
East Harwich Village Center Retail Market Assessment

Part Four: Summary of Market Assessment Findings and Recommendations

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I. Summary of Retail Market Assessment

A. Situation Assessment

The East Harwich Village Center (EHVC) is a 100-acre rectangular commercial district surrounding the intersection of Routes 39 and 137 in East Harwich. Currently the area contains approximately 300,000 square feet of built commercial space that includes both regional serving uses (Super Stop & Shop, Talbots, movie theater, car dealership, etc.) and more local facilities (Post Office, bank, liquor store, video store, nail salon, take-out restaurants).

The community has been working to develop a vision that balances the EHVC's position as a regional shopping destination with a desire among area residents for a pedestrian friendly mixed-use center that includes more "home grown", small-scale retailers, services and restaurants. Phase 1 of the planning process included a land use and infrastructure analysis, several community focus groups and creation of alternative development concepts. Phase 2 of the planning process is intended to refine the community vision and use this vision as the basis for creating new zoning bylaws, design guidelines and an infrastructure implementation plan.

As part of Phase 2, the purpose of the market study is to:

- Analyze the market potential for achieving the community's vision for the Village Center
- Assist the community to identify a preferred business mix
- Identify strategies or policies to help achieve the desired business mix

B. Market Overview and Trade Area Identification

The East Harwich Village Center is positioned to be able to serve three consumer groups:

- Year round residents of the surrounding area
- Seasonal residents and visitors of the surrounding area
- Employees working within close proximity

The term trade area refers to the geographic area from which a retail entity generates its sales. The primary trade area for a commercial center, such as a downtown, business district or shopping plaza is the area from which most of the steady, repeat business is derived (typically, where 65-80% of the total sales are generated). Secondary and tertiary trade areas generate a much smaller percentage of sales but might also offer some potential opportunity. In order to define the primary trade area for the business district, a sampling of local business owners were interviewed and the locations of competing commercial facilities

were identified. After reviewing this data as well as other relevant factors such as travel distance, socioeconomic barriers, and travel patterns, the following was determined.

- Primary Trade Area: 4-mile radius from the Village Center
- Secondary Trade Area: 5-mile radius
- Tertiary Trade Area: 6-mile radius

C. Description of Year Round Residents

Primary Trade Area (4-Mile Radius)

There are approximately 22,710 year round residents living within the primary trade area. The population is predominantly White, well educated and financially comfortable. The estimated median household income for 2006 is \$57,438; per capita income is \$33,797. The per capita income is very similar to MA and 25% greater than the U.S. Compared to the State overall, the primary trade area population, on average, is older, more likely to be retired, less likely to have children in the household, and more likely to own their home and have a car. Close to 30% of the population is over 65 years of age (compared to 13% in MA and the U.S.).

Secondary Trade Area (5-Mile Radius)

There are approximately 28,374 people living within the secondary trade area. The characteristics of this population are practically identical to the primary trade area.

Tertiary Trade Area (6-Mile Radius)

There are approximately 34,801 people living within the tertiary trade area. The characteristics of this population are very similar to the primary and secondary trade area

Growth Trend

The trade area population has been increasing. The population in the primary trade area increased by 12% between 1990 and 2000. During the same period, population within the secondary and tertiary trade areas increased about 13%. The growth rate far outpaced the State which experienced only a 5% increase.

D. Year Round Residents - Lifestyle Market Segmentation

The current residential population can be further segmented by applying the Tapestry™ consumer classification system. These consumer clusters are demographically and behaviorally distinct consumer groups with specific buying preferences. This information is useful in projecting consumer expenditures and determining appropriate retail development strategies. The vast majority of the population in the primary trade area is comprised of two market segments --"Rural Resort Dwellers" and "Silver and Gold". 86% of the households in the primary trade area belong to these segments while only 3% of the U.S Households meet the same criteria.

Primary Trade Area - Most Prevalent Tapestry Market Segments *	% in PTA	% in U.S.
<u>Rural Resort Dwellers</u> This somewhat older market (median age of 46), consists mostly of couples or singles with no children living at home. A higher-than-average proportion are self employed. Median household income is \$45,600. Modest living and simple tastes. Lawn maintenance/gardening is a priority; households own many tools and equipment. They enjoy boating, hunting, fishing, snorkeling, canoeing, and listening to country music.	49%	2%
<u>Silver and Gold</u> These are the wealthiest seniors (median age of 58.5); most retired from professional occupations. Residents enjoy traveling, woodworking, playing cards, bird-watching, saltwater fishing, and boating. Golf is more a way of life than a mere leisure pursuit. They are avid readers but also watch favorite TV shows and many news programs.	37%	1%
<u>Prosperous Empty Nesters</u> More than half of householders are 55 or older; residents are enjoying transition from child rearing to retirement. Residents are well educated with median household income of \$66,200. They place high value on physical and financial well-being and take active interest in their homes and communities. Leisure activities include extensive travel, refinishing furniture, golf, attending sports, reading mysteries and civic participation.	5%	2%
* This data was purchased from ESRI Business Information Solutions which updates Tapestry™ data annually using a variety of national and local sources.		

E. Market Demand – Year Round Residents and Seasonal Residents/Visitors

The potential market demand for goods and services offered in the Village Center is primarily generated from two major market segments: 1) year round residents and 2) seasonal residents/visitors.

Retail & Restaurant Expenditures			
	4-Mile Radius	5-Mile Radius	6-Mile Radius
Year Round Residents	\$198.3 million	\$201.9 million	\$305.9 million
Seasonal Residents/Visitors	\$38.7 million	\$51.7 million	\$63.5 million
Total	\$237.0 million	\$253.6 million	\$369.4 million

In addition to expenditures at retail stores and restaurants, residents spend a large amount of money on health care. In fact, due to the age of the population, medical care expenditures are approximately 30% higher than the U.S. average. This represents a market opportunity for businesses in the Village Center.

Medical Care Expenditures*			
	4-Mile Radius	5-Mile Radius	6-Mile Radius
Year Round Residents	\$24.5 million	\$30.7 million	\$37.6 million

*out of pocket & reimbursements

F. Sales Leakage Analysis Opportunities

A leakage analysis estimates the amount and type of annual purchases that residents are currently making outside of the trade area. If the analysis shows significant leakage within certain retail categories, it points to possible opportunities for new development or expansion businesses within those categories.

There is sales leakage from the 4, 5 and 6-mile trade areas, however, the amount of leakage declines in direct proportion to distance. The most leakage is from the 4-mile trade area. This indicates that there is a significantly higher concentration of competing stores beyond the 4 mile radius. In the 4-mile trade area, there is approximately \$116 million of sales leakage capable of supporting approximately 465,000 sq. ft. of commercial space. If the Village Center could capture just 10% of this leakage, it would support another 46,500 sq. ft. of commercial space.

Most Significant Sales Leakage in 4- Mile Trade Area		
<u>Business Type</u>	<u>Estimated \$ Amount</u>	<u>Estimated Square Feet</u>
Other General Merchandise Stores	41,007,333	241,220
Grocery Stores	31,271,282	76,086
Restaurants & Drinking Places	22,619,177	61,948
Furniture Stores	5,270,440	22,238
Electronics & Appliance Stores	2,657,422	8,053
Shoe Stores	1,798,323	7,340
Book, Periodical, and Music Stores	1,614,847	6,459

G. Non-Resident Market Segment – Area Employees

In addition to year round residents and seasonal residents/visitors, there are approximately 563 employees that work within one-mile of the District. This segment represents an annual spending potential of over \$1.8 million on meals and convenience goods/services purchased before or after work. (This number may be undercounted due to the fact that there are also many contractors, landscapers, and other service providers that spend many work days in the area.)

H. Overall Business Composition

In total, the East Harwich Village Center encompasses approximately 292,000 square feet of commercial space “under roof” and contains 53 establishments. Approximately 84% of the space is devoted to retail and services traditionally found in commercial districts or shopping centers (including personal services, food service and professional services). The balance is community/government institutions and other types of businesses. There are 7 vacant commercial spaces representing about 7% of the total.

I. Business Mix Compared to Other Commercial Centers

One way to analyze a business district is to compare the business mix to similar-size shopping centers. The Village Center has a larger portion of convenience goods and a smaller proportion shoppers goods. This indicates that, although the Village Center is the size of a community center, its tenant mix is somewhat closer to what you would expect to find in a smaller neighborhood center.

Compared to Typical Shopping Center	
Under-represented Categories by Proportion	
•	general merchandise stores
•	food service
•	clothing/accessories
•	shoes
•	gifts/specialty/florist
•	jewelry
•	home furnishings (slightly smaller percentage)
•	drugs/health & beauty (slightly smaller percentage)
“Most Frequently Found” Tenants that are Missing	
•	discount department store, (might not be desirable tenant, given community preference)
•	shoe store
•	women’s specialty
•	cards and gifts (except CVS)
•	jewelry
•	cosmetics/beauty supply
•	eyeglass store

For analysis purposes, it is also useful to compare the business district being studied with other similar business districts. In this analysis, the East Harwich Village Center is being compared to two other downtowns in Massachusetts that offer a traditional New England Village -- Hingham and Reading.

Compared to Other Downtowns (Hingham and Reading)	
Under-represented Categories by Proportion	
•	Food service including café/coffee shops, ice cream/yogurt shops and other restaurants
•	Gifts/specialty including gift stores, party goods and florists
•	Other retailers including fabric/sewing shops, used goods and other)
•	Clothing & accessories (compared to Hingham alone)

J. Business Clusters and Complimentary Opportunities

The presence of significant linkages between businesses is an important aspect of a good business mix. This should be considered when exploring opportunities for new businesses.

Business Clusters and Complimentary Opportunities	
Existing Business Cluster	Complimentary Potential Business Opportunities
Restaurants & Entertainment	<ul style="list-style-type: none"> • Additional restaurants (especially sit-down and outdoor dining) • Coffee Shop • Ice Cream/Frozen Yogurt Shop • Browsing retail (e.g., bookstore, fashion jewelry, gifts, etc.) • Internet cafe
Food & Drink for Home	<ul style="list-style-type: none"> • Specialty foods (e.g., gourmet fish/meat/cheese, bakery) • Whole food/healthy food
Home Improvement & Home Furnishings	<ul style="list-style-type: none"> • Home Accessories/Furnishings
Sporting Goods	<ul style="list-style-type: none"> • Golf shop, tennis shop • Bike shop, water sports
Personal Care, Beauty & Fitness	<ul style="list-style-type: none"> • Other Health Care Offices • Eyeglass Store/Optician • Chiropractor • Alternative Health Care (e.g., acupuncture, holistic, etc.)
Health Care (especially senior-oriented)	<ul style="list-style-type: none"> • Skin Care/Spa • Beauty Supply • Specialty Fitness -Yoga/Pilates/Curves
Errands/ Convenience Goods and Services	<ul style="list-style-type: none"> • Shoe store • Coffee shop
Women’s Clothing & Accessories (not well developed cluster)	<ul style="list-style-type: none"> • Shoe store • Clothing boutique • Fashion jewelry & accessories

K. Suggestions for Refining the Business Mix

- **Increase the number and variety of business offerings.** Although, the center is fairly large in commercial square footage, it has a relatively small number of businesses and does not have a lot of variety.

- **Increase “shoppers goods”¹ businesses.** Compared to other commercial centers of its size, EHVC has a smaller proportion of “shoppers goods”. Establishments that sell shoppers goods tend to draw customers into the area from greater distances and increase market support for other businesses.
- **Add Businesses that would complement existing business clusters.** Existing clusters include: 1) Restaurants & Entertainment, 2) Food & Drink at Home, 3) Home Improvement/Home Furnishing, 4) Sporting Goods, 5) Health Care, 6) Personal Care, Beauty & Fitness, 6) Errands/Convenience Goods/Services.
- **Add specific types of business that would augment the existing mix and be compatible with resident preferences.** Targeting the right types of businesses for recruitment to the Village Center is important.

Most Suitable Businesses to Augment the Existing Business Mix	
Medium to High Market Potential	<ul style="list-style-type: none"> • Small/Specialty Grocery/Food Store • Restaurants (especially coffee shop, cafes, ice cream/yogurt, sit-down style and outdoor dining,) • Furniture (especially independent or local chain) • Shoe store (especially women’s shoes complementary to Talbots) • Small electronics • Healthcare (physician offices, eyeglasses, dental, labs, etc)
Low to Medium Market Potential	<ul style="list-style-type: none"> • Bookstore (especially bookstore/café or specialty) • Clothing/Accessories, Jewelry
Unknown Market Potential	<ul style="list-style-type: none"> • Internet Café • Specialized Sporting Goods (golf shop, tennis) • Gift Store • Yarn/Sewing/Craft Store

Target Business Types and Size Characteristics	
Medium to High Market Potential	
Small/Specialty Grocery	Natural/whole foods grocery: 5 -15,000 s.f. Health Food/Supplement: 1,100 – 2,300 s.f. Trader Joes: 9,000 s.f.
Restaurants (especially sit-down style, cafes, coffee)	Full service independent: 3,700 s.f. Coffee shop/sandwich shop 1,500 - 2,500 s.f.

¹ *Shoppers goods are items for which consumers spend the most effort to acquire and desire comparison shopping (e.g. clothing & accessories, home furnishings, gifts, electronics, etc.) This is different to convenience goods such as groceries and health & beauty aids that people tend to purchase closest to home or work.*

shop, ice cream/yogurt)	Ice cream/yogurt shop: 1,100 s.f. (Cold Stone Creamery, Marble Slab, Maggie Moo's)
Furniture (especially independent or local chain)	Independent: 3,900 s.f. Local chain: 5,100 s.f.
Shoe store	Women's shoes: 2,500 s.f.
Small Electronics Store	Small general electronics: 2,400 s.f.
Healthcare (physician offices, eyeglasses, dental, labs, etc)	Medical and dental: 2,000 s.f. average , 1,000 – 5,500 s.f. Eyeglasses/optician: 1,500 s.f. average, 1,000 – 3,500 s.f.
Low to Medium Market Potential	
Bookstore (especially bookstore/café or specialty)	Independent bookstore: 2,500 s,f average, 1,200 – 5,000 s.f. Bookstore/cafe: 2,000 – 5,000 s.f Bookstore/game/toyshop: 2,500 3,500 s.f.
Clothing/Accessories, Jewelry	Independent Jewelry/Handcrafted items: 1,200 s.f. Independent women's specialty: 1,500 s.f. Women's ready-to-wear boutique - independent: 1,500s.f., local chain: 4,200 s.f.
Unknown Market Potential	
Internet cafe	Size varies; sometimes combined coffee/food service 1,000 – 2,500 s.f.
Gift Store	Independent gift shop/handcraft store: 2,500 s.f.
Specialized Sporting Goods (golf shop, tennis)	Tennis or golf shop: 1,500 -3,000 s.f.
Yarn/Sewing/Craft/Hobby Store	Independent yarn/needlework store: 800 -1,500 s.f. Arts and crafts supply – independent: 2,100 s.f., local chain: 2,500 s.f. Hobby: 1,500 -2,000 s.f.

II. Suggested Actions to Consider for Achieving Desired Business Mix

There are many possible action steps that could help to improve the business mix in East Harwich Village Center. These actions are presented as a menu of potential options under the following four categories:

- Attracting the Right Types of Businesses
- Promoting Locally Owned, Independent Businesses
- Influencing the Size, Location and Appearance of Businesses through Zoning, Infrastructure Improvements and Design Guidelines
- Making the Village Center a Place where Businesses would want to Locate

A. Attracting the Right Types of Businesses

1. Get the word out about what types of businesses you want to attract; develop a marketing tool that informs potential tenants about market opportunities and the vision for the Village Center. Developing the right mix of tenants can make all the difference in a business district's success. Much of this report has been focused on trying to identify the types of businesses that should be targeted for the Village Center. Sometimes just getting the word out, "creating a buzz", about what you are trying to create in the business district helps to make it happen.

Create a business recruitment tool/package that can be used in business recruitment efforts. This could take many forms ranging from a tri-fold or bi-fold brochure to single or multi-page fact sheets. It should be noted that it is more often the person doing the selling than the sales package that gets the attention of a prospective business but it is a very valuable tool nonetheless. It should contain any information that a prospective tenant would want to know about locating in the East Harwich Village Center. The contents could include the following types of information: market and demographic data, retail mix, reasons why businesses would want to locate in the district, promotions/events calendar, recent and planned public improvements, incentives, services, testimonials from current tenants, attractions/amenities, map/photos, who to contact for more information, etc.

2. Keep the business development goals for the Village center in the public eye. Be creative about getting businesses interested in the Village Center. Take every opportunity to talk about the business development goals. An article in a local newspaper could be helpful or working with business technical assistance providers as discussed earlier. Harwich could even try a creative strategy like the business planning contest held in Roslindale Village.
 - Roslindale Village Main Street hosted a competition to help bring in a strategically desirable business to a vacant building. RVMS worked with

the building owner to significantly reduce the lease cost for a period of one year for the entrepreneur who submitted the best business plan for the neighborhood. The winner was a combination used-books store/photo gallery, a new type of business for Roslindale Village.

3. Create a Business Recruitment/Development Committee. This committee could take on tasks such as: identifying business prospects, contacting them about possibly locating an outlet in the District, conducting site visits, introducing them to community leaders, paving the way with landlords and city departments, and working with property owners to identify currently or soon-to-be vacant space and help to ensure the space gets leased with businesses that would complement the District.

Identify desirable enterprises in other commercial districts and contact business owners to see if they would be interested in opening an additional outlet in EHVC. There are plenty of small businesses operating in other parts of the Cape that might have the types of characteristics residents have expressed a desire for in EHVC and for which there appears to be market potential.

- One example is the Chocolate Sparrow. This unique independent business includes a specialty home-made candy shop along side a delightful café. The coffee shop/cafe is a charming social gathering place that offers a delightful selection of coffee/tea and hot chocolate along with soup, sandwiches and other light fare.
4. Consider providing financial assistance for lease-hold improvements and/or leasing costs for a limited amount of time to attract and assist strategically selected businesses. For many aspiring entrepreneurs, obtaining a lease for a property and financing necessary improvements are formidable obstacles. Combined with start-up costs, this makes the first year for a new business the most difficult and expensive. Some community groups and city agencies have helped to secure desirable business tenants for their business districts by offering limited financial assistance to help with these costs, including low-interest loans and lease subsidies.
 - The Flour Café, in the Washington Gateway District of Boston, is a good example of how subsidies can be used to attract a desired type of business. A rent subsidy aimed at attracting a locally owned business was negotiated as part of the “community benefit” for a mixed-use project containing residential condos, a health center and commercial space. The rent discount was approximately 25% and diminishes over 5 years. In this case, the subsidy allowed the community to attract the type of business it wanted.

- The Malden Redevelopment Authority has had success with using leasing subsidies and loans. Through these methods the MRA has been able to encourage the establishment of a full-service Irish restaurant-pub, an Italian-style bistro, and the relocation of a growing furniture re-upholsterer to a renovated building within the commercial district.
5. Encourage “home-grown” businesses by developing a system to provide local potential entrepreneurs access to technical and financial assistance. In the focus groups, residents expressed a strong preference for more small independent businesses. New ventures often require technical assistance in areas such as business planning, marketing, accounting, etc. as well financial assistance for start up costs. The Town could create partnerships with existing Cape Cod small business assistance providers. These organizations provide loans, business training workshops and counseling services. The Town could market these services to residents and refer entrepreneurs to these organizations. It might also be possible to get these organizations to provide business training workshops or other services in Harwich. In addition, partnerships with these types of organizations might help to identify entrepreneurs that are looking for a business location and could be a good fit for EHVC. The organizations below are two examples of small business assistance providers:
- Coastal Community Capital (www.coastalcommunitycapital.org) is a branch of Cape & Island Community Development and CCC manages a regional small business loan fund.
 - The Lower Cape Cod Community Development Corporation believes that a strong economy is developed through locally owned small businesses, artists, and crafts people. The CDC operates the Comprehensive Business BuildersSM Program that provides technical assistance, resource centers, training workshops, seminars, and loan programs. More information about this program can be found at www.lowercape.org/businessbuilders.php

B. Promoting Locally Owned, Independent Businesses

1. Educate the public about the potential community benefits of locally owned, independent businesses. Local stores recycle more of their revenue back into the local economy while chains and franchises spent large amounts outside of the community. Several studies have attempted to quantify this.

Study	Local Economic Impact per \$100 spent at:	
	Independently Owned	Chain Store
The San Francisco Retail Diversity Study by Civic Economics, May 2007	\$32.10	\$11.88
The Andersonville Study of Retail	\$68.00	\$43.00

Economics (Chicago) By Civic Economics, October 2004		
The Economic Impact of Locally Owned Businesses vs. Chains: Midcoast Maine by the Institute for Local Self-Reliance and Friends of Midcoast Maine, September 2003	\$53.30	\$14.10
Economic Impact Analysis: A Case Study by Civic Economics , December 2002	\$45.00	\$13.00

In addition, the Andersonville Study cited several specific benefits including:²

- Locally owned businesses spent a larger share of their revenue on local labor and donated more than average to local charities;
- Local retailers spent more than twice as much buying goods and services from other local businesses; and
- A larger portion of the local retailers' profits stayed within the local economy because their owners live in the area.

2. Consider developing a “Buy Local Campaign”. Several communities have instituted promotional campaigns to encourage residents to support local businesses. In some cases, this involves posters, advertising and the creation of a Local Independent Business Alliance. In Boston, the City is using a Consumer Loyalty Card Program to encourage residents to shop at independent businesses in neighborhood districts. More information about creating a Buy Local Campaign can be found at www.bigboxtoolkit.com (under tab#6)
3. Include a Statement of Support for local independent businesses in the Master Plan and other Planning Documents. A draft example under consideration for West Brattleboro, Vermont is included below.

In order to maintain West Brattleboro's unique character and the vitality of the area in terms of traffic, aesthetics, and other concerns, as well as the quality of life of local residents, the West Brattleboro Master Plan encourages businesses that are under local, independent operation (see definitions of “local” and “independent”).

Independently Owned- Possible Definition

- Owner or owners have full decision-making authority over the business
- Private, Employee, Community or Cooperative ownership
- Full decision-making function for the business lies with its owner(s)
- The business has no more than X outlets (suggested 6-10), with the majority located in the State.

Locally Owned – Possible Definition

² BigBoxToolkit; A Project of the Institute for Self-Reliance (www.bigboxtoolkit.com)

- *The majority of owners live in, or in close proximity to, Brattleboro at least part of the year, AND/OR are town property owners, AND/OR are town taxpayers.*
 - *The business is registered in Vermont, with no corporate headquarters outside of the state.*
4. Consider the possibility of adopting a Formula Business Ordinance. Formula businesses include retail stores, restaurants, hotels and other establishments that are required by contract to adopt standardized services, methods of operation, decor, uniforms, architecture or other features virtually identical to businesses located in other communities. Some communities have gone so far as to adopt regulations that prohibit or limit the amount of formula stores in the community. These laws do not prevent a chain store from coming in, but they do require that the incoming chain not look or operate like any other branch in the country. This has proved a significant deterrent to chains, which generally refuse to veer from their standardized, cookie-cutter approach. This type of ordinance can be written for the entire community or only for a specific area such as a downtown or historic commercial district. The ordinance can be written to prohibit or limit certain type of formula businesses while allowing others. A good resource for information on Formula Business Ordinances as well as sample ordinances can be found at the website entitled the Hometown Advantage: Reviving Locally Owned Businesses (www.newrules.org/retail/formula.html)

C. Influencing the Size, Location and Appearance of Businesses through Zoning, Infrastructure Improvements and Design Guidelines

1. Consider amending the current zoning. Zoning regulations can be used to influence the size, location and distribution of businesses. They can be used to encourage smaller neighborhood-serving businesses in the Village Center and larger more regional commercial uses to locate in other areas. Zoning regulations can also be used to encourage mixed-use development. Encouraging housing could enhance market opportunities and help to attract neighborhood-serving businesses. Zoning requirements that coincide with the vision for the EHVC might include: limiting uses to a certain range of pedestrian-oriented retail, entertainment and service establishments; capping the square footage of new business spaces; mandating that first floor space be used for businesses that generate walk-in traffic; requiring pedestrian/bicycle amenities; requiring parking to be located in the rear in certain areas, and design review.
- A zoning overlay district is one tool that can be used to encourage a certain type of development in a specific area. Burlington, MA has utilized a Town Center Overlay District; a PowerPoint presentation is available at www.mass.gov/envir/pdfs/sgconf_C3_fields.pdf.

- Incentive zoning can be used to encourage certain types of development. In other words, density bonuses, increased floor area ratios, or taller height limits might be granted to projects that include the type of desired small-scale commercial development in ground floor space. Seattle has had success using incentive zoning to encourage mixed-use development in their neighborhood commercial districts.
 - Several Cape Cod Towns have used Growth Incentive Zones including Downtown Hyannis. More information is available at www.town.barnstable.ma.us/Building (select "Site Plan Review-Growth Management")
 - Many cities including Boston, Seattle, Denver, San Jose and Palo Alto have used first-floor retail ordinances.
2. Explore options for creating infrastructure (sewer) improvements that would make restaurant development more financially feasible. There appears to be both market opportunity and resident desire for additional restaurants, however, the cost to install and maintain on-site infrastructure might be inhibiting new restaurant development.
- District Improvement Financing (DIF) and Tax Increment Financing (TIF) are tools that can be used to finance infrastructure improvements. MGL Chapter 40Q authorizes DIFs/TIFs. A baseline measurement of property tax assessment from a designated district is calculated, and then any increases in that tax assessment that are a result of a specific development project can be dedicated to paying for that project rather than flowing to the municipality. DIF/TIF revenues can be used to secure revenue bonds for the construction of major capital improvements, such as pedestrian amenities, road improvements, or sewer systems. Towns can also enter into agreements with developers to put in place desirable projects and use DIF/TIF authority to secure financing.
3. Consider developing design guidelines and establishing a Design Review Board. A Design Review Board is a group of individuals that review new construction and alterations to buildings. Usually a Design Review Board will review projects in already built up areas of a community where consistency with the community's character and existing resources is important. The design review requirement is often triggered by certain design features or thresholds. The Design Review Board considers projects based on a set of design guidelines typically developed by the planning department. Establishing design guidelines could help to maintain a certain character and aesthetic in the Village Center. Commercial design guidelines have been implemented in many Massachusetts communities; a few examples follow.
- City of Salem (www.salem.com/Pages/SalemMa_EcDev/index)
 - Town of Acton (www.town.acton.ma.us/content.aspx?id)

- Town of Canton (www.town.canton.ma.us/Design_Review/ccdrb.htm)

D. Making the Village Center a Place where Businesses would want to Locate

1. Consider creating a promotional annotated graphic Business District Map that re-enforces the image of a Village Center rather than strip commercial development. This would not only serve as a business directory to attract customers but could also provide a visual that would help to encourage the type of desired new business development. The Village Center appears to be an appropriate site for the type of animated graphic (almost cartoon-like) map that often used tourist communities.
2. Promote appropriate first floor uses and design in the stated objectives for the Village Center in planning documents (and design review/guidelines if used). To the extent possible, ground floor spaces should contain uses that generate walk-in traffic such as retail and restaurants. In this way, businesses generate potential customers for each other. Residential units or offices with limited walk-in customers (and hours) should be located above the first floor or behind the streetface uses. These uses can create “dead spots” in the district and reduces the desirability of the location to potential new retail businesses. The first floor storefronts should provide as much transparency as possible with the generous use of windows and display. In addition, uses that would have a “blank wall” or “closed up” storefront design should be avoided.
3. Consider creation of a Business Improvement District (BID). A BID is a way of bringing the benefits of centralized management (similar to what you would find in a shopping mall) to a business district. The BID is funded through a small tax levied on property owners within the District. Components of a BID program typically include: marketing, promotions, parking management, cleanliness, safety, special events, and tenant recruitment. The Massachusetts towns of Hyannis, Springfield and Westfield have instituted BIDs. More information can be found at:
www.mass.gov/dhcd/components/cs/1PrgApps/BID/FAQ.doc