

Summer 2004

A Strategy to Enhance Downtown Norway, Maine with 2011 Updates

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A Strategy to Enhance
Downtown
Norway, Maine

Prepared for the Town of Norway by

Craig Freshley, Policy Development, Inc., &

Brian Kent, Kent Associates



Summer, 2004
2011 updates

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Market Analysis

This chapter examines the existing and potential market for businesses on Main Street in downtown Norway. The market analysis asks, “Who currently shops here, and why; and who could be shopping here and how could we entice them?”

To address this question we looked at the demographics, income, and spending patterns of people in downtown Norway’s trade area; the geographic area from which most people come here to shop. This gives us clues about potential demand for goods and services. As part of the *Trade Area Analysis*, we also looked at the current supply of goods and services by analyzing data provided by the ESRI Business Information Solutions (see Appendix D for details on their methodology). To get an even better understanding of supply, we did our own inventory of how Main Street buildings are used and these findings are presented in the *Main Street Space Utilization* section.

Further, with the help of Norway Downtown Revitalization (NDR) volunteers we asked current customers of downtown businesses about their observations of Main Street and their opinions on how things could be improved. We asked nearby residents and visitors from away. The *Customer Opinions* section details what we found. Further, with NDR assistance, we asked the opinions of downtown business owners and analyzed responses in the *Business Owner Opinions* section.

Overview

The consumer market for goods and services offered in downtown Norway has been changing over the past several years in two important ways.

Smaller Market Share

First of all, the market has become smaller in light of increased competition from nearby retail centers and strings retail stores along strips of busy roads near Norway. Fifty years ago, downtown Norway was virtually the only choice for shopping among residents for miles around. Today, consumers have a wealth of choices, not only by jumping in their cars and driving to out-of-town stores, but also

through catalogues and internet shopping. The competition faced by downtown Norway stores is fierce and, like most Maine downtowns, their market has been losing ground.

The 1995 Market Analysis cautioned that Norway was transforming from a Community Retail Center to a Neighborhood Retail Center. Today, we are apt to confirm that the trend has continued and that downtown Norway is more characteristic of a Neighborhood Retail Center. The region's Community Retail Center is now on the Route 26 strip where Wal-Mart and Hannaford are located.

According to the Urban Land Institute's standard classification of retail centers, a community retail center typically provides for the sale both of convenience goods and of a range of comparison goods, including soft lines (apparel, fabrics, etc.) and hard lines (furniture, appliances, etc.). The community center makes a greater variety of merchandise available in sizes, styles, colors, and prices than a neighborhood center could attempt to do. It is built around the co-anchors of a supermarket and a discount department store or a variety store. Its typical size is between 120,000 and 200,000 square feet. Because of its size and mix of stores, its trade area is larger than, and often encompasses, the smaller neighborhood centers. Typically, it needs a trade area of at least 20,000 people and may range up to 100,000 people or more.

A neighborhood retail center typically provides for the sale of convenience goods and personal services for the day-to-day living needs of the immediate area. A neighborhood center usually has a grocery store as a principal tenant. Neighborhood centers range in size from 30,000 to 100,000 square feet. They typically need a trade area of at least 7,000 or 8,000 for a small center and up to 15,000 to 20,000 people for larger ones.

Although downtown Norway doesn't have an anchor grocery store characteristic of many Neighborhood Retail Centers, it has a lot going for it including two large employers, Stephens Memorial Hospital and Norway Savings Bank; the post office and town hall; and several residential neighborhoods in proximity to the downtown.

A Higher Percentage of Visitors

The second way in which downtown Norway's market has been steadily changing is due the decrease in the number of stores that provide day-to-day needs for local people: groceries, prescription drugs, hardware, and personal services. The downtown space utilization inventory that we conducted suggests that a much higher percentage of downtown businesses cater to people from farther away. Area

residents today shop for day-to-day needs in downtown less than they used to. As a consequence, a higher percentage of downtown shoppers are from farther away. It's not that there are more visitors shopping downtown, but fewer residents shopping in downtown.

Trade Area Analysis

Norway's primary trade area consists of residents of Norway and the immediate surrounding towns. Generally, a retail center's primary trade area is defined as that geographic area from which 70% of the shoppers come from.

For the purposes of the 1995 downtown study, based on customer survey data, the primary trade area was defined as residents of Norway, Paris, Harrison, Waterford, and Stoneham. Consultants at the time found that 12,720 people lived in those municipalities and roughly 74% of people interviewed on the sidewalk on an October day in downtown Norway were from those towns. Recent sidewalk interviews found that about 76% of downtown shoppers were from Norway, South Paris, Oxford, Harrison, and West Paris.

Five-Mile Trade Area Demographics and Spending

This year, with the availability of new information technology we defined the primary trade area as the area within 5 miles of downtown Norway (as the crow flies). See the map to the right which depicts a 2-mile ring, a 5-mile ring, and a 12-mile ring from downtown Norway. We analyzed data based on each of the

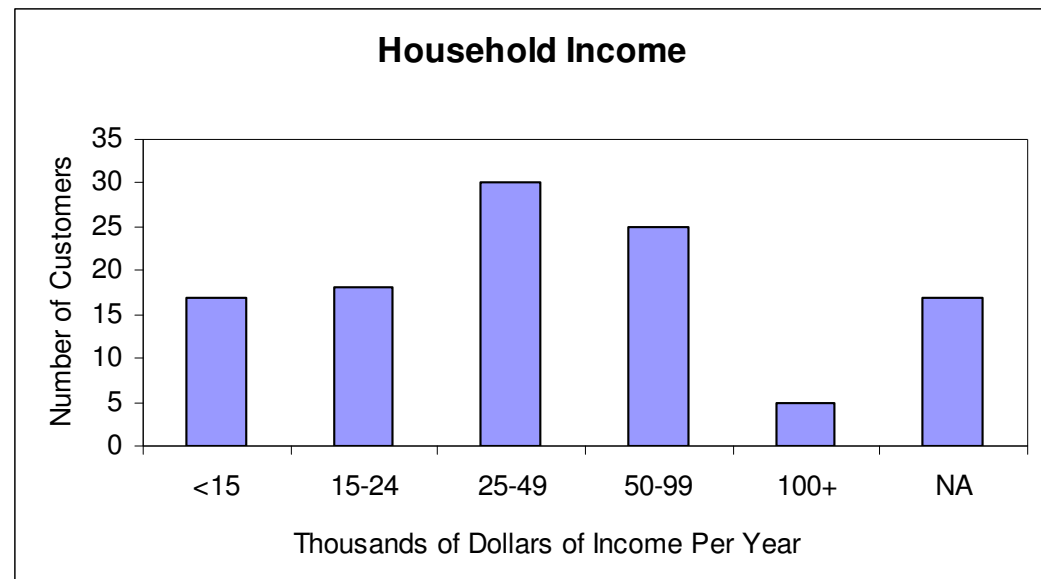


three rings but find the 5-mile analysis most useful. See Appendix D for details on the methodology of analyzing the “Retail Market Place” in this way for downtown Norway.

In 2003 (the most recent year for which data is available for the purposes of this trade area analysis), 10,793 people lived within five miles of Downtown Norway. The area contained 4,522 households. The median disposable income for the trade area was \$25,611 and the per capita income was \$17,722. Over 75% of all homes in the area are single-family dwellings. The average home value in the area, \$120,000 - \$130,000 is considerably lower than the national average and the average age of residents is higher than the national average.

The graph to the right shows reported household incomes of over 100 area residents interviewed while shopping in downtown Norway over the past six months.

In 2003, about \$146 million worth of retail goods and services were sold within five miles of downtown Norway, the primary trade area. Based on spending characteristics of this population, it is estimated that trade area residents spent about \$88 million on retail goods and services. Of course, many of those expenditures were made in places other than in the trade area, and much of the spending IN the trade area was done by people from outside the area. Generally speaking, however, the area took in much more money than was available by area residents, a common characteristic of a “retail center.” Today, no downtown retail center can maintain viability based solely on the spending of local residents and clearly downtown Norway is “pulling” in spending from people other than locals.



Norway Trade Area Unmet Retail Demand

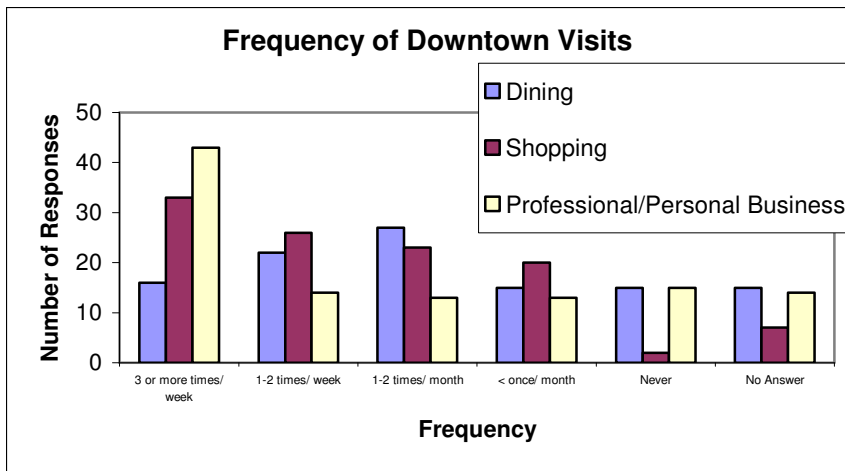
	Retail Supply	Retail Potential	Demand Factor	Excess Potential
General merchandise (not dept.)	\$4,623,705	\$14,530,223	44	\$6,393,298
Full service restaurants	\$3,955,104	\$8,527,104	37	\$3,155,028
Non-store retailers	\$181,646	\$2,841,020	88	\$2,500,098
Gasoline stations	\$2,051,847	\$4,318,308	36	\$1,554,591
Furniture stores	\$186,441	\$969,786	68	\$659,454
Special food services	\$0	\$337,769	100	\$337,769
Electronics and appliances	\$355,352	\$770,993	37	\$285,267
Sports/hobby/music instruments	\$1,153,688	\$1,415,880	16	\$226,541
Lawn and garden equipment	\$266,729	\$513,149	32	\$164,208
Used merchandise	\$212,082	\$416,738	32	\$133,356
Books/magazines/music	\$129,318	\$295,329	39	\$115,178
Shoe stores	\$0	\$105,835	100	\$105,835
Specialty food stores	\$19,062	\$88,411	64	\$56,583

The table to the left details those categories of spending where retail potential of the trade area is greater than the amount of retail supplied in the area. For instance, looking at the second to last line of the table we see that there is not a single shoe store (New Balance is not categorized as a shoe store) within five miles of downtown Norway (no “retail supply”) yet trade area residents typically spend \$105,835 per year on shoes. Hence this table gives some indication of what types of new stores might be most viable in this trade area. Area residents, for instance, typically spend \$6 million more per year on general merchandise than is sold in the area, and \$3 million more on restaurants than is sold by area restaurants.

Customer Habits

In addition to looking at quantitative data regarding demographics and spending within five miles of downtown Norway, we also interviewed 149 people on the streets of downtown Norway from November, 2003 through early June, 2004. See Appendix A for the specific methods used to survey customers and for text of actual surveys used. Thirty-two of the people surveyed were “visitors” and 117 were “residents;” that is, they identified themselves as living locally. Among locals, 41% of those interviewed actually lived in the Town of Norway and 12% of those interviewed worked in Norway.

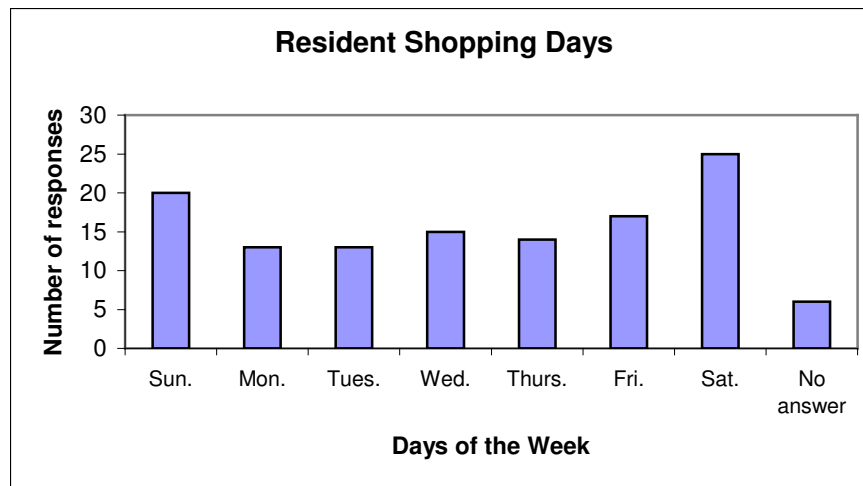
Few residents reported visiting downtown Norway to eat out 3 or more times per week, while several come to shop 3 or more times per week. In fact, “shopping” was the main reason for being downtown given by 30% of the residents interviewed and 35% of the visitors.



Among residents surveyed, it appears that people shop at all times of day – morning, afternoon, and after 5 PM. The survey asked what times people typically shop and answers were spread pretty evenly across all hours of the day.

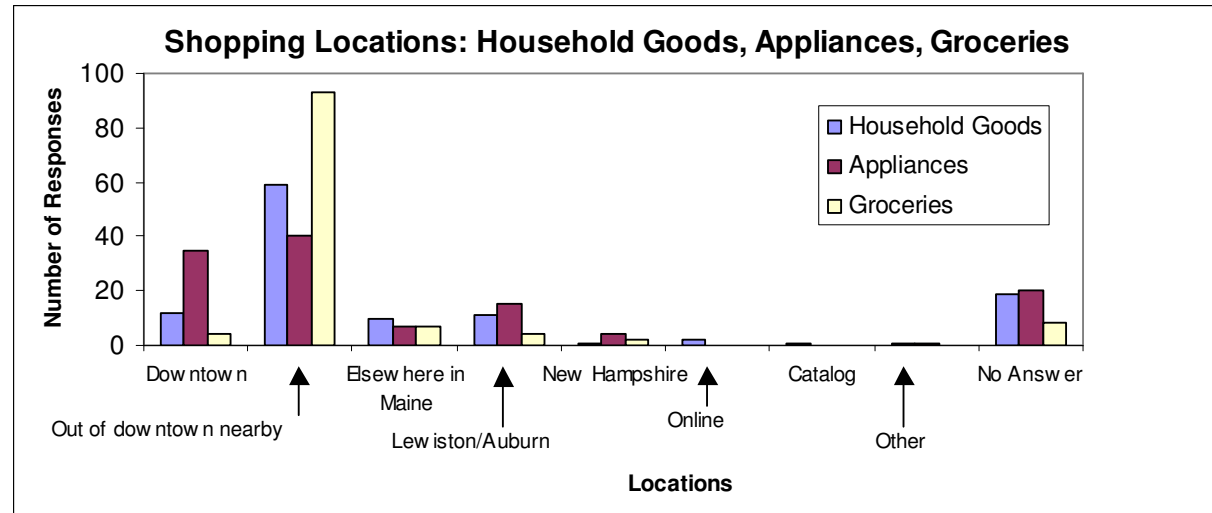
It also appears that more people shop on Saturday and Sunday than during the week; though there is no apparent preferred weekday.

About half of those surveyed said they would shop more on Sunday if more stores were open on Sunday. More than half would shop in the evening if more stores were open.



The survey also asked downtown customers about where they typically purchase goods and services.

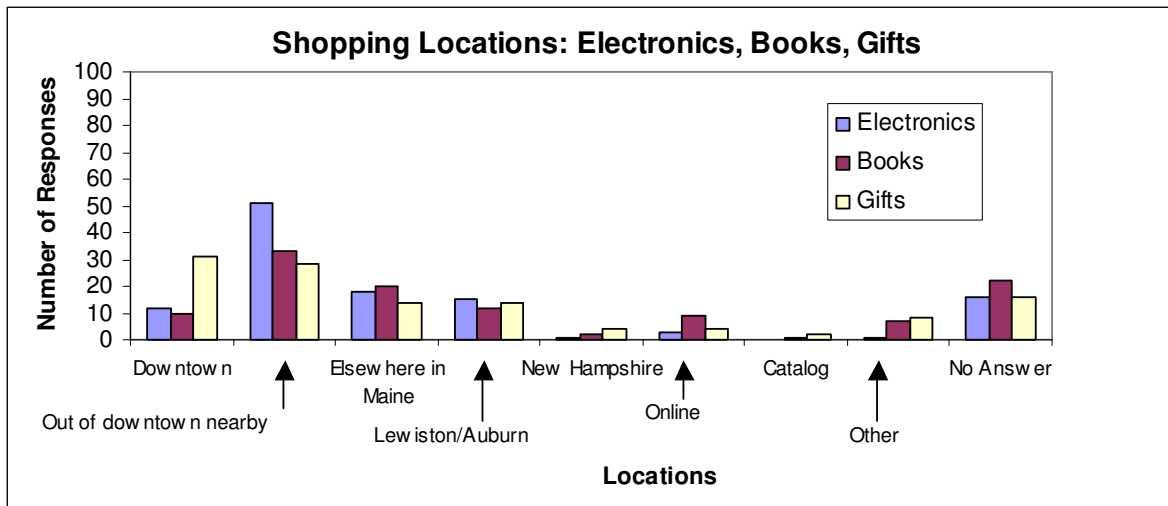
Clearly, downtown Norway faces its toughest competition from other retail stores outside of the downtown but nearby as shown in the graph to the right and the next two. For instance, most people buy groceries at Hannaford and household goods at Wal-Mart, both out on Route 26.



Interestingly, many people buy appliances in downtown Norway due in large part to the presence of Western Auto.



Downtown Norway is definitely at a loss when it comes to the clothing market. More people appear to buy their clothes out of town nearby, in Lewiston/Auburn, and elsewhere in Maine than in downtown Norway. A bright spot is that a number of customers reported buying men's clothes downtown, attributable to Pikes.



Taking a look at where people buy specialty items such as electronics, books and gifts, we see the effects of out of town competition but not as much as with some other goods. For instance, downtown Norway appears to be competing on par for gift shoppers.

Customer Opinions

In addition to analyzing customer habits, we also asked customers their opinions of downtown Norway. When asked “What comes to mind when you think of downtown Norway?”, residents had a mixed response. Many people noted Norway’s small town, friendly atmosphere. However, an equal number of people noted that “what comes to mind” is the vacant buildings downtown.

When asked, “What do you like most about Norway?”, most of the responses indicated that they liked something about the atmosphere of downtown. These responses included descriptions such as “quaint”, “small town”, “country”, “nice”, “tranquil”, and several people noted the downtown’s character and hometown feel. While most of the responses made a reference to atmosphere, people also like that “it’s a friendly place with nice people,” that sort of response. Another popular response was that the downtown is walkable and convenient.

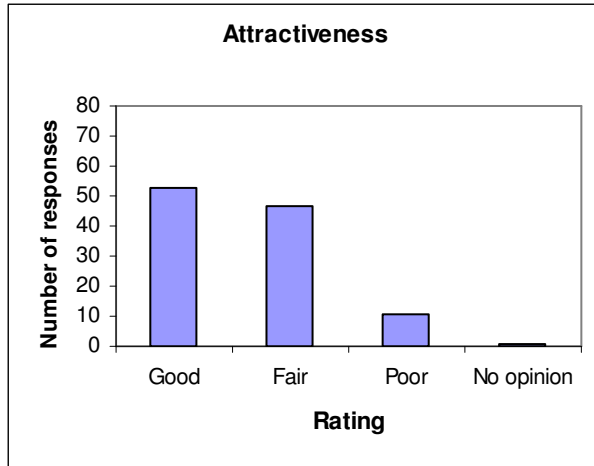
The surveys also asked what people like the least about Norway. Most people indicated that they do not like the vacant buildings and the lack of stores. Additionally, there is a perceived problem with parking and traffic patterns, and several people mentioned that Norway appears “rundown.”

When asked what types of businesses and services residents would like to see more of in downtown Norway, respondents overwhelmingly indicated that they would like to have more clothing stores. Many people specified “women’s clothing.” There was some mention of children’s clothing, but little mention of men’s clothing. Second and third to clothing stores were places to eat, including lunch and dinner restaurants, and more shops in general. Desired shops specifically mentioned included discount and department stores, and specialty stores such as gift shops. Several residents also mentioned that they’d like a coffee shop and/or a café.

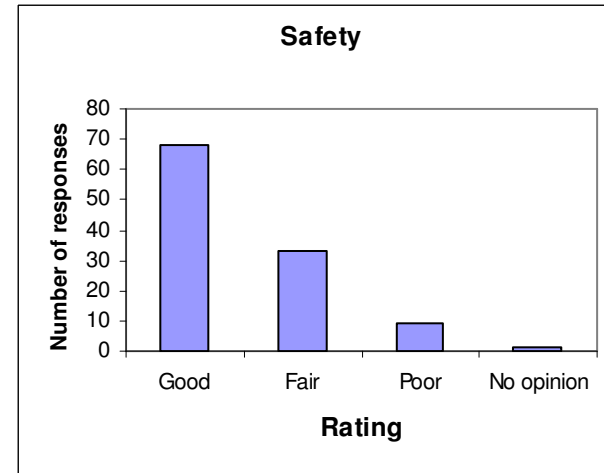
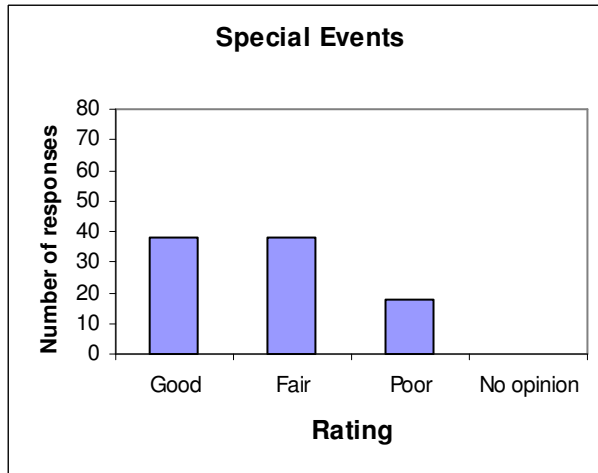
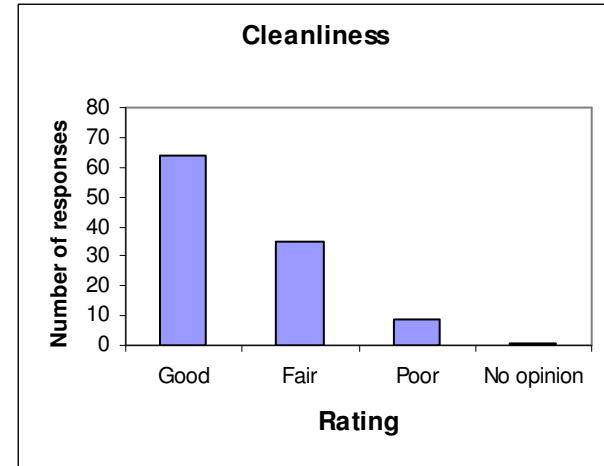
Almost all of the surveyed residents read either the *Advertiser Democrat*, or the *Lewiston Sun Journal*, or both. The next most widely read paper is the *Portland Press Herald*. Few people indicated that they notice ads in the Portland paper, however. The three most popular radio stations among residents are 92.7 WOXS, 107.5 WTHT– Frank, and 90.1 WMPR. The most popular television station among residents is Channel 6, NBC. The next two popular TV channels are 13, CBS and 8, ABC.

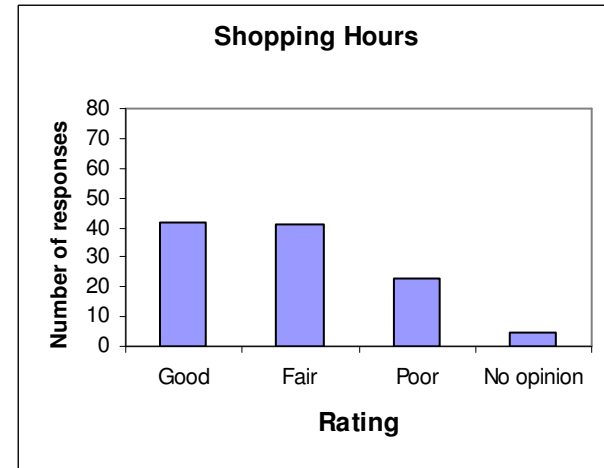
Residents were asked to rate the downtown as Good, Fair, Poor, or No Opinion on the following: attractiveness; cleanliness; parking convenience; traffic flow; shopping hours; friendliness of sales people; safety; variety of goods and services; prices of goods and services; quality of goods and services; special events; easy to get around; and overall impression. Many of these categories received ratings of Good or Fair from most of the residents, with the exception of “Variety of Goods and Services,” which received the most Fair and Poor ratings, and Traffic Flow and Parking Convenience, both of which also received Poor ratings.

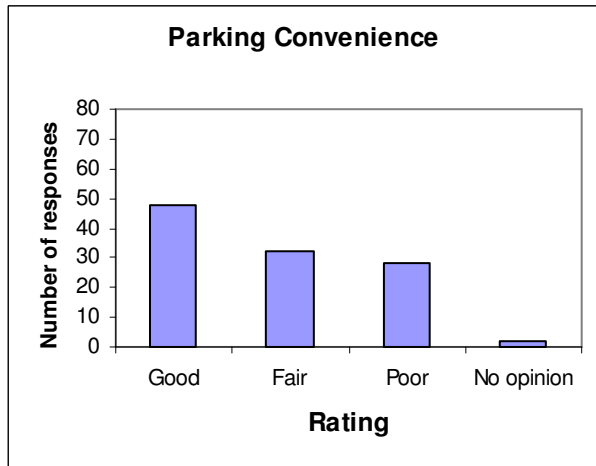
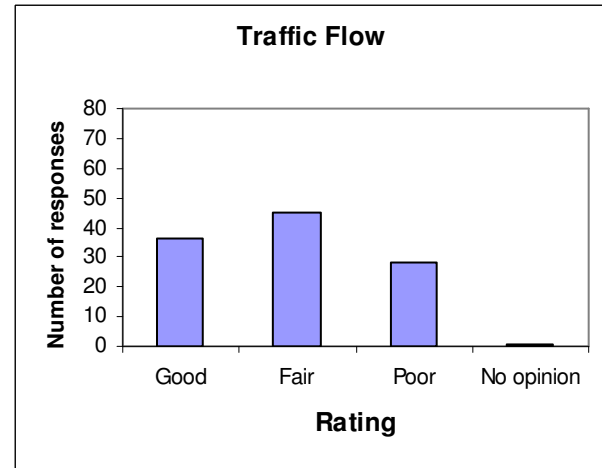
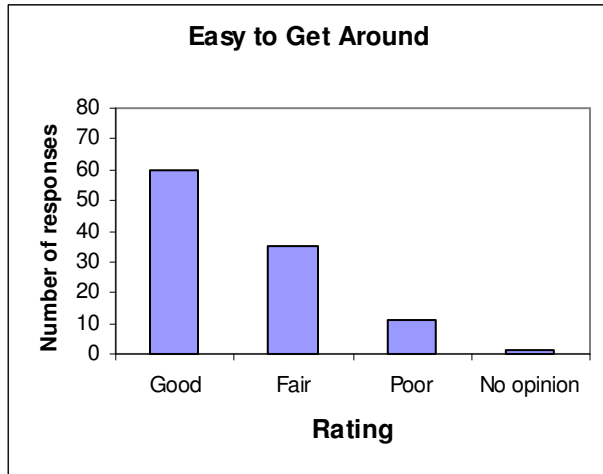




The graphs on this and the next two pages represent opinions of residents interviewed.

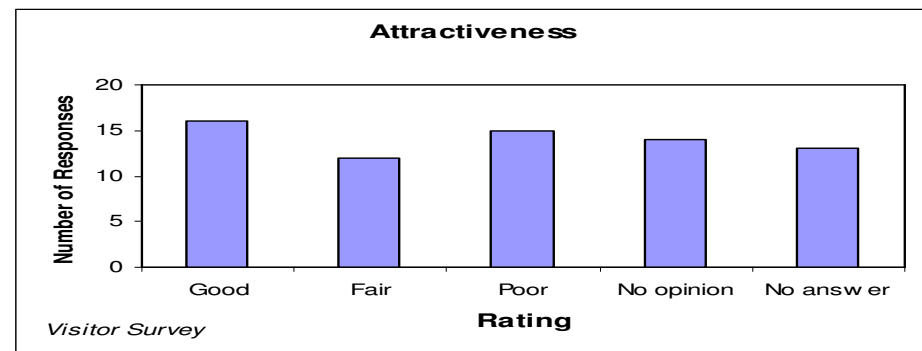
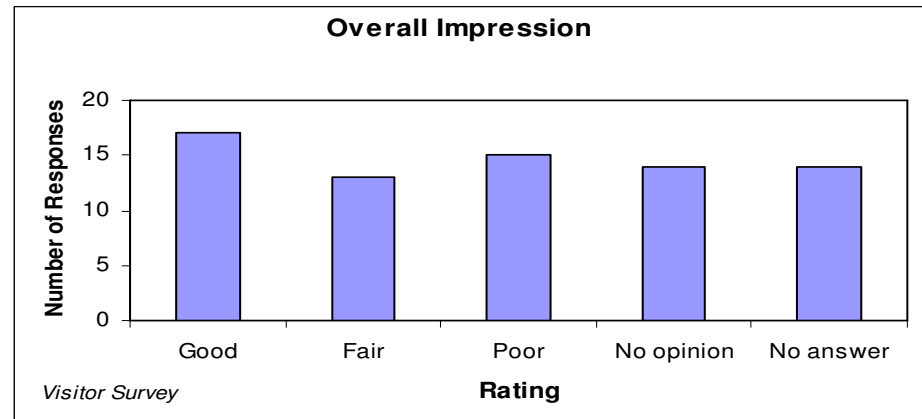






Visitors to Norway were also asked their opinions and in some cases they differed from resident opinions. Visitor opinions are represented in the three graphs to the right.

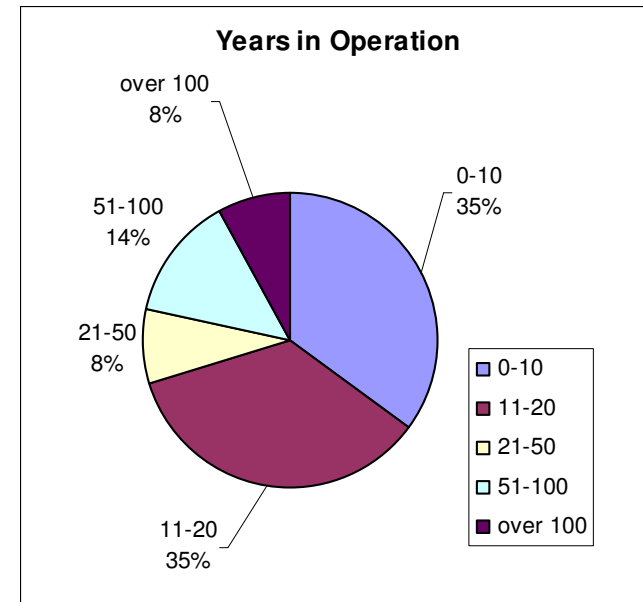
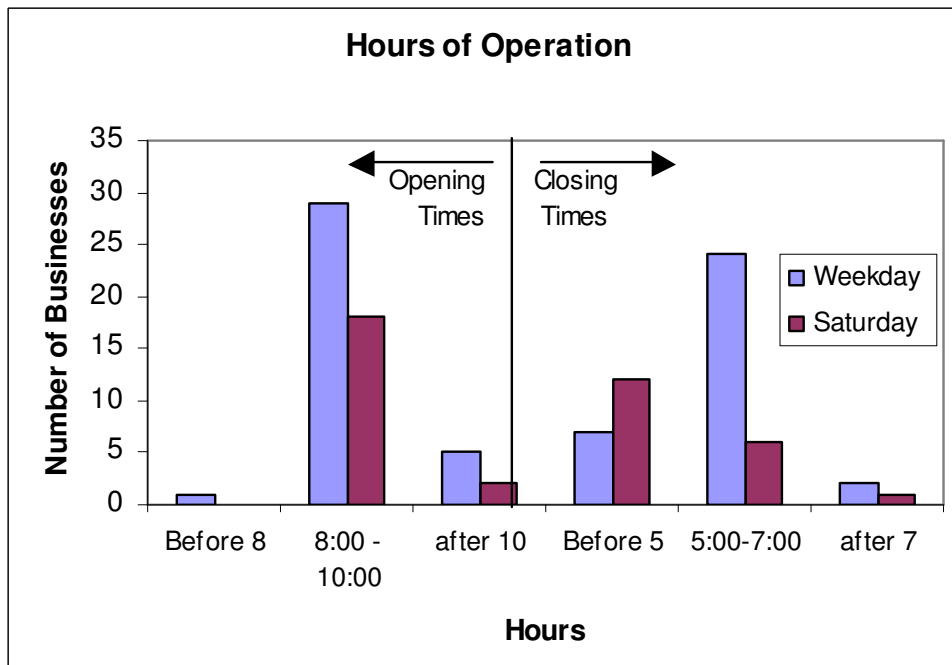
Visitors seem to have a less favorable overall impression of Norway than do residents, and they seem to find it less attractive than do residents, although visitors think Norway has a better variety of goods and services than do residents.



Business Owner Survey Results

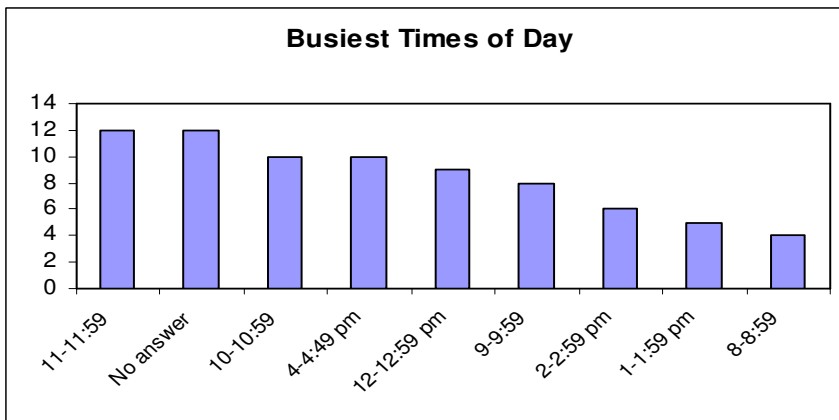
Those who own businesses on Main Street are “in the trenches.” Main Street merchants are typically very in touch with their customers and with shopping trends in general. Further, Main Street merchants have the most to gain and lose depending on the vitality of downtown Norway.

Downtown merchants were interviewed by Norway Downtown Revitalization volunteers in the spring of 2004. See Appendix B for detailed methodology and a copy of the survey.



Of the 38 businesses that responded to the survey, 62% are service businesses, and 30% are retail businesses. As the graph to the right shows, 70% of downtown businesses have been in operation for 20 years or less. On the other hand, 8% have been in operation for over 100 years.

As shown in the graph to the left, downtown businesses generally open between 8 and 10 AM, and close between 5 and 7 PM during the week. A few open later than 10:00 AM and a very few close after 7:00 PM.

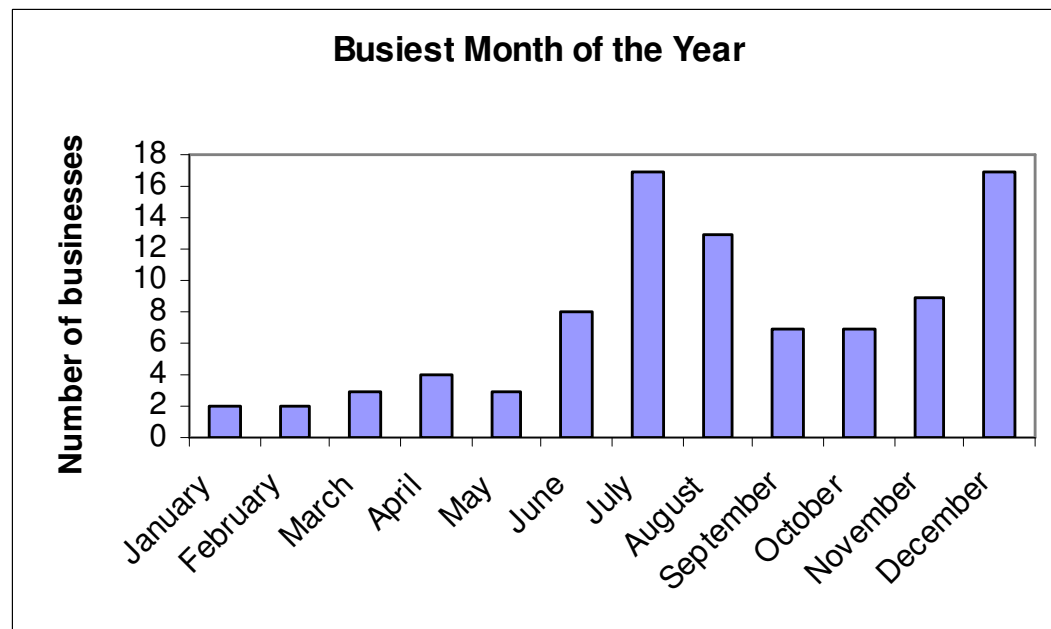


According to the business owner survey, about 66% of downtown business is from walk-in customers and 34% is by telephone. Very few downtown Norway businesses sell products and services via the internet or catalogues. Generally speaking, approximately 9% of customers at Norway’s downtown stores are under the age of 20; 32% are between 20 and 40; 38% are between 40 and 60; and 20% are over the age of 60.

Business owners report that 26% of their customers are from Norway, 45% are from the Oxford Hills area, 18% are from beyond Oxford Hills and 12% are seasonal and/or “from away.”

As shown in the graph above, between 10:00am and 12:00noon tend to be the busiest shopping times, with the 4:00pm – 5:00pm also quite busy.

As shown in the graph to the right, July and December are the busiest months of the year. According to reporting businesses, there is about a 33% increase in business during the busy season versus the off season.



Apart from Norway Savings Bank which provides by far the greatest number of jobs on Main Street, downtown Norway businesses provide approximately 135 full-time jobs, and 61 part-time jobs. The average commuting distance for employees to downtown businesses is about 14 miles.

Most downtown Norway businesses provide parking for their employees while customers park on the street. Parking does not appear to deter customers from shopping at these businesses.

Businesses in downtown Norway face a variety of challenges to doing business. As reported by business owners, these include economic forces, such as the retail market, and costs associated with doing business, such as updating technology and purchasing insurance. Marketing costs, and competition with other business also create challenges, as do government services, such as insufficient plowing in the winter, and poor crosswalks.

When asked about their plans for expansion, only 11% reported plans to expand and 29% said that they expect an increase in sales in future years. However, 54% of downtown business owners surveyed said that they plan improvements to their buildings in the near future.

Maine Discoveries Data (Maine Discoveries is gone but The Secret Garden is a similar type store)

The store “Maine Discoveries” collected detailed data on their customers from July, 2001 through December, 2003 and shared their results with us. The store sold gift items and furniture, all made in Maine.

According to their survey results, the busiest shopping days were Friday and Saturday; second busiest was Sunday; third busiest was Thursday; and the least busy shopping days at their store were Monday, Tuesday, and Wednesday. Their busiest season was from Memorial Day through Labor Day; second busiest was from Thanksgiving through Christmas; and the third busiest season was October.

They found that people from out-of-state spend considerably more than in-state residents. In the case of any given purchase over \$100, they calculated a 90% chance that the person was from out-of-state.

Maine Discoveries Visitors from Maine

Norway	04268	742	16.04%
South Paris	04281	488	10.55%
Oxford	04270	443	9.58%
Harrison	04040	255	5.51%
Auburn	04210	274	5.92%
Portland + Greater Pt	4101	192	4.15%
Waterford	04088	139	3.01%
Bethel	04217	132	2.85%
Lewiston	04240	130	2.81%
West Paris	04289	108	2.34%
MISC		118	2.55%
Bridgton	04009	94	2.03%
Poland	04274	71	1.54%
Bryant Pond	04219	64	1.38%
Buckfield	04220	64	1.38%
Hebron	04238	64	1.38%
Otisfield	04270	59	1.28%
Paris	04271	52	1.12%
Naples	04055	51	1.10%
Mechanic Falls	04256	49	1.06%

Maine Discoveries Visitors from Out-of-State

<u># of Customers</u>	<u>State</u>	<u>%</u>
Northeast		
998	MA	12%
112	RI	1%
234	NH	3%
4297	ME	51%
46	VT	1%
271	CT	3%
260	NJ	3%
369	NY	4%
209	PA	2%
East Coast		
14	DE	
17	DC	
255	VA/MD/WV	
118	NC/SC	
48	GA	
308	FL	
33	TN	
7	MS	
15	KY	
815		10%

Main Street Space Utilization

Building by building, we analyzed how all floor space is being used on Main Street from Pleasant St. to Paris Street; the heart of the downtown. The inventory was conducted by examining tax records of each building and by visual inspection of some buildings. We took into account different uses on different floors and in different parts of each building. We did our best to assess vacancies. Norway’s tax assessor, Jodi Keniston, provided considerable assistance.

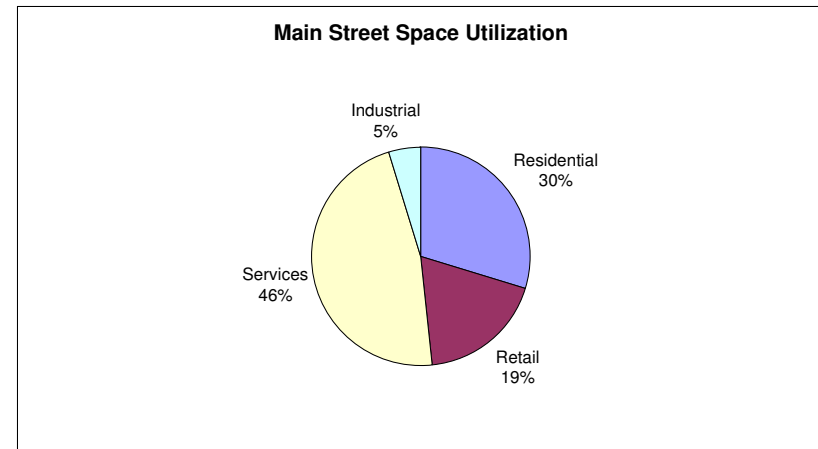
As the graph shows, Main Street Norway enjoys a healthy mix of business and residential uses. If the study area for this particular analysis included side streets, residential use would be an even higher percentage.

Main Street has a high percentage of service “activity” relative to most vibrant downtowns. Particularly prominent in downtown Norway are the banks and other service businesses that occupy office space, and civic buildings such as the school, library, and post office. Services that generate walk-in traffic such as the banks, civic buildings, and some non-profits generally add to a vibrant mix of downtown activities.

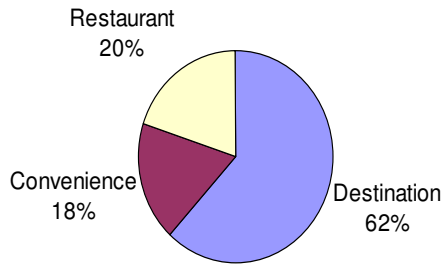
The backbone of downtown vitality is retail. Shopping is the main reason people come downtown and without a strong retail element, downtowns have a hard time maintaining character and vitality.

In Norway’s case, retail activity occupies about a fifth of all Main Street floor space. And it’s important to note that at the time of our study, 17% of that was vacant. It would be good for several reasons if a higher percentage of downtown building space was in active retail use.

Also, it would be good if there was a better balance among different types of retail. As the graph on the next page shows, about 62% of Main Street retail establishments are “destination retail.” These are stores to which people travel to for specific items. These stores



Retail Space Utilization



carry unique and specialty products and attract shoppers from wider distances than the immediate surroundings. Examples of destination retail stores on Main Street include New Balance, Western Auto, Pike's, and Woodman's, for instance.

Destination retail is good for a downtown because it attracts non-residents into the downtown. Today, few downtowns can survive without a large element of destination retail. However, Norway's destination retail segment has grown so large that it is beginning to crowd out convenience retail; the type of retail that residents tend to prefer. Convenience retail includes stores such as Cumberland Farms, the Fare Share Market, and the hardware stores (one of which became vacant right around the time of the study). Newberry's, which used to exist on Main Street, is a prime example of convenience retail and is certainly missed by many local residents.

A downtown space inventory was conducted as part of the 1995 downtown study and at that time, there was a better balance between destination retail and convenience retail in Norway's downtown. Whereas today, destination retail is about three times as prevalent as convenience retail, in 1995 there was an almost equal amount of each.

Another key distinction from 1995, today's vacancy rate is much greater. In 1995, the downtown vacancy rate was about 4%. Today, about 15% of the floor space on Main Street is vacant. As the

Building Use on Main Street and Vacancy Rates

Type of use	Total Square Feet	Percent Vacant
Residential	114,658	16%
Retail	71,585	17%
Services	180,809	13%
Industrial	17,990	0%
Total	385,042	15%

table shows, retail vacancies are about 17%. On Main Street today, some prominent storefronts and buildings lay fallow such as part of the Newberry's building next to New Balance, the Odd Fellows Hall (although this is soon to be occupied), most of the Opera House, and Aubuchon Hardware.

Specifically on Main Street, 30% of the space is residential and about 16% of that space appear to be vacant. These are mostly upper story apartments with a few single-family detached homes. On side streets and in the surrounding area, the percentage of residential use is even higher. These residents in the downtown provide a core market for downtown goods and services and provide a natural constituency for a safe and attractive downtown. However, while not analyzed in detail, anecdotal information suggests an imbalance of low income housing in the downtown. It appears that the residential mix could be improved if there was a more balanced spectrum of affordable housing, moderate housing, and upper-end housing available right in the downtown.

There is a modest amount of industrial activity on Main Street in the form of ~~newspaper printing and~~ warehousing. At 5% of total downtown use, this does not seriously detract from retail activity and provides beneficial employment in the downtown.

The above data is now out of date and needs to be collected every five to ten years.

Summary of Recommendations

There is no single idea or strategy that is going to turn downtown Norway into the bustling hub of economic and cultural activity that many residents and visitors would like it to become. The many forces that have conspired to make Norway what it is today are terribly complex and intertwined, and thus the solution to today's challenges are complex and intertwined also.

Rather than offer one or two ideas with a statement such as "If you just do these one or two things everything will be great;" we offer a portfolio of carefully considered ideas that rest on fundamentals. The theme of these recommendations is "back to basics." A related theme is "slow and steady wins the race."

The economy of downtown Norway has not diminished to where it is overnight, and it will not bounce back overnight. We believe that the downtown economy CAN regain considerable local market share, CAN gain a reputation that attracts visitors to come spend money, and CAN offer a sense of great pride and utility for area residents. Such a downtown economy will be built incrementally over time by putting one careful step in front of the next.

We have crafted economic development recommendations and design recommendations that go hand-in-hand with each other. We encourage these recommendations to be implemented simultaneously.

To Enhance Downtown Norway.....

- ✓ Serve the local retail market
- ✓ Become more of a cultural center
- ✓ Protect and promote historic character
- ✓ Develop downtown infrastructure via tax increment financing
- ✓ Build welcoming streetscapes
- ✓ Offer plenty of parking
- ✓ Design a cross-stream convenient downtown
- ✓ Develop great outdoor spaces
- ✓ Promote memorable historic character

Serve the local retail market

Rather than develop sophisticated attractions or niche markets for visitors, we encourage downtown Norway to first more fully cultivate the local retail market. Retail activity is typically the backbone of small downtown economies the size of Norway's and the potential of Norway's local market is huge. By taking strategic steps in recruiting specific types of retail and thoughtfully marketing to specific market segments, we believe that many more area residents can be enticed to shop in downtown Norway. Downtown Norway CAN exist very comfortably in spite of developing retail on the Route 26 strip. The trick is to distinguish the downtown shopping experience from out-of-town retail shopping and provide retail offerings not available elsewhere in the area.

Become more of a cultural center

We believe that local area residents and seasonal visitors would relish increased opportunities to see live performances and local art. We believe that there is a largely unmet appetite for evening entertainment. And as the region's most distinguished downtown, we believe downtown Norway should step up and become the unquestioned cultural center of the entire region. Downtown already has the Opera House and Grange Hall and some very active and effective arts and culture organizations. With some design enhancements, the addition of a few evening entertainment establishments, and careful promotion, we see Norway gaining such a reputation resulting in a more robust local economy and increased quality of life for area residents.

Protect and promote historic character

Norway's historic character is its "edge" over any other retail center developed in the past fifty years. Norway has irreplaceable downtown architecture unmatched not only by newer shopping centers but unmatched by many other downtowns across Maine and New England. Norway would be remiss to not fully exploit this "edge" by protecting and promoting its historic character. It is perhaps the keystone of Norway's future economic success.

Develop downtown infrastructure via tax increment financing

The time is ripe for investment in downtown Norway. Interest rates are relatively low and there are several vacant buildings begging to be developed. This is an excellent time to implement an downtown tax increment financing district that will provide incentives for development and ensure a future stream of revenue for downtown enhancements.

Build welcoming streetscapes

Thousands of travelers pass within a half a mile of beautiful downtown Norway and never know it. We encourage developing streetscapes along the entrances to downtown that let the visitor know "something is special here," and which residents can take pride in.

Plenty of parking

To address the most common complaint about downtown shopping, we recommend that Norway make sure that it is never a barrier to shopping downtown. While we don't find the current parking situation to be severe, we encourage steps be taken to make sure that it never becomes severe and that there isn't even the perception of a downtown parking shortage in Norway.

Design a cross-stream, convenient downtown

The vacant site of the former C. B. Cummings mill, just over the stream from Main Street, provides some extraordinary opportunities. While we have shied in this report from making specific recommendations about how the site should be used, we are forceful in our recommendation that whatever happens there should be connected to Main Street in a “convenient” way such as a footbridge across the stream. If a well-designed bridge existed, people could park on either side and easily access the other. Further, we advocate that however the mill site gets developed that it be done ways that compliment the economic recommendations of this report; primarily, that it serve the needs of local people and enhance Norway's reputation as a cultural and historic center.

Develop great outdoor spaces

It's hard to imagine a place thought of as a “cultural center” without imagining great outdoor spaces. All the best cultural centers have them. We see considerable potential to develop

such reputation-building outdoor spaces right at the heart of Main Street in connection with a cross-stream bridge and perhaps across the road from the Opera House. These two ideas are highly speculative and depend on private property owners, but we have provided them to show possibilities and help develop a vision for how much a new, great outdoor space could add to the cultural and historic attraction of downtown Norway.

Memorable Historic Character

We believe this notion is so important it finds itself among the economic recommendations AND design recommendations. Preserving and promoting the historic architecture of downtown Norway will make it memorable in the minds of visitors, and they will come back, and they tell others to visit. Norway has a number of historically significant buildings. We encourage steps to use these to economic advantage by preserving and promoting them.

Introduction

Goals of this Plan and How Developed

The goal of this plan has been to:

Create and area-wide strategy for how to enhance Main Street with particular emphasis on economic development and design improvements.

Specifically, we were asked to update a Strategy to Enhance Main Street that was prepared for the Town in 1995 by Market Decisions, Androscoggin Valley Council of Governments, and Kent Associates.

Methodology

The Town of Norway engaged Craig Freshley of Policy Development, Inc. and Brian Kent of Kent Associates to implement the above-stated goal. Freshley and Kent were awarded the contract as a result of a competitive bid process and the project has been funded in part by a planning grant from the state Department of Economic and Community Development making use of federal funds available under the Community Development Block Grant Program.

Craig Freshley started the Maine Downtown Center and served as its first coordinator for two years during which time Norway applied for and achieved Main Street Maine designation. He has conducted training for Norway Downtown Revitalization

and served on the Resource Team that visited downtown Norway in June, 2003.

Brian Kent has developed plans for many downtowns across Maine and was a key partner in shaping the 1995 downtown Enhancement Strategy for Norway.

At the outset we met with key town staff, interviewed various stakeholders and the downtown manger, and held an informational meeting with the Board of Selectmen. A tour of the downtown was also conducted and a photo record made.

At the same time important, relevant reports, plans and documents were reviewed. These included:

- the 1995 Downtown Plan;
- the Resource Team report (2003);
- the Sidewalk Study and Improvement Plan (2002);
- the Town “Site Plan Review Ordinance” (1996);
- sections of the draft 2004 Comprehensive Plan;
- the Traffic and Parking Ordinance;
- the Mainland Development survey of the Cummings site;
- the Turner Group’s assessment of buildings on the Cummings property;
- the Turner Group’s architectural plans for the Odd Fellows buildings; and
- the Town’s 2004 CDBG proposals to the department of Economic and Community Development.

Next, we worked with the Economic Restructuring Committee of Norway Downtown Revitalization, a non-profit focused on downtown revitalization in line with the Main Street Approach, to develop and implement surveys of Main Street customers and business owners. While the group had already done considerable work to learn survey techniques of other Main Street communities, we offered suggestions for improvements. See Appendices A and B to learn about these surveys.

We also performed an analysis of how building space on Main Street is currently being used by reviewing tax records building-by-building. And we performed a trade area analysis using techniques and tools available from ESRI Business Information Solutions (see Appendix D for specific methodology).

As the potential benefits of a tax increment financing district became apparent, we arranged a presentation on the topic to the Board of Selectmen. Jim Nimon of the state Department of Economic and Community Development explained to the selectmen how a TIF works and answered their questions.

As potential strategies began to emerge from our preliminary findings, we held a public “Downtown Norway Planning Workshop” on May 27 to gather public input. We presented our initial ideas and gained feedback via a written Public Workshop Survey and the verbal comments of participants. See Appendix C for a copy of the survey.

On the next two pages are maps of the Downtown Study Area.

In addition to providing a hard copy of this report, we have also provided the Town with a Compact Disk containing an

electronic version of this report and the data and statistical analysis of the customer and business owner surveys and the downtown space utilization inventory.

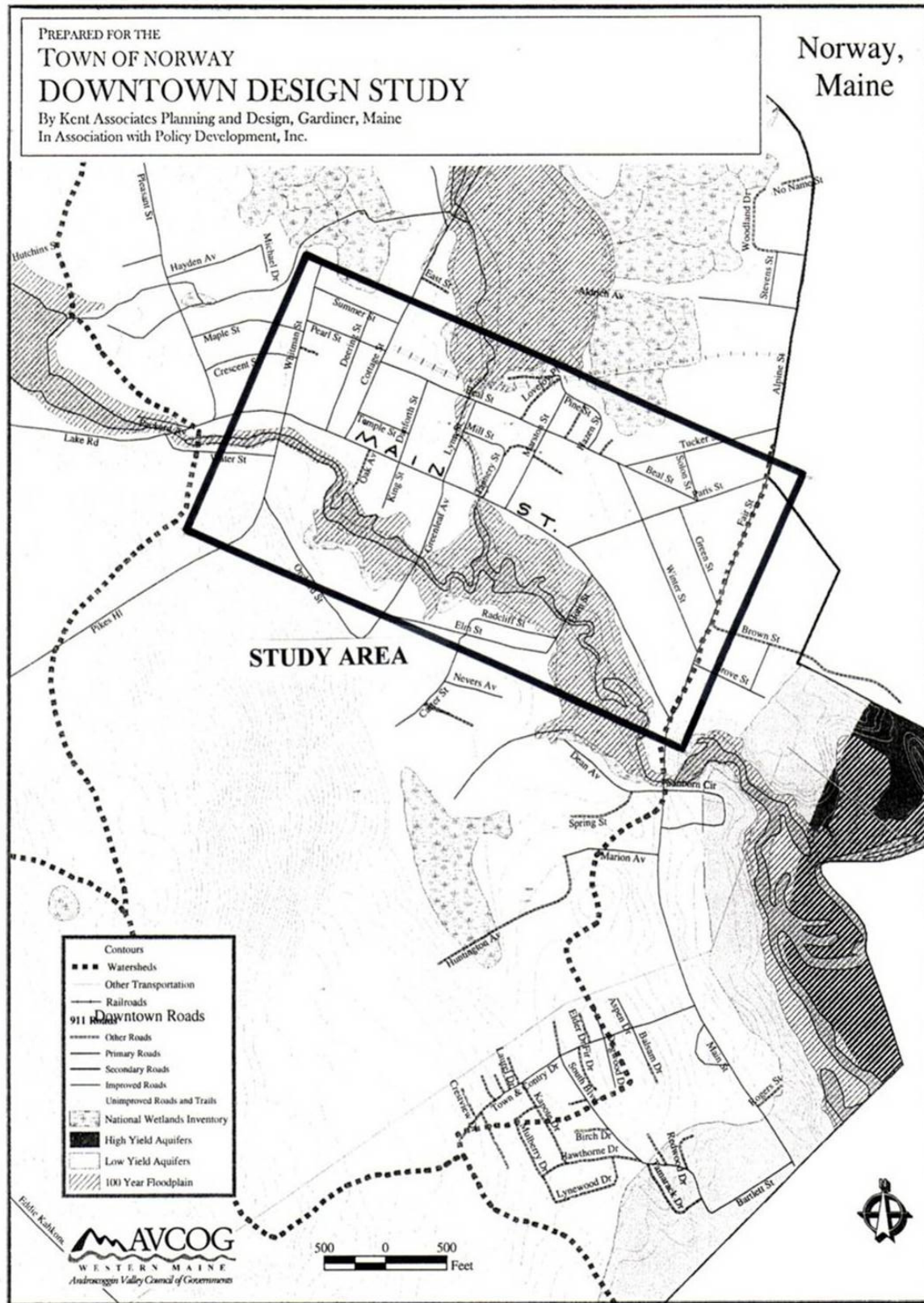
Acknowledgements

Many people helped craft this plan. We are grateful to the people of Norway for their input and cooperation with our surveys. We are particularly grateful to the Town staff who were unfailingly available to help us in every way possible, particularly David Holt, and Jodi Keniston. We are also grateful to the staff and volunteers of Norway Downtown Revitalization, particularly Anne Campbell, Ken Morse, and all those who conducted surveys as volunteers.

Craig Freshley of Policy Development served as project supervisor. Amy Scott assisted with survey data entry and analysis, and as a volunteer Sean Gambrel was very helpful with helping us design the survey data entry system and he got us started on data entry and analysis. Jeremy Doxsee of the Muskie School served as a graduate intern on the project.

Brian Kent of Kent Associates served as lead on all design issues and was assisted by Anne Doiron and Amanda Walker.

We are also grateful to the staff of Androscoggin Valley Council of Governments for their advice and assistance and also to the staff of the Growth Council of Oxford Hills, particularly Brett Doney. We are grateful to Mark Eyeran of Planning Decisions for providing detailed data and analysis from the 1995 study that he conducted.



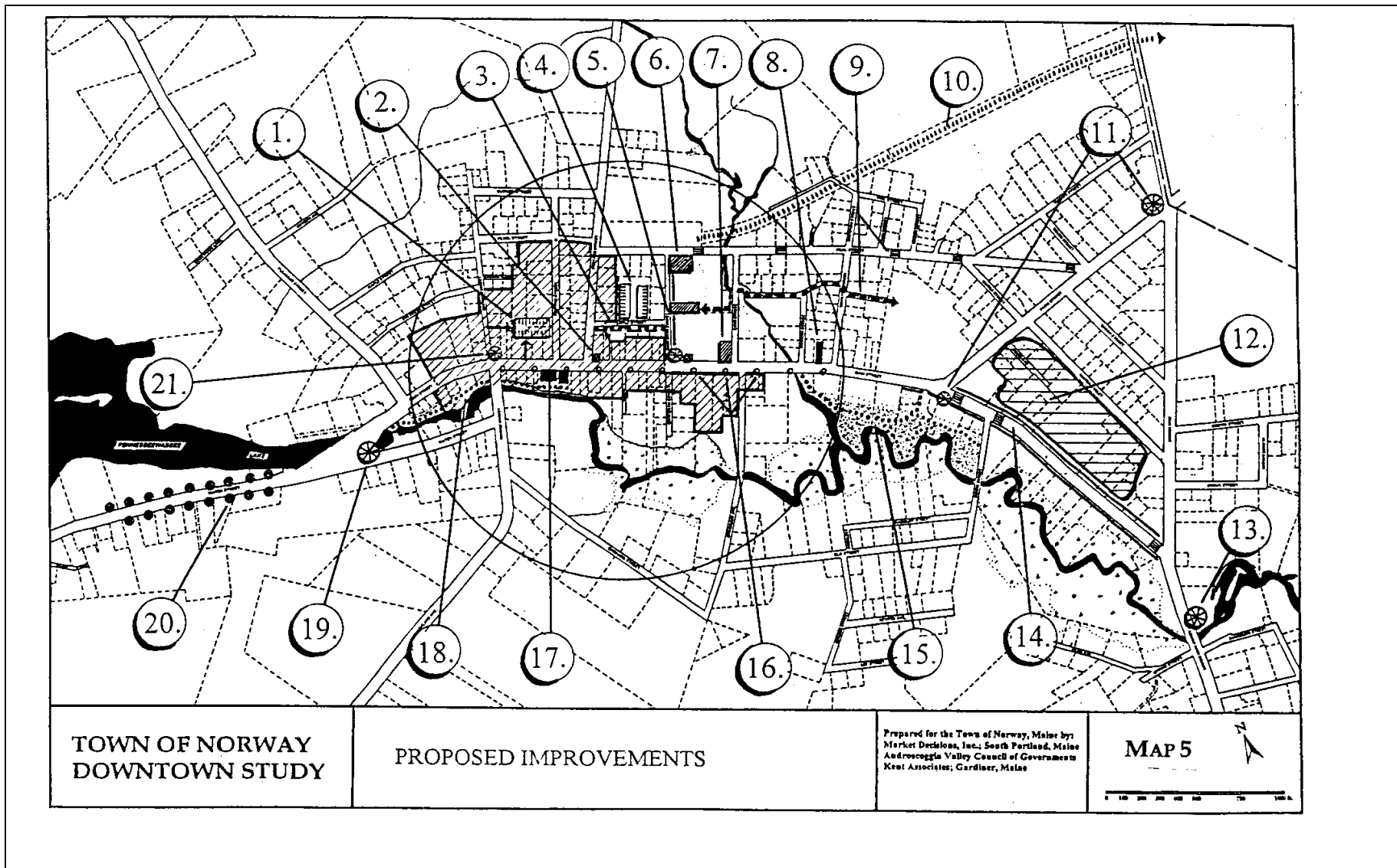


Previous Recommendations and Progress

Below and on the next page is a summary of Recommendations made by the design team in 1995 and an overview of what has been achieved. To Norway's credit, many of those recommendations have been implemented.

Also worth noting are the findings and recommendations of the 2003 Resource Tea visit organized by the Maine Downtown Center as part of Norway's participation in the Main Street Maine program. While it would be redundant to repeat those recommendations here, we would like to emphasize the relevance of those findings and point out that we concur with the recommendations made at that time.

1995 Downtown Plan Design Recommendations: A 2004 Review of Progress (numbers refer to the map on the next page)			
Action	Comment	Action	Comment
1. Consolidate parking	Two new lots constructed	11/13/19 Erect new signs	Accomplished but siting needs improvement
2. Erect bus shelters	Accomplished	12. Work with hospital	Continue to cooperate
3. Improve rear of buildings	Private incentives needed	14. Extend sidewalks both sides	Planned
4. Arrange for more parking	Not needed at present	15. Explore options for trail	Effort now underway
5. Increase visibility of Municipal Bldg.	Initial property purchase made and building removed	16. Consider utility line options	Not done
6. Add gazebo or trolley	Premature, can happen later	17. Work to find tenants for the Opera House and Odd Fellows building	Both buildings need continued renovation
7. Improve Memorial Park	Some effort begun	18. Corridor stream-side trail	Not done
8. Renovate the Trolley Barn	Now a restaurant	20. Add avenue of trees	Not done
9. Build mid-block trail	Sidewalks improved (?)	21. Add sign/logo	Done
10. Create rail trail	Not done		



Economic Recommendations

The Market Analysis tells us that Norway has been steadily losing share of the local retail market over the past several years. If Norway is to have a vital and lively future downtown, this trend must be reversed. Retail activity is the backbone of downtown vitality. Downtown Norway cannot expect to have full occupancy of buildings and active sidewalks without robust retail activity in Main Street storefronts.

Loss of local market share is a common phenomenon among downtowns across the country over the past thirty years due to increased use of the automobile. Shoppers have greater choice today – they can hop in the car and drive to a retail center other than their local downtown. Whereas fifty years ago, downtowns were able to survive solely on the spending of nearby residents and workers, today downtowns must draw in spending from away; that is, downtowns must attract shoppers from outside the local market. Very few local markets are able to support downtowns today. So at the same time steps are taken to build local market share, steps must also be taken to attract visitors to Norway; visitors who will stop and spend money in the stores or who travel to Norway specifically to buy certain things.

We believe that the future of downtown Norway lies in cultivating a balance between gaining local market share and increasing Norway's draw for people from away. Both must be done simultaneously. Furthermore, we believe that Norway's historic buildings represent a unique and unparalleled asset on which to build. If developed and promoted properly, Norway's reputation as a historic gem could be the keystone to its economic future. And lastly, we encourage Norway to invest in its future by establishing a financing mechanism to encourage investment in downtown development. We think that tax increment financing makes a lot of sense for downtown Norway at this particular time.

For simplicity, we have developed economic development recommendations in four categories, explained below. In addition, we have provided a "most wanted" list of retail and nonprofit activities that we believe, if these were actually recruited and/or developed, they would support the recommendations.

Serve the local retail market

While there is a often temptation for downtowns to put all efforts into attracting visitors or employers from away, we believe that downtown Norway already has a hold on the local market that is worth developing. Norway is the most developed downtown for a very large region. People from a dozen surrounding towns consider Norway “their downtown.” It is to downtown Norway that local people take visitors, where people go to see parades and festivals, where people think of when they think “downtown.”

Building on its historic market position, we believe that job one should be for downtown Norway to provide a good mix of retail to meet the demands of local people.

Convenience retail

True enough, today many people go to Wal-Mart out on Route 26 when, years ago, they would have gone to Newberry’s downtown. But if Norway becomes very strategic about developing a good mix of goods and services downtown and becomes savvy at marketing, like Wal-Mart, there is no reason why downtown can’t recapture a significant share of the local market.

Other Maine downtowns have found that even in spite of a Wal-Mart and/or a Hannaford just outside of town, the downtown can none-the-less support a small grocery store, department store, and other convenience-type retail. Bath is a good example of a downtown able to sustain Reny’s department store and Brackett’s grocery store both right in the downtown. Another type of convenience retail that we believe could be supported in downtown Norway, on a small scale, is a pharmacy/variety store, such as Community Pharmacy. Saco and Orono are good examples of downtowns that specifically recruited Community Pharmacies to their downtowns and they have stayed in business in each location for several years now.

We feel strongly that downtown Norway would benefit greatly from having a “convenience retail anchor” of some sort; either a grocery store, a department store, drug store, or variety store.

Most Wanted

An informal, un-prioritized list of retail stores and nonprofit activities that might do well and contribute to downtown vitality.

- ✓ Music store (CD’s)
- ✓ Musical instrument store and lessons
- ✓ Women’s clothing store
- ✓ Family shoe store
- ✓ Sports store
- ✓ Canoe/kayak/bike/ski rental
- ✓ Home furnishings
- ✓ Department store/Drug store/Variety Store
- ✓ Café (open)
- ✓ Brewpub (open)
- ✓ Site manufactured crafts
- ✓ Theater/dance/music performances
- ✓ Teenage Center
- ✓ History museum

Specialty retail

Looking at the demand for retail in Norway's trade area, we found that there are some gaps in retail supply, particularly in specialty-type stores that typically do well in downtowns. Residents surveyed suggested the need for a bookstore, a hobby shop, a music store and a craft store. Indeed, when we examine the unmet retail demand according to our trade area analysis we find a need for sports/hobby/music instrument stores, books/magazines/music stores, and specialty food stores. Developing specific specialty stores to fill demand gaps will make downtown Norway more useful to local residents and more attractive to visitors.

Develop the high school market

Like the Resource Team that visited downtown Norway in June, 2003, we too believe that there is great potential in attracting high school students and their families to downtown Norway. For starters, this is a large local market. Twelve-hundred high school students come to within a mile of downtown Norway each day. Their parents drop them off and pick them up for after school activities. These generations of students and their families live in eight towns across the region, most of whom regard downtown Norway as their local downtown.

Further, the high school is within walking distance of the downtown. If students walked downtown after school and got picked up there by friends or family, that would result in more downtown traffic.

We encourage the development of downtown retail and activities that will attract high school students. They are not big spenders, but it's an investment in attracting their families and in developing a relationship with them for the future. Specifically, we think there is a lot of promise for a CD store in downtown Norway, perhaps a gaming store (DVD's, etc.), and wouldn't a little movie theatre be great? A coffee house with a teen spin might be a big hit. On the non-profit side, we think that teen center and/or even a skateboard park might be a big draw.

Build clusters

Some downtown stores compliment others particularly well. Based on the Trade Area Analysis, customer desires, and what business owners told us would compliment their businesses, we believe there are three clusters worth developing.

Clothing/shoes

Pike's is serving a basic need for a certain type of men's clothing, but there appears to be considerable demand for a women's clothing store, even a dress shop, and a family shoe store. In fact, there isn't a traditional shoe store within five miles of downtown Norway and shoe stores typically do well in downtown because people like the customer service that they typically provide. If an "apparel" cluster gets developed, other stores that compliment it might include a children's clothing store and a jewelry store.

Home furnishings

The Trade Area Analysis suggests that there is considerable local unmet demand for furniture stores and stores that sell appliances and electronics. Further, we know that many seasonal people pass through Norway on their way to summer homes and winter condos and many of these "second homes" need to be furnished.

Building on the furniture and appliance business of Western Auto, we think there are benefits to developing a home furnishings cluster; stores that might sell lamps, linen, kitchen supplies, etc. If there were a critical mass of such stores, customers may plan to shop for such things in downtown Norway rather than at out-of-town box stores. Further, this might present an opportunity for local manufacturers to sell goods downtown thus promoting cultural heritage.

Sporting goods and services

Downtown Norway already has the New Balance outlet store and Woodman's. Although catering to two very different kinds of "sports," both of these stores none-the-less supply outdoor enthusiasts. We see further opportunity to build on these with the addition of a traditional, all-around sports store (an enticement for high school students) and perhaps an outdoor outfitter such as a canoe/kayak/bicycle/ski rental service. Perhaps even a store such as Cadillac Mountain Sports (currently in Bangor and Bar Harbor) could be enticed to move downtown.

Become more of a cultural center

To become a truly vibrant downtown, Norway must offer a greater array of evening and weekend activities; things for visitors to do when it rains at camp or when the skiing is bad. Further, Norway already has the underpinnings of a regional cultural center and we believe could develop a strong reputation in this direction with some effort.

For starters, there appears to be considerable demand for restaurants. Downtowns have an edge here. Apart from the fast-food market, given the choice, people like to eat in places with atmosphere rather than franchises located on non-descript strips. Better yet, if there's a nice place to take a stroll before or after dinner, all the better. While the Trolley House is one downtown example of the type of restaurant in demand, we're quite sure there is room for others. The Trade Area Analysis suggests that within five miles of Norway there is over \$3 million worth of unmet demand for full service restaurants. Clearly, people are leaving the area to go out to eat.

In particular, we think the area might support an upscale restaurant in the summer season and year-round, we think there is much promise for a brewpub-style restaurant. Evening entertainment on weekends would add a lot to the downtown market. Perhaps downtown merchants would agree to stay open late once or twice a week in the summer to coincide with evening entertainment in downtown restaurants/pubs. Among priority desires of residents, a café/coffee house seems to be in high demand.

Restaurant success goes hand with cultural outlets and activities such as art galleries, performances, and beautiful public places. If the Opera House could be viable again, that would be a great asset to the downtown and would certainly assist evening-oriented businesses. Even without the Opera House operational, evening performances in other venues are encouraged.

Building on the success of the Fare Share space, we encourage the development of other arts-related cooperatives and public performances and showings of arts and crafts. We think that perhaps a store that sells music instruments and provides lessons might be a nice compliment.

In short, we think there is a lot to be gained by developing Norway's reputation as a cultural center. It will increase the quality of life for local residents and attract people from away to spend money downtown. Some of the design recommendations would foster this reputation by enhancing Norway's cultural beauty.

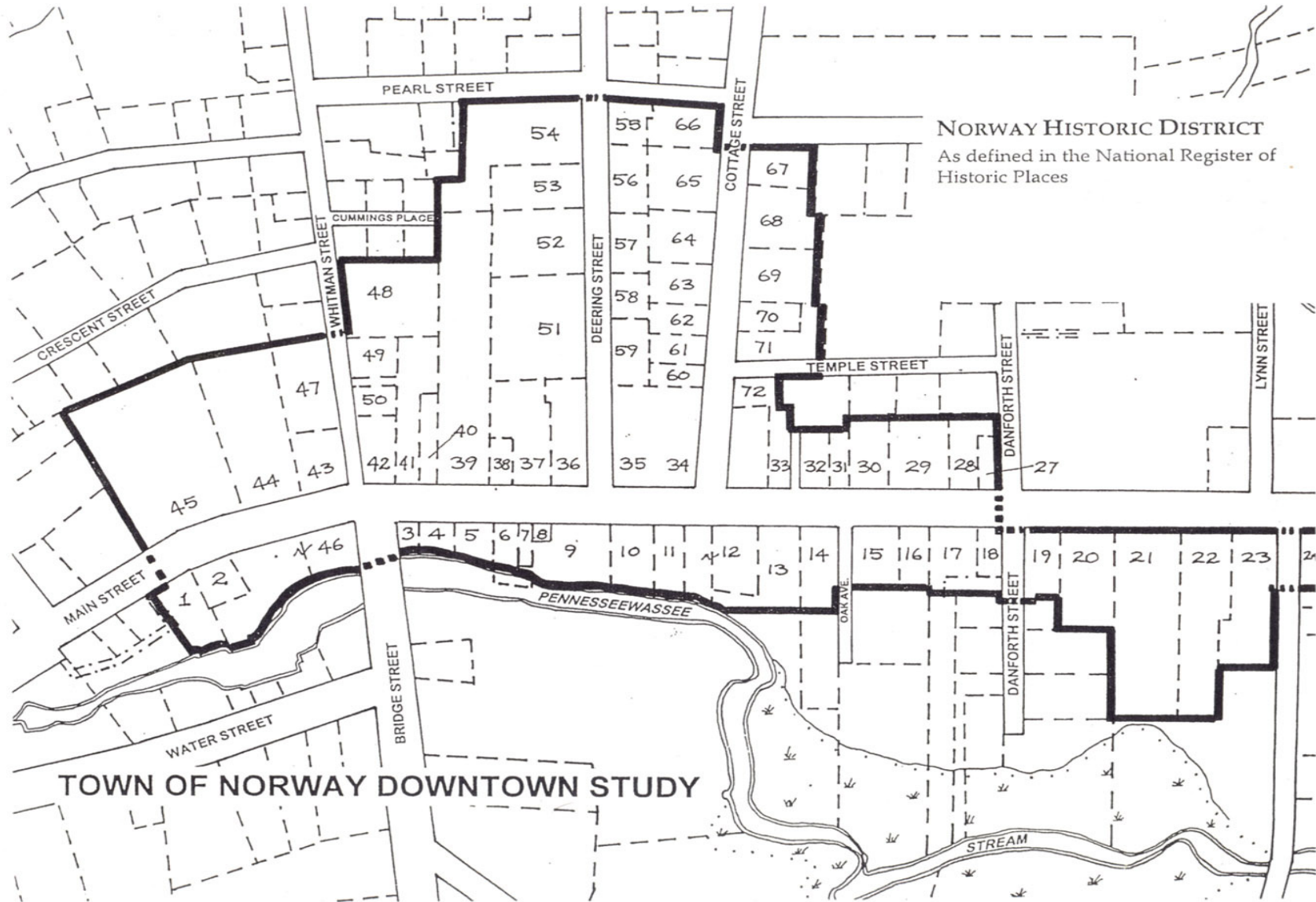
Protect and promote historic character

In addition to strategically recruiting and developing certain types of retail and cultural activities, we believe Norway's long-term success depends on the protection and promotion of its historic character. A map appears on the next page which depicts Norway's Historic District as defined in the National Register of Historic Places. Within this district is a remarkable collection of commercial and residential buildings representing several periods of architectural history.

We believe that preserving and promoting these historic buildings as an attraction is an economic development asset not to be overlooked. Whereas in the past, there has been a tendency to view historic preservation as a barrier to economic development, today we realize that historic preservation is a viable avenue toward economic development. As places of historical significance become more and more rare, they are more and more sought after as places to visit, shop, live, and work.

Among the Design Recommendations are suggestions to initiate the planned façade improvement program, establish a property maintenance code, and establish a demolition ordinance. We hope that these are viewed as economic enhancement recommendations as well as design recommendations. Further, we suggest that specific historic buildings be highlighted via photographs at the website and placards on the outside of buildings denoting their historic significance. Such placards might be part of a downtown walking tour or published guide.

In addition, we find the artifacts at the Norway Historical Society to be a great asset and think they would be a better draw for tourists if they were promoted differently, perhaps in a museum, at the library, or in some more visible way. It's great that the historical Society is right on Main Street but unfortunate that the hours are so limited.



Develop downtown infrastructure via tax increment financing

Downtown Norway is ripe for investment, perhaps more so that it has been in many recent years. The buildings at the site of the former C.B. Cummings Mill lie vacant, the Odd Fellows building is vacant, the Opera House building is ~~mostly~~ vacant, and the overall vacancy rate on Main Street is **greater than the 15% it was at the time of this study**. In order to encourage investment in these properties and at the same time provide a revenue stream for future downtown enhancements, we encourage the Town to consider establishing a Tax Increment Financing district that includes the C.B. Cummings Mill and Main Street buildings in the immediate vicinity.

Tax Increment Financing is a state sanctioned, state regulated mechanism whereby a district is specifically defined and the taxes collected in future years on any INCREASES in property valuation within the district are put to special purpose. For instance, let's say the district includes a building with assessed value of \$100,000 and the owner makes considerable improvements to the point where the assessed value of the building rises to \$500,000. Taxes collected on the additional valuation (\$400,000) don't go into the Town's general fund but are rather set aside for special purposes. Taxes are set aside for special purposes for the life of the district which is typically 15 years.

Special purposes for which TIF revenues may be used are quite broad and varied. They may be used to develop downtown infrastructure such as sidewalks, trees, and lights. They may also be used to support the activities of a downtown revitalization group such as Norway Downtown Revitalization. A third major category of allowed uses includes providing funds to building developers to encourage development.

In the case of downtown Norway, we recommend that the Town consider a TIF program as follows:

- ✓ Include the entire C.B. Cummings site
- ✓ Include the Opera House, Odd Fellows building and other nearby buildings ripe for investment
- ✓ Fifteen year term
- ✓ For revenues generated from investment in the C.B. Cummings site, kick back revenues to the developer with special conditions to encourage the type of development you want
- ✓ For revenues generated from investment in other downtown buildings, direct up to a specific amount per year to Norway Downtown Revitalization and direct the balance to a special fund managed by the Town to be used for downtown infrastructure improvements.

Design Recommendations

We did a thorough assessment of the physical characteristics of downtown Norway. In particular we examined the C. B. Cummings Mill site, the backs of buildings along the stream, and even accessed some rooftops to assess the downtown from above. Several photographs were taken to form the basis of renderings included in this report.

In addition, we asked town officials for their opinions on design improvements and the surveys of residents, visitors, and business owners also included questions about design issues.

We also conducted a survey of individuals attending the public workshop to get a sense of their priorities. Though not a scientific survey, it is worth recording which initiatives received the most “high priority” votes. The top actions were:

- create parks overlooking Penneesseewassee Stream at the Mill and Opera House sites;
- build a pedestrian bridge across the stream (a simple bridge was favored);
- make sidewalk improvements;
- improve the streetscape on Main and Paris Streets;
- relax parking requirements in downtown;
- build a new square on Main Street across from the Opera House;
- make improvements to Witheral Park.

The Design Recommendations provided herein reflect local priorities in combination with our expert opinion about improvements that will support enhanced economic vitality. To be most effective, these recommendations should be implemented in conjunction with the Economic Recommendations. They are designed to complement each other.

Overview of Design Recommendations

Note: Although many “actions” are listed separately below, the plan concepts presented later in this report show that, together, the actions create a whole that is more than a sum of the parts.

Objectives	Actions	Implementation/Funds
<p><u>Welcoming Streetscape</u> Improve the character, image, and infrastructure of downtown with streetscape upgrades (i.e., improvements within the public right-of-way)</p>	<p><u>Gateway Signs</u>: Improve on the location, siting, and size of the “downtown Norway” signs at Fair and Main, at Paris and Fair, and at Main and Water Streets.</p>	<p>MDOT “Gateway” Region.</p>
	<p><u>Gateway Streets</u>: Designate Main Street (between Paris and Fair) and Paris St. (between Main and Fair) as “gateway” streets to be reconstructed according to designs that address: new, sloping curbs, sidewalks, street lights, landscaping, improved signage, better access management, and bike lanes.</p>	<p>Work with MDOT make sure they know about and follow the Town recommendations.</p>
	<p><u>Street Trees</u>: Embark on a program to identify diseased, dead, and dying street trees and develop a long-term strategy to replace and care for new trees. Add trees at key locations.</p>	<p>Seek “Project Canopy” funds from the Maine Forest Service (1-800-367-0223).</p>
	<p><u>Roundabouts</u>: Work with MDOT to test the feasibility of a roundabout at Fair and Main and possibly Main and Paris Streets.</p>	<p>Seek funding from MDOT as part of Main St. BTIP funding cycle.</p>
	<p><u>Sidewalks</u>: Follow the priority recommendations of the Pine Tree Engineering report, regarding rebuilding and/or replacing existing sidewalks.</p>	<p>Have MDOT upgrade sidewalks on Main and Paris; improve other sidewalks with Town funds, over time.</p>
	<p><u>ADA Standards</u>: Set up program geared to addressing existing problems and setting standards and procedures to meet disability standards at all crosswalks.</p>	<p>Utilize Town funds.</p>
	<p><u>Street Lights</u>: Initiate a street light program, if /when economically feasible (so far, quotes are prohibitively expensive), for downtown that uses pedestrian scale, historically compatible, light standards and globes.</p>	<p>Establish a street light fund in anticipation of a Main Street light program.</p>

Objectives	Actions	Implementation/Funds
<p><u>Plenty of Parking</u> Make more parking available in downtown while relaxing ordinance requirements that stifle new development</p>	<p><u>Mill Site Parking</u>: Work with those involved with the redevelopment of this site to provide parking that serves both the site and Main St. (see C. B. Cummings site discussion, below).</p>	<p>Compensate with Enterprise Maine at the Mill.</p>
	<p><u>Main Street Parking</u>: Work with Main St. business owners to add public/private parking and to improve parking access, convenience, and circulation.</p>	<p>Continue to seek dollars for Main Street parking upgrades and match them with TIF funds.</p>
	<p><u>Site Plan Ordinance</u>: Make revisions to the Ordinance so that downtown businesses are exempted from onerous parking requirements inappropriate to a downtown situation.</p>	<p>Have the Planning Board hold hearings to revise the parking provisions – in downtown only.</p>
<p><u>A Cross-Stream, Convenient Downtown</u> Integrate planned improvements on the C. B. Cummings mill site with downtown plans so that both gain and see economic benefits from cooperation.</p>	<p><u>Mill Site Parking</u>: See above.</p> <p><u>Pedestrian Links</u>: Link the Cummings site to Main St. with streetscape improvements to Bridge St. (by way of the new traffic bridge) and with a new pedestrian bridge in the vicinity of the Opera House.</p> <p><u>Public Space</u>: Create useful public open space (e.g., an amphitheater and park space) on site.</p> <p><u>Redevelopment</u>: Support mixed-use redevelopment that attracts tax generating businesses.</p>	<p>Use funds from a downtown TIF to build a bridge, make streamwide improvements, and create new public spaces.</p>
<p><u>Great Outdoor Spaces</u> Embellish and make downtown more attractive to visitors with the addition of outdoor, green, space</p>	<p><u>Memorial Park</u>: Make landscaping and outdoor furniture improvements to this existing, Main Street park.</p>	<p>Use Town Funds</p>
	<p><u>Public Square or Common</u>: Create a new public town square or common in the center of downtown, on Main St. across from the Opera House.</p>	<p>Seek public and private funds as well as using TIF funds.</p>
	<p><u>Mill Site Public Space</u>: See above.</p>	
<p><u>Memorable Historic Character</u></p>	<p><u>Façade Program</u>: Initiate the planned façade grant program with participating businesses.</p>	<p>Already funded.</p>
	<p><u>Property Code</u>: Establish a property maintenance code geared to ensuring the public the life/safety standards are followed.</p>	<p>Research good “models” and adopt them to fit Norway’s needs.</p>
	<p><u>Demolition Ordinance</u>: Establish an ordinance that ensures adequate time is taken to assess the historic value of buildings before they are demolished, needlessly.</p>	<p>Research good “models” and adopt them to fit Norway’s needs.</p>

Welcoming Streetscape

“Streetscaping” refers to an array of aboveground improvements that can be made within Norway’s downtown street right-of-ways. The streets serve as accessways for traffic and accommodate parking where appropriate. But, they must also accommodate bicyclists and pedestrians and support utility lines. That said, a streetscape can be ugly or attractive, welcoming or a turnoff to residents and visitors alike.

So, streetscape improvements must also include landscaping, signage, safety lighting, and street “furniture” (benches, trash receptacles, and the like). The vitality of downtown and the image it projects can be enhanced through good streetscape design. The notes that follow address specific recommended actions to achieve these ends.

Gateway Signs

All three existing signs, on Fair Street south of the Main Street intersection, on Paris Street near the Fair Street intersection, and the Main Street sign west of Water Street, are underachievers. The design itself is good, but the settings, with a mix of surrounding highway and commercial signs, are unfortunate. Further, more emphasis should be placed on letting tourists know where to find Norway’s “Historic Downtown.”

Two actions could address this:

- first, better, more visible site locations must be found for the first two signs (on Fair and Paris Streets); and

- second, the signs themselves should be made more visible and attractive, by placing them on a larger “backboard” that will act as a frame; and by adding landscape materials to draw attention to the signs.

Gateway Streets

The above-mentioned signs introduce three “gateway” streets. Main Street (between Paris and Fair Streets), Paris Street, and west Main Street near the lake serve as front doors to Norway village.

The planned reconstruction of Main Street, from Paris Street to Fair Street, by MDOT offers an opportunity to work with them to create a memorable gateway street that can serve as a model for Paris Street as well.

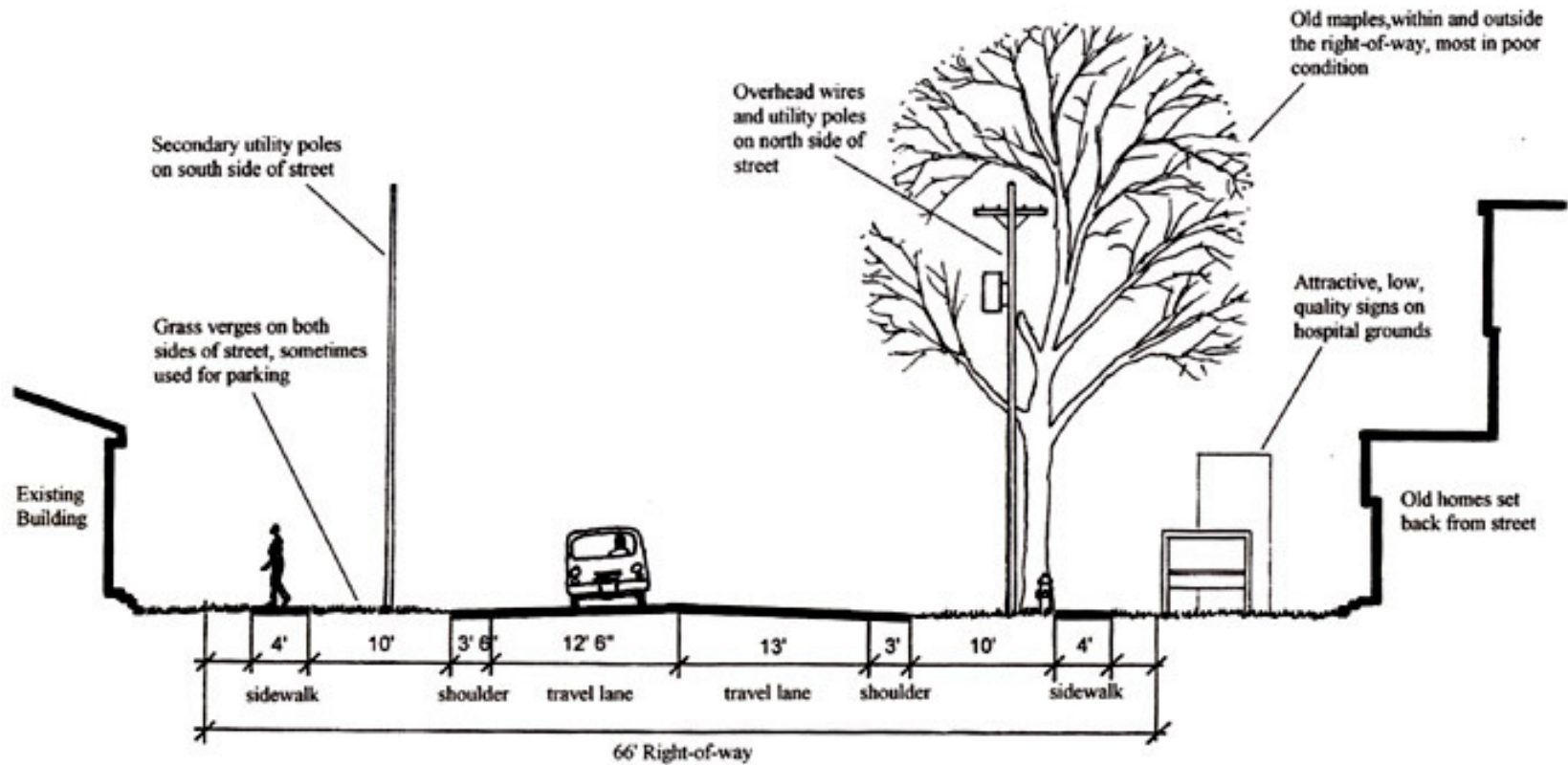
Issues that need to be addressed on both these streets, and resolved in the new designs, include the following:

- replace the existing sidewalks, on both sides; make them 5’0” wide;
- make the sidewalks continuous; fill the “gap” at Stephens Memorial Hospital;
- add attractive, historically correct, pedestrian-scale, streetlights that can accommodate banners;
- assess the condition of street trees and embark on a program that saves the healthy trees, replaces diseased ones and adds new specimens in the gaps;

- work with Central Maine Power to locate trees and utility poles in compatible locations;
- advocate 11-foot wide travel lanes, with 4-foot wide bike lanes and sloped (mountable) granite curbing;
- plant hardy landscape material and grass in the space between the curb and sidewalks; consider a winding sideway design;
- don't allow private parking that is at right angles or diagonal to the street, for safety reasons; and
- urge (or require) that all free-standing signage be similar in design and size to those at the hospital.

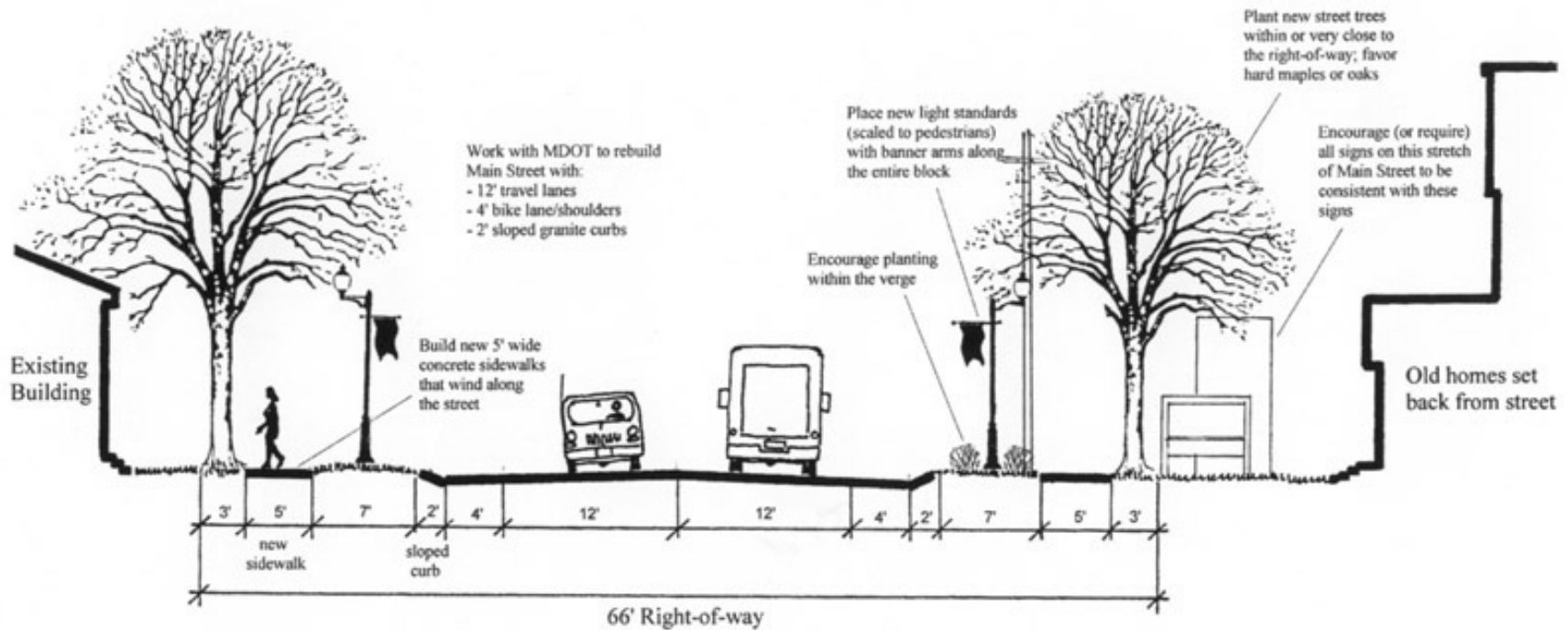
The following street cross-section drawings show existing conditions and indicate the kind of improvements recommended for Main and Paris Streets. The examples of the Town of Raymond's approach to streetscaping (shown on the following pages) show how a coordinated, well-designed scheme can enhance the right-of-way. Note that the street light bases and wiring can be made part of the reconstruction and the poles and lights added later, especially if the costs have to be phased over a period of time.

The western end of Main Street near the lake and Water Street would benefit from tree planting and street lights, where the utility lines allow.



NORWAY MAIN STREET -- EXISTING CONDITIONS
Near Stephens Hospital

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NORWAY MAIN STREET -- PROPOSED RECONSTRUCTION Near Stephens Hospital

Concept: Treat the length of Main Street, from Route 27 to Paris Street as a "gateway"; apply the same design to Paris Street
 Note: Existing utility lines may have to remain

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Raymond's Gateway Approach to Route 302

Lighting, landscaping, and sidewalks provide continuity and a consistent, attractive image. They also help screen parking from view. Here the path and grass verge are about 4 feet wide. There is no curb, and the shoulder/bike lane is also about 4 feet wide.

Note the variety of landscape materials – grasses, shrubs, flowering deciduous trees and some evergreens – with utility poles set in the landscaped areas.





Raymond's Gateway Approach to Route 302

Raymond voters approved a local bond to pay for these improvements to their commercial areas along Rt. 302. The attractiveness of a sloped granite curb with landscaping (or grass) is shown to the left. Such a mountable curb is useful in emergency situations and is better for cyclists, compared to a vertical curb.



Street Trees on Main Street

The wider sidewalks on the north side of Main Street in the village areas have allowed for attractive street tree planting. Here, as elsewhere, a maintenance program should be established. Damaged trees need to be replaced and any gaps in the continuity of planting, filled. The same species as used throughout Main Street should be specified. Funding may be available through Project Canopy and/or through the Maine Forest Service urban tree program. The Town should also consider celebrating National Arbor Day, in conjunction with the schools, and becoming a “Tree City USA.” (There are 14 Maine Tree Cities.) A tree committee might also be formed.

Sidewalks

The town has initiated a sound sidewalk plan and has set priorities for improvements. The plan priorities are mapped on the map that follows. Highest priority should be given to:

- Main between Paris and Fair (both sides);
- Paris between Main and Fair (both sides);
- Bridge Street – in coordination with Mill and bridge improvements;
- sidewalks that connect directly to the elementary school;
- upgrading existing concrete sidewalks on Main to meet ADA requirements; and
- adopting minimum design standards for granite curbs.

Lighting

Attractive pedestrian scale street lights should be incorporated into the Main Street streetscape improvements. The illustrations show two streetlight designs, however the existing lights used in the new municipal parking lot are very attractive (see photo) and set the right tone for the downtown and the mill site. Arms for banners could also be attached to the light poles, as could street names.





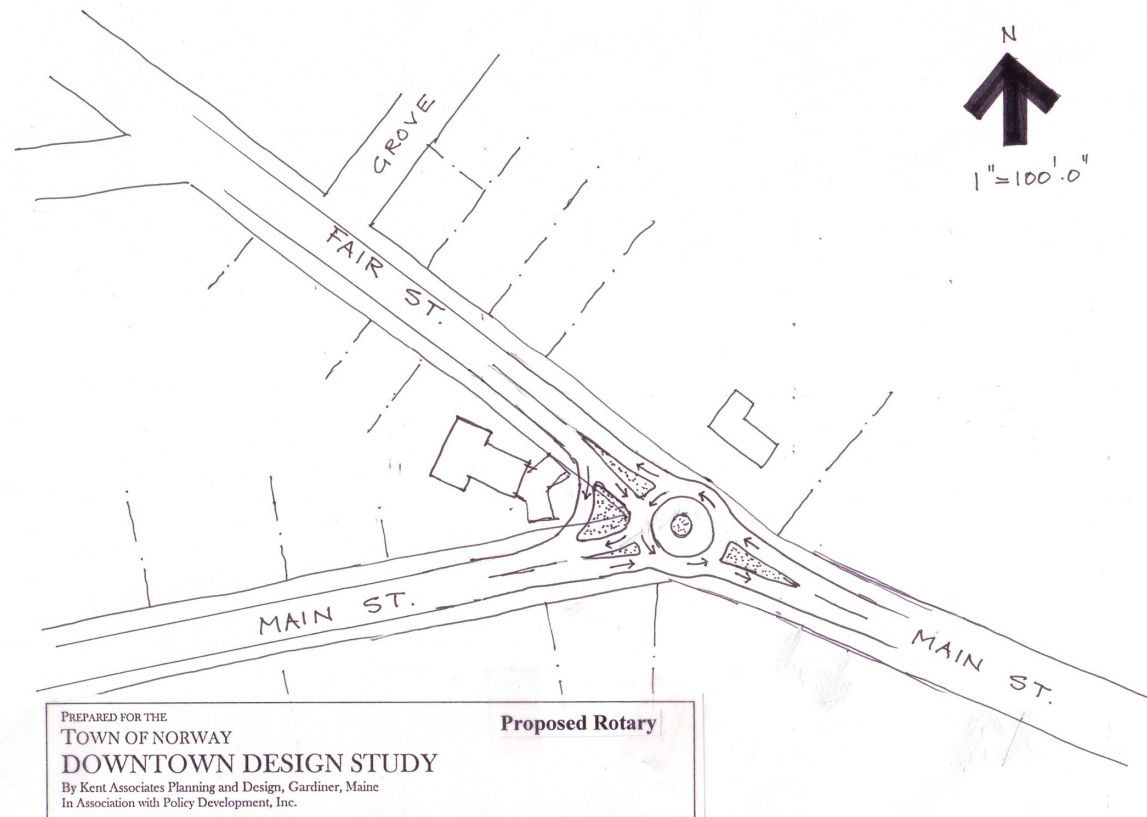
Roundabouts

Roundabouts are very small rotaries that act as very effective, safe means of keeping traffic moving through intersections. They are new to Maine, but the concept is excellent. Research by a professor at the University of Maine at Orono has shown that vehicle accidents decrease and traffic circulation improves around roundabouts. They keep traffic moving, at safe speeds, day and night.

Today, the towns of Gorham, South Portland, and Kennebunk all have roundabouts and, although they were initially greeted with skepticism, all have proven very effective; they just take a little getting used to. This is especially true for truck drivers because roundabouts are designed to allow trucks to mount the central island.

Update: There may not be room for a Round-a-bout

For the above reasons the Town should ask MDOT to evaluate the effectiveness of using a roundabout at Main and Fair Streets and at Main and Paris, since both are problem intersections that could benefit from a roundabout solution. The sketch plans that follow are drawn roughly to scale, to illustrate the practicality of building these traffic “calming” devices. They work better than traffic lights, three- or four-way stop signs, and left turn lanes and deserve serious consideration in Norway.



Plenty of Parking

Parking Supply

Norway's parking supply (in the core downtown area) comprises (a) on-street public parking; (b) off-street public parking; and (c) private off-street parking.

Surveys of the amount of parking provided by typical small towns across the country (with populations of less than 10,000) show that off-street parking typically accounts for 60 to 75% of the total spaces (supply) available. The majority of this is privately owned. These same surveys of existing conditions indicate that these small towns provide anywhere between 75 to 150 spaces per 1000 population, with 75 being the norm.

Given Norway's population of 4,611, this translates to a need from 345 to 690 parking spaces in the downtown – for residents and retail and service establishments, along with institutional uses such as the municipal building.

Parking Attitudes and Issues

In its landmark study titled "The Parking Handbook for Small Communities" the National Main Street Center makes the following important observations about parking:

- parking is primarily "infrastructure" *not* economic development;
- parking itself will not bring commercial development;



- ease of access to parking, and the pattern and layout, are vital;
- shared parking increases the availability of parking, especially if peak demand for different uses occurs at different times of day;
- parking areas must be easy to find and well sign posted;
- parking areas must be safe and well lit; and
- parking should be viewed as a coordinated system that should be well-managed if it is to be highly effective.

These basic parking "principles" have been adhered to in this plan.

North Main Street Parking

The aerial photo on the next page shows the old Mill (in the center, right) where more, new, parking is proposed, and existing parking (somewhat unorganized) on the north side of Main Street.

Improvements to the area between Whitman Street and Cottage Street, north of Main Street focus on:

- providing more parking; and
- improving access to parking.

In order to offer business owners on Main Street more parking – to attract customers and new business to their buildings – the plan provides about 50 new, reconfigured, parking spaces located between the existing new town parking lot (behind the Co-op) and Deering Street.

This proposal, illustrated on Site Plan A, B, and C, will require a cooperation between the town and business owners; the intent is to have all those involved gain from the added, improved, spaces and the revised, linked, access. By closing off the Main Street end of Deering Street (as shown on Plans A and C) (to create a new town square) and joining the series of existing and new parking lots together, users will have greater choice and can circulate within the lots without having to deal with traffic and safety issues on Main Street. Plan B shows how Deering Street could be left open.

Placing this new lot, built with public/grant funds, right across from the Opera House and Odd Fellows building will help serve their needs and attract tenants, while also serving northside businesses. The lot is just 50 yards from the Opera House.

The layout for this new parking plan is shown on the site plan maps that follow. *(Please note that the three plans illustrate different ways to link the Mill site to Main Street; the parking layout in each plan, however, is identical.)*

Mill Site Parking

The site plan maps show new parking on the Mill site. These particular plans indicate that about 170 spaces can be created when the older, less valuable, structures on the site are removed. (Other studies for Enterprise Maine show similar parking layouts with more, or less, spaces.) These plans also show a couple of new structures – possibly housing – could be accommodated on site, facing Bridge Street. Plan A suggests that one of the mill sheds could be used as performance space; Plans B and C show an outdoor amphitheater in this same location.

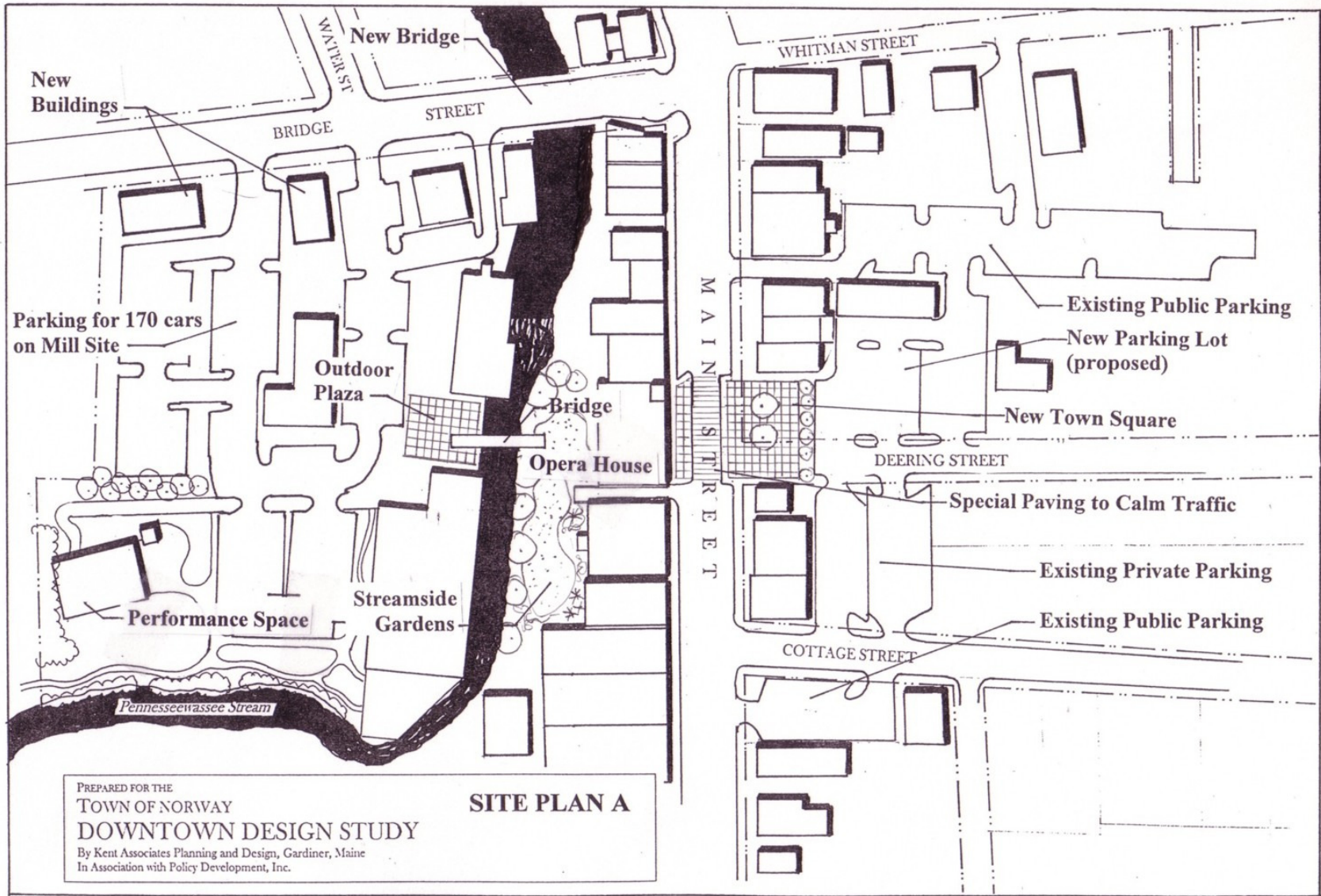
In all the plans, emphasis is placed on creating a broad, well-lit, north/south, pedestrian way across the site, linked to the new lots wherever possible. The pathway is designed to make it easy to transition to one of three types of bridges crossing the stream, two of which begin on a public plaza on the stream and one of which starts within one of the largest on-site buildings, the old saw mill.

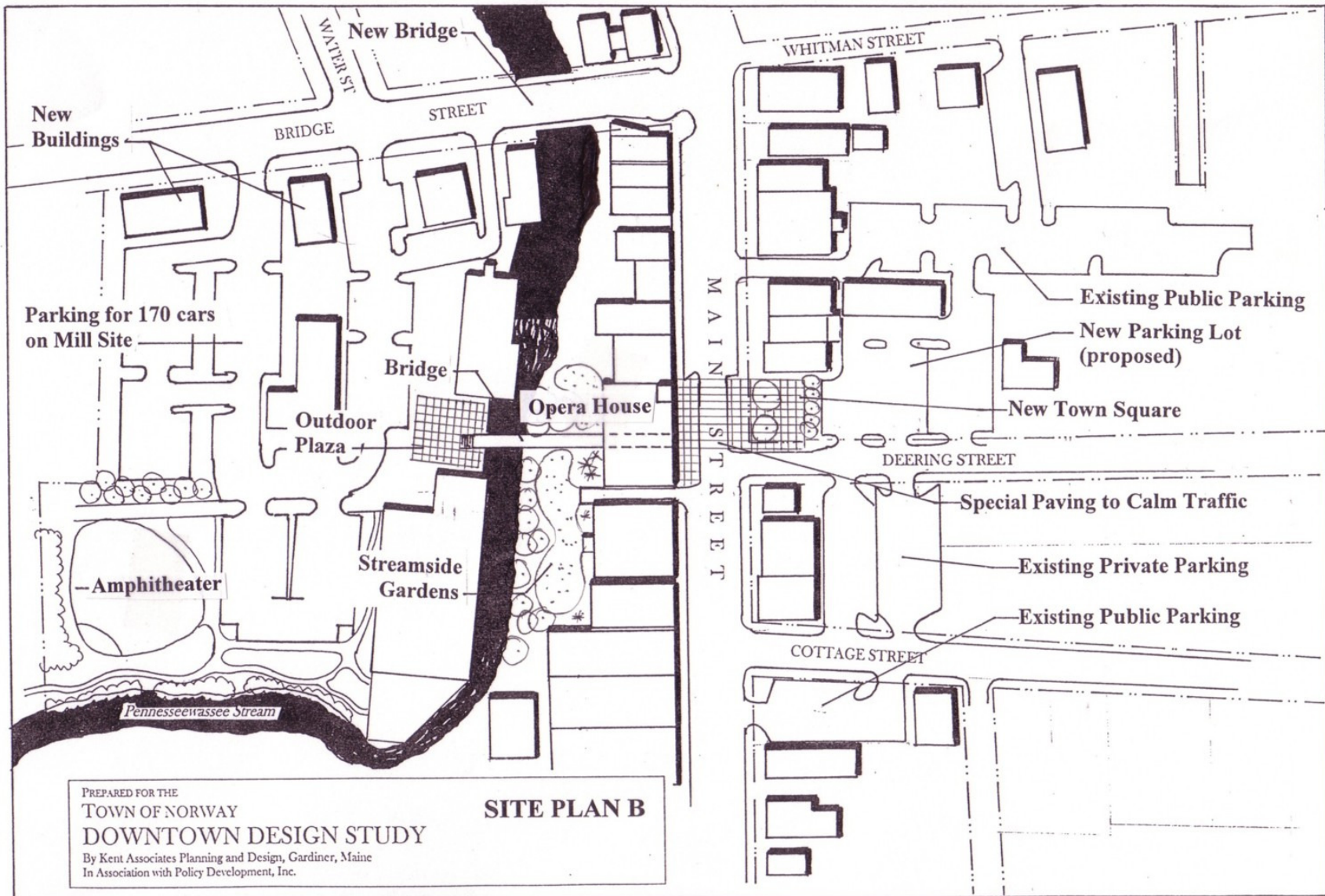


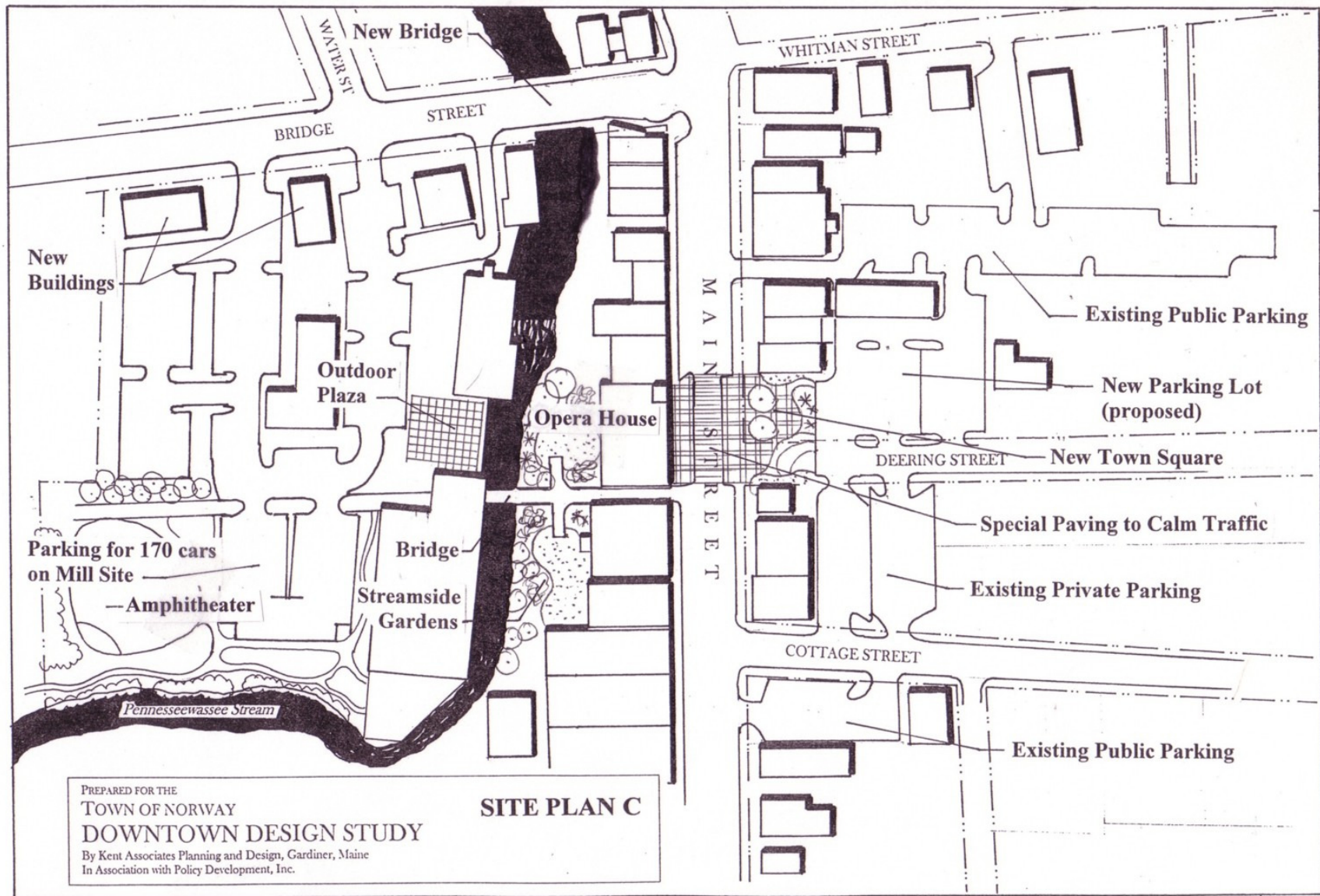
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Aerial View of Main Street





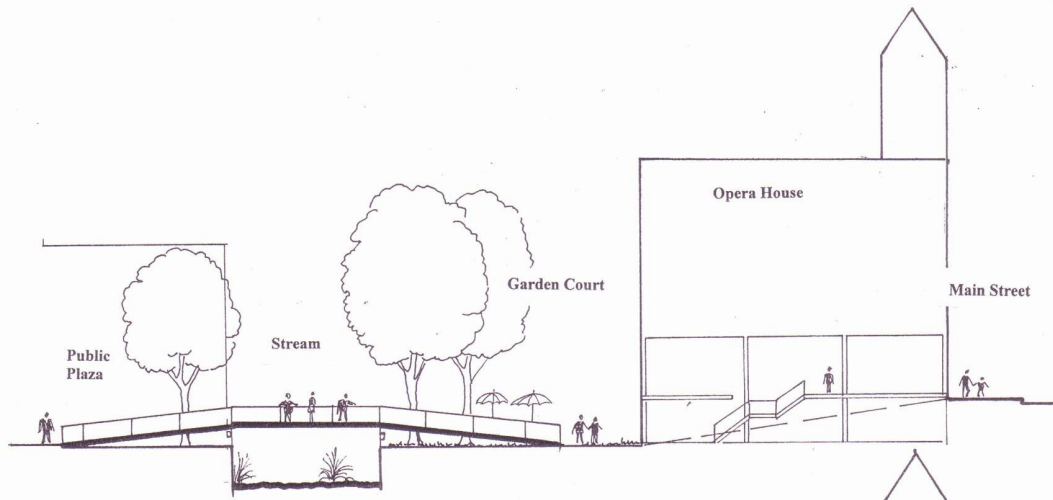


A Cross-Stream, Convenient Downtown

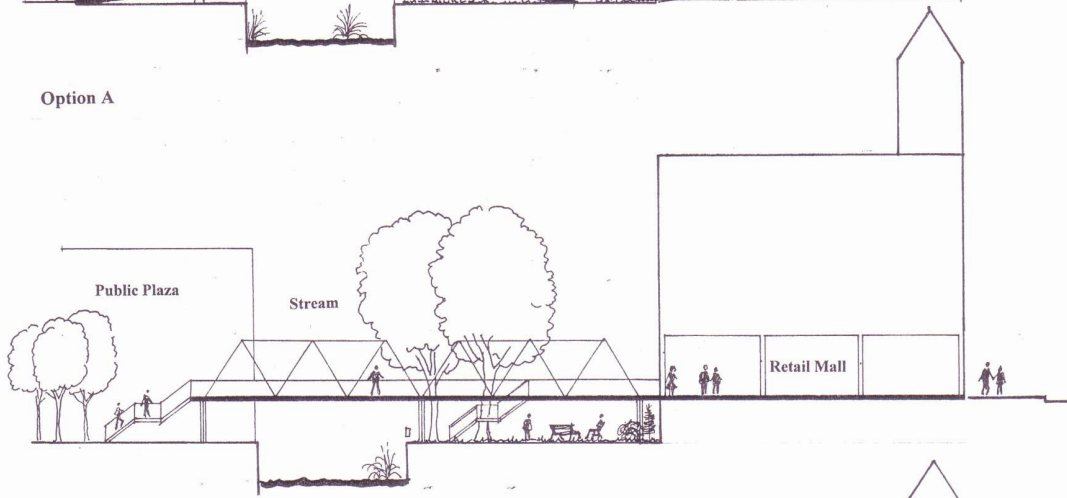
If the Mill site and Main Street are to be successful in drawing new tenants and new, taxable, businesses to town, they should be physically linked together with attractive and enticing pedestrian ways. These connections are vital. They can be achieved through public and/or private endeavors, but they

must be achieved. The aerial photo (shown previously) shows the relationship between Main Street and the Mill and serves to illustrate the importance of linking the two areas directly. The site plan drawings (shown earlier) and bridge options (A, B, and C) that follow illustrate three possible pedestrian/bridge linkages. Each has its own set of advantages and disadvantages; these are discussed below.

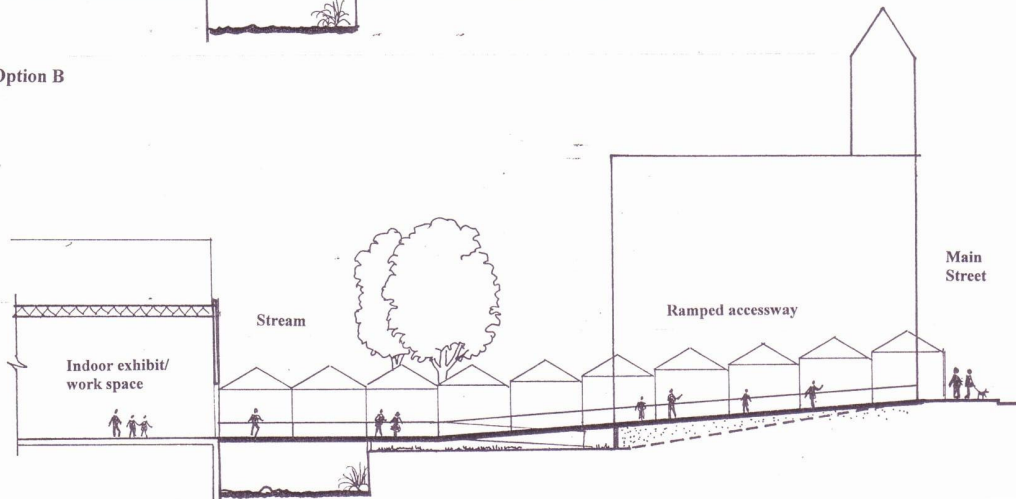
	Option A	Option B	Option C
Description:	A simple pedestrian bridge between an open plaza on the Mill side, to landscaped open space behind the Opera House. Access to Main Street is either by the ramp between the Opera House and the Odd Fellows building, or through the Opera House by way of a new stairway and retail mall within the building.	A direct, linking, bridge from Main Street to an open-air plaza on the Mill site, that creates a new mall within the Opera House. Stairs descend from the bridge, down to the plaza at the Mill site. Vehicular access is by way of the alley.	A short (covered or uncovered) bridge located between Main Street and the large, indoor, exhibition(?) space and tied to the alley between the Opera House and the Odd Fellows building
Advantages:	<ul style="list-style-type: none"> • Relatively straightforward construction • Connects attractive open space areas (but needs Opera House owner cooperation) • Could be made into vehicular bridge for fire engine access 	<ul style="list-style-type: none"> • Bold, imaginative (it could be covered for all season use) • Could help reinvigorate business in Opera House ground floor (and lower level) • Provides access to landscaped river bank and gardens 	<ul style="list-style-type: none"> • Relatively straight forward solution • Provides direct link between the Mill and Main Street • Is all ADA accessible • Probably out of floodplain
Disadvantages:	<ul style="list-style-type: none"> • No direct connection to Main Street – somewhat circuitous • Hidden from Main Street view; would require good signage • May raise floodplain issues • Needs adjustment to make ADA accessible – unless there is an elevator to all levels in the Opera House 	<ul style="list-style-type: none"> • Expensive to build • Mill side stair probably in floodplain • Needs private cooperation to accomplish • Mill side stair not ADA accessible – a ramp could be added 	<ul style="list-style-type: none"> • Expensive but direct • Does not involve Opera House



Option A



Option B



Option C

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Stream Bridge Options

An artistic rendering of Option C



Great Outdoor Spaces

The idea for a new town square, in the very heart of the village, is drawn from history. The common, or square, is a feature of many New England towns; it is traditionally a place where people gather to celebrate or listen to music or simply meet a friend.

A new town square across from the Opera House tower will draw people in and act as a nucleus and beginning point from which tourists and residents can explore and shop. It could feature a tourist information booth, historic exhibits, small performance space, fountain, benches, decorative lighting, trees, and even a giant pair of snowshoes (see illustration)! It would also be the gateway to indoor or outdoor pathways to the C.B. Cummings Mill complex, across a bridge on Pennessewassee Stream. In fact, as envisioned in the concept plans (A, B, and C) the town square could be the first of a series of

outdoor plazas, squares, and gardens between Main Street and the Mill property.

The new town square, as proposed, would visually (but not actually) cross Main Street to draw attention to itself, cause traffic to slow down, and to create a safer, and shorter, pedestrian crossing (see illustration). Main Street itself could be made to be just 20 feet wide, for the length of the Opera House building, and paved with decorative paving and/or zebra-crossing symbols.

The concept, as illustrated, keeps the existing (two) trees and closes Deering Street. Other options are feasible: Deering Street could remain open or be narrowed to a one-way street and the parking loss on one side, or both sides, could be reduced so that the “bump-outs” illustrated are narrower and more existing on-street parking is retained or, preferably, the bump-out is only on the north side for the length of the park.



The site for a town square is shown at the bottom of the previous page. The space gained from closing Deering Street (at right) could compensate for parking space used to make the square.



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New Town Square on Main Street



A giant snowshoe sign was once a symbol of Norway's wood industries.

Memorable Historical Character

Tourism is increasingly becoming “niche” oriented. More and more tourism is based on niche markets such as birding, shopping, biking, etc. One such market that Norway can tap into is history buffs. People with a keen interest in New England architecture and historic events will travel to interesting places that cater to their desire to look and learn.

With 72 regionally significant historic sites, all within downtown, and with Norway's historic district being on the national Register of Historic Places, the Town should do more to capitalize on these incredible assets by:

1. Putting photos of all the buildings on a Web site with links to popular tourism sites.
2. Making reference to its National recognition on the gateway signs; e.g., To Downtown Norway – a National Historic Place.
3. Establishing (like Thomaston) a Museum on Main Street – a walking (guided by brochure) tour of downtown.
4. Promoting its history through articles, advertising, and the like.

The photographs that follow show the rich architectural tradition that Norway should promote.







Appendix A – Resident and Visitor Surveys

Methodology

Members of the Norway Downtown Revitalization’s Economic Restructuring Committee viewed sample surveys from a number of sources, including the University of Wisconsin and other Main Street Maine communities. The surveys eventually developed (one for area residents, one for visitors) were largely modeled on Bath’s survey.

The group visited Bath and met with their Economic Restructuring Committee to discuss Bath’s survey process. Two members of the Bath team then came to Norway to meet with a group of volunteers who would be doing the surveying. They explained their process for doing customer intercept surveys – where and when they conducted surveys, how they analyzed the data and distributed results. The group then split up into teams to practice interviewing each other.

During most winter months, teams of two volunteers were scheduled for one-hour survey slots. Locations included: in front of the post office, in front of the New Balance store, in front of (or inside) the library (all Main Street locations). Survey slots were scheduled at different times of day (morning and afternoon) and different days of the week, including weekends. One Hundred and seventeen surveys were conducted between November, 2003 and the end of May, 2004. Most of these were answered by residents

To increase the number of visitor responses, volunteers and paid surveyors also conducted on-the-street surveys during the month of June yielding an additional 32 completed surveys, mostly answered by visitors.

In total, 149 surveys were completed to form the basis of the analysis.

Resident Survey Instrument

**Norway Downtown
Revitalization**
Customer Intercept Survey

RESIDENTS

Regional residents are from:
Norway, South Paris, Waterford,
Harrison, Hebron, W. Paris, Albany,
Stoneham, Oxford, Otisfield

Date _____ Time _____
Location _____

“We are conducting this survey to learn how downtown Norway can serve you better in the future. Your answers will help us make some recommendations for improvement. Thank you.”

1. Where are you from?

 -

2. What is the purpose of your visit?
- Going to work
 - Shopping
 - Library
 - School
 - Town Office
 - Eating out
 - Browsing
 - Post office
 - Other _____

3. How often do you come downtown for the following?:

D=dining S=shopping P=prof/pers. bus.

- | D | S | P | |
|--------------------------|--------------------------|--------------------------|------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 3 or more times a week |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 1 or 2 times a week |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Once or twice a month |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Less than once a month |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Never |

4b. When you think of downtown Norway, what comes to mind? [prompt: buildings, businesses]

4c. What do you like most about Norway?

4d. What do you like least about Norway?

5. What types of businesses & services would you like to see MORE of in downtown Norway?

7a. Which newspapers do you read regularly?

7b. In which newspapers do you most notice the ads?

7c. Which TV stations do you watch regularly?

7d. Which radio stations do you listen to?

8. Think about your visit today. How would you rate the downtown on the following?:

G= good F=fair P=poor N=no opinion

	G	F	P	N
Attractiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking convenience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic flow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendliness of sales people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Variety of goods & services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prices of goods & services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of goods & services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	G	F	P	N
Special events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Easy to get around	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall impression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Where does your household usually shop for the following?:

[Examples: Norway downtown, South Paris, Oxford, Walmart, Hannaford, Lewiston/Auburn, Maine Mall, New Hampshire, Catalog, On-line...]

Men's Clothing

Women's clothing

Children's clothing

Adult shoes

Children's shoes

Baby clothes/supplies

Books

Sporting goods

Furniture

Floor coverings

Household goods

Appliances

Electronics

Gifts

Groceries

Restaurants

Health care/prescriptions

Past research has shown that people of different ages, gender and income levels view downtown differently. The following information is, of course, completely confidential.

10. What is your occupation?

11. What town do you work in?

12. Gender: Male Female

13. Age:
- Under 18
 - 18-24
 - 25-34
 - 35-49
 - 50-64
 - 65 or older

14. What is your approximate annual household income?

- Under \$15,000
- \$15,000-24,999
- \$25,000-49,999
- \$50,000-\$99,999
- Over \$100,000

15. Would you be more likely to shop downtown Norway if more stores were open in the evenings?

Yes ____ No ____

Which ones? _____

16. Would you be more likely to shop downtown Norway if more stores were open on Sundays?

Yes _____ No _____

Which ones?

17. When do you usually shop?

Day _____

Morning Afternoon

After 5

18. What else would entice you to visit downtown?

Family activities

Cultural events/entertainment

More things to do

More shops

Restaurants/bars/coffee shops

More parking

Safety

Other _____

Thank you for helping us to find our more about our downtown.

Visitor Survey Instrument

Norway Downtown

Revitalization

Customer Intercept Survey

VISITORS

Date _____ Time _____

Location _____

“We are conducting this survey to learn how downtown Norway can serve you better in the future. Your answers will help us make some recommendations for improvement. Thank you.”

4. Where are you from?

Seasonal resident

5. What is the purpose of your visit?

Shopping

Eating out

Browsing

Post office

Other _____

4a. How did you hear of Norway?

4b. When you think of downtown Norway, what comes to mind? [prompt: buildings, businesses]

4c. What do you like most about Norway?

4d. What do you like least about Norway?

5. What types of businesses & services would you like to see MORE of in downtown Norway?

6. Think about your visit today. How would you rate the downtown on the following?:

G= good F=fair P=poor N=no opinion

	G	F	P	N
Attractiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking convenience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic flow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Shopping hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendliness of Sales people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Variety of goods & Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prices of goods & Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of goods & Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Easy to get around	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall impression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following information is, of course, completely confidential.

12. What is your occupation?

12. Gender: Male Female

13. Age: Under 18
 18-24
 25-34
 35-49
 50-64
 65 or older

14. What is your approximate annual household income?

- Under \$15,000
- \$15,000-24,999
- \$25,000-49,999
- \$50,000-\$99,999
- Over \$100,000

Appendix B – Business Owner Surveys

Methodology

The Business Owner Surveys were conducted by Norway Downtown Revitalization's Economic Restructuring Committee along with various other volunteers. The Committee developed the surveys over a period of time during which they were trained by Glen Ohlund of the New Hampshire Main Street Program and by Bill King and others from Bath. We visited Bath and Bill King also came to Norway. We also reviewed information from the University of Wisconsin.

The Economic Restructuring Committee divided up the businesses and each volunteer went to 12-15 business. Volunteers left a survey and a cover letter which explained the survey objectives in some detail. This followed a number of articles in the newsletter about how the surveying process was feeding into the new downtown plan.

The volunteers delivered about 60 surveys and then we went back about a week later and picked them up. In some cases volunteers helped business owners or managers complete sections that were not complete. In total, this process resulted in the completion of 38 surveys.

The survey instrument follows on the next two pages.

NORWAY DOWNTOWN REVITALIZATION - BUSINESS SURVEY

We invite you to help us gather information about Downtown Norway's businesses and the commercial climate. We will use this information to help identify both strengths and challenges, to help us develop business support programs, and to help us identify new businesses that would add to the current mix of commercial offerings. All responses are strictly confidential. You may not know some of the information requested. Check it if you can; if you can't get it, that's OK. Thanks.

BUSINESS DESCRIPTION

- 1. Describe your primary business? Are You: Service? Retail? Other:
- 2. How long have you been in operation in downtown Norway?
- 3. How long have you been the owner/manager?
- 4. Does the business own or rent this space? What is your monthly rent?
- 5. How many square feet are devoted to sales production office
storage other total
- 6. What are your hours of operation?
- 7. What % of your sales come from following: Walk-Ins: Phone: Internet: Catalog:

CUSTOMER PROFILE

- 8. How many customers/clients visit per week during busy season during off season?
- 9. What is the busiest day of the week? What are the two busiest times of day?
- 10. What are the three busiest months of the year?
- 11. Indicate approximate % of your typical customers?
Ages: under 20 20-40 40-60 Male Female
 over 60
- 12. What % of your customers are from Norway: from Oxford Hills: Beyond Oxford Hills?
 seasonal residents: visitors:

POSITION IN THE MARKET

- 13. What are the products and/or services that best differentiate your business from your competition?
- 14. What is your toughest competition?
- 15. Which are the three downtown businesses that complement your business the most?

ADVERTISING/MARKETING

- 16. During which months do you typically plan major sales/specials? Which holidays:

17. What percentage of your annual advertising budget is spent on:
local radio? Advertiser Democrat? Lewiston Sun? TV (which)
Other:

LABOR/EMPLOYMENT

18. How many full time jobs do you provide? Part time? Student? Total part time hours?
19. What employee benefits do you offer? vacation time retirement health insurance
20. How far do your employees commute? Where do they park?

PARKING

21. Where do your customers typically park?
22. Is current parking situation a deterrent to your customers?
If so how should it be improved?

RETENTION FEEDBACK

23. Have community events increased your foot traffic or sales volume? Which ones?
24. What other products, services and businesses would you most like to see available downtown?
25. What business training workshops would you or an employee be likely to attend if offered locally?
26. Services could be offered by NDR or the town that would substantially help your business. Rate the value of the following to your business (1-5, with 5 being best)
Customer Service Workshops; Business Insurance; Health Insurance;
Marketing; Store Design; Business Planning; Other:

SENSITIVE BUSINESS ISSUES - ALL ANSWERS ARE STRICTLY CONFIDENTIAL.
Your answers will only be used in aggregate with all the other businesses.
This summary information helps us tell the story of downtown Norway as a whole as an alternative to Big Box stores. The total picture may be compelling where as individually our businesses may feel small...

27. On scale of 1-5, (5 most satisfied, etc) how satisfied are you with present location?
28. Do you have plans to expand or reduce your operations downtown? elsewheres?
29. Are you, or the building owner, considering any building improvements?
30. What are the primary business challenges that you are dealing with?

31. Which best describe your gross revenue? \$0-50K \$50-100K \$100-200K
\$200-500K \$500K-\$1M Over \$1M

32. What is the range of the wages you pay? What is the average pay?

Appendix C – Public Workshop Survey

1. The Primary Target Market

Should Norway try to be attractive mostly for visitors, or should it focus on providing basic needs for locals, or both? Please indicate your opinion on each and what priority you place on each action. (“1” means high priority; “5” means low priority.)

	support	don't support	don't know	priority
a. Market downtown as a destination retail center to attract visitors				
b. Market the downtown as a convenience retail center for residents				

Comments

2. Norway's Retail Reputation

What should Norway be known for? “You go to Norway to buy _____” Please indicate your opinion on each and what priority you place on each action. (“1” means high priority; “5” means low priority.)

	support	don't support	don't know	priority
a. Folk arts and crafts. Traditional wood products such as snowshoes,				
b. Musical instruments and music performances				
c. Hunting and fishing, hardware – everything for sportsmen				
d. Home furnishings – perhaps a certain style				
e. Arts and culture – performances, restaurants				

Comments

3. TIF – Tax Increment Financing

TIF is a tool that many towns use to encourage development. If you set up a TIF, any increases in tax revenues (due to property improvements) can be set aside and used for special purposes such as making the downtown more attractive or helping along a specific development project.

Please indicate your opinion on each and what priority you place on each action. (“1” means high priority; “5” means low priority.)

	support	don't support	don't know	priority
a. Establish a downtown TIF district				
b. Establish a TIF district specifically to aid development of the CB Cummings mill site				

Comments

4. The Streetscape

Four strategies are proposed to improve downtown streets and encourage residents and visitors to come downtown. Please indicate your opinion on each and what priority you place on each action. (“1” means high priority; “5” means low priority.)

	support	don't support	don't know	priority
a. More prominent gateway signs				
b. Improved streetscape on Main and Paris				
c. A rotary at Main and Fair				
d. Sidewalk improvements				

Comments

5. Parking

Parking availability and convenience could be improved in three ways. Please indicate which recommendations you support and what priority you place on each.

	support	don't support	don't know	priority
a. Provide public parking on the Mill site				
b. Reconfigure parking and access North of Main				
c. Relax parking requirement in downtown				

Comments

6. Downtown Convenience

The plans and sketches show ways to link the Mill site to Main Street.

a. How do you feel about this concept?

support	don't support	don't know

b. Of the three bridge schemes shown, rate which you prefer (“1” indicates your top choice; “2” your second choice, etc.)

	rating
A. A simple bridge across the stream	
B. A “mall” bridge through the Opera House	
C. An alley bridge into a renovated Mill building	

Comments

7. Public Outdoor Space

Which of the three outdoor spaces described should be given highest priority (place a “1” next to your first choice and a “2” next to your second choice, etc.)

	rating
A. A new park or square on Main Street, across from the Opera House	
B. Parks and plazas overlooking Pennesseewassee Stream, on the Mill and Opera House sites	
C. Improvements to the existing Memorial Park	

Comments

Appendix D - Methodology for ESRI 2003 Retail Market Place Trade Area Analysis

A complete, current, and accurate snapshot of the retail marketplace is critical to strategic decisions made by retail trade and related food services establishments to increase business. There are two ways to measure activity in a retail market—supply and demand. Analysis of consumer spending reveals market demand or retail potential. Examining business revenues, retail sales, shows market supply. ESRI Business Information Solutions (ESRI BIS) offers both components of economic exchange to provide a complete assessment of the retail marketplace, including a measure of the difference between supply and demand, the Leakage/Surplus Factor.

ESRI BIS presents the 2003 Retail MarketPlace, a database that provides the latest market statistics for Retail Trade and Food Services & Drinking industries. The dollar estimates, which represent total retail supply and demand conditions for the past year, are presented in the North American Industry Classification System (NAICS). These data comprise an update of supply and demand for the 27 industry

groups in the Retail Trade sector, NAICS 44-45, as well as the four industry groups within the Food Services & Drinking Establishments sub-sector, NAICS 722.

Market Supply (Retail Sales)

Data for ESRI BIS' estimates of sales in the Retail Trade and Food Services & Drinking Establishment industries begin with the benchmark, the 1997 Census of Retail Trade (CRT) from the U.S. Census Bureau. The base is updated with ESRI BIS' extensive portfolio of demographic and business databases, and a variety of commercial and government sources that include the *infoUSA* business database, the Bureau of Economic Analysis, Current Population Survey, and NPA Data Services. Supply estimates also incorporate data from the Census Bureau's Nonemployer Statistics (NES) division. Smaller establishments without payrolls such as self-employed individuals and unincorporated businesses account for a small portion of overall sales. However, these businesses represent over 70 percent of all retailers in the U.S. Their inclusion completes the report of industry sales.

ESRI BIS' model captures economic change since 1997 by first differentiating employer and nonemployer

sales growth. Trends in expenditure flows come from a variety of data sources. Multivariate statistical techniques are used to model data that are subject to disclosure issues in the CRT and NES.

Data are calibrated against the 2002 Monthly Retail Trade survey that provides annual and monthly sales data for the select industries nationwide. ESRI BIS licenses *infoUSA*'s business database, which also estimates sales for Retail Trade and Food Services & Drinking establishments. Although ESRI BIS utilizes *infoUSA*'s database in the derivation of small area estimates, the methods differ. ESRI BIS estimates retail sales only to households in the Retail MarketPlace data.

All estimates of market supply are in nominal terms and are derived from receipts (net of sales taxes, refunds, and returns) of businesses primarily engaged in the retailing of merchandise. Excise taxes paid by the retailer or the remuneration of services; for example, installation and delivery charges, incidental to the transaction are also included.

Market Demand (Retail Potential)

To complete the profile of a retail market, ESRI BIS estimates consumer demand or retail potential. That is the expected

amount spent by consumers on products (not services) in Retail Trade and Food Services & Drinking establishments. ESRI BIS' 2003 consumer spending data provide expenditure estimates for over 700 products and services consumed by U.S. households.

ESRI BIS estimates consumer spending from the Bureau of Labor Statistics' annual Consumer Expenditure Surveys, which provide consumer spending information for hundreds of goods and services by households, but not by source. The 1997 Merchandise Line Sales from the Census of Retail Trade are updated to provide the crosswalk to market demand by establishment, four-digit NAICS industry groups from the Consumer Expenditure data.

The Leakage/Surplus Factor (Supply and Demand)

ESRI BIS enables the comparison of supply and demand simply in one measure, the Leakage/Surplus Factor. Leakage/surplus conveniently measures the balance between the volume of supply (retail sales) generated by retail industry and the demand (spending by households, i.e., retail potential) within the same industry. Leakage in an area represents a condition where a market's supply is less than the demand.

That is, retailers outside the market area are fulfilling the demand for retail products; therefore, demand is "leaking" out of the trade area. Surplus in an area represents a condition where supply exceeds the area's demand. Retailers are attracting shoppers that reside outside the trade area, so the "surplus" is in market supply.

ESRI BIS' Retail MarketPlace is available for standard levels of geography or any size ring or polygon.

Data are reported for the following NAICS industry subsectors and groups:

THREE-DIGIT NAICS INDUSTRY SUBSECTORS AND FOUR-DIGIT NAICS INDUSTRY GROUPS
NAICS 441: MOTOR VEHICLE AND PARTS DEALERS
NAICS 451: SPORTING GOODS, HOBBY, BOOK, AND MUSIC STORES

NAICS 4411: Automobile Dealers NAICS 4511: Sporting Gds, Hobby, & Musical Instrument Stores
NAICS 4412: Other Motor Vehicle Dealers NAICS 4512: Book, Periodical, and Music Stores
NAICS 4413: Automotive Parts, Accessories, and Tire Stores **NAICS 452: GENERAL MERCHANDISE STORES**
NAICS 442: FURNITURE AND HOME FURNISHINGS STORES NAICS 4521: Department Stores (Excluding Leased Depts.)*
NAICS 4421: Furniture Stores NAICS 4529: Other General Merchandise Stores
NAICS 4422: Home Furnishings Stores **NAICS 453: MISCELLANEOUS STORE RETAILERS**
NAICS 443: ELECTRONICS AND APPLIANCE STORES
NAICS 4531: Florists
NAICS 4431: Electronics and Appliance Stores
NAICS 4532: Office Supplies, Stationery, and Gift Stores

NAICS 444: BUILDING MAT'L & GARDEN EQUIP. & SUPPLIES DLRS NAICS 4533: Used Merchandise Stores
NAICS 4441: Building Material and Supplies Dealers
NAICS 4539: Other Miscellaneous Store Retailers
NAICS 4442: Lawn and Garden Equipment and Supplies Stores **NAICS 454: NONSTORE RETAILERS**
NAICS 445: FOOD AND BEVERAGE STORES NAICS 4541: Electronic Shopping and Mail-Order Houses
NAICS 4451: Grocery Stores NAICS 4542: Vending Machine Operators
NAICS 4452: Specialty Food Stores NAICS 4543: Direct Selling Establishments
NAICS 4453: Beer, Wine, and Liquor Stores **NAICS 722: FOOD SERVICES AND DRINKING PLACES**
NAICS 446: HEALTH AND PERSONAL CARE STORES
NAICS 7221: Full-Service Restaurants
NAICS 4461: Health and Personal Care Stores
NAICS 7222: Limited-Service Eating Places
NAICS 447: GASOLINE STATIONS NAICS 7223: Special Food Services
NAICS 4471: Gasoline Stations NAICS 7224: Drinking Places (Alcoholic Beverages)
NAICS 448: CLOTHING AND CLOTHING ACCESSORIES STORES
NAICS 4481: Clothing Stores
NAICS 4482: Shoe Stores
NAICS 4483: Jewelry, Luggage, and Leather Goods Stores

*Leased Departments are regarded as separate establishments and classified by the kind of business they conduct.

For More Information Call 800-292-2224/East or 800-394-3690/West
Visit the Web Site at
www.esribis.com
ESRI

2011 Update to Cross-Stream Down section:

Any cross-stream efforts must build upon careful consensus building with the property owners along the stream. Their concerns and property rights must be taken into account and satisfied before these efforts can proceed.

It is now recommended that a foot- bridge be placed between the parking lot on Water Street and the new location of the Gingerbread House by the dam. This location of a pedestrian bridge would greatly improve the practical use of the Water Street parking lot and be relatively easy to install given the abutments already in place.