Elm Square Business District

Analysis of Economic and Market Conditions

Groveland, Massachusetts

Prepared for: Town of Groveland
In collaboration with: Groveland Planning Department and The Elm Square Committee

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Special Thanks to: the residents of Groveland, Elm Square businesses, property owners and real estate professionals that graciously agreed to be surveyed and/or interviewed as part of this project.

Research, Consulting and Report Prepared by: FinePoint Associates, Peg Barringer, Partner and Project Director

Contents

FinePoint Associates LLC

List of Tables and Figures

Figures

Tables

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Summary of Findings and Recommendations/Next Steps to Consider

Summary of Findings

The Elm Square Business District is a quaint commercial center in the town of Groveland with a picturesque elm-tree lined linear park running down its center. The business district is located on the Merrimack River, however, there is no physical access and very limited visual access.

The Square hosts a small amount of commercial activity comprised of 17 business establishments. Most of the businesses are quite small and many draw a low volume of "through-the-door" customers. The mix includes a pizza shop, convenience store, post office, bank, a few hair salons, heating and plumbing business, flooring showroom, pet rescue, tumbling academy, and a few other businesses.

In total, the Elm Square Business District contains approximately 40,000 s.f. of commercial space. Three corner properties at the main intersection have been vacant for more than a year, including a gas station property with a riverfront location. Recently, a few commercial-use properties have been converted to residential use.

In general, most of the business and property owners responding to our survey (70%) are happy with their Elm Square location, however, there is significant room for improvement.

- A clear majority expressed dissatisfaction with the availability of parking (70%) and the quality of sidewalks (60%).
- More than half (57%) feel that the business climate in Elm Square has declined in the last 3 years.
- 50% feel that Groveland is not a business-friendly community.

Several factors may be inhibiting new businesses from locating in Elm Square including: 1) Current zoning regulations and approval process, 2) Parking requirement regulations and parking availability, and 3) Competing commercial facilities in nearby Haverhill and limited foot traffic in the Square.

The Groveland zoning regulations are convoluted and contradictory across sections which typically results in requiring almost all new businesses to go through site plan review. The typical approval process in Groveland takes about 3 months while a business can settle into a location just across the bridge in Haverhill in a matter of a few days. New businesses are often discouraged from proceeding at the point of hearing about the process.

Parking regulations require new businesses to meet off-street parking requirements that are often difficult to fulfill given the small lot sizes (e.g., 1 space per 250 s.f. of retail, 1 space per 4 restaurant seats, etc.). Public parking is quite limited in the heart of Elm Square (29 spaces) with a municipal lot outside the core that is most likely too far away for every-day customer parking. There are several private parking areas associated with specific properties that might provide opportunity for shared parking, however, currently most of the spaces are disorganized with no delineation.

Additional commercial facilities are located within close proximity to Elm Square. Rivers Edge Plaza in Haverhill is located just across the bridge within easy access to Groveland residents (including Market Basket, CVS, Aubochon Hardware and several other businesses). This plaza and other commercial spaces in Haverhill may be attracting businesses due to higher foot traffic as well as the ease of entry (although one of the Realtors we interviewed indicated that many of his business clients would rather locate in Groveland if the process were easier).

The results of our resident survey showed that the majority of residents visit Elm Square infrequently and about one-third said that the frequency of their visits has declined in recent years. The pizza shop and the post office generate the most visits.

When asked we asked residents about Elm Square's best feature, the overwhelming response was the beauty of the green space/park and the elm trees. Many respondents used the word "quaint" and mentioned the clock. Several residents made comments to the effect that it had "potential" but "not much there to attract me".

80% of the residents are dissatisfied with the selection of restaurants in Elm Square and 69% are dissatisfied with the selection of stores and other businesses. 44% are dissatisfied with the availability of parking. 33% said parking difficulties prevent them from patronizing establishments in the Square "occasionally" and 11% said "often".

Residents would most like to see a new restaurant in Elm Square – we received over 300 "write-in" suggestions with breakfast place/coffee shop/diner topping the list.

89% of residents would like to see more community events and cultural activities hosted in Elm Square. Farmer's market received the strongest support.

The major potential customer base for businesses located in Elm Square is the adjacent residential population. There are approximately 32,800 people living within a 10-minute drive with a median household income of $77,197 (5% lower than the statewide median). There are approximately 13,200 people living just within the immediate area, a 5-minute drive time with a median household income of $93,561 (21% higher than the statewide median).

There is limited opportunity for retail in Elm Square. Retail is on the decline in commercial districts in general, the physical layout and infrastructure could only accommodate very small retail, plus there is a large amount of retail located two minutes away in the Rivers Edge Plaza.

There may be opportunity in the restaurant category. Residents in the 5-minute trade area are currently spending at least $7 million at eating places outside of the 5-minute trade area and although the 10-minute trade area is quite saturated with limited service restaurants, it appears there may be some sales leakage in the full service restaurant category.

This is supported by the resident survey findings that showed a very high rate of dissatisfaction with the current selection of restaurants. It also coincides with the fact that, compared to typical commercial centers, one of the biggest gaps in Elm Square is the lack of number and variety of eating places. Other tenant types frequently found in commercial districts but absent in Elm Square include: additional fitness/recreation uses (e.g., yoga, specialty gym), healthcare (e.g., dentists, chiropractor, etc.), and other educational service businesses (e.g., karate/martial arts, tutoring, dance school).

Regarding potential future actions, the following strategies received most support.

Strategy/Action	**% Said "Important" or Very Important"**	
	Residents	**Business & Property Owners**
Maintaining commercial uses (as opposed to residential conversion)	80%	60%
Policy/program to incentivize business location	55%	60%
Connecting Elm Square to proposed community trail	52%	70%
Increased hosting of community activities/events in Elm Square	51%	40%

Recommendations/Next Steps to Consider

The following suggestions for potential actions to consider were developed in collaboration with Groveland Planning Department staff.

1. Position Elm Square as a cultural/recreation center with increased hosting of community events and linkage with the planned community trail. While the Pines Recreational Area and Shanahan Field should obviously remain the host for larger events and recreational activities, there may be other activities that could work well in a more intimate setting (such as in the Elm Square green space/gazebo area). Parking may be accommodated at the Water and Sewer Building Municipal lot.
   - Explore opportunities with Pentucket Arts Foundation to direct potential arts and culture activities to the Square.
   - Utilize the Elm Square Committee to assist with event planning.
   - Consider a farmers market, highly supported by resident survey results.

2. Review zoning regulations and approvals process and make necessary changes (after the town gets its regulations up and running on the ecode 360 platform). Clear up the contradictory sections and streamline the process so that potential new businesses are not discouraged. Regulation changes/additions to consider:
   - Consider creation of an Overlay District for Elm Square as this area is unique.
   - Make it so that a use that is similar, although not exactly the same, will not constitute a change of use.
   - Allow more uses as of right.
   - Allow and encourage pop-up uses under specified conditions.
   - Allow and encourage shared parking to meet parking regulations.
   - Review parking requirements and consider reducing off-street parking requirements for certain uses.

3. Address parking concerns.
   - Research and promote the use of shared parking among business and property owners. Conduct a parking utilization study to confirm/validate the preliminary research that indicated a large supply of under-utilized parking spaces. Depending on the results, promote the use of this study as a basis to allow new businesses that cannot meet their off-street parking requirements to enter into agreements with existing parking lot owners.
   - Look for opportunities to create additional public parking.
   - Consider the effect that additional residential conversion may have on the existing limited parking supply.

4. Take actions to promote Groveland as a business-friendly town willing to work with new businesses. Proactively market the Elm Square Business District as a good business location particularly for the types of businesses desired.

5. Utilize Complete Streets funding for pedestrian improvements in Elm Square and creation of linkages with the planned community trail.

Project Purpose, Process and Context

Purpose: To analyze economic and market conditions in the Elm Square Commercial Center and obtain stakeholder input in order to inform future revitalization activities.

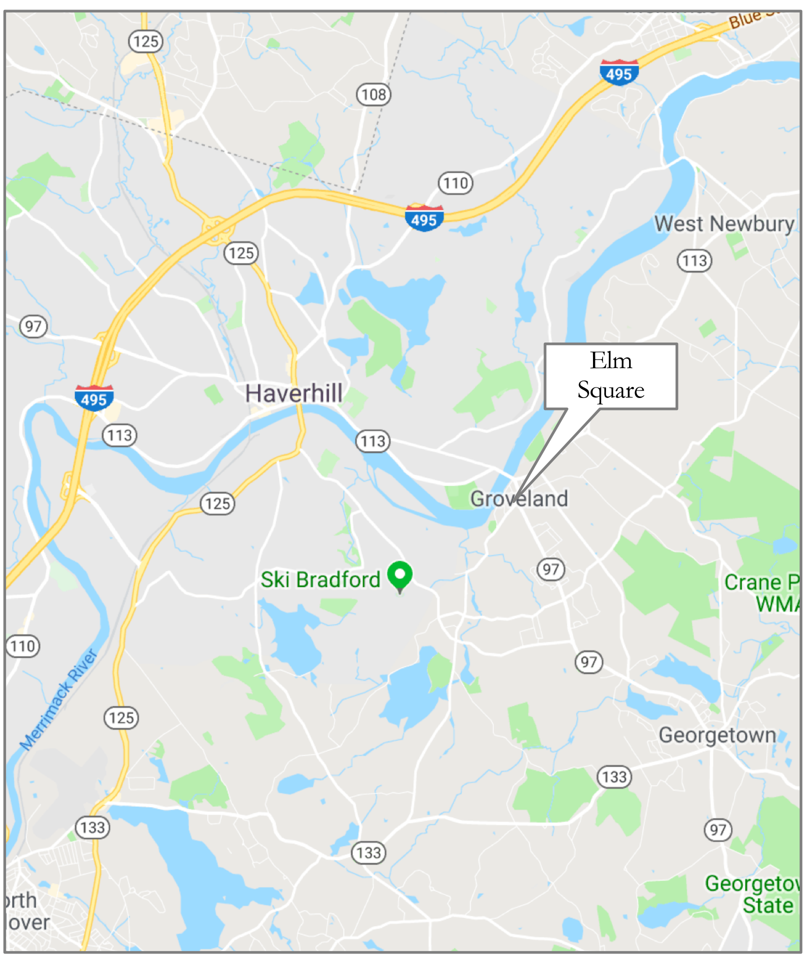
Process: FinePoint worked collaboratively with the Town Planner and Elm Square Committee during the course of this project. The project included:

- Business District Profile and Assessment
- Business and Property Owner Survey
- Interviews with Real Estate Professionals and Town Planning and Building Inspection Staff
- Community Resident Survey
- Market Assessment
- Summary of Findings

Context: Groveland is located in Essex County, approximately 34 miles north of Boston. It is surrounded by the communities of Haverhill, West Newbury, Newbury, Georgetown, and Boxford. (see Figure 1).

The town has a rural setting, is almost entirely residential and serves as a suburb for nearby cities. With good access to 95 and 495, many residents find employment in neighboring Haverhill or commute to Greater Boston companies.

Figure 1. Regional Context

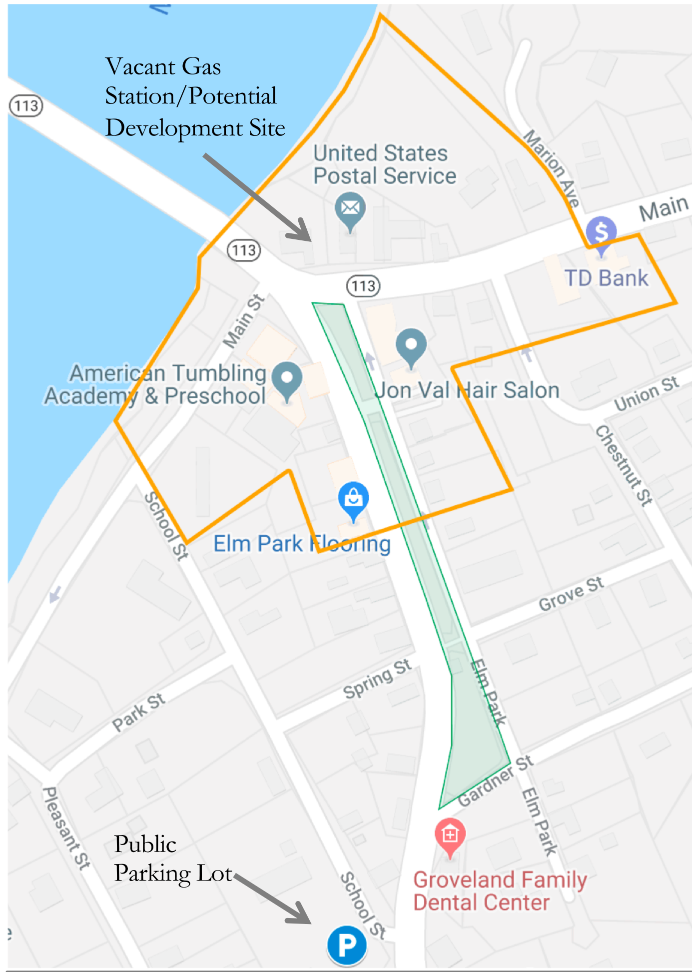


Part I. Business District Profile and Commercial Mix Analysis

A. Study Area Configuration and Setting

- Elm Square Business District is comprised of a small concentration of commercial units centered around the intersection of School Street (Rt. 97) and Main Street (Rt. 113). The Business District has a unique configuration with a linear park running between two parallel streets (School Street and Elm Park) that each have properties only on one side facing the park. The park is lined with elm trees and has a gazebo and several small monuments near the Gardner Street intersection.
- The commercial uses are focused fairly close to the intersection and the remaining park-facing properties are residential.

Figure 2. Study Area Map



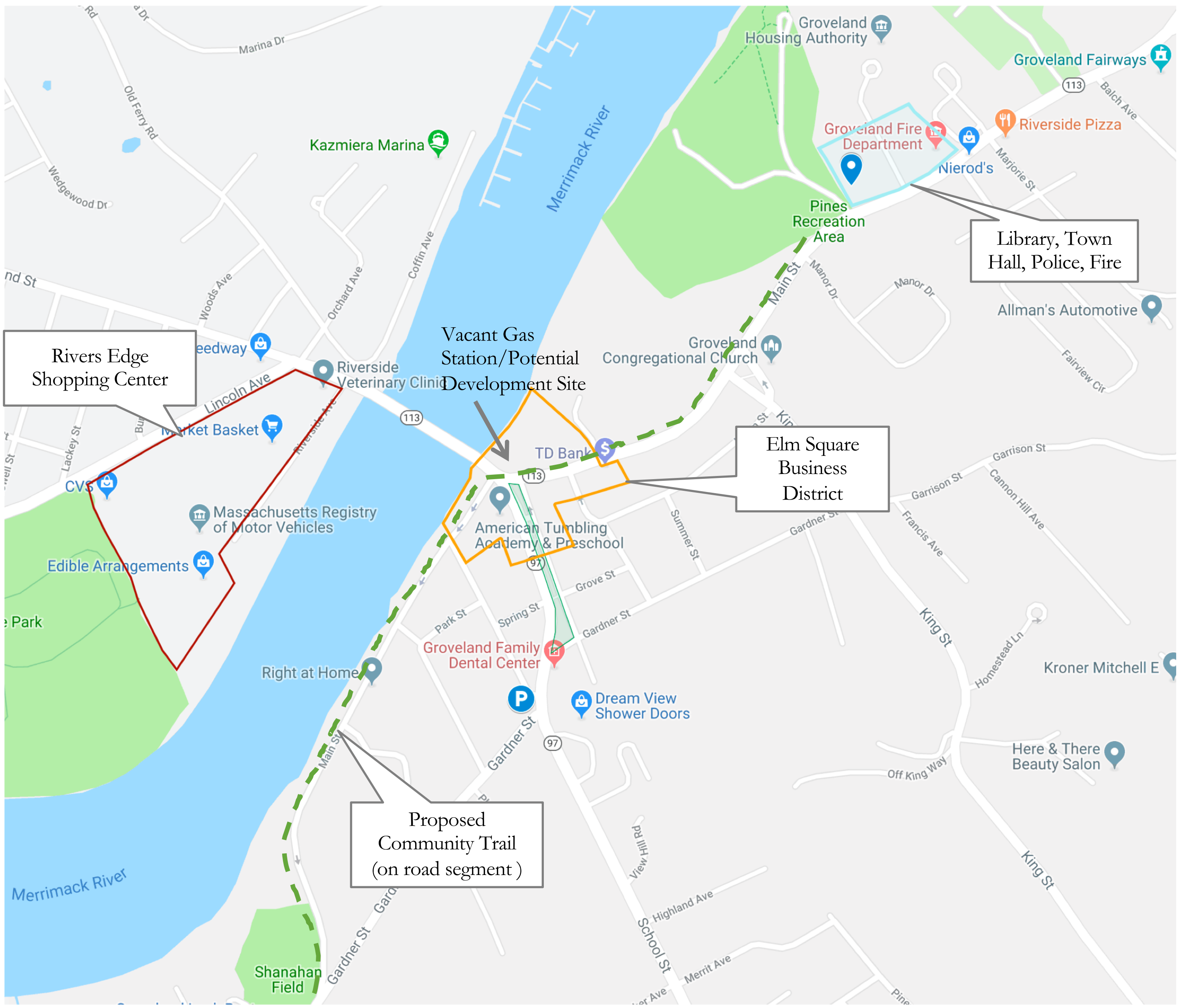
Elm Park Business District Study Area

- The Elm Square Business District is located along the Merrimack River, between two of the town's significant recreational assets – Groveland Pines Recreational Area and Shanahan Field. A community trail is proposed with an on-road trail segment connecting these two assets that extends from an off-road trail segment connecting to the Georgetown Boston Trail and the Bradford Rail Trail.

- The Library, Town Offices and Public Safety facilities are located on Main Street approximately 1/2 mile from the center of the Elm Square District.

- The Elm Square District is situated directly across the river from the Rivers Edge shopping center in Haverhill. The shopping center includes Market Basket, Aubochon Hardware, CVS, Cardsmart, Olympia Sports, Dollar Tree, Dunkin Donuts, the Registry of Motor Vehicles, and other commercial tenants.

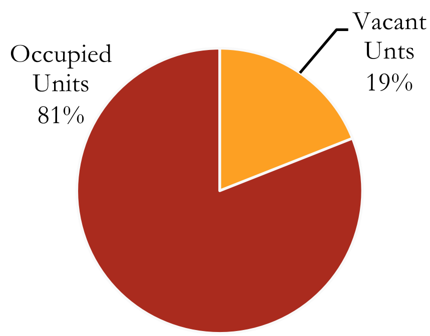
Figure 2A. Study Area Location and Context Map



B. Real Estate Overview

- In total, the Elm Square Business District contains approximately 40,000 s.f. of commercial space "under roof". To put this in perspective, this is approximately one-third of the commercial space located at Rivers Edge Plaza, not including the vacant Building 19 site.
- The buildings are one to three story structures. A few are mixed use.
- In total, the District contains approximately 21 commercial units. Most of the units are small, the median size is 1,600 s.f.
- At the time of the inventory (August, 2019), there were 4 vacant commercial units totaling approximately 6,000 s.f. The vacancy comprises 19% of the total units and 15% of the total commercial space.
- Three corner locations at the major intersection are vacant. This includes the previous Groveland Diner site, the Village Mortgage site and a vacant gas station. The gas station is a potential redevelopment site and includes an additional building currently being leased to the post office. The owner of this riverfront property has entertained various ideas and taken some initial steps but, as of the time the inventory (August 2019), the owner had withdrawn a proposal for town consideration.

Figure 3. Commercial Vacancy



**Note: This analysis is based upon a business space inventory developed with information provided by the Town Planning Department and primary data collection conducted by FinePoint Associates. Inventory results may be less complete for commercial space not located on the first floor due to difficulty obtaining data.*

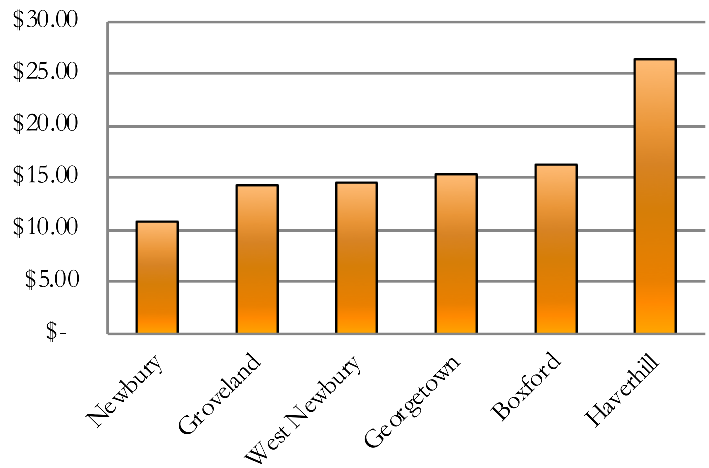
Leasing Rates and Issues

- Vacant space in the District is being offered at around $12 -13 psf (per sf triple net annually). In Haverhill, we found retail spaces similar to Elm Square (not located in a shopping center) available for $9 to $16 psf. In Georgetown, we found retail space available in the heart of the downtown for $15 to $25 psf and outside of downtown for lower rates, closer to $14 per sf.
- We interviewed two Realtors that represented property in the District to determine what type of businesses have shown interest and if there were impediments for new businesses. They told us there had been many potential tenants interested in locating in Elm Square but they had become discouraged by the process to get necessary town approvals. Three examples include: a yoga studio, Mediterranean diner, and consignment shop. The Realtors' belief, based on input from clients, was that if it is not exactly the same use going in, the process in Groveland is arduous.
- The feedback the Realtors received from potential clients included the following . . .
  - Groveland is very concerned about parking and does not want businesses that would generate customer traffic.
  - Groveland is not welcoming/encouraging to new businesses. The process is long, there is no way to know if you will be approved and there is not a sense of trying to find a way to help businesses.
- Of particular note, one Realtor said he had business clients that would have rather located their business in Groveland but found it easier to work with the City of Haverhill.

Tax Rate Comparison

- A simple comparison of tax rates among communities is difficult because the services included varies significantly from town to town. With that caveat in mind, compared to the surrounding communities, Groveland's commercial property tax rate is similar to most than the surrounding communities, while higher than Newbury and significantly lower than Haverhill (which has a split tax rate).

Figure 4. Commercial Tax Rate Analysis (2019)



C. Establishment Characteristics

- The District is home to approximately 17 establishments. This includes a flooring store/showroom, a pizza shop, a convenience store with deli, the post office, a bank, a few hair salons, a large heating and plumbing business, a pet rescue, tumbling academy, and a few other businesses.
- Many of the business do not draw a large amount of walk-in trade customers.
- Most of the establishments are small (the median size is around 1,600 s.f.). The largest businesses are the Athletic Tumbling Academy, TD Bank and Sweet Paws Rescue.

Over 5,000 s.f.
Athletic Tumbling Academy
TD Bank
Sweet Paws Rescue

- Almost all of the establishments are independently-owned, single location businesses. TD Bank is the only national company and the post office is a government entity.

Figure 5. Ownership Characteristics

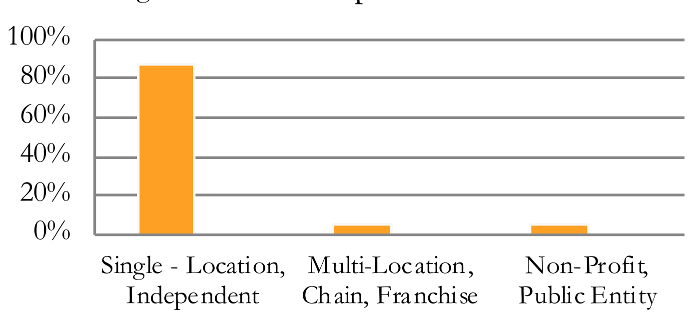


Table 1.

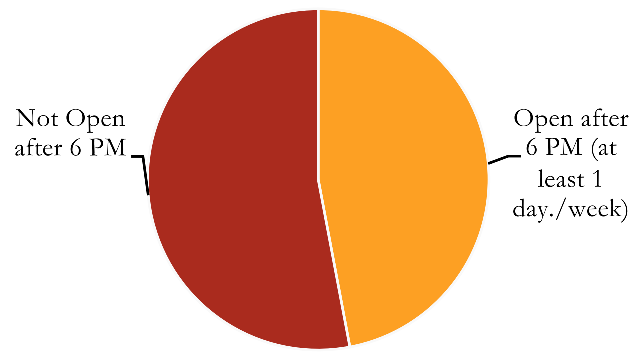
Establishment Type	#	S.F.
Retail	**2**	**3,310**
Motor Vehicle & Parts	0	-
Furniture & Furnishings	1	1,210
Electronics & Appliances	0	-
Building Mat. & Garden Equip	0	-
Food & Beverage Stores	1	2,100
Health & Personal Care Stores	0	-
Gasoline Stations	0	-
Clothing and Accessories	0	-
Sporting Goods, Hobby, Books	0	-
General Merchandise Stores	0	-
Misc. Retail Stores	0	-
Eating, Drinking & Lodging	**2**	**10,000**
Arts, Entertainment & Recreation	1	8,400
Accommodation	0	-
Eating and Drinking Places	1	1,600
Services	**9**	**16,788**
Finance & Insurance	3	5,520
Real Estate and Rental/Leasing	0	-
Professional, Scientific & Tech.	0	-
Educational Services	0	-
Health Care & Social Assist.	0	-
Repair & Maintenance	0	-
Personal Care & Laundry	6	11,268
Relig., Grant, Civic, Prof. Orgs.	0	-
Other	**4**	**3,987**
Agric., Forest, Fishing, Mining	0	-
Util., Const., Mfg., Wholesale	3	2,500
Transport, Postal & Warehouse	1	1,487
Information	0	-
Admin./Sup. & Waste Mgmt	0	-
Public Administration	0	-
Total Establishments	**17**	**34,085**

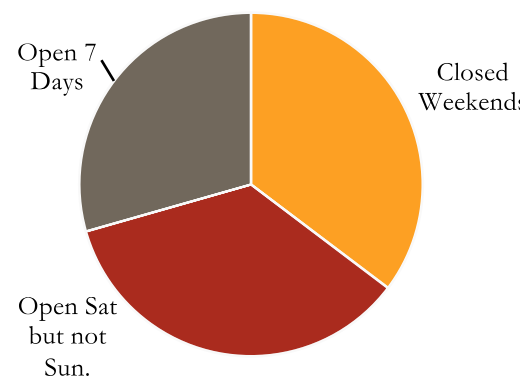
Vacant Commercial Units	**4**	**5,969**
TOTAL Commercial Units and Space	**21**	**40,054**

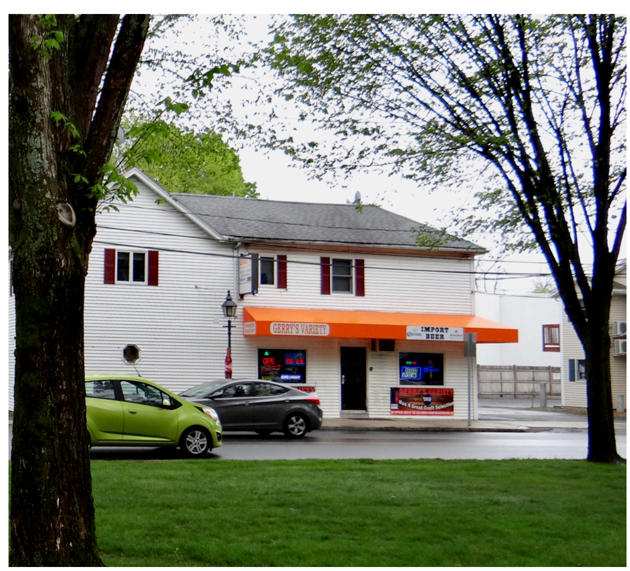
Note: The Establishment Type Table shows all business categories that may be present in downtowns/commercial districts. Showing all categories is intended to illustrate those that are represented as well as not represented.

- There is not much consistency in operating hours among the establishments. Closing times range from 3 to 10 PM. Less than half of the businesses are open any day after 6 PM and only 5 businesses are open past 6 PM on a regular basis. 3 businesses have late hours one evening a week but the evening is different for each business (Tuesday, Thursday, Friday).
- 35% of the businesses are closed on the weekends; 35% are closed on Sundays.
- Most of the business have some online presence with either a website or facebook page. Gerry's Variety has no online presence.

Figure 6. Establishment Operating Hours



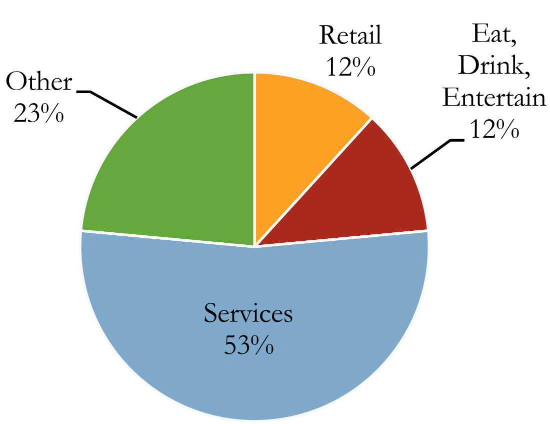




C. Business District Composition Assessment

- More than half of the establishments (53%) in Elm Square are services, 12% are retailers, 12% are restaurants and 23% other.
- The most represented industry subsectors (based on the number of establishments include: 1) Personal Care (e.g., hair salons), 2) Finance & Insurance, and 3) Util., Const., Mfg., Wholesale.
- There is very limited options for dining in the District - The only food options are Your Place & Ours pizza shop and Gerry's Variety convenience store which has started offering some deli sandwich items.

Figure 7. Composition of Uses
(# of establishments)



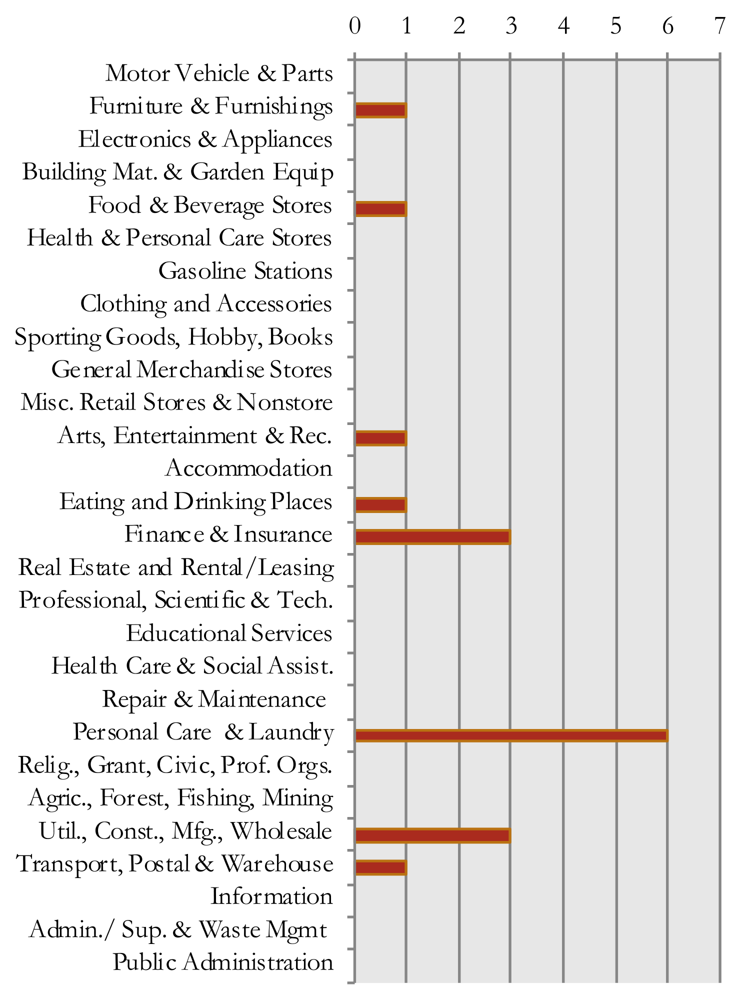
Note: The Commercial District Mix Chart shows all business categories that could be present in downtowns/commercial districts. Showing all categories is intended to illustrate those that are represented as well as not represented.

Table 2.

Most Frequently Found Establishments

Rank	Industry Subsector	No.
1	Personal Care & Laundry	6
2	Finance & Insurance	3
3	Util., Const., Mfg., Wholesale	3
4	Furniture & Furnishings	1
5	Food & Beverage Stores	1
6	Arts, Entertainment & Recreation	1
7	Eating and Drinking Places	1
8	Transport, Postal & Warehouse	1

Figure 8. **Commercial District Business Mix**



Green Spaces and Other Assets

- Elm Park, the linear green space that runs through the center of the District makes for a lovely setting. The rows of (disease-resistant) elm trees create a picturesque canopy that enhances the pedestrian environment. This linear park also offers a space for pop-up events

- The District is located at the edge of the Merrimack River directly facing the bridge to Haverhill. River views can be seen from the sections of Main Street that lie east of the District where the new community trail is proposed. The vacant gas station site could be developed to take advantage of scenic riverfront views. Currently, there is no river access points in the immediate area.

Business Listing by Category

Furnishings & Furniture
Elm Park Flooring, LLC

Food & Beverage Retail
Gerry's Variety/Deli

Eating & Drinking
Your Place & Ours

Dry Cleaning & Laundry
M&M Classic Cleaners

Hair, Skin & Nail Services
Aria Hair Salon
Epilation Perm Hair Removal
Family Affair, Inc,
John Val's

Financial & Insurance
Andrews Insurance Agency
Norwood Insurance
TD Bank

Amusement & Recreation
Athletic Tumbling Academy, Inc.

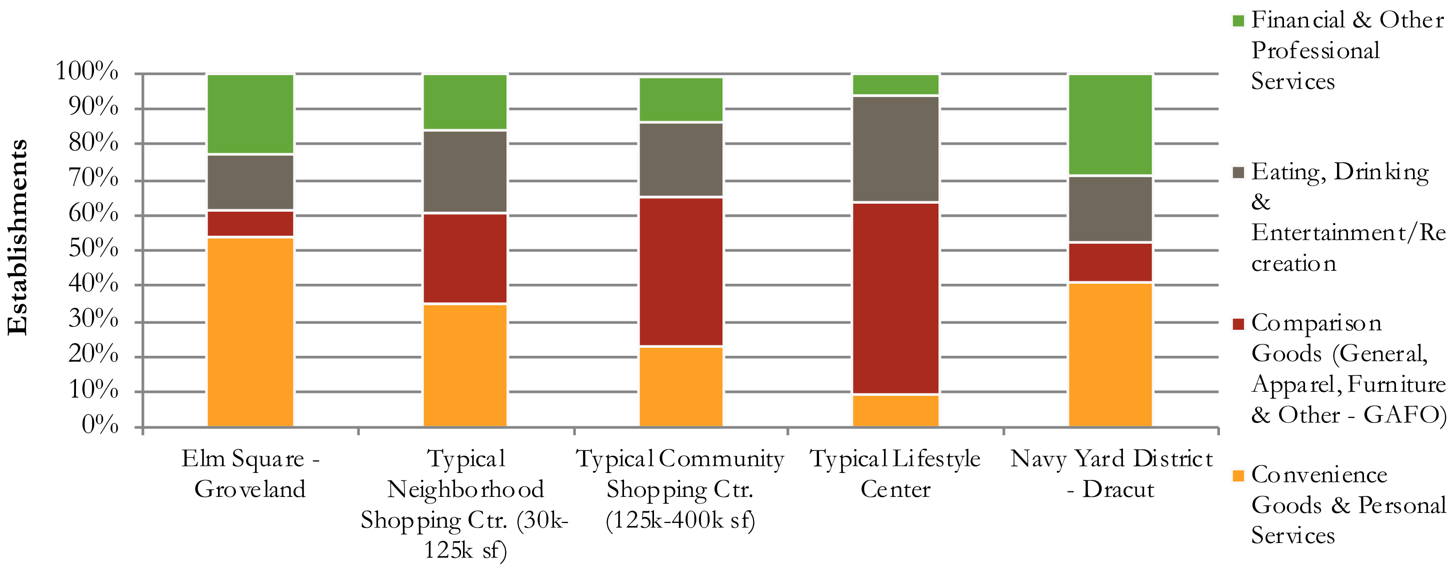
Other
Innovative Solution Home Theatre
Phoenix Printing
Stark & Cronk Heating Company
Sweet Paws Rescue
US Post Office

D. Comparative Business Mix Analysis

The Elm Square District is an unusually small commercial center with a very small number of businesses. This makes it difficult to analyze the mix and make worthwhile comparisons, however, we have provided the following observations for informational purposes.

The chart below illustrates the business mix in the Elm Square District compared to three typical types of single-developer commercial centers and a commercial district in Dracut. Compared to shopping and lifestyle centers, the District has a larger proportion of Convenience Goods and Personal Services and a smaller portion of Comparison Goods businesses. The same is true compared to the Navy Yard District in Dracut.

Figure 9. Business Mix (excluding religious/civic organizations and & other)



- Retail is on the decline in downtowns and commercial districts plus there is a large amount of retail located two minutes across the river in the Rivers Edge Plaza. Consequently, it is not a surprise that there is little retail in Elm Square.
- One of the biggest gaps in Elm Square compared to typical commercial centers is the lack of number and variety of eating places. Elm Square has only a pizza/sub shop and deli offerings at Gerry's Variety. Eating places are likely the most frequently found tenant type in downtowns/commercial districts with offerings ranging from coffee shops and fast casual to sit-down restaurants. We have also seen a trend toward healthier dining options and popularity of outdoor dining in many town centers.
- Other tenant types that are frequent in downtowns/commercial districts but absent in Elm Square include:
  - fitness/recreation uses
  - healthcare (dentists, doctors, chiropractor, etc.)
  - educational service businesses (e.g., karate/martial arts, dance school, tutoring/afterschool programs)

Part II. Business Conditions, Business and Property Owner Satisfaction and Input

A. Business Conditions

- In collaboration with the Groveland Planning Department, FinePoint Associates conducted a survey of businesses and property owners and received 10 responses The respondents include 7 business owners (3 that own property in Elm Square and 3 that rent) and 3 property owners that do not operate a business.

- The business respondents represent 42% of the businesses in Elm Square. The businesses that responded are all long term occupants that have been operating in Elm Square for more than 10 years.

- The 7 businesses that responded to the survey have an average of 4.1 full-time employees and 1.4 part-time employees (the median is 4 full-time and 2 part-time). If we apply these averages to all businesses, we can estimate that there may be somewhere around 90 employees in the business district.

- Sales have increased for some businesses and remained the same for others. 48% of the businesses reported that sales have increased in the last 3 years, 48% said sales stayed about the same and 4% said sales have gone down.

- Businesses in Elm Square attract customers from both inside and outside of Groveland. Approximately 43% of the businesses said that 50 to 74% of their customers are Groveland residents while 23% said residents account for 25 to 49% of their sales and another 23% said residents account for less than 25% of sales.

Figure 10. Revenue Trend Last 3 Years

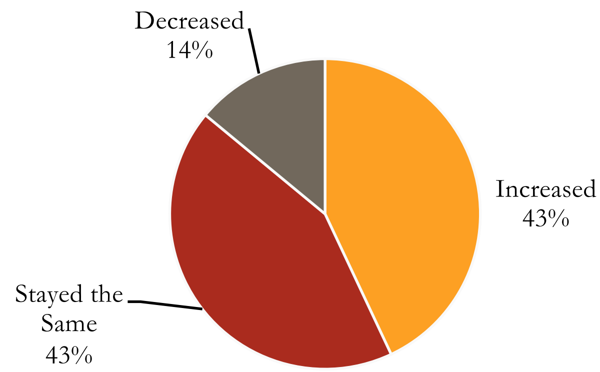
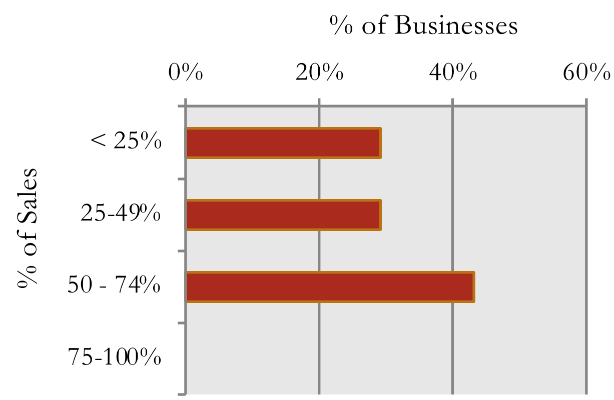
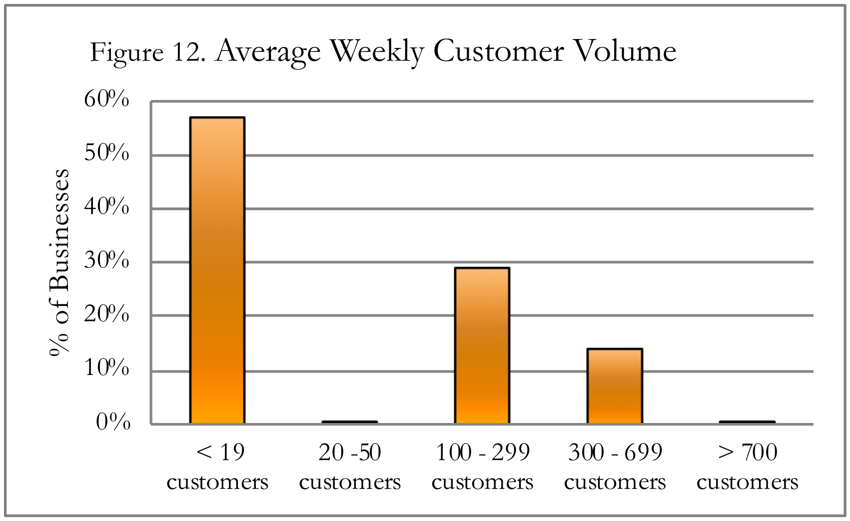


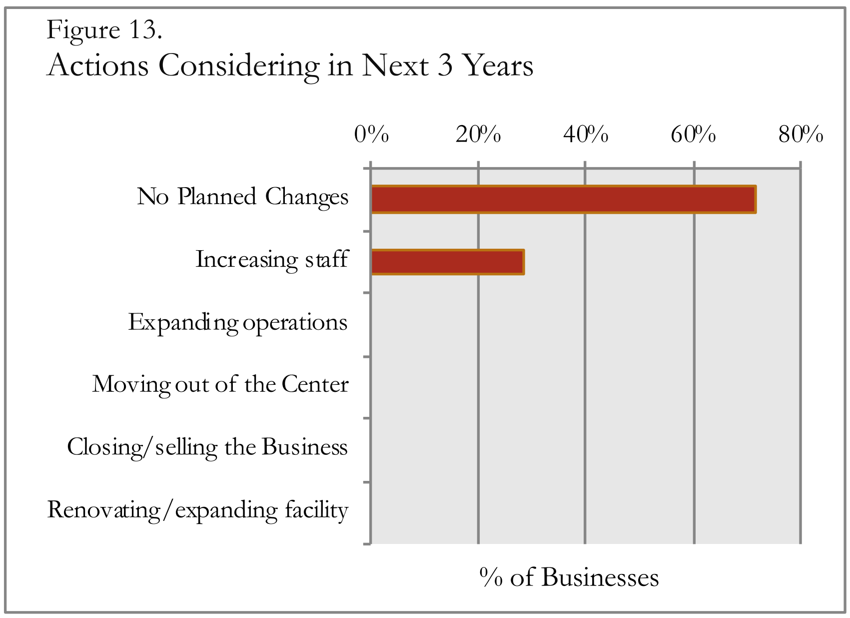
Figure 11.
% of Sales Generated
from Groveland Residents



- Most of the businesses in Elm Square do not generate many customers "through-the-door". The average weekly customer count is under 20 for the majority of businesses.
- The highest customer count was reported by a restaurant.



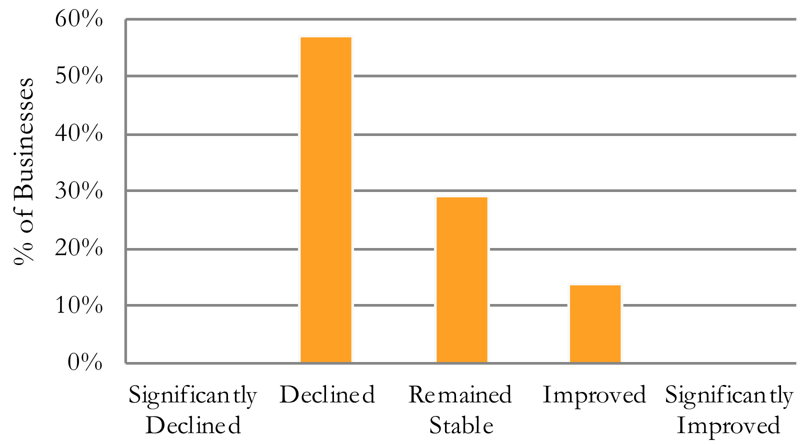
- Most of the businesses (71%) are not contemplating any changes in the next 3 years. On the positive side, 29% are considering increasing staff and no businesses mentioned any plans to close or leave the business district.



B. Business and Property Owner Satisfaction

More than half of the business respondents (57%) feel that the business climate in Elm Square has declined in the last 3 years. 29% feel that the climate has stayed the same and 14% feel that it has improved.

Figure 14.
Perception of Business Climate (Last 3 Years)



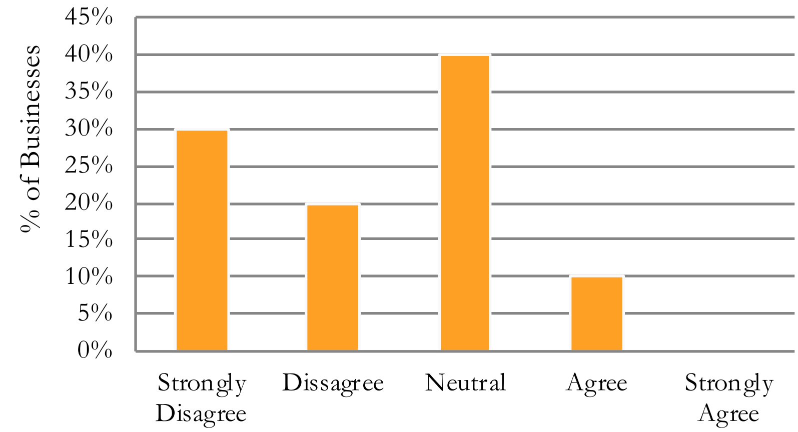
We asked business and property owners to identify the advantages of a business location in Elm Square. The most frequent responses are listed below.

Top Advantages of an Elm Square Business Location (as identified by business owners)

- ✓ Central/convenient location
- ✓ Close/easy access to Haverhill and other communities
- ✓ Traffic/visibility to commuters
- ✓ Proximity to Merrimack River

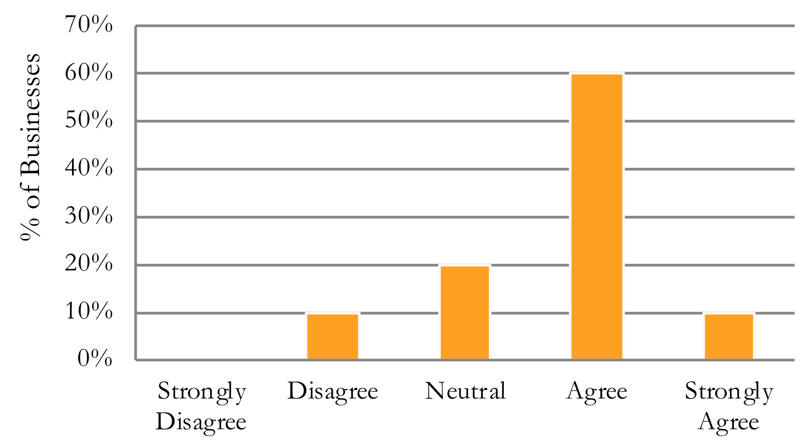
One-half of the businesses and property owners feel that Groveland is not a business-friendly community. (This echoes comments we heard from real estate professionals.) If other businesses share this perception, it may be inhibiting businesses from locating in Elm Square. 40% of business and property owners are neutral on the subject and 10% feel that Groveland is a business-friendly community.

Figure 15.
Perception regarding the Statement: "Groveland is a business-friendly community."



In general, most of the business and property owners (70%) are happy with their Elm Square location. 20% are neutral on the subject and 10% are dissatisfied.

Figure 16.
Perception regarding the Statement: "I am happy with my business/commercial property location in Elm Square."



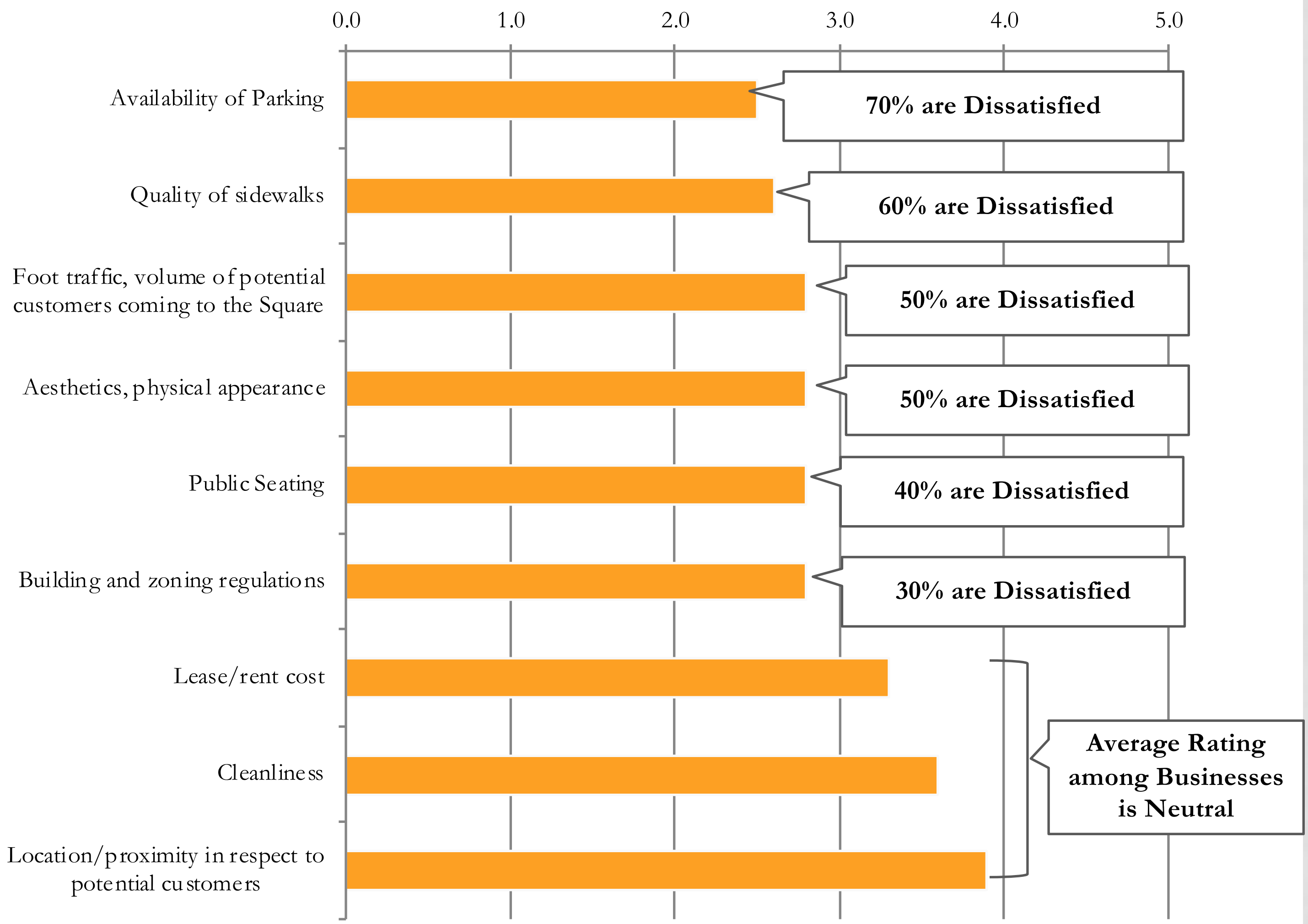
A clear majority of business and property owners expressed dissatisfaction with the availability of parking and the quality of sidewalks in Elm Square. 50% of business and property owners are also dissatisfied with foot traffic in the area and the aesthetics/physical appearance. 40% of business and property owners are dissatisfied with public seating in Elm Square while the same percentage are neutral on the subject. Opinions are mixed about building and zoning regulations, however this category received an overall low average rating because those that were dissatisfied were "vey dissatisfied".

Figure 17.

Business and Property Owner Satisfaction with Aspects of Elm Square

(weighted average, all responses)

(1 =Very Dissatisfied, 2=Dissatisfied, 3=Neutral, 4= Satisfied, 5 =Very Satisfied)



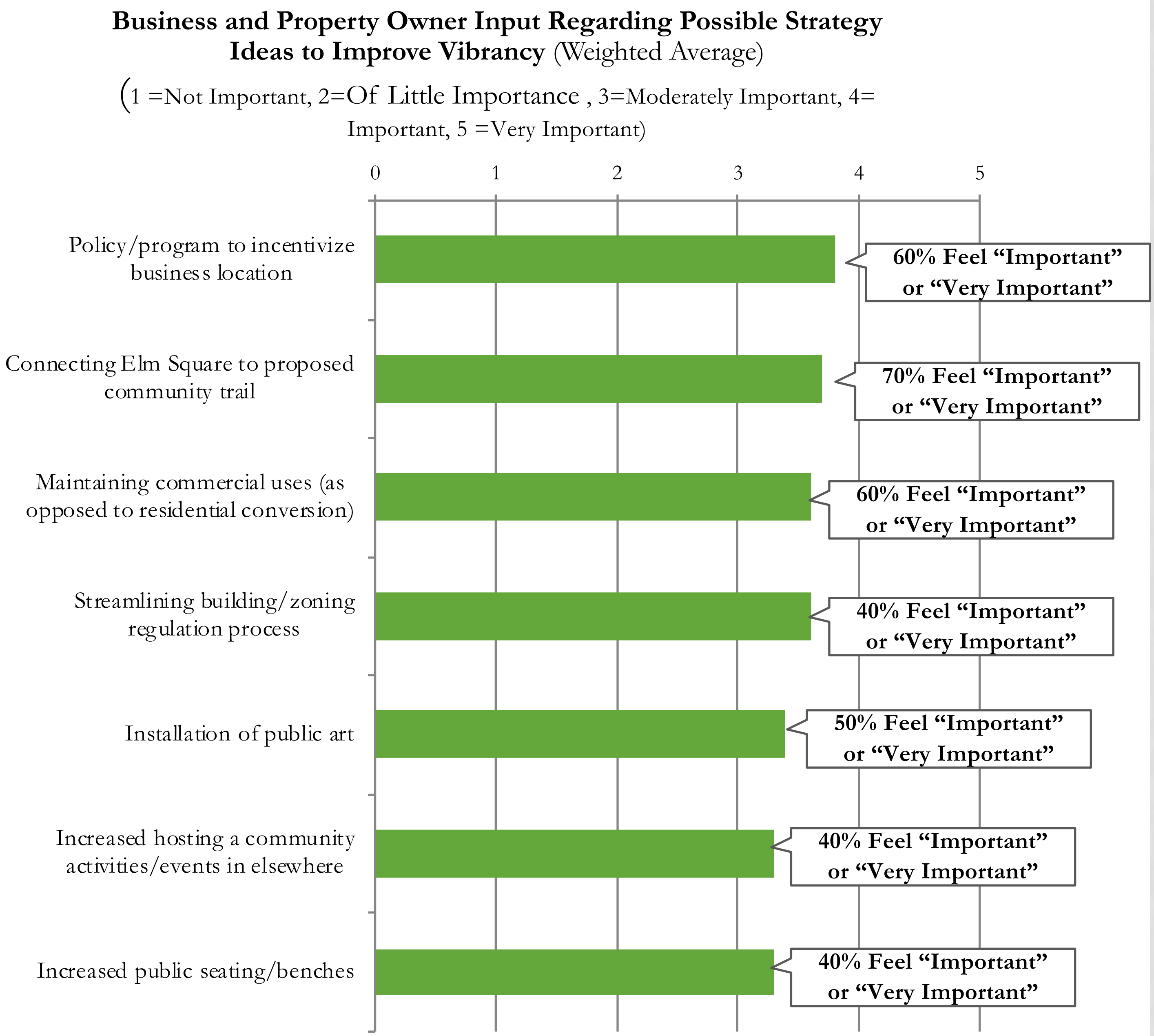
C. Business and Property Owner Input Concerning Potential Future Actions

Strategy Ideas to Improve Vibrancy

In general, Elm Square businesses and property owners are supportive of the proposed strategy ideas to improve vibrancy. More than 50% of the respondents feel the following are "important" or "very important".

1. **Policy/program to incentivize business location**
2. **Connecting Elm Square to proposed community trail**
3. **Maintaining commercial uses (as opposed to residential conversion)**

Figure 18.



Establishment Types that would Enhance Success of Existing Businesses

The desirable types of new establishments most frequently mentioned by business representatives include:

- Restaurant, coffee shop
- Doctors office, health and wellness businesses

Other Suggestions to Improve the Business Environment

Suggestions most frequently mentioned were centered around the following themes.

- Parking
- More public/community events
- Beautification

D. Regulations and Parking Issues Potentially Inhibiting Small Business Location in Elm Square

Regulatory Concerns

We obtained additional input from interviews and conversations with Groveland Planning and Building Inspection staff as well as real estate and business representatives. Our findings point to Groveland's current zoning regulations and approval process as a likely deterrent for business location in Elm Square.

According to our interviewees, the regulations are convoluted and contradictory across sections. This often results in ambiguity that leads to requiring almost all new businesses to go through site plan review (which in other communities would only be triggered by increasing the building size).

We heard from several sources that the time to get through the approval process for establishing a new business location in Groveland is significantly longer than other communities. The typical approval process in Groveland takes about 3 months. In contrast, a business can go across the bridge and settle into a location in the Market Basket plaza in a matter of a few days.

A couple of local Realtors told us that there had been several potential tenants interested in locating in Elm Square in the last year, but they had become discouraged by the process necessary to get town approvals. Town staff members concurred that businesses have come in and been discouraged by just talking about the application process.

There is a need to review current zoning regulations and consider revising the regulations and streamlining the approval process.

Parking Supply and Issues

Parking issues also appear to be a significant inhibiting factor for business location in Elm Square. The impediments are two-fold:

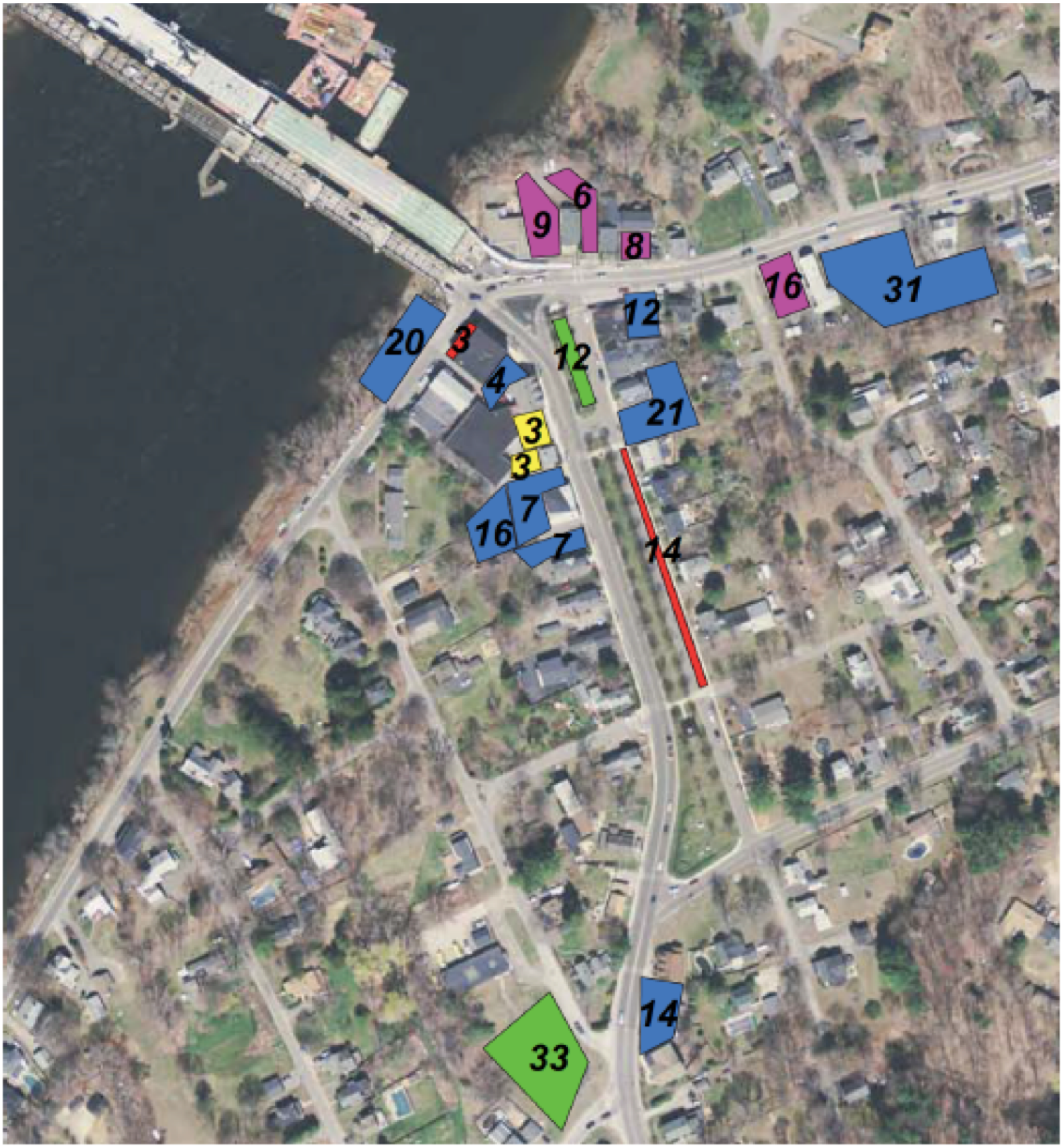
- Meeting the actual need for customer and employee parking, and
- Meeting the town's off-street parking requirements or obtaining town approval for reduced parking.

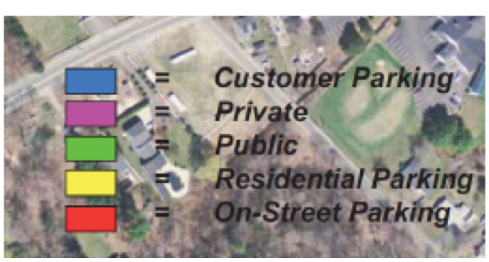
There are 29 public parking spaces in the core of the Elm Street Business District (including on-street and off-street) and a municipal parking lot outside the core with an additional 33 spaces. This municipal lot is most likely too far away for every-day customer parking for businesses near the main intersection, however, it could provide convenient parking for potential events at the gazebo/on the town green (e.g., farmers market).

There are 157 private parking spaces associated with specific properties potentially available for customers and employees. (Residential tenants might be currently using some of these spaces reducing availability to some degree.) These parking spaces are typically not striped and lack signage with regard to who may use the spaces.

A parking inventory is presented on the following page.

Parking Inventory – Elm Square





Source: Town of Groveland

Parking Utilization – While 44% of the community survey respondents said that parking difficulty sometimes deter them from visiting Elm Square businesses, a preliminary study performed by town staff indicated that a large portion of the existing parking spaces are under-utilized. This might be explained by parking spaces not being available at specific locations where customers that need them at busy times (e.g., at the post office) while other parking spaces dedicated to certain businesses/properties remain largely under-used.

Off-street Parking Requirements - Below is an example of off-street parking requirements for various types of commercial uses. Given the small lots in Elm Square, it might be very difficult for potential new businesses to meet these requirements.

Use	**Off-Street Parking Spaces Required**
Retail	1 per 250 sq. ft. of floor area
Restaurant	1 space per 4 seats
General Business, Professional Office	1 space per 300 sq. ft. of floor area
Medical/Dental Office	4.3 spaces per 1,000 sq. ft. of floor area

Shared Parking Opportunity – It might be possible for new businesses that cannot meet off-street parking requirements to enter into an agreement with nearby property owners to share parking. Existing conditions that make this difficult include:

- Lack of efficient parking space delineation and signage in private lots, and
- Town regulations require that an applicant proposing the use of shared parking to meet off-street parking requirements submit a formal parking utilization study showing that the existing parking spaces are under-utilized.

Part III. Consumer Patterns and Preference Research

In collaboration with the Groveland Planning Department, FinePoint Associates conducted a survey (September - October 2019) and received **145 responses**. The following sections provide highlights from the survey results.

A. Consumer Patterns

1. Patronage Frequency and Trends

Groveland residents visit the Elm Square Business District fairly infrequently. The majority of residents (57%) visit once per month or less. About 30% of residents said they visit once per week or more.

The younger segment (age 25-44, comprised of Millennials and late Gen Xers/Xennials) appear to visit Elm Square Business District with less frequency as residents age 45 -64.

Patronage appears to be holding constant among most users, however about 32% of residents said their visits to Elm Square has decreased in the last 3 years.

Figure 19.

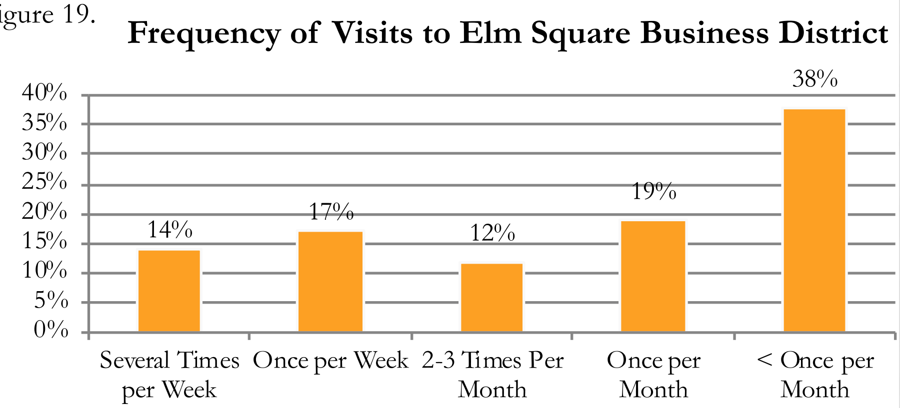


Figure 20.

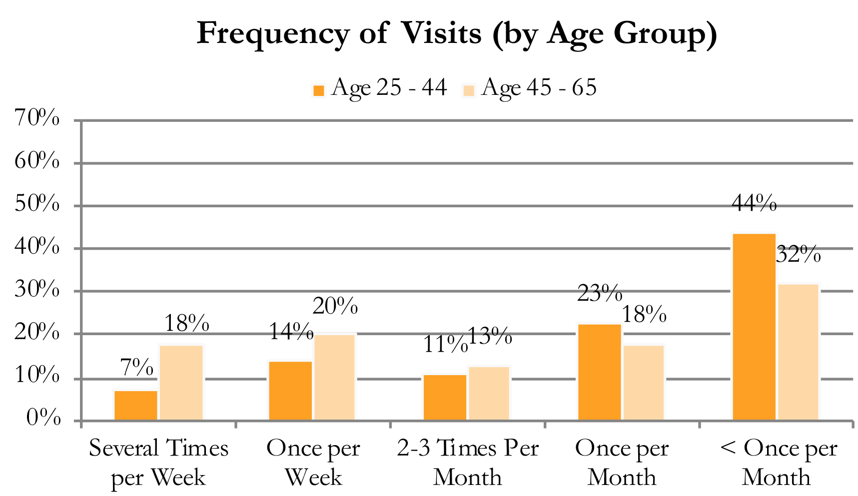
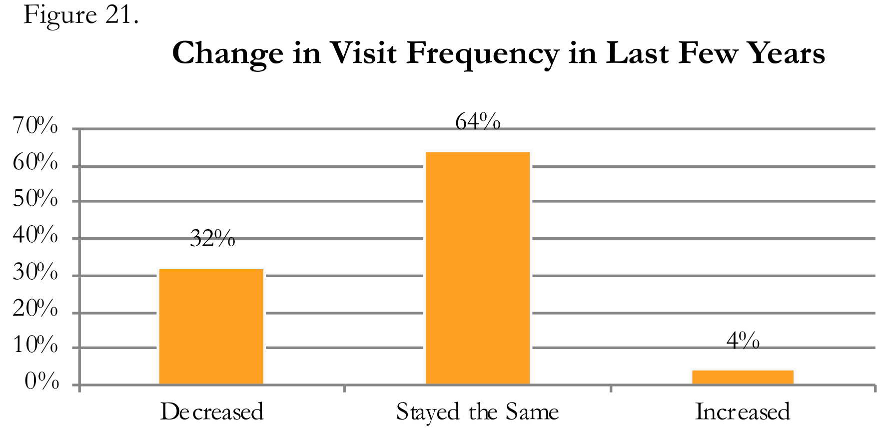


Figure 21.

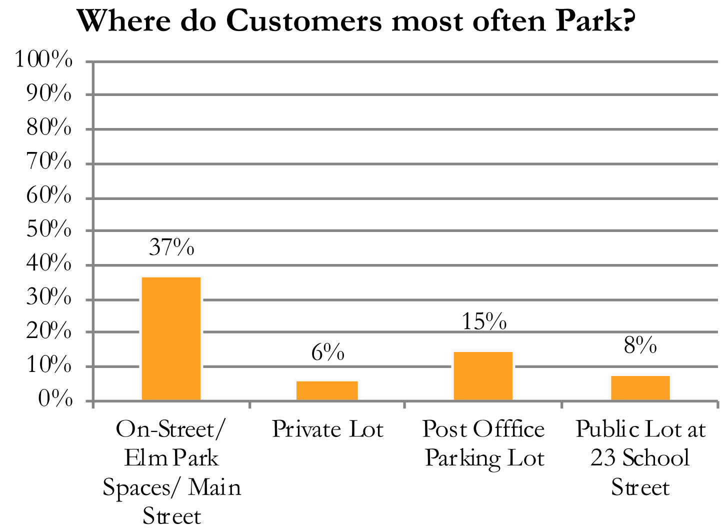


2. Transportation and Parking

When most people go to Elm Square, they drive. 86% of respondents said they most often arrive by car; 14% said they most often walk.

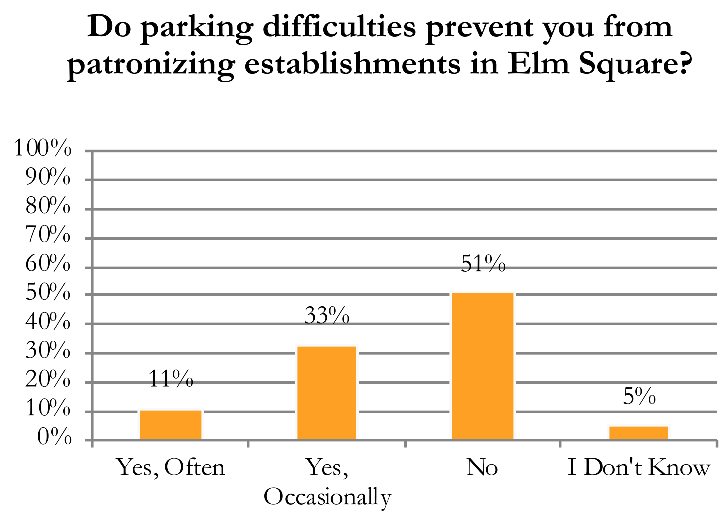
Most customers either park in one of the private lots or use the public parking spaces on Elm Park or Main Street.

Figure 22.



Approximately half (51%) of the respondents said that parking difficulties did not prevent them from patronizing Elm Square businesses while 44% said that they were deterred by parking difficulties.

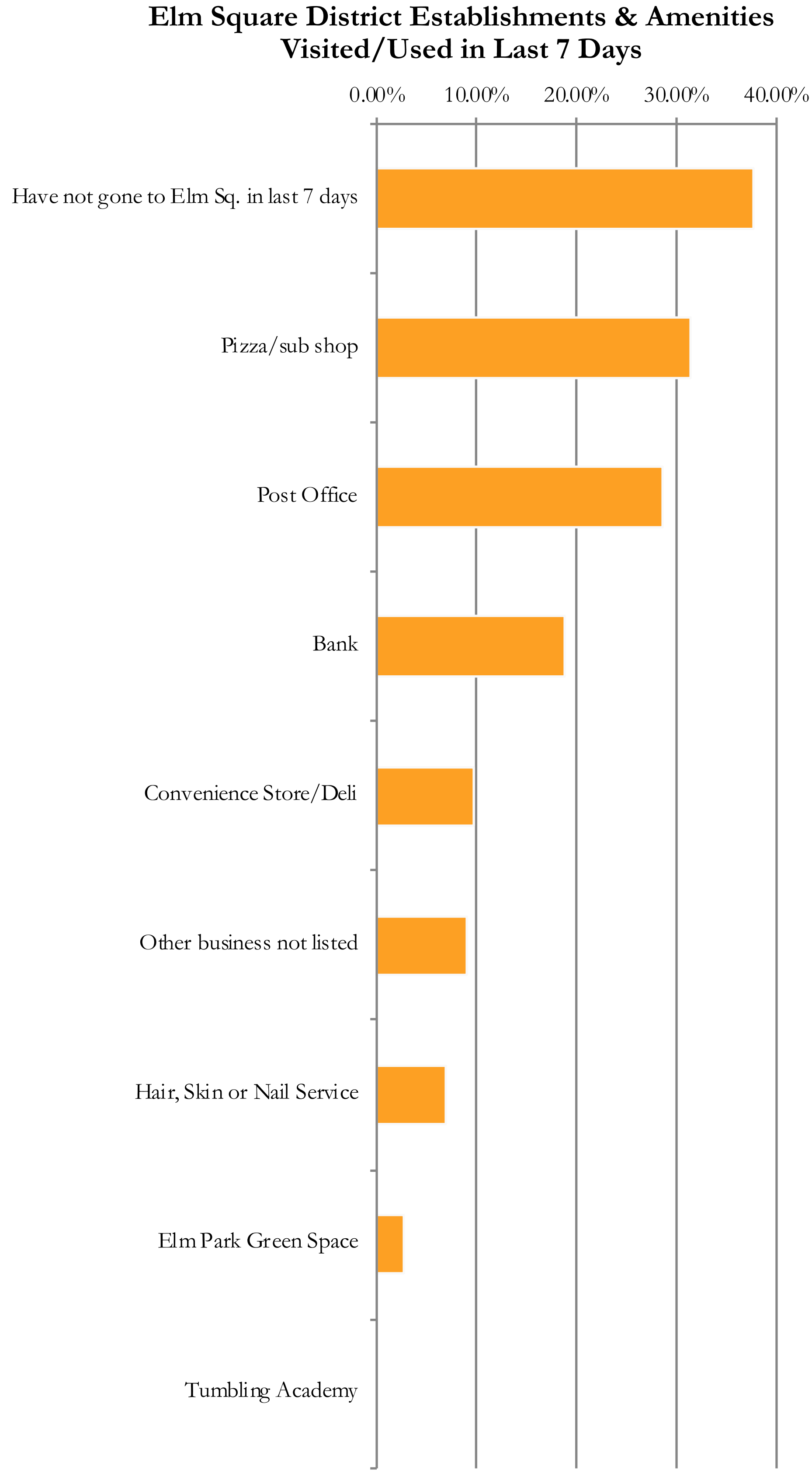
Figure 23.



3. Establishments and Amenities Visited/Used

38% of residents have not visited the Elm Square District in the last 7 days. For those that did visit Elm Square, the most frequently visited establishment is the pizza shop, followed by the post office, bank, and convenience store.

Figure 24.



B. Consumer Satisfaction and Preferences

1. Best Features of Elm Square

When asked what they thought was Elm Square's best feature, the overwhelming response was the beauty of the green space/park and the elm trees. Many people also used the word "quaint" and identified the clock.

Several people made comments to the effect that it had "potential" but "not much there to attract me".

2. Customer Satisfaction with Elm Square Business District Features

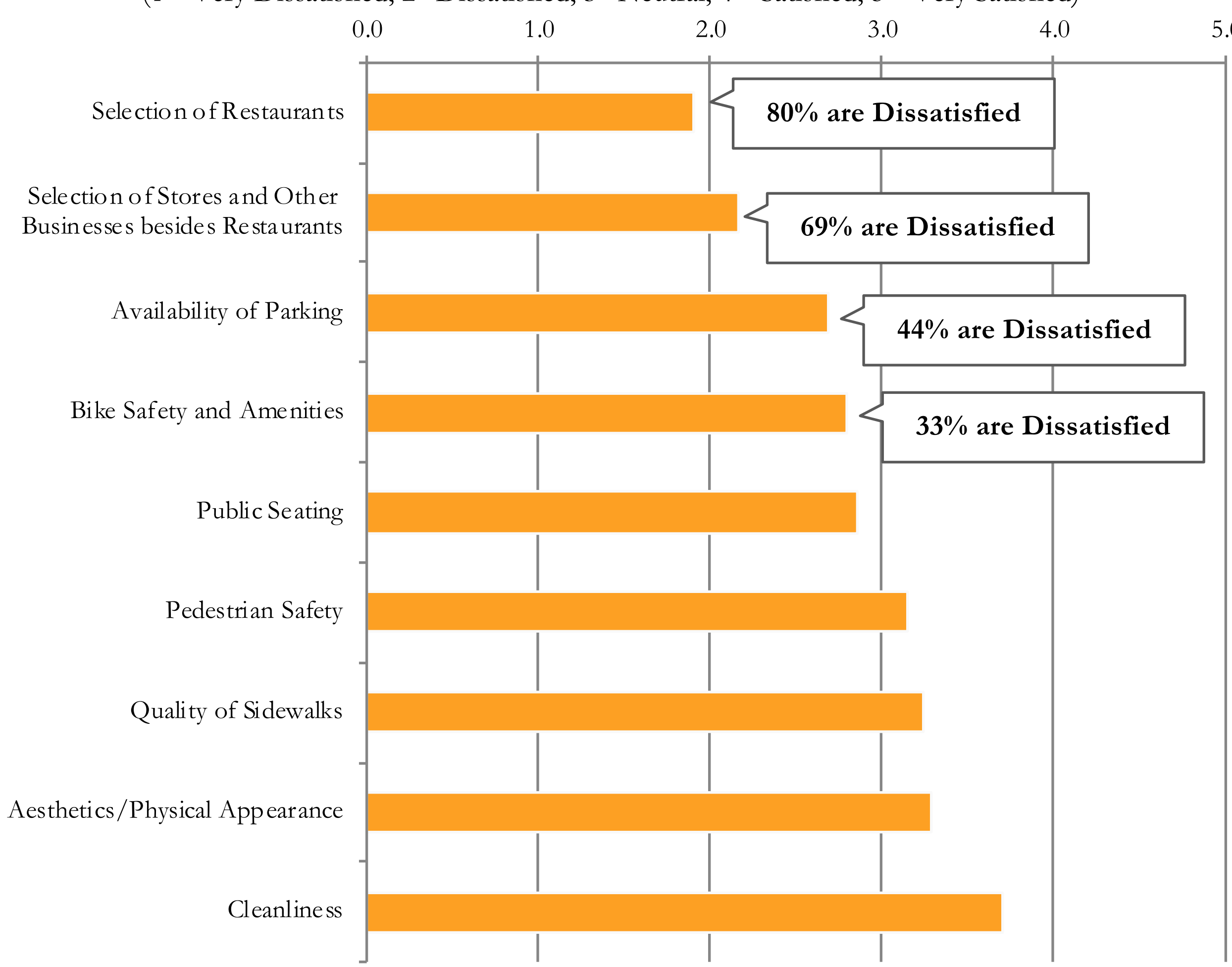
A strong majority of residents (80%) expressed dissatisfaction with the selection of restaurants in Elm Square (35% said they are "very dissatisfied" and 45% said they are "dissatisfied"). 69% are also dissatisfied with the selection of stores and other businesses.

Figure 25.

Satisfaction Level – Features of Elm Square Business District

(weighted average, all responses)

(1 =Very Dissatisfied, 2=Dissatisfied, 3=Neutral, 4= Satisfied, 5 =Very Satisfied)



3. Desired Restaurants

We also asked respondents what specific type of restaurants (if any) they would patronize if located in Elm Square Business District. We received close to 300 "write- in" responses. The major themes that came up most often are described below in order of frequency.

1. **Breakfast Place/Coffee Shop/Diner** (over 110 write–ins)

2. **Sit-down Family/Dinner Restaurant** (over 40 write–ins)

3. **American Pub/Tavern/Brew Pub** (over 40 write–ins)

4. **Sandwiches/Salad Café** (over 20 write–ins)

5. **Mexican Eatery** (over 15 write–ins)

6. **Asian eatery** (over 10 write–ins)

4. Desired Stores or Services Businesses

We also asked respondents what specific type of stores or service businesses they would patronize if located in Elm Square. We clarified this by requesting that respondents explicitly consider their online purchasing opportunities and other options to acquire goods before answering this question. We received **close to 170** "write- in" responses.

The responses were very diverse. Some common themes are listed below in order of frequency.

1. **Gift Shop** over 20 write–ins)

2. **Bakery/Specialty Food Stores** (over 15 write–ins)

3. **Yoga/Pilates Studio** (over 5 write–ins)

C. Input Concerning Potential Future Actions

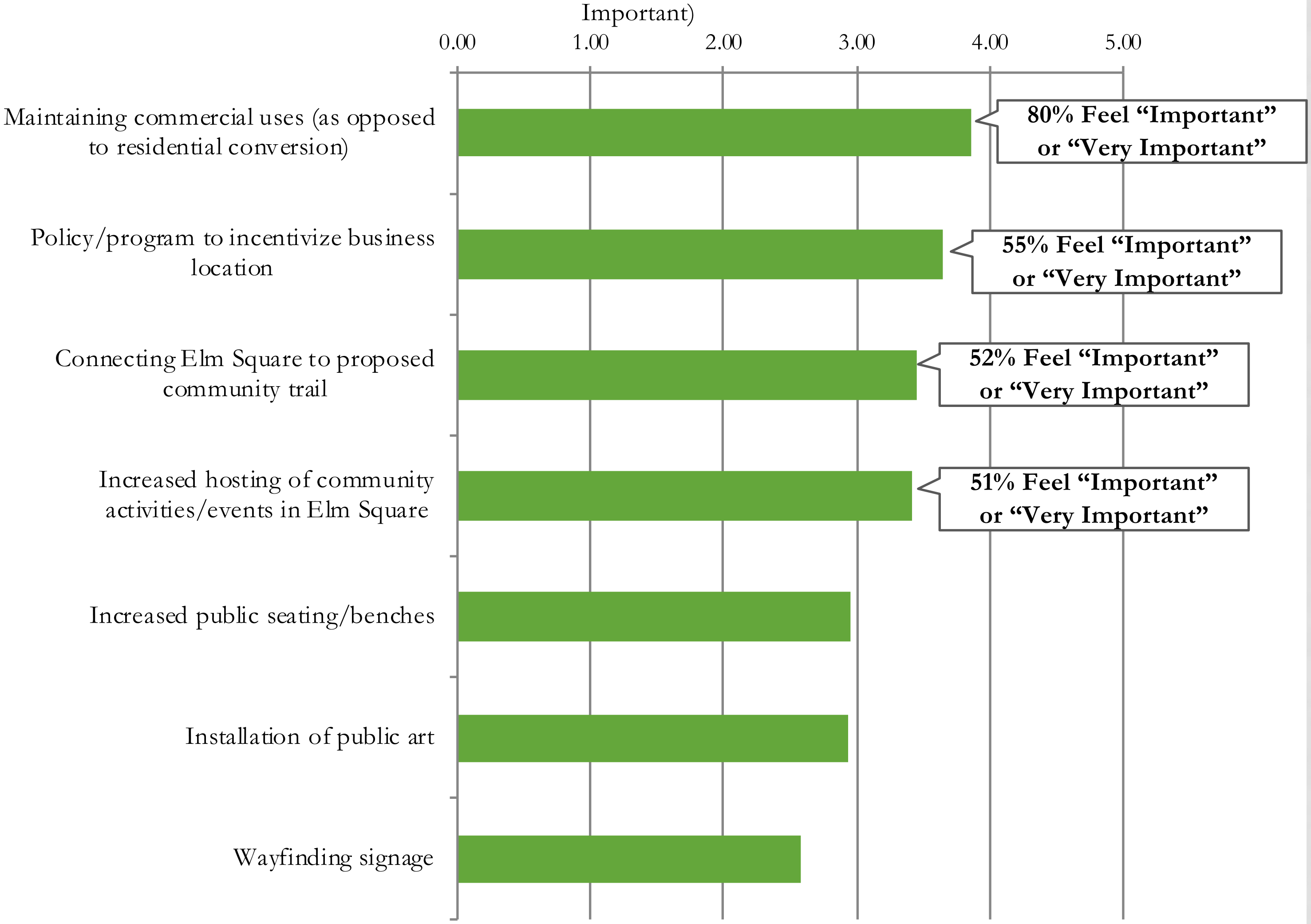
1. Possible Strategy Ideas to Improve Vibrancy

Groveland residents are supportive of most of the proposed strategy ideas to improve vibrancy in Elm Square. More than 50% of the respondents feel the following are "important" or "very important".

1. **Maintaining commercial uses (as opposed to residential conversion)**
2. **Policy/program to incentivize business location**
3. **Connecting Elm Square to proposed community trail**
4. **Increased hosting of community activities/events in Elm Square**

Figure 26.

Resident Input Regarding Possible Strategy Ideas to Improve Vibrancy
(Weighted Average)
(1 =Not Important, 2=Of Little Importance, 3=Moderately Important, 4= Important, 5 =Very Important)



2. Community Events and Cultural Activities Hosted in Elm Square Business District

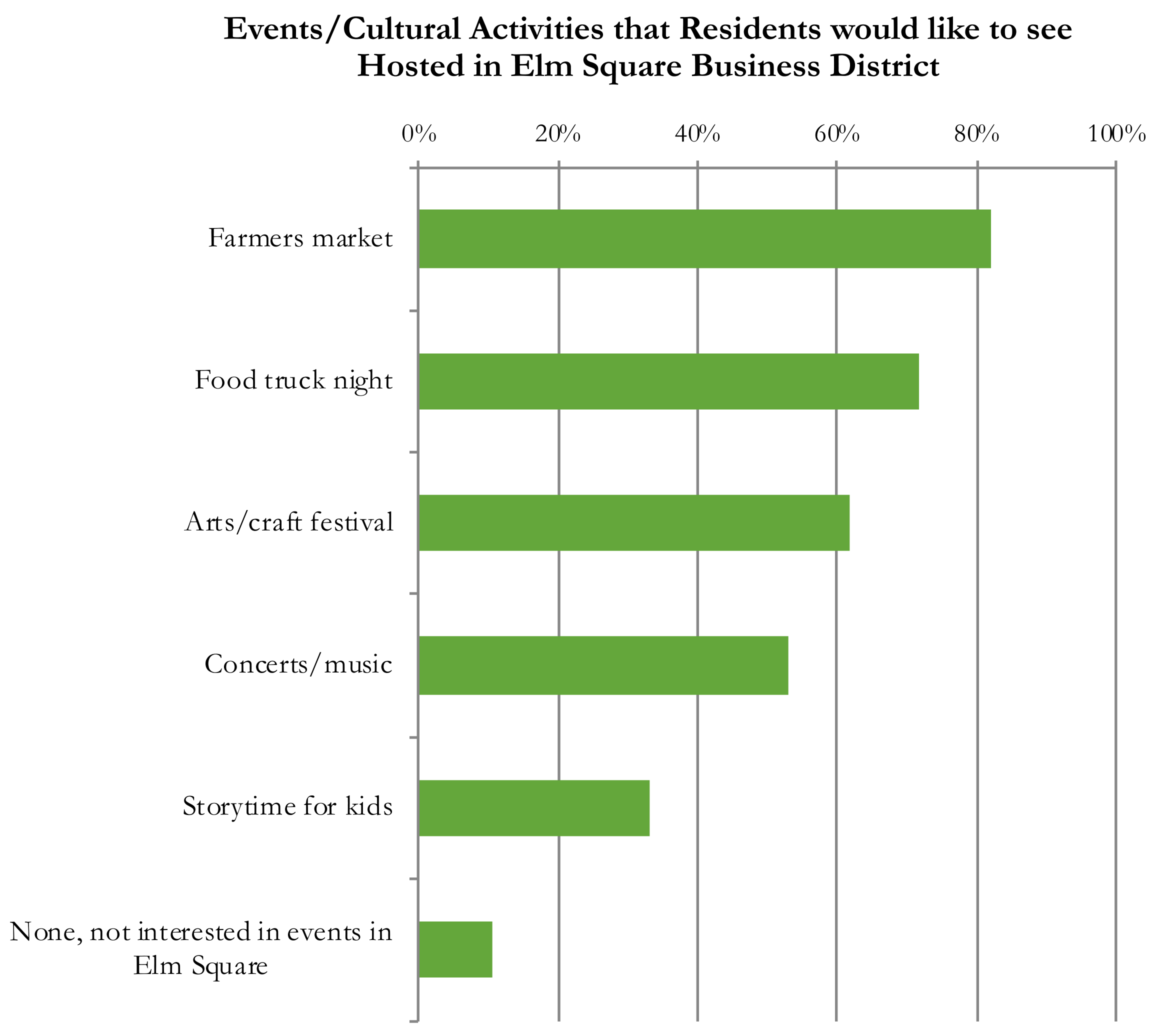
89% of residents would like to see more community events and cultural activities hosted in Elm Square. The type of events that received the highest amount of support are listed below. More than 50% of the respondents are in favor of these type of activities.

1. **Farmers market**
2. **Food truck night**
3. **Arts/craft festival**
4. **Concerts/music**

Write-in suggestions included: trick or treating event, something like "Ipswich Illuminated", something for Christmas like the chain of lights in Sutton or Millbury, pet-centric event/dog adoption, plant sale, sidewalk sale and flea market.

Five respondents made comments pertaining to the lack of parking in Elm Square making it less conducive for events.

Figure 27.



3. Other Improvements

We asked survey respondents about other changes or improvements they would like to see in Elm Square. The themes that came up most often are listed below in order of frequency.

1. **Additional/better parking**

1. **More restaurants and other businesses**

2. **Redevelopment of the vacant gas station site**

3. **Visual/physical access to the river**

Part IV. Assessment of the Potential Market

A. Overview of Potential Market Segments

Resident Market Segment - Residents of the Surrounding Area

The major potential customer base for businesses located in Elm Square is the adjacent residential population. The identified **primary trade area** (where most of the repeat business is expected to be derived) is a 10-minute drive time containing 32,831 residents.

The rationale for the trade area delineation and the demographic and consumer characteristics of the population in each trade area are described in detail in Section B of this report.

Non-Resident Market Segments

There doesn't appear to be any significant non-resident market segments that would present additional market opportunity for businesses located in Elm Square.

B. Resident Market Segment

1. Trade Area Delineation

Defining the trade area is the first step in determining market potential for a commercial district. Once the trade area is defined, we can quantify the amount of potential customers that live within the area as well as examine their characteristics and purchasing habits to provide a picture of the potential market.

The term retail 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 sales for all of the businesses is derived (typically, where 65-80% of the total sales are generated). A combination of factors determines the size and boundaries of the primary trade area such as: location of competing commercial centers, travel time and distance for shoppers, travel patterns, physical barriers that might effect access, socio- economic characteristics, and the size and scope of the commercial center itself. Generally, the larger the variety, breadth and uniqueness of the merchandise offerings, the greater the distance customers are willing to travel, and therefore, the larger the trade area will be.

Competition: Figure 28 illustrates the location of surrounding commercial facilities. Haverhill Plaza Shopping Center is located immediately across the river, less than one-quarter mile from Elm Park. The Plaza is anchored by Market Basket supermarket, and contains several other commercial establishments such as Aubochon Hardware, CVS, Burger King, Dunkin Donuts, Subway, Supercuts, Edible Arrangements, and the MA Motor Vehicle Registry.

Trade Area Identification

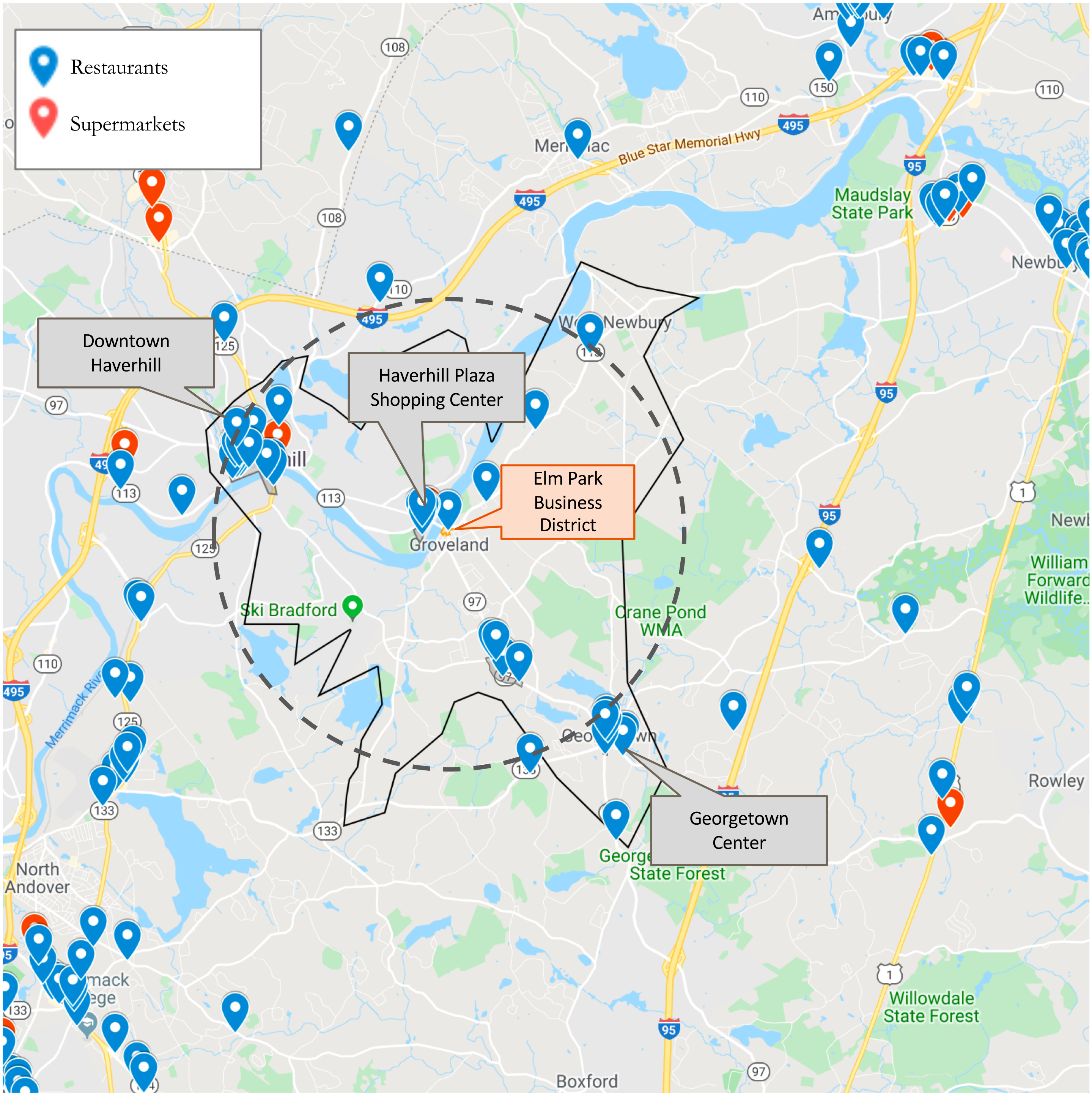
After reviewing input from business owners and residents, discussing consumers patterns with Planning Department Staff, and reviewing the location of existing commercial facilities, travel times and circulation routes, it was determined that the likely potential **primary trade area** for the business district is about a 10-minute drive time – TA1. (see Figure 29).

We have also provided demographics for a smaller, more immediate area for reference, a 5-minute drive time – TA2.

The demographic and consumer characteristics of the population in these trade areas, along with a sales leakage analysis is provided in the following sections.

Figure 28.
Location of Surrounding Commercial Facilities

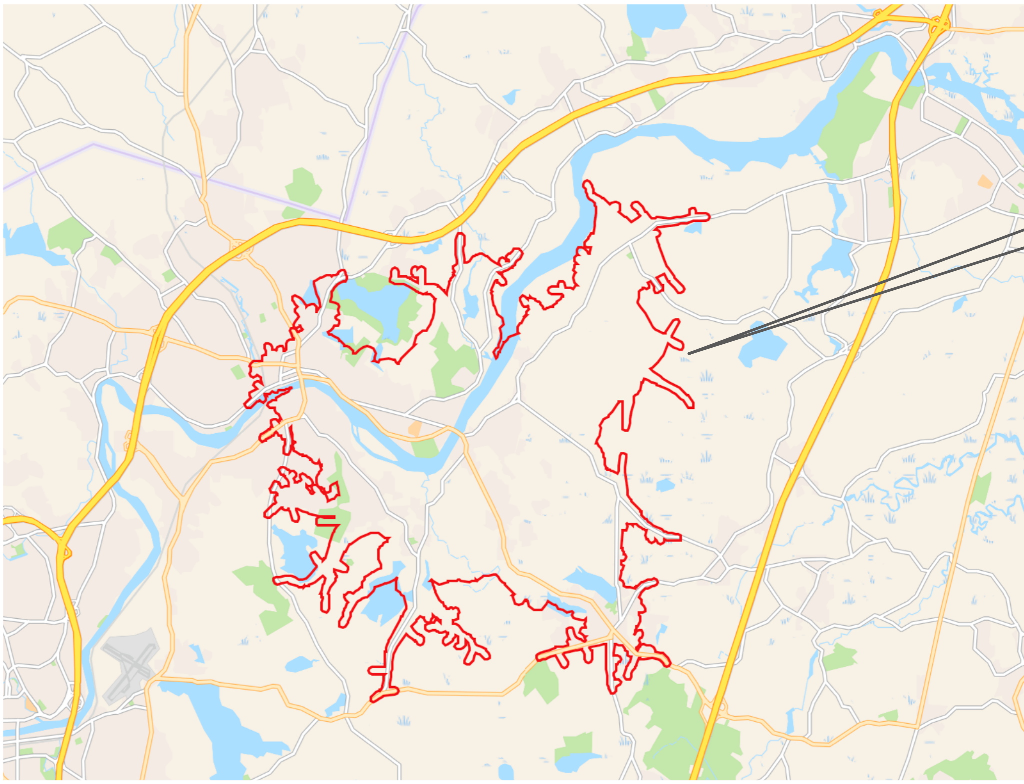
Rough 10-Minitue Drive Time
3-Mile Radius



Note: *This map is intended to be* ***illustrative*** *not exhaustive.*
All commercial facilities are not shown.

Figure 29.

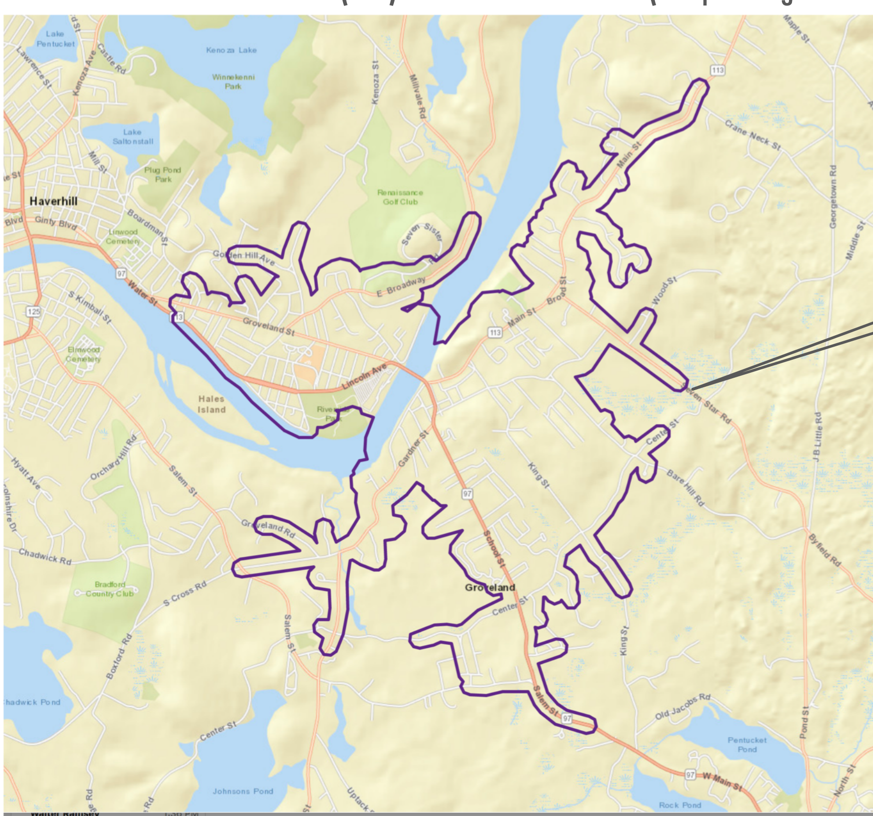
Primary Trade Area (TA 1): 10 minute Drive Time (computer -generated)



10-Minute Drive Time

Figure 30.

Immediate Area - Trade Area 2 (TA2): 5 minute Drive Time (computer -generated)



5-Minute Drive Time

2. Trade Area Consumer Characteristics

Primary Trade Area (TA1)

There are approximately 32,831 people living within the primary trade area (a 10-minute drive time). The trade area is growing both in population and number of households (at a slightly higher rate than the state overall). The median household income of $77,197 is 5% lower than the statewide median. Approximately 34% of the population over age 25 have at least a Bachelors Degree and 13% have a Masters Degree or higher (compared to 43% and 19% in Massachusetts).

The population is predominantly White (87%) with a higher than average portion of Hispanic ethnicity. Other races include 3% Black/African American, 1% Asian and 9% other/more than one race. 15% of the population is Hispanic compared to 12% statewide. The most significant ancestry concentrations are Irish (16%), Italian (13%) and English (8%), fairly typical for Massachusetts (compared to concentrations in the United States of 7%, 4% and 5%, respectively).

Compared to the state overall, the TA1 population is a little older, with more people in the household, and about the same likelihood to be married, have children in the household, own a home and a vehicle. The median age is 42 (4% higher than in the state overall). 17% of the population is 65 years of age or older, the same rate in MA. The population is comprised predominantly of family households (58%) with an average household size of 2.4 persons (compared to 59% and 2.5 persons statewide). 31% of the households contain children under 18, the same rate as statewide.

The homeownership rate is similar to Massachusetts overall - 61% of occupied homes are owner-occupied compared to 62% in MA overall. 12% of households are dependent on public transportation or walking to acquire goods and services and therefore more likely to shop close to home. (This rate is similar to the state average.)

Projected Growth - The population and the number of households in TA1 has been growing and are expected to continue to grow at a rate higher than Massachusetts overall. Between 2000 and 2010, population grew by 2.8% and the number of households grew by 6.5%, compared to statewide rates of 3.1% and 4.2%. According to current estimates and projections obtained from Environics Analytics, the population growth between 2010 and 2019 is estimated at 7.0% and household growth is estimated at 7.9% compared to 5.6% and 6.4% for both statewide. These projections are based on data from the American Community Survey (conducted more frequently than the decennial census), data from the U.S. Post Office, new construction data, and the Nielsen Master Address File.

Immediate Area - Trade Area (TA2)

There are approximately 13,173 people living within the immediate area (a 5-minute drive time). The demographic characteristics of this population differ from the larger trade area. First, the median household income ($93,561) is substantially higher (21% higher than TA1 and 15% higher than the statewide median) and the population and household growth rate has been slower.

Also, compared to TA1 and the state overall, the TA2 population is older, with more people in the household, and more likely to be married, have children in the household, own a home and a vehicle.

The TA2 population is less diverse with only 5% Hispanics compared to 15% in TA1.

Sources: Environics Analytics, U.S. Census, InfoUSA, American Community Survey, Social Explorer

3. Market Demand and Sales Leakage

Market Demand - Trade Area Resident Expenditures

Given the demographic, lifestyle and other consumer characteristics of the trade area population (presented in the previous section), their total annual expenditures for a variety of retail goods and services can be estimated. The table below represents the annual retail market demand by category for each trade area.

Note: These expenditures are currently being made by residents at a variety of locations both inside and outside of the identified trade areas.

Table 3.
Trade Area Resident Annual Expenditures

	TA1	TA2
Furniture & Home Furnishings Stores-442	$17,071,941	$4,013,202
Furniture Stores-4421	$8,357,398	$1,944,788
Home Furnishing Stores-4422	$8,714,542	$2,068,413
Electronics & Appliances Stores-443	$10,281,363	$2,413,139
Building Material, Garden Equipment Stores -444	$50,151,277	$12,593,212
Building Material & Supply Dealers-4441	$43,386,937	$10,892,131
Lawn/Garden Equipment/Supplies Stores-4442	$6,764,341	$1,701,080
Food & Beverage Stores-445	$88,088,562	$20,058,615
Grocery Stores-4451	$77,534,154	$17,659,673
Specialty Food Stores-4452	$2,808,714	$637,090
Beer, Wine & Liquor Stores-4453	$7,745,695	$1,761,852
Health & Personal Care Stores-446	$37,194,508	$8,583,266
Pharmacies & Drug Stores-44611	$30,554,931	$7,037,233
Cosmetics, Beauty Supplies, Perfume Stores-44612	$2,300,454	$531,898
Optical Goods Stores-44613	$1,769,219	$420,576
Other Health & Personal Care Stores-44619	$2,569,904	$593,559
Clothing & Clothing Accessories Stores-448	$33,277,896	$7,664,236
Clothing Stores-4481	$24,027,436	$5,529,158
Shoe Stores-4482	$4,250,191	$964,910
Jewelry, Luggage, Leather Goods Stores-4483	$5,000,269	$1,170,168
Sporting Goods, Hobby, Book, Music Stores-451	$7,681,115	$1,790,125
Sporting Goods, Hobby, Musical Instrument Stores-4511	$6,502,948	$1,519,171
Book Stores and News Dealers-4512	$1,178,167	$270,954
General Merchandise Stores-452	$81,978,058	$18,906,928
Department Stores 4522	$17,786,550	$4,123,473
Other General Merchandise Stores-4523	$64,191,508	$14,783,455
Miscellaneous Store Retailers-453	$14,152,935	$3,304,575
Florists-4531	$834,244	$210,708
Office Supplies, Stationery, Gift Stores-4532	$2,902,435	$674,863
Used Merchandise Stores-4533	$2,469,105	$573,619
Other Miscellaneous Store Retailers-4539	$7,947,151	$1,845,384
Food Service & Drinking Places-722 *(not including special food service)*	$72,837,147	$16,462,458
Full-Service Restaurants-722511	$35,356,642	$7,986,502
Limited-Service Eating Places, Snack, Buffets-722513-15	$33,741,477	$7,638,731
Drinking Places -Alcoholic Beverages-7224	$3,739,028	$837,225
Total	$412,714,802	$95,789,756

** Does not include motor vehicles and gasoline station purchases.*

Sources: Environics Analytics, U.S. Census, InfoUSA, American Community Survey, Social Explorer

Sales Leakage Analysis - General

A sales leakage analysis compares estimated annual expenditures of trade area residents with the annual sales of trade area businesses. If the expenditures are greater than the sales, it indicates that residents are currently making purchases outside of the trade area. Significant sales leakage within specific retail categories might point to possible opportunities for new or existing businesses within those categories.

<u>Primary Trade Area (TA1)</u>

More than 32,381 residents live within the primary trade area (TA1) and they spend close to $413 million per year at stores and restaurants. Based on the sales leakage analysis, these residents are spending at least $115 million (28%) outside of the trade area. The sales leakage in selected categories is illustrated in the table below. This analysis shows a gap (sales leakage) in several categories along with a surplus in others.

Categories with large gaps might suggest market opportunity for local businesses, however, to further evaluate the opportunity, it would be necessary to look at additional factors such as: 1) the relative strength of competing businesses outside the trade area currently attracting resident expenditures; 2) the sales leakage compared to the sales requirement to support a new business based upon its projected size (For example, although there is $1.65 million of sales leakage in the Supermarket category, that is not sufficient to support a new store.); and 3) the appropriateness of the location and site size to accommodate the business type.

Categories with negative sales leakage indicate existing businesses are currently meeting more than just local demand. In these categories, sales are coming from customers that live outside of the identified trade area. This could include residents from outlying areas traveling further to acquire certain goods and services as well as non-resident market segments such as the employees of nearby businesses or visitors traveling into the area for attractions or events.

In categories with only a small amount of sales leakage, no leakage or negative leakage, there is no clear evidence of an opportunity gap. In these categories, opportunity for new businesses or expansion of existing businesses would be dependent on the ability to attract expenditures from beyond the delineated trade area or from non-resident segments (e.g., employees, visitors).

<u>Immediate Area (TA2)</u>

Approximately 13,173 residents live within TA2 and they spend $96 million per year at stores and restaurants. The sales leakage analysis shows that residents are spending at least $35 million outside the trade area.

**Excludes motor vehicle and gas station purchases*

Table 4.

Sales Leakage in Selected Categories (millions)

(positive number = gap/opportunity, negative number = surplus)

		TA1	TA2
Other Gen. Merchandise-4529	**TA 1 Gap/ Sales Leakage**	$40.52	$0.58
Clothing Stores-4481		$16.39	$4.77
Full-Service Restaurants-722511		$14.13	$2.98
Department Stores-4522		$13.30	$4.12
Electronics and Appliance Stores-443		$7.91	$2.39
Furniture Stores-4421		$5.30	$1.79
Jewelry Stores-44831		$4.60	$1.08
Other Miscellaneous Store Retailers-4539		$3.77	$0.81
Shoe Stores-4482		$3.40	$0.96
Specialty Food Stores-4452		$2.43	$0.49
Supermarkets, Groc. (Ex Conv)-44511		$1.65	$1.79
Home Furnishing Stores-4422		$1.45	$0.27
Used Merchandise Stores-4533		$1.27	$0.38
Book Stores and News Dealers-4512		$1.18	$0.27
Office Supplies and Stationery -45321		$1.14	$0.27
Other Health/Personal Care Stores-44619		$1.11	-$0.70
Paint and Wallpaper Stores-44412		$0.71	$0.28
Florists-4531		$0.59	$0.21
Gift, Novelty and Souvenir Stores-45322		$0.45	-$0.12
Drinking Places- Alcoholic Beverages-7224	**TA 1 No Gap/ Surplus**	-$0.51	$0.84
Sporting Goods, Hobby Stores-4511		-$0.98	$0.49
Beer, Wine and Liquor Stores-4453		-$1.49	-$3.52
Hardware Stores-44413		-$1.72	$0.23
Convenience Stores-44512		-$2.11	$0.62
Optical Goods Stores-44613		-$2.26	-$2.10
Cosmetics, Beauty Supplies-44612		-$2.78	$0.46
Pharmacies and Drug Stores-44611		-$5.07	$1.58

Sources: Environics Analytics, U.S. Census, InfoUSA, American Community Survey, Social Explorer

Sales Leakage Analysis – Eating and Drinking Places

- Restaurants are typical recruitment targets for business districts and therefore worthy of special attention. Residents within TA1 spend $72.8 million per year at eating and drinking places. Residents living within the immediate area (TA2) spend $16.5 million.

- The sales leakage analysis for categories of eating and drinking establishments along with definitions are provided below. (However, it should be noted that distinctions between categories are not always consistently applied).

- If we look at the overall category of Eating and Drinking Places, there is no evident sales leakage from TA1, however there is sales leakage from TA2. This indicates that the residents of TA2 (the 5-minute drive time) are spending at least $7.2 million at restaurants outside of the immediate area. This may suggest potential opportunity for new restaurants in TA2.

- If we look at subcategories, the leakage shown in the Full Service Category in both TA1 and TA2 may imply some potential opportunity. It appears that TA1 is quite saturated with Limited Service restaurants but may lack full service restaurants. TA2 has leakage in both the Full Service and Limited Service category.

Table 5.
Eating & Drinking Places Sales Leakage Analysis

	Annual Area Resident Expenditures		Sales Leakage/Opportunity	
	TA1	**TA2**	**TA1**	**TA2**
Total Eating & Drinking Places	$72,837,147	$16,462,458	-$4,764,478	$7,236,898
Full-Service Restaurants	$35,356,642	$7,986,502	$14,125,240	$2,978,908
Limited-Service Eating Places, Snack, Buffets	$33,741,477	$7,638,731	-$18,376,350	$3,420,791
- Limited Service Restaurants	$27,888,961	$6,313,710	-$18,508,441	$3,937,331
- Cafeterias and Buffets	$1,040,268	$235,505	$968,435	$235,485
- Snack and Nonalcoholic Beverage Bars	$4,812,248	$1,089,516	-$836,344	-$752,025
Drinking Places	$3,739,028	$837,225	-$513,368	$837,198

Definitions

Full Service Restaurant: This industry group comprises establishments primarily engaged in providing food services to patrons who order, are served while seated (i.e., via waiter/waitress service) and pay for their meals after eating. Establishments that provide these types of food services to patrons with any combination of other services, such as takeout services, are classified in this industry.

Limited Service Restaurants: This industry group comprises establishments primarily engaged in providing food services where patrons generally order or select items and pay before eating. Most establishments do not have waiter/waitress service, but some provide limited service, such as cooking to order (i.e., per special request), bringing food to seated customers, or providing off-site delivery.

Drinking Places: This industry group comprises establishments primarily engaged in preparing and serving alcoholic beverages for immediate consumption.

A summary of trade area demographic characteristics and consumer patterns is presented in Figure 31 and Table 6.

Sources: Environics Analytics, U.S. Census, InfoUSA, American Community Survey, Social Explorer

Figure 31

Summary of Trade Area Demographics, Expenditures & Sales Leakage

Residents living in the surrounding area represent the major market opportunity for the business district. After discussing consumers patterns with local business owners and residents, and reviewing the location of existing commercial facilities and circulation routes, the trade areas were determined as follows.

Primary Trade Area 1 (TA1): 10-Minute Drive Time
Immediate Area (TA2): 5-Minute Drive Time

The following presents an analysis of the market population living within two trade areas.

Primary Trade Area (TA1) Immediate Area (TA2)

Retail & Restaurant Opportunity

MARKET GROWTH

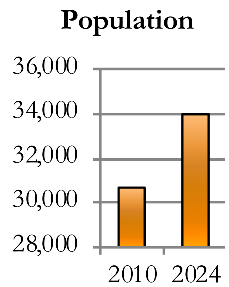
Primary Trade Area (TA1) = 10–Minute Drive Time

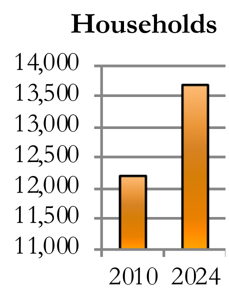
Residents spend
413 million
per year at stores & restaurants*

Opportunity:
Over **$115 Million** being spent in selected categories outside TA1

79 Million spent at non-store retailers

2019 Population	2019 Households	2019 Household Income Median	Average
32,831	13,173	$77,197	$108,855





During 2019-2024, the population is expected to grow by 3.5% and the number of households by 4.0%, higher than the statewide projection of 3.1% for population and 3.5% for households.

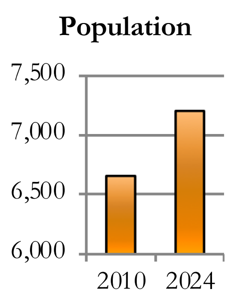
Immediate Area (TA2) = 5-Minute Drive Time

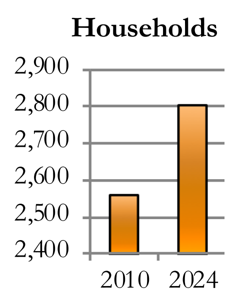
Residents spend
96 million
per year at stores & restaurants*

Opportunity:
Over **$35 Million** being spent in selected categories outside TA2

19 Million spent at non-store retailers

2019 Population	2019 Households	2017 Household Income Median	Average
7,001	2,714	$93,561	$122,183





During 2019-2024, the population is expected to grow by 3.0% and the number of households by 3.4%, lower than the statewide projection of 3.1% for population and 3.5% for households.

** Excludes motor vehicle and gas station purchases. ** All data is 2019 estimates unless noted.*

Sources: Environics Analytics, U.S. Census, InfoUSA, American Community Survey, Social Explorer

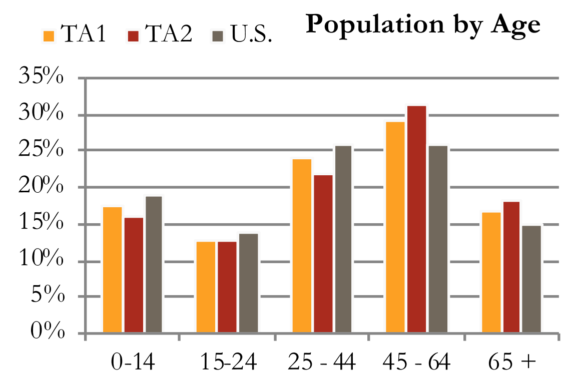
Prepared by: FinePoint Associates, www.FinePointAssociates.com

Figure 31 (cont'd):

Summary of Demographics, Expenditures & Sales Leakage

Residents

Median age is **41.7** in TA1 and **44.6** in TA2 compared to 40.2 statewide and 38.2 in U.S.



58% Families TA1
66% in U.S.

31% of households in TA1 and **33%** in TA2 contain children compared to 31% statewide and 36% U.S.

CULTURAL MIX

Race & Ethnicity	TA1	TA2	MA
White Alone	87%	93%	76%
Black/African American	3%	1%	8%
Asian	1%	2%	7%
Other/More than 1 Race	9%	4%	9%
Latino/Hispanic	15%	5%	12%

Ancestry	TA1	TA2	US
Irish	16%	20%	7%
Italian	16%	20%	4%
English	8%	10%	5%

15% of TA1 and 6% of TA2 residents speak a language besides English at home

Asian/Pacific Island Language: 1%, Indo/European Language: 3%, Spanish: 11%, Other: 0%

Lifestyle

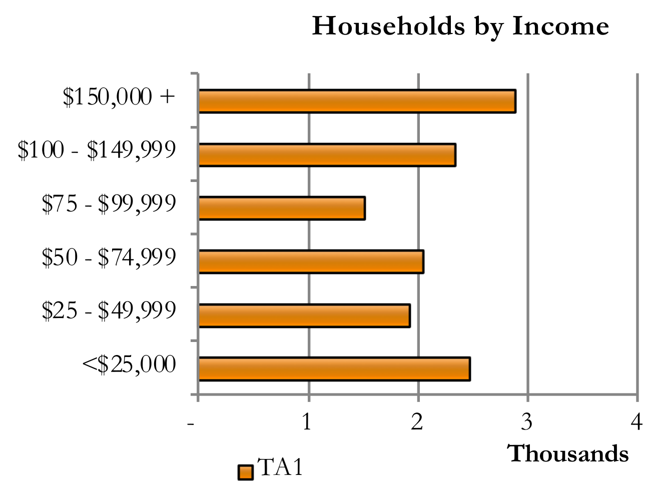
Work

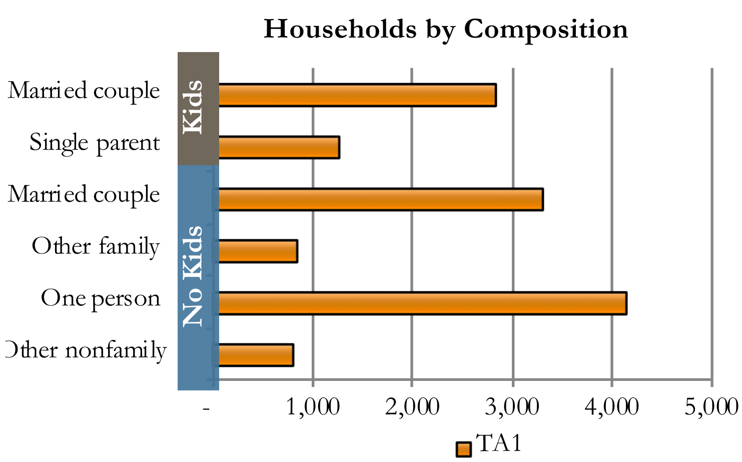
69% in workforce in TA1, 70% in TA2 (67% in MA, 64% in U.S.)
7% self-employed in TA1, 8% in TA2 (9% in MA, 10% in U.S.)

2.4 Persons per Household in TA1 and 2.6 in TA2 compared to 2.5 statewide

61% Homeowners in TA1, **81%** in TA2, 62% in MA

Foot Traffic . . . **12% car-free** households in TA1 and **5%** in TA2 -- these residents are likely to shop close to home





5,222 households in TA1 have income > $100,000; Median household income is $77,197 and $93,561 in TA1 & TA2; compared to $81,675 statewide

34% of TA1 and 36% of TA2 residents have Bachelor Degree or higher; compared to 42% statewide, 28% in the U.S.

Sources: Environics Analytics, U.S. Census, InfoUSA, American Community Survey, Social Explorer

Prepared by: FinePoint Associates, www.FinePointAssociates.com

Figure 31 (cont'd):

Summary of Demographics, Expenditures & Sales Leakage

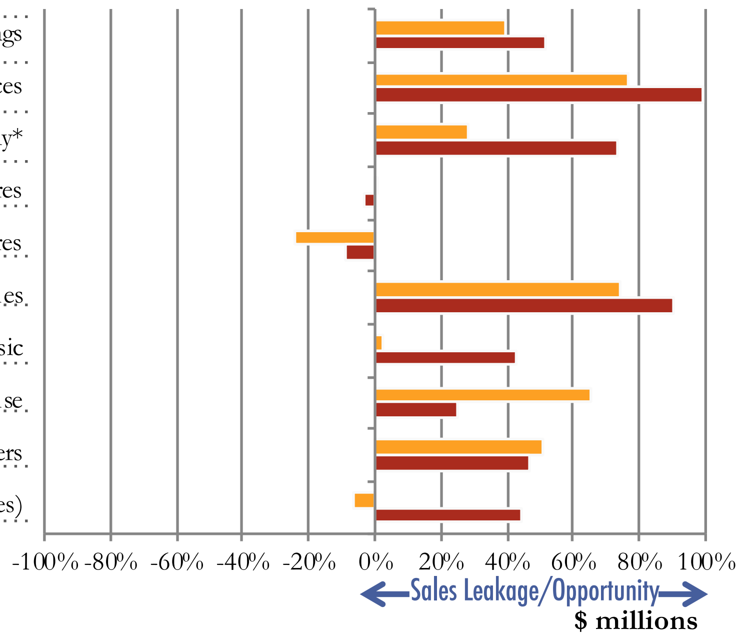
Spending Power

Expenditures

TA1	TA2	
$17.1	$4.0	Furniture & Home Furnishings
$10.3	$2.4	Electronics & Appliances
$50.2	$12.6	Bldg. Materials, Garden Equip. & Supply*
$88.1	$20.1	Food & Beverage Stores
$37.2	$8.6	Health & Personal Care Stores
$33.3	$7.7	Clothing & Accessories
$7.7	$1.8	Sporting Gds., Hobby, Books, Music
$82.0	$18.9	General Merchandise
$14.2	$3.3	Misc. Store Retailers
$72.8	$16.5	Food Service & Drinking (excl. spec. foodservices)

$ millions

Local Demand Compared to Local Business Sales



Opportunity Gap (Sales Leakage)

The retail categories with high sales leakage may suggest opportunity for local businesses (existing and/or new businesses). To determine the feasibility of capturing the leakage, it is necessary to evaluate the strength of the competing businesses outside of the trade area that are currently attracting resident expenditures.

In categories with only a small amount of leakage, no leakage or negative leakage, there is no clear evidence of an opportunity gap, however, this does not necessarily mean that there is no opportunity. In these categories, opportunity for new businesses or expansion of existing businesses would be dependent on the ability to attract expenditures from beyond the delineated trade area or from non-resident segments (e.g., employees, visitors)

Negative Sales Leakage (Surplus)

Categories with negative sales leakage indicate that businesses are currently meeting more than just local demand. Businesses in these categories are generating sales from customers that live outside of the identified trade area which may include people traveling further to acquire specific goods and services and/or non-resident market segments such as employees of nearby businesses or visitors traveling into the area because of attractions, events or destination businesses.

**Note: Sales leakage calculations include all businesses in the trade area, not just the business in the commercial district.*

Est. Sales Leakage - Select Categories	TA1	TA2
Furniture Stores-4421	$5.30	$1.79
Home Furnishing Stores-4422	$1.45	$0.27
Electronics and Appliance Stores-443	$7.91	$2.39
Paint and Wallpaper Stores-44412	$0.71	$0.28
Hardware Stores-44413	($1.72)	$0.23
Supermarkets, Groc. (Ex Conv)-44511	$1.65	$1.79
Convenience Stores-44512	($2.11)	$0.62
Specialty Food Stores-4452	$2.43	$0.49
Beer, Wine and Liquor Stores-4453	($1.49)	($3.52)
Pharmacies and Drug Stores-44611	($5.07)	$1.58
Cosmetics, Beauty Supplies-44612	($2.78)	$0.46
Optical Goods Stores-44613	($2.26)	($2.10)
Other Health/Personal Care Stores-44619	$1.11	($0.70)
Clothing Stores-4481	$16.39	$4.77
Shoe Stores-4482	$3.40	$0.96
Jewelry Stores-44831	$4.60	$1.08
Sporting Goods, Hobby Stores-4511	($0.98)	$0.49
Book Stores and News Dealers-4512	$1.18	$0.27
Department Stores Ex Leased Depts-4521	$13.30	$4.12
Other General Merchandise Stores-4529	$40.52	$0.58
Florists-4531	$0.59	$0.21
Office Supplies and Stationery -45321	$1.14	$0.27
Gift, Novelty and Souvenir Stores-45322	$0.45	($0.12)
Used Merchandise Stores-4533	$1.27	$0.38
Other Miscellaneous Store Retailers-4539	$3.77	$0.81
Full-Service Restaurants-722511	$14.13	$2.98
Limited-Service Eating PSB -722513-15	($18.38)	$3.42
Drinking Places- Alcoholic Beverages-7224	($0.51)	$0.84

Sources: Environics Analytics, U.S. Census, InfoUSA, American Community Survey, Social Explorer

Prepared by: FinePoint Associates, www.FinePointAssociates.com

Table 6. Additional Demographics Data

Est. Population by Age	TA1		TA2		MA	U.S.
	32,831	%	7,001	%	%	%
Age 0 - 4	1,863	6	353	5	5	6
Age 5 - 9	1,875	6	365	5	5	6
Age 10 - 14	1,991	6	396	6	6	6
Age 15 - 17	1,279	4	271	4	4	4
Age 18 - 20	1,225	4	256	4	5	4
Age 21 - 24	1,658	5	372	5	6	6
Age 25 - 34	3,982	12	816	12	13	13
Age 35 - 44	3,878	12	704	10	12	13
Age 45 - 54	4,740	14	1,062	15	13	13
Age 55 - 64	4,791	15	1,139	16	14	13
Age 65 - 74	3,274	10	750	11	10	9
Age 75 - 84	1,442	4	338	5	5	4
Age 85 and over	833	3	179	3	2	2

Est. Households by Size	TA1		TA2		MA	U.S.
	13,173	%	2,714	%	%	%
1-persons	4,139	31	632	23	29	27
2-persons	3,928	30	904	33	32	32
3-persons	2,121	16	489	18	16	16
4-persons	1,838	14	451	17	14	13
5-persons	750	6	162	6	6	6
6 or more	398	3	76	2	3	3

Est. Households by Income	TA1		TA2	%	MA %	U.S.%
< $15,000	1,363	10	218	8	9	12
$15,000 - $24,999	1,109	8	182	7	7	10
$25,000 - $34,999	779	6	132	5	7	10
$35,000 - $49,999	1,142	9	208	8	10	13
$50,000 - $74,999	2,043	16	365	13	14	17
$75,000 - $99,999	1,516	12	333	12	12	12
$100,000 - $124,999	1,259	10	290	11	10	9
$125,000 - $149,999	1,076	8	269	10	8	5
$150,000 - $199,999	1,253	10	315	12	10	6
$200,000 - $249,999	626	5	151	6	5	2
$250,000 - $499,999	679	5	171	6	6	3
$500,000+	329	3	78	3	3	1
Med. Household Income	77,197		93,561		81,675	

Avg. Length of Residence (Years)	TA1	TA2	MA	US
Homeowners	17	18	18	17
Renters	7	7	7	7

Est. Population 16+ by Employment Status	TA1-%	TA2-%	MA %	US %
In Labor Force	69	70	67	64
Employed	66	67	64	58
Self-employed	7	8	9	10
Unemployed	4	3	4	5

Est. Population 16+ by Occupation	TA1-%	TA2-%	MA %	US %
Architect/Engineer	2	2	2	2
Arts/Entertain/Sports	2	3	2	2
Building Grounds Maint	3	2	3	4
Business/Financial Ops	6	6	6	5
Community/Soc Svcs	2	3	2	2
Computer/Math	3	2	4	3
Construction/Extract	6	7	4	5
Edu/Training/Library	6	6	7	6
Farm/Fish/Forestry	0	0	0	1
Food Prep/Serving	6	5	6	6
Health Practitioner/Tec	7	8	7	6
Healthcare Support	3	2	3	2
Maintenance Repair	2	2	2	3
Legal	1	1	1	1
Life/Phys/Soc Science	1	1	2	1
Management	10	10	11	10
Office/Admin Support	13	14	12	13
Production	6	5	4	6
Protective Svcs	2	3	2	2
Sales/Related	10	8	10	11
Personal Care/Svc	5	5	4	4
Transportation/Moving	4	6	5	6

Est. Population Age 25+ by Education	TA1-%	TA2-%	MA %	US %
Less than 9th grade	4	2	5	6
Some High School	6	3	5	8
High School Grad/GE)	25	25	25	28
Some College, no degree	20	21	16	21
Associate Degree	11	12	8	8
Bachelor's Degree	21	22	24	18
Master's Degree	10	11	13	8
Professional School Degree	2	2	3	2
Doctorate Degree	1	1	3	1

Sources: Environics Analytics, U.S. Census, InfoUSA, American Community Survey, Social Explorer

Prepared by: FinePoint Associates, www.FinePointAssociates.com

Table 6. (cont'd) Additional Demographics Data

Est. Population by Single-Classification Race	TA1		TA2		MA	U.S.
	32,831	%	7,001	%	%	%
White Alone	28,407	87	6,510	93	76	70
Black/African American Alone	1,071	3	96	1	8	13
Amer. Indian/Alaska Native Alone	93	0	6	0	0	1
Asian Alone	490	1	126	2	7	6
Native Hawaiian and Other Pac. Isl. Alone	14	0	3	0	0	0
Some Other Race Alone	1,901	6	164	2	6	7
Two or More Races	855	3	96	1	3	3

Est. Hispanic Population by Origin	TA1		TA2		MA	U.S.
	32,831	%	7,001	%	%	%
Not Hispanic or Latino	27,802	85	6,640	95	88	82
Hispanic or Latino:	5,028	15	361	5	12	18
Mexican	374	7	54	15	6	62
Puerto Rican	1,985	39	112	31	41	10
Cuban	111	2	23	6	2	4
Other	2,558	51	171	47	50	25

Est. Population-Asian Alone by Category	TA1		TA2		MA	U.S.
	32,831	%	7,001	%	%	%
Not Asian Alone	32,341	99	6,875	98	93	95
Asian Alone	490	1	126	2	7	5
Chinese, except Taiwanese	48	10	3	2	36	22
Filipino	38	8	0	0	3	17
Japanese	16	3	0	0	2	5
Asian Indian	65	13	20	16	23	19
Korean	53	11	7	6	5	10
Vietnamese	117	24	58	46	12	11
Cambodian	56	11	0	0	7	2
Hmong	0	0	0	0	0	2
Laotian	19	4	0	0	1	1
Thai	0	0	0	0	1	1
Other	79	16	39	31	10	10

Est. Population by Ancestry	TA1		TA2		MA	U.S.
	32,831	%	7,001	%	%	%
Arab	117	0.4	9	0.1	0.9	0.5
Czech	64	0.2	12	0.2	0.1	0.3
Danish	22	0.1	1	0.0	0.1	0.2
Dutch	105	0.3	37	0.5	0.4	0.8
English	2,767	8.4	693	9.9	5.8	5.3
French (exc. Basque)	2,001	6.1	402	5.7	4.0	1.5
French Canadian	1,394	4.3	294	4.2	2.7	0.5
German	1,188	3.6	248	3.5	3.2	10.2
Greek	714	2.2	93	1.3	1.0	0.3
Hungarian	41	0.1	0	0.0	0.2	0.3
Irish	5,309	16.2	1,417	20.2	14.7	6.6
Italian	4,245	12.9	1,086	15.5	9.9	4.2
Lithuanian	49	0.2	20	0.3	0.4	0.1
U.S./American	40	0.1	5	0.1	0.3	0.9
Norwegian	1,062	3.2	366	5.2	2.9	1.9
Polish	612	1.9	164	2.3	3.4	0.3
Portuguese	84	0.3	6	0.1	1.2	0.6
Russian	198	0.6	28	0.4	0.4	1.1
Scottish	557	1.7	117	1.7	1.3	0.7
Scotch-Irish	1	0.0	0	0.0	0.0	0.1
Slovak	112	0.3	16	0.2	1.9	0.9
Subsaharan African	273	0.8	64	0.9	0.9	0.7
Swedish	45	0.1	11	0.2	0.1	0.2
Swiss	33	0.1	14	0.2	0.2	0.2
Ukrainian	1,407	4.3	452	6.5	3.2	6.4
Welsh	19	0.1	5	0.1	0.2	0.3
West Indian (exc Hisp groups)	98	0.3	15	0.2	1.8	0.8
Other ancestries	6,391	19.5	650	9.3	26.8	39.9

= Cultural Concentrations

Sources: Environics Analytics, U.S. Census, InfoUSA, American Community Survey, Social Explorer

Prepared by: FinePoint Associates, www.FinePointAssociates.com

C. Non-Resident Market Segments

There doesn't appear to be any significant non-resident market segments that would present additional market opportunity for businesses located in Elm Square.

Visitors and employees of neighboring businesses are common non-resident market segments available to commercial districts. Currently, there are no nearby attractions that draw visitors within close proximity of the business district and there are not many companies or employees in the immediate area.