

Strategic Plan

for

Downtown Arcade



May 2005

Prepared for the Village of Arcade, New York

May 2005



GENESEE/FINGER LAKES
Regional Planning Council

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G/FLRPC Mission Statement:

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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Every effort was made to ensure the above list is complete. If there are any omissions to the above list, it is wholly unintentional.

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1. Executive Summary

Overview

The Arcade community, and in particular, its downtown area, has many positive attributes. It also has many challenges and issues that need to be addressed. The Village administration, and many community members, recognized this situation and received funding from the New York State Governor's Office of Small Cities to undertake a Strategic Planning process for Downtown Arcade. Genesee/Finger Lakes Regional Planning Council coordinated and facilitated this planning process, in cooperation with the Village, the Strategic Planning Committee, and other county and regional stakeholders.

The challenges facing Arcade's downtown range from traffic concerns, to parking, to walkability, to deteriorated and unattractive buildings, to vacant storefronts, to governmental administration, are not unique to Arcade. Many communities throughout Upstate New York, indeed, throughout the nation, face these issues. However, with good leadership, concerted effort, and the enthusiastic backing of the business community and the citizens of Arcade, positive change can occur.

Of the many action items contained in the plan, it is crucial to recognize two important overarching themes:

- The challenges facing downtown Arcade did not appear overnight, or even over a few years. Therefore, the solutions will require sustained efforts over a decade or more. Concurrent with this, as town after town across the country has shown, negativity and apathy must be replaced with a focus on the positive and a commitment to civic engagement if the community has any hope of successfully addressing the challenges. Only the people of Arcade have the power to ensure this happens.
- Transportation and retail patterns on a regional, national, and global scale have shifted greatly in the last fifty years. For the foreseeable future, these trends will continue. It is unrealistic to expect downtown Arcade to return to "the good old days" when a variety of retail goods could be found on Main Street. That is not to say that downtown Arcade cannot be active, attractive, and vibrant; it simply means that the community must change how it measures downtown vitality compared to thirty or forty years ago.

Selected Findings

- The current zoning law is generally ill-suited for an existing village Main Street or for encouraging new development to be built in a pedestrian friendly, village-scaled pattern
- Working with the New York State Department of Transportation, traffic calming tools should be studied and implemented on Main Street. These range from the inexpensive short term solutions such as re-striping to more expensive longer term solutions such as the construction of roundabouts

- Utility infrastructure has the capacity to accommodate new growth
- Utility lines are underground throughout much of Main Street; this is an aesthetic advantage that few communities like Arcade have.
- Interconnections between the stormwater and wastewater sewers needs to be addressed
- Façade and signage improvement is needed at key locations in the downtown area
- As with most small towns, market conditions are not likely to bring about a return of what many people remember as downtown retailing; downtown retailers must reinvent themselves to remain relevant and the community must re-envision what it considers to be a vibrant downtown.
- Village government must address the perception that it is unresponsive to business concerns; and ensure that all aspects of village administration are conducted in a fair, consistent, and professional manner
- A defeatist, negative attitude, and lack of community engagement must be overcome if any of the recommendations are to be implemented
- Citizen-based energy, enthusiasm, and effectiveness is possibly being diluted by the multiple committees that are all working towards the same ultimate goal.
- A local capital improvement limited partnership is one way for the community to invest in its own downtown

Specific Actions

The Strategic Plan for Downtown Arcade reviews the background conditions of the village's Main Street corridor and provides action-oriented recommendations to address the challenges that affect this part of the community. Recommendations were developed by the project's Planning Committee and the professional planning expertise of Genesee/Finger Lakes Regional Planning Council.

Between August 2004 and May 2005, the project's Planning Committee met monthly to discuss challenges and suggest solutions.

There are 39 specific action items identified, grouped into five categories:

- Pedestrian Action Items (Group A)
- Parking Action Items (Group B)
- Street and Roadway Action Items (Group C)
- Aesthetic Action Items (Group D)
- Regulatory Action Items (Group E)
- Structural/Programmatic Action Items (Group F)

The actions range from short term and relatively inexpensive, to long term requiring more substantial funding. Of primary importance is the need for various groups, entities, and departments (many of which have been identified with each action) to take ownership of recommended action to ensure that there is follow-through and completion. The success of a few initial actions will help build momentum in the community towards implementing the longer-term, more complicated actions.

2. Introduction

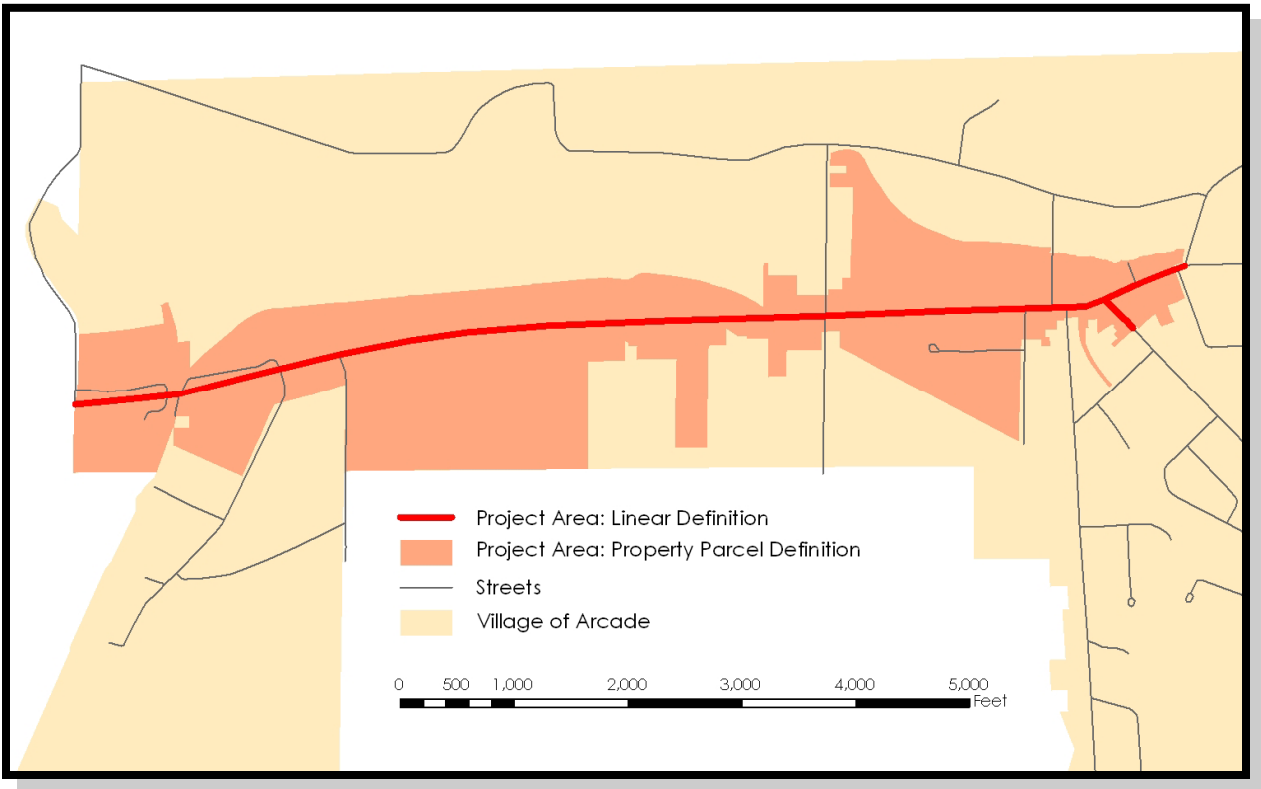
The Plan

The Strategic Plan for Downtown Arcade was conceived by the Village of Arcade as a tool to assess the current physical conditions of Main Street, identify key areas for improvement, help the village leverage additional funding sources, and determine *achievable* action items to make improvement happen. It was emphasized early in the planning process that these actions should range from those that are short term and inexpensive to longer term actions that require more resources.

The document is a tool to leverage future resources and should become an addition to the 1996 Town-Village Comprehensive Plan. The Strategic Plan provides more specific details about an area, Main Street, that the Comprehensive Plan addressed only in broad general terms.

The Strategic Plan's focus is on buildings, streets, sidewalks, parking, trails, waterways, signage, landscaping, and lighting- the physical attributes of Main Street. The quality of these attributes, and how they connect with each other, can serve to improve the vitality and walkability of Main Street. Since Main Street is often what visitors to a community see and remember, an attractive and vibrant downtown benefits the greater community as a whole.

Map 1 - Project Area



The project area was defined early in the process by the Project Planning Committee. The bounds of the project includes all property parcels fronting on Main Street between the west village line and the Water-Main-Pearl Street intersection, as well as several parcels fronting on Liberty Street for a short distance south of Main Street. The primary focus is on the fronts of these properties facing the street. Where applicable, the back sections were also addressed. This method of project area definition produces a linear project area of 1.89 miles of Main Street (10,000 feet).

An additional component of the plan was a Consumer Demographics and Market Analysis completed by the Cornell Institute for Social and Economic Research (CISER) at Cornell University. This research identifies and analyzes the downtown Arcade market area and provides the basis for further market analysis. See Appendix A for the full report.

Coordination

Genesee/Finger Lakes Regional Planning Council (G/FLRPC) was contracted by the Village of Arcade to provide project coordination, conduct necessary research, and final recommendations. Genesee/Finger Lakes Regional Planning Council is one of nine regional planning organizations in New York State. G/FLRPC covers Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, *Wyoming*, and Yates Counties. The Council is organized under New York General Municipal Law as a “special purpose local government unit” (meaning it is a public agency), and operates under the authority of the legislative bodies of its member counties. Funding comes from dues that the nine member counties pay, as well as projects like the Strategic Plan for Downtown, which was funded by the village with a grant from the New York State Governor’s Office for Small Cities.

Oversight

The Strategic Planning Committee was made up of the Village’s Walkable Committee, as well as stakeholders from citizens, businesses, local and county government, and regional organizations met monthly with G/FLRPC staff to help guide the project.

A list of committee members follows.

Table 1 - Strategic Planning Committee

LAST	FIRST	TITLE	AGENCY
ALOUISA	ROBERT	RESIDENT ENGINEER	NYS DEPT. OF TRANSPORTATION
ANTONIO	PHIL		PHIL'S TV
ARLOW	BILL	LANDSCAPE ARCHITECT	
BALUS	KATHY		PIONEER CREDIT RECOVERY
BARROWS	FRED		1882 MERCANTILE
BENNETT	KRISTEN		GENESEE TRANSPORTATION COUNCIL
BERWANGER	DOUG	SUPERVISOR	TOWN OF ARCADE
BIJHOUWER	PAUL	CHAIR	VILLAGE OF ARCADE PLANNING BOARD
BOWEN	JEFF	SUPERINTENDENT	PIONEER CENTRAL SCHOOL DIST.
BROWN	CHARLIE	COMMUNITY AFFAIRS	PIONEER CREDIT RECOVERY
BURKETT	PAUL		VILLAGE OF ARCADE
COMSTOCK	GINGER		
DAVEY	SYLVIA		
DEUITCH	STEVE	PROJECT MANAGER	J. O'CONNELL & ASSOC.
DOMES	KATIE		DOMES, INC.
DOSTER	MIKE	MAYOR	VILLAGE OF ARCADE
DRIVER	MIKE		BLUE SEAL FEEDS
DUPONT	JOAN	PROGRAM MANAGER	NYS DEPT. OF TRANSPORTATION
ELY	HUGH	EXECUTIVE DIRECTOR	ARCADE AREA CHAMBER OF COMMERCE
ERICK	AUDREY		
GRAY	VALERIE		GRAY FOX PUB
GROVER	SUE	CHAIR	MERCHANTS ASSOCIATION
HAREMZA	JASON	SENIOR PLANNER	G/FLRPC
HARRISON	JOAN		BEAUTIFICATION COMMITTEE
HEFKA	MICHAEL	DIRECTOR	WYOMING COUNTY IDA
HIGGINS	JOE	OLEAN TRAILS	ABBOTT WELDING
JOHNSON-JAECKEL	DIANE	DIRECTOR	WYOMING COUNTY TOURISM
JOHNSTON	ED	ASST. ENGINEER	NYS DEPT. OF TRANSPORTATION
JONES	CAROLE	BUSINESS MANAGER	ARCADE HERALD
KEMPF	LINDA	PRESIDENT	ARCADE AREA CHAMBER OF COMMERCE
KILBURN	LARRY	SUPER. OF PUBLIC WORKS	VILLAGE OF ARCADE
KOCH	BILL		PRESTOLITE LEECE-NEVILLE
KOSMERL	RICH	TRUSTEE	VILLAGE OF ARCADE
LAIRD	JOHN	POLICE CHIEF	VILLAGE OF ARCADE
LANDAHL	KATHY	COUNCILOR	TOWN OF ARCADE
MASON	JEFF	HISTORIAN	TOWN AND VILLAGE OF ARCADE
MILKS	RAY/SANDY		
MILLER	DAVE		M&T BANK
MORGAN	MAGGIE		
MUNRO	KEVIN	PRINCIPAL	ARCADE ELEMENTARY SCHOOL
MUNSON	STEVE		NYS DEPT. OF TRANSPORTATION
OFFERS	KIM		
OWENS	JOE		JOSEPH'S STYLING CENTER
PAYNE	HOWARD		
PERRIN	RICH	DIRECTOR	GENESEE TRANSPORTATION COUNCIL
PIERCE	JIM	DIRECTOR	WYOMING COUNTY CHAMBER OF COMM.
PIRDY	SANDY		CREEKSIDE FABRICS
REISDORF	DAN	TRUSTEE	VILLAGE OF ARCADE
SANDERS	MARISA		SIGN OF THE PINEAPPLE
SHERMAN	LARRY	REGIONAL TRAFFIC ENGINEER	NYS DEPT. OF TRANSPORTATION
SIMAR	RICK		
SKILLMAN	CHUCK		
SLOCUM	ERIC		ARCADE AGENCY
SNELL	KEIRSTEN	DIRECTOR	DOWNTOWN REVITALIZATION PROGRAM
TINDELL	RICHARD	DIRECTOR	WYOMING COUNTY PLANNING DEPT.
TRAVER	BOB		NYS DEPT. OF TRANSPORTATION
USATCH	CARL		MILLE FABRICATORS
WOLFE	DAVE		
YOUNGERS	PEGGY		RAINBOW WELLNESS
ZIELONKA	MARV	ZONING OFFICER	VILLAGE OF ARCADE
ZORN	DAVE	DIRECTOR	G/FLRPC

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3. Background

Main Street in American History

Retail districts developed early in American history. Colonial towns along the East coast developed with streets where retail uses were concentrated. This mirrored developments in British towns as they continued to shift from a medieval to an early industrial economy. Since almost all in-town transportation in these places was on foot, the development was necessarily compact and mixed use, with stores, residences, warehouses, schools, churches, government buildings, and industrial establishments all in very close proximity.

This pattern continued in the United States after the American Revolution and through the 19th century, when most towns in Upstate New York were first established. Architectural styles and technologies changed, but the basic pattern of development remained constant with compact, mixed use, communities. Location on a canal or turnpike, or later, a railroad, was often the crucial determinant as to whether a community would continue to grow and develop or stagnate and decline.

After the Civil War, towns that continued to grow began to expand, with tree-lined residential streets of large Victorian homes. A new generation of downtown commercial structures, often built of brick, replaced earlier wooden buildings. In most cases, downtown featured row-type buildings that were directly adjacent to each other. This density was vital because motorized transportation had not yet been introduced. Most people still traveled by foot in downtown, so it was important for many different types of land uses to be located near one another.

This is the era that saw the development of the streetscape that many people today associate with small town America. Already, however, the forces of centralization were at work. Economic and cultural life focused on larger towns with rail access, and rural dwellers began to bypass smaller crossroads communities.

These forces accelerated in the early 20th century, as the automobile was introduced and made affordable to large segments of the population. However, this era is considered by many the golden age of the American Main Street. For town dwellers, all of life's necessities could be acquired within a short walk. Specialty or luxury items could be ordered from larger urban areas, and bulky purchases delivered to the home.

In addition to being the center of economic life, Main Street was the center of cultural and civic life. Citizens could find the post-office, library, places of worship, and other institutions of importance. Streets and sidewalks were usually busy with people going to and from work or doing daily errands. It is important to remember that many people worked and lived downtown as well. Professional offices and residential apartments existed above retail establishments and offered lower priced housing (what today would be termed "affordable housing") and commercial space.

Economic, cultural, and technological forces that had been present since the late 19th century reached a critical mass at the end of World War II. In many cases, the economics of centralization continued and smaller industrial facilities were closed in favor of larger and/or newer ones, which were often located in the suburbs of larger cities, the South or West, or even overseas. Employees followed the jobs. Members of the armed forces returning from the war were eligible for government-backed mortgages that made home ownership a reality for millions of families. However, the programs were structured to favor new homes over renovation of existing homes. Government investment in highways accelerated the growth of the personal automobile as a mode of transportation. Railroads and interurban streetcar lines received no such government support. With affordable cars and good roads, wide open stretches of the countryside were seen as desirable places to live.

Large cities, small villages, and communities of all sizes in between, began to feel the effects of these forces. The “centralization” of retailing accelerated. Small towns within an hour or two drive of a large city (which now included places up to 90 miles away, thanks to improved roads), often saw their retailing decline. Consumers could drive a reasonable distance and have a wider variety of goods to choose from in the larger city. The first auto-oriented retail plazas opened in the 1950s, including Thruway Plaza (later Thruway Mall and now the site of a Tops, Wal-Mart and Home Depot) in suburban Buffalo. Small town Main Streets, being a collection of businesses and property owners working independently, had difficulty competing with professionally managed plazas or malls.

This process continued throughout the 1960s, 1970s, and 1980s. Beginning around 1970, however, people began to realize what was being lost on Main Streets. Drawing from both the historic preservation and environmental movements, communities around the country rediscovered the value in a vibrant Main Street. Perhaps the best local example is Corning, New York, which committed to revitalizing its downtown Market Street area after the devastating floods of 1972.

However, Main Street success stories are scattered. Many seem to depend on the presence of a large local corporation (Corning), a college or university (Fredonia, Geneseo), tourism (Ellicottville, Wyoming), a strategic location within easy commuting distance of a large city (East Aurora), or some combination of these attributes (Saratoga Springs). In the absence of any of the previously mentioned advantages, a community *must* develop sustained commitment, energy, and focus. The National Trust for Historic Preservation’s Main Street Approach (see Appendix B) is one way, and judging from its results around the country, a very successful way to revitalize Main Streets.

At the start of the 21st century, many small town (and larger city downtowns, for that matter) are still struggling to find their place in the retail and real estate market. Trends of the past sixty years are, to a large degree, dependent on the continued availability of cheap oil, a premise that is uncertain at best. However, at the present time, these trends are likely to continue for at least the foreseeable future. To again become a valued part of the community, and someplace that can be pointed to with pride, Main Street needs to become the focus of committed, cooperative, engagement from elected leaders to the business community to individual citizens.

Geography and History of Arcade's Main Street

Adapted from material prepared for the Strategic Plan for Downtown Arcade by Jeffrey C. Mason, Historian of the Town and Village of Arcade, November 2004

Physical Geography

The Town of Arcade occupies the southwest corner of Wyoming County. Most of the town's land is made up of rolling hills, and significant portions of the town remain in active agriculture. The principal valley follows the Cattaraugus Creek southwesterly through the town from the Town of Java, through the hamlets of East Arcade, Arcade Center and then the Village of Arcade. The creek flows out the west side of the town, where it becomes the boundary between Erie and Cattaraugus counties. Clear Creek flows northward from the Town of Freedom and joins Cattaraugus Creek in what is now downtown Arcade.

The junction of the two creeks accounts for the fact that the present downtown area became the principal economic center of the town within a few years of the first settlement. Although water-powered milling and other economic activities directly associated with the creeks became obsolete before the end of the 19th century, the downtown area remained the principal economic center until half a century ago. After 1950, economic activity began to shift to the area along Main Street west of the central part of the village, as well as adjacent areas of the Town of Yorkshire.

The localized hill and valley topography has had a great impact on traffic patterns and has contributed to the difficulty in locating any sort of potential bypass to reduce traffic congestion downtown and along the West Main Street corridor.

History

Early Settlement and Population Growth

Although no evidence has been found of a permanent Native American settlement, it is clear that native peoples hunted and fished within the present town. Native title to the land was removed through a series of treaties just after the American Revolution and most of Western New York came under the control of a group of Dutch investors and speculators known as the Holland Land Company. What would become Arcade was entirely within the Holland Land Company's purchase. Joseph Ellicott's internal survey for the Holland Land Company was completed by 1807, and many of the lots were arranged to secure water rights for the early settlers.

Due to its distance from established transportation routes, and the fact that the Holland Land Company's principal land office was at Batavia, Arcade did not receive its first settlers as early as the towns in the northern part of the present Wyoming County. Settlement was particularly difficult until the present Telegraph or Genesee Road was laid out west from Pike and the Cattaraugus Road (the present Routes 77 and 98) was laid out south from Sheldon.

The first settlement in the town was made early in 1807 when Silas Meech settled and made a payment on land on Lot 28, Range 3, a few miles northeast of the present village.

Within a few years, several families settled in the town, and a sawmill and a grist and flour mill were built. Enough settlement had taken place in the present downtown area by 1813 that the first school and the first church were established. The pace of settlement slowed down for a few years due to the war with Great Britain, 1812-1814, and the infamous “year without a summer” in 1816.

When the first settlers arrived in 1807, the present Town of Arcade was part of the Town of Batavia, Genesee County. The Town of Sheldon was created the following spring. By 1818, however, the southern portion of the Town of Sheldon had grown enough to permit creation of the Town of China, which included the present Towns of Arcade and Java. The northern half of China then grew enough to permit the present Town of Java to be set off in 1832, leaving the Town of Arcade (then called the Town of China) with its current boundaries. Wyoming County, one of the younger counties in New York State, was not created from Genesee until 1841.



Interior view of the first Reynolds Arcade, Rochester

The principal settlement in the Town of China, at the junction of Cattaraugus and Clear creeks, was first known as “Hinckley's Station,” in honor of Walter Hinckley, a tavern keeper, major landowner, and deacon of the first church. The name “Arcade” came into common use after the late 1820s, apparently because a local businessman was impressed with the new Reynolds Arcade Building in downtown Rochester.

In 1866, the name of the Town was changed from China to Arcade, and the village was incorporated in 1871 with the Arcade name. Several annexations have increased the physical size of the village, most recently at the top of the Park Street hill and in the “industrial park” area of Edward and William Streets and

Steele Avenue.

Since China (Arcade) was a part of Sheldon until 1818, and included Java until 1832, the first reliable population figure for the present town came in the 1835 state census, which listed 1,279 people. The vast majority of these were Protestants who had come from New England or the eastern part of New York State. A high of 2,108 was reached in 1855, followed by a decline to 1,742 in 1870. That decade saw the town population rise again to 2,000, followed by another decline for twenty years.

The population did not rise above 2,000 again until 1910. Except for a slight decline in 1930, the town population rose for the next several decades. The rapid growth between 1830 and 1850 was no doubt aided by the influx of the Irish into the East Arcade area. The presence of industries and other job opportunities, especially in the Village, seems to have prevented the severe population decline suffered by many of Arcade's neighboring towns between the Civil War and

World War II. The postwar baby boom, the reduced driving time to Buffalo, and increases in local employment have accounted for much of the growth since 1950. The 2000 census counted 4,184 people in the town.

The first census for the Village of Arcade came in 1880, when 762 people resided within the village limits. This figure doubled by 1915, and a plateau in the 1600 range was reached between 1920 and 1940. The village population passed 1,800 in 1950, and has hovered near the 2,000 mark for the past 40 years. As of 2000, the population stood at 2,026.

At the start of this century, about half of the town's population resided in the village. Between 1920 and 1950, this proportion rose to about two-thirds, but recent censuses have revealed a much faster growth rate in the portion of the town outside the village.

Development of Main Street

As with all of the county's towns, Arcade was primarily a dense forest prior to the arrival of the pioneers, so streams and blazed trees provided the only routes for the first settlers. Eventually, primitive paths were cleared. The Holland Land Company expected most internal improvements to come at the expense of the settlers, so the early "roads" were only as good as the locally appointed pathmasters could provide with the labor and/or money collected from the taxpayers in their respective highway districts. The town used the system of pathmasters and a labor system of taxation until 1906, when a referendum authorized a switch to the monetary taxation system.

Main Street was laid out between downtown and Yorkshire in the 1810s, as were Liberty Street between downtown and Sandusky and Bixby Hill Road between Main Street and Elton. Joseph Ellicott of the Holland Land Company had envisioned Genesee Road as a major east-west highway, but the present East Main Street was laid out from downtown and on to the east as a shorter route to Eagle. With its many hills, Genesee Road never matched the traffic found along the present Main Street corridor.

West Main Street was paved in 1914, followed by East Main and the road to Eagle during the next decade. As the state developed its system of numbered highways, these became part of Route 39, which crosses Wyoming County diagonally as it goes between Avon in Livingston County and Sheridan in Chautauqua County. Liberty Street, which runs south from Main, and Water Street, running north from Main, became part of Route 98, as did the quarter-mile of Main between Water and Liberty.

A major change took place in 1974-75, when the state Department of Transportation removed the trees along West Main Street, constructed an overpass above the Conrail and Arcade & Attica Railroad tracks, and widened the two miles of Route 39 between downtown and the county line at Yorkshire. (Route 39 from the county line west to Route 16 had already been widened in the 1960s.)

Along with improvements to Routes 16 and 39 in the Yorkshire area and the completion of the

Route 400 expressway as far south as South Wales, this project made it possible to travel from downtown Arcade to downtown Buffalo in less than an hour with a minimum of stops. This corridor, combined with Route 98 south from downtown Arcade, is the principal route between the Buffalo metropolitan area and Allegany County, which accounts for much of the traffic along Main Street.

In addition to Liberty, Water and Bixby Hill, the other streets laid out from Main during the 19th century were West, Church and Sanford to the north, and Park, Prospect and Pearl to the south. Sanford, which at one time crossed Cattaraugus Creek downtown, is now little more than a driveway, so its impact on Main is negligible. Although Prospect has no outlet, the rear parking lot from the Prestolite plant is accessed from Prospect, which leads to some traffic congestion, particularly on school afternoons, when traffic leaving the elementary school combines with traffic at the end of the first shift at Prestolite.

The development of several more side streets off East Main to the east of Pearl in the 19th and 20th centuries produces additional traffic in the downtown area. In the decades since World War II, Park Street has been extended and several more side streets have been developed off Liberty and Park.

At the western end of the village, Edward and William Streets and Steele Avenue have developed during the past 25 years. This area was originally envisioned as an industrial park, and there are a few industries there, bringing truck traffic onto and out of West Main. An even greater impact, however, has been caused by the proliferation of non-industrial uses on these streets, including various small businesses, Genesee Community College's campus center, and the large Pioneer Credit Recovery building.

Although it is west of the village line, the continuing development of a large manufactured housing community at Arcade Valley Estates since the early 1970s has impacted West Main Street in ways that were probably not envisioned by DOT planners when they widened it from two to four lanes.

Railroads

Arcade was rather inaccessible to the rest of the world until 1871. The poor roads made it difficult, at best, to travel to Buffalo. Thus, Arcade had to wait for the arrival of a railroad before it would be easy to transport people, mail and products to distant places. Buffalo capitalists had tried to tap into the coal and timber resources of Pennsylvania as early as 1831, but the attempts to build such a railroad were scuttled by national economic problems late in the 1830s and again in the 1850s. Finally, a successful project was begun in 1867 and was routed into Arcade because the town bonded itself for \$50,000 to entice planners to bend the line east toward Arcade. One of the most significant days in local history was October 25, 1871, when the first train from Buffalo reached Arcade, carrying dignitaries from the railroad and the city.

Instead of an all-day trip, it was now possible to go from Buffalo to Arcade in 50 minutes. Before long, hotels were erected near the depot, and several trains a day carried commuters, milk

and other items between Arcade and the city. In 1900, the line became part of the Pennsylvania Railroad system.

The growth of auto traffic led to the demise of the commuter trains by 1948, and no passenger service has existed now for about 40 years. The growth of the trucking industry led to a gradual decline of freight traffic as well. The absorption of this line into the Conrail system in the 1970s led to improvements in the trackage, and the Blue Seal feed mill opened in 1981 with a siding on the Conrail tracks. The nearby freight depot, however, had closed and been demolished by that time. This line is now part of the Norfolk Southern system.

The initiative for constructing the present Arcade & Attica Railroad came from Attica, an early rail center on the Erie Railroad mainline. As with the Buffalo interests, Atticans desired a rail connection to the south, but their plans backfired on at least three occasions between 1836 and 1870. The narrow-gauge Tonawanda Valley Railroad was built from Attica to Curriers in 1880, with an extension planned westward toward Sardinia. Once again, Arcade money persuaded railroad planners to route their line in another direction, and the line reached Arcade in 1881.

Before long, a bridge across Cattaraugus Creek brought the line into downtown Arcade to a depot diagonally across the street from the present depot. In 1882 the railroad was extended another thirty miles to connect with the other main branch of the Erie Railroad at Cuba. The southern half of this narrow-gauge line, however, was a financial disaster and was taken up in 1886. The remainder of the line was re-laid in standard gauge in 1895, and an extension was built to the present Norfolk & Southern tracks two years later. It is this extension that enables the present local railroad to connect its customers with a nationwide rail network.

For a period in the early 1900s, this local line was absorbed by the ill-fated Buffalo & Susquehanna Railroad, which the Goodyear family built between Buffalo and Wellsville. When this line failed and the tracks were being taken up in 1917, the farms, businesses and residents along the previously successful section between Arcade and Attica were faced with the loss of freight and passenger service. As a result, over 300 people, mostly residents of the western side of the county, formed the present corporation and acquired the trackage between the two towns, with corporate offices located in Arcade.

Passenger service suffered the same fate as the Pennsylvania Railroad, with service terminated in 1951. Freight traffic also declined, and the line suffered a disaster when a January thaw in 1957 washed out portions of the track along Tonawanda Creek. As a result, service was permanently discontinued north of North Java. The turning point for the A&A came in 1962, when its president, Richard I. Cartwright, decided to purchase an old steam locomotive and two passenger coaches in the hopes of attracting a few riders yearning for a nostalgic ride through the countryside.

The plan succeeded beyond anyone's wildest dreams. Thousands of riders flocked to Arcade between August and October 1962, and a second steamer and additional coaches were soon acquired and put into service. Hundreds of thousands of passengers have taken the 14-mile round trip between Arcade and Curriers over the past 42 years, even while the steam engine has been

out of service during the past three years.

The Arcade & Attica continues to operate as a year-round freight railroad, with the Reisdorf Brothers feed business near North Java as its principal customer.

Community Services Along Main Street

The downtown portion of Main Street, as with the main street of most villages, originally contained a heavy concentration of retail businesses and offices. As will be detailed in a later section, many of the downtown retail businesses have either moved westward along the corridor or disappeared altogether. As a result, the percentage of downtown space devoted to retail activity has declined in recent decades. The corridor between Water Street and the western village line also includes a variety of other community services.

The northwest corner of Church and Main has been the site of the local school since 1863, with the exception of the 1927-28 school year, when classes were held in other locations during the demolition of the old buildings and the construction of the front portion of the present building. This school housed all grades until 1969, after which the Pioneer Central School District was formed and a new junior-senior high school opened in Yorkshire. The construction of a middle school in Yorkshire in 1975 reduced the scope of the Arcade building to grades K-4, but the building has been extensively renovated and enlarged.

The northeast corner of Church and Main has been the site of a church since 1834. The present United Church of Christ building has been there since 1877. Other churches in the corridor include the Baptist and United Methodist churches, constructed in the 19th century, and Sts. Peter & Paul Roman Catholic Church, constructed in the early 20th century. Sts. Peter & Paul also has a cemetery along the corridor.



North side of Main Street, looking west, early 1900s



North side of Main Street, looking west, early 2000s. All buildings are still present, although note the significant changes to the facades of the Howlett's/Simar building (center) and M&T Bank (just left of center)

A major portion of the present M&T Bank building downtown was constructed in 1877, and has always contained a bank. Another bank operated for two decades a short distance to the east, but it went out of business during the Great Depression. The village's other bank is a newer one, the Bank of Castile, on West Main Street.

Some of the remaining older homes between Prospect and West streets have been partially or completely converted to non-residential use, including the Arcade Free Library, the Arcade Historical Society, a funeral home, two medical buildings, a travel agency, two legal offices, and a liquor store.

The local fire hall was located for a century just off Main Street on lower Liberty Street, but a newer hall was opened on North Street in 1982.

The local post office was always located on Main Street until 1998, when it was moved to Edward Street near the west end of the village.

Industries

Prior to the advent of zoning over 40 years ago, several industrialists located their plants along the Main Street corridor. Some of these industries prospered, leading to the need for more space for parking lots and buildings, which then led to increased traffic along the corridor.

Probably the greatest impact came from Motorola. This started out as a small machine shop operated by Lee J. Drennan. After World War II, the plant was used for manufacturing by Sylvania, and then was acquired by Motorola in 1955, primarily for the production of automobile radio tuners and automotive alternators. The business expanded rapidly, as did the size of the plant. Several additions to the east of the original plant necessitated the moving or the demolition of several large homes along the south side of West Main Street and most of the homes along the west side of Prospect Street. Motorola eventually needed a more modern plant and built a new facility next to the Route 400 Expressway in Elma. The Arcade plant has since been operated by Prestolite.

The K.R. Wilson plant for the manufacture of auto service tools was developed in the 1920s in the interior portion of the downtown block bounded by Main, Liberty and Mill streets and the Arcade and Attica Railroad tracks. Parts of that plant are now used by Hilec.

William and Louise McNair developed their Pant-Ease Infant Wear business next to the railroad line at the west end of the village in the 1930s. Since the construction of the overpass in the 1970s, that building is barely visible from West Main Street.

Charles Aronson began his welding positioner business in a building near the west village line in 1946. A decade later, he opened a new and larger plant to the east, and that has since seen some major additions.

A lumber mill and business was located along Main Street near the west village line from the

early 1900s until the late 1990s. The business relocated to another community several years ago and the large property stands mostly vacant.

The village has seen additional industrial growth in the past 30 years, but it has taken place in the “industrial park” south of West Main Street or near the edges of the village on Liberty or North Streets.

Fires, Floods, and Reconstructions

The biggest single disaster to strike downtown Arcade was the fire in December 1898. It took place on a bitterly cold night, and wind nearly prevented firemen from getting it under control. The fire destroyed the buildings on the north side of Main between Sanford Avenue and the east side of the bank. It also destroyed buildings on the south side of Main on both sides of the Clear Creek bridge, and then rounded the corner and destroyed buildings on the east side of lower Liberty before being brought under control.

Although several brick buildings existed downtown by this time, nearly all of the buildings in the path of the fire were older wooden structures. The fire was a mixed blessing, since it provided an opportunity to build more substantial brick business buildings on the sites of the smaller wooden ones.

Less than four years later, in 1902, a devastating flood hit the village. The junction of the two creeks had led to early settlement in that part of the town, but it also makes the village susceptible to flood damage when both creeks rise at the same time. One building next to the creek junction was swept away, claiming the life of a woman. A less severe flood struck in 1989, followed in 1998 by another major one. The most visible result of that flood along the corridor was the demolition of three small homes at the corner of Water and Main and the development of a small park there.

The prosperity of the community after World War II created a temptation for several owners of downtown buildings to remodel their “old-fashioned” facades. The decorative elements of the present Howlett’s and Simar building were removed in the early 1950s. At the end of that decade, the third story of the bank building was removed and the decorative exterior of the remaining two stories and a structure next door were covered with the present white marble cladding.

Other businesses followed suit with remodelings and additions, and by the 1970s most of the buildings downtown had lost their original character with the efforts to “modernize.” This development took place at about the same time many of the large older homes on West Main Street were moved or razed, followed by the removal of the trees along West Main and the widening of the roadway.

Westward Movement

A trend that has accelerated since the end of World War II has been the demise of many of the smaller businesses and the expansion of most of the remaining businesses. This expansion has

led several downtown businesses to construct and move to newer structures, generally on West Main Street. Westward from Bixby Hill Road to the county line, the four-lane West Main Street contains a large number of commercial structures. The most visible evidence of West Main Street's development as a second commercial center was the opening of a McDonald's restaurant near the railroad overpass in 1981.

The stores and businesses in the downtown area have traditionally lent themselves to pedestrian traffic, with their proximity to each other and their sidewalks. The removal of old horse sheds and other structures behind the downtown buildings on the north side of Main created a large free parking lot. The businesses on the south side and lower Liberty, on the other hand, are faced with a lack of public parking spaces to the rear and a decrease in the number of on-street parking spaces when the road was widened.

The western portion of the corridor, with its detached buildings and individual parking lots, is less walkable. Due to the poor planning of the entrances and exits and the proliferation of curb cuts, this area is also difficult for motorists to navigate smoothly and safely.

Socio-Economic and Demographic Background

Before planning for a community's future, it is necessary to understand something of its present. One simple way to do this is to review socio-economic and demographic data collected by the U.S. Census. The most recent census was done in 2000. For purposes of comparison and perspective, the data for the Village of Arcade is shown with other villages in the surrounding area (East Aurora, Perry, Springville, and Warsaw).

Table 2 - Population

	1990	2000	Percent Change
Arcade	2081	2026	-2.71%
East Aurora	6647	6673	0.39%
Perry	4219	3945	-6.95%
Springville	4310	4252	-1.36%
Warsaw	3830	3814	-0.42%

Arcade, like many villages throughout Upstate New York, shows a small decline in population from 1990 to 2000.

Table 3 - Age Distribution

	Percent of Population 19 and Under	Percent of Population 65 and Over
Arcade	32.6	12.7
East Aurora	27.1	18.9
Perry	28.9	15
Springville	27.4	19.1
Warsaw	26.5	21.6

Arcade shows a comparatively younger population than its neighbors. Nearly one third of the population is 19 or under, while only 12.7% is 65 or older.

Table 4 - Educational Attainment

	Percent of Population with a High School Diploma or higher	Percent of Population with a Bachelors Degree or higher
Arcade	85.3	13.5
East Aurora	86	38.3
Perry	79.8	13.3
Springville	85.3	21.3
Warsaw	81	15.7

Arcade has a higher percentage of its population that has completed high school than its Wyoming County neighbors (Warsaw and Perry), but a lower percentage of residents with a bachelors degree than all neighboring villages except Perry.

Table 5 - Housing

	Total Housing Units	Percent Owner Occupied	Percent Renter Occupied
Arcade	785	62.1	37.9
East Aurora	2488	67.5	32.5
Perry	1623	61.3	38.7
Springville	1634	58.1	41.9
Warsaw	1405	55.9	44.1

Arcade has a higher percentage of owner-occupied housing than all neighboring villages except East Aurora.

Table 6 - Family Income and Poverty

	Number of Families	Median Family Income	Percent of Families below the Poverty level
Arcade	551	\$42,687	4.9
East Aurora	2577	\$49,028	1.9
Perry	1085	\$41,090	6.5
Springville	1087	\$49,422	5.4
Warsaw	1459	\$35,592	9.8

Arcade is in the middle of the five comparison villages when it comes to median family income, ahead of its two Wyoming County neighbors. Amongst all five villages, Arcade has the second lowest percentage of families living below the poverty line.

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this page has been intentionally left blank.*

4. Existing Physical Conditions

Before a community can plan for the desired situation, it must assess and document the existing conditions.

Infrastructure

The roadway and sidewalk infrastructure on Main Street dates largely from the 1974-1975 New York State Department of Transportation reconstruction project. Although over 30 years old, regular maintenance has kept much of this infrastructure in good repair. There are scattered examples of sidewalks in need of repair or replacement, and the sidewalk system needs to be extended along the north side of Main Street to the west village line. Roadway capacity appears adequate, although congestion does occur under certain circumstances and at certain times of the day.

The Village of Arcade operates a public water system that supplies most of the properties within the Village. Service areas outside the Village include land immediately southeast and northeast of the Village. The water sources are two springs and three wells. Under normal conditions the well and springs located near the Hamlet of Sandusky in the Town of Freedom, Cattaraugus County, provide all of the Village's water. The current reported available capacity for the Arcade system is 700,000 gallons per day. The water infrastructure on Main Street largely dates to the 1974-1975 reconstruction project. Some segments have been replaced more recently, including an upgrade of the water lines on Main Street East of Water Street in 1990. Water infrastructure is adequate for current and projected needs.

Sewer infrastructure also dates to the mid 1970s. Capacity at the sewage treatment plant on Hurdville Road is 500,000 gallons per day. Average use is 350,000 gallons per day, although during wet weather, usage does spike. This would seem to indicate infiltration of groundwater and stormwater runoff into the sanitary sewer system. The Village is currently exploring options for addressing this issue.

The electrical system has the ability to respond to needs as they arise. Significant industrial development may push the limits of the system, but any of the Main Street-focused development envisioned in this plan, largely residential, retail, or commercial in nature, would be able to be accommodated.

Sources: New York State Department of Transportation, Village of Arcade Department of Public Works, *Target: Tomorrow, A Plan for Wyoming County's Future* (2001)

Land Use

The Village of Arcade contains 874 parcels of property which total 1,586 acres. The uses of these pieces of land were reviewed using the parcel data collected by the New York State Of-

Office of Real Property Services. This data represents the most recent estimations of the municipal assessor.

Although a significant portion of the Village was unable to be tabulated due to data irregularities, the table below shows that single family homes make up the largest percentage of both the number of parcels and the amount of land area.

Nearly half of the parcels in the Village, 48.7%, are classified as being used for single family homes. In terms of percent of land area, single family homes drops to 16.1% of total land area, due to the fact that many parcels used for single family homes are relatively small (0.6 acre, on average). This contrasts with commercial and industrial uses, where the average parcel size is 1.1 and 3.9 acres, respectively. However, only 6.6% of the village's land area is devoted to commercial uses, and 1.7% to industrial uses.

Table 7 - Land Use in the Project Area

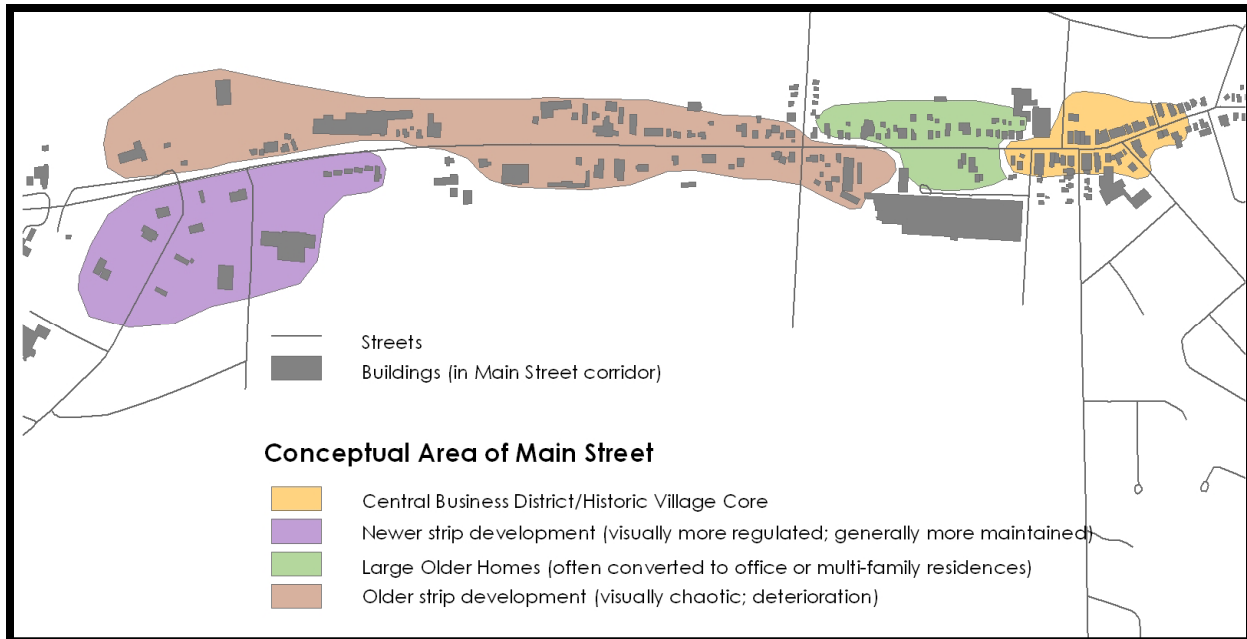
	Number of Parcels	Percent of Parcels	Acreage	Percent of Land Area
Data not available	174	19.9%	762.9	48.1%
Single family homes	426	48.7%	255.8	16.1%
Commercial uses	93	10.6%	104.9	6.6%
Vacant Residential Land	38	4.3%	69.1	4.4%
Vacant Ag Land	6	0.7%	67.1	4.2%
Community Services (schools, churches, libraries)	15	1.7%	63.5	4.0%
Field crops	2	0.2%	61.2	3.9%
Public Services (utilities, railroads)	20	2.3%	48.7	3.1%
Vacant Industrial Land	1	0.1%	34.4	2.2%
Recreational uses	4	0.5%	33.8	2.1%
Industrial Uses	7	0.8%	27.1	1.7%
Vacant Commercial Land	17	1.9%	21.2	1.3%
Two family homes	46	5.3%	16.6	1.0%
Apartments	5	0.6%	9.1	0.6%
Three family homes	16	1.8%	7.7	0.5%
Multiple residences	2	0.2%	1.5	0.1%
Residential land w/small improvement	1	0.1%	1.2	0.1%
Commercial land w/small improvement	1	0.1%	0.3	0.0%

Streetscape

A visual survey of parcels in the project area was conducted in October 2004. The primary purpose of the parcel survey was to analyze the physical condition of the 170 parcels in the project area. Data and observations gathered from this survey can be used to categorize the character of the Main Street corridor into four major areas. From east to west, these are:

- Central Business District/Historic Village Core
- Large Older Homes
- Older Strip Development
- New Strip Development

Map 2 - Main Street Conceptual Areas



Central Business District/Historic Village Core: This area extends from just east of the Clear Creek Bridge (the vicinity of the Arcade Herald Building and Early Bird Nursery School) to Church Street and the Davis Funeral Home parking lot. It extends south on Liberty Street to the Municipal Building and Leonard Zablonksi, Accountant. The Central Business District is the oldest part of the community, and is characterized by what many envision to be the typical American small-town Main Street pattern. That is, two to three story buildings, many built of brick, with retail on the first floor and offices or apartments above. The buildings are built at the lot line, coming right up to the edge of the public sidewalk. The first floor retail spaces often have large, plate-glass display windows, while upper floor windows are vertically oriented and form regular patterns across the façade of the building.



Example of Streetscape in the Central Business District Area

With a few notable exceptions (primarily the buildings on the south side of Main Street from Liberty west to the Arcade and Attica train station), the buildings are attractive and in good physical condition. There are a few instances of inappropriate façade renovations, such as M & T Bank's white panel covering, or buildings where the original large first floor display windows have been covered up. Signage is also inconsistent, with attractive, well-

designed signs (Grayfox Pub, Cottrill's Pharmacy) mingled with dated-looking, interior-lit, plastic signs.



Example of Streetscape in the Large Older Home Area

Large Older Homes: This area extends from just west of Church Street/Prospect Street (from the Arcade Elementary School and Davis Funeral Home) to West Avenue on the north and the Prestolite office building on the south. This area is characterized by large, wooden homes, originally constructed as single family residences, mostly between 1860 and 1910. Many have been converted into institutional use (Arcade Free Library, Arcade Historical Society), multi-family use, or businesses (funeral home, attorney's and doctor's offices, realtors).

This part of Main Street is visually quite attractive. Most of the structures are well maintained and have been modified from their original uses as single family homes to their current uses in appropriate ways. Parking is on the side or to the rear of the structure, and the streetscape is dominated by large front lawns and mature trees. There is a regular pattern of building height, spacing, and setback, particularly on the north side of Main Street. This area maintains a traditional (and pedestrian friendly) village pattern.

Older Strip Development: This area extends from West Street on the north side of Main Street and the Prestolite office building on the south side of Main Street, west to the former Yansick Lumberyard site on the north side to the Zimmerman farm on the south side. This area is very diverse in terms of building type and streetscape, and appears, in most places, uncoordinated and unattractive. There is a small cluster of residences near the West Avenue/Bixby Hill Road intersection, but west of there, the street is primarily businesses and industries. Some structures appear run-down or more marginal, and this contributes to the unattractiveness of the streetscape. The buildings in this part of Main Street do not have the architectural detailing of the buildings in the Central Business District to compensate for lack of maintenance. In other words, it is much harder for the plain, less substantially constructed buildings of this 'Older Strip Development Area' to "age gracefully."

Aside from the few residences, this area was developed more oriented towards the automobile than the pedestrian. Most structure appear to have been built after 1940 and the traditional village pattern disintegrates and the area becomes unfriendly to pedestrians. The sidewalk itself ends on the north side of the street in front of the Larry Romance farm implement dealership. Buildings are low, and often set back behind parking areas. There are many curb cuts and driveway entries. In some cases, the entire frontage of a lot has had its curb and sidewalk paved



Example of Streetscape in the Older Strip Development Area

infrastructure (sidewalks, curb cuts, street trees, etc.) will help. In addition, the zoning should be re-codified so that any new construction is required to meet a consistent setback line (approximately no greater than 15-25 feet from the edge of the public right-of-way). Both minimum and maximum setbacks should be codified in zoning to encourage consistency and a more pedestrian-friendly building pattern. Parking should be required to be to the side or rear of buildings. Allowable signage size should also be reduced. A key opportunity is the development/redevelopment of the former Yansick Lumberyard site.



Example of Streetscape in the Newer Strip Development Area

over/buried so there is one large, undifferentiated curb cut. Unpaved parking areas also contribute to the impression of untidiness, and contribute dust and dirt.

This area is perhaps the most challenging of Main Street, since it lacks the good original structure of the two more easterly areas (Central Business District and Large Older Homes) and lacks the newness and marketability of the Newer Strip Development area to the west.

Completing and rationalizing public

Newer Strip Development: This area exists on the south side of Main Street, from the Zimmerman farm west to the railroad tracks. This includes the large and relatively recent (1995) Tops Plaza, and an assortment of smaller retail plazas and structures (McDonalds, AutoZone, etc.). Like the Older Strip Development area, it is diverse, including (in addition to retail) businesses such as Pioneer Credit Recovery, the Arcade Post Office, a branch of Gene-see Community College, and the row of apartment buildings just east of Tops. Unlike the Older Strip Development area, the buildings are generally newer (approximately 1975 and later), so they have not reached a similar state of necessary maintenance.

This whole area was developed to be auto-oriented and there is no traditional village pattern. The area is very unfriendly to pedestrians. There is no sidewalk on the north side of the street, or on any of the side streets (Steele, Edwards). Traffic is fast and loud. Buildings are low, and often set back behind large parking areas. There are few trees to buffer the traffic or enhance the properties.

Completing and rationalizing public infrastructure (sidewalks, curb cuts, street trees, etc.) will help. In addition, the zoning should be re-codified so that any new construction is required to meet a consistent, and relatively close, setback line (approximately no greater than 15-25 feet from the edge of the public right-of-way). Both minimum and maximum setbacks should be codified in zoning to encourage consistency and a more pedestrian-friendly building pattern. The majority of parking areas should be required to be located to the side or rear of the lot. Allowable signage size should also be reduced; tall pylon signs should be prohibited/restricted in favor of low monument signs. Although businesses may resist, it is important to remember that traffic is supposed to be moving at 30-40 miles per hour in this part of Main Street; far less than the highway speeds for which the current signs were designed to attract motorists' attention.

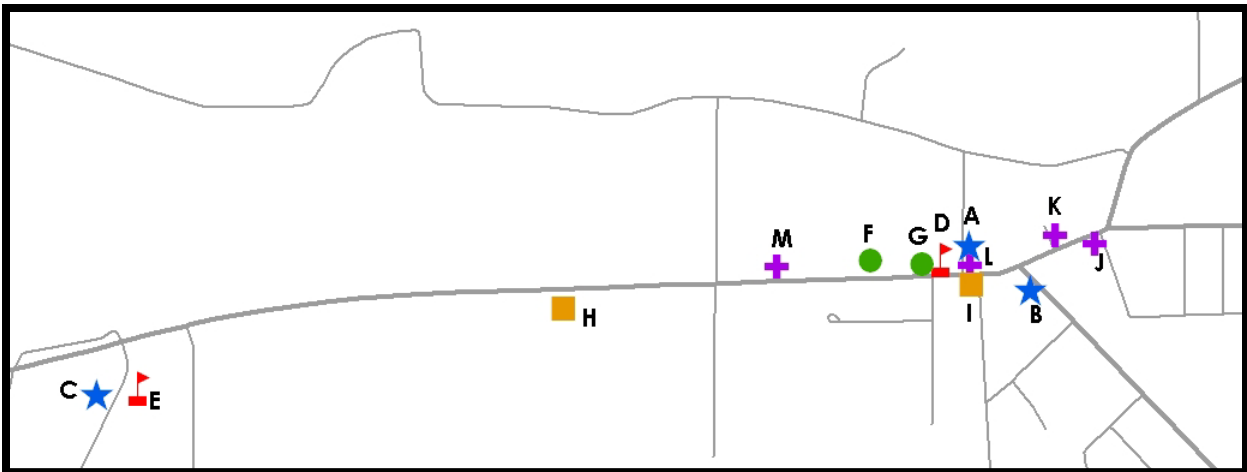
Facilities and Services

Not only is there a substantial amount of organizational and institutional capacity in the wider Arcade community, the amount of public and semi-public community facilities and services just within the Main Street project area is impressive.

- A. Village of Arcade offices, Department of Public Works, and Police Department
- B. Municipal Building (Town of Arcade offices and Youth Center)
- C. Arcade Post Office
- D. Arcade Elementary School
- E. Genesee Community College (satellite facility)
- F. Arcade Free Library
- G. Arcade Historical Society
- H. VFW Post
- I. Masonic Temple
- J. United Methodist Church
- K. Baptist Church
- L. United Church of Christ
- M. Saints Peter and Paul Roman Catholic Church

All of these facilities represent an opportunity for Main Street. Many of them, such as the fraternal organizations and churches, have leadership and organizational capacity that could be harnessed to work toward Main Street's improvement and vitality. Working individually, or preferably cooperatively, these organizations could take recommended action items from this Strategic Planning document, and seek their implementation.

Map 3 - Main Street Area Community Facilities and Services



Brownfields

Brownfields are abandoned, idle, or *under-used* industrial and commercial sites where real or perceived contamination has made expansion or redevelopment complicated (U.S. Environmental Protection Agency, italics added). While there are no specifically identified brownfield sites in the Main Street corridor, there may be vacant or underutilized commercial or industrial space in the corridor whose redevelopment is hampered by the perception of a possible environmental problem. These sites could include former gas stations or vehicle servicing sites along Main Street.

In addition, there are currently operating industries and commercial sites whose contamination status is unknown. If, in the future, these sites are redeveloped (as some of the Recommended Action Items call for), their environmental status should be determined. It is recommended that a Phase 1 site evaluation be conducted by a licensed professional to determine what, if any, contaminants exist and the appropriate actions to be taken to remedy them. This is particularly important at the Emkay site at the corner of Church and North Street. This parcel is one of the few large parcels available for re-development within easy walking distance of the downtown core (and not located in the flood plain). Industrial use of this site appears marginal and recent investment limited. Depending on the level of contamination and remediation sought, this site should eventually be used for residential and/or commercial uses and strengthen the downtown area.

Redeveloping unused, or under-used, sites is beneficial on many levels including economic development, land use and environmental justice. Potential benefits of brownfield redevelopment include:

- Protecting human health and the environment.
- Increasing the tax base of a local area.
- Restoring or replacing dilapidated buildings and sites.
- Creating jobs.
- Strengthening economic centers.
- Utilizing existing infrastructure.
- Preventing the spread of contaminants.

Natural Resources

Arcade enjoys an enviable location in terms of natural resources. Set amidst rolling hills of forests and farmland, plentiful natural resources and opportunities for recreation surround the village. Fishing is an especially prominent pastime, and April 1, the opening day of Trout Season, sees the creeks and streams of southern Wyoming County lined with anglers.

Within the Village, and particularly in the Main Street project area, Arcade's two main watercourses are the most significant natural resources. Clear Creek rises in Cattaraugus County to



Clear Creek looking north from the Main Street Bridge

the southeast. Cattaraugus Creek rises to the northeast of the village; they come together in downtown Arcade, just north of the Main Street-Liberty Street intersection. Cattaraugus Creek then flows westward through the village, roughly paralleling Main Street, and eventually empties into Lake Erie.

Parks and Public Areas

There are two formal parks in the Village of Arcade, the Village Park on the eastern edge of the village at Grove Street at Clough Avenue, and a small pocket park, known as “the Garden,” at the intersection of Main and Water Streets. In addition, two cemeteries (Saints Peter and Paul on Main Street and Arcade Cemetery off Park Street) and the grounds of the elementary school function as quasi-public open space.

Map 4 - Parks (Existing and Proposed) and Public and Semi-Public Greenspace

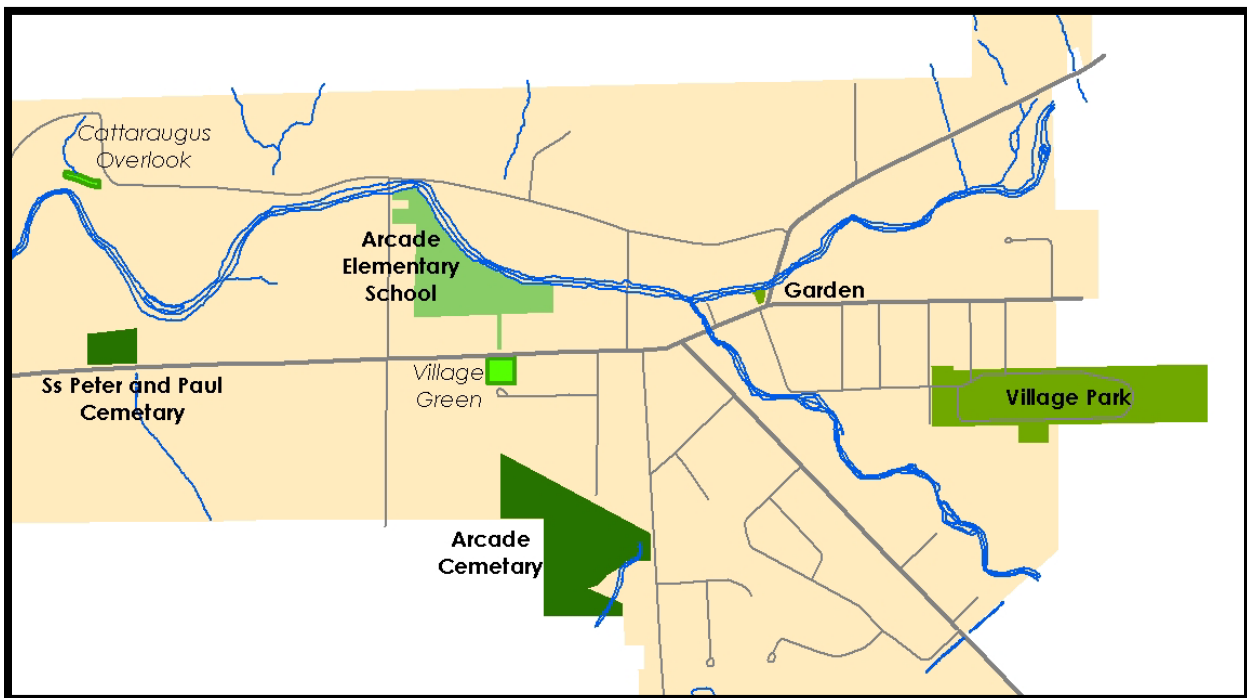


Table 8 - Parks (Existing and Proposed) and Public and Semi-Public Greenspace Acreage

Park or Open Space	Acres
Village Park	25.60
Garden	0.22
Ss Peter and Paul Cemetery	2.63
Arcade Cemetery	18.90
Arcade Elementary School	14.19
Cattaraugus Overlook (proposed)	0.33
Village Green ("Prestolite Park") (proposed)	1.12

The development of new parks and public open space is one of the key recommendations of this plan. The two priority areas are:

Cattaraugus Overlook

This is land that is currently owned by the village along North Street (it is actually the former North Street right-of-way). This small parcel could provide panoramic views of the village and a destination point for the proposed North Street sidewalk/walking trail.

Village Green (“Prestolite Park”)

This park-like green space is currently the front lawn of the Prestolite facility on West Main Street. This shady lawn could provide passive green space close to the center of the village.

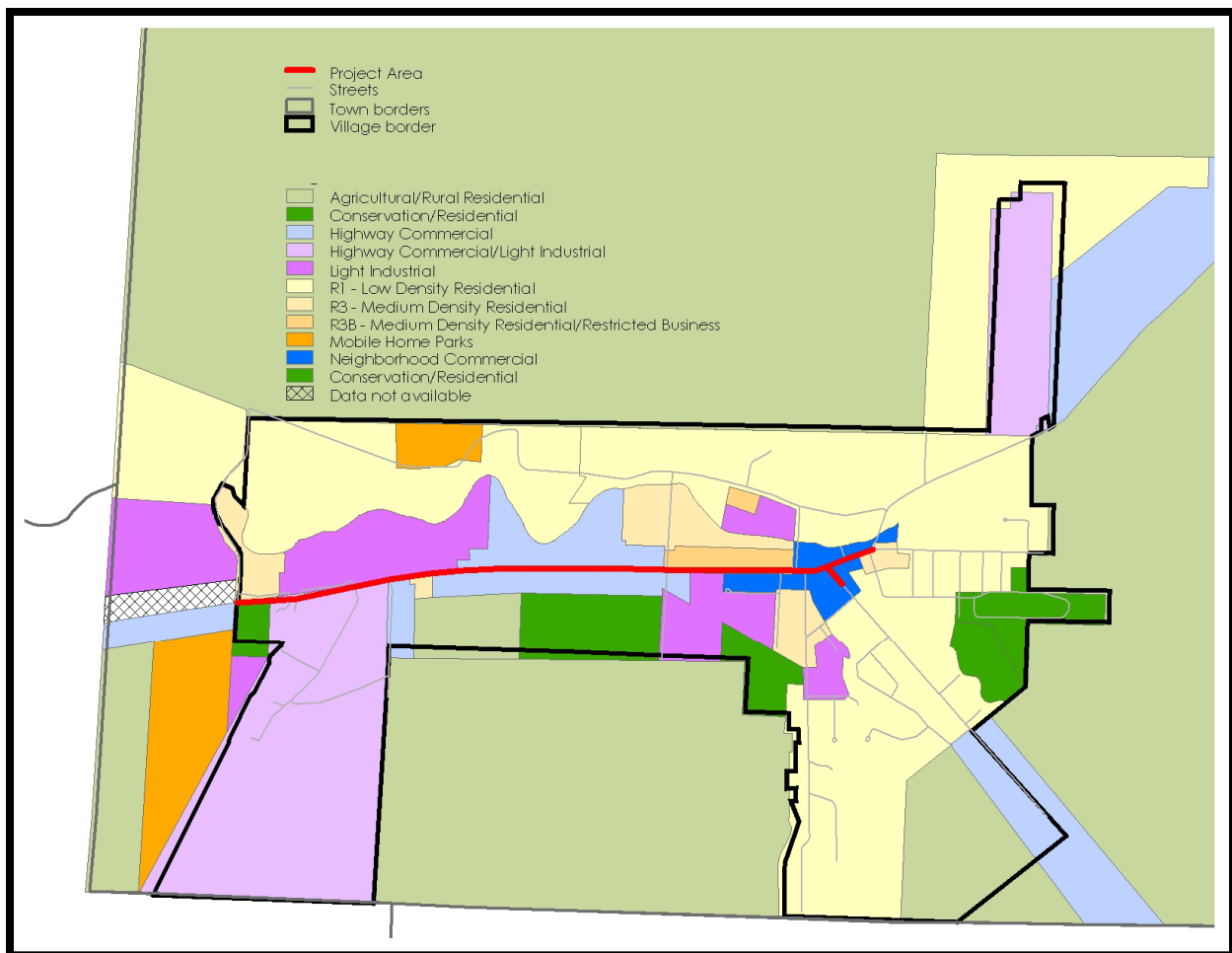
Please refer to Recommended Action Items D5 and D6 for more information on these two proposed parks.

5. Existing Regulatory Conditions

Comprehensive Plan

The existing comprehensive plan does not put any added emphasis on good design in the downtown area, but the plan does list a pedestrian friendly, attractive downtown central business district (CBD) as a goal. The resident survey responses seem to reflect that the citizens of the village desire this as well. It appears from the survey that West Main Street is more important in this regard than the downtown area of Main Street, possibly because downtown is already relatively pedestrian friendly, compared to the west end.

Map 5 - Zoning



Zoning

The following Zoning Districts are most relevant to the Main Street project area:

- Neighborhood Commercial
- Medium Density Residential/Restricted Business (R3B)
- Light Industrial
- Highway Commercial

Residence/Restricted Business District (R3B).

This district encompasses the north side of Main Street between Church and West. This part of Main Street is characterized by large, older homes, that have mostly been converted to office, institutional, or multi-family dwelling uses. The physical requirements in the R3B District are largely governed by its companion residential zone, R3 (Medium density residential).

In this district, the minimum lot size is 11,250 square feet (over 1/4 acre). Maximum lot coverage is 30%. These regulatory numbers create a standard where 70% of the lot is mandated open space. These percentages should be reviewed and possibly modified to reflect what has traditionally been the coverage percentage on village lots in Arcade.

While the 11,250 square foot minimum lot size is generally within the existing pattern of development, it may be considered inappropriately large for a village core area. With public water and sewer available, lots for detached homes can be as small as 4,000 square feet and for attached townhouse style development, as small as 2,500 square feet. Although a departure from the established pattern in this area, the village may wish consider re-zoning portions of this district. Sited and designed correctly, smaller lots and “infill” townhouse or patio home style development could be considered as a way to add value to these parcels and potentially increase the residential population density. More residents within walking distance of downtown help make pedestrian-oriented retail that much more viable.

The stated minimum lot width in the zoning is 80 feet. Unless rezoning occurs as detailed above, this is probably an appropriate minimum width that respects the general established pattern. An examination of the existing lot widths in this area show that lots widths have traditionally been as narrow as 40 feet in this part of Main Street, although range up to 110 feet in width.

Minimum setbacks are 25 feet, which is close to what existing setbacks are on this part of Main Street. However, it is very important to mandate *maximum* setbacks as well. Maximum setbacks prevent new buildings from being built too far back on the lot and interrupting the regular pattern of building fronts. In this case, a maximum setback of about 30 feet is recommended.

On a positive note, there is a provision in the zoning that parking is not allowed in front of the house/business. This is a critical point, as front yard parking typically produces an unattractive streetscape, especially in a neighborhood of older, historic structures, and acts as a strong deterrent to pedestrian activity.

Neighborhood Commercial

In the neighborhood commercial district, which includes most of the traditional central business district (CBD) along Main Street from Water Street west to Prospect Street, there are zoning issues that should be addressed.

The maximum floor area is 2,000 square feet, but the minimum lot size is 10,000 square feet. Maximum lot coverage is 20%. These figures create a regulatory standard where, if a new structure was built in downtown Arcade, 80% of the lot is mandated open space. This much open space will either end up as landscaped area or parking. In a traditional small town Main Street, such as downtown Arcade, 80% open space is inappropriate and not in keeping with the historic pattern of development.

The 10,000 sq. foot minimum lot size (almost 1/4 acre) is also inappropriately large for a village downtown. A 10,000 square foot lot, given traditional village lot depths of 75 to 150 feet, yields lot widths of 67 to 133 feet, clearly too wide for a village Main Street. In order to encourage pedestrian activity, lot widths should be relatively narrow, so that people can walk past multiple storefronts in a short distance, rather than a long stretch of blank wall.

The stated minimum lot width in the zoning is 75 feet. Lots in village downtowns should be closer to 25-50 feet in width, as the goal is for a continuous line of building fronts. An examination of the existing lot widths in this area show that lots widths have traditionally been as narrow as 20 feet in downtown Arcade and more typically in the 25 to 40 foot range. In addition to lowering the minimum lot size and lot width requirements, the code should be changed to mandate a *maximum* lot width. This figure, perhaps 60-75 feet, would prevent a new structure from being too wide and out of scale with the downtown pattern.

The Zoning also states minimum front, side, and rear yard “dimensions” which is assumed to mean “setback.” The setbacks are far too large. The front setback is 50 feet if parking is involved, and 30 feet if there is no parking in front. The side setback is 13 feet from a non-residential use and 50 feet from a residential use. Again, the goal in a downtown area is for building fronts to come up to the sidewalk, and for their sides to abut the next structure. Minimum front setbacks should be 0 and maximum setbacks, under special circumstances (to allow for café dining, courtyards, entrance-ways, etc.) should be no more than 15 feet. Minimum side setbacks from another mixed-use or non-residential building should be 0. Off street parking should be prohibited in front of any building in the downtown area, so the language referring to a 50 foot front setback if parking is involved should be removed.

The maximum building height is three stories, which is a good standard. However a *minimum* height should also be stated. A minimum height of about 18 feet requires buildings that are only one story tall to achieve enough height and “bulk” to reinforce the existing downtown pattern (which is mostly two storey buildings) and help frame the street.

A concept that should be considered for the zoning regulations in this district is something

known as a “fenestration ratio.” This simply means the amount of window openings in a building. A blank wall has a fenestration ratio of 0. A wall in which windows cover half the wall’s surface area has a ratio of 50%. Windows, especially retail display windows, greatly contribute to a pedestrian friendly environment. The displays add interest to the street and give people a reason to walk by. At night, lit display add a secondary level of lighting to the street, contributing to a feeling of security. Often, people within the building can also look out the windows, onto the street. These “eyes on the street” also contribute to safety and security. If the market cannot support retail uses in every storefront, service and office uses can also utilize display windows and contribute to the attractiveness and walkability of the downtown area. Imagine how much more pleasant it is to walk past a display window with a view into the store or office than it is to walk past a blank wall.

Examples: The building types shown below contribute to, or detract from, the attractiveness and walkability of the street largely due to regulations in zoning codes.



Above: Poor Main Street building type: setback with parking in front, long blank wall, low fenestration ratio, modern-looking building materials (Monroe Avenue, Rochester, NY)



Above: Better Main Street building type: very small setback, parking is to the side and in back, moderate fenestration ratio, more traditional looking building materials (Note: example pictured is a corporate chain restaurant) (Broadway, Rensselaer, NY)



Above: Even better Main Street building type: no setback, parking is to the side and in back, building is two stories tall, high fenestration ratio, traditional looking building materials (Elmwood Avenue, Buffalo, NY)

Traditional downtown building have very high fenestration ratios on the first floor, usually on the order of 70-80%. If that seems high, imagine all the plate glass windows that line (or used to line) Main Street. This requirement should be established within the zoning code for the downtown area. Any new construction would have to meet it, and any existing buildings that lack windows, or have blocked over their windows, should be slowly brought into conformity. Any monies available for façade improvements should be available to businesses to create or restore their display windows.

Regarding the uses allowed by the current Neighborhood Commercial District zoning, there seems to be an unnecessary distinction between:

- stores selling convenience goods including food products, hardware, newspapers, magazines, variety items and apparel, and
- retail sales and service establishments not more objectionable by reason of noise, fumes, vibration, or lights than any permitted use permitted by right in the Neighborhood Commercial District.

The second category would seem to be a general retail category that covers all retail uses. In order to reduce confusion, the retail uses allowed (and it should be a broad list) should be more clearly listed.

Other than a possible inclusion as an “accessory use,” there is no provision for residential uses in the Neighborhood Commercial District. Downtowns thrive on residents, who provide business for the retail establishments in the area, as well as some life and vitality after normal business hours. There are several upper-floor apartments in the downtown area, a traditional building pattern that has existed for over 100 years. This type of use should be recognized and encouraged by the zoning. Therefore, a “mixed-use” or “multi-family residential” or “apartment residential” listing should be added to the zoning code for this district. Concerns over population density and the appropriateness of downtown apartments for families can be addressed by limiting the size of the apartments, through zoning, to one bedroom.

Finally, the Village should consider re-naming this entire zoning district when it goes through the recodification process. Words and language frame ideas, and “Neighborhood Commercial” does not bring to mind images of a traditional small town Main Street. Rather than proclaiming it the center of your community, “Neighborhood Commercial” gives the impression that it is just one of many neighborhoods. In addition, the name should reflect that downtown is a mixed-use area, where retail, office, institutions, and residential can all co-exist. Suggestions for a new, more appropriate name for the district include “Village Center,” “Community Center,” and simply “Downtown.”

Light Industrial

The Light Industrial Districts are designed so as to permit wholesale, warehousing, and manufacturing facilities whose external, physical effects have a minimum detrimental effect on the adjacent districts. Uses permitted by right include a variety of shops and facilities, however it excludes junkyards (in accordance with Section 814). Minimum lot area is 43,560 square feet

and minimum lot width is 200 feet. Maximum lot coverage is limited to 50%. Minimum front yard dimension is 60 feet while the minimum side yard dimensions are 15 feet when adjacent to non-residential, and 100 feet each when adjacent to residential (with a 50' wide planted buffer next to the residential lot line). The Light Industrial District requires a minimum of 50 feet for rear yard dimension. Maximum building height in this zoning district is 3 stories (40' maximum).

Off-street parking requirements (no difference between the various zones)

These are minimums:

- R3B, Planning Board determines parking requirements
- One space per 5 seats of a church
- One space per 100 square feet of a library or museum
- One space per sleeping unit in hotels/motels
- One space per 400 square feet of office space or bank
- One space per every 4 seats or per 200 square feet for an eating or drinking establishment, whichever is larger.

Most parking standards in current zoning regulations were developed in the 1950s and 1960s and presume a suburban type location where each use is separated and distinct. These parking standards are problematic when applied to downtown areas, whether in a large city or a small town. Villages such as Arcade often have common, public parking areas and/or on street parking that is shared by a variety of businesses and uses in the area.

If the current parking standards in the zoning were applied retroactively to areas such as downtown Arcade, it would require significant demolition of buildings. The traditional small town Main Street pattern that makes downtown a unique place would be destroyed. Furthermore, the existing parking standards applied to any new construction downtown would prevent that new construction from being built in a way that enhances the character of Main Street. Therefore, it is important for the Village to develop and adopt modern parking standards for all districts and uses, but especially for the unique parking circumstances in downtown Arcade.

All-Hazard Mitigation Plan

The Town and Village of Arcade completed an Hazard Mitigation Plan in 2003 and last revised in March 2004. Based on a Hazard Analysis, the State Emergency Management Office (SEMO) recommended that the Town and Village consider mitigation measures for the two highest ranked hazards: severe winter storms and transportation accidents. SEMO made the additional recommendation that the Town and Village may wish to consider mitigation measures for other highly ranked hazards: floods, fires, terrorism, and hazardous materials in transit.

The Hazard Mitigation Plan noted that much of downtown Arcade is located within the 100 year floodplain of Cattaraugus and Clear Creeks. Throughout its history, flooding has been a problem for Arcade. Mitigation measures such as water retention areas above Arcade and the

purchase and relocation of frequently flooded properties have been and will continue to be pursued. However, it is important to balance protection from flooding with the historic location of downtown Arcade. From a flooding standpoint, the ideal situation would be if no structures existed in the floodplain. However, this could never actually be implemented, since much of downtown Arcade would disappear.

One of the action items proposed in the Hazard Mitigation Plan is the consideration of low-density zoning (Hazard Mitigation Plan, March 2004 revision, Page 74). Low density zoning is an important tool to regulate development in flood prone areas, and is appropriate for many areas of the village and town. However, it should not be construed to suggest that low-density zoning is appropriate for downtown Arcade. Village downtowns, as noted elsewhere in this document, thrive on mixed uses and relatively high densities. There must be a nearby residential population to support the businesses that create a vibrant Main Street.

Certainly, higher density development (apartments, patio homes, town homes, etc.) are inappropriate for flood plain areas. However, there are many areas of the village close to Main Street that are not in the flood plain. The Hazard Plan recommendation of low density zoning should be applied carefully and with its possible unintended consequences in mind.

6. Existing Market Conditions

Consumer Demographics and Market Analysis Report

As part of the Strategic Plan for Downtown Arcade, the Village contracted with the Cornell Institute for Social and Economic Research (CISER) at Cornell University. CISER prepared a Consumer Demographics and Market Analysis Report as a separate component of the Strategic Plan. The Consumer Demographics and Market Analysis Report can be found, in its entirety, in Appendix A.

Some of the major concepts from the report are:

- Downtown will not likely succeed by competing head-to-head with big box retailers in the area.
- A farmer's market, offering quality produce is an example of the type of 'event' that can distinguish the village from the routine shopping experience offered by competing retailers.
- Business recruitment, expansion, and consumer attractions will require a coordinated effort. In Arcade, this includes the Downtown Merchants Association, the Arcade Area Chamber of Commerce, and the Wyoming County-Livingston County Downtown Revitalization Program.
- Measuring the market is an early and often repeated step in the process. Downtown merchants need to determine who their current customers are, where they are from, what they are buying, and how much they are spending. This data collection may seem tedious or intrusive, but it is the sort of information that national chain stores have at their disposal to plan their business development.
- Arcade should consider hiring a person (even part time) to coordinate Main Street revitalization efforts and complement the activities of the Wyoming-Livingston Downtown Revitalization Plan. If grant funding is used it should ideally ensure a stable position for at least two years. Monetary contributions from the Village and Chamber of Commerce to fund this position are funding option, instead of, or in addition to, any grants received.
- No single retail establishment, new or existing, is going to accomplish downtown revitalization by itself. A combination of developments must take place that could involve the location of businesses with office workers, especially those that generate additional traffic such as health and professional services; convenience oriented establishments such as drug stores that meet the essential needs of consumers on a frequent basis, and gathering spots such as cafes and libraries.
- Demographic analysis shows several different types of residential neighborhoods within the Arcade trade area, defined as a 30 minute drive-time radius from Arcade. Almost 120,000

people live within a 30 minute drive of Arcade; collectively they spend over \$1 billion annually on consumer goods and services. Certainly, much of this spending is occurring in suburban Buffalo, or other smaller regional centers such as Springville, East Aurora, or Warsaw. However, by understanding the consumer preferences of people living in this area, and targeting them with appropriate marketing, Arcade can work on increasing its percentage of this spending.

- The profiling system used by Cornell University for this report (see Appendix A) is produced by ESRI Business Solutions and is called ACORN (A Classification Of Residential Neighborhoods). While many readers will bristle at the thought of being pigeonholed and stereotyped, the neighborhood types are a useful shorthand method for summarizing the hundreds of variables that can be examined to characterize a neighborhood. A marketing strategy that appeals to the majority of consumers in one neighborhood may not appeal to those in a different neighborhood. Chain stores use similar data to identify where their best customers come from and which types of neighborhoods surround their best performing stores. Since chain stores have a fixed marketing strategy, they search out locations where there are concentrations of their best customers and develop stores in these locations. By contrast, the location of Arcade's downtown is fixed but merchants can modify and adapt their strategies to appeal to customers living in the trade area.

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7. Recommendations and Actions

The recommendations and actions were developed from several sources. These include the Strategic Planning Committee, citizen input from the two public meetings, the downtown Business Owner's Survey conducted by Genesee/Finger Lakes Regional Planning Council and the Wyoming County/Livingston County Downtown Revitalization Program, and the professional expertise and observations of agencies involved in the planning process (Genesee/Finger Lakes Regional Planning Council, Genesee Transportation Council, New York State Department of Transportation, etc.). *All* recommendations and actions were reviewed by the Strategic Planning Committee.

The goal of the recommendations and actions is to divide up the work that must be done to improve downtown Arcade into smaller, more easily accomplished, pieces. The tasks are separated by functional category (e.g. sidewalk and pedestrian actions, regulatory actions, parking actions, etc.). Each action lists entities, organizations, and agencies that could potentially be responsible for implementing the action. The idea is that the action items will be chosen one by one, or a few at a time, and the responsible parties will meet to determine what needs to be done, and what can be done, to move that action towards implementation.

As actions are implemented, they can be "checked off" the list. Periodically, the plan should be reviewed to determine which actions have not been implemented and why. It is important that the community be aware, not only of the actions, but also the obstacles to achieving implementation so that it may work on removing those obstacles.

Pedestrian Action Items (Group A)

A1 Church Street Improvements

Responsible Organizations: Village officials and staff (including department heads and appropriate department staff), Pioneer Central School - Arcade Elementary School, Chamber of Commerce Beautification Committee

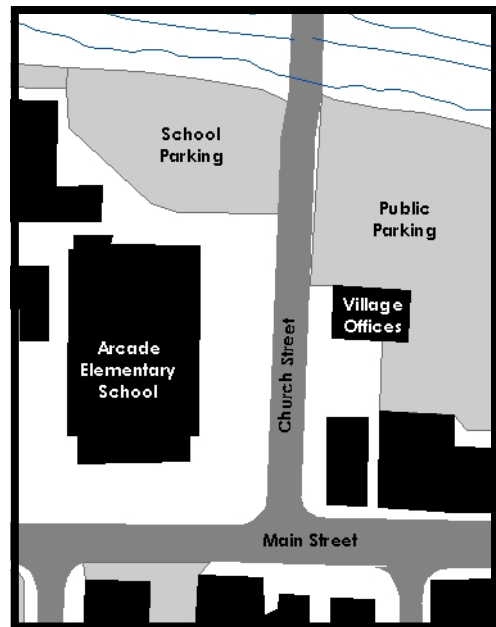
Estimated Cost: moderate to high

Estimated Time: varies

Church Street, though short in length, is an important public space in downtown Arcade. The main entrance to the elementary school is located on Church Street, as are the Village offices, and the primary vehicular entrance to the village's public parking lot. Church Street crosses Cattaraugus Creek and is one of only a few connections to the residential properties on the north side of the Village.

Because of the school, there is a significant amount of pedestrian traffic crossing Church Street. Also, depending on the time of day and/or year, there are cars and buses entering and leaving the school parking lot and the village parking lot. The village has painted crosswalks across Church Street at the school, and separated a pedestrian way through the parking lot with concrete jersey barriers.

Map 6 - Church Street Area



There are many improvements that are recommended for this important area of the village's core.

Short Term:

Improve the appearance of the village parking lot entrance with large concrete planter-boxes, shorter, more pedestrian scaled lighting, and better signage and/or banners. Any beautification work that occurs on Main Street (hanging baskets, banners, decorative light poles, etc.) should be brought down Church Street, at least to the bridge, since this is what many people, including visitors searching for parking, see.

Crosswalks should be checked annually for paint wear, and repainted as necessary. Street centerlines and on-street parking spaces should also be striped with paint to help visually reduce the street width.

The concrete jersey barriers, while effective at providing a protected path for pedestrians, have a rough, temporary, unfinished look to them and are scaled for vehicles at highway speeds. A more attractive barrier of concrete or substantial wooden planter boxes, wooden posts and guard-rails, or something similar is strongly recommended.

Long Term:

Church Street's pavement is quite wide and undifferentiated. This presents a barrier for pedestrians to cross the street. A long term recommendation would be that when Church Street is due for rehabilitation or reconstruction, the pavement width be reduced. Being a short, local street with a very low speed limit (due to the presence of the school), two ten-foot wide travel lanes and two eight-foot wide parking lanes are adequate.

This long term rehabilitation/reconstruction project should also include improvements to the pedestrian entrances and pathways through the parking lot, as well as the crosswalks themselves. Attractive crosswalks could be constructed of concrete pavers or stamped concrete. Consideration should be given to narrowed pedestrian crossings with curb bump outs and even raised crosswalks that form what is called a "speed table" or wide speed bump that helps slow down traffic. Again, due the proximity of the school, slowing traffic on Church Street is important.

Finally, due to successive re-pavings, there is no curb reveal on Church Street, especially on the west side. Drainage structures and utility poles are also within the paved area, indicating a "creep" of pavement westward towards the school. This situation should be remedied with any rehabilitation/reconstruction project. Utility poles should be out of the paved area of the street, and drainage structures should be at the curb. New curbs themselves are necessary, so that there is appropriate curb reveal. Granite curbs are recommended for their attractiveness and durability. It is small design details such as these, that, repeated over and over, contribute to the overall attractiveness of a community.

A2 Church Street Intersection

Responsible Organizations: *Village officials and staff (including department heads and appropriate department staff), Walkable Committee, Chamber of Commerce Beautification Committee, New York State Department of Transportation*

Estimated Cost: *moderate*

Estimated Time: *2 years or less*

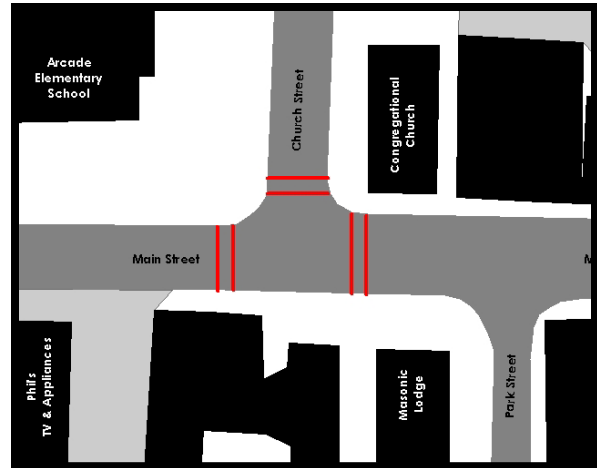
The Church Street-Main Street intersection is one of three downtown intersections that would benefit from some relatively inexpensive, short term changes that would improve walkability.

Currently, only two of the three "legs" of this T intersection have crosswalks and pedestrian signals. In a downtown area, where pedestrian traffic is assumed and should be encouraged, it

is important to make it as easy as possible to cross the street. Not having a crosswalk at one leg of the intersection makes crossing the street more difficult. Therefore, all three crosswalks should be prominently striped and pedestrian crossing signals installed at all crosswalks.

In addition, pedestrian signals should be reconfigured to activate automatically with the regular cycling of the red and green lights for vehicles. Currently, the pedestrian signal only changes from the red hand (don't walk) to white walking person (walk) when the button is pressed. Pedestrians in downtown areas, which are assumed to be high pedestrian traffic areas, should not have to "ask" to cross the street by having to press a button. It should be noted that this change would not change the phasing or cycling of the lights for vehicles.

Map 7 - Church Street Intersection



New streetlights and traffic signal mast arms, Hertel Avenue, Buffalo, NY.

Finally, the traffic lights currently hanging from overhead wires should be attached to metal mast arms instead. Mast arms present a more attractive, substantial, and urban feel that is very important to the downtown area. Traffic lights on wires present a more temporary suburban feel to the street. Mast arms have the added benefit of being a good place to attach additional signage indicating the cross street name, a "no turn on red" sign, and in this instance, prominent signage directing people down Church Street to the public parking lot. The light pole/mast arm assembly should be painted black and be of a historical style appropriate for downtown Arcade. Good local examples of such lights exist in the City of Buffalo on Hertel Avenue.

A3 *Liberty Street Intersection*

Responsible Organizations: *Village officials and staff (including department heads and appropriate department staff), Walkable Committee, Chamber of Commerce Beautification Committee, New York State Department of Transportation*

Estimated Cost: *moderate*

Estimated Time: *2 years or less*

The Liberty Street-Main Street intersection is one of three downtown intersections that would benefit from some relatively inexpensive, short term changes that would improve walkability.

Currently, only two of the three “legs” of this T intersection have crosswalks and pedestrian signals. There is no crosswalk from the west side of Liberty Street to the north side of Main Street. In a downtown area, where pedestrian traffic is assumed and should be encouraged, it is important to make it as easy as possible to cross the street. Not having a crosswalk at one leg of the intersection makes crossing the street more difficult. Therefore, all three crosswalks should be prominently striped and pedestrian crossing signals installed at all crosswalks.

In addition, pedestrian signals should be reconfigured to activate automatically with the regular cycling of the red and green lights for vehicles. Currently, the pedestrian signal only changes from the red hand (don’t walk) to white walking person (walk) when the button is pressed. Pedestrians in downtown areas, which are assumed to be high pedestrian traffic areas, should not have to “ask” to cross the street by having to press a button. It should be noted that this change would not change the phasing or cycling of the lights for vehicles.

Finally, the traffic lights currently hanging from overhead wires should be attached to metal mast arms instead. Mast arms present a more attractive, substantial, and urban feel that is very important to the downtown area. Traffic lights on wires present a more temporary suburban feel to the street. Mast arms have the added benefit of being a good place to attach additional signage indicating “no turn on red” and the cross street name. This is especially important in this location as there is no “Liberty Street” sign. The light pole/mast arm assembly should be painted black and be of a historical style appropriate for downtown Arcade. Good local examples of such lights exist in the City of Buffalo on Hertel Avenue.

A4 *Prospect Street Intersection*

Responsible Organizations: *Village officials and staff (including department heads and appropriate department staff), Walkable Committee, Chamber of Commerce Beautification Committee, New York State Department of Transportation*

Estimated Cost: *moderate*

Estimated Time: *2 years or less*

The Prospect Street-Main Street intersection is one of three downtown intersections that would benefit from some relatively inexpensive, short term changes that would improve walkability.

Currently, only two of the three “legs” of this T intersection have crosswalks and pedestrian signals. There is no crosswalk from the west side of Park Street to the north side of Main Street. In a downtown area, where pedestrian traffic is assumed and should be encouraged, it is important to make it as easy as possible to cross the street. Not having a crosswalk at one leg of the intersection makes crossing the street more difficult. Therefore, all three crosswalks should be prominently striped and pedestrian crossing signals installed at all crosswalks.

In addition, pedestrian signals should be reconfigured to activate automatically with the regular cycling of the red and green lights for vehicles. Currently, the pedestrian signal only changes from the red hand (don’t walk) to white walking person (walk) when the button is pressed. Pedestrians in downtown areas, which are assumed to be high pedestrian traffic areas, should not have to “ask” to cross the street by having to press a button. It should be noted that this change would not change the phasing or cycling of the lights for vehicles.

Finally, the traffic lights currently hanging from overhead wires should be attached to metal mast arms instead. Mast arms present a more attractive, substantial, and urban feel that is very important to the downtown area. Traffic lights on wires present a more temporary suburban feel to the street. Mast arms have the added benefit of being a good place to attach additional signage indicating the cross street name. The light pole/mast arm assembly should be painted black and be of a historical style appropriate for downtown Arcade. Good local examples of such lights exist in the City of Buffalo on Hertel Avenue.

A5 Pedestrian Laneway Improvements

Responsible Organizations: Village officials and staff (including department heads and appropriate department staff), Walkable Committee, Chamber of Commerce Beautification Committee, adjacent property owners

Estimated Cost: minimal to moderate (depending on donated materials and labor)

Estimated Time: less than 3 years

There exists in downtown Arcade, a narrow, publicly owned, lane between 261 and 259 Main Street (Note: It is probably preferable to refer to this access as a “lane” rather than an “alley.” The word “alley,” at least in the United States, has acquired some less-than-positive connotations). This lane runs from the sidewalk on the north side of Main Street, between the buildings, back to the public parking lot behind Main Street. This is the only solely pedestrian access from the parking lot to Main Street. Other access points between buildings are used by vehicles, including one used by the M&T Bank drive-through lane. The pedestrian access lane is approximately eight to ten feet wide and currently paved with asphalt.

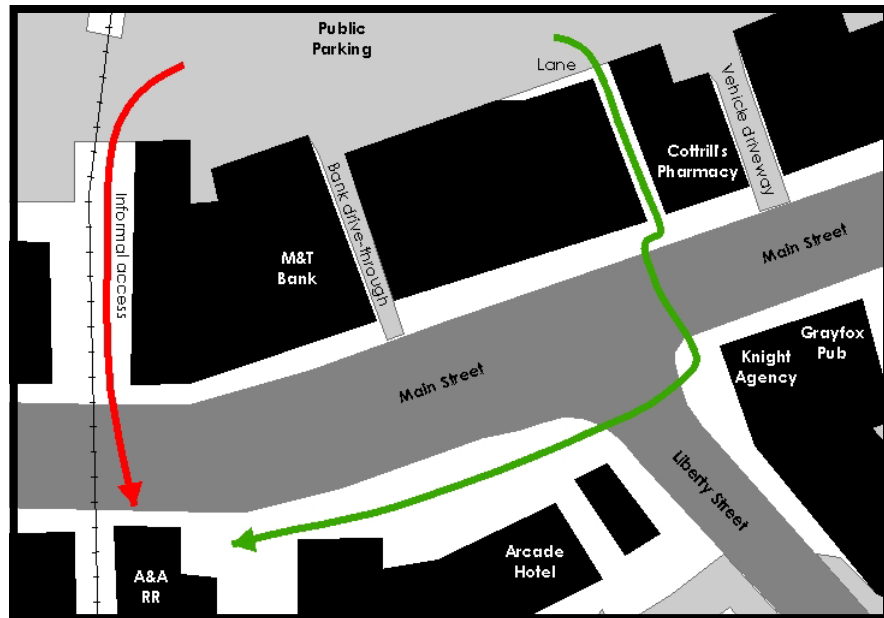
Current Problem

This lane is strategically located for substantial improvements. The southern end of the lane is near the Main Street-Liberty Street intersection and the pedestrian crosswalk at that intersection. This is key, since it presents a potential solution to a existing problem. Currently, people riding on the Arcade and Attica Railroad (approximately 20,000-30,000 annually) often park in the free public parking lot behind the buildings on the north side of Main Street. The railroad station is on the south

side of Main Street. People often follow the railroad tracks through the parking lot and along an informal accessway between the tracks and 281 Main Street. This access way is dangerous due to its proximity to the active railroad line, as well as its use by vehicles accessing the parking lot. This access way leads to Main Street, but at this point on Main Street, there is no crosswalk since it is impossible to have a pedestrian crosswalk adjacent to a railroad crossing. People either cross Main Street dangerously and illegally (more likely), since the train station is directly across the street at this point, or walk out of their way (less likely) to the signalized intersections at either Church or Liberty Street.

By simultaneously improving the pedestrian lane into an attractive, well-lit, and well-marked access way, and installing plantings or other barriers along the informal accessway next to the tracks, pedestrian flows between the public parking lot and the train station can be re-directed to the safer and legal Main Street crossing at Liberty Street.

Map 8 - Parking Lot Pedestrian Access



Barrett Alley pedestrian way, downtown Rochester, NY

Improvements

The first task to improving the lane is to hold a contest to “name the lane” contest. This could be organized by the Village of Arcade, the Arcade Historical Society, the Chamber of Commerce’s Beautification Committee, the Downtown Merchants, and Pioneer Central School District. As the name should contribute to Arcade’s unique sense of place, it should be named after a noteworthy local person, place, or event. It could be used as a way to encourage students to learn about the community’s past.

Selecting a name is important, as it helps build enthusiasm for the project and firmly places the lane in people’s imaginations. It is hard to care about places that are nameless. On a practical level, it also makes referencing the lane much easier, instead of having to refer to “the pedestrian lane between the parking lot and Main Street near Liberty Street.”

The model for this lane improvement project would be the Village of Hamburg’s improvements to Kronenberg Alley. As with that project, this improvement could occur with volunteer labor and donated materials and expertise, so as to minimize costs.

Specific Improvements Should Include:

1. Removal of the asphalt paving and replacement with concrete, stamped concrete, or concrete paving bricks.
2. Installation of lighting, either overhead or attached to the buildings on either side. This lighting should be in a decorative or historical style; utilitarian styles should be avoided.
3. The pathway from the lane should be extended into the parking lot in the form of a raised sidewalk with pedestrian scaled lighting fixtures, trees, and planters.
4. Signage throughout the parking lot should be obvious and well designed so as direct people unfamiliar with Arcade to the lane
5. Interpretive signs that explain the history of Arcade, especially its railroad history, could be installed along the sidewalk that extends the laneway through the parking lot (the lane itself is probably too narrow for interpretive boards or displays).



Railroad-inspired paving, pedestrian walkway, Vancouver, BC.

A6 Cattaraugus Trail

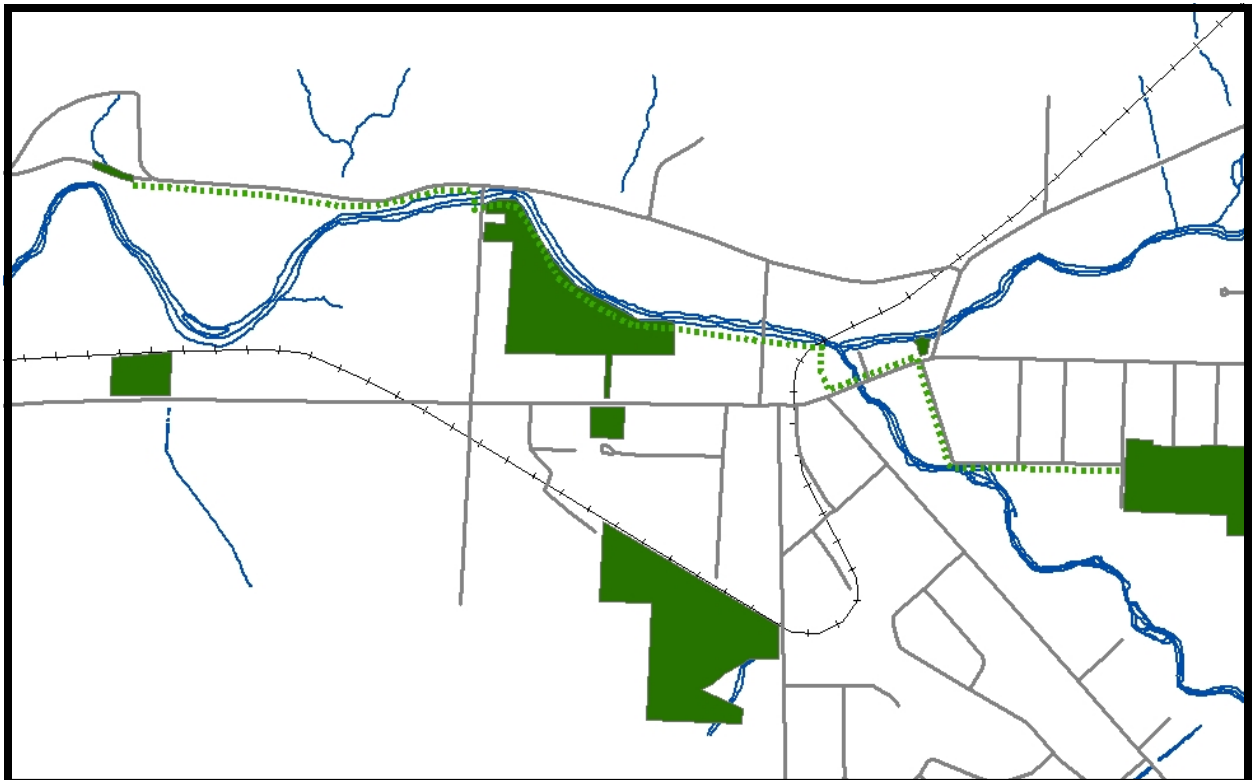
Responsible Organizations: Village officials and staff (including department heads and appropriate department staff), Pioneer Central School - Arcade Elementary School, Chamber of Commerce Beautification Committee, Walkable Committee, New York State Department of Environmental Conservation (for creek and wetland impacts), Genesee Transportation Council

Estimated Cost: high

Estimated Time: 5-15 years

The Village has expressed interest in developing a pedestrian trail system through the village that would link the village park in the east end with the Garden at Main and Water Streets, then follow the Cattaraugus Creek through the village parking lot, cross Church Street to the elementary school property, and continue following the creek to West Street. From there, new sidewalks would continue the pedestrian path over the West Street bridge to North Street, and west along North Street to Cramer Drive. There, a small pocket park could be constructed on the old North Street right-of-way. (see recommendation D6 - Cattaraugus Overlook Park).

Map 9 - Cattaraugus Trail



Between the Garden at Main and Water Street, the trail route could follow existing sidewalks on Main Street to the pedestrian lane to the parking lot and then west along the creek. Alternatively, it could follow Sanford Avenue to the creek, with a pedestrian bridge over Clear Creek to the parking lot and then westward. Ideally, the village could negotiate to acquire a right-of-way from the few parcels along the creek between the Garden and Sanford Avenue. Then the proposed trail could follow the creek bank from Water Street all the way to West Street.

Care would have to be taken in the design of the trail, particularly along the village parking lot and school properties, so as not to cause bank erosion or adversely impact the creek, at the same time protecting trail users from steep drop-offs, etc. See also Recommendation B3 - Village Parking Lot Reconfiguration/Renovation. This project would require close cooperation with the Pioneer Central School District to gain access to the school property.

This pedestrian path would be an amenity to the residents and visitors of the village, provide opportunities for physical activity, and be a place to observe and learn about the creek and its prominent place in the life of the community. Arcade was founded for its location at the confluence of Clear and Cattaraugus Creek. Throughout the years, floods have impacted the community. Today, there is a greater awareness of the natural ecology of the creek. All of these subjects could be explored through interpretive boards and displays along the trail.

A7 Narrowed Pedestrian Crossing Points (Curb Extensions)

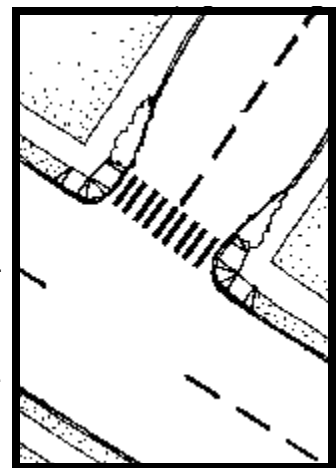
Responsible Organizations: Village officials and staff (including department heads and appropriate department staff), Walkable Committee, Chamber of Commerce Beautification Committee, New York State Department of Transportation

Estimated Cost: high

Estimated Time: 5-8 years or Main Street reconstruction, whichever comes first

Curb extensions are short sections of the street, usually at intersections, where the pavement has been narrowed. The curbs and sidewalks then “bump out” into, usually, the on-street parking lane. This reduces the amount of street that a pedestrian must cross, making crossing times shorter and easier. It also places the pedestrian in a place of greater visibility, so that they can see traffic more easily, and motorists can see them. An additional benefit of curb extensions is that the street is narrower, so vehicular traffic slows down, as is appropriate in village center areas.

A shallow curb extension already exists in Arcade at the northeast corner of Main and Church Street. This intersection, and others downtown such as Main and Park, Main and Prospect, Main and Liberty, Main and Sanford, and Main and Water could all potentially benefit from curb extensions.



While the cost of curb extensions places them in the medium to long term category of recommendation, the Village could potentially access State Transportation Enhancement money for some of the costs. The first step would be to perform a detailed analysis of where such curb extensions would be appropriate. Alternatively, improvements such as curb extensions are usually included as part of a major reconstruction project. The last time this occurred for Arcade's Main Street was 30 years ago; therefore, it is likely that in the next 10 to 15 years, the State Department of Transportation will reconstruct Route 39 (Main Street). When that happens, it is important for the Village to be able to clearly define the improvements it would like to see as part of the reconstruction project early in the design process.

A8 *Complete Key Components of the Sidewalk Network*

Responsible Organizations: Village officials and staff (including department heads and appropriate department staff), Walkable Committee, Chamber of Commerce Beautification Committee, New York State Department of Transportation, Genesee Transportation Council

Estimated Cost: high

Estimated Time: unknown

The most basic part of creating a walkable community is providing the basic infrastructure for walking— a sidewalk network. Currently this is lacking in some parts of the village. In particular, sidewalks need to be completed in the following locations:

1. the north side of Main Street to the west village line
2. both sides of North Street from Water Street to Cramer Drive (see also Recommendation A6 - Cattaraugus Trail
3. both sides of Water Street (Route 98) from Main Street to at least the Arcade Fire Hall

In addition, any substantial improvements to North Street, should include the installation of curbs and a closed drainage system. The goal should be to include North Street as part of the developed area of the village, and a village pattern of development is best served by curbed streets. The curbing maintains a finished, tidy edge to the pavement, and helps protect the pedestrian by providing a small vertical barrier to motor vehicles.



Detailing such as curbs, lighting, and ramps, are important when installing sidewalks.

A9 Provide Sidewalk Connection to Tops Supermarket Plaza

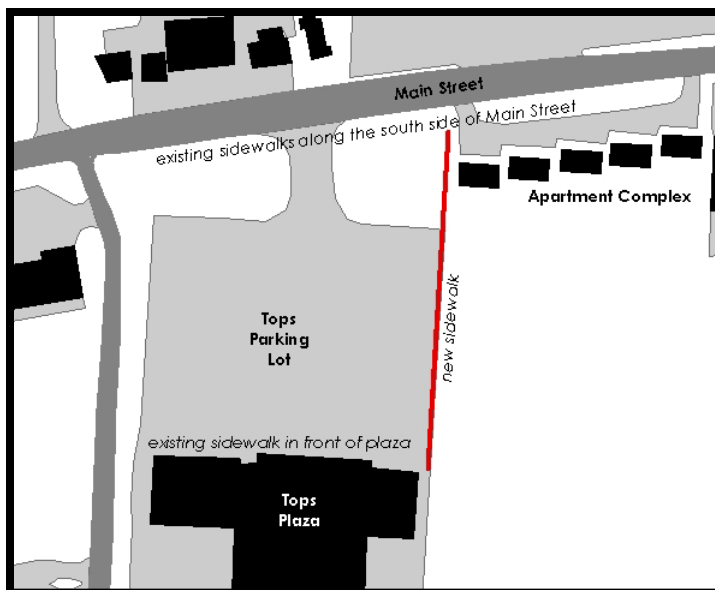
Responsible Organizations: Village officials and staff (including department heads and appropriate department staff), Walkable Committee, Developers Diversified (owners of the Tops plaza)

Estimated Cost: moderate

Estimated Time: 2-3 years

As stated before, the most basic part of creating a walkable community is providing the basic infrastructure for walking. The Tops Plaza, a significant recent development in the village, and a significant destination, lacks a pedestrian connection to the street. Although Tops is poorly placed with regard to pedestrians (set very far back from the street) and does not currently have a significant residential neighborhood nearby, safe pedestrian connections are important for those who may currently walk to Tops, including residents of the adjacent apartment complex, and in anticipation of perhaps more residential development in the west end.

Map 10 - Pedestrian Access to Tops Plaza



The village should actively and, if need be, persistently work with the owner of the Tops Plaza to install a sidewalk along the east side of the existing parking lot. This would create a direct pedestrian connection to the public sidewalk on West Main Street. More importantly, as new development in the Village goes through the site plan review process, this sort of infrastructure should be required at time of construction. See also Recommendation E6 - Examine Site Plan Review Process.



View looking north towards Main Street from the east end of the front of Tops Plaza. Proposed route of sidewalk connection.

A10 Town Office Building façade improvement

Responsible Organizations: Village officials and staff (including department heads and appropriate department staff), Chamber of Commerce Beautification Committee

Estimated Cost: minimal to high

Estimated Time: unknown

The Town of Arcade currently maintains offices in space leased from the Village of Arcade in the municipal building at 15 Liberty Street. This attractive and historic structure significantly contributes to the streetscape in downtown Arcade. Every effort should be made to maintain town government functions in the center of the village. Arcade, unfortunately, lost its post office to the automobile-dominated commercial strip in the West End. Should the Town ever need more space or new offices, it is strongly recommended that new Town offices be located in the Village core.

The ground floor of the building used by the Town was designed to be a fire hall. The former truck bays present a façade of garage doors to the pedestrian sidewalk on Liberty Street. This is not an attractive or pedestrian friendly façade, since a pedestrian is under the impression that they are traversing a wide driveway apron.

Although the truck bays are currently used for some maintenance functions and by the Chamber of Commerce's Beautification Committee, serious thought should be given to reconfiguring the ground floor façade into a more pedestrian friendly scheme. This can be done relatively inexpensively through planter boxes that would signal to pedestrians "this is no longer a driveway in use; I do not need to worry about trucks coming out of the building." More involved improvements could entail replacing the driveway apron with a standard sidewalk, or decorative paving material.



Above: Town of Arcade Office Building



Above: Pedestrian-friendly garage door treatment, former fire hall, Monroe Avenue, Rochester, NY

Finally, when the doors are no longer necessary for access to the building, they could be replaced with architecturally appropriate glass and wood panels that allow more transparency into the building. Being able to view what is happening inside a building contributes to walkability, since people on foot like to look at interesting things. Garage doors and blank walls are not interesting things.

Parking Action Items (Group B)

B1 Parking Lot Pedestrian Signage

Responsible Organizations: Village officials and staff, Walkable Committee, Chamber of Commerce Beautification Committee, relevant building owners

Estimated Cost: moderate

Estimated Time: 2 years

As stated in Recommendation A5 - Pedestrian Laneway Improvements, well designed signage and obvious pedestrian pathways/sidewalks through the parking lot (crosswalks, plantings etc.) should help direct pedestrians to the lane leading to Main Street. Working with the building owners, even a large painted wall sign on the rear of the Main Street buildings might be considered. By making the preferred pedestrian route more obvious and attractive, people should be discouraged from following the railroad tracks to Main Street.

B2 Parking Signage

Responsible Organizations: Village officials and staff, Walkable Committee, Chamber of Commerce Beautification Committee, New York State Department of Transportation

Estimated Cost: minimal to moderate

Estimated Time: 2 years

Existing signs directing motorists to the village's public parking lot are small and difficult to see. These should be replaced with improved and attractive signs and/or banners directing motorists to the public parking lot. As stated in Recommendation A2 - Church Street Intersection, these signs could be placed on traffic light mast arms at the intersection.

B3 Village Parking Lot Reconfiguration/Renovation

Responsible Organizations: Village officials and staff, Walkable Committee, Chamber of Commerce Beautification Committee

Estimated Cost: minimal to high

Estimated Time: 1-2 years for short term improvements; 3-10 years for long term improvements

The village parking lot is currently a large expanse of gravelly asphalt containing approximately 170 spaces and bisected by the actively used Arcade and Attica Railroad tracks. The parking lot backs up to Cattaraugus and Clear Creeks, where a deteriorating steel guard rail protects mo-

torists from falling into the creeks.

Making the parking lot as attractive as possible should be a priority for the Village and anyone concerned with downtown Arcade. This is where many people, including visitors, park and presents the “first impression” people get of the village as a pedestrian.

In the short term, recommended improvements include:

1. Adding planter boxes, lights, and signs to the Church Street entrance
2. Replacing the jersey barriers with more attractive fencing
3. Replacing the rusting steel guard rails with more attractive barriers, such as thick wooden posts and wooden guard rails.
4. Re-striping the parking lot to provide pedestrian pathways through it to link with the lane to Main Street
5. Working with the Arcade and Attica Railroad to plant attractive, low maintenance plants along the railroad tracks through the parking lot



Above: Example of Short Term Recommended Improvement #3: replacing steel guard rails with wooden barriers. This example is from a village parking lot, Lyons, NY.

In the long term, recommended improvements include:

1. Reconstructing the Church Street entrance with curbs, planted islands, trees, attractive lighting, and signs
2. Repaving the entire parking lot
3. Constructing a sidewalk from the north end of the revitalized pedestrian laneway between the building to the north edge of the parking lot.
4. Constructing a pedestrian trail along the creek through the parking lot.



Above: Example of Long Term Recommended Improvement #3: constructing a pedestrian sidewalk through the parking lot. This example is from the Main-Plymouth parking lot, Rochester, NY.

See also Recommendation A1 - Church Street, Recommendation A5 - Pedestrian Laneway Improvements, Recommendation A6 - Cattaraugus Trail, and Recommendation B1 - Parking and Pedestrian Signage

B4 Screen large parking areas

Responsible Organizations: Chamber of Commerce Beautification Committee, Walkable Committee, relevant property owners (including Village lot)

Estimated Cost: minimal to moderate

Estimated Time: 1-5 years

Map 11 - Parking Areas Adjacent to Pedestrian Walkways



Example of a simple and effective way to screen parking areas from pedestrian sidewalks. Main Street near Gibbs Street, downtown Rochester, NY.

Large parking lots, especially in what should be a pedestrian oriented area such as downtown, significantly detract from the walkability of the community. Pedestrians walking next to a large parking lot feel exposed and vulnerable: there is nothing interesting to look at, and, in the worst cases, there is no barrier to stop vehicles from rolling into the pedestrian area of the sidewalk.

There are several instance of large exposed parking areas, most of which occur on the south side of Main Street between Park and Bixby Hill Road (while there are many more instances of this farther west on Main Street, the priority for rectifying the problem should be on the more central locations).

The Village and/or the Chamber's Beautification Committee should work with the various property owners to explain the problem and offer solutions. A relatively inexpensive solu-

tion is to remove a few feet of asphalt and plant a low hedge of evergreen or perennial plants. More elaborate solutions can involve low brick or stone walls, low wrought iron or wooden fences, or even “false facades” of buildings. Rural type fencing such as split rail should be avoided, as should chain link fencing. The goal is to attractively screen the parked cars and create a barrier between the cars and the pedestrians.

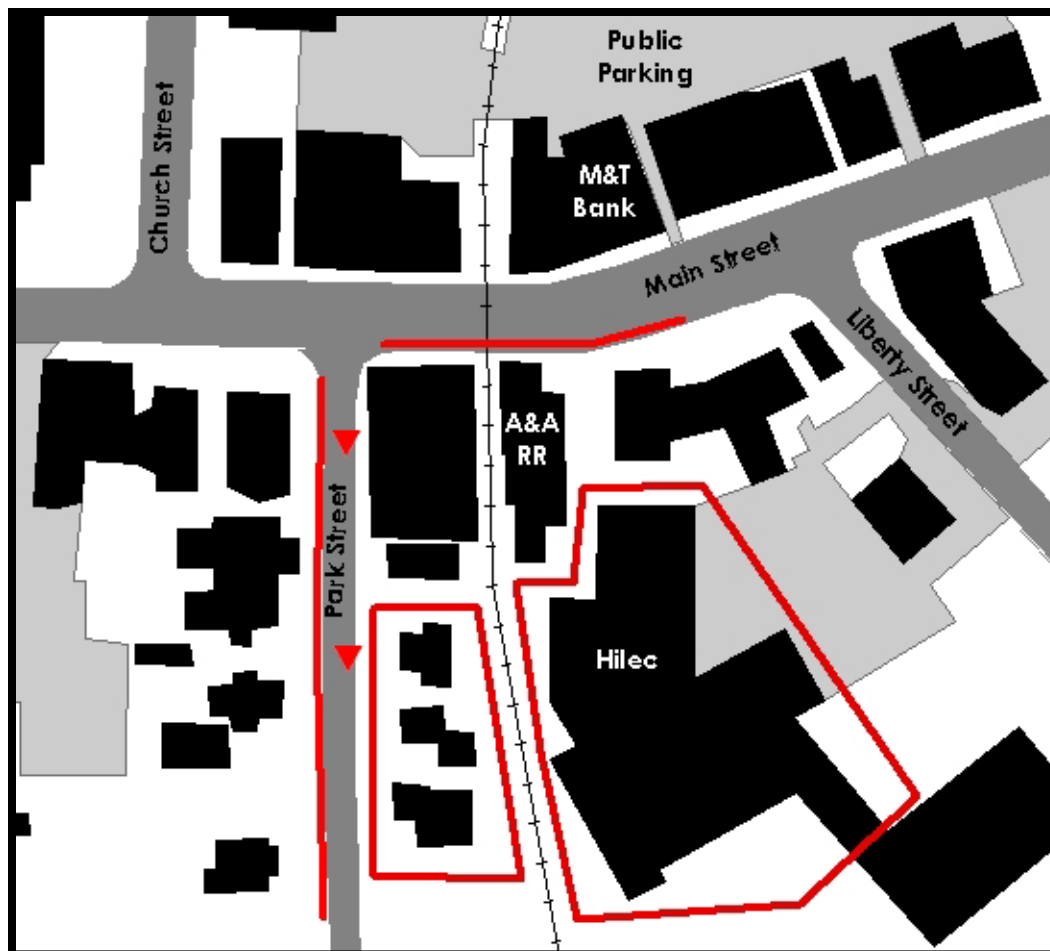
B5 Southside Parking

Responsible Organizations: Village officials and staff, Walkable Committee, Chamber of Commerce Beautification Committee, New York State Department of Transportation, Wyoming County Planning and Development, Wyoming County IDA, Empire State Development, county, state, and federal elected officials, Arcade and Attica Railroad, Hilec and other affected property owners

Estimated Cost: minimal to extremely high

Estimated Time: 1-2 years for short term solution, 5-10 for long term solution.

Map 12 - Southside Parking



Parking on the south side of Main Street has been identified by the Strategic Planning Committee as a key need. Not only is the Attica and Arcade Railroad station, a significant tourist attraction, located on the south side of Main Street, there are also several historic storefronts at the corner of Park and Main that remain difficult to lease due to a lack of parking.

One of the easiest solutions would be to work with the State Department of Transportation and re-stripe Main Street so that on-street parking is concentrated more on the south side of the street, rather than the north side of the street, as is currently the case. While this solution would see the north side of Main Street lose on-street parking, the north side properties are already adequately served by the village parking lot.

Another relatively easy solution is to designate Park Street as a one-way street southbound to its intersection with Mill Street. This would provide enough room to create approximately 23 on-street parking spaces on Park Street.

A longer term solution, albeit a more expensive one, would be the purchase and demolition of the northern-most three houses on the east side of Park Street. A small parking lot could be constructed in that location. This would help attract tenants to the vacant, and historically significant, block of buildings at the corner of Park and Main.

The most substantial solution, as well as the most expensive, would involve the relocation of Hilec. Hilec, an electrical components manufacturer, is currently located in the center of the block bound by Main, Liberty, Mill and Park. The current facility is outmoded and difficult to access. With an appropriate package of public benefits, Hilec could be relocated to a suitable industrial parcel at the edge of the Village. This would retain the employment base in the village, while providing Hilec with a more efficient, modern facility. It would also follow the pattern of industry relocating from the historic core of the village.

The site then could be used for a large public parking lot, to serve the Arcade and Attica Railroad as well as the businesses on the south side of Main Street. Despite the expense of purchasing and relocating Hilec, the village would gain an ideally-located large parking area that would contribute to the success of downtown Arcade. The parking lot would also serve the Arcade and Attica Railroad, a regionally significant tourist destination. Thus, outside funding from the county, state, or federal level would be appropriate to facilitate this project.

This recommendation, however, should not be construed as to advocate for the general demolition of buildings for parking. In general, the community should be *discouraging* automobile oriented land-uses in the downtown area, not *encouraging* them. However, in this instance, certain circumstances point to the advantages of this course of action:

1. The parking is in the center of the block, mostly screened by buildings facing the street
2. The parking would help make historic buildings on Main Street more commercially viable
3. The parking would serve a regional destination

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Street and Roadway Action Items (Group C)

C1 Main Street Pavement Re-Surfacing

Responsible Organizations: Village officials and staff, Walkable Committee, Chamber of Commerce Beautification Committee, New York State Department of Transportation, Genesee Transportation Council

Estimated Cost: moderate (minimal local costs)

Estimated Time: 1-2 years

A Main Street pavement resurfacing project is likely to occur in 2007. It is vitally important that the village actively work with the State Department of Transportation to discuss options.

The following are strongly recommended:

1. Re-stripe Main Street from 4 lanes to 3 lanes as a “test configuration”; if there are no major problems with traffic flow, keep the “test configuration” as the permanent lane configuration. The latest available traffic count shows an Average Annual Daily Traffic (AADT) count of 16,862 vehicles, well within the general threshold for a three lane configuration.

Table 9 - Main Street Traffic Volumes

Village	Route	Segment of Main Street with highest vehicle counts (AADT)	Segment of Main Street with lowest vehicle counts (AADT)
East Aurora	20A	16977	9527
Arcade	39	16862	8844
Springville	39	13790	8089
Warsaw	19	13610	7229
Hamburg	62	11862	11833
Perry	39	6369	6369

2. Prominently stripe crosswalks at **all** segments of an intersection. See Recommendations A2, A3 and A4
3. Reconfigure and add additional equipment as necessary so that all segments of an intersection have pedestrian signals. Also, these signals should not be button actuated, but should be automatic. See also Recommendations A2, A3, A4.

C2 New Streets

Responsible Organizations: Village officials and staff, Planning Board, Walkable Committee, relevant land owners

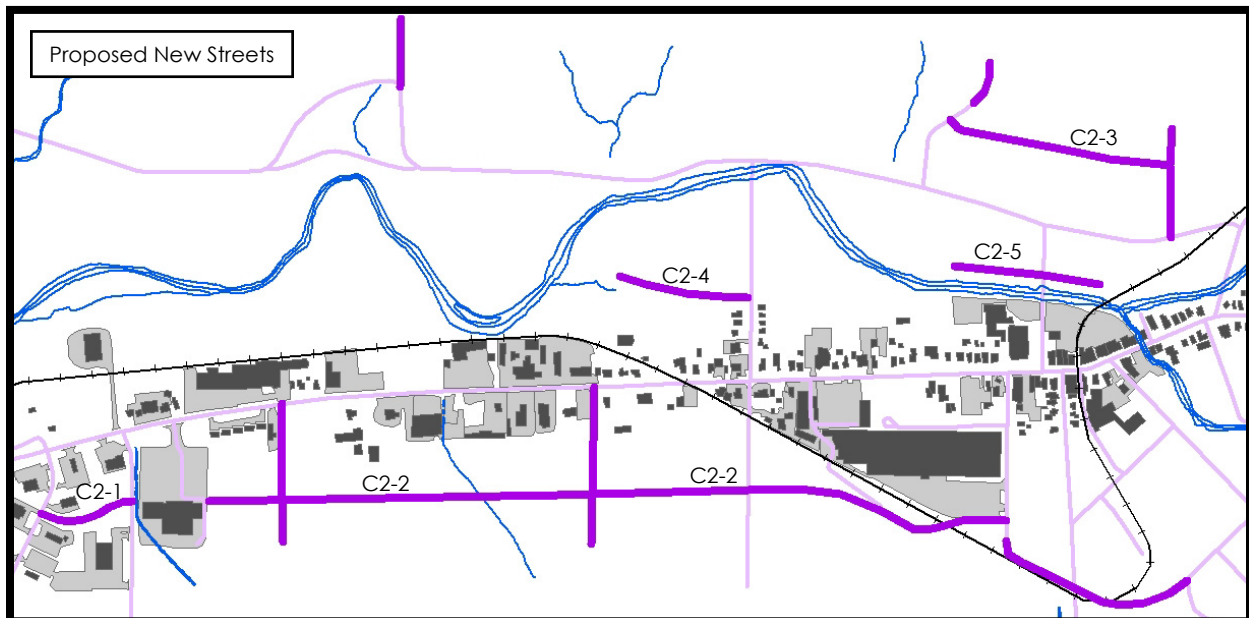
Estimated Cost: high to very high

Estimated Time: 3-30 years

Municipalities are sometimes finding it advantageous to take a more pro-active approach to directing new growth and development, rather than simply reacting to development proposals as they occur. One way to do this is to actually purchase or otherwise acquire public rights-of-way for new streets and construct the streets and accompanying infrastructure (water, sewer, electric, gas, etc.) prior to development. New development then takes form around, and is guided by, the public investment, rather than the other way around.

There are five key areas identified in the Village of Arcade (please see Map 13) where this approach could significantly improve the community by guiding new development. These proposals should be considered by the Village and undergo thorough public review as part of the next Comprehensive Plan update process.

Map 13 - Proposed Streets



C2-1 Proposed West End Connections

This is most likely the easiest of the four “new streets” to implement and build, and thus should be the highest priority. A new public street should be constructed between Edward Street and

Steele Avenue, starting at Edward Street opposite the north driveway to the post office and ending at Steele Avenue with a connection to the Tops plaza parking lot just north of the plaza itself. This new street should be relatively narrow (one 10 to 11 foot traffic lane in each direction, with perhaps an 8 foot on-street parking lane) to serve local traffic. It should have curbs and closed drainage, have sidewalks on both sides of the street, and be attractively landscaped with street trees and pedestrian-scaled (20 feet or shorter) lightposts so as to encourage walking. Highly visible crosswalks should be provided at both the Edward Street and Steele Avenue intersections and there should be a direct sidewalk connection to the sidewalk in front of Tops plaza.



View looking east across Steele Avenue where the proposed new street would intersect with Steele Avenue and the Tops Plaza parking lot.

This project is especially important as many community facilities (post office, Genesee Community College), employment centers (Pioneer Credit Recovery), and retail stores (Tops, Subway, McDonald's) are all located in physical proximity, but with no existing pedestrian connections. This forces people to drive to places quite close to each other. Even motorists are forced to take a somewhat circuitous route between destinations because of the lack of this connecting street.

The village should identify funds in its capital budget for this infrastructure improvement and enter into discussions with the affected landowners to acquire the needed right-of-way through either donation or purchase.

C2-2 Proposed South Avenue

This infrastructure project is much longer term although the planning should begin now. This proposal envisions a new street running parallel to, and approximately 250-300 feet south of Main Street. It would begin at the Tops plaza, near the northeast corner of the plaza structure itself, and run eastward behind the apartments on West Main Street and through the present farmland. The street would climb the hill and intersect with Bixby Hill Road near the existing electrical substation. The street could potentially continue eastward back down the hill and run between Prestolite and the cemetery, finally ending at Prospect Street.

The potential for this street is tremendous. It could be an elegant, tree-lined boulevard, perhaps with a planted median, that could truly become a great public street. The land uses on this street should be primarily residential, so that commercial uses are kept on Main Street. New zoning and subdivision ordinances would ensure that any lots created are at an appropriate scale for the village and reflect the established pattern of development. Residential lots should be no more than 100 feet wide; 40-75 feet wide is preferred. Setbacks should include a *maximum* set-



Above: View looking east from Tops Plaza parking lot. The proposed "South Avenue" would start here and climb the hill to Bixby Hill Road.



Above: Example of the type of street the proposed "South Avenue" could be: a tree-lined residential boulevard. Example pictured is Werner Park, Rochester, NY.

back of 20-30 feet to ensure that houses are close to the street, in keeping with the village pattern of development. Garages should be located to the rear of the lot so that the streetscape is not dominated by garage doors.

This street would serve to connect the historic village core blocks in the east with the commercial growth areas of the west end. It could become the preferred pedestrian/bicycle/local traffic connection between the two areas of the village, as Main Street would continue to carry most of the truck and through traffic. Finally, through lateral north-south street connections to Main Street, the new street would continue building the traditional village block pattern, evident in the east end, but very much lacking in the west end. The street pattern, and the development pattern in the west end, has become strung-out in a linear fashion along Main Street. This long, linear development pattern inhibits walking, since destinations are far apart and there is only a single route to get there.

C2-3 Proposed Street Network North of North Street

This network of streets would be built off of North Street and the new Douglass Drive. It would create a block network in the northern part of the village and serve as a framework for development in this area, one that has seen new residential development recently. These blocks would also add residents to an area of the village that is relatively close to downtown, therefore adding potential customers to any downtown businesses.

As with Recommendation C2-2, new zoning and subdivision ordinances would ensure that any lots created are at an appropriate scale for the village and reflect the established pattern of development. Residential lots should be no more than 100 feet wide; 40-75 feet wide is preferred. In this section of the village, townhouse type development would be appropriate. Therefore, lots could be as narrow as 25 feet. Setbacks should include a *maximum* setback of 20-30 feet to ensure that houses are close to the street, in keeping with the village pattern of development.

Garages should be located to the rear of the lot so that the streetscape is not dominated by garage doors.

C2-4 Proposed Minor Street off of West Street

This street would serve to make a large parcel of land accessible for infill development. The overall goal of village residential development is to encourage, as much as possible, development as close to the center of the village as possible. This will increase the residential densities and make downtown business more viable by helping to create a critical mass of customers a short distance away.

As with Recommendation C2-2, new zoning and subdivision ordinances would ensure that any lots created are at an appropriate scale for the village and reflect the established pattern of development. Residential lots should be no more than 100 feet wide; 40-75 feet wide is preferred. In this section of the village, townhouse type development would be appropriate. Therefore, lots could be as narrow as 25 feet. Setbacks should include a *maximum* setback of 20-30 feet to ensure that houses are close to the street, in keeping with the village pattern of development. Garages should be located to the rear of the lot so that the streetscape is not dominated by garage doors.

This street would most likely be a cul-de-sac so as to keep development out of the floodplain.

C2-5 Proposed Minor Street(s) and Development off Church Street

This street would serve to make a large parcel of land accessible for infill development. The parcel is currently occupied by Emkay, a New York City firm that produces cheese and other dairy products. The facility is outmoded and utilized at far less than its capacity. It is unlikely that this site will remain in industrial use for much longer, and in fact the village should work to encourage conversion to other uses through re-zoning.

Due to its location near the center of the village and adjacent to the creek and residential parcels, it is an inappropriate site for industrial uses. A far more beneficial use of the parcel might be a higher density residential development such as senior housing or a high quality townhome or “patio home” development. It is within walking distance of the library, services, and churches making it ideal for seniors who can no longer drive. In addition, the higher density is important to provide a base of customers within easy walking distance of downtown merchants. This site is one of only a very few large parcels located close to the village center.

C3 Roundabouts

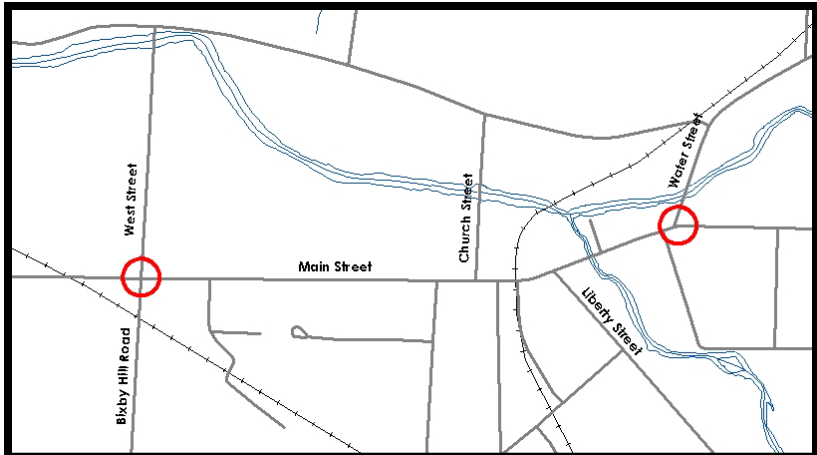
Responsible Organizations: Village officials and staff, Walkable Committee, Chamber of Commerce Beautification Committee, New York State Department of Transportation, Genesee Transportation Council.

Estimated Cost: high

Estimated Time: 5-20 years

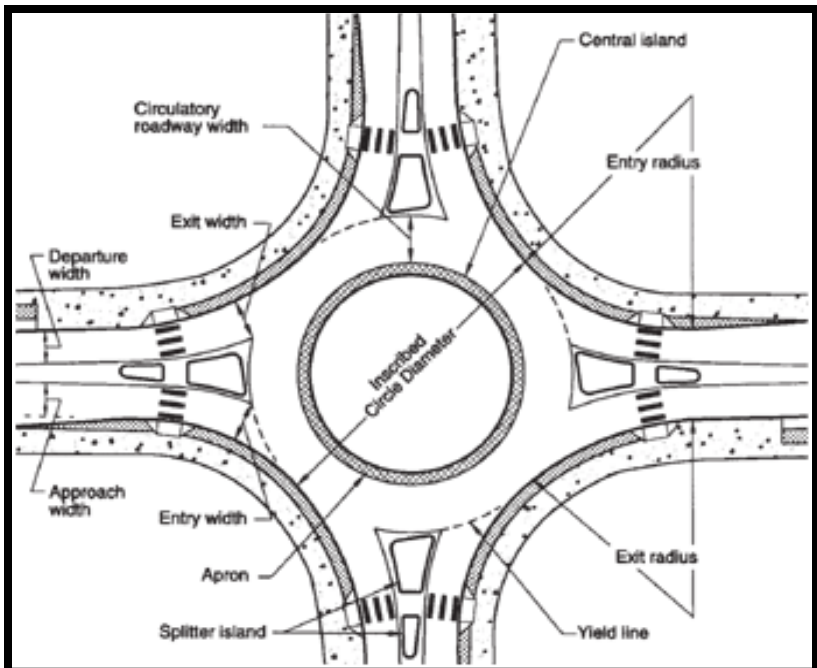
Map 14 - Potential Roundabout Locations

The Village should study the possibility of roundabouts to control and calm traffic, either installed independently or as part of an eventual Main Street reconstruction project. In particular, the Main Street-West Avenue-Bixby Hill Road intersection and the Main Street-Water Street intersection should be examined for the installation of roundabouts.



These two locations serve as the western and eastern gateways into the central portion of the village. These two sites are ideally located to slow traffic down as it transitions from an open highway situation to a village environment.

See also Recommendations A7 and C1.



What is a Roundabout?

Background

The modern roundabout is a type of circular intersection that has been successfully implemented in Europe and Australia over the past few decades. Despite the tens of thousands of roundabouts in operation around the world, there are only a few hundred in the United States. Until recently, roundabouts have been slow to gain support in this country. The lack of acceptance can generally be attributed to the negative experience with traffic circles or rotaries built in the earlier half of the twentieth century. Severe safety and operational problems caused these traffic circles to fall out of favor by the 1950's. However, substantial progress has been achieved in the subsequent design of circular intersections, and a modern roundabout should not be confused with the traffic circles of the past.

Roundabouts vs. Traffic Circles

Three basic principles distinguish the modern roundabout from a traffic circle.

1. Modern roundabouts follow the "yield-at-entry" rule in which approaching vehicles must wait for a gap in the circulating flow before entering the circle. Many traffic circles in the United States require circulating vehicles to grant the right of way to entering vehicles though few, if any, of these type circles exist in New York State. Some traffic circles also use stop signs or signals to control vehicle entry.
2. Modern roundabouts involve low speeds for entering and circulating traffic, as governed by small diameters and deflected (curved) entrances. In contrast, traffic circles emphasize high-speed merging and weaving, made possible by larger diameters and tangential (straight) entrances.
3. Adequate deflection of the vehicle entering a roundabout is the most important factor influencing their safe operation. Roundabouts should be designed so that the speed of all vehicles is restricted to 30 mph (50 km/h) or less within the roundabout. This is done by adjusting the geometry of the entrance alignment, splitter island, center island, and exit alignment to ensure that "through" vehicle paths are significantly deflected.

In giving priority to entering vehicles, a traffic circle tends to lock up at higher volumes. The operation of a traffic circle is further compromised by the high speed environment in which large gaps are required for proper merging. These deficiencies have been essentially eliminated with the modern roundabout designs.

Summary

The number of roundabouts constructed in the U.S. is relatively small. Those that are currently in operation have been reported to be performing favorably, when compared with conventional controlled intersections (i.e., stop signs or signals), in terms of improved safety, shorter delays, increased capacity, and improved aesthetics. Early results generally indicate that roundabouts have resulted in an overall reduction in the number and severity of accidents, despite the initial concern that lack of familiarity with this type of intersection would lead to driver confusion.

The nearest examples of modern roundabouts are Ferry Circle in the City of Buffalo at Richmond Avenue and Ferry Street and a new roundabout in the City of Rochester at Ford Street and South Plymouth Avenue. Several roundabouts are planned for the Village of Hamburg as part of its upcoming Route 62 reconstruction project. Note: the traffic circle in East Aurora, the monument in Warsaw, and Gates Circle in Buffalo **ARE NOT** examples of modern roundabouts.

Source: New York State Department of Transportation, www.dot.state.ny.us/roundabouts/back.html

C4 Regional Traffic Study

Responsible Organizations: Village and Town officials and staff, Towns of Sardinia and York-shire officials and staff, Walkable Committee, New York State Department of Transportation, Genesee Transportation Council, Greater Buffalo-Niagara Regional Transportation Council, Cattaraugus County

Estimated Cost: high

Estimated Time: 3-8 years

Through traffic, especially through truck traffic was identified by this project's Planning Committee as a significant issue in downtown Arcade. State Routes 39 and 98 pass through downtown, and State Route 16 is a major north-south corridor in Erie and Cattaraugus Counties, just to the west of the village boundary. The Village, working with the New York State Department of Transportation, as well as the metropolitan planning organization (MPO) for Wyoming County, Genesee Transportation Council (GTC), should explore ways to fund a comprehensive study of regional traffic patterns and options (such as a by-pass). Funding for this sort of study can be obtained through the MPO's Unified Planning and Work Program (UPWP).

Given Arcade's location at the junction of several jurisdictions, it would be necessary to coordinate with the MPO for Erie County, Greater Buffalo-Niagara Regional Transportation Council (GBNRTC) and Cattaraugus County (which is not part of any MPO).

What is an MPO?

The U.S. Department of Transportation requires every metropolitan area with a population over 50,000 to have a designated Metropolitan Planning Organization (MPO) (not to be confused with regional planning councils such as Genesee-Finger Lakes Regional Planning Council) to qualify for receipt of federal highway and transit funds. The Governor of New York State designated the Genesee Transportation Council (GTC) as the MPO responsible for transportation planning in the nine-county Genesee-Finger Lakes region, which includes Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming, and Yates counties. Greater Buffalo-Niagara Regional Transportation Council (GBNRTC) is the designated MPO for Erie and Niagara Counties. Cattaraugus County, because it is not part of a metropolitan area with more than 50,000 people, does not have an MPO.

Because of the size of the nine-county region, the primary focus of GTC's transportation planning efforts is the developed area surrounding the City of Rochester known as the Rochester Transportation Management Area (TMA). The Rochester TMA includes all of Monroe County plus the adjacent developed areas of Livingston, Ontario, and Wayne counties.

To establish and maintain the certifiable transportation planning process required by the federal government as a precondition for receipt of federal transportation funding, GTC as the designated MPO for the region must at a minimum produce and maintain three major products; they are:

1. The Long Range Transportation Plan (LRTP)
2. The Unified Planning Work Program (UPWP)
3. The Transportation Improvement Program (TIP)

Source: Genesee Transportation Council, www.gtcmpo.org

Aesthetic Action Items (Group D)

D1 Main Street Business Signage

Responsible Organizations: Village officials, staff, and boards (especially planning board), Walkable Committee, Historical Society, business owner input

Estimated Cost: minimal

Estimated Time: 1-2 years

Currently, signs in the Village are regulated by Section 805 of the Village Zoning Law. See Recommendation E4 - Sign Ordinance

D2 Main Street View Preservation

Responsible Organizations: Village officials and land use boards (planning and ZBA), Historical Society, Yansick site owners

Estimated Cost: unknown

Estimated Time: unknown

Standing at Main and Liberty, Main Street presents an attractive vista to the west. The former Yansick Lumber water tower is a landmark feature that terminates the view. As redevelopment of the Yansick site occurs, the Village planning and permitted process should work to ensure that this local landmark is maintained.

D3 New Main Street Light poles

Responsible Organizations: Village staff (DPW), Walkable Committee, Chamber of Commerce Beautification Committee, Historical Society

Estimated Cost: moderate (already budgeted as it is assumed that pole replacement costs are factored into electrical system capital budget)

Estimated Time: ongoing

Arcade has a unique advantage in that the utility wires are underground along Main Street. By building on this advantage, Arcade can further improve its Main Street streetscape.

The existing decorative light poles downtown are of an appropriate scale, although the project Planning Committee has noted that those lights do not shed enough light. A plan to retrofit or replace the downtown light fixtures should be established. The village may wish to consult with other nearby communities such as Springville, Warsaw, and East Aurora regarding their

downtown lighting fixtures.

Further west on Main Street, west of Church Street, the existing gray steel poles and “cobra head” fixtures should be replaced with more attractive poles and fixtures. Local examples include those along Hertel Avenue in the City of Buffalo. A less expensive option may be to simply paint the existing gray metal poles black and replace the light fixtures.

Choosing the appropriate scale is very important. While shorter (12-20 foot) poles are appropriate in the downtown area, taller (20-30 foot) poles are important along West Main Street. In this part of Main Street, the buildings are shorter and/or farther back from the street. The taller poles help define the street and establish a pattern of verticality. Pedestrian fixtures should be attached to these taller poles at the appropriate height.



Above: Light poles that accommodate both taller, more “auto-oriented” light fixtures and lower pedestrian scaled light fixtures. North Salina Street, Syracuse, NY



Above: Contemporary light poles, painted black, and utilizing more decorative hanging light fixtures. The height of the poles and repetitive spacing pattern help define the streetscape in the absence of taller buildings close to the sidewalk. Hertel Avenue, Buffalo, NY

D4 Prestolite Wall

Responsible Organizations: Pioneer Central High School, Chamber of Commerce Beautification Committee, Historical Society, Prestolite management

Estimated Cost: minimal

Estimated Time: less than 2 years

The Prestolite facility on West Main Street is a valued industry. However, the structure itself presents a huge blank wall that is visible from Main Street through the Davis Funeral Home parking lot. The combination of large, unscreened parking lot and large blank wall detract from the attractiveness of the central part of the village.



Above: Existing parking lot and Prestolite facility



Above: Mural example, Lyons, NY

The Chamber of Commerce's Beautification Committee should work with Prestolite and Pioneer Central High School art students to paint a mural on the large blank wall. Alternatively, the Beautification Committee and Prestolite could acquire attractive shrubs native to Upstate New York from the Wyoming County Soil and Water Conservation District and plant a dense hedgerow of shrubs between the parking lot and the building to screen the view.

D5 Prestolite Park

Responsible Organizations: Village officials and staff, Walkable Committee, Chamber of Commerce Beautification Committee, Prestolite management

Estimated Cost: minimal to moderate

Estimated Time: 2-3 years

In front of the western portion of the Prestolite facility, there is a large green space fronting on Main Street. This site, formerly occupied by several homes, has beautiful mature trees and is an attractive green space in the heart of the Village.

The Village should work with Prestolite to explore options for public access to this area, as per Prestolite's security requirements. Fencing may be required along the west, south, and east perimeter of the site. If so, it should be attractive black metal fencing, not chain link.

The lawns and trees would make an ideal passive greenspace/picnic grove and is strategically located across the street from the Arcade Free Library. Benches, picnic tables, water fountains, and plantings are the only recommended improvements. This site is not appropriate for grills, playgrounds, playing fields or active recreation.

D6 Cattaraugus Overlook Park

Responsible Organizations: Village officials and staff, Walkable Committee, Chamber of Commerce Beautification Committee

Estimated Cost: moderate

Estimated Time: 2-5 years

In the northwest part of the Village, North Street was recently relocated away from the top of the bluff due to erosion. The new section of road is called Cramer Drive. The vil-



Salmon River overlook, Malone, NY.

lage still owns the former North Street right-of-way that follows the top of the bluff overlooking Cattaraugus Creek.

It is recommended that the Village construct a small park/overlook at this site using the eastern portion of the old right-of-way. A small paved terrace with benches and selected pruning of creekside vegetation would be all that is necessary to transform this site from an abandoned roadway into an asset for the Village. Interpretive signage could also be a part of the improvements. The small park would be a terminus of the proposed Cattaraugus Trail. See also Recommendation A6 - Cattaraugus Trail.

D7 Main Street Façade Program

Responsible Organizations: Village officials and staff, Chamber of Commerce, Wyoming-Livingston Downtown Revitalization Program, Wyoming County Economic Development, New York State Main Street Program (Division of Housing and Community Revitalization), Historical Society, Arcade Town/Village Historian, downtown property owners

Estimated Cost: high

Estimated Time: 3-10 years

Downtown Arcade has many attractive and historic buildings. Most are in good condition, although some have suffered from inappropriate façade treatments. Targeted investment in a few properties would greatly improve the image of downtown.

The Village must enhance existing façade improvement programs or work with organizations such as the Arcade Area Chamber of Commerce, Wyoming County Economic Development, and the Wyoming-Livingston Downtown Revitalization Program to initiate such a program.



Buildings on north side of Main Street west of Liberty Street, early 1900s. M&T Bank now occupies the tall 3 story building on the left and Simar (Howlett's) the ornate, turreted building just left of center. Source: Arcade Historian's Office

Overall, many recommended improvements are limited to new signage or ground floor/storefront façade improvements. The Project Planning Committee did identify several properties that would benefit from more extensive façade renovation (note: these are not prioritized in any particular order):

1. the row of buildings on the south side of Main Street, from Liberty Street west to the train

- station, including the Arcade Hotel
2. the building formerly housing the Arcade Pennysaver
 3. Phil's TV and Appliances
 4. the former Howlett's Building (Simar Enterprises): this building is particularly crucial, given highly visible location at the head of Liberty Street and its historic (and unfortunately long gone) decorative façade. With this building, restoration of the historic façade is not only possible, but preferable.
 5. M&T Bank: the white panels cover the remaining bottom two floors of what was a three story Victorian brick structure. While full restoration would be a significant undertaking, even moderate improvements such as the removal of the panels and restoration of the window openings would greatly improve the streetscape.
 6. Creekside Fabrics and Quilts and Wolfe's Wines and Brew House (first floor display window area only)
 7. Hear USA and adjacent vacant storefront (first floor display window area only)

Façade improvement is an instance of where a moderate amount of money, carefully targeted, would provide very dramatic returns to the community.

D8 Upper Floor Windows

Responsible Organizations: *Downtown property owners, Chamber of Commerce Beautification Committee*

Estimated Cost: *minimal to moderate*

Estimated Time: *1-3 years*

While M&T Bank is one example of windows being covered, there are other buildings in downtown Arcade where window openings are covered in plywood or otherwise obscured. This destroys the pattern of window spacing and, no matter what activities might be happening inside, projects a "dead" image to passersby. Even if the space behind blocked windows is storage space or even unused, the windows should be restored or fitted with plexi-glass. On unused upper floors, windows fitted with curtains and inexpensive lights on timers project an appearance of life. See also Recommendation D7 - Main Street Façade Program and Recommendation D9 - Design Guidelines.

D9 Design Guidelines

Responsible Organizations: *Village officials and staff, Planning Board, Walkable Committee, Chamber of Commerce Beautification Committee, Historical Society, downtown property owners*

Estimated Cost: *minimal*

Estimated Time: *1-2 years*

In order to assist building owners and the Village staff and review boards with design, the Village should adopt non-binding design guidelines. These help illustrate graphically the preferable way of treating building facades, entries, window placement, awnings, and signage along Main Street. Initially these could be a voluntary reference document, although the preferred long-term option would be to incorporate elements of the design guidelines into the zoning code so that they are legally binding, as the City of Rochester has done. See also Recommendation D7 - Main Street Façade Program and Recommendation D8 - Upper Floor Windows.

D10 Interpretive Boards

Responsible Organizations: Village officials and staff, Walkable Committee, Pioneer Central High School, Chamber of Commerce Beautification Committee, Arcade Historical Society

Estimated Cost: moderate

Estimated Time: 2-5 years

Throughout these recommendations, various actions have called for interpretive signs or display boards. These provide interest along walking routes (sidewalks, trails, etc.) and inform people, both longtime residents and new visitors, about the unique place that Arcade is. They can inform about any subject related to the locale, such as the original Native American inhabitants of what is now Arcade, the origins of Arcade's name, early settlement, transportation, floods, industry, schools, churches, events, people, etc.



Example of interpretive board, Malone, NY.

Researching and producing these boards presents a unique opportunity for the Village to partner with Genesee Community College and/or Pioneer Central High School classes to work with the Historical Society and other organizations.

Potential locations, including those already noted in this report, include the Cattaraugus Trail, the Cattaraugus Overlook, the Pedestrian Lane, the pocket park at Main and Water Streets, the proposed "Prestolite Park," and the railings of the Main Street bridge.

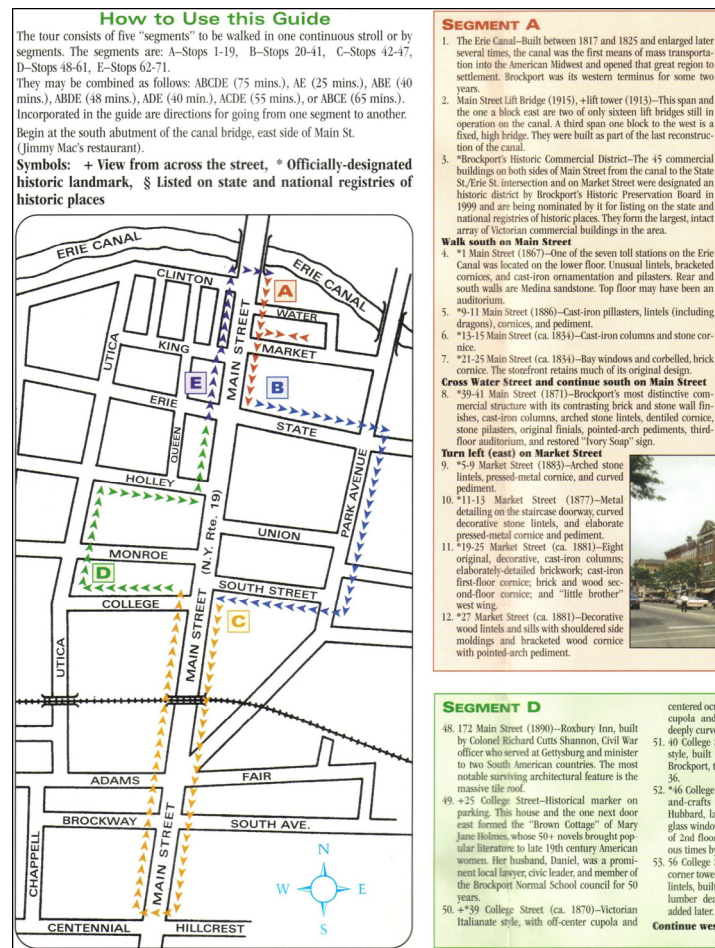
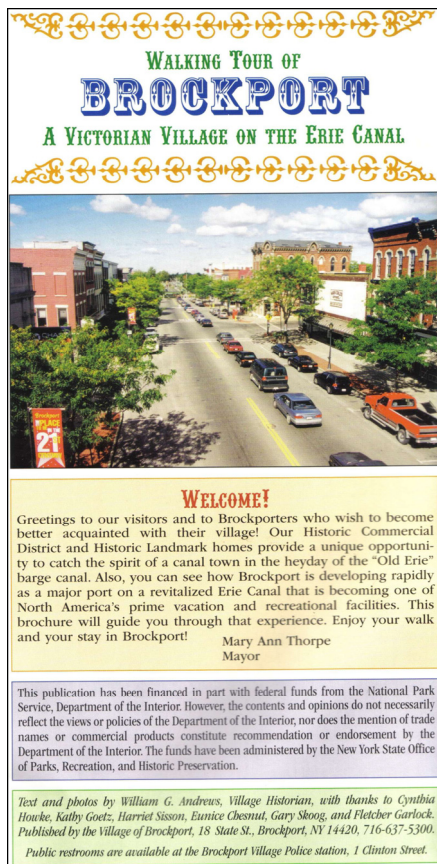
D11 Arcade Walking Tour brochure/map

Responsible Organizations: Walkable Committee, Pioneer Central High School, Chamber of Commerce Beautification Committee, Arcade Historical Society

Estimated Cost: minimal

Estimated Time: 1 year

Closely related to the interpretive board recommendation, an opportunity exists for high school or community college history, art and/or computer design classes to work with the Historical Society to produce an attractive, high quality brochure or booklet that explains Arcade's history, notable buildings and their architectural styles.



Above: Example of a small-town walking tour brochure, Brockport, NY.

Regulatory Action Items (Group E)

E1 Amend Comprehensive Plan

Responsible Organizations: Village and Town officials, staff, and boards

Estimated Cost: minimal to none

Estimated Time: less than 1 year

As stated from the start of this project, the *Strategic Plan for Downtown Arcade* is seen as an addition to the existing Town and Village Comprehensive Plan. When completed, the Strategic Plan for Downtown should be adopted by both Town and Village governments and understood to be part of the Comprehensive Plan.

E2 Amend zoning

Responsible Organizations: Village officials, staff, and boards (especially planning board), Walkable Committee

Estimated Cost: minimal

Estimated Time: 1-2 years

Several issues with the existing zoning were identified in Section 5 - Existing Regulatory Conditions. These issues should be addressed through amendments to the zoning to address lot size, lot coverage, setback, and height issues.

E3 Amend parking requirements

Responsible Organizations: Village officials, staff, and boards (especially planning board), Walkable Committee

Estimated Cost: minimal

Estimated Time: 1-2 years

Several issues with the existing parking requirements were identified in Section 5 - Existing Regulatory Conditions. The village should encourage development in the downtown area that does not look or function like suburban style, auto-oriented, “big-box” development. Requirements for onsite parking should be carefully reviewed in light of downtown Arcade’s historic built form, walkability, and on-street and common parking areas.

E4 Sign Ordinance

Responsible Organizations: Village officials, staff, and boards (especially planning board), Walkable Committee, business owner input

Estimated Cost: minimal

Estimated Time: 1-2 years

Currently, signs in the Village are regulated by Section 805 of the Village Zoning Law. While this limits size and height of signs, it is clear the regulations were compiled with suburban, auto oriented businesses in mind. Traditional Main Street retail needs a wholly different kind of sign ordinance, one that is more concerned with material, lighting, and placement on the building, rather than height and size.

The design guidelines (see Recommendation D9) address signage; these types of regulations should be part of the amended Zoning Law Section 805. In general, internally lit plastic signs and internally lit vinyl awnings should be prohibited. Wooden, metal, and historically appropriate neon signs are to be encouraged. External lighting of signs is to be encouraged. Sign placement between in the horizontal band of the building above the first floor windows should be required.

E5 Develop Site Plan Review Process

Responsible Organizations: Village officials, staff, and boards (especially planning board), Walkable Committee

Estimated Cost: minimal

Estimated Time: 1-2 years

There current site plan review process is contained in Article 1200 of the Village's zoning code. To encourage a better level of review of key developments, this passage should be moved to a more prominent location within the code, as well as expanded with more detail. It would appear that the Village has not used its power to review and amend site plans to its full capacity.

Development approved by the village in the recent past, especially in the West End area of Main Street, seems to lack certain key amenities. Foremost among these is prominent pedestrian access to the structure, signage, and landscaping. If the community wishes to encourage pedestrian activity, new developments should be required to provide sidewalk connections to the public sidewalk (if it exists) or to the public right of way in anticipation of public sidewalks (if they do not exist). This type of requirement is often discussed at, and required through, the site plan review process.

An example to review would be the site plan approval process for the Tops Plaza constructed in

the mid 1990s. As stipulated in Article 1200, Section 1201, Paragraph 7, all commercial developments are to undergo the site plan review process by the planning board. Thus it is assumed that the Tops Plaza went through this process. Were sidewalks and pedestrian accommodations discussed? Were they required and then left out during the construction process? Is there an adequate system in place to enforce approved site plans?

The Village, through its planning board, has the authority to encourage and require high quality development. It should review its processes, and amend the zoning code as noted, to ensure that appropriate development review processes are happening.

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this page has been intentionally left blank.*

Structural/Programmatic Action Items (Group F)

F1 Leadership Dialogue

Responsible Organizations: Mayor, Town Supervisor, President of the Chamber of Commerce, School Superintendent

Estimated Cost: minimal to none

Estimated Time: immediate

Based on the success in the Village of Clyde, NY and other communities, it is recommended that the Mayor, Town Supervisor, President of the Chamber of Commerce, and School Superintendent meet regularly (monthly, bi-monthly, quarterly), though informally, to maintain lines of communication and brainstorm on challenges facing the community.

The idea is not that this group of leaders would necessarily be making decisions at these meetings, or view these meetings as yet another bureaucratic responsibility of the position, but rather as an opportunity to dialogue with others in local leadership capacities.

F2 Civic Engagement

Responsible Organizations: Village officials, staff, boards, and committees, Chamber of Commerce committees, citizens of Arcade

Estimated Cost: minimal to none

Estimated Time: immediate to 1-2 years

It appears that in Arcade, as in many communities, a small dedicated cadre of active citizens performs much of the volunteer/civic engagement work. Given that Arcade is a small community, it is crucial that all groups, especially the Chamber-sponsored Beautification Committee and the Village's Walkable Committee regularly communicate. A lack of communication means, at best, that different groups are diluting the available energy and enthusiasm of those citizens that partake in either group. At worst, it means that different groups are working at cross-purposes. The goals of having a walkable community and a beautiful community are so closely related that it begs the questions as to why there are two separate groups. The chart on the next pages attempts to show the existing organizational structure of various groups related to downtown vitality. A second charts shows suggested changes to the organizational structure that the various groups and the Village may wish to consider.

In the short term, it is recommended that these groups meet together at least a few times a year so that they are able to build upon and reinforce each other's activities. In the medium term, it is recommended that one group be formed, so that the aforementioned civic enthusiasm is not dissipated amongst a collection of committees but rather concentrated into a single entity that

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graph TD
    Citizens[Citizens  
Town and Village of Arcade,  
Town of Yorkshire, Town of Sardinka, etc.]
    Businesses[Businesses in the Arcade Area  
Town and Village of Arcade,  
Town of Yorkshire, Town of Sardinka, etc.]
    Chamber[Arcade Area Chamber of Commerce  
Area businesses pay membership dues to belong to this business-advocacy organization.  
Current membership is ____ and current dues are ____]
    VillageBoard[Village of Arcade  
Board of Trustees  
5 members, including mayor]
    TownBoard[Town of Arcade  
Town Board  
5 members, including supervisor  
Town Supervisor]
    CountyBoard[Wyoming County  
Board of Supervisors]
    Merchants[Merchants Committee  
Group of Main Street businesses that seeks to promote and revitalize downtown Arcade]
    Beautification[Beautification Committee  
Informal volunteer group of businesses and citizens that seeks to make Arcade, especially downtown, more attractive]
    PublicWorks[Public Works  
Larry Kilburn and Village staff  
Water, Sewer, Electric, Local Streets and Sidewalks]
    Zoning[Zoning Enforcement  
Marvin Zelinka  
Approximately half-time position, split between Town and Village]
    Planning[Planning Board  
5 members  
3 appointed by the Village  
2 appointed by the Town  
Reviews subdivision and development proposals, acts as a land use advisory board to town and village governments]
    Appeals[Zoning Board of Appeals  
5 members  
2 appointed by the Village  
3 appointed by the Town]
    CodeEnforcement[Building Code Enforcement  
Don Roberts and Wyoming County staff]
    Walkable[Walkable Committee  
Informal group of citizens interested in promoting the walkability of Arcade. Originally members were appointed by the Mayor but group has evolved into a more informal organization]

    Citizens --> Businesses
    Citizens --> Chamber
    Citizens --> VillageBoard
    Citizens --> TownBoard
    Citizens --> CountyBoard
    Chamber --> Merchants
    Chamber --> Beautification
    VillageBoard --> PublicWorks
    VillageBoard --> Zoning
    VillageBoard --> Planning
    VillageBoard --> Appeals
    VillageBoard --> Walkable
    TownBoard --> Planning
    TownBoard --> Appeals
    TownBoard --> CodeEnforcement
    CountyBoard --> CodeEnforcement
  
```

The organizational chart illustrates the governance structure of the Village of Arcade. At the top, **Citizens** (including the Town and Village of Arcade, Town of Yorkshire, and Town of Sardinka, etc.) are the primary stakeholders. They are connected to several entities: **Businesses in the Arcade Area**, the **Arcade Area Chamber of Commerce**, the **Village of Arcade Board of Trustees** (5 members, including the mayor), the **Town of Arcade Town Board** (5 members, including the supervisor), and the **Wyoming County Board of Supervisors**. The **Arcade Area Chamber of Commerce** is further divided into the **Merchants Committee** (a group of Main Street businesses) and the **Beautification Committee** (an informal volunteer group). The **Village of Arcade Board of Trustees** oversees the **Public Works** (led by Larry Kilburn and Village staff), **Zoning Enforcement** (led by Marvin Zelinka), **Planning Board** (5 members, 3 appointed by the Village and 2 by the Town), **Zoning Board of Appeals** (5 members, 2 appointed by the Village and 3 by the Town), and the **Walkable Committee** (an informal group of citizens). The **Town of Arcade Town Board** oversees the **Planning Board**, **Zoning Board of Appeals**, and **Building Code Enforcement** (led by Don Roberts and Wyoming County staff). The **Wyoming County Board of Supervisors** also oversees **Building Code Enforcement**.

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graph TD
    BA[Businesses in the Arcade Area  
Town and Village of Arcade,  
Town of Yorkshire, Town of Sardinia, etc.] --> C[Citizens]
    C --> VA[Village of Arcade  
Board of Trustees  
5 members, including mayor]
    C --> TA[Town of Arcade  
Town Board  
5 members, including supervisor  
Town Supervisor]
    C --> WC[Wyoming County  
Board of Supervisors]
    VA --> PW[Public Works  
Lamy Kilburn and Village staff  
Water, Sewer, Electric, Local Streets and Sidewalks]
    VA --> ZE[Zoning Enforcement  
Marvin Zelonka  
Approximately half-time position, split between Town and Village]
    VA --> PB[Planning Board  
5 members  
3 appointed by the Village  
2 appointed by the Town  
Reviews subdivision and development proposals, acts as a land use advisory board to town and village governments]
    VA --> ZBA[Zoning Board of Appeals  
5 members  
2 appointed by the Village  
3 appointed by the Town]
    TA --> ZE
    TA --> PB
    TA --> ZBA
    TA --> BCE[Building Code Enforcement  
Don Roberts and Wyoming County staff]
    WC --> BCE
    ACC[Arcade Area Chamber of Commerce  
Area businesses pay membership dues to belong to this business-advocacy organization.  
Current membership is ___ and current dues are ___] --> CEWG((Civic Engagement Working Group  
[Insert Clever Name Here]  
Umbrella group that focuses civic energy and enthusiasm while maintaining the functions of the former entities.  
Beautification Task Force  
Walking Task Force  
Other?  
Arcade Historical Society?))
    PW --> CEWG
    ZE --> CEWG
    PB --> CEWG
    ZBA --> CEWG
    BCE --> CEWG
    CEWG --> BA
  
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can focus on identified priorities with a laser-like focus, as has been the successful example of the Village of Hamburg's "Imagine Hamburg" group. Sub-committees or "task forces" of this overarching group can continue to perform the functions that are currently overseen by the Beautification Committee and Walkable Committee.

As stated previously, the words we use frame ideas and concepts. It is recommended to try to avoid using the term "committee." The word "committee," in modern usage, has seemingly acquired a negative connotation of bureaucratic inaction. "Committees are where good ideas go to die," as one saying goes. Therefore, it may be better to refer to "working groups" or "task forces." These are terms that imply energy, motivation, and progress toward a goal.

F3 Governmental Administration/Leadership/Communication

Responsible Organizations: Village officials, staff, and boards, Chamber of Commerce (business community) and citizens

Estimated Cost: minimal to moderate

Estimated Time: immediate to 1 year

There is a perception among some downtown building owners and merchants that Village government administration is carried out in a capricious, impolite, and unprofessional manner. Whether or not that is true, the perception is there, and in this case, perception is as important as reality.

The village government, from the elected leaders on down through the staff and boards, should address these concerns. This can be done through outreach to business and property owners, education about village laws, codes, and regulations, opportunities for assistance, and a thorough review of village procedures. There may also be an opportunity for staff development with regard to customer service training. It is imperative that the village provide leadership and develop a "booster" mentality to promote community development. It is also critical to ensure that every person that lives in, does business in, or visits Arcade is made to feel that the village administration and staff is open, accessible, professional, and working to improve the community.

F4 Capital Improvement Limited Partnership (CILP)

Responsible Organizations: Citizens of Arcade

Estimated Cost: local public money: minimal to none, individually contributed money: moderate

Estimated Time: 2-5 years

To engage the community through the most effective means possible (their pocketbooks), a

CILP was formed in the Village of Clyde, NY (population 2,269). The idea was to let the community invest in its own downtown and feel committed to its success. A limited partnership was formed and shares of \$1,000 each were sold to local citizens. This raised a total of \$85,000, which was used to leverage an additional \$205,000 loan from the U.S. Department of Housing and Urban Development (HUD). With these monies, the CILP was able to purchase and renovate three buildings that had been viewed as the worst eyesores in the community and turn them into great community assets.

Clyde's program is an inspiring model that Arcade might seek to emulate since it relies, to a large degree, on local effort, initiative, and organization, rather than waiting for a "silver bullet" solution to the community's challenges.

It is recommended that the Arcade Hotel be a priority for this capital improvement partnership. The current owners appear unwilling or unable maintain the property in a condition that benefits the greater community. The location is perhaps the most prominent in the center of the village and the decaying appearance of the large building negatively affects the entire area.

A renovated Arcade Hotel could be leased to a restaurant/pub operator and the upper floors turned into leaseable office or residential space.

Appendix A

Consumer Demographics and Market Analysis Report

Prepared for the Village by the Cornell Institute for Social and Economic Research (CISER) at Cornell University as a separate component of the Strategic Plan for Downtown Arcade.

Program on Applied
Demographics

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Ithaca, NY 14850

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Arcade Business District

Consumer Demographics and Market Analysis

March 2005

Prepared by:
Warren A. Brown, Ph.D.



Overview

The objective for revitalization of the Arcade Business District is to develop a marketing strategy that promotes sustainable economic development. A key question is, “What will the market support?” In order to determine the market for retail trade establishments in the Arcade Business District, the following analysis of consumer demographics has been carried out. The analysis has focused on two geographic areas, a 7-county region surrounding the Village of Arcade and the more immediate trade area from which the bulk of consumers are drawn.

Demand for retail goods and services in the 7-county region has been growing slowly, and the region’s dominant urban center of Buffalo has been losing population. This leads to a highly competitive environment where any growth in sales is fed by taking it away from another area. A major competitor for the Arcade Business District is the Yorkshire Plaza in Chaffee in Erie County. This environment heightens the need for a well defined approach to marketing the village’s businesses to specific consumer segments. The greatest changes in demographic composition of the population are declining numbers of youth and increasing numbers of older working age adults. Most consumer households in the trade area are lower middle income, with older children or children have grown up and left home. These consumers are searching for value where low prices are of prime importance. Another important segment of consumer households are upper middle income, at a similar stage of life, but looking for quality items.

The Arcade Business District will need to lure these consumers into the village by offering a mix of retail goods and services that are competitively priced and provide value. They will not likely succeed by competing head-to-head with the Yorkshire Plaza mall or big box retailers in the area. Rather they need to develop a marketing strategy that differentiates them from the others and provides a worthwhile shopping experience. A downtown farmers market, in season, offering quality produce is an example of the type of “event” that can distinguish the village from the routine shopping experience offered by competing retailers.

Introduction

Members of the Arcade Business District aim to revitalize their shopping district by a combination of business recruitment, expansion and consumer attractions. These objectives will require a coordinated effort in developing a strategic plan. An early and often repeated step in the planning process is to measure the market—as it exists currently and what it could become. The consumer market comprises three geographic areas: persons living or working close to the shopping district; those living and working within the region; and finally consumers from outside the region who are passing through or in the region as visitors for business or recreation purposes. A winning strategy to increase sales of retail goods and services requires some combination of the following. The merchants need to retain a higher percentage of spending by residents living and working in the immediate area of the shopping district. Second, that they attract more consumers from neighboring counties. Finally, the merchants must draw more visitor dollars from outside the region to the downtown district. Visitors include tourists, business travelers, and persons passing through. No single retail establishment—new or existing—is going to accomplish a revitalization of the downtown by itself. Rather a combination of developments must take place that could involve the location of businesses with office workers and especially those that generate additional traffic such as health and professional services; convenience oriented establishments such as drug stores that meet the essential needs of consumers on a frequent basis, and gathering spots such as cafes and libraries.

This profile provides information on the first two markets. Two retailers in the Arcade Business District generously supplied us with their lists of customers. These lists contained individual street addresses for consumers from throughout the region who have purchased goods. The mailing address information enabled us to identify how far from the district the consumers lived and in which neighborhoods. Most of these consumers lived less than a fifteen minute drive from the shopping district. In this report we provide detailed information about the spending habits and demographic characteristics of these nearby residents, as well as persons living within a 30 minute drive time radius of the shopping district. To begin with, in Section A, we take an even broader look at the

demographic and economic conditions affecting consumer demand in the region. We included all counties within a one hour drive time of Arcade. The more the Arcade Business District, working with its member merchants, is able to find out about whom shops downtown, the more targeted marketing strategies that can be developed.

We have used a combination of data provided by the local merchants and secondary data from public and private sources. The secondary data from private vendors that are used in this report were purchased by Cornell University for the purpose of furthering Cornell's missions in teaching, public service and research.

A. Regional Market Analysis

A.1. Determining the Region

The Arcade shopping district is within a one hour drive of substantial portions of 7 counties in Western New York and (See Map A.1). These counties represent the region we analyzed regarding demand for consumers goods and services, as well as competing centers of retail trade. The counties are: Allegany; Cattaraugus; Erie; Genesee; Livingston; Niagara; and Wyoming. The purpose of identifying these counties—individually and collectively—is to better describe the regional context in which the Arcade Business District is situated. The closer counties have greater potential as markets for the Arcade Business District to serve, as well as offering competing trade centers drawing consumers away from downtown.

A.2. Demographic and Economic Factors Affecting Demand for Retail Goods and Services

In the Arcade region demand for retail goods and services has grown at a slower rate than the national and statewide averages since 1990. With a slowly declining population and with moderate growth in per capita income, increases in total personal income, an indicator of aggregate consumer buying power have been minimal. Erie County, containing the City of Buffalo, is the largest consumer market in the area and increases in consumer demand since 1990 have been lackluster, trailing the state and national averages. Consumer demand is growing more in some of the other counties:

Livingston and Wyoming. No county in the region, however, has kept pace with the national average for growing consumer demand.

Trends in Total Personal Income

Real growth in total personal income for the Arcade 7-county region has lagged behind the national rate, increasing by 16 percent over the interval of 1990-2003 compared with 45 percent growth for the nation (See Table A.1.). The income data are expressed in constant dollars and therefore the effect of inflation has been controlled.

Erie County, where the City of Buffalo is located, is the county with the greatest market for consumer goods and services in the region. In the year 2003 Erie County accounted for 69 percent of total personal income in the 7-county region, and for 70 percent of the region's growth in personal income between 1990 and 2003. Erie County is the pacesetter for regional development.

The highest rates of growth in personal income have occurred in Livingston and Wyoming Counties, as shown by the Index of Growth in Table A.1. However, even these counties have had total personal income increase at well under half of the national rate. All of the counties in the region lag behind the national rate of growth in personal income. The counties surrounding Arcade are slower growing, compared with the national average, and therefore growth in consumer spending among residents has lagged as well.

The outlook to 2008, based on forecasts from Woods & Poole Economics, does not show any improvement for the region in terms of the lagging growth of consumer demand. Two counties in the region—Livingston and Wyoming—are forecast to come close to the national rates of growth. Total personal income in these counties is projected to grow by 8 percent between 2003 and 2008, compared with an 11 percent increase for the nation.

Wyoming County has consistently stayed ahead of the regional trend since 1990, outgrowing the balance of the region in every interval between 1990, 1995, 2000 and 2003. This means the merchants of Wyoming County, while faced with a competitive environment have benefited a better growth economy than the rest of the region. Even so,

the slower growth economy faced by merchants in the Arcade Business District places a premium on competitive advantage and developing new sources of consumer spending.

Population Growth and Per Capita Income

Change in personal income for a region or county can be broken down into changes in per capita income and population size. For the Arcade 7-county region the 16 percent increase in total personal income was a function of a small loss in population and an 18 percent increase in per capita income. The level and direction of change in per capita income is an indication of the relative standard of living for an area. The Arcade 7-county region's per capita income has risen more slowly than the national per capita income, as shown in Table A.3. On a regional basis the lagging demand for consumer goods and services, as signaled by a slowly increasing level of total personal income, is due to a combination of a small loss of population and slowly rising standard of living.

Wyoming County's per capita income, expressed in constant dollars, increased by 16.5 percent between 1990 and 2003, less than the regional rate of increase and roughly two-thirds of the national growth rate. Wyoming County's population increase of 1.5 percent placed it among only 2 counties in the region that have gained population since 1990 (See Table A.2.). The other county was Livingston, with a population increase of 4 percent between 1990 and 2003.

The greatest rates of loss in population among counties in the region belong to Erie, Niagara and Cattaraugus. Erie County's population declined approximately 25,000 in the thirteen years. However, Erie and Cattaraugus were also the top two counties in the region with respect to rates of increase in per capita income. No county in the region equaled or exceeded the national rate of increase in per capita income. Wyoming County's per capita income, at \$16,253 was 29 percent below the national per capita income of \$22,856 in 1990, and by 2003 had fallen further behind at 33 percent below the national level \$28,368. Again, these dollars have been converted to constant dollars, expressed in terms of dollar values for 1996, and so increases represent real growth and are not increased by inflation. The standard of living in Wyoming County and the Western New York region, indicated by per capita income, has been increasing but relative to the nation and balance of the state, they are falling further behind.

Ethnic groups

Non-Hispanic Whites account for 85 percent of the population in the Arcade 7-county region in 2003 a decrease of more than 3 percentage points in share since 1990. Among the three major ethnic groups—Non-Hispanic Whites, Non-Hispanic Blacks, and Hispanics—Whites were the only group to be decreasing in size. Blacks and Hispanics were growing at fairly high rates. In combination Blacks and Hispanics increased from 10 percent to 13 percent in the region from 1990 to 2003. (See Tables A.5. and A.6.)

In Wyoming County, the Black population is growing, increasing by almost 27 percent over the interval 1990 - 2003, while the Non-Hispanic White population has decreased only slightly, by less than -1 percent. The Non-Hispanic White population represents 91 percent of the total county population in 2003. While the growth in Black and Hispanic populations is not large, they do represent an increasing proportion of the local consumer market, providing retailers with small growth opportunities in Wyoming County.

Age Groups

Persons of different ages have different consumer needs and demands. We have broken the population into four age groups: youth, aged 0 to 17; young adults, aged 18 to 34; older working age adults, aged 35 to 64; and older persons, aged 65 years and over. Two main factors affect change in the number of persons within a broad age group, such as the four we are looking at. National variations in cohort size will affect growth and decline in the number of persons in various age groups. The famous Baby Boom cohort, persons born between 1946 and 1964, has swelled the numbers of every age group as they reach that stage of life. The older Baby Boomers are now in their mid to late 50s and by 2008 will begin increasing the number of persons aged 62 and older. The Baby Bust cohort, persons born between 1964 and 1983, are fewer in number than the preceding cohorts, and consequently as they age into an age category its numbers decline. These fluctuations affect the relative demand for goods and services associated with life stages—from classroom teachers and toys, to movies and jeans, to housing and appliances, to leisure travel and healthcare.

The second factor affecting change in the number of persons within an age group is regional attractiveness. The age group 18 to 34 years of age is most responsive to regional differences in labor market opportunities, while the age group 65 years and older are more responsive to lifestyle and cost of living factors.

The older population, **persons 65 years of age and over**, is not growing in the Arcade 7-county region in contrast with the rest of the country. (See Table A.7.) Between 1995 and 2003, the population 65 and older increased by 6 percent in the U.S., lagging behind the pace of growth in the total population, which was 9 percent. Over the same interval decreases in the older population for the Arcade 7-county region were greater than the rate of decline in the total population. The respective rates of change were -3.2 percent for the older population and -2.6 percent for total population. Whereas growth in the older population represents a growing market for consumer goods and services nationally and even in many regions where total population is not growing market, in Western New York the older population is declining.

Not all counties in the region have the same growth experience for the older population. The older population in Wyoming County has decreased slowly since 1995. The counties of Western New York with substantial declines in the older population are Niagara and Erie, while small increases have occurred in Allegany and Cattaraugus, and slightly larger increases in Genesee and Livingston. Targeting seniors in Western New York as regular consumers and day visitors for touring historic sites and cultural events may be a productive strategy, but attracting these seniors will require a competitive strategy that yields increasing numbers of consumers from a stable to declining population.

The **age group 35 to 64 years of age** (See Table A.8.) is the most rapidly growing age group nationally and regionally. While total population in the region is projected for no-growth between 2003 and 2008, the older working age population is projected to grow 2.5 percent. This age group represents an increasingly important segment of the regional consumer market. While the growth rates are not high, they are most in contrast with the younger populations, as will be shown below.

The increasing number of persons within the 35 to 64 year age group is seen across all counties in the region. In Wyoming County the older working age population is

projected to increase by almost 6 percent between 2003 and 2008. This growth is principally due to the Baby Boomers aging and replacing the World War II and Depression Era birth cohorts that were relatively small. As consumers, persons within this broad age group span life stages from family rearing to empty nesters. Housing related goods and services are demanded as they adjust their housing to these life stages.

Young adults, **persons aged 18 to 34 years** (See Table A.9.), were a shrinking group in the Arcade 7-county region during the 1990s. Among our four age groups, these people are the most mobile and responsive to differences in opportunity. At the national level, the number of persons in this age group declined slightly between 1990 and 2000 as a result of the Baby Bust cohorts replacing larger Baby Boom cohorts in the aging process. Since 2000, the numbers have begun to increase as the Baby Boom Echo cohorts (children of the Baby Boomers) reach age 18 and older.

The Arcade 7-county region's lack of attractiveness to this age group exacerbated the cohort effect. Nationally the young adults aged 18 to 34 years declined -4 percent between 1990 and 2000, while in the region the decline was -22 percent. These declines were experienced by every county in the region, although less so by Allegany and Livingston Counties with their college students drawn to area colleges. Since 2000 the number of young adults has begun to go back up again nationally and regionally, and is projected to continue growing. Within the region there will be growth in the number of persons in this age group, based on projections of population between 2003 and 2008.

The youngest age group, **persons aged 0 to 17 years** (See Table A.10.), has been increasing nationally throughout the interval since 1990 and is projected to continue growing to 2008. In contrast, youth have been in decline in the region since 1995, and are projected to decline further by 2008. Future population size within the region is greatly affected by changes to the number of youth, aged 0 to 17 years. The markets for youth related goods and services are shrinking in the region, especially compared with national trends. They represent not only current markets but also the future for young adults in the region.

Differences in Per Capita Income

The Arcade 7-county region had real growth in per capita income, the ratio of total personal income to total persons in an area, between 1990 and 2003 (See Table A.3.). That growth has not kept pace with the national rate of increase and signals that on the average, while the standard of living in the region has improved, it is falling further behind the national average. However per capita income is an average and can mask wide variations that may occur among sub-groups of the population.

There are differences among the counties of the region with respect to the level of per capita income as well as the rate of increase measured in constant dollars. Erie County has the highest per capita income in the region, and yet falls short of the national and statewide averages. Also Erie County's rate of increase in per capita income is the greatest in the region, but has not kept pace with the national average between 1990 and 2003. The level of per capita income in 2003 for Wyoming County (\$18,930) places it below the regional (\$24,936) and national averages (\$28,368). The gap between Wyoming County and the region has widened as the county's per capital income has increased 16.5 percent between 1990 and 2003 while the regional rate of increase has been 18.2 percent.

A.3. Major and Secondary Shopping Centers and Business Districts

Shopping Centers

In the Arcade 7-county region there are 86 shopping centers greater than 100,000 square feet in size. There are three super regional centers with square footage of approximately 1 million square feet or more. All three of these largest shopping centers—Walden Galleria, Eastern Hills Mall and Boulevard Mall—are located in Erie County. In fact 76 of the region's 86 shopping centers greater than 100,000 square feet in size are located in Erie County. None of these 86 shopping centers are located in Wyoming County. The closest major shopping center to Arcade is Yorkshire Plaza in Chaffee in Erie County. Yorkshire Plaza is a short drive from the Village of Arcade and with 117,000 square feet of retail space is classified as a community shopping center. These centers typically contain 10 to 30 stores, including a food store and small department or

general merchandise store. Their draw generally extends to consumers living within 15 minutes travel time.

A.4. Competitive Position of Wyoming County within Its Region Based on Surplus/Leakage of Retail Sales

Erie County leads the counties of the Arcade 7-county region, with retail sales in 2003 five times larger than the next biggest county, Niagara. These two capture 84 cents of every dollar spent on retail in the region. The progression of sales from Erie County with the greatest amount of retail sales to Allegany County with the least is displayed in Figure A.1. The level of sales drops from the dominant metropolitan core counties down to the smaller outlying counties. Wyoming County is close to Allegany in terms of the lowest levels of retail sales in the region.

Dominant Trade Centers and Unmet Demand

While Erie County has 70 percent of the regional retail sales, it also has 65 percent of the regional population and therefore we would expect it to have a sizeable proportion of the sales. That its share of sales exceeds its share of population suggests that it is a dominant center of retail trade relative other counties in the region. In order to explain differences among the counties with respect to share of retail sales and share of population we need to consider income levels and the balance between supply and demand. Income levels affect consumer spending and therefore all other things being equal, we would expect residents in counties with higher incomes to spend more on average.

A pull factor is a measure that takes into account a county's population size, income levels and amount of retail sales in order to understand patterns of regional retail sales. It is a diagnostic tool used by regional economists and retail analysts for identifying counties with surplus sales that are attracting consumer dollars from surrounding areas, as well as the flip side, that is, counties with leakage of sales as their residents shop outside the county for retail goods and services. Counties with retail establishments attracting consumers from surrounding counties are desirable locations for businesses that can benefit from the pull that such shopping districts exert. On the other hand, some

businesses find that counties with leakage represent an opportunity to locate close to consumers whose needs are not currently met by the retail establishments close to them. Such underserved markets may represent opportunities for a retailer with the right strategy.

Shopping districts in Erie and Cattaraugus Counties are attracting consumers from surrounding counties and exhibit greater pull factors (ratio of sales to local demand) than any of the other counties in the Arcade 7-county region (See Table A.11). Even after taking into account that local consumers due to their higher incomes are spending more than the average regional consumer, sales by retailers in Erie and Cattaraugus Counties exceed local demand. Niagara County is basically breaking even on the exchange of consumer dollars with the other counties in the region. Four counties--Allegany, Genesee, Livingston, and Wyoming--appear to be the ones losing local consumers to counties with surplus sales.

The surpluses and leakages are not uniform across all segments of retail trade. Sales by General Merchandise stores are what appear to be drawing consumers to Cattaraugus and Niagara Counties. Automobile Dealers in Erie County are drawing consumers from other counties in the region. Wyoming County has substantial levels of leakage for total retail sales, with residents spending an estimated \$20 million a year outside the county. The leakage is not uniform across major retail categories. Two categories—building materials and hardware, and food stores—appear to be generating large surpluses. Retail establishments in these categories have sales that are \$17 million and \$18 million greater than our estimates of resident spending. Three categories—general merchandise, apparel and accessories, and eating and drinking places—were the major sources of leakage, as our estimates were that residents spent over \$10 million more in each of these categories than county estimates generated in sales. Sales in the first two—general merchandise and apparel—are generated by retailers in major shopping centers and big box formats.

Interpretation of pull factors must be tempered by other factors that could be affecting average spending levels. The pull factor analysis is a useful tool and is best used to identify possible areas of surplus and leakage to be followed up with more detailed investigation. The areas of weakness, that is leakages, may present opportunities for

business development within Wyoming County, and possibly in the Arcade Business District. The greatest potential lies with convenience categories of retail where proximity to consumers is a major competitive advantage. Drug stores are a large source of leakage for the county, approximately \$7 million, and being a convenience oriented category there should be opportunities for development of drug stores closer to the county's residents. Section C of this report, Demographic Profiles of Trade Area Residents, we will be presenting data on consumer characteristics and spending potential for various categories of retail goods.

Conclusion

The Arcade 7-county region, with a population of 1.5 million that is not growing, is a highly competitive market for retailers of consumer goods and services. Erie County, containing the City of Buffalo, is the largest consumer market in the region and Niagara County is a sizeable market as well. The Arcade Business District cannot grow retail sales purely on the back of the local economy since it is not expanding. Although serving the local consumer economy is an important part of the picture of success. Reaching out to consumers in neighboring counties will also need to be a part of the development strategy. Identifying geographic areas and demographic segments that represent growing markets as well as underserved markets is a step to competing for their consumer dollars.

Figure A.1: Erie County is the Regional Center for Retail Trade

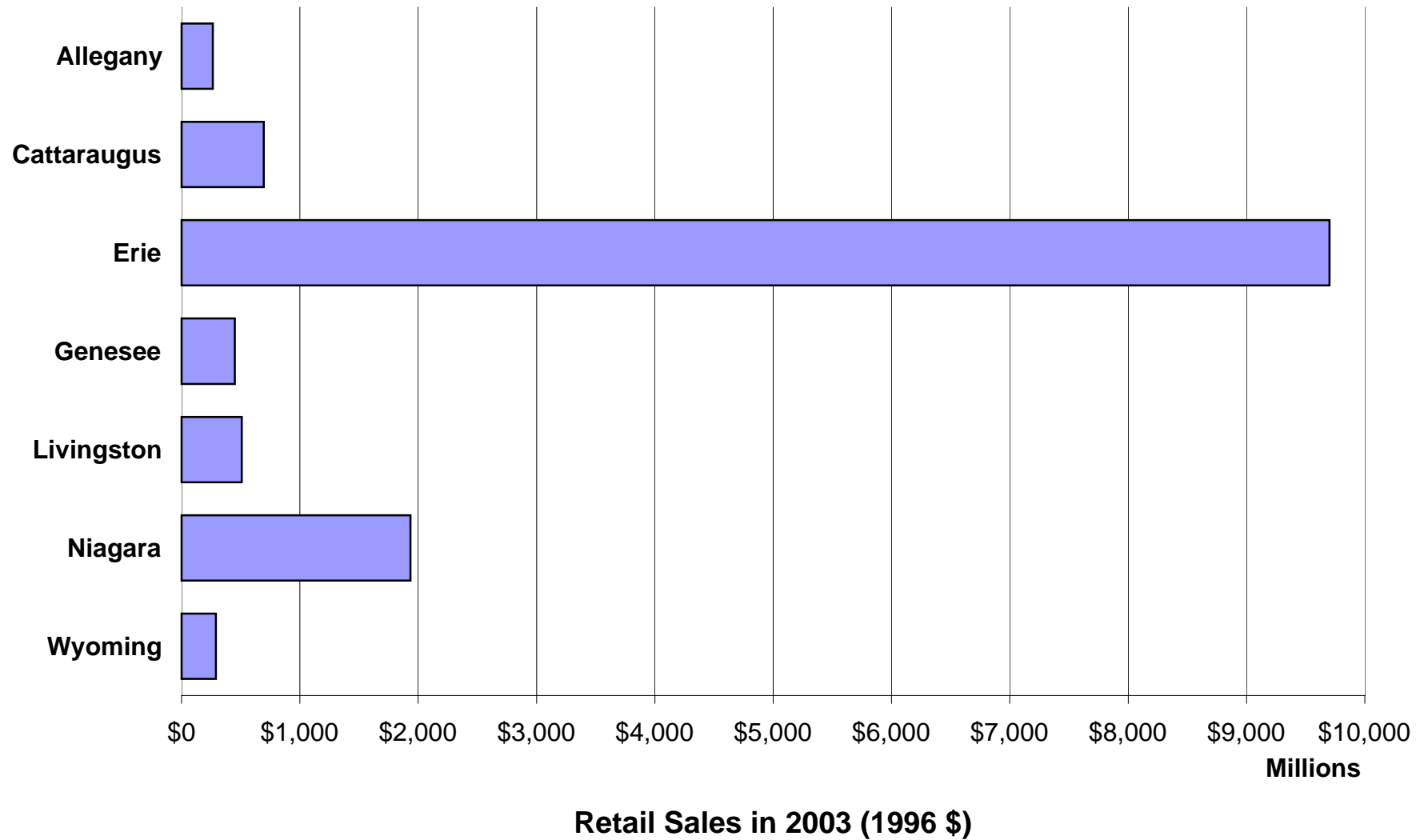


Table A.1 - Income Trends: Total Personal Income (Million 1996 \$'s)**Arcade, NY Business Improvement District - Counties Within 1 Hour Drive**

		year				
		1990	1995	2000	2003	2008
United States		\$ 705,389	\$ 325,125	\$ 820,906	\$ 267,088	\$ 174,566
	1990 = 100%	100.0%	110.9%	137.1%	144.9%	160.8%
New York		\$ 490,181	\$ 513,961	\$ 619,947	\$ 642,691	\$ 686,498
	1990 = 100%	100.0%	104.9%	126.5%	131.1%	140.0%
Region		\$ 31,462	\$ 32,632	\$ 35,744	\$ 36,528	\$ 38,873
	1990 = 100%	100.0%	103.7%	113.6%	116.1%	123.6%
Allegany NY		\$ 775	\$ 811	\$ 876	\$ 895	\$ 951
	1990 = 100%	100.0%	104.7%	113.0%	115.6%	122.7%
Cattaraugus NY		\$ 1,416	\$ 1,458	\$ 1,600	\$ 1,643	\$ 1,765
	1990 = 100%	100.0%	103.0%	113.0%	116.0%	124.6%
Erie NY		\$ 21,657	\$ 22,413	\$ 24,641	\$ 25,219	\$ 26,863
	1990 = 100%	100.0%	103.5%	113.8%	116.4%	124.0%
Genesee NY		\$ 1,216	\$ 1,243	\$ 1,346	\$ 1,366	\$ 1,447
	1990 = 100%	100.0%	102.3%	110.7%	112.4%	119.0%
Livingston NY		\$ 1,215	\$ 1,266	\$ 1,430	\$ 1,465	\$ 1,582
	1990 = 100%	100.0%	104.2%	117.7%	120.6%	130.3%
Niagara NY		\$ 4,490	\$ 4,712	\$ 5,058	\$ 5,118	\$ 5,379
	1990 = 100%	100.0%	105.0%	112.7%	114.0%	119.8%
Wyoming NY		\$ 691	\$ 725	\$ 791	\$ 818	\$ 882
	1990 = 100%	100.0%	104.8%	114.5%	118.3%	127.6%

Table A.2 - Population Trends: Total Persons (1,000s)**Arcade, NY Business Improvement District - Counties Within 1 Hour Drive**

		year				
		1990	1995	2000	2003	2008
United States		9,622	6,278	2,224	1,416	5,926
	1990 = 100%	100.0%	106.7%	113.1%	116.7%	122.6%
New York		8,020	8,524	8,999	9,231	9,553
	1990 = 100%	100.0%	102.8%	105.4%	106.7%	108.5%
Region		1,491	1,503	1,470	1,464	1,464
	1990 = 100%	100.0%	100.8%	98.6%	98.2%	98.2%
Allegany NY		50	51	49	50	50
	1990 = 100%	100.0%	101.4%	98.8%	99.3%	99.1%
Cattaraugus NY		84	85	83	83	83
	1990 = 100%	100.0%	100.7%	99.4%	98.6%	98.4%
Erie NY		969	973	949	945	944
	1990 = 100%	100.0%	100.4%	97.9%	97.5%	97.3%
Genesee NY		60	61	60	59	59
	1990 = 100%	100.0%	101.6%	100.3%	99.4%	99.5%
Livingston NY		62	64	64	65	66
	1990 = 100%	100.0%	102.7%	103.1%	104.2%	106.4%
Niagara NY		221	223	219	218	217
	1990 = 100%	100.0%	101.3%	99.3%	98.6%	98.2%
Wyoming NY		42	43	43	43	43
	1990 = 100%	100.0%	102.7%	101.9%	101.5%	101.9%

Table A.3 - Income Trends: Per Capita Income (1996 \$'s)**Arcade, NY Business Improvement District - Counties Within 1 Hour Drive**

		year				
		1990	1995	2000	2003	2008
United States		\$ 22,856	\$ 23,753	\$ 27,711	\$ 28,368	\$ 29,989
	1990 = 100%	100.0%	103.9%	121.2%	124.1%	131.2%
New York		\$ 27,200	\$ 27,745	\$ 32,629	\$ 33,419	\$ 35,109
	1990 = 100%	100.0%	102.0%	120.0%	122.9%	129.1%
Region		\$ 21,099	\$ 21,709	\$ 24,300	\$ 24,936	\$ 26,552
	1990 = 100%	100.0%	102.9%	115.2%	118.2%	125.8%
Allegany NY		\$ 15,346	\$ 15,842	\$ 17,556	\$ 17,861	\$ 19,015
	1990 = 100%	100.0%	103.2%	114.4%	116.4%	123.9%
Cattaraugus NY		\$ 16,770	\$ 17,152	\$ 19,071	\$ 19,735	\$ 21,236
	1990 = 100%	100.0%	102.3%	113.7%	117.7%	126.6%
Erie NY		\$ 22,332	\$ 23,013	\$ 25,954	\$ 26,679	\$ 28,454
	1990 = 100%	100.0%	103.0%	116.2%	119.5%	127.4%
Genesee NY		\$ 20,215	\$ 20,356	\$ 22,315	\$ 22,851	\$ 24,192
	1990 = 100%	100.0%	100.7%	110.4%	113.0%	119.7%
Livingston NY		\$ 19,448	\$ 19,737	\$ 22,214	\$ 22,514	\$ 23,816
	1990 = 100%	100.0%	101.5%	114.2%	115.8%	122.5%
Niagara NY		\$ 20,301	\$ 21,043	\$ 23,035	\$ 23,479	\$ 24,780
	1990 = 100%	100.0%	103.7%	113.5%	115.7%	122.1%
Wyoming NY		\$ 16,253	\$ 16,588	\$ 18,249	\$ 18,930	\$ 20,353
	1990 = 100%	100.0%	102.1%	112.3%	116.5%	125.2%

Table A.4 - Population Trends: Non Hispanic White Persons (1,000s)**Arcade, NY Business Improvement District - Counties Within 1 Hour Drive**

		year				
		1990	1995	2000	2003	2008
United States		8,712	3,852	7,662	9,679	2,803
	% of total	75.6%	72.8%	70.0%	68.5%	66.3%
	1990 = 100%	100.0%	102.7%	104.7%	105.8%	107.5%
New York		2,472	2,205	1,964	1,740	1,437
	% of total	69.2%	65.9%	63.0%	61.1%	58.5%
	1990 = 100%	100.0%	97.9%	95.9%	94.1%	91.7%
Region		1,314	1,302	1,258	1,239	1,217
	% of total	88.1%	86.6%	85.5%	84.6%	83.1%
	1990 = 100%	100.0%	99.1%	95.7%	94.3%	92.6%
Allegany NY		49	49	48	48	48
	% of total	98.0%	97.3%	97.2%	97.0%	96.6%
	1990 = 100%	100.0%	100.7%	98.0%	98.3%	97.6%
Cattaraugus NY		80	80	79	78	77
	% of total	95.9%	95.2%	95.0%	94.4%	93.6%
	1990 = 100%	100.0%	99.9%	98.4%	97.1%	96.1%
Erie NY		822	808	773	759	740
	% of total	84.8%	83.0%	81.5%	80.4%	78.5%
	1990 = 100%	100.0%	98.3%	94.0%	92.3%	90.1%
Genesee NY		57	58	57	56	56
	% of total	96.0%	95.2%	95.0%	94.6%	93.9%
	1990 = 100%	100.0%	100.7%	99.2%	97.9%	97.3%
Livingston NY		59	60	60	60	61
	% of total	95.4%	94.3%	93.6%	93.3%	92.8%
	1990 = 100%	100.0%	101.4%	101.1%	101.9%	103.4%
Niagara NY		204	204	199	196	193
	% of total	92.3%	91.3%	90.8%	90.0%	89.0%
	1990 = 100%	100.0%	100.1%	97.7%	96.1%	94.7%
Wyoming NY		39	39	39	39	38
	% of total	92.8%	91.2%	91.0%	90.9%	89.8%
	1990 = 100%	100.0%	100.9%	100.0%	99.4%	98.7%

Table A.5 - Population Trends: Non Hispanic Black Persons (1,000s)**Arcade, NY Business Improvement District - Counties Within 1 Hour Drive**

		year				
		1990	1995	2000	2003	2008
United States		9,422	2,396	5,153	6,492	8,741
	% of total	11.8%	12.2%	12.5%	12.5%	12.7%
	1990 = 100%	100.0%	110.1%	119.5%	124.0%	131.7%
New York		2,586	2,760	2,946	3,018	3,111
	% of total	14.4%	14.9%	15.5%	15.7%	15.9%
	1990 = 100%	100.0%	106.7%	113.9%	116.7%	120.3%
Region		126	138	145	150	160
	% of total	8.5%	9.2%	9.9%	10.3%	11.0%
	1990 = 100%	100.0%	109.9%	114.8%	119.2%	126.9%
Allegany NY		0.3	0.4	0.3	0.4	0.4
	% of total	0.6%	0.8%	0.7%	0.9%	0.9%
	1990 = 100%	100.0%	139.8%	123.0%	142.4%	152.3%
Cattaraugus NY		0.7	0.9	0.9	1.0	1.1
	% of total	0.9%	1.1%	1.1%	1.2%	1.4%
	1990 = 100%	100.0%	126.2%	125.6%	136.5%	152.9%
Erie NY		109	118	124	128	137
	% of total	11.2%	12.2%	13.1%	13.6%	14.5%
	1990 = 100%	100.0%	109.0%	114.0%	118.3%	125.8%
Genesee NY		1.0	1.2	1.3	1.3	1.4
	% of total	1.8%	2.1%	2.2%	2.3%	2.5%
	1990 = 100%	100.0%	120.6%	127.4%	132.4%	141.2%
Livingston NY		1.3	1.7	1.9	1.9	2.0
	% of total	2.2%	2.8%	3.0%	3.0%	3.2%
	1990 = 100%	100.0%	129.6%	140.1%	143.5%	152.4%
Niagara NY		12	13	13	14	15
	% of total	5.5%	6.0%	6.3%	6.7%	7.1%
	1990 = 100%	100.0%	111.1%	114.6%	120.7%	128.2%
Wyoming NY		1.8	2.2	2.3	2.3	2.5
	% of total	4.4%	5.2%	5.4%	5.4%	5.9%
	1990 = 100%	100.0%	123.2%	125.6%	126.6%	138.5%

Table A.6 - Population Trends: Hispanic Persons (1,000s)**Arcade, NY Business Improvement District - Counties Within 1 Hour Drive**

		year				
		1990	1995	2000	2003	2008
United States		2,587	8,515	5,686	98	6,715
	% of total	9.0%	10.7%	12.6%	13.8%	15.3%
	1990 = 100%	100.0%	126.2%	158.0%	177.5%	206.8%
New York		2,232	2,586	2,892	3,140	3,453
	% of total	12.4%	14.0%	15.2%	16.3%	17.7%
	1990 = 100%	100.0%	115.9%	129.6%	140.7%	154.7%
Region		27	34	39	44	52
	% of total	1.9%	2.3%	2.7%	3.0%	3.6%
	1990 = 100%	100.0%	124.6%	140.9%	158.9%	186.9%
Allegany NY		0.3	0.4	0.4	0.5	0.6
	% of total	0.6%	0.8%	1.0%	1.1%	1.3%
	1990 = 100%	100.0%	136.7%	157.0%	171.5%	203.5%
Cattaraugus NY		0.5	0.7	0.8	1.1	1.3
	% of total	0.6%	0.8%	1.0%	1.3%	1.6%
	1990 = 100%	100.0%	129.1%	158.2%	202.2%	243.2%
Erie NY		22	27	31	35	41
	% of total	2.3%	2.8%	3.3%	3.7%	4.4%
	1990 = 100%	100.0%	123.3%	139.2%	156.0%	183.5%
Genesee NY		0.4	0.6	0.9	1.0	1.3
	% of total	0.7%	1.1%	1.5%	1.8%	2.2%
	1990 = 100%	100.0%	151.0%	205.5%	233.9%	290.5%
Livingston NY		0.9	1.2	1.4	1.6	1.8
	% of total	1.6%	2.0%	2.3%	2.5%	2.8%
	1990 = 100%	100.0%	132.9%	152.1%	170.1%	193.7%
Niagara NY		2.1	2.6	2.9	3.5	4.1
	% of total	1.0%	1.2%	1.3%	1.6%	1.9%
	1990 = 100%	100.0%	125.8%	139.4%	167.5%	196.3%
Wyoming NY		1.0	1.2	1.2	1.3	1.5
	% of total	2.4%	2.9%	3.0%	3.1%	3.5%
	1990 = 100%	100.0%	125.6%	128.9%	132.6%	153.0%

Table A.7 - Population Trends: Elderly Persons Aged 65+ (1,000s)**Arcade, NY Business Improvement District - Counties Within 1 Hour Drive**

		year				
		1990	1995	2000	2003	2008
United States		1,247	3,769	5,080	5,927	8,323
	% of total	12.5%	12.7%	12.4%	12.3%	12.5%
	1990 = 100%	100.0%	108.1%	112.3%	115.0%	122.6%
New York		2,347	2,430	2,452	2,468	2,500
	% of total	13.0%	13.1%	12.9%	12.8%	12.8%
	1990 = 100%	100.0%	103.5%	104.5%	105.2%	106.5%
Region		219	229	225	222	219
	% of total	14.7%	15.3%	15.3%	15.2%	15.0%
	1990 = 100%	100.0%	104.7%	102.9%	101.4%	100.1%
Allegany NY		6.7	6.9	7.0	7.0	7.2
	% of total	13.4%	13.5%	14.0%	14.1%	14.6%
	1990 = 100%	100.0%	102.1%	103.5%	104.6%	107.7%
Cattaraugus NY		11	11	12	12	12
	% of total	14.0%	14.1%	14.6%	14.7%	15.1%
	1990 = 100%	100.0%	101.5%	104.0%	103.9%	106.5%
Erie NY		146	154	151	148	144
	% of total	15.2%	15.9%	15.9%	15.7%	15.3%
	1990 = 100%	100.0%	105.2%	102.9%	100.9%	98.5%
Genesee NY		8.2	8.5	8.6	8.7	9.0
	% of total	13.7%	14.1%	14.4%	14.6%	15.1%
	1990 = 100%	100.0%	104.2%	105.2%	106.2%	109.9%
Livingston NY		6.9	7.2	7.3	7.5	7.8
	% of total	11.1%	11.2%	11.4%	11.6%	11.9%
	1990 = 100%	100.0%	103.5%	105.5%	108.5%	113.2%
Niagara NY		33	34	33	33	32
	% of total	15.1%	15.6%	15.4%	15.2%	15.0%
	1990 = 100%	100.0%	104.4%	101.3%	99.2%	97.4%
Wyoming NY		5.1	5.3	5.2	5.2	5.4
	% of total	12.1%	12.1%	12.2%	12.2%	12.7%
	1990 = 100%	100.0%	103.3%	102.9%	102.8%	107.0%

Table A.8 - Population Trends: Older adults Aged 35 to 64 (1,000s)**Arcade, NY Business Improvement District - Counties Within 1 Hour Drive**

		year				
		1990	1995	2000	2003	2008
United States		4,091	5,511	7,641	3,484	1,857
	% of total	33.7%	35.9%	38.1%	38.9%	39.8%
	1990 = 100%	100.0%	113.6%	128.0%	135.0%	144.9%
New York		6,273	6,712	7,386	7,642	8,009
	% of total	34.8%	36.2%	38.9%	39.7%	41.0%
	1990 = 100%	100.0%	107.0%	117.7%	121.8%	127.7%
Region		507	538	575	583	598
	% of total	34.0%	35.8%	39.1%	39.8%	40.9%
	1990 = 100%	100.0%	106.1%	113.3%	115.0%	117.9%
Allegany NY		15	17	18	18	18
	% of total	31.5%	33.2%	36.3%	36.4%	37.7%
	1990 = 100%	100.0%	107.0%	114.1%	114.8%	118.6%
Cattaraugus NY		28	30	32	32	33
	% of total	33.2%	35.7%	39.0%	39.4%	40.5%
	1990 = 100%	100.0%	108.2%	116.6%	117.0%	120.0%
Erie NY		333	349	369	374	382
	% of total	34.3%	35.9%	38.9%	39.6%	40.5%
	1990 = 100%	100.0%	105.0%	110.9%	112.5%	114.9%
Genesee NY		20	21	24	24	25
	% of total	33.6%	35.8%	39.9%	41.1%	42.4%
	1990 = 100%	100.0%	108.2%	119.1%	121.9%	125.7%
Livingston NY		20	22	25	25	27
	% of total	32.5%	35.2%	39.3%	39.9%	41.0%
	1990 = 100%	100.0%	111.1%	124.6%	127.6%	134.0%
Niagara NY		75	80	87	88	90
	% of total	34.2%	36.0%	39.9%	40.8%	41.7%
	1990 = 100%	100.0%	106.8%	115.8%	117.5%	119.9%
Wyoming NY		14	15	17	18	19
	% of total	33.1%	36.4%	41.4%	42.8%	45.1%
	1990 = 100%	100.0%	113.0%	127.3%	131.2%	138.7%

Table A.9 - Population Trends: Young adults Aged 18 to 34 (1,000s)**Arcade, NY Business Improvement District - Counties Within 1 Hour Drive**

		year				
		1990	1995	2000	2003	2008
United States		68	7,534	7,159	8,810	1,445
	% of total	28.1%	25.4%	23.8%	23.6%	23.4%
	1990 = 100%	100.0%	96.4%	95.8%	98.2%	102.0%
New York		5,119	4,708	4,538	4,497	4,453
	% of total	28.4%	25.4%	23.9%	23.4%	22.8%
	1990 = 100%	100.0%	92.0%	88.6%	87.8%	87.0%
Region		404	354	315	318	323
	% of total	27.1%	23.6%	21.5%	21.7%	22.1%
	1990 = 100%	100.0%	87.5%	78.0%	78.6%	80.0%
Allegany NY		14	13	12	13	13
	% of total	29.3%	27.2%	25.6%	27.1%	27.9%
	1990 = 100%	100.0%	94.2%	86.4%	92.1%	94.5%
Cattaraugus NY		21	18	17	18	18
	% of total	25.1%	21.9%	20.6%	21.6%	22.0%
	1990 = 100%	100.0%	87.7%	81.4%	85.0%	86.2%
Erie NY		263	228	201	201	204
	% of total	27.2%	23.5%	21.3%	21.3%	21.7%
	1990 = 100%	100.0%	86.7%	76.6%	76.4%	77.6%
Genesee NY		15	13	12	12	12
	% of total	26.3%	22.9%	20.0%	20.2%	20.5%
	1990 = 100%	100.0%	88.6%	76.4%	76.6%	77.6%
Livingston NY		19	17	16	17	18
	% of total	32.0%	28.0%	26.2%	27.1%	27.6%
	1990 = 100%	100.0%	89.8%	84.4%	88.4%	92.0%
Niagara NY		56	49	44	45	46
	% of total	25.8%	22.2%	20.4%	20.7%	21.2%
	1990 = 100%	100.0%	87.4%	78.6%	79.1%	80.9%
Wyoming NY		12	11	9.8	9.9	10
	% of total	28.5%	25.5%	22.8%	23.1%	23.2%
	1990 = 100%	100.0%	91.7%	81.5%	82.4%	82.8%

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Table A.10 - Population Trends: Youth Aged 0 to 17 (1,000s)
Arcade, NY Business Improvement District - Counties Within 1 Hour Drive

		year				
		1990	1995	2000	2003	2008
United States		4,215	9,464	2,343	3,194	4,300
	% of total	25.7%	26.1%	25.6%	25.1%	24.3%
	1990 = 100%	100.0%	108.2%	112.7%	114.0%	115.7%
New York		4,280	4,672	4,622	4,623	4,590
	% of total	23.8%	25.2%	24.3%	24.0%	23.5%
	1990 = 100%	100.0%	109.2%	108.0%	108.0%	107.2%
Region		359	381	354	340	322
	% of total	24.1%	25.4%	24.1%	23.3%	22.0%
	1990 = 100%	100.0%	105.9%	98.6%	94.7%	89.6%
Allegany NY		13	13	12	11	9.9
	% of total	25.9%	26.2%	24.1%	22.4%	19.9%
	1990 = 100%	100.0%	102.5%	91.8%	85.8%	76.0%
Cattaraugus NY		23	24	21	20	18
	% of total	27.7%	28.3%	25.8%	24.2%	22.4%
	1990 = 100%	100.0%	103.0%	92.6%	86.1%	79.6%
Erie NY		225	240	226	220	211
	% of total	23.3%	24.7%	23.9%	23.3%	22.4%
	1990 = 100%	100.0%	106.5%	100.4%	97.7%	93.8%
Genesee NY		15	16	15	14	13
	% of total	26.5%	27.3%	25.7%	24.0%	22.0%
	1990 = 100%	100.0%	104.6%	97.5%	90.1%	82.6%
Livingston NY		15	16	14	13	12
	% of total	24.4%	25.6%	23.1%	21.4%	19.5%
	1990 = 100%	100.0%	108.0%	97.7%	91.7%	85.2%
Niagara NY		55	58	53	50	47
	% of total	25.0%	26.2%	24.4%	23.4%	22.0%
	1990 = 100%	100.0%	106.1%	96.9%	92.3%	86.6%
Wyoming NY		11	11	10	9.4	8.2
	% of total	26.3%	26.0%	23.7%	21.8%	19.1%
	1990 = 100%	100.0%	101.4%	91.7%	84.3%	73.9%

Table A.11 - Surplus (Leakage) of Retail Sales (Million 1996 \$s)**Arcade, NY Business Improvement District - Counties Within 1 Hour Drive**

	Region	Allegany NY	Cattaraugus NY	Erie NY	Genesee NY	Livingston NY	Niagara NY	Wyoming NY
Total Retail Sales	\$ 0	(\$ 74)	\$ 72	\$ 142	(\$ 68)	(\$ 47)	(\$ 4)	(\$ 20)
Building Materials, Hardware	\$ 0	(\$ 4)	\$ 2	(\$ 7)	\$ 3	(\$ 3)	(\$ 8)	\$ 17
General Merchandise	\$ 0	(\$ 24)	\$ 44	(\$ 17)	\$ 2	(\$ 21)	\$ 27	(\$ 11)
Food Stores	\$ 0	\$ 3	\$ 8	(\$ 24)	(\$ 16)	\$ 13	(\$ 2)	\$ 18
Automobile Dealers	\$ 0	(\$ 35)	(\$ 45)	\$ 232	(\$ 51)	(\$ 5)	(\$ 86)	(\$ 7)
Gasoline Service Stations	\$ 0	\$ 8	\$ 5	(\$ 73)	\$ 21	\$ 25	\$ 10	\$ 2
Apparel And Accessories	\$ 0	(\$ 10)	(\$ 2)	(\$ 2)	(\$ 4)	(\$ 15)	\$ 46	(\$ 11)
Furniture, Home Furnishings	\$ 0	(\$ 8)	(\$ 0)	\$ 66	(\$ 11)	(\$ 18)	(\$ 23)	(\$ 4)
Eating And Drinking Places	\$ 0	(\$ 0)	\$ 10	\$ 6	\$ 2	(\$ 9)	\$ 1	(\$ 11)
Drug Stores	\$ 0	(\$ 0)	\$ 1	\$ 22	(\$ 14)	(\$ 12)	\$ 11	(\$ 7)
Miscellaneous Retail Stores	\$ 0	(\$ 1)	\$ 47	(\$ 57)	(\$ 1)	(\$ 0)	\$ 17	(\$ 4)

B. Trade Area Analyses

The trade area for the Arcade Business District may be drawn in two ways: based on data about consumers who are patronizing the district's retail establishments; or by "rule-of-thumb" distances and driving times. For the following analyses we have used both methods to lay out the dimensions of the trade area.

B.1. Trade Areas Based on Drive Time

A useful method for describing potential trade areas is to use drive times. Using the network of roads and highways surrounding and extending outward from a shopping district, an irregular polygon is formed by calculating how far a driver could travel in all directions from a location over some time interval. For the Arcade Business District we have constructed three rings of driving times: 5, 15 and 30 minutes (See Map B.1). The five-minute ring is composed of residents of the Village of Arcade and nearby neighborhoods. Persons working in the Village are also part of this market. They live and work close enough to downtown that they are potential customers for convenience goods and services. These are items that are purchased frequently, and consumers are generally not willing to travel more than about 5 minutes to find them. Price is frequently not as important as convenience for these items. Examples of convenience items include milk, newspaper, bread, aspirin, and snack foods—the types of products featured in any convenience store. In addition to convenience stores, retailers for whom convenience items make up much of their offerings include gas stations, food stores and drug stores. Food items including fresh meats, produce, and baked goods are typically convenience goods, along with personal care items such as shampoo, health aids and prescription drugs. For meals away from home, diners, family and fast food restaurants also provide convenience services. Not all of the customers of an establishment dealing in convenience goods and services will have traveled less than 5-minutes, but for the most part the bulk of them will, especially the most frequent customers. These are the consumers that form the backbone of the revenue stream for the establishments in the Arcade Business District that offer primarily convenience goods and services.

For retailers offering shoppers' goods such as clothing, home furnishings and appliances, their primary and secondary trade areas typically extend 15 to 30 minutes

from their location. Typically, these are distances from which merchants dealing in shoppers goods will draw consumers providing them with at least three-fourths of their sales. Consumers shop for these goods on a less frequent basis and are drawn to a store by a combination of price and quality, as they seek the best value. Convenience is not as important as perceived value since they will not be purchasing these items as frequently as convenience goods. Larger retailers, often belonging to a chain store, and located in enclosed malls or stand alone “big box” stores compete for these consumers. The independent, main street merchant is challenged to compete head-to-head with such retailers. Here proximity is a small relative advantage, as consumers are will travel to multiple locations in order to get what they perceive to be the best value for a rarely purchased item, such as an automobile, television set, refrigerator or suit of clothes. Only purchased infrequently, consumers will travel beyond their immediate vicinity to buy such items.

Another category of consumer products, specialty goods and services, is similar to shoppers’ goods in that consumers will travel longer distances to purchase what they want. Typically shoppers’ goods are standard items found in most households. Nearly all households own a television set or refrigerator and similar goods. However specialty goods and services are distinguished by occupying a niche among consumer goods. They are purchased by enthusiasts. These are items such as specialized sporting goods, quilting and fabric materials, woodworking, and gourmet cooking. Consumers will travel long distances and become devoted customers for merchants of specialty items who are able to develop a strong, durable relationship with those customers. Successful Main Street shopping districts tend to have several such specialty merchants performing as “anchors” of their districts. These are the shops drawing in consumers from a broader geographic area, frequently further than 30 minutes away and for return shopping trips numerous times in a year.

B.2. Trade Areas Based on Customer Lists

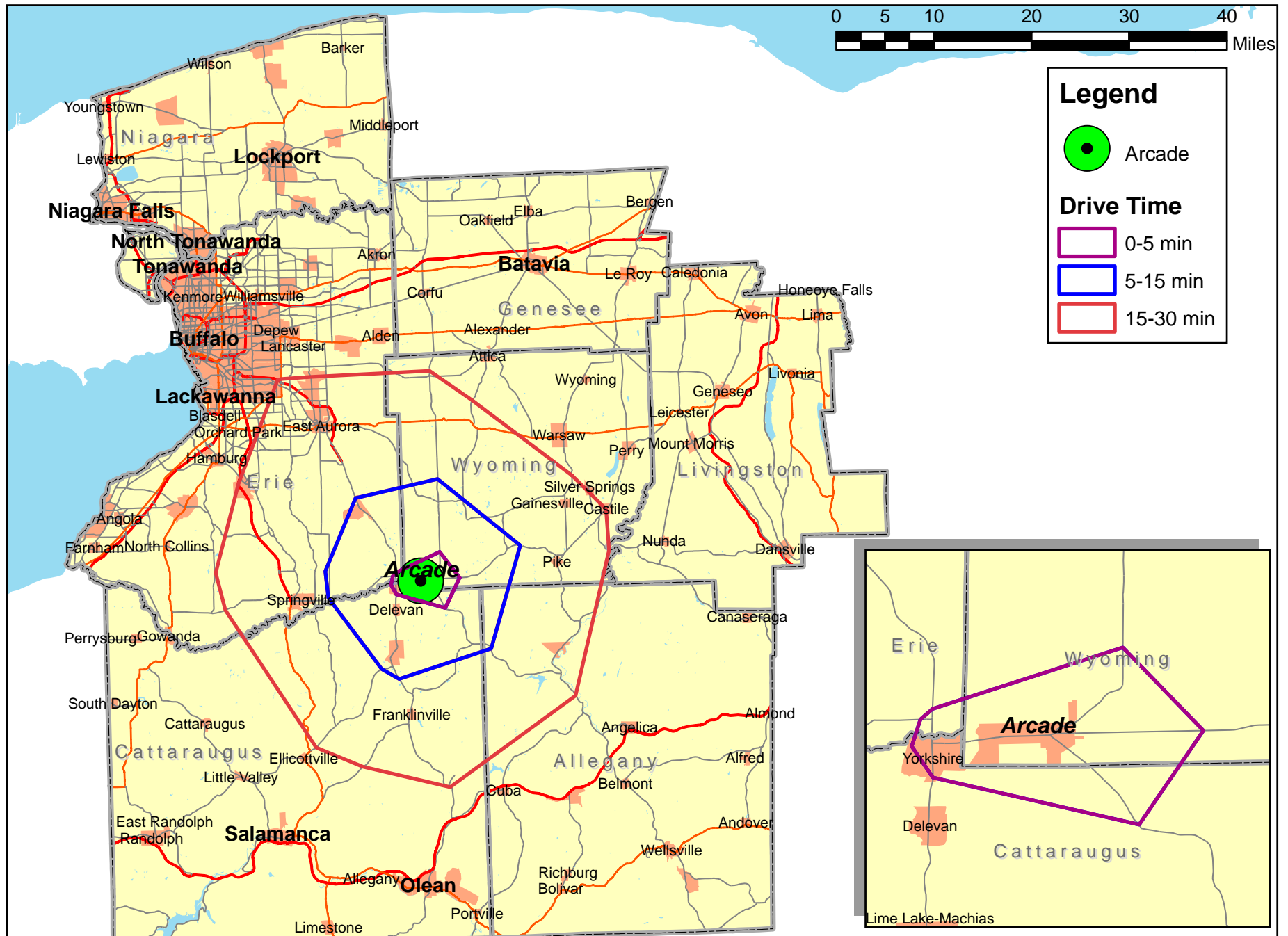
Trade areas can be determined by “customer spotting,” that is, linking customers with geographic locations. Many merchants routinely ask customers for their ZIP code and enter that along with amount of the transaction into their records. In this way, they

are able to determine where their best customers live and the extent of their geographic draw. Methods for getting more detailed information on customer locations include loyalty cards, box drawings, and intercept interviews. The bottom line is that the more you know about your customers—especially your best customers—the more you can do to retain them and find more like them. You can also use this information to develop new customers that you may have been overlooking.

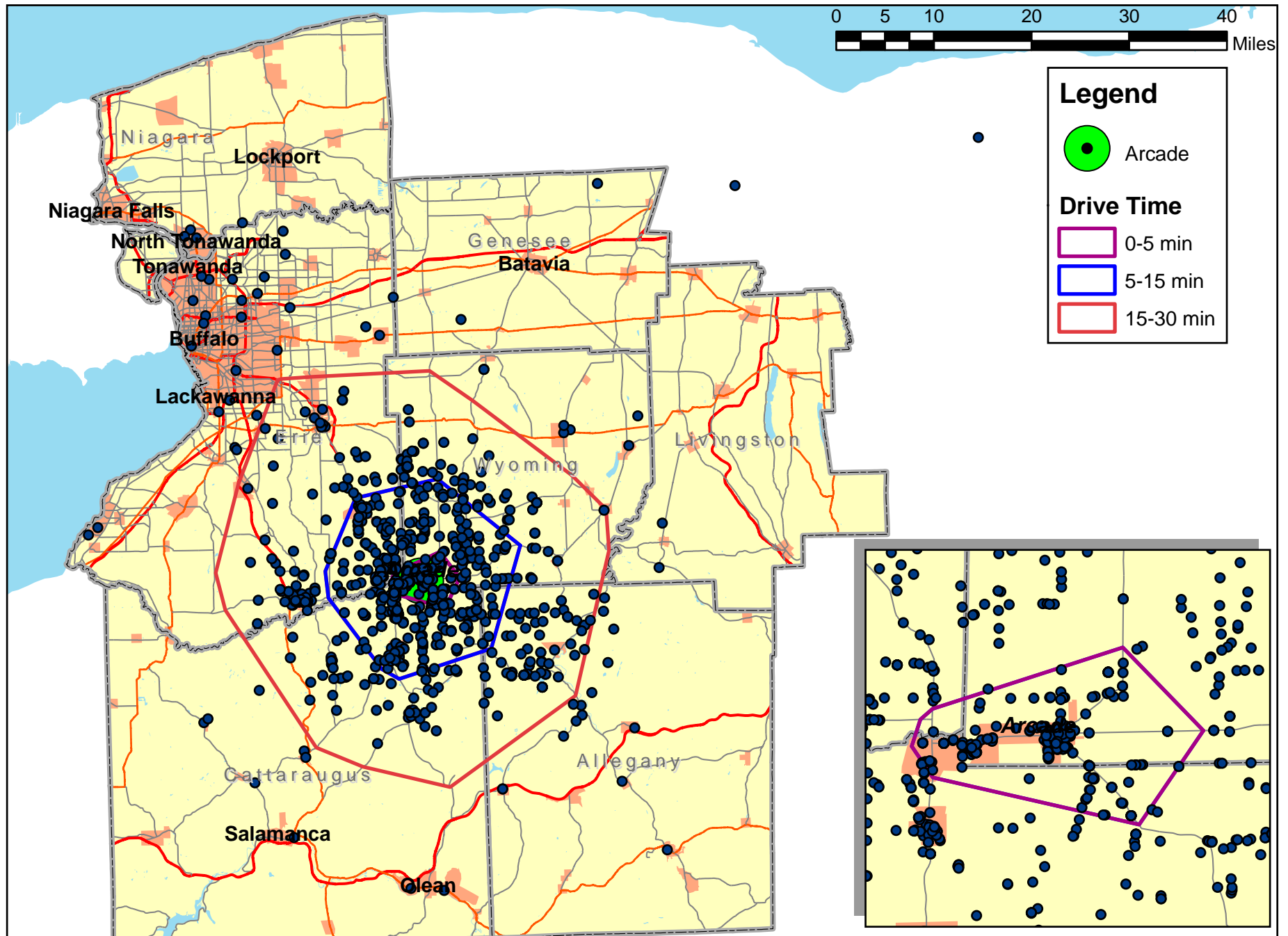
Two merchants in the Arcade Business District shared their customer lists for this analysis. The lists contain detailed street address information enabling us to geocode the customers to specific locations and create customer spotting maps. One was a store dealing in household goods and competing with larger discount merchants in malls and “big box” stores. The customer spotting map for this merchant is displayed as Map B.2. This merchant is pulling customers from distances more than a 30 minute drive from Arcade, but the overwhelming majority fall within the 30 minute drive time ring and most within 15 minutes. While the reach is far, the density of customers demonstrates that most customers come from relatively close by.

The second merchant offered specialty goods and services and drew customers from an even broader area—some traveling over an hour. The broad geographic draw is testimony to the importance of developing strong customer relations and carving out a niche. Even with such a broad geographic draw, most customers live within approximately 15 minutes of the store (See Map B.3).

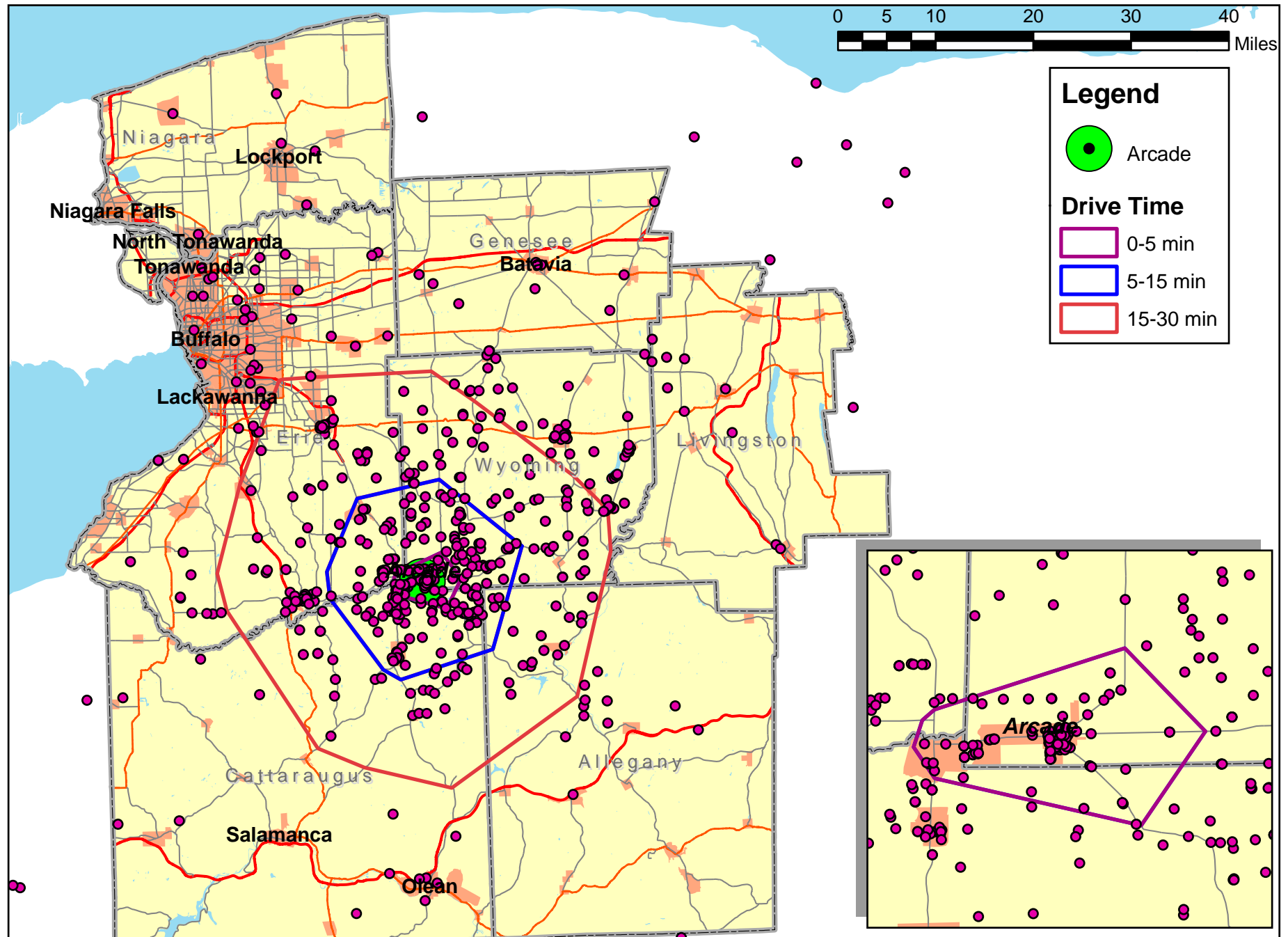
Trade Areas for Arcade Business District Based on Drive Time



Shop customers for Arcade Business District



Specialty Store customers for Arcade Business District



C. Demographic Profiles of Trade Area Residents

The primary focus for analysis of demographic characteristics, consumer spending, and lifestyle are the trade areas defined by drive time and the neighborhoods identified by the customer list. The outer bound of the trade area defined by drive time is the ring marking a 30-minute drive from the Arcade Business District. These are residents making up the current and potential markets for businesses in the district. The trade area based on drive time is broken into three segments like layers, those persons living within 5 minutes, those in the next layer out to 15 minutes, and finally those living out to 30 minutes from the downtown. There are almost 120,000 persons living within 30 minutes of Arcade. They are spending over \$1 billion a year on consumer goods and services, or an average of almost \$24,000 per household.

Households within the 30 minute driving time radius around Arcade vary considerably and a successful marketing strategy for the merchants of the Arcade Business District can be developed by breaking down the trade area in distance zones and by type of neighborhood. While the overall average annual expenditures per household on retail were \$24,000 in 2003, there were differences by zone. Households living within 5 minutes of the Arcade Business District averaged \$18,067 annual expenditures on retail. This compared with \$19,243 for those living in the 5 to 15 minute zone, and \$24,693 for those in the 15 to 30 minute zone. The higher average spending levels are due to slightly larger households and higher incomes in the outer zones. Table C presents detailed data on the characteristics and spending behavior of trade residents by zone. Table C also breaks down the households by type of neighborhood within each zone. These residents live in neighborhoods that tell us a lot about their lifestyles and preferences.

C.1. A Classification of Residential Neighborhoods - ACORN

The profiling system of neighborhoods that we use is produced by ESRI Business Solutions and is called ACORN, which stands for "**A** **C**lassification **O**f **R**esidential **N**eighborhoods." ESRI uses geographic areas designated by the US Census Bureau in order to build their classification. They start with Block Groups, which have roughly 400 households and are the equivalent of what many of us think to be our neighborhood. At

this level of geography there is a strong tendency for certain types of housing to be dominant, and that housing attracts people of similar socio-economic status, stage of life, and geographic mobility. These neighborhoods also vary by population density and proximity to a large city or small town. Therefore the neighborhoods have a character that is urban, suburban, small town, or rural in nature. ESRI Business Solutions classifies neighborhoods on the basis of several hundred fields of information from the U.S. Census and private databases on shopping transactions, magazine subscriptions and car registrations. They use these data to classify the nation's more than 250,000 residential neighborhoods into 40 types and then further group the types into 8 groups based on income, stage of life and degree of urbanization.

While many readers will bristle at the thought of being pigeonholed and stereotyped, the neighborhood types are a useful shorthand method for summarizing the hundreds of variables that can be examined to characterize a neighborhood. The differences in neighborhood types within each zone also point up that the residents are varied and diverse. A marketing strategy that appeals to the majority of consumers living in one neighborhood may not appeal to those in a different neighborhood a similar distance from downtown. Chain stores use similar data to identify where their best customers come from and which types of neighborhoods surround their best performing stores. Since chain stores have a fixed marketing strategy, they search out locations where there are concentrations of their best customers and develop stores in these locations. In contrast, the location of Arcade's shopping district is fixed but merchants—especially the independent ones—can modify and adapt their strategies to appeal to customers living in the trade area.

Initially we briefly examine the major groups of neighborhoods present in the trade area, and then follow up with a focus on the detailed types by different drive time zones within the trade area. There are 8 major groups of residential neighborhoods in the United States, and 4 of these are present within a 30 minute drive time radius of Arcade. Almost half the households in the trade area live in neighborhoods classified in the Factory & Farm Communities group. These are neighborhoods in small towns and rural areas where middle and lower middle income households predominate. Roughly one-fifth of the households are in the Affluent Families group, which is the top income grouping,

and another fifth in the Upscale Households group in which upper middle income households predominate. The remainder, about one-sixth, is in the Retirement Styles group of neighborhoods. These are households with comfortable income levels and, as the name suggests, a large proportion of the households are occupied by retirees. The four major groups not present in the trade area in any significant numbers are those representing more urban low-income households and younger adults on their way up.

The detailed descriptions below of the households that are dominant within each type of neighborhood were provided to us by ESRI Business Solutions.

Neighborhoods within 5 minute drive time of center

The Factory & Farm Communities group contains 95 percent of the 814 households in this inner zone of the trade area.

- 50% of the households (410) live in neighborhoods that are:

Consumer Type 7A: Middle America

Demographic: The demographic profile of these communities is similar to that of the U.S. population; they're just a little older, more family-oriented, and white. Their median age of 36.8 years is slightly older with more householders aged 45-64 and fewer younger than 35 years. Seventy percent are married couples, compared to 55 percent for the U.S. The distribution of children is similar; the average size is at the U.S. level, 3.1 persons per family.

Socioeconomic: With over 22 million in this group, "Middle America" is a huge market, representing almost eight percent of the total U.S. population. Their median household income is \$40,400 compared with \$39,800 for the U.S. Almost 40 percent of these households earn less than \$30,000, but few are below the poverty level. Employment is average, unemployment below average. Most work in manufacturing or farming

Residential: "Middle America" households are non-farm rural neighborhoods, located primarily in the Midwest or South. Single-family and mobile homes dominate the landscape. Over 15 percent are mobile homes, twice the national proportion. Their homes are owner-occupied and valued at an average of \$82,700, nearly 20 percent lower than the national average. Most were built after 1970.

Preferences: "Middle America" lives are busy and centered around home and the outdoors. They hunt and fish; do needlework; grow vegetables; listen to country music; and read country, family, or hunting and fishing magazines. Many families own powerboats, satellite dishes, campers, chain saws and other tools, and pets such as dogs and cats.

- 23% of the households (185) live in neighborhoods that are:

Consumer Type 7G: Heartland Communities

Demographic: “Heartland Communities” are older, with the median population age of 41 years versus 35.5 years for the overall U.S. Few younger householders or children are in this market. As the population ages, the ratio of persons of dependent ages—youth under 15 years of age and older persons aged 65 and over—to the working age population of 15-64 years is increasing. Households are still predominantly families, but married couples with no children at home and singles are becoming increasingly common in the “Heartland Communities.”

Socioeconomic: Their median household income is \$27,000. Employment is low, especially for women, due in part to retirement or the lack of opportunity. Over 40 percent of the households are receiving Social Security income. However, wages and salaries are not the only source of income because many in this market are self-employed in farming or other business. “Heartland Communities” are active financially, with investments, savings and loans. Nearly one-third of adults did not finish high school.

Residential: Their homes are usually older, single-family and owner-occupied. Single-family houses account for most of the housing. Over 60 percent are owner-occupied and 13 percent is vacant. The median home value of \$54,900 is 45 percent lower than the national average. These neighborhoods are in rural communities and towns outside metropolitan areas. “Heartland Communities” represents ten to 22 percent of the households in Idaho, Iowa, Kansas, Wyoming, Nebraska, Montana, the Dakotas, Oklahoma, and West Virginia.

Preferences: “Heartland Communities” enjoy their surroundings by camping, hunting, fishing, and growing vegetables and. They also do needlework; read country, home, and outdoor magazines; listen to country music and spend time with their pets. Their big-ticket purchases include American-made, larger model cars, campers, satellite dishes, outboard motors, chains saws and other tools.

- 10% of the households (78) live in neighborhoods that are:

Consumer Type 7B: Young Frequent Movers

Demographic: Young families dominate in this market. Children are 30 percent of the population, lowering the median age to 33 years. The population is 85 percent Anglo (non-Hispanic white), but also includes blacks, American Indians, and Hispanics. Characteristic of their youth, this group tends to move frequently.

Socioeconomic: “Young Frequent Movers” include over 3.4 percent of the U.S. population and U.S. households. These families earn low-to-moderate incomes. Their median household income is \$35,900. Employment is above average with most of the workers in skilled or unskilled blue-collar jobs in farming, manufacturing, mining or construction. Unemployment and poverty rates are comparable to national averages.

Residential: Mobile homes outnumber single-family houses in these neighborhoods. Over 45 percent of the housing units are mobile homes, six times higher than the national average. Most of their homes are newer, owner-occupied, and valued below the U.S. median of \$86,600. Most of the “Young Frequent Movers” are in non-farm rural areas. Half are in the South, although the states with the highest concentrations of these neighborhoods are Nevada, New Mexico, and Wyoming.

Preferences: “Young Frequent Movers” are more likely to have loans than investments or savings. Most of their loans are personal or automobile loans, usually for trucks, vans or sports utility vehicles. They hunt, fish, watch rented videos, listen to country music, and read automobile or hunting/fishing magazines. This is also the top-ranked market for pet ownership such as cats and dogs.

Neighborhoods within 5 to 15 minute drive time of center

There are five neighborhood types that contain 89 percent of the 6,589 households in this 5 to 15 minute drive time zone of the trade area.

- 45% of the households (2,940) live in neighborhoods that are:
Consumer Type 7A: Middle America

(see description above)

- 15% of the households (971) live in neighborhoods that are:
Consumer Type 7C: Rural Industrial Workers

Demographic: Primarily composed of older families with older children, the “Rural Industrial Workers” population is fairly stable. Born and raised in the same state, they are not even inclined to migrate to a different county. Most are married couples with school-aged or adult children living at home. Their median age is 36.6 years. This neighborhood type is mostly white, but also has a disproportionate share of blacks and American Indians.

Socioeconomic: “Rural Industrial Workers” live in one-horse economies that are dependent upon manufacturing and sustained by farming. Employment is below average, especially for women, and unemployment is high. Almost 45 percent of the adult population does not have a high school degree. The median household income is less than \$28,000, with over 50 percent of the households earning less than \$30,000.

Residential: Single-family houses are over 70 percent of the housing; many are mobile homes. More than seventy percent are owner-occupied; 13 percent are vacant. Their median home value of \$52,800 is just over the national average. Most neighborhoods are rural and Southern. “Rural Industrial Workers” represent 15 to 35 percent of the neighborhoods in Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, the Carolinas, Tennessee, Virginia, and West Virginia.

Preferences: This market's lifestyle is rural, but not remote. Commuting long distances to work is a way of life. Most households own two or more vehicles, usually trucks, vans, or sports utility vehicles and prefer American-made cars. They hunt, fish, and listen to country or gospel music. They also enjoy urban conveniences like eating fast food and renting videos. They own pets, satellite dishes, powerboats, and chain saws, have personal loans, and watch movies, dramas and sitcoms on TV.

- 13% of the households (877) live in neighborhoods that are:

Consumer Type 7B: Young Frequent Movers

(see description above)

- 8% of the households (544) live in neighborhoods that are:

Consumer Type 4E: Rural Resort Dwellers

Demographic: "Rural Resort Dwellers" are usually older. Their median age is 41.7 years but they are concentrated in the 45-plus age groups. More than four of ten are aged 45 years and older. Families are predominantly married couples, many recently retired to the area. Over 95 percent of local residents are almost exclusively white.

Socioeconomic: Over one-quarter of the households earns less than \$20,000 annually, but their poverty rate is the same as the national rate. "Rural Resort Dwellers" earn a modest living from seasonal employment and farming. Over 20 percent receive retirement income and 35 percent receive Social Security. Most of the labor force works part-time. About 15 percent have a bachelor's degree or higher compared with 20 percent of the U.S. population.

Residential: They own single-family or mobile homes. Over sixty percent of the housing in these areas is vacant for seasonal use. The median home value of \$92,900 is low for all owner-occupied units, but comparatively high for rural areas. Over 90 percent of the "Rural Resort Dwellers" are in rural villages. These areas can be found in most states, but most are concentrated in the North, around the Great Lakes or in New England, especially Maine, New Hampshire, and Vermont.

Preferences: "Rural Resort Dwellers" love the great outdoors and often go hunting and fishing. They own four-wheel drive vehicles, powerboats and campers. Health and nutrition are important as they shop at health food stores, follow low-fat diets, and take vitamins. They are likely to buy tools and outdoor equipment, satellite dishes, household appliances and cameras.

- 8% of the households (502) live in neighborhoods that are:

Consumer Type 7E: Small Town Working Families

Demographic: The age and household distributions for "Small Town Working Families" almost parallel the U.S. profile. More grandparents, aged 75 or older, and more families,

especially couples with school-age children live in these neighborhoods. Their median age is 36.1 years compared with the U.S. median of 35.5 years. They are predominantly white and born in the U.S.

Socioeconomic: “Small Town Working Families” is a relatively small market, representing less than two percent of the U.S. population. Their median household income is \$35,000. Employment and unemployment rates are average. They work in a variety of occupations from professional to laborer, but most are employed in blue-collar jobs in the main industries, manufacturing and farming.

Residential: “Small Town Working Families” homes are usually modest, owner occupied, single-family structures in older neighborhoods. Some live in apartments but the rest of the housing are mobile homes. At \$71,800, the median home value is more than 25 percent below the national figure. Scattered throughout the U.S., about half of these neighborhoods are rural, in non-farm areas, the balance being urban in nonmetropolitan areas.

Preferences: “Small Town Working Families” enjoy small-town family life. Their lifestyle also includes a bit of country living; hunting and fishing, driving four-wheel drive vehicles and pickups. They watch cable, movies, dramas and sitcoms on TV, rent videos, read women’s magazines, and listen to country music. They spend more than most ACORN markets on groceries, but also are more likely to diet.

Neighborhoods within 15 to 30 minute drive time of center

In the final layer of the trade area, households that are a 15 to 30 minute drive from the Arcade Business District, the number of households increase to 35,891 and there is greater diversity among types of neighborhoods. The top four neighborhood types account for 68 percent of the total households within the zone.

- 22% of the households (7,976) live in neighborhoods that are:

Consumer Type 2E: Older, Settled Married Couples

Demographic: “Older, Settled Married Couples” are middle-aged married couples who have settled into their neighborhoods and surroundings. Although many households include school age or adult children, their age profile is slightly older, with a median of 37.2 years. The population is predominately white.

Socioeconomic: This market includes 4.4 percent of U.S. households and 4.6 percent of the U.S. population. The income distribution reflects a degree of comfort earned by working couples aged 45-64 years. Almost half earn \$50,000 or more. The median net worth of this segment is \$69,000, 75 percent higher than the U.S. median of \$39,000. Almost 20 percent of these households are drawing retirement income.

Residential: “Older, Settled Married Couples” live in older, single-family homes owner-occupied with a median value of \$95,100, compared to the U.S. median of \$99,800. The

geographic distribution is national, but higher concentrations are in Michigan, Illinois and Ohio, along with New York and California.

Preferences: “Older, Settled Married Couples” are likely to own stock, savings accounts, bonds, IRAs, and other securities, but may also have debt from loans and credit cards. They spend on home improvements, furnishings, and outdoor equipment. They watch TV; listen to jazz and golden oldies; read newspapers and lifestyle, health and home magazines.

- 21% of the households (7,641) live in neighborhoods that are:

Consumer Type 7A: Middle America

(see description above)

- 14% of the households (4,917) live in neighborhoods that are:

Consumer Type 1F: Semirural Lifestyles

Demographic: Married couples aged 35 to 54 years with and without children living at home dominate this market. The median age is 36.8 years as compared to 35.5 years for the U.S. About 35 percent of the households are empty nesters; 40 percent have school-age children living at home. Over 92 percent of this population is white.

Socioeconomic: With a population of over 15 million, or over 5 percent of the total U.S. population, this is the largest “Affluent” market with a median household income of \$61,500 but not the wealthiest one. Unemployment is low, but their income sources are more varied in this affluent market, including self-employment income from both farm and non-farm jobs with the usual wages and salaries, plus interest and dividend income.

Residential: “Semirural Lifestyles” live in semi-rural areas or on the urban fringe of metropolitan areas. Many of their homes are newer, built since 1970, with a median home value above the average of \$131,500. Most of these homes are valued between \$75,000 and \$200,000. These neighborhoods are scattered throughout the U.S., but compose over 10 percent of neighborhoods in Connecticut, New Hampshire and Alaska.

Preferences: “Semirural Lifestyles” spend a significant amount of time at home – swimming in their pools, doing home projects, gardening, or using the PC. Outside the home, they join political and civic groups, they play golf and attend movies. They buy home furnishings, tools and the latest electronic gadgets, PCs, camcorders, and cameras. “Semirural Lifestyles” avidly read books; two or more newspapers per day; and science, news and lifestyle magazines.

- 11% of the households (3,947) live in neighborhoods that are:

Consumer Type 4C: Prosperous Older Couples

Demographic: Their median age is 43.2 years, but nearly half are 55 years of age or older. Most are married; few have younger children, although some families still have

adult children living at home. With its population that is more than 90 percent white, this market lacks diversity.

Socioeconomic: “Prosperous Older Couples” enjoy a comfortable living; their median household income is \$45,200 and their median net worth is \$88,900. Retirement is prevalent, but not dominant. Many householders are evidently planning for their retirement with investments and savings. More than half receive income from interest, dividends, or rental properties.

Residential: They own suburban, single-family houses with a median value of \$99,000, slightly lower than the national average. These homes are in older, established neighborhoods. The geographic distribution is somewhat more urban, but otherwise similar to the U.S. population distribution by region. The states with the highest number of these households are New York, Pennsylvania, Illinois and Ohio.

Preferences: “Prosperous Older Couples” are enthusiastic investors with diverse portfolios that include certificates of deposit, IRAs, stocks, savings accounts and other investments. Typically, they own luxury cars, use coupons, make contributions and recycle. They enjoy diverse interests that include golf, needlework, outdoor gardening and gambling in casinos and playing the lottery. They watch TV; read senior, health and home magazines; and listen to news/talk radio.

The information on these neighborhood types can be used in a variety of ways. First is for merchants to better understand who their customers are—both actual and potential. Merchants who are able to gather detailed customer spotting information can combine that with the data on neighborhood types to see if their “best customers” are concentrated in only a couple neighborhood types. Who your customers are tells you a great deal about how your marketing strategy is perceived by consumers. Merchants may then choose to focus on that segment of the market in order to capture more of their spending. Alternatively, merchants may try to make changes that will broaden their appeal and add consumers from other types of neighborhoods—especially those neighborhoods close to the store.

We have identified the neighborhood type for each of the customer households that were plotted on Map B.2 for the merchant dealing in Shoppers’ Goods and on Map B.3 for the merchant dealing in Specialty Goods. Customers were concentrated in neighborhood type 7A: Middle America, accounting for 53 percent of the households that were customers of the Shoppers’ Goods merchant and 54 percent of the households that

were customers of the Specialty Goods merchant. Across all three zones of the trade area, within 30 minutes of the Arcade Business District, consumers in Middle America neighborhoods made up 25 percent of the households. Both merchants are drawing consumers from Middle America type of neighborhoods at rates more than double their presence in the trade area. These consumers comprise the main market for both merchants. The next most represented neighborhood types from which these merchants are drawing customers are also part of the Factory & Farm Communities group. They are 7B: Young Frequent Movers and 7C: Rural Industrial Workers.

Consumers from the higher income neighborhood types of 1F: Semirural Lifestyle, 2E: Older Settle Married Couples, and 4F: Senior Sun Seekers are underrepresented as customers relative to their presence in the trade area. These households could represent an important segment to attract in order to revitalize the Arcade Business District. The merchants do have a few dozen customers from these neighborhood types. A possible strategy is to find out what appeals to the relatively small number of households from these types of neighborhoods who are currently customers, and use that information to attract and serve several hundred of the additional households in this niche.

The utility of these classifications is that of the households currently shopping in the Village, and those living within a half hour's drive many potential strategies exist for retail development. For example, a merchant could identify the niche they are serving, get to know the demographics, lifestyles, and consumer preferences of the households in that niche in order to better serve the needs of current customers. A second strategy might be to expand the trade area beyond the neighborhoods currently served by identifying and attracting the same types of household customers from areas nearby that are not currently being served. A third strategy would be to develop complementary niches. In addition to the customers currently being served broaden the product mix and go after demographic segments not currently being served.

C.2. Persons and Housing

The size and character of the consumer market available to the merchants of Arcade can be described in terms of the individual persons and their households.

Demographics of the trade area for the Arcade Business District are presented in Table C and summarized in the next four sub-sections.

In 2003, we estimate that within a 30-minute drive of the Arcade Business District there were 116,727 persons. That 97 percent of them lived in households, and the balance, 2,921 persons, lived in group quarters such as prisons, college dormitories and nursing homes. Within a 5 minute drive time radius of Arcade there were 2,062 persons living in 813 households. In the next ring of the trade area, the 5-to-15 minute zone there were 17,592 persons and in the outer zone, those living 15-to-30 minutes from the Arcade Business District, the population was 97,073. In the total trade area 82 percent of the households own their home and the lowest rates of home ownership, 78 percent were found in the 0 to 5 minute ring of the trade area. There is not much difference in rates of home ownership between the various rings. The zone that is 5 to 15 minutes from the center of the business district has the rates of home ownership that are 80 percent, and in the outer ring, 15 to 30 minutes from the Arcade Business District, the rate is 82 percent.

C.3. Income and Wealth

Table C also contains data on income and wealth of the population by their distance from the downtown. Median household income is a balancing point in the distribution of households by personal income. That is, half the households have income above and half below the value. A median is a useful summary measure. The median household income is lowest in the inner zone of 0-to-5 minutes, and highest in the outer zone, 15-to-30 minutes. Average incomes are also reported in the table, and note that they are substantially higher. This is common as in many populations there are a few individuals with exceedingly high income that act to pull up the average. Therefore median is generally a more meaningful summary measure. Note that all measures of income, median and average, for households, families and individuals, are generally higher in the outer zone and lowest in the inner zone. In the outer zone are neighborhoods of higher socio-economic status, as the reader may have surmised from the ACORN profiles presented above. Residents of neighborhoods such as Older Settled Married Couples and Semirural Lifestyles have relatively high incomes and wealth. And with this

income and wealth they have more available to spend, that is disposable income, in pursuit of the lifestyle they prefer.

The lower income households in the inner zone have less disposable income and are more inclined toward low prices and deep discount goods and services.

Neighborhoods such as Middle America Neighborhoods and Rural Industrial Workers have concentrations of lower-middle income households and represent a market for merchants that can deliver low cost goods to a price sensitive market.

C.4. Age and Household Characteristics

The median age of residents is 39.7 across the entire trade area. In order to better understand the age distribution of a population, and how it relates to the households living in the area, it is useful to compare the areas by age groups. The composition of the trade area portrays similar proportions of the population by age groups across all three trade zones. The median ages by zone are similar, and do not differ substantially. So too, the proportions of residents in various age groups—youth, younger adults, older working age adults, and older adults.

C.5. Racial and Ethnic Status

The White population is dominant in all zones of the trade area; and only in the outer zone are there significant numbers of non-White persons.

C.6. Consumer Spending Potential

We used data purchased from ESRI Business Solutions to prepare these sections of Table C. The data are estimates of consumer spending based on national surveys of consumer spending, regional totals of retail sales and neighborhood demographic characteristics. The data are not based on direct measures of consumer behavior within these trade area rings. These are the same data that chain stores use to assess the potential for sales within various markets.

Consumers living in all three zones (0-5; 5-15; and 15-30 minutes) of the Arcade Business District Trade Area spent \$1.03 billion in 2003 on goods and services. Table C lists the estimates of spending by the three zones of the trade area. They spend \$201

million annually on grocery shopping, and \$111 million dining out in restaurants. On apparel and accessories they spend almost \$122 million a year. We have included estimates of spending by consumers living in the trade area for food services, apparel, health services, automotive products and services, leisure and entertainment, home furnishings and other categories of consumer spending in Table C. The spending estimates are presented for 76 types of consumer goods and services, and are broken out by the three zones of the trade area.

Data on spending potential can be used in a variety of ways. One is to determine market share. A merchant in the Arcade Business District can compare their sales of goods and services with the estimates of consumer spending in Table C for the trade area they serve in order to determine what percentage of total spending they are capturing. A high percentage demonstrates a strong competitive position but limited opportunities for growth. These data may also be used to assess the market for a new business that may be added to the downtown mix. Given assumptions regarding the geographic draw and market share, the business can determine if there is enough spending potential within the area to support their business.

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Demographic	Primary	Secondary	Tertiary
Area Description	0-5 min	0-15 min	0-30 min
<u>Population (2003):</u>			
Population	2,062	19,654	116,727
Persons in Group Quarters	6	220	2,921
<u>Population (2008):</u>			
Population	2,043	19,439	115,367
<u>Households (2003):</u>			
Households	813	7,403	43,295
HouseholdsFamilies	555	5,238	31,609
Average Household Size	2.5	2.6	2.6
<u>Households (2008):</u>			
Households	816	7,426	43,392
HouseholdsFamilies	552	5,212	31,431
Average Household Size	2.5	2.6	2.6
<u>Race (2003):</u>			
White	2,030	19,290	113,976
Black	5	63	831
American Indian, Eskimo, or Aleut	5	59	303
Asian or Pacific Islander	7	63	573
Other	4	35	341
Hispanic Origin	21	169	1,230
<u>Race (2008):</u>			
White	2,008	19,036	112,293
Black	6	77	947
American Indian, Eskimo, or Aleut	5	65	321
Asian or Pacific Islander	8	73	667
Other	5	43	398
Hispanic Origin	28	212	1,464
<u>Gender (2003):</u>			
Population Male	1,017	9,815	58,133
Population Female	1,045	9,839	58,593
<u>Gender (2008):</u>			
Population Male	1,015	9,751	57,501
Population Female	1,028	9,688	57,866

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Demographic	Primary	Secondary	Tertiary
<u>Income (2003):</u>			
Median Household Income	\$37,383	\$39,322	\$51,439
Average Household Income	\$44,815	\$47,617	\$63,213
Median Family Income	\$44,709	\$45,807	\$59,367
Average Family Income	\$51,965	\$53,730	\$70,763
Per Capita Income	\$17,713	\$18,085	\$23,781
Median Disposable Income	\$28,211	\$29,369	\$36,439
<u>Net Worth (2003):</u>			
Median Net Worth	\$76,422	\$80,343	\$124,092
<u>Income (2008):</u>			
Median Household Income	\$42,439	\$44,213	\$58,766
Average Household Income	\$50,339	\$54,194	\$74,378
Median Family Income	\$51,123	\$51,879	\$68,353
Average Family Income	\$59,869	\$61,834	\$83,461
Per Capita Income	\$20,163	\$20,871	\$28,348
<u>Housing Units (2003):</u>			
Owner-occupied	635	5,887	35,310
Renter-occupied	178	1,516	7,986
<u>Housing Units (2008):</u>			
Owner-occupied	640	5,907	35,320
Renter-occupied	177	1,520	8,072
<u>Population by Age (2003):</u>			
0 - 4	118	1,196	6,624
5 - 9	132	1,309	7,554
10 - 14	165	1,540	8,919
15 - 19	158	1,511	8,500
20 - 24	127	1,253	6,761
25 - 29	104	984	5,230
30 - 34	126	1,204	6,440
35 - 39	146	1,435	8,285
40 - 44	172	1,661	9,993
45 - 49	171	1,645	10,097
50 - 54	147	1,418	8,991
55 - 59	123	1,149	7,385
60 - 64	97	928	5,912
65 - 69	78	729	4,621
70 - 74	68	610	3,995
75 - 79	57	476	3,245
80 - 84	41	318	2,251
85+	32	290	1,921
Median Age	38.5	37.7	39.7

Source: ESRI Business Information Solutions, 2003 Estimates and Projections

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Demographic	Primary	Secondary	Tertiary
<u>Population by Age (2008):</u>			
0 - 4	114	1,147	6,285
5 - 9	113	1,144	6,497
10 - 14	140	1,386	8,181
15 - 19	155	1,466	8,712
20 - 24	127	1,260	7,034
25 - 29	112	1,033	5,330
30 - 34	108	1,022	5,559
35 - 39	126	1,195	6,607
40 - 44	154	1,493	8,807
45 - 49	177	1,684	10,149
50 - 54	172	1,639	10,043
55 - 59	144	1,372	8,535
60 - 64	117	1,080	6,820
65 - 69	86	817	5,181
70 - 74	64	584	3,869
75 - 79	54	476	3,240
80 - 84	42	335	2,392
85+	38	307	2,127
Median Age	40.8	39.9	41.8

<u>Population Age - Males (2003):</u>			
0 - 4	62	627	3,376
5 - 9	67	675	3,863
10 - 14	82	787	4,603
15 - 19	82	787	4,390
20 - 24	63	619	3,446
25 - 29	51	488	2,693
30 - 34	63	600	3,208
35 - 39	75	718	4,111
40 - 44	87	845	5,011
45 - 49	87	840	5,102
50 - 54	75	726	4,565
55 - 59	61	581	3,713
60 - 64	49	467	2,961
65 - 69	37	355	2,280
70 - 74	30	287	1,914
75 - 79	23	209	1,441
80 - 84	14	114	873
85+	9	89	583

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Demographic	Primary	Secondary	Tertiary
<u>Population Age - Males (2008):</u>			
0 - 4	60	604	3,216
5 - 9	60	605	3,338
10 - 14	72	720	4,206
15 - 19	78	749	4,481
20 - 24	65	640	3,608
25 - 29	54	509	2,752
30 - 34	53	496	2,779
35 - 39	63	595	3,280
40 - 44	79	752	4,364
45 - 49	90	866	5,089
50 - 54	87	833	5,058
55 - 59	73	699	4,304
60 - 64	58	546	3,414
65 - 69	43	409	2,552
70 - 74	30	284	1,879
75 - 79	23	214	1,492
80 - 84	16	136	1,006
85+	11	93	685
<u>Population Age - Females (2003):</u>			
0 - 4	56	569	3,248
5 - 9	64	634	3,692
10 - 14	83	753	4,317
15 - 19	75	723	4,110
20 - 24	64	634	3,315
25 - 29	52	496	2,537
30 - 34	63	603	3,233
35 - 39	72	716	4,174
40 - 44	85	816	4,982
45 - 49	84	805	4,996
50 - 54	72	692	4,426
55 - 59	62	567	3,672
60 - 64	48	461	2,951
65 - 69	41	374	2,340
70 - 74	38	323	2,081
75 - 79	35	267	1,804
80 - 84	27	204	1,378
85+	23	201	1,338

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Demographic	Primary	Secondary	Tertiary
<u>Population Age - Females (2008):</u>			
0 - 4	54	543	3,069
5 - 9	53	539	3,159
10 - 14	68	666	3,975
15 - 19	76	717	4,231
20 - 24	62	619	3,426
25 - 29	57	523	2,578
30 - 34	56	526	2,780
35 - 39	64	600	3,327
40 - 44	75	740	4,443
45 - 49	87	818	5,060
50 - 54	86	806	4,985
55 - 59	71	673	4,231
60 - 64	59	534	3,406
65 - 69	43	408	2,629
70 - 74	34	300	1,990
75 - 79	31	262	1,748
80 - 84	26	199	1,386
85+	26	214	1,442
<u>Households with Household Income (2003):</u>			
< \$10,000	59.73	521.10	2,134.70
\$10,000-\$14,999	50.78	467.40	2,084.84
\$15,000-\$19,999	66.27	570.44	2,523.87
\$20,000-\$24,999	58.77	526.99	2,457.52
\$25,000-\$29,999	69.17	591.50	2,550.77
\$30,000-\$34,999	76.38	655.57	3,011.04
\$35,000-\$39,999	51.00	432.57	2,560.17
\$40,000-\$44,999	40.59	437.79	2,407.52
\$45,000-\$49,999	61.80	506.40	2,530.58
\$50,000-\$59,999	78.63	702.64	3,962.75
\$60,000-\$74,999	78.21	773.02	5,019.20
\$75,500-\$99,999	68.61	639.14	5,386.54
\$100,000-\$124,999	41.16	365.45	3,052.55
\$125,000-\$149,999	8.92	107.73	1,502.35
\$150,000-\$199,999	2.00	65.43	1,135.36
\$200,000-\$249,999	0.72	26.90	475.77
\$250,000-\$499,999	0.31	12.02	428.47
>\$500,000	0.00	0.98	71.49

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Demographic	Primary	Secondary	Tertiary
<u>Households with Household Income (2008):</u>			
< \$10,000	56.19	488.29	1,919.00
\$10,000-\$14,999	41.35	378.94	1,619.44
\$15,000-\$19,999	55.85	478.00	2,045.02
\$20,000-\$24,999	58.65	516.24	2,278.69
\$25,000-\$29,999	51.64	443.63	1,927.39
\$30,000-\$34,999	70.94	598.24	2,556.03
\$35,000-\$39,999	55.49	454.92	2,409.61
\$40,000-\$44,999	38.49	408.96	2,307.56
\$45,000-\$49,999	61.80	506.40	2,530.58
\$50,000-\$59,999	87.41	773.45	4,144.84
\$60,000-\$74,999	79.26	760.75	4,845.06
\$75,500-\$99,999	88.45	818.90	5,765.56
\$100,000-\$124,999	51.96	455.12	3,698.15
\$125,000-\$149,999	21.90	225.31	2,360.52
\$150,000-\$199,999	5.27	117.76	1,805.91
\$200,000-\$249,999	1.18	43.18	761.71
\$250,000-\$499,999	0.52	20.50	607.61
>\$500,000	0.00	2.21	176.07
<u>Families with Family Income (2003):</u>			
< \$10,000	14.33	162.51	752.14
\$10,000-\$14,999	15.60	193.38	771.81
\$15,000-\$19,999	31.31	322.21	1,179.55
\$20,000-\$24,999	39.25	340.11	1,465.91
\$25,000-\$29,999	44.42	390.82	1,657.37
\$30,000-\$34,999	50.47	407.87	1,863.19
\$35,000-\$39,999	42.65	389.62	1,878.97
\$40,000-\$44,999	38.43	348.35	1,811.35
\$45,000-\$49,999	42.13	380.08	1,886.05
\$50,000-\$59,999	66.19	611.89	3,619.33
\$60,000-\$74,999	59.84	620.60	4,179.30
\$75,500-\$99,999	61.27	545.05	4,255.11
\$100,000-\$124,999	35.12	335.05	3,322.55
\$125,000-\$149,999	10.89	109.70	1,240.33
\$150,000-\$199,999	1.87	45.67	890.26
\$200,000-\$249,999	0.55	22.51	439.91
\$250,000-\$499,999	0.35	12.22	350.51
>\$500,000	0.00	0.25	44.58

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Demographic	Primary	Secondary	Tertiary
<u>Families with Family Income (2008):</u>			
< \$10,000	13.21	150.70	688.36
\$10,000-\$14,999	11.49	138.75	539.34
\$15,000-\$19,999	23.41	243.97	864.88
\$20,000-\$24,999	33.83	314.24	1,216.01
\$25,000-\$29,999	33.15	276.64	1,256.46
\$30,000-\$34,999	38.86	359.76	1,578.56
\$35,000-\$39,999	39.99	342.52	1,505.14
\$40,000-\$44,999	38.40	357.82	1,633.95
\$45,000-\$49,999	31.43	284.45	1,493.26
\$50,000-\$59,999	68.30	608.23	3,073.37
\$60,000-\$74,999	73.21	713.69	4,546.11
\$75,500-\$99,999	66.56	599.02	4,469.57
\$100,000-\$124,999	45.60	428.76	3,430.99
\$125,000-\$149,999	25.10	238.97	2,388.13
\$150,000-\$199,999	8.45	100.19	1,415.99
\$200,000-\$249,999	0.72	31.54	691.14
\$250,000-\$499,999	0.49	20.84	506.05
>\$500,000	0.02	2.00	132.76
<u>Households by Disposable Income (2003):</u>			
< \$15,000	154	1,356	5,987
\$15,000-\$24,999	184	1,601	7,095
\$25,000-\$34,999	170	1,508	7,906
\$35,000-\$49,999	169	1,578	9,544
\$50,000-\$74,999	105	975	8,007
\$75,000-\$99,999	30	295	2,960
\$100,000-\$149,999	2	62	1,190
\$150,000-\$199,999	1	28	601
\$200,000+	0	0	5
<u>Households by Net Worth (2003):</u>			
< \$15,000	244	2,127	10,220
\$15,000-\$34,999	62	581	3,274
\$35,000-\$49,999	37	338	1,767
\$50,000-\$74,999	55	509	2,499
\$75,000-\$99,999	70	602	2,850
\$100,000-\$149,999	79	716	3,593
\$150,000-\$249,999	76	739	5,166
\$250,000-\$499,999	118	1,008	7,056
\$500,000+	71	783	6,870
Consumer Expenditures (2003)	Total (\$000)	Total (\$000)	Total (\$000)
<u>Retail Summary:</u>			
Retail Expenditures: Tot	14,688,073.85	141,500,407.89	1,027,797,680.13

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Demographic	Primary	Secondary	Tertiary
<u>Food Services:</u>			
Food at home: Tot	2,885,919.36	27,812,814.17	200,639,071.21
Bakery & Cereal Prod: Tot	455,379.27	4,391,325.34	31,987,784.02
Meat,Poultry,Fish,Egg: Tot	746,154.05	7,219,846.35	51,889,674.69
Dairy Products: Tot	323,849.73	3,114,339.46	22,556,344.56
Fruits & Vegetables: Tot	472,528.85	4,568,849.20	33,938,277.61
Other Food at Home: Tot	888,007.59	8,518,454.03	60,266,993.59
Nonalcoholic Bev: Tot	266,884.36	2,559,322.73	17,742,645.37
Food Away from Home: Tot	1,570,224.62	15,207,223.11	116,935,110.91
Meals at Restaurants: Tot	1,480,427.96	14,347,010.26	110,917,574.54
<u>Apparel:</u>			
Apparel & Services: Tot	1,615,754.55	15,702,754.47	121,941,277.59
Men`s Apparel: Tot	308,717.03	3,003,711.79	23,949,087.95
Women`s Apparel: Tot	546,448.47	5,301,439.93	41,531,618.35
Children`s Apparel: Tot	195,262.02	1,902,658.02	14,232,928.81
Infants` Apparel: Tot	72,371.43	703,097.81	5,363,224.62
Footwear: Tot	296,305.04	2,865,499.51	21,063,161.42
Watches & Jewelry: Tot	127,641.28	1,249,384.10	10,213,645.54
Otr Apparel & Services: Tot	69,009.57	676,962.82	5,587,610.76
<u>Health Care:</u>			
Health Care: Tot	2,129,026.02	20,125,418.51	138,319,230.50
Health Insurance: Tot	1,014,676.40	9,600,151.49	65,701,406.75
Eyeglasses & Contacts: Tot	63,816.19	612,181.95	4,486,082.26
<u>Transportation (Local):</u>			
Gasoline & Motor Oil: Tot	1,109,899.13	10,679,625.73	72,577,924.25
Maintenance & Repairs: Tot	671,903.09	6,485,251.05	47,568,635.90
Vehicle Insurance: Tot	730,689.95	7,108,956.73	53,520,918.08

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Demographic	Primary	Secondary	Tertiary
<u>Entertainment/Recreation:</u>			
Entertainment & Hobby: Tot	1,838,071.68	17,767,397.79	137,837,116.84
Social/Recr/Civ Member:Tot	74,103.58	713,176.71	6,048,329.30
Participant Sports Fees:Tot	61,626.29	602,352.23	5,157,448.88
Movie,Thtr,Opera,Ballet:Tot	67,102.48	658,610.77	5,862,069.22
Sport Event Admission: Tot	27,943.82	274,710.31	2,340,954.81
Recreational Lesson Fee:Tot	53,353.92	529,214.40	5,091,619.72
TV, Radios, Sound Equip:Tot	573,698.91	5,501,409.67	40,835,123.91
Comm Antenna,Cable TV: Tot	271,271.26	2,594,548.70	18,743,070.18
TV & Video: Tot	176,975.84	1,709,153.02	12,919,403.87
Rent Video Tape & Discs:Tot	38,641.03	370,251.25	2,831,374.53
Sound Equipment: Tot	118,715.39	1,133,068.37	8,665,756.37
Rent TV,VCR & Sound Eq:Tot	899.00	8,047.77	45,829.58
Rep TV, Radio &Sound Eq:Tot	5,837.18	56,591.87	461,056.77
Pets: Tot	221,381.24	2,125,740.25	15,294,394.54
Toys & Games: Tot	142,912.50	1,389,996.24	10,886,387.77
Sport,Rec & Exercise Eq:Tot	148,460.16	1,431,431.64	10,971,695.41
Photo Equip & Supplies: Tot	80,805.94	783,629.23	6,513,170.66
Film Processing: Tot	28,696.44	277,319.17	2,231,411.78
Reading: Tot	155,806.98	1,498,817.34	11,976,404.89
<u>Household Goods:</u>			
Sm Appl,Misc Housewares:Tot	646,425.21	6,247,910.78	49,148,268.09
Luggage: Tot	7,367.23	71,136.15	639,357.15
Comp & Hardware-Pers:Tot	138,018.01	1,352,438.38	11,649,221.33
Software & Access-Pers: Tot	20,822.90	204,524.04	1,679,685.88
HH Furn & Equipment: Tot	1,342,450.25	12,987,049.77	101,713,267.88
Household Textiles: Tot	74,467.38	719,140.22	5,707,792.50
Furniture: Tot	343,759.31	3,339,910.64	26,239,266.23
Floor Coverings: Tot	97,808.76	952,989.94	8,327,399.20
Major Appliances: Tot	179,989.47	1,727,096.44	12,290,543.07
<u>Housing:</u>			
Shelter: Tot	5,185,623.88	50,854,829.62	420,113,456.75
Paint,Paper,Suppl-Own:Tot	17,346.80	169,540.47	1,324,956.94
Paint,Paper,Supp-Rent:Tot	1,184.73	11,936.21	89,030.50
Ins-Own & Rent: Tot	268,543.89	2,582,058.10	18,131,515.82
Rep Serv-Own & Rent:Tot	380,503.64	3,667,005.27	28,721,490.35
Rep Mats-Own & Rent: Tot	108,633.29	1,048,923.74	7,188,760.86
Telephone Services: Tot	829,878.68	7,970,409.05	55,900,771.85
<u>Household Services:</u>			
Lawn & Garden: Tot	248,264.91	2,392,712.50	18,235,798.75
Housekeeping Services:Tot	54,999.56	535,083.18	5,088,332.76
Move,Storage,Frgh Exp:Tot	28,906.56	271,114.61	2,039,291.19
Child Care: Tot	189,516.30	1,871,417.44	16,310,301.06
Computer Info Serv: Tot	18,897.49	187,485.98	1,677,149.11

Source: ESRI Business Information Solutions, 2003 Estimates and Projections

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Demographic	Primary	Secondary	Tertiary
<u>Alcoholic Beverages:</u>			
Alcoholic Beverages: Tot	235,394.48	2,304,048.33	19,327,112.42
<u>Financial:</u>			
Home Loans and Mortg: Tot	3,000,154.66	29,537,061.19	244,400,813.64
Vehicle Loans: Tot	2,055,902.57	19,805,914.65	127,098,774.86
Investments: Tot	1,461,072.24	14,145,230.52	122,219,009.00
<u>Travel:</u>			
Travel: Tot	1,067,798.29	10,370,983.53	86,530,685.92
Auto Rental on Trips: Tot	20,839.43	205,843.06	1,892,393.44
Lodging on Trips: Tot	217,569.38	2,122,694.06	18,046,148.62
Food & Drink: Tot	300,301.47	2,887,818.20	23,132,243.61
Airline Fares: Tot	210,847.92	2,079,957.24	18,705,838.85
Other Travel: Tot	318,239.79	3,074,668.89	24,754,068.59
<u>Education:</u>			
Education: Tot	477,544.26	4,538,190.98	38,140,674.69
<u>Life Insurance/Pensions:</u>			
Life & Other Pers Ins: Tot	389,695.35	3,753,840.40	28,385,381.48

ACORN Market Segmentation System (2003):

GROUP 1: AFFLUENT FAMILIES

1A Top One Percent	0	0	0
1B Wealthy Seaboard Suburbs	0	0	0
1C Upper Income Empty Nesters	0	0	1,125
1D Successful Suburbanites	0	0	1,568
1E Prosperous Baby Boomers	0	0	0
1F Semirural Lifestyle	0	0	4,917

GROUP 2: UPSCALE HOUSEHOLDS

2A Urban Professional Couples	0	0	503
2B Baby Boomers with Children	0	0	0
2C Thriving Immigrants	0	0	0
2D Pacific Heights	0	0	0
2E Older Settled Married Couples	0	3	7,979

GROUP 3: UP & COMING SINGLES

3A High Rise Renters	0	0	0
3B Enterprising Young Singles	0	0	0

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Demographic	Primary	Secondary	Tertiary
GROUP 4: RETIREMENT STYLES			
4A Retirement Communities	0	0	36
4B Active Senior Singles	0	0	0
4C Prosperous Older Couples	0	0	3,947
4D Wealthiest Seniors	0	0	0
4E Rural Resort Dwellers	38	582	2,878
4F Senior Sun Seekers	0	0	0
GROUP 5: YOUNG MOBILE ADULTS			
5A Twentysomethings	0	63	472
5B College Campuses	0	0	0
5C Military Proximity	0	0	0
GROUP 6: CITY DWELLERS			
6A East Coast Immigrants	0	0	0
6B Working Class Families	0	0	0
6C Newly Formed Households	0	0	211
6D Southwestern Families	0	0	0
6E West Coast Immigrants	0	0	0
6F Low Income: Young & Old	0	0	0
GROUP 7: FACTORY & FARM COMMUNITIES			
7A Middle America	410	3,350	10,991
7B Young Frequent Movers	78	955	1,359
7C Rural Industrial Workers	77	1,048	1,570
7D Prairie Farmers	0	14	530
7E Small Town Working Families	26	528	1,984
7F Rustbelt Neighborhoods	0	318	2,524
7G Heartland Communities	185	542	568
GROUP 8: DOWNTOWN RESIDENTS			
8A Young Immigrant Families	0	0	0
8B Social Security Dependents	0	0	0
8C Distressed Neighborhoods	0	0	0
8D Hardtimes	0	0	0
8E Urban Working Families	0	0	0
GROUP 9: NONRESIDENTIAL NEIGHBORHOODS			
9A Business Districts	0	0	0
9B Institutional Populations	0	0	132
9C Unpopulated Areas	0	0	0

Appendix B

The Main Street Approach™

National Trust for Historic Preservation
Main Street Center

1785 Massachusetts Avenue NW
Washington, DC 20036
202-588-6219
www.mainstreet.org

What is the Main Street Approach to Commercial District Revitalization?

The Main Street Approach is a community-driven, comprehensive methodology used to revitalize older, traditional business districts throughout the United States. It is a common-sense way to address the variety of issues and problems that face traditional business districts. The underlying premise of the Main Street approach is to encourage economic development within the context of historic preservation in ways appropriate to today's marketplace. The Main Street Approach advocates a return to community self-reliance, local empowerment, and the rebuilding of traditional commercial districts based on their unique assets: distinctive architecture, a pedestrian-friendly environment, personal service, local ownership, and a sense of community.

The Main Street Four-Point Approach™ is a comprehensive strategy that is tailored to meet local needs and opportunities. It encompasses work in four distinct areas — ***Design, Economic Restructuring, Promotion, and Organization*** — that are combined to address all of the commercial district's needs. The philosophy and the Eight Guiding Principles behind this methodology make it an effective tool for community-based, grassroots revitalization efforts. The Main Street approach has been successful in communities of all sizes, both rural and urban. Find out if the Approach is right for your community.

The Main Street approach is incremental; it is not designed to produce immediate change. Because they often fail to address the underlying causes of commercial district decline, expensive improvements, such as pedestrian malls or sports arenas, do not always generate the desired economic results. In order to succeed, a long-term revitalization effort requires careful attention to every aspect of downtown — a process that takes time and requires leadership and local capacity building.

In this section, you can also read about Success Stories of Main Street programs nationwide and see the average economic reinvestment statistics that existing organizations have achieved.

The Four Points

The National Trust Main Street Center offers a comprehensive commercial district revitalization strategy that has been widely successful in towns and cities nationwide. Described below are the four points of the Main Street approach which work together to build a sustainable and complete community revitalization effort.

Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

Promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

Design means getting Main Street into top physical shape. Capitalizing on its best assets — such as historic buildings and pedestrian-oriented streets — is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.

Economic Restructuring strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.

Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

Read more about the Eight Guiding Principles that complement the four points.

The Main Street Philosophy - Eight Principles of Success

The National Trust Main Street Center's experience in helping communities bring their commercial corridors back to life has shown time and time again that the Main Street Four-Point Approach succeeds. That success is guided by the following eight principles, which set the Main Street methodology apart from other redevelopment strategies. For a Main Street program to be successful, it must whole-heartedly embrace the following time-tested Eight Principles.

1. Comprehensive: No single focus — lavish public improvements, name-brand business recruitment, or endless promotional events — can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is essential.

2. Incremental: Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that "new things are happening " in the commercial district. As public confidence in the Main Street district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.

3. Self-help: No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.

4. Partnerships: Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.

5. Identifying and capitalizing on existing assets: Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.

6. Quality: Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.

7. Change: Skeptics turn into believers and attitudes on Main Street will turn around. At first, almost no one believes Main Street can really turn around. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering

ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.

8. Implementation: To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.

Is the Main Street Approach right for you?

The Main Street Approach is a terrific and effective framework for addressing commercial district revitalization. But how do you know if Main Street is right for your downtown or neighborhood business district or if your community is ready to take on Main Street? You'll first need the right attitude toward revitalization and some nuts-and-bolts ingredients in order to make the program successful. Consider the following.

1. Is your commercial district a traditional business district? While any commercial district could achieve success using the Four Points, Main Street is intended for traditional business districts. You should have a good concentration of older or historic buildings remaining to give yourself a base of structures to work with. Newer, low density automobile-oriented commercial developments, strip shopping centers, or enclosed shopping malls may want to borrow techniques from the Main Street Approach, but they really aren't appropriate for consideration as a Main Street district.

2. Do you have a decent concentration of businesses remaining in your commercial district? You're much more likely to have success with Main Street if you have a core of businesses remaining in your commercial district. This gives you an economic base on which to build. While it's not impossible to revive a completely vacant commercial district, it is considerably harder to attract investment to such a district. Are you committed to addressing Main Street's revitalization in a comprehensive and incremental way? To be successful, stakeholders need to understand and be committed to the importance of working simultaneously in each of Main Street's Four Points. The community also needs to understand that the program achieves success incrementally, and that initially making smaller changes in the commercial district will lead to larger achievements and more sophisticated projects over time.

3. Do you have a broad base of support for a local Main Street program? You need a balance of public and private participants -- and funding -- in order to make the program succeed. That means that in addition to the traditional participants in Main Street revitalization -- business and property owners and city officials -- non-traditional participants need to be engaged in the revitalization effort, too. Will you be able to pull in residents, civic associations, schools and other institutions, banks, utilities, media, and more to help with the program? It is absolutely essential that your Main Street program be as inclusive as possible with a broad and varied cross-

section of the community committed to assisting and supporting the program.

4. Can participants agree? The first hurdle is agreeing whether or not to pursue a Main Street program. Beyond that, participants also need to be willing to discuss and come to agreement about a myriad of issues and projects that affect the commercial district. To be successful, local stakeholders must believe in the value of a consensus-driven program and reject the traditional notion that one or two people should call all the shots on Main Street. While this requires good processes and sometimes lengthy discussions to reach agreement, the result is a lasting and positive change on Main Street that the entire community feels good about.

5. Do you have adequate human and financial resources to implement a successful Main Street program? Average local program budgets vary, but you'll have to be able to raise money for Main Street's operation and for revitalization projects. Similarly, you'll need the ability to recruit and retain staff and volunteers who are interested in Main Street revitalization projects. It's not unusual for a local Main Street program to have 40-60 active volunteers among its board, committees, and projects. (Fortunately, implementing Main Street's Four Points leads to lots of diverse activities that can attract a variety of individuals.) For staffing, you'll need to have the resources to hire and retain an executive director for the program to assist with revitalization efforts. In smaller communities/commercial district, a part-time director is an option; larger cities/districts will need full-time staff, if not multiple staff to coordinate Main Street's efforts.

6. Does your community value historic preservation? Retaining and reusing your commercial district's existing building is an important cornerstone of the program. Local stakeholders need to be receptive to "recycling" existing businesses for new economic uses and to being respectful of the traditional architecture and overall character of the traditional business district.

If you can answer "yes" to each of these questions, then you're likely to have great success with the Main Street Approach and you should proceed with creating your own local program, and visit the Getting Started section.

If you are not fully confident that your community meets the above descriptions, then you have a couple of options. One is to continue your education and organizing efforts until you can answer "yes" to each question. The other option is to incorporate Main Street however you can into your revitalization efforts. You can borrow pieces of the Main Street Approach even if your community isn't ready to do a comprehensive Main Street program. We encourage you to take the parts that fit your community best at this time.