

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 storage production office total
other
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? Male Female
Ages: under 20 20-40 40-60 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? elsewhere?
 28. Do you have plans to expand or reduce your operations downtown? elsewhere?
 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