltham Museum. Waltham Rediscovered: An Ethnic History of Waltham, Massachusetts, by Kristen A. Petersen in collaboration with Thomas J. Murphy, was available through the Waltham Public Library and provided historical information and observations of Moody Street. The Waltham Museum had artifacts and photos of Moody Street in previous time periods; the photos were available courtesy of the Waltham Historical Museum.

Acknowledgements

A number of individuals and organizations have contributed to the development of this report, and the team appreciates their cooperation and support. We would like to thank: Representative Peter Koutoujian, Mayor Jeannette McCarthy, the Waltham City Council, Waltham West Suburban Chamber of Commerce, Jennifer Rose, the City of Waltham Planning Department, focus group participants, survey participants, businesses on Moody Street, businesses in Somerville and Watertown, landlords on Moody Street, Marketing Professors Philip Lowe and Nada Nasr from Bentley University, *The Daily News Tribune*, and everyone else who contributed to this project. We would also like to thank Franklyn

Salimbene, Director of the Bentley Service Learning Center, for setting up an internal university structure to make this project possible.

Although this project involved meeting with various people and discuss their viewpoints and experiences with Moody Street, the opinions expressed in this research project are those of the research team and its members. They may not reflect the same views as the people that contributed information and opinions to the study.

Chapter 2 Market Analysis

Market Analysis is the study of a commercial district and its consumers to gain a better understanding of the current situation in the area, the potential of the business district, and the best way to achieve this potential. An in-depth analysis of Moody Streets' primary consumer base serves a multitude of purposes; it not only sheds insight into the types of consumers to which the businesses on the street appeal, but also suggests how businesses can simultaneously serve their existing customer base while reaching out to other consumers within their target market. Dividing the consumer base into uniquely defined segments and focusing on the needs of individual groups helps to understand consumer behavior and identify consumer preferences. The Moody Street commercial district is analyzed according to its present business mix and surrounding trade area in order to identify whether or not consumers' needs are being met, and what types of businesses may be successful in the existing business environment. Finally, a sales analysis of businesses in Waltham in comparison to businesses located in surrounding cities allows for a closer analysis of published sales figures and provides insight into Waltham's downtown potential. Key findings highlighted in this section and summarized at the chapter's conclusion help to establish a strong foundation for the future path of Moody Street and its consumers.

Consumer Behavior and Preferences

In order to identify and learn more about Moody Street's current consumers, survey data was collected on the street and online over the course of a three-week period. Refer to Chapter 1 for details on the methodology of which survey data was collected. Using Microsoft Excel and Qualtrics, a survey and analysis software, frequency charts and data tables were constructed from the raw data collected from the surveys. Once organized, the data was analyzed to form conclusions regarding the current state of Moody Street and its potential for growth and development in the coming years.

The results from 273 on-site respondents revealed that 54% of surveyed consumers visited Moody Street between one and five times in the past month (Figure 2.1). How frequently a consumer visits Moody Street suggests the popularity of the street and how well it serves the needs of its consumers. Based on the survey results, there is great potential to increase the number of times consumers visit the street per month. Increasing consumers' propensity to choose Moody Street as their retail destination of choice could be achieved by identifying and effectively targeting consumers and creating their ideal shopping and dining environment.

There are a variety of activities to partake in on Moody Street that range from dining at one of the many restaurants, to taking a class at the karate school and going to a beauty salon. When asked to rank different activities on Moody Street, 'eating at a restaurant', 'shopping', and 'going to a bar' were consistently ranked as top preferences by many consumers (Figure 2.2).
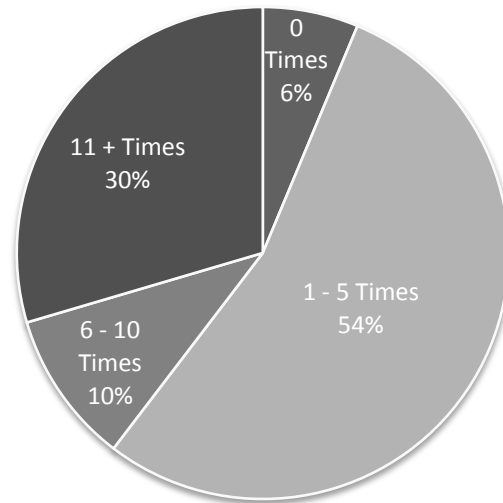
Figure 2.1 How Often Survey Respondents Frequented Moody Street in the Past Month
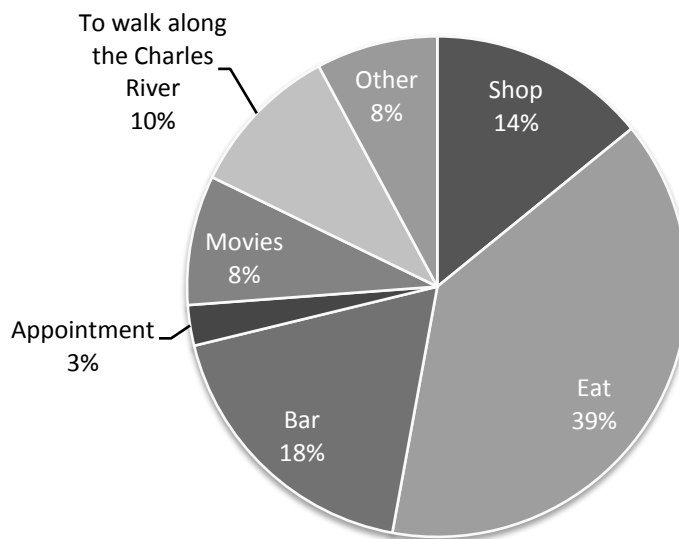
Figure 2.2 Most Popular Moody Street Activities of Survey Respondents

Two-thirds of on-site respondents state that during a single visit to Moody Street, they tend to stop at more than one place (Figure 2.3). This statistic has several positive implications for businesses in the area. Customers who visit multiple places when they go to Moody Street typically stay longer than a consumer who only visits a single location. Stores that can promote customer browsing will encourage consumers to remain on the street for longer periods of time and will increase foot traffic on the street.
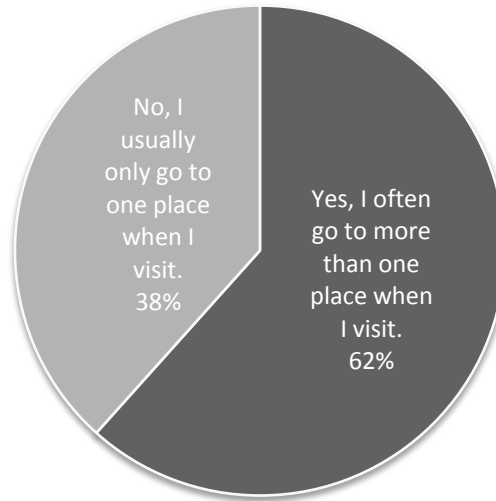
Figure 2.3 How Many Survey Respondents Go to Multiple Places When Visiting Moody Street

Further analysis of this data showed that respondents who participated in the on-site survey during the day were more likely to visit multiple places than were evening respondents (Figure 2.4). Daytime is defined as between 9:00 am and 5:00 pm, while the evening is defined as anytime after 5:00 pm. A significant aspect of this finding is that certain establishments that are open during the daytime will benefit from consumers who visit multiple places. Incorporating complementary locations for shopping and eating during the day may encourage more consumer stops. Alternatively, since evening visitors tend to make only one stop, opening an entertainment establishment, like a dance club or a bowling alley, would encourage consumers to visit multiple places.
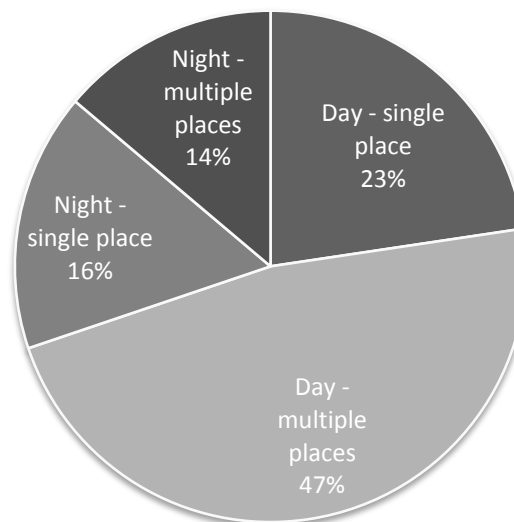
Figure 2.4 How Many Survey Respondents Go to Multiple Places, Separated by Time of Day

To help boost the economic environment of Moody Street, it is useful to consider consumers' preferences. When asked what stores or types of stores respondents would like to see on Moody Street, clothing stores, entertainment establishments, and general merchandise retailers were the top three responses (Figure 2.5).

In this context, popular categories are defined as follows:

- "Clothing" stores are defined as businesses that strictly sell apparel
- "Retailers" are defined as general merchandisers that typically have higher price points than dollar stores
- "Entertainment" is defined as establishments such as bookstores, music stores, art galleries, dance clubs, and bars
- "Coffee shops" include chains such as Starbucks or Dunkin Donuts and independent coffee houses
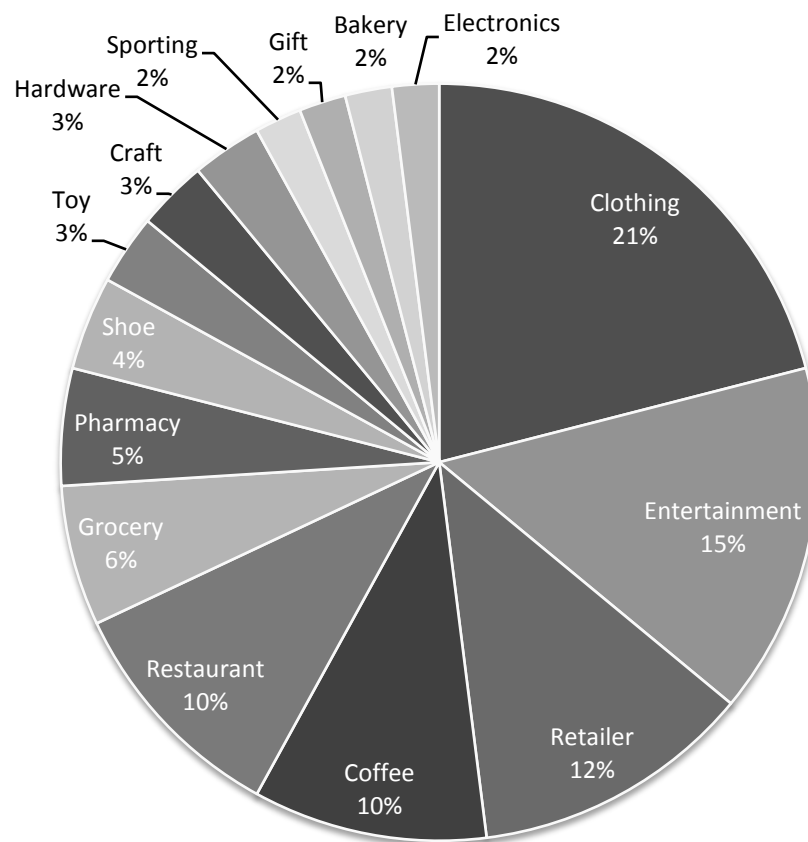
Figure 2.5 Survey Respondents' Suggestions of Store Types for Moody Street[7]

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[7] This graph excludes various responses that did not aggregate to any substantial amount and that would have otherwise been classified as "other," in order to prevent from diluting the results.

Since clothing stores are often a top choice among respondents, it is evident that consumers would welcome an increase in the number of clothing stores on the street. The majority of respondents do not specifically name a large chain apparel store, such as Macy's, but instead list 'clothing boutiques', which tend to be smaller in size. These boutiques may attract different customer groups or appeal to a broader consumer base than do the existing stores located on the street. Because space is an issue that may prevent large retailers from opening on Moody Street, the fact that consumers prefer smaller establishments works in the street's favor.

Consumer Classifications

By subdividing the market into classification segments, unique consumer groups are defined that establish a foundation for a more focused study. Each groups' needs and preferences should be considered both individually and holistically in efforts to stimulate the economic development of Moody Street.

For segmentation purposes, demographic questions were included in the survey to help identify and group Moody Street's existing consumer base. Information in regard to the respondents' age, gender, and home (or school) location provided a representative sample of who goes to Moody Street. Of this sample, over 20% are 25 years old or older (Figure 2.6). Residents of Waltham or students attending college in Waltham make up over 60% of the sample, while over 30% are from the Greater Boston area (Figure 2.7).
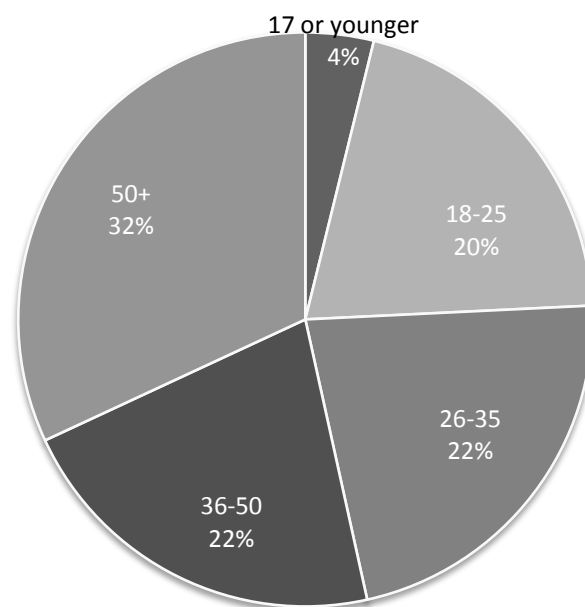
Figure 2.6. Ages of On-site Survey Respondents
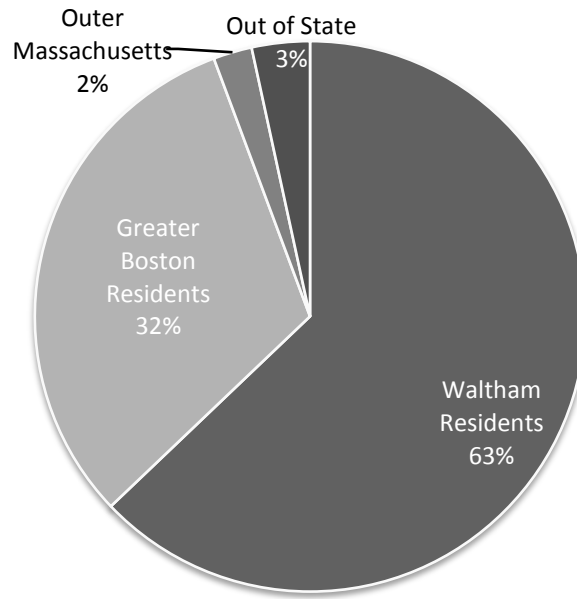
Figure 2.7 Residences of Survey Respondents

The demographic data and information regarding consumer preferences and behavior led to the identification of three market segments:

1. *Waltham Residents* – Individuals residing in the city of Waltham who are at least 26 years of age.
2. *Greater Boston Residents* – Individuals who are at least 26 years of age and travel a greater distance when going to Moody Street; they reside in the city of Boston, its immediate surrounding area, and nearby suburban towns and cities, such as Watertown, Newton, and Belmont.
3. *College Students/Young Professionals* – Individuals between the ages of 18 and 26 who permanently reside or attend school in Waltham or the Greater Boston area; consumers within this group are distinct from the other two resident segments because they are unique in terms of their lifestyle, consumer behavior, and attitudes.

The survey data was further analyzed to determine the unique behaviors and preferences of each market segment. Two consumer focus groups were also conducted that provided a forum in which participants could openly discuss their views and attitudes regarding Moody Street.

Waltham Residents

According to the most recent census data, the Waltham Residents segment is made up of over 39,000 people.[8] With such a large population located within only a few miles of Moody Street, the Waltham Residents segment represents a promising customer base on which to build a stable commercial district.

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[8] Calculated by taking total Waltham population and subtracting age group under 26.

Of on-site survey respondents, 63% are members of the Waltham Residents segment. They are also the most loyal consumer group, as 54% of Waltham Residents surveyed on the street indicated that they had visited the area at least six times over the course of the past month (Figure 2.8). Furthermore, Waltham Residents surveyed during the day were more than twice as likely to go to multiple locations during a visit than those surveyed at night (Figure 2.9). With these considerations, appealing to this group is extremely important in the future success of Moody Street businesses.
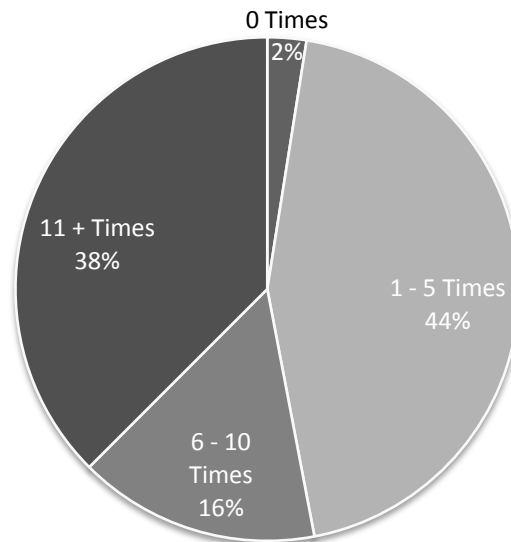
Figure 2.8 Waltham Residents: Frequency of Visits in the Past Month
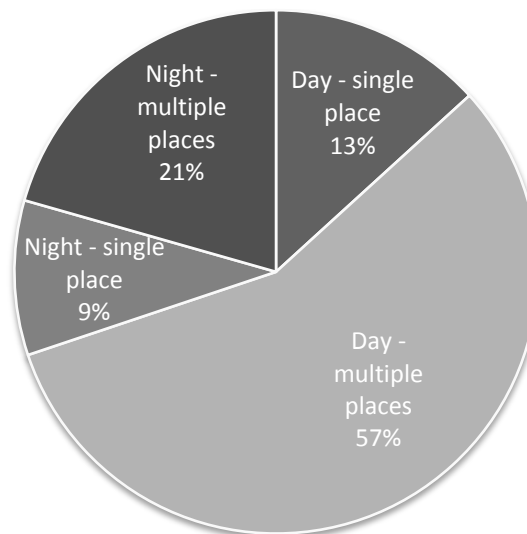
Figure 2.9 Waltham Residents: Propensity to Make Multiple Stops by Time of Day

Both consumer focus group discussions revealed that many consumers have a negative perception of Moody Street. Participants of the Waltham Residents focus group agreed that at the mention of Moody Street, 'restaurants' and 'ethnic food-oriented establishments' are the first words that come to mind,

despite the fact that there are many other types of stores on the street. Another participant declared, "There's nothing there." Others added that Moody Street does not appeal to them because they are not the target consumers of businesses on the street; although they do appreciate the diverse environment, they expressed that they could not "relate" to it. While they would like to support the local economy and purchase items and services from businesses on the street, they are often forced to take their business elsewhere because these establishments are not able to meet their needs. Some felt that Moody Street lacks fundamental establishments that are often located in downtown areas, such as a coffee house, bakery, or clothing store, which would all serve to attract a more general consumer base to the area.
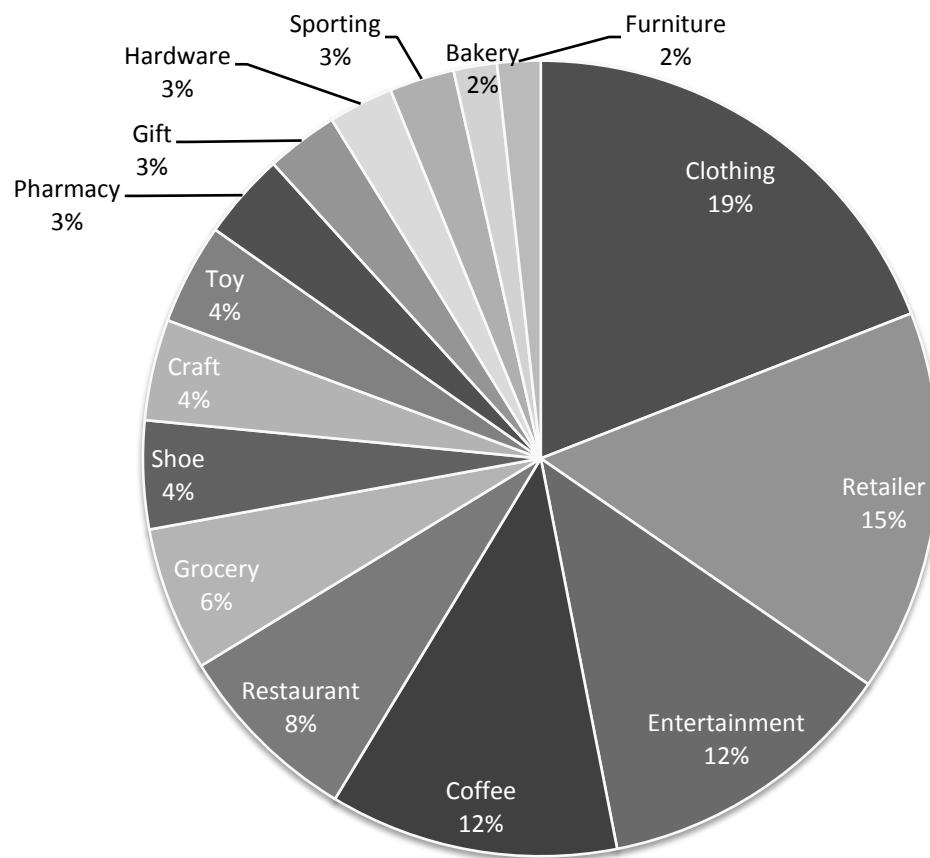
Figure 2.10 Waltham Residents: Suggestions of Store Types for Moody Street[9]

Survey respondents in this segment reiterated that clothing, retailers, and coffee shops would be most appealing to them (Figure 2.10). Several respondents specified that retailers that sell general merchandise along a wide range of price points would be a more welcome addition than another general merchandise dollar or thrift store. Though certain retailers were mentioned specifically by

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[9] This graph excludes various responses that did not aggregate to any substantial amount and that would have otherwise been classified as "other," in order to prevent from diluting the results.

name, such as Target and the Christmas Tree Shop, many respondents and focus group participants agreed that a store of this type on a smaller scale would adequately meet their needs.

Waltham Resident respondents also suggested that a coffee house, either independently owned or franchised like Starbucks, could be a successful addition to the street. Coffee shops offer consumers a place to relax and meet with friends, and as a result, consumers may visit the street more often and may stay for a longer period of time. Focus group participants added that a coffee house would also complement other establishments, such as bookstores, that are already open on Moody Street.

Greater Boston Residents

More than 60% of Greater Boston Residents who participated in the survey indicated that they had visited the street between one and five times in the past month (Figure 2.11). Despite having to travel a farther distance to arrive at the street, Greater Boston Residents are less likely to stop at multiple locations than are Waltham Resident respondents (Figure 2.12). This may indicate that while there are a few unique stores, such as Gourmet Pottery and The Tea Shop, that attract consumers of this segment, there may not be enough stores that complement these unique locations; the addition of complementary stores may entice consumers to visit multiple locations and remain on the street for longer periods of time.
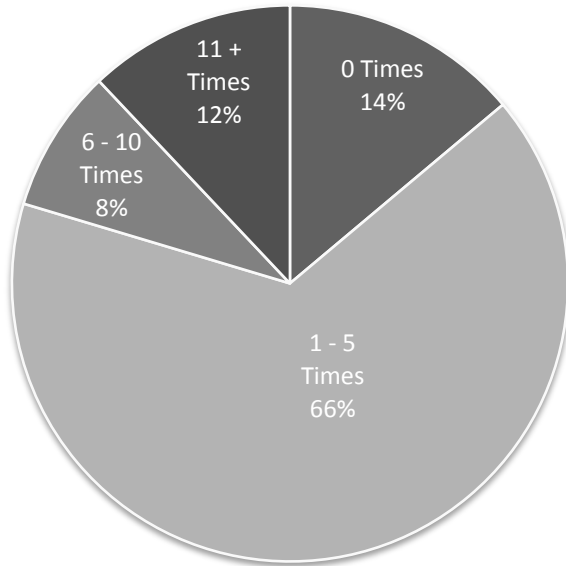
Figure 2.11 Greater Boston Residents: Frequency of Visits in the Past Month
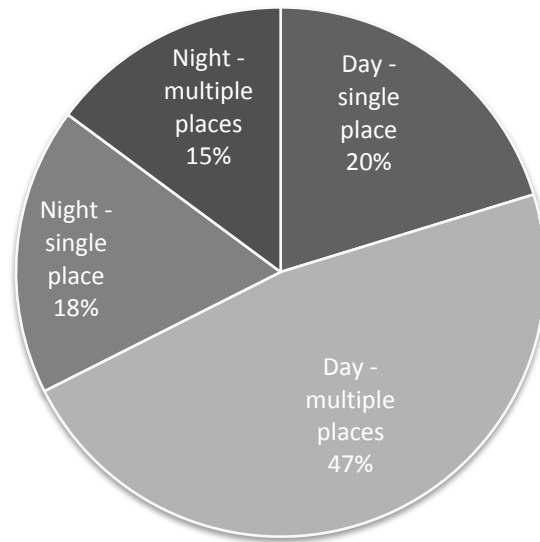
Figure 2.12 Greater Boston Residents: Propensity to Make Multiple Stops by Time of Day
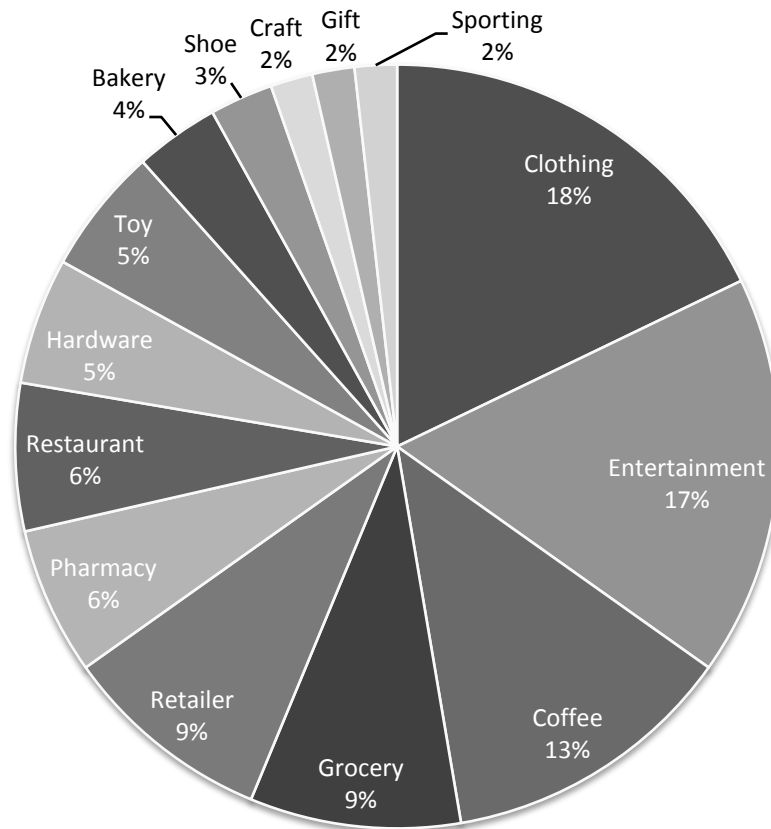
Figure 2.13 Greater Boston Residents: Suggestions of Store Types for Moody Street[10]

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[10] This figure excludes various responses that did not aggregate to any substantial amount and that would have otherwise been classified as "other," in order to prevent from diluting the results.

Similar to the other segments, Greater Boston Residents agree that clothing, entertainment, and coffee shops would be great additions to Moody Street (Figure 2.13). While this segment may never serve as Moody Street's largest consumer group, an opportunity exists for developing a more loyal customer base among people from surrounding cities and towns.

College Students/Young Professionals

Several Waltham politicians, Moody Street business owners, and on-site survey respondents recognize that appealing to College Students/Young Professionals is essential to the future success of the street. Twenty percent of on-site survey respondents fall under the College Students/Young Professionals segment. Considering that there are two universities within the city of Waltham, a large market exists on which Moody Street can capitalize. Bentley University and Brandies University, both located within just a few miles of Moody Street, have over 7,400 students combined; Moody Street should take full advantage of this sizable and readily available market. About 78% of College Students/Young Professionals have checking accounts and debit cards, and 56% have credit cards.[11] These percentages have increased significantly over the past few decades and indicate an increase in the spending power of consumers in this segment. As depicted in Table 2.1, 18-25 year olds have a strong affinity for shopping and are more likely than other adults to be "impulsive shoppers"; forty-one percent of consumers in this segment express that they "tend to buy things spur of the moment," whereas only 30% of the remaining adult population feel this way.[12]

Table 2.1 Percentage of Americans who agree with the following statement: "I really enjoy any kind of shopping."

All Adults (ages 18+)	25%
18-24 year olds	35%
25-34 year olds	29%

From the survey sample, a majority of the College Students/Young Professionals segment stated that they only visited Moody Street between one and five times in the last month (Figure 2.14). During the day, the number of respondents in this segment that visit multiple locations during a trip was almost equivalent to the number of respondents that only visit to a single location (Figure 2.15). This shows an opportunity to increase both the number of times College Students/Young Professionals come to Moody Street and how long they stay. Incorporating establishments that better fulfill their wants and needs, such as clothing, entertainment, and restaurants when planning for Moody Street growth would improve the commercial environment on the street (Figure 2.16).

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[11] Mintel. (2008, October). *Spending Power of Young Adults - US - October 2008*. Retrieved Nov 28, 2008, from Mintel Market Research Reports database.

[12] Mintel. (2008, October). *Spending Power of Young Adults - US - October 2008*. Retrieved Nov 28, 2008, from Mintel Market Research Reports database.
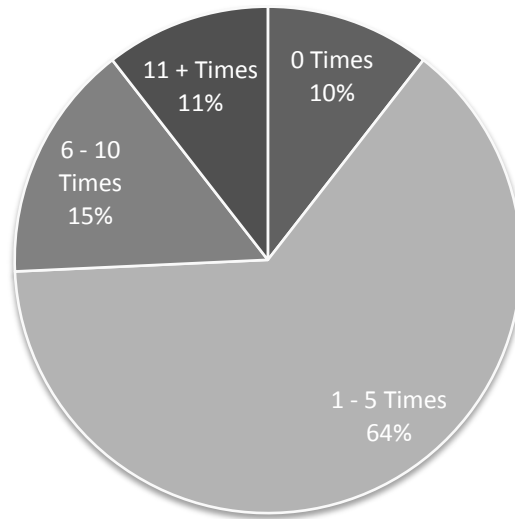
Figure 2.14 College Students/Young Professionals: Frequency of Visits in the Past Month
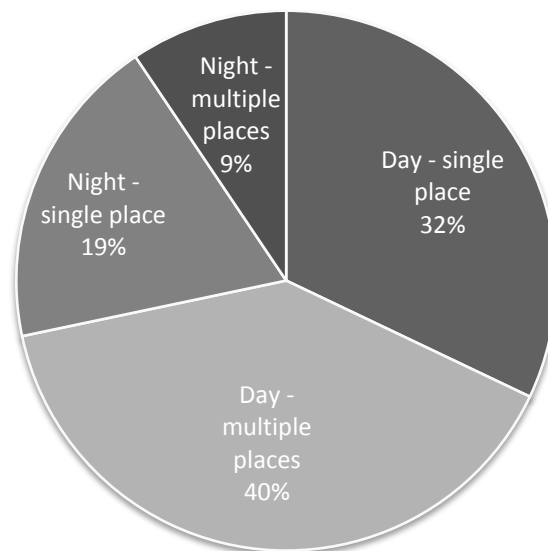
Figure 2.15 College Students/Young Professionals: Propensity to Make Multiple Stops by Time of Day

In addition to clothing stores, many College Students/Young Professionals also suggest entertainment establishments. Many of the respondents in this segment mentioned that they would like to see a dance club, art gallery, or more bars. Collectively, these forms of entertainment could constitute a "night out" and would attract consumers of this segment to the street in the evening. Integrating such establishments into the Moody Street mix would complement the existing restaurants on the street, and may lead to an increase in the number of stops consumers make each time they visit the street at night.

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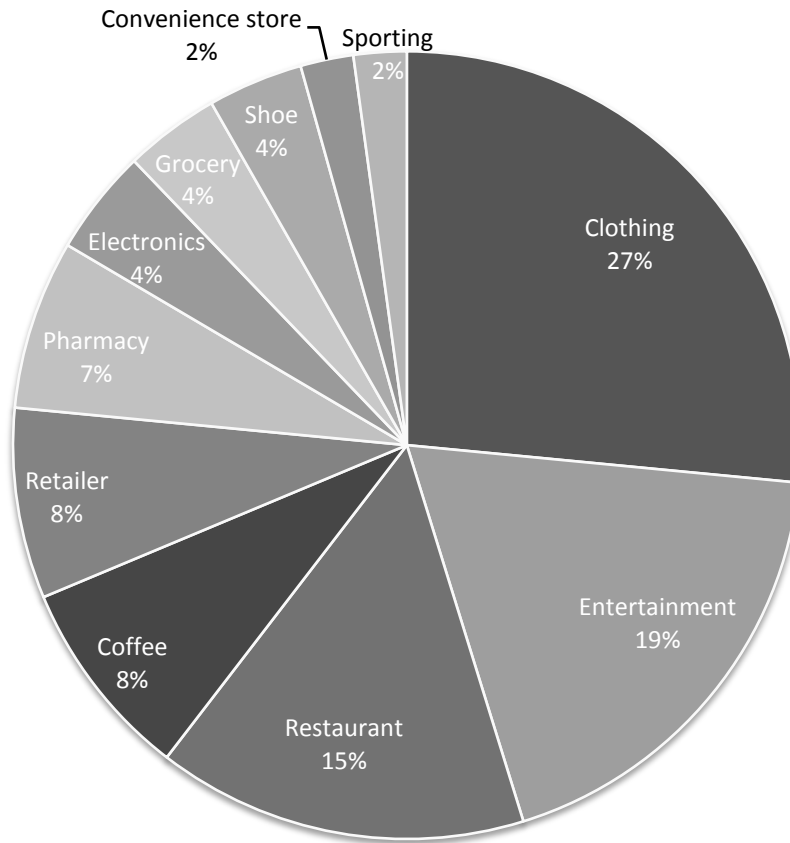
Figure 2.16 College Students/Young Professionals: Suggestions for Store Types on Moody Street[13]

Moody Street is a well-known destination for consumers who enjoy dining out. With the variety of restaurants on the street, many have called Moody Street 'restaurant row' and recommend adding more dining establishments. Survey results indicate that the consumers who are most in favor of adding dining locations to the street belong to the College Students/Young Professional segment.

Business Mix Analysis

Business Breakdown

An important step in planning for the future of a downtown area is to take inventory of the stores that are currently operating in the area. Knowing the types of stores that are there will help to identify which types of stores exist in excess, and which others may be missing. The section of Moody Street from the Charles River to High Street has 112 storefronts, which are broken down into six main categories. These categories are: restaurants and bars, grocery and convenience, hair and nail salons, service, retail, and other. The main retail category is further broken down into subcategories that include: dollar and thrift

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[13] This graph excludes various responses that did not aggregate to any substantial amount and that would have otherwise been classified as "other," in order to prevent from diluting the results.

stores, furniture and furnishings, electronics, jewelers, entertainment, and specialty retail. Refer to Table 2.2 for a list of business mix categories on Moody Street and the number of stores that fall under each category. In addition, Table 2.3 has a detailed inventory of business names that fall under each category.

Table 2.2 Total Number of Moody Street Businesses in Each Category (As of 11/22/08)

Restaurants and Bars		**26**
Grocery and Convenience		**8**
Hair/Nail Salons		**10**
Service		**17**
Retail:		**36**
Dollar/Thrift Stores	*4*	
Furniture/Furnishings	*8*	
Electronics	*2*	
Entertainment: Games/Books/Music	*5*	
Jewelers	*4*	
Specialty Retail	*14*	
Other		**3**
Vacancies		**12**
Total Number of Businesses		**112**

With 26 establishments on Moody Street, restaurants and bars are a large category on the street. While some of these restaurants are open during the day for lunch, most are only open for dinner and late night gatherings. Electronics, furniture and furnishings, jewelers, and entertainment retailers are stores commonly found in shopping districts, and despite stores of this kind on the street being independently owned, they sell products that are offered by national chains that typically appeal to the general consumer. Thrift and dollar stores are large establishments that sell general merchandise at relatively low prices. In particular, the Global Thrift Store is a very large establishment that attracts many consumers from Greater Boston.

In contrast, specialty retail businesses are stores that specialize in a specific type of product or theme that caters to the needs of a niche core consumer. Examples on Moody Street include a teashop, costume shops, a sari shop, adult entertainment stores, and a vacuum specialty store. Such stores add to the uniqueness of Moody Street, as they have an ability to attract specific consumers that may not have come otherwise. Service businesses also have a large presence on the street and include a travel agent, a photo studio, a day care, drycleaners, laundromats and opticians. Rather than attracting consumers from other parts of Greater Boston, these businesses typically cater to Waltham residents.

Table 2.3 List of Business Names on Moody Street by Category (As of 11/22/08)

Restaurants and Bars:
 Asian Grill
 Bison Country Grill
 Bombay Mahel
 Erwan of Siam
 Guanachapi's
 Hong Kong Chinese Cuisine
 Jake's Dixie Roadhouse
 Joco's
 Lincoln
 Little India
 Lizzy's
 Margaritas
 New Mother India
 Ponzo
 Roberts Grub and Pub
 Skellig
 Solea
 Tango Mango (opening soon)
 Tara
 Tempo American Bistro
 The New Landing
 Tom Can Cook
 Tuscan Grill
 Upper Crust
 Watch City Brewing Co.
 Wings Express

Grocery/Convenience:
 African Market
 K-2 Market
 La Chapincita Market
 New Apna Bazaar
 Patel Brothers
 Salem Food Specialty
 United Convenience
 Waltham India Grocery

Salons/Nails:
 A New Image
 Bee-Z Nails
 Blaine Hair and Beauty School

 Feminails
 Henessy's Beauty Salon
 La Coupe Unique Hair Designers
 Los Primos Barber Shop
 Moody Street Tanning Hut
 Omi Salon
 Rose Nails

Service:
 Albert's Photo Studio
 Bay State Eye Associates
 Boston Bay Travel
 Boston Piano Service
 Caritas Medical Group
 Community Opticians
 Driving School
 Kempo Karate
 Kinder Express
 Manasian Inc (Advertising)
 Personalizers (Custom Clothing)
 Queen's Cleaners
 Sparkle Bright Coin-Op
 United Physical Therapists
 Waltham Vision Care
 Welch Optics
 White Cleaners

Retail:
Dollar/ Thrift Stores:
 Family Dollar
 Global Thrift Store
 J&M Dollar Discount
 Shah Dollar Value
Furniture/Furnishings:
 Barsam Rug Center
 Mal Elfman's of Waltham
 Mattress Giant
 New England Office Warehouse
 Rent a Center
 Town and Country Home Furniture
 Woodstuff

Electronics:
 Algaro Enterprises Inc
 Phone Depot
Entertainment-Games/Books/Music:
 Back Pages Books
 Compleat Gamester
 Lexington Music
 More Than Words
 The Outer Limits Comics
Jewelers:
 Deccan Jeweler's Ltd
 Edward's Jewelry
 Goldcrafter's Jewelry
 Marcou Jewelry
Specialty Retail:
 Aalock International (Sari Shop)
 Amazing.net (Adult Novelty)
 Anderson Florist
 Eastern Coast Costume Shop
 Edible Arrangements
 El Rey Enterprise II (Gift Shop)
 Frugal Frames
 GAPKA Fine Arts Materials
 Glory Blooms Flowers
 Gourmet Pottery
 Lifestyles Adult Novelty
 Moody St. Nutrition (Opening Soon)
 Mr. Sweeper
 The Tea Leaf

Other:
 Bank of America ATM
 Center for Digital Imaging Arts 1
 Center for Digital Imaging Arts 2

Figure 2.17 provides a percentage breakdown of store types on Moody Street. Restaurants and bars make up almost a quarter of the total storefronts, and when coupled with other food-oriented stores, such as convenience and grocery stores, the pairing makes up almost a third. Vacant storefronts are also a relatively large percentage (11%) with a total of twelve storefronts. When filled, these twelve storefronts could contribute to redefining Moody Street.
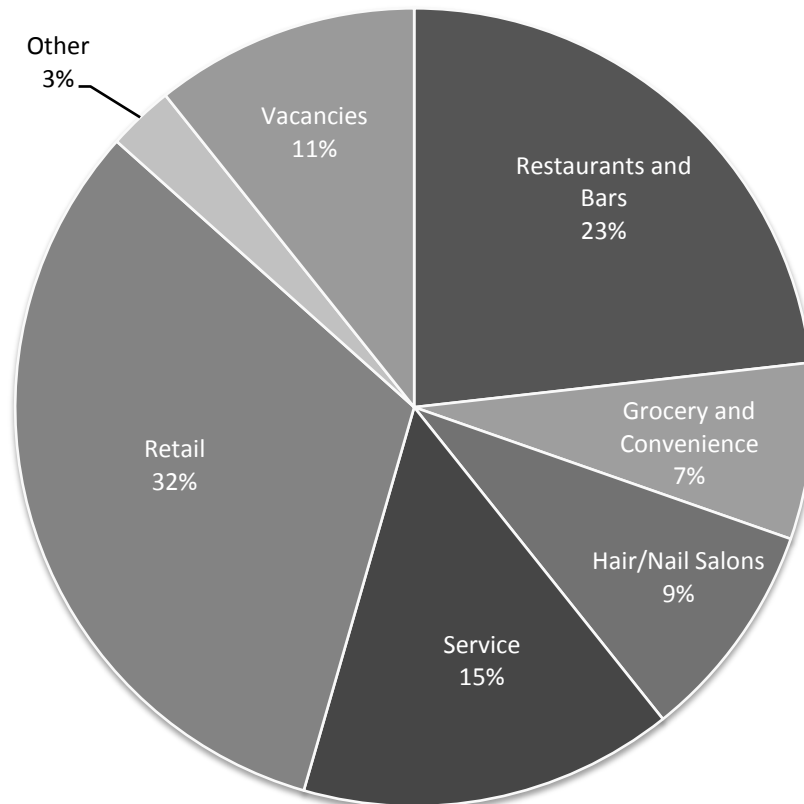
Figure 2.17 Breakdown of Business Types on Moody Street

Even though only 30% of the stores on Moody Street are restaurants and grocery stores, many consumers still view the street as food-oriented. A participant of the Waltham Residents focus group explained that, "When I think about Moody Street, I think about food…I think of the ethnic foods, all of the different restaurants, all of the different bars, it's mostly food oriented." This comment was agreed upon by all the participants. In the surveys, around 30% of respondents used the words "restaurant," "bar," "food," and other similar synonyms to describe Moody Street. A focus group participant added, "I work in Boston and a lot of people have been telling me that; [if you] mention the word Waltham, the only thing that [comes to their mind] is the restaurants – that's it."

Waltham Residents

Greater Boston

College Students/Young Professionals
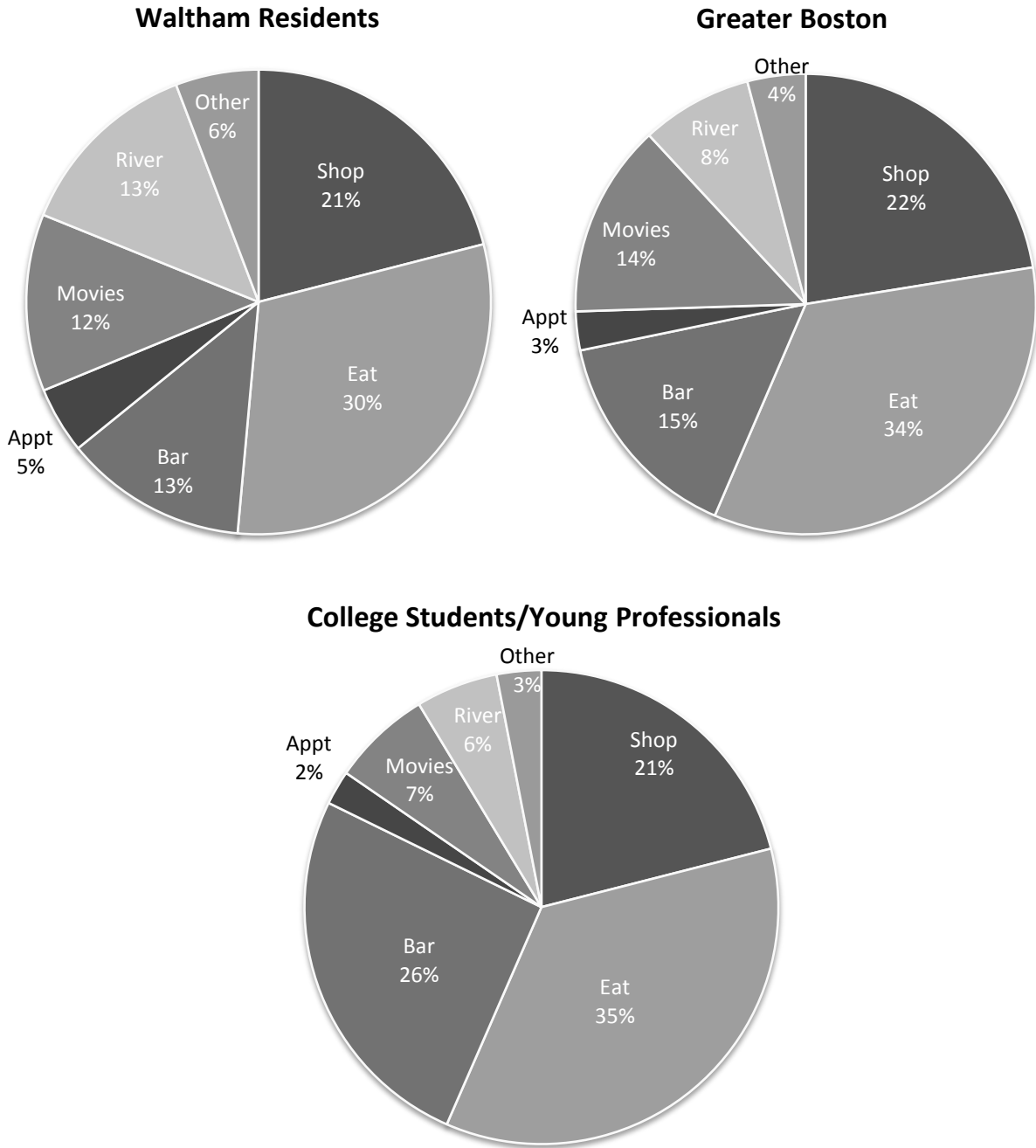
Figure 2.18 Most Popular Moody Street Activities Separated by Market Segment

The on-site and online survey results also show that consumers on the street in all three segments primarily go to Moody Street to eat at a restaurant and/or go to a bar (Figure 2.18). As shown above, 61% of respondents surveyed on the street in the College Students/Young Professionals segment listed eating and going to a bar as one of their top three activities on Moody Street. Similarly, 49% of the Greater Boston Resident and 43% of the Waltham Resident segments responded that eating at a

restaurant and/or going to a bar as one of their most frequent activities. Given these results, it is clear that the restaurant sector is a vital component to Moody Street's viability and success.

Although the success of Moody Street can be partially attributed to its reputation for restaurant variety, there is a potential for over-saturating the street with restaurants. Despite the fact that several restaurants serve lunch, many are considered dinner destinations, attracting crowds that tend to gather on the street after 6:00 pm, particularly on Thursday through Sunday nights. Throughout tenant surveys, many restaurant owners specifically cite parking as an issue for both the business and its customers. Parking availability in the evening is a potential problem, and as such, an increase in the number of restaurants open during later hours would most likely exacerbate the issue. Therefore, restaurants that specialize in daytime service, like sandwich cafés, could do well because there currently aren't many on Moody Street and parking is less of a problem during the day. A more detailed study regarding parking availability is discussed in the Chapter 4.

Moody Street Organization

An analysis of the layout and organization of the street provides an alternate perspective on Moody Street's business mix. The map on the next page (Figure 2.19) marks every occupied and unoccupied storefront between the Charles River and High Street. Each segment is colored depending on its major business category. This map provides an easy way to visualize what types of stores are prevalent on the street, as well as their locations with respect to one another. Such observations make it is easier to determine which types of business could fill the vacancies, and where they could be strategically located along the street.

The relatively large number of restaurants and the locations of each on the street are detailed on the map. The majority of blocks contain at least two restaurants, so from any point on the street a number of dining locations are visible. This fact reinforces Moody Street's popular nickname of "restaurant row." The clustered dining area makes Moody Street more of a well-known dining destination instead of a shopping destination. With this and the number of vacancies on the street in mind, filling these empty storefronts with retail locations rather than restaurants would enhance Moody Street's shopping environment and would complement the number of existing restaurants.

While Moody Street currently has several different types of retail stores, additional store types that would further attract the three primary market segments are absent from the street. Many of our focus group participants and survey respondents felt that for the most part, Moody Street currently attracts a narrow consumer group that isn't necessarily representative of the overall community. The grocery and convenience stores are mostly ethnic-oriented and are primarily focused on the needs of a particular ethnicity, such as Indian or Latino consumers. The few clothing stores present on Moody Street are also either ethnic in nature, such as Aalok International, or are discount used clothing, like the Global Thrift Store, which also serve a specific market. Therefore, for those consumers who are not part of this narrow consumer base, Moody Street is a less appealing commercial destination.
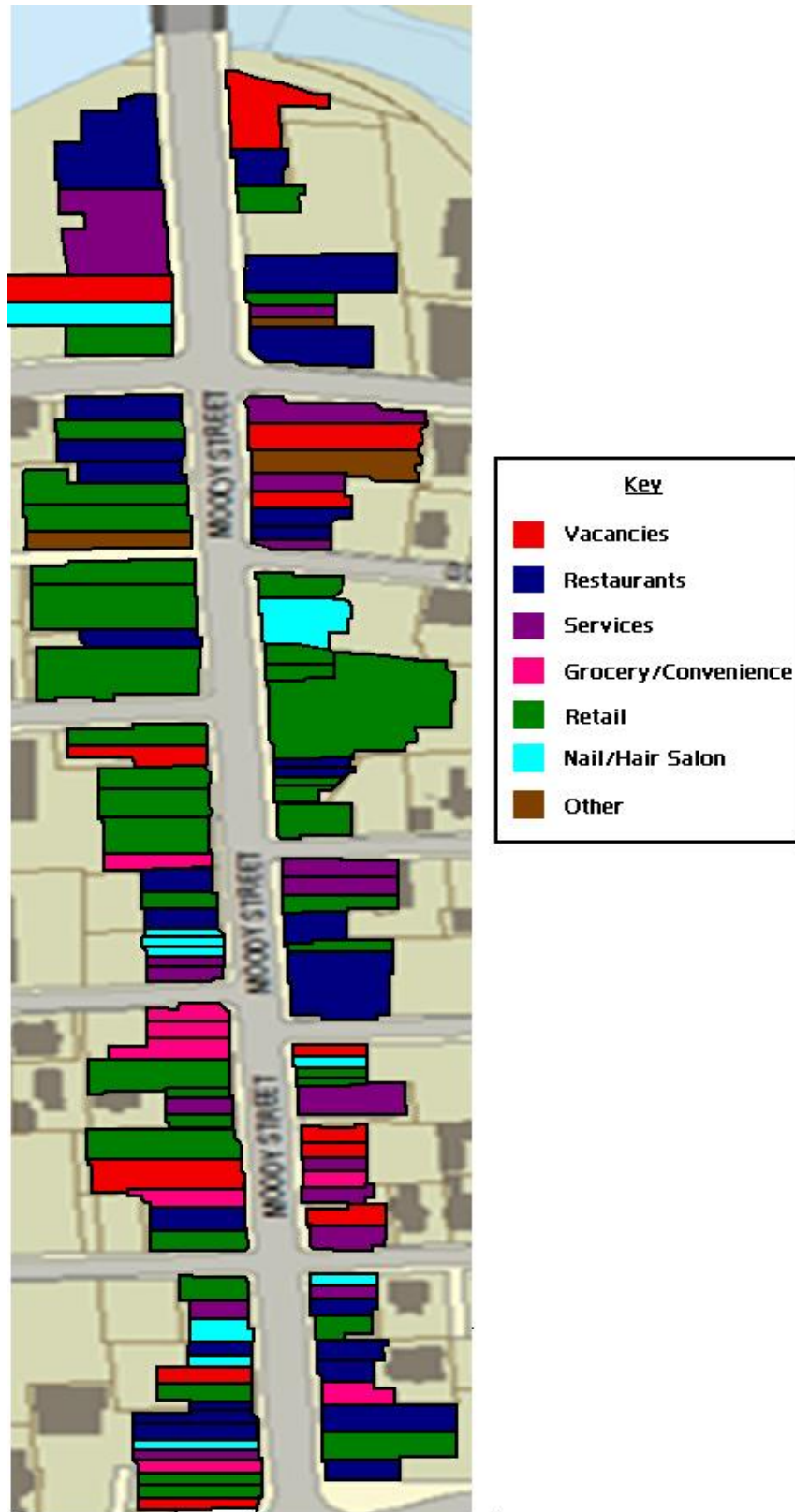
Figure 2.19 Moody Street Business Mix Map (As of 11/22/08)

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There are a few retail businesses, particularly specialty stores like The Tea Leaf, that attract different niche groups, but not necessarily a broader market. However, such stores are not common on Moody Street and do not have many complementary stores that would encourage new customers to extend their stay on the street. Additions to Moody Street that show potential in terms of their compatibility with consumer groups include a higher-end general merchandise or department store, as such stores attract and are able to fit the needs of multiple, more general markets. The placement of stores, in terms of how close stores of the same type are to one another, is also important to the success of any shopping destination. Having stores of the same type clustered in any one area has both advantages and disadvantages. For example, if a consumer were shopping for comparison goods, which are purchased infrequently and require comparing prices before buying like furniture, having several furniture stores in close proximity to one another would be ideal. This arrangement would be attractive to consumers who want an area in which they have the ability to compare various product alternatives in one convenient location.

When multiple stores of the same type are too close to one another, however, consumers are less likely to walk the length of the street. If consumers are encouraged to walk down the street en route to their next destination, foot traffic on the street would increase and consumers may discover stores in between their two intended destinations that they may not have noticed otherwise. For example, grocery and convenience stores on Moody Street are primarily located within one and a half blocks from one another. If another grocery store were to open in one of the vacancies that are located in close proximity to the existing locations, consumers looking to shop at a grocery store would have no reason to explore other stretches of the street. Instead, if a grocery store were to open farther up the street towards the river, these customers would most likely walk the short distance to the other store and would perhaps discover a new store along the way.

Trade Area Analysis

When entrepreneurs seek out business locations, they analyze the current and potential consumers in the area to determine if these consumers are satisfied with the current offerings; if consumers are not satisfied, this presents a promising business opportunity. Based on consumer responses, it is important that the Moody Street environment realize its potential to better meet the needs of its consumers. A location that both appeals to a broader audience and fulfills the desires of both new and repeat consumers will be the key to Moody Street's success.

Figure 2.20 displays a map of Moody Street and the approximate two-mile radius surrounding the street. This map is marked with select business establishments suggested by consumers for Moody Street that already exist in the surrounding area. Although not exhaustive, the map reveals significant aspects that Moody Street may be missing. The majority of businesses that consumers have suggested for Moody Street are not located within walking distance from the street. Some establishments that
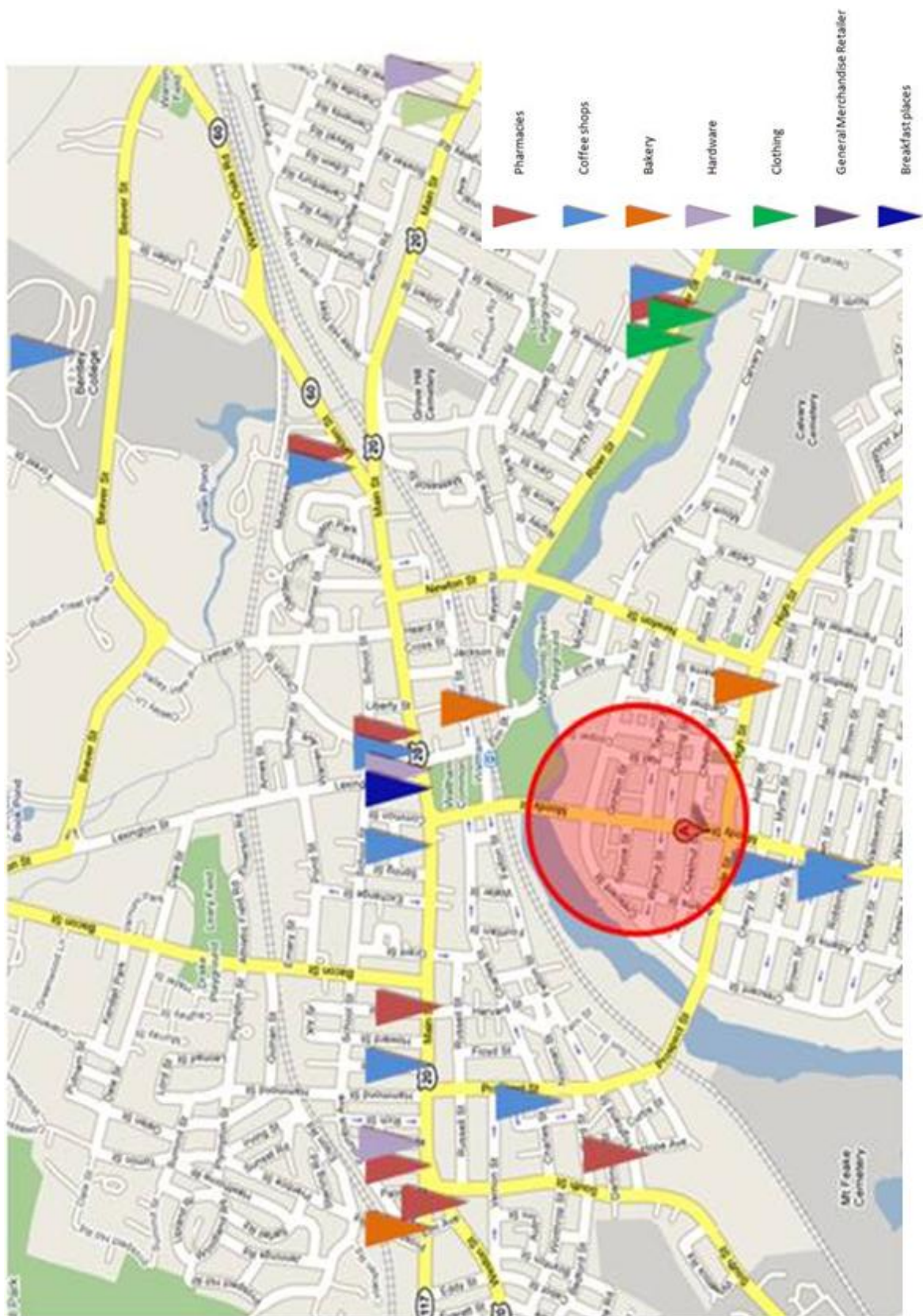
Figure 2.20 Moody Street Trade Area Map

are commonly found in downtown areas, such as pharmacies and coffee shops, are not available to Moody Street consumers within a half a mile of the street. Focus group participants have stated that they would like Moody Street to be a "one-stop" destination for all their needs. One respondent mentioned that during her lunch break, she would like to be able to run her errands and pick up food in one location. However, since Moody Street does not offer such convenience, she has been "forced to take her business elsewhere."

While Moody Street has much to offer its consumers in terms of restaurants and specialty retailers, many establishments that appeal to a broader audience as indicated by survey respondents are not located on, or in close proximity to, Moody Street. This could prove advantageous for businesses classified in these categories that may be looking to locate to Moody Street. Given the competitive landscape and the unfulfilled demand of surveyed consumers for particular types of establishments, an opportunity exists for businesses to locate to Moody Street to serve existing consumers in additional ways.

Clothing stores are one sub classification of the retail sector that attract a wide customer base but are not found on Moody Street. One advantage that clothing stores have is that they promote browsing, which encourages consumers to spend more time on the street. This type of store is most frequently visited during the day, so customers driving to the street would be less likely to encounter the parking problems that arise at night. If vacancies are filled with types of businesses that are presently absent from Moody Street, the street could transform into a more prosperous retail destination. Vacancies are important to any retail environment, as they provide the opportunity for the addition of new businesses that could both complement and enhance the existing commercial environment.

Establishing a cohesive strategy when planning would greatly benefit the downtown area surrounding Moody Street. The red circle depicts the scope of this study and shows that there are many opportunities for new establishments. With hopes of attracting new customers and fulfilling the unmet needs of existing consumers, potential businesses have much to gain by opening on the street.

Sales Analysis

Conducting a sales analysis is a crucial aspect of understanding the existing market and economic conditions of an area. It analyzes the current sales information for a trade area as well as the potential sales an area could capture. When the resulting potential sales level differs from the actual sales, this indicates that either sales are very successful or there is room for growth. This information can be used as a comparative reference when planning for business development. Studying the demographics and the overall economic conditions in the city of Waltham can not only aid the city, but also Moody Street, which is one of its main downtown areas.

Current Sales

The current sales figures used for this analysis are from the 2002 Economic Census report from the United States Census Bureau.[14] Sales are detailed for every city or town into NAICS (North American Industry Classification System) codes. Table 2.4[15] displays the figures for the Retail Trade, or code 44-45. This code is defined as "establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise." A complete breakdown of this sector can be found in Table 2.2. The Census Bureau also provides figures for Food Services & Drinking Places, which is code 722. This classification is defined as establishments that prepare meals, snacks, and beverages to a customer order for immediate on-premises and off-premises consumption. The subcategories of the food services industry and their respective sales can be found in Table 2.5.[16] Total sales for retail and food services for Waltham is approximately $742 million.

Table 2.4 Retail Trade Figures for Waltham, MA

Description	Establishments	Sales (in $1,000's)
Total Retail Trade	219	$ 615,986
Motor vehicle & parts dealers	14	$ 60,743
Furniture & home furnishings stores	13	$ 9,305
Electronics & appliance stores	18	$ 15,445
Building material & garden equipment & supplies dealers	18	$ 103,070
Food & beverage stores	45	$ 95,918
Health & personal care stores	16	$ 66,965
Gasoline stations	21	$ 48,871
Clothing & clothing accessories stores	16	$ 18,145
Sporting goods, hobby, book & music stores	11	$ 12,115
General merchandise stores	4	D[17]
Miscellaneous store retailers	15	D
Non-store retailers	28	$ 44,837

Table 2.5 Food Services Sales Figures for Waltham, MA

Description	Establishments	Sales (in $1,000's)
Total Food Services & Drinking Places	198	$ 126,654
Full-service restaurants	65	$ 53,116
Limited-service eating places	83	$ 39,109
Limited-service restaurants	68	$ 28,331
Snack & nonalcoholic beverage bars	15	$ 10,778
Special food services	42	$ 30,376
Drinking places (alcoholic beverages)	8	$ 4,053

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[14]This is the most recent information, as the 2007 Economic Census data has yet to be released.
[15]Economic Census. United States. Department of Commerce. Census Bureau. 2002.
[16] Economic Census. United States. Department of Commerce. Census Bureau. 2002.
[17]D= Withheld to avoid disclosing data of individual companies; data are included in higher level totals

The retail sales per capita, also from the 2002 Economic Census, are around $10,500 for Waltham, in comparison to an average of $11,500 for the entire state of Massachusetts. The retail sales per household are approximately $26,500, which is a decrease of $1,800 from the reported level of $28,300 in 1997. This suggests either a decrease in consumer spending overall, or that residents are spending their income elsewhere.
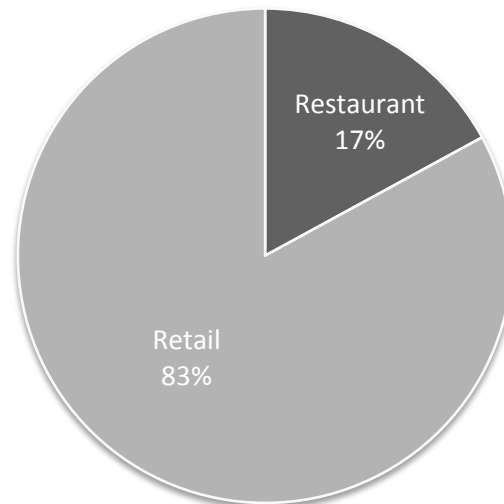
Figure 2.21- Retail vs. Restaurant Sales in Waltham

Figure 2.21 shows the comparison between retail trade sales and restaurant sales in Waltham. Although restaurants and food services may be successful on Moody Street, the retail trade currently comprises a greater percentage of sales in the city of Waltham.

Potential Sales

Potential sales figures are based on several factors. This market potential is computed by multiplying the average household expenditures on various retail goods and food services by the number of households in the area (as depicted below):

Average household expenditures x Number of households = Potential sales[18]

The potential sales figure is then used to identify the existence of a sales surplus, balance, or leakage. It is found by computing the difference between the actual sales of the area and the potential sales the area could be capturing:

Potential sales - Actual sales = Sales gap (Leakage or Surplus)

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[18] The Community Land Use and Economics Group, LLC. Sales Gap Analysis for Buena Vista, Virginia. Rep.No. Arlington, VA: The Community Land Use and Economics Group, LLC, 2005.

A sales gap means that there is a difference between the potential sales an area could be capturing and its actual sales. A positive difference would result in a sales leakage for the area, which indicates that residents of the trade area are not spending as much as they could in their local market, but rather in surrounding areas. This could suggest an unmet demand for certain products or services. Alternatively, when the difference results in a negative number, a sales surplus exists for the area. This means that local businesses have sales that exceed their residents' spending capability and that retailers have successfully captured sales from clients in surrounding areas. The potential sales could also equal the actual sales, which is a sales balance. This does not necessarily mean the area is capturing 100% of its potential, but rather that the area could be attracting enough sales from non-residents to fill those sales that have been lost to neighboring cities.[19]

The calculation of sales potential typically incorporates all households in the trade area. For this study, however, only the residents of Waltham and students from universities in Waltham were used in the initial calculation. This population includes the majority of consumers and is a customer base that is easily attainable for businesses in Waltham to reach. After computing the total potential for Waltham residents, this number was projected to reflect the complete sales potential.

The estimated potential retail and food sales calculated for Waltham are around $818 million, which is 10% greater than the current sales figures. This potential was calculated by multiplying the average household expenditures by the number of households in Waltham. Expenditures were calculated as a percent of the median household income. According to the U.S. Department of Labor, approximately 32% of taxable income is allotted for expenditures for food (10%), transportation (6%), apparel and services (3%), and leisure activities (12%).[20] Leisure activities include entertainment, personal care products and services, education, tobacco products and smoking, and miscellaneous. For this study, about half of the total allotted expenditures for transportation were taken into account. Transportation costs include public transportation, gas, vehicle purchases, and other vehicle expenditures. Because approximately half of the items in these categories can be considered as a cost of living rather than discretionary income available for retail and restaurant sales, they were not included in this calculation.

The potential sales from students at Bentley University and Brandeis University were also added to the sales potential in Waltham. These students represent around 7,500 consumers whose average annual disposable income is around $2,600.[21] The number of students times the average expenditure per student, was added to the potential from local residents. Considering the majority of students are only at school for nine months of the year, only 75% of the college potential was used in the calculation. The college student population in Waltham is a large market that could be effectively leveraged to increase sales in the area.

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[19] Joncas, K. Step-By-Step Market Analysis: A Workbook for Commercial District Revitalization. Washington, DC: National Main Street Center/ National Trust for Historic Preservation, 1995.

[20] Consumer Expenditure Survey. United States. Department of Labor. Bureau of Labor Statistics. 2005.

[21] Youth Woods, Bob. "Linking up with wired youth: Generation Y, the millions of boomers' babies, are online. Are you ready to do business with them?" The Chief Executive Mar. 2002.

The total Waltham potential sales figure was projected outward to include the trade area. According to the on-site consumer survey, Waltham residents comprise around 63% of the current consumer base on Moody Street. This percentage was then used to project the potential sales figure[22] to include the remaining 37% of business from non-residents. Instead of non-residents, college students are considered residents of Waltham for nine months out of the year in this study, even if they are not native to the area. The computation resulted in total potential sales of around $818 million for Waltham.

Sales Gap

Computing the difference between current and potential sales indicates that the city of Waltham is currently operating at an estimated sales leakage of $75 million. The leakage distribution is outlined in Table 2.6. This finding has several implications for Moody Street.

Table 2.6 Sales Leakage Distribution (in $1,000's)

Description	Actual Sales	Potential Sales	Sales Leakage
Total Retail Trade	$615,986	$678,807	$62,821
Total Food Services & Drinking Places	$126,654	$139,570	$12,916
Total	*$742,640*	*$818,377*	*$75,737*

As previously mentioned, a sales leakage indicates that the potential for sales in the area is larger than the actual sales. This could signify that residents of Waltham are going elsewhere to shop, or that Waltham has unsatisfied demand in its retail and restaurant market.

Even if there is a leakage or unmet demand, this does not necessarily mean that the area can in fact support more businesses, or that new businesses will succeed. There are many different factors to consider and a more detailed examination would be necessary to provide further insight.

Besides determining if a sales leakage or surplus exists, examining changes in demographics for the area can also provide useful information. Current and historical demographic information regarding Waltham is outlined in Table 2.7.[23] The number of households in Waltham has continued to rise, possibly signaling an increase in disposable income and buying power for the city as a whole. The rise in household income also suggests a higher buying power, although the recent growth has not been as significant as that in prior periods.

Table 2.7 Comparison Demographics of Waltham, MA

Year	Population	% Change	Households	% Change	Median Household Income	% Change
2007	59,758	1%	25,869	1%	$60,502	12%
2000	59,226	2%	23,207	2%	$54,010	40%
1990	57,878	---	20,728	---	$38,514	---

[22] Potential sales from Waltham residents was divided by 63% to project the potential to 100%.
[23] Centennial Census. United States. Department of Commerce. Census Bureau. 1990, 2000, and 2007 estimate.

Comparable Locations

Examining sales and demographic information for comparable locations is also an important aspect of a comprehensive market analysis. The locations in Massachusetts chosen for this study are Watertown, Somerville, and Newton, based on their geographic location in relation to Waltham and consumer preferences to shop in these areas. Table 2.8[24] highlights key aspects of the comparable cities in respect to Waltham.

Table 2.8 Overview of Comparable Locations

Location	Approximate Distance from Waltham (miles)	Population	# of Households	Retail Sales per Capita	Retail Sales per Household	Median Household Income
Waltham	-----	59,226	23,207	$10,472	$26,543	$54,010
Watertown	4	32,986	14,629	$20,453	$45,729	$59,764
Somerville	10	77,478	31,555	$7,866	$19,141	$46,315
Newton	5	83,829	31,201	$13,782	$36,865	$86,052

These three areas are comparable to Waltham for several reasons. They are all fairly close to Waltham and Moody Street, and therefore, share the same trade area. This means that they all have the potential to attract the same consumer base from the same geographical area. In addition, they have downtown areas similar to that of Moody Street, as outlined in Chapter 5. In the on-site survey, a majority of respondents indicated that they travel to Watertown to shop and Newton to dine; Somerville was also a common response as both a popular shopping and dining destination. This may indicate that Waltham's sales leakage is now being captured by Watertown and the other comparable cities. Tables 2.9[25] and 2.10[26] compare the retail and food sales per category according to the 2002 US Economic Census for the three comparable towns.

Although the retail sales numbers in Tables 2.9 and 2.10 may differ drastically from one location to another, the figures can be deceiving at first glance because several factors need to be considered, such as the number of households or number of commercial establishments in a given city.

Analyzing Waltham with respect to the comparable cities reveals several important results. Waltham has almost 1.6 times the number of households and 1.8 times the population of Watertown, which is Waltham's closest comparable city of the three. However, despite the fact that Waltham is a larger city, Watertown's total retail sales surpass that of Waltham. Watertown's retail sales per household are approximately 76% of its median household income. This is a disproportionate sales figure in comparison to income levels, and may indicate that Watertown receives much business from residents

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[24] Economic Census. United States. Department of Commerce. Census Bureau. 2002. And Centennial Census. United States. Department of Commerce. Census Bureau. 2000. (Note: 2000 US Census data is used for household information and population because the retail trade sales are based on the 2002 Economic Census, which is the most recent census of this information.)
[25] Economic Census. United States. Department of Commerce. Census Bureau. 2002.
[26] Economic Census. United States. Department of Commerce. Census Bureau. 2002.

of surrounding cities. This analysis, however, does reveal that Waltham, Somerville, and Newton have similar proportions of income to sales per household, which hovers around 40%.

Table 2.9 Comparable Retail Sales Figures (in $1,000's)

Description	Waltham	Watertown	Somerville	Newton
Total Retail Trade	*$ 615,986*	668,968	603,989	1,150,231
Motor vehicle & parts dealers	$ 60,743	236,584	126,520	196,652
Furniture & home furnishings stores	$ 9,305	11,866	D	75,978
Electronics & appliance stores	$ 15,445	D	D	36,132
Building material & garden equipment & supplies dealers	$ 103,070	93,084	104,251	53,846
Food & beverage stores	$ 95,918	82,699	155,404	206,730
Health & personal care stores	$ 66,965	26,545	71,427	76,520
Gasoline stations	$ 48,871	22,035	30,069	44,831
Clothing & clothing accessories stores	$ 18,145	51,766	11,858	188,718
Sporting goods, hobby, book & music stores	$ 12,115	7,837	8,186	56,433
General merchandise stores	D[27]	D	36,844	D
Miscellaneous store retailers	D	D	D	D
Non-store retailers	$ 44,837	51,724	19,036	40,016

Table 2.10 Comparable Food Services Sales Figures (in $1,000's)

Description	Waltham	Watertown	Somerville	Newton
Total Food Services & Drinking Places	*$ 126,654*	D[28]	D	*148,814*
Full-service restaurants	$ 53,116	n/a	29,592	86,056
Limited-service eating places	$ 39,109	20,956	32,224	48,769
Limited-service restaurants	$ 28,331	n/a	22,709	30,107
Cafeterias, buffets, & grill buffets	n/a[29]	D	n/a	n/a
Snack & nonalcoholic beverage bars	$ 10,778	8,157	9,515	18,662
Special food services	$ 30,376	3,651	D	D
Drinking places (alcoholic beverages)	$ 4,053	n/a	8,826	n/a

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[27] D = Withheld to avoid disclosing data of individual companies; data are included in higher level totals

[28] D= Withheld to avoid disclosing data of individual companies; data are included in higher level totals)

[29] Information was not provided or is not applicable to the city.

Table 2.11 depicts the average sales per establishment for retail trade and food services for Waltham and all of the comparable locations. Interpreting the data according to the number of establishments in each city illustrates that all three comparable cities are outperforming Waltham. Although only sufficient data is available to compute the average restaurant sales per establishment for Waltham and Newton, these figures show that Newton exceeds Waltham in this aspect as well.

Table 2.11 Average Sales per Establishment (in $1,000's)

Description	Waltham	Watertown	Somerville	Newton
Total Retail Trade	$2,813	$3,716	$3,432	$3,011
Total Food Services & Drinking Places	$640	n/a[30]	n/a	$855

The analysis of comparable towns positions Waltham at a slightly below average level for sales performance in both the retail and restaurant sectors. Several observations suggest that many nearby cities and downtown areas attract business from residents of the surrounding areas. A goal of Waltham could be to encourage its residents to purchase goods locally, which will also aid in the growth of the local economy. In addition, increasing Moody Street's appeal to customers may attract the spending power of residents in nearby areas.

A careful assessment of the city of Waltham and surrounding cities is of great use for the Moody Street study. However, isolating the sales of Moody Street in particular and comparing these figures to those in other cities' respective downtown areas would provide an analysis that is more tailored towards downtown markets. Completing such an in-depth sales analysis would require considerable time and resources, but would be invaluable to the revitalization efforts of the Moody Street area.

Implications for the Future of Moody Street

When looking to increase sales in an area, a key component is computing consumers' buying power and analyzing ways to maximize its potential. A commercial area can focus on either capturing more revenue from of its existing customers or on attracting new consumers.

This has several implications for Moody Street. The cost of attracting new customers is far greater than increasing the dollar amount that current customers spend on the street. Therefore, it would be beneficial for Moody Street to focus on increasing its appeal to current customers. In the consumer survey, a majority of respondents voiced concerns regarding Moody Street's traffic, parking, streetscape, and lack of retail variety and quality. Addressing these concerns may help increase sales on Moody Street. Studying certain aspects of retail in Waltham and on Moody Street, such as the categorical distribution of the retail trade, could provide more insight. For example, Waltham's retail sales figures for clothing and accessories are considerably below that of Watertown. This could indicate

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[30] Not enough data was available from the U.S. Census Bureau to calculate average sales per establishment for Watertown and Somerville.

that because there may be an unmet demand for this type of retail store in Waltham, residents must go elsewhere, such as Watertown, to fulfill this need. Enticing residents to shop locally is not only convenient for local consumers, but also fosters economic growth in their downtown commercial area.

Although there are various ways for a commercial district to capture more consumers, an increase in sales is by no means a straightforward objective. For some areas, this may be due to the poor distribution of businesses, the presence of a more vibrant shopping area nearby, or socioeconomic reasons as to why consumers are less likely to purchase goods in a particular area even if they have the buying power to do so. For example, an area with a large ethnic population may respond differently to a particular store than would an area with a more varied demographic. A high concentration in a certain sector or business category could also lead to a sales surplus in one area and leakage in another.

If a sales leakage exists in a city, it is important to determine if the area can sustain more business development prior to initiating an action plan. A more in depth analysis of Moody Street's current businesses and the street's ability to sustain alternative business categories is crucial, as previously mentioned in the Consumer Analysis and Business Mix sections of this chapter. Alternatively, a sales surplus, in which an area's actual sales exceed its calculated potential, does not necessarily signify that the area cannot support continued business development. There may be a strong cluster of restaurants or niche stores that attract enough outside consumers for the area to allow for the addition of more businesses. For example, a business strong in e-commerce, relying mostly on internet sales, could thrive in a downtown market without needing to depend on locally generated sales.

The current state of the economy and consumer spending trends can also affect potential sales in an area. According to the Massachusetts Department of Revenue, the growth of the Massachusetts economy is expected to slow along with the national economy during fiscal year 2009. This will hinder economic growth in Massachusetts, and will specifically affect the areas of construction, household wealth, and consumer spending. Personal income is expected to rise by only 3.4%-4.6%, compared to an increase of 4.9%-5.7% during fiscal year 2008. This decline in growth rate may also lead to a reduction in households' level of disposable income, which could reduce the overall buying power of the trade area.

Growth rates for a number of economic determinants in Massachusetts are outlined in Table 2.12.[31] According to both cited sources, growth for every category listed is expected to slow in fiscal year 2009, including the area of retail sales. This may hinder the level of potential retail sales Moody Street is able to capture and should be taken into account when creating future plans for the street's revitalization.

Current and future developments in the area can also affect the sales potential. For example, the new developments at the Polaroid site and Watch Factory may attract more customers to the area that could increase the total sales potential of Waltham.

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[31] Consensus Revenue Estimate Briefing Book. Massachusetts. Department of Revenue. Fiscal Year 2009. (Note: Fiscal Year 2008 and 2009 percentages represent estimated growth rates since this information is not yet available)

Table 2.12 Massachusetts Economic Growth Rates for Fiscal Years 2007-09

	Fiscal Year 2007	Fiscal Year 2008	Fiscal Year 2009
MA- Global Insight			
Wages and Salaries	5.8%	5.7%	4.5%
Personal Income	5.9%	5.7%	4.6%
Employment	1.0%	0.9%	0.6%
Retail Sales	3.6%	3.2%	2.6%
MA- Economy.com			
Wages and Salaries	5.8%	5.2%	3.1%
Personal Income	5.9%	4.9%	3.4%
Employment	1.0%	0.9%	0.3%
Retail Sales	3.6%	3.1%	2.9%

Although a sales gap analysis is a good starting point for understanding the market of a certain area, further research should be completed before an action plan is implemented. There will commonly be exceptions to estimated results as the economy continues to shift and change. For example, an unmet demand could be filled in a downtown area but consumers simply may not take advantage of this commercial area for any number of reasons. Also, there may be urban areas with consistent sales surpluses and leakages in retail areas, but no matter how much business development is proposed for the area, the sales gaps may persist in the long run. With this consideration, it is necessary to keep in mind that although sales gap analysis is an important consideration in marketing analysis, it is only one of many available tools to implement in the analysis of Moody Street's future revitalization efforts.

Conclusion

A detailed market analysis of Moody Street offers insight into comprehending the complexities of a downtown commercial area. In order to lay the groundwork for a Moody Street revitalization program, it is important to consider the existing business mix, sales gap analysis, and what consumers on the street are ultimately looking for to better their shopping experience.

Analysis from the on-site and online survey was used to better understand the consumer base. The unique consumer segments that make up Moody Street's consumer base are: Waltham Residents, Greater Boston Residents, and College Students/Young Professionals. Each segment poses a promising opportunity for growth. This can be achieved by increasing the number of people in each group that come to the street, as well as increasing the frequency of how often they visit. In order to develop the street to its fullest potential, the wants and needs of each of these segments must be considered individually and holistically in order to implement a plan that will appeal to all market segments.

In planning for a revitalization of Moody Street, it is imperative to consider both consumers and businesses in the development of a cohesive marketing strategy. An analysis of the current business mix

on Moody Street highlights the types of businesses that currently exist and the distribution and organization of these businesses. Investigating the surrounding trade area helps depict the competitive environment and the types of businesses that may be needed to fulfill consumer groups' unfulfilled needs.

Sales gap analysis is also a critical component in the planning for Moody Street's future. Analyzing the current and potential sales of an area, along with sales from comparable areas, allows for a more in-depth understanding of consumer demands that must be considered in the formation of a promising revitalization proposal. Moreover, decreasing the current sales leakage in Waltham by formulating a strategic plan could help to improve the retail sector of Moody Street. The prevailing economic conditions in Massachusetts and forthcoming developments in the immediate area can also provide insight as to how easily the city of Waltham will be able to capture a greater percentage of its potential sales revenue in the coming years.

Findings

- Moody Street's primary consumers can be broken down into three segments – Waltham Residents, Greater Boston Residents, and College Students/Young Professionals. These unique segments need to be considered individually and holistically when planning for Moody Street.

- During the day, Moody Street visitors are more likely to visit multiple locations. It is worth considering incorporating complementary locations for shopping and eating during the day to encourage more consumer stops. More specifically, many respondents cited that they would like to see clothing stores and daytime cafés or coffee shops on Moody Street.

- Currently all three market segments list 'eating at restaurants' as their most frequent activity on Moody Street. There are more than twice as many dining locations on the street than any other major business classification (i.e. apparel, specialty retail, general merchandise, furnishings and furniture, etc.). Filling current vacancies with retail businesses, like clothing and general merchandise stores, would help prevent the potential over-saturation of the street with restaurants.

- There is room from growth in terms of Waltham's total sales for the retail trade and food services area in respect to comparable locations. In an attempt to increase sales, businesses must attract new consumers and establish a repeat customer base. Thus, it is important for Moody Street to address the lack of retail variety and quality concerns that surveyed consumers have specifically expressed.

- A sales leakage currently exists in Waltham, which indicates that surrounding areas are capturing a percentage of the city's sales potential. Encouraging residents to purchase goods locally, specifically in the downtown area of Moody Street, may help recapture the local market. Shopping locally is not only convenient for consumers, but it also allows them to aid in the economic development of their downtown commercial district.

Chapter 3 Regulatory Climate and Business Development

In 1920, the City of Waltham established its first zoning ordinance to control both commercial and economic development.[32] Since then, the regulations and ordinances in Waltham have been adjusted several times to adapt to the changing dynamic of the city and the needs of its residents and business owners. As such, regulations and zoning ordinances affect the way businesses are allowed to operate in the city of Waltham.

During the course of this study, business owners on Moody Street were asked to complete a survey related to areas such as infrastructure, regulations, aesthetics, and parking. A focus group of business owners was also conducted to address these same issues in an open forum setting. Included in our discussion is an analysis of business owners' responses to questions related to the regulatory climate in Waltham and how the existing ordinances and regulations affect the manner in which they operate their business.

In addition to an overview of city regulations and ordinances, this study also includes information related to business development initiatives in surrounding cities. These programs offer many services to current businesses, as well as to entrepreneurs who are considering opening a business in the area. The success of these programs in nearby cities suggests that Waltham could benefit from the implementation of a similar program.

The following analysis focuses on the five areas of regulations that have the greatest effect on business, which include zoning districts, by right usage, signage, parking and special permits.

Comparative Analysis

To frame the discussion of the business climate in Waltham, a regulatory analysis of Watertown and Somerville, two comparable surrounding cities in Massachusetts, was completed. This analysis allows for a cross-town comparison that sheds light onto the regulatory framework in each city and the impact it has had on business development. These cities were selected for comparison based on the relative similarity of both their downtown areas to Moody Street and their residents' demographic makeup to that of Waltham. Both the on-site and online consumer surveys also suggest that Watertown and Somerville are popular dining and shopping alternatives for Moody Street patrons. The focus within each city includes Davis Square in Somerville and Watertown Square.

Watertown has established its downtown commercial district as Watertown Square. Watertown Square encompasses the intersection of Main Street/North Beacon Street (Route 20), Mt. Auburn Street (Route

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[32] Metropolitan Area Planning Council, Central Transportation Planning Staff, and Waltham Planning Department. "Waltham Community Development Plan." City of Waltham Official Web Site. 2005. City of Waltham. 16 Nov. 2008 <http://www.city.waltham.ma.us/PLANNING/PDF%20files2/Master%20Plan%20Waltham%20Final%20Report%205-16-06%20web.pdf>

16), and Arsenal Street. This area is classified as a Central Business zone and is a major traffic thoroughfare (Figure 3.1).

Figure 3.1 Watertown Square Central Business Zone

Davis Square is an area in Somerville where several key roads intersect: Holland Street, Day Street, Highland Avenue, College Avenue and Elm Street. A map of Davis Square is presented in Figure 3.2.
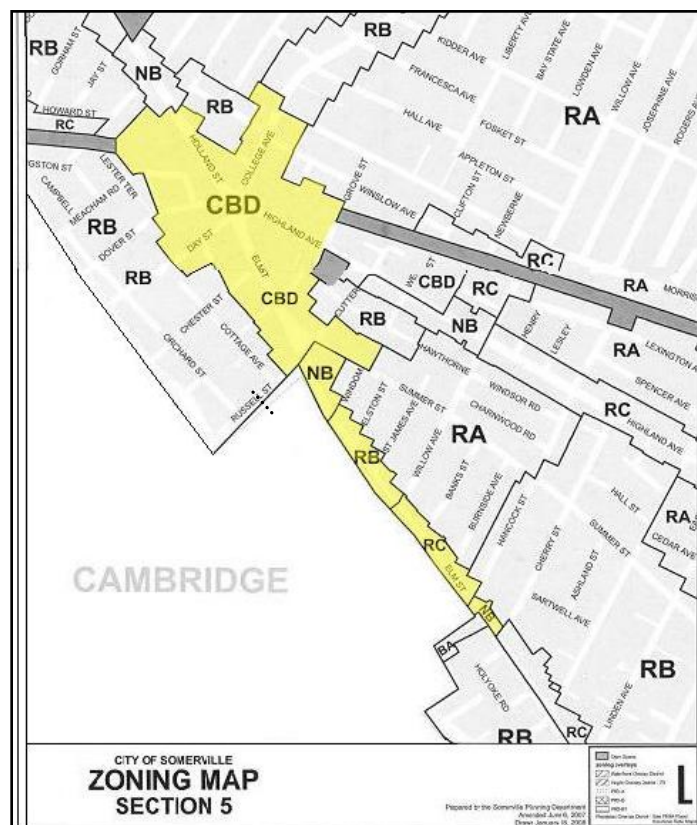
Figure 3.2 Davis Square Zoning Map

Zoning Districts

Waltham

Zoning districts define the proper use of land in a particular area of a city or town, and Waltham is divided into both residential and commercial districts. As seen in Figure 3.3,[33] Waltham's commercial areas are categorized into three zones that include Business A, Business B, and Business C. Moody Street, which is highlighted in yellow, is located in a Business C zone; as such, all of the businesses on the street must adhere to the specific regulations set forth for the Business C district.
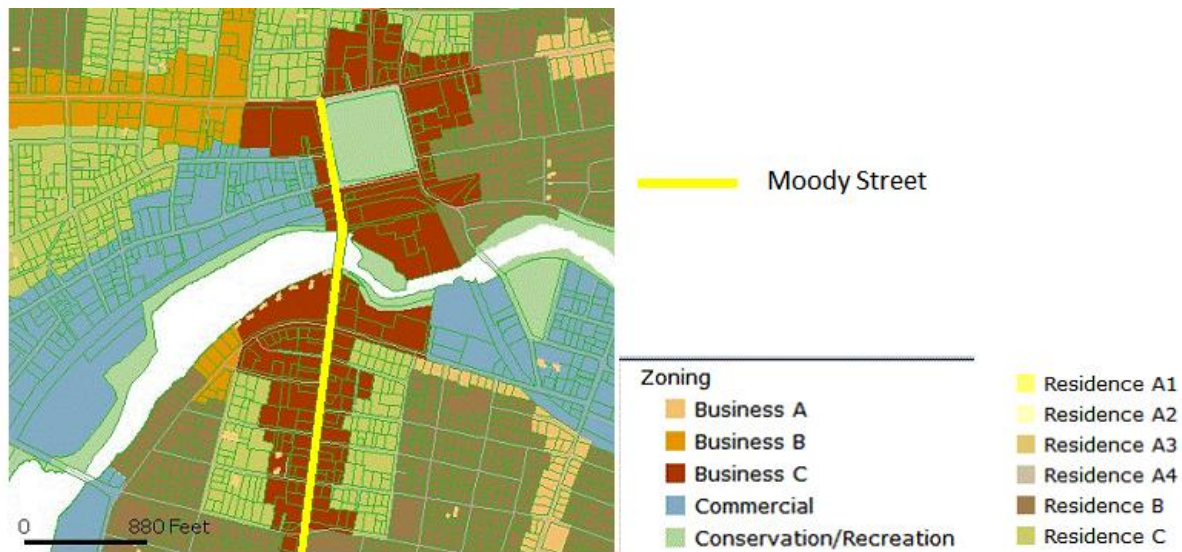
Figure 3.3 Moody Street Zoning Map

The Business C zoning district was added to Waltham's zoning classifications in 1991.[34] Prior to 1991, Moody Street and the surrounding area were zoned as a Business B district. A comparison of the city's development map and zoning map, however, yielded a marked difference in terms of the types of buildings on Moody Street, which included businesses and restaurants, and the residential areas located around the street.[35] Many thought that the commercial zones were destabilizing the surrounding residential neighborhoods, and that downtown development was stalled because the area could not expand any further under the existing zoning laws. Because it was deemed that the commercial district on Moody Street was not likely to expand outward into the existing residential area, the Business C zone was created to allow for an increased density of use for businesses located on Moody Street as a recommendation of the Downtown Revitalization Committee.[36] It was established with the hope of

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[33] City of Waltham Maps Online: Zoning." City of Waltham Official Web Site. 2005. City of Waltham. 16 Nov. 2008 <http://gisweb.city.waltham.ma.us/walthamma/map.aspx?propertyid=r076%20001%200006>
[34] General Ordinances and Zoning Code of the City of Waltham, MA, Zoning Code, Ordinance Number 27265
[35] Interview with Robert Logan, Waltham City Councilor, Ward 9
[36] Ibid

encouraging economic development in the downtown area, as the creation of the Business C zone allowed for a more narrowly focused commercial zone.

City Councilor Edmund P. Tarallo, Chairman of the Waltham Ordinances and Rules Committee, commented on the development and integration of the Business C zone into Waltham's existing zoning mix, saying "this City Council - when the Business C zone was created - spent an extremely long time working to create a zoning district that would allow development downtown that was positive. I think we succeeded in that."[37]

All of Waltham's commercial zoning districts deal heavily with the Floor Area Ratio, or FAR. The FAR is used in zoning to limit the amount of construction on a parcel of land. The construction must adhere to a percentage of the total floor area. For example, if the FAR in a zoning district is 0.10, then the total area of all of the floors in the building cannot exceed one-tenth or ten percent of the area of the parcel itself.

As outlined in Figure 3.4,[38] the FAR allowed in a Business C zone by right is 1.0, while it is only 0.5 in a Business B zone. Upon its creation, the Business C district was granted a greater FAR allowance to promote development in the area, as a greater portion of a building may be dedicated to business use with an increased floor area ratio. With a special permit in a Business C zone, the total floor area of a building can equal up to 250% of the total area of the plot of land on which the establishment is located; with a special permit in both Business A and Business B zoning districts, a building can only equal up to 100% of the total area of the land plot with special permits.[39] A building on a parcel of land in a Business C zone can have multiple levels, but is restricted to a height of 65 feet that cannot be partitioned into more than five floors.[40] Refer to Figure 3.4 for a detailed breakdown of FAR zoning restrictions in commercial zoning districts.

In a Business C zoning district, a new structure may not be built within ten feet of a pedestrian walkway. If the pedestrian walkway is used to gain access to a parking lot or a public area, it must be at least five feet wide.[41] There are also regulations that limit what can be placed on a sidewalk so that there is always a five foot walkway for pedestrians. Limitations include items such as tables, chairs, and sidewalk sales.

Residential uses in Business C zoning are only allowed on the upper levels of a building; the first floor must be dedicated to a business establishment. Businesses and residences in the same building must

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[37] Haley, Nicole. "Moody Street Zone Change Shot Down." Daily News Tribune 17 Jan. 2007. 20 Oct. 2008 <http://www.dailynewstribune.com/archive/x2057691852>.
[38] General Ordinances and Zoning Code of the City of Waltham, MA, Zoning Code, Article III Establishing of Districts, Section 3.5 Special Permits
[39] Ibid
[40] Haley, Nicole. "Moody Street Zone Change Shot Down." Daily News Tribune 17 Jan. 2007. 20 Oct. 2008 <http://www.dailynewstribune.com/archive/x2057691852>.
[41] General Ordinances and Zoning Code of the City of Waltham, MA, Zoning Code, Section 4.12 (13), Ord. No. 27265

have separate or private doorways into their respective areas.[42] This allows business tenants to have full control of their store fronts and convenient access to their stores.

Floor Area Ratios
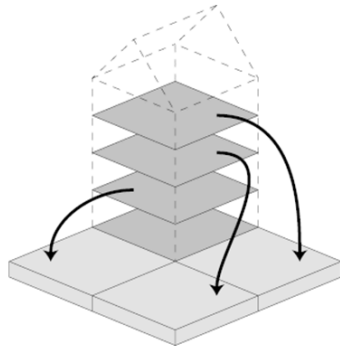
District/ Type	Rights (Normal)	W/ Special Permit
Business A		
Non-Residential	.50	1.0
Retail	.20	1.0
Business B		
Non-Residential	.50	2.5
Retail	.24	2.5
Business C		
Non-Residential	1.0	2.5
Retail	.28	2.0

Figure 3.4 Floor Area Ratios in Business Zoning Districts

Somerville

The City of Somerville is divided between several classes of districts, which include Residence A, B and C, Neighborhood Business, Commercial, Commercial Business, Commercial Residential, Industrial, and Open Space districts. The area surrounding Davis Square is zoned primarily as a Commercial Business district, but also contains certain areas in Residential A and B districts, as well as a small area that is zoned as a Neighborhood Business district. The primary purpose of the Commercial district, which is similar to the Business C district in Waltham that governs Moody Street, is to "establish and preserve business areas bordering main thoroughfares that are attractive to a wide range of uses, including retail businesses and services, housing, government, professional and medical offices, and places of amusement."[43]

Watertown

The business districts in Watertown are zoned as Neighborhood Business (NB), Limited Business (LB), and Central Business (CB) districts, or are part of the Pleasant Street Corridor District (PSCD). The Pleasant Street Corridor District (PSCD) was instituted in July of 2008 and borders both Waltham and

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[42] General Ordinances and Zoning Code of the City of Waltham, MA, Table of Uses Notes
[43] City of Somerville Regulations 6.1.6 BA – Commercial Districts

Newton town lines. The foundation of this mixed-use PSCD zone allows for the co-development of residential, office, and retail initiatives, among other distinctions that include both hotels and research and development uses.[44]

By allowing for such a wide range of uses, the primary objective behind the establishment of the PSCD classification is to increase real estate investment and to maximize development throughout the district.[45] The PSCD plan also outlines such infrastructural enhancements as better maintained walkways, bicycle paths, and roadways to encourage and support an increased level of traffic in the area. The changes implemented in the PSCD to foster business development in the area could also serve as a model for Moody Street in an effort to bring increased awareness and development opportunities to Waltham.

Watertown Square is zoned as a Central Business (CB) district. The CB distinction allows for a maximum Floor Area Ratio, or FAR, of 4.0, and a maximum building height of 55 feet, which cannot be partitioned into more than 5 stories.[2] The 4.0 FAR allowed in Watertown's CB district is higher than that allowed under the Business C District in Waltham, which has a maximum FAR of 1.0 by right and 2.5 with a special permit.

By Right Usage

Waltham

While Moody Street contains both businesses and residences, the focus of this study is limited to business usage.

Opening a Business Allowed by Right

To open a business on Moody Street, an interested party would need to complete a business certificate application and submit it to the Waltham City Clerk. The business certificate is valid for four years, and must then be renewed in order to continue practicing the certified business. The application calls for the name and address of the establishment, as well as the name, home address, and license number of the business owner(s). The City Clerk and a representative of the business must sign the business certificate to confirm that each was present at the signing of the business certificate and verifies that the business owner took an oath to the city to adhere by Waltham regulations.[46]

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[44] *Town of Watertown Town Council: PSCD Signed Amendment Ordinance,* 8 July 2008, <http://www.ci.watertown.ma.us/DocumentView.asp?DID=1360>.
[45] *Town of Watertown Town Council: PSCD Signed Amendment Ordinance,* 8 July 2008, <http://www.ci.watertown.ma.us/DocumentView.asp?DID=1360>.
[2] *Watertown Planning Board: Zoning Ordinance,* 13 November 2007, <http://www.ci.watertown.ma.us/DocumentView.asp?DID=1261>.
[46] City of Waltham Official Web Site, City Clerk Web Page, Business Certificate Application

Table 3.1 Waltham By Right Usage

Uses	Business C
Institutional:	
Churches	Y
Educational uses	Y
Municipal buildings	Y
Cemeteries	Y
Hospitals, sanatoriums, nursing homes and philanthropic institutions	S1
Assisted living facilities	N
Public service corporations	S2
Membership clubs	Y1
Garages (public)	Y1
Commercial:	
Retail stores	Y1
Body art establishments	S1
Laundromats	Y1
Business and professional offices and banks	Y1
Drive-in customer service	S1
Arcades	N
Retail gasoline stations	N
Restaurants	Y1
Fast-food establishments	N
Taverns	N
Micro-brewery restaurant	S1
Catering establishments	N
Funeral homes	Y1
Private schools	Y1
Radio and television broadcasting studios radar or other tower	Y1
Indoor theaters	S1
Newspaper publishing and printing	Y1
Carwash	N
Wholesale, storage, and warehousing	N
Off-street parking	Y1
Used car lot	N
Associated commercial recreation	S1
Accessory uses/commercial	Y1
Tea shop	Y1
Accessory off-street parking	Y
Railroad and transit station	Y

Zoning Key:

Y = Permitted use as of right

Y1 = Permitted by right and additional intensity of use permitted by special permit from City Council

S1 = Use permitted only by special permit from City Council

S2 = Use permitted only by special permit from Board of Appeals

A license must be granted to the business by the city of Waltham if the business requires the use of coin operated amusement devices, provides certain forms of entertainment such as pool tables, a bowling alley, or a movie theater, or if the business serves alcoholic beverages. To apply for the license and for assistance throughout the process, the business must contact the Board of License Commissioners.

Business owners also need to obtain a permit from the Building Department if they wish to construct a new building or renovate an existing one. Building plans for a new business must be approved and stamped by the Building Department. A plot plan has to be assessed and stamped by a registered land surveyor. All plans must be reviewed and approved by the Fire Prevention Department before they are filed with the Building Department.[47]

Somerville

By right usage in Somerville differs significantly from that in Waltham. While the categories of usage are quite similar to those in Waltham, Somerville requires permits for most properties with more than 5,001 square feet of gross floor area. Based on a comparative analysis detailing by right usage in Somerville's Commercial Business zone with Waltham's Business C zone, Somerville is more lenient in terms of the types of establishments that are allowed to open in the city under the classification of by right usage. Examples of this leniency include fast food and catering establishments, which are allowed in Somerville but are not allowed by right under the Business C zone in Waltham.

Watertown

By right usage in Watertown Square's Central Business district is very similar to that of Moody Street's Business C zone. Both zoning districts allow retail stores, commercial parking lots, and business offices by right, but do not permit used car lots, car washes, gasoline stations or fast food dining locations. One slight difference between the two zones concerns funeral parlors, which are allowed on Moody Street's Business C zone with a special permit, but are prohibited in the Central Business district in Watertown.

Signage

Waltham

Waltham outlines a wide range of signage regulations in the town ordinances.[48] Businesses are responsible for adhering to these regulations when displaying any form of signage on their store fronts. Although the regulations are stated in the ordinances, at the time of this report's publication, there are clear violations of signage regulations on Moody Street.

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[47] City of Waltham Official Web Site, Building Department Web Page
[48] General Ordinances and Zoning Code of the City of Waltham, MA, Part III Zoning Code, Article VI, Special Provisions Relating to Signs

Before a new sign can be affixed to a storefront, it must be reviewed by the Building Inspector. Businesses have to pay an initial fee to hang a sign from their store front, and then must pay a reduced fee each year for the right to continue to display the sign. These payments include a lump sum fee in addition to a fee that varies proportionally with the total square footage of the sign.

Advertising copy, or signage, is allowed in the Business C zone, but it is limited to the identification, trademarks, and slogan of the particular business being advertised.[49] Temporary window signs may be displayed for up to 60 days in a calendar year. Window signage can only cover up to 50% of a window's total area.[50] As outlined in the Waltham ordinances, all signs must be well maintained and remain in good condition. Signs must be aesthetically pleasing, which means they should be clean, well kept, and void of offensive graffiti or other markings. The paint on all display surfaces must be neat and orderly at all times. At the time of this publication, there are signs on Moody Street that are unkempt and do not comply with the standards outlined in the Waltham city ordinances.

Because Moody Street is zoned as a Business C district, no wall sign may have an area in square feet that is larger than the width of the building. This affects the types and sizes of signs that businesses may erect on their store fronts. This stipulation should not serve as a hindrance to the businesses, as signs can still be quite large and remain within the bounds of the allowed dimensions. It may, however, prevent businesses from having more possibilities and discretion in regard to designing their store front façades. Signs may not be perpendicular to the building on which they are hanging and cannot project over a public walkway. Ground signs and projecting signs are also not allowed in a Business C district.[51]

Under current regulations, no signs illuminated with neon, fluorescent or incandescent lighting are allowed in a Business C zone. A light may shine on signs to ensure that the sign is visible at night, but signs themselves may not emit light. At the time of this publication, there are multitudes of illuminated signs on Moody Street, with the most popular being the neon "open" sign. Given the widespread usage of these signs, the regulations should either be adapted to permit their use, or the signage regulations should be uniformly enforced to foster a more homogeneous streetscape. Due to the number of illuminated signs on the street, it is possible that business owners may not be aware of the regulation prohibiting their use, and as such, it is important to clarify the regulation for business owners.

To create a more uniform streetscape and to allow an open forum in which tenants may voice their opinions regarding signage restrictions, the city and tenants should work together to reevaluate the existing signage regulations.

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[49] General Ordinances and Zoning Code of the City of Waltham, MA, Part III Zoning Code, Article VI, Special Provisions Related to Signs, Section 6.392
[50] General Ordinances and Zoning Code of the City of Waltham, MA, Part III Zoning Code, Article VI, Special Provisions Related to Signs, Section 6.821
[51] General Ordinances and Zoning Code of the City of Waltham, MA, Part III Zoning Code, Article VI, Special Provisions Relating to Signs, Regulations Governing Specific Types of Signs

Somerville

Signs in Somerville are governed by similar restrictions, regardless of which nonresidential district in which they appear. While many of the restrictions on signs are very similar to those in Waltham, the regulations are much clearer and easier to understand.[52] Regulations in Somerville allow business owners significantly more flexibility in terms of the usage and design of their signs. Unlike Waltham, Somerville allows both perpendicular and neon signs, as well as sandwich board style signs for advertisement on city sidewalks.

Watertown

Basic signage requirements governing the size and construction of signs in Watertown are generally very similar to those requirements in Waltham. Like the regulations in Somerville, however, the ordinances in Watertown also allow more variety in terms of design and variation of advertising techniques, as sandwich board styles, neon, and perpendicular signs are also allowed in Watertown.

Parking

The parking situation on Moody Street is primarily discussed in Chapter 4, but this particular section focuses on parking regulations that directly affect businesses in Business C zoning districts. There are no parking requirements for the first 20,000 square feet of gross floor area for buildings on individual lots in a Business C zoning district.[53] For buildings with a gross area that exceeds 20,000 square feet, there must be one parking space for every 500 square feet in excess of 20,000 square feet.

For residences in Business C zoning, the developer must provide a minimum of 1.5 parking spaces for every dwelling unit.

If private off-street parking is available, new buildings can be constructed with floor space that equals up to 20,000 square feet before any additional parking spaces are necessary. Regardless of the extent to which construction is performed on a parking lot, the number of private off-street parking spots available before construction must be maintained in the newly designed lot.

Somerville

The city of Somerville is almost entirely permit-only parking. As such, the city requires businesses to have a number of off-street parking spaces available based on various metrics that include a business's gross floor area, number of employees, or number of customers. Table 3.2 summarizes the parking requirements in Somerville based on a business's principal use classification:

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[52] City of Somerville Regulations, Article 12, Chapter 4
[53] General Ordinances and Zoning Code of the City of Waltham, MA, Part III Zoning Code, Article V, Parking Requirements, Section 5.23

Table 3.2. Parking Requirements in Somerville (Source: Somerville, Article 9)

Type	RB & RC	CBD & NB
Medical, dental or veterinarian office	1 per 400 square feet	1 per 500 square feet
Banks, laundromats and other service businesses	1 per 450 square feet	1 per 550 square feet
Retailers	1 per 425 square feet at street level, plus 1 per 1000 square feet for all other floors	1 per 500 square feet at street level
Restaurants or bars without dance floor	Greater of either: - 0.75 spots per employee plus 1 per 4 seats, or - 1 per 110 gross square feet	Greater of either: - 0.75 per employee plus 1 per 4 seats, or - 1 per 110 gross square feet
Takeout food service where there is no seating	0.75 per employee, plus 1 per 50 square feet of customer waiting area	0.75 per employee, plus 1 per 50 square feet of customer waiting area
Nightclub or bar with dance floor	.75 per employee plus 1 per 4 persons based on capacity	.75 per employee plus 1 per 4 persons based on capacity
All uses not defined by code	1 per employee and 0.3 per visitor	1 per employee and 0.3 per visitor

Watertown

Table 3.3[54] outlines the required number of spaces that must be available based on the establishment's principal use classification, and has been modified from the Watertown Zoning Ordinances to include those principal use classifications allowed in the CB zoning district. There are two hour metered parking spaces both on-street and in peripheral parking lots throughout Watertown Square.

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[54] Watertown Planning Board: Zoning Ordinance, 13 November 2007, <
http://www.ci.watertown.ma.us/DocumentView.asp?DID=1261>.

Table 3.3 Parking Regulations in Watertown

Establishment's Principal Use	Number of Required Off Street Parking Space
Retail with accessory food or beverage	• 1 per table of 4 seats, plus 1 per 250 ft^2 of function rooms not designed for eating
Restaurants	• 1 per 4 seats and 1 per every 4 linear feet of standing table space
Retail Sales/Service and office	• 1 per 350 ft^2 of gross floor area • 1 per 400 ft^2 of gross floor area above the ground floor
Bank	• 1 per 300 ft^2 of gross floor area

Special Use Permits and Application Process

Licenses

All licenses issued by the city of Waltham are recorded by the City Clerk in a book maintained for licensing purposes. Licenses include the name of the person licensed, the nature of the business, the number of tables in the establishment, and the location of the building. A license is valid until the first day of May the following year. In order to remain licensed, a business must renew its license in April to ensure that the new license will be in effect at the time the previous year's license expiration.[55]

Any restaurant or food retail store has to obtain a license to serve food from the Health Inspector, certifying that the space complies with health code standards. Other establishments that require a health inspection in addition to a special permit include funeral homes, massage establishments, and tanning salons.[56]

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[55] General Ordinances and Zoning Code of the City of Waltham, MA, Part II General Ordinances, Article II, Amusements, Section 8-16

[56] City of Waltham Official Web Site, Health Department Web Page <http://www.city.waltham.ma.us/health/index.html>.

Special Permits

There are two main types of special permits in Waltham: intensity of use and special use.[57] A special use permit is a permit that grants a business permission to build or operate for a specific use that is not allowed by right in a particular zoning district. Intensity of use permits allow businesses to build beyond the by right allowances outlined by the FAR in the zoning ordinances. Obtaining a special permit involves a long process with many components. Each special permit must pass through several departments for approval, which include, but are not limited to, the building inspector, traffic commission, and a licensed land surveyor.[58]

Property owners who wish to obtain a special permit from the City Council must file an application with the City Clerk. The available specialty permits are listed in the Waltham City ordinances.[59] The plot plan must clearly outline the existing and proposed buildings, parking spaces, and driveways in the surrounding area that are located within 300 feet of the locality, as well as the names and addresses of the owners of adjacent properties. In addition, the plan must include a detailed topographical analysis, including the locations of several infrastructural features such as sidewalks, drains, and sewage lines. This analysis must be completed by a registered land surveyor or civil engineer.[60] The process amounts to a great deal of work that must be completed by independent business owners to collect and present the required information. If the application is deemed incomplete, the special permit request is tabled until the business owner can supply all of the necessary information and make any adjustments suggested by City Councilors during the initial review of the application.

There is some ambiguity in regard to the types of stores that are allowed on Moody Street. While chain stores are not against city regulations, some believe that their presence would detract from Moody Street's atmosphere. Most of the businesses on Moody Street are one-of-a-kind, independently owned stores and restaurants. The City Council is hesitant to allow chain stores on the street that could potentially detract from the historical and unique characteristics of Moody Street.[61]

Considerations and Determinants

A special permit for use will be granted only after it is determined that several considerations have been met. These considerations are defined in section 3.53 of the Waltham regulations, and a summary is presented below.

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[57] Interview with Waltham City Councilor Robert Logan, Ward 9, December 8, 2008
[58] General Ordinances and Zoning Code of the City of Waltham, MA, Part III Zoning Code, Article III, Special Permits, Section 3.51
[59] Ibid
[60] Ibid
[61] Interview with Waltham City Councilor Robert Logan, Ward 9, December 8, 2008

Detrimental Effect

The regulations state that an important determination of whether or not a special permit will be granted is the probable effects that the issuance of the permit could have on the surrounding area. No permit may be granted unless significant efforts have been made to minimize any detrimental effect on adjacent businesses and the surrounding neighborhood.

Infrastructure

Before a special permit is granted, there are several requirements related to the effects on infrastructure in the town. More specifically, designs must be, "prepared for the adequate disposal of sewerage, refuse, other waste, drainage and surface water."[62] Additionally, the applicant must prove that existing municipal facilities, such as the police and fire departments, can adequately support the new development.[63]

Parking

Another primary focus of special permit determination is the area of parking. All proposed designs must include adequate parking space "to serve the needs to the proposed construction."[64] Lighting for the parking area may only be projected onto the parking vicinity and may not shine into the surrounding area. Any garbage containers in the parking area must be included in the proposed plan. There are additional requirements for any plan that includes more than twenty parking spaces.

Other Considerations

In addition to the determinants above, issuance of the permit may also be based on specific conditions that may arise on a case by case basis and that are only pertinent to the specific permit application at hand.

Ruling

Upon completion of the application, the City Council shall issue a final order that is based on the proposed permit's level of compliance with the determinants. The order shall also list any additional conditions or concerns that the City Council may have in regard to the special permit. A final order must

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[62] General Ordinances and Zoning Code of the City of Waltham, MA, Part III Zoning Code, Article III, Special Permits, Section 3.533
[63] General Ordinances and Zoning Code of the City of Waltham, MA, Part III Zoning Code, Article III, Special Permits, Section 3.535
[64] General Ordinances and Zoning Code of the City of Waltham, MA, Part III Zoning Code, Article III, Special Permits, Section 3.534

be announced 90 days after the application has formally entered the review process. If the City Council has not rendered a verdict within 90 days, the special permit is granted.[65]

If the City Council approves the special use permit, the Inspector of Buildings will inspect the building, and then file a report with the City Council. This report certifies that the development has "been completed in accordance with both the approval order and the detailed plans [included in the application]."[66]

Modification of Ordinances

As of the time of this publication, two businesses on Moody Street, The Tea Leaf and Watch City Brewing Company, have completed the process of altering the existing ordinances in order to operate a business that was not originally permitted in a the Business C zone. This process is significantly more time consuming than the process of obtaining a special permit.

If a potential business owner wants to open a business that is not allowed either by right or with a special permit on Moody Street, he or she must file an application for a zoning change with the City Clerk. As the application is processed, it is sent to the Ordinance and Rules Committee for discussion and then to the Law Department.[67] Once the existing ordinance is amended, the City Council votes on whether or not to accept the proposed zoning alteration. Pursuant to Chapter 40A of Massachusetts General Laws, a public hearing must be held, during which all interested parties and the Board of Survey and Planning may voice their concerns and opinions.[68] Upon approval by the City Council, the amended ordinance is forwarded to the Mayor for final approval. The Mayor is given ten days to pass or veto the amended ordinance, and if no action is taken within this allotted time period, the amendment is approved.

Business Response

To collect data regarding the businesses' opinions of the regulatory climate on Moody Street, approximately 40% of current tenants completed the Moody Street Tenant Survey. Regulatory questions on the survey addressed such issues as signage, zoning, parking, the overall level of city responsiveness to business needs, and the need for a citywide business development program. Another source of important data was the business owner focus group, although the participants only represented a small portion of business owners on the street. While a diverse range of topics were addressed during the focus group, we limited our focus to the portion of the discussion regarding regulations, interactions with the city, and business development programs.

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[65] Interview with Robert Logan, City Councilor, Ward 9
[66] General Ordinances and Zoning Code of the City of Waltham, MA, Part III Zoning Code, Article III, Special Permits, Section 3.54
[67] Interview with Sally Collura, City Councilor At Large
[68] Ibid

Regulations

Signage Regulations
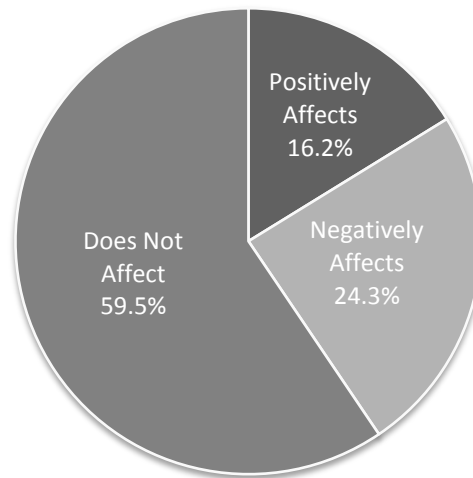
Figure 3.5 Effects of Signage Regulations on Businesses

In respect to Waltham's signage ordinances, 59.5% of tenants stated that the signage regulations do not affect the manner in which they do business (Figure 3.5).

Those businesses that stated that the existing signage regulations have a negative impact on their business cited problems communicating their advertising objective on the allotted sign size, and others called for the need to improve the overall aesthetics on the street.

Waltham City Councilor and Ward 9 Representative Robert Logan explained that the signage issues on Moody Street are the result of a cyclical dilemma driven by the correlation between the level of signage regulation enforcement and business owners' compliance with the existing regulations.[69] He explained that in the past, business owners were somewhat extravagant with their signage displays, which prompted the city to issue a resolution requesting that the building inspector intensify signage enforcement on the street. The businesses then found the newly instituted regulations to be too strict and brought their grievances to the City Council. Members of the City Council agreed with the business owners' objections and approved less restrictive signage regulations. The Councilor explained that the cycle then repeated itself and has yet to be resolved, as a more lenient approach to signage regulations essentially leads to a more disjointed and chaotic streetscape. A reconsideration of signage regulations could potentially lead to a more uniform, aesthetically pleasing atmosphere for shoppers on the street.

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[69] Interview with Waltham City Councilor Robert Logan, Ward 9, December 8, 2008

Zoning Regulations

As shown in Figure 3.6, 24.2% of tenants stated that the existing zoning ordinances have a negative effect on the way in which they conduct business. One tenant suggested a review and update of the existing regulations, while another believed that the zoning regulations that govern restaurants are too restrictive.
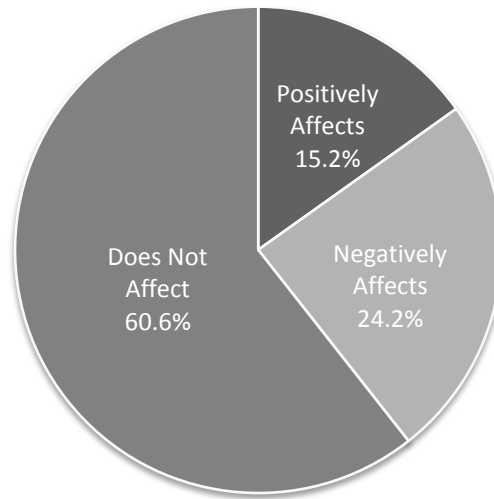
Figure 3.6 Effects of Zoning Regulations on Businesses

Parking Availability and Regulations

Concerning the availability of parking on and around Moody Street, 50% of businesses surveyed stated that the number of spaces available has a negative effect on their business (Figure 3.7).
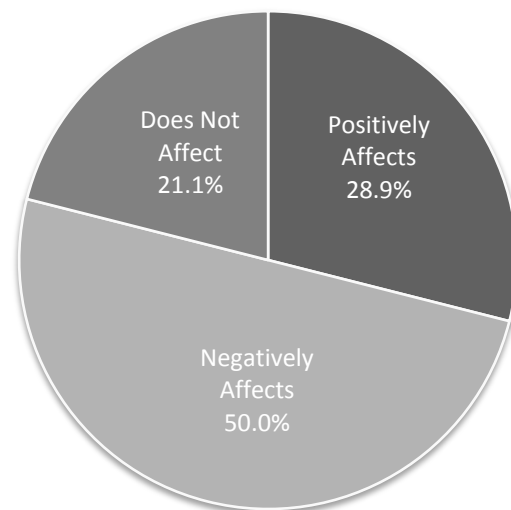
Figure 3.7 Effects of Parking Availability on Businesses

Those businesses who responded that parking availability has a negative effect on their business stated that more spaces are needed in the area, and the signs directing customers to available parking need to be more informative. Some businesses fear that consumers will shop and dine elsewhere if they are unable to find a parking space or if consumers have a preconceived negative perception regarding parking availability on Moody Street.

When asked to address the regulations that govern parking on Moody Street, 50% of tenants responded that the regulations have no effect on their business (Figure 3.8). When this neutral reaction to parking regulations is coupled with the overall negative response in regard to parking availability (Figure 3.7), it is apparent that surveyed tenants are more concerned with the number of spaces available than they are with the regulations governing parking in the area.

Regarding parking regulations, six business owners commented specifically on the one hour, on-street parking on Moody Street. The comments yielded somewhat mixed results, however; some owners find that the strictly enforced, one hour, non-metered spaces are conducive to high customer turnover rates and feel that it is necessary to discourage business owners from using the spaces for personal use. Other respondents mentioned that the one hour parking window should be expanded, and one owner expressed that many customers have been towed as a result of the strict enforcement of the one hour, on-street parking limit.
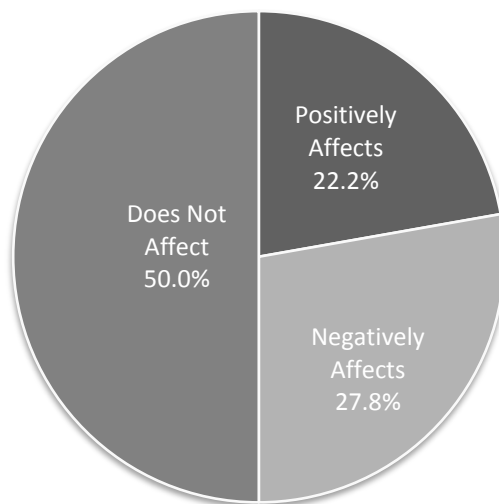
Figure 3.8 Effects of Parking Regulations on Businesses

Focus Group Response

Regulatory Climate

While few specific regulations were identified as problematic in the focus group, the overall tone towards regulations seemed to be negative. One participant noted that "the regulations [have gotten] a

little 'loopy' over the years," but didn't elaborate any further in terms of which specific aspects were particularly troubling. When discussing various problems pertaining to infrastructure or public works, the participants often referenced the "problems with regulations and infrastructure" in general terms, but again failed to address any specific regulatory problem. When asked about signage, business owners replied that they were not particularly concerned with signage regulations, nor did they believe that signage regulations were prohibitive to their business; this sentiment was also echoed in the survey results outlined in Figure 3.5. One owner mentioned that the regulations, due to their complexity and technical tone, are intimidating. This owner stated that instead of consulting the regulations themselves, he preferred to either, "try something and see if it works," or consult a city councilor directly, as these methods are more direct and easier to interpret than the city ordinances.

During multiple discussions with Moody Street tenants, it was also expressed that the process of establishing their businesses was at times a difficult and frustrating endeavor. One owner commented on how opening an independent shop with little to no renovations was just as difficult as if it were a larger, more complex project.[70] From the perspective of small business owners with limited financial means, delaying the opening of their store in order to complete a complicated review process translates into a loss of revenue for each day that passes. Although opening a store is a significant undertaking that must be thoroughly reviewed, perhaps business owners and the city could work together to better streamline the process.

Compliance

The most commonly cited problem that arose during the focus group was the lack of consistency in terms of adherence to several of the regulations on the street. One problem that was used as a microcosm of the entire regulatory enforcement discussion was snow removal. While the regulations mandate that business owners remove snow from the sidewalks outside their business within 24 hours,[71] all of the participants noted that very few of the owners actually take the snow removal responsibility upon themselves. When asked if anyone from the city was able to enforce the specific regulation, the participants noted that they had never seen it enforced. One of the participants recommended that the city should, "give big fines and then retroactively remove [them], just to make sure businesses [comply with the regulations]." Another business owner noted that he personally tried to encourage tenants to comply with the regulation: "I used to walk up the street at Christmas time… I used to bring a little write up of my own and hand it out to all the merchants saying 'let's keep our sidewalk shoveled, and [let's keep our] cars parked off the street."

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[70] Phone interview with anonymous Moody Street business owner.
[71] Sec. 17-23. Removal of snow from certain sidewalks (in part): Every tenant or occupant of a building or lot of land, and if there is no tenant or occupant, the owner thereof, bordering on the streets enumerated below shall cause the snow to be removed from the entire sidewalk in front of such land or building within 24 hours after such snow has ceased to fall:
- Moody Street, east side, from Main Street to Derby Street.
- Moody Street, west side, from Main Street to the southerly end of Crescent Street.

City's Responsiveness to Business Needs

To gauge the city's responsiveness to problems experienced by business owners, tenants were asked whether or not they had ever notified the city of a problem that they felt needed attention. Forty-three percent of respondents have notified the city, and the problems tenants have brought to the city's attention are outlined in Table 3.4.

Table 3.4 Issues that Tenants Have Brought to the City's Attention

Holes in the street
Danger of sidewalk bricks that come loose
Crowded sidewalks; danger of bicyclists on sidewalks
Trees should be cared for and trimmed to ensure signage is visible
Parking
Snow removal from sidewalks and between municipal parking lots and Moody Street
Safety at night – need for night police patrol on foot
Sewage and water problems

Business owners were also asked how responsive the city has been to their overall needs. As shown in Figure 3.9, there was a wide range of responses, which are inextricably linked to whether or not the tenant has notified the city of an issue and the city's response to that particular issue. Figure 3.9 is an aggregate total of all tenant responses, regardless of whether or not the tenant has personally brought an issue to the city's attention.
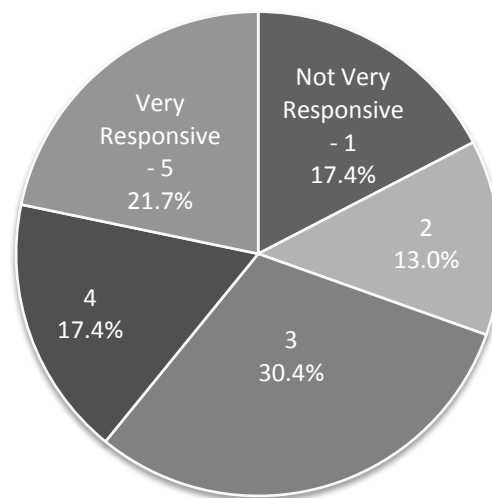
Figure 3.9 All Tenants: How Responsive is the City to Your Needs?

To differentiate between the tenants who have brought an issue to the city's attention and those who have not and their respective levels of satisfaction, tenant responses were separated and analyzed independently of each other. Sixteen surveyed tenants have brought an issue to the city's attention, and their opinions regarding the city's level of responsiveness are illustrated in Figure 3.10.
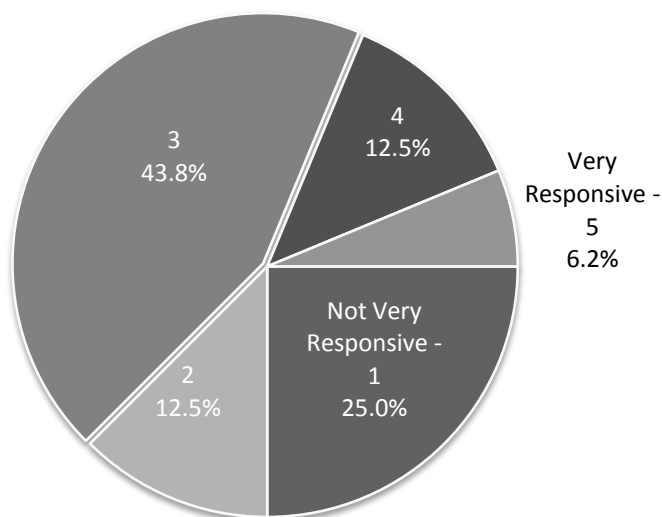
Figure 3.10 For Those Who Have Notified the City of an Issue: How Responsive is the City to Your Needs?

When the tenants are grouped based on whether or not they have notified the city of a particular issue, there is a marked difference in the survey respondents' satisfaction regarding the city's overall level of responsiveness to businesses needs. Out of those tenants who have notified the city of an issue, only 6.25% of respondents classified the city as "Very Responsive," while 57.1% of those who had never notified the city of a particular issue and responded to the question addressing the city's responsiveness answered with the same rating.

Focus Group Response

Response to Problems

The business owners present at the focus group were unanimous in their belief that the city does an adequate job of responding to the concerns of business owners. One of the participants noted that, "they're pretty good about it once you complain," while another said, "if you call them, they'll come down." However, while the business owners said that the city is responsive to their calls, they mentioned that the city often does not fix the problem in its entirety. For example, one of the owners noted that he has called the city each time it snows for the same problem, and another noted that he has made several calls to the city to fix the same problem on the sidewalk.

Permits

While the group responded positively to the city's reaction to issues on the street, they were much more negative in regard to the permit application process. In general, the owners complained that it is very difficult and almost not worth the effort to obtain a permit. They also agreed that it seems easier for certain people to obtain permits than it does for others.

Because of the time and money it takes to complete the process to apply for a special permit, it is difficult for business owners to obtain a special permit on Moody Street, especially in situations where more than one permit is required to run a business. The typical special permit application process takes up to 90 days, and sometimes even longer.[72] One business owner who is familiar with the special permit process noted that "every day counts [when] you have limited funds." Business owners who participated in the focus group stated that the process takes too long and that people get tired of waiting and often abandon the process altogether. It is also a financial burden for sole proprietors who must take time away from their businesses to spend hours gathering information and preparing materials to present to various committees. The opportunity cost of going through the lengthy process is very high, and given that between only 65% and 70% of special permits are granted, the process is often times not deemed worth the investment of time and money.[73] One of the participants noted that a liaison between Moody Street and the City Council would help to make the process easier.

Although Waltham has shown flexibility in adapting its regulatory framework in order to allow for business development that is restricted under the existing zoning and use ordinances, the permit application process can be time consuming and expensive for a business owner. The difficulties associated with the process could potentially discourage entrepreneurs from locating to Moody Street.

Watertown Survey Results

To better understand the regulatory climate in Watertown and how it compares to that in Waltham, surveys were distributed to businesses located within the Watertown Square area. The survey was an abbreviated version of that completed by business owners on Moody Street, but included the same regulatory aspects found in the Moody survey to ensure a fair and reliable comparison. While the sample size of six completed surveys is far too small to make any definitive statements, the responses shed valuable insight into Watertown's regulatory climate.

Signage and Zoning Regulations

All six tenants stated that neither signage nor zoning regulations have an effect on their business. This suggests that the existing ordinances pertaining to the Central Business zoning district in Watertown are conducive to business development in the area. Furthermore, the six tenants surveyed have been

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[72] Interview with Robert Logan, City Councilor, Ward 9
[73] Interview with Robert Logan, City Councilor, Ward 9.

located in Watertown Square for an average of fourteen years, which implies that the regulatory climate supports sustainable business growth.

Half of the survey respondents listed the reputation of the area as a factor that had an impact on their decision to locate their business in Watertown. This stresses the importance of enhancing Moody Street's reputation as a restaurant and retail area over time in order to attract businesses to the street.

Parking Availability and Regulations

The most prominent issue addressed by business owners in the area was the opinion that there is a lack of public parking. Five of the businesses reported that parking availability in the area has a negative effect on their business, while four businesses stated that parking regulations have a negative effect. According to two tenants, the town has petitioned local business owners to collectively sponsor a parking garage to increase the number of spaces in the Watertown Square area. Watertown Square offers customers two-hour metered parking spaces both on-street and in public lots.

Based on the responses from the Moody Street and Watertown Square tenant surveys regarding parking, it is apparent that many businesses in urban downtown areas are dissatisfied with the number of spaces available for their customers. Although increasing the number of spaces may appear to serve as a quick fix to attract more customers to an area, many cities have faced difficulties in satisfying the businesses' demands due to budget and space utilization constraints.

Business Development Initiatives

Statistics from the U.S. Bureau of Labor Statistics suggest that almost 44% of businesses fail within their first two years, and nearly 66% fail after four years (Figure 3.11).[74] Furthermore, many potential entrepreneurs are often discouraged by the significant amount of capital that is difficult to acquire but necessary to start their own business. There are currently 12 vacancies on Moody Street, and at least four have been unoccupied for over a year. A business development program could potentially help stores remain in business on Moody Street, or could assist in filling the current vacancies on the street with new establishments. Given the marked success of business development initiatives in other cities, it is evident that Moody Street tenants would collectively benefit from the implementation of such a program.

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[74] (Knaup 51)

Survival rates of new establishments from second quarter of 1998
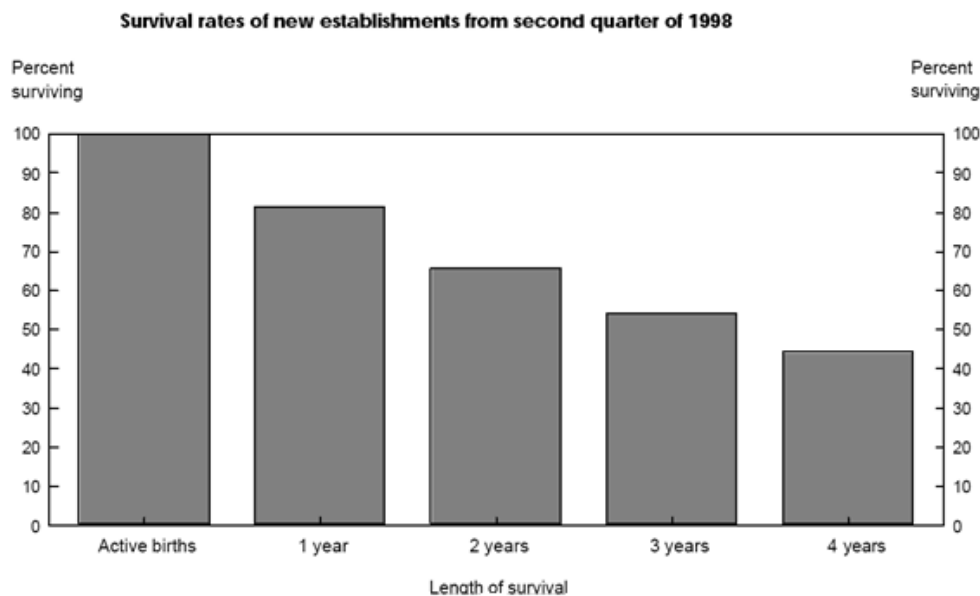
Figure 3.11 New Establishment Survival Rates. (Source: Department of Labor Statistic, 2005)

City of Somerville

The Chamber of Commerce's business development initiative in Somerville serves as an example of a successful plan that helps to both draw new businesses to the city and sustain the profitability of existing businesses. The city of Somerville offers several different business assistance programs, including the Storefront Improvement Program, Small Business Loans Program, Business Development Workshops and Somerville4Business.

Storefront Improvement Program

The Storefront Improvement Plan was launched in 1980 by the City of Somerville "to aid business owners in the renovation of the street level portion of their shops,"[75] in an attempt to ensure the success of the downtown commercial districts in the City. While the program is administered by the Somerville Office of Strategic Planning and Community Development, the funding for the program is provided by the U.S. Department of Housing and Urban Development. Through this program, qualifying small business owners are given grants of up to $35,000, or up to 50% of the total cost of renovations, for the improvement of their store's façade.[76]

The program also includes a signage, lighting, and awning component that addresses improvements of the building's exterior. These types of projects are typically much smaller in scope, and relate to minor,

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[75] City of Somerville. Business Welcome Kit. <http://www.somervillema.gov/cos_content/documents/English.pdf>
[76] Ibid

non-permanent improvements to the building. Grants under this portion of the program are limited to $5,000.[77]

Small Business Loan Program

In partnership with ACCION U.S.A, the city of Somerville offers business owners access to several micro and macro lending programs. These loans can be in any denomination of up to $25,000 for established businesses and up to $15,000 for start up businesses. The city notes that the goal of the program is to "assist businesses to ensure that Somerville's business community remains healthy and vibrant."[78] Outside of the business's creditworthiness, the main criterion for consideration is that the business employs five or fewer employees.

Business Development Workshops

As part of its business development program, the city of Somerville, in partnership with East Somerville Main Streets, the Union Square Main Streets, and in conjunction with ACCION U.S.A. and the Somerville Chamber of Commerce, presents a series of business development and financial literacy workshops. The workshops range from free of charge to $10.00, and address many aspects that are associated with running a business. An example of workshop offerings include: "Understanding Markets and Somerville's Business Districts," "Getting Started in Business," "Navigating Requirements for Licensing and Permitting," "Starting a Business: Components of a Business Plan," and "Financial Fundamentals of Running a Successful Business."

These types of workshops could be included in Waltham's business development program, and would be helpful not just in attracting businesses to Waltham, but in ensuring their long term success.

Somerville 4 Business

Somerville4Business is a search tool that the city of Somerville provides for its local business owners. The search program is based on the Open4Business platform, which was developed by a business software support company named J4B PLC. Open4Business is described as a "user-friendly online search tool that empowers businesses to quickly find relevant funding sources through their local council website."[79] The service is free to small business owners and connects them to over 450 funding programs provided by federal, state, and local sources for which business are eligible to apply. In addition to funding information, the Somerville4Business website provides local information, support, and contact details for businesses in the city.

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[77] Ibid
[78] Ibid
[79] City of Somerville. Business Welcome Kit. <http://www.somervillema.gov/cos_content/documents/English.pdf>

Watertown Square Design Handbook

Another aspect of business development that Moody Street would benefit from is a collective revitalization of the street's aesthetic landscape. The *Watertown Square Design Handbook: A Guide to Façade Improvements* was published by Gillham and Gander Associates, Inc. and the Watertown Department of Community Planning and Development. Published in 1989 to address the downturn of the Watertown Square area as a commercial center, it offers striking parallels to the current position in which Moody Street finds itself today.

The handbook identifies key challenges that faced the Square and other downtown commercial districts in the late 1980s. These challenges included the opening of malls and shopping centers in neighboring towns and the transition of the downtown shopping area from a 'destination point' to more of a 'pass through' area on the way to other shopping locations. To accommodate for the changing consumer trends, the Square focused more on easing the increased levels of traffic in the area at the expense of local consumers who accessed the Square on foot and by car. As a result of these changes, the authors describe the conditions of the area at the time of the handbook's publication:

> The Square today presents a disjointed visual image. This is evidenced by much oversized signage and layers of newer materials being applied to older buildings in an attempt to 'modernize' in order to be competitive. Large signs are meant to appeal to through traffic rather than pedestrians who might choose the Square as an attractive shopping destination. The net result is a chaotic visual environment, lower rents, some vacant stores, and poorly maintained buildings.
>
> *Source: Watertown Square Design Handbook*

As a solution to these issues, the guide was published with the intent to "encourage a cooperative effort towards improving the image of the Square in order to stimulate business activity."[80] The handbook contains detailed instructions regarding the implementation of signage and façade improvements that not only create a more appealing streetscape for shoppers, but also preserves the historic significance of the buildings' structural design.

Perhaps most importantly, the handbook outlines how "the image of successfully relating all the storefronts to establish a 'town center' can be much more successful enticement to new customers than the competing image of individual storefronts."[81] This is a valuable lesson to apply to the Moody Street model, as the current streetscape would benefit from a collective design and aesthetic unification process. As outlined in the handbook, the benefits of providing consumers with a more visually and integrated shopping experience include increased sales, reduced vacancies, higher rents, historic continuity and increased property values.

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[80] Gilham and Gander Associates. *Watertown Square Design Handbook: A Guide to Façade Improvements.* September 1989, <http://www.ci.watertown.ma.us/DocumentView.asp?DID=1202>.
[81] Ibid

City Based Organization

It appears that despite several efforts, tenants on Moody Street have not been able to successfully establish a joint business development program. While the role of the Waltham community is certainly significant in developing the street, it is important to recognize that at least some of the success of the development program in Somerville can be attributed to the direct role of the city in the program. In keeping with this belief, it is important that the city of Waltham play a more active role in business development initiatives.

It is also important to foster a stronger relationship between landlords and business owners as a part of any business development initiative. Given that many business owners on Moody Street do not own their building, there are often misaligned incentives for the improvement of the property. Vacancy data suggests that landlords do not usually approach the city government for aid; it is often times the business owners who reach out to the city for help.[82] While business owners may want to improve the façade of their store, landlords often have no desire to invest time or money in the process. One potential solution is to create a system of small tax-based incentives that would encourage the cooperation of both landlords and business owners in the development program.

U.S. Department of Housing and Urban Development

There are several programs available through the federal government that Waltham could make available to local business owners. The Department of Housing and Urban Development (HUB) offers several programs that are available to Waltham through its Community Planning and Development Initiative.

CDBG Entitlement Communities Grants

The HUD Community Development Block Grant Entitlement Community Program provides annual grants to "entitled cities and counties to develop viable urban communities by providing decent housing and suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons."[83] More specifically, the program attempts to provide "a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services."[84] To be eligible, a consolidated plan outlining the city's development initiatives must be submitted, and additional requirements for participation in the program include a focus on the availability of affordable housing to city residents.

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[82] Vacancy Data gathered via telephone interviews with Moody Street landlords
[83] (U.S. Department of Housing and Urban Development)
[84] Ibid

Section 108 Loan Guarantees

Similar to the Entitlement Community Grants program, the Section 108 Loan Guarantee program is provided as a source of financing for economic development projects. In addition to the uses of the program outlined above, the funds from the program may be used by the city for economic development, as well as the creation, acquisition, and installation of such infrastructural initiatives as streets and sidewalks.[85]

Open 4 Business

As previously mentioned, the Open4Business platform is a service that offers a user-friendly online search tool that allows businesses to research available funding through their city council website.[86] Similar to what Somerville has done, Waltham could create a partnership with J4B PLC to offer the Open4Business platform to business owners in Waltham.

ACCION U.S.A.

ACCION U.S.A. is a micro and macro lending company that provides loans to business owners who may otherwise not be able to obtain financing. The loan terms and amounts vary based on the purpose of the loan and can range from $500 to $25,000, with a term of up to 60 months. The loans offer fairly competitive interest rates that are typically in the range of 13 percent. While these rates may seem high, it is important to consider that the loans are granted to business owners who have been unsuccessful in obtaining loans from other sources. A partnership between ACCION U.S.A. and Waltham, similar to the one in Somerville, would require minimal effort on the part of the city and would be a valuable resource for business owners.

Business Training

The U.S. Small Business Association provides several online training courses in the areas of business management, finance and accounting, marketing and advertisement, and e-commerce. While all of these programs are available to business owners at no cost, many may not be aware that these types of training tools exist. A link to these courses on the Waltham website, as well as promoting these programs throughout the city, would provide a valuable service to business owners in Waltham.[87]

Conclusion

Despite the fact that Waltham's regulatory framework is similar to that in other areas, results from the focus group and survey respondents suggest that business tenants would benefit from an increased level of cooperation between themselves and the city of Waltham. The joint creation of a business

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[85] Ibid
[86] Open4Funding by j4b plc. < http://www.open4funding.info/Page.aspx?SP=2140>
[87] Small Business Association Training Courses. <http://www.sba.gov/services/training/onlinecourses/index.html>

development program by the city, business owners, and landlords would not only serve the needs of existing businesses, but could also be used as a vehicle to promote the area as a business-friendly environment and to attract entrepreneurs to the street. Critical aspects relating to the overall success of this partnership would include the tenants' level of interest and participation in collectively organizing in the sharing of ideas and business initiatives, as well as the landlords' dedication to maintaining the general upkeep of their buildings. As witnessed in surrounding cities, an organized and efficiently run business development committee has the potential to bring increased consumer and entrepreneurial awareness to Moody Street and the downtown Waltham area.

Findings

The following conclusions have been reached based on the results of the business owners' responses from the tenant survey and focus group, and a regulatory analysis of both Moody Street and the downtown commercial areas in nearby cities:

- While slight differences exist, the regulations in surrounding cities are comparable to those in the Waltham City Ordinances. As such, the manner in which the regulations are defined do not seem to be a determining factor in the decision of where an entrepreneur would open his or her business. Throughout the course of this study, however, several businesses expressed difficulties in establishing their business on Moody Street, and suggested that the regulations are not as straightforward in practice as they are in the city ordinances. This discord suggests that the regulations in Waltham could be altered so that they are more conducive to ongoing and future business development in the area.

- There is a noticeable disparity between how signage regulations are outlined in city ordinances and how they are executed by some business owners on Moody Street. Although flexibility is necessary in a challenging business environment, this disparity allows for an ambiguous interpretation of the regulations, and in some areas, a visually disjointed streetscape. This discord could also result in the delayed opening of a business, excessive fees, and perhaps even the abandonment of reasonable advertising proposals. A reevaluation of these signage regulations with direct input from business owners could create a more uniform, aesthetically pleasing streetscape that would draw more consumers to the street.

- The city of Waltham has shown some flexibility in adapting its regulatory framework in order to allow for business development that is restricted under the existing zoning and use ordinances. However, the process of applying for a special use permit can be time consuming and expensive for a business owner, which could potentially discourage business development on Moody Street.

- Waltham would benefit from a business development program to encourage entrepreneurial growth on Moody Street. One component of this initiative could be business education

assistance programs for both potential and existing business owners. This type of program would allow business owners to collectively organize in the sharing of ideas and community initiatives that would bring increased consumer awareness and foot traffic to the street.

Chapter 4 Infrastructure

Infrastructure is a vital component of any downtown area, with elements such as parking, traffic, transportation, sidewalks, safety, signs and cleanliness affecting consumers, landlords, businesses, and residents on a daily basis. Maintaining a high quality infrastructure requires time, effort, and money, but can be very beneficial to all involved.

Varying groups tend to perceive aspects of infrastructure differently. In addition, interpretations of certain infrastructural components might differ from reality. Field research, communication with professionals, surveys, and focus groups were conducted during the course of this study to provide an analysis of perceptions and the current state of affairs of infrastructure.

The following analysis reveals that Moody Street, a central location with several transportation options, has several positive infrastructural aspects, but also suffers from some basic infrastructure shortcomings.

When Moody Street business owners were asked to name advantages of the area, only 13 of the 89 positive qualities given pertained to infrastructure, as shown in Table 4.1. When Moody Street business owners were asked to name disadvantages the street possesses, 59 of the 88 inadequacies were infrastructure-related, as shown in Table 4.2. Finally, of the 20 examples of complaints business owners provided to the city, 18 involved infrastructural areas, as shown in Table 4.3.

Table 4.1 Frequency of Infrastructure Advantages, as Listed by Business Owners

Advantage:	Frequency Listed:
Transportation	5
Parking	4
Safety	3
Cleanliness	1
Total Infrastructure Advantages:	13
Total Advantages:	89

Consumers also voiced opinions about Moody Street. When asked to describe the location in three adjectives, consumers echoed the owners' perceptions regarding infrastructure. Thirteen percent of consumers' adjectives about the street described infrastructural advantages and disadvantages. A small number of respondents portrayed Moody Street as a positive place to walk, while a few others called the street "safe." Some respondents described the location as "clean." However, many of the descriptive phrases regarding infrastructure were negative, as indicated in Figure 4.1.

Table 4.2 Frequency of Infrastructure Disadvantages, as Listed by Business Owners

Disadvantage:	Frequency Listed:
Parking	22
Traffic	11
Trash/cleanliness	7
Narrow sidewalks/snow removal	4
Loitering	3
Signage/streetscape	3
Too many bikes	2
Homelessness/vagrants	2
Crime/Safety	2
No valet	1
One-way streets	1
MBTA	1
Total Infrastructure Disadvantages:	59
Total Disadvantages:	88

Table 4.3 Frequency of Business Owners' Complaints to the City

City Notifications:	Frequency Given:
Parking	4
Street/Sidewalk Repair	3
Tree Maintenance	2
Snow Removal	2
Trash	2
Sewerage	2
Bicyclists	1
Safety	1
Loitering	1
Total Infrastructure Notifications:	18
Total Notifications:	20
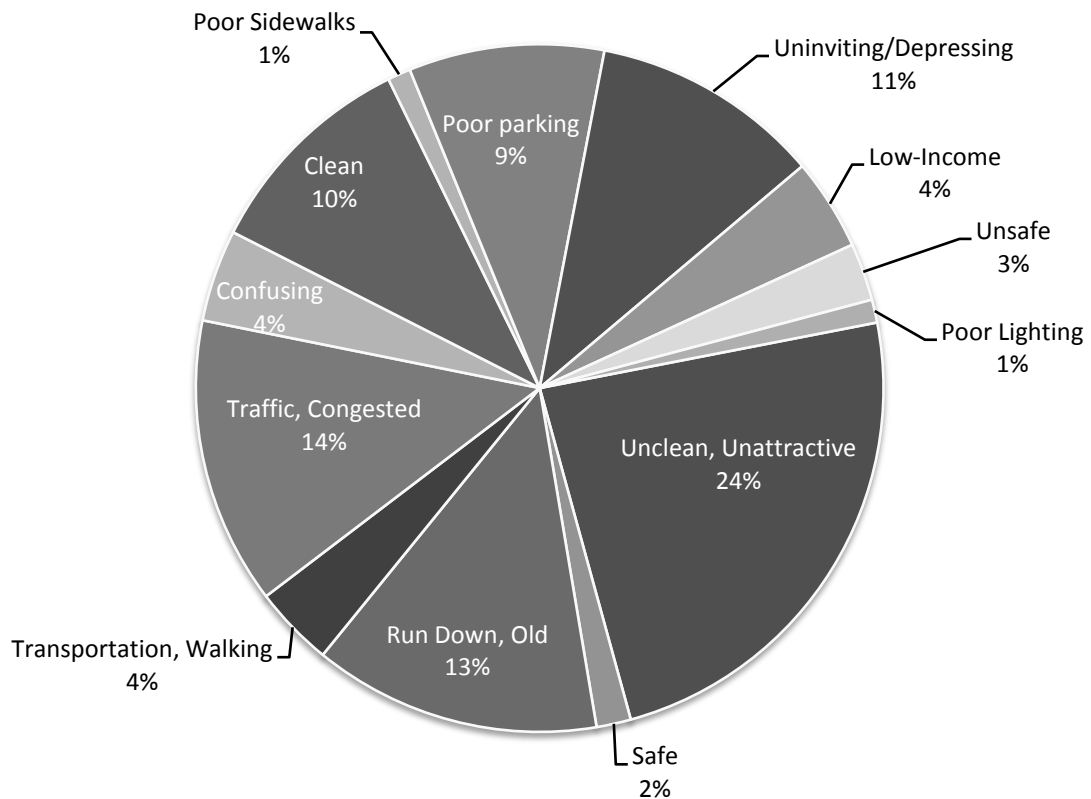
Figure 4.1 Commonly Used Adjectives When Describing Infrastructure of Moody Street

The following analysis of Moody Street's parking, traffic, transportation, sidewalks, safety, signage, and cleanliness, as well as an investigation into potential improvements in these areas, will help show the most desired and practical enhancements the city might consider regarding the street's infrastructure.

Parking

Current Condition

The current parking situation on Moody Street is a mix of public lots primarily on the west side of the road, limited private parking directly behind businesses, and public parallel parking along the street. There is also the Embassy parking facility, which is situated on Moody Street's east side. As shown in Figure 4.2, the public lots south of the railroad tracks are:

- Embassy parking facility
- Crescent Street lot
- Spruce Street lot
- Walnut Street lot
- Chestnut Street lots

In addition to these public and private lots, the development at Cronin's Landing has available public parking for nearby retail businesses, such as Margarita's, from 7:00 AM - 2:00AM. Vehicles parked there after 2:00 AM are subject to towing. Parallel parking is an available option on most of the street, with the exceptions of the turn-only lane on Moody Street's west side between the bridge and Crescent Street and the north end between Main Street and the Charles River. According to a city official, the peak times parking lots are near capacity are Wednesday through Sunday from 4:00 PM to 9:00 PM.[88] Parking tickets are regularly given out to violators.[89]
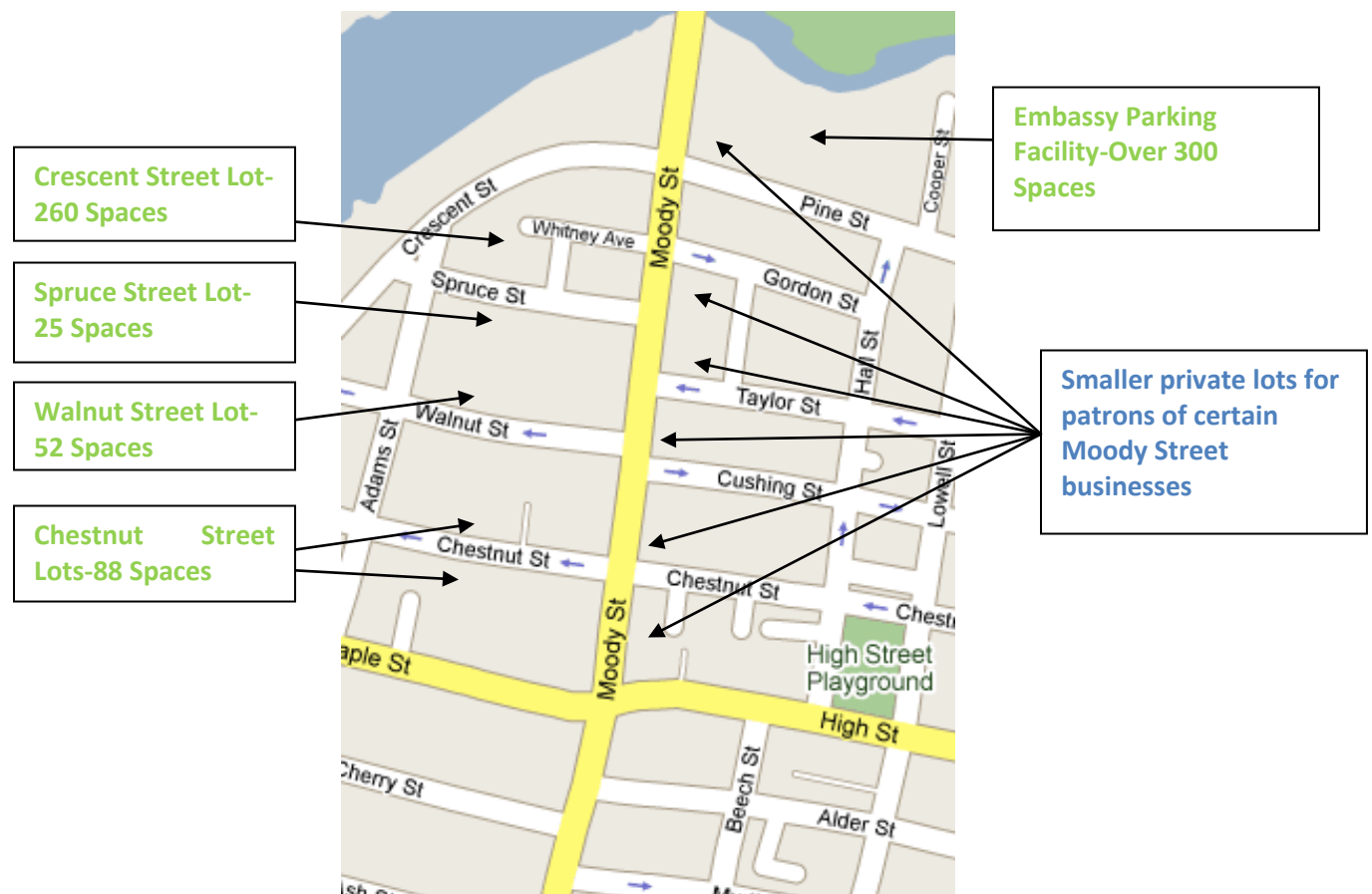
Figure 4.2 Map of Moody Street Parking Lots

There are currently various payment methods and monitoring techniques used in the public lots on Moody Street. Examples of these differences include:

- Embassy parking facility: A consumer enters payment through a machine, selects a certain time period, and receives a parking ticket. The machine on the lower level only accepts dollar bills. If a user wants to enter coins, he or she must pay on the second level.

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[88] Ronald G. Vokey, Planning Director, Waltham Planning Department
[89] Jerry Kauffman, Civilian Director of Community Policing

- Crescent Street lot: A consumer pays a traditional parking meter, at a rate of $.25/hour. Color-coded poles are used to distinguish between short-term and long-term parking allowances, as seen in Figure 4.3.
- Walnut Street: While the color-coded posts are used in this lot, meters are not.

There is a standard meaning for the colored poles in the public parking lots off of Moody Street. Silver posts represent short term meters, which allow parking for less than two hours and are not valid parking spaces for monthly or yearly stickers. Green posts represent all-day meters, which are not valid for vehicles with senior stickers but do allow the monthly and yearly decals. The only location where these stickers can be purchased is City Hall, as indicated in Figure 4.3.

Figure 4.3 Public Parking Sign Indicating Rules of Colored Poles

Figure 4.4 Examples of Color-Coded Posts

Awareness of the color-coded metered poles, which can be seen in Figure 4.4, is problematic. Only one participant of the business owner focus group knew about the system. The green and silver posts are not very obvious, but the use of more noticeable colors might make parkers more conscious of the regulations. A business owner also suggested that the tenants along Moody Street educate customers about the rules.

Each public parking meter has a digital display screen informing users of the time remaining on the meter. The poor conditions of these screens could create further confusion and inefficiency within the metering system. Many of the monitors, shown in Figure 4.5, are scratched and hazed over so heavily that the screens cannot be viewed in the daylight or nighttime, forcing users to guess the remaining time on the meters. If financially feasible, the implementation of new displays could improve the effectiveness of the meters in public lots as well as facilitate the enforcement of parking regulations.

Figure 4.5 Example of Sub-Par Conditions of the Public Parking Meters

Figure 4.6 Parallel Parking along Moody Street

Another issue plaguing the parking situation is the efficiency of parallel parking usage. The key to parallel parking in front of businesses on the street is turnover. During the business owners' focus group, participants claimed many owners and employees park in front of their own stores for many hours at a time. This detracts from the turnover of these prime parking spaces and creates a less effective parking situation on the street. As indicated in Figure 4.6, meters were removed from these parallel spaces because of business owner complaints that patrons had to pay for parking. While business owners enjoy the free parking arrangement, the non-metered spaces are not being used to their full potential.

Perception

The on-site, online, and business owner surveys revealed a common perception by consumers and business owners that Moody Street has an insufficient number of parking spaces, among other parking issues. As seen in Figure 4.7, 47% of consumer survey respondents viewed parking as negative. When asked for further suggestions, 29% of online survey respondents suggested improvements in parking, traffic, and safety. Improving the perception of those people who infrequently visit the street can greatly improve the amount of foot traffic.
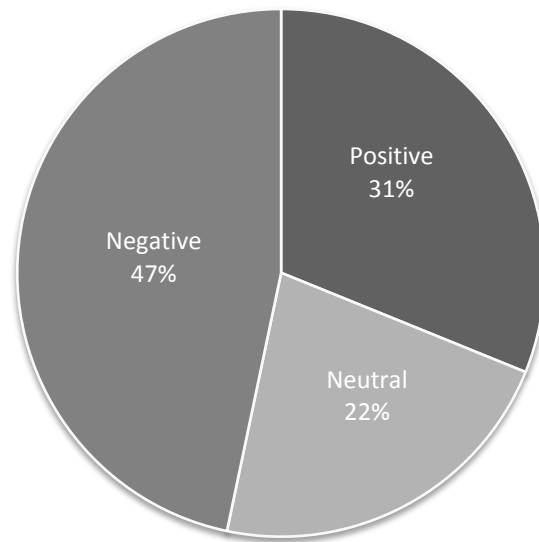
Figure 4.7 Survey Respondents' Perception of Parking

Business owners also share the sentiment about insufficient parking on Moody Street, with over 70% viewing "more parking" as very important to increasing foot traffic on the street. Adding more parking spaces would improve the parking environment on Moody Street. However, some of the confusion and frustration of drivers is due to the perception of a lack of parking. Rather than rushing to add additional spaces, improved signage, lighting, advertisement, and a greater investigation into the efficiency of parking could enhance the parking experience. Of course, if the various recommendations in this report or from other studies lead to a measurable increase in business on Moody Street, then additional public parking might be required.

Traffic

Perception & Current Condition

One of the most popular adjectives used to describe Moody Street was "busy." Some of this congestion is due to the high volume of traffic that passes through Moody Street every day. The road, circled in Figure 4.8, is a major north-south route that connects downtown Waltham to the Massachusetts Turnpike, which goes towards downtown Boston. The street is also very narrow and surrounded by several one-way and other subsequently narrow roads. According to the Waltham Civilian Police Director, the street is almost too busy for motor-vehicle stops. Enforcement of traffic violations is very difficult.[90]

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[90] Civilian Director of Community Policing, Jerry Kauffman

Figure 4.8 Moody Street's major North-South route

Downtown traffic, especially violations, is a common complaint among business owners. Traffic was the second-most frequently cited problem, with eleven different businesses complaining about the issue as a Moody Street disadvantage in the tenant survey. More specifically, people noted many vehicles making illegal u-turns despite several "No U-Turn" signs along the street. Increasing enforcement of this violation would not be easy due to the high volume of traffic, it would help address business owners' concerns and reduce the amount of U-turns done on the street.

Many consumers traveling to Moody Street are also bothered by the heavy traffic. Fourteen percent of the adjectives regarding infrastructure described the location as "traffic-y" or "congested." The majority of consumers believe that traffic negatively contributes to Moody Street as a desirable location, which is shown in Figure 4.9.
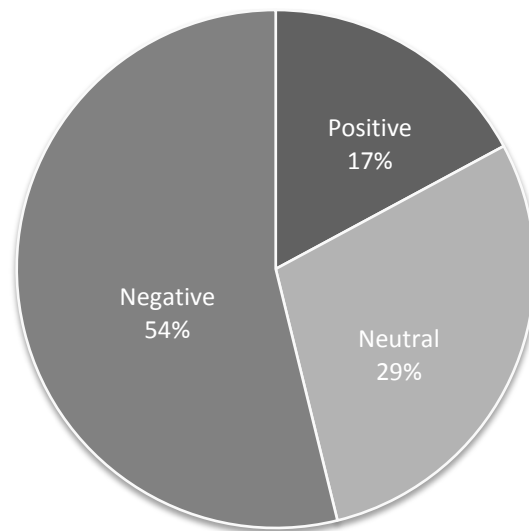
Figure 4.9 Surveyed Consumer's Perception of Traffic

Parking & Traffic Alternatives

Many suggestions regarding the improvement of the parking and traffic issues on Moody Street have been advocated. Some of these proposals have included changing a one-way street, creating additional parking spaces, transforming the area into a pedestrian mall, and allowing angled or valet parking.

One-Way Street

The city has discussed making Moody Street a one-way street. It has been suggested by planning and consulting professionals that this change would cause immense confusion, for both returning and new consumers. Although bus routes could be changed, there would be major effects on traffic patterns and Moody Street's characteristics as a north-south route. As evident by Figure 4.10, Moody Street is surrounded by several one-way streets, and creating detours and a new traffic flow into these narrow, one-way streets would be a challenge. In addition, Moody Street is one of the few river crossings in the area. However, shutting down the street for a special event would be temporary and has been done in downtown areas such as Harvard Square. Also, Moody Street has been closed in the past for parades and other occasions, and detours could be used for routine traffic and the 505 Bus, which does not run on the weekends.
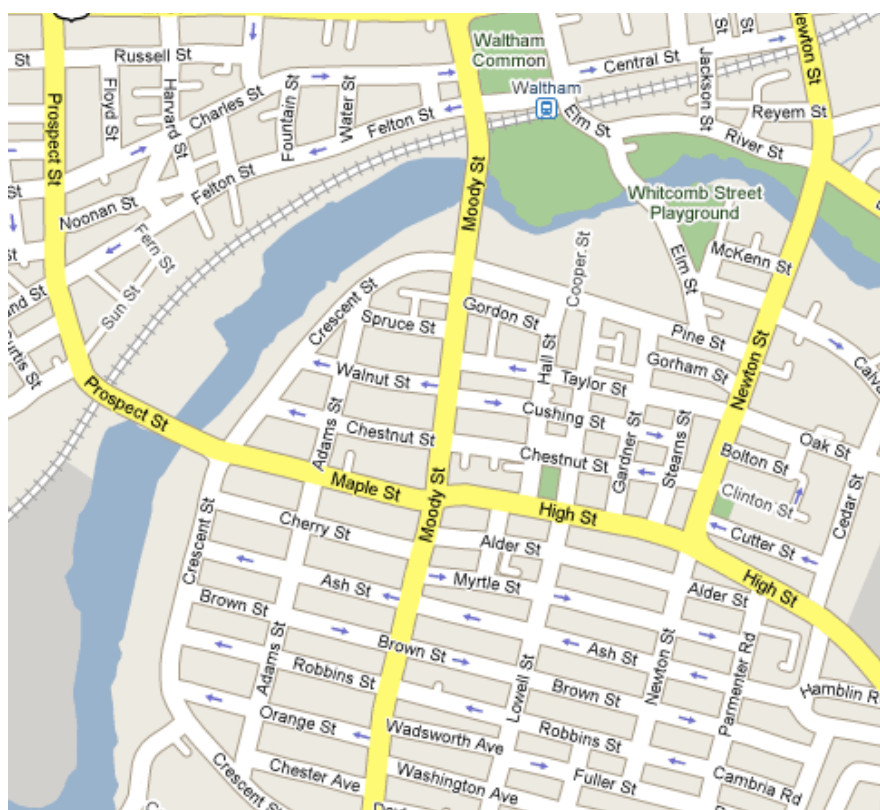
Figure 4.10 One-Way Streets and River Crossings near Moody Street

More Parking Spaces

Although public parking lots are only near-capacity at peak times, there might be a need for increased availability of public parking spaces as businesses on the street grow. Some suggestions to satisfy this need, should it be deemed necessary in the future, include building a garage where the Crescent Street lot is located, or purchasing land for a surface lot farther down the Charles River.

To help alleviate long-term parking issues on Moody Street, it has been suggested that a parking garage similar to Embassy Cinema parking facility be built on the Crescent Street lot. This is an ideal location for a garage because it has many possible points of access and a close proximity to the Charles River. According to a city official, a $150,000 study was recently completed to measure the feasibility of construction on this location. It was determined that this would be possible at a cost of approximately $1.5 -$2.0 million per floor of the parking structure, and that the garage would be approximately 4-6 floors. The funding for this project would need to be provided by a state or federal grant, because the city of Waltham simply cannot afford the cost. However, because of the current economic situation in the United States, it is highly unlikely at this point in time that funding for this project would be obtainable; cheaper alternatives should be investigated until this project is approved and funding can be acquired.

If the city were to obtain funding for the parking structure, there would be another obstacle Moody Street would face during construction. During the creation of the Embassy Cinema parking garage, all previously-used surface lot spaces were unavailable due to construction. Customers frequenting retail stores and restaurants surrounding the construction area were forced to find a different place to park. Nearby businesses struggled while the structure took over a year to build. The Crescent Street lot is the largest public parking surface lot on Moody Street, with a prime location on the northwest side of the road. Many believe that the businesses that rely on consumer parking availability there might be threatened if this lot was unavailable.[91]

The possibility of another parking structure or surface parking lot has also been explored for a plot of land located farther down river adjacent to Cooper Street, which is a greater distance from Moody Street than the Crescent Street lot. This land is currently not owned by the city, and it is believed to be the site of heavy waste contamination. Currently, there is a chemical in the soil to prevent the spread of contaminants into the river. Clean-up of this area, especially due to its close proximity to the river, would be a huge expense, which is estimated to be between $1 million and $3 million. The owner of the property and the city disagree as to who should pay these costs. If this dispute could be resolved, this site could be converted into a surface lot or parking structure.

Pedestrian Mall

Another suggestion is to close down Moody Street and create a pedestrian mall. Commuters would need to utilize nearby roads for traffic, but the open street would facilitate browsing for consumers, create opportunities for outside seating by restaurants, and isolate vehicular traffic from Moody Street itself. Examples of successful pedestrian malls include the bustling areas of Faneuil Hall Marketplace, Pearl Street in Boulder, Colorado, and Church Street in Burlington, Vermont.

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[91] Personal communication with business owners as well as City Councilman Logan

The viability of Moody Street as a pedestrian mall, however, is questionable. Many downtowns were converted into pedestrian malls in the 1960s and 1970s, but the majority failed. Many factors are needed for them to be successful.[92]

There are many success factors observed in current thriving pedestrian malls.[93] As indicated in Table 4.4, Moody Street does not meet the most important qualities needed.

Table 4.4 Qualifications for Successful Pedestrian Malls

Success Factor	Moody Street
College population	✓
Unique stores	✓
Unique theme	✓
Historic buildings	
Benches	
Trees, flowers, shrubbery	
Playgrounds	
Group events	
Water fountains	
Earmarked funding for maintenance and management* (i.e. Boulder's Pearl Street's $2 million budget)	
Festivals, marathons, parades, and other special events	
Community centered around fitness—walking/biking	
Nearby office spaces	✓
Outdoor seating at restaurants	✓
Traffic arteries surrounding the street (not the street itself)	
Scenic/historic area	✓
Interfaces to public transit	✓
High pedestrian traffic	
Large scale retail stores	

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[92] Kent A. Robertson, "Downtown redevelopment strategies in the United States: An end-of-the-century assessment," American Planning Association. Journal of the American Planning Association. Chicago: Autumn 1995. Vol. 61, Iss. 4; pg. 429
[93] Matt Branaugh, "More pedestrian malls fail than succeed, observers say," Camera Business Writer

These malls eliminate vehicular traffic passing by storefronts, and therefore might prevent potential consumers from viewing retail stores and restaurants. Also, the one-way and narrow two-way streets which would be used for a traffic detour are not ideal. Shutting down Moody Street would not be the most viable solution for parking and traffic issues.[94] A downtown pedestrian mall is a highly creative resolution, however, many obstacles, such as funding and traffic routes, inhibit the creation of one.

Angled Parking

The two variations of angled parking include 45 degree angle parking and 60 degree angle parking. Forty-five degree angle parking is used on roads that have a width of at least 38-40 feet without any breaks in the street for driveways and hydrants; using it could create a 60% increase in parking spaces over parallel spaces. Sixty degree angle parking requires roads that are at least 41 feet wide with the same qualifications; this can double the amount of available spaces compared to parallel parking. However, Moody Street could not implement angled parking because of roadway width, traffic volumes, and the amount of access points to the street that break up the curbing. Angled parking is not the most practical option, as difficulties would result from the formation of Moody Street into a one-way road.

Valet Parking

Valet parking is another common suggestion given to solve the increased parking issues during the weekend peak times. The city is hesitant to allow businesses to offer this service for several reasons. According to a city official, the restaurants do not have a commitment of a placement location for the cars. If the vehicles were placed in the public parking lots, congestion of current municipal lots would continue, as well as traffic issues in front of the businesses. However, if those businesses negotiated with nearby private lots, such as churches or other landowners, the city would be more willing to grant the privilege. Also, valet parking would require the usage of several spaces in front of the restaurants, further exacerbating the parking issue and traffic concerns on the street. The width of Moody Street is also an issue in discussing the possibility of valet parking, as loading and unloading valet patrons creates the possibility for traffic and sidewalk congestion, in addition to safety concerns for those parties involved.

Transportation

As indicated in Figure 4.11, driving to Moody Street is overwhelmingly the most popular transportation method. This can be problematic, especially for a busy north-south route facing parking challenges. Several other nearby modes of transportation exist for employees and consumers to use, but some are not utilized to their potential. This wide variety of transportation surrounding the street also provides an opportunity for businesses to attract more customers.

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[94] Jennifer Rose, Downtown Consultant
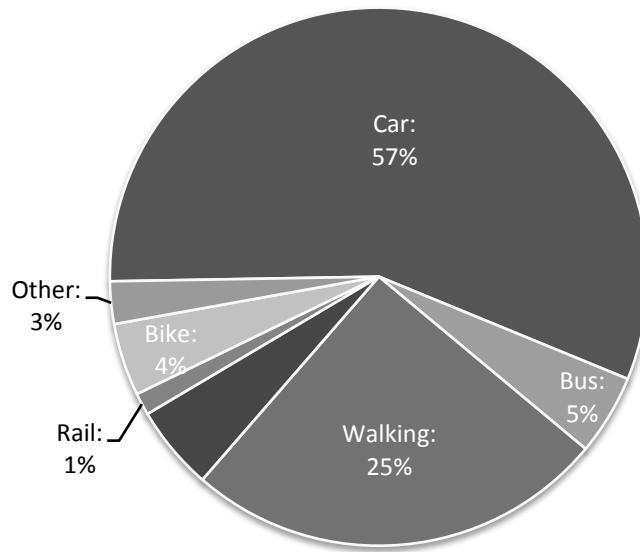
Figure 4.11 Popular Transportation Methods of Surveyed Consumers to Moody Street

Alternatives to Driving

Walking

The second most utilized Moody Street mode of transportation is walking. Many online and on-site consumer survey respondents described Moody Street as a "nice place to walk." Although there are some sidewalk issues discussed later in the chapter, the recently renovated brick sidewalks and the river walk appeal to many consumers. Moody Street runs through a residential area, and there are many potential retail and restaurant customers within walking distance of the street. Of the 274 on-site consumer surveys, 90 consumers, or 33% of survey respondents, live in the 02453 zip code, which includes Moody Street.

Greater accommodation and promotion of walking to Moody could potentially improve the parking situation on the street. Although walking is more popular in nicer weather, greater focus on shoveling and sidewalk safety in the wintertime might promote more foot travel. Better quality of lighting and sidewalks, especially past High Street, might encourage more walking during all seasons. As later discussed in the safety section, a police officer patrolling Moody Street on foot might allow more citizens to feel more comfortable and safe at night and may encourage an increased level of foot traffic.

Bicycle

An appealing and economically-conscious transportation method is traveling by bicycle. This growing trend is evident by the city's plan to construct a bicycle path along the old railroad line in Waltham.[95]

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[95] Ronald G. Vokey, Planning Director, Waltham Planning Department

This trail has the potential to encourage more citizens to ride bicycles and increase the demand for improved accommodations for these citizens. Currently, 4% of consumer survey respondents travel to Moody Street on a bicycle. According to participants of the business owner focus group, more and more people are cycling to Moody Street from the south side of Waltham. Although bicycles are not practical for large groups eating at restaurants and other consumers traveling to the area to make large purchases, employees and other customers might opt to use bicycles if the transportation were more welcome along the street.

Figure 4.12 Bicycle Chained to Telephone Pole on Moody Street

With the impending construction of a Waltham bicycle path and an increasing trend in environmental awareness, Moody Street might consider supporting a greater number of bicyclists, especially in favorable weather. Currently, there are no bicycle racks on Moody Street. As shown in Figure 4.12, observations suggest that bicycle riders often chain their bicycles to signs and other poles while shopping, eating, or going an appointment on Moody Street.

Currently, no bicycle lane exists to accommodate bicyclists travelling in the street. Business owners complain about cyclists on Moody Street riding in the sidewalks oblivious to pedestrians. Many argue that Moody Street is much too narrow, and that a bicycle lane would further complicate existing traffic patterns. However, the absence of a both a bicycle lane and racks intensifies problems with bicycles and does not encourage the healthy, environmentally-friendly alternative to driving.

If Moody Street's parking situation could be improved, then perhaps current parking spaces could be designated for bicycles. None of the public or private lots currently have bicycle spaces. If Moody Street's sidewalks are too narrow for bicycle racks, then the city might consider converting a few parking spaces to bicycle spaces with racks. Because these bicycle spaces would be in public lots, consumers might then be encouraged to chain their bicycles and walk along the sidewalks, instead of riding past various storefronts. A more accommodating atmosphere for cyclists may encourage users to opt for this mode of transportation, which would in turn decrease traffic and parking problems.

Shuttle/Van/Trolley

For its students, Brandeis University operates a van service which runs from its campus to Moody Street. Fourteen of the 634 consumer survey respondents arrived on Moody Street via the "BranVan," which drives through Moody Street and stops at Crescent Street, the intersection of Maple and High Street, and Enterprise Rental Car.[96] Previously, a bus shuttled Brandeis students to Moody Street, but the university has recently switched to a van service which holds only four to eight students. During Moody Street's peak business hours, the wait to use the van can be as long as two hours. Many students have

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[96]Brandeis University Public Safety: http://www.brandeis.edu/publicsafety/safety/escort/schedule.html

become frustrated with the wait and have opted instead to drive to the area. Bentley University does not operate a shuttle such as this to the downtown area, but the school does offer a similar service to Belmont's Waverly Square and Cambridge's Harvard Square. In addition, one survey respondent also suggested a "Senior Van" for students over the age of 21 as a method of transportation to Moody Street at night.

The city also owns a trolley, which is currently designated for special event use only.[97] A potential use of this trolley would be as a shuttle for employees of businesses along Route 128.[98] If this were an option for these Waltham workers, the demand for restaurants that serve lunch might increase on Moody Street.

Additional shuttles might make the street more accessible and bring more consumers to the area; they could also improve the existing parking situation. The public lots are currently crowded on those nights when Bentley and Brandeis students travel to Moody Street. The nearby college students might take advantage of a bus or shuttle at these times. This could also improve safety in the area, as it would prevent students from driving back to campus after frequenting the restaurants and bars on the street.

Attracting More Consumers

Bus

Several MBTA bus lines operate within Waltham, all of which are wheelchair accessible. As indicated in Table 4.5, some routes run service on the weekends and holidays, while others do not. All children 11 and under ride for free when accompanied by an adult. Discounted passes are available for senior citizens, as well as high school and middle school students. The local bus fare is a $1.25 with a CharlieCard and $1.50 with a CharlieTicket. Bus routes, such as Route 505, that travel on the Massachusetts Turnpike are more expensive: $4.00 for CharlieCard holders and $5.00 for CharlieTicket patrons.[99]

Of the online survey respondents, 5.3% use a bus to travel to Moody Street. Of the onsite respondents, 7.7% selected "bus" as an option for arriving to the area. While a car may be the most convenient and practical mode of transportation for large groups traveling to Moody Street for a restaurant reservation or to shop for larger items like furniture, the bus may be perfect for a person who wishes to go to the street for an appointment, a walk along the river, or a simple shopping experience. The MBTA's bus routes, which run infrequently, are not an ideal alternative to driving to Moody Street. However, the city could promote Moody Street to those who regularly ride these bus routes to attract newcomers.

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[97]Jeannette McCarthy, Mayor of Waltham
[98] Ronald G. Vokey, Planning Director, Waltham Planning Department
[99] Various MBTA Bus Schedules

Table 4.5 MBTA Bus Routes with Service to Moody Street

Bus Route	Inbound	Runs Through	Outbound
70	Cedarwood Avenue, No. Waltham	Moody & Main, Watertown Square	Central Square, Cambridge
70A	Lincoln St, Waltham	Carter St, Main St	Franklin St/Sidney St
170	Oak Park Dr, Bedford	Main St, near Moody	Dudley Station
505**	Main St, Waltham	Moody St, Mass Pike	Downtown Boston
553*	Newton Corner	Main St & Moody St	Downtown Boston
554*	Trapelo Road	Main St & Moody St	Downtown Boston
556	Tomlin St	Main St, Moody St, Maple St	Newton
558	Riverside Station	Moody St, Crescent St	Newton

*does not run services on Sundays or holidays
**does not run services on Saturdays, Sundays, or holidays
more expensive, travels on the Mass Pike

Commuter Rail
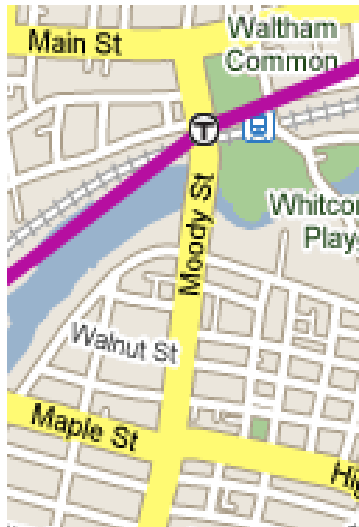
Figure 4.13 Waltham Commuter Rail Stop: Located at the intersection of Carter and Moody Street

The Fitchburg/South Acton commuter rail line has a train stop at the corner of Moody Street and Carter Street, as shown in Figure 4.13. The line runs from Fitchburg to North Station. There are 16 inbound and 16 outbound stops serviced each weekday, and they run half as often on weekends.

There are 50 parking spaces designated for commuter parking only. Four of these are handicap accessible. There are also eight bike spaces. The parking is managed by the city of Waltham, and the rate is $1.00 per day. The Waltham stop is "Zone 2," meaning that most passengers pay $4.75 per ride. Zone 2 monthly passes are acceptable for unlimited transportation on local buses, the subway, express buses, and inner harbor ferries, and they are available for $151 a month.[100]

Although only 11 of the 634 consumer survey respondents have used the commuter rail to travel to Moody Street, there is much potential surrounding this method of transportation. Directly off the commuter

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[100]MBTA. Schedules and Maps.
http://www.mbta.com/schedules_and_maps/rail/lines/stations/?stopId=213&lat=42.374424&lng=-71.236595

rail at South Station, travelers are exposed to McDonald's, Au Bon Pain, a magazine and bookstore, a ticket counter, and other retail stores. There are many commuter rail patrons on Moody Street every day, but there are no visible cafes, food stops, or other shops catering to them nearby, as well as no advertisements of options farther down the street.

Most likely, consumers who currently drive and park on Moody Street are not going to switch to traveling the commuter rail. The line only operates once an hour on the weekdays, and half as often on weekends. It is mostly an appropriate mode of transportation for non-Waltham residents, and based on survey results and indicated in Figure 4.14, this is a group that represents only 37% of Moody Street consumers. However, efforts to attract the current commuters might benefit business along the street.

As evidenced by both consumer surveys, driving is the most popular mode of transportation to Moody Street. Coming to the area by car is the most practical option for many groups dining or to purchasing large items. Other practical and inexpensive alternatives to commute to the street include walking, bicycling, and utilizing a shuttle or van service. These modes of transportation are currently underutilized, and a greater accommodation of these commuters could reduce traffic and parking problems on the street. Driving is also convenient, eliminating wait times associated with public transportation, and it is inexpensive to park on and around Moody Street. However, while the MBTA bus and commuter rail services are not necessarily ideal alternatives to driving, a greater examination of how to attract MBTA riders to businesses could bring more foot traffic to the area.
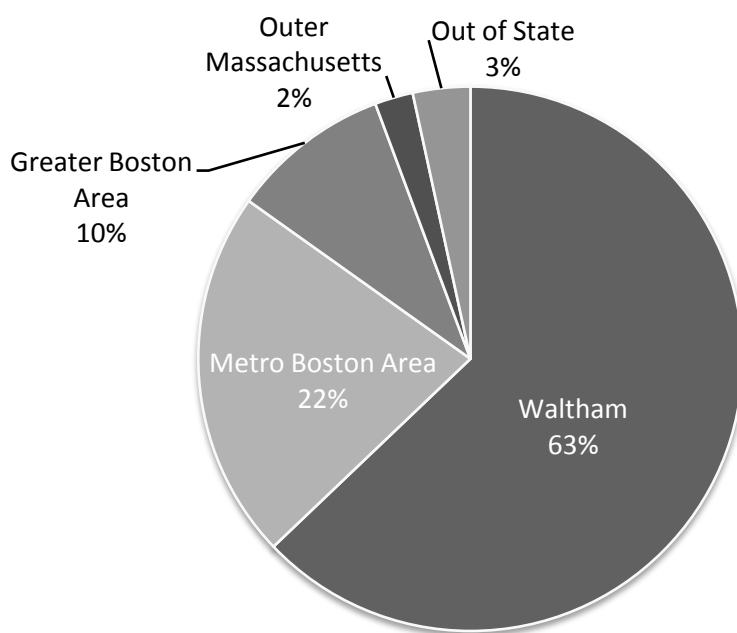

Figure 4.14 Breakdown of Consumer Survey Respondents' Residences

Sidewalks

Current Condition

Between the Charles River and High Street, Moody Street has brick sidewalks, along with trees placed twenty to thirty feet apart approximately a foot in from the curb. Cement sidewalks, shown in Figure 4.15, are the standard on the north end of the street, running along the Charles River and over the bridge to Main Street. According to the City Council, the work performed on repairing sidewalks is evenly divided between private contractors and the Council for Public Works. Most of the maintenance performed on Moody Street is done by seasonal help, which explains why a majority of sidewalk washing and weeding is completed in the summer months. Repair work decreases during the fall and winter because of the number of workers dedicated to leaf and snow removal during these seasons.[101]

Figure 4.15 Cement Sidewalks on Moody Street

The appearance and condition of sidewalks are some of the most cited sidewalk issues by business owners, with complaints of a poor streetscape and lack of maintenance being mentioned in the business owner survey. Although the brick sidewalks are aesthetically pleasing in places where they are in good condition, there are many spots worn down from abuse, missing bricks, or uneven from protruding tree roots. Other imperfections, such as dips in the sidewalk, are due to old coal chutes. These defects detract from the attractiveness of the street as a whole and also create potential safety hazards for patrons of Moody Street. Additionally, the cement sidewalks have not been well-maintained along a great portion of the north end of the street, with chipping, erosion, and divots. As discovered in the Public Works Committee meeting, there are currently long wait times for sidewalk repair, ranging from 1 or 2 months to 8 or 9 months, and no repairs are performed during the winter months. The capital budget for sidewalk repair from private contractors is currently $200,000 annually.

Businesses also expressed major concerns with the snow removal process during the winter months. According to the owners, no schedule for snow removal currently exists, and issues are only resolved after the city receives complaints. These complaints are related to ice build-up, especially that which occurs after sewer backups. These backups cause thick layers of ice to form on the sidewalks, which concerns business owners because of the risk it creates for consumers and others traveling the street. City regulations require that business owners in occupied store fronts remove snow, while land owners are responsible for removal from unoccupied store fronts.[102]

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[101] Ronald G. Vokey, Planning Director, at Public Works Committee Meeting
[102] Sec 17-231

Recommendations

In order to improve the condition of sidewalks in the short term, the city should evenly enforce regulations regarding sidewalks. There appears to be a separation of understanding between business owners and the city, especially in relation to the issue of snow removal. In the business owner survey, slow snow removal is mentioned as a concern, but city regulations state that the removal of snow is the responsibility of tenants or business owners on Moody Street. A clearer policy, or uniform enforcement, could help create reasonable expectations from the city and business owners.

Large repairs or resurfacing projects for much of Moody Street would require substantial spending from the city. The city will have to balance practical short term solutions, such as patching holes and divots or power washing, with long term resolutions, such as major repairs or complete resurfacing.

Safety

Perception

Surveys and focus groups indicated the different perceptions of safety on Moody Street. While not the most frequently mentioned infrastructural concerns, safety, police presence, and loitering are noteworthy among both business owners and consumers.

Disadvantages given by business owners and consumers regarding Moody Street included several safety issues. Owners cited crime, vagrants, and too much loitering as some of the location's weaknesses. Participants in the business owner focus group remarked that in the past, a "beat" cop used to patrol Moody Street, and that this is not the current situation. Adjectives given by consumers include "unsafe," "poor lighting," "dangerous," and "questionable characters." According to a focus group of local Waltham residents, men and women do not feel safe on the river walk at night, mostly due to the presence of drunkards and the lack of lighting.
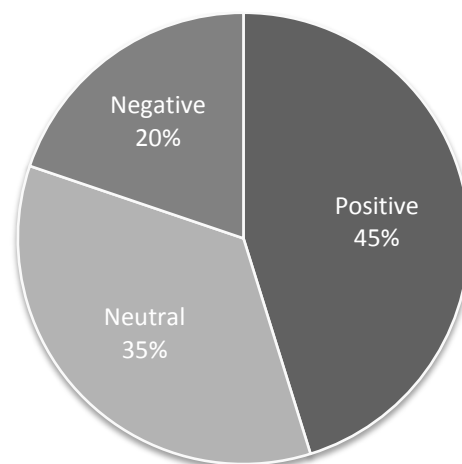
Figure 4.16 Survey Respondents' Perception of Safety

However, safety was also cited as an advantage by some business owners. In addition, when specifically asked about safety, only 20% of consumer survey respondents viewed it negatively, as shown in Figure 4.16. While 3% of consumer respondents described Moody Street as "unsafe," another 2% of consumers depicted the street as "safe."

Current Condition & Recommendations

In comparison with surrounding Waltham neighborhoods, Moody Street has the highest crime rate in the area. This can be seen in Figure 4.17, where lightly shaded areas are the least safe.[103]
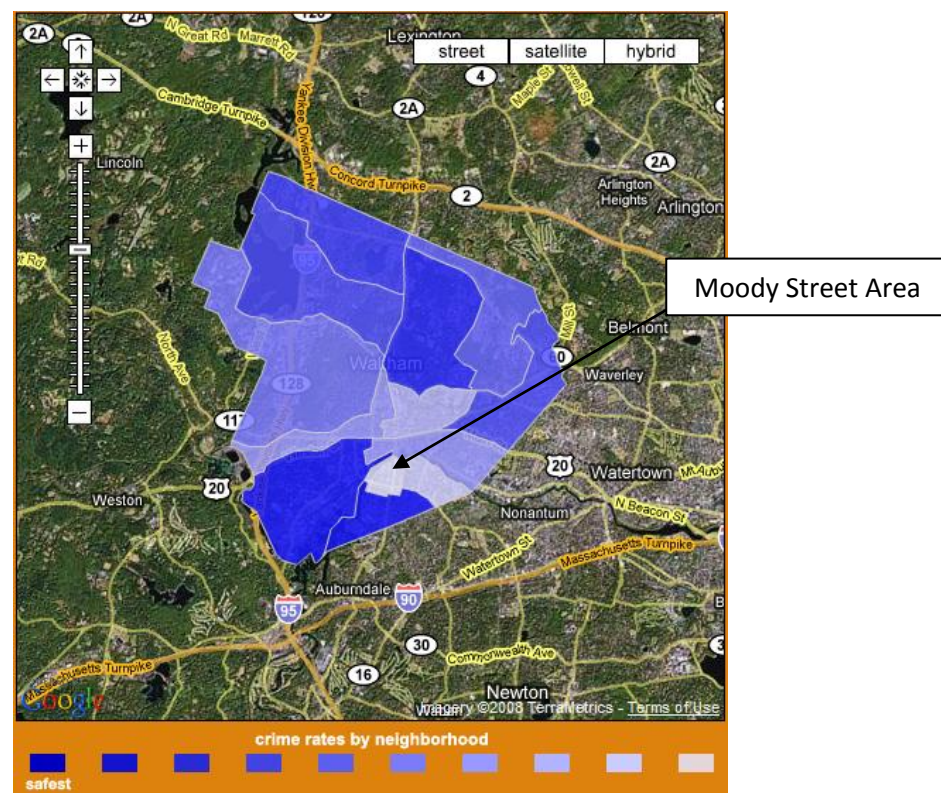
Figure 4.17 Waltham Crime Rates (NeighborhoodScout.com)

This statistic can be misleading, however, as the street also has the largest volume of people.

While the most common reason for arrests on the street is drunken behavior, the most frequent police calls are for the following:

1. Alarm calls
2. Suspicious persons
3. Disturbance & fighting

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[103] Waltham Crime Rate & Statistics, NeighborhoodScout.com

Homelessness, panhandling, and loitering are all issues in the area. The second most frequent reason for police calls is "suspicious persons." The nearby soup kitchen, Salvation Army, and Alder Street Church all service the homeless.[104]

Concerns of business owners and locals could be lessened with an increase in the number of police foot patrols, which could potentially decrease the most common police calls in the area. This would also raise the local community's satisfaction and potentially lead to a higher level of foot traffic on the street as it gains a reputation of being a safer shopping and dining location at night.

Signs

Current Condition

Moody Street is lined with signs relating to the parking rules, regulations, public parking, and traffic. As indicated by Figure 4.18, these signs create a confusing picture for someone traveling along the street because of the lack of uniformity that stems from the signs being different sizes and shapes, as well as being in varying in condition. As seen in Figure 4.19, many signs are distorted or extremely worn. For example, there are many signs which have stipulations only applicable to delivery truck parking and others that only pertain to restrictions on parking during the winter months

Figure 4.18 Collection of Signs Present on Moody Street

that can easily be mistaken for a general "no parking" sign. Although consumers were largely neutral when discussing the effectiveness of signs, complicated and misleading signs are undoubtedly connected to the poor perception of parking and traffic conditions. Currently, the Planning Department has control over the number, design, and location of the signs along Moody Street. Figures 4.20 and 4.21 compare the signs on Waltham to the signs in Harvard Square.

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[104] Jerry Kauffman, Waltham Civilian Director of Community Policing

Figure 4.19 Damaged Moody Street Parking Sign

Figure 4.21 Example of Parking Sign on Moody Street

Figure 4.20 Example of Parking Sign in Harvard Square

By eliminating unnecessary signs and improving the condition of existing signs in disrepair, the city could reduce uncertainty experienced by people traveling along the street by car. A study by the Planning Department into the necessity and effectiveness of signs along the street would be valuable in assessing and improving current issues. Currently, the city of Waltham is consulting with a sign design company in order to examine and revamp the signs displayed throughout Waltham, which may help the sign situation on Moody Street. [105] Uniformity amongst signs would also allow the city to improve parking and traffic concerns through improved signage. As it stands, there are multiple signs of different sizes,

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[105] Interview with Sally Collura, City Councilor At Large

colors, fonts, and graphics that all direct towards public parking locations. Waltham should consider moving towards the fairly uniform bright blue sign with a white "P" to indicate public parking. Many areas in Massachusetts, especially those with a focus on retail and restaurant business, such as Harvard Square, have moved towards this uniformity in directing the public towards available parking. As it stands, only those who frequently visit Moody Street would not experience confusion finding an appropriate public parking location. In order to improve consumer perceptions, consumers need to able to access the area easily and with little aggravation. Improving the visibility and uniformity of signs on Moody Street is a step towards creating a thriving restaurant and retail area.

Cleanliness

Some of the most common adjectives relating to infrastructure that consumers use to describe Moody Street include" dirty," " dingy," "old," and "unclean". According to members of the Waltham resident focus group, Moody Street storefronts are an issue, as most of the retail storefronts are faded and are not easily seen from the street. However, as seen in Figure 4.22, on-site and online consumer perceptions of cleanliness are divided fairly equally between positive, neutral, and negative views. Interestingly, 43% of online survey respondents, who were not viewing Moody Street while they completed the survey, rated cleanliness as strongly or mildly negative.
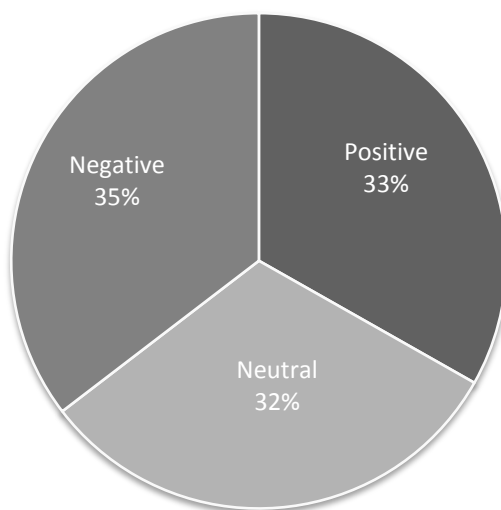
Figure 4.22 Survey Respondents' View of Moody Street Cleanliness

Maintaining a clean and well-kept downtown area can be a difficult, arduous, and expensive challenge. Over the years, there have been many issues regarding trash on Moody Street, as well as overall confusion as to who is responsible for sustaining cleanliness on the street. Some believe businesses should be more proactive with cleaning up storefronts rather than relying on the city; others believe that the accountability for trash collection lies entirely with the city. Wind and erosion are also factors contributing to the cleanliness of the street, as wind may displace trash and leaves.

Originally, there were more trash barrels than there currently are on Moody Street. The design of the barrel allowed for business tenants and residents to remove the barrel covers and dispose of personal trash. Residents would use the Moody Street barrels because the trash on Moody Street was collected more frequently than on nearby side streets, and businesses would use the barrels to prevent filling their dumpsters located behind their business. The barrels would then be too full for pedestrians on the street to use appropriately, and the barrels would often overflow. The city removed the barrels to avoid this problem.[106] After the containers were removed, trash along the street became more visible. No direct complaints from Waltham residents were reported to the city about the issue,[107] but many agree that barrels are needed.

There is currently a plan to strategically place gated trash barrels on the street that will only accommodate small garbage, such as a coffee cup or a sandwich wrapper. The city is also considering solar trash compactors, which are very expensive. The Planning Department, as well as many business owners, would like to see an increase in the frequency of trash pick-up on Moody Street. Greater focus on Moody Street's cleanliness could lead to more satisfied business owners and consumers, who will mutually benefit from a cleaner environment.

Conclusion

Although Moody Street has infrastructural components similar to other successful downtown areas, such as multiple methods of transportation and public parking spaces, there are several aspects that can be improved. Maintaining sidewalks, redesigning signs, and focusing on other concerns of consumers and business owners will improve perceptions of the street and can help bring both potential customers and businesses to Moody Street. The infrastructure of the street is both vital to a business's basic operations as well important in shaping consumer perceptions.

Findings

- Consumers and business owners are unclear about the payment process and rules of public parking, which are inconsistent along Moody Street. More uniformity or clear explanations about parking could potentially improve the reputation of parking in the area.

- There is a common perception that Moody Street has an insufficient number of parking spaces. However, the only times the lots are near capacity is during certain peak times, such as weekend nights. Improving signage, lighting, and advertisement, as well conducting an investigation into parking efficiency, should be considered before adding additional parking spaces.

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[106] Ronald G. Vokey, Planning Director, Waltham Planning Department
[107] Robert Logan, Waltham City Councilor

- Downtown traffic is a complaint among both businesses and consumers, but due to the fact that Moody Street is a major, but narrow, north-south route, many suggested solutions would be difficult and costly to implement and do not appear to be the appropriate solution.

- There are many ways to commute to Moody Street other than driving, including bus routes, a commuter rail, taxis, walking pathways, bicycles, and shuttles. If some of these methods, such as walking, cycling, and shuttling, were more encouraged, traffic flow and parking demand might decrease. Other transportation methods are not practical substitutes for cars; however, Moody Street could attract more consumers by appealing to public transportation passengers.

- Business owners are concerned with loitering and the presence of vagrant people along Moody Street. Additionally, consumers do not feel safe on the river walk, especially at night. Both of these concerns could be alleviated with an increase in the number of police foot patrols, which would increase safety and potentially lead to higher foot traffic in the area.

- Employees and consumers generally view signage positively or indifferently. However, there are damaged, cluttered, and inconsistent signs along the street, which could contribute to the poor perception of traffic and parking in the area. The elimination of unnecessary signs as well as improving the condition and uniformity of them could minimize the uncertainty experienced by automobile drivers.

Chapter 5 Branding Moody Street

Figure 5.1 A View of Moody Street Today

The purpose of this section is to determine the current image of Moody Street, and to explore opportunities to brand Moody Street as a desirable consumer destination in the future. Through marketing research, significant findings are presented in regard to the current brand of Moody Street. These findings pertain to advertising opportunities, marketing the street as a destination, and enhancing its positive attributes. Throughout this analysis, examples from similar shopping centers in neighboring cities are used to illustrate the means by which these findings may be successfully addressed.

The conclusions are supported by primary and secondary research collected over the past three months, including on-site and online surveys, focus groups, business surveys, field research, and several interviews with members of the Waltham community. Moody Street's brand incorporates relevant factors that contribute to its unique and recognizable image. The perceptions of Moody Street's consumers, business owners, local residents, and potential consumers have a direct impact on each group's image of the street. These stakeholders are responsible for the shape and future of Moody Street's brand, and as such, it is critical to recognize the powerful branding opportunities that can effectively create a vibrant and attractive shopping and dining destination for consumers.

Moody Street in the 1920s

Figure 5.2 Moody Street in the 1920s

Moody Street in the 1950s

Figure 5.3 Moody Street in the 1930s

Moody Street Today

Figure 5.4 Moody Street Today

Moody Street's Brand Image

From the 1920s through the 1940s, Moody Street was described as *bustling, magical, the heartbeat of the community, the delight of every kid,* and a *Mecca.*[108] Grover Cronin's became the dominating anchor store on the street, with a newly designed limestone façade in the art deco style. Automobiles replaced the trolleys on the street as consumers from all over the region came to enjoy the Moody Street experience.

From the 1950s until the early 1960s, Moody Street transitioned from its main anchor stores to a more diverse and eclectic mix of smaller businesses. Moody Street was described as *homey, local,* and the place for entertainment. The street flourished economically during this time and was considered a booming commercial area. During this phase, Moody Street's face began to change again as the dominating anchor stores, including the popular Parke & Snow, J. C. Penney, W. T. Grant, and Kresge, slowly moved out.

From the late 1980s until the turn of the millennium, Moody Street transformed into a center for fine dining, as exceptional restaurants and bars now attract much of its current customer base. Moody Street today is described as *lively, unique, and diverse.* Moody Street's brand has undoubtedly changed over the course of the past century, and although some hold onto the memories of what Moody Street used to be, the street has had to adapt to a challenging environment in order to survive.

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[108]Petersen, Kristen A. Waltham Rediscovered: An Ethnic History of Waltham, Massachusetts. Portsmouth: Peter E. Randall Publisher, 1988.

Moody Street's Current Brand

Figure 5.5 Mix of Business Signs on Moody Street: This picture represents the mix of businesses on Moody Street, leading consumers to the perception that Moody Street is diverse.

Positive Attributes

Moody Street, like many attractive consumer areas, can be characterized by its own unique brand that is shaped by public perception. Moody Street provokes different thoughts and feelings to different consumers. Many survey respondents described Moody Street as *diverse*, *eclectic*, *ethnic*, *interesting*, and *lively*. Respondents cited the diverse mix of businesses and the steady foot traffic on the street as support for their perceptions. As shown in Figure 5.6, 68% of on-site survey respondents stated that the diversity of stores is one of Moody Street's positive attributes. Figure 5.5 features a sample of the Moody Street businesses mentioned by survey respondents, including Tom Can Cook, Margarita's, The Skellig, New Mother India, and Cronin's Landing.

The majority of survey and focus group respondents also stated that Moody Street has established itself as an area known for its restaurants and bars. Several consumers even described Moody Street as "Restaurant Row." Although restaurants and bars make up 26% of all the businesses on Moody Street, the perception of their presence in consumers' minds is disproportionately higher; respondents were six times more likely to mention restaurants and bars on Moody Street than any other type of business.

It is important to realize the magnitude in which restaurants and bars have shaped the overall brand of the street. This propensity of consumers to name dining locations may suggest that the majority of consumers prefer the restaurants and bars over any other type of business on Moody Street. This possibility is supported by the fact that 86% of on-site survey respondents believe that the quality of restaurants positively affects Moody Street as a whole, as seen in Figure 5.7. It is also possible that consumers focus only on businesses they are familiar with, and are unaware of the other stores that Moody Street has to offer. The following section addresses this idea and provides support for this

possibility. Further investigation revealed that while both explanations are true, more people are unaware of the other businesses on the street.
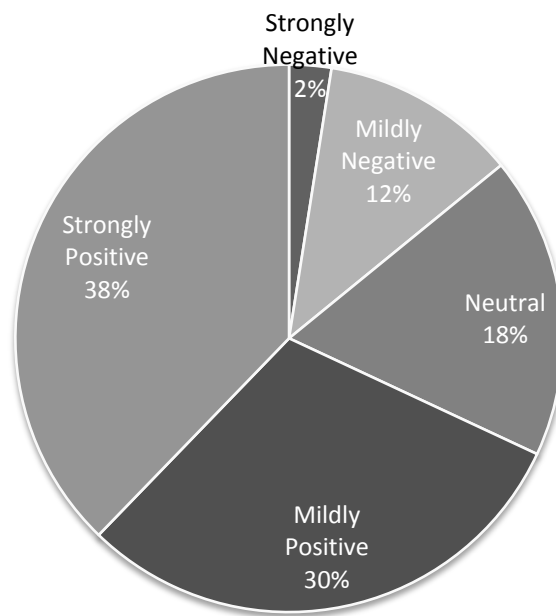

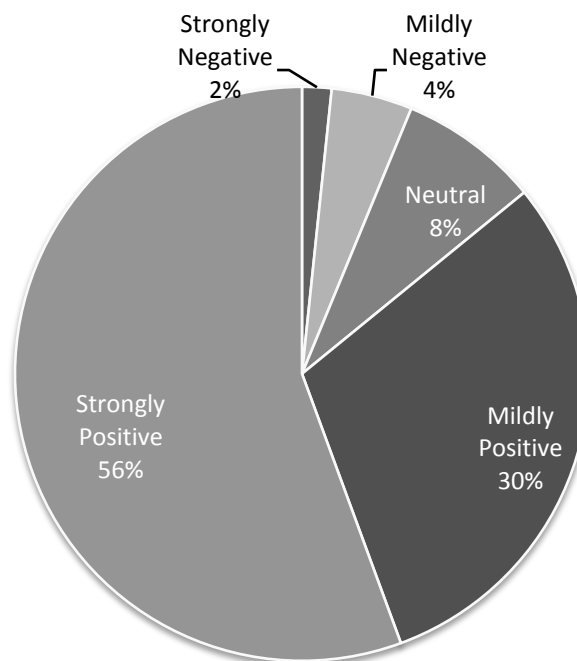**Figure 5.6 Effect of Diversity of Stores on Moody Street**

Figure 5.7 Effect of Quality of Restaurants on Moody Street

Negative Attributes

Although positive perceptions of Moody Street outweighed negative perceptions, there are a significant number of respondents who described Moody Street as *depressed*, *dirty*, *rundown*, and *unorganized*. Survey and focus group participants cited trash on the sidewalks and street, a need for more trash receptacles, and vacant lots as contributing factors to these negative perceptions of the street. Figures 5.8, 5.9, and 5.10 depict some of these images.

One significant factor that contributes to the brand of Moody Street is whether people perceive the street to be family-friendly. Of on-site respondents, 54% agree that Moody Street is inviting to families. Interestingly, 45% of on-site survey respondents visited Moody Street at least six or more times within the last month. This high percentage of frequent visits may imply that on-site respondents are more aware of family-oriented aspects of the street through personal experiences. Only 34% of online survey respondents, however, believed that Moody Street is inviting to families. A possible reason for this disparity may be because online respondents visit Moody Street less frequently than do on-site respondents. The majority of online respondents (76%) visited Moody Street five or fewer times in the past month. The low frequency of visits per month may be correlated with the negative sentiment that Moody Street is not inviting to families. An unawareness of what Moody Street can offer consumers, including families, may lead to these negative perceptions of Moody Street.

Negative perceptions of Moody Street are formed by a number of factors and relate to both the street's attributes and consumer's past experiences. For example, it is important to investigate why consumers feel that Moody Street is not family-friendly. Safety is an important factor to consumers on Moody Street, and consumer opinions in regard to this topic may support whether or not Moody Street is perceived as welcoming to families. Half of on-site survey respondents indicated that safety is not a positive attribute of Moody Street. Focus group participants reiterated the point that they do not feel safe walking up and down the street, especially at night or when alone. Business owners believe a police officer patrolling the street on foot would deter crime and would ease consumers' concerns in regard to safety. It is critical to recognize and address these negative perceptions to create a more positive image for Moody Street to both maintain its existing customer base and to attract new consumers to the street.

There is a direct correlation between the measure of success in branding a positive image of Moody Street and the level of effort put forth by all affected stakeholders, which include business owners, residents, city officials, and consumers. The following sections analyze ways to achieve the desired results in creating an attractive consumer destination.

Figure 5.10 Negative Attribute: View of Trash Receptacle. This photo shows a filled trash receptacle on Moody Street.

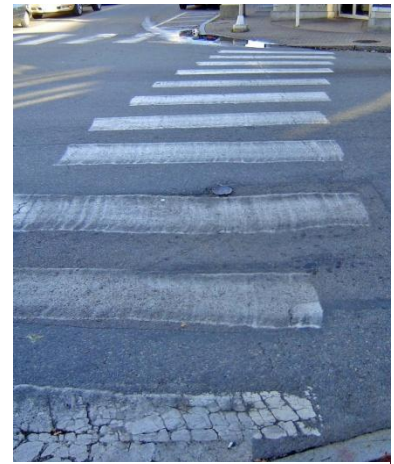**Figure 5.8 Negative Attribute: View of Sidewalk. This photo depicts the base of a light pole on Moody Street.**

Figure 5.9 Negative Attribute: View of the Crosswalk. This photo captures the faded and cracked paint of a pedestrian crosswalk on Moody Street

Advertising Moody Street

Currently, there is no effective advertising program that specifically markets Moody Street. Moody Street has the potential to be branded as a prominent consumer destination through advertising methods that are successful in comparable destinations in nearby cities.

Advertising Potential on Moody Street

One-on-one interviews and focus group responses suggest that Moody Street businesses are almost entirely marketed through word-of-mouth. Media advertising and business collaboration on Moody Street is almost non-existent; this suggests that many potential consumers are not targeted by business owners and may be unaware of what the street has to offer. Of the online survey respondents, 55% indicated that they usually only go to one place on Moody Street during their visit. This statistic implies that rather than browse Moody Street as a commercial area and destination point, many people come to the street to visit a specific location for a specific purpose. Focus group participants said they were unsure of the types of stores on Moody Street, and could only recall a few places they have visited or would visit in the future.

Focus group participants also mentioned that they are unaware of any advertising programs by Moody Street businesses; even after years of living in Waltham, many participants did not know what Moody Street has to offer. Secondary research through internet sources and newspapers has reinforced the fact that the street lacks an effective advertising scheme. There was no collective advertising discovered

from online media sources that specifically marketed Moody Street. Some business owners on Moody Street have also admitted that they advertise their business "very little" or "not at all." Without effective advertising, it is difficult to attract new consumers to Moody Street. Businesses on the street that do advertise cited the following channels and methods: newspapers (*The Daily News Tribune*, *The Boston Globe*, and *The Boston Herald*), coupons, magazines, newsletters to loyal customers, the internet, flyers and handouts, radio, and the Yellow Pages. These marketing channels are important to utilize, as they have proven to be successful to current businesses on Moody Street and can be used to attract consumers.

The few Moody Street businesses that currently advertise promote their specific store or restaurant and not Moody Street as a destination. In creating a brand image that stimulates the perception that there are multiple opportunities to dine, shop, and browse, it is important to discover and implement ways of advertising this cohesive atmosphere. There are many comparable areas to Moody Street that have successfully implemented advertising campaigns that incorporate and complement all of their businesses. Examples of shopping areas in Massachusetts with effective marketing strategies include Inman Square in Cambridge, Newton Centre in Newton, Belmont Center in Belmont, and Harvard Square in Cambridge.

Magazine Advertising

Inman Square advertises itself as a destination with several different retail businesses for consumers. Inman Square has used the headline "Shop the Square!" in a popular free magazine called *Skirt!* that is circulated throughout the Greater Boston area (Figure 5.11). In the half-page advertisement for the November 2008 issue, six different shops were collectively promoted for Inman Square (Figure 5.12). Newton Centre was featured as well, with a full page advertisement. It displayed the catch phrase, "Be in the Center of It All…Newton Centre", mentioned four different restaurants and shops, and listed a musical event occurring later in the month (Figure 5.13). Belmont Center also branded itself in the same

Figure 5.11 Sample Cover of Popular Magazine *Skirt!*: it is a popular free magazine for advertising consumer hotspots in and around the Greater Boston area.

magazine with its headline, "Come for What You Need, Stay for What You Want!", which is depicted in Figure 5.14. These are a few examples of how comparable areas with an eclectic mix of stores are able to creatively advertise their shopping areas as destinations. This helps to unify the area under a common theme. At the bottom of each of the magazine advertisements, there is a representative for businesses to contact if they are interested in joining the collective ads. Belmont Center, Newton Centre, and Inman

Square have all marketed their cohesive shopping districts as attractive destinations through their creative and cooperative advertising campaigns.

Figure 5.12 A Newton Centre advertisement showcased in the November 2008 edition of *Skirt!* Magazine: The ad displays four businesses unique to Newton Centre for potential consumers.

Figure 5.14 An Inman Square advertisement showcased in the November 2008 edition of *Skirt!* Magazine: This advertisement captures the eclectic nature of the shopping area, and even lists a web site for more information on Inman Square.

Figure 5.13 A Belmont Center advertisement showcased in the November 2008 edition of *Skirt!* Magazine: The ad mentions community events as well, at the bottom of the page.

Advertising Online

Another effective strategy implemented in similar locations to Moody Street includes the use of the internet to involve the community. Newton Centre has created unity in its shopping district through a unique web site called Friends of Newton Centre (see Figure 5.15). This site was created by volunteers in the Newton community who have taken it upon themselves, as clearly outlined in their mission statement, to preserve and enhance Newton Centre. The Friends of Newton Centre explicitly state that the brand they wish to achieve includes "a village center that is green, accessible, and pedestrian friendly, safe, clean, and devoid of traffic and parking problems so that residents and visitors may fully enjoy the residential and retail environment."[109] Newton Centre's brand is succinct, inclusive, and definitive. This prominent inclusive community group supports the idea that it takes a collective effort, including many different stakeholders, to successfully preserve, improve, and brand a destination for consumers. Supportive community involvement in the shopping area can have an overwhelmingly positive impact on the effectiveness and success of advertising a consumer destination.

Figure 5.15 Inman Square Business Association Advertisement: showcased this special holiday event through its online web site.

Inman Square also brands itself as a destination through online advertising. Just recently, the Inman Square Business Association promoted "Shop Inman by Moonlight" on December 11th, 2008, during which all participating businesses were open for the one day holiday event from 6:00 p.m. – 12:00 a.m. (Figure 5.16). This event marketed Inman Square as a destination and encouraged business collaboration. Consumers were able to browse the shopping area with the full Inman Square experience.

Harvard Square is another prominent consumer destination with a successful advertising program. It features a website dedicated to marketing the businesses located in and around the area, as shown in Figure 5.17. The Harvard Square Business Association (HSBA) maintains the website, and offers its business members several benefits. Members are offered a page on the website, featured advertisements in tourist maps and brochures, discounts on advertising, networking opportunities with other businesses, and marketing assistance.[110] With a diverse network of businesses, the HSBA outlines the specific types of businesses into categories including Arts & Entertainment, Accommodations,

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[109] "Friends of Newton Centre (homepage)." Friends of Newton Centre. 1 Dec. 2008
<http://friendsofnewtoncentre.com/>.
[110] "Welcome to Harvard Square." Harvard Square.com. 1 Dec. 2008 <http://www.harvardsquare.com/>.

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Restaurants, Services, Shops, News, and Events.[111] A user-friendly business map and directory allows consumers to become more familiar with what is offered in Harvard Square. Through the web site, a consumer can easily learn more about the shops, restaurants, events, and activities available in Harvard Square.
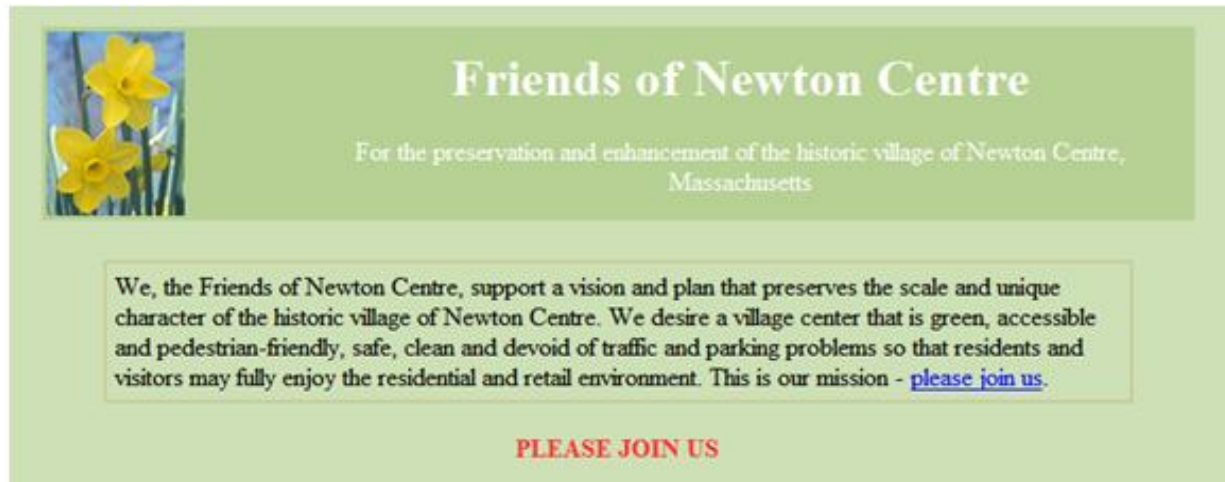
 Figure 5.16 Mission Statement of Newton Centre: This web snapshot of the "Friends of Newton Centre" homepage outlines its mission statement clearly for the public.
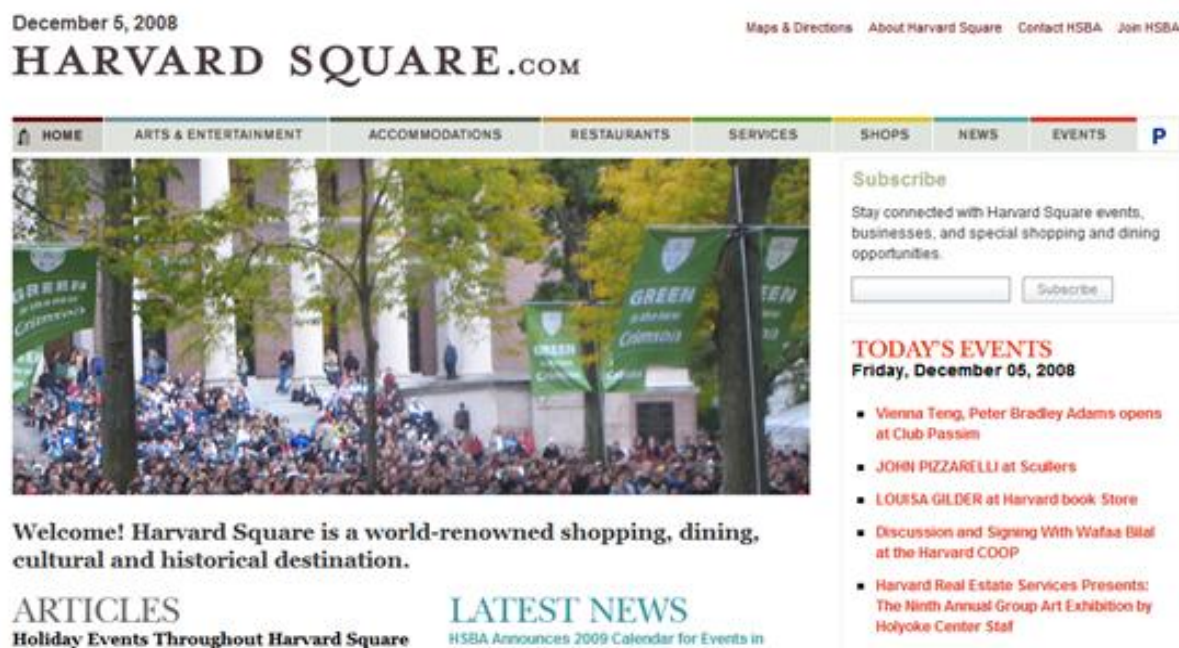
Figure 5.17 Harvard Square's Business Association Website: makes it easy for potential consumers to browse and see what new exciting events are coming up in Harvard Square

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[111] "Welcome to Harvard Square." Harvard Square.com. 1 Dec. 2008 <http://www.harvardsquare.com/>.

Inman Square, Belmont Center, Newton Centre, and Harvard Square all incorporate some form of collective advertising to brand their consumer destinations. Moody Street has the opportunity to market itself through any of the proven advertising strategies as implemented by these shopping areas. It is important to note that Moody Street businesses have successfully used similar forms of advertising in the past. In a 1930s Waltham Directory, the Advertising Department included a full page advertisement for two different photography businesses, Webster Studio and Jacklyn Studio, both located on Moody Street (Figure 5.18). These types of advertisements were popular during that time period and were effective. Over 70 years later, this form of advertising is still used by businesses and is attractive to consumers. Currently, Moody Street's business owners have also discussed the possibilities of branding Moody Street through collaboration. Focus group participants who own businesses on Moody Street mentioned advertising for one another's businesses to their customers. This would include brochures, pamphlets, coupons, and direct verbal advertising for other businesses on Moody Street.

Figure 5.18 Moody Street Business Advertisement. This photograph depicts a full page advertisement for two photography studios on Moody Street in the 1930s. This page originates from a 1930s Waltham directory. *Courtesy of the Waltham Museum.*

Although Moody Street currently does not have an effective advertising program, such a program would help attract new consumers and inform current ones of other businesses to visit. Shopping destinations like Inman Square, Belmont Center, Newton Centre, and Harvard Square are examples of areas rich with eclectic and diverse businesses that have used effective advertising strategies to attract new consumers. They provide examples of a few of the many channels Moody Street can use to create a unique and popular brand. With evidence of past use of advertising for Moody Street businesses and the willingness of current businesses to collaborate to brand the street as a destination, Moody Street has considerable potential to create a successful advertising program.

Improving the Recognition of Moody Street as a Destination

For effective branding that will stimulate increased foot traffic, it is critical to create a perception of Moody Street as a destination through the promotion of browsing. As proven in comparable areas and reinforced by consumers, this atmosphere can be accomplished by an organized and uniform effort by the city and business owners to turn Moody Street into a consumer destination.
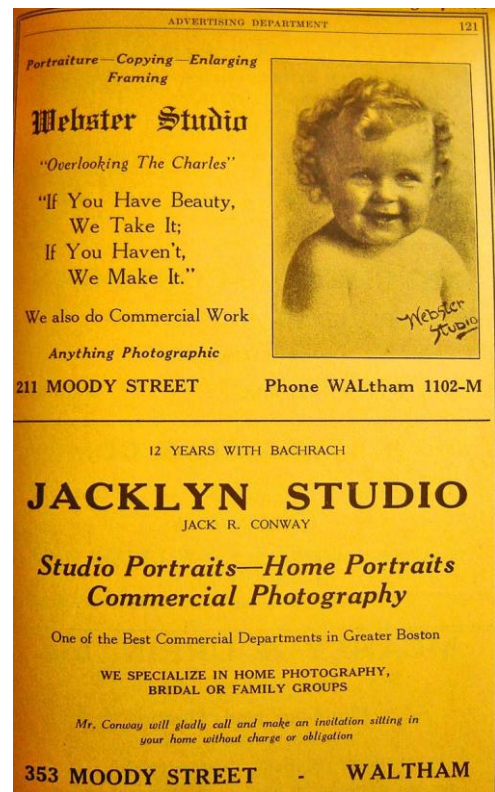
According to college student focus group participants, Moody Street is currently "not a browsing kind of street." College students and Waltham residents provided insight for this common perception. One focus group participant cited the fact that there "doesn't seem to be a constant flow on the street" with the mix of stores and restaurants appearing "disorganized." This unappealing atmosphere dissuades consumers to browse the area. In comparison to Moody Street, college students stated that Harvard Square is more appealing because "it has stores you can shop, [is] more festive, and more inviting."

According to Waltham residents, "It is the atmosphere and mix of stores that makes you stay in an area and spend money." Focus group participants mentioned that Moody Street's atmosphere did not encourage strolling and that its mix of businesses lacked variety, discouraging consumers from browsing. In response to this, participants voiced a desire for the creation of "a more cohesive look to Moody Street, while still maintaining the character of the stores."

Moody Street business owners described the current retail climate on the street and provided examples of opportunities to improve the consumer environment. Data collected from business owners provided an understanding of what business owners believe would be beneficial to their establishments and to the current retail climate they are experiencing. Lack of communication between businesses on Moody Street was one issue raised by business owners. A focus group participant stated that in the past, store owners conversed with each other at sidewalk sales and other street-wide events. Sidewalk sales were business collaborative events in which several stores on Moody Street would setup up tables on the sidewalk displaying their merchandise for consumers to browse and purchase. All business owner participants agreed that a unified street would strengthen efforts in improving Moody Street making it more attractive for consumers.

They also mentioned that, in theory, a business owner's task force is an advantageous means to create a unified area; however when implemented in the past on Moody Street, no significant accomplishments resulted. These past failed attempts have resulted in disheartened business owners who are not enthusiastic about re-attempting task force participation. Online and on-site survey data collected from Moody Street consumers brought to light two significant concerns that have a negative impact on the development of an atmosphere of browsing, as well as on the perception of it as a destination. The first concern was that both online and on-site survey respondents strongly suggested improving the cleanliness of the street. The second concern was that respondents also strongly suggested improving the streetscape of the area and the storefronts.

The formation of an environment that will persuade consumers to browse the street creates the foundation necessary to attract the stores that consumers find appealing. According to the focus groups and consumer surveys, participants voiced a strong desire for clothing stores, which would create a stable economic mix on Moody Street. A more inviting street, with more consumers walking around the area, will help attract business owners of clothing stores.

For further support, commercial centers comparable to Moody Street were analyzed to gauge how they treated the issues raised by survey respondents and focus group participants. These areas were also analyzed to see the differences found among these commercial centers. The area most closely examined and contrasted with Moody Street was Davis Square in Somerville, Massachusetts. This commercial center was found to be a comparable area to Moody Street based on similar demographics, target consumers, and an eclectic business mix.

Differentiation of the Moody Street Area

Moody Street is a unique commercial center in need of a strong promotional strategy to market its collection of positive attributes. Initial analysis of the area revealed that one of the most prominent weaknesses of the area was the absence of signage to indicate a destination. The area's consumer base realizes the significance of the name "Moody Street" and associates the name with an image of a commercial center. However, for consumers who are not familiar with the area, the name "Moody Street" lacks any significance and is only known to be a street name. These consumers also do not have any form of signage to make them aware of the existence of a commercial center as they pass Moody Street. A sign distinctly marking the commercial center can be a clear signal to consumers that they have arrived at a destination. It is also an effective way to take advantage of the automobile and public transportation traffic that travel through Moody Street. The use of signs to differentiate commercial centers from the rest of a city is evident in comparable areas such as Davis Square.

Figure 5.19 Distinct Davis Square Sign in Downtown. A sign marks the location of a prominent commercial center known as Davis Square in Somerville, MA.

Figure 5.20 Extended View of Davis Square Sign. A view of the sign's placement on the Davis Square strip.

The area has a large, bold sign that is placed in a key location, giving it the ability to act as an advertisement of the area's name and a differentiator from the rest of Somerville. As seen in Figure 5.19, a sign labeled "Davis Square," signaling the existence of a consumer destination, is strategically placed in the middle of a busy four-way intersection. It alerts drivers' attention to the fact that they are

entering a commercial center. Figure 5.20 is an extended view of the area surrounding the sign showing the four traffic channels that can easily view the sign with the area's name. The sign also advertises the area to a fifth channel, the Davis Square T-stop, a point of arrival for consumers using public transportation to travel to the area. The importance of a differentiating sign on a street is further supported by the focus group of college students. One student mentioned that a differentiating marker similar to a "Welcome to Reno" sign is an effective way to make people aware of what they are passing by when they are driving around the area. The participant specifically suggested a large sign labeled "Moody Street" above the entrance to the commercial area. In the eyes of a consumer, this type of sign would promote a feeling of arrival at a destination. The strategic placement of smaller signs in major parking areas further contributes to an inviting atmosphere on the street.

Figure 5.22 Embassy Structure on Moody Street: shows an iron structure that is seen by consumers entering Moody Street from the Embassy parking lot.

Figure 5.21 Welcoming Davis Square Sign: that welcome consumers entering.

Figure 5.22 is a Davis Square sign located behind the storefronts, where it is visible from a main parking area and can be seen by consumers as they enter the street. A similar sign is also visible directly on the main strip, indicating a street that is home to a variety of businesses that are unified by their membership to Davis Square. These signs introduce an area to consumers and welcome them to their destination. Figure 5.21 is a picture of the sign that greets consumers when entering Moody Street from a main parking area near the Embassy theatre. Many consumers do not realize the significance of this structure as a landmark of the original Embassy Theatre, and it remains ambiguous to most. Moody Street would benefit from a sign advertising the entire commercial area and signifying the entrance to a cohesive commercial center.

Figure 5.23 is an extended view of the area passed by consumers entering Moody Street. The area has excellent street frontage and visibility from the parking lot, which are two qualities of great value for the implementation of a sign to advertise the commercial center.

Figure 5.23 Open Public Space on Moody Street. Shows an open public space between the parking area near the Embassy Theatre and Moody Street.

Collaboration among Business Owners

The presence of an organized, cohesive atmosphere in a commercial area can only be accomplished through collaboration and cooperation among affected community members. As proven in Davis Square, there must be collaboration in order to create an inviting environment for consumers on Moody Street. According to a survey of business owners on Moody Street, 23 out of 40 business owners indicated that the improvement of aesthetics was very important to attract consumers to the area. However, an interconnected, aesthetically-pleasing commercial community cannot be created through separated and disjointed efforts.

A business owner who has been located on Moody Street for a significant period of time noted that in the past, "store owners used to congregate" because there were more events bringing the business owners together. The business owner specifically mentioned that in the past Moody Street was closed off to allow for a street-wide sidewalk sale. It allowed business owners to mingle with their neighbors and develop a friendly relationship.

The focus group of business owners mentioned that task forces have been attempted on Moody Street in the past without success. One focus group participant and member of a past business owner task force explained that the group started out strong because of the acknowledgement of its necessity. As time elapsed without any significant action towards street improvements, however, business owners

became disheartened by the lack of accomplishment to show for their efforts. People began to lose interest and stopped attending meetings, which ultimately resulted in the disbandment of the task force. The business owners now realize the importance of a Moody Street business network in order to build a more cohesive atmosphere on Moody Street.

The advantages of having a task force of business owners in a commercial community are proven by the continued success of the collaboration among business owners in Davis Square. In 1977, the Davis Square Task Force was formed. It was comprised of local business owners, residents, and local officials. Similar to other volunteer groups, its members sometimes faced difficulties in keeping it together. However, it managed to stay in place for many years until it was replaced by DARBI in 2006. DARBI is the Davis Square Area Resident-Business Initiative, which is an association of volunteers from the area that make up four teams: the Green Team, the Beautification Team, the Marketing Team, and the Membership Team. DARBI aims to promote the area as an attractive commercial center to live, visit, shop, and conduct business. In essence, members collaborate in order for Davis Square to exist as an interconnected destination with a feeling of community among business owners. DARBI is a considerable force behind the square's cohesive and organized appearance. There are two teams in place to promote an atmosphere that promotes browsing: the Beautification Team and the Marketing Team. The beautification group is responsible for creating an atmosphere that fosters browsing of Davis Square by promoting a uniform effort from businesses to maintain cleanliness and attractiveness of their storefronts and signs. The marketing group develops comprehensive maps and brochures that promotes the location as a group of businesses that have come together to form a destination with an organized shopping experience for consumers.[112]
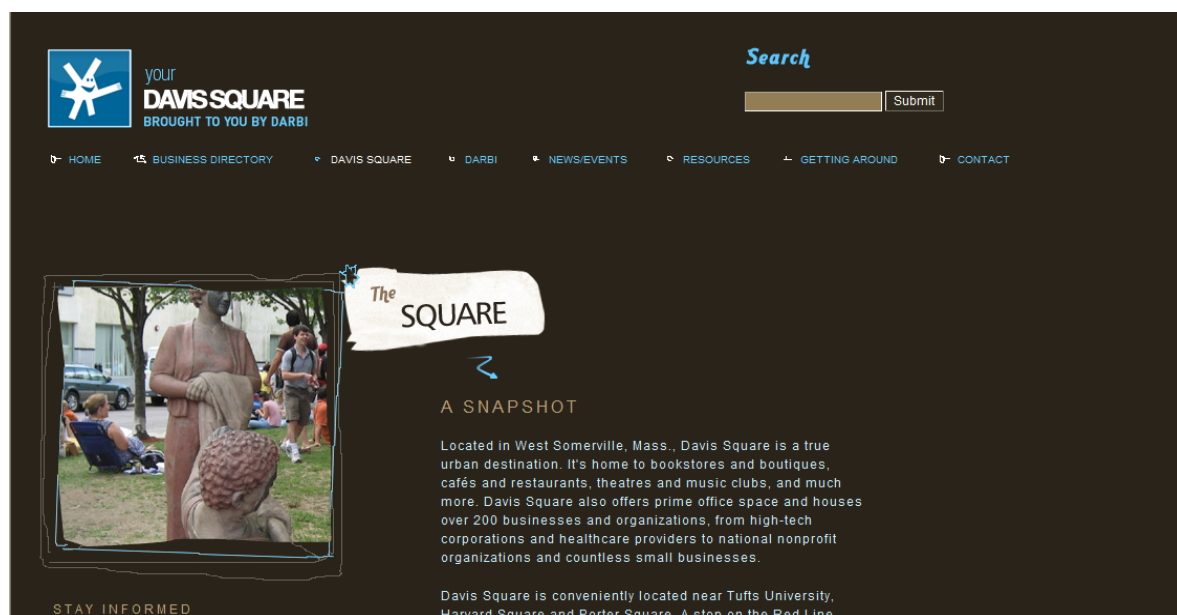

 Figure 5.24 DARBI's Detailed Davis Square webpage. DARBI's web site, introducing potential consumers to Davis Square.

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[112] Your Davis Square. DARBI. www.yourdavissquare.com

Figure 5.24 shows consumers who are interested in the area that Davis Square is "an urban destination."[113] It is giving the commercial community a name with which consumers can associate the collection of stores in the area.
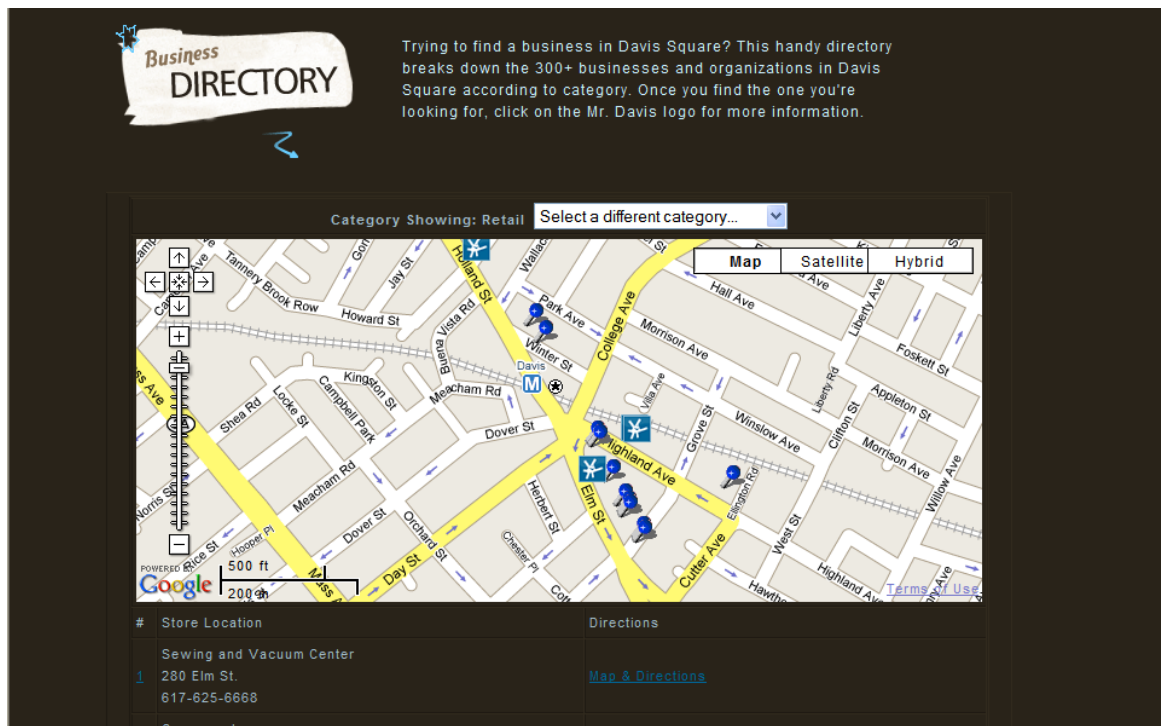
 Figure 5.25 DARBI's Davis Square Business Directory. DARBI's online comprehensive directory of all businesses available in the commercial center.

Figure 5.25 is a collaborative effort by all the businesses of Davis Square to create a comprehensive listing of the businesses that consumers will find available to them when they visit the area.

The Appeal of a Clean Atmosphere

The cleanliness of a consumer destination is a major factor in the perception of an area. According to consumer on-site and online surveys, one of the top four most emphasized suggestions for Moody Street was to improve its cleanliness. A significant 19% of on-site respondents, as well as 14% of online respondents, agreed that this was a necessary improvement. An online survey respondent commented on all major cleanliness issues on the street. He stated:

> The business owners should take it upon themselves to provide ash trays of some sort
> for their smoking patrons. The sidewalks are littered with cigarette butts because there
> is no place to put them. They should also make a point of periodically sweeping in front
> of their establishments. If everyone took care of their sidewalks, it would look much

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[113] Your Davis Square. DARBI. www.yourdavissquare.com

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nicer. It's disgusting to walk down the sidewalk covered in litter. Also the merchants could do something about making their windows more attractive, and a clean window is a start.

According to an article on the Washington Post, "Cleanliness equals safety in the minds of visitors, and that old gum – along with graffiti and window bars – subtly dissuades shoppers, tourists, and even potential residents and commercial investors." This cleanliness issue "hinders the improvement of neighborhoods, slowing the revival even of ones that are seeing major new investments." [114]

The main issues raised regarding the lack of cleanliness on the street were:

➢ Litter on the sidewalks and street
➢ Gum spots on the sidewalks
➢ Cigarette butts on the sidewalks

Litter on the Sidewalks and Street

Figure 5.26 Litter on Sidewalks of Moody Street: this picture shows a view of an area consumers found to place their trash along Moody Street.

Consumers specifically suggested "more trash cans on the street" and the necessity for "regular pickup of trash." Figure 5.26 and 5.27 support consumer sentiment about the lack of cleanliness on the street and the need for more trash receptacles. Field observations of the area provide additional support this claim. If there is an insufficient number of trash receptacles on the street, consumers will be compelled to place their trash in areas other than trash receptacles. The college students' focus group commented that Moody Street appears dirty and that street cleaning should be done more often. A Waltham resident focus group participant mentioned, "It's disgusting to walk down a sidewalk covered in litter." A business owner pointed out that in most cases, the trash appeared to be placed on the ground by people simply unable to find a trash can, and that an increase in the number of trash receptacles would decrease the frequency of littering. Conveniently placed, easily accessible trash receptacles would encourage consumers to properly dispose of their trash, resulting in a cleaner and more enjoyable shopping and dining environment for Moody Street consumers.

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[114]Timberg, Craig. "Contrast In Cleanup Underfoot In District." 28 Nov. 2003. Washingtonpost.com.
http://www.washingtonpost.com/ac2/wp-dyn/A17509-2003Nov27?language=printer

Figure 5.27 Trash Receptacles in Davis Square. Shown above is a highly frequented public sitting area on Davis Square, with three trash receptacles present to meet the needs of the area.

Figure 5.27 shows the number of trash receptacles found in Davis Square to match the volume of consumers in the area. This picture illustrates three trash receptacles in this highly frequented area. As a result, there is less littering on the sidewalks.

Gum Spots and Cigarette Butts on the Sidewalks

Further analysis revealed that there are two other cleanliness issues: gum spots and cigarette butts (Figure 5.28). Both the college student's focus group and residents' focus group believed that store owners should be responsible for their property through the maintenance of a clean and aesthetically pleasing storefront. Business owners appeared to acknowledge that it was their responsibility to keep their property clean. However, to bring about uniformity of cleanliness along the street, there needs to be collaboration among business owners. The lack of communication among property owners has an impact on the current state of Moody Street's sidewalks, which are littered with cigarette butts and gum. An atmosphere that promotes browsing necessitates consumers to feel comfortable and safe walking along the street which is not a feeling that can be experienced concurrently with the consumer perception that the street is unclean and poorly maintained. The residents' focus group participants specifically mentioned that an overall aesthetically pleasing atmosphere is an important determinant of their decision to browse Moody Street and spend money. With the current perception that Moody Street contains some undesirable features, it is evident that this is discouraging them from visiting Moody Street.

Figure 5.28 Cigarette butts and Gum Spots on Moody Street. Shown above are the cigarette butts and gum spots found on the sidewalks of Moody Street. The dark spots indicate gum spots and the short white lines indicate cigarette butts.

Lack of Maintenance on the Entrance to the Charles River Walkway

Upon further observation of the area, the cleanliness of the Charles River walkway was found to require attention. According to the consumer survey, 57% of online respondents confirmed that proximity to the Charles River was a positive attribute of Moody Street, and 67% of on-site respondents agreed. In addition, the college students focus group and residents focus group mentioned that the river is very appealing to them. Figure 5.29 is a view of the aesthetic appeal of the river that consumers see as a positive attribute to Moody Street. It adds beauty to the Moody Street area and is a natural differentiating characteristic of Moody Street from other commercial centers that should be used to its advantage.

Figure 5.29 View of Charles River From the River Walk

However, both the online and on-site consumer surveys showed that a large amount of respondents did not frequently walk along the Charles River. The residents' focus group stated that the lack of cleanliness on the path to enter the riverfront area may potentially be the reason why more consumers do not walk along the river. Upon review of the vicinity, it was found one of the paths leading to the river was

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blocked with debris. While it is recognized that debris removal for any area may be on infrequent schedules it was observed that these leaves remained on the path from October 26th – November 26th, 2008 as shown in Figure 5.30 and 5.31. Regular maintenance of the Charles River Walkway has potential to increase foot traffic along the river and attract consumers to Moody Street.

Figure 5.30 Leaves along the Charles River (Oct. 2008): Taken on October 26, 2008 this photo depicts collected debris on a path along the Charles River

Figure 5.31 Leaves along the Charles River (Nov. 2008): Taken on November 26, 2008 this photo depicts the same debris blocking part of a Charles River walkway.

Visibility of What Moody Street has to Offer

It is difficult for visitors to clearly see what is available to them, along Moody Street, which reduces the probability that they browse the stores along the street. The ambiguous nature of Moody Street's establishments results from a combination of signage restrictions, storefront maintenance, and tree management. According to a participant in the Waltham residents' focus group, "there might be something you want, but the store wouldn't catch your eye or is noticeable because the facades are run down and there is inadequate knowledge of what's on the street." A participant from the college students' focus group also commented that "It was difficult to see what was on the street" and that it is "hard to find places that I am even familiar with." The respondent expressed further concern about the street's ability to accumulate foot traffic from sources other than the current consumer base and word of mouth. They stated that the poor signage and dilapidated storefronts of some business outlets would most likely make it difficult for people unfamiliar with the area to locate a certain store or truly see what Moody Street has to offer. Maintenance of storefronts and signs are not only advantageous to a business by drawing in foot traffic, but it is also necessary to keep their current consumer base returning to the area. According to the on-site consumer survey, 15% of respondents believed that the streetscape of Moody Street required improvement. Survey respondents specifically mentioned the need to "update storefronts." Consumers want Moody Street to have a "uniform aesthetic appeal." A

participant of the college students focus group mentioned that "Harvard square is fun to walk around because the buildings are attractive, store windows are pleasing, and you can window shop." It is clear that attractive, clearly labeled storefronts and signage promote the type of browsing behavior in consumers that a destination needs.

Figure 5.32 Davis Square Streetscape. Shown above is the streetscape view of Davis Square.

Analyzing a comparable area to Moody Street it was found that Davis Square's overall streetscape creates an environment that encourages consumer browsing. Figure 5.32 shows a view of the storefronts and signage, found in Davis Square that is unique, yet uniform in their maintenance and appeal. The base of the leaves on the trees, located along the street are kept at a level above the placement of the signs, in order to preserve the visibility of the store fronts. This streetscape makes it easy for consumers to recognize the stores on the street as they look down the street while passing the area on foot or by car.

Detailed observations of Moody Street support the issues raised by consumers. Figure 5.33 shows a storefront that is not hidden by any tree foliage and has great exposure to foot and street traffic; however, it lacks a sign identifying the store. This hurts the streetscape because it creates a loss of potential foot traffic, gives the appearance of a vacancy or run down store, and negatively affects neighboring businesses. Potential consumers passing by are unaware of the business' existence in the area. It also does not contribute to the feeling of an interconnected commercial community, which decreases the likeliness of a consumer to browse. Figure 5.34 shows a business with a well-maintained storefront and vibrant sign advertising the store. It would have been a great contribution to the streetscape of Moody Street; however, the signage on the store is obstructed by a tree. Though the

store would appeal to a consumer walking along the street, consumers driving along the street would find it hard to see or locate the store.

Figure 5.34 Store Front on Moody Street With No Sign, but exposure.

Figure 5.33 Store Front on Moody Street with a Well Maintained Street Sign, but blocked by foliage.

The comparison between the visibility of the businesses found on Moody Street and those of its comparable area of Davis Square is seen in Figures 5.35 and 5.36. These two pictures were taken at a similar angle and show a view of both streets in the eyes of a pedestrian looking at what is available in these areas.

Figure 5.35 is a pedestrian's view of Davis Square, which shows that they can clearly see the stores available to them along the street.

Figure 5.35 Pedestrian View of Davis Square

Figure 5.36 Pedestrian View of Moody Street

In comparison, Figure 5.36 is a pedestrian's view of Moody Street, which shows the difficulty potential consumers encounter when trying to view what is available to them on the street. This also helps them determine if it is appealing for them to browse.

Participants from the college students focus group suggested that a comprehensive store directory or the addition of perpendicular signs can improve the awareness of businesses available on Moody Street. Respondents in the Waltham residents focus group also commented that a directory found on Moody Street would be helpful to show college students and visitors unfamiliar with the area, the businesses they can find along Moody Street.
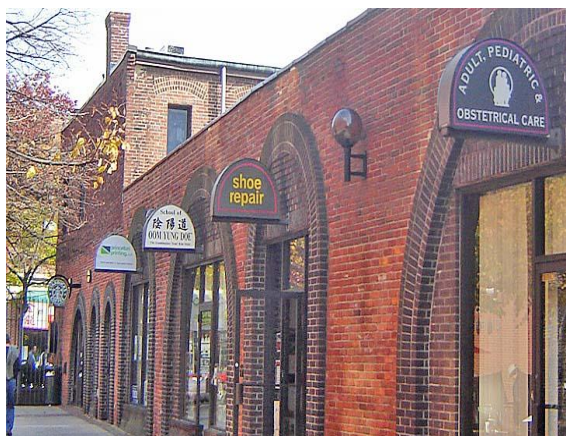

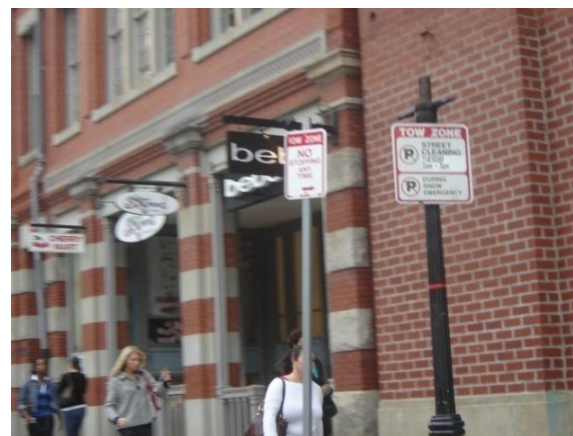**Figure 5.38 Perpendicular Signs at Davis Square**

Figure 5.37 Perpendicular Signs on Newbury Street a widely recognized and popular shopping and dining area.

The two commercial centers in Figures 5.37 and 5.38 are shown using uniform, perpendicular signs to improve the browsing experience for consumers. The uniformity of both the placement and shape of the signs for each store along the street allows consumers to quickly find the name of a store. This gives a consumer a feeling of organization on the street. In addition, the perpendicular nature of the sign allows consumers to easily locate a store in which they would be interested, as they walk or drive along the street. As indicated by college students and suggested by several consumers, the visibility of store names as a pedestrian looks down a street is greatly increased through uniform or perpendicular forms of signage.

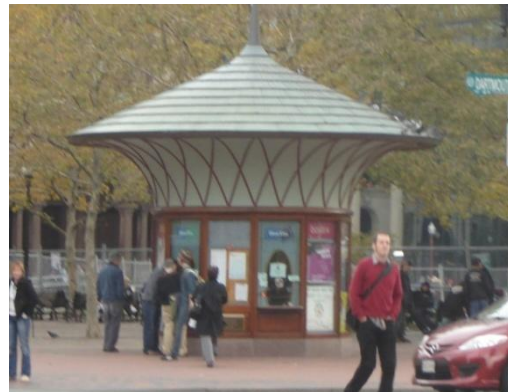Figure 5.39 Postings Board on Moody Street   Figure 5.40 Postings Board on Newbury Street

Figure 5.40 shows a structure for postings and a directory for businesses on Newbury Street in Boston. It functions as Newbury Street's information or visitors' center. It is a place that consumers can go in order to find information about events, view advertisements, and discover special sales on the street, as well as function as a map of the businesses operating in the area. A directory is easily identifiable by consumers as a place to get information about a commercial center. It also gives consumers a feeling of entering a destination, with the directory serving as a guide to the commercial community. Figure 5.39 shows a structure on Moody Street that was meant to act as a directory. However, the postings found on the structure have no relevance to the street. Most of the postings are unreadable because of the wear and tear associated with exposure to the elements.

Further research of characteristics of the street that impede the ability of consumers to see what Moody Street has to offer brought to light the issue of vacancies present on the street. According to a respondent of the online survey, "A good portion of the stores seem deserted, which gives the feeling that the street is more 'run down' than it really is." This sentiment is echoed by consumer survey participants, who suggest that more "attention could be paid to making vacant stores less ugly." The appearance of the vacancies on Moody Street is noticeable to consumers because they appear primarily in the form of run down, empty buildings. These vacant stores detract from a consumer's propensity to browse an area and have a negative impact on their perception of the area. In addition, it discourages

future business prospects from Moody Street, which hinders its revitalization attempts and threatens the sustainability of existing businesses on the street.

Figure 5.41 Vacant store on Moody Street.

Figure 5.41 shows the depressing feeling that a vacant store brings to a community. It influences consumer perception that Moody Street is dilapidated. It also does not promote the ideal perception of Moody Street as a commercial community because of the noticeable difference between the maintenance of current operating businesses and that of the vacant store fronts.

Additions to the Appeal of Moody Street's Streetscape

A lively, vibrant streetscape contributes to a consumer's appeal to stop in the area and browse. Both the college students' and residents' focus groups expressed their view that the landscaping needs improvement. One resident focus group participant mentioned that Moody Street is "not inviting to walking" and suggested that it would benefit from more colors, plants, and lights.

Figure 5.42 shows a banner labeled "Davis Square" that welcomes consumers to the area. The view of colorful and organized banners along the street adds to the aesthetic appeal of the street and the feeling of entering a destination.

According to the college students' focus group, festive signs and activities adds appeal to browse an area. Both college students and residents stated that enhancing the light on the street would add to the
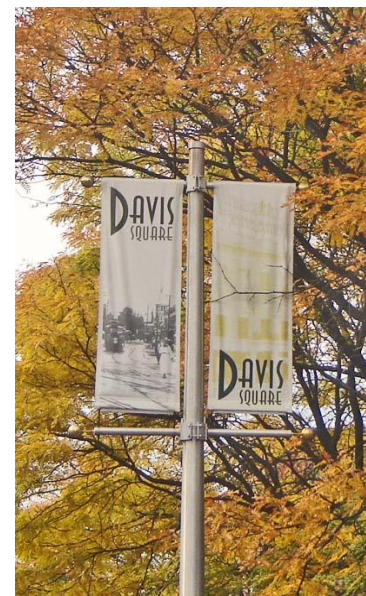
Figure 5.42 A banner displayed in Davis Square

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attractiveness of the area. Figure 5.43 shows the use of holiday decorations and tree lights by a business in Davis Square to add aesthetic appeal to the street. The combination of these two features gives the street an attractive look during both the day and night time. The holiday decorations add spirit and color during the day and tempt consumers to stop and browse the street to view the decorations and visit stores. The tree lights add color and light at night, making the street appear more approachable and alive in the dark.

Figure 5.43 Lights and Decorations on Davis Square: Shows lights wrapped around the tree and Halloween decorations placed by the business on their property.

Figure 5.45 Plants on Businesses at Davis Square. Shows a business in Davis Square using plants to add to the appeal of the business, as well as the street.

Figure 5.44 Landscaping at Davis Square. Shows an organized and appealing landscape alongside the street in Davis Square.

Figure 5.44 shows the use of flowers on a business's storefront, which not only attracts consumers to the store, but also adds to the attractiveness of the streetscape. Flowers and greenery are a form of decoration and addition of color to a street that can last all year round. Figure 5.45 shows an attractively landscaped street. There are barrels of flowers lined along the street, which makes the landscaped commercial center look well-organized and appealing for a consumer to visit. This is the type of streetscape needed to encourage strolling and walking along Moody Street. When a commercial community has a well-maintained streetscape, it enables business owners to attract this foot traffic off the street. It also gives the area an opportunity to turn occasional consumers into frequent visitors.

Through focus group discussions, survey results, and a detailed observation of Moody Street, viable actions to shape the area into a destination were identified. Differentiation of the Moody Street area, collaboration among business owners, maintenance of a clean atmosphere, awareness of what Moody Street has to offer, and additions to the appeal of Moody Street's landscape are areas proven to require attention. Action to improve these issues will have an ability to provide a significant benefit to the economic stability and continued growth of Moody Street. The area has the attributes needed to be a successful, vibrant commercial center, but has deficiencies in its ability to bring these attributes to the attention of consumers. Successfully implementing the aforementioned steps on Moody Street will likely lead to increased foot traffic, and the development of browsing behavior.

Enhancing Moody Street's Positive Attributes

Past successful celebratory events on Moody Street and similar activities in surrounding towns have demonstrated that a uniquely fun and imaginative destination can be achieved by business owners working together. Live entertainment, art exhibits, and the effective use of existing public spaces could help accomplish this.

Parades

Participants from the business owners focus group spoke of festivals that took place in the past on Moody Street. Many businesses featured a table display of their merchandise at these festivals, which created an atmosphere conducive to collaboration among business owners. Focus group participants favored the idea of holding street-wide festivals and parades, and thought it would be useful if Moody Street were to re-implement this concept. Since parades require collective planning, they encourage a cohesive atmosphere among business owners. If a parade route started on the Common and finished at the end of Moody Street, spectators would be more likely to explore the street and see what restaurants and retail businesses it has to offer. This fun activity for potential consumers would create greater exposure for businesses and increase foot traffic.

Waltham city ordinances do not specifically prevent live entertainment events like parades, but the ordinance against "amusements" prevents large gatherings of people from obstructing the main thoroughfare. Festivals and special events could be scheduled at convenient times to minimize traffic

flow obstruction. City regulations state that Moody Street cannot be shut down, because it would inhibit traffic flow and create detours. Side streets could however serve as possible detours to minimize traffic congestion.

Past Parades on Moody Street

When parades were held on Moody Street in the past, they were extremely popular with both locals and tourists. In fact, "Thousands swarmed to the street for Cronin's Christmas and Easter parades from surrounding communities in the mid-1900s," Jeff Gilbride from the *Daily News Tribune* says in his article on "Moody Memories."[115] These festivals were successful and demonstrated the popularity of Moody Street in the past. With large crowds of people visiting Moody Street, there was a greater likelihood of an increase in the amount of people visiting shops and restaurants. Figure 5.46 is a photograph from a holiday parade from the mid-1900s. Figure 5.47 depicts an Easter parade float, successfully attracting spectators to Moody Street. Figure 5.48 also depicts a parade float passing by the river, with a large group of spectators.

Figure 5.46 Holiday Parades on Moody Street attracted thousands of spectators.

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[115]Gilbride, Jeff, "Moody Memories: Residents recall the bustling downtown stretch," August 25, 2008, http://www.wickedlocal.com/waltham/town_info/history/x2045581742/Moody-Memories-Residents-recall-the-bustling-downtown-stretch.

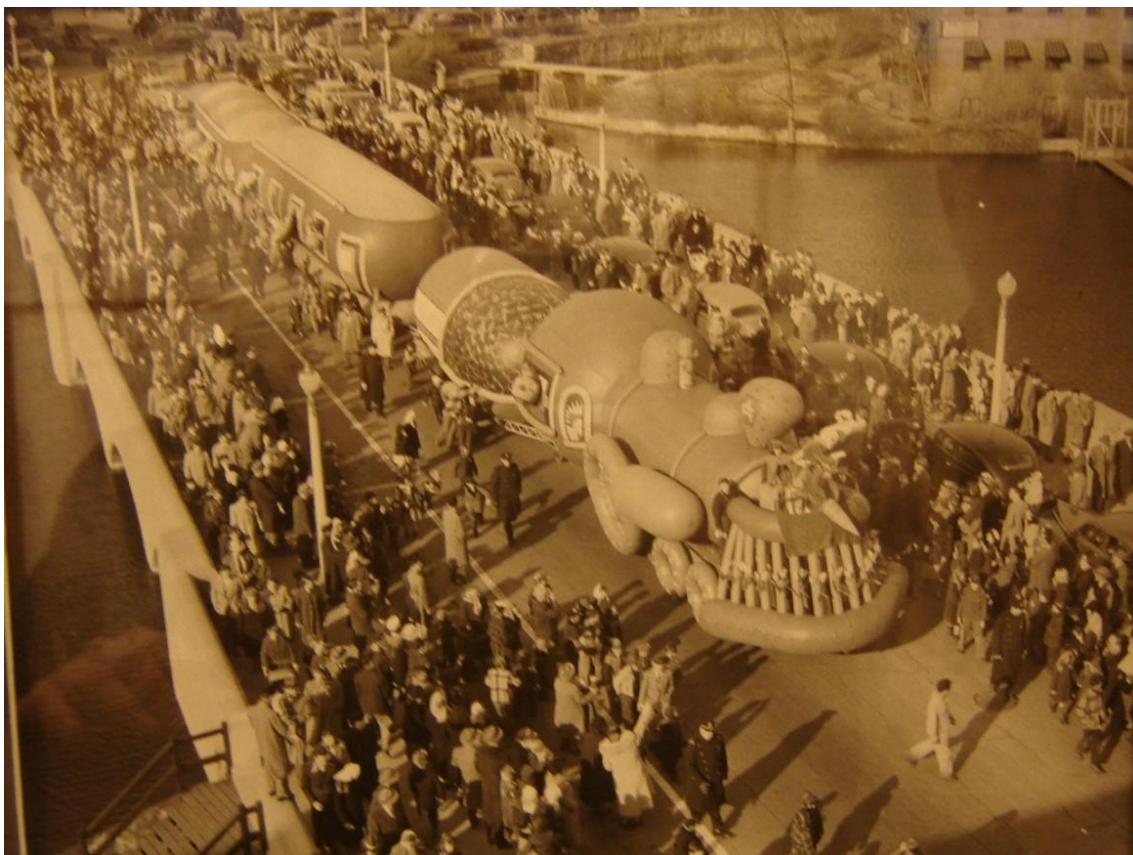**Figure 5.47 Easter Parade on Moody Street during the 1950s**

Figure 5.48 A Parade Float: passes by the river as spectators watch.

Proven Success of Parades in Other Towns

Parades continue to generate success in commercial centers today. This is proven by the town of Hyannis in Cape Cod, MA that holds parades on its Main Street during certain holidays. The area has an annual Fourth of July parade, which features live music, including musical performances by local high school groups.[116] It incorporates the local community into these events by including school musical performances, local marching bands, and even giving a local family the honor of acting as the Parade Grand Marshall. The parades bring the entire town together, as residents not only observe the parade and visit the street, but also actively participate in it. This strengthens the unity of a town by creating a collaborative atmosphere between local businesses and their consumer base. A bond like this fosters a sense of community, neighborliness, and togetherness, which creates an appealing atmosphere for out-of-town consumers. A Fourth of July, Christmas, or Easter holiday parade on Moody Street could accomplish similar goals. It would create an event in which consumers would have the ability to participate in some way or just watch the parade. This would also encourage families to visit Moody Street in greater numbers, as families would go to watch their high school and middle school-aged children marching in the band.

Special Events

On Moody Street in the 1950s, large crowds would gather for special events during the holiday season. Figure 5.49 depicts Moody Street crowded with people watching the "Santa Ladder" event. This picture shows that holiday events have been extremely successful in Moody Street's past, so they may be a welcomed addition to the Moody Street of today.

Figure 5.49 Moody Street in the 1950s - Santa Ladder

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[116]"Welcome To Main Street, Hyannis!" Hyannis Main Street - Cape Cod's Main Street by the Sea. 1 Dec. 2008 <http://www.hyannismainstreet.com/>.

White lights adorning the trees along Moody Street could be the focus for a tree lighting event. The occurrence of such an event around the holiday season could have an ability to stimulate holiday shopping on Moody Street. At such an event, the appearance of Santa Claus would also increase the amount of families in attendance, and could promote the perception of Moody Street as a family-friendly destination. Attracting people through these special events will increase foot traffic on the street, and help add to business with potential customers.

Moody Street celebrated its first Holiday Downtown Prelude on Saturday, December 6, 2008.[117] Many businesses offered discounts or raffle drawings as part of the festivities. A trolley traveled around the city and down Moody Street in a loop, allowing children and families to board and ride with Santa. A small group from the Waltham Philharmonic Orchestra also played holiday music at one of Moody Street's businesses. This event has the capability to grow every year and turn into a holiday tradition on Moody Street.

Special Events in Other Towns

Moody Street lacks special community events that are evident and successful in other towns. In the nearby town of Somerville, MA, its Arts Council sponsors an annual holiday event called the Illuminations Tour. [118] It is a 45-minute trolley tour of light displays for the holidays, and allows residents of nearby towns and tourists to see some of Somerville's finest residential light displays. These tours leave from and return to City Hall, where coffee, hot chocolate, and cookies are provided for all in attendance. Throughout the evening, guests can enjoy listening to the Somerville Community Chorus and making holiday crafts. This event fosters neighborliness and holiday spirit, and builds a sense of community.

A similar event to the Illuminations Tour could be very successful on Moody Street. Tours could leave from an establishment on Moody Street and offer hot chocolate to guests. The trolley could drive down Moody Street and into nearby neighborhoods in Waltham to view holiday lights. A contest for the best holiday decorations could be started, in order to increase people's involvement in the event. By having this special event depart from a Moody Street establishment, people would adopt the perception of Moody Street as a fun and imaginative destination.

In Hyannis, there is an annual Village Christmas Stroll that lasts all day on a Saturday in December.[119] One of the main features is a children's breakfast with Santa, which Moody Street could also implement. This breakfast could take place at an existing restaurant on Moody Street, which would increase the number of families visiting the area and help promote a family-friendly atmosphere on the street.

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[117] Conn, Richard. "Holiday Downtown Prelude this Weekend." The Daily News Tribune. 1 Dec. 2008.
<http://www.dailynewstribune.com/news/x686278182/holiday-downtown-prelude-this-weekend>.
[118] "Illuminations Holiday Tour." Somerville Arts Council. 1 Dec. 2008
<http://www.somervilleartscouncil.org/programs/illuminations/>.
[119] "Welcome To Main Street, Hyannis!" Hyannis Main Street - Cape Cod's Main Street by the Sea. 1 Dec. 2008
<http://www.hyannismainstreet.com/>.

Another long-standing tradition in Hyannis is the Annual Safe Trick-or-Treat for children. [120] It occurs on Halloween for a few hours in the late afternoon. At this event, The Main Street Toy Shoppe gives out bags for kids to decorate and then use to trick-or-treat. Then the children go along Main Street where merchants volunteer to open their stores and greet "trick or treaters" with candy. This event would also be beneficial on Moody Street to help establish the area as a fun destination, similar to the effect it has on Main Street in Hyannis. It would greatly increase the camaraderie of the business owners on the street, because everyone would be working together toward having a successful event for local children. It could also create future business on Moody Street, as more people discover the restaurants and retail places that the street has to offer.

A holiday fair is also being implemented this year on Moody Street. Taking place in the evening on a Friday in December, families will have the opportunity to take their children's pictures with Santa, take family portraits, participate in a bake sale, and enter raffles while listening to holiday music. Gift certificates to local businesses would make for ideal raffle prizes.

Package Deals

Package deals that offer discounts when a person visits two or more establishments on Moody Street would not only increase foot traffic, but is also a way for business owners to work together toward the common goal of increasing patronage on Moody Street. With a package deal, consumers are enticed by the savings and often find that they try new businesses that they may not otherwise have tried. Business owners' profits and sales often rise as a result of the implementation of package deals.[121]

An example of a successful package deal in Hyannis is called Artscape. [122] On the first Thursday of every month, the art galleries on Main Street have open houses from 5:00 pm-8:00 pm. If an art gallery visitor gets his or her brochure stamped, he or she can receive 20% off dinner at one of the participating restaurants. Figure 5.50 shows a map of where the participating art galleries and restaurants are located. This map shows that the businesses are spread out along Main Street in order to encourage foot traffic and browsing along a greater extent of the street.

A similar passport on Moody Street could involve other businesses, in addition to art galleries. Any retail owner could participate, which would encourage people, who may typically only visit Moody Street for dining purposes, to go for the art exhibits or shopping related activities. Its implementation on Moody Street would allow people to spend time walking along the street and exploring what it has to offer. This may increase the overall patronage on Moody Street.

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[120] "Welcome To Main Street, Hyannis!" Hyannis Main Street - Cape Cod's Main Street by the Sea. 1 Dec. 2008
<http://www.hyannismainstreet.com/>.
[121] Holland, Nathan. "Offer Package Deals To Increase Your Profits And Sales." WebProNews. 30 June 2004.
<http://www.webpronews.com/topnews/2004/06/30/offer-package-deals-to-increase-your-profits-and-sales>.
[122] "ArtScape." Hyannis Main Street - Cape Cod's Main Street by the Sea. 2 Dec. 2008.
<http://www.hyannismainstreet.com/artscape/>.

In Hyannis, Main Street's business owners coordinate occasional "Shop Local Days" in which there are street-wide sales and promotions.[123] Participating stores and restaurants all offer discounts, on a particular day, to create a shopping mall experience on the street, in which people visit many businesses. Promotions and discounts are attractive to consumers and could be a successful way to encourage Moody Street's business owners to collaborate.

Figure 5.50 Package Deals in Hyannis. Locations of participating businesses for Hyannis' street-wide package deals.

Dinner and a Movie

In Boston, there is currently a dinner and theater package offer that includes dinner at the restaurant Mantra combined with tickets for the musical *Chicago* at the Opera House downtown.[124] This idea could be applied to Moody Street, as a dinner and movie package, similar to the deal currently offered by Jake's Dixie Roadhouse. At this Moody Street business, with the purchase of dinner, a consumer can get an Embassy theater movie ticket for $7. This is a $2.50 savings off of an adult admission. The availability of dinner and a movie package deal for more businesses would increase customers at both the restaurants on Moody Street and at the movies. Participating restaurants could include both middle and higher priced establishments. The inclusion of restaurants from both price ranges would result in the ability of more people to take advantage of such an offer.

If people wanted to have a night out on Moody Street, they could eat dinner at one of the participating restaurants, and then go see a movie at the Embassy movie theater. By doing both activities in the same night, they would receive a small discount off both activities, with receipt validation, or be given a flat

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[123] "Welcome To Main Street, Hyannis!" Hyannis Main Street - Cape Cod's Main Street by the Sea. 1 Dec. 2008
<http://www.hyannismainstreet.com/>.
[124] "Broadway Across America." Broadway Across America. 1 Dec. 2008. <http://www.broadwayacrossamerica.com/>.

rate for such a deal that saves money at both establishments. These package deals would encourage people to go to more than one place on Moody Street, spend more time on the street, and see more of what Moody has to offer its patrons.

A Moody Street Passport

Cape Cod has a program called Passport to the Arts.[125] The Passport is a souvenir booklet that has information about all of the participating organizations. It started five years ago with eight organizations and has grown to 43 arts and cultural organizations. Consumers who purchase a passport for $20 are able to use it for one year to get a 50% discount on admission for certain events at each venue once during the year. Each participating organization is able to set its own restrictions and rules, which allows for great flexibility for the business owners.

Implementation of a Moody Street Passport could be an ideal way of getting people to visit multiple businesses on Moody Street and to get people to try places they may not otherwise try. Consumers could buy a booklet and get it stamped by different restaurants and retail businesses in order to receive percentage discounts and coupons. A passport would require business owners collaborate with one another, which could increase the sense of community among them. This may also increase people's perceptions of Moody Street as a destination.

Entertainment Venues

Based on consumer surveys, a desired addition to Moody Street is an entertainment venue. The creation of an effective, cohesive branding scheme for the Moody area entails a transition from a mere street into a 'destination.' Developing the Moody area into a location where potential buyers desire to spend time and money is fundamental to this goal. Introducing entertainment venues can give impetus to this goal. An entertainment venue related to music would be extremely successful in branding Moody Street as an enjoyable destination. For example, live music being performed regularly at bars on Moody Street could help attract people to the area. This would also complement the already thriving restaurant scene.

Artwork

Artwork in other towns, such as Somerville, helps create a charming and refreshing destination. Every summer, one weekend is designated as the Art Beat Festival. [126] Typically occurring in the third weekend of July, Davis Square transforms into one of New England's most entertaining destinations to showcase and preview art. Art Beat includes music, performance art, craft vendors, dance, theater, food, and a plethora of other activities. Showcasing an annual theme, artists have the freedom to translate the

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[125] "The 2008-2009 Passport to the Arts is here!" Passport to the Arts. 1 Dec. 2008. Arts Foundation of Cape Cod. <http://www.artsfoundation.org/passport.html>.

[126] "ARTBEAT." Somerville Arts Council. 1 Dec. 2008. <http://www.somervilleartscouncil.org/programs/artbeat/#archive>.

motif into their own creative productions. Artists showcase their work throughout Davis Square in many locations, including business windows, rooftops, and traffic islands.

Employing weekend-long festivals, such as Art Beat, on Moody Street would allow people to see local talent. This has the ability to increase people's appreciation of the arts, while simultaneously and more importantly, increasing the amount of people on the street. The ability for artists to show work on Moody Street at a multitude of establishments creates a socially cohesive atmosphere throughout the area. Business owners would be able to display art in their windows, increasing both foot traffic and business. Art could also be placed near the Skellig, or at the South Middle School cultural community center.

Beginning in 1997, the Switchbox Project has since brought the work of Somerville artists "out of the studios and onto city streets."[127] Described as an engaging public art project, the Switchbox Project unites the streets of Davis Square with the broader community. Switchboxes are located at busy intersections, and are transformed with paint and other materials to become public displays of art. Some boxes are decorated by individual artists who get fellowships, while others are created by school and community groups. In addition to the obvious aesthetic benefits, the project also keeps the boxes free from vandalism. Although there are some general guidelines for designing the box, artists maintain nearly full creative freedom. Figures 5.51 and 5.52 depict two typical switchboxes that are part of this artistic project.

Figure 5.52 Switchbox in Somerville

Figure 5.51 Switchbox in Somerville

[127]"Switchbox Project Map." Somerville Arts Council. 1 Dec. 2008.
<http://www.somervilleartscouncil.org/programs/switchbox/map.html>.

Although Moody Street does not have switchboxes, the concept of turning everyday public objects into pieces of art is appealing in many ways. Not only does it increase the beauty of the street, but it also increases appreciation for art. It gives locals and tourists a conversation starter in relation to the street.

On Main Street in Hyannis, there are many retail stores dedicated to supporting the arts. An example of such a store is the Bead Emporium, a bead supply store with hand-selected beads from around the world. There is a large assortment of beads including Swarovski crystals, Czech glass, semi-precious gem stones, and freshwater pearls. They also teach beading classes and hold theme parties at their venue. Based on the focus groups and survey responses, consumers embrace the diversity and eclectic nature of Moody Street and would like to see other unique businesses. A similar bead store on Moody Street would be welcomed and would enhance the current diversity of the street.

The towns of Dennis, Falmouth, and Hyannis all feature an annual two-day art celebration in the Fall season, called "The Fall for the Arts Festival." [128] This event is free and features local art and culture. Consumers in the area enjoy live music from local musicians, open houses at museums and historical sites, readings and lectures, art activities for children, outdoor painters, and guided art exhibits. In addition, local businesses offer discounts during the festival weekend, in order to draw more visitors and locals. A similar two-day fall arts and culture festival could be done of Moody Street. Consumers could visit the Charles River Museum of Industry, which is located on Moody Street, for readings and lectures. This museum could host art activities that are related to Waltham history for children. The implementation of this type of festival would have the ability to increase the overall feeling of arts, culture, and community on Moody Street.

Another potential way to add artwork to Moody Street is a contest for residents and locals to paint a mural embodying and embracing the cultural theme of Moody Street. Murals in Somerville add to the ambiance and aesthetically pleasing nature of the area. Another benefit of this project is its ability to band the street together, by creating a project in which everyone can take part.

Activities

Other interesting and fun family activities can attract many visitors to the downtown area as proven in other cities and towns. During the summer months in Inman Square, Star Wars Episode IV was shown projected onto an outdoor wall.[129] People of all ages brought lawn chairs and blankets, and watched the movie while enjoying free popcorn. An "al fresco," or outdoor showing, of a popular family movie could be extremely successful on Moody Street as well. A possible location for this activity could be the large, blank wall on the side of the Skellig. The area has ample space for people to bring lawn chairs and watch the movie. This enjoyable, summertime activity has the potential to increase the sense of community and brand Moody Street as a fun, family-friendly destination.

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[128] "ArtScape." Hyannis Main Street - Cape Cod's Main Street by the Sea. 2 Dec. 2008.
<http://www.hyannismainstreet.com/artscape/>.
[129] "InmanSquare." InmanSquare.com. 1 Dec. 2008. <http://www.inmansquare.com/>.

Citizens Bank offers a similar program on Hyannis' Main Street called "Movies on the Green." [130] They show free family movies every Tuesday at dusk throughout July and August. "The Hyannis Main Street community invites everyone to bring a blanket and chair, pack a picnic or pick one up at one of the many restaurants on the street, and enjoy the show!" This type of program stimulates consumer interest in the street as a destination, and encourages patronage at area restaurants. Local elementary and middle schools could get more involved in the activities on Moody Street by having events in which kids can take part. For example, schools could give their students the opportunity to participate in contests to put artwork on Moody Street, such as in glass windows along the streets in Somerville that display artwork. Contests in schools to put similar artwork on Moody Street has the potential to greatly increase the level of interest in Moody Street, and makes everyone work together toward the common goal of making Moody Street a special destination.

Live Entertainment

Other towns use live entertainment to create an exciting, lively destination. In Hyannis, the Main Street commercial area holds an event called Summer Stroll Thursday. [131] Musicians and other entertainment are stationed along the street, which adds to the consumer shopping and dining experience. Survey respondents expressed a desire for live entertainment which indicates a similar event on Moody Street would add to the appeal of Moody Street. As proven by the Hyannis Sound a cappella concerts, musical events are also very popular in commercial areas. This could give groups, such as a cappella groups, from the nearby colleges of Brandeis University and Bentley University the opportunity to promote their arts and contribute to the artistic feeling of Moody Street.

A possible location for musical performances would be the open space near the Skellig. Music is enjoyed and appreciated by many people, so this could be a good place for people to and enjoy music before or after shopping or eating on Moody Street.

In Somerville, Bob the Magic Guy seen in Figure 5.53 has a permit to set up his table and perform magic in Davis Square on Wednesday, Friday, and Saturday nights, and on Saturday afternoon as well.[132] Moody Street could also be an area that welcomes street performers to showcase their skills. These performances can take place in the area near the Skellig or the path along the river. Live street performers would add to the fun atmosphere of the street, and encourage people to visit for activities beyond shopping or eating.

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[130] "Welcome To Main Street, Hyannis!" Hyannis Main Street - Cape Cod's Main Street by the Sea. 1 Dec. 2008 <http://www.hyannismainstreet.com/>.
[131] "Welcome To Main Street, Hyannis!" Hyannis Main Street - Cape Cod's Main Street by the Sea. 1 Dec. 2008 <http://www.hyannismainstreet.com/>.
[132] "Minutes of Regular Meeting - Board of Aldermen." City of Somerville, Massachusetts. 7 Oct. 2008. <http://www.somervillema.gov/cos_content/documents/minutes/10-07-2008.pdf>.

Figure 5.53 Bob the Magic Guy at Davis Square

Commuter Rail

Utilization of the area near the commuter rail with artwork and historical information, similar to Davis Square, may increase customers by stimulating their interest in Moody Street. This can be done through the use of art, music, and live entertainment as discussed in prior sections, but also through a couple more initiatives such as those in Davis Square.

Statues are found throughout Davis Square, including the area behind the Massachusetts Bay Transit Authority Train Station and near walkways shown below in Figure 5.54. This use of statues arouses people's curiosity, and encourages them to stop and look around. The use of statues would be beneficial in the commuter rail area of Moody Street because many people use the commuter rail to commute into Boston, but there are no attractive features near the commuter rail stop that would encourage them to visit Moody Street. Therefore, by making the commuters intrigued by the area around the commuter rail, they may be more likely to pay a return visit to Moody Street in order to see what Moody Street has to offer.

Other forms of artwork also intrigue curiosity as to what is available in Davis Square. When a person steps out of the Davis T station they can see three tall structures including a cow on a compass. These structures encourage a person to browse further in the area. Shown in Figure 5.55 is an example of such a situation. Artwork near the commuter rail on Moody Street may have a similar effect.

Figure 5.54 Statues in Somerville Near the T Station

Figure 5.55 Artwork near the T station attracts people's attention

There are also many historical plaques located near the T station in Davis Square. The use of historical plaques, similar to the one pictured below in Figure 5.56, give tourists and locals a flavor for the rich history of the area. This plaque states that it used to be the site of a Revolutionary War fort. The addition of historical plaques on Moody Street would increase interest in the area and allow people to learn more about the history of Waltham.

Figure 5.56 Historical Plaques at Davis Square. Shown is a post with a statement that this was the site of a Revolutionary War fort

Fundraisers

The Arts Foundation of Cape Cod allows people to become members for varying fees depending on the amount of perks available.[133] The more money a person donates (ranging from $20 to $1,000), the more benefits he or she receives. If such a foundation were to be implemented on Moody Street, such as the Arts Foundation of Waltham, Moody Street could be prominently featured with its eclectic array of restaurants, especially if new art exhibits could be added to Moody Street. Money from donations could be used to fund Moody Street's art revitalization efforts.

Other monies are raised in Hyannis through events such as the Annual Main Street Beat Party and Fundraiser. The goal of this event is to strengthen the local community. Taking place at a restaurant in the evening in June, there is a silent auction and a live auction that features Red Sox tickets, concert tickets, golf packages, and hotel visits in Boston and other cities. In order to attend, a person would pay $20. In exchange for this admittance fee, guests would be entertained by a local jazz group and enjoy appetizers and a cash bar. If a higher-priced restaurant on Moody Street were to offer such a fundraising event, it would increase business for not just that business, but also for similar establishments on Moody Street.

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[133] Welcome To Main Street, Hyannis!" Hyannis Main Street - Cape Cod's Main Street by the Sea. 1 Dec. 2008 <http://www.hyannismainstreet.com/>.

A Moody Street Web Site

In Cape Cod's Hyannis, Main Street is a very popular destination for locals and tourists alike. Its Main Street has its own web site, which highlights its restaurants and boutiques through an online directory. The tagline on the home page states, "The best place on Cape Cod to shop, dine, stay, see local art and be entertained."[134] With such a statement, this successful street portrays itself in such a way that local art and being entertained are both just as powerful in drawing people to the location as shopping and dining. The implementation of a similar Moody Street web site, in addition to current sites like discoverwaltham.com, could have the same effects of stimulating consumer interest through effective marketing.

Charles River

Improvements to the utilization of the Charles River walkway may help increase the number of families visiting Moody Street. As described earlier, the use of music, art, and live entertainment in the open space found along the Charles River would be a great benefit to Moody Street. Local artists, along with any consumer who enjoys painting, should be encouraged to paint outside along the space near the Charles River. This would attract people who enjoy watching others paint, and the artwork could then either be auctioned off, or be put on display along Moody Street. This would increase the perception of the street, as an imaginative destination that has something for everyone.

Another approach, to increase utilization of the river, would be to hold monthly picnics in the area along the river during the summer. Picnic tables along the Charles River could make for an excellent family destination. After packing a picnic lunch and enjoying it on the end of Moody Street, a family may be more likely to walk along the street and browse in its shops.

Yet another possibility for greater utilization of the river is to rent canoes and kayaks in Newton and then travel the six mile stretch from Newton Lower Falls to the Moody Street Dam.[135] Participants from the Waltham residents' focus group mentioned that in the past, it was possible to rent such a watercraft in Waltham and travel in the reverse direction. The participants expect that this would be popular again if reinstated on the Moody Street Dam area on the Charles River. One of the participants stated that, in the past, she brought her nieces and nephews there during a summer weekend afternoon for an activity, and that she believes that people would appreciate the ability to rent a watercraft in Waltham again.

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[134] "Welcome To Main Street, Hyannis!" Hyannis Main Street - Cape Cod's Main Street by the Sea. 1 Dec. 2008 <http://www.hyannismainstreet.com/>.
[135] "Charles River Canoe & Kayak." Newton Boathouse. 1 Dec. 2008. <http://www.paddleboston.com/newton.php>.

Conclusion

Live entertainment, art exhibits, and using existing public spaces to their potential have the ability to really bring out the imaginative, fun side of Moody Street. Past celebratory events on Moody Street have shown to be exceedingly popular, and similar activities and festivals in other towns have demonstrated that the relaxing environment of a destination can be achieved through business owners coming together to create a unique, fun, and imaginative destination for customers. The implementation of these ideas has the ability to enhance the Moody Street experience for everyone.

Findings

- Currently, there is no effective advertising program that specifically markets Moody Street. Moody Street can be branded as a prominent consumer destination through advertising methods that are successful in similar destinations.

- Past successful celebratory events on Moody Street and similar activities in surrounding towns have demonstrated that a uniquely fun and imaginative destination can be achieved by business owners working together. Live entertainment, art exhibits, and the effective use of existing public spaces could help accomplish this.

- Collaboration among business owners, differentiation of Moody Street, and awareness of what the street has to offer are areas proven to require attention. The presence of an organized, cohesive atmosphere in a commercial area can be accomplished through collaboration and cooperation among the city, business owners, and other affected community members. This atmosphere will help stimulate foot traffic and browsing, as proven in comparable areas.

- Prominent weaknesses of Moody Street evident through consumer perceptions include cleanliness, signage indicating a destination, safety, and family-friendliness. Addressing these issues will enhance Moody Street's attractiveness as a consumer destination.

Chapter 6 Appendix A: Consumer Survey

Below is a copy of the consumer survey distributed on Moody Street. A similar version was also distributed online.

Moody Street Study – Onsite Consumer Survey

This is part of a Bentley University research project on Moody St. intended to assist the city. Please help us by filling out this survey and answering the questions to the best of your ability. We sincerely appreciate any information you are able to provide us. Thank you.

1) How often did you visit Moody Street in the last month?
   - ○ 0 times
   - ○ 1 – 5 times
   - ○ 6 – 10 times
   - ○ 11 + times

2) Please rank, in order of frequency, the activities you do on Moody Street. (1 – being the most frequent – 7 being the least frequent. If you don't do a certain activity put 0.)
   - _____ shopping
   - _____ eating at a restaurant
   - _____ going to a bar
   - _____ going to an appointment
   - _____ going to the movies
   - _____ walking along the Charles River
   - _____ Other

   Please specify:

   _____

3) Do you go to multiple places when you visit Moody Street?
   - ❑ Yes – I often go to more than one place when I visit
   - ❑ No – I usually go to one place when I visit Moody Street

4) Which, if any, other **downtown areas** do you visit regularly for the following activities? (Check all that apply).

	To shop	To eat
Belmont	❑	❑
Lexington	❑	❑
Newton	❑	❑
Watertown	❑	❑
Somerville	❑	❑
Arlington	❑	❑
Other	❑	❑

Please specify:

_____

5) How do you get to Moody St.? (Check all that apply.)
   - ❑ By car
   - ❑ By bus
   - ❑ By walking
   - ❑ By taxi
   - ❑ By commuter rail
   - ❑ By bicycle
   - ❑ Other

   Please specify:

   _____

6) List up to 3 adjectives you would use to describe Moody Street to a friend.
   1. _____
   2. _____
   3. _____

7) In your opinion, do you think Moody Street is inviting to families? Why?

_____

_____

_____

8) List up to 3 other stores or types of stores you would like to see on Moody Street.
   1. _____
   2. _____
   3. _____

9) To what degree do the following contribute to making Moody Street a desirable destination?

	Strongly Negative	Mildly Negative	Neutral	Mildly Positive	Strongly Positive
Convenience of location	O	O	O	O	O
Diversity of stores	O	O	O	O	O
Quality of restaurants	O	O	O	O	O
Proximity to river	O	O	O	O	O
General scenery	O	O	O	O	O
Cleanliness of streets	O	O	O	O	O
Convenience of parking	O	O	O	O	O
Window/holiday decorations	O	O	O	O	O
Sufficiency of lighting	O	O	O	O	O
Usefulness of signs	O	O	O	O	O
Safety	O	O	O	O	O
Traffic	O	O	O	O	O

10) Do you have any other suggestions you would like to mention regarding improving Moody Street?

_____

_____

_____

11) What is your age?

   O 17 or younger

   O 18 – 25

   O 26 – 35

   O 36 – 50

   O 50 +

12) What is your gender?

   O Male

   O Female

13) What is your home zip code? (If you are student, the zip code of the city that your school is in.)

_____

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Chapter 7 Appendix B: Business Owner Survey

This business owners survey was distributed to businesses on Moody Street.

Tenants

This is part of a Bentley University research project on Moody St. intended to assist the city. Our goal is to gain insight about Moody Street. Any answers obtained from this survey will be kept confidential, and only aggregate data will be presented. Your responses will greatly help us in our study, and are much appreciated. Thank you!

1) To what degree do you agree or disagree with the following statement: Moody Street is a good location for my business.

Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
○	○	○	○	○

2) In your opinion how important are the following in increasing foot traffic on Moody Street:

	Not Important 1	2	3	4	Very Important 5
New Stores	○	○	○	○	○
Promotions by the city	○	○	○	○	○
More parking	○	○	○	○	○
Events on the river	○	○	○	○	○
Marketing efforts by store	○	○	○	○	○
Improving aesthetics of street	○	○	○	○	○
Other _____	○	○	○	○	○

3) List 3 advantages that Moody Street offers:

1. _____
2. _____
3. _____

4) List 3 of Moody Street's disadvantages:

1. _____
2. _____
3. _____

5) Please indicate which, if any, of the following affect your business and the impact of each effect:

	Positively Affects	Negatively Affects	Does Not Affect
Parking availability	○	○	○
Comments?			
Parking regulations	○	○	○
Comments?			
Signage regulations	○	○	○
Comments?			
Zoning regulations	○	○	○
Comments?			
Other: _____	○	○	○
Comments?			

6) How do you think other cities compare to Waltham in terms of support for business development? (Circle one.)

Much worse than Waltham   Much better than Waltham   I don't know
      1   2   3   4   5   ?

7) Have you ever personally notified the city of a particular issue or problem that you felt needed attention or action?

○ Yes

○ No

If you answered no, proceed to question #9.
If yes, do you have any examples?

_____
_____
_____

8) In general, how responsive is the city to your needs? (Circle one.)

Not Very Responsive   Very Responsive
     1   2   3   4   5

9) How long has your business been operating on Moody Street?

○ Less than 1 year

○ 1-5 years

○ 5-10 years

○ More than 10 years

10) When do you find your business to be busiest?

Time of Day: _____

Day of Week: _____

Season of the Year: _____

11) Please describe your target customer. (In terms of age, gender, residence, etc.)

_____
_____
_____

12) On average, how many customers come to your store/restaurant in a day?   _____ - _____

13) What is the name of your business?

_____

14) Do you advertise? If so, where?

_____
_____

15) Do you have any other comment on the business climate on Moody Street?

_____
_____
_____