

VILLAGE OF MANCHESTER

COMMUNITY DEVELOPMENT STRATEGIC PLAN



MARCH, 2006



Village of Manchester, New York

Community Development Strategic Plan

Final Draft

2/6/2006 4:40:33 PM

© 2006 Laberge Group
4 Computer Drive West
Albany, New York 12205

Acknowledgments



The Village of Manchester Citizen Advisory Committee would like to recognize and thank the many people and organizations whose assistance has made the completion of this Plan a reality. In addition, the Committee would like to thank the residents, business owners, and property owners in the Village who participated in the planning effort through attending the meetings and responding to the various surveys and questionnaires that were distributed.

Citizen Advisory Committee

Michael Murphy, Co-Chairperson

Chris Nill, Co-Chairperson

Gary Bogner

Michael Chase

Daniel Cianfoni

Rose Foster

Tony Muscolino

Sean Shumacher

Village Board

Bruce E. Miles, Mayor

Norman E. Folts, Trustee

Nancy W. Johnsen, Trustee

Village Staff

Angela M. D'Arduini, Village Clerk & Treasurer

Rita J. Gurewitch, Deputy Clerk & Treasurer

Consultants

© 2006 Laberge Group
4 Computer Drive West
Albany, New York 12205

Table of Contents

1. Executive Summary	1
1.1. Purpose & Vision.....	1
1.2. Planning Process.....	1
2. Introduction to Planning.....	6
2.1. What is a Community Development Strategic Plan?.....	6
2.2. Focus Area.....	6
2.3. Updating & Amending the Plan.....	6
3. Situational Assessment.....	8
3.1. Regional Overview	8
3.2. Demographic Analysis.....	10
3.3. Community Overview	11
4. Goals and Recommendations	14
4.1. Introduction.....	14
4.2. Main Street Revitalization	14
4.2.1. Four Point Approach	14
4.2.2. Eight Principles of the Main Street Approach™.....	15
4.3. Goals and Recommendations for the Main Street Approach.....	17
4.4. Community Wide Goals & Recommendations.....	24
5. Maps & Graphics	29
6. Supporting Materials.....	33
6.1 The Main Street Approach to Downtown Revitalization	33
6.1.1. Overview	33
6.1.2. Main Street Four-Point Approach	33
6.1.3. How this Plan Differs from the Main Street Approach.....	36
6.1.4. Next Steps	36
6.2. Public Participation.....	36
6.2.1. Citizen Advisory Committee Member Survey	36
6.2.2. Stakeholder Interviews.....	38
6.2.3. “Getting to Know You” Workshop.....	39
6.2.4. Assets & Liabilities Workshop.....	39
6.2.5. Visioning Workshop.....	40
6.3. Community Overview	43
6.3.1. Village History	43
6.3.2. Transportation Access & Pedestrian Facilities.....	44
6.3.3. Parks, Recreation & Open Space.....	48
6.3.4. Central Business District (CBD) Building Conditions.....	50
6.3.5. Inventory of Residentially, Industrially & Commercially Viable Property	52
6.4. Demographic Inventory	52
6.4.1. Population.....	52
6.4.2. Age Distribution.....	55

6.4.3.	Household Type & Composition.....	57
6.4.4.	Income	59
6.4.5.	Education.....	62
6.4.6.	Employment	62
6.5.	Market Segmentation & Business Analysis.....	65
6.5.1.	Commuter Patterns	65
6.5.2.	Life Style Segmentation Analysis	66
6.5.3.	Retail Sales & Consumer Spending	67
6.5.4.	Retail Sales Leakage & Market Capture	72
6.5.5.	Business Analysis.....	75
7.	Previous Planning Efforts	77
7.1.	Village of Manchester Planning Documents	77
7.1.1.	2005 Village of Manchester Comprehensive Plan	77
7.1.2.	1967 Village of Manchester General Plan.....	77
7.2.	Other Planning Documents.....	77
7.2.1.	1999 Town of Manchester & Village of Clifton Springs Comprehensive Plan.....	77
8.	Action Matrix	79
8.1.	Introduction.....	79

1. Executive Summary

1.1. Purpose & Vision

The Village of Manchester Community Development Strategic Plan is a tool that sets forth a vision for the community, identifies specific community development goals, and details clear steps that can be taken to implement and achieve those goals. The Village of Manchester Community Development Strategic Plan serves to:

- Clearly define the purpose of the Village of Manchester, establishing realistic goals and objectives consistent with the community's vision in a reasonable timeframe within the Village's capacity for implementation.
- Communicate the goals and objectives of the Village of Manchester to its citizens.
- Develop a sense of ownership of the plan amongst the planning participants.
- Ensure the most effective use is made of the Village's resources by focusing resources on key priorities.
- Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
- Bring together the community's best and most reasoned efforts in building consensus on the Village's vision for the future.

The Community Development Strategic Plan will serve as a guide to encourage private and public investment within the community leading to a successful and sustainable future for the Village of Manchester.

1.2. Planning Process

The Village created a Citizens Advisory Committee (CAC) during the Spring of 2005 to assist in the development of the Community Development Strategic Plan. The committee was instrumental in assisting the planning team in identifying areas of focus as well as significant stakeholders in the Village's economic and community development future. The Committee met

regularly throughout the planning process to coordinate public participation activities and to review report drafts.

The Village, recognizing the importance of public participation in the development of the Community Development Strategic Plan, sought public input in a variety of ways. Public participation conducted as part of the planning process included public workshops and stakeholder interviews. Presentations were conducted to inform participants of the origin of the planning efforts and also the aspects of the community that would be addressed within the scope of the Community Development Strategic Plan.

Concurrent with the public planning process described above, the team planners conducted an inventory and analysis of the Village of Manchester's economy. Using demographic data from the U.S. Census Bureau and ESRI Business Information Solutions (a data service provider) a community profile of the Village of Manchester was developed. In addition to previously prepared Manchester plans, other plans and reports were examined to identify any regional trends that might have an impact on the Village.

Two public workshops were held early in the planning process to get feedback from community members. The first, an Assets and Liabilities Workshop, was held on July 26, 2005. In this exercise, participants were asked to identify the Village's assets and liabilities. A public visioning workshop was held on September 27, 2005. At this workshop participants were asked to brainstorm ideas about activities designed to both stimulate the Village economy and revitalize the downtown.

The Village's overall quality of life was identified as an asset. Easy access to Manchester from the New York State Thruway was identified as a key element to the Village's future revitalization efforts. In addition, citizens identified natural resources such as the Canandaigua Outlet as unique features that provide a regional benefit. The Village's rich rail history was identified as a cultural asset. Finally, local businesses were identified as assets that provide employment opportunities for residents.

Many of the liabilities identified were pretty straightforward, but still can be addressed via appropriate methods. These issues included: 1) Heavy truck traffic on Main Street; 2) Aging infrastructure; 3) Lack of residential development, especially senior housing; 4) Inadequate police service; 5) Land contamination/Brownfields; and 6) Lack of community cohesion.

At the visioning workshop, participants were asked to break into groups and discuss five specific focus topics. They were asked to suggest ideas and identify on a map any specific locations they envisioned as ideal for any particular proposed activity.

The "Downtown Revitalization & Streetscape" group discussions suggested: Façade rehabilitation, period-style lighting and benches to improve the visual appeal of Main Street,

textured crosswalks and pavement striping, building rehabilitation/unsafe building demolition and infill, and utility pole relocation to improve the visual appeal of Main Street. Way-finding/pedestrian signage should make navigating downtown easier and the corridor should be examined for improvements to enhance pedestrian safety, such as additional crosswalks.

The "Housing" group discussions, indicated a desire for more senior housing opportunities. The former schoolhouse site on Route 21 was identified as a viable location for senior housing. Detached single-family housing was identified as the second most desirable type of new housing. Multifamily housing was the least desired, especially in the Central Business District, unless it was located within the upper floors of mixed-use structures containing groundfloor commercial or retail space.

The "Economic Development" group discussions duly noted the Village's location off the NYS Thruway as an asset that would spur economic development if utilized properly. Many workshop participants identified the need for specific retail sectors and services such as grocery stores and full-service dining establishments. It was also noted that a railroad museum would increase business opportunities through increased tourism.

The "Parks & Recreation" group discussions identified the need to maintain and enhance existing parks within the Village. The need for additional park space was also noted. A majority of residents indicated a desire for improved access to the Canandaigua Outlet in the Village. A second improvement included the development of perimeter trails that would traverse the Village north and south along the Outlet. This would provide additional opportunities for recreational activities such as walking, jogging, kayaking and canoeing.

The "Marketing & Promotion" group discussions contemplated methods by which the Village could promote itself. Some ideas included promoting the Village as a "Gateway to the Finger Lakes" and offering incentives to businesses relocating into the community. Business incentives included a small business loan assistance program and technical business plan assistance.

After reviewing the results of the public workshops, CAC questionnaires, and the stakeholder interviews, as well as the background studies researched for the development of this plan, the Citizen Advisory Committee developed the following recommended goals for the future. These recommendations build on the assets of the community and capitalize on the many opportunities identified during the planning process.

Goal 1. Drawing on the Village's location at the "Gateway to the Finger Lakes", Manchester should promote agri-tourism and heritage tourism.

Goal 2. Promote and assist in the development of a major tourist attraction in downtown Manchester.

- Goal 3.** Promote the development of tourism infrastructure needed to support a growing tourist base.
- Goal 4.** Promote the creation and/or expansion of micro-enterprise businesses and job opportunities along Main Street.
- Goal 5.** Develop more dining opportunities along Main Street.
- Goal 6.** Promote housing opportunities along the Main Street Corridor.
- Goal 7.** Create a more aesthetically attractive downtown Main Street in the Village.
- Goal 8.** Promote the enhancement of a safe & clean Main Street.
- Goal 9.** Promote the revitalization of the Main Street and downtown through the use of locally sponsored resources and actions.
- Goal 10.** Improve the appearance, cohesion, and vitality of the downtown area.
- Goal 11.** Protect and enhance water-based resources and increase public access to the use of public lands and water.
- Goal 12.** Promote the development of quality retail shopping opportunities downtown.
- Goal 13.** Develop materials to promote the Main Street downtown corridor to appropriate niche or target markets.
- Goal 14.** Promote the development of attractive and inviting retail uses, that will not only encourage a passerby to stop, but will also meet the needs of local residents.
- Goal 15.** Develop local organizations, with the authority and ability to oversee the revitalization of the Village's downtown.
- Goal 16.** Foster economic development throughout the Village of Manchester.
- Goal 17.** Develop and support a vital tourism industry in the Village.
- Goal 18.** Market the Village to tourists and potential businesses.
- Goal 19.** Unify the Village marketing strategy and coordinate promotion efforts.

Goal 20. Improve and maintain pedestrian, bicycle and vehicular access and mobility throughout the Village.

Goal 21. Provide housing opportunities for Senior Citizens.

Goal 22. Enhance the residential neighborhoods of the Village, and provide for residents' housing needs.

Goal 23. Protect and enhance existing parkland and green space.

The success of the Community Development Strategic Plan will be gauged according to the achievements reached by the Village Board and the business community as specific goals and strategies contained within this document are accomplished.

2. Introduction to Planning

2.1. What is a Community Development Strategic Plan?

A Community Development Strategic Plan is a written document that identifies and establishes a community's vision, goals, and strategies to revitalize the community, its economy, and guide future growth, development, and preservation. Community Development Strategic Plans provide local governments, businesses, and citizens with a "road map" to achieve community revitalization, from the planning stage through implementation and, finally, progress monitoring. A Community Development Strategic Plan acts as a "blueprint" for the future; it summarizes the community history, analyzes its existing conditions, and outlines implementation strategies to guide the community towards its desired vision. In short, a Community Development Strategic Plan tells us where we have been, where we are now, where we want to be, and how we are going to get there.

For the Village of Manchester to continue to be socially and economically sustainable, it must respond to changing conditions. The vitality of the Village requires a strategic vision that weaves together the realities of a changing economy, the importance and value of open space, recreation, quality housing, and the needs and desires of a diverse population.

2.2. Focus Area

While this plan focuses on the entire community, special design and aesthetic considerations have been given to the Village's downtown. "Downtown America" has been, and still is, the most important venue for civic life, where parades and special events take place. Moreover, for many communities, it is the commercial hub, where residents conduct business. Downtown Manchester, once a center of commercial and residential activity, has been experiencing a decline in recent years. Despite this, the Central Business District (CBD) still houses several businesses and civic institutions, and Village Hall is located nearby. The Village of Manchester's CBD is roughly defined as Main Street (NYS Route 21) between Howard Avenue and Pratt Road.

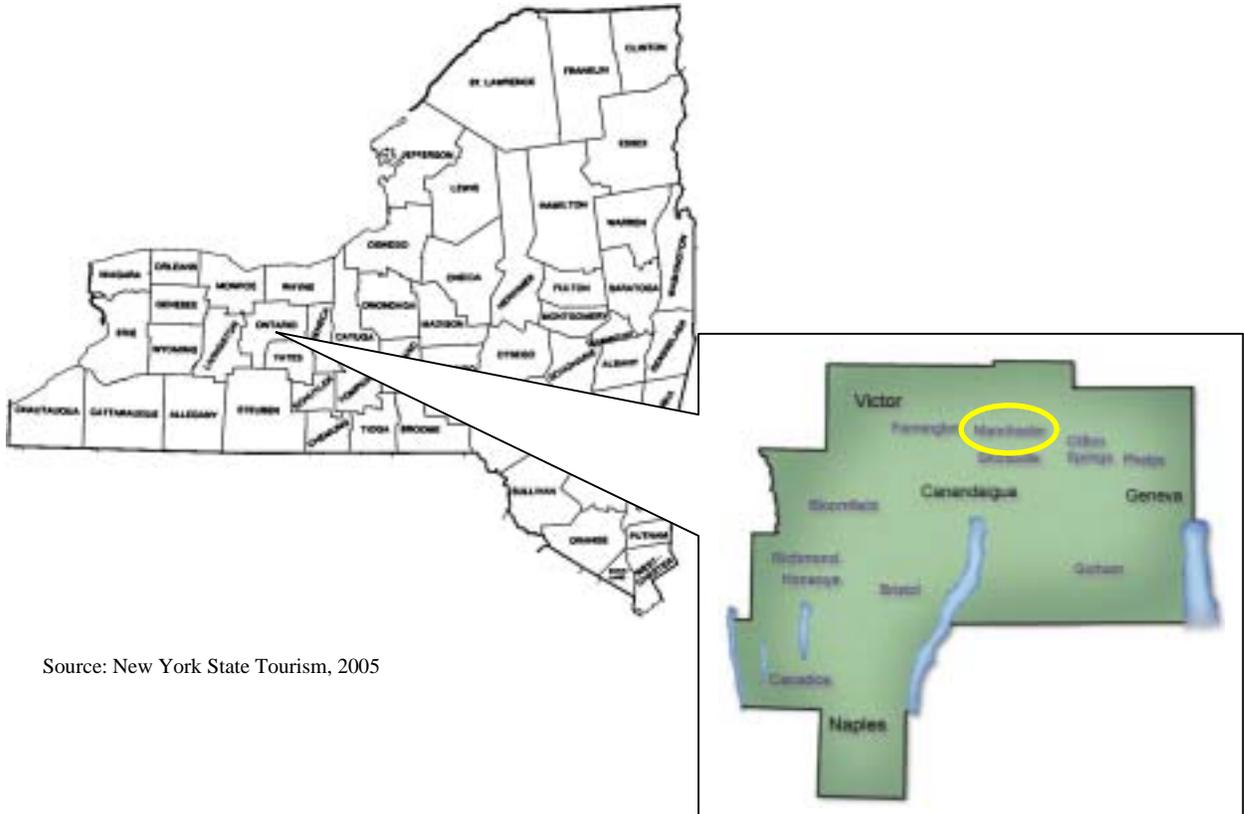
2.3. Updating & Amending the Plan

In order for the Community Development Strategic Plan to effectively guide development in a manner consistent with resident desires, it must be reviewed and updated on a regular basis. Ideas and attitudes change over time. Five years from now, a problem that may have been at the

forefront of the public mind, may be resolved and something else may take its place. Therefore, it is recommended that the Village Board and Planning Board, or other designated special board, annually review the Community Development Strategic Plan's goals, objectives, and strategies to ensure that they are relevant to the changing conditions within the Village. It is recommended that the entire Community Development Strategic Plan be reviewed at least once every five years, and be amended where needed. The Plan should be updated or re-written at least once every ten years.

3. Situational Assessment

3.1. Regional Overview



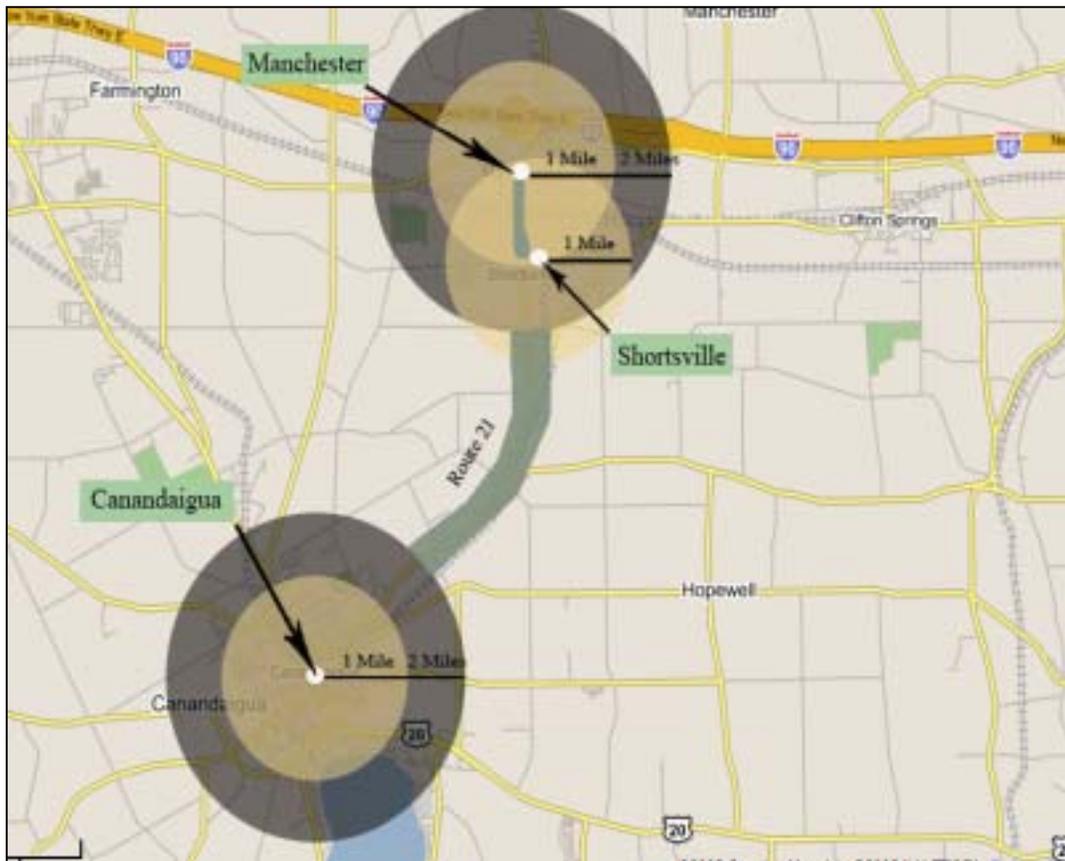
Source: New York State Tourism, 2005

The Village of Manchester, a small community, is located in the southwestern portion of the Town of Manchester in New York’s Ontario County. Included within the Rochester Metropolitan Statistical Area, Ontario County--with a 2000 population of 100,224--was the twelfth fastest growing county of New York State’s 63 counties during the 1990-2000 period.

The Village of Manchester’s 2000 population, approximately 1,473, represented about 16 percent of the Town of Manchester’s population. The Village’s population growth has been modest throughout much of the twentieth century, even during the Industrial Revolution when it served as an important rail hub for the Lehigh Valley Railroad. Neighboring communities include the Village of Shortsville and the City of Canandaigua. Each is located south of Manchester Village and is accessible via NYS Route 21.

Manchester has a strategic location, as it is situated 10 miles north of Lake Canandaigua and the Finger Lakes Region, 20 miles southeast of Rochester, and adjacent to the New York State Thruway (Interstate 90). Access to the Village is optimal, with two main East-West thoroughfares running through the Village (Route 96 and Route 21). Route 21 serves as Manchester's main street and is heavily trafficked on a daily basis. Manchester has also benefited from the New York State Interstate highway system, in that it has its own Thruway Exit. Despite the Village's small size, it has a considerable accessibility advantage.

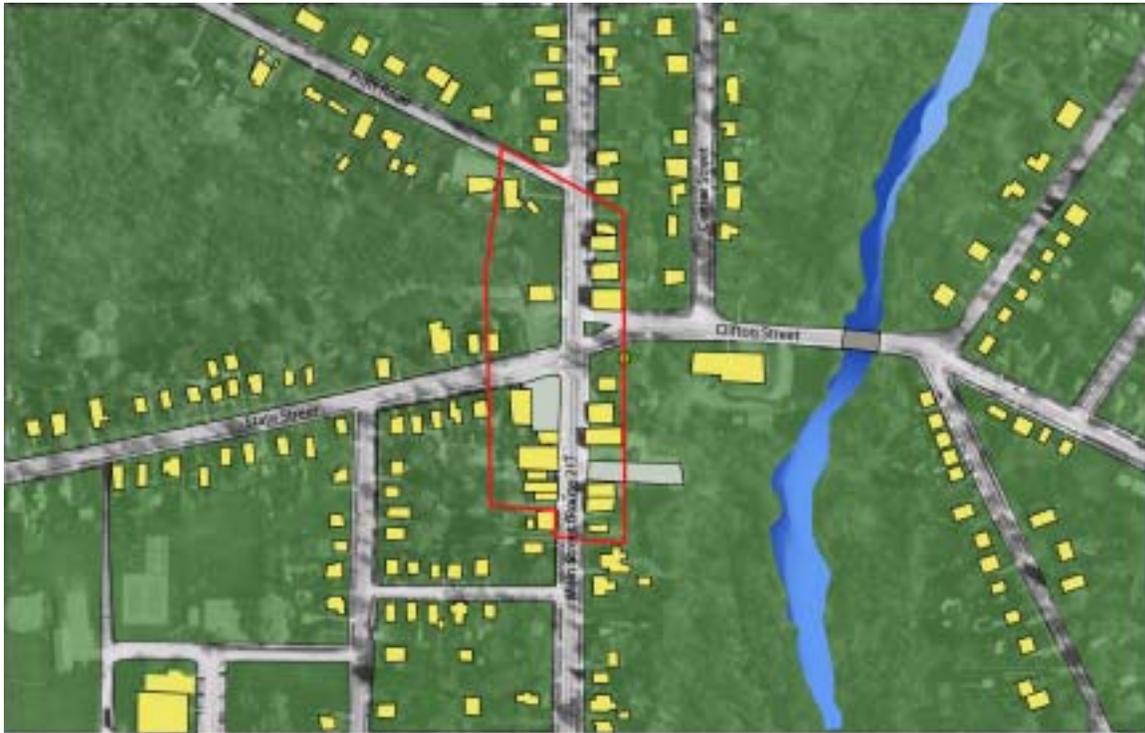
**Illustration of Regional Context
Manchester → Shortsville → Canandaigua**



Note: Distances are approximate. To be used for general reference only
Base Map Source: Google Maps. 2005

Emerging from the convergence of State Street, Clifton Street and Main Street, Manchester's CBD is small. However, the Village has a surprisingly substantial amount of open space near the CBD including Village parkland, agricultural land and wetlands. In addition, the Canandaigua Outlet runs north south through the Village from Lake Canandaigua, providing additional recreational opportunities. These physical characteristics contribute to the Village's distinctiveness and future prospects.

Central Business District (CBD), Village of Manchester, New York



Note: The above depiction of the CBD boundary is based on the central concentration of commercially zoned (C-1) parcels in the Village of Manchester. The above depiction is for general reference only and is loosely based on the actual commercial zone boundary.

3.2. Demographic Analysis

A quality Community Development Strategic Plan must include an overview of existing conditions. Though most residents may have a qualitative sense of what the data tells us, measuring the magnitude of change and potential for future change is an important activity of the planning process. Assessing the Village of Manchester's current situation is critical to understanding what is unique to the Village and how that uniqueness can be cultivated and maintained. This section will summarize the current data documented in detail within the Community Overview and Demographic Inventory Sections of this document.

Founded in 1811, the Village of Manchester has a long unique history. Since the early 19th century, the Village benefited for grain, lumber, wool and paper mills. By the 1890's, the population had grown to 365 and the Village became officially incorporated.

In 1892, the Lehigh Valley Railroad opened its main line from Buffalo to Geneva, New York. Manchester served as the division point and car classification yard for the railroad during its operations. The Village prospered and grew from the benefits of the railroad industry. By the

1960's the railroad industry saw a decline in operation and by 1976 the rail yards no longer serviced the once prosperous rail line. The decline and loss of the railroad industry has been the most significant contributing factor the slow erosion of the Village's opulence and vitality.

3.3. Community Overview

Main Street

The Village of Manchester is strategically located off of Exit 43 of the New York State Thruway and serves as a main access point to the Finger Lakes. The Village center is located at the convergence of Clifton Street and Main Street. Main Street is the primary access road within the Village and sees heavy traffic volumes of about 6,000 daily vehicle trips. Most of the Village's commercial and retail venues are located along Main Street. Main Street hosts the majority of mixed-use structures within the Village. Thus far Main Street has been unable to harness the full retail potential generated from high traffic volumes. A comprehensive economic development revitalization strategy on Main Street has the potential to benefit the quaint Village as a whole. The Main Street in Manchester can be analogized as the heart of the Village's circulatory system. Without a "beating heart" or vibrant Main Street the benefits of economic prosperity will not be felt Village-wide.

A positive feature of the Village's Main Street is its proximity to recreational park space and the Canandaigua Outlet. Green space, close to Main Street allows the Village to plan for open festivals and events where large crowds can congregate. The proximity of the Canandaigua Outlet to Main Street provides new and existing businesses the opportunity to harness retail sales potential associated with the regional market demands of water related recreational activities, such as kayaking and canoeing.

Population & Age

Census 2000, showed the Village of Manchester to have a population of 1,475 residents. This is approximately an eleven percent decrease from the reported population of the 1990 Census. The Village's median age is significantly higher than both New York State and the nation. Manchester has seen a decrease in residents twenty to thirty-four years of age. In addition, a decrease in population has occurred between individuals fifty-five to seventy-four years of age. One inference made during the planning process to explain the population loss for individuals twenty to thirty-four years of age, between 1990 and 2000, included the lack of employment opportunities for residents. The population loss for individuals fifty-five to seventy-four, during the same period was attributed to the lack of senior housing for retiring individuals who no longer desire the responsibilities of maintaining single-family properties. As a result, two main revitalization strategies of the Comprehensive Plan are to increase employment opportunities within the Village and to provide senior housing opportunities to residence.

Housing Types & Household Composition

The Village is comprised of approximately eighty-five percent, owner-occupied housing and ninety-three percent single-family homes. As such, residential property owners generally have a vested interest in the visual appearance of their properties and the majority of single-family parcels are well maintained.

Census 2000 showed the average family size to be 2.84%, and average household size to be 2.28%, which are significantly lower than the both the state and national averages. In addition, 31.3% of the households, within the Village, have individuals living alone.

Income

The Village household incomes show a poverty rate comparable to other similarly situated communities in New York State. A few examples include:

- Village of Phelps 6.1%
- Village of Palmyra 6.8%
- Village of Macedon 7.1%
- Village of Barker 9.6%
- Village of Naples 13.2%

However, forty-eight percent of the households still earn less than \$35,000 annually. With an average household size of 2.28%, these forty-eight percent of households earn up to or below 80% of the areas median income and meet the HUD definition of low- to moderate-income households.

Employment

If the average median age continues to increase in the Village it will be challenging to justify a strong, young, energetic workforce to businesses considering relocation to the Village. Between 1990 & 2000, the Village's share of residents age 45 years and older increased by twenty-five percent. During that same period, the Village lost sixteen percent of its labor force.

Currently, the top three industrial sectors/industries in the Village of Manchester are:

- Service related at 24.6%;
- Manufacturing at 22.6%; and
- Retail trade at 14%.

These three top sectors make up approximately 60% of the total employment held by Village residents.

Market Segmentation

The Village has endured a large share of retail sales leakage. Sales leakage occurs when residents must travel outside the community to buy items not sold or are not readily accessible within local stores. The total of retail sales dollars leaked out of the Village of Manchester is over \$10 million, according to ESRI Business Information Solutions. An opportunity within the Village exists to create incentives that will assist with the development of many of the unrepresented retail sectors within the Village.

4. Goals and Recommendations

4.1. Introduction

This section offers goals and actions that, once implemented, will guide the Village of Manchester's physical, social, and economic revitalization. The issues facing the village were identified through demographic research and analysis, public meetings and workshops, stakeholder interviews and through analysis of the existing conditions in the Village. The Village should formally adopt this Plan and provide progress updates to the community and to those that have a vested interest in the Village's revitalization.

The first section of goals demonstrate the Village's commitment to promoting revitalization by embracing the Four Point Main Street ApproachTM. Each goal within the first section is categorized in one of the Four Points outlined in the Main Street Approach.

The second section consists of Village-wide goals and recommendations. Each of these goals and recommendations are consistent with Quality Community Principles and are compatible with the public's vision for the Village.

4.2. Main Street Revitalization

4.2.1. Four Point Approach

The *Main Street Approach to Downtown Revitalization*TM is a comprehensive strategy that can be tailored to different communities and is based on a *Four Point Approach*. The following excerpt is from The Professional's Guide to the Main Street Approach, National Trust's National Main Street Center, 2000:

1. **Organization:** Building a consensus and cooperation among the many groups and individuals that play roles in the community. Many individuals and organizations have a stake in the economic viability of the community, including: bankers, property owners, government officials, merchants, residents, professionals, chamber of commerce representatives, local industries, civic groups, historical societies, schools, consumers, real estate agents and local media.

2. **Economic Restructuring:** Strengthening the existing local economic base while diversifying it. Activities include helping existing businesses expand, recruiting new businesses to provide a balanced mix, converting un-used space into productive property and sharpening the competitiveness of local merchants. By strengthening the local economy, the community will be able to support the ongoing use of historic commercial buildings, and preserve unique community assets.
3. **Design:** Improving the community aesthetic by enhancing the physical appearance of public and private buildings, streetlights, window displays, storefronts, parking areas, signs, sidewalks, public open spaces, promotional materials, and all other elements that convey a visual message about the local business environment and what it has to offer.
4. **Promotion:** Marketing the community's unique characteristics to shoppers, investors, new businesses, tourists, and others. Effective promotion creates a positive image of the community. Promotion of retail activities, special events and ongoing programs can rekindle community pride.

Two very important points that are missing from the Four Point Approach are Funding and Implementation. Without funding sources, and an individual or group of individuals to seek out funding sources, the community revitalization effort will not succeed. In addition, it is very important to have dedicated individuals responsible for making the planned actions happen and following through.

4.2.2. Eight Principles of the Main Street Approach™

The National Trust for Historic Preservation offers the following 8 principles that must be combined with the Main Street Four Point Approach™:

1. **Comprehensive:** A single project cannot revitalize a business district. For instance, design improvements alone will not stabilize or expand your economy. Effective marketing, organization, and solid economic development strategies are all necessary components of successful downtown revitalization.
2. **Incremental:** Small projects and simple activities enable those involved to see things happening. Small projects enable those involved to develop the skills and confidence needed to be successful at more complex, larger projects.
3. **Identify and Capitalize on Existing Assets:** Every community is unique and has special qualities that set it apart from all others. Local leaders should focus on a unique asset like a distinctive building or feature, and turn it into an opportunity.

4. **Implementation Oriented:** Frequent visible changes and activities create confidence in the program and encourage greater levels of participation in the revitalization efforts.
5. **Quality:** From storefront design, to promotional campaigns, to special events, quality must be emphasized in every aspect of the revitalization program.
6. **Self-Help:** Local leaders must have the desire and will to make the project successful. Grant programs can help fund pieces of the work, planners and consultants can provide guidance, but without community involvement and commitment, the revitalization effort will not be successful.
7. **Public-Private Partnerships:** Public and private sectors have a vital interest in the economic health and physical viability of downtown. An effective partnership is one that recognizes the strengths and weaknesses of the other partner.
8. **Changing Attitudes:** Changing community attitudes and habits are essential to bring about downtown revitalization. Public perceptions must be shifted in order to support and sustain the economic revitalization effort.

The success of the Main Street Approach™ is dependent on the comprehensive nature of the strategy. In order for revitalization efforts to be successful in creating positive, long-term change, local organizations must:

1. **Make a Long-term Commitment:** All the changes necessary to bring your community alive will not happen over night, in fact, it may take a few years.
2. **Work on all Four Points©:** The strategy is comprehensive, with activity in one area reinforcing activity in the other three areas. Strategies that have concentrated on design changes alone have seen limited success.
3. **Create Public-Private Partnerships:** The community, government, and the business owners must support the project, and agree to what steps will occur next.
4. **Understand Reality:** For instance, Main Street may be suffering from a perceived lack of parking spaces. It is likely that in reality, there is plenty of parking, however, crossing the street might be too dangerous, lighting might be poor, or the hours of operation or the services provided by Main Street businesses are not competitive.
5. **Preserve and Enhance Unique Resources:** Unique landmarks, historic buildings, and natural areas are what makes the Village unique and different from suburban shopping areas. Although a structure may be dilapidated, or a natural area or scenic

view may currently be inaccessible, the community should make every effort to preserve and enhance these unique resources.

4.3. Goals and Recommendations for the Main Street Approach

Economic Structuring

Goal 1: Drawing on the Village’s Location at the “Gateway to the Finger Lakes”, Manchester should promote agri-tourism and heritage tourism.

1.1 Promote more street and river festivals, outdoor concerts, historical reenactments, and special events, including fireworks displays. The Village is located in a beautiful serene setting with a picture-perfect backdrop. This aspect of the community should be highlighted more through special outdoor events inclusive of Main Street.

1.2 Foster the sale of locally produced farm products and crafts. The Village could spearhead the development of a Farmers Market and/or Artists and Crafts Co-op. Having a “Made in Ontario County,” theme, the retail stores could sell, in addition to locally grown produce, a variety of locally crafted items such as quilts, pottery, soap, candles, etc. This will cross-promote in a synergistic fashion the Main Street Corridor as a retail hub for local goods.

Goal 2: Promote and assist in the development of a major tourist attraction in downtown Manchester.

2.1 Secure funding to develop a downtown facility to house exhibits, artifacts and resources related to the railroad industry. The development of such a facility could include flexible space for performances, and artist gallery showings. Such a facility will provide the downtown with a key destination point in addition to providing Ontario County with an evening activity.

2.2 Promote the development of a downtown wine producing retail facility. The area has a history in wine making and a wine producing facility would highlight that industry. Such a facility would also support the continued use of local lands for agricultural resources. The nearest large-scale wine producing facility is located in the Village of Naples, and is known as Widmer’s Wine Cellars.

2.3 Promote the uses and businesses complementary to the wine producing theme. Such uses could include a downtown cheese processing facility or wine museum.

Offer incentives to developers who will develop such facilities and will create new job opportunities for residents.

Goal 3: Promote the development of Tourism infrastructure needed to support a growing tourist base.

- 3.1 Develop a bed & breakfast and/or inn downtown to promote overnight stays. The Village has two functional motels that can currently service guests but a bed & breakfast or inn will provide a unique experience for visitors. The bed & breakfast facility could offer meals using locally grown products and wines.

Goal 4: Promote the creation and/or expansion of micro-enterprise businesses and job opportunities along Main Street.

- 4.1 Create a Commercial Development Grant/Loan Program. Such a program may include but is not limited to: a 50/50 grant/loan façade improvement program and/or a micro-enterprise low-interest loan pool. Funds can be awarded or given as incentives to businesses that improve the aesthetic appearances of the community. This can be used to encourage new acquisition of currently vacant structures. In addition to façade improvements, monies can be used for rehabilitation activities such as upgrades to a building's heating, electrical or structural systems.
- 4.2 Develop and secure funding for a micro-enterprise small business assistance program. The micro-enterprise program could consist of a combination of grant/loan for business creation or expansion for low- to moderate-income business owners. In addition, funds could be used for the creation of new jobs available to low- to moderate-income individuals within micro-enterprise businesses.
- 4.3 Provide business plan technical assistance to business owners and entrepreneurs. Review business plans and make suggestions for improvement. Develop contacts with local banking institutions that may assist business owners to secure funding based on a strong business plan.
- 4.4 Create a "Business Friendly Environment" through a program to provide information to new and expanding businesses and assist them in start-up and permitting or processing activities. Present information materials for when building permits are required and what activities require Planning Board review.
- 4.5 Conduct a series of small business seminars targeted towards both existing business owners and entrepreneurs to help promote the Village as a "great place to do business." The majority of these seminars can be conducted with very little financial resources required. Resources such as the Small Business Administration and Internal Revenue Service are able to provide guest speakers at no cost to the Village.

- 4.6 In the future, recruit businesses that require regional support such as clothing and shoe stores and furniture stores. Utilize market analysis data to determine market demands and the ability of specific sectors to meet consumer demands. ESRI Business Information Solutions and Claritas are two industry-leading companies that provide accurate and reliable market data information for specific geographic locations.

Goal 5: Develop more dining opportunities along Main Street.

- 5.1 Plan to meet the food service demands for existing and future businesses within the industrial park and existing businesses such as Rochester Insulated Glass, as well as 6,000 vehicle trips through the Village daily. The addition of a full service New York Style Deli on Main Street would appeal to many. A full service deli should could consist of breakfast, lunch, and take out dinners.
- 5.2 Secure funds to assist with the development of retail eating establishments. Funding for business and property owners within the Main Street Downtown Corridor could be used to assist with the conversion of commercial and or vacant/commercial space to dining facilities.

Goal 6: Promote housing opportunities along the Main Street Corridor.

- 6.1 Provide new and the rehabilitation of existing housing above first floor commercial and/or retail space. Foot traffic will increase from the residence and will become visual cues to visitors, of a vibrant and alive Main Street.
- 6.2 Assist developers with the creation of new affordable housing opportunities in mixed-use buildings. This will increase the likelihood of responsible property owners. Mixed-use structures will provide a return to property owners and will encourage reinvestment back into the community. It is very hard for property owners to reinvest into a community where two-thirds of a structure is vacant. Many Village main streets possess buildings with viable first floor businesses and vacant or abandoned upper levels. Buildings not fully occupied often do not generate revenue for owners to warrant reinvestment and contribute to the slow decline and deterioration of Main Street.

Design

Goal 7: Create a more aesthetically attractive downtown Main Street in the Village.

- 7.1 Install replica vintage lighting and replace streetlight masts arm poles along Main Street. The village should work with utility companies to replace existing

lighting with vintage style lighting and investigate the feasibility of locating power lines and utility poles behind the buildings on Main Street.

- 7.2 Add street furniture and pedestrian amenities to enhance Main Street. Potted plants and wooden trash receptacles would make Main Street more attractive and help keep it clean. Empty planters should be removed during the winter months or filled with evergreens. The Village should encourage the local dining establishments to provide outdoor seating.
- 7.3 Hang festive baskets, banners, and holiday decorations and seasonal lighting. In addition to the seasonal lighting and banners, the village could promote seasonal window displays in the downtown's vacant buildings. Zoning codes can be modified that allow for façade easements of vacant structures to allow for window displays.
- 7.4 Explore both the Main Street New York and Small Cities CDBG Program to encourage mixed-use development consisting of ground floor retail with residential above.
- 7.5 Modify existing zoning to promote mixed-use development.

Goal 8: Promote the enhancements of a safe & clean Main Street.

- 8.1 Utilize infill development to fill open voids of space between existing structures along Main Street, to promote a uniform streetscape. Offer incentives for new construction. Ensure that new construction is compatible with existing architectural styles on Main Street.
- 8.2 Provide a downtown parking analysis to address accessibility and safety issues. Look at the connectivity of downtown parking areas to businesses. Evaluate functionality of existing downtown crosswalks.
- 8.3 Encourage Main Street property owners to keep adjacent sidewalks and curbing free of debris and take a few minutes each business day to sweep the sidewalks and curbs or remove snow and ice. Encourage participation by presenting downtown beautification awards to participants.
- 8.4 Widen sidewalks and provide textured crosswalks at heavily trafficked pedestrian and vehicular intersections. Visual cues of a pedestrian friendly Main Street will encourage visitors to stop and shop.
- 8.5 Promotion Install a series of traffic calming devices to slow traffic and provide a safer pedestrian and bicycling environment. Examples of traffic calming measures include striping, street trees, and textured crosswalks at Main Street

and Clifton Street. The same measures are applicable at Main Street and Howard Street.

Goal 9: Promote revitalization of the Main Street and downtown through the use of locally sponsored resources and actions.

- 9.1 Strengthen the Village's sign ordinance to promote and enhance the visual cues of an inviting vibrant downtown. Assist business owners to modify their existing signage to meet the new design standards. Offer funding opportunities for existing businesses to replace current signage.
- 9.2 Strengthen the Village's design requirements by creating enforceable design regulations. The regulations promulgated will be used as a tool to preserve and enhance the visual continuity of historic and unique architectural features found on structures located within Main Street and the downtown.

Goal 10: Improve the appearance, cohesion, and vitality of the downtown area.

- 10.1 Develop all future buildings in the CBD flush to the sidewalk to maintain a downtown street wall. Parking will be provided in the back of the building lots and clearly marked for visitors to locate.
- 10.2 Provide ample signage to Village parking facilities. Stripe parallel parking spaces to enhance motorists' perception of parking availability. Install Snow strips to keep ample parallel parking spaces available along Main Street.

Goal 11: Protect and enhance water-based resources and increase public access to the use of public lands and water.

- 11.1 Promote the Canandaigua Outlet as a visible and recognizable asset of the Village. Promote and host water dependant sporting activities such as canoeing, kayaking, and tubing, within the Village. Increase accessibility from downtown to the Canandaigua Outlet.
- 11.2 Develop and market the area around the Canandaigua Outlet as a water-based recreational area for canoeing, kayaking, tubing, walking, jogging, and bicycling. Encourage a canoe and kayak sales and rental businesses to locate within the Village's Main Street.
- 11.3 Develop a Village greenway system along the Canandaigua Outlet linking residential neighborhoods downtown. Develop concept plans and cost estimates to utilize for funding assistance.

- 11.4 Develop a new public park easterly adjacent to the municipal parking lot, along the Canandaigua Outlet. This could be connected to the existing Village Park at the corner of Main and Clifton Streets.
- 11.5 Install multiple access points to the Canandaigua Outlet Village trail system. The municipal parking lot would be a major access point along the trail system. Develop cost estimates and concept plans to assist with funding assistance development.
- 11.6 Reconfigure existing Village parking lot so parking is accessible to Canandaigua Outlet trail users and is hidden from view on Main Street. Ensure adequate signage for easy identification of parking facilities for visitors traveling on Main Street.

Marketing & Promotion

Goal 12: Promote the development of quality retail shopping opportunities downtown.

- 12.1 Ensure that future Main Street Revitalization Strategies enhance the quality of service found within Main Street Businesses. Promote the personal level of service found in Manchester that is not available in large retail mall shopping settings to the consumer. For example, the Village businesses offer retail services where their staffs take the time to know their customers and the business owners are readily available to assist customers.

Goal 13: Develop materials to promote the Main Street downtown corridor to appropriate niche or target markets.

- 13.1 Develop creative promotions to encourage visitation to Main Street. The Village should think outside of the box to develop a toolbox of promotions geared to area residents. For example, the promotion of a “Restaurant Week,” campaign designed to promote dining out would increase publicity of Main Street eating establishments. The Village could work jointly with other local communities on publicity and developing a sufficient list of dining options. Manchester restaurants that currently operate limited hours would have to extend hours to accommodate diners. Special coupon booklets and/or flyers could be provided to Rochester College students at the beginning of the school year, to encourage early exploration of the Village’s downtown.
- 13.2 Encourage Main Street business owners to take advantage of Group advertising to get the most of advertising funding. Main Street businesses can get better

rates on ads via group advertising with local publications. Other types of cooperative advertising efforts should be used to disseminate information about local resources to as many people as possible. Main Street business owners can cross promote activities between businesses, through coupons or discount flyers.

Organization

Goal 14: Promote the development of attractive and inviting retail uses, that will not only encourage a passerby to stop, but will also meet the needs of local residents.

14.1 Encourage the downtown retail businesses to work together to implement consistent hours of operation in sync with one another. By organizing business hours amongst downtown businesses the Main Street will appear vibrant and more inviting to visitors.

Goal 15: Develop local organizations with the authority and ability to oversee the revitalization of the Village's downtown.

15.1 Create or designate local organizations with the authority and ability to oversee the revitalization of the Village's downtown. A Local Development corporation is simply a legal entity/organization directed by a board of directors and/or members, for the purpose of creating new jobs and income growth. This is one of many tools used by communities, counties and regions throughout New York State to foster economic development. Creating a public benefit corporation will allow the Village some flexibility in pursuing and using economic development funds provided by the State. To create a strong organization, funds should be allocated to staff a part-time position or hire a consultant on a regular basis. Successful endeavors should be highlighted on the Village website or via a local newsletter and/or press release.

15.2 Develop relationships with the area high school and local colleges to supplement local organizations and volunteers. Area high school and college students can be instrumental in offsetting the costs of many marketing efforts identified in this Plan. In return, students gain invaluable experience in their areas of study. For instance, students can assist in website development and maintenance as well as the development of marketing and promotional materials, such as logos, maps, and brochures.

15.3 Assist with the formation of a downtown businessperson's association to spearhead marketing and promotion of the Main Street Corridor. The creation of a downtown businessperson's association would give Main Street businesses the opportunity to strategically promote their businesses and would not limit them to the marketing efforts of the Shortsville-Manchester Chamber of Commerce.

4.4. Community Wide Goals & Recommendations

Goal 16: Foster Economic Development throughout the Village of Manchester.

- 16.1 Establish an Economic Development Committee with a liaison to the RJCDC to oversee Economic Development. The Economic Development Committee could oversee the development and implementation of economic development services within the Village to business owners.
- 16.2 Apply for grant assistance through federal, state, county and local organizations, and make financial assistance available to existing and new businesses. Review Plan implementation schedule and funding matrix to assist with matching Village Goals to funding sources and resources.
- 16.3 Promote light industrial development in the southwestern portion of the Village (adjacent to Merrick Circle). Encourage more businesses to relocate and construct structures such as Rochester Insulated Glass. Work with Empire State Development to identify out of state companies that may be interested in relocation to the region.
- 16.4 Work with the Industrial Development Agency to market the Village to potential businesses that may be making relocation decisions. Show business owners who you are and how you can help them in the future if they want to expand or desire a strong business friendly community.
- 16.5 Encourage large-scale commercial development on Route 96 in the Village. Promote its accessibility to the NYS Thruway. Work with commercial businesses to understand their accessibility requirements. Secure transportation funding to make any necessary access improvements.
- 16.6 Install an adequate industrial access road, south of the CBD to eliminate the negative impacts of freight trucking through residential neighborhoods. Contact the NYS Department of Transportation for information on the Industrial Access Program.
- 16.7 Ensure commercial trucking have adequate access to business located along NYS Route 96. Contact the NYS Department of Transportation for information on the Industrial Access Program.

Goal 17: Develop and support a vital tourism industry in the Village

- 17.1 Form a tourism committee and develop a tourism program. The program can consist of both drivable and walking tours of the many historic and natural resources prominent within the Village.
- 17.2 Coordinate with surrounding Villages to create and/or participate in programs, services, and events that would appeal to tourists.
- 17.3 Schedule a variety of cultural and recreational events that take advantage of the Village's resources. Showcase the villages many historic and natural resources.
- 17.4 Increase the number of concerts and performances; make proper use of the Village's bandstand and park area for Village events. Schedule a summer concert in the park series and look for corporate sponsors to offset costs.
- 17.5 Use and promote a farmers market as a regional attraction. Adopt a "buy local" campaign for the community. Develop a directory of local goods and products. Promote the sale of local products in regional retail establishments.
- 17.6 Create welcoming gateways off of the Thruway and southern Village boundary to welcome tourist and provide information. By providing tourist information the Village will increase its image as a destination.
- 17.7 Develop an information kiosk in the Village to provide visitors and residents with the Village's history and event information. The kiosk would provide community news and events for visitors and residents.

Goal 18: Market the Village to tourists and potential businesses.

- 18.1 Develop a marketing and retail recruitment package for new and regional businesses. Provide information on resources and services available to assist business owners and entrepreneurs. Provide sector market data and available properties for the area on the Villages website.
- 18.2 Enhance existing Village website (www.villageofmanchester.org) and provide link on Ontario County's website. Increase its ranking on internet search engines such as Google for key search words such as New York Village, Kayaking New York, Canandaigua Outlet. Provide GIS data as it is made available to the Village. Document recent planning efforts and their results.

- 18.3 Establish a marketing committee, program and strategy. The marketing committee could be charged with organizing annual events and festivals, purchasing streetscape banners, and coordinating a cooperative advertising campaign amongst business owners.
- 18.4 Develop additional marketing materials for the tourism industry as it evolves. A history of Manchester Guide could be developed to document past facilities such as the Roundhouse Building. Photos of the Lehigh Valley Railroad would be beneficial to such a publication. The Village could encourage local residents to participate in the development of such a publication by providing historical photos from their private collections for the publication.
- 18.5 Develop a property list and site book for potential redevelopment and make it available for viewing on the Village's website. The property list would need to be updated monthly and should also display recently sold properties.
- 18.6 Promote the Village through gateway signs and other way-finding signs (attractions, parking, directions). Use signage downtown to point out other Village areas such as the Canandaigua Outlet, Village Park and Fireman's Field.
- 18.7 Develop special public events to give people a positive experience of the Village. Give proper notice of these events in local newspapers, newsletters, and websites. A fall harvest festival or wine tasting festival are just a couple ideas for annual events.
- 18.8 Market the Village to tourists and prospective businesses using a promotional slogan selected by the community. Provide information on how the Village can assist business owners.
- 18.9 Ensure a unique experience for tourist through the use of marketing materials and recruitment of appropriate businesses. Tourist will find goods and services in Manchester that cannot be found readily elsewhere. For example, specialty goods, candy stores, railroad hobby shop, and antique shops to name a few.

Goal 19: Unify the Village marketing strategy and coordinate promotion efforts.

- 19.1 After developing marketing strategy and administrative body, ensure that marketing efforts are unified. For example, all businesses and organizations can adopt a unified marketing tag line or slogan. This slogan can appear ancillary to each business's or organization's own advertisement. For example, "Manchester A Community Of Quality."

- 19.2 Develop promotional materials targeting the Village and Canandaigua Outlet to kayaking and canoeing enthusiasts. Make Manchester the access and focal point of the 38-mile outlet. Seek to host kayaking and canoeing events within the Village.

Goal 20: Improve and maintain pedestrian, bicycle and vehicular access and mobility throughout the Village.

- 20.1 Enhance and maintain the Village sidewalk system with lighting installation, snow strips, benches, and attractive trashcans. Identified areas for such enhancements include State Street, Clifton Street, Howard Street and Merrick Avenue.
- 20.2 Provide a designated bus flagging area to increase visibility of the County Area Transit System (C.A.T.S.) in the Village. Distribute bus schedules to regional tourist information sites and locations.
- 20.3 Develop a system of bike lanes or routes on Village streets with adequate signage. Develop alternative modes of transportation other than vehicles consistent with the Quality Communities Principles.
- 20.4 Provide bicycle lockers in park areas and municipal parking lots.
- 20.5 Improve safety and functionality of the intersection at Clifton Street, North and South Avenues through better signage and adequate striping. Work with New York State Department of Transportation to schedule improvements.

Goal 21: Provide housing opportunities for Senior Citizens'.

- 21.1 Rehabilitate the old school house on Main Street into a senior housing facility and provide for future building expansion if demand increases. Contact the NYS Department of Housing and Community Renewal for potential assistance to complete a senior housing facility.
- 21.2 Secure funding and create housing programs to provide affordable housing for senior citizens.
- 21.3 Promote the development of senior housing adjacent to Fireman's Field. Work to ensure senior housing development has access to the public busing transit system.

Goal 22: Enhance the residential neighborhoods of the Village, and provide for residents' housing needs.

- 22.1 Use incentive zoning to develop single-family housing units on available acreage within the Village borders. The incentive zoning guidelines would be consistent with Quality Communities Principles.
- 22.2 Encourage the completion of the Newton Street Subdivision.
- 22.3 Create a home ownership program and secure funding for first time homebuyers. Adopt tax exemption policy for first-time homebuyers and new construction, to encourage new development and new residents.
- 22.4 Develop guidelines in the zoning code for the conversion of residential properties for use as commercial buildings in appropriate areas such as Main Street. Utilize resources from the NYS Department of State Division For Local Government to provide sample legislation.
- 22.5 Zone out "locally unwanted land uses" (L.U.L.U.s), such as junk cars and unwieldy stockpiles on residential properties. Enforce zoning regulations and ensure non-compliance penalties are adequate.
- 22.6 Market the Villages available housing opportunities. Encourage graduating students to remain in the community and assist those not relocating for college to find employment opportunities.
- 22.7 Enhance the quality of life within residential neighborhoods. Develop a housing improvement program to address health and life safety issues within existing residential dwellings. Assist with the upgrading of an aging housing stock to address energy efficiency needs.

Goal 23: Protect and enhance existing parkland and green space.

- 23.1 Enhance Fireman's Field and Community Park by adding more trees and resting places. Research NYS Park, Recreation, & Historic Preservation Grant Programs for funding assistance. Develop concept design and cost estimates for enhancements to park spaces for grant development purposes.
- 23.2 Enhance existing recreational facilities and community pavilion. Develop a volunteer support network to maintain park space. Seek opportunities to acquire additional recreation equipment within park space.

5. Maps & Graphics



Existing Picture of Main Street Building



Photo Simulation of Main Street Building After Façade Improvements

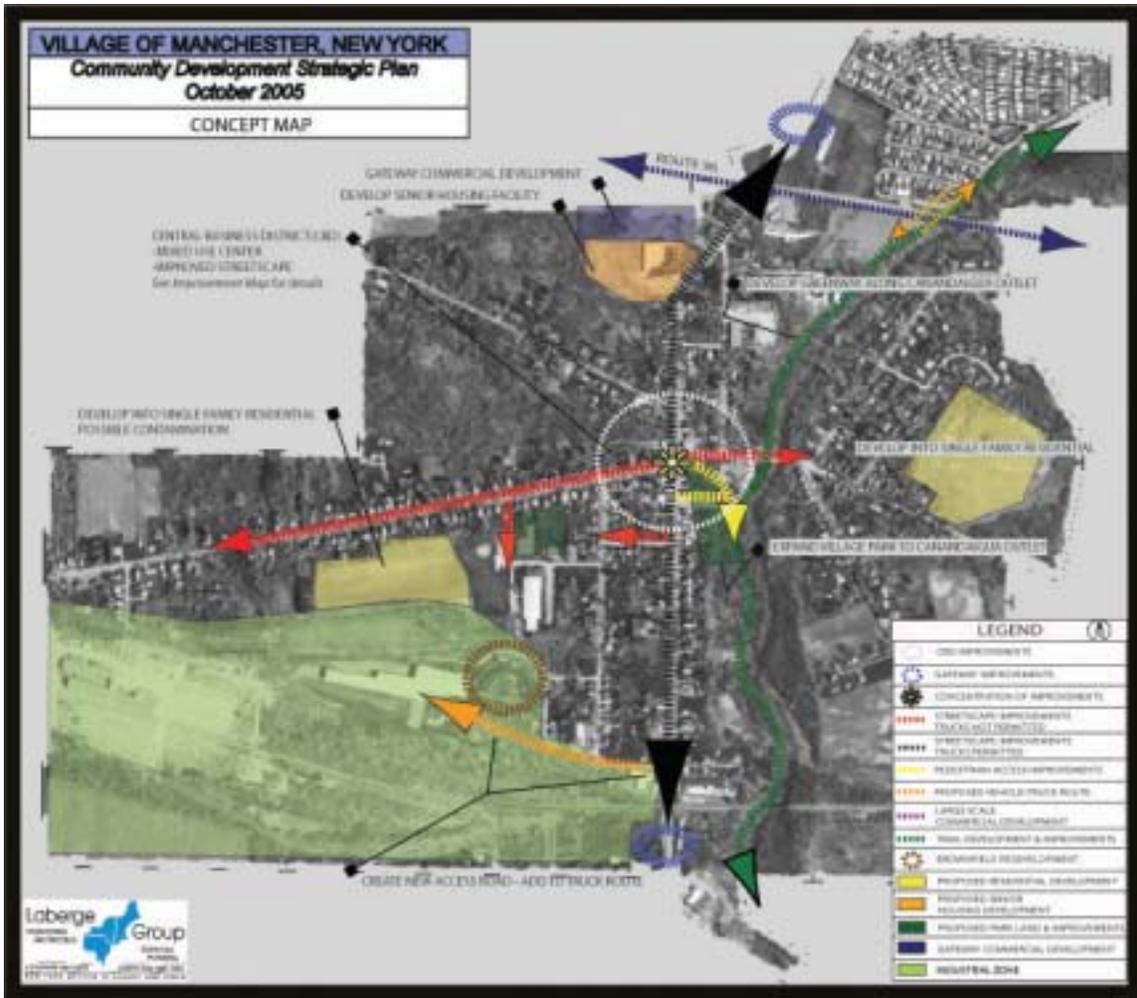


Existing Main Street Parking Facility



After Photo Simulation of Main Street Parking Facility
With In-Fill Development & Streetscape Enhancements





6. Supporting Materials

6.1 *The Main Street Approach to Downtown Revitalization*

6.1.1. Overview

Across the United States, many small communities are adopting the Main Street Approach to Downtown Revitalization©. In 1977, the National Trust for Historic Preservation spearheaded this renowned approach. Faced with the threat to historic commercial buildings, The National Trust for Historic Preservation launched a study of three pilot communities to discover the causes of downtown economic decline and develop a strategy for combating the issues. This strategy became known as the Main Street Approach to Downtown Revitalization©, and has been successfully applied to a diverse array of communities throughout the country and has helped breathe new life into many of the nation’s downtowns.

6.1.2. Main Street Four-Point Approach

The Main Street Four-Point Approach™ is a comprehensive strategy that is tailored to meet local needs and opportunities. It encompasses work in four distinct areas — Design, Economic Restructuring, Promotion, and Organization — that are combined to address all of the commercial district’s needs. Recommendations from the Main Street Four-Point Approach™ have been tailored to many different communities across the United States. The Four Point Approach© includes:



1. **Economic Restructuring:** Strengthening the existing economic base of the downtown while diversifying it. Activities include helping existing downtown businesses expand, recruiting new businesses to provide a balanced mix, converting unused space into productive property and “sharpening” the competitiveness of downtown merchants. By strengthening the downtown’s economy, communities are able to support the ongoing use of historic commercial buildings, and preserve unique community assets.

2. **Design:** Improving downtown's aesthetics by enhancing the physical appearance of the public and private buildings, streetlights, window displays, storefronts, parking areas, signs, sidewalks, public open spaces, promotional materials, and all other elements that convey a visual message about the downtown and what it has to offer.
3. **Organization:** Building a consensus and cooperation among the many groups and individuals that play a role in the downtown. Many individuals and organizations have a stake in the economic viability of the downtown, including: bankers, property owners, government officials, merchants, downtown residents, professionals, chamber of commerce representatives, local industries, civic groups, historical societies, schools, consumers, real estate agents, local media.
4. **Promotion:** Marketing the downtown's unique characteristics to shoppers, investors, new businesses, tourists, and others. Effective promotion creates a positive image of the downtown through retail promotion activity, special events, and ongoing programs that rekindle community pride.

Two very important points that are missing from the Four Point Approach© are Funding and Implementation. Without funding sources, and an individual or group of individuals to seek out funding sources, the revitalization effort will fail. In addition, it is very important to have dedicated individuals responsible for making the planned actions happen.

The National Trust for Historic Preservation offers the following 8 principles that must be combined with the Four Point Approach©:

1. **Comprehensive:** A single project cannot revitalize a downtown. For instance, design improvements alone will not stabilize or expand your downtown. Effective marketing, organization, and solid economic development strategies are all necessary components of a successful Main Street Revitalization Approach.
2. **Quality:** From storefront design, to promotional campaigns, to special events, quality must be emphasized in every aspect of the revitalization program.
3. **Public-Private Partnerships:** Both the public and the private sector have a vital interest in the economic health and physical viability of downtown. An effective partnership is one that recognizes the strengths and weaknesses of the other partner.
4. **Incremental:** Small projects and simple activities enable those involved to see things happening on Main Street. Small projects enable those involved to develop the skills and confidence needed to be successful at more complex, larger projects.

5. **Self-Help:** Local leaders must have the desire and will to make the project successful. Grant programs can help fund pieces of the work, planners and consultants can provide guidance, but without community involvement and commitment, the revitalization effort will not work.
6. **Identify and Capitalize on Existing Assets:** Every community is unique and has special qualities that set it apart from all others. The Main Street Approach should capitalize on a unique asset like a distinctive building or feature, and turn it into an opportunity.
7. **Changing Attitudes:** Changing community attitudes and habits are essential to bringing about downtown revitalization. Public perceptions about the conditions on Main Street, or the ability to offer needed services must be shifted in order to support and sustain the economic revitalization of Main Street.
8. **Implementation Oriented:** Frequent visible changes and activities create confidence in the program and encourage greater levels of participation in the revitalization efforts.

Finally, the success of the Main Street Approach© is dependent on the comprehensive nature of the strategy. In order for Main Street revitalization efforts to be successful in creating positive long-term change, local organizations must:

- **Make a Long-term Commitment:** All the changes necessary to bring your Main Street alive will not happen over night, in fact, it may take a few years.
- **Work on all Four Points©:** The strategy is comprehensive, with activity in one area reinforcing activity in the other three areas. Strategies that have concentrated on design changes alone have seen limited success.
- **Create Public-Private Partnerships:** The community, government, and the business owners must support the project, and agree to what steps will occur next.
- **Understand Reality:** The perception that something has a negative impact on Main Street may be stronger than the reality of that impact.
- **Preserve and Enhance Unique Resources:** Unique landmarks, historic buildings, and natural areas are what make Main Street different from indoor shopping malls. Although a structure may be dilapidated, or a natural area or scenic view may currently be inaccessible, the community should make every effort to preserve and enhance these resources because they are unique and are intrinsic to a community's identity.

6.1.3. How this Plan Differs from the Main Street Approach

This Community Development Strategic Plan, although many of the *Main Street Approach*TM concepts have been incorporated into the strategic planning process, is broader in scope than a downtown plan. This plan is not limited to identifying opportunities and objectives geared towards Main Street renewal. Instead, this Plan provides recommendations for village wide economic development, as well as village wide ideas addressing transportation and traffic improvements and housing rehabilitation.

The second way that the Manchester Community Development Strategic Plan is different from a typical Main Street plan is that it incorporates the two imperative elements that are often left out: Funding and Implementation. This plan includes an action matrix that details available financial resources for implementation. In addition, the action matrix provides an organized development program, identifying responsible parties and a timetable for each action.

6.1.4. Next Steps

Developing a Plan is only the first step in the planning process. To ensure the plan's lifespan and momentum, it is imperative that the Village revisits the Plan regularly, such as once a year, and updates it as needed. It is also necessary to measure levels of success. Once this analysis has been completed, tailor the plan according to the findings.

6.2. Public Participation

The foundation of a good Plan is the incorporation of public input early and often throughout Plan development. In order to develop an action plan built on a foundation of common goals and objectives, it was imperative to obtain feedback from the Village's elected and appointed leaders, business owners, and residents. There were several approaches initiated during the Manchester Planning process to ensure the effort was well-informed and addressed community concerns.

A Planning Advisory Committee was created to work with the plan consultants, providing feedback and reviewing draft documents when necessary. Time and consideration was given to conducting in-depth stakeholder interviews with individuals knowledgeable of the community and recent trends. Finally, the public was invited to participate via several public workshops that were held throughout the planning process. In addition, flyers and press releases were prepared to publicize the events and the planning process.

6.2.1. Citizen Advisory Committee Member Survey

The Planning Advisory Committee (PAC) for the Manchester Community Development Strategic Plan completed an opinion-based survey in June 2005. The survey was administered to

obtain a better understanding of how the PAC committee members feel regarding the Village's overall condition and livability.

- Why is a *Community Development Strategic Plan* important?
- What do you feel are the most important issues facing the Village of Manchester now and in the future?
- What groups, organizations or individuals do you think are the most important stakeholders in community development planning?
- What are the things that you most like about living or working in the Village of Manchester?
- What do you like least about living or working in the Village of Manchester?
- Where do you see the Village of Manchester in the next five years?

Many PAC members indicated that identifying a community vision and goals is the most important objective of a Community Strategic Plan. Another often cited response was that such Plans help provide planning expertise and establish development priorities and guidance for future development. In addition, PAC members indicated that a strategic plan would provide a vehicle for public participation and an opportunity to gain a better understanding of the opportunities and limitations associated with future community development in the Village.

The most important positive issues, identified by PAC members, included commercial expansion, downtown revitalization, and Manchester's potential role as a "gateway" to the Finger Lakes. Negative factors PAC members expressed concern about included a perceived lack of community support and enthusiasm, and the lack of a solid communication dialogue on community revitalization. All of the respondents cited the downtown's declining aesthetic qualities as a source of concern, while some identified deteriorating infrastructure (water and sewer) as an issue. Other areas of concern included a perception that the Village is business and development "unfriendly" and the potential consolidation with the Village of Shortsville.

"Manchester residents", particularly "families", was most often cited. Those who have plans of "rooting" themselves in the community in the near future, such as the young local workforce, were cited as the most important stakeholders. Also identified were local business owners such as major businesses and those located in the downtown. Other stakeholders identified were all village staff, including the department of public works, the Shortsville-Manchester Area Chamber of Commerce, and the Red Jacket Community Development Corporation.

All respondents ranked the small town character and "tranquility" and quietness of the Village of Manchester as its most attractive feature. The second most important attribute was its locational accessibility and its pedestrian-friendly environment. Other positive attributes identified included entrepreneurial spirit, natural resources, and high level of public safety.

PAC members indicated the aspect of Manchester they like the least was the appearance of the downtown Manchester. Other cited issues were the lack of shopping outlets and employment opportunities. Also identified was the “sloppy” look of the Village, which may have some correlation with another cited issue – spot zoning. Most of the responses to this question were related to the Village’s physical problems, especially downtown.

Two of the four respondents were enthusiastic about the future of the Village of Manchester. The other two responses were more cautious about the steps needed to realize a positive future for the Village. However, there was a consensus regarding the overall vision of Manchester in the next five years: A restored downtown, increases in local investment and “merchant buy-in”, and strengthened community cohesion, participation and interaction.

6.2.2. Stakeholder Interviews

Over the course of two days, September 27 and 28, 2005, project consultants met with approximately 20 stakeholders to discuss their thoughts and concerns about the state of the Village and its future.

A stakeholder is defined as any group or individual that has a stake in or may be impacted by recommendations developed through the strategic planning process. In general, stakeholders represent municipalities, local government departments, residential communities, business associations, and other local organizations, such as nonprofits, volunteer committees, or special interest groups.

Stakeholder interviews included 45-minute to hour-long discussions with persons representing:

- Local businesses & economic development organizations;
- Regional tourism agencies;
- County & Village government; and
- Local community & civic organizations.

Various elements of the planning process were discussed, including goals of the strategic plan and what each stakeholder believed to be the most important actions and improvements to ensure a healthy economic future for the Village. Also discussed were the Village’s existing infrastructure, environmental concerns, traffic issues, public parks and recreational resources. The information discovered through these discussions was used to inform the planning process and provide guidance to the PAC and the consultants on how to move forward in developing the Village Community Development Strategic plan.

6.2.3. “Getting to Know You” Workshop

This public workshop, held in July 2005, focused on gaining a more detailed understanding of the character, local issues, new development, and events specific to the Village of Manchester. Through a hands-on approach the public was able to convey what they liked and disliked about Manchester and what they felt were the most significant issues facing the Village.



At the workshop’s conclusion a comprehensive list of “good” and “bad” items was developed. The list was accompanied by an aerial map of Manchester, which assisted in identifying the geographic location of the recognized issues. Some identified issues included:

Positive Aspects

- Historic Homes;
- Sidewalks;
- Well kept residential property
- Residential Tranquility;
- Access to New York State Thruway;
- Village Band Stand.

Negative Aspects

- Poorly graded municipal parking lot;
- Contaminated Roundhouse property;
- Deterioration of Main Street;
- Empty commercial buildings/property;
- Traffic issues; and
- Pedestrian safety issues.

6.2.4. Assets & Liabilities Workshop

An Asset and Liability (A&L) Workshop was held in July 2005. An Assets and Liabilities Workshop is an easy, understandable way of identifying the critical issues of the community and communicating them to others. Assets were defined as factors or resources (people, places, organizations, events, strategies, businesses, infrastructure, location, regional setting, cultural resources etc.) that help make the community a success in terms of a place to live, work and raise a family. Liabilities were defined as factors or stumbling blocks that detract from the present or future success of the community.

To assist in identifying assets, a group facilitator asked a series of questions:

- What does a community have to offer?



- What attracts visitors or seasonal residents?
- What is the Village of Manchester known for?
- What makes the Village a great place to live?

To assist the group in identifying liabilities, the group was asked:

- What are Manchester's weaknesses?
- What are some of the biggest problems facing the Village?
- What is getting in the way of economic growth?
- What would you like to change?

The participants at the A&L Workshop were divided into three groups, and given "post-it" notes to record their perceived assets and liabilities. Workshop participants took turns in voicing their opinion. Once the groups had identified their assets and liabilities, they then worked on cataloguing and ranking their ideas.

Most Cited Assets

- Accessible location;
- Safe and friendly community;
- Available infrastructure and public services;
- Natural resources;
- Local business; and
- Rich rail history.

Most Cited Liabilities

- Derelict downtown and vacancies;
- Aging infrastructure;
- Main Street (Route 21) truck traffic;
- Lack of residential development, especially senior housing;
- Substandard police service;
- Land contamination/Brownfields; and
- Lack of community cohesion.

6.2.5. Visioning Workshop

A Visioning Workshop, held in the Village Hall in September 2005, attracted approximately 30 Manchester residents. The intent behind this workshop was twofold: to provide participants with a better understanding of the planning process and to solicit feedback from participants on their vision for the Village of Manchester.

Following the presentation, participants were asked to break into small groups to discuss several specific focus topics. A brief summary and analysis of each group's findings follows.

1. Downtown Revitalization & Streetscape
2. Housing
3. Economic Development
4. Parks & Recreation
5. Marketing/Promotion



Downtown Revitalization & Streetscape

The most recognizable feature of most municipalities, particularly cities and villages, is the downtown. Accordingly, most workshop participants found it easier to identify needed improvements on Main Street than in any other area of the Village. The most frequently cited downtown improvements related to pedestrian safety and aesthetics.

Suggested streetscape improvements include:

- Textured Crosswalks & Pavement Striping;
- Building Rehabilitation/Derelict Building Demolition & Infill;
- Landscaping;
- Building Façade Improvements;
- Historic Themed Street Lamps;
- Buried Utilities; and
- Way-finding/Pedestrian Traffic Signage Installation.

Other visioning items related to Main Street retail development. Many residents went so far as to list specific retail establishments they feel would be successful within the Village and the CBD. Retail enterprises listed included soda shops, cafés, and bakeries. Office uses, including dental and law services, were recommended. For most of the retail and office uses mentioned, it was recommended that they be developed in vacant first floor CBD space, with existing apartment units above. Participants indicated a preference for mixed-use development in the CBD.

Housing

Many participants indicated a desire for more senior housing, with the old Manchester school building identified as a viable location. Detached single-family housing was the most desirable residential development type, while multifamily housing was the least desirable, especially in the CBD. The positive impact on the property tax base and its lesser demand for services inspired participants to discuss the Village's need for additional commercial development during the Housing discussion.

Some indicated a perception that the Village does not have enough space to accommodate residential expansion, thus resulting in limited development opportunities. Conversely, they identified several locations that present potential opportunities for residential development including:

- Old School House site on Route 21;

- A site on the south end of State Street, northerly adjacent to the Rochester Insulated Glass (R.I.G.) industrial property; and
- 25 acres of land east on Clifton Street and adjacent to Newton Street – commonly referred to as the “unfinished subdivision” due to its unfinished appearance.

Economic Development

Residents identified the Village’s location off the New York State Thruway as an asset that would spur economic development if utilized properly. Many Workshop participants indicated a need to recruit specific retail sales and service establishments to catalyze economic development. Identified locations for commercial expansion included Route 96 and the old school property. The following is a summary list of desired retail sales/services and other commercial operations:

- Grocery Stores;
- Meat Market;
- Coffee Shop;
- Laundromat;
- Shoe Store;
- Fitness Center;
- Amusement Park; and
- Sporting Goods.
- Light Industry
- Rail Museum at rehabilitated Roundhouse

Parks & Recreation

Many identified maintenance and enhancement of the Village’s existing parks, particularly at Fireman’s Park and the Village triangle at the intersection of Route 21, State and Clifton Streets, as the most needed improvement to the Village’s green space. Other ideas included the development of a new “Village Park” south of Village Hall, which would provide an arena for Village events and passive and active recreation.



Potential Creekside Park entrance.

Many indicated a desire for improved access to the Canandaigua Outlet. A second improvement included the creation of perimeter trails traversing the Village along the Outlet. This would provide opportunities for recreational activities such as walking, jogging, kayaking and canoeing.

Marketing and Promotion

Marketing and Promotion thoughts focused on the need to promote the Village via various media such as websites, newspapers and brochures. Most residents indicated a need to promote the Village’s strategic location as the “Gateway to the Finger Lakes”. One proposal to target new business development included marketing Manchester to small businesses, offering incentives to attract relocating businesses, and providing assistance with applying for small business loans.

6.3. Community Overview

The following provides an overview of four important aspects of the Village of Manchester: Village History, Transportation Access & Pedestrian Facilities, Parks, Recreation & Open Space Resources; and Downtown Building Conditions.

6.3.1. Village History

This narrative of the Village’s founding and historical development is culled from the Village’s 2005 Comprehensive Plan.

The Village, founded in 1811, is the oldest settlement in the Town of Manchester and served as an early transportation hub. The Village was founded around “The Landing” - the farthest point along the Canandaigua Outlet that “Durham Boats” could travel. An important fort on the frontier, the Landing has been in use since the late 1700’s and was the head of navigation for the Outlet for more than 20 years.

By the early 1800s, the Village and surrounding area boasted mills for grain, lumber, wool, and paper. Even after construction of the Erie Canal ended commercial boat travel along the outlet, the Village continued to play a major role in local commerce. By the 1890s, the population had grown to 365 and the Village voted to incorporate.

In 1892, after 80 years as a small quiet mill town, Manchester saw the arrival of the Lehigh Valley Railroad. The Railroad changed the face of the Village for decades. As the railroad yards grew, so did the Village in the form of sidewalks, a public water supply, street lighting and improved roads. By the 1940s, Manchester's railroad yards encompassed the largest transfer facility in the world. But by the 1960s, traffic slowed considerably and the rail yards finally saw their last train pass through on March 31, 1976.

Today Manchester, Exit 43 off of the New York State Thruway, has become a major point of access to the Finger Lakes. It is only minutes from several Lakes, the Erie Canal, Hill Cumorah (home of the Mormon Church) and the Village of Newark and the cities of Canandaigua and Rochester.

6.3.2. Transportation Access & Pedestrian Facilities

Overview

Manchester is easily accessible from areas *outside* the Village. However, access *within* the Village of Manchester is somewhat limited. Although there are numerous primary and secondary roadways within Manchester's borders (Route 21, Route 96, State Street, Clifton Street), access to and from the CBD is less than optimal.

During the 18th and 19th centuries, many villages and hamlets initially formed at the junction of two or three primary roadways. Similarly, Manchester's primary roads emanate from one central point –the convergence of Main, State, and Clifton Streets. However, as is the case with many smaller Upstate New York communities, at some point, with the ongoing changes in transportation and the shipping of goods, the Village achieved stability in size. As the Village's size remained constant, so did its road network.

At the height of the Industrial Revolution, as home to an important station on the Lehigh Valley Railroad, Manchester housed substantial rail infrastructure. Although most of the Village's roads were not constructed to accommodate heavy commercial and industrial operation, the Village does have several makeshift rail access roads in the southwestern portion of the Village.

The Village of Manchester does not have any public transportation facilities. However, the County Area Transportation System (C.A.T.S.) buses run along Route 21 (Main Street) through Manchester and are accessible by waving or flagging the bus operator.

Private vehicles are the predominant form of transportation to, from and within the Village. The following are descriptions of the main vehicular roadways that serve Manchester.

Main Vehicular Roadways: Central Business District

The following are main thoroughfares in Manchester that have served the Village since its incorporation.

Main Street (Route 21)

Main Street is an arterial roadway and the main access road in Manchester. It is a north-south thoroughfare and is subject to heavy daily traffic volumes. Most of the Village's commercial enterprises are located on this street between Pratt Road and Howard Street. In addition, most of the Village's existing mixed-use buildings (retail below, apartments above) are located on Main Street.



Main Street in Manchester.

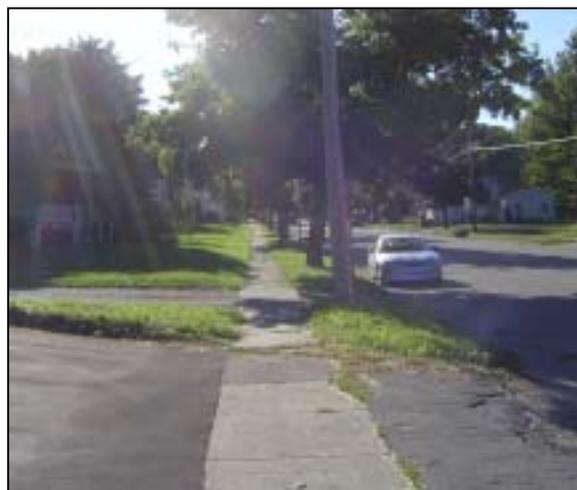
Main Street (looking North)

Approximately 6,000 vehicles travel Main Street everyday, as it has direct connections with the New York State Thruway (I-90 – Exit 43) to the north and Shortsville and Canandaigua to the South (thus making it one of two arterial roadways within Village borders).

State Street

State Street is primarily a residential thoroughfare, and radiates westward from the convergence of Main Street and Clifton Street. It makes up the western area of Manchester's largest CBD intersection. Two streets (Merrick Avenue and West Avenue) run perpendicular to State Street within the central area of the Village.

Each side of State Street is developed one lot deep (varies from one tenth of an acre to five-acre lots) and is comprised of mainly single-family homes. Adjacent to each residential lot are swaths of farmland and open space (particularly between State Street and Pratt Road). State Street is wide, tree-lined, and reminiscent of late nineteenth century suburban development.



Sidewalks on Main Street.

Clifton Street

Clifton Street radiates eastward from the Village core and bends southward at North Avenue. This street is primarily residential, and more rural than most other residential streets

within the Village. There are two streets that run perpendicular to Clifton Street (Newton Street and North Avenue) and form a residential block outside of the CBD. South Avenue meets Clifton at its junction with North Avenue, and runs diagonally south through some of the Village's main agricultural areas and to the Village of Shortsville.

The intersection of Clifton Street, South Avenue and North Avenue was one of the most confusing and dangerous intersections in the Village. This was because of its lack of perpendicular orientation. The intersection was recently modified to a 4-way stop, with barrier to improve traffic positioning.

Pratt Road

Pratt Road is one of Manchester's original thoroughfares and radiates northwest from the northern most edge of the CBD. Pratt Road is a residential street. The residential parcels line the north and south edges of Pratt Road and vary in area – from a quarter acre to over six acres.

Pratt Road runs diagonally through the Village and intersects with NYS Route 96 in the west. It is one of three main roads in the Village that intersect this State highway.

Roadways with High Vehicle Capacity

NYS Route 21 (Main Street)

NYS Route 21 is an arterial roadway that feeds traffic to the New York State Thruway (I-90), located approximately a half-mile north of Manchester's CBD. For more description of Route 21's role in the Village core, see the description of Main Street above.

NYS Route 96

A portion of NYS Route 96 runs through the northeastern portion of the Village. It intersects NYS Route 21 to the southwest of the "Friendly Village Mobile Home Park." Most of the large-scale retail, such as McDonalds (located just outside of Village boundaries) and motel facilities, are located along Route 96, nearby the Thruway interchange.

Interstate 90 (NYS Thruway)

Interstate 90 is a part of the New York State Thruway System. The New York State Thruway System consists mainly of Interstates 87 & 90 and provides a central freeway corridor through the most populous areas of New York State. Fortunately, Manchester has direct access to Interstate 90 at Exit 43, located north of the Village's CBD.

Rail Infrastructure

A former hub of the Lehigh Valley Railroad facility is located in the southwestern portion of the Village. The facilities once housed there included a roundhouse, train depot, and other supporting structures. These buildings, long abandoned, are brownfields in need of cleanup and redevelopment.



Former Roundhouse.

Manchester's old rail yard

The rail lines that still exist in the Village are solely for freight and serve the few manufacturing facilities located in the southwestern portion of the Village (e.g. Rochester Insulated Glass, A.J. Glass). The single freight line (Ontario Central Railroad) runs mainly to Victor, NY (west of the Village) and mainly ships and receives items related to insulated glass.



Abandoned railyard.

Pedestrian Facilities

Sidewalks

Despite Manchester's heavy reliance on the automobile, there is a comprehensive system of sidewalks in the Village (eight mile network). Sidewalks are present and generally maintained not only in the CBD but in the exclusively residential areas of Manchester as well. In fact, almost every road within the Village has sidewalks on both sides.

6.3.3. Parks, Recreation & Open Space

Parks, recreation and open spaces are essential to any community's quality of life. These fundamental community elements have a physical and psychological function. They provide aesthetic appeal, one that cannot be duplicated by any other land use. In addition, they provide residents with recreational opportunities and relief from the built environment.



Manchester Family Park

Manchester has a sizeable share of parks, recreation and open space within its municipal boundaries. The following are brief descriptions of selected resources.

Fireman's Field & Community Park

The Fireman's Field and Community Park are active recreational resources, located across of one other just west of Manchester's CBD. The Parks are on the southwestern portion of the block bounded by West Avenue, Merrick Avenue and State Street. On the northern and eastern sides of the parks are mostly detached single-family homes on approximately quarter acre lots.

Community Park Playground

Fireman's Field and Community Park is 3.3 acres (which is approximately half the block) and is owned and maintained by the Village of Manchester. In addition to the sizeable amount of open space, the parks contain a playground, a baseball field, tennis courts and two pavilions for community events.

Although the parks provide a much-needed recreational outlet, they need substantial rehabilitation and enhancement.

The Village Park

The Village Park is a passive recreational space, located in the heart of the Village at the southeast edge of the State, Main and Clifton Street intersection. Adjacent to Village Hall, this Park is quaint and visually appealing and showcases an attractive and historically significant Village bandstand.



Village Park Bandstand

The property is quite small for a park (about 3/10 of an acre), but is quite attractive largely because of a unique bandstand structure and varying topography. This park is one of the best-maintained green spaces in Manchester and is an important thread in the Village fabric.

Canandaigua Outlet

The Canandaigua Outlet is a 38-mile waterway that runs from Canandaigua Lake north to Lyons, NY (Erie Canal). Manchester is fortunate enough to have the Outlet flow north-south through the center of the Village. There are some makeshift multiuse trails along the perimeter of the Outlet in the

Village for walking and biking. However, the Outlet remains largely underused.

The Canandaigua Outlet connects Manchester to Shortsville and the City of Canandaigua via waterway, and thus presents substantial recreational opportunities such as kayaking and canoeing. However, a resident or visitor most likely will not use the Outlet - for two reasons: 1.) Lack of way finding signage; and 2.) Lack of pedestrian, bicycle and boating facilities and amenities (rest areas, benches, docking areas, etc.).

There has been recent discussion about allowing snowmobilers to use the trail system during winter months. While it is still under consideration, the issue remains controversial. Although a snowmobile trail would provide additional recreational opportunities and, potentially, tourism opportunities, it presents safety and noise issues as well.



The Canandaigua Outlet

Other Open Space

The Village of Manchester is fortunate enough to have a sizeable amount of open space and recreational resources. Aside from park resources (active and passive recreational space), Manchester has several wetlands located in the northwest corner of the Village,

and swaths of vacant rural and agricultural lands, primarily in the southeastern portion of the Village.

6.3.4. Central Business District (CBD) Building Conditions

The following is a survey of 15 buildings in Manchester’s CBD. The purpose of the survey was to assess the condition of CBD buildings in order to attain a better understanding of the physical condition of the CBD. As a ”windshield survey”, the intent behind it was to identify superficial structural issues noticeable from the street (e.g. roof condition, foundation, siding, etc.).

Each building was assessed and then scored based on the number of major defects. Each building was evaluated as Standard (no major defects), Moderately Substandard (less than three major defects), or Severely Substandard (more than three major defects), based on their tabulated score. The following thematic building footprint map illustrates the findings. Tables 1 and 2 summarize the building survey results.



As evidenced in the map, all of the severely substandard buildings were located on the east side of Main Street. Additionally, only 25 percent of the buildings on the east side of Main Street were found to be in standard condition, while 75 percent were found to have at least one major

structural defect. This is contrast to the west side of Main Street, where almost 60 percent of the buildings were found to be in standard condition. The general poorer conditions of the buildings on the east side of Main Street may be partially attributable to the fact that the structures on that side of the street were estimated to be older.

Sixty percent of all buildings in the CBD were assessed as either moderately or severely substandard (as evidenced in Table 2). As seen in Table 1, the most common *minor defect* was related to roofing, foundation, and chimneys. The most common *major defect* was related to windows and doors. Exterior wall structure and siding material were found to be the most intact structural components among CBD buildings.

Table 1: CBD Building Condition Assessment – all CBD buildings

Structural Components	Major Defect		Minor Defect		Sound	
	Number	% of total	Number	%	Number	% of total
Primary Components						
Foundation	1	6.7%	9	60.0%	5	33.3%
Exterior Wall Structure	3	20.0%	6	40.0%	6	40.0%
Roof Structure	1	6.7%	9	60.0%	4	26.7%
Mechanical Components						
Windows & Doors	7	46.7%	5	33.3%	3	20.0%
Secondary Components						
Siding Material	4	26.7%	4	26.7%	6	40.0%
Roofing Material	1	6.7%	12	80.0%	3	20.0%
Porches & Exterior Stairs & Railings	2	13.3%	8	53.3%	5	33.3%
Chimneys	2	13.3%	9	60.0%	4	26.7%

Table 2: CBD Building Condition Assessment Summary

Assessed Condition	Number	%
Standard	6	40.0%
Moderately Substandard	5	33.3%
Severely Substandard	4	26.7%
Total	15	100.0%
Median Estimated Building Age (yrs)	65	
Average Score (out of 8)	1.4	

6.3.5. Inventory of Residentially, Industrially & Commercially Viable Property



6.4. Demographic Inventory

This section summarizes a number of trends, including socio-economic and housing characteristics, currently impacting the Village of Manchester. The Village data will be compared with data for the Village of Shortsville, Town of Manchester, Town of Farmington, Ontario County and New York State, where appropriate. This information is culled primarily from the U.S. Census of Population and Housing, 1990, 2000, the U.S. Bureau of Labor Statistics, the New York State Department of Labor, the Economic and Social Research Institute (ESRI) Business Information Solutions data and various Village documents and plans.

6.4.1. Population

The Village of Manchester has not experienced significant population growth since the first quarter of the twentieth century. As seen in Graph 1, the Village's population decreased between 1930 and 1950. During the same period, Ontario County's growth rate increased by as much as 15 percent. However, Manchester's population growth rate spiked sharply during the 1950s (post WWII population growth) and 1970s.

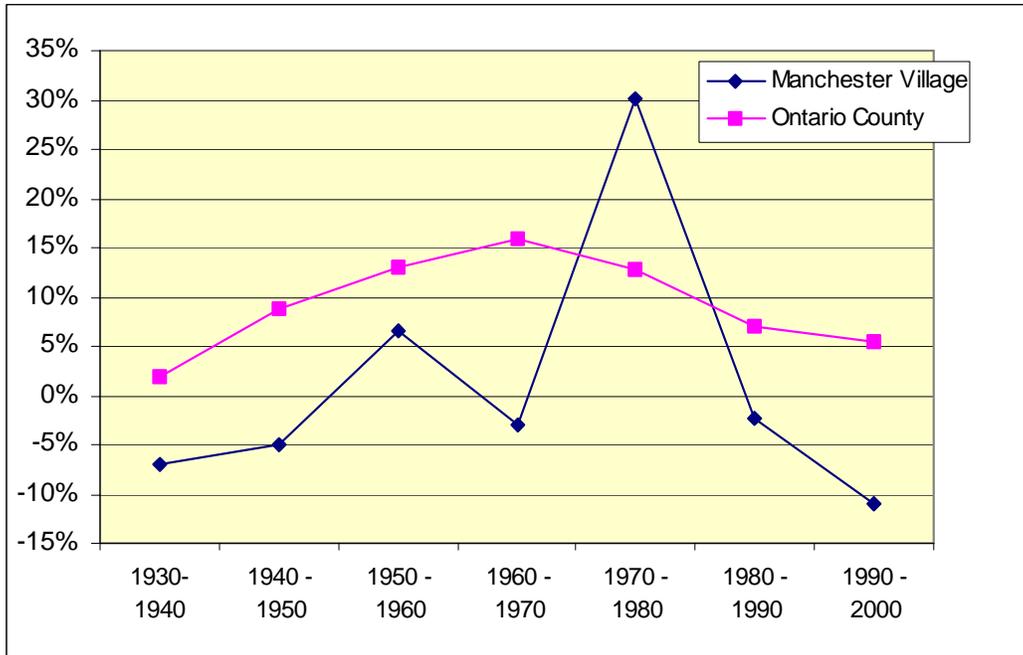
An often-cited reason for sudden influxes in population is increased availability of jobs. This is most likely the reason why population grew at a significant rate in the 1970s. However, the Village's population sharply receded¹ in the following decades. In fact, the Village's growth rate between 1990 and 2000 showed a serious population loss. The negative growth rate was the lowest it had been for the majority of the twentieth century.

Growth in Ontario County between 1930 and 2000 was less cyclical, as it did not experience sudden increases or decreases in population growth. The County's growth trend has been more gradual and predictable. Consequently, there is minimal correlation between the County's growth

¹ A sudden increase and subsequent decrease in population over a certain time period is commonly known as a population "growth cycle", and occurs more frequently in cities and villages.

rate and the Village. That is not to say they are not related at all. After 1970, both the County and Village's population growth rate decreased considerably.

Graph 1: Population Growth Rate Trends

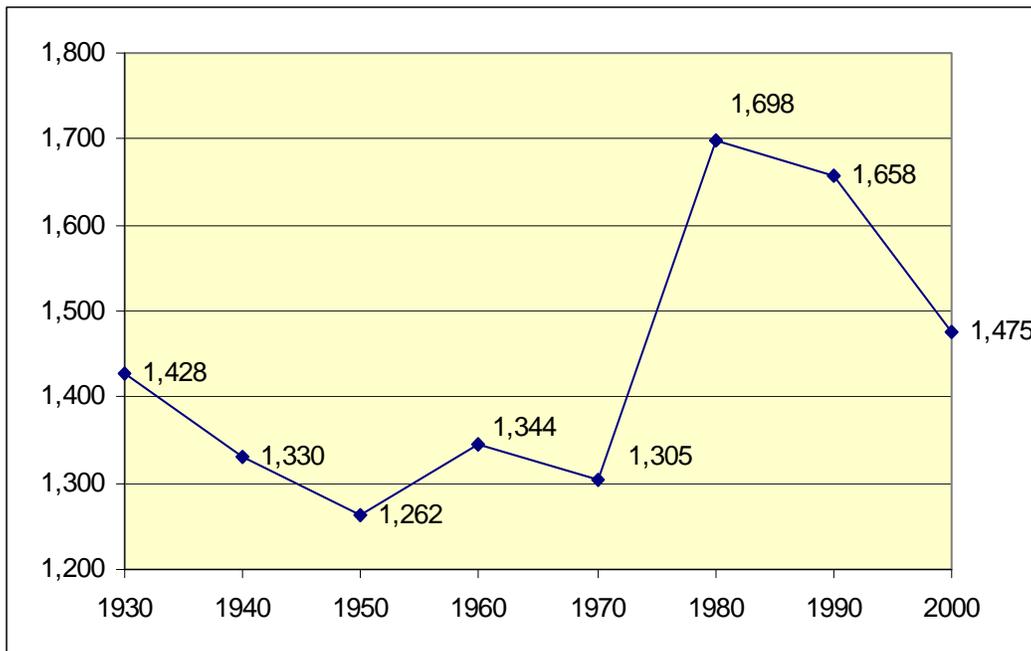


Source: U.S. Census Bureau, Historical Estimates, 1930 - 2000

According to the U.S. Census Bureau, the Village of Manchester's population will remain larger than that of the neighboring Village of Shortsville through 2010. Despite Manchester's population decline since 1980, it is projected to slightly increase between 2005 and 2010 – as is Shortsville's population. While both Manchester and Shortsville have been experiencing population decline for the past 15 years, since 1990 Manchester's population decline has been at a lower rate.

The Town of Manchester, in which the Village is located, also declined in population between 1990 and 2000. However, its population is expected to increase by about two percent between 2005 and 2010. In contrast, the adjacent Town of Farmington, whose population is expected to exceed 11,000 by 2010, is currently growing faster than the Village and Town of Manchester and Shortsville.

Graph 2: Village of Manchester Population Growth



Source: U.S. Census Bureau, Historical Estimates, 1930 - 2000

Ontario County and New York State are similar in that they both will continue to increase in population through 2010. In addition, both experienced very similar rates of population growth between 1990 and 2000. Population growth rates for both the County and State are expected to be similar for 1990 – 2010.

Table 3: Population Trends

Area	1990	2000	2005	2010	1990 - 2000 % Change	1990 - 2010 % Change
Manchester Village	1,658	1,473	1,417	1,435	-11.0%	-13.4%
Shortsville Village	1,522	1,320	1,259	1,273	-13.3%	-16.4%
Manchester Town	9,351	9,258	9,235	9,413	-0.1%	0.1%
Farmington Town	10,381	10,585	10,884	11,176	2.0%	7.7%
Ontario County	95,101	100,224	103,732	107,108	5.4%	12.6%
New York State	17,990,455	18,976,457	19,411,913	19,871,975	5.5%	10.5%

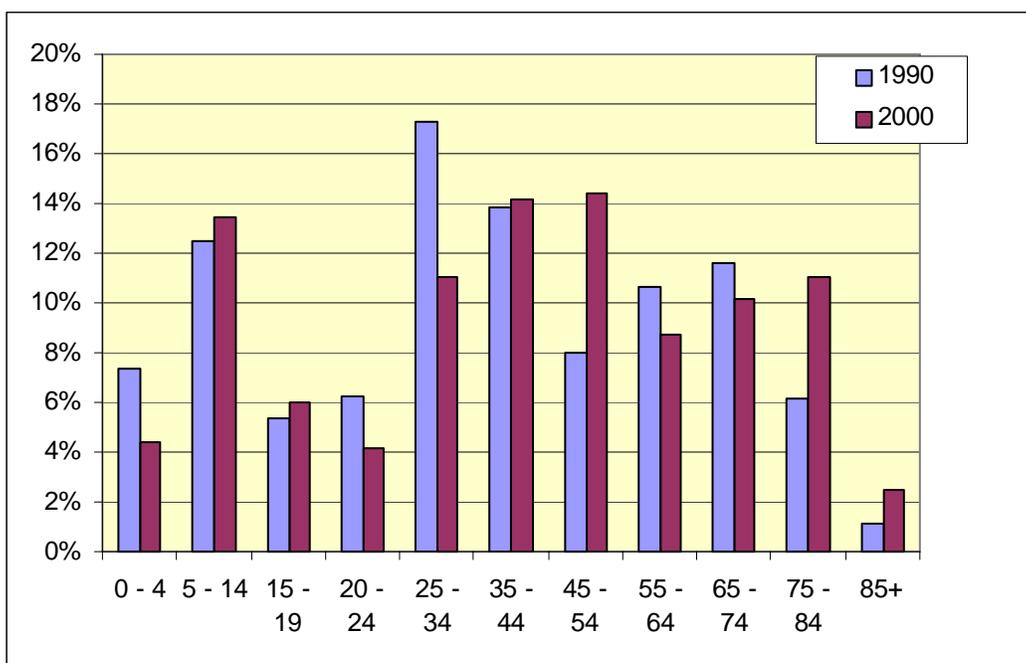
Source: U.S. Census Bureau, 1990 – 2005. Source of projections: ESRI Business Information Solutions

6.4.2. Age Distribution

Consistent with a general trend affecting upstate New York, there was a significant decrease in the number of residents aged 20 – 34 as well as those under the age of five in the Village of Manchester between 1990 and 2000. When considering that couples between the ages of 20 and 34 are more likely to have younger children, these two figures pair well.

There was also a considerable decrease of about 25 percent in those 55 – 74 years old. This resident age cohort most likely includes a significant number of recent retirees. The largest percentage increase occurred in a baby boomer age cohort (45 – 54) where there was a 61 percent increase in population. The second largest increase was in those 75 years old and older.

Graph 3: Village of Manchester: Change in Age Distribution



Source: U.S. Census Bureau, 1990-2000

In 2000, the Village of Manchester’s median age was 42.8 years, a 20 percent increase from 1990. This large increase in median age is most likely the result of several occurrences. One factor is the general aging of the U.S. population between 1990 and 2000. Another may be that during the 1990s, many residents, such as those between the ages of 20 and 34, left for college or job opportunities outside of the Village.

As seen in Table 4, the Village of Manchester’s age group distribution differs from that of New York State and the United States. According to the U.S. Census, Manchester’s share of residents aged 45 years and older (at about 47 percent) was about 10 percent higher than New York State (35 percent) and the U.S. (34 percent) in 2000. Furthermore, Manchester had a lower percentage

of residents under the age of 20 (23.8 percent) than New York State (27.4 percent) and the U.S. (28.6 percent).

Table 4: Comparison of Population by Age, 2000

Age	Manchester Village		New York State	United States
	Number	%	%	%
0 - 4	65	4.4%	6.5%	6.8%
5 - 14	198	13.4%	14.1%	14.6%
15 - 19	89	6.0%	6.8%	7.2%
20 - 24	61	4.1%	6.6%	6.7%
25 - 34	163	11.1%	14.5%	14.2%
35 - 44	209	14.2%	16.2%	16.0%
45 - 54	212	14.4%	13.5%	13.4%
55 - 64	129	8.7%	8.9%	8.6%
65 - 74	150	10.2%	6.7%	6.5%
75 - 84	163	11.1%	4.5%	4.4%
85+	36	2.4%	1.6%	1.5%
Total	1,475	100.0%	100.0%	100.0%
Median Age	42.8		35.9	35.3

Source: U.S. Census Bureau, 2000

6.4.3. Household Type & Composition

About 93 percent of Manchester's housing stock consists of single-family homes and mobile homes (see Table 5). This is apparent by the predominance of single-family homes that line Village streets. In addition, a mobile housing community occupies a considerable swath of land at the north end of the Village. These are the main residential nodes in the Village.

Between 1990 and 2000, the majority of new housing consisted of attached and detached single-family homes. However, during the same period, seven multifamily dwellings (10 – 19 family and 20+ family) were developed in the Village. In 1990, multifamily housing of this density did not exist in the Village. Thus, this is a significant increase.

Table 5: Housing Units by Units in Structure, 1990 and 2000

Type	1990		2000		1990-2000 % Change
	Total	%	Total	%	
1Family, detached	341	47.4%	380	54.3%	11.4%
1Family, attached	9	1.3%	10	1.4%	11.1%
2 Family	44	6.1%	31	4.4%	-29.5%
3 or 4 Family	16	2.2%	10	1.4%	-37.5%
5 to 9 Family	1	0.1%	0	0.0%	-100.0%
10 to 19 Family	0	0.0%	5	0.7%	0.0%
20 + Family	0	0.0%	2	0.3%	0.0%
Mobile home	295	41.0%	262	37.4%	-11.2%
Other	13	1.8%	0	0.0%	-100.0%
Total	719	100.0%	700	100.0%	-2.6%

Source: U.S. Census Bureau, 1990, 2000

As indicated in Table 6, the Village had a relatively low housing vacancy rate (5.8 percent) in 2000. Most of the occupied housing units in the Village are owner occupied (85 percent) in 2000.

The only positive change between 1990 and 2000 in housing status/tenure occurred among vacant housing units. The number of For Sale units increased by two units and the number of Seasonal, Recreational, or Occasional housing units increased by four units. The highest percentage decrease occurred among rental units – which decreased by approximately 63 percent. The largest absolute decrease occurred among occupied housing units, which declined by 24 units.

Manchester's household composition differs from the State and U.S. (see Table 7). The data show that the Village has both a higher share of non-family households and a smaller average family size than the State and U.S. In addition, Manchester has a higher share of householders over the age of 65. In fact, about 35 percent of all the Village's households are headed by persons over the age of 65. Over half of those households are non-family households.

Table 6: Housing Inventory, 1990 and 2000*

Characteristic	1990		2000		1990 - 2000
	Number	%	Number	%	% Change
Total housing units	718	100.0%	688	100.0%	-4.2%
Occupied housing units	672	93.6%	648	94.2%	-3.6%
Vacant housing units	46	6.4%	40	5.8%	-13.0%
Occupied housing units	672	100.0%	648	100.0%	-3.6%
Owner-occupied housing units	553	82.3%	548	84.6%	-1.0%
Renter-occupied housing units	119	17.7%	100	15.4%	-16.0%
Vacant housing units	46	100.0%	40	100.0%	-13.0%
For rent	8	17.4%	3	7.5%	-63.0%
For sale only	11	23.9%	13	32.5%	18.0%
Rented or sold, not occupied	4	8.7%	4	10.0%	0.0%
Seasonal, recreation, or occasional	7	15.2%	11	27.5%	57.1%
Migrant Workers	0	0.0%	0	0.0%	0.0%
Other vacant	16	34.8%	9	22.5%	-43.8%

Source: U.S. Census Bureau, 1990, 2000; Notes: *Highlight denotes only positive change between 1990 and 2000.

Table 7: Comparison of Household Composition, 2000

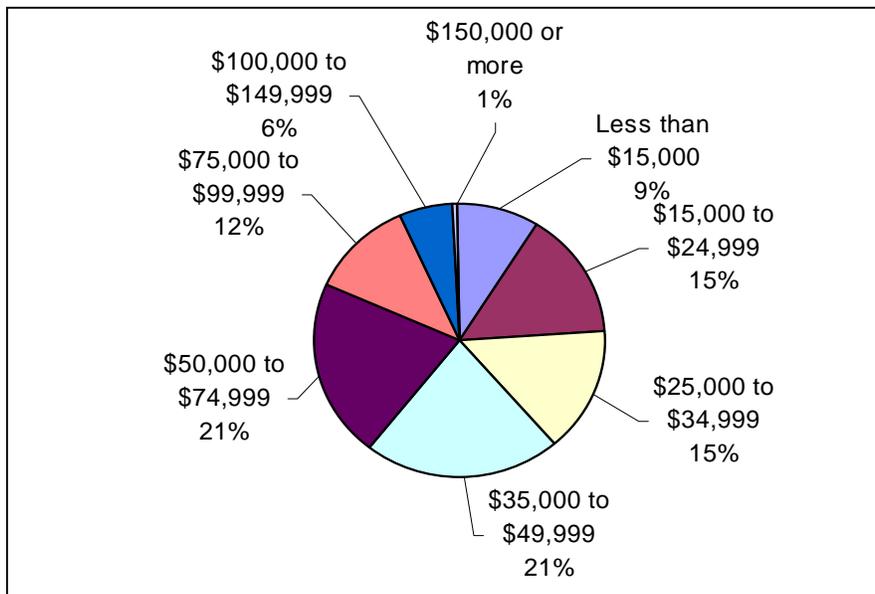
Total Population	Manchester Village		New York State	United States
	Total	%	%	%
Total households	648	100.0%	100.0%	100.0%
<i>Family households</i>	396	61.1%	65.7%	68.1%
Married-couple family	309	47.7%	46.6%	51.7%
With children < 18 years	112	17.3%	22.7%	24.8%
Other Family (No Spouse Present)	87	13.4%	19.1%	16.4%
With children < 18 years	53	8.2%	11.8%	10.7%
<i>Nonfamily households</i>	252	38.9%	34.3%	31.9%
Householder living alone	203	31.3%	28.1%	25.8%
Householder not living alone	49	7.6%	6.2%	6.1%
Households below Poverty Level	34	5.2%	13.9%	11.8%
Average household size	2.28		2.61	2.59
Average family size	2.84		3.22	3.14

Source: U.S. Census Bureau, 2000

6.4.4. Income

Despite the Village's lack of population growth between 1990 and 2005, Manchester significantly gained in income in the last 5 years. The U.S. Census data show high increases in the number of households earning \$75,000 or more per year. The number of households earning more than \$75,000 also increased significantly.

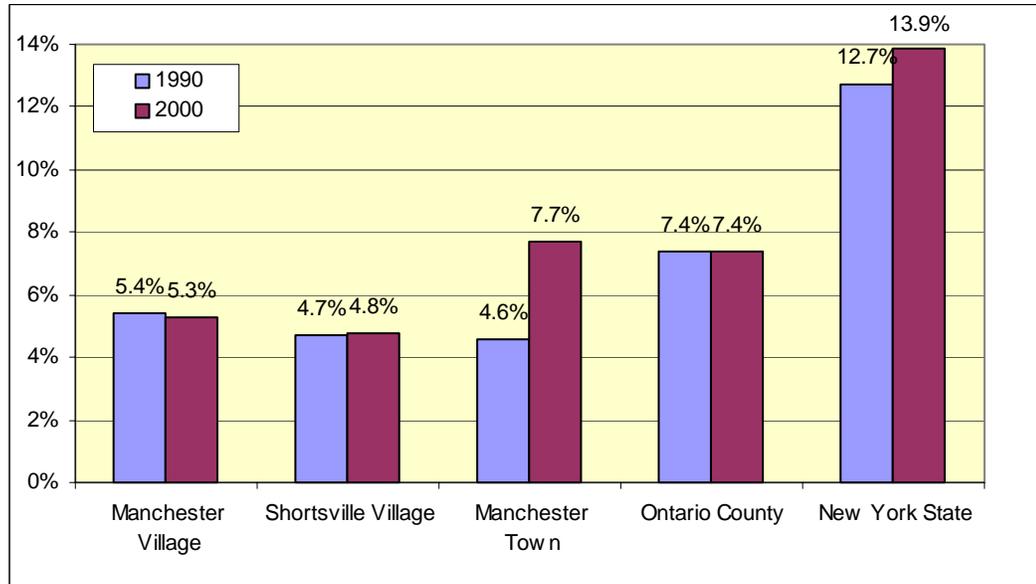
Chart 1: Village of Manchester Household Income, 2005



Source: ESRI Business Information Solutions, U.S. Census Bureau, 2005

Despite this increase, almost half of Village households (48 percent) in the Village still earn less than \$35,000 per year. This explains the Village's lower median household income (\$37,906) relative to Shortsville (\$44,301), Ontario County (\$44,615), and the State (\$43,393). However, the Village's poverty rate in 2000 was lower than the County's and the State. See Graph 4 for an illustration of this comparison.

Graph 4: Households Below Poverty Level



Source: U.S. Census Bureau, 2000

The percentage of households living below poverty was very low in 2000 (5.3 percent) when compared to the Town of Manchester (7.7 percent), the County (7.4 percent), and the State (14.6 percent). Worth noting is the high increase in households living below poverty level in the Town of Manchester between 1990 and 2000 (an increase of three percentage points). During the same time, the Village experienced a decrease in poverty, implying the Village was somewhat insulated from the Town's poverty trend during the 1990s.

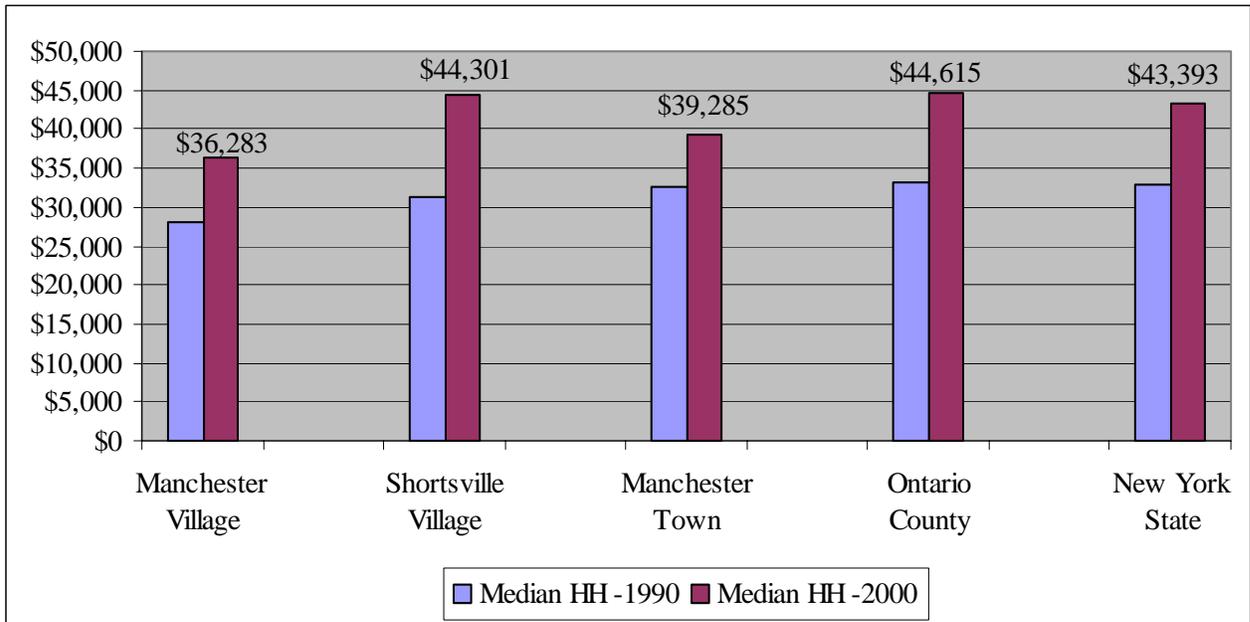
In 2000, the Village exceeded the County and State in percentage of households earning 35,000 - \$74,999 by two percent and nine percent, respectively. However, there is a smaller share of households in Manchester making \$75,000 or more when compared to the Town, County and State.

Table 8: Household Income, 2000

Income	Manchester Village		Shortsville Village		Manchester Town		Ontario County	New York State
	Number	%	Number	%	Number	%	%	%
Less than \$15,000	77	12.0%	45	8.2%	450	12.5%	11.7%	17.9%
\$15,000 to \$24,999	129	20.2%	62	11.4%	532	14.7%	12.8%	11.7%
\$25,000 to \$34,999	103	16.1%	84	15.4%	584	16.2%	13.1%	11.4%
\$35,000 to \$49,999	135	21.1%	127	23.3%	709	19.7%	18.6%	14.8%
\$50,000 to \$74,999	135	21.1%	124	22.7%	829	23.0%	22.1%	18.4%
\$75,000 to \$99,999	46	7.2%	62	11.4%	346	9.6%	11.5%	10.6%
\$100,000 to \$149,999	11	1.7%	35	6.4%	82	2.3%	7.0%	9.1%
\$150,000 or more	4	0.6%	7	1.3%	75	2.0%	3.3%	6.2%
Households	640	100.0%	546	100.0%	3,607	100.0%	100.0%	100.0%
Median HH -1990	\$28,103		\$31,406		\$32,605		\$33,133	\$32,965
Median HH -2000	\$36,283		\$44,301		\$39,285		\$44,615	\$43,393
Median Family-1990	\$32,391		\$34,750		\$37,374		\$38,431	\$39,741
Median Family -2000	\$44,741		\$50,688		\$48,712		\$52,675	\$51,691

Source: U.S. Census Bureau, 2000

Graph 5: Median Household Income, 1990 – 2000



Source: U.S. Census Bureau, 1990, 2000

6.4.5. Education

National trends have indicated that more and more individuals are attaining higher levels of education, while the number of individuals having a high school education or less has been steadily decreasing. Village residents exceed the State and National averages for high school diploma attainment, but fall short of County, State and National averages at secondary education levels. The educational statistics demonstrate the Village is a working class community.

A good majority of Village residents 25 years and older have a high school diploma. In fact, over 40 percent of residents completed high school as their highest level of educational attainment, while over 15 percent of residents did not complete high school. Accordingly, over half of Village’s adult residents have never attended college. Only 13 percent of residents over the age of 25 have received a bachelor’s degree or higher.

Table 9: Educational Attainment, 2000

Attainment Level	Manchester Village		Shortsville Village		Manchester Town		Ontario County	New York State	United States
	Number	%	Number	%	Number	%	%	%	%
Less than 9 th grade	39	3.8%	15	1.6%	294	4.6%	3.7%	8.0%	7.5%
9 th to 12 th grade, no diploma	120	11.6%	72	7.7%	643	10.1%	9.0%	12.9%	12.1%
High school graduate	417	40.2%	373	39.8%	2,585	40.6%	31.6%	27.8%	28.6%
Some college, no degree	229	22.1%	192	20.5%	1,247	19.6%	19.3%	16.8%	21.0%
Associate degree	95	9.2%	121	12.9%	648	10.2%	11.8%	7.2%	6.3%
Bachelor’s degree	81	7.8%	105	11.2%	601	9.4%	14.6%	15.6%	15.5%
Graduate/Professional degree	56	5.4%	59	6.3%	347	5.5%	10.0%	11.8%	8.9%
Total	1,037	100.0%	937	100.0%	6,365	100.0%	100.0%	100.0%	100.0%

Source: U.S. Census Bureau, 2000

6.4.6. Employment

As is characteristic with many other upstate New York communities, the top three industrial sectors/industries in Manchester are service-related (24.6 percent), manufacturing (22.6 percent), and retail trade (14 percent). These three top sectors made up approximately 60 percent of total employment held by Village residents. As seen in Table 10, these industries are also the top three sectors in the United States, and New York State shares two top sectors with the County.

As reported by the 2000 Census the State's third ranking industry is Professional, Scientific, Management, Administration and Waste.

It should be noted that the Village's labor force is older than the State and National average. Nearly half the Village's population in 2000 was aged 45 years and older.

A population's age composition directly affects the quantity and quality of a community's labor force (16 years old and over). Thus, it warrants an analysis of the change in labor force over time. Between 1990 and 2000, the Village's share of residents aged 45 years and older increased by 25 percent. During this period, the Village lost 16 percent of its labor force. Both occurrences are high rates of change.

This is cause for concern not only because of the high rate of change, but also because neighboring Shortsville, a village with a similar demographic composition, experienced only a three percent increase in those aged 45 years and over and a five percent decrease in number of residents in the labor force. The Town of Manchester, in which the Village is situated, experienced a three percent increase in those aged 45 years and a two percent *increase* in number of residents in the labor force. The neighboring Town of Farmington experienced an 11 percent increase in residents aged 45 years and over and a seven percent *increase* in number of residents in the labor force. In other words, the impact of the aging population on labor force is the most dramatic in the Village of Manchester, when compared to surrounding communities.

Table 10: Employment by Industry, 2000*

Sectors/Industries	Manchester Village		New York State	United States
	Number	%	%	%
Agriculture/Forestry/Fishing/Hunting/Mining	0	0.0%	0.6%	1.9%
Construction	37	5.3%	5.2%	6.8%
Manufacturing	157	22.6%	10.0%	14.1%
Wholesale trade	17	2.4%	3.4%	3.6%
Retail trade	97	14.0%	10.5%	11.7%
Transportation/Warehousing/Utilities	21	3.0%	5.5%	5.2%
Information	10	1.4%	4.0%	3.1%
Finance/Insurance/Real Estate/Rental/Leasing	12	1.7%	8.8%	6.9%
Professional/Scient/Mgmt/Admin/Waste	34	4.9%	10.1%	9.3%
Education/Health/Social Services	171	24.6%	24.3%	19.9%
Arts/Entertainment/Recreation/Accommodation	60	8.6%	7.3%	7.9%
Other Services	37	5.3%	5.1%	4.9%
Public Administration	42	6.0%	5.2%	4.8%
Total	695	100.0%	100.0%	100.0%

Source: U.S. Census Bureau, 2000; Notes: *Bold indicates majority employment

As indicated in Table 11, the top three occupations among working residents in Manchester in 2000 were management/professional (25.1 percent), sales/office or administrative support (24 percent) and jobs related to transportation, production and material (21 percent). The top two occupations in the County are also the top two for the State and the U.S.

Table 11: Resident Occupation, 2000

Occupation Type	Manchester Village		New York State	United States
	Number	%	%	%
Management/Professional	185	26.6%	36.7%	33.6%
Service industry	133	19.1%	16.6%	14.9%
Sales/Office and Admin Support	158	22.7%	27.1%	26.7%
Farming/Fishing/Forestry	2	0.3%	0.3%	0.7%
Construction/Extraction/Maintenance	69	9.9%	7.6%	9.4%
Production/Transportation/Material	148	21.3%	11.7%	14.6%
Total	695	100.0%	100.0%	100.0%

Source: U.S. Census Bureau, 2000

Table 12: Employment Status, 2000

Labor Force Status	Manchester Village		Ontario County	New York State	United States
	Number	%	%	%	%
In the Labor Force	722	61.6%	68.4%	61.1%	63.9%
Employed civilian population 16+	695	59.3%	65.3%	56.6%	59.7%
Unemployed civilian population 16+	27	2.3%	3.1%	4.3%	3.7%
Armed Forces	0	0.0%	0.1%	0.2%	0.5%
Not in Labor Force	450	38.4%	31.6%	38.9%	36.1%
Total Population 16 years +	1,172	100.0%	100.0%	100.0%	100.0%

Source: U.S. Census Bureau, 2000

As indicated in Table 12, in 2000 the unemployment rate in the Village was low when compared to the County (3.1 percent), the State (4.3 percent) and the U.S. (3.7 percent). In fact, the Village's unemployment rate in 2000 represents a 40 percent decrease since 1990.

Ontario County's unemployment rate in 2000 was 3.1 percent, which represents only an eight percent decrease since 1990. While the County's unemployment rate was lower than the Village's in 1990, this relationship reversed in 2000.

Unfortunately, monthly unemployment figures for the Village of Manchester are not available through the New York State Department of Labor. Ontario County's unemployment rates are

available, however. According to the New York State Department of Labor, Ontario County’s unemployment rate was five percent in 2004. This is a considerable increase in unemployment since 2000 (about a 60 percent increase). Assuming that the general unemployment ratios remained similar for both Ontario County and Manchester, the Village’s unemployment rate for 2004 is at least 25 percent below the County rate (about 3.8 percent).

6.5. Market Segmentation & Business Analysis

In general, the Village of Manchester has few shopping resources to address residents’ everyday needs. Most of the retail goods and services available include some specialty stores and other small-scale establishments. However, the retail/commercial environment in the Village is minimal and localized.

For many minimally available goods and services, such as automobiles, electronics, furniture and gas stations, Village residents most likely drive to Canandaigua and Shortsville and other surrounding areas. The financial consequence is called leakage, which will be described later in this section.

6.5.1. Commuter Patterns

As expected, most Manchester residents drive alone to work. However, it should be noted that over nine percent of Manchester’s labor force carpools to work. This share was similar to Ontario County and the State. The share of Shortsville commuters that carpool was a few percentages points lower. Considering the tendency for most commuters in rural Villages to drive alone to work because of the typically dispersed arrangement of offices, retail, industrial and other workplaces, the share of those who carpool in Manchester is surprising. Shares of commute methods other than the automobile were negligible.

Table 13: Journey To Work Comparison, 2000

Means of Transportation to Work	Manchester Village		Shortsville Village		Ontario County		New York State*
	Total	%	Total	%	Total	%	%
Drove Alone - Car, Truck, or Van	604	88.3%	678	86.8%	40,859	81.8%	81.8%
Carpooled - Car, Truck, or Van	62	9.1%	64	8.2%	4,663	9.3%	9.3%
Public Transportation	0	0.0%	3	0.4%	396	0.8%	0.8%
Walked	11	1.6%	22	2.8%	2,000	4.0%	4.0%
Other Means	2	0.3%	0	0.0%	253	0.5%	0.5%
Worked at Home	5	0.7%	14	1.8%	1,780	3.6%	3.6%
Total	684	100.0%	781	100.0%	49,951	100.0%	100.0%

Source: U.S. Census Bureau, 2000; Notes: *Includes upstate New York only

As evidenced in Table 14, almost 60 percent of commuters took less than 20 minutes to travel to work in 2000. In addition, almost three quarters of commuters took less than 24 minutes to travel to work, which surpasses Shortsville, Ontario County, and upstate New York.

Table 14: Travel Time to Work Comparison, 2000

Travel Time	Manchester Village		Shortsville Village	Ontario County	New York State*
	Total	%	%	%	%
<10 Minutes	93	13.7%	16.8%	19.7%	17.4%
10 - 19 Minutes	302	44.5%	40.8%	28.1%	33.3%
20 - 24 Minutes	93	13.7%	9.8%	13.1%	15.1%
25 - 34 Minutes	72	10.6%	15.8%	17.5%	16.5%
35 - 44 Minutes	62	9.1%	9.1%	8.4%	5.1%
45 - 59 Minutes	36	5.3%	5.0%	8.5%	5.4%
>60 Minutes	21	3.1%	2.7%	4.7%	7.2%
Total	679	100.0%	100.0%	100.0%	100.0%
Mean Travel Time	21		20.6	23.2	23.7

Source: U.S. Census Bureau, 2000; Notes: *Includes upstate New York only

6.5.2. Life Style Segmentation Analysis

Premised on the belief that the spending habits of the lifestyle segments will remain consistent over time, Lifestyle Segmentation reports are used to predict future consumer behavior, preferences, and expenditure patterns. Developing a “geo-demographic cluster system,” an area-specific segmentation analysis, is one method communities can use to identify current customer trends and behaviors. Conducting such an analysis can allow a community to more effectively target economic development and community revitalization efforts, whether the intent is to attract local shoppers or, potentially, tourists.

Geo-demographic cluster systems are based on the premise that “birds of a feather tend to flock together.” In other words, households living in socially and economically similar areas share a number of similar views, attitudes, values, and, consequently, buying behaviors. Through identifying these clusters, a clearer understanding of an area’s common lifestyle preferences (and prevailing market tendencies) can be gained. For businesses, potential new customers and markets can be identified; for communities, potential retail market needs (and viable commercial development opportunities) can be revealed.

A Life Style Segmentation Analysis was conducted to gain a better understanding of Manchester’s consumers and determine the potential demand for particular products and activities within the Village. The geo-demographic cluster system used for this study was the Community Tapestry Segmentation, developed by ESRI Business Information Solutions, Inc. This system

uses more than 60 attributes, including income, source of income, employment, home value, housing type, occupation, education, household composition, age, and other key determinants of consumer behavior to create 65 lifestyle segments.

According to the Community Tapestry Segmentation, Manchester's residents fall into the following two segments: *Senior Sun Seekers* (58.3 percent) and *Rustbelt Traditions* (41.7 percent). More detailed descriptions of each of the segments follow. The ESRI data provided is based on an analysis of retail sales activity. Although some individuals may not fit into either of these two categories ESRI Data is a leading business information source for retail market data in the United States. Their information is often purchased by retail and industrial sector entities to determine primary market types within a specific area. ESRI Tapestry Segmentation Data provides the Village with knowledge of data that is available to retail developers looking to locate their operations in an area that may include the Village in its primary market.

Senior Sun Seekers (58.3 percent)

This segment of the population are typically 55 years and older and avoid colder weather by either locating in the south or moving south for the winter months (the latter type are commonly called "snowbirds"). Their median age is 52 years and they most often locate in areas with seasonal housing, such as in Florida. Median home value is typically \$91,500. This population does not invest much in home improvement related goods. Watching television is typically a considerable part of their daily activity, as is reading newspapers.

Rustbelt Traditions (41.7 percent)

This segment of the population is typically found in old, rustbelt cities in States near the Great Lakes. They represent the backbone of the remaining manufacturing and transportation industries that continue to support the local economy. Most of these residents live in small single-family homes, with a median home value of approximately \$93,000, and are financially conservative. They are attentive to home improvement such as roofing, flooring and carpet installation. There is a mix of household types among this segment, including married couples with children but also single-parent households. The median age of this segment is 36 years old, slightly younger than the Salt of the Earth market. They typically deem television as an important daily activity and are an avid sports program audience.

6.5.3. Retail Sales & Consumer Spending

Many communities across the country have researched consumer-spending behaviors. In general, consumers prefer to shop for everyday items close to home. These items include goods and services such as groceries, home cleaning supplies, personal care items, alcohol, cigarettes, automobile repair, beauty salon services, and restaurants. In contrast, consumers are willing to travel farther from home for larger ticket items such as furniture, furnishings, appliances, electronics, clothing, entertainment, automobiles, recreational vehicles and medical services.

Finally, consumers are willing to take longer day trips from home in search of specialty shopping experiences that may include dining, entertainment, and recreation.

In order to learn about the spending patterns of Manchester residents, a Retail Goods and Services Expenditure report was obtained from ESRI BIS. The information from this study is included in Table 15. ESRI BIS uses data from the U.S. Bureau of Labor Statistics' (BLS) Consumer Expenditure Surveys to identify a baseline-spending pattern. Data from additional surveys, including a Daily Survey for daily purchases and an Interview Survey for general purchases, are used to refine the spending estimates. ESRI BIS integrates data from both surveys to provide a comprehensive database on all consumer expenditures.

Table 15 indicates the spending habits of Manchester residents, as compared to a nationwide standard. The Spending Potential Index (SPI) is household-based, and represents the amount of money spent for a product or service relative to a National average of 100. One important aspect about the data should be noted. While local spending habits are compared to a National average, the expenditure outlays are not corrected for regional inflation. Therefore, that a given community spends less on specific goods or services may reflect one of several things: (1) local residents are able to obtain the desired goods or services at a cheaper cost; (2) local residents' interests in such goods and services falls short of the National average or the goods and services are not easily available, or (3) local residents have less disposable income to spend on such items.

According to the SPI, Manchester residents spend considerably less than their National counterparts on most goods and services. SPI values ranged from 61 (*Child Care*) to 93 (*Prescription Drugs*). Manchester residents spend far lower than average on most retail goods listed under TV/Video/Sound Equipment, particularly rental of videos, sound equipment, DVD related items and VCRs. Most communities in the U.S., in fact, spend a large amount of their income on these items. In addition to entertainment items, Manchester residents spent considerably less than the National average on any retail good or service related to children or young persons. These items include, in descending order: *Sports/Recreation & Exercise Equipment* (67), *School Books & Supplies* (66), *Toys & Games* (65), *Children's Apparel* (64), and *Childcare* (61).

There is no category of retail goods and services that Manchester residents spend more on than the U.S. However, two subcategories approach the National average. The categories that Manchester residents spend the most on are goods and services frequently demanded by aging residents, such as *Prescription Drugs*, which had the highest SPI of all retail items. Other health items with the highest consumer expenditures were *Nonprescription Drugs* (79) and *Eyeglasses & Contact Lenses* (77).

The most notable finding from the retail expenditure data of Manchester is that its residents spend the most on health related goods and services; items that are frequently purchased by the aging population.

Table 15: Retail Goods and Services Expenditure, 1 of 3 tables

Retail Goods and Services	Spending Potential Index	Average Amount Spent	Total Amount Spent
Apparel and Services	69	\$1,899.06	\$1,204,005
Men's	70	\$364.25	\$230,934
Women's	71	\$645.67	\$409,353
Children's	64	\$278.61	\$176,641
Footwear	67	\$335.34	\$212,605
Watches & Jewelry	69	\$173.18	\$109,795
Apparel Products and Services	70	\$102.01	\$64,677
Computer			
Computers and Hardware for Home Use	69	\$171.34	\$108,630
Software and Accessories for Home Use	70	\$20.57	\$13,043
Entertainment & Recreation	71	\$2,209.81	\$1,401,019
Fees and Admissions	70	\$419.53	\$265,981
Membership Fees for Clubs	74	\$121.31	\$76,910
Fees for Participant Sports, excl. Trips	76	\$87.10	\$55,224
Admission to Movie/Theatre/Opera/Ballet	66	\$96.58	\$61,234
Admission to Sporting Events, excl. Trips	68	\$38.27	\$24,265
Fees for Recreational Lessons	62	\$76.26	\$48,348
TV/Video/Sound Equipment	72	\$737.85	\$467,799
Community Antenna or Cable Television	75	\$412.00	\$261,206
Color Televisions	71	\$81.41	\$51,613
VCRs, Video Cameras, and DVD Players	69	\$26.23	\$16,627
Video Cassettes and DVDs	69	\$28.37	\$17,988
Video Game Hardware and Software	65	\$22.16	\$14,050
Satellite Dishes	76	\$2.23	\$1,411
Rental of Video Cassettes and DVDs	66	\$41.73	\$26,458
Sound Equipment	67	\$119.02	\$75,456
Rental and Repair of TV/Sound Equipment	77	\$4.72	\$2,990
Pets	74	\$259.94	\$164,805
Toys and Games	65	\$133.40	\$84,577
Recreational Vehicles and Fees	73	\$244.38	\$154,940
Sports/Recreation/Exercise Equipment	67	\$147.57	\$93,558
Photo Equipment and Supplies	69	\$99.41	\$63,028

Source: ESRI Business Information Solutions (ESRI BIS).

Notes: Expenditure Data area derived from the Consumer Expenditure Surveys, Bureau of Labor Statistics.

Data was updated in September of 2003 based on Consumer Expenditure Surveys from 1999, 2000, and 2001.

Table 15: Retail Goods and Services Expenditure, 2 of 3 tables

Retail Goods and Services	Spending Potential Index	Average Amount Spent	Total Amount Spent
Reading	75	\$167.71	\$106,331
Food	72	\$5,670.48	\$3,595,086
Food at Home	72	\$3,440.34	\$2,181,174
Bakery and Cereal Products	72	\$511.52	\$324,302
Meat, Poultry, Fish, and Eggs	72	\$909.60	\$576,687
Dairy Products	73	\$373.72	\$236,940
Fruits and Vegetables	73	\$606.86	\$384,748
Snacks and Other Food at Home	73	\$1,038.64	\$658,497
Food Away from Home	71	\$2,230.15	\$1,413,912
Alcoholic Beverages	70	\$356.88	\$226,261
Nonalcoholic Beverages at Home	72	\$287.02	\$181,971
Financial			
Investments	68	\$5,641.01	\$3,576,398
Vehicle Loans	72	\$3,906.95	\$2,477,009
Health			
Nonprescription Drugs	79	\$79.03	\$50,106
Prescription Drugs	93	\$503.09	\$318,956
Eyeglasses and Contact Lenses	77	\$65.82	\$41,729
Home			
Mortgage Payment and Basics	73	\$5,822.35	\$3,691,368
Maintenance and Remodeling Services	77	\$1,213.96	\$769,649
Maintenance and Remodeling Materials	74	\$239.66	\$151,945
Utilities, Fuel, and Public Services	76	\$3,145.76	\$1,994,414
Household Furnishings and Equipment			
Household Textiles	72	\$91.13	\$57,775
Furniture	70	\$426.06	\$270,122
Floor Coverings	75	\$58.76	\$37,251
Major Appliances	76	\$207.39	\$131,484
Housewares	72	\$69.18	\$43,858
Small Appliances	74	\$26.11	\$16,553
Luggage	72	\$7.68	\$4,867
Telephones and Accessories	72	\$37.25	\$23,615

Source: ESRI Business Information Solutions (ESRI BIS).

Notes: Expenditure Data area derived from the Consumer Expenditure Surveys, Bureau of Labor Statistics. Data was updated in September of 2003 based on Consumer Expenditure Surveys from 1999, 2000, and 2001.

Table 15: Retail Goods and Services Expenditure, 3 of 3 tables

Retail Goods and Services	Spending Potential Index	Average Amount Spent	Total Amount Spent
Household Operations			
Child Care	61	\$254.05	\$161,070
Lawn and Garden	80	\$333.88	\$211,679
Moving/Storage/Freight Express	77	\$39.04	\$24,750
Housekeeping Supplies	74	\$502.09	\$318,327
Insurance			
Owners and Renters Insurance	83	\$345.81	\$219,246
Vehicle Insurance	73	\$953.06	\$604,242
Life/Other Insurance	78	\$498.23	\$315,880
Health Insurance	84	\$1,416.26	\$897,906
Personal Care Products	73	\$294.09	\$186,456
School Books and Supplies	66	\$75.21	\$47,682
Smoking Products	72	\$354.29	\$224,619
Transportation			
Vehicle Purchases (Net Outlay)	72	\$4,034.44	\$2,557,835
Gasoline and Motor Oil	73	\$1,339.29	\$849,113
Vehicle Maintenance and Repairs	73	\$758.14	\$480,658
Travel			
Airline Fares	73	\$294.76	\$186,875
Lodging on Trips	75	\$297.88	\$188,859
Auto/Truck/Van Rental on Trips	70	\$34.77	\$22,045
Food and Drink on Trips	74	\$333.08	\$211,175

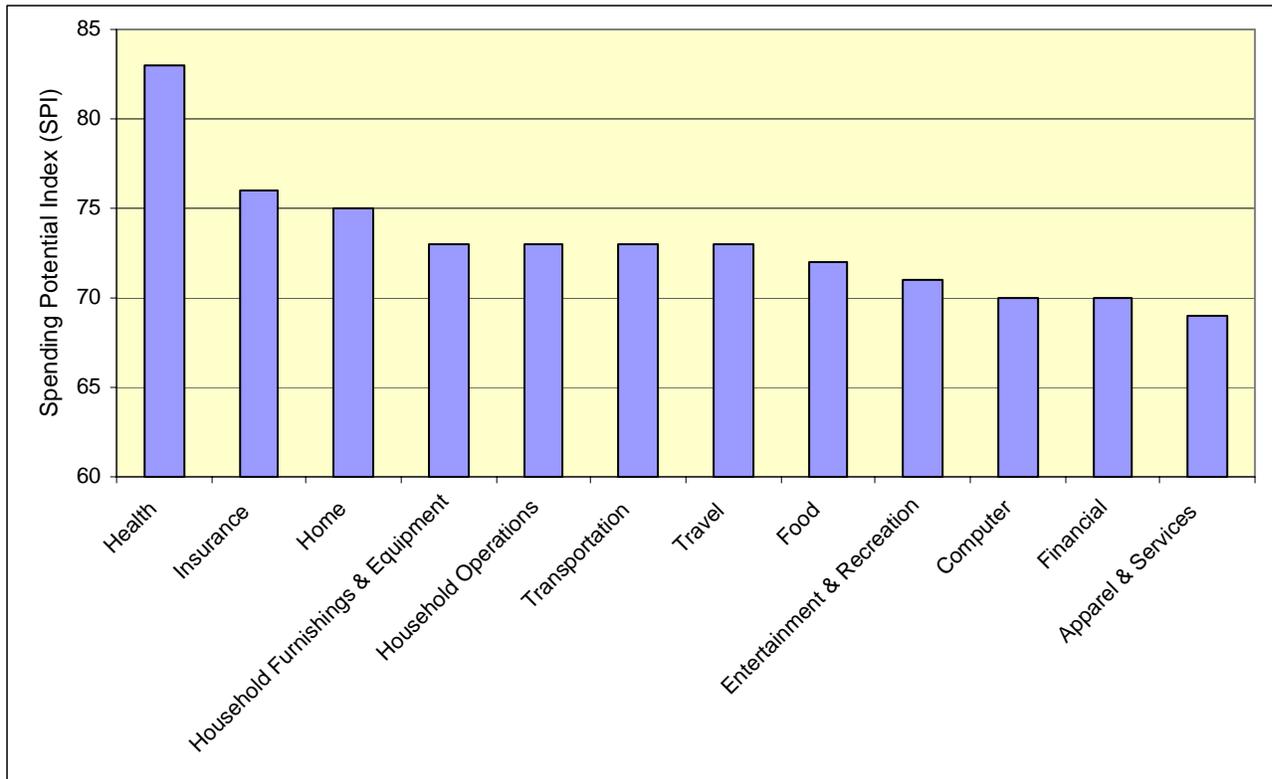
Source: ESRI Business Information Solutions (ESRI BIS).

Notes: Expenditure Data area derived from the Consumer Expenditure Surveys, Bureau of Labor Statistics.

Data was updated in September of 2003 based on Consumer Expenditure Surveys from 1999, 2000, and 2001.

After calculating the averages of all of the potential spending index values for each category, a graph was compiled to convey the findings. As seen on Graph 6, the top three retail items that Village residents spend the most on are Health, Insurance, and Home related goods and services.

Graph 6: Summary of Spending Potential Index per Retail Good or Service



Source: ESRI Business Information Solutions (ESRI BIS). Expenditure Data area derived from the Consumer Expenditure Surveys, Bureau of Labor Statistics. Data was updated in September of 2003 based on Consumer Expenditure Surveys from 1999, 2000, and 2001.

6.5.4. Retail Sales Leakage & Market Capture

The Village’s retail market place profile is compiled on Table 16. The table summarizes the data in an attempt to compare the supply of retail sales available in the Village to the demand expressed by Village residents.

The difference between what local residents buy and what local retailers sell is referred to as “Leakage” – if residents are buying more than what is sold locally, they must be traveling outside the Village to shop. This indicates a “Leakage” of local dollars outside the Village and is indicated by a negative number in Table 16. The difference is referred to as “Surplus” if the amount Manchester residents are purchasing falls short of the amount actually being sold locally. This indicates that Village retailers are attracting shoppers from outside the Village, reflected by a positive number in Table 16.

According to Table 16, the only Village retail sectors experiencing surpluses and potentially attracting shoppers from outside the Village are the following:

- Building Materials & Supplies;
- Beer, Wine & Liquor Stores;
- Health and Personal Care Stores; and
- Sporting Goods/Hobby/Musical Instrument Stores.

In reviewing Table 16, it appears there are many under-represented retail sectors in the Village, forcing residents to drive outside the Village to make many of these purchases. This is indicated by the negative dollar amounts, which denote the amount of money “leaking” out of the Village. It is worth noting the higher dollar amounts (leakage of \$600,000 or more) present in the table. These are listed below in descending order:

- Motor Vehicle & Parts Dealers (>\$3million);
- Automobile Dealers;
- Grocery Stores; and
- Food and Beverage Stores (>\$600,000).

The total amount of retail sales dollars leaked out of the Village of Manchester is over \$10 million, according to ESRI Business Information Solutions². That translates to a loss of 80 percent of all retail demand potential in the Village. These retail demand dollars are being spent in surrounding communities that have a more substantial retail stock.

² It should be noted that ESRI Business Information Solutions uses data from InfoUSA, a sales leads and mailing list company, for creation of this table. As InfoUSA uses a variety of data sources, it may not include every establishment located within a community and it may not reflect recent changes. In addition, reliance upon mailing addresses to identify a business location may result in location misidentification. If the accounting for an existing business is done elsewhere, such as a regional headquarters, or if an establishment is a franchise, economic data may be reflected in the data for the community housing the headquarters, instead of the local establishment.

Table 16: Retail Sales Leakage and Market Capture

Retail Marketplace Profile	Supply (Retail Sales)³	Demand (Retail Potential)⁴	Leakage/ Surplus \$	Leakage/ Surplus %
Motor Vehicle & Parts Dealers	\$0	\$3,127,445	-\$3,127,445	100.0%
Automobile Dealers	\$0	\$2,698,501	-\$2,698,501	100.0%
Other Motor Vehicle Dealers	\$0	\$207,885	-\$207,885	100.0%
Auto Parts, Accessories, and Tire Stores	\$0	\$221,059	-\$221,059	100.0%
Furniture & Home Furnishings Stores	\$0	\$300,524	-\$300,524	100.0%
Furniture Stores	\$0	\$226,731	-\$226,731	100.0%
Home Furnishings Stores	\$0	\$73,793	-\$73,793	100.0%
Electronics & Appliance Stores	\$0	\$281,787	-\$281,787	100.0%
Bldg Materials, Garden Equip. & Supply Stores	\$1,961,290	\$593,981	\$1,367,309	230.2%
Building Material and Supplies Dealers	\$1,961,290	\$476,505	\$1,484,785	311.6%
Lawn /Garden Equipment and Supplies Stores	\$0	\$117,476	-\$117,476	100.0%
Food & Beverage Stores	\$1,352,370	\$1,957,276	-\$604,906	30.9%
Grocery Stores	\$1,086,248	\$1,786,818	-\$700,570	39.2%
Specialty Food Stores	\$0	\$38,497	-\$38,497	100.0%
Beer, Wine, and Liquor Stores	\$266,122	\$131,961	\$134,161	101.7%
Health & Personal Care Stores	\$702,925	\$588,830	\$114,095	19.4%
Gasoline Stations	\$0	\$851,095	-\$851,095	100.0%
Clothing and Clothing Accessories Stores	\$92,178	\$486,108	-\$393,930	81.0%
Clothing Stores	\$92,178	\$381,549	-\$289,371	75.8%
Shoe Stores	\$0	\$50,617	-\$50,617	100.0%
Jewelry, Luggage, and Leather Goods Stores	\$0	\$53,942	-\$53,942	100.0%
Sporting Goods, Hobby, Book, and Music Stores	\$190,980	\$290,988	-\$100,008	34.4%
Sporting Goods/Hobby/Musical Instrument	\$190,980	\$154,954	\$36,026	23.2%
Books, Periodical, and Music Stores	\$0	\$136,034	-\$136,034	100.0%
Total	\$5,285,978	\$13,102,348	-\$10,474,171	79.9%

Source: ESRI Business Information Solutions, with data from InfoUSA.

³ Estimate of each establishment's sales to residential consumers only; they do not estimate any sales to other businesses.

⁴ Represents the anticipated amount spent by residential consumers at the identified retail establishments.

6.5.5. Business Analysis

Table 17 presents ESRI BIS 2005 forecasts using InfoUSA5 data for employment in Manchester, breaking down the various business sectors by number of establishments and employees. It also indicates the share of employment each one contributes.

According to the ESRI BIS data, the service sector, including Education & Libraries and Automotive Services, contributes the highest number of jobs to the Manchester's economy, representing approximately 43 percent of all jobs. The retail trade sector contributes 24 percent of the Village's employment, while the manufacturing sector, including Rochester Insulated Glass (R.I.G.) and A.J. Glassman, represents 15 percent. These three sectors make up the majority of available employment within the Village of Manchester.

All Village data has been compiled into one table to gain a more thorough understanding of the Village's business sectors.

5 InfoUSA tracks data using a variety of sources, including telephone directories, court data, public information available from the State, annual reports, newspapers, Security Exchange Commission filings, business registrations, etc.

Table 17: Business Summary*

Sector/Industry	Total for Manchester Number		Total for Manchester %	
	Businesses	Employees	Businesses	Employees
Agriculture & Mining	2	14	4.5%	2.8%
Construction	4	8	9.1%	1.6%
Manufacturing	3	75	6.8%	15.1%
Transportation	2	30	4.5%	6.0%
Communication	0	0	0.0%	0.0%
Electric, Gas, Water, Sanitary Services	1	2	2.3%	0.4%
Wholesale Trade	1	3	2.3%	0.6%
Retail Trade Summary	8	119	18.2%	23.9%
Home Improvement	1	19	2.3%	3.8%
General Merchandise Stores	0	0	0.0%	0.0%
Food Stores	1	34	2.3%	6.8%
Auto Dealers/Aftermarket, Gas	1	11	2.3%	2.2%
Apparel & Accessory Store	0	0	2.3%	0.0%
Furniture & Home Furnishings	1	1	0.0%	0.2%
Eating & Drinking Places	2	50	2.3%	10.1%
Miscellaneous Retail	2	4	4.5%	0.8%
Finance, Insurance, Real Estate	3	8	4.5%	1.6%
Banks, Savings, Lending	1	2	6.8%	0.4%
Securities Brokers	0	0	2.3%	0.0%
Insurance Carriers & Agents	1	4	0.0%	0.8%
Real Estate, Holding, Other	1	2	2.3%	0.4%
Services Summary	15	214	34.1%	43.1%
Hotels & Lodging	1	2	2.3%	0.4%
Automotive Services	2	2	4.5%	0.4%
Motion Pictures & Amusements	1	1	2.3%	0.2%
Health Services	1	6	2.3%	1.2%
Legal Services	0	2	0.0%	0.4%
Education & Libraries	2	158	4.5%	31.8%
Other Services	8	43	18.2%	8.7%
Government	5	24	11.4%	4.8%
Other	0	0	0.0%	0.0%
Total	44	497	100.0%	100.0%
Source: ESRI Business Information Solutions, with data from InfoUSA; Notes: *Highlights relatively small components of the local economy				

7. Previous Planning Efforts

7.1. Village of Manchester Planning Documents

7.1.1. 2005 Village of Manchester Comprehensive Plan

This Plan is still in draft form and is being developed by the Village of Manchester Planning Board. The Planning Board was directed by the Village Board to draft a comprehensive plan that would replace the Village's "General Plan" and related documents adopted in 1967. Since the mandate, the Planning Board has met regularly to gather existing documentation and to develop a common vision for the Village of Manchester.

As stated in the draft, the overall vision is "to preserve and protect Manchester's vital resources and basic community character and, at the same time, capitalize on significant opportunities for economic growth and social advancement," and "to build a livable and sustainable community that is positioned to meet the challenges of the twenty-first century."

Once completed and adopted, the Plan will serve as the first phase in the planning process. It will establish future goals and objectives based on an analysis of existing conditions and the overall vision for the Village of Manchester. The Plan will be formally reviewed and updated every two years.

7.1.2. 1967 Village of Manchester General Plan

This Plan was developed to act as a general land use and zoning guideline for the Village of Manchester. As mentioned previously, a comprehensive plan is currently being developed to replace the General Plan.

7.2. Other Planning Documents

7.2.1. 1999 Town of Manchester & Village of Clifton Springs Comprehensive Plan

This joint comprehensive plan was produced through the cooperative efforts of the Town of Manchester, Village of Clifton Springs, and Ontario County Planning Department. The document outlines main goals, objectives and policy statements to be used as a guide for future development in those two municipalities.

Goals of each community are outlined in the document and corresponding policies and action strategies for each of those objectives are identified. The main goals identified were categorized under the following:

- Conservation, Open Space & Environmental Protection;
- Growth Management;
- Agricultural Protection;
- Diversity of Housing; and
 - Styles
 - Prices
- Economic Development.
 - Retain existing businesses
 - Attract new businesses

8. Action Matrix

8.1. Introduction

This section includes a list of achievable economic development goals. Each goal is supported by a number of implementation actions. In the Action Matrix that follows, the implementation actions have been identified by type of action and characterized as either “short-term,” or “long-term.” In addition, a responsible or lead party has been designated and potential funding sources have been identified wherever possible.

The Community Development Strategic Plan recommends the creation of a Economic Development Entity to oversee and implement recommended economic development actions. This Economic Development Entity is noted as “EDE” in the Action Matrix, although the name and type of managing team is yet to be determined.

The recommended time frame is indicated by the following code:

S - Short (or near) term - Next twelve months - To the end of year 2005.

M – Midterm (or intermediate): To the end of year 2007.

L – Long term: three to five years – To the end of year 2009.

O – On-going.

The following table gives the complete names of the agencies that are abbreviated on the Action Matrix Sheets.

Acronym	Full Name
CCE	Cornell Cooperative Extension
CDBG	Community Development Block Grant
CF	Conservation Fund
CLG	Certified Local Government
CW/CA	Clean Water/Clean Air Bond Act
ESDC	Empire State Development Corp
ESD EDI	Empire State Development Economic Development Initiative
EZ	Empire Zone
GOSC	Governor’s Office for Small Cities
GROW-NY	Grow NY through NYS Agriculture and Markets
HHS CSBG	Health & Human Services – Community Service Block Grant
HTFC – MSNY	Housing Trust Fund Corporation Main Street New York Program
IMLS	Institute of Museum & Library Services

MANY	Museum Association of New York
NPS - LWCF	National Park Service – Land & Water Conservation Fund
NYMS	New York Main Street Program
NYSBD	NYS Banking Dept.
NYSBDC	NYS Business Development Corporation
NYSCA	NYS Council on the Arts
NYSCS	NYS Canal System
NYSDA	NYS Dept. of Aging
NYSDEC	NYS Dept of Environment Conservation
NYSEDD	NYS Economic Development Dept.
NYS DHCR	NYS Div. Of Housing & Community Renewal
NYSDOL	NYS Dept. of Labor
NYSDOT	NYS Dept. of Transportation
NYSDOT TEP	NYSDOT Transportation Enhancement Program
NYSDOT TIP	NYSDOT Transportation Improvement Program
NYSED	NYS Education Department
NYSERDA	New York State Energy Research and Development Authority
NYPF	NY Planning Federation
NYSHFA	New York State Housing Finance Agency
NYSOPRHP	NYS Office of Parks, Recreation & Historic Preservation
PF	Private Foundations
RUS	Rural Utility Service
SARA	State Archives and Records Administration
SHPO	State Historic Preservation Office (same as NYS OPRHP)
SBA	Small Business Administration
SBF	Scenic Byways Foundation
SNYM	State of New York Mortgage (Home of Your Own Program)
TEA-21	Transportation Equity Act for the 21 st Century
USDA	US Dept of Agriculture
USDOI- RICA	US Dept. of the Interior, Rivers Trails, & Conservation Assistance
USDOJ	US Department of Justice

Action Matrix

Action (Tasks)	Time Frame	Responsible Party	Possible Funding
Goal 1: Drawing on the Village’s Location at the “Gateway to the Finger Lakes”, Manchester should promote agri-tourism and heritage tourism.			
1.1	Promote more street and river festivals, outdoor concerts, historical reenactments, and special events, including fireworks displays.	S/O	Village Private Sponsors Local
1.2	Foster the sale of locally produced farm products and crafts. The Village could spearhead the development of a Farmers Market and/or Artists and Crafts Co-op.	M/O	Village Grow-NY
Goal 2: Promote and assist in the development of a major tourist attraction in downtown Manchester.			
2.1	Secure funding to develop a downtown facility to house exhibits, artifacts, and resources related to the railroad industry.	M	Village CDBG, ESDC
2.2	Promote the development of a downtown wine producing retail facility.	L	Village USDA, CDBG ESDC, Grow-NY
2.3	Promote the uses and businesses complementary to the wine producing theme. Such uses could include a downtown cheese processing facility or wine museum.	L	Village USDA, CDBG ESDC, Grow-NY

Action (Tasks)	Time Frame	Responsible Party	Possible Funding
Goal 3: Promote the development of Tourism infrastructure needed to support a growing tourist base.			
3.1	Develop a bed & breakfast and/or inn downtown to promote overnight stays.	M	Village CDBG, USDA
Goal 4: Promote the creation and/or expansion of micro-enterprise businesses and job opportunities along Main Street.			
4.1	Create a Commercial Development Grant/Loan Program.	S/O	Village GOSC, NYMS
4.2	Develop and secure funding for a micro-enterprise small business assistance program.	S	Village CDBG
4.3	Provide business plan technical assistance to business owners and entrepreneurs.	S	Village GOSC
4.4	Create a “Business Friendly Environment” through a program to provide information to new and expanding businesses and assist them in start-up and permitting or processing activities.	S/O	Village GOSC
4.5	Conduct a series of small business seminars targeted towards both existing business owners and entrepreneurs to help promote the Village as a “great place to do business.”	S/O	Village ESDC GOSC
4.6	In the future, recruit businesses that require regional support such as clothing and shoe stores and furniture stores.	M/O	Village Local

Action (Tasks)	Time Frame	Responsible Party	Possible Funding	
Goal 5: Develop more dining opportunities along Main Street.				
5.1	Plan to meet the food service demands for existing and future businesses within the industrial park and existing businesses.	M	Village	CDBG NYMS
5.2	Secure funds to assist with the development of retail eating establishments.	M	Village	CDBG NYMS
Goal 6: Promote housing opportunities along the Main Street Corridor.				
6.1	Provide new and the rehabilitation of existing housing above first floor commercial and/or retail space.	S/O	Village	NYMS CDBG
6.2	Assist developers with the creation of new affordable housing opportunities in mixed-use buildings.	S/O	Village	NYMS CDBG, DHCR
Goal 7: Create more aesthetically attractive downtown Main Street in the Village.				
7.1	Install replica vintage lighting and replace streetlight masts arm poles along Main Street.	M	Village	NYSDOT
7.2	Add street furniture and pedestrian amenities to enhance Main Street.	S/O	Village	NYMS, CDBG, NYSDOT
7.3	Hang festive baskets, banners, and holiday decorations and seasonal lighting.	S	Village	NYMS

	Action (Tasks)	Time Frame	Responsible Party	Possible Funding
7.5	Modify existing zoning to promote mixed-use development.	M	Village	NYSDOS-QC
Goal 8: Promote the enhancements of a safe & clean Main Street.				
8.1	Utilize infill development to fill open voids of space between existing structure along Main Street, to promote a uniform streetscape.	M/O	Village	CDBG ESDC
8.2	Provide a downtown parking analysis to assess accessibility and safety issues.	M	Village	NYSDOT NYSOPRHP
8.3	Encourage Main Street property owners to keep adjacent sidewalks and curbing free of debris and take a few minutes each business day to sweep the sidewalks and curbs or to remove ice and snow.	S/O	Village	Local
8.4	Widen sidewalks and provide textured crosswalks at heavily trafficked pedestrian and vehicular intersections.	L	Village	NYSDOT
8.5	Install a series of traffic calming devices to slow traffic and provide a safer pedestrian and bicycling environment.	L	Village	NYSDOT
Goal 9: Promote revitalization of the Main Street and downtown through the use of locally sponsored resources and actions.				
9.1	Strengthen the Village’s sign ordinance to promote and enhance the visual cues of an inviting vibrant downtown.	M	Village	NYSDOS–Training NYSDOS - QC
9.2	Strengthen the Village’s design requirements by creating enforceable design regulations.	M	Village	NYSDOS-QC CLG

Action (Tasks)	Time Frame	Responsible Party	Possible Funding	
Goal 10: Improve the appearance, cohesion, and vitality of the downtown area.				
10.1	Develop all future buildings in the CBD flush to the sidewalk to maintain a downtown street wall.	S/O	Village	Local
10.2	Provide ample signage to Village parking facilities.	M	Village	Local
Goal 11: Protect and enhance water-based resources and increase public access to the use of public lands and water.				
11.1	Promote the Canandaigua Outlet as a visible and recognizable asset of the Village.	M	Village	NYSOPRHP NYSDEC
11.2	Develop and market the area around the Canandaigua Outlet as a water-based recreational area for canoeing, kayaking, tubing, walking, jogging, and bicycling.	M	Village	NYSOPRHP USDA
11.3	Develop a Village greenway system along the Canandaigua Outlet linking residential neighborhoods downtown.	L	Village	NYSOPRHP NYSDOT
11.4	Develop a new public park easterly adjacent to the municipal parking lot, along the Canandaigua Outlet.	M	Village	NYSOPRHP
11.5	Install multiple access points to the Canandaigua Outlet Village trail system.	L	Village	NYSOPRHP

	Action (Tasks)	Time Frame	Responsible Party	Possible Funding
11.6	Reconfigure existing Village parking lot so parking is accessible to Canandaigua Outlet trail users and is hidden from view on Main Street.	M	Village	NYSDOT
Goal 12: Promote the development of quality retail shopping opportunities downtown. or target markets.				
12.1	Ensure that future Main Street Revitalizations Strategies enhance the quality of service found within Main Street.	S/O	Village	Local
Goal 13: Promote materials to promote the Main Street downtown corridor to appropriate niche or target markets.				
13.1	Develop creative promotions to encourage visitation to Main Street.	M	Village EDE	Local
13.2	Encourage Main Street business owners to take advantage of Group advertising to get the most of advertising funding.	M	Village EDE	Local
Goal 14: Promote the development of attractive and inviting retail uses, that will not only encourage a passerby to stop, but will also meet the needs of local residents.				
14.1	Encourage the downtown retail businesses to work together to implement consistent hours of operation in sync with one another.	M	Village EDE	Local

Action (Tasks)	Time Frame	Responsible Party	Possible Funding	
Goal 15: Develop local organizations with the authority and ability to oversee the revitalization of the Village's downtown.				
15.1	Create or designate local organizations with the authority and ability to oversee the revitalizations of the Village's downtown.	M	Village	Local
15.2	Develop relationship with the area high school and local colleges to supplement local organizations and volunteers.	M	Village	SMSI
15.3	Assist with the formation of a downtown businessperson's association to spearhead marketing and promotion of Main Street Corridor.	M	Village	ESD EDI
Goal 16: Foster Economic Development throughout the Village of Manchester.				
16.1	Establish an Economic Development Committee with a liaison to the RJCDC to oversee Economic Development.	S	Village	Local
16.2	Apply for grant assistance through federal, state, county, and local organizations, and make final assistance available to existing and new businesses.	S/O	Village	Local
16.3	Promote light industrial development in the southwestern portion of the Village (adjacent to Merrick Circle).	S/O	Village	Local
16.4	Work with the Industrial Development Agency to market Village to potential businesses that may be making relocation decisions.	S/O	Village	Local GOSC

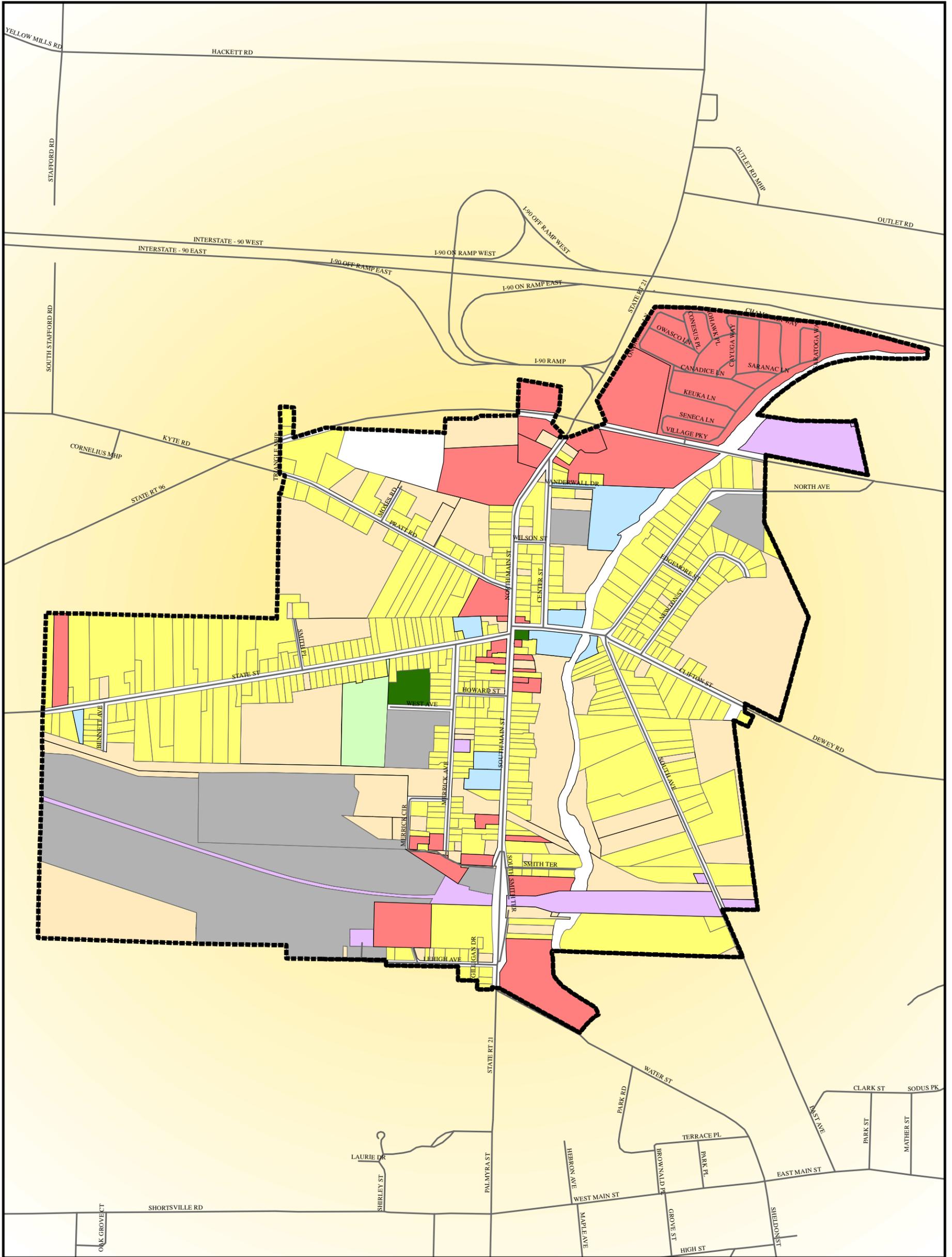
Action (Tasks)		Time Frame	Responsible Party	Possible Funding
16.5	Encourage large-scale commercial development on Route 96 in the Village.	M/O	Village	GOSC-TA NYSDOS-QC
16.6	Install an adequate industrial access road, south of the CBD to eliminate the negative impacts of freight trucking through residential neighborhoods.	L	Village	NYSDOT
16.7	Ensure commercial trucking have adequate access to business located along NYS Route 96.	L	Village	NYSDOT
Goal 17: Develop and support a vital tourism industry in the Village.				
17.1	Form a tourism committee and develop a tourism program.	S	Village	Local
17.2	Coordinate with surrounding Villages to create and/or participate in programs, services, and events that would appeal to tourists.	M	Village	Grow NY GOSC TA SMSI
17.3	Schedule a variety of cultural and recreational events that take advantage of the Village's resources.	S/O	Village EDE	Local
17.4	Increase the number of concerts and performances; make proper use of the Village's bandstand and park area for Village events.	S/O	Village EDE	Local Private Sponsors
17.5	Use and promote a farmers market as a regional attraction. Adopt a "buy local" campaign for the community.	S/O	Village	Grow NY USDA

	Action (Tasks)	Time Frame	Responsible Party	Possible Funding
17.6	Create welcoming gateways off of the Thruway and southern Village boundary to welcome tourists and provide information.	L	Village	NYSDOT
17.7	Develop an information kiosk in the Village to provide visitors and residents with Village’s history and event information.	S	Village	Grow NY
Goal 18: Market the Village to tourists and potential businesses.				
18.1	Develop a marketing and retail recruitment package for new and regional businesses.	S/O	Village	ESD EDI
18.2	Enhance existing Village website (www.villageofmanchester.org) and provide link on Ontario County’s website.	S	Village	Local
18.3	Establish a marketing committee, program and strategy.	S	Village	Local
18.4	Develop additional marketing materials for the tourism industry as it evolves.	S/O	Village	Local
18.5	Develop a property list and site book for potential redevelopment and make it available for viewing on the Village’s website.	S/O	Village	Local
18.6	Promote the Village through gateway signs and other way-finding signs (attractions, parking, directions).	M	Village	NYSDOT
18.7	Develop special public events to give people a positive experience of the Village.	S/O	Village EDE	PF Local

Action (Tasks)		Time Frame	Responsible Party	Possible Funding
18.8	Market the Village to tourists and prospective businesses using a promotional slogan selected by the community.	S/O	Village EDE	GOSC
18.9	Ensure a unique experience for tourist through the use of marketing materials and recruitment of appropriate businesses.	S/O	Village EDE	ESD EDI
Goal 19: Unify the Village marketing strategy and coordinate promotion efforts.				
19.1	After developing marketing strategy and administrative body, ensure that marketing efforts are unified.	M	Village	SMSI
19.2	Develop promotional materials targeting the Village and Canandaigua Outlet to kayaking and canoeing enthusiasts.	M	Village	NYSOPRHP NYSDEC
Goal 20: Improve and maintain pedestrian, bicycle and vehicular access and mobility throughout the Village.				
20.1	Enhance and maintain the Village sidewalk system with lighting installation, snow strips, benches, and attractive trashcans.	M	Village	NYSDOT NYMS
20.2	Provide a designated bus flagging area to increase visibility of the County Area Transit System (C.A.T.S.) in the Village	M	Village	Local
20.3	Develop a system of bike lanes or routes on Village streets with adequate signage.	L	Village	NYSDOT

Action (Tasks)		Time Frame	Responsible Party	Possible Funding
20.4	Provide bicycle lockers in park areas and municipal parking lots.	M	Village	NYSOPRHP
20.5	Improve safety and functionality of the intersection at Clifton Street , North and South Avenues through better signage and adequate striping.	L	Village	NYSDOT
Goal 21: Provide housing opportunities for Senior Citizens’.				
21.1	Rehabilitate the old school house on Main Street into a senior housing facility and provide for future building expansion if demand increases.	M	Village	CDBG DHCR
21.2	Secure funding and create housing programs to provide affordable housing for senior citizens.	M	Village	CDBG DHCR
21.3	Promote the development of senior housing adjacent to Fireman’s Field.	M	Village	CDBG DHCR
Goal 22: Enhance the residential neighborhoods of the Village, and provide for resident’s housing needs.				
22.1	Use incentive zoning to develop single-family housing units on available acreage within the Village borders.	M	Village	NYSDOS-QC
22.2	Encourage the completion of the Newton Street Subdivision.	M	Village	CDBG DHCR
22.3	Create a home ownership program and secure funding for first time homebuyers.	S	Village	Local

Action (Tasks)		Time Frame	Responsible Party	Possible Funding
22.4	Develop guidelines in the zoning code for the conversion of residential properties for use as commercial buildings in appropriate areas such as Main Street.	M	Village	NYSDOS-QC
22.5	Zone out “locally unwanted land uses” (L.U.L.U.s), such as junk cars and unwieldy stockpiles on residential properties.	S	Village	NYSDOS-QC
22.6	Market the Villages available housing opportunities.	M	Village	Local
22.7	Enhance the quality of life within residential neighborhoods.	S/O	Village	NYSDOS-QC CDBG, DHCR
Goal 23: Protect and enhance existing parkland and green space.				
23.1	Enhance Fireman’s Field and Community Park by adding more trees and resting places.	M	Village	NYSOPRHP CCE
23.2	Enhance existing recreational facilities and community pavilion.	S/O	Village	NYSOPRHP



Legend

- Commercial
- Community Services
- Industrial
- Public Services
- Recreation and Entertainment
- Residential
- Vacant Land
- Wild, Forested, Conservation Lands & Public Parks
- (V) Manchester Boundary
- Roads and Streets

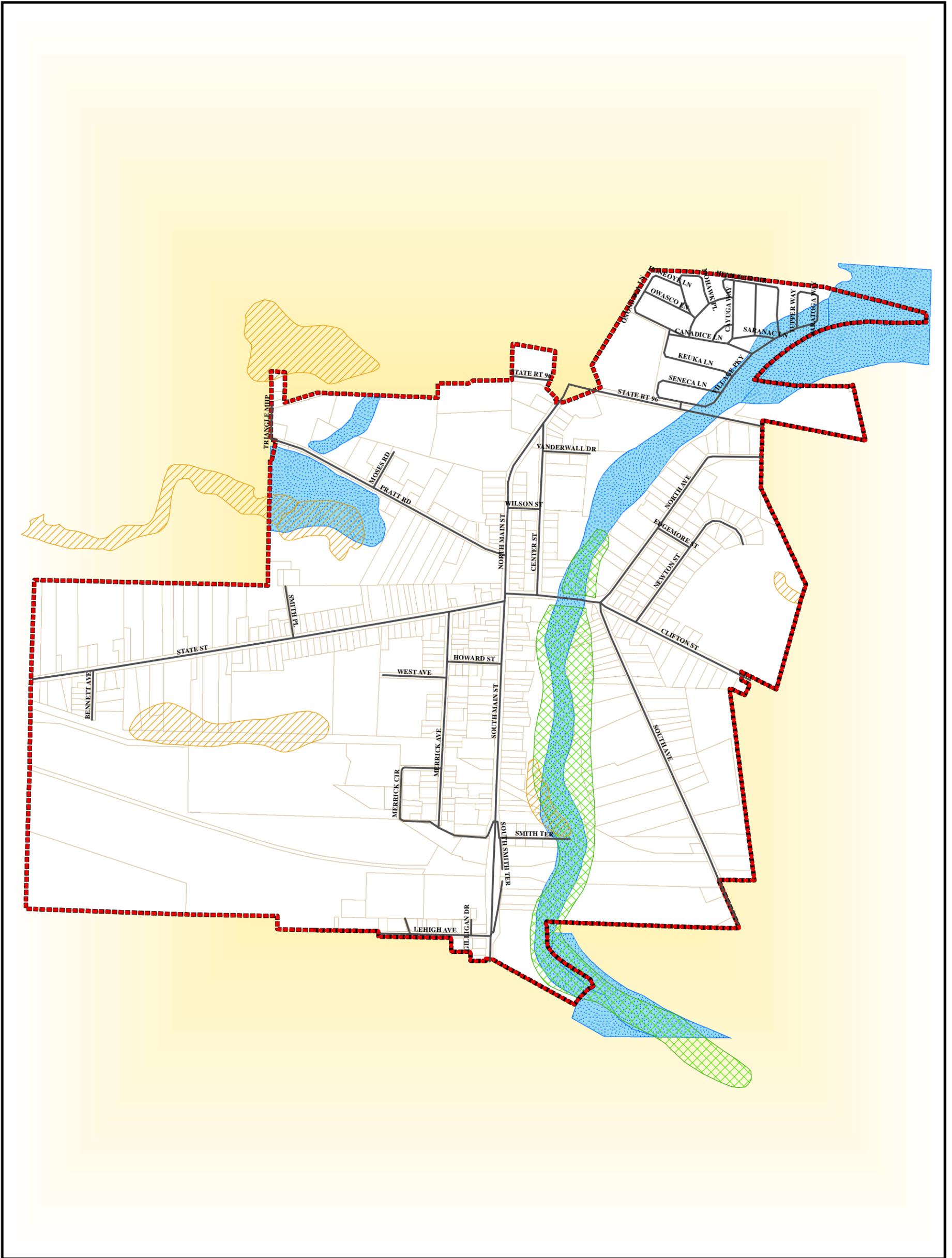
**Village of Manchester
Manchester Strategic Plan
Ontario County, New York
Land Use Map**



4 COMPUTER DRIVE WEST ALBANY, NEW YORK 12205
NEW YORK STATE OFFICES IN ALBANY, PLATTSBURGH & UTICA



Copyright Laberge Group, 2005
Produced for Planning Purposes Only
Data provided by: Ontario County, Bureau of Research
Accuracy or completeness is not guaranteed
Last Modified 09-26-05 Project # 25056



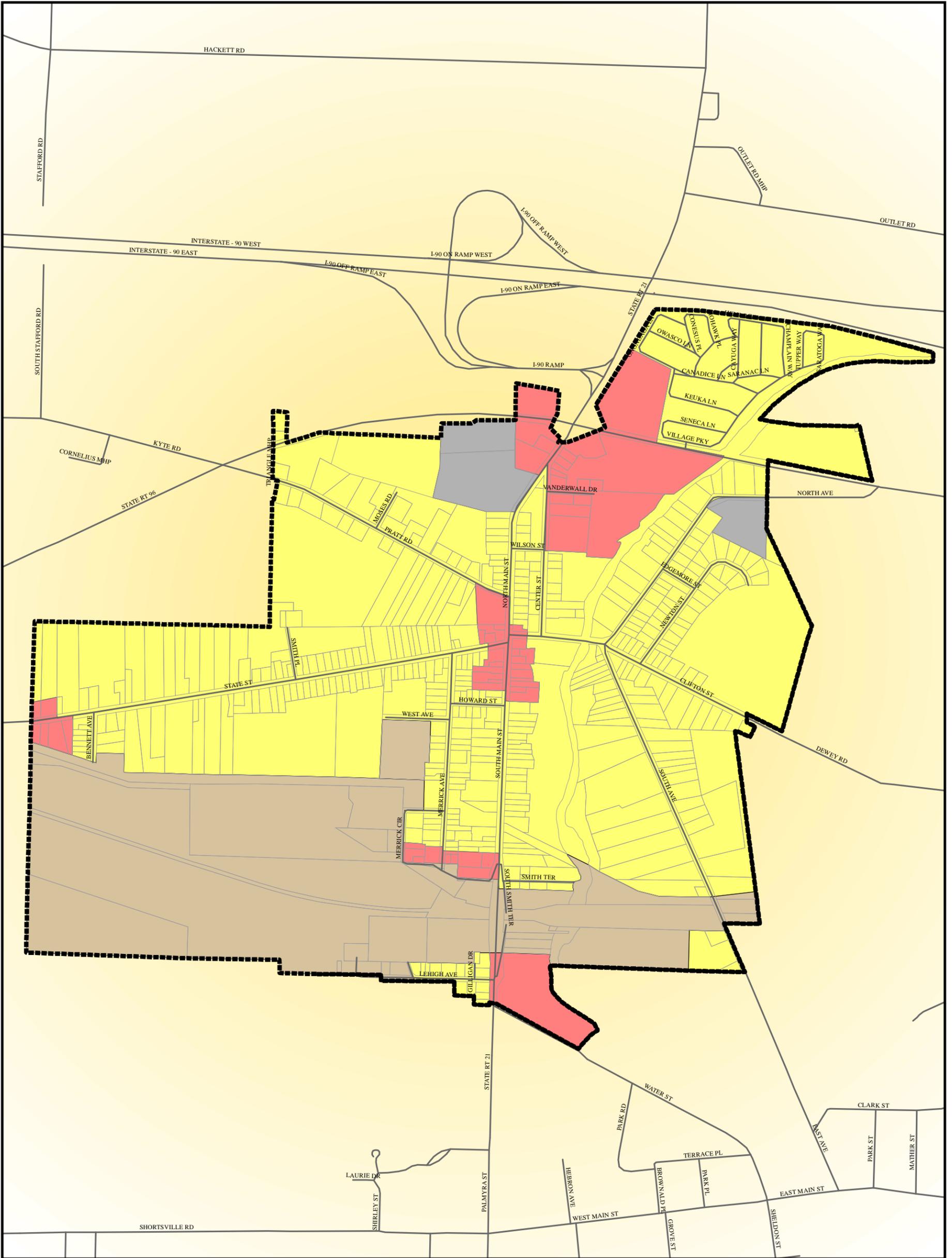
Legend

- Streets
- NWI Wetlands
- NYS DEC Wetlands
- FEMA
- Parcels
- (V) Manchester Boundary

**Village of Manchester
Manchester Strategic Plan
Ontario County, New York
Natural Resources Map**



Copyright Laberge Group, 2005
Produced for Planning Purposes Only
Data provided by: Ontario County
Accuracy or completeness is not guaranteed
Last Modified 09-30-05 Project # 25056



Legend

- R-1 Residential
- C-1 Commercial
- I-1 Restricted Industrial
- I-2 General Industrial
- (V) Manchester Boundary
- Roads and Streets

**Village of Manchester
Manchester Strategic Plan
Ontario County, New York
Zoning Map**



Copyright Laberge Group, 2005
Produced for Planning Purposes Only
Data provided by: Ontario County, Bureau of Research
Accuracy or completeness is not guaranteed
Last Modified 10-19-05 Project # 25056



