

S T R E N G T H S

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- Diversity
- Human scale
- Walkability
- Trees
- Bike path
- Transit options
- Theater, Banks, Churches
- University
- Nightlife
- Farmer's market
- Great place to live
- High tax yield to city from residences
- Access to health care
- Restaurants
- Banks
- Comic books
- Library
- Layout of square
- Age & small scale of buildings
- University
- Bowling
- Community path
- Ten Hills Park
- Arts & culture; theater
- "Traditional square"
- Bowling alley/movie theater
- Quiet, safe
- Civic organizations: DARBI, Task Force
- Festivals: Honk, ArtBeat
- Garden club, community gardens, Farmer's market
- Bike Path
- Creative economy/self-employed/locally-owned
- T and bus connection
- Young people
- Post office, library

O P P O R T U N I T I E S

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- Office space; especially for knowledge-based professionals, nonprofits, services organizations
- Hobbs and CVS buildings appropriately-sized
- Better daytime vitality (debate whether higher buildings would encourage desired development)
- Library: update, expand, serve some community space roles
- Well-educated population: develop local employment
- Powder House School as office space
- Access to Community Path
- Create long-term and/or large-scale parking alongside new office
- Comprehensive plan
- Community policing
- Improve library (including cultural aspects)
- Add more community gardens
- Attractive renovations to dilapidated buildings
- Rethink parks and green space for use
- Develop pedestrian draw (?) on Highland Ave
- More men's & women's clothing stores for age 25+
- Art display spaces needed
- Connect parts of bike path
- More late-night (Manhattan-like) convenience & hot food

W E A K N E S S E S

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- Business character not settled
- No space (?) daytime shopping
- Lack of infrastructure for business (stores; long-term parking)
- Lack of grocery store
- No hardware or "practical" stores
- Lack of open space
- Poor marking of community path
- Day Street parking lot (big space)
- Insufficient parking
- Grove Street: not pedestrian-friendly
- Highland Ave: first floor wrong office use
- Daytime jobs
- Architecturally unappealing
- Library needs help
- Lack of green space
- Buena Vista: no sidewalk
- Verizon Fios – no service
- Lack internal civic space
- Lack of varied retail

T H R E A T S

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- Poorly-planned height and FAR policies
- Unbalanced development
- Not including Ball Square a mistake
- Poorly-grounded professional planning work (i.e. ignoring key data re: "new growth" data)
- Rats
- Historic character retained
- Façade improvements
- Stemming (?) reduced unit size wh. (?) not family-oriented
- Parking
- Chain stores
- Airplane noise
- Hotel (not for residents)
- Too many restaurants
- Overdevelopment (increasing building heights)
- Misuse of Powder House School for condos
- Increased street crime
- Later closing hours for restaurants/bars
- Trashy/dirty
- Lack of family-sized housing
- Airplane noise
- Lack of school-aged children and schools
- Library = underutilized
- Chain stores/non-locally owned

BROAD

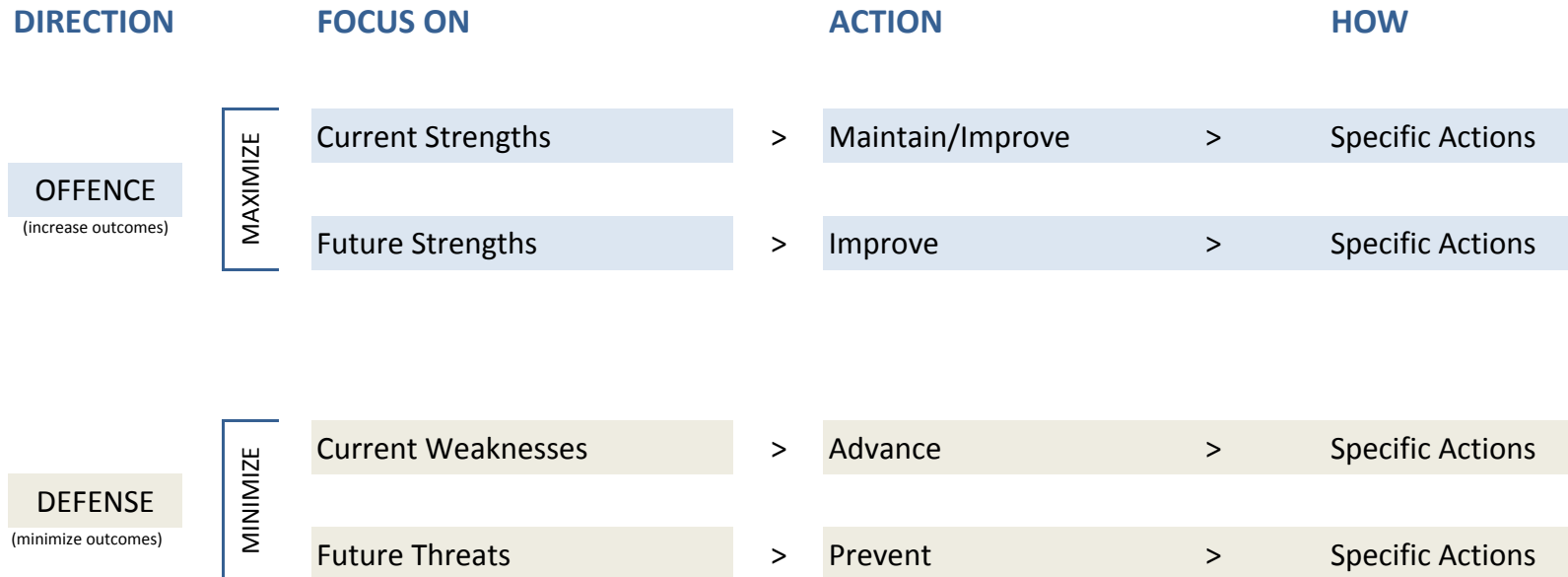
SPECIFIC

	CURRENT	FUTURE
POSITIVE	Diversity Human Scale Walkability Transit Options Nightlife Great Place to Live High tax yield to city from residences Access to health care Layout of Square Age and small scale of buildings Arts & Culture Traditional Square Quiet, safe Civic Organizations Festivals Creative economy/self employed Locally owned Young People	Hobbs and CVS appropriately sized - inform new development Office space for knowledge-based business Improve daytime vitality with higher buildings Capitalize on well-educated population - develop local employment Improved access to community path Develop a comprehensive plan Leverage community policing Renovate dilapidated buildings to be attractive Rethink programming of parks and green space Develop pedestrian draws on Highland Attract more clothing stores for age 25+ Increase art display spaces Improve bike path connections
NEGATIVE	Business Character not settled Lack of infrastructure for business poor marking of community path Grove Street not pedestrian friendly Highland Ave first fl office wrong use Few daytime jobs Architecturally unappealing lack of interior civic space lack of varied retail Poorly planned height and FAR policies (Zoning) Not including Ball Square a mistake Poorly-grounded professional planning work (ignoring data) Facade improvements Housing sizes not family oriented Demographic - decrease in school-aged children and schools	Unbalanced development Erosion of Historic character Increasing parking demand Overdevelopment (by increasing building heights) Increase street crime Increase in trashy/dirty conditions

	CURRENT	FUTURE
POSITIVE	Theater Banks Churches University Farmers Market Restaurants Comic Books Library Bowling Community Path Ten Hills Park Community gardens Post Office Garden Club Trees	Powder House School converted to office space Create long term parking alongside office space Add more community gardens Increase late night convenience and hot food options Library improvements
NEGATIVE	Lack of long term parking Lack of grocery store lack of hardware store Library needs upgrades Buena Vista lacks sidewalk Verizon Fios - no service Lack of a place for visitors to stay (no hotel) Lack of open/green space Decrease in Library utilization	Rats Chain stores increasing Aircraft noise Too many restaurants Misuse of Powder House School for Condos Later closing hours for restaurants/bars

SIMPLE DIAGRAM - CONVERTING CITY SWOT DIAGRAM TO ACTION DIAGRAM

CAPTURES ALL INPUTS
DOCUMENT AND MONITOR ALL RESPONSES
JUINE 24, 2013 | IWERKS



STRENGTHS AND WEAKNESS ANALYSIS
BASED ON DAVIS SQUARE SWOT EXERCISE 2010
 JUNE 24, 2013 | IWERKS

5=HIGH IMPORTANCE AND CONSENSUS VALUES ARE FOR ILLUSTRATION
 1=LOW

POSITIVE / NEGATIVE	CURRENT / FUTURE	BROAD / SPECIFIC	MEETING "INPUT"	TYPE#	SO WHAT?		WHAT TO DO?			WHAT NEEDS TO HAPPEN?
					IMPORTANCE	CONSENSUS?	MAINTAIN	IMPROVE	PREVENT	
Positive	Current	Broad	Diversity	B3	5	Y	●	●	●	maintain current level
Positive	Current	Broad	Human Scale	B3	5	Y	●	●	●	maintain current level
Positive	Current	Broad	Walkability	B4	5	Y	●	●	●	maintain current level
Positive	Current	Broad	Transit Options	B5	5	Y	●	●	●	maintain current level
Positive	Current	Broad	Nightlife	B3	4		●	●	●	maintain current level
Positive	Current	Broad	Great Place to Live	B3	5	Y	●	●	●	maintain current level
Positive	Current	Broad	High tax yield to city from residences	B1	5		●	●	●	find ways to reduce residential rates
Positive	Current	Broad	Access to health care	B2	3		●	●	●	maintain current assets
Positive	Current	Broad	Layout of Square	B4	4		●	●	●	Determine elements that should be redesigned
Positive	Current	Broad	Age and small scale of buildings	B3	4		●	●	●	maintain and improve character
Positive	Current	Broad	Arts & Culture	B3	4	Y	●	●	●	maintain and improve character
Positive	Current	Broad	Traditional Square	B4	4		●	●	●	see 10
Positive	Current	Broad	Quiet, safe	B3	4		●	●	●	maintain current level
Positive	Current	Broad	Civic Organizations	B3	5		●	●	●	maintain current level
Positive	Current	Broad	Festivals	B3	5	Y	●	●	●	maintain current level
Positive	Current	Broad	Creative economy/self employed	B3	4	Y	●	●	●	encourage growth of this area
Positive	Current	Broad	Locally owned	B2	4	Y	●	●	●	maintain and increase level of independent businesses
Positive	Current	Broad	Young People	B3	4		●	●	●	maintain current level
Positive	Current	Specific	Trees	S4	5	Y	●	●	●	maintain current assets
Positive	Current	Specific	Garden Club	S3	5	Y	●	●	●	maintain current asset
Positive	Current	Specific	Bike Path	S4	4	Y	●	●	●	active maintenance of current conditions
Positive	Current	Specific	Theater	S2	5	Y	●	●	●	maintain current asset
Positive	Current	Specific	Banks	S2	5		●	●	●	prevent further banks from taking space in DS
Positive	Current	Specific	Churches	S2	5	Y	●	●	●	maintain current assets
Positive	Current	Specific	University	S2	5		●	●	●	continue to look for ways to partner
Positive	Current	Specific	Farmers Market	S2	4		●	●	●	maintain current asset
Positive	Current	Specific	Restaurants	S2	5	Y	●	●	●	maintain current level
Positive	Current	Specific	Comic Books	S2	3		●	●	●	no action needed
Positive	Current	Specific	Library	S2	3	Y	●	●	●	renovate library
Positive	Current	Specific	Bowling	S2	3	Y	●	●	●	no action needed
Positive	Current	Specific	Community Path	S4	5	Y	●	●	●	see 21
Positive	Current	Specific	Ten Hills Park	S4	4	Y	●	●	●	active maintenance of current conditions
Positive	Current	Specific	Community gardens	S4	4	Y	●	●	●	active maintenance of current conditions
Positive	Current	Specific	Post Office	S2	5	Y	●	●	●	maintain current access
Positive	Future	Broad	Hobbs and CVS appropriately sized - inform new development	B3	0		●	●	●	no consensus on CVS as a good example
Positive	Future	Broad	Office space for knowledge-based business	B2	2		●	●	●	vacant office space already here
Positive	Future	Broad	Improve daytime vitality with higher buildings	B1	1		●	●	●	goal is not easily achieved
Positive	Future	Broad	Capitalize on well-educated population - develop local employment	B2	1		●	●	●	need to determine how this is leveraged (DAG is one example)
Positive	Future	Broad	Improved access to community path	B4	3	Y	●	●	●	goes to bike path
Positive	Future	Broad	Develop a comprehensive plan	ALL	5	Y	●	●	●	goes to weakness
Positive	Future	Broad	Leverage community policing	B5	3	Y	●	●	●	goes to safety
Positive	Future	Broad	Renovate dilapidated buildings to be attractive	B3	3		●	●	●	develop policies to ensure well-designed outcomes
Positive	Future	Broad	Rethink programming of parks and green space	B4	3		●	●	●	refer to data to determine need
Positive	Future	Broad	Develop pedestrian draws on Highland	B2	5	Y	●	●	●	see 40
Positive	Future	Broad	Attract more clothing stores for age 25+	B2	1		●	●	●	refer to data to determine need
Positive	Future	Broad	Increase art display spaces	B3	3		●	●	●	determine programming objectives
Positive	Future	Broad	Improve bike path connections	B4	3		●	●	●	determine programming objectives
Positive	Future	Specific	Library improvements	S2	5		●	●	●	same as weaknesses
Positive	Future	Specific	Powder House School converted to office space	S2	4		●	●	●	refer to data to determine need
Positive	Future	Specific	Create long term parking alongside office space	S5	2		●	●	●	refer to data to determine need
Positive	Future	Specific	Add more community gardens	S4	3		●	●	●	refer to data to determine need
Positive	Future	Specific	Increase late night convenience and hot food options	S2	1		●	●	●	refer to data to determine need
Negative	Current	Broad	Business Character not settled	B2	3		●	●	●	refer to data to determine need
Negative	Current	Broad	Lack of infrastructure for business	B5	3		●	●	●	refer to data to determine need
Negative	Current	Broad	lack of open/green space	B4	1		●	●	●	refer to data to determine need
Negative	Current	Broad	poor marking of community path	B4	2		●	●	●	determine what needs to be done specifically
Negative	Current	Broad	Grove Street not pedestrian friendly	B3	3	Y	●	●	●	determine programming objectives
Negative	Current	Broad	Highland Ave first fl office wrong use	B2	3		●	●	●	determine programming objectives
Negative	Current	Broad	Few daytime jobs	B2	1		●	●	●	refer to data to determine need
Negative	Current	Broad	Architecturally unappealing	B3	3		●	●	●	see threats
Negative	Current	Broad	lack of interior civic space	B2	4	Y	●	●	●	determine programming objectives
Negative	Current	Broad	lack of varied retail	B3	3		●	●	●	refer to data to determine need
Negative	Current	Broad	Poorly planned height and FAR policies (Zoning)	B1	3	Y	●	●	●	refer to data to determine need
Negative	Current	Broad	Not including Ball Square a mistake	B5	1		●	●	●	Consider connections to the planning process
Negative	Current	Broad	Poorly-grounded professional planning work (ignoring data)	ALL	5		●	●	●	Cause planning process to be more data driven and thoughtful
Negative	Current	Broad	Facade improvements	B3	5		●	●	●	Cause new facade improvements to be well-designed
Negative	Current	Broad	Housing sizes not family oriented	B2	3		●	●	●	Create new city incentives for larger condo units/parking relief
Negative	Current	Broad	Demographic - decrease in school-aged children and schools	B1	2		●	●	●	see 75
Negative	Current	Broad	Decrease in Library utilization	B2	4		●	●	●	Renovate and expand library
Negative	Current	Specific	Lack of long term parking	S5	2		●	●	●	Verify case
Negative	Current	Specific	Lack of grocery store	S2	2		●	●	●	refer to data to determine need
Negative	Current	Specific	lack of hardware store	S2	1		●	●	●	refer to data to determine need
Negative	Current	Specific	Library needs upgrades	S2	5		●	●	●	see 29
Negative	Current	Specific	Buena Vista lacks sidewalk	S5	2		●	●	●	determine if problem can be addressed
Negative	Current	Specific	Verizon Fios - no service	S5	1		●	●	●	refer to data to determine need
Negative	Current	Specific	Lack of a place for visitors to stay (no hotel)	S2	4		●	●	●	Refer to data
Negative	Future	Broad	Unbalanced development	B1	2		●	●	●	refer to data to determine need
Negative	Future	Broad	Erosion of Historic character	B3	5	Y	●	●	●	Cause new developments to be well-designed
Negative	Future	Broad	Increasing parking demand	B5	5		●	●	●	Develop policies that minimize increase in parking demand
Negative	Future	Broad	Overdevelopment (by increasing building heights)	B1	2		●	●	●	see 72
Negative	Future	Broad	Increase street crime	B3	5	Y	●	●	●	Maintain policies that minimize crime
Negative	Future	Broad	Increase in trashy/dirty conditions	B3	5	Y	●	●	●	Create new city approaches for addressing maintenance of city spaces
Negative	Future	Specific	Rats	S5	3	Y	●	●	●	Maintain policies to minimize rat populations
Negative	Future	Specific	Chain stores increasing	S2	5	Y	●	●	●	Create new city policies that minimize the chance that chain stores will increas
Negative	Future	Specific	Aircraft noise	S5	3		●	●	●	City ability to influence aircraft paths
Negative	Future	Specific	Too many restaurants	S2	1		●	●	●	Refer to data - what number is too many?
Negative	Future	Specific	Miss use of Powder House School for Condos	S2	1		●	●	●	Refer to data
Negative	Future	Specific	Later closing hours for restaurants/bars	S3	4		●	●	●	Maintain policies to prevent longer hours

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Positive	Current	Broad	Human Scale	B3	5	Y	●	●	●	maintain current level
Positive	Current	Broad	Walkability	B4	5	Y	●	●	●	maintain current level
Positive	Current	Broad	Transit Options	B5	5	Y	●	●	●	maintain current level
Positive	Current	Broad	Great Place to Live	B3	5	Y	●	●	●	maintain current level
Positive	Current	Broad	Festivals	B3	5	Y	●	●	●	maintain current level
Positive	Current	Specific	Trees	S4	5	Y	●	●	●	maintain current assets
Positive	Current	Specific	Garden Club	S3	5	Y	●	●	●	maintain current asset
Positive	Current	Specific	Theater	S2	5	Y	●	●	●	maintain current asset
Positive	Current	Specific	Churches	S2	5	Y	●	●	●	maintain current assets
Positive	Current	Specific	Restaurants	S2	5	Y	●	●	●	maintain current level
Positive	Current	Specific	Community Path	S4	5	Y	●	●	●	see 21
Positive	Current	Specific	Post Office	S2	5	Y	●	●	●	maintain current access
Positive	Future	Broad	Develop a comprehensive plan	ALL	5	Y	●	●	●	goes to weakness
Positive	Future	Broad	Develop pedestrian draws on Highland	B2	5	Y	●	●	●	see 40
Negative	Future	Broad	Erosion of Historic character	B3	5	Y	●	●	●	Cause new developments to be well-designed
Negative	Future	Broad	Increase street crime	B3	5	Y	●	●	●	Maintain policies that minimize crime
Negative	Future	Broad	Increase in trashy/dirty conditions	B3	5	Y	●	●	●	Create new city approaches for addressing maintenance of city spaces
Negative	Future	Specific	Chain stores increasing	S2	5	Y	●	●	●	Create new city policies that minimize the chance that chain stores will increase