Downtown Orange Market Assessment:
A Project to Attract and Keep Businesses in Downtown Orange

Prepared for the Town of Orange
By the Franklin Regional Council of Governments
December 2013

Funded by a 2013 District Local Technical Assistance Grant from the Massachusetts Department of Housing & Community Development
# Downtown Orange Market Assessment Report

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Introduction

An energized downtown is one with stores, restaurants, offices and community events that attract residents and visitors alike to shop, dine, work and play. The Town of Orange wants to build upon recent efforts to improve the Downtown to create a center of commerce and community that is lively and dynamic. To make this happen, more businesses and activities are needed in the Downtown. But what types are desired by residents, workers and visitors to Downtown Orange?

In Fall 2013, a survey was developed by FRCOG staff with input from Town of Orange staff and community leaders. The survey was released using the online SurveyMonkey.com service, with hardcopy versions made available at the Town Hall and the Orange Public Library. The survey was promoted through the Orange Community Development’s Facebook page, direct emails to community stakeholders, individuals who attended the June 11, 2013 Downtown Orange Action Plan meeting, and flyers posted in the community. A copy of the original survey is attached in the Appendix.

The purpose of the Downtown Orange Market Assessment was to collect data to be shared with local officials, businesses and entrepreneurs, and community stakeholders interested in a creating a more vital and lively Downtown Orange. Questions were prepared to gain a better understanding of what people thought about Downtown Orange and the types of businesses desired. Within the two-month survey timeframe, 337 responses were submitted. The following report assembles the results of this survey. Respondents were not asked to provide their name, address or other identifying information. As a result, responses are anonymous, unless the individual respondent chose to identify themself. A detailed report with all individual responses provided has been given to the Town of Orange for their reference. This report summarizes the information gathered. It also highlights key information about Downtown Orange.

For your information

In addition to survey results, this report highlights key information that may be of interest to business owners, entrepreneurs and community stakeholders seeking to start or expand a business venture or to support revitalization efforts in Downtown Orange.
Question 1: Connection to Orange

Residents, workers and visitors alike were asked to provide input. Respondents were asked to select the one option that best describes their connection to Orange. In total, 332 respondents answered this question and 5 skipped this question.

The majority of respondents to this survey live in Orange. Over 92% of respondents either lived or worked in the North Quabbin region. Few respondents were visitors from outside the region. As a result, when reviewing responses to this survey, the general perspective is from community members who are familiar with Downtown Orange.

Figure 1

What best describes your connection to Orange?

- I live in Orange: 57%
- I work in Orange: 15%
- I own a business in Downtown Orange: 5%
- I live in North Quabbin Region: 15%
- I am a visitor to Orange and North Quabbin Region: 7%
- Did Not Answer: 1%

Population

According to the most recent U.S. Census Bureau (www.census.gov) data available (2008-2012 American Community Survey Five-year Estimates), Downtown Orange had 3,972 people and the nine-town North Quabbin region had a population of 28,062. The five counties located within an approximate 25-mile radius of Orange have a population of over 1.1 million people.
Question 2 – Businesses or Services Needed

This question asked respondents what businesses or services they thought were needed in Downtown Orange. Respondents were able to select multiple options and also specify businesses or services under the “Other” option. In total, 330 respondents answered this question and 7 skipped this question.

The top responses were mostly related to food establishments or entertainment. The most popular response was “restaurants”, which was selected by 76% of question respondents. The next most popular businesses or services selected were “theater or performance space” (51%), “neighborhood grocery store” (50%), “food co-op” (44%), and “book store” (40%).

Common themes for the businesses and services identified in the “Other” category included:

- a movie theater,
- youth-oriented activities or teen center,
- arts-related establishments (such as art studios or gallery),
- recreational businesses (such as a bowling alley and skate park),
- professional offices (such as lawyers and dentists), and
- specific retail (such as shoe store, stationary shop and gift shop).

Business Advice

Do you have a new business idea? Or do you need some advice on how to grow your business? There are multiple organizations that can provide advice or technical expertise with starting or growing a business in the North Quabbin region.

- The Franklin County Community Development Corporation (FRCOG) (www.fccdc.org) offers online resources, workshops and one-on-one technical assistance.

- The Massachusetts Small Business Development Center Network (www.msbdc.org) offers one-on-one assistance from its outreach centers in Gardner and Greenfield.

- The Orange-based Young Entrepreneurs Society, Inc. (YES) (www.yes-inc.org) offers programs to teens and young adults to help them learn how to start and grow their own businesses.
Figure 2

What businesses or services do you think are needed in Downtown Orange? (choose all that apply)

Number of Responses

- Restaurant: 250
- Neighborhood grocery store: 168
- Food co-op: 166
- Book store: 146
- Pharmacy: 133
- Clothing store: 107
- Gardeners or farmers supply: 106
- Bike shop or sporting goods store: 100
- Department store: 79
- Other (please specify): 71
- Hardware store: 67
- Dry cleaning: 66
- Dance, fitness, or martial arts facility: 63
- Banking, insurance, or other financial services: 60
- Laundromat: 59
- Other: 51
Question 3 – Interest in and Frequency Visiting Select Businesses or Services

Respondents were asked, if the following businesses or services were located in Downtown Orange, how often they would frequent them. In total, 328 respondents supplied answers to at least some of these business and service categories, with 9 respondents skipping this question.

The same top five business types selected in Question 2, received the greatest number of responses and were identified as visited most frequently (i.e. daily, weekly or monthly) in Question 3. Select retail operations – such as department store, hardware store, gardeners or farmers supply, clothing store, and pharmacy – were the next grouping of businesses that were identified as of interest in being frequently visited. The categories with the least interest expressed were accommodations and laundry services. Given that the majority of survey respondents live locally, it is not unexpected that an accommodation was among the least frequented.

The top three businesses that respondents said they would visit were:

On a daily basis:
1. Neighborhood grocery store (14 responses)
2. Dance, fitness, or martial arts facility (11)
3. Food co-op (9)

On a weekly basis:
1. Neighborhood grocery store (176 responses)
2. Food co-op (124)
3. Restaurant (120)

On a monthly basis:
1. Theater or performance space (148 responses)
2. Restaurant (144)
3. Book store (123)
Figure 3

If these businesses were located in Downtown Orange, how often would you frequent these businesses?

Note: Business or Service Category is listed by order of most frequency (i.e. sum of monthly, weekly and daily responses).
The figure below depicts the categories with the top sum total of responses for daily, weekly or monthly likely frequented establishments.

**Figure 4**

![Bar chart showing categories with the highest number of responses for frequent visits.](image)

### Local Food Access

Tremendous interest was expressed in the survey for a neighborhood grocery or food co-op. Efforts are underway to turn this interest into a reality. Presently the North Quabbin Community Co-op (www.nqcoats.org) is seeking to expand their operations into their own facility in Downtown Orange.
Question 4 – Restaurant Type and Spending Per Person

Respondents were asked if they thought Downtown Orange needed more restaurants, what type they would like and how much they might typically spend per person per visit. In total, 321 respondents supplied answers to at least some of these restaurant categories, with 16 respondents skipping this question.

There was particular interest expressed for a bakery or coffee shop with per person spending mostly in the $5-$10 range. The second most responded to cluster of categories were seafood and steakhouse restaurants with per person spending mostly in the $16-$20 range, and brew pub, Italian and Mexican restaurants with per person spending mostly in the $11-$15 range.

In addition to the food establishments listed for this question, some respondents specified types in “Other”. These responses included requests for other types of world cuisine, such as Indian (5 mentions), Thai (2 mentions), Korean, Afghan and French (1 mention each). There were also multiple respondents interested in family dining options or a diner. Some respondents identified specific national restaurant chains, such as KFC, Papa Gino’s or Chili’s. While other respondents expressed interest in establishments that featured locally sourced and organic food. There were also respondents who expressed an interest in having establishments offering outdoor dining or with a space that could accommodate functions.

Alternative Financing

Sometimes access to financing for a new venture or an existing business seeking to expand can be a challenge. Alternative lending programs can be a useful tool to finance a start-up venture or to fill the gap between a traditional loan and the full amount needed to fund a project. The following entities have loan funds available to North Quabbin businesses to provide this type of alternative financing.

- **Common Capital, Inc.** ([www.common-capital.org](http://www.common-capital.org)) is a non-profit organization based in Holyoke has a business loan program available to for-profit, non-profit and cooperative ventures in the four counties of western Massachusetts.

- **The Franklin County Community Development Corporation (FCCDC)** ([www.fccdc.org](http://www.fccdc.org)) administers a flexible small business lending program for the Franklin, Hampshire and northern Berkshire counties and the North Quabbin region.

- **The North Quabbin Community Coalition** can help connect interested borrowers to the **North Quabbin Loan Fund** ([www.ngcc.org/ng_loan_fund.html](http://www.ngcc.org/ng_loan_fund.html)), which offers access to gap financing to businesses in the nine-town North Quabbin.
Figure 5

If you think Downtown Orange needs restaurants, what type would you like and how much would you spend per person?

- More than $20
- $16 to $20
- $11 to $15
- $5 to $10
- Less than $5

<table>
<thead>
<tr>
<th>Type</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bakery</td>
<td>175</td>
</tr>
<tr>
<td>Coffee shop</td>
<td>157</td>
</tr>
<tr>
<td>Seafood</td>
<td>108</td>
</tr>
<tr>
<td>Steakhouse</td>
<td>113</td>
</tr>
<tr>
<td>Brew pub</td>
<td>113</td>
</tr>
<tr>
<td>Italian</td>
<td>102</td>
</tr>
<tr>
<td>Mexican</td>
<td>125</td>
</tr>
<tr>
<td>Fine dining</td>
<td>118</td>
</tr>
<tr>
<td>Ice cream shop</td>
<td>113</td>
</tr>
<tr>
<td>Deli</td>
<td>106</td>
</tr>
<tr>
<td>Asian</td>
<td>121</td>
</tr>
<tr>
<td>Pizza</td>
<td>75</td>
</tr>
<tr>
<td>Vegetarian</td>
<td>44</td>
</tr>
</tbody>
</table>
Question 5 – Major Reasons for Going to Downtown Orange

Respondents were asked about the major reasons they went to Downtown Orange, and were able to select all choices that applied to them. In total, 296 respondents supplied an answer, with 41 respondents skipping this question.

As indicated in the next Figure, the predominate reasons for people to visit Downtown is to support local business, to access government services (i.e. Town Hall, Post Office), or attend community or cultural events.

Fifty-seven respondents provided feedback under the “Other” option. Several responses indicated they go to the Downtown for convenience services (example, to purchase gas) or for banking. Several respondents also highlighted the public library as the major reason for going Downtown. Other reasons cited included going to a fitness facility/gym or to patronize specific businesses that are located Downtown. A few respondents indicated that they are in Downtown Orange to visit friends or family. Ten respondents made a statement that they do not regularly visit the Downtown.

Market Research

When asked about the advice she gives to entrepreneurs, Amy Shapiro, Business Development Director of the FCCDC, says “The advice I give is market research – examine the local market, traffic pattern and what else is around to determine how many customers and from where.”

Traffic Volumes

The Massachusetts Department of Transportation (MassDOT) will collect traffic data at a specific location on the Mohawk Trail for a few days each year. This data is then extrapolated to estimate the annual average daily traffic (AADT) volume at that location. In 2013, the traffic volume on the Mohawk Trail was approximately 7,700 vehicles a day at a location just west of Exit 14 and was 10,700 vehicles a day at a location just east of Exit 16. Traffic count data is available online at http://mhd.ms2soft.com/tcds. The Town of Orange may also submit a request to the FRCOG Planning Department for a traffic count to be conducted at a specific location at no cost to the municipality. The traffic counts indicate that there is a significant amount of customers that could be drawn into the Downtown.
Figure 6

What are the major reasons you go to Downtown Orange?

- To support local businesses: 215 responses
- To go to the Town Hall or Post Office: 195 responses
- For the friendly service: 128 responses
- For the Millers River and/or Riverfront Park: 80 responses
- For its historic character: 78 responses
- Because there are less traffic and crowds: 61 responses
- Because there is convenient, easy parking: 59 responses
- Because it feels safe: 52 responses
- Because it is easy to walk or bike to: 52 responses
- To visit other parks: 43 responses
- For the nice selection of goods and services: 25 responses
- Because there is public transit: 15 responses
- Other: 4 responses

Number of Responses
Question 6 – Suggested Changes

In this question, respondents were asked about what they would change about Downtown Orange. Ten options were presented. Respondents could select multiple options and also provide their own suggestion under the “Other” option. In total, 326 respondents supplied an answer, with 11 respondents skipping this question.

The top responses related to the number and variety of restaurants and retail stores, and improving the appearance and condition of buildings. The next grouping of responses was related to amenities available and the condition of public infrastructure in the Downtown.

Forty-four respondents offered “Other” suggested changes. Many of the suggestions submitted through the “Other” option reiterated this support for improving the overall appearance of the Downtown, enhancing pedestrian and bicycle facilities, and supporting more town maintenance and public safety services.

In addition, there were specific transportation related recommendations that included accessing passenger rail service, limiting truck traffic in Downtown and having a taxi cab service. Additional comments included installing more public art, constructing a skate park, having a theater and more community events, creating more open space, and offering Wi-Fi services in public spaces. Some suggestions focused on highlighting and enhancing the historic character and outdoor recreation opportunities of the area, and then incorporating these elements into a coordinated tourism outreach strategy.

More than Restaurants and Retail

In many downtowns, the manufacturing that helped establish the community has long since disappeared. Fortunately, this is not the case in Downtown Orange. Manufacturers large and small remain in Downtown, offering good jobs and a potential customer base for shopping and dining establishments. It is estimated that there are over 300 employees working in Downtown at just these six businesses combined: Ames Trophy, Environmental Integration, Hi-De Liners, Riveto Company, Rodney Hunt Company, and Slencil.
Figure 7

What would you change about Downtown Orange?

<table>
<thead>
<tr>
<th>Suggestion</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number and variety of restaurants</td>
<td>239</td>
</tr>
<tr>
<td>Improve the buildings and facades</td>
<td>239</td>
</tr>
<tr>
<td>Improve the streetscape with sidewalks, trees, benches</td>
<td>236</td>
</tr>
<tr>
<td>Improve maintenance of streets/sidewalks, trash pick-up</td>
<td>187</td>
</tr>
<tr>
<td>Add more parking</td>
<td>177</td>
</tr>
<tr>
<td>Add more bike lanes / bike paths</td>
<td>106</td>
</tr>
<tr>
<td>More public transit service</td>
<td>104</td>
</tr>
<tr>
<td>More apartments/condos in upper floors of buildings</td>
<td>83, 82</td>
</tr>
</tbody>
</table>
Impressions from a Downtown Revitalization Expert

In October 2013, Ted Carman, President of Concord Square Planning & Development, attended a meeting of Downtown Orange building owners and local officials. His impressions about the future for Downtown Orange from this event were:

- Impressed with the energy and commitment of people to improve Downtown Orange.

- Plans for redevelopment should focus on the revenue that could be earned from the Downtown buildings; noting that manufacturing is the highest revenue generating use.

- It is important to prioritize the retention of existing manufacturers in the Downtown and to help them expand. These businesses are anchor employers that offer good wages and which are a good use for these large mill buildings.

- Developing the concept of Downtown Orange as a center for adventure tourism is a good strategy to encourage new businesses to fill vacant buildings. Need to focus on keeping the mill buildings occupied by manufacturers, then tuck adventure tourism assets around them.

- The Orange Innovation Center is a great asset. As the Center’s space is fully occupied or individual businesses grow out of their existing space, they can expand into other vacant spaces in the Downtown.

- Foster an atmosphere that makes Downtown Orange the place where people and businesses want to be.
Question 7 – Shopping Days and Hours

Respondents were asked about when they typically shop, such as during the week or on weekends. In total, 320 respondents supplied an answer, with 17 respondents skipping this question.

According to this data, approximately 60% of respondents shop during the week, with 30% shopping on Saturday, and 10% shopping on Sunday.

Figure 8

I usually shop on:

- Weekdays (9 am to 5 pm)
- Weekday evenings (after 5 pm)
- Saturday mornings
- Saturday afternoon
- Sunday morning
- Sunday afternoon

Small Business Drives the Economy

As of 2011, 88% of private-sector firms (excluding the self-employed) in Franklin County have fewer than 20 employees. This percentage is slightly higher than the state and national average of 86%. (Source: U.S. Census Bureau’s County Business Pattern data)
Questions 8 – Respondent Age

Questions 8 through 11 sought to learn more about the characteristics of the survey’s respondents. Question 8 asked the age range of the respondent. There were 326 responses to this question, and 11 respondents who skipped this question.

Over 54% of respondents (or 177 responses) were between the ages of 45 to 64 years old. The next largest age group of respondents was 25 to 44 years old (28% of respondents or 91 responses).

Figure 9

Demographic and Socio-economic Data

The U.S. Census Bureau releases demographic and socio-economic data for towns and places on an annual basis in the form of five-year average estimates. The appendix of this report includes statistics from this U.S. Census Bureau dataset, including age, educational attainment, occupation, and income.
Questions 9 – Respondent Income

Respondents were asked about the range of their household’s annual income. There were 307 responses to this question, and 30 respondents who skipped this question.

According to the responses received, slightly under one-third of respondents lived in households with more than $75,000 of annual income (95 responses), slightly over one-third in households between $45,000 to $75,000 (112 responses), and one-third in households with less than $45,000 annual income (100 responses).

Figure 10

- Less than $15,000: 11
- $15,001 - $20,000: 19
- $20,001 - $30,000: 21
- $30,001 - $45,000: 49
- $45,001 - $60,000: 57
- $60,001 - $75,000: 55
- More than $75,000: 95
Questions 10 – Respondent Household Size

Respondents were asked about the size of their household. These responses may include individuals living alone, families with children, or roommates sharing living quarters. There were 325 responses to this question, and 12 respondents who skipped this question.

Over half of respondents either lived alone or with one other person (182 responses). One-third of the respondents lived in households with three to four people (109 responses), and 10% of the respondents lived in households with 5 or more people (34 responses).

Figure 11

My household size (including me) is:

- 1 person: 47
- 2 people: 57
- 3 people: 52
- 4 people: 135
- 5 or more people: 34
Questions 11 – Respondent Place of Residence

Respondents were asked to select the community where they currently reside. Each of the nine North Quabbin communities was identified as an option to select. In addition, there was an “Other” option for respondents to specify their home community. There were 278 responses to this question, and 59 respondents who skipped this question.

Using the responses selected and upon review of the “Other” communities specified, 62% of the respondents were from Orange, 12% from Athol, 11% from North Quabbin towns (excluding Orange and Athol), and 14% from outside the North Quabbin region. Most of the communities from outside the North Quabbin region were located in Franklin or Worcester Counties. Also submitted under the “Other” option were six responses from respondents who lived either in the Boston metropolitan area or out of state.

Figure 12
Questions 12 – Other Suggestions

This portion of the survey offered a comment box for respondents if they had any other suggestions for improving Downtown Orange. In total, one-third of total respondents provided feedback in the comment box, and 226 skipped this option.

Upon review of these comments several common themes emerged. The following are a list of these commonly expressed suggestions. The specific suggestions submitted have been forwarded to Town of Orange staff. Please note: no identifying information was collected, so these suggestions are anonymous.

Support Business Development

- Access to business technical assistance
- Improve variety and mix of retail shops and restaurants in Downtown
- Add more dining options, particularly for restaurants serving dinner and a coffee shop
- Encourage more arts and culture related businesses and spaces, such as a movie theater, performing arts space and other venues to showcase local artwork
- Greater access to local food year-round, such as through a food coop or winter’s farmers market

Improve Downtown Buildings

- Discourage service-oriented business from using first floor space that could be used by retail shops
- Encourage redevelopment of vacant mill buildings for a mix of residential, commercial and creative arts-related space
- Encourage better maintenance and appearance of buildings
- Create a business incubator to foster new Downtown businesses and offices
- Increase variety of housing options in Downtown, such as higher-end loft apartments, condominiums and/or senior housing

Enhance Sense of Community

- Encourage more people to “buy local” and support the stores that are currently in Downtown
- Need for more child and youth activities, such as a teen center, playground improvements, or indoor recreation facility
- Encourage regular Downtown events, such as cultural fairs.
Transportation and Government Services

- Develop a bike path
- Increase police presence in Downtown
- Greater traffic enforcement, especially for Downtown truck traffic
- Enhance maintenance of parks, landscaping, sidewalks and streets
- Turn on streetlights
- Playground improvements
- Better enforcement of zoning bylaws and municipal regulations

Leverage the Community’s Assets

- Riverfront access and boathouse
- Orange Airport
- Outdoor recreation assets

Community Movie Theater

Since 1995, the Memorial Hall Auditorium (located on the second floor of the Shelburne Town Hall) has hosted the Pothole Pictures Film Series. Organized by volunteers, the film series screens classic, foreign, and independent films and hosts special events on select weekends throughout the year. For more information, go to www.shelburnefallsmemorialhall.org/pothole-pictures.
Questions 13 – Business Owner Issues or Obstacles

This question was specifically asked of business owners with establishments located in Downtown Orange. The question asked about major issues or obstacles they as business owners may be facing. More than one option could be selected of the ten presented. Business owners could also specify an issue under the “Other” option. In total, 142 respondents answered this question, and 195 skipped this question.

The two most selected issues or obstacles were the vacant storefronts/buildings (85% of respondents) and current economic conditions (70%). This was followed by the need for additional marketing of Downtown Orange (45%) and the lack of customer traffic (44%).

In addition to the ones presented, respondents identified additional issues or obstacles under the “Other” option. Some of the suggestions submitted were related to the general atmosphere in the Downtown, such as the appearance of both buildings and public spaces. Also identified were issues related to the need for more support from the local government and its regulations. Other issues identified included the challenge of Downtown firms competing with “big box” retailers or businesses located out of the Downtown in commercial plazas. Another obstacle submitted was difficulty accessing a sufficient level of financing from banks in order to acquire and redevelop Downtown buildings. A respondent also contributed that they are happy in their Downtown location and have been successful for many years.

Using Tax Credits in Downtown Greenfield

The Greenfield Downtown Master Plan identified the vacant upper floors of Downtown buildings as both a major issue and an opportunity for improving the economic health of the community. In 2008, Downtown building owners, local officials and business and community leaders joined together to specifically address this issue. They brought in a team of partners and an expert consultant to guide them in pursuing state and federal tax credit programs. Tax credits can be leveraged to raise capital for building redevelopment. Applying for tax credits is a complex process that requires up-front resources to hire professional expertise. Also a project must be of sufficient size (i.e. over a million dollars) to attract a tax credit award and absorb the costs of applying for and implementing tax credits. Through the process of building owners and the community working together, nine Downtown Greenfield properties have been awarded over $14 million in tax credits to date. As a result, multiple buildings have been successfully redeveloped and returned to active use, and more work is anticipated to be done.
What are some of the major issues or obstacles facing your Downtown Orange business today?

- Vacant storefronts/buildings (120 responses)
- Current economic conditions (99 responses)
- Need for additional marketing of Downtown Orange (64 responses)
- Lack of customer traffic (62 responses)
- Cash flow/working capital (39 responses)
- General operating costs (33 responses)
- Lack of convenient parking (32 responses)
- Cost of rent or mortgage for property (26 responses)
- State building codes (21 responses)
- Local zoning (9 responses)
Key Findings

Based upon the responses received through the Downtown Orange Market Assessment, there were four consistent areas identified for support:

- Improve the appearance of Downtown buildings and encourage the redevelopment of vacant or under-utilized properties.
- Increase the number and mix of restaurants and shops in Downtown.
- Enhance government services that, in particular, provide public safety and maintain the Downtown area.
- Strengthen the sense of community by creating events and developing facilities that bring people Downtown.

Questions that specifically asked about commercial establishments had the most responses for food establishments or entertainment-related businesses. Restaurants (especially a bakery and coffee shop) and shops that sell food were the most popular, which were followed by theater or performance space, and a book store and general department store. This type of information may help an interested entrepreneur or existing business to launch a new venture in Downtown Orange.
Appendix

A. Downtown Orange Market Assessment Form

B. American Community Survey Five-Year Estimate Data
Appendix A: Downtown Orange Market Assessment Form
The Town of Orange's Downtown Market Assessment

An energized Downtown is one with stores, restaurants, and community events that attracts residents and visitors alike to shop, dine, and play. But what types of businesses and activities do we want in our Downtown? The purpose of this Market Assessment is to collect data that can be shared with local officials, businesses and entrepreneurs, and community stakeholders interested in creating a more vital and lively Downtown Orange. The following questions have been prepared to get a better understanding of your thoughts about Downtown Orange and the types of businesses desired. We appreciate your input. All individual responses are confidential. Thank you!

1. Please check what best describes your connection to Orange: (select one)
   - I live in Orange
   - I work in Orange
   - I own a business in Downtown Orange
   - I live in the North Quabbin Region
   - I'm a visitor to Orange and the North Quabbin Region

2. What businesses or services do you think are needed in Downtown Orange? (choose all that apply)
   - Neighborhood grocery store
   - Food co-op
   - Restaurant
   - Small hotel, bed & breakfast, or inn
   - Pharmacy
   - Dry cleaning
   - Laundromat
   - Clothing store
   - Department store
   - Book store
   - Hardware store
   - Gardeners or farmers supply
   - Bike shop or sporting goods store
   - Theater or performance space
   - Dance, fitness, or martial arts facility
   - Banking, insurance, or other financial services
   - Other (please specify)

3. If these businesses or services were located in Downtown Orange, how often would you frequent these businesses?

<table>
<thead>
<tr>
<th>Business Type</th>
<th>Daily</th>
<th>Weekly</th>
<th>Monthly</th>
<th>Rarely</th>
<th>Never</th>
</tr>
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<tbody>
<tr>
<td>Neighborhood grocery store</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food co-op</td>
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<td></td>
</tr>
<tr>
<td>Restaurant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Small hotel, bed &amp; breakfast, or inn</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pharmacy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dry cleaning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laundromat</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clothing store</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department store</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Book store</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Hardware store</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Gardeners or farmers supply</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Bike shop or sporting goods store</td>
<td></td>
<td></td>
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<tr>
<td>Theater or performance space</td>
<td></td>
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<tr>
<td>Dance, fitness, or martial arts facility</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Banking, insurance, or other financial services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. If you think Downtown Orange needs restaurants, what type would you like and how much would you spend per person?

<table>
<thead>
<tr>
<th>Restaurant Type</th>
<th>Less than $5</th>
<th>$5 to $10</th>
<th>$11 to $15</th>
<th>$16 to $20</th>
<th>More than $20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bakery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coffee shop</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Italian</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steakhouse</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seafood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brew pub</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fine dining</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Vegetarian</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mexican</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Deli</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pizza</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ice cream shop</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (please specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5. What are the major reasons you go to Downtown Orange? (choose all that apply)

- For the nice selection of goods and services
- For the friendly service
- For its historic character
- For community or cultural fairs, festivals or events
- To support local businesses
- To go to the Town Hall or Post Office
- Because there is convenient, easy parking
- Because it is easy to walk or bike to
- Because there is public transit
- Because it feels safe
- Because there are less traffic and crowds
- To access the Millers River and/or Riverfront Park
- To visit other parks

Other (please specify)

6. What would you change about Downtown Orange? (Choose all that apply)

- Increase the number and variety of retail stores
- Increase the number and variety of restaurants
- Improve the buildings and facades
- Improve the streetscape with sidewalks, trees, benches
- Improve maintenance of streets and sidewalks, trash pick-up
- Add more parking
- Add more bike lanes / bike paths
- More apartments / condos on upper floors of existing buildings
- More public transit service

Other (please specify)
Tell Us about Yourself

7. I usually shop:
   - Weekdays (9 am to 5 pm)
   - Weekday evenings (after 5 pm)
   - Saturday mornings
   - Saturday afternoon
   - Sunday morning
   - Sunday afternoon

8. My age is:
   - 17 and under
   - 18 to 24
   - 25 to 44
   - 45 to 64
   - 65 to 74
   - 75 and over

9. My household income is:
   - Less than $15,000
   - $15,001 - $20,000
   - $20,001 - $30,000
   - $30,001 - $45,000
   - $45,001 - $60,000
   - $60,001 - $75,000
   - More than $75,000

10. My household size (including me) is:
    - 1
    - 2
    - 3
    - 4
    - 5+
11. I live in:

- Athol
- Erving
- New Salem
- Orange
- Petersham
- Phillipston
- Royalston
- Warwick
- Wendell

Other (please specify)

12. Please provide any other suggestions for improving Downtown Orange in the comment box below.
This question is for business owners in Downtown Orange only. Thank you.

13. What are some of the major issues or obstacles facing your Downtown Orange business today?

☐ Lack of customer traffic
☐ Vacant storefronts / buildings
☐ Need for additional marketing of Downtown Orange
☐ Current economic conditions
☐ General operating costs
☐ Cash flow / working capital
☐ Cost of rent or mortgage for property
☐ State building codes
☐ Local zoning
☐ Lack of convenient parking

Other (please specify)
Thank you for your input. The data collected will be used to generate a report for the Town of Orange and shared with community stakeholders to support downtown revitalization efforts.

Please leave your completed form in the envelope provided at this location. Thank you!
Appendix B: American Community Survey Five-year Estimates

The U.S. Census Bureau created the American Community Survey (ACS) program to replace its long-form decennial census survey. Instead of sending out a detailed survey asking about income, occupation and education every ten years, the Bureau sends out surveys to a sample of households every year. It takes five years for the Bureau to collect a sufficient number of survey responses from small towns and villages (referred to as a Census Designated Place or CDP) to be able to produce a data set that can be published. As a result the ACS data is an estimate that reflects an average over a five-year period. The most recent information was released in December 2013 for the five-year period of 2008 through 2012. The following demographic and socio-economic information is from the ACS 2008-2012 Five-year dataset.

Appendix Table 1: Population, Households and Families

<table>
<thead>
<tr>
<th></th>
<th>Downtown Orange CDP</th>
<th>Town of Orange</th>
<th>North Quabbin</th>
<th>Five-County Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>3,972</td>
<td>7,831</td>
<td>28,062</td>
<td>1,151,032</td>
</tr>
<tr>
<td>Total Number of Families</td>
<td>1,040</td>
<td>2,058</td>
<td>7,118</td>
<td>285,499</td>
</tr>
<tr>
<td>Total Number of Households *</td>
<td>1,605</td>
<td>3,315</td>
<td>11,256</td>
<td>438,181</td>
</tr>
<tr>
<td>Total Housing Units</td>
<td>1,708</td>
<td>3,610</td>
<td>12,973</td>
<td>486,939</td>
</tr>
</tbody>
</table>

Source: US Census Bureau, 2008-2012 American Community Survey (ACS) Five-year Estimate

* Includes households with people living alone.

CDP = Census Designated Place

North Quabbin = Includes the towns of Athol, Erving, New Salem, Orange, Petersham, Phillipston, Royalston, Warwick and Wendell.

Five-County Area = Cheshire County, NH; Franklin County, MA; Hampshire County, MA; Windham County, VT; and Worcester County, MA
## Appendix Table 2: Age Groups

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Downtown Orange CDP</th>
<th>Town of Orange</th>
<th>North Quabbin</th>
<th>Five-County Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>3,972</td>
<td>7,831</td>
<td>28,062</td>
<td>1,151,032</td>
</tr>
<tr>
<td>Under 5 years old</td>
<td>323</td>
<td>364</td>
<td>1,242</td>
<td>62,106</td>
</tr>
<tr>
<td>5 to 15 years old</td>
<td>614</td>
<td>1,177</td>
<td>3,938</td>
<td>141,175</td>
</tr>
<tr>
<td>15 to 24 years old</td>
<td>393</td>
<td>793</td>
<td>3,373</td>
<td>179,446</td>
</tr>
<tr>
<td>25 to 34 years old</td>
<td>624</td>
<td>906</td>
<td>3,083</td>
<td>129,869</td>
</tr>
<tr>
<td>35 to 44 years old</td>
<td>549</td>
<td>1,006</td>
<td>3,693</td>
<td>154,214</td>
</tr>
<tr>
<td>45 to 54 years old</td>
<td>451</td>
<td>1,269</td>
<td>4,468</td>
<td>183,776</td>
</tr>
<tr>
<td>54 to 65 years old</td>
<td>504</td>
<td>1,054</td>
<td>4,133</td>
<td>147,379</td>
</tr>
<tr>
<td>65 to 74 years old</td>
<td>316</td>
<td>628</td>
<td>2,075</td>
<td>78,848</td>
</tr>
<tr>
<td>75 years old and older</td>
<td>198</td>
<td>634</td>
<td>2,057</td>
<td>74,219</td>
</tr>
</tbody>
</table>

Source: US Census Bureau, 2008-2012 American Community Survey (ACS) Five-year Estimate

## Appendix Table 3: Educational Attainment

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Downtown Orange CDP</th>
<th>Town of Orange</th>
<th>North Quabbin</th>
<th>Five-County Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population 25 years and over</td>
<td>2,642</td>
<td>5,497</td>
<td>19,509</td>
<td>768,305</td>
</tr>
<tr>
<td>12th grade or less (no diploma)</td>
<td>277</td>
<td>689</td>
<td>2,424</td>
<td>77,129</td>
</tr>
<tr>
<td>High School graduate</td>
<td>964</td>
<td>2,254</td>
<td>7,417</td>
<td>219,064</td>
</tr>
<tr>
<td>Associate's Degree or some college</td>
<td>869</td>
<td>1,693</td>
<td>5,841</td>
<td>206,490</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>304</td>
<td>553</td>
<td>2,417</td>
<td>156,938</td>
</tr>
<tr>
<td>Graduate or professional degree</td>
<td>228</td>
<td>308</td>
<td>1,410</td>
<td>108,684</td>
</tr>
</tbody>
</table>

Source: US Census Bureau, 2008-2012 American Community Survey (ACS) Five-year Estimate
### Appendix Table 4: Workforce and Occupation

<table>
<thead>
<tr>
<th></th>
<th>Downtown Orange CDP</th>
<th>Town of Orange</th>
<th>North Quabbin</th>
<th>Five-County Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population 16 years and over</td>
<td>2,986</td>
<td>6,157</td>
<td>22,376</td>
<td>932,472</td>
</tr>
<tr>
<td>Population in the labor force</td>
<td>1,945</td>
<td>3,688</td>
<td>14,422</td>
<td>633,484</td>
</tr>
<tr>
<td>Employed population</td>
<td>1,653</td>
<td>3,138</td>
<td>12,612</td>
<td>578,877</td>
</tr>
</tbody>
</table>

Number of employed by occupation category:

<table>
<thead>
<tr>
<th>Occupation Category</th>
<th>Downtown Orange CDP</th>
<th>Town of Orange</th>
<th>North Quabbin</th>
<th>Five-County Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management, business, science, and arts occupations</td>
<td>543</td>
<td>853</td>
<td>3,874</td>
<td>235,324</td>
</tr>
<tr>
<td>Service occupations</td>
<td>269</td>
<td>486</td>
<td>2,191</td>
<td>97,460</td>
</tr>
<tr>
<td>Sales and office occupations</td>
<td>375</td>
<td>747</td>
<td>2,838</td>
<td>134,644</td>
</tr>
<tr>
<td>Natural resources, construction, and maintenance occupations</td>
<td>140</td>
<td>280</td>
<td>1,560</td>
<td>46,308</td>
</tr>
<tr>
<td>Production, transportation, and material moving occupations</td>
<td>326</td>
<td>772</td>
<td>2,149</td>
<td>65,141</td>
</tr>
</tbody>
</table>

Source: US Census Bureau, 2008-2012 American Community Survey (ACS) Five-year Estimate

### Appendix Table 5: Household Income

<table>
<thead>
<tr>
<th></th>
<th>Downtown Orange CDP</th>
<th>Town of Orange</th>
<th>North Quabbin</th>
<th>Five-County Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of households</td>
<td>1,605</td>
<td>3,315</td>
<td>11,256</td>
<td>438,181</td>
</tr>
<tr>
<td>Households with less than $25,000 annual income</td>
<td>520</td>
<td>1,062</td>
<td>2,816</td>
<td>86,549</td>
</tr>
<tr>
<td>Households with $25,000 to $49,999 annual income</td>
<td>309</td>
<td>741</td>
<td>2,666</td>
<td>91,675</td>
</tr>
<tr>
<td>Households with $50,000 to $74,999 annual income</td>
<td>398</td>
<td>828</td>
<td>2,444</td>
<td>77,859</td>
</tr>
<tr>
<td>Households with $75,000 to $99,999 annual income</td>
<td>211</td>
<td>345</td>
<td>1,538</td>
<td>61,580</td>
</tr>
<tr>
<td>Households with $100,000 or greater annual income</td>
<td>167</td>
<td>339</td>
<td>1,792</td>
<td>120,518</td>
</tr>
</tbody>
</table>

Source: US Census Bureau, 2008-2012 American Community Survey (ACS) Five-year Estimate