

WORCESTER REGIONAL

*Chamber of Commerce*



Presents

# Union Station 2.0



**Report Produced by:**

Kelsey DeWolfe  
Andrew Ngo  
Sarah Palmer  
Patrick Sullivan  
Vaske Gjino  
Tim Murray

## **Introduction**

Over the years, millions of federal, state, and local dollars have been invested into Union Station for its restoration, renovation, and increased transportation use. Located at Washington Square in downtown Worcester, the station was built in 1911, abandoned from 1974 until 2000. The building was renovated and opened again in 2000 by the Worcester Redevelopment Authority (WRA). The WRA continues to own and operate the station with support from the City of Worcester.

The beauty and intermodal transportation function of the new building has served as a catalyst behind the development of much of the downtown area and surrounding neighborhoods. Efforts must now be made to fully maximize space within Union Station and transform the building and garage leases into an active place of commerce.

Union Station can be observed as a relatively empty facility except for commuter rail trips and scheduled events which create foot traffic through the station. It has been refurbished and the result is a beautiful train station and historic venue. However, the empty retail & commercial provides no meaningful economic impact for the city and its residents.

Union Station is positioned at a key location in the downtown area. It serves as an intermodal transportation hub and is accessible to not only the 182,511 Worcester residents, but the 35,000 students residing in Worcester as well. Additionally, it is an important transportation option for all Central Massachusetts residents. Popularity of Union Station as a choice for travel is on the rise with over 600,000 travelers using Union Station annually.<sup>1</sup> Union Station also possesses a 500-car parking garage, attached to the building which is managed by the City of Worcester, Off Street Parking Board. Over 1,000 units of market rate housing have been completed, or are under construction in close proximity to the building. Union Station in Washington Square is an optimal location—yet it is still not leased to capacity and providing the desired economic impact. Over the last few years the downtown area has been rapidly improving due to the growing arts and cultural scene, new restaurants and retail venues. Union Station is a great location for commercial, retail and office space which can add to this renewed vibrancy in Worcester.

While Union Station certainly looks the part, it is time for it to realize its potential as a place that provides more than just transportation services. It currently has occupied office space taken by companies such as Vanasse Hangen Brustlin Inc (VHB), and until recently the Central Massachusetts Regional Planning Commission (CMRPC). With the right mix of development and tenants, Union Station can be transformed into both an intermodal transportation hub, and a hub of commerce.

---

<sup>1</sup> CoStar Group, Retrieved from [www.costar.com](http://www.costar.com)

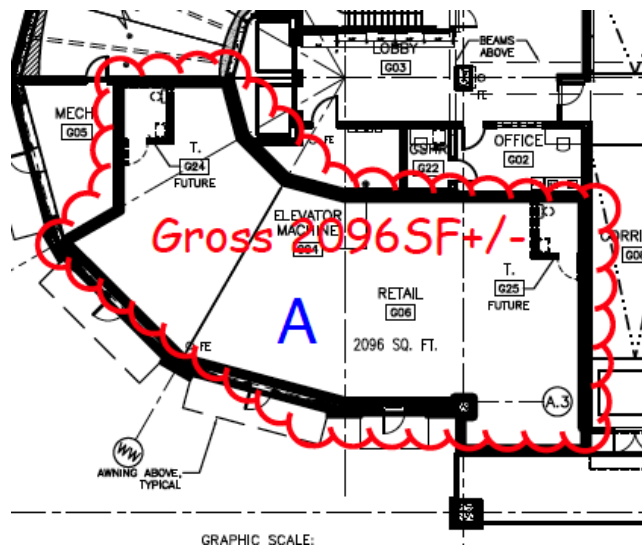
## Retail Space

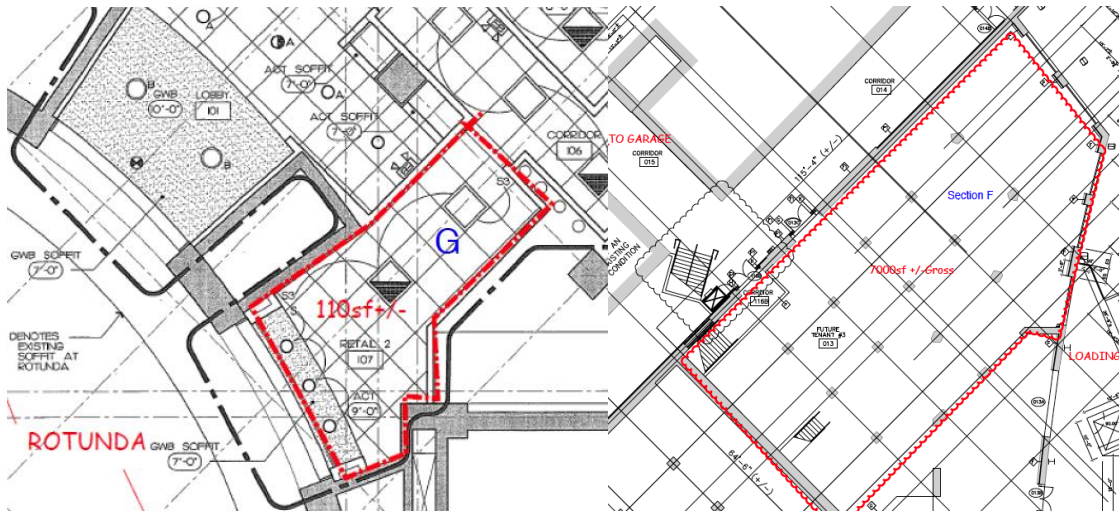
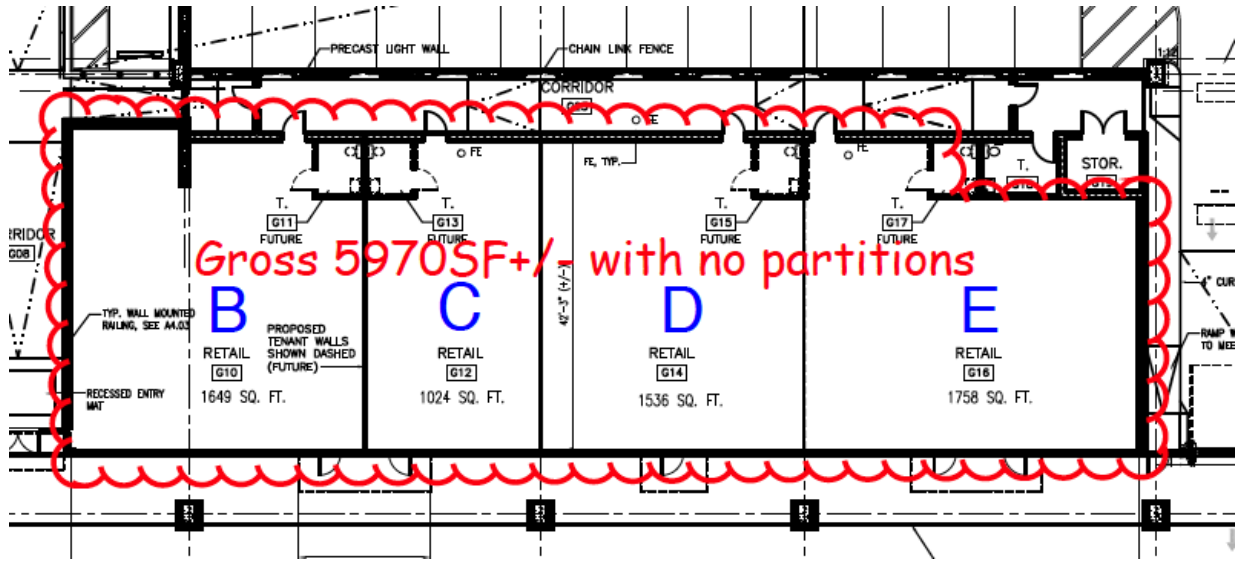
The total retail space available is 15,176 square feet with up to 7 individual spaces in three different sections: inside the station, near the loading docks, and by the garage. These spaces can be seen on the floor plans included herein. The spaces have been vacant with little tangible progress finding tenants. The building is attractive architecturally and it is somewhat surprising the space hasn't marketed itself due to its prime location. Sixteen years after the new building and garage were constructed, there is far less economic activity than originally intended.

There are seven areas of retail space available to be leased:

Sections A-E are located along the parking garage on the back side of Union Station. While B - E are listed separately, the space is contiguous and may be leased together if desired, this option adds flexibility in what businesses can be pursued to occupy this space.

- A – 2,096 SF
- B – 1,649 SF
- C – 1,024 SF
- D – 1,536 SF
- E – 1,758 SF
- F – 7,000 SF
- G – 110 SF





## Grand Hall & Current Retail/Restaurants

Maxwell Silverman’s Banquet & Conference Center manages events in the Grand Hall and operates the current restaurant in the space Luciano’s Restaurant. Luciano’s Restaurant is generally open only on weekends which creates an underutilized space during the weekdays. The space has the potential to be used daily by kiosk type food/retail space. Most likely, this option will generate more annual revenue than hosting only weekend or special events. For that reason, we recommend that the lease be reviewed and amended so that the space can be more effectively utilized throughout the week. The current coffee shop is the only daily food option and is only open during the morning hours and early afternoon. The current location does not have tables or chairs to allow people to sit, eat, or work while waiting for a train or bus. Union Station would greatly benefit from greater seating options within the Grand Hall and throughout the station, so

patrons can take advantage of the free Wi-Fi offered in the building. In December 2017, it was announced that the Worcester Police Department would expand into Union Station by establishing a substation that will provide an enhanced public safety presence in the transportation center and downtown to compliment the security company that already patrols the station.<sup>2</sup>

## Transportation

Companies currently operating out of Union Station include the Worcester Regional Transit Authority (WRTA) Central Hub, Amtrak, Massachusetts Bay Transportation Authority (MBTA) commuter rail service to Boston, Peterpan/Greyhound bus lines, and taxi services. Ridership statistics for these companies can be seen below.

WRTA Annual Ridership statistics for 2015-2017 is shown below.<sup>3</sup>

WRTA Annual Ridership	
FY 2015	3,814,450
FY 2016	4,049,165
FY 2017	3,598,964

The latest public data released that individually tracks Framingham/Worcester commuter line ridership is shown below.<sup>4</sup>

FY 2015 Typical Day Commuter Rail Boarding Average			
	Weekday	Saturday	Sunday
Total	14,617	2,721	2,194

<sup>2</sup> Kotsopoulos, N. (2017, December 11). Worcester police substation to be set up in Union Station. Retrieved January, 2018, from <http://www.telegram.com/news/20171211/worcester-police-substation-to-be-set-up-in-union-station>

<sup>3</sup> Nick Burnham & Jonathan Church, WRTA

<sup>4</sup> MBTA (2015). Focus 40 The 2040 Investment Plan for the MBTA State of the System Report: Commuter Rail [PowerPoint Slides]. Retrieved from <https://www.massdot.state.ma.us/Portals/49/Docs/Focus40CommuterRail.pdf>

FY 2015 Annual Ridership Average			
	Weekdays	Saturday	Sunday
Total	3,800,420	141,492	114,088

These numbers are representative of the Framingham/Worcester line as a whole, Amtrak ridership through Union Station is not individually tracked, which is a recommendation of ours. It can be assumed that a good amount of these riders come from Worcester and Central Massachusetts. In May 2016, the MBTA launched the “HeartToHub” service offering Worcester-Boston nonstop express travel to cater to the workforce population commuting to and from Boston. The HeartToHub is an added service to the Framingham/Worcester commuter line that operates twice daily with an 8:05am scheduled express line to Boston and a 7:35pm outbound to Worcester.<sup>5</sup>

On top of the high volume of riders using the WRTA and MBTA services, Peterpan/Greyhound Bus Lines’ Director of Information care Mike Cruise provided an annual ridership statistic of 539,400 in 2015.<sup>6</sup> These statistics display that even if we underestimate the ridership statistics, millions of people go through Union Station annually. Currently, Union Station only has a single train platform which limits the number of trains that can run on the line and the frequency of service, also creating further frustration for commuters when delays are announced. In October 2017, it was announced that construction for a second train platform which would increase the service quality for commuters and is expected to increase ridership on the Framingham/Worcester line.<sup>7</sup>

## **Downtown Revitalization Efforts**

The economic momentum of Worcester has been a multifaceted partnership approach consisting of city, state, and private sector collaboration. A total of over 1,000 new housing units have either been completed or are underway in the downtown area. Adjacent to Union Station is the newly developed Edge at Union Station in the historical Osgood Bradley building. The Edge offers 81 units of apartments and a total of 240 beds. Developments also include the addition of three new hotels that will add an additional 300 hotel rooms to the city. The Theater/Grid District and the CitySquare Mercantile Center developments are rapidly changing to create a more walking friendly area. Retail stores and restaurants, such as Brew on the Grid, have opened and will continue to open in the downtown area. The CitySquare development is a \$565 million

<sup>5</sup> Introducing Heart to Hub, Massachusetts Bay Transportation Authority

<sup>6</sup> Mike Cruise, Director of Information & Customer Care Peterpan Bus Lines

<sup>7</sup> Moulton, C. (2017, October 18). Second commuter train platform planned for Union Station. Retrieved January, 2018, from <http://www.telegram.com/news/20171017/second-commuter-train-platform-planned-for-union-station>

investment to include new city streets, apartments and employers. Central in the CitySquare development is a \$70 million UNUM office building, expansion of Saint Vincent Hospital Campus with a \$30 million Cancer and Wellness Center, and a 550-space underground parking garage across from Union Station.<sup>8</sup> Included in the City Square project, Roseland has begun the leasing process on 385 units of upscale housing at 145 Front Street. The City of Worcester has initiated an \$11 million project on reconstruction of Main Street including new streets, new sidewalks, new ornamental lighting, a dedicated bike lane, new brick-banded crosswalks, and public art installations.<sup>9</sup> In total, developers and nonprofit institutions have invested over \$2.6 billion into Worcester in recent years.<sup>10</sup> This ripple effect of investment has resulted in an influx of new people coming to the downtown area.

Sports teams are also helping revitalize the Worcester community. The Worcester Railers pro hockey ECHL team are playing their inaugural season in the DCU Center and the Massachusetts Pirates, an arena football expansion team within the National Arena League are set to begin their inaugural season in the DCU Center in April 2018. A new hockey facility, the Fidelity Bank Worcester Ice Center has been constructed on Harding Street which is located behind Union Station. Additionally, as this report is being issued, the City of Worcester is in negotiations with the PawSox- the Minor League Baseball Triple-A affiliate to the Boston Red Sox about building a new stadium near Union Station that would further transform the Canal District and areas surrounding Union Station.

## **Target Demographics**

With our business recommendations we are looking to target:

- 1) Worcester College Students**
- 2) Young Professionals**
- 3) Downtown Worcester Employees**
- 4) Central Massachusetts Residents**
- 5) Empty Nesters**

Union Station is only a 5-10 minute walk from most of the downtown area so it is accessible to the majority of the downtown by foot. Therefore, we seek to choose business recommendations that cater to the desires of this population. The daytime population of Worcester's downtown is approximately 23,710 people according to a recent chamber study. Much of this demographic are employees who may seek shopping experiences during and after the workday. The accessibility of Union Station for these employees working in the downtown makes it an attractive place for workers to stop by for lunch.

---

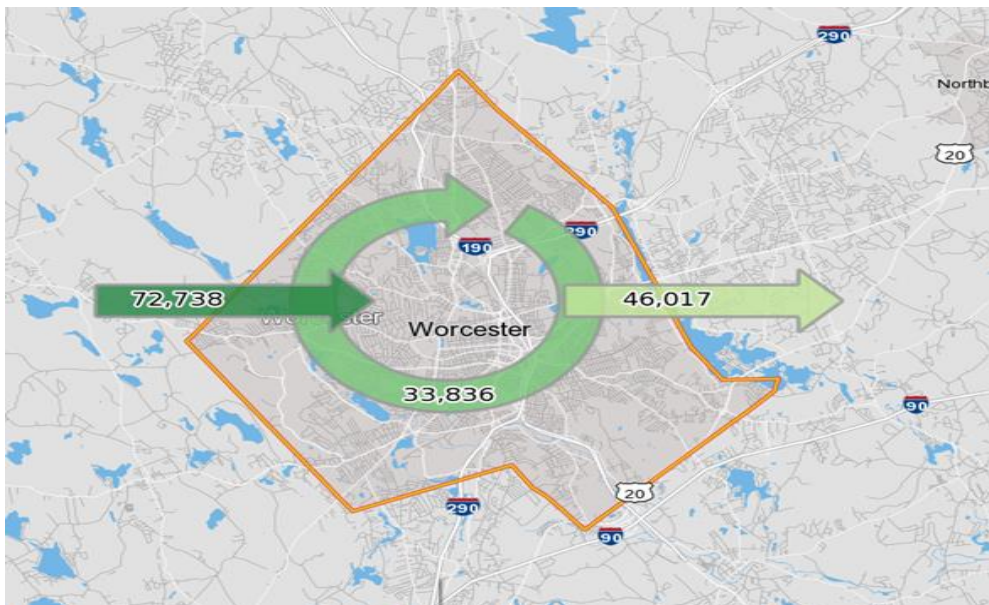
<sup>8</sup> City Square, City of Worcester <http://www.worcesterma.gov/city-square>

<sup>9</sup> Main Street Reimagined, City of Worcester <http://www.worcesterma.gov/main-street-reimagined>

<sup>10</sup> Dyer, J. (2018, January 17). Worcester comeback seems for real. Retrieved January, 2018, from <https://commonwealthmagazine.org/economy/worcester-comeback-seems-real/>

## Worcester Daytime Population

According to U.S. Census Bureau American Community Survey, the City of Worcester's population in 2016 was 183,677--the second largest city in New England.<sup>11</sup> We must also consider the work force that enters and leaves the city each day. Visualized in the diagram below, according to the US Census Bureau, in 2014, 46,017 people left the city each day to work, while 72,738 people entered the city to work, coming to a net flow of 26,721 people each day into the city--totaling to 209,232.<sup>12</sup>



Despite a large proportion of the population exiting the city for work purposes each day, capitalizing on the commutes of this population presents an important economic development multiplier, especially for those using Union Station for their work commutes. We are looking to target commuters using Union Station as an intermodal hub when making these business suggestions for the rentable space.

## Worcester Demographics

Worcester is one of the youngest cities in Massachusetts. Over 26.0% of residents within Worcester are between the ages of 20 and 34. The median age of the city is 34.<sup>11</sup> The nine

<sup>11</sup> U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

<sup>12</sup> U.S. Census Bureau, OnTheMap Application



colleges and universities in Worcester enrolled nearly 35,000 students in 2017, while also supporting employment for over 10,500 faculty and staff. This college-town environment will only continue to grow in Worcester, supporting local commerce and community. The student density downtown is continuing to increase with the location of the Massachusetts College of Pharmacy and Health Services Worcester campus and the Healthcare and Workforce Development Center initiated by Quinsigamond Community College.

In 2014, the Worcester Regional Chamber of Commerce created the Downtown Worcester Retail Survey for college and university students. This survey had 1,130 student responses representing nine different colleges in Worcester and represents what type of retail or services local college students would like to see downtown. Emphasized by college students is the desire for a grocery store, a health food store, a Mexican restaurant (specifically Chipotle), a dessert eatery, and a coffee shop. (See Appendix A for more information on the Downtown Worcester Retail Survey.)

- 78.4% of surveyed students strongly agree or agree that a **desert restaurant** should be positioned downtown
- 80.8% of surveyed students strongly agree or agree that a **grocery store/food market** should be positioned downtown
- 75.0% of surveyed students strongly agree or agree that a **healthy food shop** should be positioned in downtown

In November 2017, the Worcester Student Government Association completed a survey of eight of the nine local colleges and universities covering aspects of student life. The survey received 520 responses. When asked what type of businesses college students would like to see in downtown, most responses focused on retail spaces, budget friendly food options, and entertainment spaces. Highlights from the downtown portion of the survey include:

- Shopping destinations & a movie theater
- Chipotle
- 18+ clubs and LGBTQ friendly spaces

(See Appendix B for more information)

## **Location**

Union Station is a nexus of Worcester connecting downtown, Shrewsbury Street, the Canal District, the Theater & Grid District, and the lower Grafton Street neighborhoods and business districts. This is an optimal location in Worcester to place a business because there are people walking around these areas and Washington Square, Union Station's address, is a location with heavy traffic that serves as a nexus for Shrewsbury Street, Downtown, Grafton Street, Summer Street and the Interstate 290 exits.

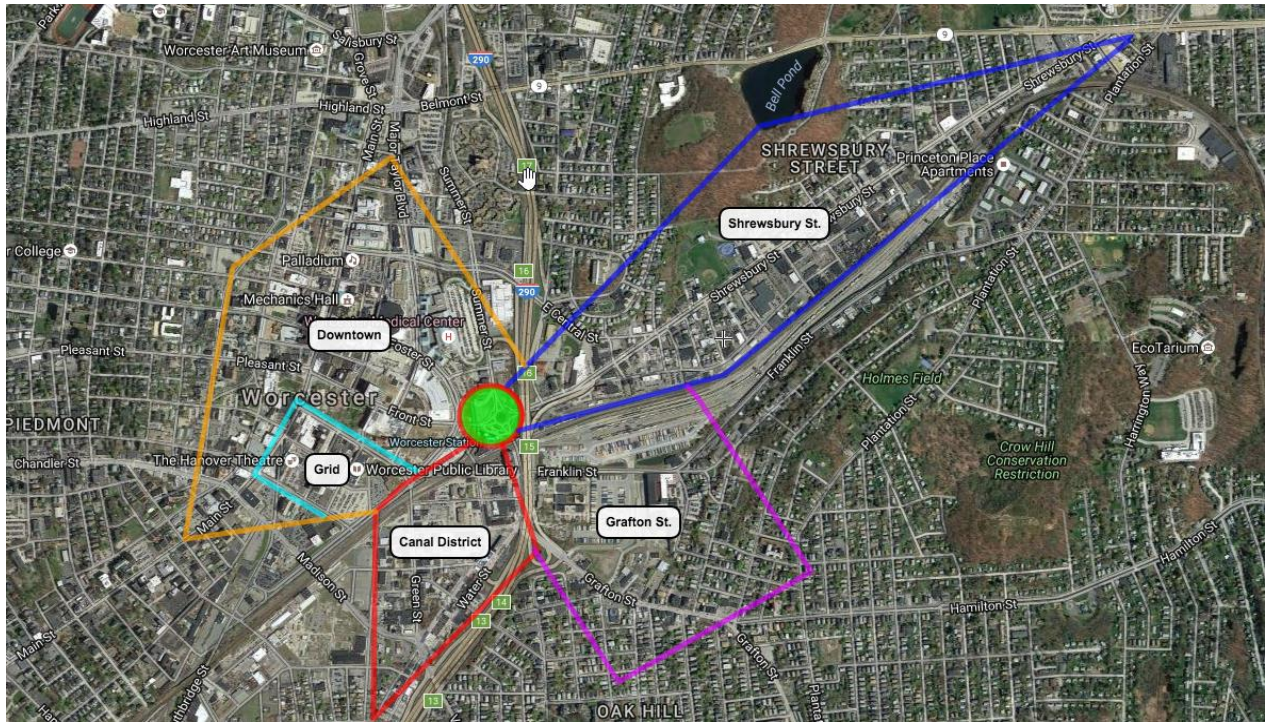
Below are industries that are located near Union Station, including the number of businesses and employees nearby. According to CoStar, there are over 50,000 employees within 1 mile of Union Station.<sup>1</sup> CoStar is an American commercial real estate, marketing and research database. We can assume that these employees generally have a level of disposable income which can serve as a multiplier for business in downtown. Shrewsbury Street and the Canal District have many restaurants and bars which results in many people walking the area. The Theater & Grid District is seeing active development in housing, retail, and restaurant options as well which can be expected to further increase foot traffic. The working population of downtown will filter more and more into these areas due to all of the development. A business owner who takes advantage of these circumstances and the prime location of Union Station can potentially do well.

## Daytime Employment & Number of Businesses

### Spatial Density of Union Station

2017

Business Employment By Type	# Businesses			# Employees		
	1 Mile	3 Mile	5 Mile	1 Mile	3 Mile	5 Mile
<b>Total Businesses</b>	3,666	9,459	12,677	50,743	111,968	151,712
Retail	221	811	1,272	1,345	9,644	15,703
Wholesale	70	222	384	455	2,428	5,003
Hospitality & Food Service	175	468	611	2,141	7,029	9,175
Real Estate, Renting, Leasing	113	354	495	1,020	2,367	3,238
Finance & Insurance	264	678	862	5,425	12,996	13,866
Information	70	146	210	1,405	2,053	2,928
Scientific & Technology Services	703	1,089	1,355	3,484	5,609	6,866
Management of Companies	4	5	7	113	116	131
Health Care & Social Assistance	1,264	3,392	3,982	22,969	40,091	44,405
Education Services	67	216	313	2,586	8,476	11,643
Public Administration & Sales	122	156	234	3,039	3,701	6,424
Arts, Entertainment, Recreation	20	78	124	430	893	1,346
Utilities	3	7	12	223	326	415
Admin Support & Waste Management	80	254	396	614	1,732	2,452
Construction	100	398	700	862	3,326	5,747
Manufacturing	67	203	359	1,076	3,005	12,159
Agriculture, Mining, Fishing	1	5	7	3	12	18
Other Services	322	977	1,354	3,553	8,164	10,193



With significant development in Worcester happening in the downtown/Canal District areas, business owners have an opportunity to take advantage of this momentum.

## Business Recommendations

Using the survey results, target demographics, and looking at the space available we have decided on some business recommendations for this available space. The garage areas, designated as areas A, B, C, D, and E, are great fits for a Chipotle, independent bookstore, or independent coffee shop. These recommendations would attract the college demographic, as well as the young working adult demographic, creating more foot traffic in the area and hopefully a more vibrant area. The garage space is flexible, so all three could potentially fit, or spaces could be combined according to the WRA. We saw great demand for specifically a Chipotle throughout our various surveys, one person even declaring, “[I’d love to see] a Chipotle, if dreams could come true.”

As for the area designated as area F, a small food market, such as Trader Joe’s, would serve as a great option. There is a strong demand for a food market in the downtown area, in a recent downtown study by Karl F. Seidman Consulting Services, it was found that “the greatest store demand exists for a food market”.<sup>13</sup> Clearly, the downtown is in the market for a grocer. Lastly, for area G, we recommend a small smoothie or frozen yogurt shop.

<sup>13</sup> Karl F. Seidman Consulting Services, Downtown Worcester Retail and Restaurant Market

The demand is certainly present based on our survey results for new tenants to occupy the empty space available at Union Station. While there is already a coffee shop/convenience store in Union Station, the desire for another one is an indicator that the current coffee shop may not be able to meet the demands of commuters on its own. It is possible that the space it currently occupies could be used in a more valuable way once the lease agreement is up. The same could be said about Luciano's occupation of the grand hall. Weekend events may be popular, but why not get the full value out of that space on a daily basis? Kiosks such as the ones that can be found in South Station could be a potential way to most effectively utilize the space and create a desired economic impact. City and business officials should explore the feasibility of finding a small independent grocer or marketplace to fill some or part of the available retail spaces if there is no interest from a chain grocery store.

We also recommend that Union Station create a user friendly and informative website. Currently, it is very difficult to find information about what is in Union Station compared to the separate designated websites for other regional stations such as South Station in Boston, Union Station of DC, and Grand Central Station of New York. For Union Station to really turn into the economic engine creating a website and engaging digitally with those frequenting Union Station is critical. Currently, there is only information about Union Station on the City of Worcester's website.<sup>14</sup> This coupled with new tenants being added will bring positive attention to Union Station as a destination for commuters to grab a bite to eat, pick up groceries, or pick up your morning coffee. The transportation hubs in the region and along the East coast should serve as an example for food, retail and service options. (See Appendix B for regional transportation center's use of space.)

## **Economic Impact**

If the seven areas specified in the floor plan are all leased to capacity, employees will be needed--especially if the retailers are focused around food like we recommend. These companies would have access to a young, local workforce. The money that these employees earn could then be spent therefore placing these dollars back in the economy. This gives yet another person the opportunity to spend this money, and so on, creating a multiplying economic effect. This effect is contingent on the employee's marginal propensity to consume (MPC), i.e. how much money out of their disposable personal income they choose to spend. The U.S. Bureau of Economic Analysis found that the average American's savings out of the DPI is 5.7%, meaning that their consumption rate would be 94.3%.<sup>15</sup> Therefore, 94.3% of the money earned by the employee would be spent, and have a multiplying effect based on where they choose to spend their money.

---

<sup>14</sup> Union Station, City of Worcester, <http://www.worcesterma.gov/union-station>

<sup>15</sup> U.S. Bureau of Economic Development

By leasing Union Station to capacity there would be a substantial economic impact for the area. This impact would include an increase of employment, tax revenues, an increase of foot traffic, and potentially an increase in train/ WRTA ridership. Additionally, rental revenue will ease the burden on the WRA's annual operating deficit.

Tax revenues were provided via the city assessor. We provided the assessor with the dimensions of the available space and he responded with the estimated revenue. If the spaces in Union Station are leased to capacity, the city can expect an additional \$40,392.76 in annual tax revenue.<sup>16</sup>

## **Conclusion**

In summary, Union Station is not being fully utilized. The city's population demographic is young and transforming rapidly. New hotels and housing developments are under construction in downtown and there is an opportunity for Union Station to grow with the current momentum. The empty space must be utilized for Union Station to reach its full potential. A fully leased and activated Union Station can play a key role in connecting and servicing the various neighborhoods and business districts it abuts.

## **Call to action**

The Worcester Regional Chamber of Commerce offers this report to assist the WRA and the City of Worcester in contemplating innovative approaches to leasing and marketing of Union Station. The Worcester Redevelopment Authority (WRA) owns Union Station and controls leasing of available space and continued business with current leases. We encourage the WRA to continue to seek new tenants to fill the available spaces to fit the needs of a changing community. The Chamber stands ready to assist the WRA in this regard. We also suggest that the WRA analyze the current tenant leases to evaluate whether leases can be amended to allow for new tenants and additional events that create a beneficial economic impact.

Another suggestion is to begin creating value sheets for all available space and marketing those value sheets to potential businesses that may become interested if they see the real value in occupying this space. In order to create these value sheets, it is important to begin tracking how many people use the commuter rail in Union Station by implementing a tracking system. This will provide the WRA with concrete numbers that potential business owners will certainly consider when deciding if this is an appropriate location for their business.

We believe there are viable options to create more opportunity for Union Station economically. Union Station is simply not being utilized to its full potential—the current

---

<sup>16</sup> William J. Ford, City of Worcester Assessor

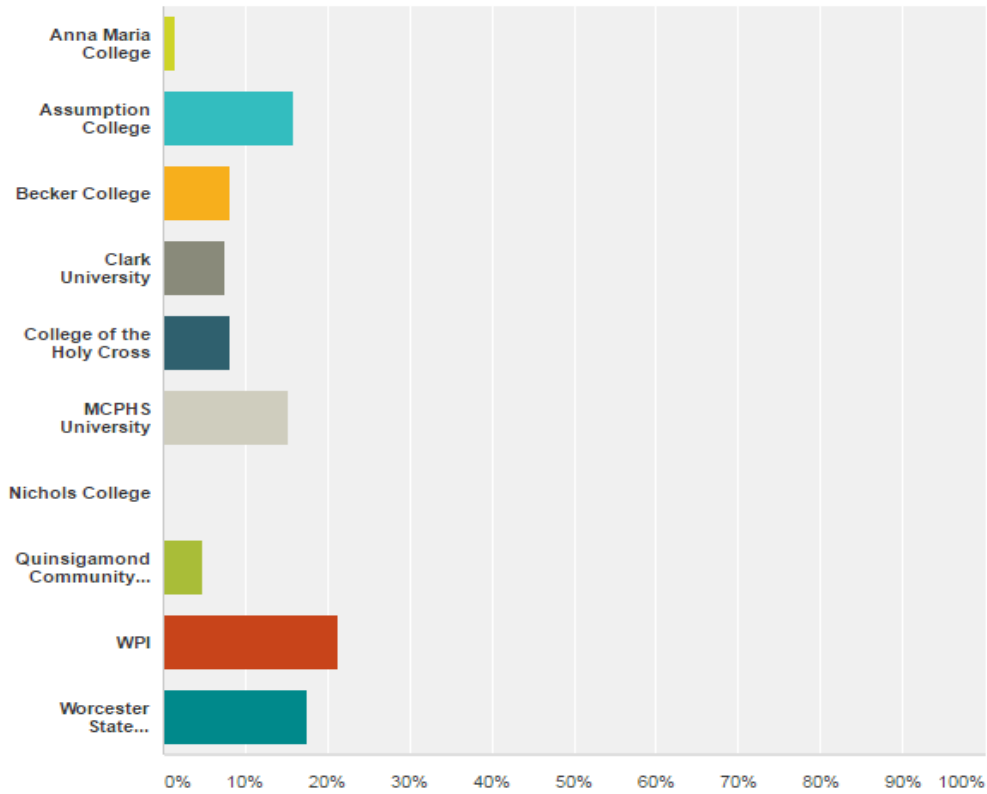
economic development momentum underway provides an opportune time to address this underutilization. The building serves as a visual and historical landmark for the city and is arguably the city's most beautiful building. All of these facts lead to one question: why is Union Station a landmark yet not a destination? There are plenty of reasons for a business to set up shop here, and these reasons need to be marketed. Union Station has potential to be not only an intermodal transportation hub but also a hub of commerce.

Appendix A

2014 Downtown Worcester Retail Survey for College and University Students (1,009 Responses)

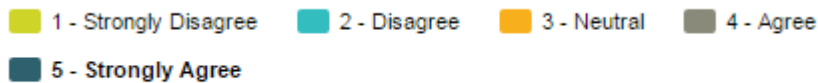
What school are you currently attending?

Answered: 1,130 Skipped: 11

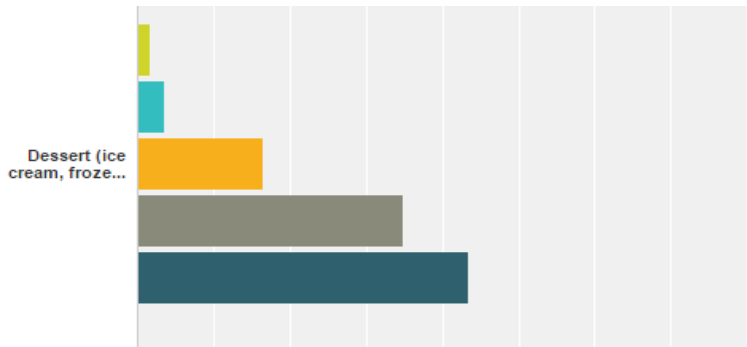


On a scale of 1 - 5, please indicate how strongly you believe that each type of food establishment listed below should be in downtown Worcester.

Answered: 1,009 Skipped: 132

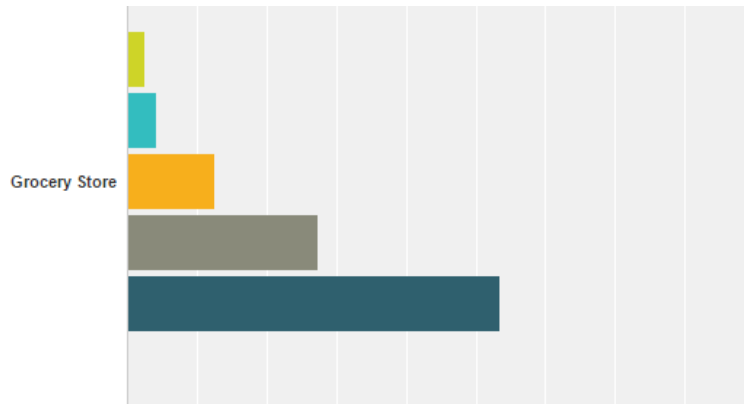


1.



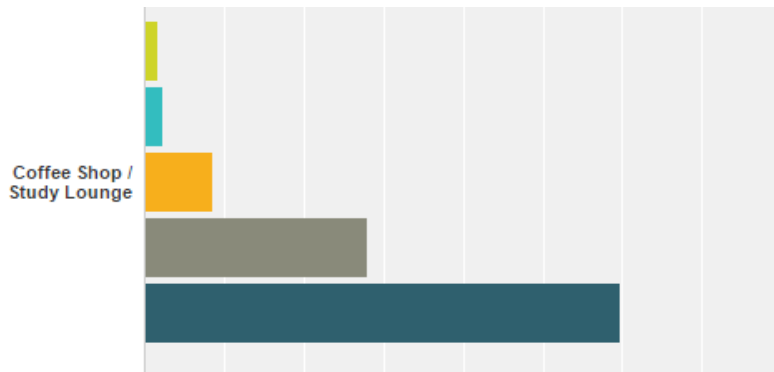
43.46% strongly agree and 34.97% agree that a dessert place should be in downtown Worcester.

2.



53.52% strongly agree and 27.26% agree that a grocery store/ food market should be in downtown Worcester.

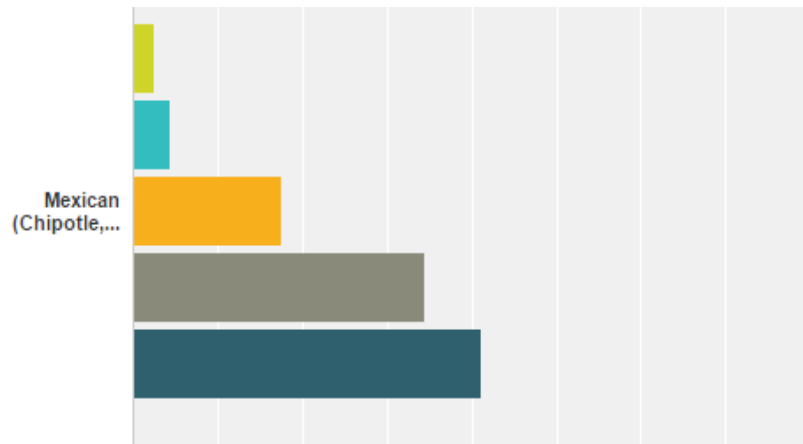
3.



59.7% strongly agree and 27.96% agree that a coffee shop should be in downtown Worcester.

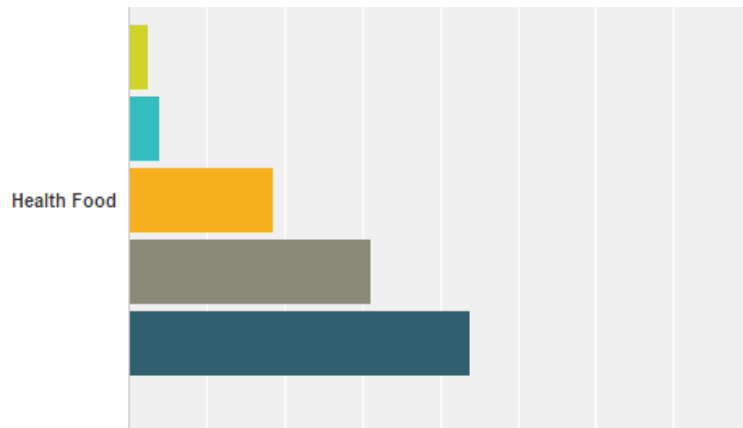


4.



41.14% strongly agree and 34.36% agree that there should be a Mexican restaurant in downtown Worcester.

5.



43.94% strongly agree and 31.03% agree that there should be a health food shop in downtown Worcester.

---

## *Appendix B*

### **2017 WSGA Student Survey (520 Responses)**

The Worcester Student Government Association (WSGA) today published the results of a survey spanning from November 16, 2017 to December 31<sup>st</sup>, 2017. The 23-question survey covered various aspects of student life including overall satisfaction, transportation, and participation in local events, safety, housing preferences and other topics.

The WSGA received 520 responses from students at Anna Maria College, Assumption College, Becker College, Clark University, College of the Holy Cross, Massachusetts College of Pharmacy and Health Sciences – Worcester, Worcester State University, and Worcester Polytechnic Institute. This survey was conducted with assistance from the Worcester Regional Research Bureau.

The WSGA survey reveals a number of key insights into student life in Worcester, including the following:

- **Overall Satisfaction:** The majority of students are satisfied living in Worcester (56%), with 24% responding “neutral” and only 20% of students indicating they are not satisfied living in the city.
- **Transportation:** More students feel it is easy to access downtown (43%) than the 31% who do not. However, more than 86% of students have never used Worcester’s public transportation to travel within the city. Less than two percent of students use the WRTA buses more than six times a month. Students primarily use their own cars or Uber to get around – less than six percent use taxis. On open-response questions, students suggested the implementation of a college shuttle; however, more students believe that transportation could be improved if there were more bus stops and routes near their campuses and better information about using the WRTA.
  - Compared to a previous WSGA transportation survey, conducted in the fall of 2014, more than 68% of students stated that they never used the WRTA. This suggests an 18% increase over three years in the number of students reporting that they have never used WRTA buses.
- **Events:** More than 45% of students do not attend events off-campus and only 49% say they attend events off-campus one to three times each month. The three most popular events in Worcester among students are concerts at the DCU Center, StART on the Street/at the Station and the Shrewsbury Street Shuffle. The majority of students (69%) said they stay on their campuses most of the time. More students felt uninformed on happenings in Worcester (44%) than those who felt informed (29%). When asked what types of events students want to see in the city, many suggested art and cultural events with food, such as festivals, parades and musical performances.

- **Downtown:** When asked what types of businesses college students would like to see in Downtown Worcester, most responded with a focus on retail spaces that include budget-friendly food options, such as Chipotle, or entertainment venues, such as a movie theatre or 18+ clubs.
- **Housing:** For students graduating in May 2018, 18% plan to stay in Worcester, 49% do not and 33% had not yet decided. The majority of students (66%) said that if they were to stay in Worcester after graduation, that they would prefer to live in an affordable apartment.

Other notable insights include:

- **Walkability:** Students are split on whether they consider Worcester “pedestrian friendly,” with 35% responding that it is and 30% responding that it is not. The remaining respondents were neutral on the matter (35%).
- **Safety:** 35% of students responded that they do not feel safe in Worcester, while 29% do feel safe. When asked what contributes to a sense of safety, many responses noted an additional police presence and better street lighting in more locations.

The WSGA is a student-led organization dedicated to representing more than 30,000 college students in the City of Worcester. The group is comprised of delegates who represent the college and universities of Worcester and are appointed by each school’s respective student government association.

#### **Statement from WSGA President**

“These results show us that there is an opportunity to engage students. From the survey results, it is apparent that students want to get off campus and explore Worcester, but they just don’t have the knowledge of the events happening and most don’t have access to transportation readily available or the know-how to use the WRTA,” said Emilee Cocuzzo, President of the WSGA. “As we move forward, we know these are continuous trends and issues that students face each year. Therefore, we are confident that there are tangible solutions to these problems. We promise to work collaboratively with the various parties involved and continue to be the voice of students in the City of Worcester.”

## *Appendix C*

### **South Station – Boston, MA <sup>1</sup>**

#### **Food**

- Au Bon Pain
- Cajun Cajun
- Dunkin' Donuts
- McCafe
- Oath Pizza
- Pret A Manger
- Starbucks
- Surf City Squeeze
- Tavitax
- Auntie Anne's
- D'Angelo
- Master Wok
- Mcdonald's
- Pinkberry
- Regina Pizzeria
- Southwest Grill
- Tavern in the Square

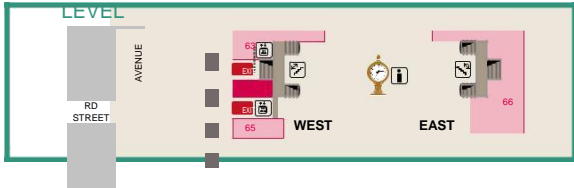
#### **Shopping**

- Barbara's Bookstore
- KaBloom
- Martin's New Shops
- CVS Pharmacy
- Lovepop
- Teddy Ballgames

Appendix C

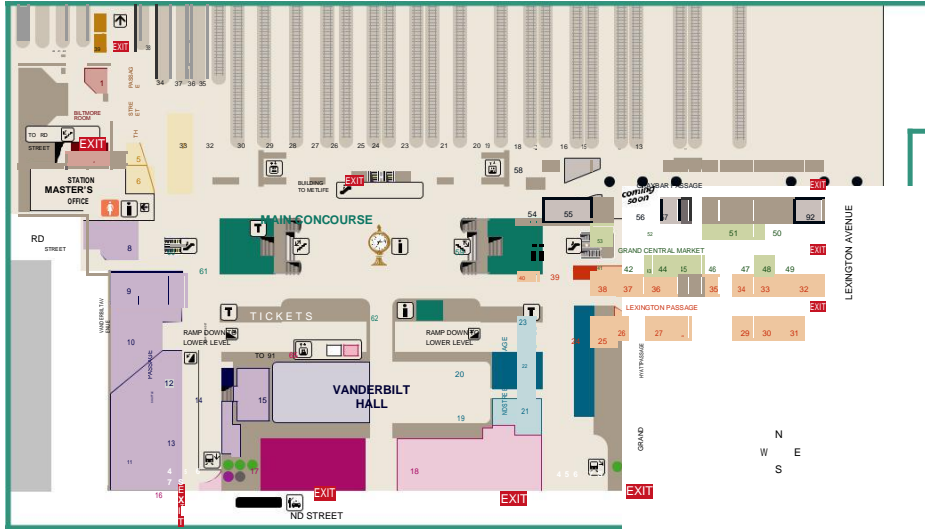
# GRAND CENTRAL DIRECTORY

## BALCONY LEVEL



ELEVATORS	RESTROOMS	TAXIS
ESCALATORS	STAIRS	TICKET VENDING MACHINES
INFORMATION	SUBWAY ENTRANCE	TRACKS

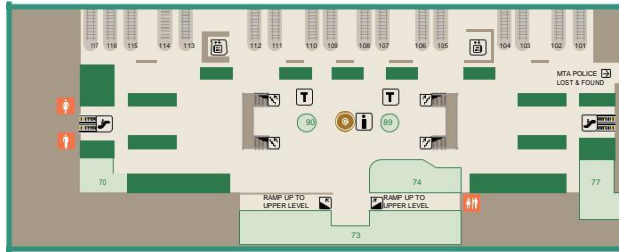
## UPPER LEVEL – MAIN CONCOURSE



### LOCATION KEY

- = 4th Floor — D Hall
- = 42nd Street
- = 42nd Street Passage
- = 45th Street Passage
- = Balcony
- = Biltmore Room
- = Dining Concourse
- = Grand Central Market
- = Graybar Kiosks
- = Graybar Passage
- = Lexington Passage
- = Main Concourse
- = Shuttle Passage
- = Vanderbilt Hall

## LOWER LEVEL – DINING CONCOURSE



- Delicatessen/Dairy
- Prova Pizzabar
- Shake Shack
- Shiro of Japan
- Tri Tip Grill
- Wok Chi Stir Fry Kitchen
- Zaro's Family Bakery

- Michael Jordan's The Steak House N.Y.C.
- FOOD & BEVERAGE SHOPS**
- Beer Table To Go
- Beverage Bar
- Central Cellars
- Jacques Torres Chocolate
- Juice Press
- Neuhaus Belgian Chocolate
- GRAND CENTRAL MARKET**
- Bien Cuit
- Ceriello Fine Foods
- Dishes At Home
- E.A.T. Gifts
- Eli Zabar's Bread & Pastry
- Eli Zabar's Farm to Table
- Li-Lac Chocolates
- Murray's Cheese
- Oren's Daily Roast
- Pescatore Seafood Co.
- Spices and Tease
- Sushi by Pescatore

### CASUAL DINING

- Art Bird and Whiskey Bar
- Café Spice
- Central Market New York
- Chirping Chicken
- Eata Pita
- Frankies Dogs On The Go
- Golden Krust Patties
- Great Northern Deli/ Danish Dogs
- Jacques Torres Ice Cream
- La Chula
- Mindy's Kosher

### COFFEE & BAKERIES

- Café Grumpy
- Financier Patisserie
- Irving Farm Coffee Roasters
- Joe Coffee
- Magnolia Bakery
- Starbucks
- Zaro's Family Bakery

### FINE DINING & COCKTAILS

- Agern
- The Campbell Bar
- Cipriani Dolci
- Grand Central Oyster Bar

### GRAND CENTRAL MARKET

- Bien Cuit
- Ceriello Fine Foods
- Dishes At Home
- E.A.T. Gifts
- Eli Zabar's Bread & Pastry
- Eli Zabar's Farm to Table
- Li-Lac Chocolates
- Murray's Cheese
- Oren's Daily Roast
- Pescatore Seafood Co.
- Spices and Tease
- Sushi by Pescatore

### RETAIL SHOPS

Apple Store	66	
The Art of Shaving	26	
Aveda Experience Center	29	
Banana Republic	17	
Cursive	39	
Dahlia	2	86

## CENTRAL

Devialet	40	
diptyque	35	
Grand Central Optical	25	
Hudson News	59	84
InnaSense	34	
Kidding Around Toys	19	
L'Occitane	24	
LaCrasia Gloves & Creative Accessories	30	
M•A•C Cosmetics	36	
Moleskine	28	
New York Transit Museum Gallery Annex & Store	8	
Origins	38	
Papyrus	22	
PIQ	9	
Rite Aid	11	
Rituals	33	
Swatch	23	
Tia's Place	37	
Tiffany & Co.	20	
TUMI	27	
vineyard vines	18	
Warby Parker	10	

### SERVICES

Audio & Guided Tours	62	
Central Watch	3	
Chase ATM	61	79
Eddie's Shoe Repair	1	92
Grand Central Racquet	4	
Leather Spa	82	
Vanderbilt Tennis Club	91	

*(4th floor access via eleva*



---