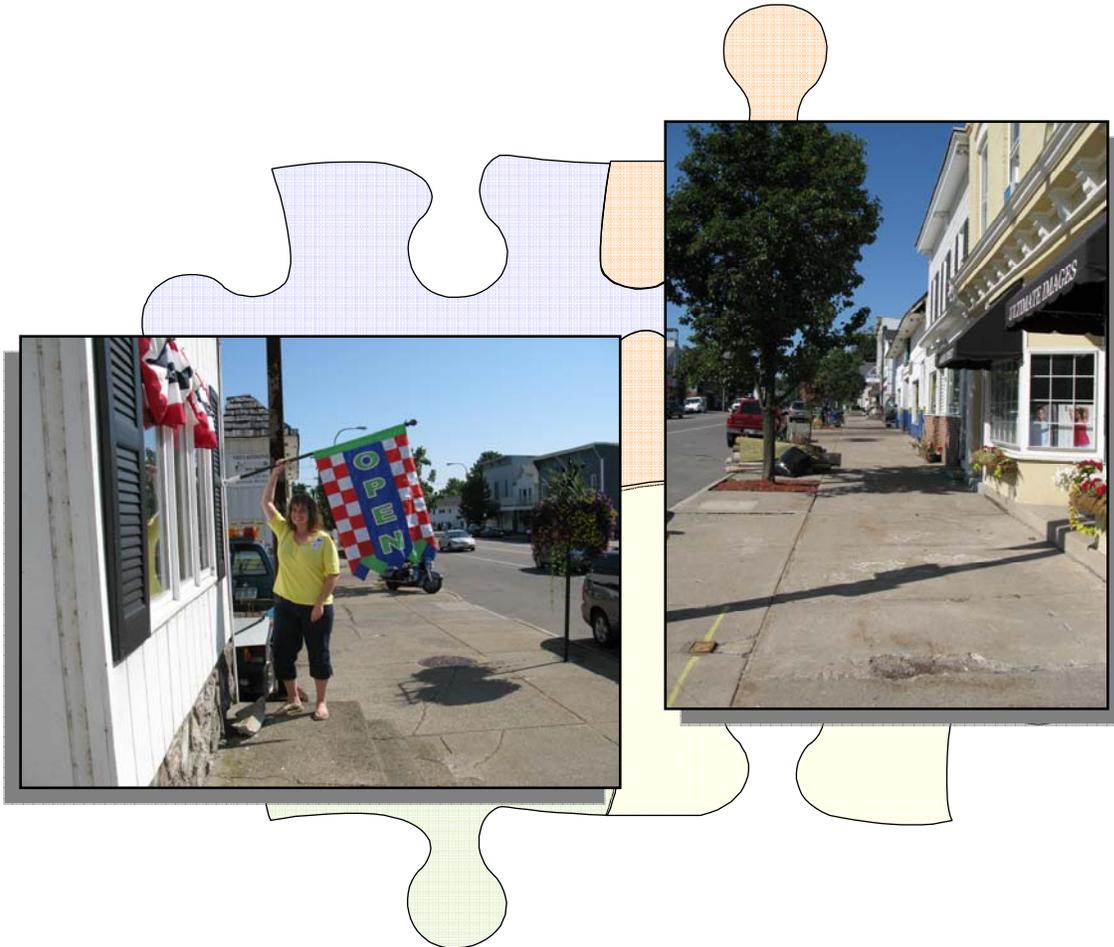


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# Downtown Revitalization Plan: Village of Macedon

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December 2009



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December 2009



## Genesee/Finger Lakes Regional Planning Council

50 West Main Street • Suite 8107

Rochester, NY 14614

(585) 454-0190

<http://www.gflrpc.org>

[gflrpc@gflrpc.org](mailto:gflrpc@gflrpc.org)

GENESEE/FINGER LAKES  
Regional Planning Council

## Mission Statement

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



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## EXECUTIVE SUMMARY

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

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

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

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

Overall, 28 Downtown Property Inventory forms, 20 Downtown Business Owner Survey forms, and 298 Consumer Intercept Survey forms were completed. Only one Smart Growth Policy Checklist (Municipal Scorecard) was necessary for completion of this report.

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

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

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



## 1. INTRODUCTION

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

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

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

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

### 1.1 Comprehensive Downtown Plan

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

A downtown plan usually has three components: the physical plan, the economic plan, and the implementation plan. The physical plan has traditionally focused on infrastructure, streetscapes, public spaces, and parking. While these improvements are certainly beneficial for downtown,

land use issues should also be considered. Land use policies that exist in the downtown should be consistent with the physical plan. Having the ability to assess whether conditions for good design exist both in physical improvements and through land use policies will certainly aid in drawing conclusions about how to improve conditions in the downtown.

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

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

### 1.2 Methodology

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

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

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

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

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

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

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

To complement the Downtown Business Owner Survey, a Consumer Intercept Survey was developed to target individuals visiting the downtown target area. Participants were “intercepted” on the streets by volunteers and asked to complete the surveys. By speaking directly with shoppers, downtown employees, and tourists in the downtown target area, the results of the survey reflect a broad picture of consumers. MPA also decided to mail these forms to Macedon Village residents so that nearby potential consumers who do not currently use the downtown would be reached. The “rule of 400” was identified by an article in *Main Street News*, a publication of the National Trust Main Street Center, National Trust for Historic Preservation.<sup>2</sup> The number of surveys is not related to the community’s population; it is based on having a large enough pool of responses to analyze results within smaller groups (i.e. age, gender, or household income). Additionally, having less than 400 surveys increases the sampling error of the results. Similar to the Downtown Business Owner Survey, the forms are based on examples from Main Street communities around the country, available in the Member Resources area of the National Trust Main Street Center’s website. The goal of the Consumer Intercept Survey is to aid in the development of profiles for downtown customers and visitors. To this end, demographic data

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<sup>2</sup> Joshua Bloom, “Surveys,” *Main Street News*, no. 217 (April 2006): 7.

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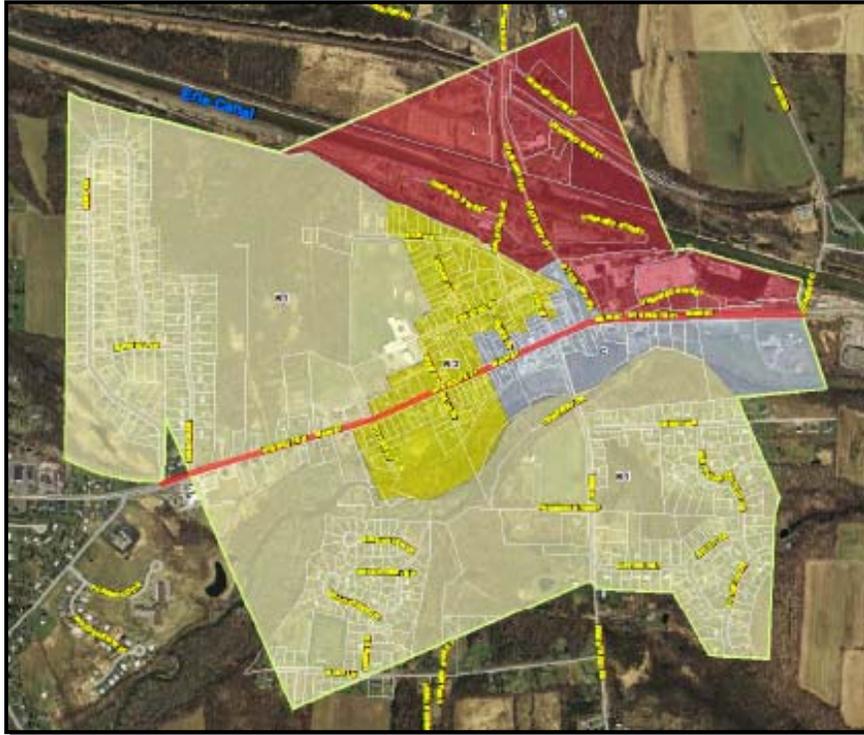
was collected (age, gender, etc.) as well as specific information regarding the consumer's visit; how they traveled to the downtown target area; what services/products they came for; and when and how often they typically visit. Additional questions were asked about the downtown's image. The form also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

Marcy Frey, Consulting Director of MPA, conducted the Downtown Property Inventory with assistance from downtown property owners and their tenants. Marcy Frey also completed, with Village Code Officer Phil Dalessandro, the Smart Growth Policy Checklist (Municipal Scorecard). Members of MPA's Economic Development Team, which includes Eric Chapman, Bruce Niven, and Robin Drago, and Marcy Frey distributed the Downtown Business Owner Survey. This team, along with students from Palmyra-Macedon High School, also conducted the majority of the Consumer Intercept Survey on a variety of days and times and at several events. While the templates of all survey forms were developed by staff at G/FLRPC, paper copies were provided by the Village of Macedon. The Village of Macedon also mailed Consumer Intercept Survey forms to residents.

A kick-off meeting with the various stakeholders was held Friday, June 12, 2009. Groups represented at this meeting were G/FLRPC, MPA, and Village of Macedon. A press release based on a template provided by G/FLRPC staff to publicize the inventorying process was circulated mid-July and also posted on MPA's website. All survey forms were collected by mid-September and analyzed by G/FLRPC staff by mid-October.

### 1.3 Target Area

MPA has chosen to use the same target area as was cited in their 2008 Community Application to the Western Erie Canal Main Street Program. The downtown target area essentially falls within the boundaries of the Commercial District as per the Village of Macedon's zoning regulations (identified by the grey polygon in Figure 1-1 and solid yellow line in Figure 1-2).



*Figure 1-1: Zoning map for the Village of Macedon.  
Source: Circulation, Accessibility and Parking Study, 2008.*



*Figure 1-2: Aerial view of downtown target area.  
Source: Circulation, Accessibility and Parking Study, 2008.*

The target area is described as New York State Route 31 from Center Street on the west to New York State Route 350 on the east; one lot deep on either sides of Route 31. According to the 2008 Community Application, this area includes 3 blocks and 16 businesses (see Figure 1-3 for the downtown parking inventory). The downtown features some older building stock, but there are no resources listed on the New York State or National Register of Historic Places, located either in the downtown target area or within the



*Figure 1-3: There are 127 public parking spaces and 188 private parking spaces in the downtown target area.  
Source: Circulation, Accessibility and Parking Study, 2008.*

boundaries of the Village of Macedon.<sup>3</sup> According to the 2000 Census, 588 buildings are located in the Village of Macedon. About 177 (30%) of those were built 1939 or earlier; 8 were built between 1940 and 1949; and 15 were built between 1950 and 1959. Therefore, about 34% of the village's housing stock is fifty years or older, which is a general estimate of time needed to develop historical perspective and to evaluate significance for the New York State and National Register of Historic Places. The Erie Canal is located one block from the target area. According to the application, "Canal Park, at the Erie Canal, is the only green space."

<sup>3</sup> In the Town of Macedon, the J. & E. Baker Cobblestone Farmhouse and Charles Bullis House are the only resources listed on the New York State and National Registers of Historic Places. New York State Historic Preservation Office, "Document Imaging for National Register;" available <http://nysparks.state.ny.us/shpo/online-tools/>; Internet; accessed 4 November 2009.

## 2. PHYSICAL PLAN

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

### 2.1 Downtown Property Inventory

The Downtown Property Inventory includes information about each building in the downtown target area, including: property owner and building information, building amenities, building materials, historic status, assessed value, and property availability. Twenty-eight Downtown Property Inventory forms were completed for this report (one form was completed for a vacant lot).

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

The building amenities section includes: number of floors, number of commercial units, number of residential units, square footage by floor, building condition, and utility information such as HVAC, electrical, and plumbing information. On average, most buildings in Macedon's downtown target area have three floors (including the basement). Five buildings have one floor (ground floor, no basement) and eight buildings have two floors (six without basements). According to the forms, there is only one building in the target area over three stories. Over 81% of the buildings surveyed have at least one commercial unit and 30% have at least one residential unit. Three buildings have two residential units and four buildings have more than three units. About 44% of the buildings in the target area do not have residential units. The average square footage per floor in the downtown area is as follows: 1,033 sq ft for the basement, 2,260 sq ft for the ground floor, and 987 sq ft for the second floor. Forty percent of the buildings surveyed were judged by the Village of Macedon/MPA to be in "good" condition; about 25% were considered to be "fair"; 18% in "deteriorated" condition; and 14% in "excellent" condition. Lastly, a majority of the buildings in the target area have some type of indoor heating and cooling system and electrical capacity. The Village of Macedon owns and maintains a sewer plant, providing sewer service to all properties located in the Village.

Information about the building materials found in the downtown buildings' exterior walls, roofs, and foundations was also collected. For the exterior walls, common materials cited were brick, wood clapboard, and vinyl siding. Approximately 30% of the buildings surveyed have wood clapboard while 22% have vinyl siding cladding. Over 74% of the buildings surveyed have asphalt (shingle) roofs. Lastly, masonry extant in the foundations range from stone to poured concrete and concrete block—with just over 20% occurrence for each material.

Knowing historic status and building condition is valuable in providing design assistance and marketing available incentives such as historic preservation tax credits. As mentioned in Section 1.3, there are no resources in the Village of Macedon that are listed on the New York State or National Register of Historic Places. This does not mean that the village lacks any historic resources eligible for listing—a historic resource survey should be conducted to identify those resources so that policies, procedures, and strategies for maintaining and enhancing them can be established. For instance, the average date of construction for buildings in the target area according to the survey forms is 1912. The downtown features many vernacular commercial buildings, such as the gable-front and the false-front (see Figures 2-1 and 2-2). Both are frame structures, usually clad with clapboard, with an assortment of windows (modest display on the ground floor and double-hung sash in the upper floors) and simple detailing. The gable-front store was most often a small-town or rural building that served as a general store, hardware, grocery, or feed store with the upper floors providing living space for the owner. Sometimes the post office was part of the store. The façade of the false-front extends vertically and horizontally so that the roof, usually gabled or flat, remains hidden from view. This design created the illusion of progress and prosperity when a much larger building could not be constructed.<sup>4</sup>



*Figures 2-1 & 2-2: The Masonic Building (left) is an example of a false-front with a pedimented stepped gable while the other building (right) is a gable-front with a shed roof covering the entrance. False-front commercial buildings were popular in upstate New York and used for services, small hotels, and as meeting halls for social and fraternal organizations.*

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

<sup>4</sup> Herbert Gottfried and Jan Jennings, *American Vernacular Design: 1870 – 1940, An Illustrated Glossary* (New York, NY: Van Nostrand Reinhold Company In., 1985), 244-247.

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Commercial buildings used one or two stories for merchandise with office or living space on the upper floors.<sup>5</sup>

All downtown commercial buildings are composed of three basic elements: the storefront, upper façade, and cornice. The storefront typically contains large glass windows with bulkheads or kick plates to prevent breakage and to elevate merchandise (see Figure 2-3). The upper façade contains both wall materials and windows. The cornice is the visual termination of the storefront and upper façade, usually the most decorative element in a downtown commercial building.<sup>6</sup>



*Figure 2-3: This storefront features a recessed door, multipane display windows, and a plain porch with a flat roof (the triangular pediment of this false-front building cannot be seen in this photograph).*

Lastly, the Downtown Property Inventory collected information about assessed value, annual property taxes, and property availability. The average assessed value of property (including the one vacant lot) in Macedon's target area is approximately \$176,443. The estimated total assessed value is \$4,940,400. The average annual property taxes paid is approximately \$4,287. The financial investment already present in the downtown can be depicted using the total assessed value for all downtown properties. Determining if the value increases or decreases—and by how much—is important for tracking economic development efforts. Having the

total property taxes paid by downtown property owners conveys the importance of downtown on the village operating budget. As per the inventory's property availability, three buildings in the target area are available for sale (one which also has space for rent). This means that just about 10% of Macedon's downtown properties are available for purchase.

<sup>5</sup> *Ibid*, 6 and 7.

<sup>6</sup> National Trust's National Main Street Center, *Revitalizing Downtown: The Professional's Guide to the Main Street Approach* (2000), 56.

## 2.2 Smart Growth Policy Checklist (Municipal Scorecard)

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

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

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

- (1) creation and maintenance of bike routes as well as a bicycle friendly downtown;
- (2) identification of the downtown as an area for future growth;
- (3) identification of the downtown for new business development; and
- (4) creation, maintenance, and protection of open space near the downtown.

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

- (1) parking in the rear of buildings;
- (2) mixing of uses in buildings;
- (3) allowing for higher density development in the downtown;
- (4) small lot lines and frontage setback requirements;
- (5) mixing of housing choices;
- (6) open to infill development;
- (7) sidewalk services;
- (8) prohibiting of billboards in the downtown (see Figures 2-4 to 2-7, next page);
- (9) protection of open space in the downtown;
- (10) limiting development in important environment areas;
- (11) ease for the average citizen to read and understand the zoning code; and
- (12) allowing shared parking or reduced minimum off street parking requirements.

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



*Figures 2-4 to 2-7: With a permit issued by the Zoning Officer and approval of the Planning Board, business signs (upper left), ground signs (upper right), awning signs (lower left), and projecting signs (lower right) help to enhance the downtown's physical appearance and economic climate.*



### 3. ECONOMIC PLAN

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

#### 3.1 Downtown Business Owner Survey

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

A total of twenty business owner surveys were completed. Of the businesses that responded, 100% are independently owned, 42% have been in existence for twenty years or longer, and 75% own their business space. A total of 112 individuals are employed by these businesses. A variety of products and services are provided, ranging from books, fabrics, and gifts to auto-repair, insurance, and photography. Respondents identified Friday as the busiest day of the week and the busiest time of the day occurring between 10 A.M. and noon.

The Downtown Business Owner Survey identified the "average" customer as traveling from outside the Village of Macedon to shop in the target area. Parking is not a problem for 78% of the employees of those businesses; however, customer parking was identified as an issue for 50% of the businesses that replied.

Zoning and other regulations are an issue for 59% of the surveyed businesses, with parking enforcement and the speed of permit approvals cited by a majority of responding businesses. Of those businesses responding, 50% indicated they are interested in training or technical assistance, with façade design and marketing assistance identified. A majority of respondents (70%) are also interested in grant or loan programs to assist with business improvements, with several citing the upkeep of their building as the reason for their interest.

Lastly, regarding improvements to the downtown target area that could enhance the business community: nine respondents identified parking and seven indicated they would like to see more businesses—especially retail business—in the downtown to help attract more consumers. Overall improvement of the buildings and streetscape was also identified through the survey. Results of the Downtown Business Owner Survey are available in Appendix E.

#### 3.2 Consumer Intercept Survey

To complement the Downtown Business Owner Survey, an additional survey was designed to target residents and visitors that use the downtown. One of the goals of the Consumer Intercept Survey is to develop a profile of downtown Macedon's consumers and visitors. Additionally, the

surveys gathered data on the likes and dislikes of respondents using the downtown and what areas they would like to see improvements.

To obtain the most accurate results, a goal of 400 completed surveys was established.<sup>7</sup> Despite this target, the total completed surveys fell short with 298 surveys being completed for the Village of Macedon. While the response rate was lower than desired, the data is still valuable and provides information about the target area from both the visitors' and consumers' perspective.

It is important to note that many of the survey forms that were received were not fully completed; therefore, the percentages discussed are based upon the response rate for that particular question and not the total surveys received. Of the total respondents: 58% are female; 63% are between the ages of 36 and 65; 75% live in the Village of Macedon; and 39% work in the Village of Macedon. The two largest household income groups are: (1) 32% with income between \$50,000 and \$74,999 and (2) 22% with income between \$75,000 and \$99,000. This information provides some local demographic background and helps put survey results into perspective.

Additional survey results provide a more detailed look into the routines of those surveyed. Approximately 70% of respondents drove to the downtown target area. Excluding the choice of "Other," the top reasons for their visit are: "I live here" (37%); "Shopping/retail" (24%); and "Village hall" (20%). Of the respondents who were shopping in the downtown, 38% were purchasing floral/gifts and 26% were patronizing the bookstore. Approximately 30% of those surveyed answered that they do not shop in the downtown with another 30% stating they shopped in the downtown less than once a month. The most identified shopping destinations (outside the downtown target area) are: the discount super center (68%); the regional mall (57%) and the next town over (27%). Fifteen percent identified the City of Rochester as a place they shop as well.

The last set of survey questions address the respondents' opinions about the downtown target area. Approximately 68% indicated that store hours are adequate in the downtown; 51% stated that parking is a problem; 63% felt that signage is adequate; 58% felt safe walking/crossing the street; and 70% thought the downtown is clean and properly maintained. A majority of replies regarding what kinds of improvements they would like to see in the downtown are: selection of retail/services (70%); appearance of streets/buildings (49%); and parking (32%). While statistics were not developed for the open-ended questions, which asked about the likes and dislikes concerning the downtown, several themes were apparent. In response to the question, "What is your favorite thing about the Village downtown?," many individuals identified the hanging flower baskets and the quiet small-town feel. In response to the question, "What do you dislike most about the Village downtown?," many individuals identified the limited number of stores and a general lack of things to do in the target area. Results of the Consumer Intercept Survey are available in Appendix F.

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<sup>7</sup> Joshua Bloom, "Surveys," *Main Street News*, no. 217 (April 2006): 7.

## 4. IMPLEMENTATION PLAN

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

### 4.1 Physical Recommendations

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

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

Based on survey findings of the Downtown Property Inventory, MPA could work to promote design awareness and the value of historic preservation in the downtown target area by doing the following:

- A historic resource survey should be conducted to identify significant buildings, districts, objects, sites, and structures located throughout the village so that policies, procedures, and strategies for maintaining and enhancing them can be established. For more information, refer to the National Park Service's National Register Bulletin No. 24: *Guidelines for Local Surveys: A Basis for Preservation Planning*.
- Conducting a comprehensive photo inventory of the downtown target area to compliment the property owner survey is a simple design education and awareness project. A current photo inventory documents the current condition of the entire district. The photos will be valuable for "before and after" photo displays, for providing design assistance, and to include in business recruitment information.
- Public programs could be offered that inform property owners about the proper care of historic building materials found in exterior walls, such as bricks and wood clapboard, in addition to common materials used in the foundations of the downtown buildings such as poured concrete, concrete block, and stone. These programs could also build awareness on the use of artificial siding on historic buildings so that if these substitute materials must be used, it can be installed without irreversibly damaging or obscuring the architectural features and trim of the building. For more information, refer to the National Park Service's Preservation Brief No. 8: *Aluminum and Vinyl Siding on*

*Historic Buildings (The Appropriateness of Substitute Materials for Resurfacing Historic Wood Frame Buildings)* and No. 16: *The Use of Substitute Materials on Historic Building Exteriors*.

- To activate vacant storefronts, a window display program could be developed. Window displays can be used to achieve multiple goals, such as promoting other businesses and attractions in the Village of Macedon.

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

- A pedestrian component, which includes policy framework on trees and other vegetation to act as a buffer between pedestrians and automobiles, and resources to properly maintain the pedestrian environment.
- Addressing access to sidewalks, streets, parks, and other private and public services for people with disabilities.
- Addressing transportation systems and networks, such as linking pedestrian, bicycle, automobile, and public transit trips.
- Clarifying the function and value of open space to the downtown, such as undeveloped land, mature trees, and corridors.
- The protection of historic resources and the role of a historic preservation commission.
- The creation of a Business Improvement District (BID). The proceeds from this levy are used to supplement existing public services and foster improvements for businesses within the district.
- Tools and incentives that encourage mixed-use developments, such as retrofitting single-use commercial developments, declining shopping malls, and strip retail centers.
- Establishing clear design guidelines so that streets, buildings, and public spaces work together to create a sense of place.
- Strengthen local brownfield efforts to coordinate with state brownfield programs and improve remediation efforts.
- Explore the use of code enforcement, incentives, and partnerships to minimize and abate vacant properties.
- Adopting a "fix-it-first" policy that prioritizes the maintenance and upgrades to existing facilities and structures.
- Incorporating principles of sustainability, such as supporting green building strategies and green technologies.

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

- Exploring the use of overlay zones and Planned Unit Developments (PUDs) with complimentary design guidelines. Overlay zones permit a special application of land use and building design standards in a targeted area. PUDs provide flexibility in zoning requirements when evaluating the nature and location of uses and buildings for an entire site. In order to ensure the preservation of community character and that new development reflects an appropriate and complimentary style, a design review board should also be created to oversee this zoning district.
- To make commercial areas more walkable, adopt design standards for sidewalks and other pedestrian and bicycle enhancements to local zoning and site planning requirements. For more information, refer to the Genesee Transportation Council's *Bicycle and Pedestrian Supportive Code Language* project.
- Exploring the use of form based zoning requirements, which limits regulation to building type and allows building owners to determine uses.
- Utilizing pictures in zoning regulations to better illustrate their intent to the general public, such as accompanying design guidelines in *Article XII: Sign Regulations*.
- Evaluating enforcement policies and strategies and parking regulations.

### 4.2 Economic Recommendations

The survey results discussed in *Section 3: Economic Plan* form the foundation for the economic development recommendations outlined here. Three general themes to emerge from the Downtown Business Owner Survey are: the request for grant and loan assistance to assist in building maintenance, an improvement with regards to the permitting process, and the desire for more retail businesses. The main themes emerging from the Consumer Intercept Survey are an improvement in the selection of retail/services; better upkeep of buildings; and maintaining the community character through streetscape improvements.

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

#### Smart Growth

The implementation and support of smart growth principles within the downtown target area will not only benefit the general public, but they will help the business community as well. Smart growth practices take advantage of the existing downtown for development opportunities, in order to help prevent sprawl, deteriorating infrastructure, overcrowded schools, tax increases, and

traffic congestion. It also helps encourage building renovation and rehabilitation.<sup>8</sup> Successful implementation of smart growth principles helps develop a sense of place within the downtown target area so that it can compete with the growing discount centers and regional malls; important when you consider that 68% of the consumer intercept survey respondents identified that they shop at the discount super center.

Professor Kent Robertson of St. Cloud State University, Minnesota discussed the components of developing a downtown “sense of place” for a *Main Street News* article entitled, “Enhancing Downtown’s Sense of Place.”<sup>9</sup> The components discussed are: downtown is multifunctional, downtown is pedestrian friendly, downtown encourages people to linger, and downtown engenders a high level of community ownership.<sup>10</sup>

Having a multifunctional downtown encourages visitors for a variety of reasons, such as the handling of government business, shopping, and the Erie Canal. A pedestrian friendly downtown encourages these visitors to walk around and visit multiple stores without the need to move their car. A safe and walkable community also encourages people to stay in the downtown for an extended period of time and promotes the spending of additional money. One of the important benefits of a strong sense of place that Robertson points out is the community pride that exists.<sup>11</sup> This sense of pride is built over many years and ties into the history that the community has with the downtown developed through many visits to the retail shops and the relationships that exist amongst businesses owners and customers.

Businesses can play a critical role in the development and support of smart growth policies because of their impact on the community. One important recommendation for those business owners that are also property owners is to support downtown revitalization through building maintenance and appearance. Property owners can encourage their neighbors to do the same. Additionally, the business community can foster business-to-business education on the importance of smart growth and the sense of place.<sup>12</sup> Hearing this message from another voice besides government can be quite beneficial and provide business owners with an understanding that the support of these policies helps improve the bottom line for everyone.

Encouraging outside business to invest in the established downtown is also a critical component of smart growth.<sup>13</sup> This investment allows new business to take advantage of the pedestrian traffic that already exists in the downtown and also benefits the community by preserving the downtown’s distinct character by bringing back to life many underutilized lots.

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<sup>8</sup> National Association of Local Government Environmental Professionals and Smart Growth Leadership Institute, *Smart Growth is Smart Business: Boosting the Bottom Line and Community Prosperity* (2004), 1.

<sup>9</sup> Kent Robertson, “Enhancing Downtown’s Sense of Place,” *Main Street News*, no. 157 (September 1999): 1-4 and 12-13.

<sup>10</sup> *Ibid.*

<sup>11</sup> *Ibid.*

<sup>12</sup> National Association of Local Government Environmental Professionals, *Profiles of Business Leadership on Smart Growth: New Partnerships Demonstrate the Economic Benefits of Reducing Sprawl* (1999), 87.

<sup>13</sup> National Association of Local Government Environmental Professionals and Smart Growth Leadership Institute, 13.

Therefore, economic development recommendations based on smart growth principles for the target area are as follows:

- Cultivate relationships with local schools and colleges to provide assistance to local businesses.<sup>14</sup>
- Designate a vacant properties coordinator to address any properties that are abandoned or underutilized.<sup>15</sup>
- Conduct an “infill checkup” to evaluate potential development sites for businesses before they show interest in locating to the community.<sup>16</sup>
- Expand economic incentives for businesses and homeowners to locate in areas with existing infrastructure<sup>17</sup> (i.e. tax increment financing, zoning waivers, expedited permitting, favorable lending terms, etc.).

### **Business Attraction/Retention**

Attracting new business to the downtown and retaining those businesses that are currently operating helps to address issues such as vacant buildings and storefronts, improves the streetscape and encourage pedestrians to visit and walk around the target area. New business provides consumers with more choices and additional reasons to use the downtown. These new downtown visitors help existing businesses expand their customer base. Bringing new business to vacant storefronts also helps create an improved downtown image and helps maintain the character of the community. It is also important to not forget the existing businesses within any economic development strategy (see Figures 4-1 and 4-2, next page), as they typically account for the largest portion of any job growth within a community.<sup>18</sup> Listening to the concerns and thoughts of these existing businesses also helps to improve strategies for targeting new business development. The many business assistance/incentive programs that are currently available can also be utilized to both retain and attract businesses in the downtown target area.

Recommendations for business attraction/retention are as follows:

- Establish a business retention team and hold periodic meetings with the business community to discuss any problems and potential solutions.
- Develop a vision of the types of businesses desired in the downtown target area and coordinate marketing accordingly.
- Continue to provide businesses with access to low interest loans through revolving loan fund to assist business expansion efforts.
- Develop a small business counseling program to work individually with businesses to assist them as needed and identify opportunities for expansion.

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<sup>14</sup> Smart Growth Network and International City/County Management Association, *Getting to Smart Growth: 100 Policies for Implementation* (2002), 83.

<sup>15</sup> Smart Growth Network and International City/County Management Association, *Getting to Smart Growth II: 100 More Policies for Implementation* (2002), 69.

<sup>16</sup> *Ibid*, 56.

<sup>17</sup> *Ibid*, 58.

<sup>18</sup> Rhonda Phillips and Robert Pittman, *Introduction to Community Development* (New York, NY: Routledge, 2009), 210.

- Link businesses with workforce training courses that are being provided to increase production and efficiency and the sustainability of each business.
- Establish a database of available assistance programs and market to both existing businesses and new businesses looking to expand into the downtown target area.
- Provide businesses with grant resources to assist them in façade development and improvements.
- Proactively work with businesses that seem to be struggling to help keep them in business.



*Figures 4-1 & 4-2: An economic strategy should address strengthening existing businesses, such as this downtown floral/gift store (left) and home furnishings store (right). Business assistance may include how to better reach customers, improve business skills, and general assistance to reposition or expand.*

### Marketing Coordination

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

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

- Develop marketing brochures/material for business attraction. Material can include information such as demographic data, local market trends, the current mix of retail in the

- downtown, traffic and pedestrian counts, information on special events, available space, business assistance/incentives that can be provided, and contact information.<sup>19</sup>
- Designate one person as the contact for target area development. This can speed up the assistance process and help develop relationships within the business community.
  - Utilize the networks of existing businesses and local entrepreneur and business courses to target new business owners.
  - Coordinate with local organizations, such as: Wayne County Industrial Development Agency (WCIDA), Macedon-Palmyra Chamber of Commerce, Wayne County Business Council, American Legion, Macedon Gardening Club, and Macedon Partners Association, Inc. Each of these organizations participates in some aspect of marketing the target area and aligning all promotions will strengthen the message.
  - Develop and maintain a website or utilize existing social networking sites such as Facebook and Twitter to promote the downtown target area to current and future businesses and to promote events to residents and visitors.

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<sup>19</sup> The Pennsylvania League of Cities and Municipalities, *The Pennsylvania Downtown Economic Development Toolkit* (2007), 65.



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## APPENDICES

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## APPENDIX A: DOWNTOWN PROPERTY INVENTORY

### Downtown Property Inventory: Village of Macedon

#### *BUILDING INFORMATION*

Building Name: \_\_\_\_\_

Building Address: \_\_\_\_\_

Property Owner: \_\_\_\_\_

Renter/Building Manager (if different from property owner): \_\_\_\_\_

Address: \_\_\_\_\_ Telephone: \_\_\_\_\_

Email contact(s): \_\_\_\_\_

Zoning: \_\_\_\_\_

#### *BUILDING AMENITIES*

Number of Floors:

Basement    One    Two    Three    Four    More than five    Half-story (attic)

Number of Commercial Units:

One    Two    Three    Four    More than five

Number of Residential Units:

One    Two    Three    Four    More than five

Square Footage by Floor

Basement: \_\_\_\_\_

Ground Floor: \_\_\_\_\_

Upper Floors:    2 \_\_\_\_\_

                          3 \_\_\_\_\_

                          4 \_\_\_\_\_

                          More than five \_\_\_\_\_

Exterior Building Condition:    excellent    good    fair    deteriorated

Interior Building Condition:    excellent    good    fair    deteriorated

HVAC: \_\_\_\_\_

Electrical: \_\_\_\_\_

Plumbing: \_\_\_\_\_

**BUILDING MATERIALS**

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

**HISTORIC STATUS**

Date of construction, if known: \_\_\_\_\_

Individual listing on National Register of Historic Places? \_\_\_\_\_ Date: \_\_\_\_\_

Individual listing on New York State Register of Historic Places? \_\_\_\_\_ Date: \_\_\_\_\_

National Register Historic District? \_\_\_\_\_ Date: \_\_\_\_\_

New York State National Register Historic District? \_\_\_\_\_ Date: \_\_\_\_\_

Local landmark designation?  individual  historic district Date: \_\_\_\_\_

Narrative Description of Significance: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Is the property owner interested in conducting research about the historic significance of their property? \_\_\_\_\_

**ASSESSED VALUE**

Year \_\_\_\_\_ \$ \_\_\_\_\_ Annual property taxes: \_\_\_\_\_

Year \_\_\_\_\_ \$ \_\_\_\_\_ Annual property taxes: \_\_\_\_\_

**PROPERTY AVAILABILITY**

For sale? \_\_\_\_\_ What price? \_\_\_\_\_ Size of space: \_\_\_\_\_ Length of vacancy: \_\_\_\_\_

Realtor: \_\_\_\_\_ Phone: \_\_\_\_\_ Terms/other information: \_\_\_\_\_

For rent? \_\_\_\_\_ What price? \_\_\_\_\_ Size of space: \_\_\_\_\_ Length of vacancy: \_\_\_\_\_

Realtor: \_\_\_\_\_ Phone: \_\_\_\_\_ Terms/other information: \_\_\_\_\_

## APPENDIX B: SMART GROWTH POLICY CHECKLIST (MUNICIPAL SCORECARD)

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

## Downtown Revitalization Plan: Village of Macedon

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

## Downtown Revitalization Plan: Village of Macedon

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

## Downtown Revitalization Plan: Village of Macedon

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

## APPENDIX C: DOWNTOWN BUSINESS OWNER SURVEY

Dear Valued Business Owner:

Genesee/Finger Lakes Regional Planning Council (G/FLRPC) is developing a downtown revitalization plan for the Village of Macedon. As a business owner located within the downtown, your insight is an important component of this plan. We ask that you take a few minutes to complete the following survey. All answers will be kept strictly confidential and anonymous. Provide as much information as you can. If you have any questions regarding this survey, please contact Greg Albert, Senior Planner at G/FLRPC at (585) 454-0190 ext. 18. Please complete surveys by **Friday, August 21, 2009**. Completed surveys can be dropped off at Macedon Village Hall, 81 Main Street between the hours of 9:00AM and 4:00PM or they can be faxed to G/FLRPC at (585) 454-0191. You are helping to make your community a better place!

**1. What type of business do you have?**

- Independent                       Franchise                       Local chain

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

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

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

- a. Part-time? \_\_\_\_\_ b. Full-time? \_\_\_\_\_

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

- 1-3 years                       4-5 years                       6-9 years                       10-20 years                       20+ years

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

Sunday                      \_\_\_\_\_ A.M. to \_\_\_\_\_ P.M.

Monday                      \_\_\_\_\_ A.M. to \_\_\_\_\_ P.M.

Tuesday                      \_\_\_\_\_ A.M. to \_\_\_\_\_ P.M.

Wednesday                      \_\_\_\_\_ A.M. to \_\_\_\_\_ P.M.

Thursday                      \_\_\_\_\_ A.M. to \_\_\_\_\_ P.M.

Friday                      \_\_\_\_\_ A.M. to \_\_\_\_\_ P.M.

Saturday                      \_\_\_\_\_ A.M. to \_\_\_\_\_ P.M.

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

- Mondays                       Tuesdays                       Wednesdays                       Thursdays  
 Fridays                       Saturdays                       Sundays

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

*(Please check as many as apply.)*

- 7 - 10 A.M.                       10 A.M - noon                       12 - 2 P.M.                       2 - 4 P.M.

- 4 - 6 P.M.                       after 6 P.M.

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

\_\_\_\_% Village    \_\_\_\_% Town    \_\_\_\_% County    \_\_\_\_% Region    \_\_\_\_% Other

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

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

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

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

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

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

*(Please explain.)* \_\_\_\_\_  
\_\_\_\_\_

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

\_\_\_\_\_  
\_\_\_\_\_

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

\_\_\_\_\_  
\_\_\_\_\_

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

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**18. Is Macedon Partners Association, Inc. assisting to address the downtown issues? Do you feel the new organization is working?** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## APPENDIX D: CONSUMER INTERCEPT SURVEY

**1. How do you usually get to the Village downtown?**

- I drove     I biked     I took a bus     I walked     Someone drove me  
 Erie Canal     Other: \_\_\_\_\_

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

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

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

- Groceries     Dry cleaning/tailoring     Home furnishings     Clothing—Men's  
 Books     Hardware     Pharmacy     Clothing—Women's  
 Electronics     Jewelry     Automobile     Other: \_\_\_\_\_  
 Antiques     Floral/gifts

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

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

**5. What days/times do you typically shop in the Village downtown? (Check as many as apply. If you don't shop in the downtown, leave blank.)**

- |                                     |                                  |                                    |                                  |
|-------------------------------------|----------------------------------|------------------------------------|----------------------------------|
| <input type="checkbox"/> Sundays    | <input type="checkbox"/> Morning | <input type="checkbox"/> Afternoon | <input type="checkbox"/> Evening |
| <input type="checkbox"/> Mondays    | <input type="checkbox"/> Morning | <input type="checkbox"/> Afternoon | <input type="checkbox"/> Evening |
| <input type="checkbox"/> Tuesdays   | <input type="checkbox"/> Morning | <input type="checkbox"/> Afternoon | <input type="checkbox"/> Evening |
| <input type="checkbox"/> Wednesdays | <input type="checkbox"/> Morning | <input type="checkbox"/> Afternoon | <input type="checkbox"/> Evening |
| <input type="checkbox"/> Thursdays  | <input type="checkbox"/> Morning | <input type="checkbox"/> Afternoon | <input type="checkbox"/> Evening |
| <input type="checkbox"/> Fridays    | <input type="checkbox"/> Morning | <input type="checkbox"/> Afternoon | <input type="checkbox"/> Evening |
| <input type="checkbox"/> Saturdays  | <input type="checkbox"/> Morning | <input type="checkbox"/> Afternoon | <input type="checkbox"/> Evening |

**6. If not the Village downtown, where else do you shop more frequently?**

*(Check as many as apply.)*

- Regional mall     The next town over     Discount super center  
 Mail order     Internet     Other: \_\_\_\_\_  
 The next big city (*Please circle one*—Rochester/Buffalo/Syracuse)

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

- Yes     No

**8. Is parking a problem in the Village downtown?**

- Yes     No

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

- Yes     No

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

- Yes       No

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

- Yes       No

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

- |                                      |  |
|--------------------------------------|--|
| <input type="checkbox"/> Signage     | <input type="checkbox"/> Selection of retail/services    |
| <input type="checkbox"/> Parking     | <input type="checkbox"/> Prices of goods/services        |
| <input type="checkbox"/> Safety      | <input type="checkbox"/> Appearance of streets/buildings |
| <input type="checkbox"/> Store hours | <input type="checkbox"/> Other: _____                    |

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

**14. Gender?**    Female       Male

**15. Zip code where you live?** \_\_\_\_\_

**16. Zip code where you work?** \_\_\_\_\_

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

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Less than \$30,000   | <input type="checkbox"/> \$50,000 to \$74,999 | <input type="checkbox"/> \$100,000 to \$149,000 |
| <input type="checkbox"/> \$35,000 to \$49,000 | <input type="checkbox"/> \$75,000 to \$99,999 | <input type="checkbox"/> \$150,000 or more      |

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

\_\_\_\_\_  
\_\_\_\_\_

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

\_\_\_\_\_  
\_\_\_\_\_

**20. If you do not shop or visit the Village downtown, why not?** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

## APPENDIX E: RESULTS OF THE DOWNTOWN BUSINESS OWNER SURVEY

**1. What type of business do you have?**

- |                |    |        |
|----------------|----|--------|
| a. Independent | 20 | (100%) |
| b. Franchise   | 0  | (0.0%) |
| c. Local chain | 0  | (0.0%) |

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

- |         |    |         |
|---------|----|---------|
| a. Own  | 15 | (75.0%) |
| b. Rent | 5  | (25.0%) |

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

*\* Specific answers are not being disclosed to not identify survey participants. Additional information may be available by contacting Macedon Partners Association, Inc.*

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

- |              |    |
|--------------|----|
| a. Part-time | 41 |
| b. Full-time | 71 |

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

- |                |   |         |
|----------------|---|---------|
| a. 1-3 years   | 4 | (21.1%) |
| b. 4-5 years   | 0 | (0.0%)  |
| c. 6-9 years   | 2 | (10.5%) |
| d. 10-20 years | 5 | (26.3%) |
| e. 20+ years   | 8 | (42.1%) |

**6. What are your regular business hours?**

*Data not compiled into statistics.*

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

- |               |   |         |
|---------------|---|---------|
| a. Mondays    | 6 | (30.0%) |
| b. Tuesdays   | 1 | (5.0%)  |
| c. Wednesdays | 5 | (25.0%) |
| d. Thursdays  | 8 | (40.0%) |
| e. Fridays    | 9 | (45.0%) |
| f. Saturdays  | 7 | (35.0%) |
| g. Sundays    | 4 | (20.0%) |

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

- |                   |   |         |
|-------------------|---|---------|
| a. 7 – 10 A.M.    | 6 | (31.6%) |
| b. 10 A.M. – noon | 9 | (47.4%) |
| c. 12 – 2 P.M.    | 6 | (31.6%) |
| d. 2 – 4 P.M.     | 7 | (36.8%) |
| e. 4 – 6 P.M.     | 5 | (26.3%) |
| f. after 6 P.M.   | 2 | (10.5%) |

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

*Data not compiled into statistics.*

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

*Data not compiled into statistics.*

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

- |                 |   |         |
|-----------------|---|---------|
| a. Male         | 3 | (18.8%) |
| b. Female       | 7 | (43.8%) |
| c. Evenly split | 6 | (37.5%) |

**12. Is parking a problem for your employees?**

- |        |    |         |
|--------|----|---------|
| a. Yes | 4  | (22.2%) |
| b. No  | 14 | (77.8%) |

**13. Is parking a problem for your customers?**

- |        |   |         |
|--------|---|---------|
| a. Yes | 9 | (50.0%) |
| b. No  | 9 | (50.0%) |

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

- |          |    |         |
|----------|----|---------|
| a. No    | 7  | (41.2%) |
| b. Other | 10 | (58.8%) |

*(Some of the "other" responses identified: parking regulations and speed of permit approvals.)*

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

- |          |   |         |
|----------|---|---------|
| a. No    | 5 | (50.0%) |
| b. Other | 5 | (50.0%) |

*(Some of the "other" responses identified: building façade design assistance and marketing.)*

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

- |                     |   |         |
|---------------------|---|---------|
| a. No               | 4 | (30.8%) |
| b. Grants           | 3 | (23.1%) |
| c. Grants and loans | 1 | (7.7%)  |
| d. Other            | 5 | (38.5%) |

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

- |                    |   |         |
|--------------------|---|---------|
| a. Parking         | 9 | (50.0%) |
| b. More businesses | 7 | (38.9%) |
| c. Other           | 2 | (11.1%) |

**18. Is Macedon Partners Association, Inc. assisting to address the downtown issues? Do you feel the new organization is working?**

- |                |    |         |
|----------------|----|---------|
| a. Yes         | 14 | (73.7%) |
| b. Do not know | 2  | (10.5%) |
| c. Other       | 3  | (15.8%) |

## APPENDIX F: RESULTS OF THE CONSUMER INTERCEPT SURVEY

### 1. How did you get here today?

a. I drove	188	(70.4%)
b. I biked	12	(4.5%)
c. I took a bus	3	(1.1%)
d. I walked	43	(16.1%)
e. Someone drove me	4	(1.5%)
f. Erie Canal	2	(0.7%)
g. Other	15	(5.6%)

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

a. Dining	18	(7.1%)
b. Legal services	2	(0.8%)
c. Shopping/retail	61	(24.2%)
d. Automotive services	31	(12.3%)
e. I work here	46	(18.3%)
f. Personal care (barber, nail salon)	9	(3.6%)
g. Village hall	50	(19.8%)
h. I live here	93	(36.9%)
i. Medical office/health services	5	(2.0%)
j. Post office	27	(10.7%)
k. Tourism	4	(1.6%)
l. Banking/financial services	10	(4.0%)
m. Other	73	(29.0%)

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

a. Groceries	20	(23.0%)
b. Dry cleaning/tailoring	5	(5.7%)
c. Home furnishings	11	(12.6%)
d. Clothing-Men's	4	(4.6%)
e. Books	23	(26.4%)
f. Hardware	6	(6.9%)
g. Pharmacy	20	(23.0%)
h. Clothing-Women's	15	(17.2%)
i. Electronics	8	(9.2%)
j. Jewelry	5	(5.7%)
k. Automobile	13	(14.9%)
l. Other	21	(24.1%)
m. Antiques	6	(6.9%)
n. Floral/gifts	33	(37.9%)

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

a. Less than once a month	89	(30.3%)
b. 1-5 times per month	73	(24.8%)
c. 6-10 times per month	21	(7.1%)
d. 11-15 times per month	8	(2.7%)
e. More than 15 times per month	14	(4.8%)
f. I don't shop in the downtown	89	(30.3%)

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

Sunday	Morning	19	(11.0%)
	Afternoon	44	(25.4%)
	Evening	29	(16.8%)
Monday	Morning	20	(11.6%)
	Afternoon	40	(23.1%)
	Evening	27	(15.6%)
Tuesday	Morning	16	(9.2%)
	Afternoon	37	(21.4%)
	Evening	29	(16.8%)
Wednesday	Morning	20	(11.6%)
	Afternoon	48	(27.7%)
	Evening	31	(17.9%)
Thursday	Morning	18	(10.4%)
	Afternoon	48	(27.7%)
	Evening	36	(20.8%)
Friday	Morning	28	(16.2%)
	Afternoon	55	(31.8%)
	Evening	35	(20.2%)
Saturday	Morning	56	(32.4%)
	Afternoon	71	(41.0%)
	Evening	36	(20.8%)

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

a. Regional mall	166	(56.8%)
b. The next town over	79	(27.1%)
c. Discount super center	199	(68.2%)
d. Mail order	21	(7.2%)
e. Internet	50	(17.1%)
f. Other	27	(9.2%)
g. The next big city	48	(16.4%)
h. Rochester	45	(15.4%)
i. Buffalo	0	(0.0%)
j. Syracuse	1	(0.3%)

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

a. Yes	163	(68.2%)
b. No	76	(31.8%)

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- 8. Is parking a problem in the Village downtown?**
- |        |     |         |
|--------|-----|---------|
| a. Yes | 135 | (49.1%) |
| b. No  | 140 | (50.9%) |
- 9. Do you feel that signage is adequate within the Village downtown?**
- |        |     |         |
|--------|-----|---------|
| a. Yes | 168 | (62.5%) |
| b. No  | 101 | (37.5%) |
- 10. Do you feel safe walking/crossing the street in the Village downtown?**
- |        |     |         |
|--------|-----|---------|
| a. Yes | 161 | (57.5%) |
| b. No  | 119 | (42.5%) |
- 11. Do you feel the Village downtown is properly maintained and clean?**
- |        |     |         |
|--------|-----|---------|
| a. Yes | 189 | (69.7%) |
| b. No  | 82  | (30.3%) |
- 12. What, if any, would you like to see improved in the Village downtown?**
- |                                    |     |         |
|------------------------------------|-----|---------|
| a. Signage                         | 58  | (21.0%) |
| b. Parking                         | 87  | (31.5%) |
| c. Safety                          | 51  | (18.5%) |
| d. Store hours                     | 35  | (12.7%) |
| e. Selection of retail/services    | 193 | (69.9%) |
| f. Prices of goods/services        | 44  | (15.9%) |
| g. Appearance of streets/buildings | 136 | (49.3%) |
| h. Other                           | 50  | (18.1%) |
- 13. Age?**
- |             |    |         |
|-------------|----|---------|
| a. Under 18 | 8  | (2.8%)  |
| b. 18-25    | 33 | (11.5%) |
| c. 26-35    | 33 | (11.5%) |
| d. 36-45    | 58 | (20.2%) |
| e. 46-55    | 64 | (22.3%) |
| f. 56-65    | 58 | (20.2%) |
| g. Over 65  | 33 | (11.5%) |
- 14. Gender?**
- |           |     |         |
|-----------|-----|---------|
| a. Female | 168 | (58.3%) |
| b. Male   | 120 | (41.7%) |
- 15. Zip code where you live?**
- |          |     |         |
|----------|-----|---------|
| a. 14502 | 210 | (74.7%) |
| b. 14522 | 17  | (6.0%)  |
| c. 14568 | 11  | (3.9%)  |
| d. 14450 | 9   | (3.2%)  |
| e. Other | 34  | (12.1%) |

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**16. Zip code where you work?**

a. 14502	74	(38.7%)
b. 14522	14	(7.3%)
c. 14621	11	(5.8%)
d. 14450	11	(5.8%)
e. Other	81	(42.4%)

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

a. less than \$30,000	36	(15.2%)
b. \$35,000-\$49,000	41	(17.3%)
c. \$50,000-\$74,999	75	(31.6%)
d. \$75,000-\$99,000	51	(21.5%)
e. \$100,000 to \$149,000	28	(11.8%)
f. \$150,000 or more	6	(2.5%)

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

*Data not compiled into statistics.*

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

*Data not compiled into statistics.*

**20. If you do not shop or visit the Village downtown, why not?**

*Data not compiled into statistics.*