Downtown Revitalization Plan: Village of Medina

December 2009

GENESEE/FINGER LAKES
Regional Planning Council

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Mission Statement

The Genesee/Finger Lakes Regional Planning Council (G/FLRPC) will identify, define, and inform its member counties of issues and opportunities critical to the physical, economic, and social health of the region. G/FLRPC provides forums for discussion, debate, and consensus building, and develops and implements a focused action plan with clearly defined outcomes, which include programs, personnel, and funding.

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EXECUTIVE SUMMARY

Began in 2006, the Finger Lakes Open Lands Conservation Project (FLOLCP) addresses the issues of growth, development, changing land use patterns, and open space and the effects these issues have on the region's natural and cultural landscape, which includes Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming, and Yates Counties. The *Downtown Revitalization Plan: Village of Medina* accomplishes a portion of the implementation, outreach, and education principles of the FLOLCP.

Section 1: Introduction addresses how the municipality was selected to participate in this component of FLOLCP and the rationale for conducting a comprehensive downtown plan. Section 1 also explains the three components of a comprehensive downtown plan, the methodology for gathering data, and the boundaries of the downtown target area.

Section 2: Physical Plan is the first component of the comprehensive downtown plan and is based on two downtown issues: elements of design and land use policies. Conditions were assessed using data collected on two survey forms: Downtown Property Inventory and Smart Growth Policy Checklist (Municipal Scorecard).

Section 3: Economic Plan is the second component of the comprehensive downtown plan and is based on many existing conditions in the downtown: local demographics, retail patterns and trends, current and potential customers, and established businesses and their competition. Conditions were assessed using data collected on two survey forms: Downtown Business Owner Survey and Consumer Intercept Survey.

Overall, 53 Downtown Property Inventory forms, 37 Downtown Business Owner Survey forms, and 84 Consumer Intercept Survey forms were completed. Only one Smart Growth Policy Checklist (Municipal Scorecard) was necessary for completion of this report.

Section 4: Implementation Plan pulls together the data gathered in Sections 2 and 3. Recommendations on how to revitalize and/or develop utilizing both physical and economic components include downtown design, comprehensive planning and zoning policies, and incentive tools for economic development.

The *Appendix* contains the four survey forms used to assess existing conditions in the downtown target area: (A) Downtown Property Inventory; (B) Smart Growth Policy Checklist (Municipal Scorecard); (C) Downtown Business Owner Survey; and (D) Consumer Intercept Survey. The results of the Downtown Business Owner Survey and Consumer Intercept Survey are provided in Appendices E and F, respectively.

The process that was developed for the *Downtown Revitalization Plan: Village of Medina* was coordinated through Genesee/Finger Lakes Regional Planning Council (G/FLRPC) and collaborated with citizens and municipal staff. The goal of this report is for the Village of Medina to consider land use best management practices and work with other community stakeholders to create additional incentives so that "village main streets" can become more economically vibrant.

1. INTRODUCTION

As mentioned in the *Executive Summary*, the *Downtown Revitalization Plan: Village of Medina* is an implementation, outreach, and education component of the FLOLCP. FLOLCP is a wide-ranging project being conducted by Genesee/Finger Lakes Regional Planning Council (G/FLRPC) that deals with the changing development and landscape patterns occurring within the nine counties of the Genesee-Finger Lakes Region. Such issues include agricultural viability, farm and woodland fragmentation, and residential/commercial development.

For the implementation, outreach, and education component of the project, G/FLRPC is expected to work directly with several municipalities in the region. In May, 2009, the Village of Medina in Orleans County and the Village of Macedon in Wayne County agreed to work with G/FLRPC. Both villages are Erie Canal communities and have an interest in downtown revitalization, which are FLOLCP priority areas.

Both villages were also chosen to participate in the FLOLCP because they were not selected by the Western Erie Canal Main Street Program (WECMSP) for assistance in establishing a local Main Street Program. The WECMSP is the first Regional Main Street Coordinating Program in the country and the only recognized Main Street Program by the National Trust Main Street Center (NTMSC) in New York State. The WECMSP is a partner with the NTMSC, a program of the National Trust for Historic Preservation, and serves the five counties of the Western Erie Canal Heritage Corridor: Erie, Niagara, Orleans, Monroe, and Wayne.

Although the Village of Medina was not chosen to receive technical assistance services from the NTMSC, the community group that assembled the WECMSP application is still active. *M-Power Medina* features many different partners and people from across the downtown commercial business district. Having a volunteer-driven group, such as M-Power Medina, where all members are working toward the same goal is a strategic asset to making a downtown revitalization plan successful. It is also another reason why the Village of Medina was selected to be part of the implementation, outreach, and education component of the FLOLCP.

1.1 Comprehensive Downtown Plan

Many cities, towns, and villages in the Genesee-Finger Lakes Region have a downtown—a historic core within the community usually with some mix of commercial, civic and cultural amenities. This core may have changed drastically in the past forty years. Instead of investment occurring in this core, development pressure may now threaten sensitive natural resources and open space in the outlying areas of cities, towns, and villages. In order to make an existing built space attractive and vibrant while protecting outlying areas that are environmentally and agriculturally sensitive, downtown planning may be the solution for a community's growth, development, and preservation.

A downtown plan usually has three components: the physical plan, the economic plan, and the implementation plan. The physical plan has traditionally focused on infrastructure, streetscapes, public spaces, and parking. While these improvements are certainly beneficial for downtown, land use issues should also be considered. Land use policies that exist in the downtown should be consistent with the physical plan. Having the ability to assess whether conditions for good design exist both in physical improvements and through land use policies will certainly aid in drawing conclusions about how to improve conditions in the downtown.

The economic plan examines the market potential for new retail, residential, and office uses. Through customer and business surveys, assumptions about local and regional demographics, retail patterns and trends, current and potential customers, and established businesses and their competition can be determined. This data gathering exercise identifies the downtown's economy, its strengths and weaknesses, and addresses how to better communicate with consumers. Educated decisions can then be made about how to attract particular business types.

Lastly, the implementation plan pulls together the physical and economic components. Recommendations on how to revitalize and/or develop utilizing both the physical and economic components are included in this section. For example, revitalization tools could range from the creation of a design overlay district to a low-interest loan pool or property tax abatement.[1]

1.2 Methodology

Downtown planning is presented in this report as a process. Each section is designed to provide the community with analytical techniques that can be put to work immediately in downtown revitalization efforts. The process requires input from local residents so that the recommendations reflect both market conditions as well as the preferences of the community.

G/FLRPC, in partnership with M-Power Medina, has collected data through local survey research. Based on various samples, survey forms were created to analyze current building uses, business mix, trade area size, economic and consumer data, consumer attitudes, and business operator needs. Senior Planner Jayme Breschard at G/FLRPC conducted the physical plan analysis, provided physical recommendations, and oversaw the entire planning process and written report. All photographs (without a source listed) in this report are credited to Jayme Breschard. Greg Albert, Senior Planner at G/FLRPC, conducted the economic plan analysis and provided economic recommendations.

The first section of the report is the physical plan. Two survey forms were developed: the Downtown Property Inventory and Smart Growth Policy Checklist (Municipal Scorecard). The Downtown Property Inventory includes information about each building in the downtown target area, including property owner information; zoning class; total square footage; building amenities; building materials and condition; historic status; assessed value and taxes; last sale date and amount; and availability for sale or rent. This information is not only valuable for marketing downtown properties that are available for rent or to buy, but provides information necessary for business expansion and recruitment opportunities. The Downtown Property Inventory form used for both the Villages of Medina and Macedon is based on models from Main Street communities around the country, which are available in the Member Resources area of the

[1] Nick Kalogeresis, "Beyond Visioning: Developing a Comprehensive Downtown Plan," *Main Street News*, no. 167 (August 2000): 2-4 and 15.

National Trust Main Street Center's website. A blank copy of the Downtown Property Inventory form can be found in Appendix A.

The smart growth "scorecard" developed for this report is municipal-level—meaning it is a basic assessment tool that allows communities to determine if their existing comprehensive planning and zoning policies allow for compact, mixed use, and pedestrian-friendly development. The Smart Growth Policy Checklist (Municipal Scorecard) used for both the Villages of Medina and Macedon is based on examples that are easily accessible at the U.S. Environmental Protection Agency's Smart Growth website. They are simple to use and can be adapted to fit the needs of any community. A blank copy of the Smart Growth Policy Checklist (Municipal Scorecard) can be found in Appendix B.

The second section of the report is the economic plan. Two survey forms were developed: the Downtown Business Owner Survey and Consumer Intercept Survey. Downtown Business Owner Surveys were delivered to businesses located within the downtown target area. The forms developed for both the Villages of Medina and Macedon are based on models available in the Member Resources area of the National Trust Main Street Center's website. The business owner survey was developed to accomplish two different goals. The first goal is to obtain the profile of the target area's business community, such as if the business owner rents or owns; what type of products/services they provide; how long they have been in operation; the types of customers they have; and where they draw their customers from. The second goal of the survey is to provide a forum for business owners to relay any problems or issues in which the Village of Medina or other community stakeholders could provide assistance. These questions revolved around parking, land use regulations, and/or potential business assistance programs. The survey concluded with an open-ended question for business owners to discuss any improvements that could enhance their business. A blank copy of the Downtown Business Owner Survey is available in Appendix C.

To complement the Downtown Business Owner Survey, a Consumer Intercept Survey was developed to target individuals visiting the downtown target area. Participants were "intercepted" on the streets by volunteers and asked to complete the surveys. By speaking directly with shoppers, downtown employees, and tourists in the downtown target area, the results of the survey reflect a broad picture of consumers. The disadvantage to an intercept survey, however, is that it excludes people who don't use the downtown. In order to draw the most accurate results, a goal of four hundred completed surveys was established. The "rule of 400" was identified by an article in *Main Street News*, a publication of the National Trust Main Street Center, National Trust for Historic Preservation.[2] The number of surveys is not related to the community's population; it is based on having a large enough pool of responses to analyze results within smaller groups (i.e. age, gender, or household income). Additionally, having less than 400 surveys increases the sampling error of the results. Similar to the Downtown Business Owner Survey, the forms are based on examples from Main Street communities around the country, available in the Member Resources area of the National Trust Main Street Center's website. The goal of the Consumer Intercept Survey is to aid in the development of profiles for downtown

[2] Joshua Bloom, "Surveys," *Main Street News*, no. 217 (April 2006): 7.

customers and visitors. To this end, demographic data was collected (age, gender, etc.) as well as specific information regarding the consumer's visit; how they traveled to the downtown target area; what services/products they came for; and when and how often they typically visit. Additional questions were asked about the downtown's image. The form also requested information about parking, safety, and other issues that could be improved in the downtown. Lastly, a few open-ended questions were asked to allow respondents to express any likes or dislikes about the downtown. A blank copy of the Consumer Intercept Survey is available in Appendix D.

The Village of Medina conducted the Downtown Property Inventory as part of their annual fire safety and building maintenance inspections. Assistant Code Enforcement Officer Doug Rue and Secretary Dawn Meland worked on the survey forms. Building & Code Enforcement Officer Martin Busch completed the Smart Growth Policy Checklist (Municipal Scorecard). The Medina Business Association, with M-Power Medina members Cindy Robinson and Kathy Blackburn, distributed and collected the Downtown Business Owner Surveys. M-Power Medina conducted all of the Consumer Intercept Surveys on a variety of days and times and at a couple of events. While the templates of all survey forms were developed by staff at G/FLRPC, paper copies were provided by the Village of Medina.

A kick-off meeting with the various stakeholders was held Wednesday, June 10, 2009. Groups represented at this meeting were G/FLRPC, M-Power Medina, Medina Business Association, and Village of Medina. A press release based on a template provided by G/FLRPC staff to publicize the inventorying process was circulated on Wednesday, July 15, 2009. All survey forms were collected by mid-September and analyzed by G/FLRPC staff by mid-October.

1.3 Target Area

M-Power Medina has chosen to use the same target area as was cited in their 2008 Community Application to the Western Erie Canal Main Street Program. The downtown target area essentially follows the boundaries of the Central Business District as per the Village of Medina's zoning regulations (identified by the red polygon in Figure 1-1 and blue highlight in Figure 1-2).

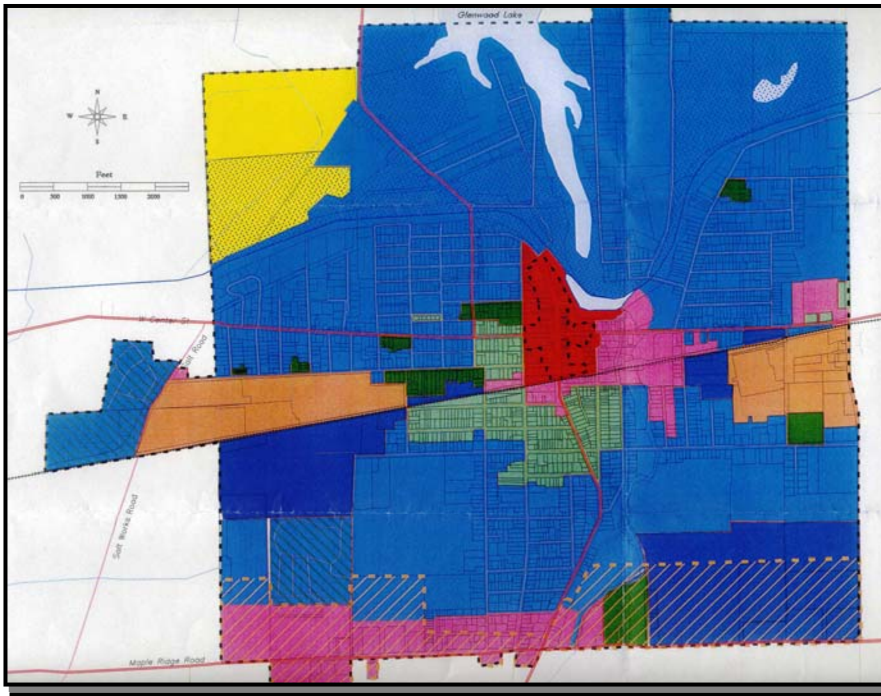


Figure 1-1: Zoning map for the Village of Medina.
Source: Village of Medina, Orleans County, NY.

Figure 1-2: Aerial view of downtown target area.
Source: 2008 Community Application.

The Historic Preservation Overlay District is contained within the Central Business District, including both sides of Main Street, from Eagle Street on the north to the railroad right-of-way on the south, and property fronting on East and West Center Streets from West Avenue on the west to Church Street on the east (shown as the black dashed line in Figure 1-1). This local historic district overlay zone closely follows the National Register boundaries of the Main Street Historic District, listed in 1995 (Figure 1-3) and expanded to include a freight station and associated railroad tracks in 1997 (Figure 1-4).

According to the 2008 Community Application, the target area includes 14 blocks and 99 businesses. Three distinct green spaces are located within the target area, including Rotary Park, State Street Park, and Canal Port Medina. The application states, “There is generally a nice blend of private and public sector properties in the target area.”

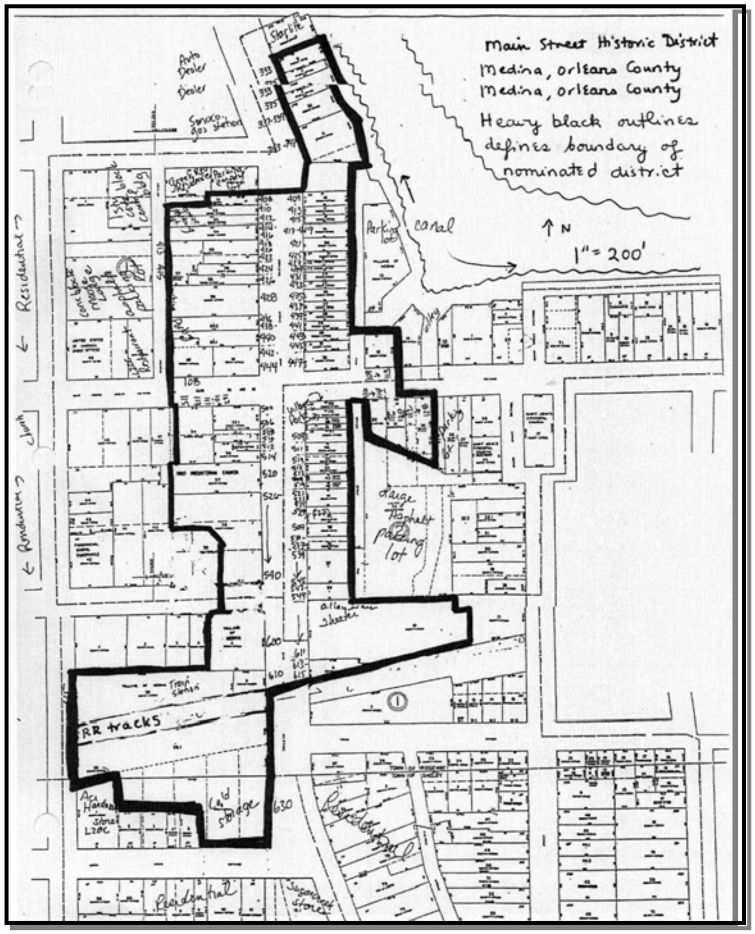


Figure 1-3: Main Street National Register Historic District. Source: National Registration Form, 1995.

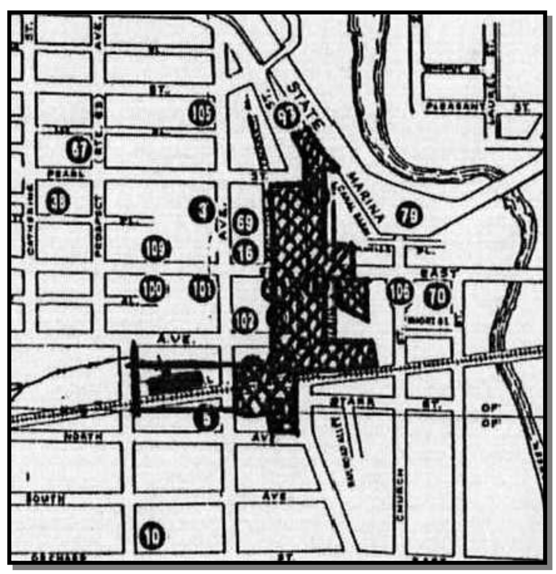


Figure 1-4: Main Street National Register Historic District Boundary Increase. Source: National Registration Form, 1997.

2. PHYSICAL PLAN

Section 2: Physical Plan is one of the foundations for describing, understanding, and restructuring the downtown target area's economy (the other foundation being the economic plan). Data about downtown design and land use policies are analyzed in this section of the report. Conditions were assessed using information collected on two survey forms: Downtown Property Inventory and Smart Growth Policy Checklist (Municipal Scorecard).

2.1 Downtown Property Inventory

The Downtown Property Inventory includes information about each building in the downtown target area, including: property owner and building information, building amenities, building materials, historic status, assessed value, and property availability. Fifty-three Downtown Property Inventory forms were completed for this report.

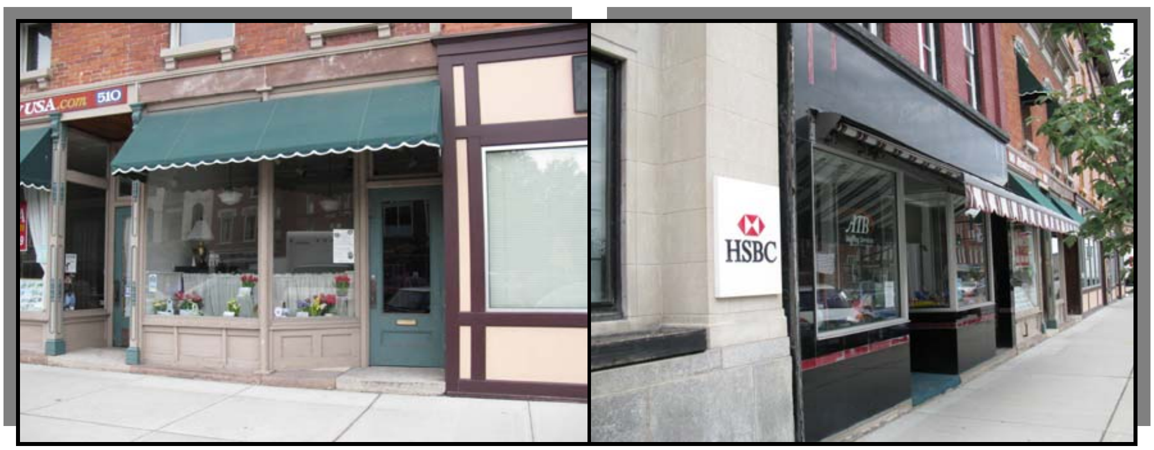
Building name and address, property owner (or contact name) and contact information (address and telephone) are provided in the survey's building information section. Simply maintaining contact information for all downtown property owners and their commercial tenants is necessary for effective communication. This information is also useful for marketing available properties to potential renters and buyers.

The building amenities section includes: number of floors, number of commercial units, number of residential units, square footage by floor, building condition, and utility information such as HVAC, electrical, and plumbing information. On average, most buildings in Medina's downtown target area have three floors (including the basement). Nine buildings have one floor (ground floor, no basement), seven buildings have two floors (two without basements), and seventeen buildings have four floors (basement plus three upper stories). Over 75% of the buildings surveyed have one commercial unit and 94% have no residential units. The average square footage per floor in the downtown area is as follows: 2,818 sq ft for the basement, 3,941 sq ft for the ground floor, 2,271 sq ft for the second floor, and 1,035 sq ft for the third floor. Seventy-seven percent of the buildings surveyed were judged by the Village of Medina to be in "good" condition. Lastly, a majority of the buildings surveyed have (gas) forced hot air for indoor heating and cooling, updated electrical circuit breakers, and a combination of copper and polyvinyl chloride plastic pipes for plumbing.

Figure 2-1: Brick and stone are common historic building materials found in exterior walls of downtown buildings.

Information about the building materials found in the downtown buildings' exterior walls, roofs, and foundations was also collected. For the exterior walls, common materials cited were brick, stone (likely Medina sandstone and ashlar), concrete block, and wood clapboard (see Figure 2-1). Approximately 36% of the buildings surveyed have brick exterior walls while 42% have stone. Over 75% of the buildings surveyed have asphalt (roll) roofs. Lastly, common materials used in the foundations of the downtown buildings are poured concrete and stone. Approximately 64% of the buildings surveyed have a stone foundation.

Knowing historic status and building condition is valuable in providing design assistance and marketing available incentives such as historic preservation tax credits. The Main Street Historic District in Medina was listed on the National Register of Historic Places in 1995. It is approximately 11.31-acres located along the east and west sides of Main Street and portions of the adjacent side streets of East and West Center Streets, Proctor Place, and West Avenue and includes 49 contributing buildings, three non-contributing buildings, and one non-contributing site.[3] The district features buildings exhibiting a range of mid-to-late nineteenth and early-twentieth century architectural styles dating from circa 1845 to circa 1910 (see Figures 2-2 and 2-3). The majority of the buildings in the district are commercial with an intermingling of government, religious, and industrial buildings. The boundary of the Main Street Historic District was increased in 1997 to include the New York Central and Hudson River Railroad Company freight station and associated railroad tracks.[4]



Figures 2-2 & 2-3: An Italianate Style storefront (left) retains its original cast iron pilasters while an Art Deco inspired design is displayed on a nearby storefront (right) with the use of black and red Carrara glass.

Central business districts developed as the sale of goods, wares, and merchandise changed in American stores. Medina's commercial buildings evolved in similar fashion to other historic business districts across the country; early stores were deeper than their width and even narrower in areas where railroad surveyors platted the sites. Wealthy entrepreneurs that could afford to buy two or three lots built business blocks—buildings usually at the center of the commercial area featuring a continuity of materials, uniform profile, and orderly fenestration. Later stores developed horizontally as lot depth was lost to alleys and other commercial developments.

[3] The buildings located at 427, 429, and 610-611 Main Street are the three non-contributing buildings and the one non-contributing site is Rotary Park on the corner of Main Street and East Center Street. National Register of Historic Places National Registration Form, Main Street Historic District, Medina, 1995.
[4] *Ibid*.

Commercial buildings used one or two stories for merchandise with office or living space on the upper floors.[5]

All downtown commercial buildings are composed of three basic elements: the storefront, upper façade, and cornice. The storefront typically contains large glass windows with bulkheads or kick plates to prevent breakage and to elevate merchandise. The upper façade contains both wall materials and windows. The cornice is the visual termination of the storefront and upper façade, usually the most decorative element in a downtown commercial building. Medina's downtown features a blend of cast-iron Italianate storefronts and vernacular brick-fronts to modern broad-front stores (see Figure 2-4) with large plate glass window openings.[6]

Figure 2-4: This building features the modern broad-front store with patented storefront materials and a recessed entry. The broad-front could serve as one or two stores.

Lastly, the Downtown Property Inventory collected information about assessed value, annual property taxes, and property availability. The average assessed value of property in Medina's target area is approximately $106,105. The estimated total assessed value is $4,774,741. There was insufficient information provided in the survey to report on annual property taxes. The financial investment already present in the downtown can be depicted using the total assessed value for all downtown properties. Determining if the value increases or decreases—and by how much—is important for tracking economic development efforts. Having the total property taxes paid by downtown property owners conveys the importance of downtown on the village operating budget. As per the inventory's property availability, only four buildings in the downtown target area are available for sale and two buildings have spaces for rent. One building is available for sale or rent. Just 15% of Medina's downtown buildings are available for purchase or for lease.

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[5] Herbert Gottfried and Jan Jennings, *American Vernacular Design: 1870 – 1940, An Illustrated Glossary* (New York, NY: Van Nostrand Reinhold Company In., 1985), 6 and 7.
[6] National Trust's National Main Street Center, *Revitalizing Downtown: The Professional's Guide to the Main Street Approach* (2000), 56.

2.2 Smart Growth Policy Checklist (Municipal Scorecard)

The Smart Growth Policy Checklist is divided into two components: comprehensive plan and land use regulations. The scorecard poses a set of questions that helps the community evaluate the current regulatory environment, which is based on the comprehensive plan and zoning ordinances. The questions and answers also help shape the discussion regarding how growth and development affects the community socially, economically, aesthetically, and environmentally. The scorecard can serve as both an educational tool and an assessment tool.

Completing this scorecard requires knowledge about the community's land use plan, zoning ordinances, and zoning map. Therefore, having a municipal official answer the questions was an efficient way to evaluate the policies and regulations while still providing an educational process. A blank Smart Growth Policy Checklist (Municipal Scorecard) can be found in Appendix B. The answers to this form, completed by Medina's Building & Code Enforcement Officer, are explained below.

In the comprehensive plan section, concepts (such as walkable and distinctive communities) are posed: (A1) is it mentioned in the comprehensive plan, (B1) not mentioned, or (C1) set as a priority? The following concepts are thought to be mentioned or set as a priority (A1 or C1):

(1) protection of historic structures and buildings;
(2) identification of the downtown as an area for future growth;
(3) identification of the downtown for new business development;
(4) addressing the need for and advantages of mixed use in the downtown;
(5) encouraging new development while maintaining character of the downtown;
(6) encouraging restoration or adaptive reuse of vacant buildings;
(7) encouraging remediation and redevelopment of brownfields in the downtown; and
(8) the creation or protection of open space near the downtown.

Figures 2-5 & 2-6: With an official sign license from the Village of Medina, awning and projecting signs (left) and portable signs (above) help to enhance downtown's physical appearance and economic climate.

In the zoning/land use regulations section, concepts (such as mixed use and compactness) are raised. For example, does the zoning code allow or recognize the concept: (A2) yes, (B2) no, or (C2) partially? The following concepts are thought to be allowed or recognized as per the zoning code (A2):

(1) a specific downtown area;
(2) parking in the rear of buildings;
(3) mixing of uses in buildings;
(4) sidewalks with buffers;
(5) small lot lines and frontage setback requirements;
(6) open to infill development;
(7) overlay zones for focused investment;
(8) sidewalk services;
(9) prohibiting of billboards in the downtown (see Figures 2-5 and 2-6, previous page);
(10) and ease for the average citizen to read and understand the zoning code.

Concepts that are not mentioned in the Village of Medina's comprehensive plan (B1) and that are partially allowed or not permitted as per the zoning code (B2 or C2) will be discussed as opportunities for improvement in *Section 4: Implementation Plan*.

3. Economic Plan

Section 3: Economic Plan is the second piece for describing, understanding and restructuring the downtown target area's economy (the first piece being the physical plan). This section analyzes the data compiled through the Downtown Business Owner Survey and the Consumer Intercept Survey to develop an understanding of the existing economic conditions present in the downtown target area.

3.1 Downtown Business Owner Survey

As discussed in Section 1.2, survey forms were delivered to businesses located within the downtown target area. The purpose of the Downtown Business Owner Survey is twofold: first develop a profile of the businesses within the downtown and secondly to determine what issues or problems the business community currently faces.

A total of thirty-eight business owner surveys were completed. Of the businesses that responded, 94% are independently owned, 51% have been in existence for twenty years or longer, and 68% own their business space. A total of 222 individuals are employed by these businesses. A variety of products and services are provided, ranging from destination retail to restaurants, legal services, insurance, and real estate. Respondents identified Friday as the busiest day of the week and the busiest time of the day occurring between 10 A.M. and noon.

The Downtown Business Owner Survey identified the "average" customer as between the ages of 35-54 with a majority residing in the Village of Medina. Parking is not a problem for 89% of the employees of those businesses; however, customer parking was identified as an issue for almost 50% of the businesses that replied.

Zoning and other regulations are not an issue for 83% of the surveyed businesses, but a few indicated that the 2-hour limit on street parking posed a problem. Approximately 81% of businesses indicated that they are not interested in any training or technical assistance, but a handful of respondents mentioned that computer training and façade design assistance would be very beneficial. A majority of respondents (52%) are interested in grant or loan programs to assist with business improvements.

Lastly, regarding improvements to the downtown target area that could enhance the business community: fourteen respondents identified parking and twelve indicated they would like to see more businesses—especially retail business—in the downtown to help attract more consumers. Results of the Downtown Business Owner Survey are available in Appendix E.

3.2 Consumer Intercept Survey

To complement the Downtown Business Owner Survey, an additional survey was designed to target residents and visitors that use the downtown. One of the goals of the Consumer Intercept Survey is to develop a profile of downtown Medina's consumers and visitors. Additionally, the surveys gathered data on the likes and dislikes of respondents using the downtown and what areas they would like to see improvements.

To obtain the most accurate results, a goal of 400 completed surveys was established.[7] Despite this target number, only 84 surveys were completed for the Village of Medina. A number of factors may have contributed to this shortfall, such as a limited number of volunteers, a lack of interest by the public to participate, or poor weather conditions. While the response rate was lower than desired, the data is still valuable and provides information about the target area from both the visitors' and consumers' perspective.

It is important to note that many of the survey forms that were received were not fully completed; therefore, the percentages discussed are based upon the response rate for that particular question and not the total surveys received. Of the total respondents: 65% are female; 47% are aged 56 or older; 46% live in the Village of Medina; and 52% work in the Village of Medina. The two largest household income groups are: (1) 32% with less than $30,000 and (2) 29% with $50,000 to $74,999. This information provides some local demographic background and helps put survey results into perspective.

Additional survey results provide a more detailed look into the routines of those surveyed. Approximately 71% of respondents drove to the downtown target area. Excluding the choice of "other," the top reasons for their visit are: "Shopping/retail" (31%); "Personal care (barber, nail salon)" (26%); and "I live here" (20%). Of the respondents who were shopping in the downtown, 47% were purchasing groceries and 27% were patronizing the pharmacy. Approximately 25% of those surveyed shopped in the downtown less than once a month and 24% stated they shopped in the downtown between 1 and 5 times per month. The most identified shopping destinations (outside the downtown target area) are: the discount super center (43%); the next town over (25%); and the regional mall (24%). Twenty percent identified the City of Buffalo as a place they shop as well.

The last set of survey questions address the respondents' opinions about the downtown target area. Approximately 88% indicated that store hours are adequate in the downtown; 56% stated that parking is not a problem; 90% felt that signage is adequate; 90% felt safe walking/crossing the street; and 93% thought the downtown is clean and properly maintained. A majority of replies regarding what kinds of improvements they would like to see in the downtown are: selection of retail/services (59%); parking (36%); and appearance of streets/buildings (27%). While statistics were not developed for the open-ended questions, which asked about the likes and dislikes concerning the downtown, several themes were apparent. In response to the question, "What is your favorite thing about the Village downtown?," many individuals identified the historic character of the community and its small-town feeling. In response to the question, "What do you dislike most about the Village downtown?," many individuals identified empty storefronts and the lack in variety of retail business. Results of the Consumer Intercept Survey are available in Appendix F.

[7] Joshua Bloom, "Surveys," *Main Street News*, no. 217 (April 2006): 7.

4. IMPLEMENTATION PLAN

Section 4: Implementation Plan contains recommendations on how to revitalize and/or develop the existing conditions as assessed in *Section 2: Physical Plan* and *Section 3: Economic Plan*. This section includes strategies to encourage good downtown design; updates to comprehensive planning and zoning policies; and a market analysis to determine what kinds of retailing and other uses the downtown target area could support and suggestions for incentives.

4.1 Physical Recommendations

As per the Downtown Property Inventory and Smart Growth Policy Checklist (Municipal Scorecard) assessment in *Section 2: Physical Plan*, the physical implementation of this report will consist of design improvements and historic preservation practices in addition to areas of opportunity for the comprehensive plan and land use regulations.

Maintaining an active downtown inventory assists in renting and selling downtown property; efficient site selection between the community, realtors, developers and new businesses; evaluating the current supply of products and services; and determining business expansion and recruitment opportunities. The inventory also provides information about public and private spaces, buildings, and infrastructure in the downtown target area. Two categories of work most popular in downtown revitalization are design improvements and historic preservation practices. This is due largely to the physical elements of downtown design being most tangible.

Based on survey findings of the Downtown Property Inventory, M-Power Medina and the Village Planning Board, as the body with the powers and duties provided in Section 513 (Historic Preservation Overlay District) of the Village Zoning Code, could work together to promote design awareness and the value of historic preservation in the downtown target area by doing the following:

- Portions of the National Registration Form for the Main Street National Register Historic District that are specific to individual property owners in the downtown target area could be distributed to rekindle pride in community history and promote awareness of historic properties.
- Conducting a comprehensive photo inventory of the downtown target area to compliment the downtown property survey is a simple design education and awareness project. A current photo inventory documents the current condition of the entire district. The photos will be valuable for "before and after" photo displays, for providing design assistance, and to include in business recruitment information.
- Public programs could be offered that inform property owners about the proper care of building materials found in exterior walls, such as bricks and mortar and stone, in addition to common materials used in the foundations of the downtown buildings such as poured concrete and stone.
- To activate vacant storefronts, a window display program could be developed. Window displays can be used to achieve multiple goals, such as promoting other businesses and attractions in the Village of Medina (see Figure 4-1, next page).

- Utilize the benefits of having a National Register Historic District in downtown Medina. Owners of income producing historic properties listed on the National Register of Historic Places may be eligible for a 20% federal income tax credit for substantial rehabilitation. The 20% New York State Rehabilitation Tax Credit, which takes affect on January 1, 2010, must be used in conjunction with the federal program.

Figure 4-1: Store display windows provide the first impression to potential customers as they pass by.

To achieve revitalization goals for the downtown target area, the downtown's relationship to the Village's comprehensive plan must also be considered. Many comprehensive plans include a section or component for the community's downtown. These sections usually have one focus, such as land use, transportation, or historic preservation. The advantage of having part of the comprehensive plan focused on the downtown is that it's in accordance with planning policies and principles of the overall comprehensive plan. Therefore, areas of opportunity for updates to the Village of Medina's comprehensive plan as it pertains to the downtown target area are as follows:

- A pedestrian component and/or circulation study.
- The construction and maintenance of bicycle routes and/or other components of a bicycle friendly downtown.
- Addressing access to sidewalks, streets, parks, and other private and public services for people with disabilities.
- Addressing transportation systems and networks, such as linking pedestrian, bicycle, automobile, and public transit trips.
- The creation of a Business Improvement District (BID). The proceeds from this levy are used to supplement existing public services and foster improvements for businesses within the district.
- Establishing clear design guidelines so that streets, buildings, and public spaces work together to create a sense of place.

- Adopting a "fix-it-first" policy that prioritizes the maintenance and upgrades to existing facilities and structures.
- Incorporating principles of sustainability, such as supporting green building strategies and green technologies.
- Authorizing the use of parking advisory committees for the target area and appointing stakeholders from across the community, including businesses and residents. Empower the committee to advise on parking studies and on potential changes to parking ordinances.

Zoning, therefore, could serve as a tool to implement land use decisions in the comprehensive plan. As per the Smart Growth Policy Checklist, the following suggestions apply to the Village of Medina's zoning/land use regulations for the downtown target area:

- Exploring the use of a Planned Unit Development (PUD) district that provides flexibility in zoning requirements when evaluating uses and buildings for an entire site along with complimentary design guidelines. The developer is afforded creativity and variety in master-planning development within an overlay zone or rezoned district.
- Considering the use of incentive zoning which offers a developer an increased benefit (additional allowable floor area, design variances, etc.) in addition to some needed public amenity such as public facilities, open space, or affordable housing.
- Considering the use of inclusionary zoning which sets a proportion of new units to be used for low- and moderate-income renters and/or homebuyers.
- Exploring the use of form based zoning requirements, which limits regulation to building type and allows building owners to determine uses.
- Addressing open space, such as links and connectors, in *Article V: District Regulations, Section 504: Central Business District*.
- Utilizing pictures in zoning regulations to better illustrate their intent to the general public, such as accompanying design guidelines in *Article VI: Regulations Applicable to All Zoning Districts, Section 600: Signs*.
- Creating a parking overlay district that reduces the minimum off-street parking supply requirements based on recalculated demand. This demand results from alternative transportation options, the mix of land uses, and a "park once" strategy that encourages parking in one place and walking to multiple destinations.[8]

[8] U.S. Environmental Protection Agency and others, *Essential Smart Growth Fixes for Urban and Suburban Zoning Codes* (Draft-September 2009), 18-19.

4.2 Economic Recommendations

The survey results discussed in *Section 3: Economic Plan* form the foundation for the economic development recommendations outlined here. Two general themes to emerge from the Downtown Business Owner Survey are: the desire for more retail business and the request for grant and loan assistance to assist with building maintenance. The main themes emerging from the Consumer Intercept Survey are an improvement in the selection of retail/services; the filling of empty storefronts along Main Street; and maintaining the small-town and historic character of the downtown.

The data collected from the two surveys was considered in the formulation of the following economic development recommendations. These recommendations are broken down into three sections: Smart Growth, Business Attraction/Retention, and Marketing Coordination. Altogether, the three sections form the basis for an economic development strategic plan that can be fully developed with individual tasks and responsible parties.

Smart Growth

The implementation and support of smart growth principles within the downtown target area will not only benefit the general public, but they will help the business community as well. Smart growth practices take advantage of the existing downtown for development opportunities, in order to help prevent sprawl, deteriorating infrastructure, overcrowded schools, tax increases, and traffic congestion. It also helps encourage building renovation and rehabilitation.[9] Successful implementation of smart growth principles helps develop a sense of place within the downtown target area so that it can compete with the growing discount centers and regional malls.

Professor Kent Robertson of St. Cloud State University, Minnesota discusses the components of developing a downtown "sense of place" for a *Main Street News* article entitled, "Enhancing Downtown's Sense of Place."[10] The components discussed are: downtown is multifunctional, downtown is pedestrian friendly, downtown encourages people to linger, and downtown engenders a high level of community ownership.[11]

Having a multifunctional downtown encourages visitors for a variety of reasons, such as the handling of government business, food, shopping, and the Erie Canal. A pedestrian friendly downtown encourages these visitors to walk around and visit multiple stores without the need to move their car. A safe and walkable community also encourages people to stay in the downtown for an extended period of time and promotes the spending of additional money. One of the important benefits of a strong sense of place that Robertson points out is community pride.[12] Pride in one's community is built over many years and ties into the history of the downtown,

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[9] National Association of Local Government Environmental Professionals and Smart Growth Leadership Institute, *Smart Growth is Smart Business: Boosting the Bottom Line and Community Prosperity* (2004), 1.
[10] Kent Robertson, "Enhancing Downtown's Sense of Place," *Main Street News*, no. 157 (September 1999): 1-4 and 12-13.
[11] *Ibid.*
[12] *Ibid.*

developed through many visits to the shops and restaurants and those relationships that exist amongst business owners and their customers.

Businesses can play a critical role in the development and support of smart growth policies because of their impact on the community. One important recommendation for those business owners that are also property owners is to support downtown revitalization through building maintenance and appearance. Property owners can encourage their neighbors to do the same. Additionally, the business community can foster business-to-business education on the importance of smart growth and the sense of place.[13] Hearing this message from another voice besides government can be quite beneficial and provide business owners with an understanding that the support of these policies helps improve the bottom line for everyone.

Encouraging outside business to invest in the established downtown is also a critical component of smart growth.[14] This investment allows new business to take advantage of the pedestrian traffic that already exists in the downtown and also benefits the community by preserving the downtown's distinct character by bringing back to life many underutilized lots. Therefore, economic development recommendations based on smart growth principles for the target area are as follows:

- Cultivate relationships with local schools and colleges to provide assistance to local businesses.[15]
- Designate a vacant properties coordinator to address any properties that are abandoned or underutilized.[16]
- Conduct an "infill checkup" to evaluate potential development sites for businesses before they show interest in locating to the community.[17]
- Expand economic incentives for businesses and homeowners to locate in areas with existing infrastructure [18] (i.e. tax increment financing, zoning waivers, expedited permitting, favorable lending terms, etc.)

Business Attraction/Retention

Attracting new business to the downtown and retaining those businesses that are currently operating helps to address issues such as vacant buildings and storefronts. New business provides consumers with more choices and additional reasons to use the downtown. These new downtown visitors help existing businesses expand their customer base. Bringing new business to vacant storefronts also helps create an improved downtown image and helps maintain the historic character and small-town charm that many of the survey respondents enjoy.

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[13] National Association of Local Government Environmental Professionals, *Profiles of Business Leadership on Smart Growth*: *New Partnerships Demonstrate the Economic Benefits of Reducing Sprawl* (1999), 87.
[14] National Association of Local Government Environmental Professionals and Smart Growth Leadership Institute, 13.
[15] Smart Growth Network and International City/County Management Association, *Getting to Smart Growth: 100 Policies for Implementation* (2002), 83.
[16] *Ibid*, 69.
[17] *Ibid,* 56.
[18] *Ibid*, 58.

It is also important to not forget the existing businesses within any economic development strategy (see Figures 4-2 and 4-3, below), as they typically account for the largest portion of any job growth within a community.[19] Listening to the concerns and thoughts of these existing businesses also helps to improve strategies for targeting new business development. The many business assistance/incentive programs that are currently available can also be utilized to both retain and attract businesses in the downtown target area. Recommendations for business attraction/retention are as follows:

- Establish a business retention team and hold periodic meetings with the business community to discuss any problems and potential solutions.
- Develop a vision of the types of businesses desired in the downtown target area and coordinate marketing accordingly.
- Utilize the Orleans County Downtown Commercial Rent Subsidy Program to assist new businesses with rent payments in downtown Medina.
- Continue to provide businesses with access to low interest loans through revolving loan fund to assist business expansion efforts.
- Develop a small business counseling program to work individually with businesses to assist them as needed and identify opportunities for expansion.
- Link businesses with workforce training courses that are being provided to increase production and efficiency and the sustainability of each business.
- Establish a database of available assistance programs and market to both existing businesses and new businesses looking to expand into the downtown target area.
- Provide businesses with grant resources to assist them in façade development and improvements.
- Proactively work with businesses that seem to be struggling to help keep them in business.

Figures 4-2 & 4-3: An economic strategy should address strengthening existing businesses, such as this downtown fabric store (left) and book store (right). Business assistance may include how to better reach customers, improve business skills, and general assistance to reposition or expand.

[19] Rhonda Phillips and Robert Pittman, *Introduction to Community Development* (New York, NY: Routledge, 2009), 210.

Marketing Coordination

A large portion of the economic development strategy revolves around the marketing of the downtown target area and the assets available to businesses. Having the right programs and resources in place is important, but linking these assets to the appropriate organizations is even more critical.

Once an economic development vision is in place for the downtown target area, the marketing process can begin. This vision will define the types of businesses the downtown is looking to attract and identify a contact person for target area development. A brochure and other marketing materials can be developed and targeted to relevant businesses, the existing network of current businesses, and local entrepreneurial classes. Marketing efforts can also be expanded to help attract more residents and visitors to the downtown target area for events. Additionally, a website can be developed to promote the downtown, business resources available, and any space available for sale or rent. The following suggestions can assist in the marketing coordination of the downtown target area:

- Develop marketing brochures/material for business attraction. Material can include information such as demographic data, local market trends, the current mix of retail in the downtown, traffic and pedestrian counts, information on special events, available space, business assistance/incentives that can be provided, and contact information.[20]
- Designate one person as the contact for target area development. This can speed up the assistance process and help develop relationships within the business community.
- Utilize the networks of existing businesses and local entrepreneur and business courses to target new business owners.
- Coordinate with local organizations, such as: Orleans County Economic Development Agency/Local Development Corporation, Orleans County Chamber of Commerce, Medina Business Association, Medina Canal Task Force, Decorate Medina, Medina Sandstone Society, and M-Power Medina. Each of these organizations participates in some aspect of marketing the target area and aligning all promotions will strengthen the message.
- Develop and maintain a website or utilize existing social networking sites such as Facebook and Twitter to promote the downtown target area to current and future businesses and to promote events to residents and visitors.

[20] The Pennsylvania League of Cities and Municipalities, *The Pennsylvania Downtown Economic Development Toolkit* (2007), 65.

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APPENDICES

APPENDIX A: DOWNTOWN PROPERTY INVENTORY

Downtown Property Inventory: Village of Medina

BUILDING INFORMATION

Building Name: ____

Building Address: ____

Property Owner: ____

Contact name (if different from property owner): ________________________

Address: _______________________ Telephone: ____________________

BUILDING AMENITIES

Number of Floors (include basement if there is usable space):
☐ One ☐ Two ☐ Three ☐ Four ☐ More than five

Number of Commercial Units:
☐ One ☐ Two ☐ Three ☐ Four ☐ More than five

Number of Residential Units:
☐ One ☐ Two ☐ Three ☐ Four ☐ More than five

Square Footage by Floor
Basement: ____
Ground Floor: ____
Upper Floors: 2 ______________________________________
3 ______________________________________
4 ______________________________________
More than five ______________________________

Building Condition: ☐ excellent ☐ good ☐ fair ☐ deteriorated

HVAC: ____
Electrical: ____
Plumbing: ____

BUILDING MATERIALS

Exterior Walls: ☐ wood clapboard ☐ wood shingle ☐ vertical boards ☐ plywood
☐ stone ☐ brick ☐ poured concrete ☐ concrete block ☐ vinyl siding
☐ aluminum siding ☐ cement-asbestos other: ______________________________
Roof: ☐ asphalt, shingle ☐ asphalt, roll ☐ wood shingle ☐ metal slate
Foundation: ☐ stone ☐ brick ☐ poured concrete ☐ concrete block

HISTORIC STATUS

Date of construction, if known: ____

Individual listing on National Register of Historic Places? ______ Date: _____________

Individual listing on New York State Register of Historic Places? ______ Date: _______

National Register Historic District? _______ Date: ______________________________

New York State National Register Historic District? _______ Date: ________________

Local landmark designation? ☐ individual ☐ historic district Date: __________________

Narrative Description of Significance: ____
____
____
____

ASSESSED VALUE

Year ________ $_____________ Annual property taxes: _________________

Year ________ $_____________ Annual property taxes: _________________

PROPERTY AVAILABILITY

For sale? _____ What price? ________ Realtor: ______________ Phone: ___________

Terms/other information: ____

For rent? _____ What price? ________ Realtor: ______________ Phone: ___________

Terms/other information: ____

APPENDIX B: SMART GROWTH POLICY CHECKLIST (MUNICIPAL SCORECARD)

Smart Growth Policy Checklist				
Comprehensive Plan				
Are the following concepts set as priorities or mentioned in the Comprehensive Plan?	**Set as a priority**	**Mentioned**	**Not mentioned**	**Notes**
Does the comprehensive plan support a walkable downtown? Does it contain a pedestrian component or circulation study/plan?				
Create and maintain bike routes as well as a bicycle friendly downtown?				
Address access issues for the disabled?				
Address the need for public transit?				
Address the need for: a conservation commission, land trust, or historic preservation group?				
Cite the protection of historic structures and buildings?				
Identify the downtown as the focus area for future growth?				
Specifically focus new business development in the downtown?				
Encourage the use of BIDs?				
Address the need for and advantages of mixed use in the downtown?				
Encourage new development maintaining the character of the downtown (i.e. building façade, size, setbacks, etc.)? Are design guidelines present?				

Are the following concepts set as priorities or mentioned in the Comprehensive Plan?	Set as a priority	Mentioned	Not mentioned	Notes
Encourage restoration or adaptive reuse of vacant buildings?				
Minimizing the new creation of infrastructure (i.e. roads, sewer lines, water lines, etc.)?				
Encourage remediation and redevelopment of brownfields in the downtown?				
Create/maintain/protect open space near the downtown (i.e. trails, green ways, parks, etc.)?				
Green development when possible?				
Does the comprehensive plan set "Smart Growth" as a priority?				
Has the comprehensive plan been updated in the last 6 years?				
Was the public involved in the comprehensive planning process?				
Zoning/Land Use Regulations				
Does the zoning code and/or land use regulations:	**Yes**	**No**	**Partially**	**Notes**
Identify a specific downtown area?				
Allow parking in the rear of buildings?				
Allow mixed use buildings?				
Require sidewalks with buffers?				
Contain any Planned Unit Development (PUD) districts?				
Allow for higher density development in the downtown (i.e. cottage housing, increase in maximum density limits, cluster zoning, transfer of development rights, etc.)?				

Does the zoning code and/or land use regulations:	Yes	No	Partially	Notes
Create zones of higher density surrounding transit stops?				
Have small lot line and frontage setback requirements?				
Contain inclusionary zoning requirements (i.e. % of new housing needs to be affordable to low-med income)?				
Allow for a mix of housing choices (i.e. #of units per building, small and large lot sizes, price)?				
Allow small/smaller minimum lot sizes in the downtown?				
Treat infill favorably? Can new construction be built similar to the existing buildings? Are existing buildings considered a non-conforming use (i.e. size, setback, use, parking requirements, etc.)?				
Contain any form based zoning requirements (i.e. zone by building type not by use)?				
Create overlay zones/special improvement districts where investment should be focused?				
Allow sidewalk services (i.e. vendors, sidewalk cafes, retail sales, etc.)?				
Prohibit billboards in the downtown?				
Protect open space in the downtown (i.e. parkland, trails, greenways, PDRs, cluster zoning, limit growth in important environmental areas, etc.)?				
Limit development in important environmental areas and unsuitable areas (i.e. steep slopes, floodplains, stream corridors, aquifers, etc.)?				

Does the zoning code and/or land use regulations:	Yes	No	Partially	Notes
Show certain regulations in picture form to better illustrate their intent to the general public?				
Easy for an average citizen to read and understand?				
Allow shared parking or reduced minimum off street parking requirements?				
Limit size of new commercial/industrial buildings to fit in with existing village center?				
Zone for high density activity centers around public transit service?				
The Vermont Smart Growth Scorecard, 2000, The Vermont Forum on Sprawl. *Smart Growth Scorecard - Municipal Review - New Jersey, 2002, New Jersey Future* *Getting To Smart Growth I: 100 Policies for Implementation, 2002, Smart Growth Network* *Getting To Smart Growth II: 100 More Policies for Implementation, 2003, Smart Growth Network*				

APPENDIX C: DOWNTOWN BUSINESS OWNER SURVEY

Dear Valued Business Owner:

Genesee/Finger Lakes Regional Planning Council (G/FLRPC) is developing a downtown revitalization plan for the Village of Medina. As a business owner located within the downtown, your insight is an important component of this plan. We ask that you take a few minutes to complete the following survey. All answers will be kept strictly confidential and anonymous. Provide as much information as you can. If you have any questions regarding this survey, please contact Greg Albert, Senior Planner at G/FLRPC at (585) 454-0190 ext. 18. You are helping to make your community a better place!

1. **What type of business do you have?**
   ☐ Independent ☐ Franchise ☐ Local chain

2. **Do you own or rent the building/space in which your business is located?** ☐ Own ☐ Rent

3. **What products/services does your business provide?** ______________________________
____

4. **How many employees does your business have at this location?**
   a. Part-time? _________ b. Full-time? _________

5. **How long have you been in business at this location or at a previous downtown location?**
   ☐ 1-3 years ☐ 4-5 years ☐ 6-9 years ☐ 10-20 years ☐ 20+ years

6. **What are your regular business hours? (*Please indicate any days that you are closed.*)**

Sunday	_________	A.M. to	__________	P.M.
Monday	_________	A.M. to	__________	P.M.
Tuesday	_________	A.M. to	__________	P.M.
Wednesday	_________	A.M. to	__________	P.M.
Thursday	_________	A.M. to	__________	P.M.
Friday	_________	A.M. to	__________	P.M.
Saturday	_________	A.M. to	__________	P.M.

7. **Which days in an average week are the two (2) busiest?**
   ☐ Mondays ☐ Tuesdays ☐ Wednesdays ☐ Thursdays
   ☐ Fridays ☐ Saturdays ☐ Sundays

8. **On your busiest days, what are the busiest time periods?**
   (*Please check as many as apply*.)
   ☐ 7 - 10 A.M. ☐ 10 A.M - noon ☐ 12 - 2 P.M. ☐ 2 - 4 P.M.
   ☐ 4 - 6 P.M. ☐ after 6 P.M.

9. What percentage of your customers do you estimate come from:

_____% Village _____% Town _____% County _____% Region
_____% Other

10. Please estimate the percentage of your customers in each of the following age groups:

____% under 14 ____% 15 - 19 ____% 20 - 24 ____% 25 - 34
____% 35 - 44 ____% 45 - 54 ____% 55 - 69 ____% 70 or over

11. Do you think the majority of your customers are: ☐ Male ☐ Female

12. Is parking a problem for your employees? ☐ Yes ☐ No

13. Is parking a problem for your customers? ☐ Yes ☐ No

14. Have you encountered any obstacles or problems with zoning or other regulations? (*Please explain.*) ____

____

15. Are there any aspects of your business or issues in which you would like to receive training or technical assistance (i.e. business planning, building façade design assistance, financial planning, personnel training, computerization, etc.)? (*Please explain.*) _________

____

____

16. Are there any sorts of financial incentives (such as low interest loans and façade grant programs) that would help your business expand if they could be offered? (*Please explain.*)

____

____

17. What changes or improvements in the Village downtown would enhance your business?

____

____

____

____

APPENDIX D: CONSUMER INTERCEPT SURVEY

Genesee/Finger Lakes Regional Planning Council is developing a downtown revitalization plan for the Village of Medina. Part of this plan relies on input from citizens like you! We ask that you take a few moments to complete the following survey – you are helping to make your community a better place! Your survey answers are completely anonymous and confidential.

1. How did you get here today?

☐ I drove ☐ I biked ☐ I took a bus ☐ I walked ☐ Someone drove me
☐ Other: ___________

2. What are the primary reasons for your visit today? (*Check as many as apply.*)

☐ Dining ☐ Personal care (barber, nail salon) ☐ Shopping/retail
☐ I work here ☐ Legal services ☐ Village hall
☐ I live here ☐ Medical office/health services ☐ Post office
☐ Tourism ☐ Banking/financial services ☐ Other: ___________

3. If you answered "Shopping/retail," what types of items? (*Check as many as apply.*)

☐ Groceries ☐ Dry cleaning/tailoring ☐ Home furnishings ☐ Clothing–Men's
☐ Books ☐ Hardware ☐ Pharmacy ☐ Clothing–Women's
☐ Electronics ☐ Jewelry ☐ Automobile ☐ Other: __________

4. On average, how often do you shop in the Village downtown?

☐ Less than once a month ☐1-5 times per month ☐More than 15 times per month
☐ 6-10 times per month ☐ 11-15 times per month ☐ I don't shop in the downtown

5. What days/times do you typically shop in the Village? (*Check as many as apply.*)

☐ Sundays ☐ Morning ☐ Afternoon ☐ Evening
☐ Mondays ☐ Morning ☐ Afternoon ☐ Evening
☐ Tuesdays ☐ Morning ☐ Afternoon ☐ Evening
☐ Wednesdays ☐ Morning ☐ Afternoon ☐ Evening
☐ Thursdays ☐ Morning ☐ Afternoon ☐ Evening
☐ Fridays ☐ Morning ☐ Afternoon ☐ Evening
☐ Saturdays ☐ Morning ☐ Afternoon ☐ Evening

6. Where do you shop more frequently other than the Village downtown? (*Check as many as apply.*)

☐ Regional mall ☐ The next town over ☐ Discount super center
☐ Mail order ☐ Internet ☐ Other: ___________
☐ The next big city (*Please circle one*— Rochester/Buffalo/Lockport/Batavia)

7. Do you feel that the store hours in the Village downtown are adequate?

☐ Yes ☐ No

8. Is parking a problem in the Village downtown?

☐ Yes ☐ No

9. Do you feel that signage is adequate within the Village downtown?
☐ Yes ☐ No

10. Do you feel safe walking/crossing the street in the Village downtown?
☐ Yes ☐ No

11. Do you feel the Village downtown is properly maintained and clean?
☐ Yes ☐ No

12. What, if any, would you like to see improve in the Village downtown?
☐ Signage ☐ Selection of retail/services
☐ Parking ☐ Prices of goods/services
☐ Safety ☐ Appearance of streets/buildings
☐ Store hours ☐ Other: ______________

13. Age?
☐Under 18 ☐ 18-25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ 56-65 ☐ Over 65

14. Gender? ☐ Female ☐ Male

15. Zip code where you live? ______________

16. Zip code where you work? ______________

17. Which of these broad categories best describes your household income for all sources last year?
☐ Less than $30,000 ☐ $50,000 to $74,999 ☐ $100,000 to $149,000
☐ $35,000 to $49,000 ☐ $75,000 to $99,999 ☐ $150,000 or more

18. What is your favorite thing about the Village downtown? __________________________
____
____
____

19. What do you dislike most about the Village downtown? ___________________________
____
____
____

APPENDIX E: RESULTS OF THE DOWNTOWN BUSINESS OWNER SURVEY

1. What type of business do you have?

a. Independent	34	(94.4%)
b. Franchise	1	(2.8%)
c. Local chain	1	(2.8%)

2. Do you own or rent the building/space in which your business is located?

a. Own	24	(68.6%)
b. Rent	11	(31.4%)

3. What products/services does your business provide?*

** Specific answers are not being disclosed so as not to identify survey participants. Additional information may be available by contacting M-Power Medina.*

4. How many employees does your business have at this location?

a. Part-time	109
b. Full-time	113

5. How long have you been in business at this location or at a previous downtown location?

a. 1-3 years	6	(16.2%)
b. 4-5 years	1	(2.7%)
c. 6-9 years	3	(8.1%)
d. 10-20 years	8	(21.6%)
e. 20+ years	19	(51.4%)

6. What are your regular business hours?

Data not compiled into statistics.

7. Which days in an average week are the two (2) busiest?

a. Mondays	15	(41.7%)
b. Tuesdays	7	(19.4%)
c. Wednesdays	1	(2.8%)
d. Thursdays	10	(27.8%)
e. Fridays	25	(69.4%)
f. Saturdays	15	(41.7%)
g. Sundays	1	(2.8%)

8. On your busiest days, what are the busiest time periods?

a. 7 – 10 A.M.	3	(8.3%)
b. 10 A.M. – noon	17	(47.2%)
c. 12 – 2 P.M.	8	(22.2%)
d. 2 – 4 P.M.	7	(19.4%)
e. 4 – 6 P.M.	5	(13.9%)
f. after 6 P.M.	6	(16.7%)

9. What percentage of your customers do you estimate come from:

Data not compiled into statistics.

10. Please estimate the percentage of your customers in each of the following age groups:
Data not compiled into statistics.

11. Do you think the majority of your customers are:

a. Male	4	(10.8%)
b. Female	14	(37.8%)
c. Evenly split	19	(51.4%)

12. Is parking a problem for your employees?

a. Yes	4	(10.8%)
b. No	33	(89.2%)

13. Is parking a problem for your customers?

a. Yes	18	(48.6%)
b. No	19	(51.4%)

14. Have you encountered any obstacles or problems with zoning or other regulations?

a. No	30	(83.3%)
b. Other	6	(16.7%)

(Some of the "other" responses identified: enforcement of two hour street parking, commercial zoning, and truck exhaust.)

15. Are there any aspects of your business or issues in which you would like to receive training or technical assistance?

a. No	29	(80.6%)
b. Other	7	(19.4%)

(Some of the "other" responses identified: building façade design assistance, financial planning, and computerization.)

16. Are there any sorts of financial incentives (such as low interest loans and façade grant programs) that would help your business expand if they could be offered? *(Please explain.)*

a. No	17	(47.2%)
b. Grants	11	(30.6%)
c. Grants and loans	5	(13.9%)
d. Other	3	(8.3%)

17. What changes or improvements in the Village downtown would enhance your business?

a. Parking	14	(42.4%)
b. More businesses	12	(36.4%)
c. Other	7	(21.2%)

(Some of the "other" responses identified: affordable advertising and better signage for parking..)

APPENDIX F: RESULTS OF THE CONSUMER INTERCEPT SURVEY

1. How did you get here today?

a.	I drove	59	(71.1%)
b.	I biked	0	(0.0%)
c.	I took a bus	1	(1.2%)
d.	I walked	6	(7.2%)
e.	Someone drove me	15	(18.1%)
f.	Other	2	(2.4%)

2. What are the primary reasons for your visit today?

a.	Dining	11	(13.1%)
b.	Personal care (barber, nail salon)	22	(26.2%)
c.	Shopping/retail	26	(31.0%)
d.	I work here	18	(21.4%)
e.	Legal services	1	(1.2%)
f.	Village hall	2	(2.4%)
g.	I live here	20	(23.8%)
h.	Medical office/health services	3	(3.6%)
i.	Post office	6	(7.1%)
j.	Tourism	1	(1.2%)
k.	Banking/financial services	8	(9.5%)
l.	Other	27	(32.1%)

3. If you answered "Shopping/retail," what types of items? *(Check as many as apply.)*

a.	Groceries	14	(46.7%)
b.	Dry cleaning/tailoring	1	(3.3%)
c.	Home furnishings	1	(3.3%)
d.	Clothing-Men's	1	(3.3%)
e.	Books	2	(6.7%)
f.	Hardware	4	(13.3%)
g.	Pharmacy	8	(26.7%)
h.	Clothing-Women's	3	(10.0%)
i.	Electronics	1	(3.3%)
j.	Jewelry	1	(3.3%)
k.	Automobile	3	(10.0%)
l.	Other	15	(50.0%)

4. How often do you shop in the Village downtown?

a.	Less than once a month	20	(25.3%)
b.	1-5 times per month	19	(24.1%)
c.	6-10 times per month	8	(10.1%)
d.	11-15 times per month	9	(11.4%)
e.	More than 15 times per month	14	(17.7%)
f.	I don't shop in the downtown	9	(11.4%)

5. What days/times do you typically shop in the Village? ***(Check as many as apply.)***

Sunday	Morning	15	(21.1%)
	Afternoon	19	(26.8%)
	Evening	8	(11.3%)
Monday	Morning	17	(23.9%)
	Afternoon	19	(26.8%)
	Evening	7	(9.9%)
Tuesday	Morning	12	(16.9%)
	Afternoon	19	(26.8%)
	Evening	11	(15.5%)
Wednesday	Morning	11	(15.5%)
	Afternoon	25	(35.2%)
	Evening	13	(18.3%)
Thursday	Morning	14	(19.7%)
	Afternoon	22	(31.0%)
	Evening	9	(12.7%)
Friday	Morning	13	(18.3%)
	Afternoon	28	(39.4%)
	Evening	20	(28.2%)
Saturday	Morning	19	(26.8%)
	Afternoon	31	(43.7%)
	Evening	11	(15.5%)

6. Where do you shop more frequently other than the Village downtown?

a.	Regional mall	19	(24.1%)
b.	The next town over	20	(25.3%)
c.	Discount super center	34	(43.0%)
d.	Mail order	9	(11.4%)
e.	Internet	15	(19.0%)
f.	Other	9	(11.4%)
g.	The next big city	26	(32.9%)
h.	Rochester	8	(10.1%)
i.	Buffalo	16	(20.3%)
j.	Syracuse	0	(0.0%)

7. Do you feel the store hours in the Village downtown are adequate?

a.	Yes	72	(87.8%)
b.	No	10	(12.2%)

8. Is parking a problem in the Village downtown?

a.	Yes	35	(44.3%)
b.	No	44	(55.7%)

9. Do you feel that signage is adequate within the Village downtown?

a.	Yes	71	(89.9%)
b.	No	8	(10.1%)

10. Do you feel safe walking/crossing the street in the Village downtown?

a.	Yes	74	(90.2%)
b.	No	8	(9.8%)

11. Do you feel the Village downtown is properly maintained and clean?

a.	Yes	74	(92.5%)
b.	No	6	(7.5%)

12. What, if any, would you like to see improved in the Village downtown?

a.	Signage	5	(7.4%)
b.	Parking	25	(36.8%)
c.	Safety	5	(7.4%)
d.	Store hours	6	(8.8%)
e.	Selection of retail/services	40	(58.8%)
f.	Prices of goods/services	13	(19.1%)
g.	Appearance of streets/buildings	18	(26.5%)
h.	Other	9	(13.2%)

13. Age?

a.	Under 18	2	(2.5%)
b.	18-25	4	(4.9%)
c.	26-35	9	(11.1%)
d.	36-45	9	(11.1%)
e.	46-55	19	(23.5%)
f.	56-65	20	(24.7%)
g.	Over 65	18	(22.2%)

14. Gender?

a.	Female	53	(65.4%)
b.	Male	28	(34.6%)

15. Zip code where you live?

a.	14103	37	(45.7%)
b.	14411	7	(8.6%)
c.	14067	6	(7.4%)
d.	14105	5	(6.2%)
e.	14094	5	(6.2%)
f.	14098	5	(6.2%)
g.	Other	16	(19.8%)

16. Zip code where you work?

a.	14103	26	(52.0%)
b.	14411	8	(16.0%)
c.	Other	16	(32.0%)

17. Which of these broad categories best represents your household income for all sources last year?

a.	Less than $30,000	22	(31.9%)
b.	$35,000-$49,000	10	(14.5%)
c.	$50,000-$74,999	20	(29.0%)
d.	$75,000-$99,000	8	(11.6%)
e.	$100,000 to $149,000	7	(10.1%)
f.	$150,000 or more	2	(2.9%)

18. What is your favorite thing about the Village downtown?

Data not compiled into statistics.

19. What do you dislike most about the Village downtown?

Data not compiled into statistics.