Retail Strategy for the City of Cambridge

CAMBRIDGE
CDD@344
COMMUNITY DEVELOPMENT DEPARTMENT
344 Broadway

Outline

OBJECTIVES

CONSULTANT TIMELINE

OVERALL STATE OF RETAIL

CITYWIDE ANALYSIS

GUIDING PRINCIPLES & RECOMENDATIONS

1. DRIVE EXPERIENCE
2. THRIVE ONLINE
3. HELP SMALL BUSINESSES REMAIN COMPETITIVE
4. IMPROVE ACCESS
5. SUPPORT AND BUILD CAPACITY OF LOCAL BUSINESS ASSOCIATIONS
6. FILL GAPS
7. ADDRESS REGULATORY BARRIERS

Objectives

Develop best practice policies and programs that will support and enhance the ground level active use and retail environment in Cambridge.

PUBLIC POLICIES/INVESTMENTS: Short and long term strategies for how to meet City's unmet retail needs

MARKETABILITY/VISIBILITY: Actions and best practices that the City might consider to enhance marketability and visibility to retailers

TENANT MIX: Recommendations for appropriate retail mix for each commercial district

ADMINISTRATIVE CAPACITY: Determine roles and responsibilities for advancing retail initiatives

Consultant Timeline

Released RFP — Fall 2016

Contracted w/LOA — Dec 2016

LOA Kickoff — Jan 2017

Site visit 1 — Feb 2017

Site visit 2 — Mar 2017

Surveys, data collection — Mar- May 2017

Initial presentation — May 2017

Recommendations — June 2017

Overall State of Retail

Overall State of Retail

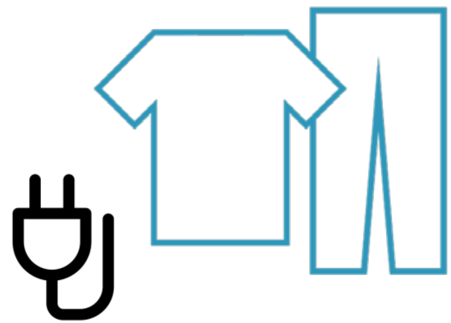
Changes in Consumer Habits

Growth of e-commerce and online tools are leading consumers to merge online and offline into a single shopping experience.

People are buying more online

E-Commerce in the US reached nearly **$395 billion in 2016**. However, this only accounts for **11.7% of total retail sales.**

Online sales affect retail categories differently



Computer and Electronics and apparel and accessories accounted for 45% of ecommerce sales.

Most retail sales in the US are influenced by digital tools

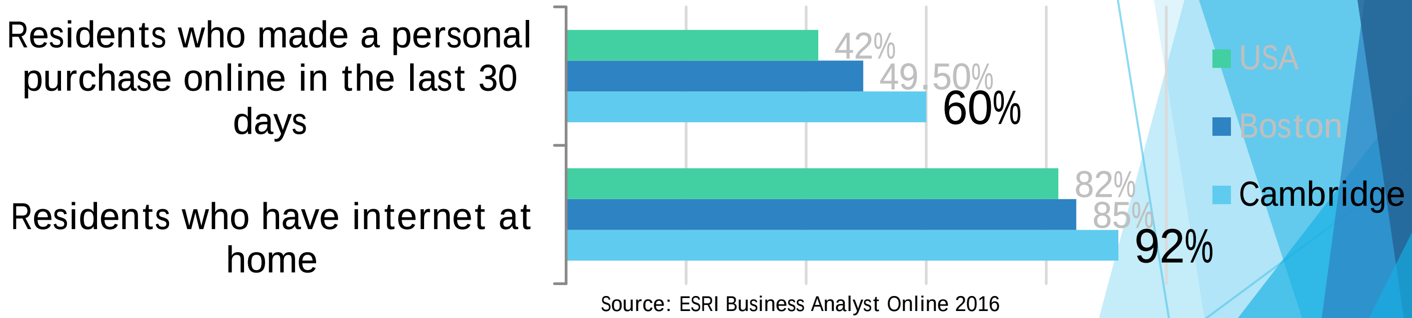
78% of shoppers research online before heading to a store. At the same time, **72% of shoppers buy digitally** after seeing a product in a store.

Overall State of Retail

Changes in Consumer Habits

In Cambridge:

A Cambridge business manager revealed that last year **over 50% of his total sales were made online**



In an interview with a local business in Cambridge, the owner revealed having **spikes in visitation and sales after posting new products on Instagram**

Overall State of Retail

- Online retailers are also opening *bricks-and-mortar* so they can fulfill orders at different localities
- Retailers are using their stores as fulfillment centers
  - E.g. Target in Central Square features a separate entrance for online order pick ups
- Larger retailers are right-sizing and occupying smaller footprints that can be accommodated in downtown retail spaces

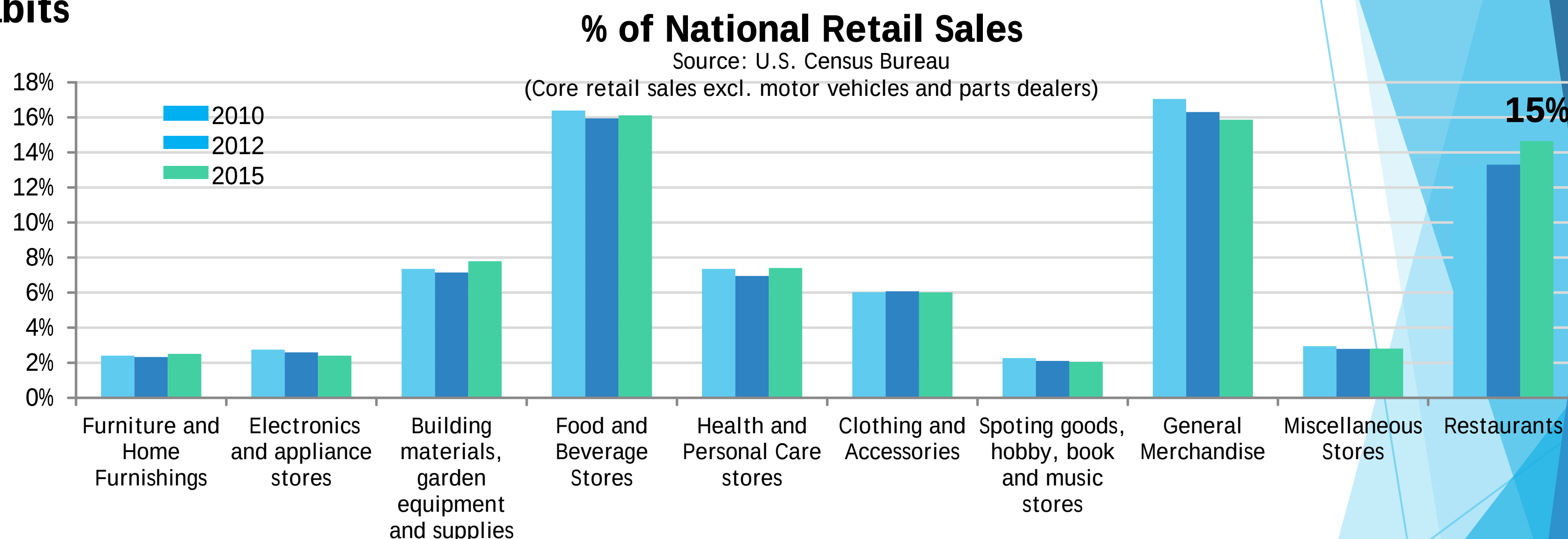
Changes in Consumer Habits

Online Retailer	Current no. of *bricks - and -mortar* locations
Amazon	10
Warby Parker	50
Bonobos	30

Overall State of Retail

Changes in Consumer Habits

The industry is facing fundamental and cross-generational shifts in consumer dining habits



Restaurants make up 15% of all retail sales.
Restaurant sales growth has surpassed all other retail categories since the recession, **+19% between 2012 and 2015**.

Expenditure data shows that U.S. **consumers have started spending more on dining in restaurants and meals outside the home (+5%)** than on buying groceries and eating in (0%)*

8 in 10 consumers say **dining out with family and friends is a better use of their leisure time** than cooking and cleaning up**

Overall State of Retail

Changes in Consumer Habits

In Cambridge:

Restaurants are the **largest retail category citywide by number of businesses** (38% of total retail businesses). Total sales from food services and drinking places in 2016 was **$404,153,691*** with a **$133 million surplus*** confirming that **Cambridge is already a dining destination.**

Restaurants are the **main retail anchors in Inman and Kendall Squares** and **provide key complementing anchor functions** in **Harvard and Central Squares.**

*Source: ESRI Business Analyst Online 2016

Overall State of Retail

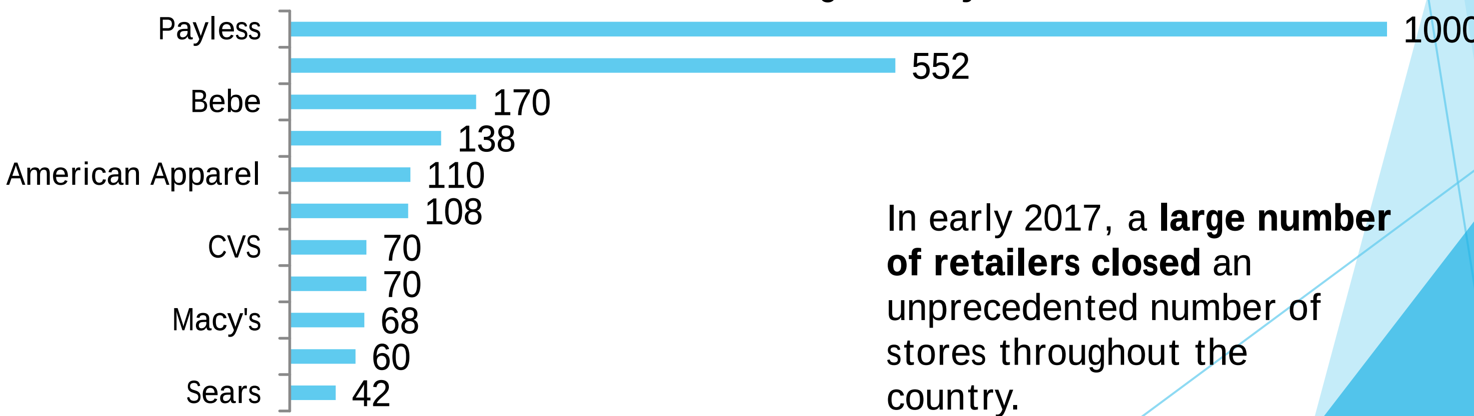
Changes in Consumer Habits

Consumers are spending less on products and more on experiences and service-based retail

Experience-related purchases (travel, sports events, shows) were the top spending category for consumers in the 2016 holiday season.*

US 2016 Census shows a **decrease in total sales in the past year** for retail categories **including department stores (-5.6%), electronics and appliances (-3.2%), general merchandise (-1%) and clothing & accessories.**

Number of Retail Stores Closing in Early 2017



In early 2017, a **large number of retailers closed** an unprecedented number of stores throughout the country.

Source: Business Insider

Overall State of Retail

Changes in Consumer Habits

Service-based retail involve in-person interactions and thus can be best transacted at physical locations, for example:

- Restaurants
- Cinemas
- Theaters
- Personal services
- Health and fitness facilities
- Art studios, galleries and stores

Traditional retailers are also adapting store formats to personalize services and offer hands-on, memorable experiences:

Retailer	Experience
Home improvement stores	DIY home décor classes
Electronics and appliance stores	Cooking classes, model kitchens
Sporting goods stores	Rock climbing walls, equipment testing, yoga classes
Café, restaurants	Social gatherings, outdoor dining*

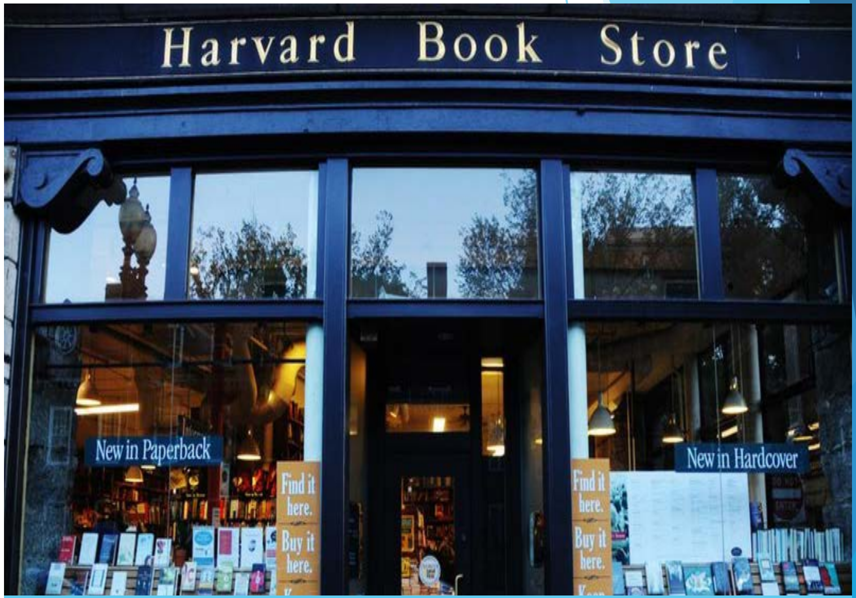
Overall State of Retail

Changes in Consumer Habits

In Cambridge:

Overall net retail establishments declined by approximately 15% from 2001 to 2015. **Electronics & Appliance stores** and **Sporting goods/hobby/book/music stores accounted for ~70% of overall losses**.**

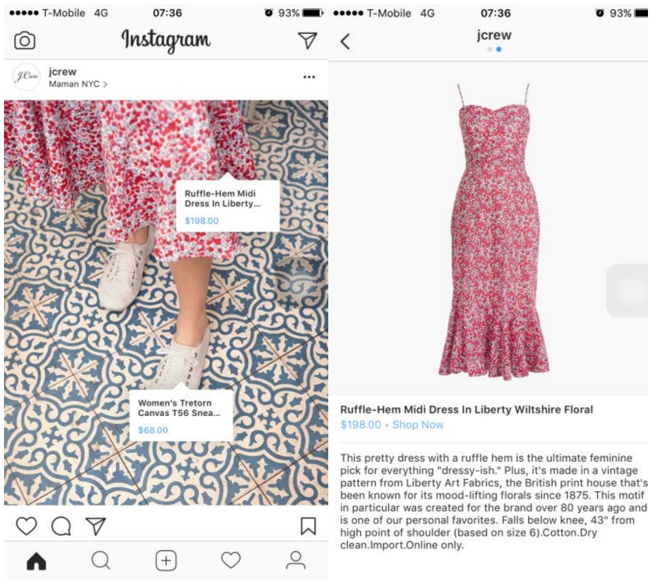
Meanwhile, **sales have improved in experience-based categories** such as food and beverage, personal services, and entertainment retail*.
An increasing number of stores are offering more **in-store events** and a number of restaurants are seeking to expand and **enhance their dining experience** by **adding rooftop dining**.



Harvard Book Store holds between 350-450 author readings annually to drive business to the store.
Meanwhile, Schoenhof's Foreign Books closed its physical store and sells online.

Overall State of Retail

Summary



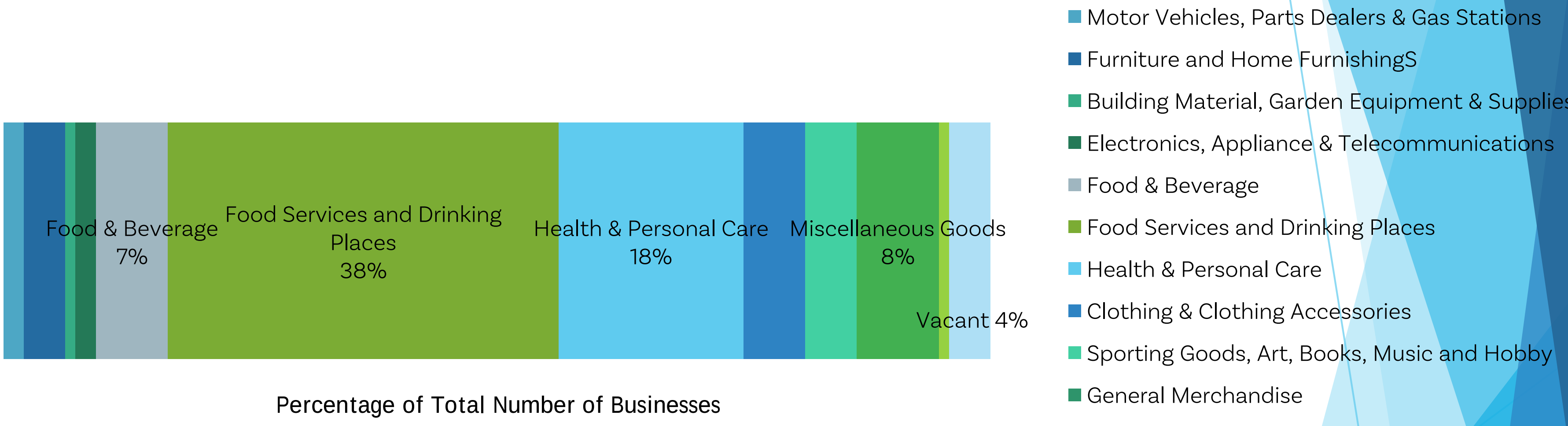
1. **Growth of e-commerce and online tools are leading consumers to merge online and offline into a single shopping experience**
2. **The industry is facing fundamental and cross-generational shifts in consumer dining habits**
3. **Consumers are spending less on products and more on experiences and service-based retail**

Citywide Analysis

Citywide Analysis

Business Environment

Retail Mix



- **Food Services and Drinking Places is the largest retail category followed by Health and Personal Care Stores.**
- **General Merchandise <1%**

Note: Miscellaneous Goods refers to florists, office supplies, stationery and gift stores, used merchandise stores and others.
Food & Beverage refers to grocery stores, specialty food stores and beer/wine/liquor stores.

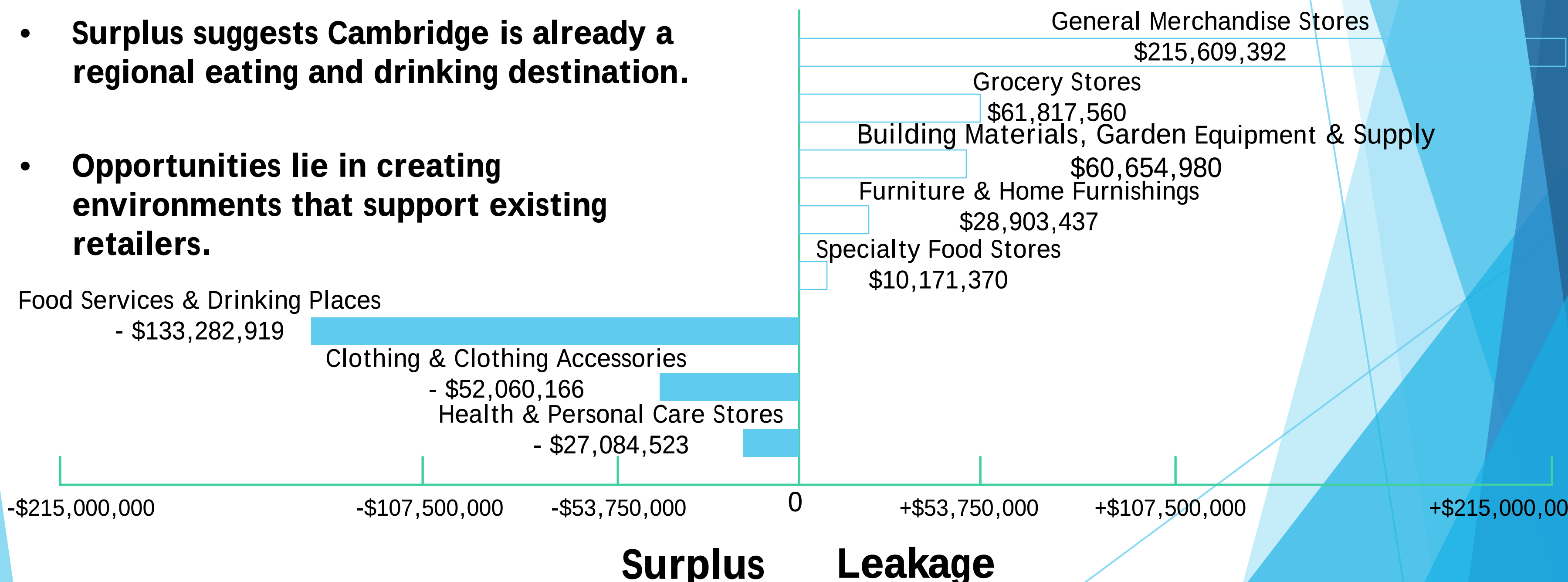
Source: City of Cambridge Business Data

Citywide Analysis

Retail Opportunity

Top Leakage + Surplus Categories (residential)

- **General merchandise and grocers likely looking for opportunities.**
- **Surplus suggests Cambridge is already a regional eating and drinking destination.**
- **Opportunities lie in creating environments that support existing retailers.**



Source: LOA; ESRI Business Analyst Online

Citywide Analysis

Business Environment

Cost of Doing Business

According to the 2017 Citywide Business Survey and focus groups, there has been an increase in cost of operating businesses, including rents, utilities, and property taxes. According to the survey respondents, the top 3 challenges to the profitability of their businesses are:

1. Increase in rent
2. Increase in cost of utilities
3. Increase in cost of real estate taxes

This is compounded by the fact that many retail properties in Cambridge have Triple Net Leases.

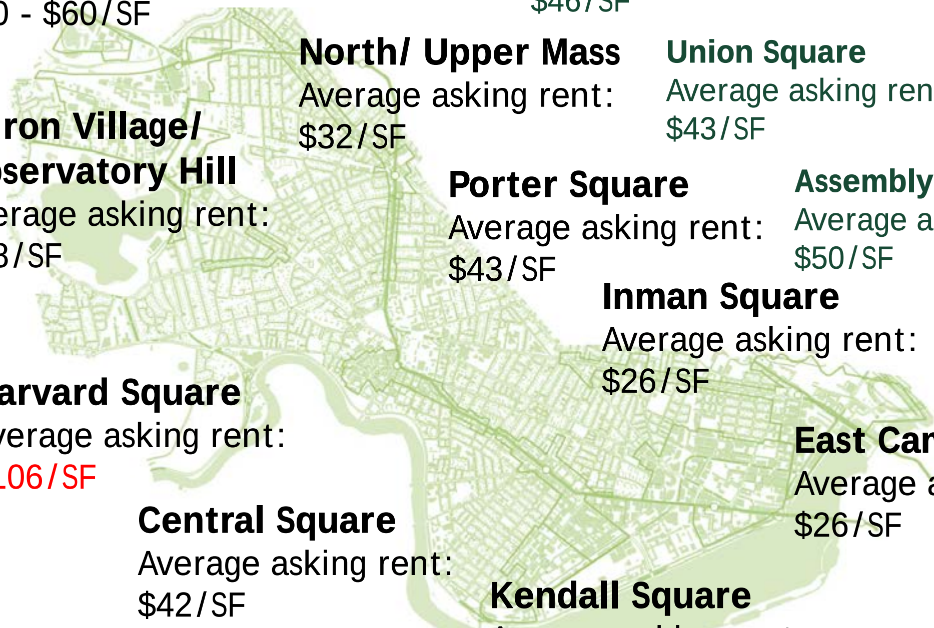
Triple Net Leases require tenants to pay all insurance, maintenance, and taxes.

The 2017 Citywide Business Survey was made available online for 6 weeks and 68 small business owners responded.
Find the full survey results online: http://www.cambridgema.gov/CDD/Projects/EconDev/~/media/B0F690EA260F45449CC8E5F3C4B9FDD7.ashx

Citywide Analysis

Business Environment

Real Estate Landscape



Fresh Pond/Alewife
Average asking rent*:
$30 - $60/SF

Davis Square
Average asking rent:
$46/SF

North/ Upper Mass
Average asking rent:
$32/SF

Union Square
Average asking rent:
$43/SF

Huron Village/ Observatory Hill
Average asking rent:
$28/SF

Porter Square
Average asking rent:
$43/SF

Assembly Row
Average asking rent:
$50/SF

Inman Square
Average asking rent:
$26/SF

Harvard Square
Average asking rent:
$106/SF

East Cambridge
Average asking rent:
$26/SF

Central Square
Average asking rent:
$42/SF

Kendall Square
Average asking rent:
$35/SF

Despite increasing real estate costs, average asking rents are comparable or less than nearby competitive districts.

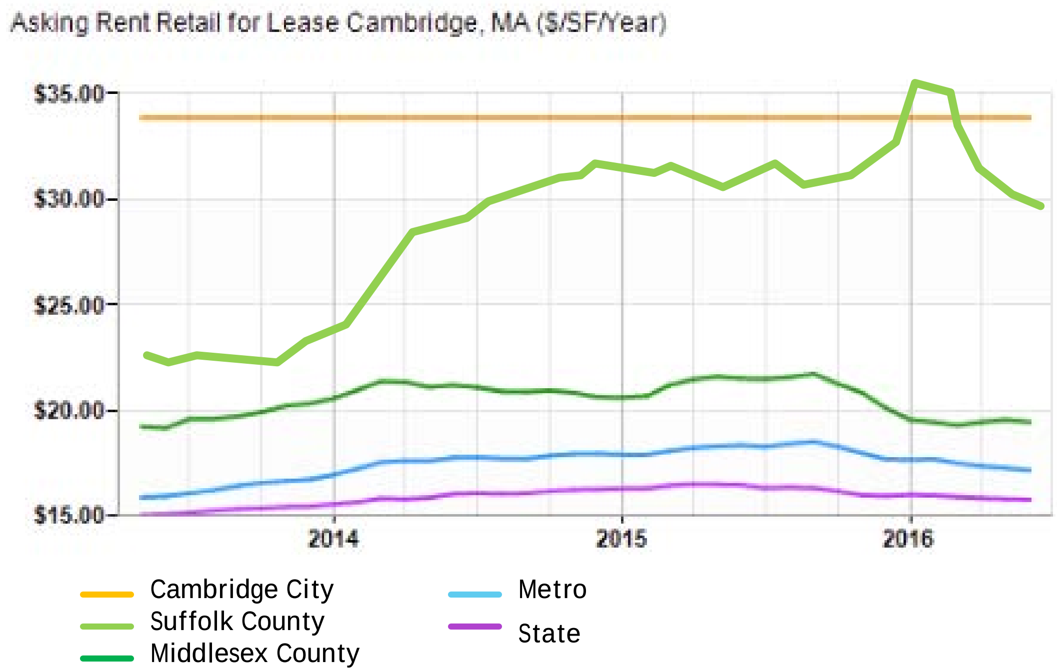
	City of Cambridge
Average asking rent per SF (excl. utilities +property taxes)	$43
Median asking rent per SF	$31
Range of spaces available	500 - 6,300 SF
Average space size	2,549 SF
Median space size	1,800 SF

Source: Costar and LoopNet February and March 2017; *HR&A 2016 Market Scan

Citywide Analysis

Business Environment

Real Estate Landscape



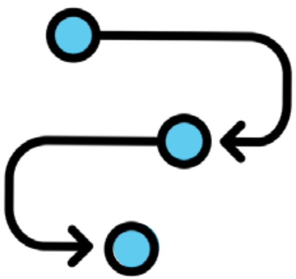
	Jun 16	vs. 3 mo. prior	Y-O-Y
State	$15.77	-0.8%	-4.2%
Metro	$17.16	-2.0%	-6.5%
County	$19.45	+0.8%	-9.6%
City	$33.84	0.0%	0.0%

The average asking rental rate per SF for Retail Commercial properties as of June 2016 was $33.84. Rental rates remained unchanged compared to the prior 3 months, with no change year-on-year.

Source: LoopNet 2017

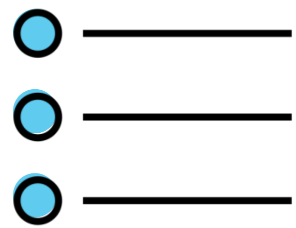
Citywide Analysis Structural Challenges

Permitting process is onerous



Described by many business owners as **long** and **uncertain**.

Zoning and Table of Uses do not reflect new business dynamics



Special permit requirement/ variances for ‘fast food’ establishments is a hurdle to entry for new local businesses (food to go options) and **other regulations constrain experience-based retail.**

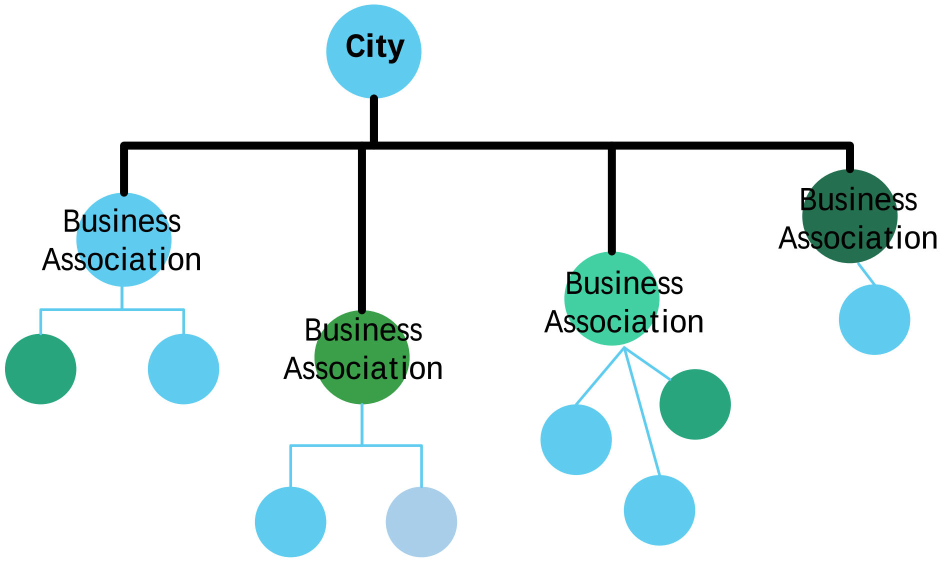
Parking requirements ignore impacts of weather, special needs groups, and business needs

Walking and biking is less conducive to **extreme weather conditions** and to the **needs of seniors and people with disabilities**. Parking requirements **disregards the needs of employees** who do not live in transit accessible places.

Citywide Analysis

Administrative Capacity

Cambridge has a large number of neighborhood and business associations that deliver key services to businesses and commercial districts and provide key links between the City and businesses.



Economic Development Division of Department of Community Development connects businesses to resources but has limitations on what they can do and provide directly to businesses due to Massachusetts State laws.

However, there is a vast disparity amongst the associations in terms of budget and operating capacity which leads to imbalance support and services for businesses of various districts.

Budget Range
Less than $2k to $600k

Staff Size Range
0 – 3.5 full-time

Guiding Principles

1. DRIVE EXPERIENCE
2. THRIVE ONLINE
3. HELP SMALL BUSINESSES REMAIN COMPETITIVE
4. IMPROVE ACCESS
5. SUPPORT AND BUILD CAPACITY OF LOCAL BUSINESS ASSOCIATIONS
6. FILL GAPS
7. ADDRESS REGULATORY BARRIERS

1 Drive experience

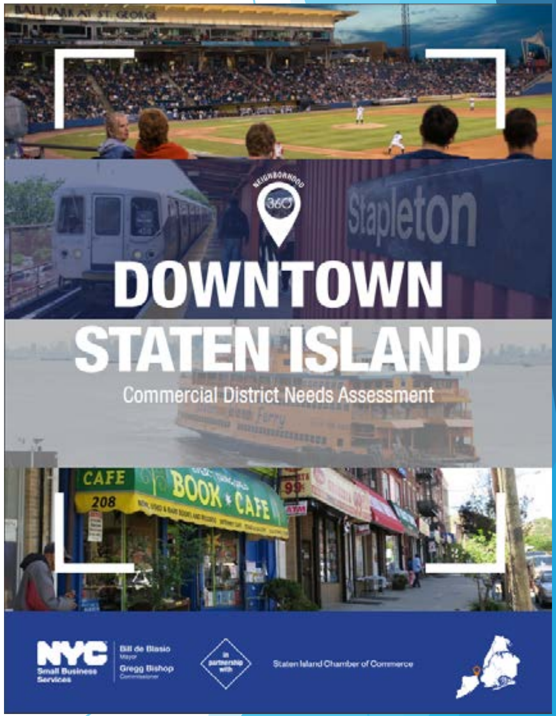
Recommendation: Build experience of the diverse districts through necessary public improvements and local activities

STRATEGY

- Assess physical conditions of the city's commercial districts and promote necessary public improvements

ACTION

- Creating district needs assessment for at least one commercial district per year. FY2018 - Central Square.



Recommendation: Encourage district-wide events + activities

STRATEGY

- Encourage stewardship and revenue generation through the activation of public spaces
- Consider providing competitive funding for events & programming held by local business organizations

ACTION

- Small Business Challenge ("Challenge") program is designed to foster neighborhood engagement with the local business community and to support small business associations and groups of neighborhood businesses.

2 Thrive Online

Recommendation: Develop a city-wide effort to establish online marketing presence

STRATEGY

- Offer technical assistance and training to business associations and businesses on how to have a presence on review platforms

ACTION

- Continue the Small Business Enhancement Program, and offer workshops on creating/developing online presence for businesses. Currently developing interpreter services and translating our Steps to Starting a Business Guide.

3 Help small businesses remain competitive

Recommendation: Enhance business storefronts

STRATEGY

- Continue Storefront Improvement Program and determine if additional funding will enable allow for greater use

ACTION

- Storefront Improvement Program is a successful business assistance grant program that leverages public-private investment.
- Using some CDBG funds to offer legal assistance for commercial lease review.

Lamplighter is a recipient of Cambridge Storefront Improvement Grant

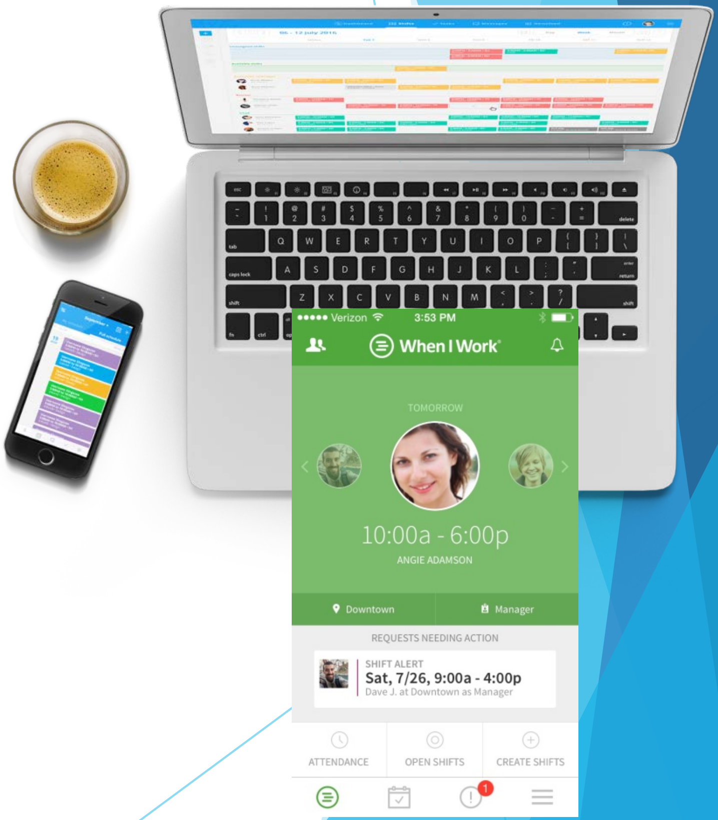
Recommendation: Offer other support for small businesses

STRATEGY

- Provide additional support for small businesses.

ACTIONS

- Educate business owners about shift-sharing platforms and tools to coordinate business activity (e.g. business hours, programming, employees roles and availability)
- Dozens of business improvement workshops – some moving to web-based
- Grant programs – Small Business Enhancement, Small Business Challenge, Interior Accessibility, Storefront Improvement Program.
- Other programs: Cambridge Entrepreneurship Assistance Program; Small Business Coaching Program, and 10 –week Cambridge Business Planning Program



4 Improve access

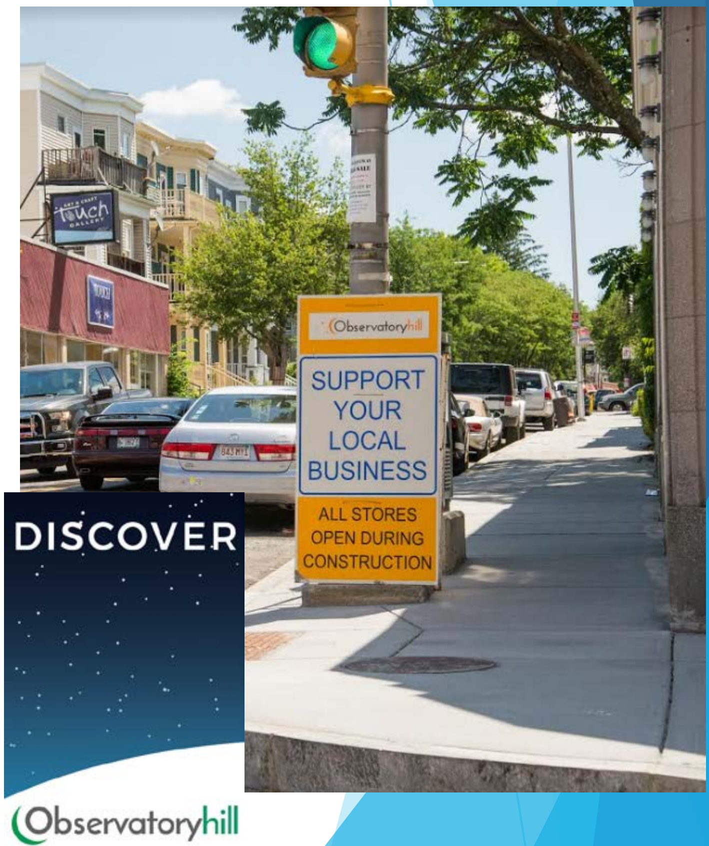
Recommendation: Mitigate impacts of construction projects on small businesses

STRATEGY

- Continue supporting wayfinding and promotion strategy for businesses in affected areas
  - Assist businesses in procuring additional signage
  - District-wide promotion and marketing during construction periods

ACTION

- Placing Banners in impacted neighborhoods
- Coordinating with DPW on future construction impacts starting Spring 2018



5 Support and build capacity of local business associations

Recommendation: Strengthen the role of local business associations in managing and promoting their commercial districts

ACTION

- Support efforts of local business association(s) in Business Improvement District Formation
- Researching variety of training opportunities for business association leadership

WHAT ARE THE BENEFITS OF A DISTRICT MANAGEMENT ORG?

A 10-year Philadelphia study found a demonstrable correlation between the presence of a district management organization with sustainable funding and retail sales growth over time.

6 Fill Gaps

Recommendation: Encourage short term/ pop-up uses

STRATEGY

- Activate and add amenities to public spaces, expand entrepreneurial opportunities and provide diverse food options

ACTION

- Launched **Cambridge New Food Truck Pilot Program**
- Researching **Vacant Storefronts Pilot**

7 Address regulatory barriers

Recommendation: Adapt commercial land use classification to allow for flexible retail formats

ACTION

- Adopt recommendations from the 2015 Commercial Land Use Classification study for retail

HOW IS THE CURRENT TABLE HURTING SMALL BUSINESSES?

PRACTICE SPACE

Classes triggered higher parking requirements (Educational Institution)

HONEYCOMB CREAMERY

Classified as fast food; required a variance

ZINNEKEN'S BELGIAN WAFFLES

Change of Use triggered a variance or special permit

LAMPLIGHTER BREWING CO.

No classification; required variance

Administrative Capacity

Roles & Responsibilities

City of Cambridge	Business Association	Business
Citywide	*District-level/Outside the Store*	*Inside the Store*
▪ Regulatory/Zoning ▪ Clean/safe ▪ Public realm improvement ▪ Technical Assistance ▪ Education	▪ Promotion/Marketing ▪ Placemaking ▪ Technical Assistance ▪ Outreach/Advocacy	▪ Operations ▪ Merchandise ▪ Customer Service ▪ Marketing

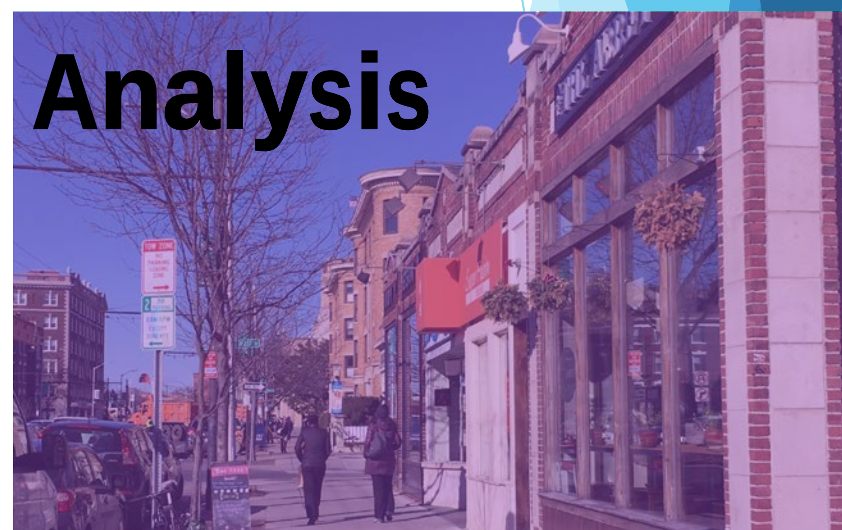
Thank you!

www.cambridgema.gov/CDD/Projects/EconDev/retailstrategicplan

APPENDIX

District-Level

Analysis



District Categories

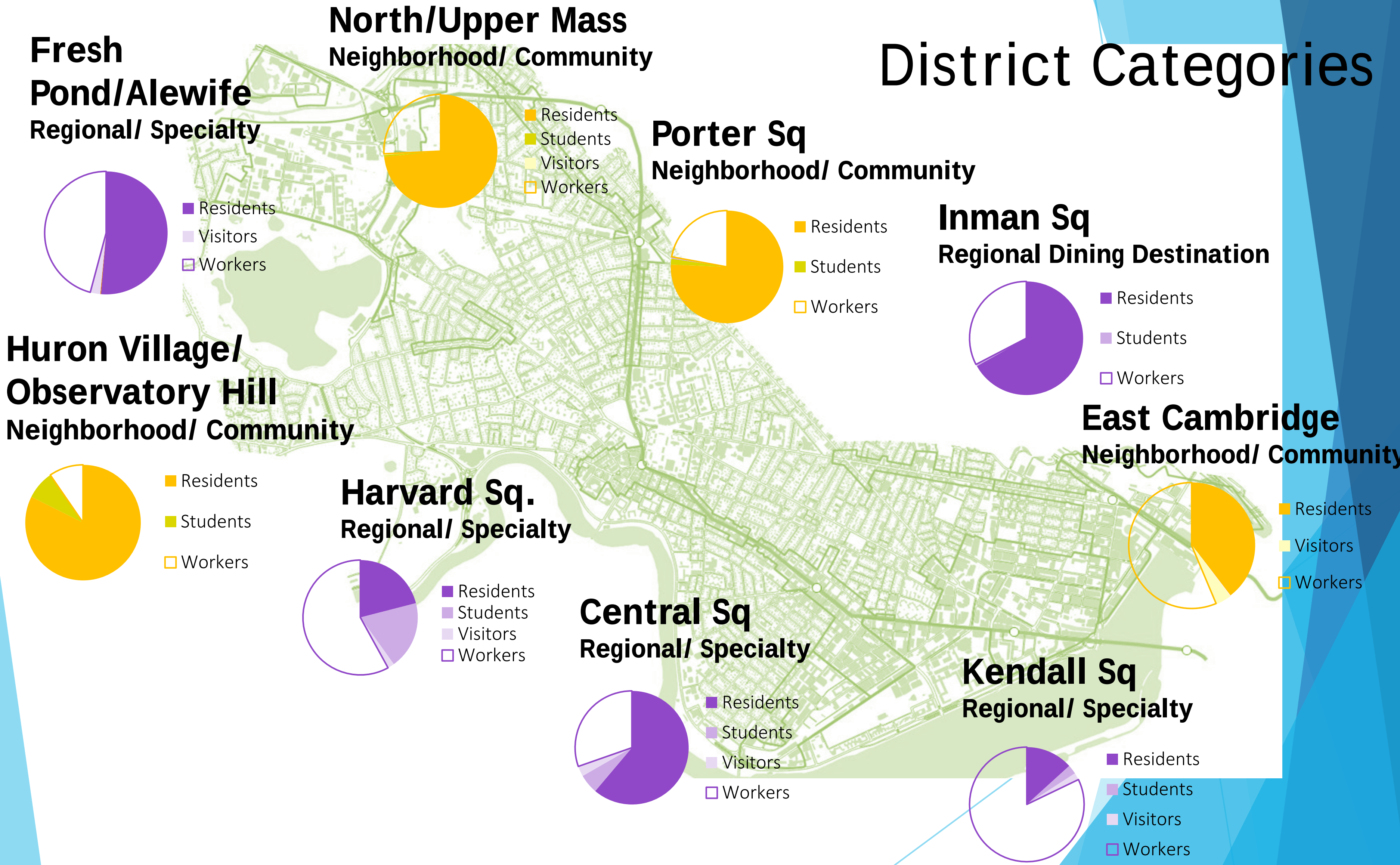
Regional/ Specialty Commercial District

- High worker to resident ratio
- Higher number of businesses/retail offerings

Neighborhood/ Community Commercial District

- Serving mostly local residents
- Lower number of businesses/retail offerings

District Categories



Regional / Specialty

		Harvard Square	Central Square	Kendall Square	Inman Square	Fresh Pond/ Alewife
No of businesses		210	119	65	69	46
Total Population*		16,165	24,788	7,018	21,244	6,495
Population Density (per sq mile)		20,462	31,377	12,017	26,891	8,222
Total No. of Workers		23,379	11,277	36,303	10,291	5,779
Worker-Resident Ratio		1.4:1	2:1	5:1	0.5:1	1:1
MHI		$65,380	$73,057	$62,118	$75,162	$43,951
Top Leakage Categories	Grocery	✓		✓		
	General Merchandise	✓	✓	✓	✓	✓
	Building/ Garden Materials	✓	✓		✓	
	Clothing & Accessories		✓		✓	✓
	Furniture & Home Furnishings			✓		
Upcoming retail SF		-	41,916	212,853	1,546	13,428
Surplus/Leakage		Surplus	Leakage	Surplus	Leakage	Surplus

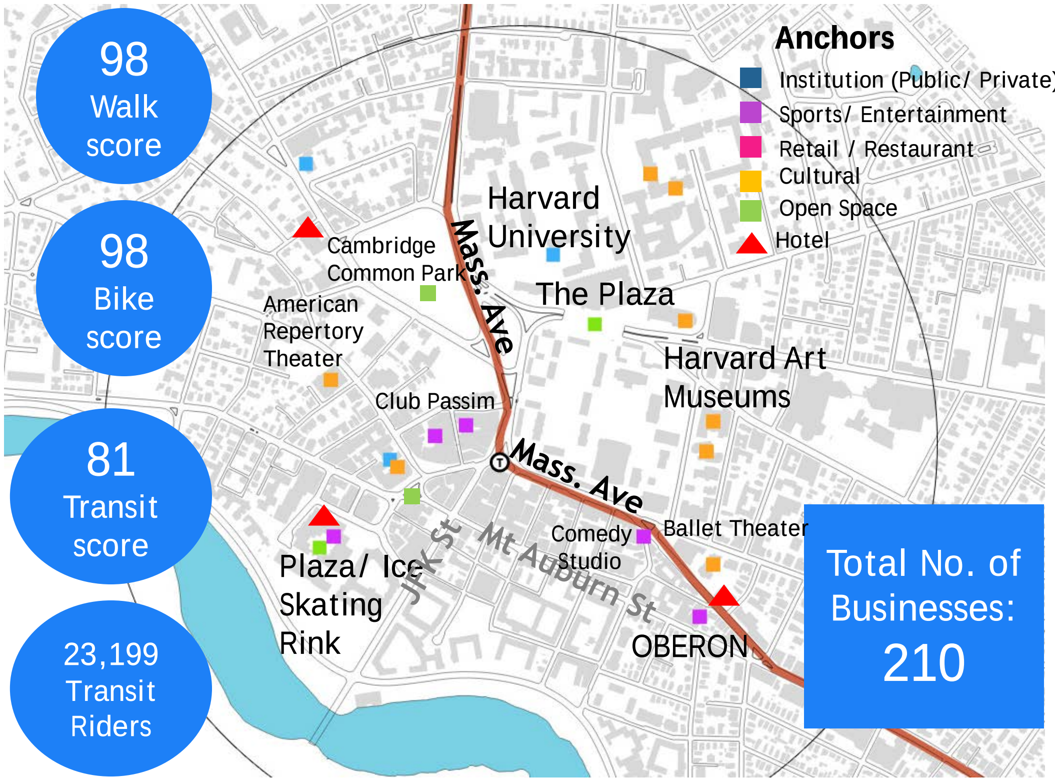
Neighborhood/ Community

		East Cambridge (Cambridge St)	Porter Square	North/ Upper Mass	Huron Village/ Observatory Hill
No of businesses		55 (excl/ Galleria)	39	52	33
Total Population		11,989	16,887	13,235	12,528
Population Density (per sq mile)		15,176	21,376	16,753	15,858
Total No. of Workers		16,992	4,832	4,612	1,329
Worker to Resident Ratio		1.5:1	0.3:1	0.3:1	0.1:1
MHI		$67,931	$85,990	$79,381	$101,017
Top Leakage Categories	Grocery	✓	✓	✓	✓
	General merchandise			✓	✓
	Building/ Garden Materials		✓	✓	
	Clothing & Accessories		✓	✓	
	Food/ Drinking Places				✓
Upcoming retail SF		36,440	9,293	480	-

Harvard Square

Photo: Massachusetts Office of Travel and Tourism (via Flic

Harvard Square

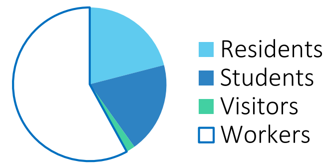


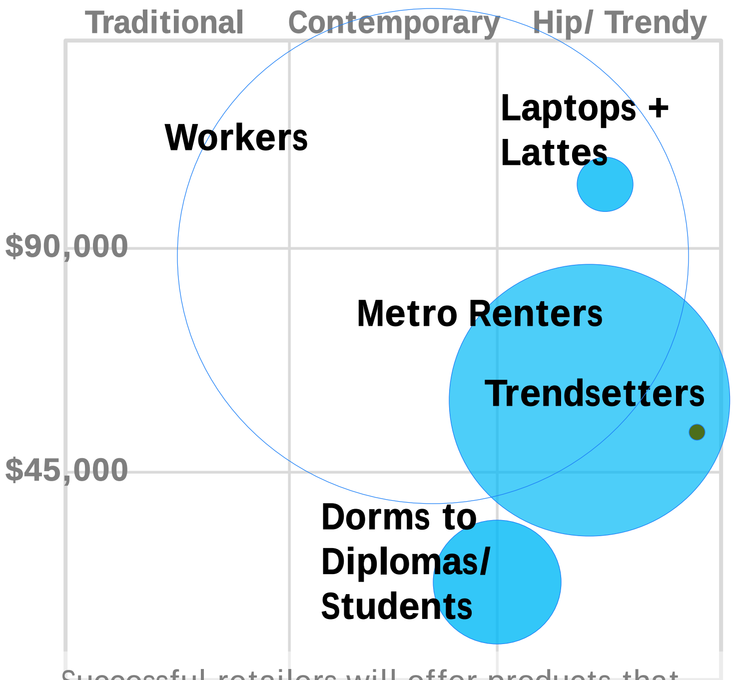
Harvard Square is a young and vibrant district anchored by many cultural and educational institutions.

	Harvard Square
Total Population	16,165
Population Density	20,462/ sq mile
Median Household Income	$65,380
Total No. of Workers	23,379
Worker to Resident Ratio	1.4:1

Customers + Retail Leakage

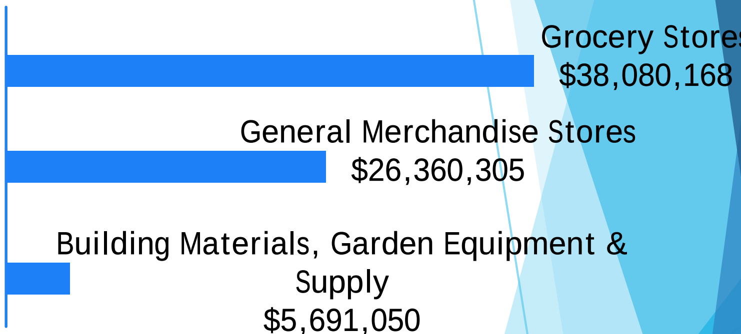
Tapestry Segmentation
Source: LOA; ESRI Business Analyst Online





Successful retailers will offer products that are contemporary, hip and trendy in the low to moderate price points.

Top 3 Leakage Categories
Source: LOA; ESRI Business Analyst Online



There is an <u>overall surplus of $40 million</u> in Harvard Square.

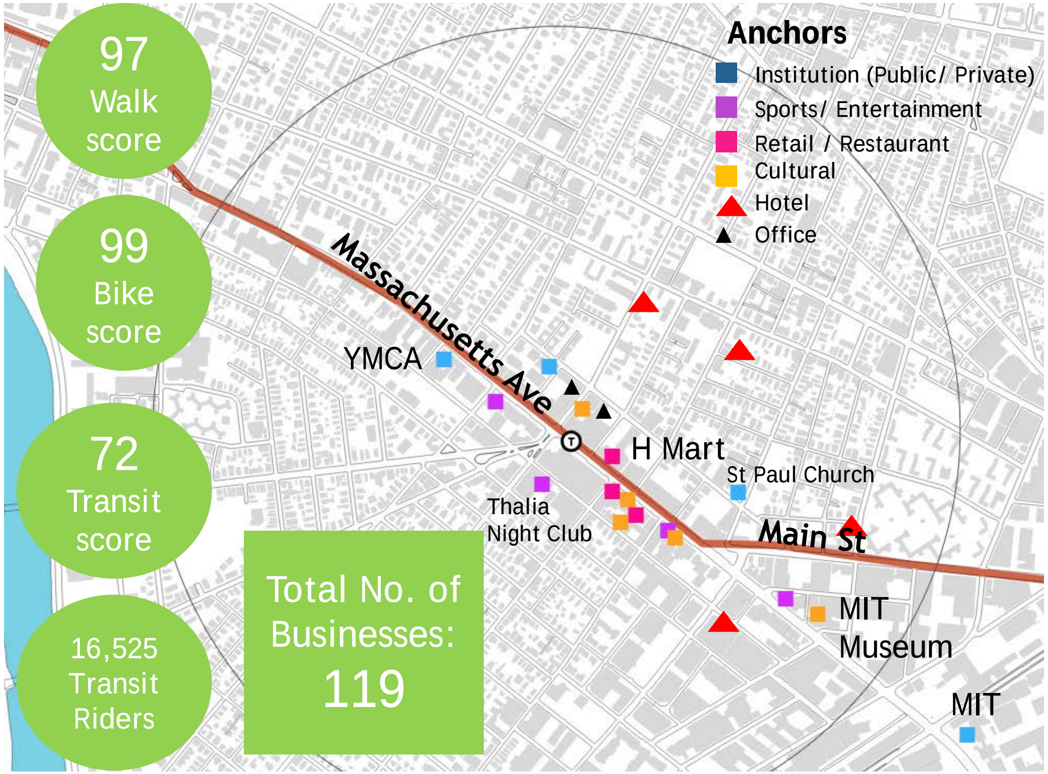
Customers noted a preference for <u>independent and affordable businesses</u>. In addition to these retail categories, they would also like to see <u>more restaurants, entertainment venues and specialty retail</u>.

Central Square

Photo: Google Map

Photo: Christopher Schmidt via Flickr (CC)

Central Square

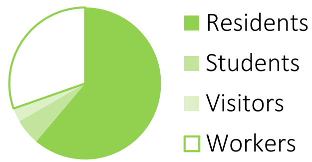


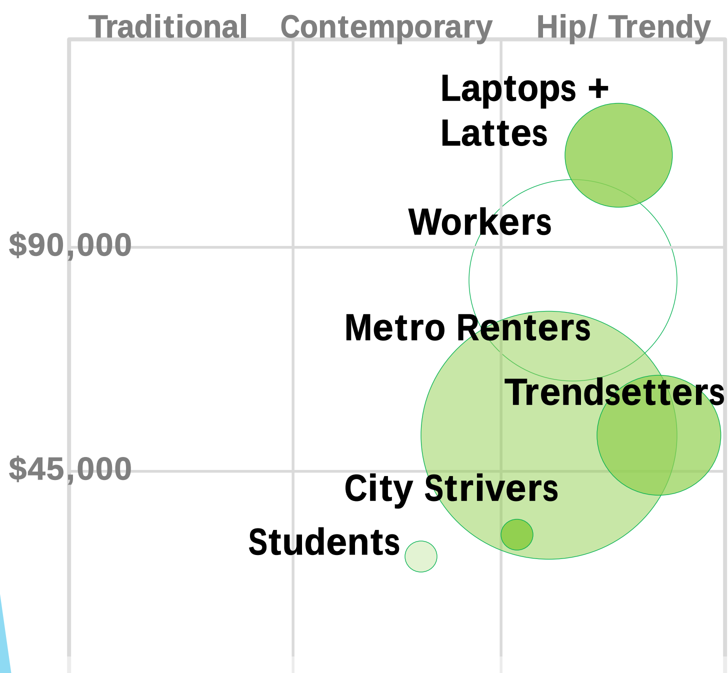
Central Square is a popular <u>dining, entertainment and shopping destination</u> for local residents, workers and visitors.

	Central Sq
Total Population	24,788
Population Density	31,377/ sq mile
Median Household Income	$73,057
Total No. of Workers	11,277
Worker to Resident Ratio	2:1

Customers + Retail Leakage

Tapestry Segmentation
Source: LOA; ESRI Business Analyst Online





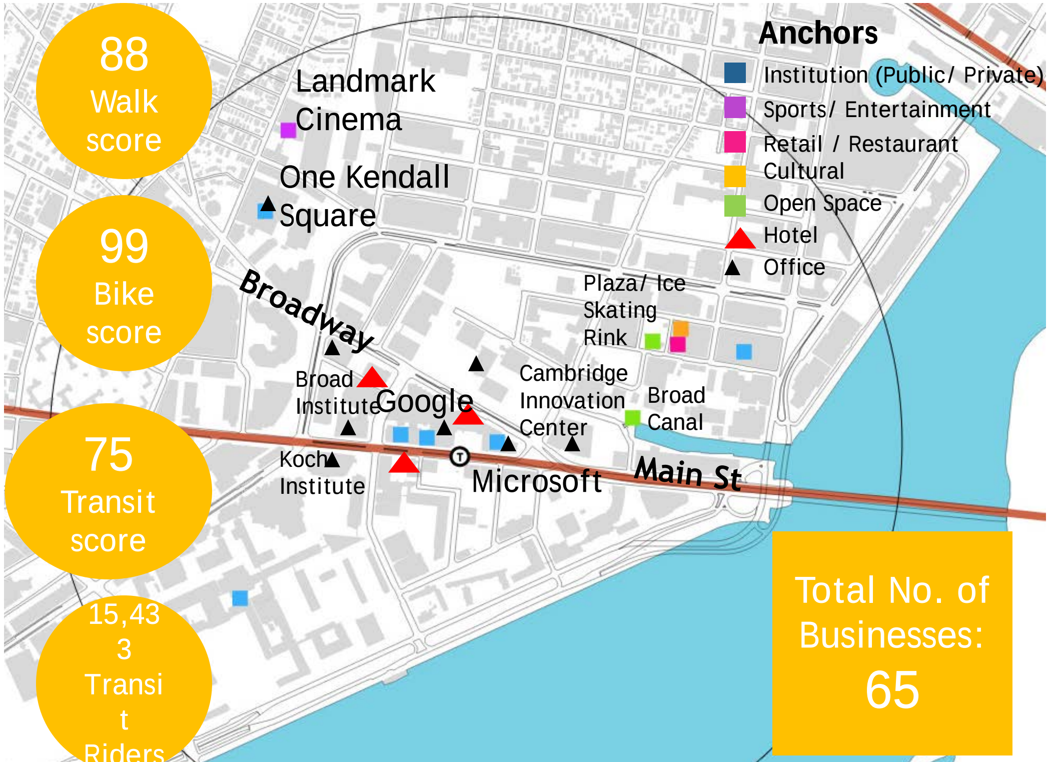
Successful retailers will offer products that are moderately-priced but hip and trendy.

Top 5 Leakage Categories
Source: LOA; ESRI Business Analyst Online

Intercept surveys correspond with leakage data. Customers said they would like to see <u>more independent boutiques, apparel stores, art spaces and book stores.</u>


Kendall Square
Photo: Google Map

Kendall Square



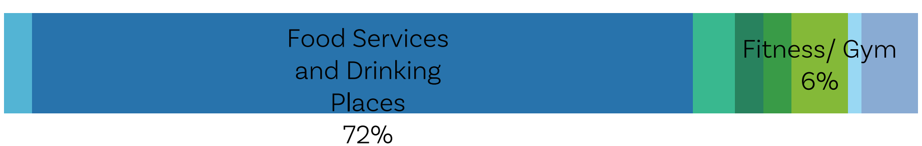
88 Walk score

99 Bike score

75 Transit score

15,433 Transit Riders

Total No. of Businesses: 65

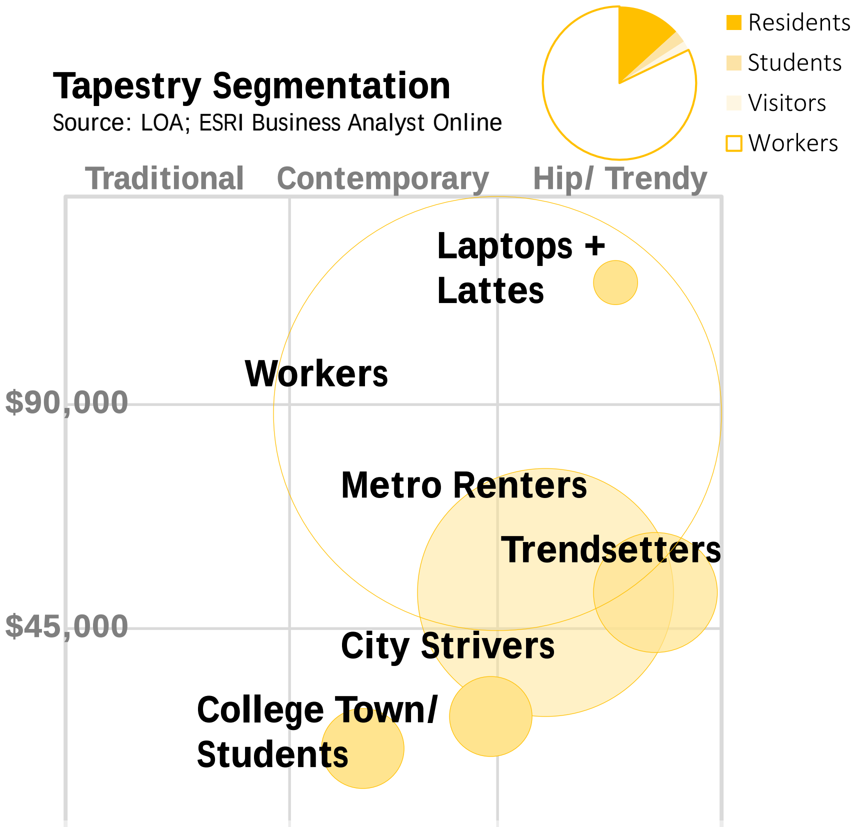


Kendall Square is a <u>rapidly developing</u> district with a <u>large daytime worker population</u>. The <u>tech employment center</u> is currently well-served by <u>restaurants and drinking places</u>.

	Kendall Sq
Total Population	7,018
Population Density	12,017/ sq mile
Median Household Income	$62,118
Total No. of Workers	36,303
Worker to Resident Ratio	5:1

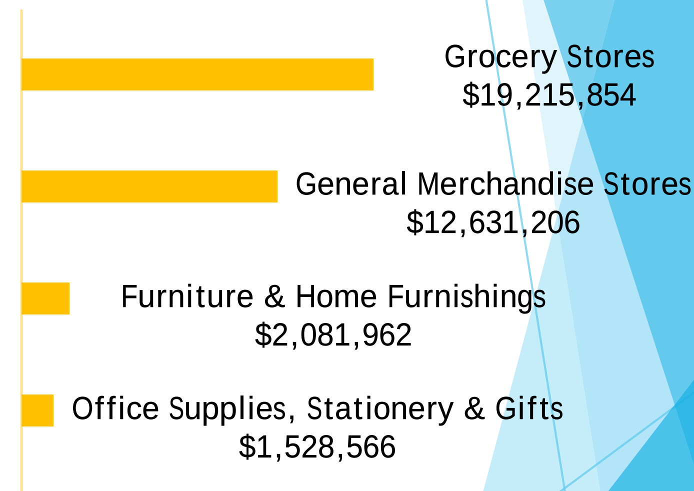
Customers + Retail Leakage

Tapestry Segmentation
Source: LOA; ESRI Business Analyst Online



Successful retailers will offer products that are more contemporary but range from low to high price points.

Top 4 Leakage Categories
Source: LOA; ESRI Business Analyst Online



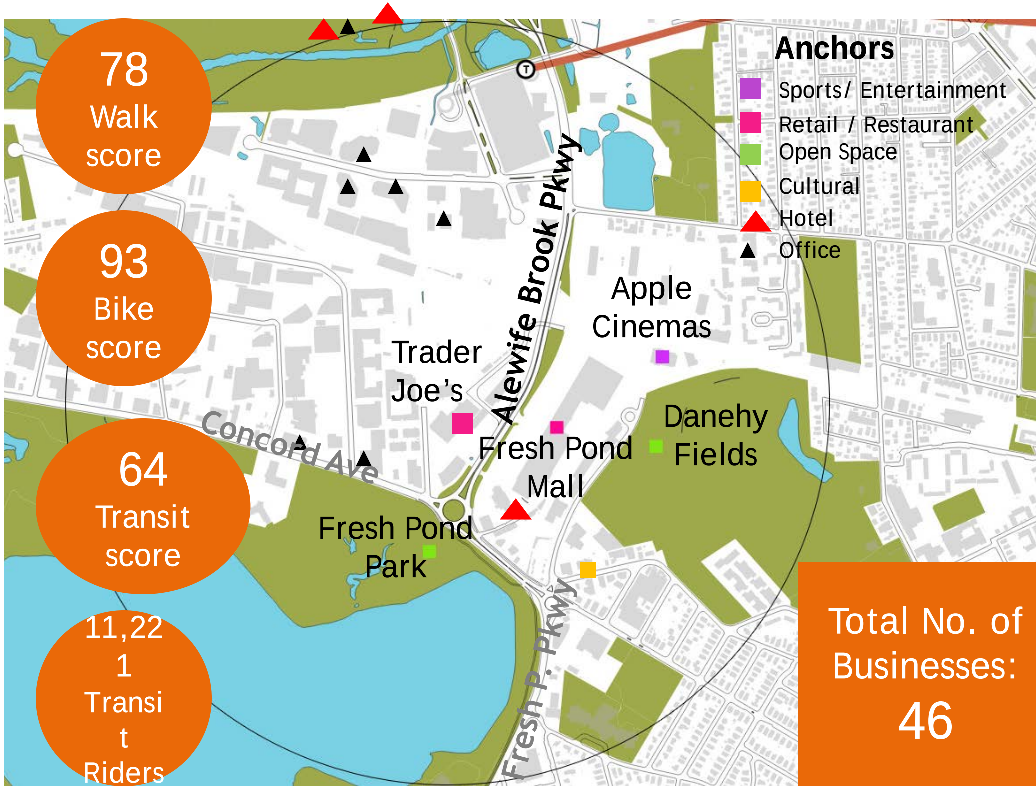
There is an <u>overall surplus of $164 million</u> in Kendall Square.

Intercept surveys correspond with leakage data. Customers said they would like to see <u>more grocery stores, convenience stores, and specialty food stores.</u> However, customers also wanted more restaurants and bars, <u>book stores</u> and <u>sporting goods.</u>

Fresh Pond/ Alewife

Photo: Google Map; Yelp

Fresh Pond/ Alewife



Total No. of Businesses: 46

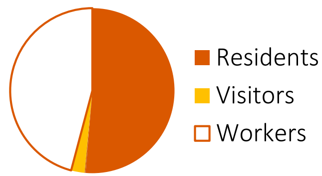
Fresh Pond/ Alewife is a car- centered shopping district. It has convenience retail offerings at low prices to meet the needs of the lower income immigrant community.

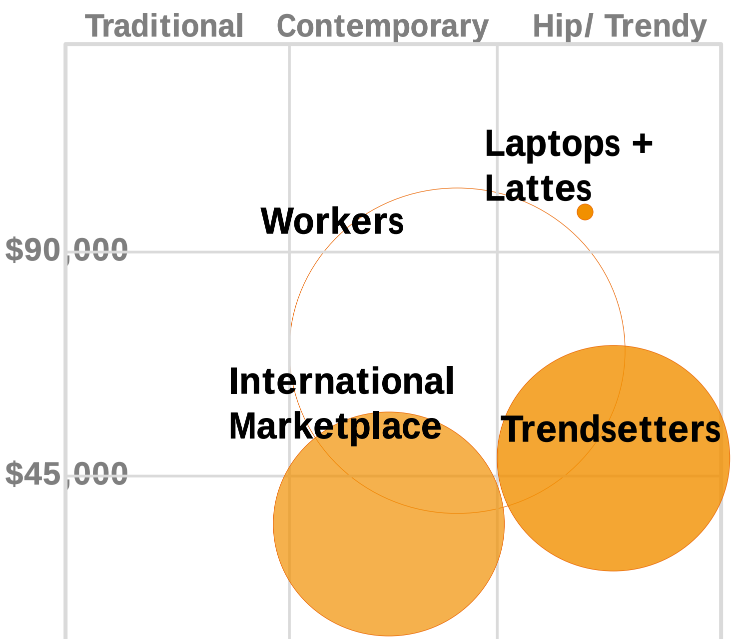
	Fresh Pond/ Alewife
Total Population	6,495
Population Density	8,222/ sq mile
Median Household Income	$43,951
Total No. of Workers	5,779
Worker to Resident Ratio	1:1

Customers + Retail Leakage

Tapestry Segmentation

Source: LOA; ESRI Business Analyst Online

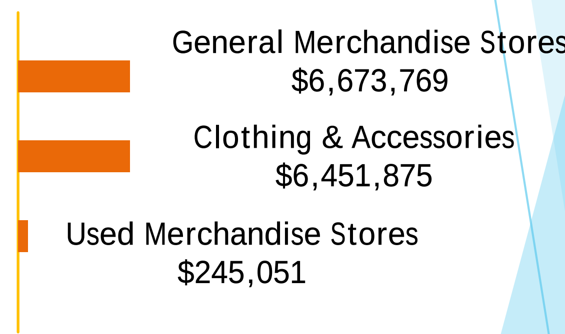




Successful retailers will provide contemporary offerings that are in the low moderate price points.

Top 3 Leakage Categories

Source: LOA; ESRI Business Analyst Online



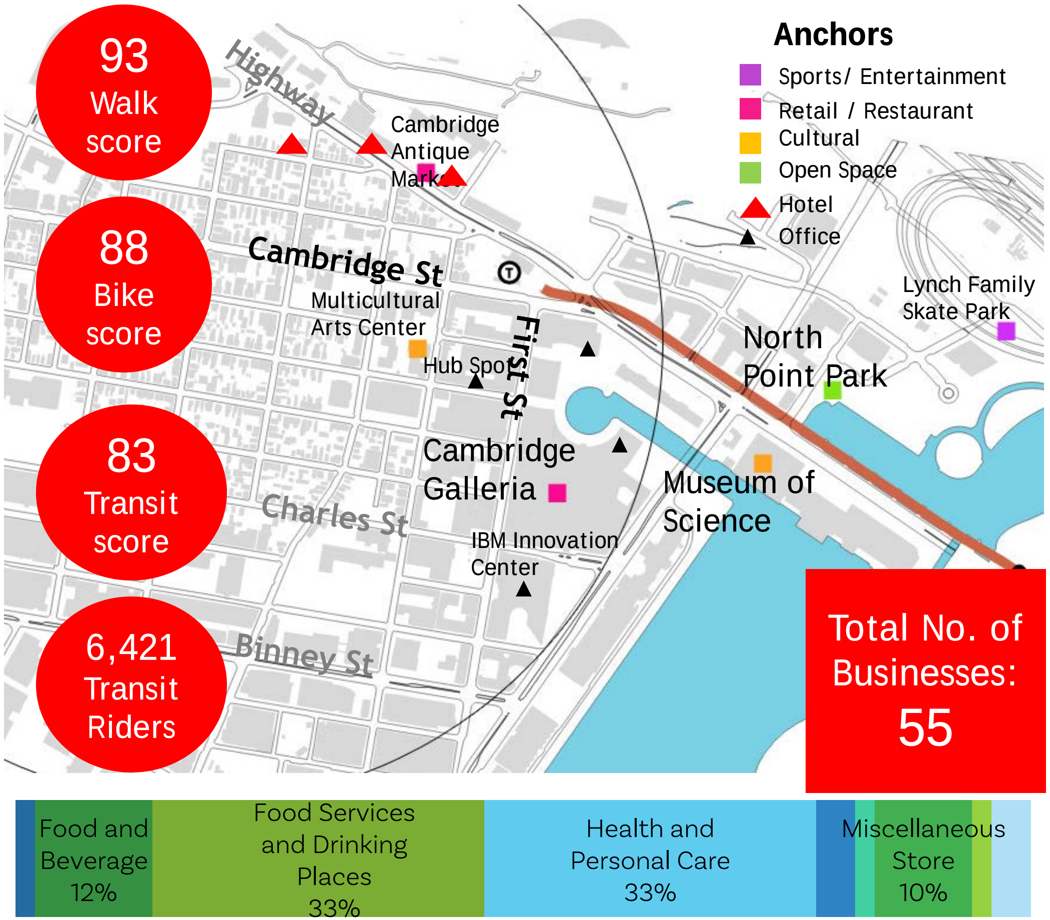
There is an <u>overall surplus of $50 million</u> in Fresh Pond.

Customers needs are being met in most categories but those interviewed would like to see <u>more food and drinking places</u> including <u>cafes and bakeries,</u> and <u>food trucks</u> for workers.

East Cambridge/ North Point

Photo: LOA

East Cambridge/ North Point

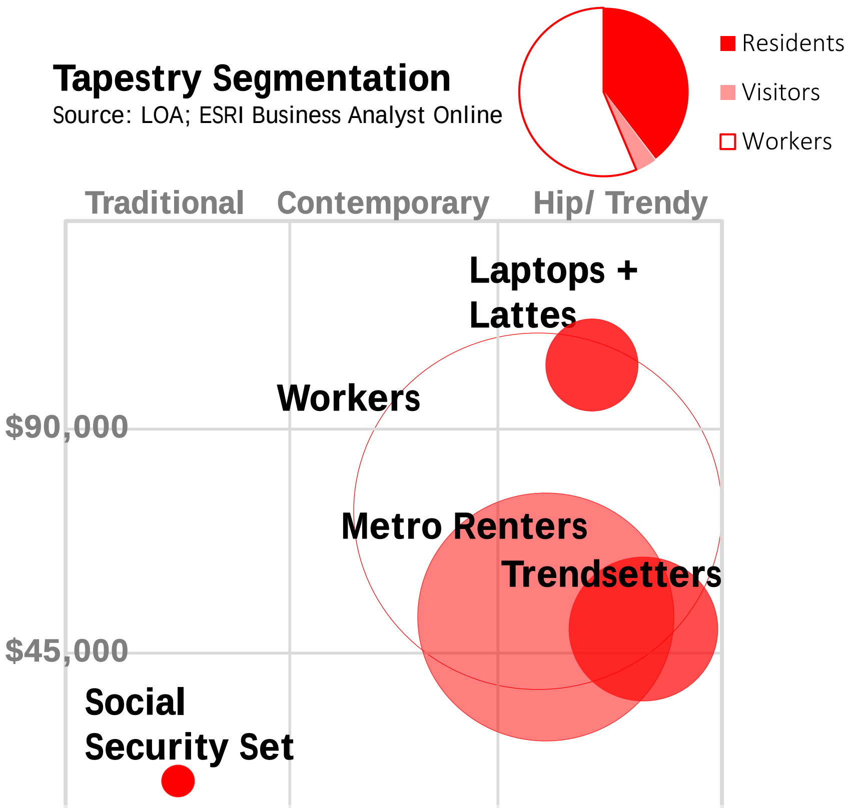


East Cambridge is a culturally diverse and walkable district with regional retail offerings.

	East Cambridge
Total Population	11,989
Population Density	15,176/ sq mile
Median Household Income	$67,931
Total No. of Workers	16,992
Worker to Resident Ratio	1 ½ :1

Customers + Retail Leakage

Tapestry Segmentation
Source: LOA; ESRI Business Analyst Online



Successful retailers will offer products that are contemporary, hip and trendy in the moderate price points.

Top 5 Leakage Categories
Source: LOA; ESRI Business Analyst Online

There is an overall surplus of $289 million in East Cambridge.

Intercept surveys suggest that customers would like to see more restaurants and bars, coffee shops and bakeries, and hobby stores. Aligned with leakage data, they would also like more fresh produce options.

Porter Square/ Lower Mass Ave.

Photo: LOA

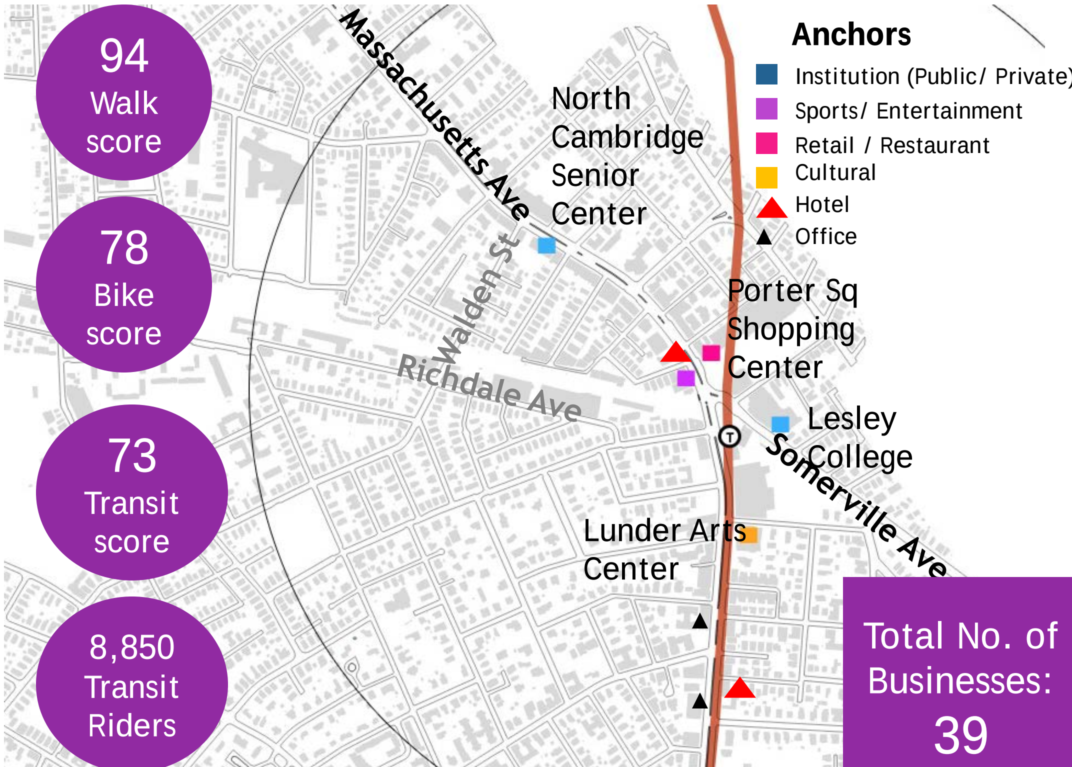
Porter Square/ Lower Mass. Ave.

94 Walk score

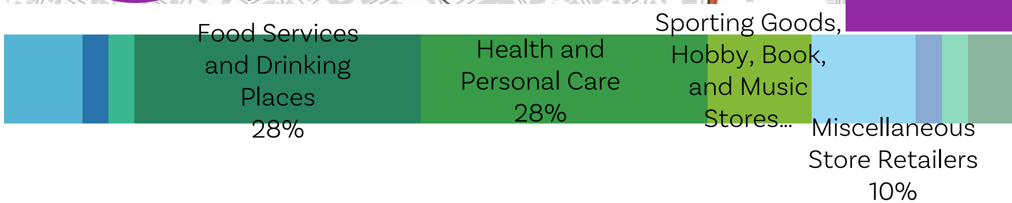
78 Bike score

73 Transit score

8,850 Transit Riders



Total No. of Businesses: 39

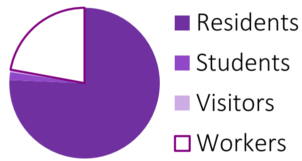


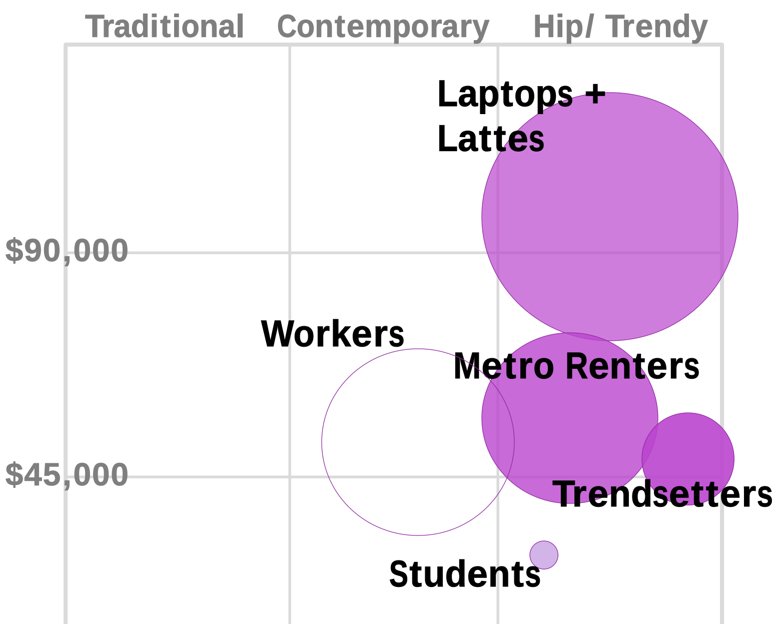
Porter Square is a wealthy and dense residential neighborhood that is easily accessible and has a variety of food and drinking places.

	Porter Square
Total Population	16,887
Population Density	21,376/ sq mile
Median Household Income	$85,990
Total No. of Workers	4,832
Resident to Worker Ratio	3:1

Customers + Retail Leakage

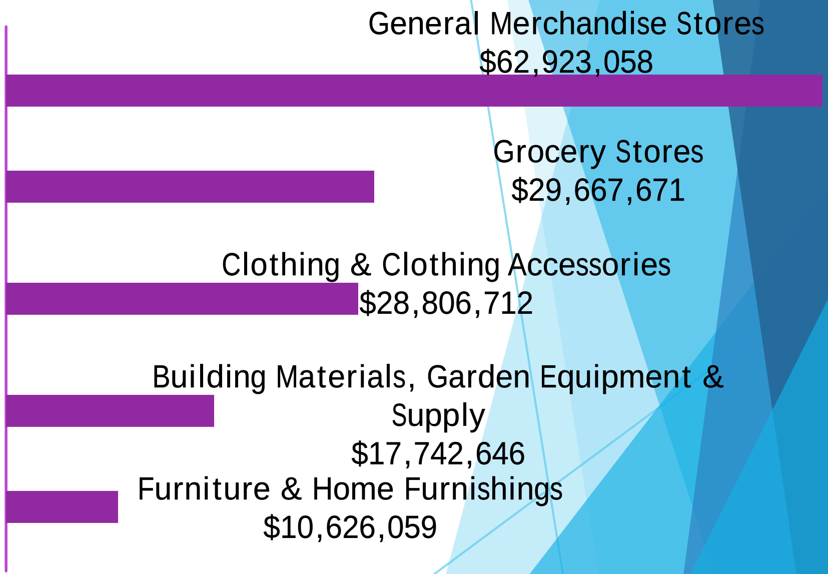
Tapestry Segmentation
Source: LOA; ESRI Business Analyst Online





Successful retailers will offer products that are contemporary, hip and trendy in the moderate to high price points.

Top 5 Leakage Categories
Source: LOA; ESRI Business Analyst Online

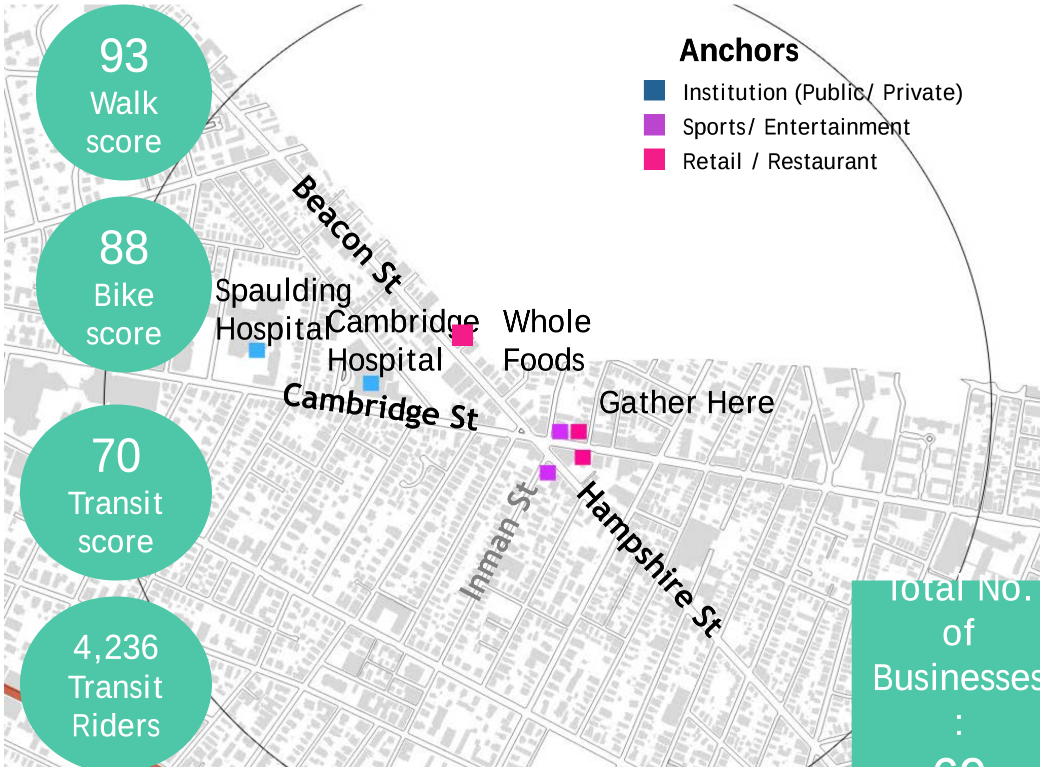


In addition to these retail categories, customers would like to see <u>more local businesses.</u> They also noted the need for <u>stationery stores</u> and <u>quick, affordable dining options</u>, including <u>cafes and bakeries.</u>

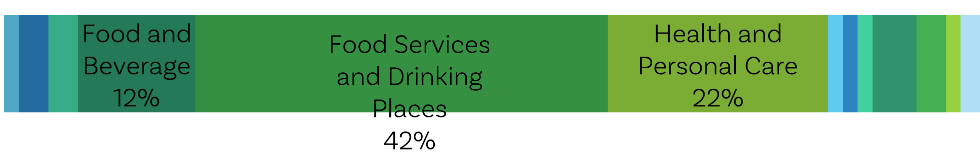
Inman Square

Photo: Google Map; Chris Devers (Flickr CC)

Inman Square



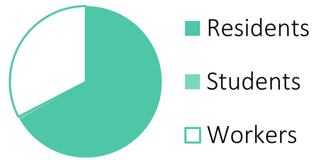
Total No. of Businesses: 69



Inman Square is a convenience-oriented shopping district serving a large residential market with moderate to high incomes.

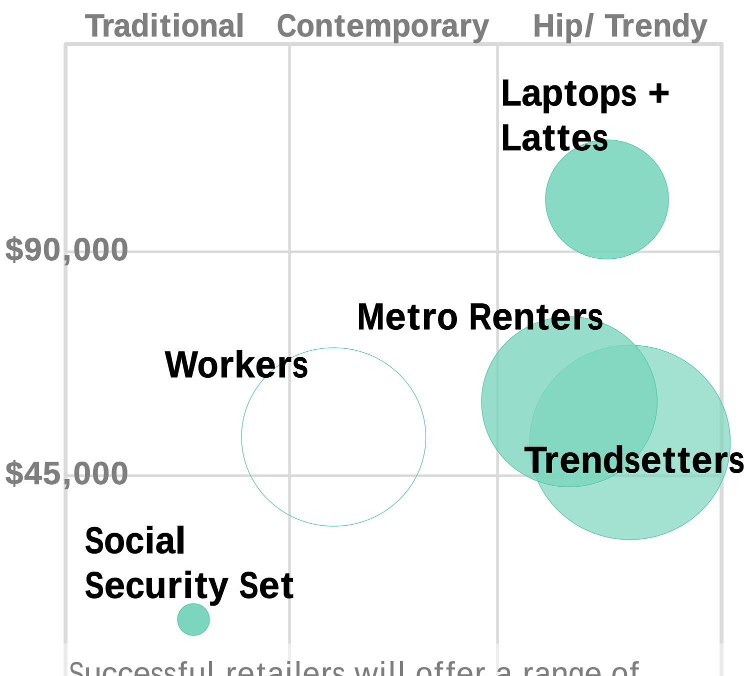
	Inman Square
Total Population	21,244
Population Density	26,891/ sq mile
Median Household Income	$75,162
Total No. of Workers	10,291
Resident to Worker Ratio	2:1

Customers + Retail Leakage



Tapestry Segmentation

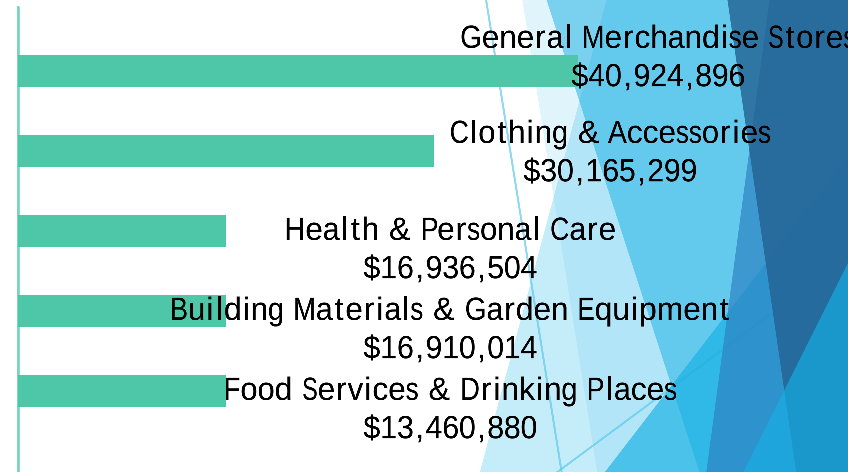
Source: LOA; ESRI Business Analyst Online



Successful retailers will offer a range of traditional to trendy products that are in the low to moderate price points.

Top 5 Leakage Categories

Source: LOA; ESRI Business Analyst Online



In addition to these retail categories, customers would like more affordable grocery and specialty retail stores. The hip and trendy customer base would also enjoy special events organized in the district.

North/ Upper Mass. Ave.

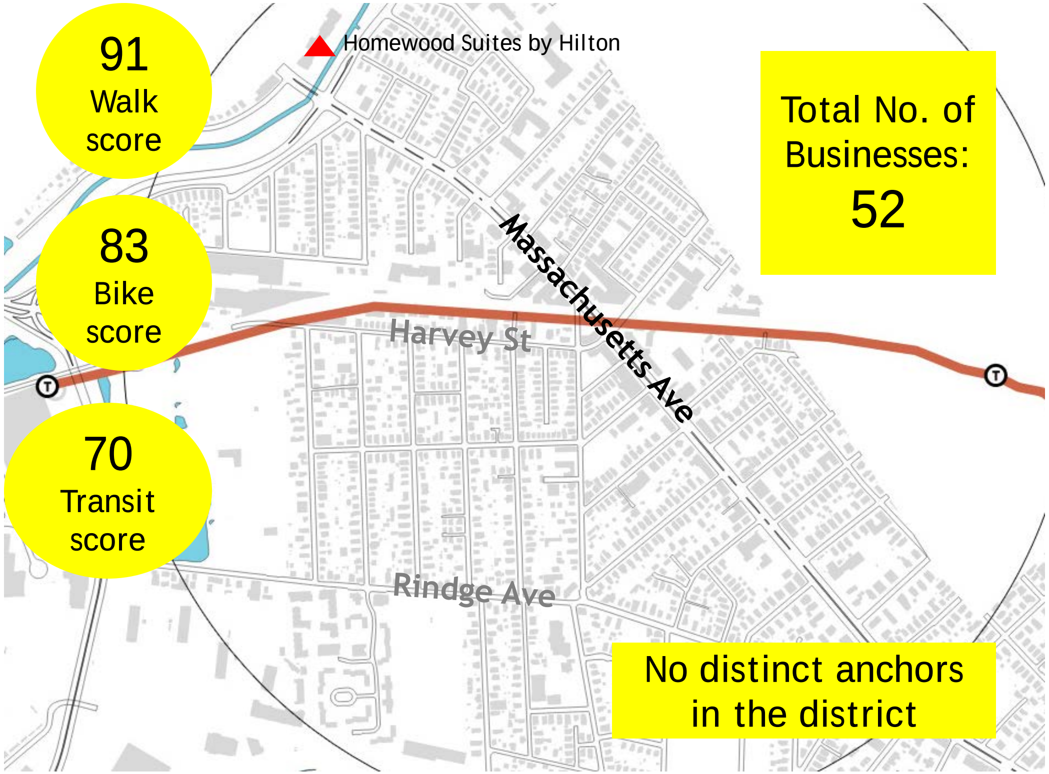
Photo: LOA

North/ Upper Mass. Ave.

91 Walk score

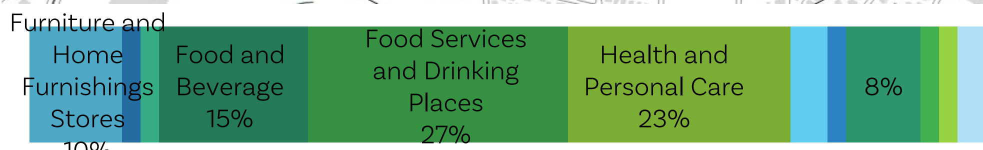
83 Bike score

70 Transit score



Total No. of Businesses: 52

No distinct anchors in the district

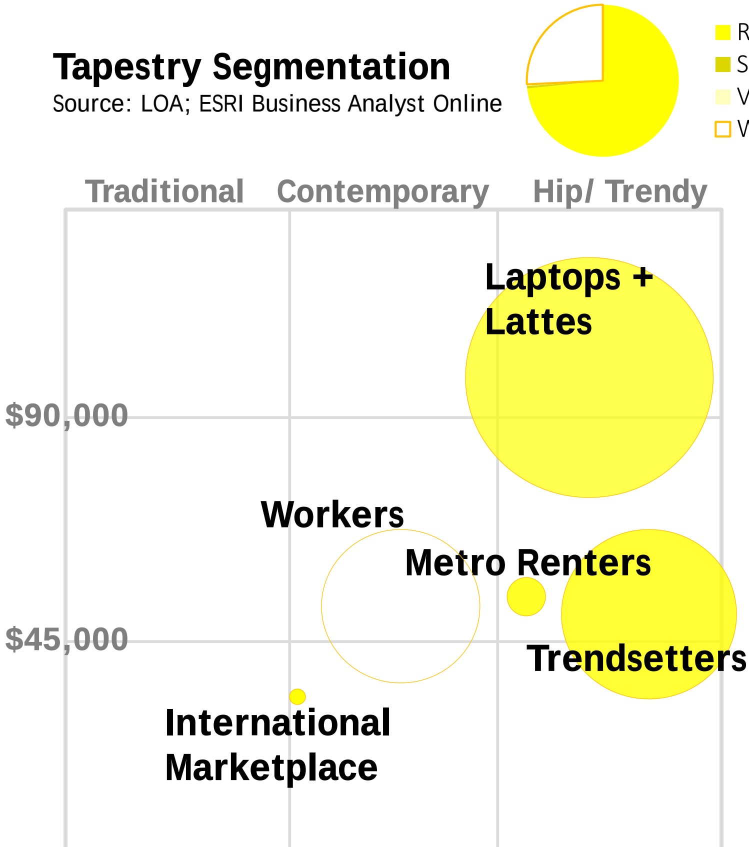


North/ Upper Mass is a fast-developing residential neighborhood with a moderate to high income customer base.

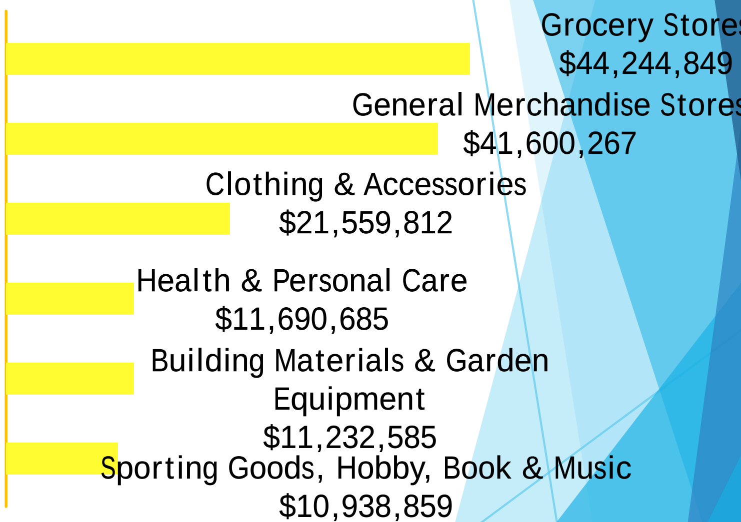
	North/ Upper Massachusetts
Total Population	13,235
Population Density	16,753/ sq mile
Median Household Income	$79,381
Total No. of Workers	4,612
Resident to Worker Ratio	3:1

Customers + Retail Leakage

Tapestry Segmentation
Source: LOA; ESRI Business Analyst Online



Top 6 Leakage Categories
Source: LOA; ESRI Business Analyst Online



North/ Upper Mass still has the opportunity to build its offerings in categories such as grocery stores, building materials & garden equipment, and hobby stores in the moderate to high price range.

Huron Village/ Observatory Hill

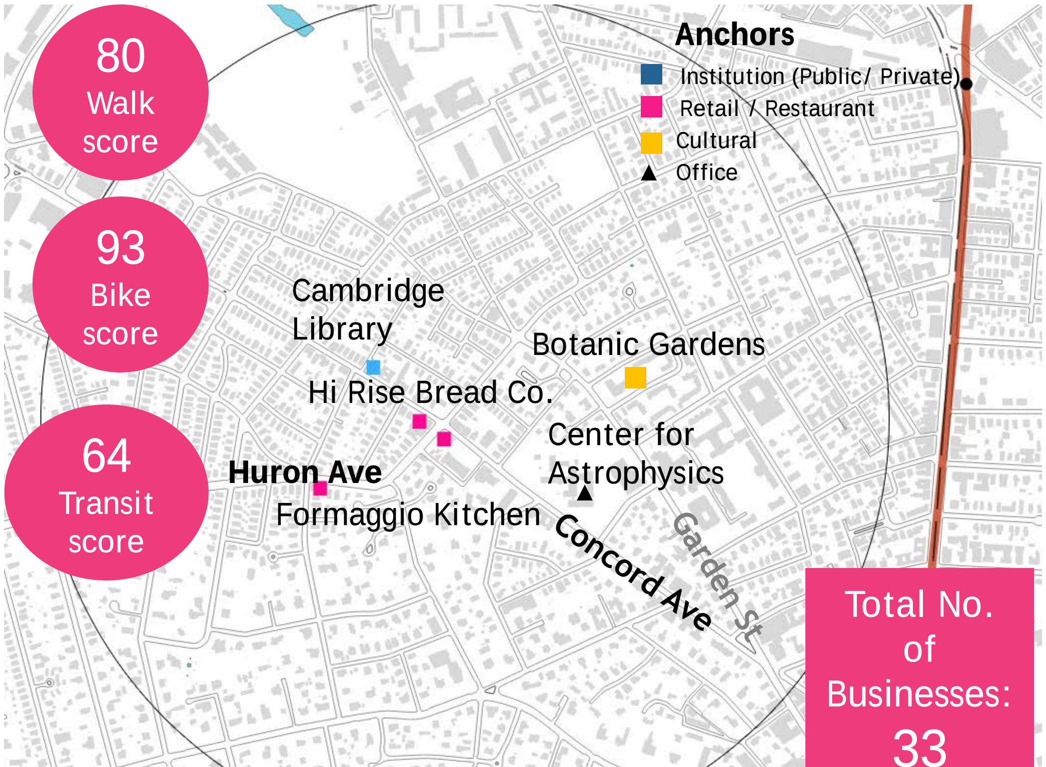
Photo: LOA

Huron Village/ Observatory Hill

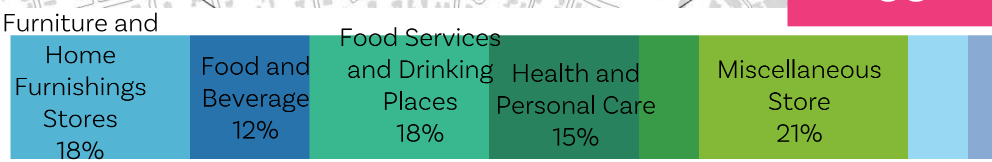
80 Walk score

93 Bike score

64 Transit score



Total No. of Businesses: 33



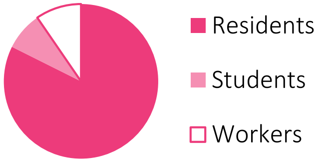
Huron Village is a very wealthy, residential neighborhood with a home furniture retail niche.

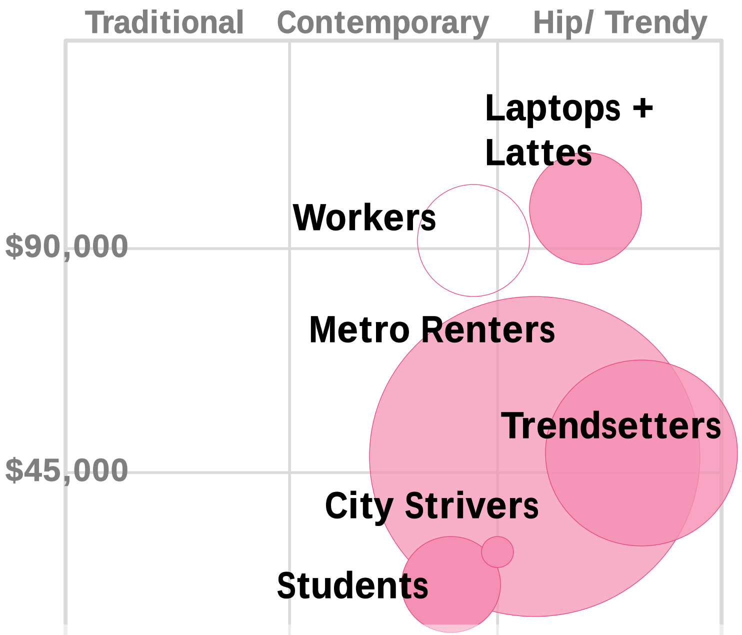
	Huron Village/ Observatory Hill
Total Population	12,528
Population Density	15,858/ sq mile
Median Household Income	$101,017
Total No. of Workers	1,329
Resident to Worker Ratio	10:1

Customers + Retail Leakage

Tapestry Segmentation

Source: LOA; ESRI Business Analyst Online





Successful retailers will provide contemporary and trendy offerings that are moderately priced.

Top 6 Leakage Categories

Source: LOA; ESRI Business Analyst Online

Huron Village has the <u>highest leakage of $358 million</u> in the city of Cambridge. However, there are <u>no available retail spaces for lease in the area</u>.