

# The Village of Walden

## DOWNTOWN REVITALIZATION STRATEGY



**Prepared by:**

**A. SORENSEN ASSOCIATES**

P.O. Box 824

Rock Hill, New York 12775

**Presented to:**

Hon. Rocco Pelligrino, Mayor  
James C. Politi, Village Manager  
The Village of Walden  
One Municipal Square  
Walden, New York 12586

December 11, 2001

**ACKNOWLEDGMENTS**

Hon. Rocco Pelligrino, Mayor  
Deputy Mayor, Roy Wynkoop  
Trustee, Craig Maslik  
Trustee, William Meisel  
Trustee, Midge Norman  
Trustee, Richard Hurd  
Trustee, Conrad Flickenschild

James C. Politi, Village Manager  
Steve Neuhaus, Deputy Manager

**Report Staff**

Alan J. Sorensen, AICP, President - A Sorensen Associates

**Special Thanks**

Special thanks go out to Jay Beaumont, Director of the *Orange County Water Authority* and intern Stephen A. Ungerer for their assistance in digitizing the maps for the Downtown Business District Inventory. Also a sincere thanks to Sandy Galus and her staff at the Town of Montgomery for providing information from the Real Property Tax records needed to help produce the Downtown Building Inventory.

**Copyright © 2001**

*All rights reserved.* No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or any information storage and retrieval system without permission *in writing* from A. SORENSEN ASSOCIATES.

Request for permission to make copies of any part of this publication should be mailed to:

A. SORENSEN ASSOCIATES  
P.O. Box 824  
Rock Hill, New York 12775

---



---

**Table of Contents**

<b>1.0 INTRODUCTION</b>	<b>1</b>
<b>2.0 EXECUTIVE SUMMARY</b>	<b>3</b>
<b>3.0 RETAIL MARKET OPPORTUNITIES</b>	<b>7</b>
<b>4.0 DOWNTOWN BUILDING/BUSINESS INVENTORY</b>	<b>12</b>
<b>5.0 BUSINESS OWNER AND RESIDENTIAL SURVEY RESULTS</b>	<b>19</b>
<b>6.0 RECOMMENDATIONS FOR CHANGE</b>	<b>26</b>
6.1 Zoning	26
6.2 Sign Regulations	29
6.3 Facade Renovations and Historic Preservation	30
6.4 Streetscape Enhancements	31
6.5 Building Code Compliance	32
6.6 Community Support- Beautification of Downtown Gateways	33
6.7 Creation of Downtown Events - Farmers Market/New Years Eve	34
6.8 Heritage, Recreational, and Cultural Anchors	37
6.9 Off-street Parking	39
6.10 New Infill Development and Franchises	39
6.11 Downtown Residences	40
<b>7.0 INCENTIVES TO STIMULATE REINVESTMENT</b>	<b>41</b>
7.1 Economic Development Financing - Loans for Gap Financing	41
7.2 Small Grants to Stimulate Investment Downtown	42
7.3 Empire Zone Tax Incentives	43
<b>8.0 IMPLEMENTATION SCHEDULE</b>	<b>44</b>
<b>9.0 APPENDICES</b>	<b>46</b>
Appendix A - CACI Demographic and Income Forecast and Retail Trade Reports 2001	
Appendix B - Business Owner Survey Results	
Appendix C - Resident Survey Results	
Appendix D - Village of Walden Downtown Initiative Grant Guidelines	
Appendix E - Village of Walden Incubator Without Walls Small Grant Guidelines	
Appendix F - Detailed Downtown Building/Business Inventory by SIC Code	

## 1.0 INTRODUCTION

The primary purpose of the Downtown Revitalization Strategy is to guide the Village and business owners in their decision making in order to capitalize on Downtown's assets and strengthen commerce in the *Historic Downtown Walden* Business District [see map of district on page 2]. The Strategy will also help guide redevelopment and in-fill development in manner that will strengthen the Downtown core and preserve its unique historic character.

The Village of Walden Board of Trustees commissioned this report in August of 2001 and the Downtown Revitalization Strategy has been developed through a variety of meetings with the Village Board, Joint Board, Walden Local Development Corporation, Town of Montgomery Chamber of Commerce, Historical Society of Walden, Industrial Development Agency, Community Council, and Walden Department of Parks and Recreation. In addition to these meetings, a Business Owner Survey was sent out to all Downtown Business Owners and three hundred (300) Resident Surveys were mailed to Village Residents. Also, a detailed Downtown building and business inventory was conducted to acquire a better understanding of existing Downtown business, to identify market clusters, and opportunities to attract new businesses to complement businesses presently operating in Downtown Walden. In preparing this report, A. SORENSEN ASSOCIATES completed the following research:

- All reports and studies previously prepared by the Village of Walden and Walden LDC were reviewed;
- An inventory of existing businesses in Downtown Walden was completed;
- Creation, tabulation and analysis of the Business Owner Surveys;
- Creation, tabulation and analysis of the Resident Surveys;
- An assessment of existing Downtown Zoning and recommendations;
- Inventory of buildings in Downtown and assessment of occupancy rates;
- Analysis of demographic and socio-economic information available through the U.S. Department of Commerce Census Bureau;
- Analysis of trade area specific socio-economic retail trade profile of Village/Town [the primary trade area] as prepared by CACI;
- Walden Trails Connection research; and
- Field work as conducted by A. SORENSEN ASSOCIATES during the months of August - December of 2001.

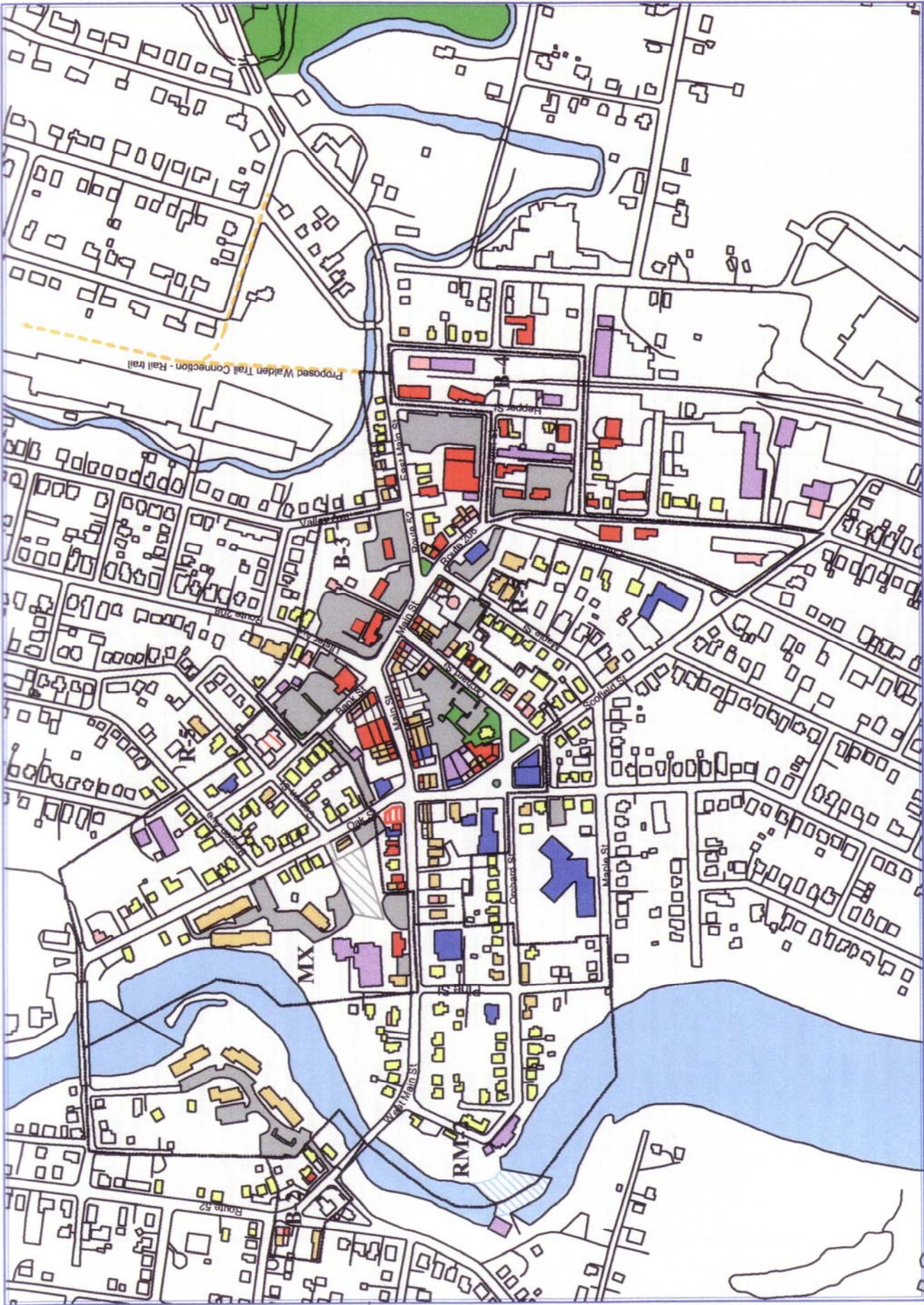




Orange County Water Authority  
 17700 Main St., Suite 100  
 Garden Grove, CA 92647  
 (714) 261-1137  
<http://www.ocwa.org>  
 Created: 1/22/2010  
 Updated: 1/22/2010

# Village of Walden

Source: Orange County Water Authority and A. Sorenson Associates



- Open Space / Park
- Water Body
- Spillway
- Zoning District
- Institutional
- Multi-Family Residential
- Single-Family Residential
- Industrial / Warehouse
- Retail
- Other
- Current Home
- Walkway
- Parking
- Proposed Parking

Scale: 1" = 425'





## 2.0 EXECUTIVE SUMMARY

Time and time again, the evidence has been accumulated that demonstrates that downtown revitalization does not occur as the result of a single instance. Rather, it occurs when a multitude of forces come together that dictate the investment of private capital for positive economic gain. The Walden Downtown Revitalization Strategy provides a framework in which the public, private and not-for-profit sectors can work together to create an environment that attracts new investment Downtown and draws customers from throughout the surrounding region. The revitalization effort for Downtown must be multi-faceted, dynamic and sustained over a long period of time.

Efforts must be made immediately to protect and improve the historic character of the Downtown Business District. To this end, incentives must be provided to accelerate building facade renovations. Such renovations must respect the architecture of these historic buildings [see Section 6.3]. The Village also needs to step up its Code Enforcement efforts and work with building owners to improve the facades of three prominent buildings that are Downtown. [see Section 6.5]. Finally, as new development occurs it must be used to strengthen the integrity of the historic core and not suburbanize it [see section 6.10]. These efforts, coupled with recent streetscape enhancements, will enable the Village market Downtown as “*Historic Downtown Walden.*”

With its image defined, the Village must strive to attract new businesses to *Historic Downtown Walden* and simultaneously create a variety of events and attractions to draw customers Downtown. The Village must also develop several niches that will attract customers to visit Downtown for a variety of reasons time and time again. Niches are based upon specialization and typically focus on one segment of the retail market and/or cultural, historic, or recreational activity. Through these efforts, *Historic Downtown Walden* could become a much sought after destination that will be known for its historic buildings and unique stores, restaurants, cultural attractions including a *Knife Museum* and recreational activities such as the proposed *Walden Trail Connection* [Section 6.8].

The Village’s recent streetscape enhancements have transformed Municipal Square into a clean, well-maintained, aesthetically pleasing, comfortable and safe environment. Efforts must also focus on developing Municipal Square into a well-known community center where events and activities are held throughout the year. It is here, for example, that a *Farmer’s Market* could be developed to attract hundreds of visitors to Downtown Walden on a given Friday evening or a New Year’s Eve event held. These activities - coupled with niche recreational and cultural attractions - could result in more activities to serve shoppers such as restaurants, a gourmet coffee shop or a bakery. *Based upon the results of the Resident and Business Surveys, these are businesses that residents and business owners also want Downtown. Historic Downtown Walden* has a number of competitive advantages including: a Retail Trade Area with a “Spending Potential Index” above the national average [and an SPI that is increasing]; a high traffic volume [over 10,000 AADT] through Downtown; a pedestrian friendly, historic, and walkable Downtown; unsurpassed public gathering spaces such as Municipal Square; and several well-established regional retail anchors. **These assets must be promoted and built upon!**

For example, the Village and business community could work together to enhance an existing retail cluster of “Furniture & Home Furnishing” establishments in Downtown. This cluster includes great regional retail destinations such as Millspaugh’s, Sohn’s and Gridley’s that already anchor Downtown. It would be most Downtown Marketers dream to have one of these retail anchors. Historic Downtown Walden has three such anchors. *Historic Downtown Walden* could develop into an upscale niche Furniture & Home Furnishing center that could also include a variety of new bedding & bath accessory stores. While most people would like to attract national retailers, such efforts would not work because of the population base needed to support these larger businesses. Instead, the Village should strive to incubate stores that are comparable to these stores or attract smaller regionally-based stores.<sup>1</sup> Home grown businesses would add to the uniqueness of *Historic Downtown Walden* making it an even more inviting shopping destination.

To incubate or attract such businesses, the Village could offer a variety of financial incentives such as loans, small grants, and perhaps the use of Empire Zone benefits [see Section 7]. It must also promote the Village’s buying power and enlist the larger retailers that anchor Downtown to assist in the business attraction effort. While home grown businesses should be the focus, regional retailers should not be totally ignored. For example, *Portico Bed & Bath* and *Bath & Body Works* are two regional stores whose preferred locations include 2,000 - 4,000 sq. ft retail spaces in downtowns. These too, should be explored for Downtown. During the course of this study, three (3) new businesses opened in Downtown Walden: 1) Toys and Gifts, 2) Cranberry Cottage, and 3) Temporary Services agency. Also during this time period, one business Main Street Computers closed. Such changes are to be expected in any retail setting whether an enclosed shopping center or traditional Central Business District like Walden’s Downtown. It should be noted that the business retention and attraction efforts will be on-going and are part of the Downtown Revitalization process.

**Promotion:** All of the competitive advantages noted above must be promoted. Promotional efforts can be used to change consumer perceptions about Downtown and also used to develop the *Historic Downtown Walden* marketing image. As one enters Walden, signage that directs motorist to “Historic Downtown Walden” should be placed on Route 52 and 208. When holding the Farmer’s Market, elegant signs and banners should be used to promote the event. It is recommended that the Village design a LOGO for the Farmer’s Market and Historic Downtown Walden that can be used in all promotional materials. Existing business should be enlisted to include the words “come to my store in *Historic Downtown Walden*” in their ads. Directional signage to off-street parking areas should also reinforce *the Historic Downtown Walden* theme. Window displays should also be high-quality and help to promote the new positive image of Downtown. The goal is to create a brand for Downtown that transcends a particular business and creates a positive image for the entire business district.

---

<sup>1</sup> Through Sullivan County’s Main Street Redevelopment Center, numerous businesses have been incubated to fill vacant retail space on Main Streets throughout the County. Such stores include: The Oracle Bookstore, The Keeping Room [gift shop], The Feast [deli/gourmet food], The Kitchen [restaurant], Delaware River Trading Company, Gusar’s Pharmacy, Second Hand Rose [antiques] and many more new businesses.

**Making Shopping Downtown Walden Fun:** Business Owners can also use a number of techniques to enhance customer loyalty and frequency of visits to Downtown. For example, a “*Frequent Buyer Program*” could be developed that would allow customers to earn credits for a free item based upon purchases over a period of time. Another way to build customer loyalty is develop “*Discount Coupon*” for your business that is given to the customer at the time of their purchase - for use during a second visit. Another program that could be developed jointly among Downtown Walden Businesses is a “*Downtown Passport*”. Customers would get a passport with discount coupons to participating businesses Downtown. Every time they made a purchase at a participating business they would get their passport stamped. When they got stamps from five or ten businesses, they would be entitled to a free gift - such as a Historic Downtown Walden canvass shopping bag. When the new Walden Trail Connection is constructed, businesses might offer a discount to bicyclist. Numerous other creative possibilities exist, the goal is to make the shopping experience fun for the shopper and encourage them to return again and again.

**Downtown Marketing Brochure:** Using the Downtown Report® as a foundation, the Village now has the resources to quickly develop a *Historic Downtown Walden Shopping Guide* and map. The guide would list all of the businesses Downtown, their addresses, phone numbers and include a map to guide the visitor. This brochure would be a companion to the proposed Downtown Directory as shown in Section 6.4 of this report.

**Business Recruitment/Retention:** The Downtown Business/Building Inventory and Market Analysis are two tools the Village now has to attract and/or grow new businesses. It is recommended that the Walden LDC take the leading role in this effort which is a natural follow-up to their “Feeling Good About Walden Campaign”. This effort must be closely coordinated with the Village and IDA since they will be offering the financial incentives to these small businesses. Efforts also must be made to retain existing businesses Downtown and to this end, the Village’s Community Development Programs including the “Commercial Loan Program” should be used to assist existing businesses.

#### **Highlights of Resident and Business Owner Surveys:**

- Top Rated Condition in Downtown: “Sense of Security” by Both Residents and Business Owners
- Business Owner Top Five Initiatives by Order of Importance: Fill Vacant Storefronts, Recruit New Businesses, Enhance Variety of Retail, Streetscape Enhancements, and Market Downtown.
- Sixty-three Percent (63%) of Village Residents Visit Downtown 3 or More Times a Week
- Top Five Reasons Residents Visit Downtown: Post Office, Banking, Driving Thru, Shopping and to Visit the Library.
- Top Five Businesses Residents Would like to See Downtown: Bakery, Movie Theater, Drug Store, Deli/butcher Shop, and Women’s Apparel Shop.
- Top Five Businesses Other Businesses Would like to See in Downtown Walden: Specialty Shop, Restaurant, Antique Shop, Café and Hardware Store.
- Nearly Half (46%) of Walden Business Owners Live in the Village of Walden.
- Business Owners #1 Suggestion for Improving Downtown Is to Improve Building Facades.
- Primary Reason Residents Shop in Other Locations Is Greater Variety and Selection
- A Majority of Downtown Walden Businesses (69%) Have Been Opened Ten Years or More.
- Traffic Volume Was the Second Highest Rated Condition in Downtown by Business Owners.
- Approximately 20% of Downtown Business Have a Gross Revenue of over \$750,000 Annually.



This Page Left Intentionally Blank

### 3.0 RETAIL MARKET OPPORTUNITIES

The Village's Trade Area [defined as a five (5) mile radius from intersection of Route 208 and 52] has a total retail market demand of approximately \$173,372,015 per year.<sup>2</sup> According to the most recent Retail Trade Census Data available, the 1997 Census of Retail Trade, the Village's retail sales were only \$67,560,000 [including both Downtown and the Thruway Market]. The Village is capturing only 37% of its retail sales potential. In terms of retail buying power, the *Spending Potential Index*<sup>3</sup> (SPI) for the Primary Trade Area [defined as 0-1 mile radius Downtown] is slightly below the national average [set as 100]. However, in the Secondary [1-3 mile radius] and Tertiary [3-5 mile radius] Trade Area for Downtown, the Spending Potential Index is well above the national average [see "The Retail Spending Report" in Appendix A]. Within the Secondary Trade Area, the SPI for Home Improvements is 112, for Household Furnishings 108, Bakery and Cereal Products 107, Meals at Restaurants 107, and Children's Apparel 111 - to list a few. In the Tertiary Trade Area, the SPI for these items is also above the national average, however slightly below that of the Secondary Trade Area. Due to the retail sales potential that has not been captured and an above national average "Spending Potential Index" within the Trade Area, Downtown has potential for real retail growth.

The Village will have to work to capture this retail potential. *"A primary goal of the Village must be to attract quality businesses Downtown that will enhance the shopping experience and draw customers from the Primary, Secondary and Tertiary Trade Areas to shop and spend time in Downtown Walden rather than in retail destinations outside of these Trade Areas."*

Building upon an existing cluster of unique furniture & home furnishing establishments such as Millspaugh, Sohn's, and Gridley's - Downtown could grow into niche center for such businesses and soon include a variety of new bedding & bath accessory stores. Preferably, these stores would either be locally grown or be regional stores that would help to make Walden's Downtown even more unique and inviting. These activities - coupled with niche recreational and cultural attractions Downtown - could result in more activities to serve shoppers and visitors such as restaurants, a gourmet coffee shop or a bakery. Complementary businesses and attractions enhance the shopping experience and encourage shoppers to spend more time browsing retail shops Downtown. Quality window displays are also needed.

The Downtown Business District has a number of *competitive advantages* including: a overall Retail Trade Area with a "Spending Potential Index" above the national; a high traffic volume [over 10,000 AADT] through Downtown; a pedestrian friendly, historic, and walkable Downtown; unsurpassed public gathering spaces such as Municipal Square; and great regional retail destinations such as Millspaugh's and Sohn's.

---

<sup>2</sup>The source for Demographic and Retail Trade data is CACI - Detailed tables are included in Appendix A.. This data is not intended to be used in place of detailed business and marketing studies for specific businesses.

<sup>3</sup>The **Spending Potential Index** (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100.



# A SORENSEN ASSOCIATES

## Downtown Walden Retail Trade Area Computation of Total Retail Product Demand By Product Type

Product	Trade Area	Demand			TOTAL
		Primary	Secondary	Tertiary	
Food at Home		\$8,440,370	\$9,539,833	\$20,547,673	\$38,527,876
Food Away From Home		\$4,563,208	\$5,253,561	\$11,627,347	\$21,444,116
Alcoholic Beverages		\$814,151	\$902,098	\$2,112,517	\$3,828,766
Non Alcoholic Beverages		\$747,111	\$848,725	\$1,789,275	\$3,385,111
Home Improvement		\$1,414,794	\$1,691,028	\$3,599,621	\$6,705,443
Household Textiles		\$226,467	\$267,307	\$594,490	\$1,088,264
Furniture		\$1,040,466	\$1,230,230	\$2,723,627	\$4,994,323
Major Appliance		\$486,378	\$583,087	\$1,216,384	\$2,285,849
Other Household Furnishings		\$2,249,372	\$2,701,203	\$5,992,958	\$10,943,533
Lawn and Garden		\$676,102	\$854,929	\$1,796,646	\$3,327,677
Men's Apparel		\$956,225	\$132,779	\$2,509,771	\$3,598,775
Women's Apparel		\$1,717,244	\$1,956,248	\$4,366,489	\$8,039,981
Children's Apparel		\$584,144	\$689,263	\$1,487,508	\$2,760,915
Infants Apparel		\$227,130	\$256,437	\$575,696	\$1,059,263
Footwear		\$893,437	\$1,003,688	\$2,190,012	\$4,087,137
Watches & Jewelry		\$397,078	\$475,174	\$1,068,875	\$1,941,127
Other Apparel Services & Products		\$227,632	\$260,653	\$593,584	\$1,081,869
Optical Goods		\$177,135	\$213,958	\$449,825	\$840,918
Entertainment Fees & Admissions		\$952,252	\$1,139,816	\$2,642,988	\$4,735,056
Television and Sound Equipment		\$1,719,104	\$1,930,118	\$4,246,899	\$7,896,121
Video Rental		\$122,204	\$134,742	\$308,364	\$565,310
Film Processing		\$86,713	\$105,171	\$233,751	\$425,635
Cameras and Equipment		\$258,474	\$308,749	\$693,932	\$1,261,155
Personal Computer Hardware and Software		\$524,578	\$626,578	\$1,446,704	\$2,597,860
Computer Information Services		\$64,447	\$78,528	\$183,076	\$326,051
Books and Periodicals		\$486,337	\$561,674	\$1,255,709	\$2,303,720
Child Care		\$637,435	\$780,836	\$1,809,496	\$3,227,767
Games and Toys		\$433,243	\$521,344	\$1,141,106	\$2,095,693
Pets and Supplies		\$592,859	\$726,589	\$1,522,961	\$2,842,409
Automotive After Market		\$4,864,495	\$5,747,718	\$12,033,985	\$22,646,198
Moving and Storage Services		\$85,072	\$93,655	\$216,517	\$395,244
Sporting Goods		\$437,808	\$529,707	\$1,145,338	\$2,112,853
<b>Total Demand</b>		<b>\$37,103,465</b>	<b>\$42,145,426</b>	<b>\$94,123,124</b>	<b>\$173,372,015</b>

**Other Apparel Products and Services** include sewing products, fabrics, shoe repair, laundry and dry cleaning, alterations, and watch and jewelry repair.

**Other Household Furnishings** include floor coverings, small appliances, dinnerware, glassware, computers, etc.

**SOURCE:** U.S. Department of Labor, Consumer Expenditure Survey, Bureau of Labor Statistics; CACI; and A Sorensen Associates



Looking at trends in Walden's Trade Area suggest that the "Buying Power" of the Village will only grow stronger in the years ahead. Within the Primary Trade Area, the population has increased by nearly 10% between 1990 and 2000, households earning \$75,000 + has grown from 3% to 14%, and Per Capita Income is projected to increase 5.52% per year from 2000-2005. Within the *Secondary Trade Area* 1-3 miles from the Center, the population has grown from 5,359 persons in 1990 to 5,993 in 2000, an increase of 12%. Households earning \$75,000 + has increased from 13% to 25%, and the Average Household Income has risen to \$49,089 in 2000. In the *Tertiary Trade Area* 3-5 miles from the Center, the population has increased from 13,359 person in 1990 to 15,236 in 2000 and increase of 14%. In the Tertiary Trade Area, households earning over \$75,000+ increased from 13% to 25% between 1990 and 2000.

**The following is a summary of some of the key economic indicators for Downtown Walden's Retail Trade Area [0-5 mile radius from intersection of Routes 52 and 208]:**

- ❑ The Retail Trade Area has a 2000 population of 27,686 persons with 9,227 households (Source: CACI)
- ❑ The Retail Trade Area is projected to grow in population to 29,122 persons with 9,758 households by 2005. (Source: CACI)
- ❑ Average household income for Retail Trade Area is estimated to be \$57,350 in 2000 it is projected to grow to \$ 75,519 by 2005. Within the 1-3 mile radius the average household income is projected to increase to \$84,351. (Source: CACI)
- ❑ The total retail market demand for the trade area is approximately \$173,372,015 per year. (Source: CACI)
- ❑ In the secondary [1-3 mile radius] and tertiary [3-5 mile radius] retail trade area for Downtown, the Spending Potential Index is well above the national average an interesting observation is that the SPI and average household income within the 1-3 mile radius of Downtown Walden is even higher than that of persons living within the 3-5 mile radius. (Source: CACI)
- ❑ The total population within a *ten (10) mile radius* of Downtown was 125,422 persons with 42,547 households in 2000. These numbers are projected to grow to 131,130 persons and 44,707 households by 2005. (Source: CACI)

The Village must promote and market these competitive advantages to prospective businesses and make it easy for such businesses to identify suitable retail spaces Downtown to set up shop [see Downtown Building/Business Inventory]. *They must also retain profitable businesses.* Eighteen percent (18%) of Downtown Business Owners are in the 55-64 Year Age Cohort. Too often, small businesses that are profitable end up closing when the long-time proprietor retires and there is no one to take over the business. The Village should work with business owners who plan on retiring to find new buyers for these profitable businesses.

This Page Left Intentionally Blank

#### 4.0 DOWNTOWN BUILDING/BUSINESS INVENTORY

In order to develop a strategy for revitalizing a downtown business district, it is first important to inventory existing businesses and buildings. The inventory allows one to identify industry clusters, existing anchors, the present retail mix, available space for new businesses and opportunities for growth and new infill development. The Business/Building Inventory & Map that follows provides a detailed analysis of existing businesses by Standard Industrial Code and an estimate of the square footage of vacant retail space by building. The inventory is based upon a field survey of Downtown conducted during the months of October and November and a review of the Real Property Tax Records of the Town of Montgomery.

In the process of developing the Downtown Inventory, two distinct Business Districts clearly emerged. The first area - *The Historic Downtown Business District* - lies primarily within the existing B-3 Zoning District - less the shopping plaza on St John's Street and the area from St Johns Street south along Route 208. The other Business District - *The East Main/St John Street/Hepper Street Retail Center* - includes the B-4 Zoning District and those areas in the B-3 District excluded from the Historic Downtown Business District. Each has very distinct characteristics. The Historic Downtown Business District is pedestrian oriented, mixed use with residents above the store, and more urban in character. The other district is automobile oriented with parking in the front of buildings, typically single uses, and more suburban. The Downtown Revitalization Strategy focuses on the Historic Downtown Business District.

*The Historic Downtown Business District:* Of the 50 retail storefront spaces in historic Downtown Walden, 37 are occupied resulting in an occupancy rate of **76%**.. There are 12 vacant storefront resulting in a **24%** vacancy rate. Presently, there is an estimated 112,076 sq. ft. of occupied retail space Downtown with 30,101 sq. ft. of vacant first-floor retail space. Vacant retail space ranges from 650 - 11,019 sq. ft. in size with varying sizes in between. Within Downtown, there are also an estimated twenty-one (21) business offices occupying some 64,340 sq. ft. of space. The former Town of Montgomery Town Hall is the largest vacant office space Downtown, consisting of 6,897 sq. ft.

##### Highlights:

Total Number of Retail Business	37
Total Square Feet of Occupied Retail Space	112,076
Total Number of Vacant Retail Space	12
Total Square Footage of Vacant Retail Space	30,101
Total Number of Offices	21
Total Square Footage of Occupied Office Space	64,340
Total Number of Vacant Office Buildings	1
Total Square Feet of Vacant Office Space	6,897

*The East Main/St John Street/Hepper Street Retail Center:* This area is more suburban in character and serves as a gateway to Historic Downtown Walden. As redevelopment occurs in this area, care must be taken to ensure it complements the Downtown Core.

**Highlights:**

Total Number of Retail Business	14
Total Square Feet of Occupied Retail Space	50,644
Total Number of Vacant Retail Space	0

**How to Read the Business/Building Inventory Map.** The Business/Building Inventory Map is designed to convey as much information graphically as possible. A. Sorensen Associates developed a methodology to graphically illustrate the number of stories for each building, which residential/commercial spaces are occupied by floor, and the type of use for each space. Color Codes to describe building use are as follows: Retail - Red, Office-Pink, Warehouse -Violet, Multi-Family- Orange, Single-Family -Yellow, Institutional - Dark Blue, Vacant Space -White and Parking - Grey. This methodology is known as the *Downtown Report*.® Two illustrative examples are provided below:



**The Walker Building** as viewed from Main Street is a three story structure with three retail units on the first floor. Two units are occupied on the first floor and contain office uses. The second and third floors are vacant and are shown in white.

**The Millspaugh Furniture Store** as viewed from Main Street is a three story structure used for retail on all three floors - this is shown in red with lines dividing the polygon into three equal parts for each floor.

**Notes Regarding Building Inventory Tables:** Within the Business/Building Inventory Tables you will note that some buildings are shown in “red line”. The reason for this is that some addresses have multiple retail units with different SIC Codes. The “SQ-FT” of the total building is given in the instance when the building is first listed in the table. In subsequent listings for the same building the total square footage is left blank to avoid double counting.

The square footage of each building has also been divided up by use but when added separately will equal the total square footage for the building. **The Downtown Report® map and tables follow.**

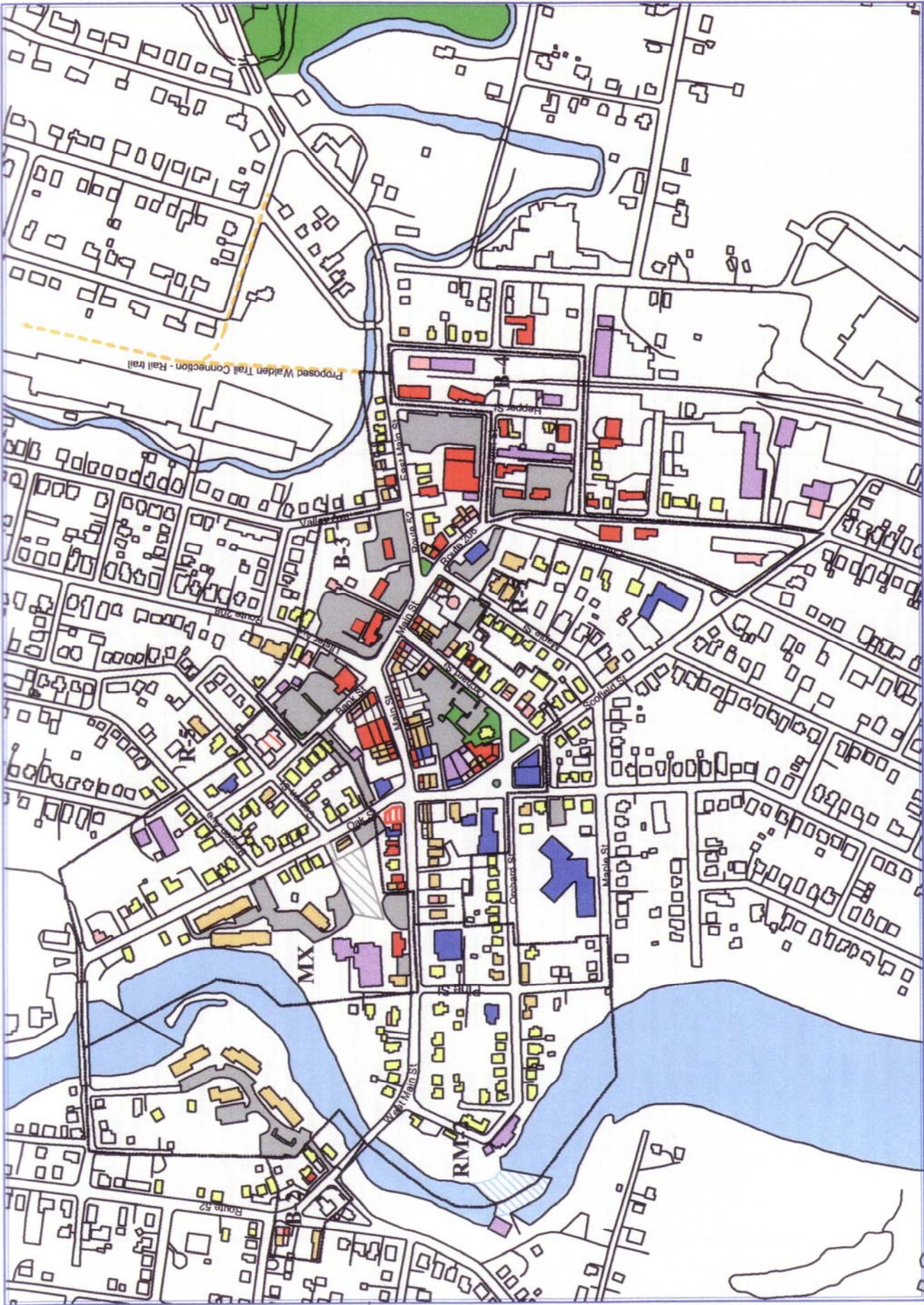




Orange County Water Authority  
 17700 Main St  
 Garden Grove, CA 92647  
 (714) 261-1137  
<http://www.ocwa.org>  
 Created: 1/22/2010  
 Updated: 1/22/2010

# Village of Walden

Source: Orange County Water Authority and A. Sorenson Associates



- Open Space / Park
- Water Body
- Spillway
- Zoning District
- Institutional
- Current Home
- Single Family Residential
- Industrial / Warehouse
- Retail
- Other
- Proposed Parking
- Proposed Parking

Scale: 1" = 425'





SIC Code	Business Type	LOC#	LOC_NAME	COMM. BLDGS	Retail	Office	Vacant	Vacant	Office	Warehouse	RES	INSTITU
				SQ-FT	SQ-FT	SQ-FT	SQ-FT	SQ-FT	SQ-FT	SQ-FT	RES	
27	<b>Publishing</b>											
271	Newspapers	23	E MAIN ST	1,912		1,912						
50	<b>Wholesale</b>											
50	Millspaugh	17	HIGH ST	1,313						1,313		
50	<b>Warehouse Distribution &amp; Assembly (8,051 sf)</b>	4-8	SCOFIELD ST	16,102						8,052		
50	Warehouse Distribution - Vacant	110-116	W MAIN ST	20,425				2,013		20,425		
50	Warehouse Distribution	121	ORCHARD ST	3,270						3,270		
52	<b>Building Materials and Garden Supply</b>											
52	Summer Pools	160	W MAIN ST	1,048						1,048		
53	<b>General Merchandise</b>											
53	<b>General Merchandise (1,420 sf)</b>	39-45	MAIN ST	13,420						1,490		8,950
55	<b>Automotive Dealers and Service Stations</b>											
5541	Convenience Store/Gas Station -DB Mart	10-12	E MAIN ST	1,968						1,968		
5541	Mobile Service Station	2-8	E MAIN ST	1,950						1,950		
56	<b>Apparel and Accessories</b>											
5611	John's Quality Clothiers and Tailor	19	MAIN ST	4,972						2,500		2,472
5699	Emily's World Clothing	124-126	MAIN ST	3,936						3,936		
57	<b>Furniture and Home Furnishings</b>											
5712	Millspaugh Furniture	56	MAIN ST	17,955						17,955		
5712	Gridleys Furniture	42	ORCHARD ST	9,770						9,770		
5712	Gridleys Furniture		SCOFIELD ST (E OF	759						759		
5722	Sohn's Appliance	27	MAIN ST	3,498						1,750		1,748
5722	Sohn's Appliance	23-25	MAIN ST	11,028						4,000		7,028
5736	<b>C.O.C Music</b>	61-65	MAIN ST	7,326						2,300		
58	<b>Eating/Drinking</b>											
5812	Red House	47	MAIN ST	3,750						1,875		1,875
5812	Lillo's Pizza	67	MAIN ST	5,770						1,850		3,920
5813	Talk of Town Café	1	MAIN ST	3,750						1,875		1,875
5813	Walden Mid-Town Grill	29	MAIN ST	2,571						900		1,671
5813	Walden Mid-Town Grill	35	MAIN ST	2,970						1,000		1,970
5813	Oakwood Bar & Grill	73-77	W MAIN ST	11,561						4,000		7,561
5813	Near Oakwood on Walnut St	11	WALNUT ST	3,687						3,687		
59	<b>Miscellaneous Retail</b>											
5944	Roosa Jewlers	21	MAIN ST	5,664						2,832		2,832
5947	<b>Gifts/Novelty Shop (2,200 sf) Cedar Apartments</b>	53-59	MAIN ST	26,414						2,200		19,814
5947	Flowers by Anita	19	ORCHARD ST	1,712						1,712		
59	Paperback Exchange	26	E MAIN ST	3,920						1,950		1,970
59	Look Sharp Tattoo	3	MAIN ST	2,000						1,000		1,000
59	Cranberry Cottage (new)	49	MAIN ST	4,943						2,500		2,443
59	Retail Space First Floor	12	SCOFIELD	1,724						850		874
59	Vacant Retail Space	154	W MAIN ST	2,552						1,276		1,276
59	Vacant Retail Space	79-83	W MAIN ST	3,559						1,780		1,779
59	Vacant Retail Space	82	W MAIN ST	3,330						1,650		1,680

SIC Code	Business Type	LOC#	LOC_NAME	SQ-FT	Retail	Office	Vacant	Vacant	Warehouse	RES	INSTITU
59	Vacant Retail Space	150	W MAIN ST	3,034	1,517					1,517	
59	Vacant Retail Space	22	E MAIN ST	2,392			1,276			1,276	
59	Vacant Retail Space	7-9	MAIN ST	1,700	850					850	
<b>60</b>	<b>Depository Institutions</b>										
602	Key Bank - Vacant	44	MAIN ST	11,019			11,019				
603	Walden Savings Bank	2	BANK ST	3,975	3,975						
603	Walden Federal Savings Bank	12-14	E MAIN ST	4,646	4,646						
603	Walden Federal Savings Bank Annex		E MAIN ST	2,200		2,200					
603	Walden Savings Bank - Mortgages	40-42	MAIN ST	7,444	4,000						
603	Walden Savings Bank Annex	20	ULSTER AVE	1,680		1,680					
<b>64</b>	<b>Insurance Agents/Brokers</b>										
641	State Farm Insurance, etc..	13-15	ORANGE AVE	7,512		7,512					
641	Hudson Valley Insurance Group	99	W MAIN ST	2,364		1,700				664	
<b>65</b>	<b>Real Estate</b>										
653	Real Estate Agents and Managers	40-42	MAIN ST			2,000					
<b>72</b>	<b>Personal Services</b>										
72	"Dance Studio"	1-5	ORANGE AVE	6,381	2,300					4,081	
7216	K.R.B Fashion - Dry Cleaner	158	W MAIN ST	2,000	1,000					1,000	
7231	The Hairworks	58	MAIN ST	3,828	650		650			2,528	
7231	Nail Salon	71	MAIN ST	8,189	1,350					5,439	
7231	Saron's Village Salon	10	SCOFIELD ST	2,288	1,144					1,144	
7231	100 Design	92-94	W MAIN ST	3,784	1,784						
<b>73</b>	<b>Business Services</b>										
734	Timeless Photography	88	W MAIN ST	2,959	1,500					1,459	
734	Toys and Gifts (new)	90	W MAIN ST	1,892	1,892						
737	Ciardullo Printing	92-94	W MAIN ST		2,000						
738	Ceder Apartments - Offices (2,200 sf)	53-59	MAIN ST			2,200					
738	Temporary Employment Agency (new)	39-45	MAIN ST			1,490					
<b>78</b>	<b>Motion Picture</b>										
7841	Video Rental	11	ORANGE AVE	1,308	1,308						
<b>80</b>	<b>Health Services</b>										
80	Orange County Footcare	30	E MAIN ST	1,868		1,868					
80	Franklin Guneratne MD	37	MAIN ST	2,640		1,320				1,320	
80	Ceder Apartments - Dentist (2,200 sf)	53-59	MAIN ST			2,200					
80	Mark Mitchell DDS	10	ORCHARD ST	2,324		1,212				1,112	
<b>81</b>	<b>Legal Services</b>										
81	Kenneth D. Johnson Law Offices	40-42	MAIN ST			1,444					
81	Vivian Nickless	8	MAPLE ST	2,560		2,560					
81	Richard Hoyt	43	ORCHARD AVE	1,697		1,697					
81	Ray Ozman	130	W MAIN ST	2,556		1,200				1,356	
<b>83</b>	<b>Social Services</b>										
83	Planned Parenthood (1,420 sf)	39-45	MAIN ST			1,490					
83	Community Counseling (1,012 sf)	4-8	SCOFIELD ST			2,012					
83	Good Smartian & Religious Bookstore	76-80	W MAIN ST	1,881		1,881					

SIC Code	Business Type	LOC#	LOC_NAME	SQ-FT	Retail	Office	Vacant	Vacant	Warehouse	RES	INSTITU
<b>86</b>	<b>Membership Organizations</b>										
86	Masonic Temple (5,026 sf)	61-65	MAIN ST								5,026
86	VFW	4-8	OAK ST	8,196							8,196
86	Walden Jewish Center	20	PINE ST	3,410							3,410
86	Store Front Church (4025 sf)	4-8	SCOFIELD ST								4,025
86	United Methodist Church	103	W MAIN ST	2,214							2,214
86	United Methodist Church	125	W MAIN ST	2,438							2,438
86	United Methodist Church	107-121	W MAIN ST	20,226							20,226
86	St Andrews Episcopal Church	13	WALNUT ST	7,696							7,696
<b>87</b>	<b>Engineering, Accounting, Research, &amp; Mngt.</b>										
87	Weeden Engineering	62	MAIN ST	2,480		1,240				1,240	
<b>89</b>	<b>Services, not elsewhere classified</b>										
89	Millspaugh Funeral Home	22	BANK ST	7,341	7,341						
89	Lightning Hand School of Self Defense	60	MAIN ST	3,474	1,125					2,349	
89	Horan Funeral Home	39	ORCHARD ST	3,189	3,189						
<b>91</b>	<b>Local Government</b>										
91	Post Office	2	ORANGE AVE	3,285	3,285						
91	Former Town of Montgomery Town Hall	74	W MAIN ST	6,897			6,897				
91	Village of Walden Municipal Building	20	WALNUT ST	22,122		22,122					
<b>93</b>	<b>Finance, Taxation, and Monetary Policy</b>										
931	Bressler Income Tax	71	MAIN ST	1,400							
<b>TOTAL SQUARE FOOTAGE</b>				<b>399,618</b>	<b>112,076</b>	<b>64,340</b>	<b>30,101</b>	<b>6,897</b>	<b>33,060</b>	<b>100,073</b>	<b>53,231</b>
<b>Total Number of Retail Business</b>							<b>37</b>				
<b>Total Square Feet of Occupied Retail Space</b>							<b>112,076</b>				
<b>Total Number of Vacant Retail Spaces</b>							<b>12</b>				
<b>Total Square of Vacant Retail Business Space</b>							<b>30,101</b>				
<b>Total Number of Business Offices</b>							<b>21</b>				
<b>Total Square Feet of Occupied By Business/Professional/Government Offices</b>							<b>64,340</b>				
<b>Total Number of Vacant Office Buildings</b>							<b>1</b>				
<b>Total Square Feet of Vacant Office Space</b>							<b>6,897</b>				
<b>Total Square Feet of Vacant Warehouse Space</b>							<b>20,425</b>				
<b>Total Square Feet of Vacant Space on 2nd Floor with Residential Potential</b>							<b>17,726</b>				
<p>Note: The above are approximate numbers based upon Town of Montgomery Real Property Tax Records, Field Surveys, and analysis of most likely reuse of vacant space in existing buildings in the Downtown Business District. The Thruway is not included in the above.</p>											



SIC Code	Business Type	LOC#	LOC_NAME	SQ-FT		Retail		Office		Vacant		Warehouse		RES	INSTITU
				COMM. BLDGS		SQ-FT		SQ-FT		SQ-FT		Office			
<b>50</b>	<b>E MAIN/ST JOHN/HEPPER RETAIL CENTER</b>														
	Wholesale														
50	Warehouse -Degroodt	38	GRANT ST	1,800								1,800			
50	Warehouse - Schufa	10	ST JOHNS ST	7,084								7,084			
<b>53</b>	<b>General Merchandise</b>														
<b>53</b>	<b>Shopping Plaza</b>														
<b>55</b>	<b>Automotive Dealers and Service Stations</b>														
5541	Sheely's Car Wash	43	ORANGE AVE	1,416		1,416									
5541	Sheeley's Car Wash	43	ORANGE AVE	840		840									
5541	Automotive Service	17-21	ORANGE AVE	1,885		1,885									
5541	Georges Fuel	36	ORANGE AVE	1,900		1,900									
5541	Pisano Automotive	44	ORANGE AVE	1,900		1,900									
5541	Sheely's Car Wash	NS	CHERRY ST	4,865		4,865									
<b>58</b>	<b>Eating/Drinking</b>														
5812	Walden Diner	23	ORANGE AVE	3,872		3,872									
5813	House Inn	22-24	HEPPER ST	4,613		4,613									
5813	Sweeney's	33	ORANGE AVE	2,311		1,655								656	
<b>59</b>	<b>Miscellaneous Retail</b>														
59	Walden Pet Center	17	ST JOHNS ST	1,536		1,536									
59	Feedstore	145	HEPPER ST	3,120		3,120									
59	Retail	41	E MAIN ST	3,936		3,936									
<b>89</b>	<b>Services, not elsewhere classified</b>														
89	Karate School	40-42	HEPPER ST	4,176		4,176									
	<b>Total</b>			<b>60,204</b>		<b>50,664</b>		<b>-</b>		<b>-</b>		<b>8,884</b>		<b>656</b>	<b>-</b>
	<b>Total Number of Retail Business</b>														<b>14</b>
	<b>Total Square Feet of Occupied Retail Space</b>														<b>50,664</b>

## 5.0 BUSINESS OWNER AND RESIDENTIAL SURVEY RESULTS

Part of the process of developing the Downtown Revitalization Strategy and market analysis involved soliciting opinions, desires, and recommendations from Walden's business community and its residents. The Business Owner Survey was distributed door-to-door in the Downtown Business District. Of the 65 surveys handed out, 33 or 51%, were completed thus providing a statistically representative sample of the business community. The Business Owner Survey and complete tabulation of results are provided in *Appendix B* of this report. The Residential Survey involved a random sampling of Village Households. From the Village's mailing list of 2,197 Households, every fifth address was selected until a mailing list of three hundred (300) addresses were selected. The three-hundred Residential Surveys distributed reached 14% of the Village's Households. Of these, 146 or 45.33% were completed, thus providing a statistically representative sample of Village Residents'. The Resident Survey and complete tabulation of results are provided in *Appendix C* of this report.

### **Resident Survey Results:**

*Frequency of Trips to Downtown:* Residents utilize Downtown with a great deal of frequency with 38% visiting "Everyday", 25% "3-6 times a week" and additional 14% at least 1-2 times per week.

*Reasons for Coming Downtown:* The primary reasons for coming Downtown were as follows: Post Office (18%), Banking (17%), Passing Through (16%) and Shopping (13%). Other reasons cited for coming Downtown include: Use Public Library (7%), Visit Professional Office (7%), Eat at Restaurant (6%), Attend Religious Institution (5%), and use Service Business (4%). The total Retail reasons for coming Downtown [e.g. shopping, eat at restaurant, use service business] total 23% of the responses.

*Primary Grocery Shopping Needs:* The most frequently cited responses for the 1<sup>st</sup> choice for grocery shopping include: The Thruway (29%), Montgomery (Shoprite) (27%) other Walden not specified (19%) and Newburgh (18%). It is assumed that some of the "Walden Not Specified" include the Thruway. Generally speaking, people prefer to do their grocery shopping close to home and this is reflected in the survey responses. The fact that Walden is capturing 48% of the grocery market with stiff competition on the edge of the Village shows the draw that the Village possesses.

*Primary Shopping Needs:* Residents' first choice for their primary shopping needs are as follows: Middletown (50%), Newburgh (27%), Walden (9%) and Montgomery (6%). When asked why they chose to shop in other locations other than Walden, the most cited reasons given were: Greater Variety/Selection (30%), Better Prices (17%), Better Quality Goods, (15%), Restaurants near shopping (9%) and Near Place of Employment (6%). The driving force behind where resident chose to shop was determined by three factors - Variety/Selection, Prices and Quality - 61% of survey respondents. If Downtown Businesses are going to capture a greater percentage of the retail sales potential, responding to these needs must be a primary focus.

*Primary Entertainment Needs:* Most Village residents (48%) go to Middletown for their primary Entertainment needs. This is followed by Newburgh (19%) and Montgomery (12%). Five percent (5%) of respondents choose Walden. There is a clear and telling relationship between where people choose to go shopping and to be entertained. Retail destinations, such as Middletown, that provide both have the greatest market draw. Activity breeds Activity and Attraction breeds Attraction. A greater variety of retail, coupled with entertainment opportunities in Downtown are needed to help the Business District enhance its market share.

*Rating Existing Conditions Downtown:* Overwhelmingly, Village residents view Downtown Walden as a safe place. When asked to rate the sense of security they responded as follows: Excellent (19%), Good (56%), Fair (24%) and Poor (1%). One of the challenges often facing most Downtown Business Districts is improving the sense of security. This is a competitive advantage that Walden already enjoys over Larger City CBD's to its east and west.

Village Residents also rated *Pedestrian Safety* very highly as follows: Excellent (8%), Good (53%), Fair (29%) and Poor (10%). Salesperson Assistance was rated as follows: Excellent (5%), Good (50%), Fair (37%), and Poor (10%).

Other characteristics of Downtown were not rated as high. For example, *Building Appearance* was rated as follows: Excellent (1%), Good (22%), Fair (38%), and Poor (40%). As would be expected, *Code Enforcement* shared a similar rating. Excellent (3%), Good (30%), Fair (49%), and Poor (19%) [see Sections 6.3 and 6.5 for recommendations].

Residents overwhelmingly rated the *Variety* of restaurants and retail stores Downtown as poor. Variety of restaurants was rated as follows: Excellent (0%), Good (5%), Fair (31%), and Poor (64%). Variety of retail stores was rated- Excellent (0%), Good (4%), Fair (29%), and Poor (67%). Clearly residents were unhappy with their choices of retail shops and restaurants which may present an opportunity for new businesses to meet this unmet demand. Similarly, 43% of residents rated the quality of retail stores as poor.

*New Businesses Desired:* When asked what new Business Village Residents would use if they opened Downtown, the single most cited response was a *Bakery* (18%), followed by a *Movie Theater* (15%), *Drug Store* (13%), a *Deli/Butcher Shop* (12%), *Women's Apparel Shop* (9%), *Book Store* (8%), *Children's Apparel* (6%), *Office Supply Store* (6%), *Bedding and Accessory* (5%), *Pediatric Group* (4%) and Other (4%). The above points to a clear desire by Village Residents for a greater variety of goods and services and an apparent willingness to Shop Downtown if such goods are provided.

*Rating of Importance of Village Initiatives:* Village Residents were asked to rate a variety of Village Initiatives by their level of importance "Very", "Somewhat", or "Not" important. The most important initiatives cited by Village residents include the following: Enhance Variety of Retail (75%) - Recruit New Businesses (88%), -Fill Vacant Storefronts (94%), Building Facade Renovations (72%), Increase Variety of Restaurants (73%), and Enhance Variety of Service Businesses (68%). Generally the three most critical issues on residents' minds were variety, vacancies and appearance.

*Residents' Recommendations for Improving Downtown:* Finally, residents were asked for their recommendations for improving Downtown Walden. Interestingly, while residents indicated that the sense of security in the Downtown was good, the most commonly cited suggestion for improving Downtown (23%) was Stopping the Loitering on the Streets by Village Youth. The soon to be completed *Youth Center* at Wooster's Grove Park, coupled with the new *Playground*, should provide much needed recreational activities for Village Youth. The Village Police and Parks Departments can work together to resolve this issue which in turn will enhance the attractiveness of Downtown.

Improving parking was the next most commonly cited response for improving Downtown, followed by new business recruitment (15%), beautification (9%) and facade renovation (6%). Other suggestions include: add park benches Downtown, add a movie theater, special events, add a good restaurant, streamline the planning review process, redevelop vacant lots, and more senior housing to name a few.

### **Business Owner Survey Results:**

*How Business Was Started:* A vast majority of business owners (61%) indicated that they started their own business. An additional 15% inherited their business, 15% bought their business and the remaining 9% indicated "Other".

*Duration of Business Ownership:* Business Owners were asked how long they owned their business. Of those responding, 69% have owned their business in Downtown Walden for more than 10 Years. Another 13% indicated that they owned their business between 5-10 years. The remaining 18% owned their establishment 5 or less years. This indicated that the heart of the Downtown Business District is made up primarily of long-established businesses, but that new businesses continue to be attracted to Downtown.

It is important that the Village take measure to retain existing businesses and identify business owners that may be planning on retirement. In response to question #5, 18% of Downtown Business Owners are in the 55-64 Year Age Cohort. Too often, small businesses that are profitable end up closing when the long-time proprietor retires and there is no one to take over the business. The Village should work with business owners who plan on retiring in the near future to find a buyer for the business. If the business has been profitable and has a well-established customer base might be very attractive to a new entrepreneur. In response to Question #1 - 15% of business owners bought existing businesses, for example.

*Why Business Owners Choose Downtown Walden:* Of those who responded to this question, 12% chose Walden because they felt it was a "Prime Location". Another 27% indicated it was an "Affordable" business location. Another 9% indicated there was a Niche Market for their business in Walden. Thus, 48% chose Downtown Walden to conduct business because they felt it was a good place to conduct their business. The remaining 52% indicated other reasons which included: inheriting their business, it was the only location at time, they were previously a tenant in the building, they were residents of Walden [many responses], patient demographics, and "son bought building and I loved the architecture." Affordability and Prime Location were two key attributes cited for choosing Downtown Walden.



*Gross Revenue of Your Business:* Over 20% of the businesses that responded to this question indicated that their Gross Revenue was in excess of \$750,000. An additional 20% have Gross Sales of \$500,000 - \$749,999 and yet another 20% generate \$100,000 to \$249,999 annually in retail sales. This is a very positive indication of businesses being able to draw customers from the surrounding Trade Area. Given the total retail market demand of \$173,372,015 annually in Walden's Trade Area, there appears to be an opportunity for new retail businesses to capture unmet market demand. The experience of successful Walden businesses is that if you offer a quality product, people will come.

*Do you Lease or Own:* Two-thirds of business owners in Downtown Walden (67%) "Own" their building, 33% "Lease".

*Age Group of Business Owners:* Most of Walden's Business Owners 78% are between the ages of 35-55 years of age. An additional 1% are between the ages of 55-64 and the remaining 4% between the ages of 25-34 Years of Age. Again, the Village should work with business owners who plan on retiring in the near future to find a buyer for the business. As important as it will be for the Village to attract small businesses Downtown, it also must take measure to retain those that already exist.

*Your Place of Residence:* Nearly half of the Village's Business Owners (46%) live in the Village of Walden. Another 21% live in the Town of Montgomery, 11% in Wallkill, 7% in the Village of Montgomery, 7% in Newburgh and 4% respectively from Bloomingburg, Crawford and Highland Mills.

*What Are Your Business Hours:* Business Owners were asked to provide their hours of operation.. The vast majority of businesses in Downtown Walden are open from 9am-5pm and/or 8am to 5pm (17 out of 30 respondents or 57%) . If a shopper were to travel to Downtown Walden on a Wednesday, they would find 22 businesses open by 9:00 am. By noon, they would find 26 establishments open. By 5:00 pm, only eight (8) stores would remain open and by 8:00 pm, only three (3) establishments would remain open. In order to enhance the attractiveness of Downtown as a retail destination, a greater variety of businesses need to open after 5:00 pm which is the time when most people shop. Business owners could get together to agree on specific days when hours of operation could be extended. Perhaps business could promote the new extended hours of operation through a joint advertising initiative, such as "Thursday Evening Downtown".

On weekends the retail activity in Downtown is very limited and the hours of operation very fragmented. Some business open at 9:00 am, others at 10:00am, 11:00am, 12:00 noon and so on.. The attractiveness of Downtown on Saturday could be enhanced through better coordination of business hours. Shopping mall hours of operation are predictable and coordinated. A customer can expect to find a businesses open during a given period of time. That is not the case in Downtown since hours of operation for similar uses not coordinated. If the hours of operation were better coordinated among existing businesses, the shopping experience would be enhanced as more business would be open at a given time. As the Village attracts new quality businesses these businesses too should work to coordinate their hours within the District. Based upon survey results, Downtown Walden is practically closed on Sundays.

*What Type of Business Would Complement Yours:* The respondents top five choices were as follows: Specialty shop (23%), Restaurant (23%), Antique Shop (13%), and Café (10%) and Hardware Store (7%). Other choices included: Child's Clothing, Health Spa, Farmer's Market, Pharmacy, Office Supply, Photographer, and Attorney. In the Section 3.0 and Section 6.8 of this report, opportunities for complementary businesses to enhance the Furniture and Home Furnishing cluster in Downtown are described. The existing business owners clearly understand that complementary businesses will help to create a greater retail mix which will enhance the shopping environment. This in turn will help to attract customers Downtown. The Village - through the incentives outlined in Section 7.0 and the marketing information contained in Section 3.0 Retail Market Opportunities of this report - should aggressively begin an effort to attract such businesses Downtown. Existing business may be able to assist the recruitment effort by sharing information on customer patronage that can help to demonstrate market potential and demand.

*What Type of Businesses Would You Like to See:* The top five businesses existing business owners would like to see added to the Historic Downtown Walden retail mix include: Bakery (20%), Crafts (20%), Antiques (13%), Restaurant (13%) and Pharmacy (10%). The Village, WLDC and IDA, need to work closely with the business communities to recruit such businesses. Using the Downtown Report®, the Village and business community can work together to strategically identify the best and most beneficial storefronts in which to place these new businesses. The goal being to place complementary business in close proximity to one another while creating a retail mix that encourages the shopper to spend more time Downtown.

*Do You Participate in Joint Advertising?:* Only 12% of Downtown Business Owners participate in Joint Advertising. In order for the image of the Historic Downtown Walden business district to be reinforced, more joint advertising and promotion should occur. During special events, several businesses could offer sales and share in the advertising cost, for example.

*Suggestions for improving Downtown:* The primary recommendations for improving Downtown were: Improve Building Facades (27%), Keep Main Street Neat (17%), Reduce Loitering (17%), Improve Parking (13%) and Shorten the Approval Process (13%) . The first three choices, representing 61% of the responses, all focus on appearance issues. The other recommendations [parking and approval process 26%] deal with the need to improve the business climate.

*Are You Aware o the Village Facade Loan?:* Nearly half of the respondents were aware of the Village's Facade Loan but only 15% have ever used it. As was noted above, the appearance of Downtown Facades is the #1 Recommendation of the business community for improving Downtown. The Village needs to better market the facade loan and also add a small matching grant program to provide a better stimulus to encourage facade renovations. A small grant program is outlined in detail in Appendix D of this report.

*What Incentives Could the Village Provide:* Business owners were asked what incentives the Village could offer to encourage reinvestment Downtown. Of those that responded, 42% cited that the Village could offer Grants, Loans, and Tax Credits. An additional, 25% indicated that Village Beautification programs could be an incentive to invest Downtown. Other incentives suggested include: Expediting the planning process, not raising taxes when buildings are improved, enhancing security at night, and historic facade renovations.

*Rating Existing Conditions Downtown:* Like Village residents, business owners overwhelming, view Downtown Walden as a safe place. When asked to rate the sense of security they responded as follows: Excellent (19%), Good (50%), Fair (28%) and Poor (3%). One of the challenges often facing most Downtown is improving the sense of security and Walden rate very good in this category.

Businesses were also rated *Pedestrian Safety* very highly as follows: Excellent (0%), Good (58%), Fair (39%) and Poor (3%). Cleanliness of sidewalks were rating as follows: Excellent (3%), Good (39%), Fair (39%), and Poor (18%) indicating an attribute of Downtown with room for improvement.

Other characteristics of Downtown were not rated as high. For example, *Building Appearance* was rated as follows: Excellent (3%), Good (9%), Fair (69%), and Poor (19%). *Code Enforcement* shared a similar rating. Excellent (0%), Good (47%), Fair (43%), and Poor (10%).

Like residents, business owners overwhelming rated the *Variety* of businesses in Downtown as poor. Variety of Restaurants was rated as follows: Excellent (0%), Good (6%), Fair (44%), and Poor (50%). Quality of Retail Stores was rated as follows: Excellent (6%), Good (47%), Fair (31%), and Poor (16%). However, 43% of Village residents, rated the quality poor. The current choices of Restaurants are limited Downtown which may present a opportunity for new businesses to meet this unmet demand.

*Two of the most important conditions for a vibrant shopping destinations are a healthy traffic volume and sense of security.* Downtown Walden businesses rated both conditions very high. Business rated Traffic Volume as follows: : Excellent (28%), Good (41%), Fair (22%), and Poor (9%). The second highest rated condition Downtown was Police Presence and Security: which was rated as follows: Excellent (22%), Good (63%), Fair (13%), and Poor (3%).

*Characteristics You Like About Downtown:* Business Owners overwhelming like the Village of Walden for its Small Town Family Atmosphere (42%) of respondents. The second most liked characteristic about Walden is its convenience and being centrally located (34%). Business Owners thought that parking was good (13%) and that snow removal was excellent (4%).

*What Can Be Done to Make Downtown Better:* Again the primary issue business owners feel Downtown faces is an appearance issue with 24% of respondents suggesting beautification, 14% filling vacant storefronts, 14% renovating building facades and 10% reducing loitering. Appearance related issues thus comprise 62% of the responses to this question. On the positive side, these are issues the Village is already addressing through its streetscape improvements. These are also issues being addressed through the Revolving Loan Fund for Facades and private sector investment. In the past three months, three storefront facades have been renovated in Walden: 1) Cranberry Cottage, 2) John's the Clothier, and 3) Temporary Services Office in the Walker Building. These are issues that can be readily addressed through business owner and Village cooperation.

*Rating Proposed Initiatives by Importance:* Business were asked to rate eighteen variables by their level of importance. The #1 initiative cited by 97% of respondents as a priority was Business Recruitment. Other initiatives rated "Very Important" include: Enhance Variety of Retail (79%), Streetscape Enhancements (77%), Market Downtown (69%), and Facade Renovations (65%).

*Other Recommended Improvements:* Of the other recommended improvements cited by business owners the top five (5) included: Greater Variety of Goods (29%), More Parking (29%), Promote Walden as Unique Destination (10%), Beautification (10%), and adding Loading Zones.

**Many of the Recommendations That Follow Incorporate Business and Resident Suggestions and Outline Specific Initiatives and Programs the Village Can Implement to Stimulate These Changes.**

## 6.0 RECOMMENDATIONS FOR CHANGE

The recent Village streetscape enhancements including: new curbing, sidewalks, and street lighting in Municipal Square have had a dramatic positive aesthetic impact on the Character of Downtown Walden. Such investments demonstrate to prospective businesses that they are locating in a community that is reinvesting in its future and is concerned about its appearance. The Village's efforts, coupled with that of the Walden Local Development Corporation (WLDC) and volunteers to create the fabulous playground at Wooster's Grove Park also demonstrate that Walden is a community that cares and is dedicated to improving itself. To further these positive initiatives, the following are changes are recommended:

### 6.1 Zoning

The Downtown Study Area includes four very different and distinct zoning districts as follows: 1) B-3 Central Business [making up the historic core of the business district], 2) B-4 Service Commercial [at the gateways leading to the historic Downtown core], 3) RM-2 Multi-Dwelling Residence, and 4) MX- Mixed Use [centered upon Oak Street]. An analysis of the existing zoning in the Downtown Study Area suggests that several Zoning Map and Text Amendments could further strengthen the Downtown Core and better define its edge as a distinct historic commercial district.

The B-3 Zoning regulations are well-suited to accommodate most of the mix of residential and retail in the Downtown Core. However, it is recommended that the B-3 District be extended along Bank Street to encompass the Millspaugh Funeral Home and also be extended on the north side of West Main Street to encompass the vacant warehouse at 110-116 West Main Street. The proposed Boundary extension would result in a better conformity of uses with the zoning.

Downtown Walden is fortunate to have three prominent retail anchors in the Furniture and Home Furnishing sector: 1) Millspaugh Furniture, 2) Sohn's Appliances, and 3) Gridley's Furniture. These businesses attract customers from well-beyond the Tertiary Trade Area of Walden and the zoning in Downtown must be friendly to the operation of such businesses. One thing that each of these businesses typically requires as an accessory use to the primary retail establishment, is the warehousing of goods for sale. However, under the existing B-3 Zoning Regulations, warehousing is not permitted.

It is recommended that the B-3 Zoning text be amended to allow "warehouses" as an accessory use to a retail establishment in Downtown Walden. Such a amendment would allow for the expansion of these Downtown anchors which will help to strengthen the Downtown Business District. Without the change, a use variance would be required to accommodate such an expansion which might delay proposed expansions and/or discourage future investment by these retailers. There are a number of existing warehouse uses in the vicinity of Downtown Walden that are compatible with surrounding residential uses.



Mixed-Use Zoning District: In 1993, the Village amended its Zoning Map and Text to create a Mixed Use (MX) zoning district centered upon Oak Street. The zoning map amendment was a recommendation of a 1991 Village of Walden “Business District Revitalization Plan” and was meant to permit commercial and residential uses that would “tie together Main Street and the Thruway Market.” The new MX district allows for residences above the second floor, and by Special Exception Permit allows banks, offices, personal service establishments, retail shops, repair shops, and restaurants. As a result of the MX zoning, many of the existing single-family residences along Oak Street are now non-conforming. It has been nearly nine (9) years since the Mixed Use district was created and the proposed outcome of the zoning change has yet to come to fruition. This is perhaps the time to rethink this strategy.



These Single-Family Residences along Oak Street on the edge of the Downtown Walden Business District provide a distinct and well-defined edge to Downtown Walden. Photo by AJS

A review of existing development along Oak Street, coupled with its topography, suggest that commercial development should not be encouraged along Oak Street. To begin, the street is still primarily residential consisting of multi-family and single-family residences. Furthermore, properties are not at grade with Oak Street, resulting in steep driveways in many instances. To develop these properties for retail use would likely require the demolition of existing residential structures which would have an adverse impact on the fabric of this residential street. Making matters worse, the off-street parking required for restaurants and other retail uses would likely require the demolition of multiple structures which would lead to ad hoc and aesthetically displeasing development pattern.

There are other reasons to discourage the suburban commercialization of Oak Street. For example, one way to encourage re-investment in the historic Downtown Business District is to reduce the opportunities for commercial sprawl on the edge of the district. Presently, Oak Street provides a well-defined edge to the Downtown commercial district and buffer between the Downtown core and the Thruway. The Thruway and Downtown are very distinct and those differences need to be magnified, not blurred. The idea that new retail investment would suburbanize its way up Oak Street from the Thruway to Downtown is questionable. It could well be argued that if commercial development is allowed to occur along Oak Street, it will diminish the demand for the vacant retail and office space in the Downtown Business District. Furthermore, the transition of this primarily residential street to commercial will increase traffic congestion having an adverse impact on both shopping areas. Traffic congestion will occur as a result of the greater trip generation that results with commercial development, coupled with the interrupted traffic flow due to multiple commercial curb cuts along Oak Street.

**Proposed Downtown Walden Zoning Map Amendments**

In order to maintain a well-defined Historic Downtown Business District and encourage investment Downtown, the following zoning map amendments are suggested for further consideration by the Planning Board and Village Board:

*From MX to B-3*

SBL 306-12-7.1, 306-18-15,21,22,23.21,& 25.2

*From MX to B-1*

SBL 306-14-1,2

*From MX to R-5*

SBL 306-14-3,4,5,6,7,8,9,10,11,12,13.1,13.2,14,15.1 & 15.2

SBL 306-15- (1-10)

SBL 306-16- (1-7) 23 & 24

*From MX to RM-2*

SBL 306-18-2.2, 3,4,5,6.12,8.1,9,10,11,12, 13, 25.1, 26, 28,29,30,31, 36 & 56

## 6.2 Sign Regulations

Some of the most aesthetically pleasing signs in Downtown Walden are not permitted under the Village’s existing sign regulations. Under Article VII -Sign Regulations Section 148-35 projecting signs are prohibited. There are several beautiful examples of projecting signs in Downtown Walden and such signage needs to be encouraged. Store signs in historic downtowns must simultaneously market to two distinct audiences: pedestrians and persons driving automobiles. It has been demonstrated that pedestrians are best able to see signs that are hung perpendicular to the storefront facade at the cornice level [between 1<sup>st</sup> and 2<sup>nd</sup> floor]. As one strolls along the sidewalks in Downtown Walden, the presence of projecting signs would allow pedestrians to look at the menu of businesses ahead while finding their destination with relative ease. Signs on building cornices should also be allowed in order to market to persons driving automobiles through Downtown. Based upon the above, it is recommended that the Village amend Section 148-35 Identification Signs in businesses and mixed use districts to allow for projecting signs. Such signs should be limited to two faces, project no more than five (5) feet from the building, be no more than ten (10) square feet in size and be hung from the cornice level (see graphic on following page).



Lustigs-Bank St and Library on Schofield St



Above: Starbucks Saratoga, Photo AJS

Below: Bookstore Plus, Lake Placid, S

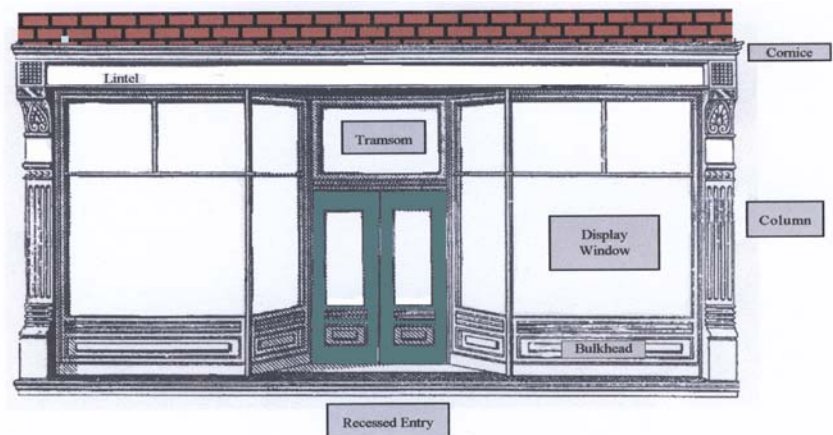


### General Downtown Signage Guidelines

- ❖ Incorporate Signage within the natural sign board of the horizontal lintel below the storefront Cornice of the building,
- ❖ Keep the sign simple, with lettering and logo 8" to 18" in height and occupying no more than 60% of the lintel or sign area,
- ❖ Limit the number of colors in the sign to a maximum of three (3) colors which complement the building color scheme,
- ❖ Signage should be made of traditional building materials such as wood, with letters painted and/or gold leaf,
- ❖ Interior illuminated signs should *not* be permitted - - use external lighting to the sign such as goose neck lamps up lit or down lit toward the sign,
- ❖ Paint signs on prepared signboard, carve/rout from wood or paint directly on storefront glass,
- ❖ Allow pedestrian friendly projecting signage (see photo to left).

### 6.3 Facade Renovations and Historic Preservation

Heritage tourism is one of the fastest growing segments in the tourism industry and Walden must strive to preserve its historic architecture. Walden boasts a beautiful variety of historic commercial buildings that if properly restored will enhance Downtown's appeal to shoppers. The theme for could very well become shop "Historic Downtown Walden".



Many buildings Downtown, such as "The Walker Building," retain much of their historic character and the recent facade renovation for the temporary services agency respects the buildings architecture. Other's, such as the "The Walden Mid-Town Grill" involve renovations that have compromised the original architecture of the building resulting in an unsightly appearance [an eyesore]. *In fact, the #1 recommendation for improving Downtown - based upon the Business Owner Survey results - was to encourage building facades.*



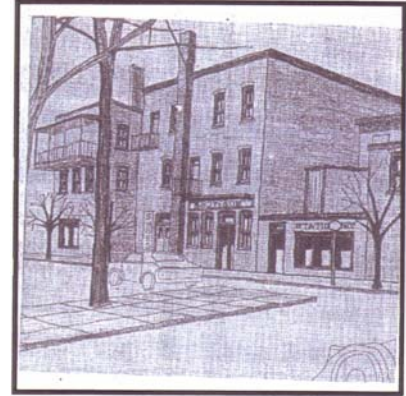
Above: Walden Mid-Town Grill Photo AJS

However, care must be taken to ensure that a facade renovation respects the architecture of the building and does not mask the unique details of the building. The drawing above provides an overview of typical details of a late 19<sup>th</sup> century or early 20<sup>th</sup> century downtown commercial building. The *cornice* divides a building horizontally between the first floor and upper floors. Immediately below the *cornice* is an area known as the *lintel* which is a horizontal band that is often used for the businesses signage.

An analysis of the Walden Mid-Town Grill facade reveals several changes to the original building facade that should be discouraged. First, the cornice is completely masked behind a band of plywood. Second, there is no defined lintel or signage band that would normally be found below a cornice. Third, the building material used on the facade "Texture 111" plywood is insensitive to the architecture of the building. Last but not least, the colors chosen for the facade do not respect the architecture of the building, or surrounding buildings downtown. Furthermore, the color chosen for the first floor clashes with the upper floors. If this building facade is renovated, it is recommended that a color scheme for the entire building be created, and that the original architectural details including the cornice, lintel display windows and transom be restored.

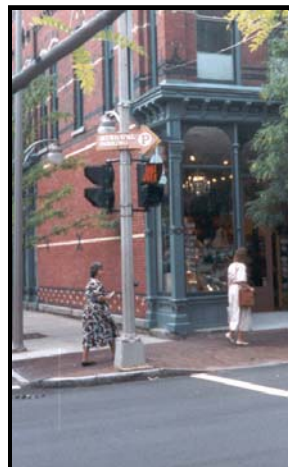


**Rear Building Facades:** The rear of buildings - such as the Walker Building - are visible from Orchard Street and not as aesthetically pleasing as they could be. There are opportunities to improve the rear facades of these building, and in so doing, create additional rental opportunities for building owners. The drawing to the left shows a proposed rear facade for the Walker Building as developed by the *State Council of Arts in 1969*. This concept could still be pursued today and could greatly improve the attractiveness of this area. These spaces are well-suited for destination retail enterprises such as shoe repair or tailors - adequate off-street parking is also provided. Other general improvements to area behind these buildings include: screening garbage dumpsters, keeping alleyways clean of litter, and cutting away overgrown weeds. These conditions detract from the overall attractiveness of Downtown.



#### 6.4 Street Scape Enhancements

The Village government has made significant improvements to the streetscape of *Historic Downtown Walden* that have made it more inviting to shoppers. For example, new sidewalks, banners, granite curbing, and period street lamps have been placed in Municipal Square resulting a dramatically more appealing pedestrian environment. Today's sophisticated shoppers are demanding a safe, inviting, comfortable, and convenient shopping environment. They also seek an aesthetically pleasing shopping environment with a variety of shopping choices and the ability to easily navigate through the shopping district [e.g. navigation to parking, from parking the ability to walk and find their way to shops, the ability to easily walk from shop to shop, and then walk back to their car]. Downtown Walden has all the attributes necessary to provide such a shopping experience and with a few other improvements the Village can further enhance the shopping experience Downtown.



**Photo to Left:** To help guide shoppers to convenient *off-street parking*, it is recommended that aesthetically pleasing directional signage be added to guide visitors to parking areas.

**Photo to Right:** This centrally located directory in Downtown Corning guides visitors to stores Downtown and makes the navigation of the shopping district very convenient and enjoyable. It is recommended that one such sign be place in Municipal Square and the other on the northeast corner of Oak and Main Street.

Photos: AJS





## 6.5 Building Code Compliance

Building Code compliance is perhaps one of the most difficult tasks for a community to enforce. Yet the aesthetic impacts of just a few buildings not in compliance can have a dramatic adverse impact on the appearance of Downtown. When asked to rate a variety of initiatives by importance, 37% of Village residents rate “Improved Code Enforcement” as “Very” important. The structure in the photo to the right is located on Municipal Square. It was a work-in-progress for years and was an eyesore that detracted from the aesthetic appearance of Downtown. Finally, the project is moving toward completion. Unfinished projects present an appearance of disinvestment and abandonment. This only makes it more difficult to attract new businesses to Downtown.



It is recommended that when building permits are issued in the Village, there should be well-defined timeframes in which construction shall commence and conclude. It is also recommended that renovation projects be required to be completed within 6-9 months of construction. The Village may wish to require performance bonds on larger projects to ensure that projects are completed.

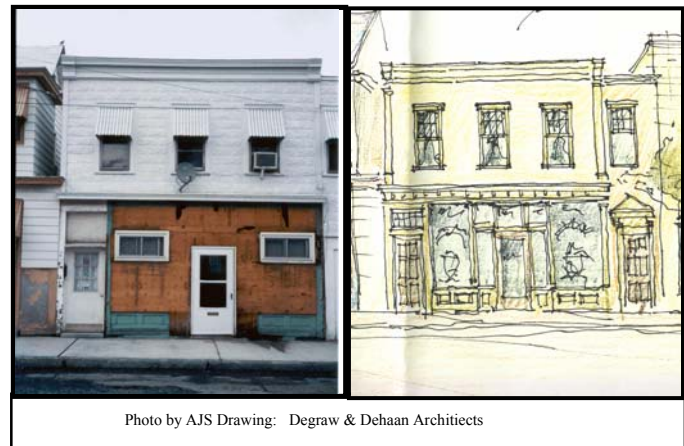


Photo by AJS Drawing: Degraw & Dehaan Architects

Under the B-3 Zoning District, residences are not permitted on the first floor, yet the structure above contains a residential apartment. Apartments on the first floor should not be permitted in the Downtown shopping district. Using such spaces for residences reduces the amount of available retail space and disrupts the harmonious appearance of multiple retail storefronts along the street. Retail storefronts encourage shoppers to browse from shop to shop as they walk along the street. Quality storefronts invite the shopper to walk into the store and are designed to sell. Examples of well-designed storefronts in Downtown Walden include but are not limited to: Millspaugh Furniture, Gridley’s, Sohn’s and John’s the Clothier. What makes each of these storefronts attractive is the large windows and elegant window displays that allow the pedestrian to see the goods for sale from the sidewalk. Many well-designed retail storefronts in close proximity to one another - and uninterrupted by residential uses - create a warm and inviting shopping environment. Those uses that are not in compliance in Downtown should be brought into compliance as soon as possible and retail tenants found to fill the space.

**6.6 Community Support - Beautification of Downtown Gateways**

Downtown revitalization is a long-term effort that requires the commitment of many. The Village’s initiatives to revitalize Downtown needs the strong support of local businesses and residents for the revitalization effort to succeed.



Above: New Playground at Wooster's Grove Park Photo AJS

The efforts of the Walden Local Development Corporation (WLDC) to develop the playground at Wooster’s Grove Park produced more than just a new playground for area children - it also helped to restore a sense of community pride. This pride was demonstrated through the hundreds of volunteers that participated in the project, the cooperation and close working relationship with Village government, and the first-class playground that came to fruition. Such initiatives enhance the *quality of life* in a community and demonstrate to prospective investors that they are investing in a community that cares. Still, more needs to be done.

Many of the gateways leading into the historic Downtown are poorly maintained. These area should instead by “Centers of Pride”. It is recommend that the WLDC and Montgomery Chamber of Commerce work together to create a group of volunteers whose primary mission will be to undertake and promote beautification efforts leading into and within Downtown Walden. One example of a beautification project would be for volunteers to adopt the McKinley Square at the confluence of Routes 52 and 208. The addition of beautiful flowers, cleaning of the statue, and other improvements could transform this space into an aesthetically pleasing gateway to Historic Downtown Walden.



Above views of McKinley Square Park. Photo AJS



Above: Nicely landscaped Mobil Station. Printed with permission from “Ed McMahon, The Conservation Fund”.

The business community can also do a lot to show their pride in Walden. For example, the service stations and convenience stores that are at the gateway to Downtown Walden could be improved visually. Monument signs like the one in the photo to the left and decorative landscaping would make the properties more aesthetically pleasing. Landscaping adds color to the streetscape and can also be used to better define pedestrian and vehicular rights-of-ways in the Downtown Shopping District.

## 6.7 Creation of Downtown Events - Farmers Market and New Year's Eve

Municipal Square in Downtown Walden is a warm and inviting public space that is underutilized. Recent enhancements to the streetscape make it more inviting and it is recommended that more events and activities be held throughout the year to draw shoppers and residents Downtown.

One only has to look back to the most recent *Walden Day* held in August of 2001 to see the importance of holding events Downtown. Walden Day not only drew hundreds of visitors Downtown, it also transformed Municipal Square into a vibrant marketplace and public gathering space. Holding events in Downtown Walden will help to reintroduce long-time residents, as well as newcomers, to the pleasures of the great public spaces that exist in Downtown Walden such as Municipal Square. Once people visit Downtown for events, they will often be enticed to stroll elsewhere Downtown and frequent well-established retail businesses and restaurants. It is strongly recommended that the Village continue to support and grow Walden Day which has the potential to become a major annual event that draws thousands to Walden. One means of enhancing the Walden Day event would be to invite the active participation of the *Big Apple Circus*. Their participation would create a broader and more far reaching appeal that would help to draw even more people to the event.



**Walden Day 2001:** Hundreds of visitors pack Municipal Square to enjoy events Downtown.

Another activity that would draw people Downtown, on a weekly basis, would be a *Walden Farmer's Market* within Municipal Square in Downtown Walden.<sup>4</sup> The proposed Walden Farmer's Market could be operated on Friday evenings or Saturday mornings from late June thru early October. As was noted above, the primary goal of the Downtown Revitalization Strategy is to have Downtown Walden recognized as a quality and specialty destination in order to attract customers from throughout the Hudson Valley. To this end, the Walden Farmer's Market must also be one that is unique and offer a product that is recognized for its quality, not cheapness. The proposed farmer's market must also offer an exciting shopping experience. Some guiding principals of the proposed farmer's market include: 1) All goods sold must be grown or produced by the vendor on local farms, and 2) wholesale purchase of produce by vendors for retail sale shall not be permitted. Part of the experience that today's customers are looking for is the interaction with local farmers who grow the produce. The theme of the Walden Farmer's Market should be quality, variety, and experience.

<sup>4</sup> An existing Farmer's Market in Liberty, New York has been in existence for the past five (5) years. That market has thirty-six (36) vendors and attracts nearly a thousand people Downtown every Friday evening from July thru September.

*Variety of Goods Sold at Farmers Market:* The Walden Farmer's Market need not solely be limited to fruits and vegetables. There are a variety of value-added products produced throughout the Wallkill and Hudson Valley that are also appropriate for the proposed market. Other items that should be permitted provided they are locally grown or produced include: dairy products, beef, poultry, lamb, fish, eggs, honey, grain products and baked goods, apple cider, flowers and other nursery products. In addition, homemade crafts including: soaps, candles, and baked goods such as pies and pastries should be allowed. These items, coupled with locally grown fruits and vegetables will help to create a very inviting market that has the potential to draw customer's Downtown.

*Implementation:* It is recommended that the Village of Walden work closely with the Orange County *Cornell Cooperative Extension (CCE)* and Orange County's new Ag Economic Development Specialist to develop a Farmers Market in Downtown Walden. Such a market would attract vendors from farms throughout the Wallkill Valley. There is funding available through the USDA Rural Business Enterprise Grant Program that could be made available to help establish the "Walden Farmer's Market." Such funds could be used to hire a part-time farmer's market manager to recruit vendors, design the layout and promote the Walden Farmer's Market. The manager would also ensure that goods sold were goods grown or produced by area farmers. The Village should contact the Orange County Cornell Cooperative Extension and Middletown Office of the USDA to request an RBEG Application.

If an application is submitted in January of 2002, funding could be put in place for a *Summer 2002 Walden Farmer's Market*.

Mr. George Popp  
United States Department of Agriculture  
Rural Development  
Suite 102, 225 Dolson Avenue  
Middletown, New York 10940

Another potential source of funding for the proposed Downtown Walden Farmer's Market is the New York State Agriculture and Markets "Farmer's Market Grant Program" which provides funding for the construction of Farmers Markets. These grants can only be used for physical improvements such as construction or related architectural or engineering designs. An important need for the proposed Farmer's Market will be a storage facility for tents and other related equipment. Funding for a small storage facility could be secured through this grant program. **The application due date for this grant to arrive at Ag & Markets is December 18, 2001 at 4:00 pm.**

Mr. Mark Brigham, Executive Director  
Orange County Cornell Cooperative Extension  
Education Center  
Community Campus  
1 Ashley Avenue  
Middletown, New York 10940  
(845)344-11234

Lucy Roberson, Director  
Division of Fiscal Management  
NYS Department of Agriculture and Markets  
1 Winners Circle  
Albany, New York 12235  
(518) 457-2080



## 2002 WALDEN FARMERS MARKET

### Proposed Budget and Sources and Uses of Funding

**NON FEDERAL**

\$ 4,250.....CCE benefits, office, & admin  
 \$ 2,000.....Village of Walden In-Kind  
 \$ 2,500.....Proposed Vendor Revenues  
 \$ 3,000.....Orange County  
**\$11,750**

**FEDERAL**

\$2,500...Advertising & promo<sup>5</sup>  
 \$5,000...Manager  
 \$2,500...Assistant Manager  
 \$2,000...Equipment  
 \$750....Mileage  
 \$2,000...Administration  
**\$ 14,750**

**New Year's Eve:** The Municipal Square in Downtown Walden also provides an unsurpassed setting for a "New Years Eve" event with Village Hall being the backdrop for Walden's version of Times Square. Walden could develop its own unique version of the New Years Ball for the event. For example, in Liberty, New York, the annual New Years Eve Event draws hundred's to Downtown Liberty to see the dropping of the "*Liberty Bell*" at midnight. To host the New Years Eve event, a variety of resources will be necessary including: 1) music, 2) food and beverages, 3) multiple events that appeal to different age groups, 4) restrooms and trash receptacles, and 5) promotional event giveaways such as balloons and noisemakers. Such activities are recommended to be sponsored by a local Chamber of Commerce.

**Promotion of Events:** The events noted above must be well-planned to be successful. Equally important to the planning aspects of these events is promotion. The advertisements that promote these events must also strive to reinforce the "*Historic Downtown Walden*" image and change attitudes about what Downtown has to offer. For example, Village residents overwhelming rated high the "Sense of Security" in Downtown Walden: Excellent 19%, Good 56%, Fair 24%. Only 1% rated "Sense of Security" as poor. This is an attribute that needs to be promoted to change perceptions. The beautiful historic buildings and the Village Square itself are inviting elements of Downtown Walden that make it unique - these need to better marketed to create a new image for Downtown.

The Village already hosts a *Christmas Tree Lighting* ceremony annually. In December of 2001, the event drew hundreds Downtown. This Ceremony needs to be linked to shopping events Downtown. If these events are consistent, well-organized, and sufficiently promoted, they can draw hundreds, if not thousands, Downtown. The goal of all the above is to make Downtown the center of community and shopping activities year round.

---

<sup>5</sup>Funding is available through the United State Department of Agriculture's (USDA) Rural Business Enterprise Grant Program to help fund the proposed Walden Farmer's Market. It is recommended that the Village work closely with the Orange County Cornell Cooperative Extension (CCE) Office and Orange County's Ag Economic Development Specialist to plan and operate the proposed Farmer's Market. See previous page for list of contacts.

## 6.8 Heritage, Recreational and Cultural Anchors

**Heritage tourism is the fastest growing segment in the tourism industry.** Walden has a unique history that is shared by no other community in the Hudson Valley or the northeast. By harnessing the power of the Wallkill River, Walden grew to become a knife manufacturing powerhouse in the late 1800's and was known as “knife town” or “Little Sheffield”. The echo’s of this glorious history are written all over Walden today. The Powerhouse on the upper dam of the Wallkill, the grandiose Municipal Building & Village Square, the Statue of President McKinley, the Fireman’s Monument & Fountain, and the historic building stock of Downtown are all elements of Walden’s manufacturing legacy. This history and the stories of the entrepreneurs, workers, and families who settled Walden are just waiting to be told.

Through the Resident & Business Owner Surveys, a number of people in the Village have suggested that one potential “Hook” or niche for Walden is the development of a **“Knife Museum”**. *The goal of such an effort must be for Walden to develop its rich history as “knife town” into a world class museum and cultural center.* This would provide yet another niche to draw visitors Downtown. The Walden Historical Society has a collection of knives and could work with the WLDC to pursue this project. To get things started on this project, the following steps are recommended:

Goal	Objective	Project Leader
Create a Board of Directors for “Knife Museum”	<ol style="list-style-type: none"> <li>1. Set timeframe for development proposed Knife Museum</li> <li>2. Demonstrate commitment to potential sponsors</li> <li>3. Guide the project to completion</li> <li>4. Determine target audience for Museum</li> </ol>	Historical Society and WLDC
Collect and catalog material for “knife” Museum	<ol style="list-style-type: none"> <li>1. Develop policies for collecting materials</li> <li>2. Catalog collections</li> <li>3. Seek donations of materials</li> <li>4. Determine exhibit content - knives, turn-of-century photos of workers and buildings, etc.</li> </ol>	Historical Society and WLDC
Identify Appropriate building or site for proposed museum	<ol style="list-style-type: none"> <li>1. Choose a site that will draw people Downtown</li> <li>2. Ensure building can accommodate proposed exhibits and audiences</li> <li>3. Site/building should allow for future expansion</li> <li>4. Identify parking needs of proposed Museum</li> <li>5. Secure site for proposed Museum</li> </ol>	Historical Society and WLDC
Prepare Cost Estimates	<ol style="list-style-type: none"> <li>1. Develop cost estimates for proposed building renovation or construction</li> <li>2. Develop preliminary budget for exhibits</li> <li>3. Determine operating and maintenance budget of building</li> <li>4. Analyze staffing needs and prepare preliminary budget</li> </ol>	Historical Society and WLDC
Fund Raising and Grant Procurement	<ol style="list-style-type: none"> <li>1. Establish subcommittee of Board of Directors to pursue funding</li> <li>2. Identify likely sponsors such as Imperial Shrade in Ellenville, etc.</li> <li>3. Pursue grants through New York State Historic Preservation Office,</li> <li>4. Pursue grants through Hudson River Valley Greenway</li> <li>5. Identify other potential sponsors such as Boy Scouts of America</li> <li>6. Identify ways to generate revenue (e.g. gift shops, memberships, etc)</li> </ol>	Historical Society and WLDC
<b>Short-term Goals</b>		
Develop Exhibits	<ol style="list-style-type: none"> <li>1. Prepare preliminary traveling exhibit to promote concept of Knife Museum</li> </ol>	Historical Society and WLDC
Promote Concept for Museum to Public	<ol style="list-style-type: none"> <li>1. Local school involvement and the development of a web site “Virtual Museum”</li> </ol>	Historical Society and WLDC

**The Walden Trail Connection:** Activity breeds activity and businesses will benefit as more things happen Downtown. Bicycling is one activity with universal appeal that is popular in today's health conscious and physically active society. Through the Walden Trails Connection, a five (5) mile-long ten (10) foot wide paved rail trail [ADA compliant] is proposed to be created from the Village of Walden to the hamlet of Wallkill - with Downtown Walden serving as the "Gateway". The *Walden Trails Connection* will enhance the quality of life in Walden by taking an unsightly, overgrown, and insecure strip of land in the heart of the Village and transforming it into an inviting, safe, and aesthetically pleasing trailway for commuters, tourist, schoolchildren, and residents. A Visitor's Center within the *historic Walden Train Station* will also be created to promote Historic Downtown Walden businesses to people coming to use the rail trail.

The proposed location of the Visitor's Center and Trailway is adjacent to Walden's Downtown and well-defined connections between the two will be developed through signage and brochures. Downtown businesses will benefit from the WTC as people using the trail stop in a Downtown business for a meal or to shop for convenience items. Trail users will include many non-residents which will result in a larger customer base for Downtown. The Wallkill Valley is visited by many tourists and these visitors are looking for opportunities to leave their cars behind, whether to bike to the next hamlet for recreational purposes or to bike and then walk through an historic Downtown. The Walden Trails Connection will provide both opportunities.

*Cross-promotional marketing* opportunities will exist between *the Walden Trail Connection* and Downtown. For example, events such as an 8K race from Walden to Wallkill could start Downtown. A Fall Foliage Ride along the rail trail might begin and end with a Fall Harvest Market in Municipal Square. "In Downtown Walla Walla, WA, the annual Tour de Walla Walla bicycle month includes fun and cheap events such as the **Bike-to-Work-Week-Contest** and **Downtown Bicycle Parade**."<sup>6</sup>

*The Village has already completed preliminary planning and developed cost estimates for the proposed rail trail. Grant applications have also been submitted under the Hudson River Valley Greenway and TEA-21 Program. If funded, the Walden Trail Connection is proposed to be open by the Fall of 2002.*

**Cultural Anchors:** The *Village Library* is an outstanding cultural anchor for Downtown. For 7% of Walden residents, it is their primary reason for coming Downtown. Opportunities to expand events, such as a book signing, at the Library should be explored. Other cultural anchors that should be explored for Downtown include artist galleries, artist lofts, and the performing arts. The Big Apple Circus's presence in Walden presents an opportunity to get the Circus to co-sponsor a Downtown event at least once a year. Once a year, the Circus already invites Village residents to see an event at their headquarters. Now is a good time to bring an event Downtown.

---

<sup>6</sup> Source: Downtown Research & Development Center, New York, New York

## 6.9 Off-street Parking

A detailed parking analysis was prepared for the Village and a report issued on February 24, 1996. That report recommended the following: “To provide the Village with a means of controlling parking demand and supply, it is recommended that the current exemption from off-street parking requirements for properties in the municipal parking district be eliminated except, perhaps, for properties below a to-be-determined size”. Given the nature of building construction in the historic Downtown core, the ability for many properties to provide any off-street parking at all is limited. Given the existing retail vacancy rate of 24% in Downtown, it is recommended that businesses be exempt from off-street parking requirements in order to encourage new investment.

The Downtown Business District is pedestrian friendly and one can walk from off-street parking areas to businesses with relative ease. There is an opportunity for the Village to add a considerable number of off-street parking spaces in the Village-owned Oak Street lot. It is recommended that the Village develop the Oak Street Parking Lot. Improvements to this lot should include: paving, signage to direct drivers to the lot and pedestrians to Downtown. Also, a well-lit pedestrian r-o-w needs to be developed with pedestrian-scale lighting installed from the lot to Municipal Square. As reinvestment occurs downtown, there may be instances where peak period parking demand exceeds the on-street and off-street parking supply on a block-by-block basis. However, on-street parking is permitted beyond the Downtown core and new Off-Street Parking in the Oak Street Parking Lot can be provided. During peak periods, parking can overflow into these areas. This is a common occurrence in vibrant downtowns and is a sign of a healthy economy.

## 6.10 New Infill Development and Franchises

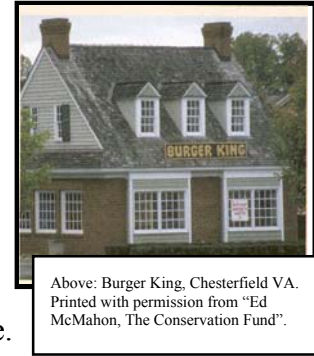
**Downtown:** Numerous initiatives have been recommended to enhance the aesthetic appearance of Downtown including: 1) facade renovations, 2) streetscape enhancements, 3) code enforcement, 4) gateway improvements, 5) aesthetically pleasing signage, 6) landscaping of businesses, and 7) the Walden Trail Connection initiative. As important as these efforts are, the Village must ensure that new development in Downtown complements historic architecture. In-fill development, if designed appropriately, can enhance the character of Downtown. Additionally, new infill buildings should be built to the sidewalk with any off-street parking to the rear of the building. New buildings should be comprised of materials found Downtown (e.g. brick, clapboard siding, etc). New buildings should also be multi-story and accommodate mixed-use (e.g. retail on first floor and residential on the second floor).



Above: New Rite Aid in Camden Me. Printed with permission from “Ed McMahon, The Conservation Fund”.

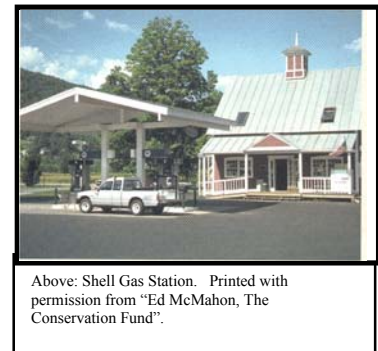


**Gateways to Downtown:** For those areas that serve as gateways to the Downtown, new construction should complement the architectural style of the Walden community. New development and redevelopment must be used to enhance the Village's quaint image. Again, the architecture of new development and how it is sited on a parcel are important factors to consider during the site plan review process. It is likely that national franchises such as Burger King or even new gas stations may want to locate in Walden in the near future.



Above: Burger King, Chesterfield VA. Printed with permission from "Ed McMahon, The Conservation Fund".

The Village may wish to recommend to developers these alternative styles of national franchises, rather than the typical cookie-cutter prototypes. The Burger King and Shell Gas Station shown in the photos to the right are more in keeping with the historic community character of the Village of Walden. If the Village acts now to ensure new development complements its historic character-it will help to make Walden a unique and inviting shopping destination. Equally important, it will improve the Village's image and enhance the quality of life for its residents.



Above: Shell Gas Station. Printed with permission from "Ed McMahon, The Conservation Fund".

## 6.11 Downtown Residences

There are approximately 185 multi-family and 95 single-family dwelling units in the Downtown Walden study area [defined as within B-3 & MX Zoning Districts, and portion of RM-2 District east of the Wallkill River]. Based upon the Village's average household size of 2.79 persons per household, we can estimate a Downtown resident population of 781 persons. A vibrant downtown is one where people not only work and shop but also live. Downtown residents provide a built-in customer base for Downtown businesses and enhance the level of activity during the evening.

There are opportunities for further residential growth in Downtown Walden and such growth should be encouraged. The Village's successful Housing Rehabilitation Program (HRP) funded through the Small Cities CDBG Program now includes Downtown. This program could be used to encourage new residents above the store in vacant upper floor space Downtown. In addition to senior housing, *artist lofts* in Downtown could be considered. Artists who meet income guidelines may be eligible for grants through the HRP. Artist lofts could help to fill vacant upper floor space while also helping to fill vacant storefronts. If the Village chooses to pursue an artist loft program, it is strongly recommended that zoning regulations be adopted to specifically regulate such uses. One thing that should be discouraged, however, is the conversion of vacant retail space on the first floor to apartments. Such conversions detract from the retail environment at the street level and reduce the availability of retail space for new businesses.

---

## 7.0 INCENTIVES TO STIMULATE REINVESTMENT

The Village and its IDA can help to attract new investment Downtown by providing the necessary financial incentives that will make it easier for business and property owners to make needed improvements. Such incentives typically come in three forms: 1) economic development financing [e.g. low-interest loans], 2) grants, and 3) tax incentives.

### 7.1 Economic Development Financing - Loans for Gap Financing

*“Economic Development Financing” is a term often used to describe loans that are offered as incentives. Economic Development Financing (EDF) helps to stimulate investment by providing incentives to both entrepreneurs and private lending institutions. Entrepreneurs enjoy longer terms and lower interest rates through EDF programs which reduces their debt service and increases their cash flow. Banks enjoy a lower financing risk by participating with EDF programs. Often EDF programs take a second position mortgage which gives the banks greater Debt Coverage Ratio. Typical EDF financing offers: 1) long-terms, 2) low-interest rates, and 3) matches the sources and uses of funds for the proposed project.*

The Village offers a EDF “Commercial Loan Program” through the Industrial Development Agency (IDA) that provides loans in amounts from \$1,000 to \$15,000 at three percent (3%) interest and terms of up to ten (10) years. Funds may be used for facade renovations. In addition, this program also provides a low to zero interest loans for start-up businesses for the following purposes:

1. A loan of up to \$1,000 for planning and zoning application and review fees,
2. A loan of up to \$500 towards the first month’s rent,
3. A loan of up to \$500 toward a new sign,
4. A loan of up to \$2,000 for other direct start-up costs, such as display equipment, inventory, furniture, etc., and
5. Provision of a grant up to \$1,000 in design services for architectural services.

The above noted program is a good start, however, more is needed. Start-up expenses for many businesses can reach well over \$100,000. It is recommended that the Village secure CDBG funds to develop a Revolving Loan Fund that would offer up to \$50,000 in financing at two (2%) interest and terms of up to ten (10) years. Such funds are available through the Governor’s Office of Small Cities - Economic Development CDBG funding round. To secure such funds, the Village needs to prepare a CDBG grant application to provide funding to specific businesses. The business would need to develop a business plan that shows a need for the CDBG funding. Typically, need is shown when a business is unable to secure all the necessary financing from a private lender due to insufficient cash flow or collateral. The CDBG funds can be used to cover the “gap” in financing. Historically, GOSC have loaned \$15,000 for each job created by the business. Funding to administer the program is also available through CDBG. The larger loans will enable more business and building owners to invest in Downtown Walden and better encourage local lender participation. Local lenders with a presence in Downtown could also offer special terms for new Downtown businesses.

It is recommended that the *Walden LDC* work with prospective business and property owners to develop their business plans and pursue funding from local lenders. Where gaps in financing were identified, the WLDC would refer the business to the Village/IDA. The Village would then retain the services of a grant writer to prepare the CDBG application on behalf of the IDA. Finally, the IDA would administer the RLF Program and make the loans to prospective business or property owners. With loans of up to \$50,000, it is imperative that the IDA develop new loan policy & procedures as well as application guidelines. The underwriting for such a program must be stringent to ensure repayment ability of the business or building owner.

## **7.2 Small Grants to Stimulate Investment Downtown**

In addition to low-interest loans, grants are another means of stimulating investment. Grants reduce the amount of equity a business or property owner must invest thereby resulting in a higher Return on Investment (ROI) and Return on Equity (ROE).<sup>7</sup> Grants allow investment to occur where it might otherwise not occur if the sole source of capital where market-rate loans and/or owner equity. There is a need for grants to address two major issues in Downtown Walden 1) facade renovations, and 2) interior building renovations.

Facade renovations can be costly and the Return on Investment is not as tangible as other investments such as equipment. To encourage property and business owners to restore their building facades a 50/50 matching grant program up to \$7,500 is recommended. Detailed guidelines have been prepared and are presented in their entirety in Appendix D. The proposed *Walden Downtown Initiative Grant (DIG)* would also provide matching grants up to \$5,000 to not-for-profits to pursue Downtown beautification efforts.

Many of the buildings in Downtown Walden were built prior to 1939. As a result, there are a number of buildings that will require investment to bring retail and upper residential space into Building Code compliance. The purpose of the *Incubator Without Walls Small Grant Program (IWW)* is to provide the necessary financial capital to encourage new business growth and reinvestment within historic Downtown Walden. It is also meant to foster investment in vacant retail building space in order to make it ADA and Building Code compliant. Up to \$5,000 would be made available for each business under the IWW Small Grants Program (IWWSGP). Matching requirements for the IWWSGP can include a match of private funds, state and federal funds, low-interest loans available through the IDA *Commercial Loan Program Revolving Loan Fund (RLF)* or several matching sources as noted above. Guidelines are presented in their entirety in Appendix E.

---

<sup>7</sup> Return on Investment (ROI) is defined as the return of the investment [annually] divided by the original investment. The Return on Equity (ROE) is defined as the return of the investment divided by the equity investment [cash].

### 7.3 Empire Zone and Other Tax Incentives

One of the most powerful Tax Incentives the Village of Walden could offer to encourage business expansion and infill development in the Downtown is the New York State Empire Zone (EZ) Program. Through the Empire Zone Program, businesses can secure benefits such as a fifteen (15) year real property tax credit. The tax credit is a win-win for the Village and the business. During the first ten (10) years, the business gets a 100% tax credit for real property taxes paid which is then applied against its business or corporate taxes. The business lowers its cost of operations through the tax credit given by the State while the Village gets its tax revenue from day one.

The existing Orange/Newburgh Empire Zone can now be extended out of the City of Newburgh. A project in the Town of Montgomery was recently included in a boundary amendment to become a part of this Empire Zone (EZ). The Village should work with the Orange/Newburgh EZ to secure a small portion of the EZ to stimulate reinvestment Downtown.

*Empire Zone benefits for Qualified Empire Zone Enterprises (QEZE) include:*

1. A five-year wage tax credit (from \$1,500 to \$3,000 );
2. A 10% investment tax credit with three-year 3% employment incentive credit;
3. A sales tax refund for building materials;
4. A 25% zone capital tax credit;
5. A tax reduction credit for job creation,
6. A 15-year real property tax credit which is 100% for the first 10 years and reduced 20% each year to Year 15. This credit is applied against business or corporate tax.
7. A sales tax exemption for *tangible personal property* and services.
8. Link Deposit Loan of up to \$500,000 with interest rate subsidized for first two years at 3%. This results in net savings to the business on a \$500,000 loan of approximately \$16,000 in interest payments in the first two years.
9. Utility rate reductions.

*Immediate Tax Incentive:* The Village could offer an immediate Tax Incentive to investors simply by agreeing not to increase the assessed value on properties that are improved in the Downtown Business District. For example, a business owner may be reluctant to improve their building facade due to a fear of an increase in assessment. The Village should simply set a policy that such improvements will not trigger a reassessment. Long-term, such investments add value to the business district and encourage yet more investment which will increase the ratables for the district. Other improvements that enhance the business district, including: building code and ADA compliance should likewise not result in an increased assessment. The Village must publicize this policy and follow-through immediately.

## 8.0 IMPLEMENTATION SCHEDULE

The implementation of this Downtown Revitalization Strategy must initially and ultimately be the responsibility of the Village Board. This is quite simply because it controls the funding on which so much of the effort depends. It must also work in partnership with the economic development agencies in the Village of Walden and the business community who can play a key role in the implementation of a number of initiatives outlined below.<sup>8</sup>

It is recommended, therefore, that the first step be formal adoption of this strategy by the Village Board. The second step should be undertaken by the Village Manager in calling together a first meeting of the business community and economic development agencies to discuss the strategy. Thirdly, there needs to be annual review of outcomes [e.g. loans or grants awarded, grants secured, projects completed] to the Village Manager so that program impacts can be determined and refinements made where necessary.

This annual review should take place in December of each year and include a specific assessment of how well the objectives are being met and to what extent programs have been implemented. The Village Manager's Office should also update and supplement this strategy in December of each year with new information and suggest amendments as may be necessary to adjust to new circumstances or correct problems.

The implementation of the other specific recommendations contained in this strategy must become the responsibility of the individual agencies or volunteer groups identified below. The following are suggested responsibilities, priorities and time schedules:

---

<sup>8</sup>The business community too, must be willing to invest in Downtown Walden. It can do so through joint advertising campaigns, purchase of promotional banners, development of the Historic Downtown Walden marketing brochure and by sponsoring events.



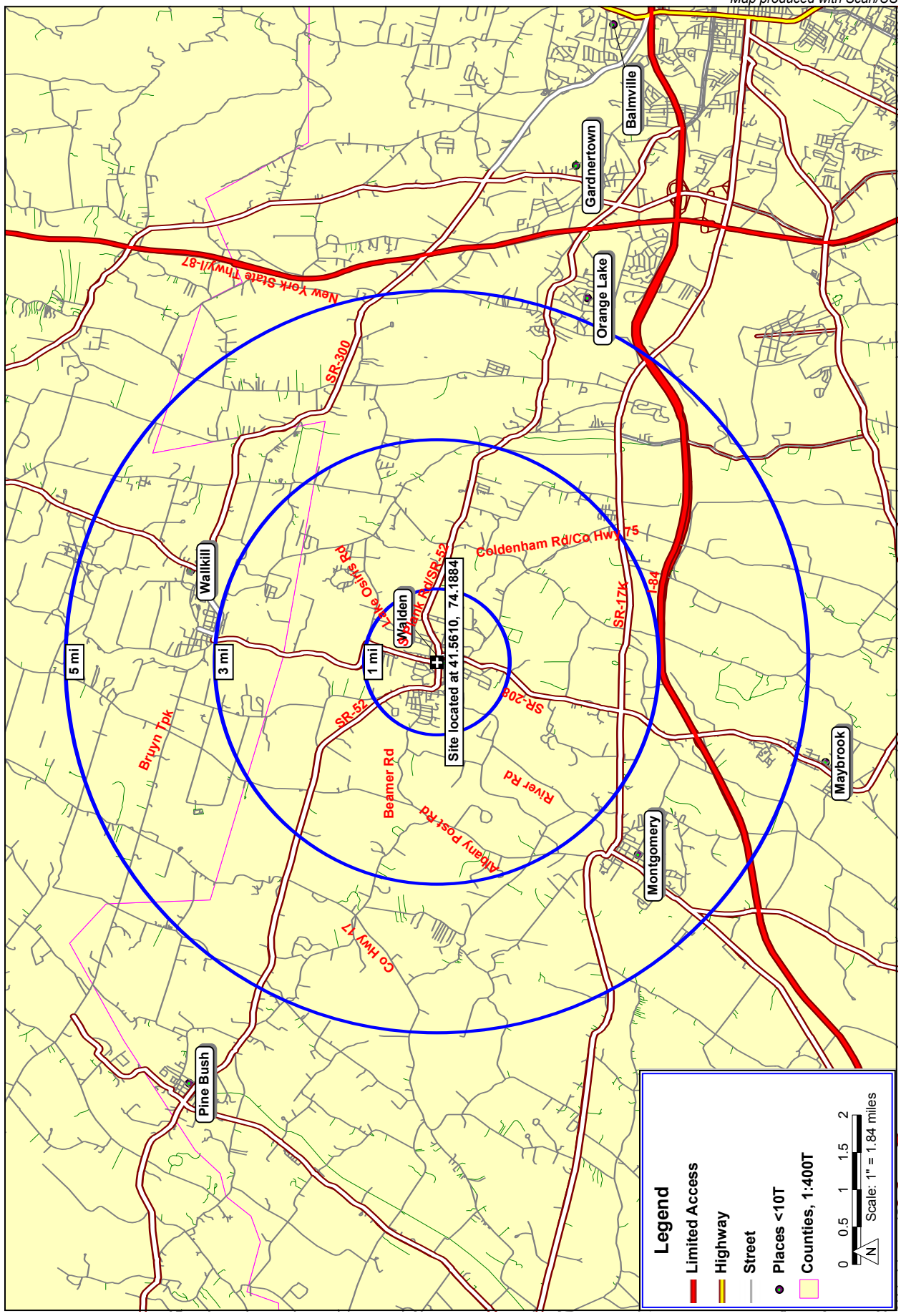
<b>Historic Downtown Walden Revitalization Strategy Implementation Plan and Schedule (Recommendation No.'s refer to Section of Strategy)</b>				
No.	Description	Priority	Responsible Persons	Suggested Date for Initiation/Implementation
3.0	Identify specific businesses to target with marketing	Immediate	Village/WLDC/Business Community	Spring 2002
3.0	Launch a multi-exposure solicitation program to attract new businesses to Historic Downtown Walden - Focus efforts on <i>competitive advantages</i> - Develop "Top 10" Reasons to do business in Downtown Walden List	Very Important	Walden Local Development Corporation (WLDC)	Spring 2002
6.1	Streamline the Development Review process	Immediate	Joint Board	January 2002
6.1	Implement Recommended Zoning Amendments	Very Important	Planning Board and Joint Board	Year 2002
6.2	Implement Changes to Sign Regulations	Immediate	Planning Board and Joint Board	Spring 2002
6.3	Encourage Facade Renovations using Commercial Loan Program	Immediate	Village IDA	December 2001
6.4	Develop and install Downtown Directory	Immediate	Village Manager and Business Community	Spring 2002
6.4	Streetscape Improvements	Important	Village Manager	On-going
6.5	Enhanced Code Enforcement to Address Eyesores	Immediate	Village Code Enforcement Officer	January 2002
6.6	Adopt-a-Gateway Beautification Effort	Immediate	Chamber/WLDC	Spring 2002
6.7	Develop Farmer's Market	Immediate	Village Manager CCE	Opening June 2002
6.7	Promote Special Events	Very Important	Chamber/Businesses/WLDC	Spring of 2002
6.7	Create Walden Knife Museum Board to pursue Museum Development	Important	Historical Society of Walden & WLDC	Year 2002
6.8	Secure Funding for Walden Trail Connection	Immediate	Village Manager	Applications for HVRG and TEA-21 already submitted
6.8	Construct Walden Trail Connections and create Visitor's Center	Immediate	Village of Walden Town of Montgomery Town of Shawangunk	Summer/Fall of 2002
6.8	Create "Historic Downtown Walden" Joint Advertising Campaign & Signage	Very Important	Village Manager Chamber of Commerce Business Owners	Summer 2002
6.9	Develop Oak Street Parking Lot	Immediate	Village DPW	Year 2002
6.10	Create new regulations for in-fill development and franchise	Important	Joint Board/Village Manager	Spring 2002
7.1	Pursue CDBG-Economic Development Funding for RLF	Immediate	IDA and Consultant	January 2002
7.2	Secure Funding for Downtown Initiative Grant (DIG) Program	Immediate	Village Manager and IDA	December 2001 forward
7.3	Pursue Empire Zone for Key Parcels Downtown	Very Important	Village Manager and IDA	Summer 2002

## 9.0 APPENDICES

**Appendix A**  
**CACI Demographic and Income Forecast and Retail Trade Reports 2001**

# SR 52 & SR 208

CACI



**Legend**

- Limited Access
- Highway
- Street
- Places <10T
- Counties, 1:400T

0 0.5 1 1.5 2  
Scale: 1" = 1.84 miles

Map produced with Scan/US

11/15/01

1-800-394-3690



## Demographic and Income Forecast

**SR 52 & SR 208**  
**Walden, NY**  
**0-1 Mile**

**Latitude: 41.561000**  
**Longitude: -74.188400**  
**Radius in Miles: 1.00**

Snapshot	1990 Census	2000 Update	2005 Forecast
Population	5,989	6,457	6,768
Households	2,202	2,392	2,515
Families	1,555	1,628	1,678
Average Household Size	2.70	2.68	2.68
Owner-occupied HHs	1,311	1,419	1,492
Renter-occupied HHs	890	973	1,023
Median Household Income	\$30,140	\$42,198	\$53,801
Average Household Income	\$32,508	\$45,523	\$59,034
Per Capita Income	\$12,288	\$16,935	\$22,003
Median Age	31.8	34.1	35.1

### Annual Percent Change for 2000-2005

Trends	Area	State	National
Population	0.95%	0.14%	0.88%
Households	1.01%	0.27%	1.04%
Families	0.61%	0.00%	0.74%
Owner HHs	1.01%	0.27%	1.41%
Per Capita Income	5.38%	4.78%	4.57%

Households by Income	1990 Census		2000 Update		2005 Forecast	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	569	25%	392	16%	286	11%
\$15,000 - \$24,999	312	14%	263	11%	168	7%
\$25,000 - \$34,999	428	19%	230	10%	197	8%
\$35,000 - \$49,999	486	22%	538	22%	480	19%
\$50,000 - \$74,999	377	17%	625	26%	745	30%
\$75,000 - \$99,999	63	3%	262	11%	330	13%
\$100,000 - \$149,999	10	0%	76	3%	271	11%
\$150,000+	1	0%	6	0%	37	1%

Population by Age						
< 5	487	8%	500	8%	511	8%
5 - 14	986	16%	1,110	17%	1,108	16%
15 - 19	393	7%	415	6%	437	6%
20 - 24	405	7%	381	6%	420	6%
25 - 34	1,088	18%	908	14%	903	13%
35 - 44	923	15%	1,013	16%	972	14%
45 - 64	982	16%	1,318	20%	1,557	23%
65 - 74	397	7%	406	6%	418	6%
75 - 84	247	4%	285	4%	301	4%
85+	81	1%	120	2%	141	2%

Race and Ethnicity						
White	5,799	97%	6,158	95%	6,398	95%
Black	66	1%	95	1%	109	2%
Asian/Pacific Islander	50	1%	85	1%	113	2%
Other Races	74	1%	119	2%	148	2%
Hispanic (Any Race)	241	4%	396	6%	498	7%

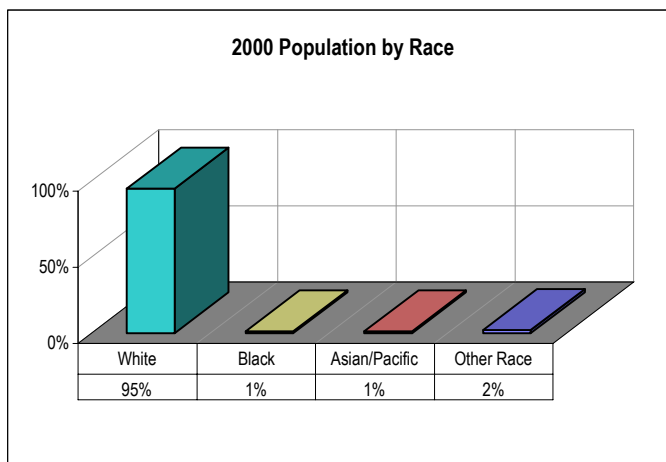
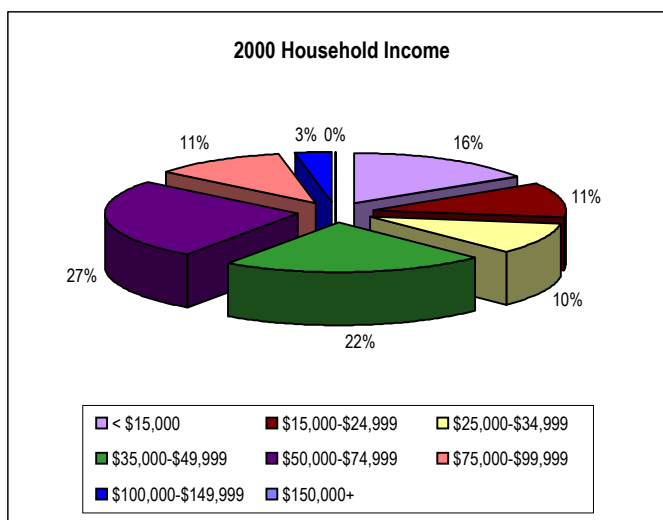
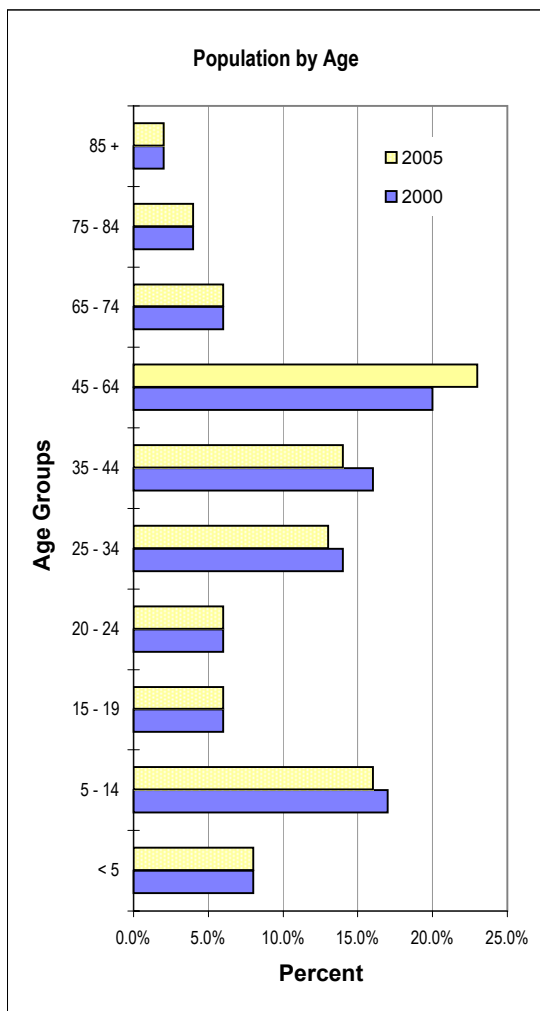
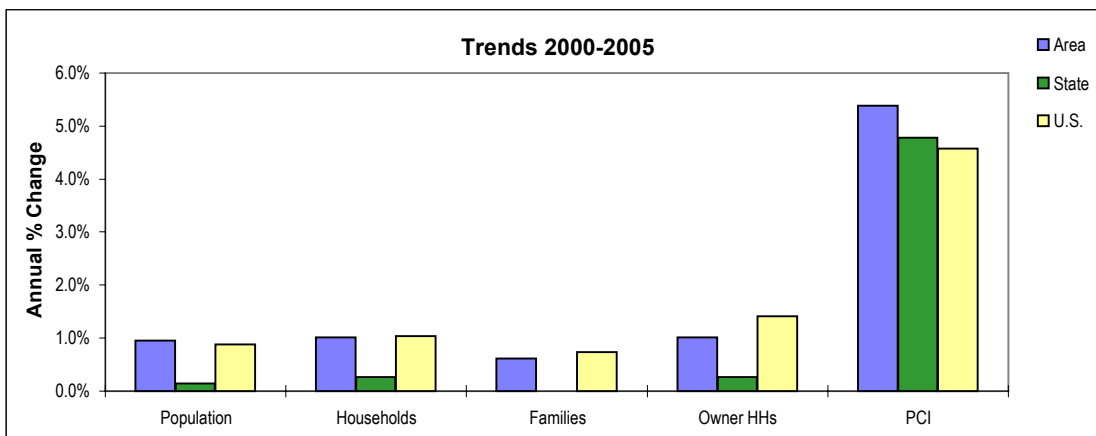
Sources: 1990 Census of Population and Housing; CACI Forecasts for 2000/2005. Income is expressed in current dollars.

## Demographic and Income Forecast

**SR 52 & SR 208**  
**Walden, NY**  
**0-1 Mile**

**Site Type: Circle**

**Latitude: 41.561000**  
**Longitude: -74.188400**  
**Radius in Miles: 1.00**



## Demographic and Income Forecast

**SR 52 & SR 208**  
**Walden, NY**  
**1-3 Miles**

**Latitude: 41.561000**  
**Longitude: -74.188400**  
**Radius in Miles: 1.3**

Snapshot	1990 Census	2000 Update	2005 Forecast
Population	5,359	5,993	6,326
Households	1,813	2,046	2,167
Families	1,461	1,596	1,662
Average Household Size	2.89	2.87	2.86
Owner-occupied HHs	1,465	1,650	1,747
Renter-occupied HHs	348	396	421
Median Household Income	\$36,686	\$49,089	\$61,041
Average Household Income	\$45,274	\$62,605	\$84,351
Per Capita Income	\$15,297	\$21,584	\$29,161
Median Age	34.7	37.8	39.5

### Annual Percent Change for 2000-2005

Trends	Area	State	National
Population	1.09%	0.14%	0.88%
Households	1.16%	0.27%	1.04%
Families	0.82%	0.00%	0.74%
Owner HHs	1.15%	0.27%	1.41%
Per Capita Income	6.20%	4.78%	4.57%

Households by Income	1990 Census		2000 Update		2005 Forecast	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	240	14%	167	8%	124	6%
\$15,000 - \$24,999	292	16%	169	8%	83	4%
\$25,000 - \$34,999	302	17%	257	13%	195	9%
\$35,000 - \$49,999	345	19%	455	22%	351	16%
\$50,000 - \$74,999	355	20%	471	23%	576	27%
\$75,000 - \$99,999	149	8%	251	12%	330	15%
\$100,000 - \$149,999	56	3%	204	10%	340	16%
\$150,000+	33	2%	71	3%	168	8%

Population by Age						
< 5	385	7%	394	7%	399	6%
5 - 14	763	14%	875	15%	874	14%
15 - 19	374	7%	403	7%	427	7%
20 - 24	329	6%	320	5%	353	6%
25 - 34	859	16%	740	12%	732	12%
35 - 44	875	16%	966	16%	921	15%
45 - 64	1,071	20%	1,495	25%	1,770	28%
65 - 74	365	7%	388	6%	400	6%
75 - 84	251	5%	286	5%	305	5%
85+	87	2%	125	2%	145	2%

Race and Ethnicity						
White	5,218	97%	5,769	96%	6,054	96%
Black	66	1%	99	2%	116	2%
Asian/Pacific Islander	30	1%	51	1%	65	1%
Other Races	45	1%	73	1%	91	1%
Hispanic (Any Race)	126	2%	215	4%	273	4%

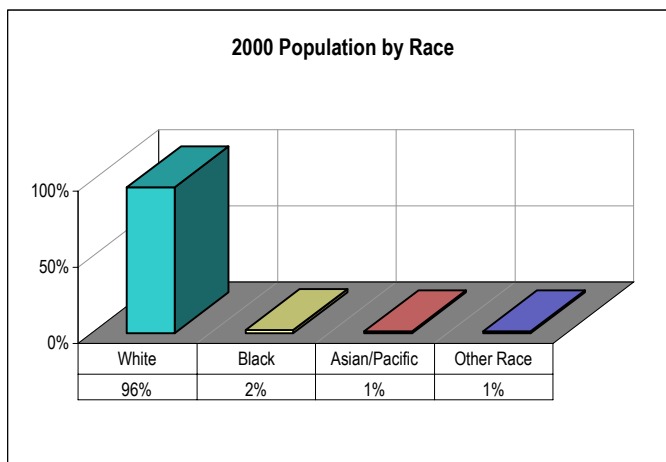
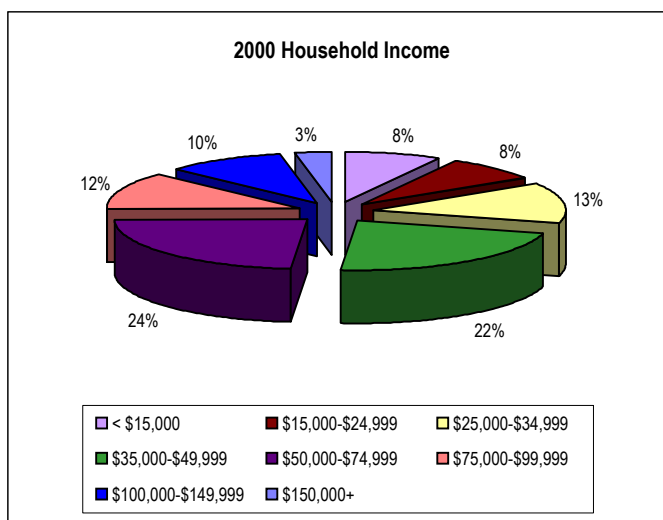
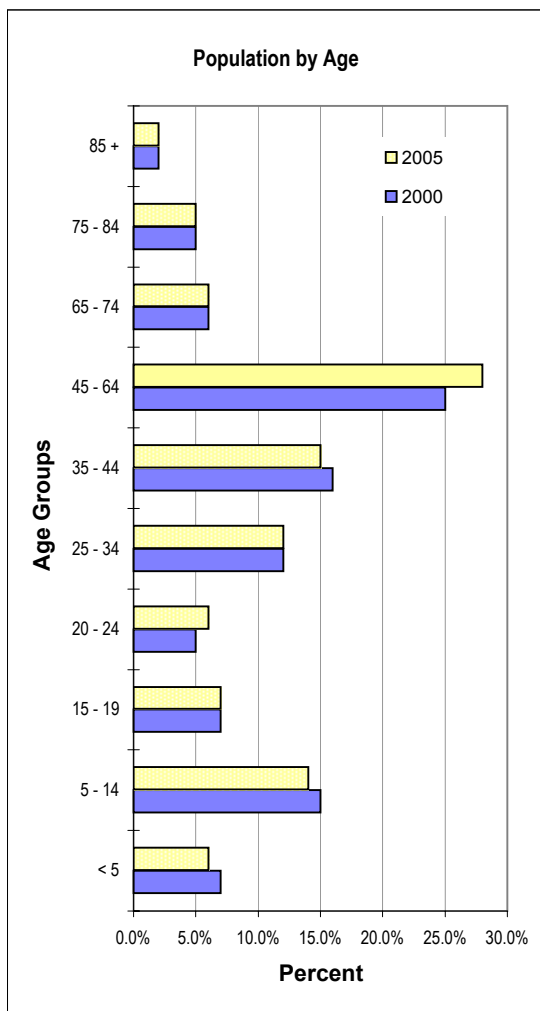
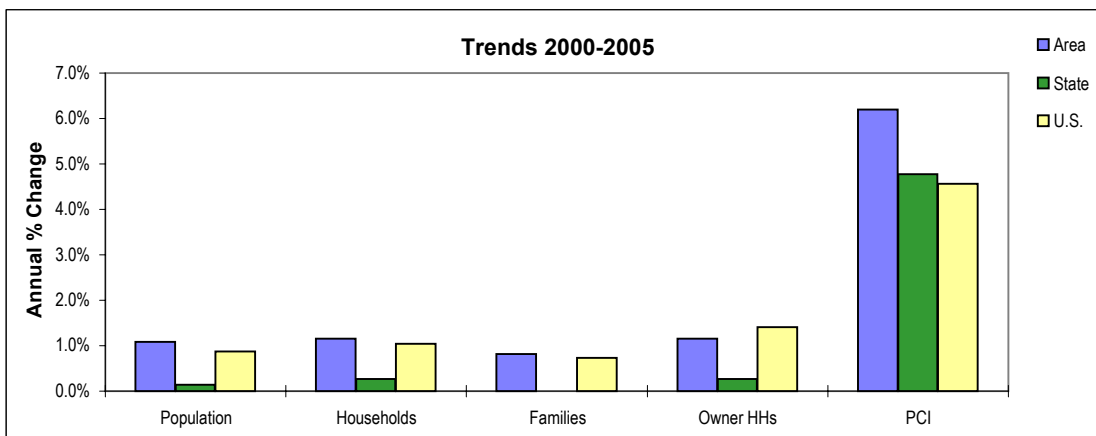
Sources: 1990 Census of Population and Housing; CACI Forecasts for 2000/2005. Income is expressed in current dollars.

## Demographic and Income Forecast

**SR 52 & SR 208**  
**Walden, NY**  
**1-3 Miles**

**Latitude: 41.561000**  
**Longitude: -74.188400**  
**Radius in Miles: 1,3**

**Site Type: Circle**





## Demographic and Income Forecast

SR 52 &amp; SR 208

Latitude: 41.561000

Walden, NY

Longitude: -74.188400

3-5 Miles

Site Type:

Circle

Radius in Miles:

3.5

Snapshot	1990 Census	2000 Update	2005 Forecast
Population	13,539	15,236	16,007
Households	4,197	4,789	5,076
Families	3,344	3,684	3,834
Average Household Size	2.88	2.85	2.84
Owner-occupied HHs	3,302	3,740	3,955
Renter-occupied HHs	897	1,049	1,121
Median Household Income	\$41,210	\$53,300	\$65,992
Average Household Income	\$45,022	\$60,603	\$79,347
Per Capita Income	\$14,528	\$19,558	\$25,588
Median Age	32.9	35.6	36.6

### Annual Percent Change for 2000-2005

Trends	Area	State	National
Population	0.99%	0.14%	0.88%
Households	1.17%	0.27%	1.04%
Families	0.80%	0.00%	0.74%
Owner HHs	1.12%	0.27%	1.41%
Per Capita Income	5.52%	4.78%	4.57%

Households by Income	1990 Census		2000 Update		2005 Forecast	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	504	12%	359	7%	255	5%
\$15,000 - \$24,999	567	13%	306	6%	177	3%
\$25,000 - \$34,999	644	15%	589	12%	369	7%
\$35,000 - \$49,999	1,003	23%	892	19%	791	16%
\$50,000 - \$74,999	989	23%	1,409	29%	1,368	27%
\$75,000 - \$99,999	435	10%	597	12%	932	18%
\$100,000 - \$149,999	129	3%	542	11%	855	17%
\$150,000+	19	0%	96	2%	330	7%

Population by Age						
< 5	917	7%	948	6%	967	6%
5 - 14	1,916	14%	2,264	15%	2,273	14%
15 - 19	894	7%	984	6%	1,050	7%
20 - 24	916	7%	902	6%	992	6%
25 - 34	2,705	20%	2,346	15%	2,327	15%
35 - 44	2,394	18%	2,778	18%	2,656	17%
45 - 64	2,495	18%	3,513	23%	4,140	26%
65 - 74	731	5%	802	5%	832	5%
75 - 84	431	3%	497	3%	531	3%
85+	140	1%	203	1%	239	1%

Race and Ethnicity						
White	12,084	89%	13,376	88%	13,976	87%
Black	1,205	9%	1,453	10%	1,522	10%
Asian/Pacific Islander	130	1%	218	1%	277	2%
Other Races	120	1%	190	1%	231	1%
Hispanic (Any Race)	832	6%	1,269	8%	1,480	9%

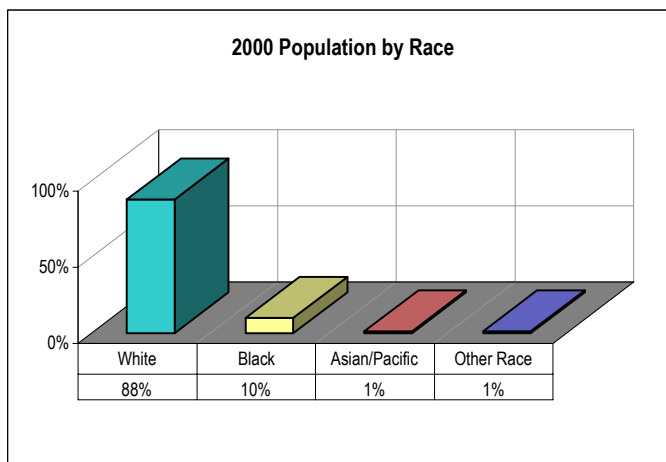
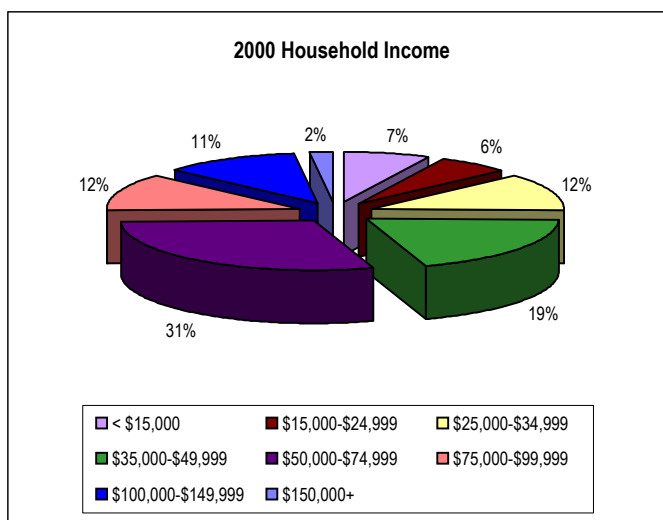
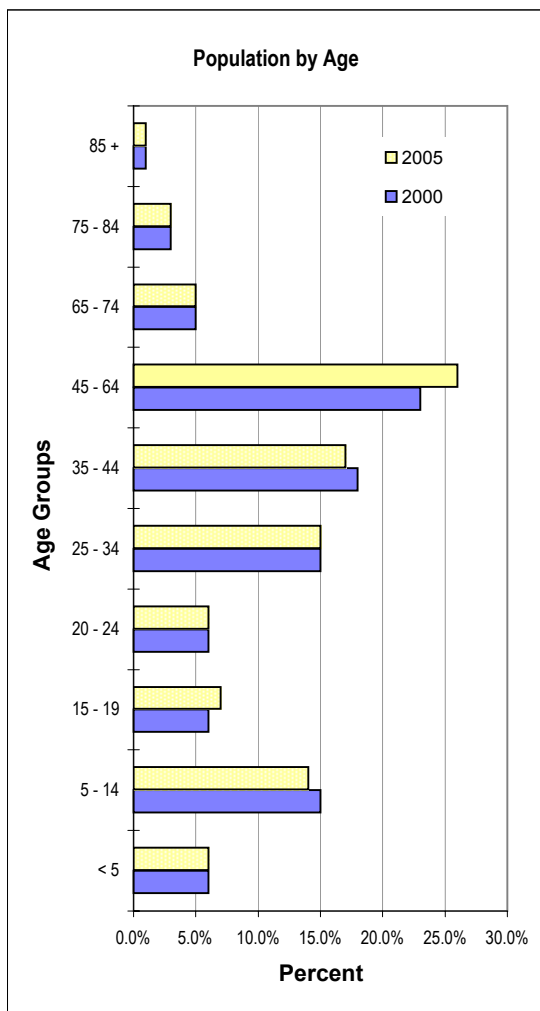
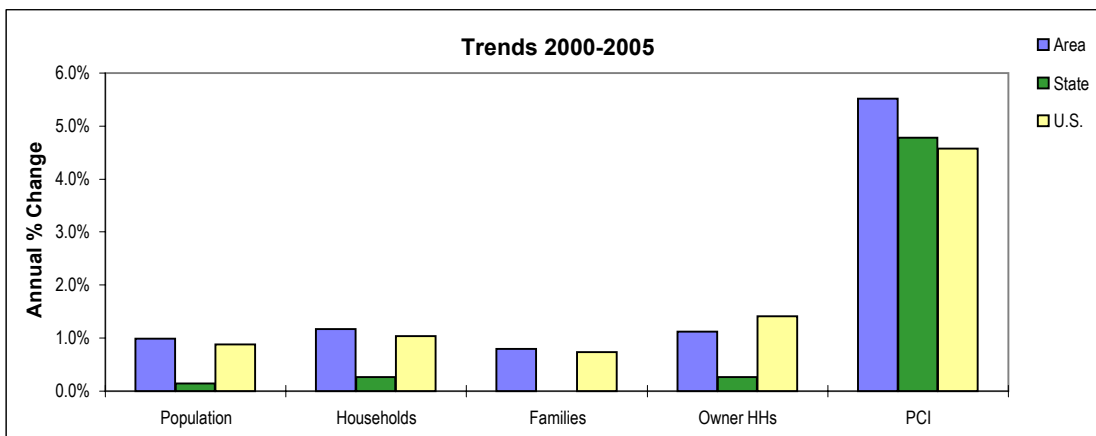
Sources: 1990 Census of Population and Housing; CACI Forecasts for 2000/2005. Income is expressed in current dollars.

## Demographic and Income Forecast

**SR 52 & SR 208**  
**Walden, NY**  
**3-5 Miles**

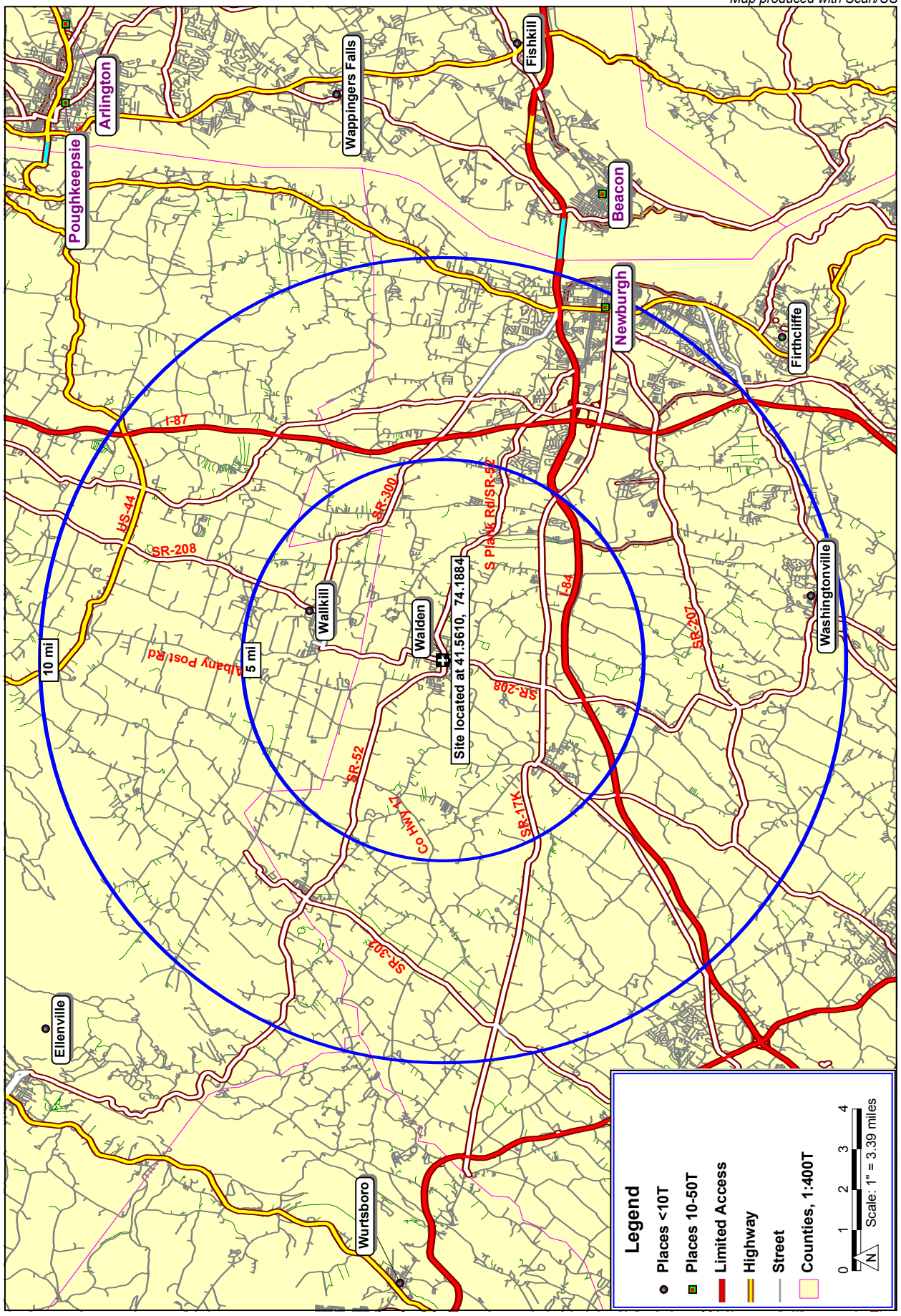
**Latitude: 41.561000**  
**Longitude: -74.188400**  
**Radius in Miles: 3,5**

**Site Type: Circle**



# SR 52 & SR 208

CACI



Map produced with Scan/US

12/06/01

1-800-394-3690

## Demographic and Income Forecast

**SR 52 & SR 208**  
**Walden, NY**  
**5-10 Miles**

**Latitude: 41.561000**  
**Longitude: -74.188400**  
**Radius in Miles: 5.10**

**Site Type: Circle**

Snapshot	1990 Census	2000 Update	2005 Forecast
Population	90,826	97,736	102,008
Households	30,690	33,346	34,949
Families	23,439	24,741	25,504
Average Household Size	2.89	2.86	2.85
Owner-occupied HHs	21,009	23,023	24,147
Renter-occupied HHs	9,635	10,323	10,801
Median Household Income	\$37,527	\$50,114	\$62,564
Average Household Income	\$42,617	\$59,490	\$78,908
Per Capita Income	\$14,716	\$20,598	\$27,378
Median Age	32.3	34.9	35.9

### Annual Percent Change for 2000-2005

Trends	Area	State	National
Population	0.86%	0.14%	0.88%
Households	0.94%	0.27%	1.04%
Families	0.61%	0.00%	0.74%
Owner HHs	0.96%	0.27%	1.41%
Per Capita Income	5.86%	4.78%	4.57%

Households by Income	1990 Census		2000 Update		2005 Forecast	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	5,769	19%	4,003	12%	2,964	8%
\$15,000 - \$24,999	3,993	13%	2,640	8%	1,743	5%
\$25,000 - \$34,999	4,414	14%	3,761	11%	2,444	7%
\$35,000 - \$49,999	6,303	20%	6,216	19%	5,408	15%
\$50,000 - \$74,999	6,606	21%	8,358	25%	8,594	25%
\$75,000 - \$99,999	2,373	8%	4,289	13%	5,846	17%
\$100,000 - \$149,999	958	3%	3,141	9%	5,539	16%
\$150,000+	346	1%	937	3%	2,411	7%

Population by Age						
< 5	7,698	8%	7,601	8%	7,709	8%
5 - 14	13,628	15%	15,575	16%	15,494	15%
15 - 19	6,136	7%	6,505	7%	6,851	7%
20 - 24	6,294	7%	5,813	6%	6,332	6%
25 - 34	16,261	18%	13,513	14%	13,337	13%
35 - 44	14,361	16%	15,754	16%	14,970	15%
45 - 64	16,448	18%	22,075	23%	25,848	25%
65 - 74	5,893	6%	6,013	6%	6,158	6%
75 - 84	3,200	4%	3,628	4%	3,844	4%
85+	907	1%	1,259	1%	1,466	1%

Race and Ethnicity						
White	76,533	84%	80,294	82%	82,579	81%
Black	9,675	11%	11,040	11%	11,885	12%
Asian/Pacific Islander	910	1%	1,519	2%	1,941	2%
Other Races	3,709	4%	4,883	5%	5,603	5%
Hispanic (Any Race)	8,358	9%	11,628	12%	13,686	13%

Sources: 1990 Census of Population and Housing; CACI Forecasts for 2000/2005. Income is expressed in current dollars.

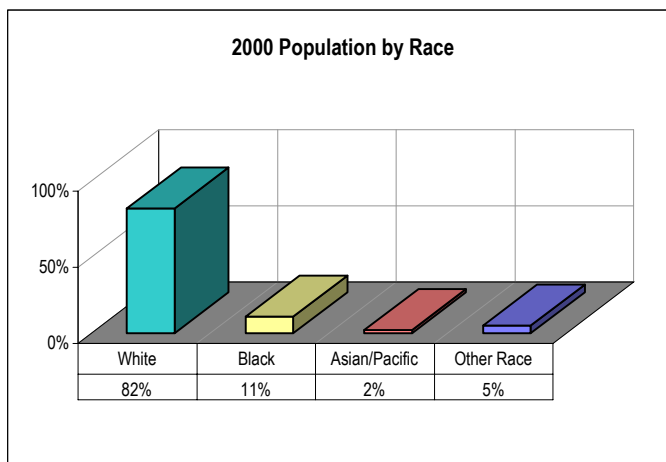
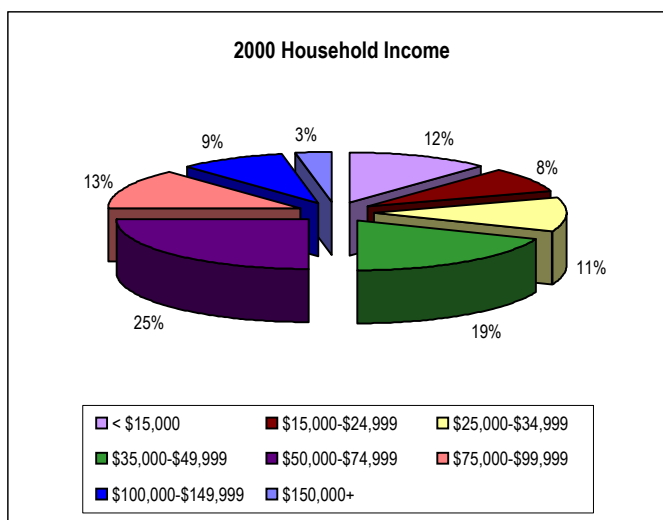
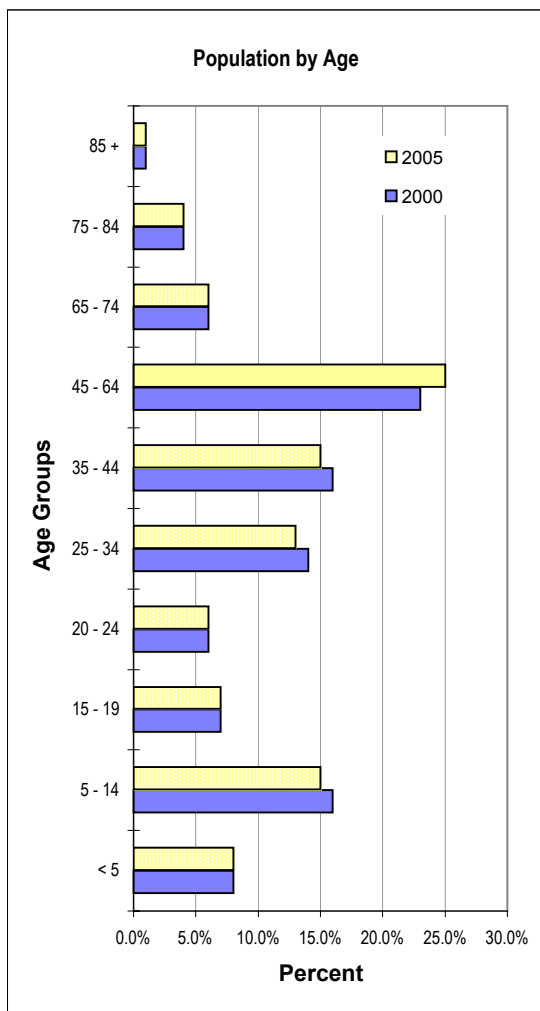
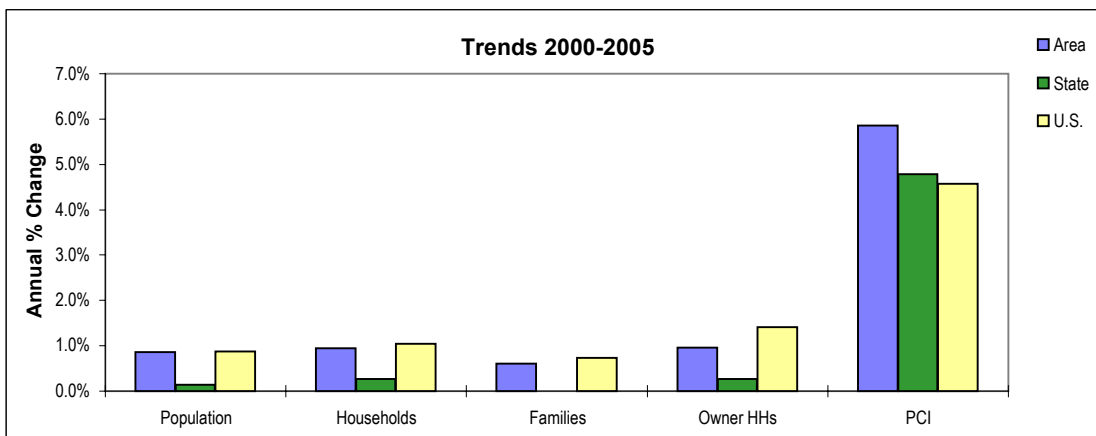


## Demographic and Income Forecast

**SR 52 & SR 208**  
**Walden, NY**  
**5-10 Miles**

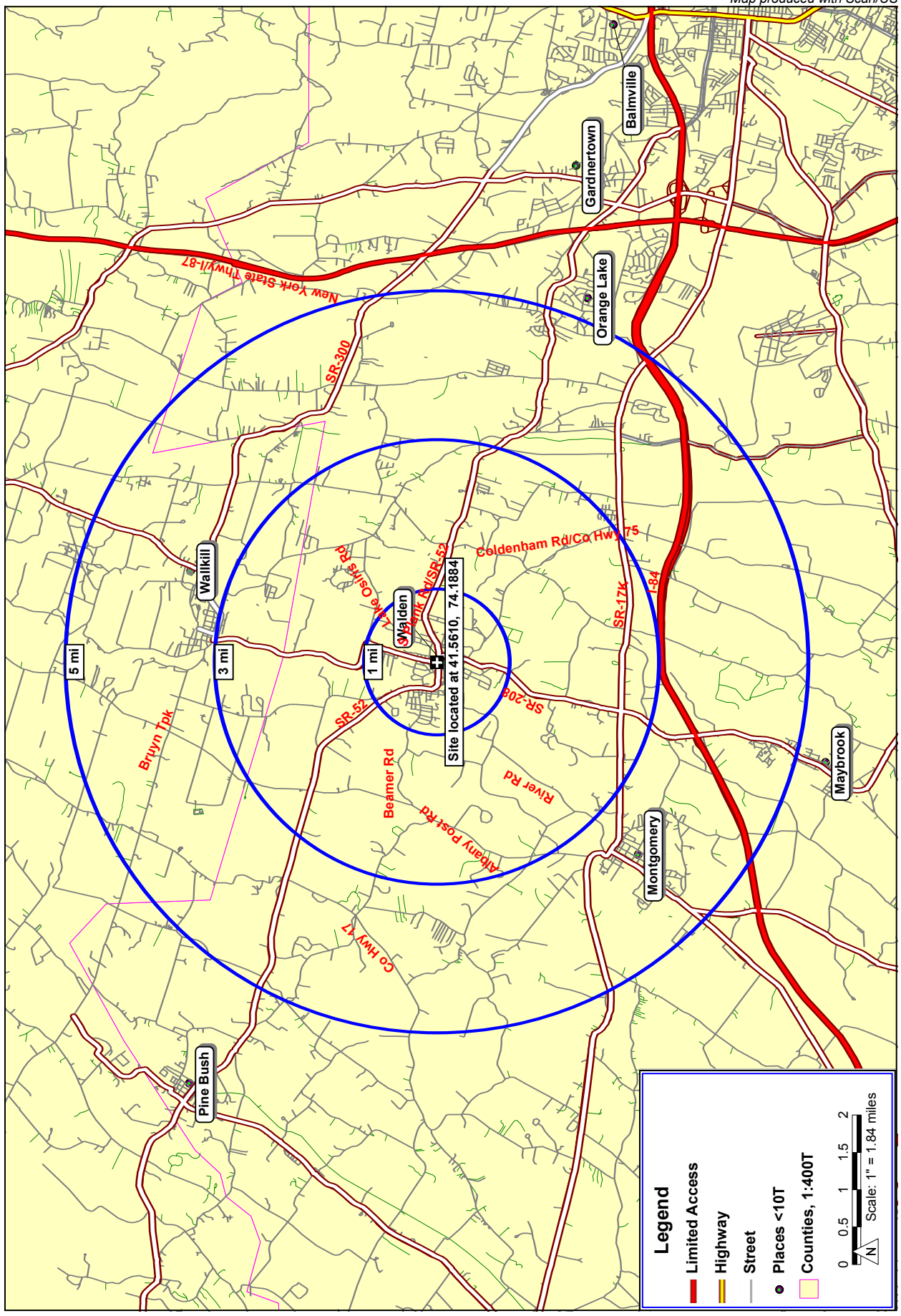
**Site Type: Circle**

**Latitude: 41.561000**  
**Longitude: -74.188400**  
**Radius in Miles: 5,10**



# SR 52 & SR 208

CACI



Map produced with Scan/US

11/15/01

1-800-394-3690

## The Retail Spending Report

SR 52 &amp; SR 208

Walden, NY

0-1 Mile

Latitude: 41.561000

Longitude: -74.188400

Radius in Miles: 1.00

Site Type: Circle

Top ACORN Consumer Groups:	Site Type:	Circle	Demographic Summary	1990	2000
Newly Formed Households	35.8%		Population	5,989	6,457
Middle America	30.6%		Households	2,202	2,390
Low Income: Young and Old	20.0%		Families	1,555	1,628
Older, Settled Married Couples	13.5%		Median Age	31.8	34.1
Semirural Lifestyle	0.2%		Median Household Income	\$30,140	\$42,198

	Spending Potential Index <sup>1</sup>	Annual Amount Spent per Household	Total
Apparel	79	\$2,093	\$5,002,891
Men's	79	\$400	\$956,225
Women's	80	\$719	\$1,717,244
Children's	81	\$244	\$584,144
Infants'	78	\$95	\$227,130
Footwear	80	\$374	\$893,437
Watches & Jewelry	72	\$166	\$397,078
Other Apparel Products and Services <sup>2</sup>	78	\$95	\$227,632
Automotive Aftermarket	80	\$2,036	\$4,864,495
Automotive Maintenance and Repair	79	\$801	\$1,913,185
Gasoline and Motor Oil	81	\$1,235	\$2,951,310
Books & Periodicals	81	\$204	\$486,337
Cameras & Equipment	80	\$108	\$258,474
Child Care	76	\$267	\$637,435
Computer			
Computer Information Services	75	\$27	\$64,447
Personal Computer Hardware & Software	76	\$220	\$524,578
Entertainment			
Entertainment Fees and Admissions	77	\$398	\$952,252
Membership Fees	76	\$97	\$231,283
Sporting Events	76	\$37	\$89,558
Sports Participation	78	\$83	\$199,141
Theater & Movies	77	\$102	\$242,955
Recreational Lessons	76	\$79	\$189,315
Video Rental	81	\$51	\$122,204
Film Processing	78	\$36	\$86,713
Games and Toys	81	\$181	\$433,243
Food and Beverages			
Groceries	81	\$3,532	\$8,440,370
Bakery and Cereal Products	81	\$562	\$1,344,174
Meats, Poultry, Fish, and Eggs	80	\$919	\$2,196,976
Dairy Products	82	\$395	\$944,899
Fruits and Vegetables	80	\$596	\$1,425,010
Other Food at Home <sup>3</sup>	82	\$1,058	\$2,529,312
Meals at Restaurants	80	\$1,909	\$4,563,208
Alcoholic beverages	79	\$341	\$814,151
Nonalcoholic beverages	82	\$313	\$747,111
Financial Services			
Automobile Loans	85	\$2,260	\$5,400,066
Home Loans	76	\$3,978	\$9,505,636
Investments	72	\$2,003	\$4,786,400

## The Retail Spending Report

**SR 52 & SR 208**  
**Walden, NY**  
**0-1 Mile**

**Site Type:**      **Circle**

**Latitude:**        **41.561000**  
**Longitude:**      **-74.188400**  
**Radius in Miles:**      **1.00**

	Spending Potential Index <sup>1</sup>	Annual Amount Spent per Household	Total
<b>Home</b>			
Home Improvement	81	\$592	\$1,414,794
Maintenance and Repair	80	\$476	\$1,137,813
Repair Materials	83	\$116	\$276,981
Housekeeping Services	67	\$76	\$182,667
Household Furnishings	78	\$1,675	\$4,002,683
Household Textiles	78	\$95	\$226,467
Furniture	77	\$435	\$1,040,466
Major Appliances	79	\$204	\$486,378
Other Household Furnishings <sup>4</sup>	77	\$941	\$2,249,372
<b>Insurance</b>			
Homeowners/Renters	78	\$294	\$703,306
Vehicle	78	\$893	\$2,133,184
Life	78	\$447	\$1,067,851
Health	82	\$1,117	\$2,668,359
Lawn and Garden	77	\$283	\$676,102
Luggage	72	\$10	\$24,454
Moving and Storage Services	76	\$36	\$85,072
Optical Goods	82	\$74	\$177,135
Paint	82	\$23	\$55,949
Pets & Supplies	79	\$248	\$592,859
Sporting Goods	83	\$183	\$437,808
Telephone Services	80	\$1,007	\$2,406,247
Television and Sound Equipment	80	\$719	\$1,719,104
Television and Video Equipment	79	\$224	\$535,841
Music Equipment/ Accessories	79	\$152	\$363,331
Cable Television	82	\$334	\$798,873
Rental and Repair of TV/Sound Equipment	81	\$9	\$21,060
<b>Travel</b>			
Travel	76	\$1,392	\$3,325,789
Air Fare	74	\$305	\$727,738
Hotels/Motels	76	\$281	\$672,053
Rental Cars	71	\$30	\$70,959
Food/Drink	78	\$374	\$892,612
Other Travel Expenses <sup>5</sup>	77	\$403	\$962,427

<sup>1</sup> The **Spending Potential Index (SPI)** is household-based, and represents the amount spent for a product or service relative to a national average of 100.

<sup>2</sup> **Other Apparel Products and Services** includes sewing products, fabrics, shoe repair, laundry and dry cleaning, alterations, clothing rental and storage, and watch and jewelry repair.

<sup>3</sup> **Other Food at Home** includes sugar, candy, oil, snacks, condiments, prepared foods, and nonalcoholic beverages.

<sup>4</sup> **Other Household Furnishings** includes floor coverings, small appliances, and miscellaneous household items such as dinnerware and glassware, lighting, window coverings, telephones, smoke alarms, calculators, computers, and clocks.

<sup>5</sup> **Other Travel Expenses** includes fares for ships, trains, buses, and taxis while traveling, gas and oil on trips, parking fees and tolls while traveling, and entertainment on trips.

Source: Data derived from the Consumer Expenditure Survey, Bureau of Labor Statistics.

Detailed expenditure data are available in electronic format. Please call for more information.

## The Retail Spending Report

SR 52 &amp; SR 208

Walden, NY

1-3 Miles

Latitude: 41.561000

Longitude: -74.188400

Radius in Miles: 1,3

Site Type: Circle

Top ACORN Consumer Groups:	Site Type:	Circle	Demographic Summary	1990	2000
Middle America	48.1%		Population	5,359	5,993
Older, Settled Married Couples	33.2%		Households	1,813	2,054
Semirural Lifestyle	16.2%		Families	1,461	1,596
Newly Formed Households	1.3%		Median Age	34.7	37.8
Prosperous Older Couples	1.2%		Median Household Income	\$36,686	\$49,089

	Spending Potential Index <sup>1</sup>	Annual Amount Spent per Household	Total
Apparel	106	\$2,812	\$5,774,242
Men's	109	\$552	\$1,132,779
Women's	106	\$953	\$1,956,248
Children's	111	\$336	\$689,263
Infants'	103	\$125	\$256,437
Footwear	105	\$489	\$1,003,688
Watches & Jewelry	101	\$231	\$475,174
Other Apparel Products and Services <sup>2</sup>	104	\$127	\$260,653
Automotive Aftermarket	110	\$2,799	\$5,747,718
Automotive Maintenance and Repair	108	\$1,100	\$2,259,884
Gasoline and Motor Oil	111	\$1,698	\$3,487,834
Books & Periodicals	109	\$273	\$561,674
Cameras & Equipment	111	\$150	\$308,749
Child Care	108	\$380	\$780,836
Computer			
Computer Information Services	106	\$38	\$78,528
Personal Computer Hardware & Software	106	\$305	\$626,578
Entertainment			
Entertainment Fees and Admissions	107	\$555	\$1,139,816
Membership Fees	107	\$135	\$277,904
Sporting Events	109	\$54	\$110,101
Sports Participation	111	\$118	\$242,879
Theater & Movies	101	\$132	\$271,657
Recreational Lessons	111	\$116	\$237,274
Video Rental	104	\$66	\$134,742
Film Processing	110	\$51	\$105,171
Games and Toys	113	\$254	\$521,344
Food and Beverages			
Groceries	106	\$4,645	\$9,539,833
Bakery and Cereal Products	107	\$740	\$1,520,350
Meats, Poultry, Fish, and Eggs	105	\$1,201	\$2,466,429
Dairy Products	108	\$523	\$1,074,467
Fruits and Vegetables	104	\$780	\$1,602,595
Other Food at Home <sup>3</sup>	108	\$1,400	\$2,875,993
Meals at Restaurants	107	\$2,558	\$5,253,561
Alcoholic beverages	102	\$439	\$902,098
Nonalcoholic beverages	109	\$413	\$848,725
Financial Services			
Automobile Loans	113	\$3,001	\$6,163,415
Home Loans	108	\$5,612	\$11,525,362
Investments	95	\$2,629	\$5,398,730



## The Retail Spending Report

**SR 52 & SR 208**  
**Walden, NY**  
**1-3 Miles**

**Latitude: 41.561000**  
**Longitude: -74.188400**  
**Radius in Miles: 1,3**

**Site Type: Circle**

	Spending Potential Index <sup>1</sup>	Annual Amount Spent per Household	Total
<b>Home</b>			
Home Improvement	112	\$823	\$1,691,028
Maintenance and Repair	110	\$653	\$1,341,665
Repair Materials	121	\$170	\$349,363
Housekeeping Services	95	\$108	\$222,348
Household Furnishings	108	\$2,328	\$4,781,826
Household Textiles	107	\$130	\$267,307
Furniture	106	\$599	\$1,230,230
Major Appliances	110	\$284	\$583,087
Other Household Furnishings <sup>4</sup>	108	\$1,315	\$2,701,203
<b>Insurance</b>			
Homeowners/Renters	111	\$416	\$855,240
Vehicle	109	\$1,237	\$2,541,177
Life	114	\$653	\$1,342,005
Health	111	\$1,512	\$3,105,439
Lawn and Garden	114	\$416	\$854,929
Luggage	99	\$14	\$29,023
Moving and Storage Services	98	\$46	\$93,655
Optical Goods	115	\$104	\$213,958
Paint	117	\$33	\$68,114
Pets & Supplies	113	\$354	\$726,589
Sporting Goods	117	\$258	\$529,707
Telephone Services	103	\$1,290	\$2,648,259
Television and Sound Equipment	105	\$940	\$1,930,118
Television and Video Equipment	106	\$299	\$613,184
Music Equipment/ Accessories	102	\$198	\$405,929
Cable Television	106	\$432	\$887,210
Rental and Repair of TV/Sound Equipment	106	\$12	\$23,795
<b>Travel</b>			
Travel	107	\$1,958	\$4,021,928
Air Fare	101	\$417	\$856,687
Hotels/Motels	111	\$409	\$839,987
Rental Cars	101	\$42	\$86,727
Food/Drink	110	\$526	\$1,080,931
Other Travel Expenses <sup>5</sup>	108	\$564	\$1,157,595

<sup>1</sup> The **Spending Potential Index (SPI)** is household-based, and represents the amount spent for a product or service relative to a national average of 100.

<sup>2</sup> **Other Apparel Products and Services** includes sewing products, fabrics, shoe repair, laundry and dry cleaning, alterations, clothing rental and storage, and watch and jewelry repair.

<sup>3</sup> **Other Food at Home** includes sugar, candy, oil, snacks, condiments, prepared foods, and nonalcoholic beverages.

<sup>4</sup> **Other Household Furnishings** includes floor coverings, small appliances, and miscellaneous household items such as dinnerware and glassware, lighting, window coverings, telephones, smoke alarms, calculators, computers, and clocks.

<sup>5</sup> **Other Travel Expenses** includes fares for ships, trains, buses, and taxis while traveling, gas and oil on trips, parking fees and tolls while traveling, and entertainment on trips.

Source: Data derived from the Consumer Expenditure Survey, Bureau of Labor Statistics.

Detailed expenditure data are available in electronic format. Please call for more information.



## The Retail Spending Report

SR 52 &amp; SR 208

Walden, NY

3-5 Miles

Latitude: 41.561000

Longitude: -74.188400

Radius in Miles: 3,5

Site Type: Circle

Top ACORN Consumer Groups:	Site Type:	Circle	Demographic Summary	1990	2000
Semirural Lifestyle	36.2%		Population	13,539	15,236
Newly Formed Households	26.9%		Households	4,197	4,685
Older, Settled Married Couples	24.2%		Families	3,344	3,684
Middle America	7.3%		Median Age	32.9	35.6
Prosperous Older Couples	3.1%		Median Household Income	\$41,210	\$53,300

	Spending Potential Index <sup>1</sup>	Annual Amount Spent per Household	Total
Apparel	103	\$2,730	\$12,791,935
Men's	105	\$536	\$2,509,771
Women's	103	\$932	\$4,366,489
Children's	105	\$317	\$1,487,508
Infants'	101	\$123	\$575,696
Footwear	100	\$467	\$2,190,012
Watches & Jewelry	100	\$228	\$1,068,875
Other Apparel Products and Services <sup>2</sup>	104	\$127	\$593,584
Automotive Aftermarket	101	\$2,569	\$12,033,985
Automotive Maintenance and Repair	102	\$1,040	\$4,870,779
Gasoline and Motor Oil	100	\$1,529	\$7,163,206
Books & Periodicals	106	\$268	\$1,255,709
Cameras & Equipment	109	\$148	\$693,932
Child Care	110	\$386	\$1,809,496
Computer			
Computer Information Services	109	\$39	\$183,076
Personal Computer Hardware & Software	108	\$309	\$1,446,704
Entertainment			
Entertainment Fees and Admissions	109	\$564	\$2,642,988
Membership Fees	106	\$135	\$632,796
Sporting Events	108	\$53	\$249,639
Sports Participation	110	\$118	\$551,744
Theater & Movies	105	\$139	\$649,965
Recreational Lessons	115	\$119	\$558,843
Video Rental	104	\$66	\$308,364
Film Processing	107	\$50	\$233,751
Games and Toys	108	\$244	\$1,141,106
Food and Beverages			
Groceries	100	\$4,386	\$20,547,673
Bakery and Cereal Products	101	\$700	\$3,281,419
Meats, Poultry, Fish, and Eggs	99	\$1,133	\$5,305,913
Dairy Products	102	\$494	\$2,312,694
Fruits and Vegetables	100	\$749	\$3,508,124
Other Food at Home <sup>3</sup>	101	\$1,310	\$6,139,524
Meals at Restaurants	104	\$2,482	\$11,627,347
Alcoholic beverages	105	\$451	\$2,112,517
Nonalcoholic beverages	101	\$382	\$1,789,275
Financial Services			
Automobile Loans	100	\$2,648	\$12,403,808
Home Loans	106	\$5,543	\$25,967,887
Investments	101	\$2,803	\$13,132,326

## The Retail Spending Report

**SR 52 & SR 208**  
**Walden, NY**  
**3-5 Miles**

**Latitude: 41.561000**  
**Longitude: -74.188400**  
**Radius in Miles: 3,5**

**Site Type: Circle**

	Spending Potential Index <sup>1</sup>	Annual Amount Spent per Household	Total
<b>Home</b>			
Home Improvement	105	\$768	\$3,599,621
Maintenance and Repair	104	\$620	\$2,904,891
Repair Materials	106	\$148	\$694,730
Housekeeping Services	100	\$114	\$532,445
Household Furnishings	104	\$2,247	\$10,527,460
Household Textiles	104	\$127	\$594,490
Furniture	103	\$581	\$2,723,627
Major Appliances	101	\$260	\$1,216,384
Other Household Furnishings <sup>4</sup>	105	\$1,279	\$5,992,958
<b>Insurance</b>			
Homeowners/Renters	99	\$375	\$1,755,845
Vehicle	103	\$1,171	\$5,488,127
Life	105	\$601	\$2,815,773
Health	100	\$1,360	\$6,370,465
Lawn and Garden	105	\$383	\$1,796,646
Luggage	103	\$15	\$68,942
Moving and Storage Services	99	\$46	\$216,517
Optical Goods	106	\$96	\$449,825
Paint	110	\$31	\$146,426
Pets & Supplies	104	\$325	\$1,522,961
Sporting Goods	111	\$244	\$1,145,338
Telephone Services	97	\$1,216	\$5,698,356
Television and Sound Equipment	101	\$906	\$4,246,889
Television and Video Equipment	103	\$290	\$1,359,309
Music Equipment/ Accessories	101	\$196	\$916,625
Cable Television	100	\$409	\$1,917,581
Rental and Repair of TV/Sound Equipment	104	\$11	\$53,374
<b>Travel</b>			
Travel	106	\$1,930	\$9,044,442
Air Fare	104	\$430	\$2,014,027
Hotels/Motels	108	\$399	\$1,868,201
Rental Cars	105	\$44	\$204,570
Food/Drink	106	\$510	\$2,390,247
Other Travel Expenses <sup>5</sup>	105	\$548	\$2,567,396

<sup>1</sup> The **Spending Potential Index (SPI)** is household-based, and represents the amount spent for a product or service relative to a national average of 100.

<sup>2</sup> **Other Apparel Products and Services** includes sewing products, fabrics, shoe repair, laundry and dry cleaning, alterations, clothing rental and storage, and watch and jewelry repair.

<sup>3</sup> **Other Food at Home** includes sugar, candy, oil, snacks, condiments, prepared foods, and nonalcoholic beverages.

<sup>4</sup> **Other Household Furnishings** includes floor coverings, small appliances, and miscellaneous household items such as dinnerware and glassware, lighting, window coverings, telephones, smoke alarms, calculators, computers, and clocks.

<sup>5</sup> **Other Travel Expenses** includes fares for ships, trains, buses, and taxis while traveling, gas and oil on trips, parking fees and tolls while traveling, and entertainment on trips.

Source: Data derived from the Consumer Expenditure Survey, Bureau of Labor Statistics.

Detailed expenditure data are available in electronic format. Please call for more information.

## The Retail Spending Report

SR 52 &amp; SR 208

Walden, NY

5-10 Miles

Latitude: 41.561000

Longitude: -74.188400

Radius in Miles: 5,10

Site Type: Circle

Top ACORN Consumer Groups:	Site Type:	Circle	Demographic Summary	1990	2000
Semirural Lifestyle	17.1%		Population	90,826	97,736
Older, Settled Married Couples	15.3%		Households	30,690	33,513
Middle America	10.6%		Families	23,439	24,741
Urban Professional Couples	6.9%		Median Age	32.3	34.9
Newly Formed Households	6.8%		Median Household Income	\$37,527	\$50,114

	Spending Potential Index <sup>1</sup>	Annual Amount Spent per Household	Total
Apparel	103	\$2,736	\$91,680,592
Men's	103	\$525	\$17,593,141
Women's	103	\$930	\$31,182,288
Children's	105	\$318	\$10,666,360
Infants'	102	\$124	\$4,160,719
Footwear	103	\$481	\$16,124,364
Watches & Jewelry	100	\$229	\$7,679,539
Other Apparel Products and Services <sup>2</sup>	104	\$128	\$4,274,181
Automotive Aftermarket	100	\$2,549	\$85,436,366
Automotive Maintenance and Repair	101	\$1,024	\$34,314,548
Gasoline and Motor Oil	100	\$1,525	\$51,121,819
Books & Periodicals	104	\$261	\$8,751,673
Cameras & Equipment	105	\$142	\$4,761,378
Child Care	105	\$370	\$12,391,908
Computer			
Computer Information Services	104	\$37	\$1,246,078
Personal Computer Hardware & Software	103	\$295	\$9,887,475
Entertainment			
Entertainment Fees and Admissions	104	\$540	\$18,086,229
Membership Fees	103	\$130	\$4,363,752
Sporting Events	103	\$51	\$1,702,741
Sports Participation	104	\$112	\$3,737,268
Theater & Movies	103	\$136	\$4,545,270
Recreational Lessons	107	\$112	\$3,737,198
Video Rental	102	\$64	\$2,155,823
Film Processing	103	\$48	\$1,602,930
Games and Toys	104	\$234	\$7,855,188
Food and Beverages			
Groceries	102	\$4,447	\$149,025,978
Bakery and Cereal Products	102	\$707	\$23,677,886
Meats, Poultry, Fish, and Eggs	102	\$1,173	\$39,306,511
Dairy Products	102	\$494	\$16,539,106
Fruits and Vegetables	102	\$760	\$25,484,268
Other Food at Home <sup>3</sup>	101	\$1,313	\$44,018,206
Meals at Restaurants	103	\$2,447	\$82,016,017
Alcoholic beverages	103	\$442	\$14,819,136
Nonalcoholic beverages	101	\$384	\$12,872,268
Financial Services			
Automobile Loans	103	\$2,734	\$91,609,273
Home Loans	103	\$5,377	\$180,212,779
Investments	98	\$2,717	\$91,055,384



## The Retail Spending Report

**SR 52 & SR 208**  
**Walden, NY**  
**5-10 Miles**

**Site Type:**      **Circle**

**Latitude:**        **41.561000**  
**Longitude:**      **-74.188400**  
**Radius in Miles:**      **5,10**

	Spending Potential Index <sup>1</sup>	Annual Amount Spent per Household	Total
<b>Home</b>			
Home Improvement	103	\$758	\$25,412,301
Maintenance and Repair	104	\$616	\$20,628,319
Repair Materials	102	\$143	\$4,783,982
Housekeeping Services	100	\$113	\$3,795,840
Household Furnishings	102	\$2,204	\$73,867,004
Household Textiles	102	\$125	\$4,187,945
Furniture	102	\$576	\$19,319,789
Major Appliances	101	\$261	\$8,741,290
Other Household Furnishings <sup>4</sup>	102	\$1,242	\$41,617,981
<b>Insurance</b>			
Homeowners/Renters	100	\$378	\$12,671,081
Vehicle	102	\$1,163	\$38,967,195
Life	104	\$594	\$19,916,131
Health	101	\$1,378	\$46,190,705
Lawn and Garden	103	\$375	\$12,563,057
Luggage	100	\$14	\$478,607
Moving and Storage Services	97	\$45	\$1,522,938
Optical Goods	103	\$93	\$3,131,706
Paint	106	\$30	\$1,009,150
Pets & Supplies	101	\$315	\$10,566,424
Sporting Goods	104	\$230	\$7,692,557
Telephone Services	101	\$1,264	\$42,352,631
Television and Sound Equipment	102	\$912	\$30,575,131
Television and Video Equipment	102	\$287	\$9,609,962
Music Equipment/ Accessories	100	\$194	\$6,487,600
Cable Television	103	\$421	\$14,097,678
Rental and Repair of TV/Sound Equipment	104	\$11	\$379,890
<b>Travel</b>			
Travel	102	\$1,868	\$62,611,905
Air Fare	102	\$419	\$14,037,829
Hotels/Motels	104	\$384	\$12,859,018
Rental Cars	102	\$42	\$1,422,440
Food/Drink	102	\$492	\$16,489,425
Other Travel Expenses <sup>5</sup>	102	\$531	\$17,803,194

<sup>1</sup> The **Spending Potential Index (SPI)** is household-based, and represents the amount spent for a product or service relative to a national average of 100.

<sup>2</sup> **Other Apparel Products and Services** includes sewing products, fabrics, shoe repair, laundry and dry cleaning, alterations, clothing rental and storage, and watch and jewelry repair.

<sup>3</sup> **Other Food at Home** includes sugar, candy, oil, snacks, condiments, prepared foods, and nonalcoholic beverages.

<sup>4</sup> **Other Household Furnishings** includes floor coverings, small appliances, and miscellaneous household items such as dinnerware and glassware, lighting, window coverings, telephones, smoke alarms, calculators, computers, and clocks.

<sup>5</sup> **Other Travel Expenses** includes fares for ships, trains, buses, and taxis while traveling, gas and oil on trips, parking fees and tolls while traveling, and entertainment on trips.

Source: Data derived from the Consumer Expenditure Survey, Bureau of Labor Statistics.

Detailed expenditure data are available in electronic format. Please call for more information.

**Appendix B**  
**Business Owner Survey Results**

# DOWNTOWN WALDEN

## BUSINESS OWNER SURVEY

**Instructions:** Please take of few moments to answer the following questions which will be used by the Village of Walden to help develop a Downtown Revitalization Strategy.

DATE: \_\_\_\_\_, 2001

BUSINESS NAME: \_\_\_\_\_

BUSINESS ADDRESS: \_\_\_\_\_

BUSINESS TELEPHONE NUMBER: \_\_\_\_\_ WEBSITE : \_\_\_\_\_ EMAIL: \_\_\_\_\_

NAME OF PERSON COMPLETING SURVEY: \_\_\_\_\_ POSITION W/BUSINESS: \_\_\_\_\_

TYPE OF BUSINESS (E.G SPORTING GOODS, CLOTHING, LAW OFFICE, ETC.): \_\_\_\_\_

THE PRIMARY TYPE OF GOODS OR SERVICES OFFERED BY YOUR BUSINESS: \_\_\_\_\_

ACCESSORY GOODS OR SERVICES OFFERED BY YOUR BUSINESS: \_\_\_\_\_

DO YOU HAVE PLANS TO EXPAND PRODUCT LINES OR SERVICES: (PLEASE SPECIFY): \_\_\_\_\_

**1. Did you:**

- A. Buy an existing business?
- B. Start your own business?
- C. Inherit your business?
- D. Other? \_\_\_\_\_

**2. How long have you operated your business in Downtown Walden?**

- A. Less than one year
- B. 1-2 years
- C. 2-5 years
- D. 5-10 years
- E. More than 10 years

**3. Why did you choose Walden as a place to do business?**

- A. Prime location
- B. Market niche for your business
- C. Affordable business location
- D. Other \_\_\_\_\_

**4. What is the gross revenue of your business?**

- A. up to \$49,999
- B. \$50,000 to 74,999
- C. \$75,000 to \$99,999
- D. \$100,000 to \$249,999
- E. \$250,000 to \$499,999
- F. \$500,000 to \$749,999
- G. Over \$750,000

**5. Do you own or lease your building?**

- A. Own      B. Lease
- If you lease, who is the building owner?
- Name: \_\_\_\_\_
- Address: \_\_\_\_\_
- Phone Number: \_\_\_\_\_

**6. Your age group      Customer age group**

- |                     |                     |
|---------------------|---------------------|
| _____ 18-24 years   | _____ 18-24 years   |
| _____ 25-34 years   | _____ 25-34 years   |
| _____ 35-44 years   | _____ 35-44 years   |
| _____ 45-54 years   | _____ 45-54 years   |
| _____ 55-64 years   | _____ 55-64 years   |
| _____ over 65 years | _____ over 65 years |

7. Please indicate your place of residence.

\_\_\_\_\_ Town/Village/City  
\_\_\_\_\_ County  
\_\_\_\_\_ State

8. What are your business hours of operation?

\_\_\_\_\_ to \_\_\_\_\_ Monday  
\_\_\_\_\_ to \_\_\_\_\_ Tuesday  
\_\_\_\_\_ to \_\_\_\_\_ Wednesday  
\_\_\_\_\_ to \_\_\_\_\_ Thursday  
\_\_\_\_\_ to \_\_\_\_\_ Friday  
\_\_\_\_\_ to \_\_\_\_\_ Saturday  
\_\_\_\_\_ to \_\_\_\_\_ Sunday

9. Please indicate the peak weekday and peak weekend day for your business.

\_\_\_\_\_ Weekday (specify) \_\_\_\_\_  
\_\_\_\_\_ Weekend (specify) \_\_\_\_\_

10. How many persons do you employ in Downtown Walden?

A. Full-time \_\_\_\_\_  
B. Part-time \_\_\_\_\_  
C. Seasonal: \_\_\_\_\_

11. What type of businesses in Downtown Walden would complement yours?

(Specify): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12. What type of specific businesses would you like to see added to Downtown Walden?

(Specify): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

13. Do you participate in joint-advertising with other Walden business owners?

A. Yes If yes, what type?  
 Print  Radio  
 Other \_\_\_\_\_  
B. No If no, would you consider doing so?  
 Yes  No

14. What is your most effective type of advertising media?

A. Newspaper D. Yellow pages  
B. Cable TV E. Radio  
C. Web site F. Other (specify) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

15. Distance Customers Travel to Your Business?

	Most	Some	None	%
A. 0-1 miles	_____	_____	_____	_____
B. 1-5 miles	_____	_____	_____	_____
C. 5-10 miles	_____	_____	_____	_____
D. 10-25 miles	_____	_____	_____	_____
E. 25 miles+	_____	_____	_____	_____

16. Do you have any suggestions for improving the business climate in Downtown Walden?

Specify: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

17. Are you aware of the Village of Walden's Building Facade Low-Interest Revolving Loan Fund (RLF)?

A. Yes B. No

18. If Yes, have you utilized the RLF?

A. Yes B. No  
If no, why? \_\_\_\_\_  
\_\_\_\_\_

19. What incentives could the Village provide to encourage you to invest in building/business improvements?

Specify \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**20. Please rate the following conditions/services in Downtown Walden:**

	Excellent	Good	Fair	Poor
A. Sense of Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Parking Availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Traffic Volume	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Traffic Circulation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Pedestrian Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Pedestrian Comfort	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Cleanliness of Sidewalk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. # of Trash Receptacles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Refuse Removal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. Code Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K. Street/Alley Lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L. Police Presence/Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M. Building Appearance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N. Quality of Retail Stores	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
O. Price of Retail Goods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P. Variety of Restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q. Prices at Restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R. Service Businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S. Price of Service Businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
T. Shopping Hours Downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**21. What are some of the characteristics of Downtown Walden that make it an attractive place for you to conduct your business?** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**22. What things could be done to make Downtown Walden an even more appealing place to open or expand a business?**  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**23. What follows are examples of some initiatives that could be undertaken to Revitalize Downtown Walden.** Please rate which ones you think are VERY IMPORTANT, SOMEWHAT IMPORTANT OR NOT IMPORTANT to do.

	Very	Somewhat	Not
A. Improve Sense of Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Enhance Variety of Retail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Expand Shopping Hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Improve Traffic Circulation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Improve Pedestrian Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Enhance Pedestrian Comfort	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Hold Events Downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Market Downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Recruit New Businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. Improve Code Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K. Improve Street/Alley Lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L. Enhance Police Presence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M. Building Facade Renovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N. Increase Variety of Restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
O. Create Cultural Anchor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P. Fill Vacant Storefronts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q. Expand Variety of Service Businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R. Streetscape Enhancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**24. Is there anything else that you would recommend to encourage customers to spend more time shopping in Downtown Walden?**

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



THE STANDARD INDUSTRIAL CODES (SIC) FOR A VARIETY OF BUSINESSES ARE PROVIDED BELOW. PLEASE CIRCLE THE RESPONSE THAT BEST CORRESPONDS TO YOUR BUSINESS.

**25. Please circle the SIC code that best describes your business:**

**TRADE**

- 50 Wholesale - durable goods
- 51 Wholesale - non-durable goods
- 52 Retail - building materials/garden supply, etc.
- 53 Retail - general merchandise stores
- 54 Retail - food stores
- 55 Retail - auto dealers & gasoline service sta.
- 56 Retail - apparel & accessory stores
- 57 Retail - home furniture, furnishings, equip.
- 58 Retail - eating & drinking places
- 59 Retail - misc.

**FINANCE, INSURANCE, AND REAL ESTATE**

- 60 Depository institutions
- 61 Non-depository credit institutions
- 62 Security & commodity brokers/dealers, etc.
- 63 Insurance carriers
- 64 Insurance agents, brokers and service
- 65 Real estate
- 67 Holding & other investment offices

**SERVICES**

- 70 Hotels, rooming houses, other lodging, etc.
- 72 Personal services
- 73 Business services
- 75 Automotive repair, services and parking
- 76 Misc. repair services
- 78 Motion pictures
- 79 Amusement & recreation services
- 80 Health services
- 81 Legal services
- 82 Educational services
- 83 Social services
- 84 Museums, art galleries, botanical/zoological
- 86 Membership organizations
- 87 Engineering, acct., research & management
- 89 Services, not elsewhere classified

**GOVERNMENT**

- 91 Local
- 92 County
- 93 Federal

**AGRICULTURE/FORESTRY/**

**MINING**

- 01 Agriculture, Forestry & Fisheries
- 10 Mining

**CONSTRUCTION**

- 15 Building construction - general contractors/ operative builders
- 16 Heavy construction - except building construction
- 17 Special trade contractors

**MANUFACTURING**

- 20 Food and kindred products
- 22 Textile mill products
- 23 Apparel & other finished textile products
- 24 Lumber and wood products, except furniture
- 25 Furniture and fixtures
- 26 Paper and allied products
- 27 Printing, publishing, & allied indus.
- 28 Chemicals and allied products
- 29 Petroleum refining & related indus.
- 30 Rubber and misc. plastic products
- 31 Leather and leather products
- 32 Stone/clay/glass/concrete products
- 34 Fabricated metal products, except machinery & transport 35 Industrial & commercial machinery and computers

**MANUFACTURING**

- 36 Electronic machinery, equipment and supplies,
- 37 Transportation equipment
- 38 Instruments, watches, photo/med/ opt. goods
- 39 Misc. manufacturing industries

**TRANSPORTATION, COMMUNICATIONS AND PUBLIC UTILITIES (TCPU)**

- 40 Railroad transportation
- 41 Local, suburban & highway passenger transport
- 42 Motor freight transport
- 43 U.S. Postal Service
- 47 Transportation services
- 48 Communications
- 49 Electric, gas and sanitary services

Other and/or Secondary SIC: \_\_\_\_\_

**THANK YOU!!  
PLEASE RETURN SURVEY TO:**

**Mr. James Politi, Village Manager  
The Village of Walden  
One Municipal Square  
Walden, New York 12586**

Downtown Walden  
Business Owner Survey Results

<b>1. Did you.....your business?</b>	<b>#</b>	<b>%</b>
A. Buy	5	15%
B. Start	20	61%
C. Inherit	5	15%
D. Other	3	9%
<b>Total</b>	<b>33</b>	<b>100%</b>

<b>2. How long have you owned your business?</b>	<b>#</b>	<b>%</b>
A. Less than One Year	2	6%
B. 1-2 Years	2	6%
C. 2-5 Years	2	6%
D. 5-10 Years	4	13%
E. More Than 10 Years	22	69%
<b>Total</b>	<b>32</b>	<b>100%</b>

<b>3. Why did you choose Walden?</b>	<b>#</b>	<b>%</b>
A. Prime Location	4	12%
B. Market Niche for your business	3	9%
C. Affordable business location	9	27%
D. Other	17	52%
<b>Total</b>	<b>33</b>	<b>100%</b>

<b>4. What is the Gross Revenue of Your Business?</b>	<b>#</b>	<b>%</b>
A. up to \$49,000	5	25%
B. \$50,000 to \$74,999	2	10%
C. \$75,000 to \$99,000	1	5%
D. \$100,000 to \$249,999	4	20%
E. \$250,000 to \$499,999	4	20%
F. \$500,000 to \$749,999	0	0%
G. Over \$750,000	4	20%
<b>Total</b>	<b>20</b>	<b>100%</b>

<b>5. Do You Own or Lease your building?</b>	<b>#</b>	<b>%</b>
A. Own	20	67%
B. Lease	10	33%
<b>Total</b>	<b>30</b>	<b>100%</b>

<b>6. Your Age Group</b>	<b>#</b>	<b>%</b>
A. 18-24 Years	0	0%
B. 25-34 Years	1	4%
C. 35-44 Years	11	39%
D. 45-55 Years	11	39%
E. 55-64 Years	5	18%
F. Over 65 Years	0	0%
<b>Total</b>	<b>28</b>	<b>100%</b>

Downtown Walden  
Business Owner Survey Results

7. Your place of residence?	#	%	8-5	9-5	9-6	9-7	9-8	10-5	11-8	12-7	12-5	9-noon	9-1	9-3	10-2	12-3	6am-11pm	11am-2 am	4pm-10pm	Rounded
Bloomington	1	4%																		
Crawford	1	4%																		
Highland Mills	1	4%																		
Montgomery Village	2	7%																		
Montgomery Town	6	21%																		
Newburgh	2	7%																		
Walden	13	46%																		
Walkill	3	11%																		
<b>Total</b>	<b>28</b>	<b>100%</b>																		

8. What are your business hours?	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	3	12	13	14	12	13	2
	3	1	1	1	1	1	1
	3	2	2	1	2	1	3
	3	2	4	2	2	1	2
	2	1	1	1	1	1	2
	2	1	1	1	1	1	2
	2	1	1	1	1	1	3

9. Peak Weekday or Weekend?	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		7					
						9	12

10. # Persons Employed?	1-2	3-5	6-10	10+
Full-Time	11	0	3	2
Part-Time	10	0	5	0
Seasonal	3	0	0	0

11. What type of business complements yours?	#	%
Specialty Shop	7	23%
Restaurant	7	23%
Antique Shop	4	13%
Café	3	10%
Hardware Store	2	7%
Childs Clothing	1	3%
Health Spa	1	3%
Farmers Market	1	3%
Pharmacy	1	3%
Office Supply	1	3%
Photographer	1	3%
Attorney	1	3%
<b>Total</b>	<b>30</b>	<b>100%</b>

Downtown Walden  
Business Owner Survey Results

<b>12. What business would you like to see?</b>			
Bakery	6	20%	
Crafts	6	20%	
Antiques	4	13%	
Restaurant	4	13%	
Pharmacy	3	10%	
Movie Theater	2	7%	
Bookstore	1	3%	
Toy Store	1	3%	
Hardware	1	3%	
Retail Optical	1	3%	
Fast Food	1	3%	
<b>Total</b>	<b>30</b>	<b>100%</b>	

<b>13. Do you participate in joint advertising?</b>			
Yes	4	12%	
No	30	88%	
<b>Total</b>	<b>34</b>	<b>100%</b>	

<b>14. Most Effective Advertising Media?</b>			
A. Newspaper	12	31%	
B. Cable TV	2	5%	
C. Web Site	2	5%	
D. Yellow Pages	10	26%	
E. Radio	3	8%	
F. Other (Word of Mouth)	10	26%	
<b>Total</b>	<b>39</b>	<b>100%</b>	

<b>15. Distance Customers Travel to Your Business?</b>						
	<b>Most</b>	<b>%</b>	<b>Some</b>	<b>%</b>	<b>None</b>	<b>% Total</b>
A. 0-1 miles	11	41%	16	59%	0	0% 27 100%
B. 1-5 miles	17	50%	17	50%	0	0% 34 100%
C. 5-10 miles	13	45%	16	55%	0	0% 29 100%
D. 10-25 miles	4	15%	20	74%	3	11% 27 100%
E. 25+ miles	0	0%	19	79%	5	21% 24 100%

<b>16. Suggestions for Improving Downtown?</b>			
	<b>#</b>	<b>%</b>	
Improve Building Facades	8	27%	
Keep Main Street Net	5	17%	
Reduce Loitering	5	17%	
Improve Parking	4	13%	
Shorten Approval Process	4	13%	
Pave Oak Street Parking Lot	1	3%	
Preserve Historic Character of Village	1	3%	
Attract More Retail Businesses	1	3%	
Village to Work w/Businesses	1	3%	
<b>Total</b>	<b>30</b>	<b>100%</b>	





Downtown Walden  
Business Owner Survey Results

**21. Characteristics you like about Downtown?**

	#	%
Small Town Family Atmosphere	10	42%
Convenience	4	17%
Centrally Located	4	17%
Good Parking	3	13%
Like it the way it is	1	4%
Excellent Snow Removal	1	4%
Patient Demographics	1	4%
<b>Total</b>	<b>24</b>	<b>100%</b>

**22. What can be done to make Downtown Better?**

	#	%
Beautification	7	24%
Fill Vacant Storefronts	4	14%
More Parking	4	14%
Renovate Building Facades	4	14%
Remove Loitering	3	10%
Create Cultural Attraction	2	7%
Stronger Code Enforcement	1	3%
More On Premises Warehousing	1	3%
More Community Events	1	3%
Sell Town Building	1	3%
Work with Business Owners	1	3%
<b>Total</b>	<b>29</b>	<b>100%</b>

**23. Rating of proposed Initiatives by importance?**

	Very	Some	Not	Total
A. Improve Sense of Security	13	46%	1	28
B. Enhance Variety of Retail	23	79%	0	29
C. Expand Shopping Hours	6	21%	8	28
D. Improve Traffic Circulation	16	53%	3	30
E. Improve Pedestrian Safety	9	30%	5	30
F. Enhance Pedestrian Comfort	9	33%	5	27
G. Hold Events Downtown	14	50%	3	28
H. Market Downtown	18	69%	0	26
I. Recruit New Businesses	23	82%	0	28
J. Improve Code Enforcement	15	54%	3	28
K. Improve Street/Alley Lighting	9	32%	6	28
L. Enhance Police Presence	7	26%	4	27
M. Building Façade Renovations	20	65%	1	31
N. Increase Variety of Restaurants	18	62%	2	29
O. Create a Cultural Anchor	15	58%	5	26
P. Fill Vacant Storefronts	33	97%	0	34
Q. Expand Variety of Service Businesses	16	59%	0	27
R. Streetscape Enhancements	23	77%	1	30

Downtown Walden  
Business Owner Survey Results

**24. Anything else to recommend?**

	#	%
Greater Variety/Quality of Goods	6	29%
More Parking	6	29%
Promote Walden as Unique Destinat	2	10%
Beautification	2	10%
Loading Zones	1	5%
Downtown Map & Guide	1	5%
Visitors Center	1	5%
Special Events Downtown	1	5%
Include Chat n Stores	1	5%
<b>Total</b>	<b>21</b>	<b>100%</b>

**25. SIC Codes**

	#	%
27 - printing, publishing	1	3%
56-Retail- apparel & accessory store	1	3%
57-Retail- home furnishings	3	9%
58 - Retail - eating & drinking establi:	3	9%
59 - Retail - misc.	7	21%
60 - Depository institutions	2	6%
64 - Insurance Agents	2	6%
65- Real Estate	1	3%
72 - Personal Services	1	3%
73 - Business Services	1	3%
75 - Automotive Repair, Services	2	6%
80 - Health Services	4	12%
81 - Legal Services	1	3%
82 - Educational Services	1	3%
87 - Engineering	1	3%
89 - Services, not elsewhere classifi	3	9%
<b>Total</b>	<b>34</b>	<b>100%</b>

**Appendix C**  
**Resident Survey Results**

# DOWNTOWN WALDEN

## RESIDENT SURVEY

**Instructions:** The Village of Walden is developing a *Downtown Revitalization Strategy*. This survey is being conducted to gather your opinion and desires for Downtown Walden. This survey will only take a few minutes to complete and is a very important component of the Downtown Revitalization Strategy.

**1. How often do you go to Downtown Walden:**

- A. \_\_\_\_\_ Everyday
- B. \_\_\_\_\_ 3-6 Times a week
- C. \_\_\_\_\_ 1-2 Times a week
- D. \_\_\_\_\_ Several Times a Month
- E. \_\_\_\_\_ Once a Month
- F. \_\_\_\_\_ Almost Never
- G. \_\_\_\_\_ Never (Skip to Question 3A)
- H. \_\_\_\_\_ Other (specify) \_\_\_\_\_

**2. What are your primary reasons for coming to Downtown Walden?**

- A. \_\_\_\_\_ Work
- B. \_\_\_\_\_ Post Office
- C. \_\_\_\_\_ Banking
- D. \_\_\_\_\_ Shopping
- E. \_\_\_\_\_ Government Business
- F. \_\_\_\_\_ Entertainment
- G. \_\_\_\_\_ Use Public Library
- H. \_\_\_\_\_ Eat at Restaurant
- I. \_\_\_\_\_ Attend Religious Institution
- J. \_\_\_\_\_ Visit Professional Office (e.g. Doctor, Dentist, Lawyers, Accountant Etc.)
- K. \_\_\_\_\_ Driving Through
- L. \_\_\_\_\_ Service Business (Auto, hair, etc.)
- M. \_\_\_\_\_ Live Downtown
- N. \_\_\_\_\_ Other (specify) \_\_\_\_\_

**3. Where do you go for your primary grocery shopping needs?**

- A. 1st choice(town/village/city): \_\_\_\_\_
- B. 2<sup>nd</sup> Choice (town/village/city) \_\_\_\_\_
- C. Other (town/village/city): \_\_\_\_\_

**4. Where do you go for your primary shopping**

**needs (other than grocery)?**

- A. 1st choice(town/village/city): \_\_\_\_\_
- B. 2<sup>nd</sup> Choice (town/village/city) \_\_\_\_\_
- C. Other (town/village/city): \_\_\_\_\_

**5. Where do you go for your primary entertainment needs?**

- A. 1st choice(town/village/city): \_\_\_\_\_
- B. 2<sup>nd</sup> Choice (town/village/city) \_\_\_\_\_
- C. Other (town/village/city): \_\_\_\_\_

**6. If your 1st choice in response to #'s 3-5 above are other than Downtown Walden, why do you travel to another location?**

- A. \_\_\_\_\_ Near My Place of Employment
- B. \_\_\_\_\_ Greater Variety/Selection
- C. \_\_\_\_\_ Better Quality Goods
- D. \_\_\_\_\_ Better Prices
- E. \_\_\_\_\_ More Convenient (why?) \_\_\_\_\_
- F. \_\_\_\_\_ Full Range of Credit Cards Accepted
- G. \_\_\_\_\_ Restaurants Near Shopping
- H. \_\_\_\_\_ Nearby Entertainment
- I. \_\_\_\_\_ Other (specify) \_\_\_\_\_

**7. Please rate the following conditions/services in Downtown Walden:**

	Excellent	Good	Fair	Poor
A. Sense of Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Parking Availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Shopping Hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Salesperson Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Pedestrian Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Variety of Restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Price of Restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Quality of Restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Building Appearance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. Code Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K. Street/Alley Lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L. Police Presence/Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M. Variety of Retail Stores	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N. Quality of Retail Stores	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
O. Price of Retail Goods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P. Variety Credit Cards Accepted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q. Variety of Restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R. Prices at Restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S. Price of Service Businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
T. Variety of Service Business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8. What new businesses or services would you use if they were opened in Downtown Walden?**

- A. \_\_\_\_\_ Drug Store
- B. \_\_\_\_\_ Bakery
- C. \_\_\_\_\_ Deli/Butcher Shop
- D. \_\_\_\_\_ Book Store
- E. \_\_\_\_\_ Women's Apparel & Accessories
- F. \_\_\_\_\_ Bedding and Accessories
- G. \_\_\_\_\_ Children's Apparel & Accessories
- H. \_\_\_\_\_ Office Supply Store - Full Range
- I. \_\_\_\_\_ Pediatric Group
- J. \_\_\_\_\_ Movie Theater
- K. \_\_\_\_\_ Other (Specify) \_\_\_\_\_

**9. What follows are examples of some initiatives that could be undertaken to Revitalize Downtown Walden. Please rate which ones you**

think are *VERY, SOMEWHAT* IMPORTANT OR *NOT* IMPORTANT to do.

	Very	Somewhat	Not
A. Improve Sense of Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Enhance Variety of Retail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Expand Shopping Hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Improve Traffic Circulation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Improve Pedestrian Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Enhance Pedestrian Comfort	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Hold Events Downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Market Downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Recruit New Businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. Improve Code Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K. Improve Street/Alley Lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L. Enhance Police Presence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M. Building Facade Renovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N. Increase Variety of Restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
O. Create Cultural Anchor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P. Fill Vacant Storefronts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q. Expand Variety of Service Businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R. Streetscape Enhancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**10. Do you have any suggestions for improving the business climate in Downtown Walden?** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**THANK YOU!!**  
**PLEASE RETURN SURVEY TO:**  
**Mr. James Politi, Village Manager**  
**The Village of Walden**  
**One Municipal Square**  
**Walden, New York 12586**

Downtown Walden  
Resident Survey Results

1. **How Often Do You Visit Downtown Walden?**

	<u>#</u>	<u>%</u>
A. Everyday	51	38%
B. 3 - 6 Times a Week	34	25%
C. 1 - 2 Times a Week	19	14%
D. Several Times a Month	15	11%
E. Once a Month	6	4%
F. Almost Never	7	5%
H. Never	3	2%
I. Other	1	1%
	<b>136</b>	<b>100%</b>

2. **What are your primary reasons for Coming to Downtown Walden?**

	<u>#</u>	<u>%</u>
A. Work	7	1%
B. Post Office	88	18%
C. Banking	81	17%
D. Shopping	64	13%
E. Government Business	10	2%
F. Entertainment	1	0%
G. Use Public Library	35	7%
H. Eat at Restaurant	28	6%
I. Attend Religious Institution	22	5%
J. Visit Professional Office	33	7%
K. Driving Through	77	16%
L. Service Business	18	4%
M. Live Downtown	5	1%
N. Other (Specify)	16	3%
<b>Total Responses</b>	<b>485</b>	<b>100%</b>

3. **Where do you go for your primary grocery shopping needs?**

A. <b>1<sup>st</sup> Choice</b>	<u>#</u>	<u>%</u>
Walden (Thruway)	38	29%
Montgomery (Shoprite)	36	27%
Walden (Not specified)	25	19%
Newburgh	23	18%
Stop N Shop	3	2%
Middletown	3	2%
Vails Gate	1	1%
Monticello (Shoprite)	1	1%
Highland Falls	1	1%
<b>Total Responses</b>	<b>131</b>	<b>100%</b>

B. <b>2<sup>nd</sup> Choice</b>	<u>#</u>	<u>%</u>
Montgomery (not specified)	26	25%
Shoprite	21	21%
Middletown	15	15%
Walden	14	14%
Thruway	11	11%
Newburgh	11	11%
Stop N Shop	3	3%
Maybrook	1	1%
<b>Total Responses</b>	<b>102</b>	<b>100%</b>

C. <b>3<sup>rd</sup> Choice</b>	<u>#</u>	<u>%</u>
Middletown	11	26%
Walden	9	21%
Newburgh	9	21%
Montgomery	6	14%
Poughkeepsie	3	7%
Stop N Shop	3	7%
Thruway	1	2%
Fishkill	1	2%
<b>Total Responses</b>	<b>43</b>	<b>100%</b>



Downtown Walden  
Resident Survey Results

4. **Where do you go for your primary shopping needs?**

<b>A. 1<sup>st</sup> Choice</b>	<b>#</b>	<b>%</b>
Middletown	63	50%
Newburgh	34	27%
Walden (Not specified)	11	9%
Montgomery	8	6%
Walkkill	3	2%
Goshen	1	1%
Vails Gate	1	1%
Thompson	1	1%
Palisades	2	2%
New Paltz	1	1%
<b>Total Responses</b>	<b>125</b>	<b>100%</b>

<b>B. 2<sup>nd</sup> Choice</b>	<b>#</b>	<b>%</b>
Newburgh	47	51%
Middletown	28	30%
Walden	6	7%
Montgomery	3	3%
Fishkill	3	3%
Poughkeepsie	2	2%
New Jersey	2	2%
Nyack	1	1%
<b>Total Responses</b>	<b>92</b>	<b>100%</b>

<b>C. 3<sup>rd</sup> Choice</b>	<b>#</b>	<b>%</b>
Poughkeepsie	14	33%
Walden	12	28%
Newburgh	7	16%
Middletown	5	12%
Woodbury	1	2%
Montgomery	1	2%
Danbury	1	2%
Kingston	1	2%
Ames	1	2%
<b>Total Responses</b>	<b>43</b>	<b>100%</b>

5. **Where do you go for your primary Entertainment needs?**

<b>A. 1<sup>st</sup> Choice</b>	<b>#</b>	<b>%</b>
Middletown	45	48%
Newburgh	18	19%
Montgomery	11	12%
New York City	5	5%
Walden	5	5%
New Windsor	4	4%
West Point	2	2%
New Paltz	2	2%
Pine Bush	1	1%
<b>Total Responses</b>	<b>93</b>	<b>100%</b>

<b>B. 2<sup>nd</sup> Choice</b>	<b>#</b>	<b>%</b>
Newburgh	24	41%
Middletown	17	29%
Montgomery	5	8%
New York City	4	7%
Walden	3	5%
Poughkeepsie	2	3%
New Paltz	2	3%
New Windsor	1	2%
Palisades	1	2%
<b>Total Responses</b>	<b>59</b>	<b>100%</b>

Downtown Walden  
Resident Survey Results

<b>C. 3rd Choice</b>	<b>#</b>	<b>%</b>
Poughkeepsie	7	37%
New York City	4	21%
Newburgh	3	16%
Palisades Mall	1	5%
Local Parks	1	5%
Sullivan County	1	5%
New Windsor	1	5%
Walden Library	1	5%
<b>Total Responses</b>	<b>19</b>	<b>100%</b>

<b>6. Why do you shop in other locatio</b>	<b>#</b>	<b>%</b>
A. Near Place of Employment	25	6%
B. Greater Variety/Selection	116	30%
C. Better Quality Goods	60	15%
D. Better Prices	66	17%
E. More Convenient	20	5%
F. Full Range of Credit Cards Accepted	10	3%
G. Restaurants Near Shopping	51	13%
H. Entertainment Nearby	35	9%
I. Other	6	2%
<b>Total Responses</b>	<b>389</b>	<b>100%</b>

<b>7. Please Rate the Following Condit</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Total</b>
A. Sense of Security	25 <b>19%</b>	73 <b>56%</b>	31 <b>24%</b>	1 <b>1%</b>	130 <b>100%</b>
B. Parking Availability	3 <b>2%</b>	35 <b>27%</b>	49 <b>38%</b>	42 <b>33%</b>	129 <b>100%</b>
C. Shopping Hours	5 <b>4%</b>	54 <b>44%</b>	48 <b>39%</b>	16 <b>13%</b>	123 <b>100%</b>
D. Salesperson Assistance	5 <b>5%</b>	55 <b>50%</b>	41 <b>37%</b>	10 <b>9%</b>	111 <b>100%</b>
E. Pedestrian Safety	10 <b>8%</b>	64 <b>53%</b>	35 <b>29%</b>	12 <b>10%</b>	121 <b>100%</b>
F. Variety of Restaurants	0 <b>0%</b>	6 <b>5%</b>	40 <b>31%</b>	83 <b>64%</b>	129 <b>100%</b>
G. Price of Restaurants	3 <b>3%</b>	30 <b>26%</b>	66 <b>57%</b>	16 <b>14%</b>	115 <b>100%</b>
H. Quality of Restaurants	4 <b>3%</b>	27 <b>23%</b>	55 <b>48%</b>	29 <b>25%</b>	115 <b>100%</b>
I. Building Appearance	1 <b>1%</b>	27 <b>22%</b>	47 <b>38%</b>	50 <b>40%</b>	125 <b>100%</b>
J. Code Enforcement	3 <b>3%</b>	32 <b>30%</b>	52 <b>49%</b>	20 <b>19%</b>	107 <b>100%</b>
K. Street/Alley Lighting	6 <b>5%</b>	58 <b>49%</b>	42 <b>36%</b>	12 <b>10%</b>	118 <b>100%</b>
L. Police Presence/Security	27 <b>21%</b>	61 <b>47%</b>	37 <b>28%</b>	6 <b>5%</b>	131 <b>100%</b>
M. Variety of Retail Stores	0 <b>0%</b>	5 <b>4%</b>	38 <b>29%</b>	88 <b>67%</b>	131 <b>100%</b>
N. Quality of Retail Stores	3 <b>2%</b>	25 <b>20%</b>	42 <b>34%</b>	53 <b>43%</b>	123 <b>100%</b>
O. Price of Retail Goods	3 <b>3%</b>	17 <b>15%</b>	60 <b>52%</b>	36 <b>31%</b>	116 <b>100%</b>
P. Variety of Credit Cards Accepted	11 <b>10%</b>	54 <b>50%</b>	33 <b>31%</b>	10 <b>9%</b>	108 <b>100%</b>
Q. Price of Service Business	0 <b>0%</b>	27 <b>25%</b>	65 <b>61%</b>	14 <b>13%</b>	106 <b>100%</b>
R. Variety of Service Business	0 <b>0%</b>	16 <b>14%</b>	51 <b>45%</b>	46 <b>41%</b>	113 <b>100%</b>

<b>8. What new businesses would you</b>	<b>#</b>	<b>%</b>
A. Drug Store	75	13%
B. Bakery	105	18%
C. Deli/Butcher Shop	73	12%
D. Book Store	48	8%
E. Women's Apparel & Accessories	51	9%
F. Bedding & Accessories	27	5%
G. Children's Apparel & Accessories	37	6%
H. Office Supply Store	38	6%
I. Pediatric Group	25	4%
J. Movie Theater	92	15%
K. Other	25	4%
<b>Total Responses</b>	<b>596</b>	<b>100%</b>

Downtown Walden  
Resident Survey Results

**9. Rating of proposed Initiatives by importance?**

		<u>Very</u>	<u>Some</u>	<u>Not</u>	<u>Total</u>			
A. Improve Sense of Security	42	<b>35%</b>	57	<b>48%</b>	21	<b>18%</b>	120	<b>100%</b>
B. Enhance Variety of Retail	95	<b>75%</b>	28	<b>22%</b>	3	<b>2%</b>	126	<b>100%</b>
C. Expand Shopping Hours	38	<b>33%</b>	55	<b>47%</b>	23	<b>20%</b>	116	<b>100%</b>
D. Improve Traffic Circulation	79	<b>64%</b>	37	<b>30%</b>	8	<b>6%</b>	124	<b>100%</b>
E. Improve Pedestrian Safety	40	<b>33%</b>	64	<b>53%</b>	17	<b>14%</b>	121	<b>100%</b>
F. Enhance Pedestrian Comfort	40	<b>35%</b>	55	<b>49%</b>	18	<b>16%</b>	113	<b>100%</b>
G. Hold Events Downtown	51	<b>44%</b>	44	<b>38%</b>	20	<b>17%</b>	115	<b>100%</b>
H. Market Downtown	70	<b>59%</b>	36	<b>31%</b>	12	<b>10%</b>	118	<b>100%</b>
I. Recruit New Businesses	119	<b>88%</b>	15	<b>11%</b>	1	<b>1%</b>	135	<b>100%</b>
J. Improve Code Enforcement	38	<b>37%</b>	51	<b>50%</b>	14	<b>14%</b>	103	<b>100%</b>
K. Improve Street/Alley Lighting	28	<b>24%</b>	68	<b>59%</b>	19	<b>17%</b>	115	<b>100%</b>
L. Enhance Police Presence	35	<b>30%</b>	61	<b>52%</b>	22	<b>19%</b>	118	<b>100%</b>
M. Building Façade Renovations	90	<b>72%</b>	30	<b>24%</b>	5	<b>4%</b>	125	<b>100%</b>
N. Increase Variety of Restaurants	87	<b>73%</b>	30	<b>25%</b>	3	<b>3%</b>	120	<b>100%</b>
O. Create a Cultural Anchor	65	<b>57%</b>	40	<b>35%</b>	9	<b>8%</b>	114	<b>100%</b>
P. Fill Vacant Storefronts	119	<b>94%</b>	6	<b>5%</b>	1	<b>1%</b>	126	<b>100%</b>
Q. Expand Variety of Service Business	82	<b>68%</b>	33	<b>28%</b>	5	<b>4%</b>	120	<b>100%</b>
R. Streetscape Enhancements	64	<b>55%</b>	39	<b>34%</b>	13	<b>11%</b>	116	<b>100%</b>

**10. Do you have suggestions for improving Downtown Walden?**

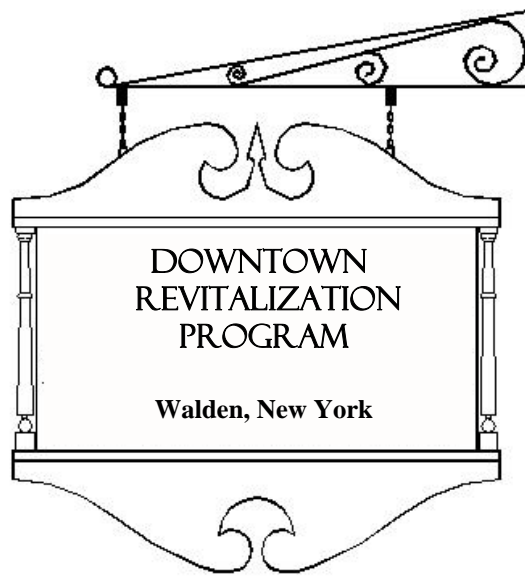
	<b>#</b>	<b>%</b>
Stop Loitering on Streets	18	23%
Improve Parking	15	19%
Recruit New Businesses	12	15%
Beautification	7	9%
Façade Renovations	5	6%
Improve Traffic Circulation	5	6%
Add Park Benches Downtown	3	4%
Streamline the Planning Review Proc	2	3%
Redevelop Site Next to John's	2	3%
Add Good Restaurant	1	1%
Add Movie Theater	1	1%
Open & Clean up All Parks	1	1%
Cops on Foot	1	1%
More Senior Housing	1	1%
Create a Niche Market	1	1%
Special Events	1	1%
Sidewalk Cafes	1	1%
Lower Rents	1	1%
Crossing Guards for Children	1	1%
<b>Total</b>	<b>79</b>	<b>100%</b>

Overall Response Rate 45.33%

**Appendix D**  
**Village of Walden Downtown Initiative Grant Guidelines**

# THE VILLAGE OF WALDEN

DOWNTOWN INITIATIVE GRANT (DIG) PROGRAM



**Prepared by:**

**A. SORENSEN ASSOCIATES**

**Prepared for:**

**Hon. Rocco Pellegrino, Mayor**

The Village of Walden  
One Municipal Square  
Walden, New York 12586

**James C. Politi, Village Manager**

The Village of Walden  
One Municipal Square  
Walden, New York 12586

DECEMBER 2001

**ACKNOWLEDGMENTS**

Hon. Rocco Pelligrino, Mayor  
Deputy Mayor, Roy Wynkoop  
Trustee, Craig Maslik  
Trustee, William Meisel  
Trustee, Midge Norman  
Trustee, Richard Hurd  
Trustee, Conrad Flickenschild

James C. Politi, Village Manager  
Steve Neuhaus, Deputy Manager

**Report Staff**

Alan J. Sorensen, AICP, President - A. SORENSEN ASSOCIATES

**Special Thanks**

George E. Pataki, Governor  
Charles A. Gargano, Chairman, Empire State Development Corp.

Senator 39<sup>th</sup> District William J. Larkin Jr.  
Assemblyman 95<sup>th</sup> District Howard D. Mills



Table of Contents

<b>1.0</b>	<b>PURPOSE</b>	<b>1</b>
<b>2.0</b>	<b>VILLAGE OF WALDEN DOWNTOWN INITIATIVE GRANT SMALL GRANTS PROGRAM</b>	<b>1</b>
	2.1 Availability of Funds	1
<b>3.0</b>	<b>ELIGIBLE PROJECTS</b>	<b>2</b>
	3.1 Facade Renovations and Restorations	2
	3.2 Public Sign Enhancement	4
	3.3 Infrastructure Improvements	5
<b>4.0</b>	<b>RATING CRITERIA</b>	<b>6</b>
<b>5.0</b>	<b>PRIORITY LIST/RANKING ORDER OF APPLICANTS</b>	<b>6</b>
<b>6.0</b>	<b>COMPLIANCE WITH APPLICABLE LAWS</b>	<b>7</b>
<b>7.0</b>	<b>GRANT APPLICATION INSTRUCTIONS AND REVIEW PROCESS</b>	<b>8</b>
	7.1 Application Forms	8
	7.2 Cost Estimates	8
	7.3 Additional Materials	8
<b>8.0</b>	<b>APPLICATION SUBMISSION, REVIEW AND GRANT AWARD</b>	<b>9</b>
<b>9.0</b>	<b>APPLICATION FORM</b>	<b>11</b>
<b>10.0</b>	<b>LETTER OF AGREEMENT</b>	<b>12</b>
<b>11.0</b>	<b>APPENDIX</b>	<b>13</b>

**1.0 PURPOSE**

The purpose of the *Downtown Initiative Grant (DIG) Program* is to provide the necessary resources to help Village business and building owners with their revitalization efforts in Downtown Walden. Resources available through the Village Downtown Initiative Grant (DIG) program include: 1) a Downtown Small Grants Program, 2) the provision of technical assistance from our Downtown consultant and Village staff, and 3) a Main Street Library with reference materials for local businesses.

**2.0 DOWNTOWN INITIATIVE GRANT (DIG) SMALL GRANTS PROGRAM**

Request for Downtown Initiative Grants can be up to \$7,500 for facade renovations, and \$5,000 for streetscape enhancements, however, requests for smaller amounts are encouraged. DIG assistance toward the cost of projects/programs shall not exceed 50% of the approved project/program cost. Matching requirements for the DIG Grant program can include a match of private funds for individual, privately owned businesses, state and federal funds, low-interest loans available through the Village IDA *Commercial Loan Program Revolving Loan Fund (RLF)*, or several matching sources indicated above.

**2.1 Availability of Funds**

The DIG Grants shall be a *reimbursement* program. Funds in advance of construction shall not be provided. To receive funds, an applicant (a building owner or tenant with owner permission) must submit a formal application to the Village of Walden Village Manager with offices on the Third Floor of Village Hall. A completed application along with two (2) formal cost estimates for the project and supporting architectural drawings (if applicable) shall be required. *The Village shall only reimburse those costs deemed to be reasonable and appropriate to complete the proposed project. Personal labor of the applicant is not considered a legitimate project cost.*

Within sixty (60) days, the applicant shall be given notice from Village Manager as to whether or not their application has been approved. Successful applicants must document project expenditures and the required match to receive reimbursement. Generally speaking, upon receipt of the appropriate documentation, payment will be received within a reasonable period of time.

**PROJECTS UNDERTAKEN PRIOR TO THE ESTABLISHMENT OF THIS PROGRAM SHALL NOT BE ELIGIBLE FOR RETROACTIVE GRANTS.**

### 3.0 ELIGIBLE PROJECTS

#### 3.1 Facade Renovations and Restorations<sup>1</sup>

Priority will be given to facade restorations that are sensitive to and restore the original architecture of the building in an historically accurate manner. Individual proposals by building owners to place vinyl siding or other material to mask the facade will not be funded.. All renovations are subject to approval by the Village Manager and Downtown Coordinator.

##### Eligible Applicants

Eligible applicants for facade renovation and restoration grants include building owners or tenants (with owner permission) of commercial buildings in the defined Downtown Business district. Questions concerning whether you are within the Downtown Revitalization District should be addressed to the Village Manager. The Downtown district as established is a reflection of the amount of funding available for the DIG program, as well as, the physical nature of the commercial core of the Village with its many turn-of-the-century historic buildings. It also reflects the desire of the Village to encourage reinvestment in the historic Downtown Central Business District. Commercial develops outside of the Downtown District shall not be eligible for DIG grants.

##### Eligible Projects

Grants must be utilized for any (or a combination) of the following facade renovations, rehabilitations, or restorations:

- ◆ Painting;
- ◆ New walls and siding, and repair of same;
- ◆ New Awnings;
- ◆ Exterior storefront and/or storefront display lighting;
- ◆ Cleaning and repointing of brick;
- ◆ New signage;
- ◆ Windows and window treatments;
- ◆ Other areas, on approval. (Other areas may include more specific projects not listed here.)

All of the above facade improvements must follow a set of design guidelines administered by the Village to ensure compatibility with the existing downtown, helping to create a uniform and coordinated streetscape which is attractive and functional. ***The facade renovation shall include the full building facade*** (phased facade renovations will not be considered). Buildings with multiple retail stores are only eligible for one (1) facade grant.

---

<sup>1</sup>A facade is defined as the principle or front elevation of a building.

**3.1.1 Review Criteria<sup>2</sup>.** The design plan should meet several objectives including:

1. Capitalize on the building's assets. A good design improvement plan will take advantage of a building's original architectural materials, its unique details and other existing features.
2. It should respect the relationship of storefront, upper facade and cornice. In cases where this relationship has been upset by the use of inappropriate materials, colors, slipcovers, signs or other alterations, the incompatible elements should be removed. Any new modifications should reestablish this design relationship.
3. When appropriate, it should preserve as much of the original building fabric and significant modifications if possible. Once gone, a building's original fabric can never be replaced. New design work should preserve as much of the original material as possible. The "covering," such as with vinyl siding, of a building's original facade is strictly forbidden.

"Regardless of its age, a downtown building's components help make it compatible with surrounding buildings and the entire block. The way the patterns of storefronts, upper facades and cornices repeat from one building to the next along a street gives the whole streetscape visual cohesiveness and creates a physical rhythm that provides orientation to pedestrians and motorists. Through this repeated pattern, the streetscape itself takes on design characteristics as distinctive of those of individual buildings."<sup>3</sup> *End of citation.*

### **3.1.1.2 Design Guidelines**

Painting - The use of color throughout the commercial area should be harmonious. Paint colors must be chosen where they do not clash with surrounding buildings. Painting of soft masonry may be done to help protect it from wind and moisture. The Village will not fund the painting of more durable masonry. Separate paint colors for building walls and architectural details is encouraged. The goal is to enhance the architectural details of the building and not suppress them.

New walls and siding, and repair of same - Use suitable materials which are compatible in texture, scale, and color with those already found in the downtown area and on the structure. *Proposals for vinyl siding will not be approved.*

New awnings - As permitted by building code. Awnings should have coordinating

---

<sup>2</sup> The following paragraphs were taken from Revitalizing Downtown: The Professional's Guide to the Main Street Approach pg 29-

<sup>3</sup> Revitalizing Downtown: The Professional's Guide to the Main Street Approach p. 34

colors to match building facades and details. Architectural details must not be removed to install awnings. Canvas awnings are strongly recommended.

Exterior Storefront and/or Storefront Display Lighting - Should follow local lighting ordinances. Fixtures must not cover architectural details and should be compatible with the existing structure in scale and design. Lighting must not throw off more light than is necessary to show a sign or storefront. Lights must face the facade and bulbs are not to be visible from the street.

Cleaning of building facade - Appropriate cleaning techniques should be used which will not mar building facades or contribute to future decay. For example, sandblasting a brick surface exposes the softer masonry inside to moisture and wind damage and will not be funded with the DIG Small Grant funds.

New Signage - Must follow the Villages sign ordinances. Signage must also be compatible with the building facade. Use coordinating colors to match building facades and details, as well as, using an appropriately sized sign to fit the scale of the building. New Signage must not cover any significant architectural details. Exterior box-type backlit, moving, flashing or neon signs and awnings are discouraged except when part of a structure's original architectural design. Details about businesses must be reserved for smaller window signs (hours of operation, etc.) while business name and some immediate relevant information only should be displayed on the primary sign.

Windows and window treatments - Must be consistent with scale and design of the structure. Replacement windows must be historically accurate in design in relationship to the structure.

Other areas - On approval, covering details not mentioned here. Must follow the above guidelines.

### **3.2 Public Sign Enhancement**

#### **Eligible Applicants**

Eligible applicants include Village of Walden not-for-profit organizations that are working with the Village on a particular Downtown Revitalization Initiative.

#### **Eligible Projects**

Downtown Sign Enhancement programs eligible for funding should meet one or more of the following criteria:

Development of sign elements, themes, and types which reflect a "sense of place".

Downtown signage should be consistent and uniform in their design. The Downtown visitor should have a clear sense of entering, being in, and leaving historic Downtown Walden. The design should be a memorable image which reflects our downtown character or identity.

Directional signage for motorists and pedestrians alike. (Trailblazers, street signs, public parking signs, and marked entrances to downtown areas) Directional signage should be clear, easy to read, and easily understood. Directional signs should be unobtrusive to either pedestrian or vehicular pathways.

Special event banners or signage. Temporary banners, and signage reflect community involvement and pride in local events as well as advertise local festivals and programs.

Information kiosks. Information displayed within kiosks should be changeable. A number of items can be displayed within, including, but not limited to, pedestrian orientation maps, a guide to businesses within the downtown, promotional posters for special events, and advertising.

### **3.3 Infrastructure Improvements.**

#### **Eligible Applicants**

Eligible applicants include the Village and/or not-for-profit organizations.

#### **Eligible Projects**

These improvements should encourage extended visits to downtown for the customer and bring them into shops and businesses. To do so pedestrian amenities should be installed. Such amenities include:

- ◆ Benches;
- ◆ Plantings to provide shade and shelter and act as a buffer between sidewalk and street ;
- ◆ Coordinated newspaper machines;
- ◆ Bike racks.

Downtown main street infrastructure improvements should help create and sustain a safe and clean downtown. Such infrastructure which contribute to this include:

- ◆ Pedestrian scale lighting which lights sidewalks and not only the street;
- ◆ Well-lit alleyways including those connecting parking areas;
- ◆ Easily identified crosswalks; and
- ◆ Trash receptacles.

**4.0 RATING CRITERIA**

The Village of Walden reserves the right to approve or disapprove each application and ALL IMPROVEMENTS WILL BE IN CONFORMANCE WITH THE EXISTING LOCAL AND STATE BUILDING CODES. The following criteria will be used to rate applications:

<i>Downtown Revitalization Principals</i>	<u>Points</u>
1. Will the project create or expand a business?	20
2. Aesthetic impact of renovation on character of Downtown	10
3. Degree improvement capitalizes on building's architectural assets	10
4. Degree of historical integrity of renovation plans (renderings)	10
5. Is the property State/National Historic Register eligible	0-10
6. Other building improvements beyond those DIG funded	0-10
7. Will lighted window displays be created to enhance Downtown	0-10
8. Project demonstrates collaboration/partnership	0-10

**5.0 PRIORITY LIST/RANKING ORDER OF APPLICANTS**

Generally, projects having the greatest aesthetic impact in Downtown will be given first priority. Priority will also be given to the following:

1. Buildings where an immediate renovation will stop serious deterioration of the building's facade.
2. Historic properties in danger of being lost, in part or in total, to disrepair. This may include properties listed on the State and/or National Registers of Historic places, or properties with historical, architectural, or cultural significance.
3. Building's where historic or architecturally significant features contributing to the building's character are in danger of being lost due to disrepair.
4. Vacant properties where facade improvement would reduce the perception of downtown decay.
5. Streetscape enhancements proposed by not-for-profits that enhance the key gateways leading into the Villages Downtown and demonstrate volunteer commitment to maintain such improvements.
6. Projects that demonstrate collaboration and will help to attract people Downtown.
7. Projects that will result in significant new investment and creation of jobs Downtown.



## **6.0 COMPLIANCE WITH APPLICABLE LAWS**

### **Affirmative Action/Equal Employment Opportunity**

The Village of Walden is committed to programs of Affirmative Action. Article 15A of the Executive Law pertains to Minority and Women-owned Business Enterprises (MWBE) Equal Employment Opportunity (EEO).

### **Environmental Review**

Before the Village Manager takes any action to award a grant, the requirements of the State Environmental Quality Review Act shall be met, where applicable.

### **Historic Review**

Any project that involves a building that is listed on the State/National Register must conform to the Secretary of the Interior's Standards and Guidelines for Archeology and Historic Preservation. Approval of the scope of proposed work by the New York State Historic Preservation Office shall be required for all structures on the State/National Register.

### **Building Code Requirements**

All projects will need to comply with the Uniform Fire Prevention and Building Code and the American with Disabilities Act. A letter from the municipal building inspector or code enforcement officer stating that such conditions have been met shall accompany the application.

### **Timeframe**

Once the Village Manager has concluded that the proposed project meets its program guidelines, a letter of agreement (including project budget, performance timeline and scope of work) will be written between the applicant and the Village. Final construction documents will require Village review before work can begin.

## **7.0 GRANT APPLICATION INSTRUCTIONS AND REVIEW PROCESS**

You should contact the Village Manager's Office to verify that your project site is the Downtown district and that the project itself is eligible. The Village Manager and Deputy Village Manager can help you determine if you are eligible to apply. However, the Village Manager makes the final decision on grant awards. Please review the following page to insure that your grant application is submitted correctly. Following the guidelines below will help the Village process your application and, if approved, project reimbursement.

Your completed application must include the following. Please use this checklist to be certain that you have included all elements.

### **7.1 Application Forms**

- 7.1.1 A completed application form including a description of your project. This description should be as vivid as possible including all of the details. For example, if you are replacing windows, what style will they be replaced with, if you are painting, what will be the primary color and what will be the colors of the trim? If you wish to purchase benches, where will you put them on your main street?
- 7.1.2 A completed Incentive Program Letter of Agreement signed and dated by the applicant and a witness.

### **7.2 Cost Estimates**

Applicants are required to obtain two cost estimates from separate contractors or vendors no matter what must be purchased or what work must be done.

- 7.2.1 Cost estimate number one. Estimates must be on a contractor or vendor's letterhead or invoice and signed by the contractor or vendor. (Work to be done on buildings must include estimates for work to be done on the facade only.)
- 7.2.2 Cost estimate number two. Estimates must be on a contractor's or vendor's letterhead or invoice and signed by the contractor or vendor. (Work to be done on buildings must include estimates for work to be done on the facade only.)

### **7.3 Additional Materials**

- 7.3.1 Include photographs of the building if you are applying for a facade grant. If you are applying for a Public Sign Enhancement or Infrastructure grant include photographs of the street where you will be working.
- 7.3.2 If your project requires them, submit any architectural plans, design sketches, or site plans.

**8.0 APPLICATION SUBMISSION, REVIEW, AND GRANT AWARD**

1. Submit a formal application to the Village Manager's Office . Be sure to include all of the materials mentioned in the GRANT APPLICATION INSTRUCTIONS section.
2. The Village Mangers Office will review the application to insure consistency with DIG Grant Guidelines.
3. The applicant is then notified of the Village Manager's decision within sixty (60) days of receipt of the application.
4. The grant amount is determined by taking 50% of your lowest cost estimates. This amount will be the **maximum amount** which you will be awarded under the program. If 50% of the final project cost comes out to be less than your maximum amount, your grant amount will be reduced to 50% of the final project cost.
5. Once construction begins on the project, a ninety (90) day deadline is placed on completion. Extensions may be considered.
6. An Village Downtown Initiative Grant award sign will be delivered to you for display during project work and for a two month period after project completion.
7. Any changes to the project **must** be reviewed and approved by the Village Manager or Downtown Coordinator consultant or the applicant risks losing grant monies.
8. Once a project is completed, proof of payment must be submitted to the Village Manager's Office. This should be in the form of an invoice or receipt which includes the final cost of the project, the work which was done or products purchased, and signed by the contractor or vendor acknowledging that the project was paid for in full.
9. The Village Manager and Downtown Coordinator will perform a site visit and review the completed project for completeness and quality of work.
10. The applicant will then be sent a voucher which they must sign and return to the Village Manger's Office.
11. The application, cost estimates, and proof of payment are sent to Empire State Development Corporation (ESDC). The ESDC gives the Village Manager the authorization to release grant funds.
12. Once the voucher is returned to the voucher and supporting materials are submitted to the Village Audit and Control Office for reimbursement to the applicant.
13. The Applicant should allow four (4) to six (6) weeks from the time proof of payment is received by the Village until they receive project reimbursement.

9.0 APPLICATION FORM

The Village of Walden
Downtown Initiative Grant Program Application

DATE: \_\_\_\_\_

Applicant Information

NAME: \_\_\_\_\_

RELATIONSHIP TO PROJECT: \_\_\_\_\_

HOME ADDRESS: \_\_\_\_\_

HOME PHONE #: \_\_\_\_\_

Project Site Information

SECTION-BLOCK-LOT: \_\_\_\_\_

BUSINESS NAME: \_\_\_\_\_

BUSINESS TYPE (CLOTHING, FOOD, SERVICES, ETC.) \_\_\_\_\_

BUILDING OWNER: (if other than applicant, consent required) \_\_\_\_\_

STREET ADDRESS: \_\_\_\_\_

VILLAGE/TOWN: \_\_\_\_\_

PHONE #: \_\_\_\_\_

FAX #: \_\_\_\_\_

Please be informed that I intend to begin and complete the following DIG Revitalization project:

Type of Project:

- Facade Renovation (Check appropriate.)
Storefront lighting, New Signage, Cleaning/Repointing of Brick, New Awnings, Walls and Siding, Windows, Painting (No vinyl or aluminum siding), Other Areas (specify), Public Sign Enhancement, Infrastructure Improvements

Description of project (attach additional pages if necessary): \_\_\_\_\_

Remember to include any architectural plans, design sketches, site plans, and/or photographs to help the Village make its decision.

Estimated cost of project: (We encourage the use of Minority/Women-owned Business Enterprises listed in the Appendix.) \_\_\_\_\_

Do you have two formal quotations/estimates for the project: Yes No

If you do please attach copies to this application. If you do not when will they be available? \_\_\_\_\_

When do you intend to start the project? \_\_\_\_\_

When do you intend to complete the project? \_\_\_\_\_

10.0

The Village of Walden Downtown Initiative Grant  
Incentive Program Letter of Agreement

I understand and by signing agree:

- ◆ that the Village Manager’s Office will review my application and, if approved, may commit up to \$7,500 of DIG assistance toward the cost of my facade renovation or up to \$5,000 of DIG assistance toward the cost of any other eligible project, not exceeding 50% of the total facade/project cost.
- ◆ that my personal labor is not considered as a legitimate improvement cost for the purposes of this program.
- ◆ that I am solely responsible for obtaining the proper permits or variances for my project and that the costs associated with the same are not eligible costs.
- ◆ that I must pay for the project in full and provide proof of payment before I will receive my grant check, and that the Village Manager and Downtown Coordinator will review my completed project to determine that the actual work performed was the work approved.
- ◆ that the Village Manager’s Office must review and approve any changes or alterations proposed to my project, after the initial approval is given.
- ◆ that I will display Downtown Initiative Grant program sign in my storefront window during, and for a one month period after project completion, or, if a municipality, at the improvement site during the project and for a one month period after project completion.
- ◆ that the Village will not be responsible for unsatisfactory work completed or claims of property damage and personal injury.
- ◆ that I must complete my project within 90 days after my application is approved. Extensions will be considered.
- ◆ that my rehabilitation shall be based upon proper design, mutually agreeable to myself, any local design review boards (if applicable), and the Village Manager. If I do not own the building, I will receive written permission from the owner to make any improvements on the property.
- ◆ that the Village reserves the right to approve or disapprove each application and ALL IMPROVEMENTS WILL BE IN CONFORMANCE WITH THE EXISTING LOCAL AND STATE BUILDING CODES.

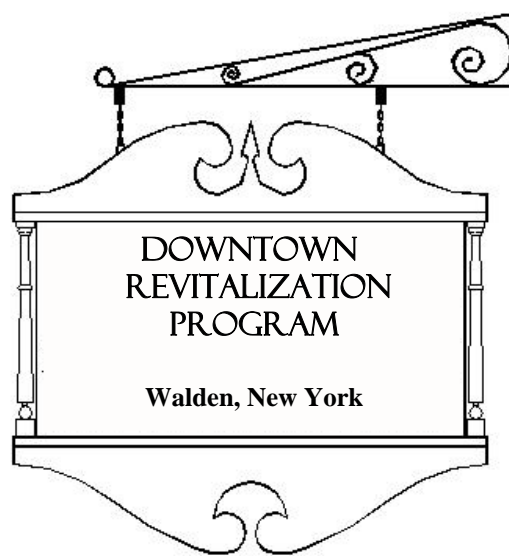
Signature: \_\_\_\_\_ Witness: \_\_\_\_\_  
Name: \_\_\_\_\_ Date: \_\_\_\_\_

K:\Documents and Settings\Alan J. Sorensen\My Documents\DowntownWalden\Waldensmallgrantguide.wpd

**Appendix E**  
**Village of Walden Incubator Without Walls Small Grant Guidelines**

# THE VILLAGE OF WALDEN

## *INCUBATOR WITHOUT WALLS* SMALL GRANT PROGRAM GUIDELINES



**Prepared By:**

A. Sorensen Associates  
P.O. Box 824  
Rock Hill, New York 12775

**Prepared For:**

HON. ROCCO PELLEGRINO, MAYOR  
THE VILLAGE OF WALDEN  
ONE MUNICIPAL SQUARE  
WALDEN, NEW YORK 12586

JAMES C. POLITI, VILLAGE MANAGER  
THE VILLAGE OF WALDEN  
ONE MUNICIPAL SQUARE  
WALDEN, NEW YORK 12586

DECEMBER 2001



**ACKNOWLEDGEMENTS**

Hon. Rocco Pelligrino, Mayor  
Deputy Mayor, Roy Wynkoop  
Trustee, Craig Maslik  
Trustee, William Meisel  
Trustee, Midge Norman  
Trustee, Richard Hurd  
Trustee, Conrad Flickenschild

James C. Politi, Village Manager  
Steve Neuhaus, Deputy Manager

**Report Staff**

Alan J. Sorensen, AICP, President - A. SORENSEN ASSOCIATES

**Special Thanks**

George E. Pataki, Governor  
Charles A. Gargano, Chairman, Empire State Development Corp.

Senator 39<sup>th</sup> District William J. Larkin Jr.  
Assemblyman 95<sup>th</sup> District Howard D. Mills

**Table of Contents**

<b>1.0</b>	<b>INTRODUCTION</b>	<b>1</b>
<b>2.0</b>	<b>INCUBATOR WITHOUT WALLS (IWW) SMALL GRANTS PROGRAM</b>	<b>1</b>
2.1	Availability of Funds	1
2.2	Eligible Applicants	2
2.3	Eligible Projects	2
2.4	Ineligible Projects	2
<b>3.0</b>	<b>INCUBATOR WITH WALLS "CORNERSTONES"</b>	<b>3</b>
3.1	Availability of Funds	3
3.2	Eligible Applicants	3
3.3	Eligible Projects	4
3.4	Ineligible Projects	4
<b>4.0</b>	<b>RATING CRITERIA for IWW and CORNERSTONES PROJECTS</b>	<b>5</b>
<b>5.0</b>	<b>PRIORITY LIST/RANKING ORDER OF APPLICANTS</b>	<b>5</b>
<b>6.0</b>	<b>COMPLIANCE WITH APPLICABLE LAWS</b>	<b>6</b>
<b>7.0</b>	<b>GRANT APPLICATION INSTRUCTIONS AND REVIEW PROCESS</b>	<b>7</b>
7.1	Application Forms	7
7.2	Cost Estimates	7
7.3	Additional Materials	7
7.4	Cornerstones Projects	
<b>8.0</b>	<b>APPLICATION SUBMISSION, REVIEW AND GRANT AWARD</b>	<b>8</b>
<b>9.0</b>	<b>APPLICATION FORM</b>	<b>9</b>
<b>10.0</b>	<b>LETTER OF AGREEMENT</b>	<b>10</b>
<b>11.0</b>	<b>APPENDIX</b>	<b>11</b>

## 1.0 INTRODUCTION

The *Incubator Without Walls (IWW) Small Grant Program* shall consist of two components: 1) \$50,000 shall be allocated to small matching grants of up to \$5,000 for interior building improvements and, 2) an additional \$25,000 shall be distributed in grant of \$25,000 for the creation of a major Downtown Anchor aka "CORNERSTONE" in Downtown Walden. As this is a reimbursement program, IWW matching grants shall not be awarded until the physical improvements to the building or Cornerstone are complete.

The purpose of the *Incubator Without Walls Small Grants Program (IWW)* is to provide the necessary financial capital to encourage new business growth and reinvestment within historic Downtown Walden. It is also meant to foster investment in vacant retail building space in order to make it ADA and Building Code compliant. Technical support through a Downtown Coordinator is also available to assist entrepreneurs through the start-up phase of their business.

## 2.0 INCUBATOR WITHOUT WALLS SMALL GRANTS PROGRAM (\$50,000)

Up to \$5,000 is available for each business under the IWW Small Grants Program (IWWSGP). However, requests for smaller amounts are encouraged. Small grant assistance toward the cost of projects/programs shall not exceed 50% of the approved project/program cost. IWW grants require that the recipient match the IWW amount dollar for dollar. Matching requirements for the IWWSGP can include a match of private funds, state and federal funds, low-interest loans available through the IDA *Commercial Loan Program Revolving Loan Fund (RLF)* or several matching sources as noted above.

### 2.1 Availability of Funds

The IWW Small Grant Program (IWWSGP) is a *reimbursement* program. Funds in advance of construction shall not be provided. To receive funds, an applicant (a business owner) must submit a formal application to the Village Manager located on the third floor of Village Hall. A completed application along with two (2) formal cost estimates for the project and supporting documentation shall be required. *The IWWSGP shall only reimburse those costs deemed to be reasonable and appropriate to complete the proposed project. Personal labor of the applicant is not considered a legitimate project cost nor a match for IWW funding.*

Within thirty (30) days, the applicant shall be given notice from the Village Manager as to whether their application has been approved. Successful applicants must document IWW fund expenditures and the required match funds to receive reimbursement. Upon receipt of the appropriate documentation, payment will be received within a reasonable period of time.

PROJECTS UNDERTAKEN PRIOR TO RECEIVING APPROVAL SHALL NOT BE ELIGIBLE FOR RETROACTIVE GRANTS!!!!

## 2.2 Eligibility Criteria

- a) Applicant may be sole proprietors, partnerships or Corporations.
- b) Applicant must submit a *business plan* that demonstrates the need and projected benefit of proposed *interior* building improvements and/or equipment. The following topics shall be covered in the business plan:
  - i. That there is a favorable market for the project,
  - ii. Ownership, daily operation and/or management of the business will be carried out by persons experienced and competent in the nature of the business proposed, and
  - iii. A three (3) year financial projection demonstrates the ability of the business to succeed with any added expense the project may cause.
- c) If the applicant is not the building owner, the applicant shall have written authorization of building owner to proceed with proposed improvements.
- d) Approval by the Village Manager or Downtown Coordinator of existing or proposed renovation of building facade is required. Facade renovations must be completed prior to being eligible for an Incubator Without Walls Small Grant.

## 2.3 Eligible Projects

Grants must be utilized for any (or a combination) of the following types of projects:

- a) *Capital* construction improvements including rehabilitation or renovation of an existing building for the purpose of improving or creating a business.
- b) Equipment, machinery and installations are eligible. However, all items in this category must be appurtenant to the physical place of business and may not be portable as to be removable from the premises. The *Village IDA* shall hold a first position lien on these assets.
- c) Improvements to the building to address code enforcement violations and/or enhance access to persons with disabilities.
- d) Addition to building for the purpose of expanding business operation.
- e) Other improvements to building deemed appropriate by the Village Manager and Industrial Development Agency (IDA)

## 2.4 Ineligible Projects (This is not an exhaustive list)

- a) Residential projects,
- b) Purchases of furniture, tables, chairs, desks, etc., or
- c) Installation of non-permanent flooring such as linoleum, vinyl etc.
- d) Purchase of computers, software, etc. (Please note that low-interest loans are available for the purchase of computers through the IDA Commercial Loan Program).
- e) Purchases/improvements outside of the scope of the proposed business.

### 3.0 INCUBATOR WITH WALLS "CORNERSTONES" (\$25,000)

**CORNERSTONE** grants can be made up to \$25,000 and shall only be available on a competitive basis. However, requests for smaller amounts are encouraged. Only one (1) "Cornerstone" project will be funded in order to create a major Downtown Anchor in the Village of Walden [whether retail or cultural]. *Cornerstone* assistance toward the cost of projects/programs shall not exceed 50% of the approved project/program cost. Cornerstone grants require that the recipient match the grant amount dollar for dollar. Matching requirements for the Cornerstone Grant Program (CGP) can include a match of private funds, state and federal funds, low-interest loans available through the IDA *Commercial Loan Program Revolving Loan Fund (RLF)* or several matching sources as noted above.

#### 3.1 Availability of Funds

The *Cornerstones* grant program is a *reimbursement* program. Funds in advance of construction shall not be provided. To receive funds, an applicant (a business owner) must submit a formal application to the Village Manager located on the third floor of Village Hall. A completed application along with two (2) formal cost estimates for the project and supporting documentation shall be required. *Only those costs deemed to be reasonable and appropriate to complete the proposed project shall be reimbursed. Personal labor of the applicant is not considered a legitimate project cost nor a match for funding.*

Within thirty (30) days of receipt of all required application materials, the applicant shall be given notice from the Village Manager or Downtown Coordinator as to whether their application has been approved. Successful applicants must document fund expenditures and the required match funds to receive reimbursement. Typically, upon receipt of the appropriate documentation, payment will be received within a reasonable period of time.

PROJECTS UNDERTAKEN PRIOR TO RECEIVING APPROVAL SHALL NOT BE ELIGIBLE FOR RETROACTIVE GRANTS!!!!

#### 3.2 Eligibility Criteria

- a) Applicant may be sole proprietors, partnerships, or Corporations.
- b) Applicant must submit *business plan* that demonstrates the ability to operate the proposed Cornerstone project. *The following topics shall be covered in the business plan:*
  - i. That there is a favorable market for the project,
  - ii. That ownership, daily operation and/or management of the Cornerstone will be carried out by persons with entrepreneurial experience, and
  - iii. Building plans are prepared by an engineer, architect or other qualified professional that show proposed design and layout of the Cornerstone,

- c) The Cornerstone project is likely to serve a market area that will draw visitors from the surrounding region to shop in Downtown Walden.
- d) The incubator building must face on one of the main streets in historic Downtown Walden and not be on a side street.
- e) A *facade and sign plan* approved by the Village Manager and Downtown Coordinator shall be required.

### 3.3 Eligible Projects

*Cornerstone Grants* must be utilized for any (or a combination) of the following types of projects:

- a) *Capital* construction improvements including rehabilitation or renovation of an existing building for the purpose of creating a Downtown Anchor including a retail/office businesses or cultural anchor.
- b) Improvements to the building to address code enforcement violations and/or enhance access to persons with disabilities.
- c) Equipment, machinery and installations. *However, all items in this category must be appurtenant to the physical place of business and may not be portable as to be removable from the premises.* *The Village IDA* shall hold a first position lien on these assets.

### 3.4 Ineligible Projects (This is not an exhaustive list.)

- a) Residential projects.
- b) Purchases of computers<sup>1</sup>, furniture, tables, chairs, desks, etc..
- c) Installation of non-permanent flooring such as linoleum, vinyl, etc.
- d) Projects that result in fewer than three (3) incubator spaces.
- e) Projects not on in the historic Downtown Walden target area as defined by the Village of Walden.<sup>2</sup>

---

<sup>1</sup> The purchase of computers is allowed under the IDA Commercial Loan Program Revolving Loan Fund.

<sup>2</sup> A map showing the district boundary of the historic Downtown Walden target area is presented in the Downtown Revitalization Strategy.

**4.0 REVIEW CRITERIA**

The Village Manager and IDA reserves the right to approve or disapprove each application. ALL IMPROVEMENTS WILL BE IN CONFORMANCE WITH ALL APPLICABLE STATE AND LOCAL LAWS AND CODES. The following criteria will be used to rate applications:

<i>IWW and Cornerstones Principals</i>	<u>Points</u>
1. The project will result in the creation of a new business.	<b>0-20</b>
2. Project creates employment of low-moderate income persons.	<b>0-10</b>
3. Project results in a business expansion.	<b>0-10</b>
4. Applicant demonstrated ability to provide matching funds.	<b>0-10</b>
5. Expectation is reasonable for the business success.	<b>0-10</b>
6. Number of jobs retained or created as result of improvement	<b>0-10</b>
7. Private dollars leverage per IWW \$ invested	<b>0-10</b>

*Additional Cornerstones Principals:*

8. Size and Importance of proposed Cornerstone Project	<b>0-10</b>
9. Cornerstone involves mixed use of retail/residential/office, etc..	<b>0-10</b>
10. Location of Cornerstone Building and Aesthetic Impact on Downtown	<b>0-10</b>

**5.0 PRIORITY LIST/RANKING ORDER OF APPLICANTS**

Generally, projects that provide additional or enhanced employment opportunities and that clearly enhance the ability of the start-up or emergent businesses to operate, will be given priority. Priority will also be given to the following:

1. Projects where renovation, purchase and installation of equipment will result in building improvements and creation of opportunities for job expansion.
2. Projects that involve the renovation of a vacant Downtown building and that will result in a new business opening Downtown.
3. Projects that address code enforcement violations.
4. Projects that address accessibility issues for persons with disabilities and result in compliance with the American's with Disabilities Act.
5. Historic Downtown properties in danger of being lost, in part or in total, to disrepair. This may include properties listed on the State and/or National Register of Historic Places, or properties with historical, architectural, or cultural significance.

*Additional Criteria for Cornerstone Projects:*

6. Projects lead by person or not-for-profit organization with entrepreneurial experience.
7. Creation of Heritage, Historical, or Cultural Anchor for Downtown



## **6.0 COMPLIANCE WITH APPLICABLE LAWS**

### **Affirmative Action/Equal Employment Opportunity**

The IWW Small Grant Program is committed to programs of Affirmative Action in compliance with federal and state regulations and Article 15A of the Executive Law pertaining to Minority and Women-owned Business Enterprises (MWBE) Equal Employment Opportunity (EEO).

### **Environmental Review**

Before the IWW Small Grant Program takes any action to award a grant, the requirements of the State Environmental Quality Review Act shall be met, where applicable.

### **Historic Review**

Any project that involves a building that is listed on the State/National Register must conform to the Secretary of the Interior's Standards and Guidelines for Archeology and Historic Preservation. Approval of the scope of proposed work by the New York State Historic Preservation Office shall be required for all structures on the State/National Register.

### **Building Code Requirements**

All projects will need to comply with the Uniform Fire Prevention and Building Code and the American with Disabilities Act. A letter from the Village Building Inspector or Code Enforcement Officer stating that such conditions have been met shall accompany the application.

### **Timeframe**

Once the IWW has concluded that the proposed project meets its program guidelines, a letter of agreement (including project budget, performance time line and scope of work) will be written between the applicant and the IWW. **For construction projects**, final construction documents will require IWW review before work can begin.

### **Davis Bacon**

All projects involving over \$2,000 in labor toward construction shall be subject to federal Davis Bacon Wage Rates where federal funding has been procured to undertake the proposed project.

## **7.0 GRANT APPLICATION INSTRUCTIONS AND REVIEW PROCESS**

You should contact the Village Manager and Downtown Coordinator to verify that your project meets eligibility criteria. Village staff can help you determine if you are eligible to apply. However, the Village Manager and IDA makes the final decision on grant awards. Please review the following page to insure that your grant application is submitted correctly. Following the guidelines below will help us process your application and, if approved, project reimbursement.

Your completed application must include the following. (Please use this checklist to be certain that you have included all elements).

### **7.1 Application Forms**

- 7.1.1 A completed application form including a description of your project. This description should be as detailed as possible. Include any capital construction work, equipment purchases and installations, upgrades and employment opportunities.
- 7.1.2 A completed and fully executed IWW Small Grant Program Letter of Agreement signed and dated by the applicant and a witness.

### **7.2 Cost Estimates**

- 7.2.1 Applicants are required to present a detailed budget for the project including sources and uses of funds. The budget shall also contain any cost estimates obtained by vendors or contractors. Two cost estimates must be obtained for each improvement/purchase proposed and must appear on the contractors' or vendors' letterhead.

### **7.3 Additional Materials**

- 7.3.1 Include photographs of any real estate and/ or buildings included in the project if you are applying for funding to remodel, renovate, or expand a facility. If your project requires, submit any architectural plans, design sketches, site plans and/or surveys.
- 7.3.2 Include specifications and cut sheets for any equipment and mechanical systems to be purchased and/or installed as a part of the project.

### **7.4 Cornerstone Materials**

Architectural drawings that show proposed facade renovation, interior building renovations, shared common areas and other pertinent detail shall be provided.

## 8.0 APPLICATION SUBMISSION, REVIEW, AND GRANT AWARD

The IWW Small Grant Program application is reviewed by Village Manager with input from the IDA Board. Cornerstone projects shall be reviewed by an **IWW Application Review Committee** which shall be comprised of members of the Industrial Development Agency, Village Manager, and Downtown Coordinator.

1. Submit a formal application to the Village Manager who is located on the third floor of Village Hall in Downtown Walden. Be sure to include all of the materials mentioned in the GRANT APPLICATION INSTRUCTIONS section.
2. The Village Manager and/or Downtown Coordinator will review the application to insure consistency with IWW Small Grant Guidelines.
3. The applicant is then notified of the Village Manager and or IWW Application Review Committee's decision within thirty (30) days of receipt of all required application materials.
4. The grant amount is determined by taking 50% of your lowest cost estimates. This amount will be the **maximum amount** which you will be awarded under the program. If 50% of the final project cost comes out to be less than your maximum amount, your grant amount will be reduced to 50% of the final project cost.
5. Once the project begins, a one-hundred and twenty (120) day deadline is placed on completion. Extensions may be considered.
6. Any changes to the project **must** be reviewed and approved by the Village Manager or Downtown Coordinator or the applicant risks losing grant monies.
7. Once a project is completed, proof of payment must be submitted to the Village Manager. This should be in the form of an invoice or receipt which includes the final cost of the project, the work which was done or products purchased, and signed by the contractor or vendor acknowledging that the project was paid for in full. Photographs of the completed project must be submitted as well.
8. Village staff and the Downtown Coordinator will perform a site visit and review the completed project for completeness and quality of work.
9. The applicant will then be sent a voucher which they must sign and return to the Village of Walden Village Manager.
10. Once the voucher is returned to the Village Manager, the voucher and supporting materials are submitted for reimbursement to the applicant.
11. The Applicant should allow four (4) to six (6) weeks from the time proof of payment is received by the Village Manager until they receive project reimbursement.

9.0 APPLICATION FORM

The Village of Walden Incubator Without Walls-Small Grants Program Application

Application Type: [ ] IWW Small Grant [ ] IWW "Cornerstone" DATE: \_\_\_\_\_

Applicant Information

NAME: \_\_\_\_\_

RELATIONSHIP TO PROJECT: \_\_\_\_\_

HOME ADDRESS: \_\_\_\_\_

HOME PHONE #: \_\_\_\_\_ HOW

LONG IN PRESENT BUSINESS?: Months \_\_\_\_\_ Years \_\_\_\_\_

LENGTH OF YOUR BUSINESS EXPERIENCE: Months \_\_\_\_\_ Years \_\_\_\_\_

Project Site Information

BUSINESS NAME: \_\_\_\_\_ SECTION-BLOCK-LOT: \_\_\_\_\_

BUILDING OWNER: (if other than applicant, consent required) \_\_\_\_\_

STREET ADDRESS: \_\_\_\_\_

VILLAGE/TOWN: \_\_\_\_\_

PHONE #: \_\_\_\_\_ FAX #: \_\_\_\_\_

Please be informed that I intend to begin and complete the following with the IWW Small Grant :

Type of Project: (Check appropriate.)

- [ ] Interior Renovations [ ] ADA Improvements [ ] Storefront lighting
[ ] Creation of New Business [ ] New Flooring (Tile) [ ] Walls/Ceilings
[ ] Purchase of Equipment, Machinery, etc. [ ] Installation Sprinklers [ ] HVAC or Electrical
[ ] Needed Exterior Renovations (specify) [ ] Interior Painting [ ] Other Areas (specify)

Description of project (attach additional pages if necessary): \_\_\_\_\_

Include any architectural plans, design sketches, site plans, and/or photographs to help the Village Manager and/or IWW Application Review Committee make its decision.

Estimated cost of project: (We encourage the use of Minority/Women-owned Business Enterprises listed in the Appendix.) \_\_\_\_\_

Do you have two formal quotations/estimates for the project: Yes No

If you do please attach copies to this application. If you do not when will they be available? \_\_\_\_\_

When do you intend to start the project? \_\_\_\_\_

When do you intend to complete the project? \_\_\_\_\_

**10.00 The Village of Walden IWW Small Grant Program  
Incentive Program Letter of Agreement**

I understand and by signing agree:

- ◆ that the Village Manager will review my application and if approved, may commit up to \$5,000 (or up to \$25,000 if Cornerstone Project) of IWW assistance toward the cost of my program or project not exceeding 50% of the project cost.
- ◆ that my personal labor is not considered as a legitimate improvement cost for the purposes of this program.
- ◆ that I am solely responsible for obtaining the proper permits or variances for my project and that the costs associated with the same are not eligible costs.
- ◆ that I must pay for the project in full and provide proof of payment before I will receive my grant check, and that the Village Manager and Downtown Coordinator will review my completed project to determine that the actual work performed was the work approved.
- ◆ that the IWW Small Grant Program through the Village Manager must review and approve any changes or alterations proposed to my project, after the initial approval is given.
- ◆ that the Village of Walden and IDA will not be responsible for unsatisfactory work completed or claims of property damage and personal injury.
- ◆ that I must complete my project within one-hundred and twenty (120) days after my application is approved. Extensions may be considered.
- ◆ that any construction associated with this project that I undertake shall comply with all applicable building codes, land use, and local design reviews. If the project is to be done on a building that I do not own, I shall obtain written permission to execute such work in the building from the building owner prior to work commencing. I must submit a copy of this letter to the Village Manager before I receive reimbursement.
- ◆ that the Village Manager and **IWW Application Review Committee** reserves the right to approve or disapprove each application and ALL IMPROVEMENTS WILL BE IN CONFORMANCE WITH THE EXISTING LOCAL AND STATE BUILDING CODES.

Applicant Signature: \_\_\_\_\_ Witness Signature \_\_\_\_\_

Name (Print): \_\_\_\_\_ Name (Print): \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

K:\Documents and Settings\Alan J. Sorensen\My Documents\DowntownWalden\IWWsmallgrantguide.wpd

**Appendix F**  
**Detailed Downtown Building/Business Inventory by SIC Code**

SIC Code	Business Type	LOC#	LOC_NAME	COMM. BLDGS	Retail	Office	Vacant	Vacant	Office	Warehouse	RES	INSTITU
				SQ-FT	SQ-FT	SQ-FT	Retail	Office	SQ-FT	SQ-FT	RES	
27	<b>Publishing</b>											
271	Newspapers	23	E MAIN ST	1,912		1,912						
50	<b>Wholesale</b>											
50	Millspaugh	17	HIGH ST	1,313						1,313		
50	<b>Warehouse Distribution &amp; Assembly (8,051 sf)</b>	4-8	SCOFIELD ST	16,102						8,052		
50	Warehouse Distribution - Vacant	110-116	W MAIN ST	20,425						20,425		
50	Warehouse Distribution	121	ORCHARD ST	3,270						3,270		
52	<b>Building Materials and Garden Supply</b>											
52	Summer Pools	160	W MAIN ST	1,048						1,048		
53	<b>General Merchandise</b>											
53	<b>General Merchandise (1,420 sf)</b>	39-45	MAIN ST	13,420						1,490		8,950
55	<b>Automotive Dealers and Service Stations</b>											
5541	Convenience Store/Gas Station -DB Mart	10-12	E MAIN ST	1,968						1,968		
5541	Mobile Service Station	2-8	E MAIN ST	1,950						1,950		
56	<b>Apparel and Accessories</b>											
5611	John's Quality Clothiers and Tailor	19	MAIN ST	4,972						2,500		2,472
5699	Emily's World Clothing	124-126	MAIN ST	3,936						3,936		
57	<b>Furniture and Home Furnishings</b>											
5712	Millspaugh Furniture	56	MAIN ST	17,955						17,955		
5712	Gridleys Furniture	42	ORCHARD ST	9,770						9,770		
5712	Gridleys Furniture		SCOFIELD ST (E OF	759						759		
5722	Sohn's Appliance	27	MAIN ST	3,498						1,750		1,748
5722	Sohn's Appliance	23-25	MAIN ST	11,028						4,000		7,028
5736	<b>C.O.C Music</b>	61-65	MAIN ST	7,326						2,300		
58	<b>Eating/Drinking</b>											
5812	Red House	47	MAIN ST	3,750						1,875		1,875
5812	Lillo's Pizza	67	MAIN ST	5,770						1,850		3,920
5813	Talk of Town Café	1	MAIN ST	3,750						1,875		1,875
5813	Walden Mid-Town Grill	29	MAIN ST	2,571						900		1,671
5813	Walden Mid-Town Grill	35	MAIN ST	2,970						1,000		1,970
5813	Oakwood Bar & Grill	73-77	W MAIN ST	11,561						4,000		7,561
5813	Near Oakwood on Walnut St	11	WALNUT ST	3,687						3,687		
59	<b>Miscellaneous Retail</b>											
5944	Roosa Jewlers	21	MAIN ST	5,664						2,832		2,832
5947	<b>Gifts/Novelty Shop (2,200 sf) Cedar Apartments</b>	53-59	MAIN ST	26,414						2,200		19,814
5947	Flowers by Anita	19	ORCHARD ST	1,712						1,712		
59	Paperback Exchange	26	E MAIN ST	3,920						1,950		1,970
59	Look Sharp Tattoo	3	MAIN ST	2,000						1,000		1,000
59	Cranberry Cottage (new)	49	MAIN ST	4,943						2,500		2,443
59	Retail Space First Floor	12	SCOFIELD	1,724						850		874
59	Vacant Retail Space	154	W MAIN ST	2,552						1,276		1,276
59	Vacant Retail Space	79-83	W MAIN ST	3,559						1,780		1,779
59	Vacant Retail Space	82	W MAIN ST	3,330						1,650		1,680

SIC Code	Business Type	LOC#	LOC_NAME	SQ-FT	Retail	Office	Vacant	Vacant	Warehouse	RES	INSTITU
59	Vacant Retail Space	150	W MAIN ST	3,034	1,517					1,517	
59	Vacant Retail Space	22	E MAIN ST	2,392			1,276			1,276	
59	Vacant Retail Space	7-9	MAIN ST	1,700	850					850	
<b>60</b>	<b>Depository Institutions</b>										
602	Key Bank - Vacant	44	MAIN ST	11,019			11,019				
603	Walden Savings Bank	2	BANK ST	3,975	3,975						
603	Walden Federal Savings Bank	12-14	E MAIN ST	4,646	4,646						
603	Walden Federal Savings Bank Annex		E MAIN ST	2,200		2,200					
603	Walden Savings Bank - Mortgages	40-42	MAIN ST	7,444	4,000						
603	Walden Savings Bank Annex	20	ULSTER AVE	1,680		1,680					
<b>64</b>	<b>Insurance Agents/Brokers</b>										
641	State Farm Insurance, etc..	13-15	ORANGE AVE	7,512		7,512					
641	Hudson Valley Insurance Group	99	W MAIN ST	2,364		1,700				664	
<b>65</b>	<b>Real Estate</b>										
653	Real Estate Agents and Managers	40-42	MAIN ST			2,000					
<b>72</b>	<b>Personal Services</b>										
72	"Dance Studio"	1-5	ORANGE AVE	6,381	2,300					4,081	
7216	K.R.B Fashion - Dry Cleaner	158	W MAIN ST	2,000	1,000					1,000	
7231	The Hairworks	58	MAIN ST	3,828	650		650			2,528	
7231	Nail Salon	71	MAIN ST	8,189	1,350					5,439	
7231	Saron's Village Salon	10	SCOFIELD ST	2,288	1,144					1,144	
7231	100 Design	92-94	W MAIN ST	3,784	1,784						
<b>73</b>	<b>Business Services</b>										
734	Timeless Photography	88	W MAIN ST	2,959	1,500					1,459	
734	Toys and Gifts (new)	90	W MAIN ST	1,892	1,892						
737	Ciardullo Printing	92-94	W MAIN ST		2,000						
738	Ceder Apartments - Offices (2,200 sf)	53-59	MAIN ST			2,200					
738	Temporary Employment Agency (new)	39-45	MAIN ST			1,490					
<b>78</b>	<b>Motion Picture</b>										
7841	Video Rental	11	ORANGE AVE	1,308	1,308						
<b>80</b>	<b>Health Services</b>										
80	Orange County Footcare	30	E MAIN ST	1,868		1,868					
80	Franklin Guneratne MD	37	MAIN ST	2,640		1,320				1,320	
80	Ceder Apartments - Dentist (2,200 sf)	53-59	MAIN ST			2,200					
80	Mark Mitchell DDS	10	ORCHARD ST	2,324		1,212				1,112	
<b>81</b>	<b>Legal Services</b>										
81	Kenneth D. Johnson Law Offices	40-42	MAIN ST			1,444					
81	Vivian Nickless	8	MAPLE ST	2,560		2,560					
81	Richard Hoyt	43	ORCHARD AVE	1,697		1,697					
81	Ray Ozman	130	W MAIN ST	2,556		1,200				1,356	
<b>83</b>	<b>Social Services</b>										
83	Planned Parenthood (1,420 sf)	39-45	MAIN ST			1,490					
83	Community Counseling (1,012 sf)	4-8	SCOFIELD ST			2,012					
83	Good Smartian & Religious Bookstore	76-80	W MAIN ST	1,881		1,881					



SIC Code	Business Type	LOC#	LOC_NAME	SQ-FT	Retail	Office	Vacant	Vacant	Warehouse	RES	INSTITU
<b>86</b>	<b>Membership Organizations</b>										
86	Masonic Temple (5,026 sf)	61-65	MAIN ST								5,026
86	VFW	4-8	OAK ST	8,196							8,196
86	Walden Jewish Center	20	PINE ST	3,410							3,410
86	Store Front Church (4025 sf)	4-8	SCOFIELD ST								4,025
86	United Methodist Church	103	W MAIN ST	2,214							2,214
86	United Methodist Church	125	W MAIN ST	2,438							2,438
86	United Methodist Church	107-121	W MAIN ST	20,226							20,226
86	St Andrews Episcopal Church	13	WALNUT ST	7,696							7,696
<b>87</b>	<b>Engineering, Accounting, Research, &amp; Mngt.</b>										
87	Weeden Engineering	62	MAIN ST	2,480		1,240				1,240	
<b>89</b>	<b>Services, not elsewhere classified</b>										
89	Millspaugh Funeral Home	22	BANK ST	7,341	7,341						
89	Lightning Hand School of Self Defense	60	MAIN ST	3,474	1,125					2,349	
89	Horan Funeral Home	39	ORCHARD ST	3,189	3,189						
<b>91</b>	<b>Local Government</b>										
91	Post Office	2	ORANGE AVE	3,285	3,285						
91	Former Town of Montgomery Town Hall	74	W MAIN ST	6,897			6,897				
91	Village of Walden Municipal Building	20	WALNUT ST	22,122		22,122					
<b>93</b>	<b>Finance, Taxation, and Monetary Policy</b>										
931	Bressler Income Tax	71	MAIN ST	1,400							
<b>TOTAL SQUARE FOOTAGE</b>				<b>399,618</b>	<b>112,076</b>	<b>64,340</b>	<b>30,101</b>	<b>6,897</b>	<b>33,060</b>	<b>100,073</b>	<b>53,231</b>
<b>Total Number of Retail Business</b>							<b>37</b>				
<b>Total Square Feet of Occupied Retail Space</b>							<b>112,076</b>				
<b>Total Number of Vacant Retail Spaces</b>							<b>12</b>				
<b>Total Square of Vacant Retail Business Space</b>							<b>30,101</b>				
<b>Total Number of Business Offices</b>							<b>21</b>				
<b>Total Square Feet of Occupied By Business/Professional/Government Offices</b>							<b>64,340</b>				
<b>Total Number of Vacant Office Buildings</b>							<b>1</b>				
<b>Total Square Feet of Vacant Office Space</b>							<b>6,897</b>				
<b>Total Square Feet of Vacant Warehouse Space</b>							<b>20,425</b>				
<b>Total Square Feet of Vacant Space on 2nd Floor with Residential Potential</b>							<b>17,726</b>				
<p>Note: The above are approximate numbers based upon Town of Montgomery Real Property Tax Records, Field Surveys, and analysis of most likely reuse of vacant space in existing buildings in the Downtown Business District. The Thruway is not included in the above.</p>											

