

***DOWNTOWN MARKET AREA PLAN
MIDDLETOWN, CONNECTICUT***

Prepared for the Middletown Department of Planning and Zoning

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Executive Summary

Middletown, Connecticut is a community with strong leadership and progressive attitude toward the blending of social, cultural and economic benefits for the well being of the entire community. It has a good quality of life, with a relatively low crime rate, an excellent educational system and the availability of quality housing at affordable prices. Creative opportunities in the visual and performing arts are also available for all ages. Opportunities include Wesleyan University's Center for the Arts, the Oddfellows Playhouse, the Wesleyan Potters and numerous galleries, museums and other year round events and festivities.

This report focuses on Middletown's Downtown Area. A review of existing documents illustrated the following major themes:

- **Downtown is intended to be a mixed use center where retail, office, housing and institutional uses co-exist.**
- **Downtown is intended to serve as a retail hub for the City and part of its region.**
- **Downtown will benefit from increased investment that has a mark of "quality."**
- **There is increased interest in the opportunities for revitalization.**
- **The River is an important asset to Downtown. Access to the River could be dramatically improved.**
- **The Downtown lacks lodging and conference/meeting facilities.**
- **Wesleyan University, despite its close location to the Central Business District, has only played a minor role (to date) in Downtown revitalization.**

An assessment of the current conditions in Downtown (Section III) indicate that the area is decidedly mixed.

- **The mix of institutional, commercial and residential uses is indeed positive.**
- **Housing coupled with the office complexes, the University and the presence of government and non profit institutions, provides a captive market for Main Street.**
- **More restaurants and unique retail uses would certainly add to the viability.**
- **Residential uses account for approximately 27% of the land within the Downtown area.**
- **Institutional and service uses make up approximately 26% of the area.**
- **Retail activity only accounts for 7% of the land area.**

- **Main Street has some beautiful, well maintained buildings while structures in some of the neighborhoods need attention.**

Beyond the physical assessment, Downtown has distinct strengths, weaknesses, threats and opportunities (Section IV).

- **The condition of buildings and the historic character of Downtown is it's greatest strength.**
- **The presence of the River**
- **The presence of Wesleyan University**
- **The mix of residential, office, institutional and retail activities are decided strengths as well.**
- **The key weakness is the lack of adequate retail activity and the disproportionate share of service and institutional uses.**
- **Downtown, however has numerous opportunities, be it from an aesthetic perspective (such as better connections to the River and the repairing of signs) or a marketing perspective, such as catering to the student clientele or involving the University, the businesses and the institutions.**
- **Compared to Downtowns in many mid sized communities in the Northeast, Middletown's Downtown is relatively strong and vibrant.**

Middletown can expect to see considerable retail growth potential over the next few years (Section XIII). The retail categories that show potential decline in sales, mirror some of the data shown in the lifestyle indices (Section X). For example, furniture stores, fast food restaurants and toy stores show potentially declining markets. Other categories, such as the decline in appliance stores, could be reflective of broader shopping trends such as the impacts of large scale discount stores.

The socio economic profile for Middletown is very encouraging, especially from a marketing perspective (Section IX).

- **Approximately 40% of Middletown's adult population is characterized as having high (top three measures) socio economic indices. These people are affluent, well educated, professionals with a high level of disposable income.**
- **Another 42% of the adult population is classified as having average to above average socio economic status. These people are young, upwardly mobile, with steady incomes.**

- **Only 16% of the population have low socio economic indicators (low wages, unskilled, less educated, ethnic, very young or retired population). The lifestyle indices (Section X) reflects this population base.**

The lifestyle profile indicates how Middletown residents compare to the larger reference areas in terms of interests and spending patterns (Section X). For example, Middletown residents are more interested in attending cultural events, taking an interest in active sports activities (e.g. skiing, golfing and tennis) and partaking in fine wine and gourmet foods than the larger reference population. They are, however, less likely to spend money on home furnishings, antiques and collectibles, or crafts. This reflects a younger, professional, transient population.

Downtown has a captive market consisting of:

- Professionals that work in the Downtown area,
- college oriented (students, visitors, faculty and staff) market,
- a resident population base that can support upscale retail establishments that cater to the relatively affluent, well educated, professional shopper, and
- a potential tourist market

This could be the blueprint for a dynamic mix of restaurants, retail and commercial establishments that could compliment each other making Downtown a vibrant, festive and active place.

From a regional perspective, approximately one third of the United States (and two thirds of the Canadian) population base and buying power is contained wholly or partially within a 500 mile radius of Connecticut (Section VII).

- The per capita and household effective buying income trend has shown a steady rise in the last decade, with Connecticut far outpacing the U.S. and even the New England region.
- Middlesex County, the second most affluent in the State (second to Fairfield), has a higher household Effective Buying Income (EBI) than the State. At \$51,206, it is approximately 46% higher than the national average and 24% higher than the New England average.
- The Household EBI in Middletown in 1993 was \$44,745.

Connecticut has a significant tourist economy that creates substantial jobs and revenues. Although Middlesex County doesn't seem dependent on this economic sector, it does create between three and

five thousand jobs and approximately 30 million dollars in tax revenue from tourism. The spending patterns of tourists visiting Connecticut indicate that a large share of dollars goes to food and retail establishment (Section VII).

- Tourists spent 189 million dollars in Middlesex County,
- Approximately 66 million dollars were spent on food
- 53 million dollars at retail establishments.

Interviews with business leaders, elected and appointed officials, downtown merchants and other interested players provided a wealth of information on the attitudes, concerns and actions for Downtown (Section XI). The focus was mainly on five issues:

- *The Role of the River:* Most people agreed that the River was an important asset and needs to be better integrated with the Downtown area.
- *The Role of Businesses:* People are proud of the businesses in the downtown area and throughout the City. There is a strong desire to see more retail activity downtown. Most people see the importance of anchor stores, such as Bob's, for the vitality of the entire Downtown area.
- *The Role of the University:* People are enthused by the new leadership at the University and hope to see better integration between the campus and the rest of the City.
- *The Role of Parking and Traffic Downtown:* People felt there was enough parking available and traffic was well managed.
- *The Role of Institutions:* There was a strong feeling that there was a disproportionate amount of Institutional activity compared to retail services Downtown. Of special concern were the amount of social service related activities in this area.

Our Recommendations

Based on our assessment and available data, we make our recommendations for a future action agenda (See Section XII for details).

1. The City should establish a Main Street Program that is professionally staffed and funded for the “long haul.” Such a program is crucial if Middletown’s Downtown can meet its full potential.
2. The City should pursue the attraction of additional restaurants. Every revitalized downtown in New England has a strong choice of eating establishments.
3. The City should instigate a program that would enable the Downtown to be cleaned more regularly.
4. The City should establish a “quick fix” organization that would help merchants to overcome small problems that contribute to a sense of neglect along Main Street.
5. The City should have a regular police presence on Main Street. Walking patrols are in order.
6. The placing of a police station in the downtown makes sense. However, it should not be physically dominating along Main Street. It should be designed such that it does not interfere with the retail function of Main Street.
7. The City should provide highly visible public amenities in the Downtown area such as public restrooms, telephones and public information kiosks. The proposed police station would be a good location for these amenities.
8. The City should focus on Downtown as three distinct areas and establish clear identities for each. To the north, the emphasis should be on urban village shopping. To the south, the City should establish as strong a cultural base as possible. In the Center, the emphasis should be on specialty retail and international dining.
9. The City should continue to emphasize the city center as the home of the civis. Any efforts to remove municipal, state or federal functions from the downtown should be discouraged.
10. There are strong retail firms in the downtown. The Bob’s Store, Bob’s Discount

Furniture store, Itkin's Decorators and the Amatos Toy and Hobby store are critical to downtown's stabilization and growth.

11. There is a solid potential for moderately upscale retail and restaurants in the Downtown.

The role of the Wesleyan market, while relatively small, (it will not change Downtown by itself), is crucial as an immediately "tapable" market. This market should be the cornerstone for the first major effort of the City's marketing campaign. The image of Wesleyan is powerful. It represents tradition, quality, commitment and relative affluence. Capturing this market would be a tremendous boost to the Downtown.

12. Discussions with local banks should be undertaken by the City immediately to gauge the long term commitment and plans for their downtown locations.

13. The City should explore the opportunity to expand parking in the area of Bob's Store. Particular attention should be paid to the area between Bob's and the City Library.

14. The Armory Project will be a decided cultural asset for Downtown. The City should insure that this project goes forward in concert with changes to Metro Square.

15. The question of a downtown inn/conference center in conjunction with Wesleyan and other large corporate entities should be revisited. This should include the feasibility for bed and breakfast establishments within proximity to Wesleyan and Downtown. The combination of Wesleyan visitors, corporate guests and even tourists that are looking for an alternative to typical hotel chains appears to have marketing merit.

16. Metro Square will continue to have fewer retail tenants and thus serve as an anchor to revitalization efforts. In fact, we expect that the CVS store and the Burger King restaurant will move from the area. This site has tremendous potential. Its revitalization is crucial to a resurgence of Downtown.

17. The lack of retail activity requires immediate attention. At present, there are too few reasons to visit downtown. To this end, the Downtown Manager and the Main Street Program should develop an aggressive downtown marketing campaign that would aggressively pursue firms that match the profile of needed retail activity.

18. The North End should no longer be targeted as the home of social service agencies.

Instead, companies intended to serve the neighborhood should be encouraged. This area of downtown should become a neighborhood commercial zone.

19. The use of street vendors and peddlers, appropriately and easily licensed should be encouraged.
20. The expansion of “unique” and “upscale” festivals is in order.
21. Main Street requires a sense of “retail rhythm.” For this reason, any use which is not pedestrian oriented along Main Street on the ground floor should be discouraged.
22. The width of Main Street represents a psychological and physical barrier. Therefore, the City should explore design elements to help reduce the difficulty of crossing Main Street. In all cases, the design options should focus on the placing of trees and shrubs along the length of the street.
23. There is a need to integrate the river with downtown. This involves far more than simple access. It involves housing, recreation, street vendors, pedestrian and auto related access and commercial activities. This connection needs to be explored in detail from a planning and design perspective.
24. The City should explore the creation of a “Linkage Program” in which zoning concessions for proposed office and industrial developments would be tied to commitments on the part of the developers to invest in downtown.

An Action Agenda

As part of this project, we were asked to identify actions that should be undertaken immediately (short term) and those that should occur in the next five years (long term). All of these actions are proposed within a framework where there is an active Main Street Manager Program. The following are proposed:

Short Term Recommendations

1. Develop a coordinated, professional clean-up campaign complete with uniformed workers.
2. Prohibit social service activities from locating on Main Street.

3. Create a “fast action team” to quickly correct small problems (such as fixing the clock, getting rid of graffiti).
4. Retain existing retail businesses by creating a Business Visitation Team that would be responsible for determining the long term interests of existing businesses.
5. Have walking constable patrols. These patrols could be staffed by the retired volunteers and Wesleyan students in bright uniforms with walkie-talkies
6. Attract new restaurants and unique retail businesses that showcase the community’s assets (such as demographic and physical attributes) with the help of the Chamber of Commerce and the merchants.
7. Insure that the Armory project remains on tract.
8. Plan for the Downtown Police Station along with retail and highly visible public amenities.
9. Discourage subsidized housing in the Downtown area.
10. Develop a Downtown Promotion Campaign for Wesleyan students and faculty.
11. Promote the regatta and involve guests and participants in downtown activities.
12. Form a Downtown Steering Committee involving the Downtown Manager, the merchants, the City, the University and the institutions.

Long Term Recommendation

1. Expand landscape beautification in Downtown to include plantings, sidewalk improvements and banners.
2. Continue to have at least two “upscale” yearly festivals for Downtown.
3. Create a recovery plan for the Metro Square in combination with the Armory and the Sears Block.
4. Revisit the hotel/Inn/Conference Center concept that could possibly include “guaranteed” use agreements by institutional investors. Consider bed and breakfast establishments in proximity to the Downtown area.
5. Add parking in the vicinity of the Bob’s Store and the City library.

6. Create a linkage program that would tie private corporate investment throughout the City to Downtown Development projects.
7. Develop a campaign to expand market rate housing in the Downtown area.

I. Introduction

This summary report assesses the Downtown development and market potential for Downtown Middletown. The assessment is divided into several sections. This section, primarily lays the structural framework for the rest of the report. The next section presents a review of existing planning documents and their relation to Downtown. Thirdly, it assesses the current conditions in the Downtown vicinity. The fourth section identifies the strengths, weaknesses, threats and opportunities related to Downtown. The fifth section addresses general trends, common concerns and strategies in downtown development and marketing, based on our experience in downtowns across the Northeast. Section Six undertakes a comparative assessment of Downtown merchants in other college communities. Section seven illustrates the larger context by providing regional marketing and tourism data. Section Eight assesses with the market potential for businesses in Middletown. It assesses the dollars spent in certain retail categories, indicates growth rates and provides a 'benchmark' index to compare Middletown businesses to similar retail categories across the Northeast. Section Nine provides some socio economic indicators for Middletown and section ten of this report assesses the lifestyle indices and spending patterns of Middletown residents. These indices can be used to assess what Middletown residents are interested in, what they tend to shop for and how they compare to Connecticut and the nation as a whole. Section Eleven summarizes the findings of 20 interviews of key stakeholders conducted during the process of this study. The concluding section addresses our recommendations for Middletown's Downtown. This is based on the data presented, our site visits as well as the interviews conducted with Middletown residents, merchants and concerned players.

II. A Review Of Key Planning Documents Concerning How They Relate To Middletown's Central Business District

I. Purpose

Mullin Associates Incorporated has reviewed important existing planning documents to determine how they perceived the future of Middletown's Central Business District. The following represent our perspectives on these reports.

II. The Reports

A. *"Middletown, Connecticut: Downtown Visions: 2000 and Beyond", as prepared by the City of Middletown Planning and Zoning Downtown Subcommittee (no year or date of publication mentioned).*

1. Introduction

This publication was completed in 1994. Although it is not a "master plan" as such, it is a comprehensive planning document for the downtown area. It includes a "Vision Statement", a "Conceptual Development Plan" with approximately 79 specific enumerated proposals, and an "Implementation Strategy" with 32 objectives. Of all the documents we have reviewed, this document is "head and shoulders" above the rest. It is well written, recently published, and very clearly and extensively expresses the City's official points of view, preferences, and policy guidelines for any follow-up plan or program. It is important to be aware of this document and to understand its thrust, content and focus.

2. Key Points

From these 111 proposals, and additional text, the following points are salient:

- a. This "plan" provides a well-stated overall strategy to keep the CBD a "vital mixed use district", and provides a very cogent overall goal: "to attract more people and investment to the Downtown".

- b. The secondary goals of the plan are also well described: to maintain a "segment of the City's tax base", to allow the Downtown to provide goods and services for residents, to maintain an attractive business and investment climate, and to "provide a direct physical and visual connection to the river".
- c. An extensive list of specific proposals is included in this plan. Relevant ones are highlighted as follows:
 - 1) Promoting office development, and more upscale residential use.
 - 2) "Promoting more lodging, bed and breakfast and conference type establishments" in the CBD.
 - 3) Certain retail frontage uses such as banks, theaters, and restaurants, are to be encouraged for development purposes via zoning definitions ("permitted and special exceptions" uses in the CBD) in the city's zoning by-law.
 - 4) "Undesirable or inappropriate uses" such as adult book stores, adult entertainment, liquor stores, massage parlors, and check cashing and pawn shops, "should be deleted". Cafeterias should also be denied "accessory use" in the CBD.
 - 5) CBD parking policies and strategies should be revised with the idea of maximizing pedestrian activity. "Shared parking" should be considered and any "interconnected parking garages should be discouraged".
 - 6) Historic buildings should be restored and sidewalks should be upgraded.
 - 7) The river should be linked to downtown and the City should organize special events in both locations.
 - 8) A central location should be developed in the CBD for arts and culture "special events".
 - 9) A system of pedestrian walkways should be provided which connect all activity areas. This same system should guarantee that pedestrian circulation is separated from motor vehicular circulation.

3. Summary

This publication serves its purpose quite well as an excellent overall mission statement and strategic plan for the Downtown area. However, two important issues were not addressed in this document which are relevant to any marketing plan, and which affect the CBD for better or worse.

The first is the relationship of Wesleyan University to the downtown area. While there are allusions to Wesleyan from time to time in this document, no overall recognition of this relationship is covered in any detail. This is important given Wesleyan new awareness of the Middletown CBD, and willingness to help on the part of the senior administrative officials of the University.

The second is the relationship of the Downtown area to all of its neighboring districts. This consideration is important for all neighborhoods to the south, west, and north of the City. It is especially important regarding the "North End" of the CBD (this section of the City also includes a residential area) and the immediately adjacent "North End Industrial Area".

Plans are currently being developed for the latter area of the City. These plans include a proactive program of increased industrialization for this particular area of the City. Needless to say, the outcome of these plans, one way or the other, could have a significant impact on the CBD.

B. *"North End/CBD Urban Renewal Plan" prepared by the Middletown "Municipal Development Office Staff", April, 1990.*

1. Introduction

This publication provides an excellent physical definition of the so-called "North End" of the Middletown CBD. It also serves as a good discussion basis for planning and public policy issues as they affect this particular subsection of the Downtown Area.

2. Key Points

This document focuses on the residential aspects of this northern boundary of the

Downtown area, and includes 16 "short range" and "long range" "Goals and Opportunities" for its improvement.

Among the more pertinent of these goals and opportunities, in terms of a marketing plan for the entire CBD, are the following:

- a. The City has to do a better job of "code enforcement for the landlord-owned residential properties in the North End".
- b. Public-private partnerships should acquire and clear "substandard, deteriorated, or incompatible structures" in the area.
- c. The City should work with the Connecticut Department of Transportation and local interest groups to create new interchanges entering and exiting Route 9, with the objectives being improved access to both the CBD and the "North End Industrial Area".
- d. The City should plan and construct a new pedestrian bridge to the river over Route 9, from the CBD, and should construct "new boat landing and marina facilities along the Connecticut River front adjacent to the Project Area".
- e. And last, but not least, there needs to be a much "stronger relationship" between North End private sector interests and Wesleyan University, especially in terms of restaurants, specialty shops, and neighborhood residential possibilities.

3. Summary

One problem with this document is that it is six years old. A second is that it offers a micro view of only one area of the CBD. On the other hand, this area of the CBD has many deep-rooted problems not faced by the rest of the downtown, and a micro view of this area is warranted.

It is important that these five important short and long range "North End" goals be considered for inclusion or integration into the Planning and Zoning Commission's "Downtown Visions" publication.

C. *"Middletown, Connecticut: North End Industrial Area Preliminary Market Area Plan*

and Implementation Strategy", prepared by Harare-Michalowski Associates, Inc., May, 1993.

1. Introduction

This important publication describes the revitalization of the "North End Industrial Area", which abuts the North End residential and commercial district within the CBD.

2. Key Points

It describes an industrialization plan which has four overall objectives:

- a. Retention of an industrial use district within the City and adjacent to the CBD.
- b. Revitalization of this area in co-ordination with existing property owners and businesses located on North Main Street.
- c. Improvement in road and rail access to the Area, and a plan for rehabilitation and modernization of the buildings and sites.
- d. Overall promotion of the industrial area to a "small business incubator and wholesale/distribution district".

3. Summary

These are very worthwhile objectives for any community embarking on an industrial development revitalization mission.

D. *"Middletown, Connecticut: Municipal Development Plan: North End Industrial Area", prepared by Harrall-Michalowski Associates, Inc., August, 1994.*

1. Introduction

This document supplements document #3, and lists 6 objectives of the Middletown "Plan" for the "North End Industrial Area".

2. Key Point

One of these objectives, Objective #5, contains an oblique reference to the desirability of supporting the "retail and service sectors of the City's business base".

3. Summary

In terms of a Marketing Plan for the Middletown Downtown Area, this document has limited, if any, value.

E. *"Middletown, Connecticut: Downtown Traffic Study", prepared by Wilbur Smith Associates in August, 1989.*

This seven year old document with a very technical orientation offers a clear delineation and definition of the City's street layouts, and signalization patterns within the downtown area.

F. *Findings and recommendations of a conference entitled, "Downtown Middletown Revitalization Round table", held on May 29 and May 30, 1996, and sponsored by the Office of the Mayor and the President of Wesleyan University.*

This document indicates the existence of a new partnership between Wesleyan University and the Middletown Mayor's Office, and a willingness to co-operate regarding the future of the City's Downtown Area.

III. Conclusions

After reviewing all of the documents and with an intent of identifying major themes, we conclude the following:

- A. Downtown is intended to be a mixed use center where retail, office, housing and institutional uses co-exist.
- B. Downtown is intended to serve as a retail hub for the City and part of its region.
- C. Downtown needs to have increased investment that has a mark of “quality.”
- D. There is increased interest in the opportunities for revitalization.
- E. Access to the River needs to be dramatically improved.
- F. The Downtown lacks lodging and conference/meeting facilities.
- G. Wesleyan University, despite its close location to the Central Business District, has only played a minor role (to date) in Downtown revitalization.

III. Assessment of Current Conditions in the Downtown Vicinity

This assessment is based on our walking along Main Street and its adjacent neighborhoods. This is primarily a *use and physical conditions* survey and does not reflect *functional viability* of the establishments. The Downtown area is bounded, for the purposes of this physical assessment, by the Connecticut River on the east, Union and Church Streets to the south, High Street to the west and Hartford Avenue and Spring Street to the north. For purposes of this assessment, the Downtown area has been sub-divided into sections. Characteristics of each section are described separately. The main built environment features influencing downtown development and marketing can be characterized as follows:

1. The Connecticut River extends along the eastern boundary and is far below the elevation of Main Street.
2. Route 9, which runs parallel to the Connecticut River, is a four lane limited access highway. There are a series of on and off ramps from Route 9 into Downtown Middletown. The key access point being the Hartford Avenue exit off Route 9 which is the northern entrance to the Downtown.
3. Main Street is a particularly wide street with four driving lanes and diagonal parking on both sides of the street. It is approximately 3,600 feet in length and has the South Congregational Church as its southern boundary and the St. John's Church as its northern boundary. Main Street at its closest point is 900 feet from the edge of the Connecticut River and its farthest point is 1,500 feet.
4. Wesleyan University extends along the western boundary and is much above the elevation of Main Street. High Street is Wesleyan University's definitive "boundary" from a predominantly residential neighborhood. From High Street, the land slopes continually down toward the Connecticut River.

The Land Use patterns within the downtown area follow a rectilinear grid layout. It can be sub-divided into three grid sections in the north to south direction by using the major streets bordering these sections as grid lines. These sections are between the following streets: Union to College, College to Washington and Washington to Spring. In an east to west direction, the Downtown study area can be sub-divided into five areas using the following as grid lines: the Connecticut River to Harbor Drive, Harbor Drive to DeKoven Drive, DeKoven to Main Street, Main to Pearl Street and Pearl to High Street.

LAND USE PATTERNS IN THE NORTH TO SOUTH DIRECTION

The grid sections are defined by the primary vehicular access roads leading to and from Route 9. These three sections are as follows:

Union Street north to College Street

Main Street houses several service uses in small scale historic residential buildings. Two institutional uses in large buildings anchor the south end of Main Street. One is the South Congregational Church and the other is the YMCA. This area is the gateway to Downtown from the South. One block along Main Street is occupied by a typical "strip retail shopping center" (Metro Square) in which the large anchor store is vacant.

This section is also the location of two nicely landscaped city parks, Union Park and Spear Park. Union Park has many monuments and memorials scattered throughout the grassy lawn. Evening musical concerts are held regularly in summer. Spear Park has a large cascading water element. Over fifty percent of Spear Park is paved with an impervious surface of various levels. Many places to sit are provided in this park (benches, walls and steps). It is also next to a major public bus stop, and this inherently encourages people to linger in this area.

College Street north to Washington Street

Along Main Street, the area is dominated by large scale vacant retail on the east side and large scale financial institutions separated by parking lots on the west side.

East from Main Street to DeKoven Drive there is on-grade or structured parking. Court Street, located within this area, needs attention. Along Main Street and just off of Main Street, the area contains many vacant or sub standard retail and restaurant establishments. These facilities require some re-investment. Municipal facilities are located along De Koven Drive. The municipal facilities are in good and usable condition, although some additional directional signage should be installed.

West of Main Street, the initial block to Broad Street, contains a mix of uses including office use, institutional use (churches), some residential and a large quantity of on-grade and structured parking areas. The next block from Broad Street to Pearl Street comprises mixed institutional and residential uses. Institutional uses dominate along Broad Street and small scale residential uses dominate Pearl Street. The block from Pearl to High and all along High Street are primarily institutional use related to Wesleyan University.

Washington Street north to Spring Street

The east side of Main Street has a combination of retail and restaurant uses, while the west side is mainly institutional. The community Soup Kitchen is located in this area. The corners of Washington and Main, Liberty and Main, and Grand and Main are all occupied by either surface parking lots or gasoline service stations.

East of Main Street to DeKoven Drive is mainly residential. The buildings are small in scale and densely settled. The physical condition of these residential buildings is very poor and much repair is needed. Many residents of this area tend to "hang around" on the sidewalks, in the driveways and on the front porches during working hours.

The area west of Main Street to and including High Street primarily houses small scale residential use. The condition of this building stock is much better. Only a few non-residential uses are located along Washington Street. The area also contains the northern entrance to Downtown from Route 9 and from the Arrigoni Bridge (the sole river crossing). The stately St. John's Church and School anchor the Main Street on the north and serve as the gateway to Middletown. Also a large single story warehouse and distribution facility fronts on one corner of this northern entrance to Downtown. There is a "Welcome to Middletown" sign where the median strip should be maintained year round.

LAND USE PATTERNS IN THE EAST TO WEST DIRECTION

The grid sections are defined by the primary vehicular roads running parallel to the Connecticut River. These five sections are as follows:

Connecticut River and Harbor Drive

This area is dominated by the Connecticut River along the eastern boundary with excellent water views. The area contains limited boating access, an established restaurant and a city park with a walk along part of the river's edge. A new park is being developed to the south of the restaurant on a currently vacant site. The Christopher Columbus statue is located in this park but improved water access is not planned as one of the features of this park.

Pedestrian access from the downtown area is very limited and indirect. There are currently two pedestrian access points. One along a sidewalk on Union Street which goes under the Route 9 overpass and over the rail line; and the other through a dark and damp concrete tunnel just west of De Koven Drive at the corner of the City Hall property. There is limited parking space near the river and access to boat docking facilities is limited to the area immediately at the America's Cup restaurant. Boats can not be launched from this area.

Harbor Drive to DeKoven Drive

This areas is dominated by institutional uses and transportation networks such as Route 9, a four lane limited access highway, that connects to I-95 (with the speed limit in this section of Route 9 reduced to 50 MPH); the rail lines but no train station and DeKoven Drive, a two lane road running parallel to Route 9. The unsightly back of a "strip retail" shopping center with a large vacant store, several on-grade parking lots and four blocks of sub-standard residential units also mark this area.

Institutional uses are housed in large buildings used by the County and the City. One building is a newly constructed 8 story building for the County Courthouse with an adjoining above grade parking structure. The City Hall building also fronts on DeKoven Drive.

Main Street

Main Street is a four lane street with clearly defined north and south boundaries. The street has metered diagonal parking on both sides and traffic lights at each intersection. Traffic lights appear to be improperly timed to allow traffic to flow quickly from one end of Main Street to the other. Traffic signal timing for pedestrian crossing of Main Street should be reviewed and modified if necessary, in order to allow for ample crossing time. Pedestrian crosswalks are indicated with diagonal painted lines. There are two mid-block crosswalks which are controlled with a traffic light and pedestrian signal.

A mixture of retail, service and institutional uses front on either side of the street.. There are no ground floor residential uses. The area contains two small city parks at its southern end and one small city park near its northern end. The majority of the buildings are three stories. On the east side of Main Street, between William Street and Court Street, the buildings are historic residential structures of one story in height. Vacant retail spaces are scattered along the street with the predominant amount near the southern end. This area contains the largest area of vacant retail space within in the designated study area.

Main Street to Pearl Street

The northern part of this section is primarily residential. A large old cemetery, Mortimer Cemetery, occupies about one half a block. Although surrounded by brick walls, this property needs attention. There are many over grown weeds and the grass is in poor condition. The southern part of this section has mixed uses with small and large scale residential, institutional and a few service and retail establishments.

Pearl Street to High Street

This section is primarily residential, with institutional uses in the southern blocks which border Wesleyan University. Many of the large houses in this area have been sub-divided into several apartments. The back yards of these houses have been turned into parking lots that have either a paved or gravel surface. The majority of these properties are in excellent condition.

Along High Street -- Wesleyan University Area

High Street is a tree lined street which is topographically much higher than the Downtown Main Street area. This area has large, single family residential buildings that are very well maintained with manicured lawns and mature landscapes. Most of these residential buildings have maintained their residential qualities but are now being used exclusively by Wesleyan University for a variety of uses.

The university facilities on the campus are of Georgian style architecture. All university facilities are well maintained with stately old trees surrounding most of the buildings.

In Summary

As is apparent from this section, the downtown area is decidedly mixed. The mix of institutional, commercial and residential uses is indeed positive. Especially in adjoining neighborhoods, as they provide a captive market for Main Street. However, more retail uses would certainly add to the viability of Main Street. The condition of structures is also mixed. Main Street has some beautiful, well maintained buildings while structures in some of the neighborhoods need attention. Condition and use are coded on the two maps provided with this report. The next section concentrates on Main Street and the immediate Downtown.

IV. A Review of Strengths, Weaknesses, Threats and Opportunities Related to Downtown

Based on our site assessments, comparative analysis and experience we have identified the strengths, weaknesses, opportunities and threats that face the Downtown. These are presented in this section.

STRENGTHS

1. The structures of downtown Middletown are largely intact. Many are beautiful. They represent a tapestry of architectural styles that range from the colonial to the neo-classical and the post modern. Even those structures that have been adapted to modern times (for better or worse) still can have their structural integrity restored. Middletown is quite fortunate for the overwhelming number of New England's cities have destroyed the majority of their culturally significant structures.
2. The historic character of the south end of Main Street. This part of downtown is quintessential New England. The town common, historic houses, a museum, the churches, the monuments and the landscape are all decided assets. Downtown specialists have long agreed that local history and culture are positive parts of the "sellscape". They add value to the marketing experience. To have this complex so close to the shopping district is a decided asset.
3. The presence of civic structures in the downtown adds value. The fact that the municipal offices and the court house are located in the downtown area means that people on civic business must visit the area. Downtown revitalization specialists have long noted that downtowns are places for both civic and commercial uses. In our own experience it is indeed rare when a downtown has been revitalized without the presence of both uses.
4. The fact that Wesleyan University is so close to downtown is a tremendous strength. University students add color and vibrancy to an area. They also contribute to a sense of constant change. Furthermore, it is estimated that students spend at an average of \$10 per day on non school related activities. Beyond the students, there are the college visits (approximately 6,000 per year) and special events. Universities add investment and personal security to an area. They are quality conscious in their structural investments, realize that image is important and will be protective of their grounds and surrounding areas. Simply having the University as a neighbor

brings a degree of stability to the downtown area.

5. The fact that the river is so close to the Downtown. The Connecticut River is now cleaner, healthier and more actively used than in previous years. There are indications that it will be further improved and more actively used in the coming years. It represents color, activity, the seasons and a connection with nature. Cities across America are undertaking extensive efforts to bring rivers back to their downtown areas via a process called “daylighting” - the opening up of long covered channels, tributaries and streams (see Downtown Providence for example). Middletown’s river, one of America’s largest, is already in the Downtown’s backyard.
6. The office complexes bring people to the Downtown. These people, combined with government and other institutional employees are a captive market for Downtown. These workers tend to be white collar, be paid a middle class wage and have a degree of discretionary income. They tend to visit restaurants and make “pinpointed” purchases during the 11:30 - 1:30 lunch period and right after work.
7. The mixture of restaurants brings customers to the Downtown. These restaurants include a moderately priced diner and delicatessen, several upscale eateries and even a lunch cart. As well, these restaurants are spread throughout the south, central and north ends of the Downtown.
8. The presence of specialty shops. These include Atticus Books, the Amatos Toy and Hobby store and Bernie Field’s and Malloves jewelers. It is an oft quoted axiom of downtown revitalization that downtown retailers cannot compete with malls and that they have to offer unique goods, special services and have a high quality reputation. There are such stores in Downtown Middletown.
9. The presence of “anchor stores” (anchor stores tend to attract customers as a destinations - they will make a special trip just to visit this one shop). Middletown has four such stores that function to a degree as anchors. They are Amatos Toy and Hobby store, Bob’s Discount Furniture store, Itkin’s Decorators and Bob’s Store. In interviews with shoppers, business owners and civic officials, they pointed out that these retailers were important to downtown stability.
10. Public improvements have helped to reinforce the Downtown as an area of value. This can be noted in the upgrading of sidewalks, street lighting, curbing and signs. The City has

demonstrated that Downtown is an important place for Middletown residents.

11. The urban village character of the north end of Main Street appears to be working quite well. Through a combination of civic and private investment, this area of downtown has adapted quite well to market realities. These shops have more characteristics common to an urban village than a large city. They cater to customers who live nearby and tend to walk to the shops.
12. There are ample opportunities to park in Downtown Middletown. This is indeed a rarity in an urban downtown in New England! One can park along Main Street and civic lots at strategic locations located along side streets.

WEAKNESSES

1. The lack of retail activity. As can be noted on the use map, there is limited retail along Main Street, especially on the west side. The east side of the Street, closer to the southern end has the largest area of vacant retail space in the study area. Without a strong retail presence, people will not visit downtown.
2. The lack of retail rhythm. There is a rhythm to shopping. Customers want to see a consistent array of shops as they walk along the street. If the rhythm is such that it is a “retail-institution-vacancy-retail-institution” quality than retail suffers. The North End (east side) works quite well in this regard. The South End (east side) does not work as well.
3. The Sears Block. The City is quite fortunate in that it only selectively used “urban renewal” philosophies in selective cases. One such case involved the building of the Sears Block. Like so many urban renewal type ventures in other communities, this effort failed. At present, this block, cold and vacant, provides a testimony that Middletown is no longer a regional shopping Mecca. It is a glaring weakness that will discourage reinvestment in surrounding properties until it is revitalized and reused.
4. Metro Square. This complex, largely hidden from Main Street, belongs “anywhere USA.” Its density, design and site characteristics add little to the City. Furthermore, it isolates shoppers in its complex rather than encouraging them to visit Main Street. As well, there are a number of vacancies and more are expected. We would not be surprised if Burger King and CVS were to leave in the near future.

5. The weak South Central end of Main Street (east side). The fact that the Sears Block, the Metro Square and the Armory are all juxtaposed creates a dead space along Main Street. There is virtually not street activity in this area except for casual walkers.
6. The lack of connection to the River. The Connecticut river is an important iconic element in the minds of Middletown residents. Further, it flows less than 1,000 feet from the Downtown. Yet, it is only connected to the downtown by automobile and an un-welcoming, dark underground tunnel. One has no knowledge that New England's greatest river is nearby.
7. There are too many non-profit, human service functions along Main Street. We are strong supporters of these functions. We recognize the need and applaud the fact that Middletown is committed to helping all of its citizens. However, when these uses are so common as to create a climate where such functions contribute to a withdrawal of a broad customer base then the retail function suffers. Based upon our observations and interviews, it is our professional opinion that Middletown has allowed too many of these functions to be located along its Main Street. The shopping experience, in order to attract customers, must be easy, psychologically safe, attractive and pleasurable. If there is a climate of fear (real or perceived) then the marketplace suffers.
8. The lack of goods sold to college students. As part of this study we examined three other downtowns where college campuses were nearby (South Hadley and Mount Holyoke, Amherst and Amherst College/University of Massachusetts and Northampton and Smith College). We then compared the goods and services offered to those in Downtown Middletown. Middletown offered the least number of shops dedicated to the college student. Nothing points this out as much as the fact that one cannot buy a Wesleyan sweatshirt in Downtown! The key shortcomings centered upon the lack of book stores, coffee shops, record/video shops, computer stores, photocopying services and movie theaters. Further, there is anecdotal evidence, based upon interviews, that suggests that downtown Middletown merchants are un-welcoming and intolerant of Wesleyan students (we realize that there is a difference between perception and reality. However, we also know that, in marketing, there is a critical connection between the two. If the perception exists then there is a problem that has to be addressed).
9. The perception of crime. We have been overwhelmingly reminded of a young girl's murder in Downtown eight years ago during the annual sidewalk sale. What is most surprising is how

vivid the memory of this tragedy is. It is as if the people of Middletown have indelibly etched the event in their minds and connected it to Downtown. In fact, whenever we asked whether there was a crime problem in downtown, this instance was mentioned. Once again, there is a need to address the problem of perception.

10. A lack of excitement. Perhaps it is the vacancies along the southeast part of Main Street, the staid qualities of the banks or the width of Main Street. It is our opinion that the Downtown area needs color, banners, street vendors, clean windows, exciting displays and improved signage if it is to succeed. At present, the merchants, on the whole, appear to be quite comfortable in their climate. It is clear there is little excitement or intensity.
11. The hours of operation. We have noted that the merchants in Downtown do not keep common hours. Further, based upon observations, we have noted that some merchants open late and close early. Finally, the merchants tend to be closed at times that are convenient for the two income family. Stated bluntly, downtown Middletown is open at times that are most convenient to the elderly, the homebound and the unemployed. One only has to contrast the times of operations with nearby malls (i.e. nights, Sundays) to note the differences.
12. The lack of adequate public amenities, such as public restrooms and telephones, that would make Downtown more pedestrian conscious and responsive. If an outsider, tourist perhaps, were to be on Main Street could one visit a restroom without feeling like one had to purchase some goods or service?

THREATS

1. We expect Middletown's banks to downsize. All across New England, we have noted that bank merger after bank merger has resulted in fewer employees. As well, with the increased use of information technology, there has been declining space requirements by banks. While we have no knowledge of the unique attributes of Middletown's banks, we do know that if they fit the New England pattern then there will be a decline in workers and space needs.
2. There will be increased "box retailer," "hypermarket" and "category buster" activities at nearby mall sites. We note that huge warehouse firms similar to Walmart, Sam's Club, Costco and Home Depot have located in the northeast. These warehouses are targeting customers who buy

furniture, computers, sporting goods, educational toys and goods commonly purchased by senior citizens. Furthermore, stores such as Noodles Kidoodle (kids educational toys), Party City, and Take Care of Us (store dedicated to people over 65) are expected to locate in the region (they haven't moved north of New York as yet).

3. We expect that the Metro Square will close. The failure to fill the now vacant stores and the fact that several leases are not being renewed lead us to this speculation. We expect Burger King and CVS to move in the near future.
4. The downtown department store (Bob's Store) is an anomaly. Most of the Bob's stores are located outside of downtowns. While we understand that this store is the original store, we also note that the company is now under new ownership. We would not be surprised if this store relocated.
5. The revitalization of the Sears Block and the creation of the Armory Cultural Center do not occur. If these are allowed to stagnate then we fear that the southeast end of Main Street will suffer. Action is required in the very short term.
6. Wesleyan University adopts a "stay at home" policy. If this happens and Wesleyan expands it on campus retail functions (as many colleges do), provides on campus entertainment (i.e. first run films) and upgrades its dining facilities to include coffee houses, etc., then there will be a major loss of a potential market.
7. New non-retail structures are allowed to have retail functions. We realize the desire of new office building to have cafeterias and small variety shops within their structures. However, in some instances these have become "office arcades." Such uses should be minimized.
8. There will be more human service functions on Main Street. If this happens then we fear that any hope of an upscale marketplace will be seriously weakened. The marketplace will tip toward those with minimum funds.

OPPORTUNITIES

Based on our review of the strengths, weaknesses and threats, what are the opportunities? They include the following:

1. To open up the market for Wesleyan students and employees via welcome back promotions and active marketing efforts. It is the closest and most underutilized market for downtown Middletown.
2. To utilize a “public private partnership” thrust to build on and revitalize the Sears Block. The police station proposal would work as long as there is increased retail use along Main Street. A police station in the Downtown area would also alleviate some of the perception of crime and provide an opportunity to locate needed public amenities.
3. To actively promote the full development of the Armory as a cultural center.
4. To actively assist human service agencies to relocate on sites away from Main Street. Further, to use the City’s negotiation powers (or zoning powers) to block the further expansion of such uses on Main Street.
5. To negotiate with the owners of Bob’s Stores to determine how the City can help to keep this store in the Downtown. For example, the City could create a public parking area between the rear of Bob’s and Broad Street. We would not be surprised if Bob’s Store identified the lack of convenient parking as their number one concern.
6. To work with the Chamber of Commerce on a clean up campaign that would include the sidewalks and windows.
7. To publish crime statistics concerning the downtown such that the perceptions of downtown begin to be dispelled.
8. To work with Wesleyan University and others on the revitalization of Metro Square and insure that Wesleyan does not adopt a “stay at home” policy.
9. Working with the Chamber of Commerce, to undertake efforts to attract bookstores, clothing stores, travel agencies and specialty shops to the downtown.
10. To integrate the river with downtown such that there are easy, safe and psychologically open access for pedestrians and bicyclists.
11. To explore the opportunities for a hotel/inn and movie theater complex at the Metro Square site.
[Note: We are aware of the previous studies on the potential for a hotel. We believe that, through a public/corporate/college investment strategy, a relook at this option is in order.]

12. Downtown can clearly benefit from encouraging the expansion of restaurants and international cuisine that would draw in the college crowd, the young professionals, tourists and the residents alike.

V. Downtown Development and Marketing - General Observations

The following observations, concerns and comments are based on our experience in working with over 50 downtowns across New England and New York. Common themes can be seen in Middletown's Downtown.

- Downtown will never live up to the image of the 1950's. It can, however, survive as a specialized market place.
- Downtown is a place where the civic meets the market place: Both should be integrated in a spatial and design sense.
- Downtown is a place of institutions: Municipal Buildings, Libraries, Court Houses, Post Offices and the like belong in Downtown. Locations at the fringe of the community are to be discouraged.
- Downtown's market catchment area is downsizing: The size of downtown must reflect this.
- Downtowns, in order to succeed, must carve out a unique character. Downtowns cannot compete with malls.
- Historic Preservations Works! Preserved structures and space can reinforce the market value of Downtown and attract customers.
- A key to success is the re-use of upper floors: Too frequently, off premise parking is not allowed, elevators are outdated and zoning is narrowly defined.
- Downtown merchants are irrational about parking: There is never enough, it is always in the wrong place, it is always too expensive and it is always full of employee vehicles from other shops.
- Paved or concrete parking lots look ugly: Landscaping can make them pleasant.
- Church parking lots, on a contract basis, can help to alleviate parking problems.
- Given that town revenues are scarce, some communities are exploring the creation of parking authorities.

- There is no common agreement on parking meters: Local values should prevail.
- Downtowns must be pedestrian friendly: Too often, priorities go to vehicles.
- Increasing the speed of vehicular movement through downtown is productive only so long as the speed is less than 25 mph.
- A national chain will do the minimum in terms of facade treatments: It will however respect site plan and architectural standards.
- Store fronts with maximum window exhibition space are a decided asset in comparison with narrow windows and "hard architecture".
- Sign controls count and add value to the market experience.
- There is usually a disconnect between the ages of building owners and business owners. The former are typically approaching retirement while the latter are aggressive marketers. Are the owners ready to reinvest?
- Business owners in downtown are an independent group of people who find great difficulty in cooperation.
- Downtowns have an obligation to meet the Americans with Disabilities Act (ADA).
- Festivals work! Teddy Bear Fest; Book and Plow; Antique Fair; Farmer's Markets; White Elephant Weekend.
- Downtowns must be open when traffic is greatest.
- Downtowns should operate on a fourteen hour day: "What time is this place?"
- Downtowns are too frequently open at the wrong times: If they are open from 9:00 to 5:00, then the market will be defined by the elderly, the retired, the homebound and the unemployed.
- Tourism is rarely welcomed! There is a lack of adequate and safe public restrooms, resting areas, telephone booths and information booths.
- Site planning on the fringes of downtown is crucial: Regulations dictate what you get!
- Special permit flexibility is important. Equally important is the power to develop planned unit developments.

- Once a strip development starts, it is virtually impossible to stop: They are always pregnant!
- The condition of store front advertising matters: Christmas displays in July?
- Public service activities (i.e.: unemployment offices, army recruiter's, etc.) are to be respected but should not be on the major shopping street.
- Downtowns with a continuous series of retail mix along the main street work best: Funeral parlors and law offices on the ground floor?
- Affordable housing and senior housing should not be agglomerated in the shopping area: They will set a tone for the market. They should be scattered throughout the town.
- Downtowns should reflect opportunities for various groups of people: business people, the lunch crowd, the home bound parent with kids, the teenager, the single room occupant, the senior citizen, the physically disadvantaged and the tourist, all have a place.
- Downtowns in the Northeast work well when people with discretionary income live nearby.
- Downtowns should celebrate the locally essential shop: a newsstand, a pharmacy, a book store, a fix-it shop?
- The fringes of downtown are frequently the most troublesome areas: They have strip qualities, poor site planning and detract from the central core.
- There is a tendency to chip away at the edges of town greens and commons: This must be discouraged. They are culturally, historically and aesthetically significant.
- A balance between shops that cater to local residents and those that relate to tourism rarely occurs.
- The widening of Downtown streets is often psychologically damaging.
- Town squares, greens and commons should be pedestrian accessible and usable. They are frequently places of celebration, respite and recreation.
- Street furniture is often a necessity and a design asset.
- Once ground floors of residential units become commercial, neighboring units also tend to convert.

- The idea of common strengths has merit: Wedding centers, “factory stores” and community’s antiques are three examples.
- The use of changing art objects can help: Portland’s University of Maine School of Art, Barre’s Granite Museum and Watertown’s Art League?
- Downtown landscaping adds value, ambiance and increases property values. However, maintenance is crucial!
- Graffiti must be removed at once. Otherwise it will grow and grow.
- Inexpensive options to window cleaning, street sweeping and trash pick-up can be found.
- The color of bridges, sign poles and federal/state/local infrastructure elements is in your hands.
- The backs of buildings are often as important as the front.
- State programs, particularly through the Economic and Community Development Office, have been extremely helpful in improving Downtowns (e.g. The Main Street Program).
- Successful Downtown strategies begin with little victories.
- Downtowns are like Ravel's Bolero: They take time to build to a qualitative crescendo. Patience!

VI. Downtown Tenants in Comparable College Communities

Middletown, being a college community, has a large captive student market to draw from. However, downtown merchants and commercial establishments do not necessarily reflect this at the present time. We recommend that promoters and marketers of Downtown Middletown make a concentrated effort to target more of the businesses that thrive in college markets. Based on our research of college communities, we compiled a list of retail and commercial activities that tend to locate in student oriented markets. We also surveyed three other successful college downtowns to see the commercial and retail mix that was supported by students, their parents, faculty and staff associated with the colleges.

On comparing this retail mix to that on Main Street, Middletown, one can see the lack of adequate retail and dining establishments. For example, almost half of all establishments on Main Street fall under institutional and service (including FIRE) categories. Dining establishments and delicatessens account for approximately 15% (compare this to 37% in Amherst and 27% in Northampton). Off the 32% of businesses within the retail category, only 10% reflects a frequent retailing market. The other 22% reflect occasional markets such as home decorators, furniture stores and jewelers. The following tables summarize our findings.

Typical on and off campus offerings:

<ul style="list-style-type: none"> • Barnes & Nobel super stores, including bookstore, textbooks, computer offerings and coffee shop • Taco Bell, Pizza Hut, upscale grazing, grills • Travel Agency • Recreational facilities, gymnasiums and exercise rooms • T-shirts/ Student items/ Co-op • Faces • Pubs • Urban Outfitters • Jewelry/beads • Museum shops • Sam Goody's: CD's tapes/Music • Newbury Comics 	<ul style="list-style-type: none"> • 24 Hour coffee shop/ Java Net computer/ internet cafe • Hair salons • Optician • Green grocery/ convenience store/general store • Post Office • Copy/print/fax center • Cleaners • Theaters • Game rooms/ pool/billiards/table games • Vendor carts • Computer store • GAP and other clothing stores
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DOWNTOWN AMHERST

<i>NAME OF STORE</i>	<i>PRODUCT OR SERVICE OFFERED</i>	<i>STUDENTS WILL BUY</i>	<i>STUDENTS WITH PARENTS OR FACULTY WILL BUY</i>
BayBank	Banking services	X	X
Bertucci's	Pizza	X	X
The Pub	Pub & restaurant	X	
Kinkos	Copy center	X	
Copycat	Copy center	X	
Subway	Sandwiches & subs	X	
Bucci's	Hair cuts	X	
Rasa Sayang	Malaysian restaurant	X	X
Antonio's	Pizza	X	
MacDonald's	Burgers	X	
Bart's	Ice Cream	X	
CVS Pharmacy	Pharmacy	X	X
Pinocchio's	Italian restaurant		X
Pruddy's	Latin American Cuisine	X	
Black Sheep	Sandwiches	X	X
Always in Bloom	Florist		X
Hair East	Hair salon	X	
Fleet Bank	Banking Services	X	X
Lots for Little	Arts and Crafts	X	X
I used to be a tree	Crafts		X
Call Opticians	Opticians		X
Henion Bakery	Bakery	X	X
Classic Cafe	Cafe	X	X
Mobil	Gas Station	X	X
Amherst Post Office	Post Office	X	X
Church	Church		
Speed Wash	Car Wash	X	X
Charlie's Tavern	Pub	X	
Cousin's Market	Super Market		X
Valley Books	Books	X	X
Professional Building	Dermatologist, Realtors, Financial Service, Greenfield OB-GYN Associates		
Amherst Newsroom	Newspapers, books, etc.	X	
For the Record	Records, CDS and Tapes	X	
Time Out	Bar	X	
Wootton's Books	Book Store	X	
Ritz Camera	Camera store	X	X
Smith Insurance	Insurance firm		
Hastings	Shoes and Greeting cards	X	X
Jeffrey Amherst	Book Store	X	

Peter Pan	Bus Station	X	
Kamin's Real Estate	Real Estate dealers		

<i>NAME OF STORE</i>	<i>PRODUCT OR SERVICE OFFERED</i>	<i>STUDENTS WILL BUY</i>	<i>STUDENTS WITH PARENTS OR FACULTY WILL BUY</i>
Collective Copies	Copy store	X	
Town and Country Realtors	Realtors		
Bonducci's Cafe	Cafe	X	
Design Supply Studio	Arts		X
Matthew's Shoes	Shoes	X	X
Lord Jeffrey Inn	Inn		X
J. Austin Jewelers	Jeweler		X
IL Pirata	Italian Restaurant	X	
Russell's Liquors	Liquor	X	X
Dunn Associates	Financial Services		
Atticus Albion Bookshop	Book Store	X	X
Nancy Jones Restaurant	Restaurant	X	
Amherst Barbers	Barbers	X	
Council Travel	Travel agency	X	
Newbury Comics	Books, Comics, etc.	X	
Caribbean Cravings	Caribbean Cuisine	X	
Amber Waves	Far East Cuisine	X	
Amherst Chinese Food	Chinese Restaurant	X	X
Associate Realty	Realtors		
Harlow Properties	Property Management Services		
Paradise of India	Indian Cuisine	X	
Webster House	Architects, Attorneys, Graphic Designers, Triple 'A' Student Painters and Men's Resource Center		
Bananarama	Frozen Yogurt	X	
Bagel Delight	Bagel Shop	X	
Bueno Y Sano	Mexican Restaurant	X	
Bangs Community Center	Community Center	X	
Fezziwig's Books	Book Store	X	
Panda East	Chinese Food	X	X
Paul's Shoe Repair	Shoe Repair		X
El Acuna	Mexican Restaurant	X	
D'Angelo	Sandwiches	X	
Chip's	Ice Cream	X	
The Acupuncture Center of Amherst	Acupuncture		
D. P. Dough	Dough Shop	X	
Delano's	Food and Spirits	X	
Amherst Typewriter and	Supplies		X

Office Supply			
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<i>NAME OF STORE</i>	<i>PRODUCT OR SERVICE OFFERED</i>	<i>STUDENTS WILL BUY</i>	<i>STUDENTS WITH PARENTS OR FACULTY WILL BUY</i>
Pioneer Valley Coffee Co.	Coffee House	X	X
Traditional Asian Healing Arts	Asian Shop		X
The Camera Shop	Camera Shop	X	X
Food for Thought	Book Store	X	X
New India Restaurant	Indian Cuisine	X	
Rao's Coffee	Coffee House	X	
Braff's Royal Cleaners	Cleaners	X	X
The Salvation Army Thrift Store	Thrift Shop	X	
Bruegger's Bagel Bakery	Bakery	X	
Carroll Travel and Cruise Center	Travel Agency		
Henion Bakery	Bakery	X	
Knowles Flower Shop	Florist		X
Regency Hair Styles	Hair Salon	X	
Amherst Optical Shop	Opticians	X	X
Dance Stuff	Dance clothing, etc. shop	X	
Le Boudoir	Intimate Fashions	X	X
Chava	Kitchenware		X
Adventura Travel	Travel Agency	X	
Amherst Antiques	Antique Shop		X
Amherst Delicatessen	Deli	X	
Amherst Hair Co.	Hair Salon	X	
Amherst Music House	Music Store	X	
Amherst Wines and Spirits	Liquor	X	X
Birthright of Amherst	Counselors for pregnant women	X	
Creative Needle	Crafts	X	X
Jungle Red Salon	Salon	X	
Claudia's Cafe	Cafe	X	
Micro Research	Macintosh Super Service		X
Radical Solutions	Printing, Graphic Design and Promotions	X	X
Pioneer Valley Knife and Tool	Knives and Tools Store	X	X
Mass. PIRG	Campaign Office		
Montgomery's Florist	Florist		X
The Raw Carrot	Juice Bar	X	
Mercantile	Clothing, Gifts, Room Decor	X	X
Airwaves Service	VCR, TV and Audio Shop	X	X

A Branch Beyond	Crafts		X
Douglas Funeral Service	Funeral Services		
Amber Waves	Middle East Cuisine	X	

DOWNTOWN NORTHAMPTON

<i>NAME OF STORE</i>	<i>PRODUCT OR SERVICE OFFERED</i>	<i>STUDENTS WILL BUY</i>	<i>STUDENTS WITH PARENTS OR FACULTY WILL BUY</i>
Hampshire Realty Co.	Realtors		
Raymond Insurance	Insurance Agency		
Smith Charities	Charity House		
Country Cafe	Cafe	X	
Amanouz Cafe	Moroccan and Mediterranean food	X	
Taipei & Tokyo	Chinese and Japanese Cuisine	X	X
India Palace	Indian Cuisine	X	X
Grecian Corner	Greek Cuisine	X	X
Western Village	Ski and Sports store	X	X
Thai Kitchen Restaurant	Thai Restaurant	X	X
Don Mueller Gallery	Crafts and Jewelry		X
Florence Savings Bank	Banking Services	X	
Rosemary Caine	Bridal Studio		
Spatial Designs	Furniture, Arts and Industry Gallery		X
Fitzwilly's	Restaurant and Bar	X	
La Veracruzana	Mexican Restaurant	X	
New Dawn	Furniture and Futon shop		X
Rugs and Tapestries Inc.	Rugs and Tapestries		X
Hot Harry's	Pizza	X	
Greenfield Savings Bank	Banking Services	X	X
McMahon & Driscoll	Law Office		
Kathy's Diner	Booth Diner	X	
Backyard's Birds	Birdwatcher's store	X	X
Yes Computers	Macintosh rentals, service & sales	X	X
Northampton Wools	Wools		X
The Pleasant Street Theater	Theaters	X	X
Downtown Sounds	Music Store	X	
Gwen and Deb's Hours	Deli	X	
Eileen Fisher	Fashion Boutique		X
The Electronic Center	Electronic Shop	X	X
Copycat	Copy Shop	X	
Panda Garden	Chinese Restaurant	X	
The Globe Bookshop	Book Store		X
Northampton Post Office	Post Office	X	X
Servicenet	Integrated Human Service Systems		
Child and Family Outpatient Clinic	Medical Clinic		
Turn It Up	Music Store	X	
Sweeties	Candy Store	X	

Lizotte's	Tobacco and Magazine Store	X	X
The Camera Shop	Camera Shop	X	X
Essentials	Furniture and Crafts		X

<i>NAME OF STORE</i>	<i>PRODUCT OR SERVICE OFFERED</i>	<i>STUDENTS WILL BUY</i>	<i>STUDENTS WITH PARENTS OR FACULTY WILL BUY</i>
CVS Pharmacy	Pharmacy	X	X
Bruegger's Bagel Bakery	Bakery	X	
Guild Art Center	Art supplies and Framing		X
Panthea	Leather Shop	X	X
Ann August	Clothes Boutique		X
Options	Earth, Body and Mind	X	X
Runner's Shop	Athletic Store	X	
Curtis and Schwartz	Cafe	X	X
Pinocchio's	Pizza	X	
Serendipity	Clothes and Shoes Shop	X	X
R. Michelson Galleries	Art Gallery		X
Cha Cha Cha	Mexican Grill	X	
Cathy Cross	Clothes Boutique		X
Morrison Opticians	Opticians		X
Bucci's	Hair Salon	X	
Words and Pictures Museum	Fine Sequential Art		X
Bay Bank	Banking Services	X	X
Cedar Chest	Crafts		X
The Soup Kitchen Cafe	Soup, Salad and Sandwiches	X	X
SIS Bank	Banking Services	X	X
Faces	Boutique		X
Details	Boutique	X	
Flowers a la Carte	Florist		X
Marketplace Cafe	Cafe	X	
Black Orchid	Jewelers		X
Taylor Men and Taylor Women	Boutique		X
Learning Store	Educational Shop		X
Strada	Shoe Shop	X	
Glimpse of Tibet	Tibetan Shop		X
Herrel's Ice Cream	Ice Cream Shop	X	
25 Central	Boutique	X	
Changes Hair Salon	Hair Salon	X	
Different Drummer's Kitchen	Kitchen supplies		X
The After School	Dance Gallery	X	
Your Own Gym	Gym Equipment Store	X	X
Paul and Elizabeth's	Natural Foods Restaurant		X
Dynamite Records	Music Store	X	
Cornucopia	Whole Food Store		X
Tedd's Boot Shop	Shoe Store	X	

Whalen Stationers	Stationery Store		X
Iris Photo	Camera Shop		X
Fire and Water	Cafe Performance Space	X	

<i>NAME OF STORE</i>	<i>PRODUCT OR SERVICE OFFERED</i>	<i>STUDENTS WILL BUY</i>	<i>STUDENTS WITH PARENTS OR FACULTY WILL BUY</i>
Raven Used Books	Book Store	X	
A Stitch in Time	Tuxedo Rental	X	X
Tiangui's	Mexican Regional Art	X	X
Glamourama	Hair and Skin Care Salon	X	
Ryan Imported Car Repair	Car Repair Shop	X	X
L'Darris	Club and Grill	X	
Northampton Brewery	Brewery	X	X
Adams	Goldsmith		X
Beyond Words	Book Shop		X
Mainstreet Cleaners	Cleaners		X
Strut Designer Shoes	Shoes	X	
Bananarama	Frozen Yogurt	X	
Bakery Normund	Bakery		X
Harlow Luggage & Luggage	Leather and Luggage shop		X
A Notch Above	Hair Salon	X	
Dwyer Florist	Florist		X
Metcalfe Printing	Print Shop	X	X
Pizzeria Paradiso	Pizza	X	
Sweet Expectations	Candy Store	X	
Sabin's Locksmiths	Locksmiths	X	
The Tile Gallery	Tile Shop		X
The Printing Press	Print Shop	X	
Jola	Body Products	X	X
The Coffee Connection	Coffee House		X
Northampton City Hall	City Hall		
Alexander's	Gemologist		X
Unitarian Society	Unitarian Society		
Mainstreet Records	Music Store	X	
Skera Gallery	Clothes Boutique		X
Sutter's Mall	Goldsmiths and Diamond Merchants		X
W. M. Baczek	Fine Arts		X
Java Net Cafe	Cafe	X	
Bart's	Ice Cream	X	
Hair Phanatixs	Hair Salon	X	
Broadside Bookshop	Book Store	X	
Fresh Pasta, Co.	Pasta	X	X
Army Barracks	Military Clothing and Equipment		
Peacework	Crafts Gallery		X
Bloomingdales	Clothes Boutique	X	X
La Salle	Florist		X

The Edwards Church	Church	X	X
Academy of Music	Music Hall	X	X
Lulu's	Toys. art and Posters	X	

<i>NAME OF STORE</i>	<i>PRODUCT OR SERVICE OFFERED</i>	<i>STUDENTS WILL BUY</i>	<i>STUDENTS WITH PARENTS OR FACULTY WILL BUY</i>
Masonic Street Laundry	Laundromat	X	
J. Rich	Clothing for Men		X
Haymarket	Bookstore and Cafe		X
Pinch Pottery	Pottery Shop		X
Chocolate Emporium	Candy Store	X	
The First Combined Church of Christ	Church	X	X

DOWNTOWN SOUTH HADLEY

<i>NAME OF STORE</i>	<i>PRODUCT OR SERVICE OFFERED</i>	<i>STUDENTS WILL BUY</i>	<i>STUDENTS WITH PARENTS OR FACULTY WILL BUY</i>
Tailgate Picnic	Deli Market	X	
Joe's Shoe Repair	Shoe Repairs	X	X
Village Cleaners	Cleaners		X
The Odyssey Bookshop	Book Store		X
Main Moon	Chinese Restaurant	X	X
60 Min. Photo	Camera shop		X
Crabtree and Evelyn	Toiletries and Gourmet Foods		X
Crazy Moon	Clothes Boutique		X
Eyes on the Common	Optical Shop		X
Fast Freddy's	Pizza, Pasta and Grinders	X	
Frameworks	Frame Shop		X
From the Heart	Card and Gift Shop	X	X
Mona's Lace Place	Lace Shop		X
Neuchatel Chocolates	Chocolate Shop	X	X
Ochoa for Hair	Hair Salon		X
Oriel	Contemporary Craft Gallery		X
The Perfect Fit	Clothes Boutique		X
South Hadley's Tower Theaters	Theaters	X	X
The Thirsty Mind	Coffee House		X
Underlings	Lingerie Boutique	X	X
Windows on the Common	Restaurant		X
Yankee Candle Co.	Candle Shop	X	X
European Aesthetics and Spa	Spa		X
Woodbridges	Cafe	X	
Chaffee - Helliwell	Insurance Agency		
Marjorie Dunn	Attorneys		
Japanese Cultural Center	Japanese art	X	X
Darby O'Brien	Advertising Agency		
Village Travel	Travel Agency	X	
Bay Bank	Banking Services	X	X
Fleet Bank	Banking Services	X	X
Red Fern Travel	Travel Agency		
Trans America Medical Systems	Medical Systems Office		
Liberty Mutual Insurance	Insurance Agency		
Richard P. Taume	Management Consultant		
Just Sit Back and Enjoy the Ride	Production Co.		

Dr. R. Scott Smith	Orthodontist	X	X
Edmund G. Woods	Realtor		

MAIN STREET MIDDLETOWN

<i>NAME OF STORE</i>	<i>PRODUCT OR SERVICE OFFERED</i>	<i>STUDENTS WILL BUY</i>	<i>STUDENTS WITH PARENTS OR FACULTY WILL BUY</i>
Tamer Airbrush	Art Store	X	X
Bob's Auto Emission	Automobile Service	X	X
Texaco	Gas Station	X	X
Gulf	Gas Station	X	X
Santa Maria Bakerv	Bakerv	X	X
Mrs. Vinci's Super	Bakerv/Grocerv/Deli	X	X
NYCE - ATM Machine	Banking Services	X	X
Webster Bank	Banking Services	X	X
Liberty Bank	Banking Services	X	X
Liberty Bank Offices	Banking Services	X	X
Fleet Bank	Banking Services	X	X
Farmers & Mechanics	Banking Services	X	X
People's Savings Bank	Banking Services	X	X
Eli Cannons Tap Room	Bar	X	X
Bar	Bar	X	X
Pedal Power	Cycling and Fitness Store	X	X
It's Only Natural	Books and Gifts	X	X
MAT Station	Bus Station	X	
New Hope Bible Way	Church		
Deliverance Haven. Inc.	Church		
Church of the Holy	Church		
First Baptist Church	Church		
St. John's Church	Church		
South Congregational	Church		
Hahn's Fashion - Sports	Clothing Store	X	X
Paige Bridal Boutique	Clothing Store		X
Sharon's Discount	Clothing Store	X	
The Weathervane	Clothing Store	X	X
Bi-Onvx Clothing	Clothing Store	X	X
Regal Men's Shop	Clothing Store		X
Bob's Stores Family	Clothing Store	X	X
Veterans of Foreign Wars	Club/Institutional		
Mid State Adult Day	Club/Institutional		

<i>NAME OF STORE</i>	<i>PRODUCT OR SERVICE OFFERED</i>	<i>STUDENTS WILL BUY</i>	<i>STUDENTS WITH PARENTS OR FACULTY WILL BUY</i>
CPA Office	FIRE		X
Davton Piercev & Knapp	FIRE		X
International Home	Decorators		
Bruno's Floor Covering	Decorators		
Cortina Tile	Decorators		
Itkin's Decorators	Decorators		
Hannah Polish Deli	Deli	X	X
Pelton's Drug & Surgical	Drug Store	X	X
Master Industrial Supply.	Equipment		
Howarth Florist	Florist	X	X
Shlien's Furniture	Furniture		
Douglas Sleep Center	Furniture		
Bob's Discount Furniture	Furniture	X	
C & J Gifts	Gifts	X	X
Touch of New York	Gifts	X	X
Mercury Printing	Graphics Store	X	X
Pip Printing	Graphics Store	X	X
Ortiz Spanish American	Grocerv Store	X	X
Public Market - Italian	Grocerv Store	X	X
Middlesex Fruiterv	Grocerv Store	X	X
New Asian Foodmart &	Grocerv Store	X	X
Salon Boutique	Hair Salon		
Friendly Barber	Hair Salon		
Touch of Class - Unisex	Hair Salon		
Hair Affairs	Hair Salon		
A & P Hairstvlists Unisex	Hair Salon		
Family Haircut Store	Hair Salon		
Coronolla Barber Shop	Hair Salon		
Bacon Brothers	Hardware Store		
Smith & Bishel Co.	Hardware Store		
Clocktower Ice Cream	Ice Cream Shop	X	X
Baskin Robbins	Ice Cream Shop		
Worldwide Insurance	Insurance Services		

<i>NAME OF STORE</i>	<i>PRODUCT OR SERVICE OFFERED</i>	<i>STUDENTS WILL BUY</i>	<i>STUDENTS WITH PARENTS OR FACULTY WILL BUY</i>
Action Auto Insurance	Insurance Services		
ABC Auto Insurance	Insurance Services		
Chiarappa Jewelers	Jewelers		
Mira Jewelry Design	Jewelers		
Malloves Jewelers	Jewelers		
P. J. Jewelers	Jewelers		
Bernie Field's Jewelers	Jewelers		
Laundromat	Laundromat	X	
William G. Gradv	Law Office		
Jozus Milardo &	Law Office		
Richard W. Tomc &	Law Office		
Professional Building	Law Offices / Dentist		
North End Package	Liquor Store	X	X
Liquors - Beer and Wines	Liquor Store	X	X
Discount Liquors	Liquor Store	X	X
Weitzman Dental Clinic	Medical Services		
Community Health	Medical Services		
Center for Physical	Medical Services		
Community Health Cent.	Medical Services		
Community Health	Medical Services		
North End Neighborhood	Municipal Services		
State of Connecticut	Municipal Services		
Photo License Center	Municipal Services		
Soup Kitchen	Municipal Services		
North End Fire Station	Municipal Services		
Salvation Army	Municipal Services		
Social Security	Municipal Services		
Middlesex County	Municipal Services		
CRV & SVC Office	Municipal Services		
Main St. Music	Music Store	X	X
Record Express	Music Store	X	X
The General Mansfield	Museum	X	X
T. J. Nails	Nail Care		

<i>NAME OF STORE</i>	<i>PRODUCT OR SERVICE OFFERED</i>	<i>STUDENTS WILL BUY</i>	<i>STUDENTS WITH PARENTS OR FACULTY WILL BUY</i>
Nails Design 4 (Oriental	Nail Care		
The Middletown Press	Newspaper		
Central News	Newspaper		
Meeting House Opticians	Opticians		
The Vision Center	Opticians		
Mid Town Photo	Photo Shop	X	X
Algra Computer Portraits	Photo Shop	X	X
Rourke's Diner	Restaurant	X	X
Ion Vegetarian	Restaurant	X	X
Pizzeria Restaurant	Restaurant	X	X
First Wok - Chinese	Restaurant	X	X
F. J. Restaurant	Restaurant	X	X
Ford News Diner	Restaurant	X	X
Imperial Caribbean Rest.	Restaurant	X	X
Rubv's Restaurant & Deli	Restaurant	X	X
Tai of India - Fine Indian	Restaurant	X	X
Hall's Diner	Restaurant	X	X
Dunkin' Donuts	Restaurant	X	X
Burger King	Restaurant	X	X
Thai Gardens	Restaurant	X	X
Manhattan Bagel	Restaurant	X	X
Eleanor Rigby's Deli &	Restaurant	X	X
Palmer Agency	FIRE		
William Raveis	FIRE		
Pak's Karate Academy	School		
Middletown Adult	School		
Checks Cashed	Service		
Pete's Typewriter	Service		
Royal Display	Service		
Middletown Sew and Vac	Service		
Computer Science	Service		
Three Communications	Service		
Prague's Shoes	Shoe Store		X
Stride Rite Bootery	Shoe Store	X	X
Global Sports	Sports Shop	X	X
Holiday Skating Rink	Sport		
Rosario's	Tuxedo Specialist/Tailor		

<i>NAME OF STORE</i>	<i>PRODUCT OR SERVICE OFFERED</i>	<i>STUDENTS WILL BUY</i>	<i>STUDENTS WITH PARENTS OR FACULTY WILL BUY</i>
Democratic Headquarters	Temp		
Turtle Theatre	Theater	X	X
The Buttonwood Tree	Theater	X	X
Deliverance Haven. Inc.	Thrift Shop		
Amatos Toy & Hobby	Toy & Hobby Store		X
Falcon Travel	Travel Services	X	
House of Llovd			
Monette			
The Spot	Clothing	X	X

VII. Regional Market Characteristics

This section takes a look at consumer buying power and the impact of the tourist industry on the region. Official data specific to Middletown is unavailable but county comparisons are presented wherever possible. The first table indicates States and provinces contained wholly or partially within a 500 mile radius of Connecticut (millions of US dollars). As can be seen from the summary totals, approximately one third of the United States (and two thirds of the Canadian) population base and buying power is contained wholly or partially within a 500 mile radius of Connecticut.

Connecticut's Consumer Market 1992

Entirely Within 500 Miles

State	1992 Population	Effective Buying	Retail Sales	Food Sales
Connecticut	3,277,000	\$68,604	\$29,412	\$6,106
Massachusetts	6,029,900	109,088	47,451	9,810
Rhode Island	1,011,200	15,195	7,357	1,564
Vermont	575,500	8,191	5,096	1,220
New Hampshire	1,162,100	20,029	11,978	2,668
Maine	1,235,500	17,552	11,450	2,746
New York	18,187,500	312,648	126,079	25,546
New Jersey	7,827,400	162,125	67,702	13,658
Pennsylvania	12,023,100	187,577	93,102	18,739
Delaware	693,100	10,897	6,299	1,117
Maryland	4,946,600	85,464	38,205	7,184
District Of Col.	586,000	11,316	3,553	583

Partially Within 500 Miles

State	1992 Population	Effective Buying	Retail Sales	Food Sales
Ohio	11,046,000	159,390	81,163	15,347
Virginia	6,424,700	102,863	53,335	10,879
West Virginia	1,804,000	20,991	10,651	2,488
North Carolina	6,879,900	93,572	50,741	10,019
Region Total	83,709,500	1,385,502	643,574	129,674
U.S. Total	256,765,600	3,916,947	1,964,022	384,574
Region's Share	32.6%	35.4%	32.8%	33.7%

Canadian Provinces Partially Within 500 Miles

State	1992 Population	Effective Buying	Retail Sales	Food Sales
Quebec	7,174,000	91,334	36,676	10,371
Ontario	10,656,000	158,750	55,257	11,777
New Brunswick	749,000	8,699	3,864	1,076
Nova Scotia	922,000	11,136	4,956	1,360
Region Total	19,501,000	269,919	100,753	24,584
Canada Total	28,540,000	394,573	150,197	36,592
Region's Share	68.3%	68.4%	67.1%	67.2%
Total Regional	103,210,500	1,655,421	744,327	154,258

Source: Sales & Marketing Management; Statistics Canada

The next table compares the Effective Buying Income (EBI) in Connecticut to New England and the United States. It further breaks down the EBI for the counties in Connecticut. The per capita EBI in Connecticut, far exceeds that of the US or New England. Middlesex County, outpaces the State EBI and is only second to Fairfield County. This indicates an affluent population base within the county that has a considerable amount of buying power and disposable income.

1994 Effective Buying Income (EBI)

	Total EBI (millions)	Population (thousands)	Per Capita EBI	Households (thousands)
United States	\$4,169.724	259,574.2	\$16,064	95,891.9
New England	\$246.370	13,270.5	\$18,565	4,970.1
Connecticut	\$71.437	3,271.8	\$21,834	1,226.9
Fairfield County	\$22.434	815.6	\$27,506	300.1
Hartford County	\$17.672	845.6	\$20,899	323.3
Litchfield County	\$3.630	177.7	\$20,430	68.0
Middlesex County	\$3.278	145.5	\$22,527	55.8
New Haven County	\$15.714	800.3	\$19,635	304.3
New London County	\$4.607	252.3	\$18,262	92.3
Tolland County	\$2.433	130.2	\$18,686	45.2
Windham County	\$1.668	104.6	\$15,951	37.9

The next table indicates a similar trend with household income as seen with the per capita income category. Over the last ten years there has been a steady rise in effective buying power, with Connecticut far outpacing the U.S. and even the New England region. Middlesex County, the second most affluent in the State (second to Fairfield), has a higher household EBI than the State. At \$51,206, it is approximately 46% higher than the national average and 24% higher than the New

England average. *The Household EBI in Middletown in 1993 was \$44,745.*

Median Household Effective Buying Income

	1984	1989	1994
United States	\$25.496	\$25.976	\$35.056
New England	\$28.965	\$31.773	\$41.189
Connecticut	\$34.107	\$36.407	\$47.345
Fairfield Countv	\$39.223	\$42.568	\$55.536
Hartford Countv	\$33.570	\$35.477	\$46.412
Litchfield Countv	\$33.528	\$36.749	\$45.521
Middlesex Countv	\$33.633	\$36.952	\$51.206
New Haven Countv	\$32.071	\$34.456	\$44.310
New London Countv	\$32.220	\$31.946	\$42.387
Tolland Countv	\$33.747	\$38.774	\$48.098
Windham Countv	\$28.563	\$29.142	\$38.571

Source: "survey of buying power," sales & marketing management

The Impact of Tourism as an Industry

The next set of Tables indicate data specific to the tourist industry. As one can see, Connecticut has a significant tourist economy that creates substantial jobs and revenues. Although Middlesex County doesn't seem dependent on this economic sector, it does create between three and five thousand jobs and approximately 30 million dollars in revenue.

Impact of Tourism Spending on the Connecticut Economy (1993)

	Direct	Total	Direct State and	Total State and
Connecticut	69.46	106.81	\$325.18	\$649.69
Counties:				
Fairfield	15.59	25.94	84.34	172.03
Hartford	18.26	28.64	84.14	170.92
Litchfield	2.97	4.25	13.58	26.54
Middlesex	3.37	4.90	15.89	30.39
New Haven	14.47	22.63	63.96	132.13
New London	10.89	14.87	48.11	88.23
Tolland	1.97	2.80	7.31	14.70
Windham	1.94	2.78	7.85	15.05

Source: Connecticut Department of Economic Development, Tourism Division

The following tables indicates the spending patterns of tourists visiting Connecticut and their origins. As expected, a large share of dollars goes to food and retail establishment. Off the 189 million

dollars spent by tourists in Middlesex County, approximately 66 million dollars were spent on food and 53 million dollars at retail establishments (See Table on 1993 Tourism Expenditures by County and Type of Expenditure).

Spending by Visitors to Connecticut (millions of dollars)

	1987	1989	1991	1993	1993 Share
Total	\$3,287.68	\$3,687.11	\$3,662.25	\$3,901.04	100.0%
Lodging	455.75	511.43	509.60	540.83	13.9%
Food/Restaurant	1,137.09	1,275.18	1,266.37	1,349.22	34.6%
Recreation	345.74	386.82	380.77	410.08	10.5%
Gasoline	243.23	272.81	271.10	288.61	7.4%
Other Auto	124.61	139.62	138.22	147.82	3.8%
Local Transportation	30.15	33.87	33.89	35.78	0.9%
Retail and Other	951.13	1,067.38	1,062.74	1,128.70	28.9%

Source: Connecticut Department Of Economic Development, Tourism Division

1993 Tourism Expenditures by County and Type of Expenditure (millions of dollars)

	Connecticut	Middlesex
Total	3,901.04	189.66
Lodging	540.83	27.17
Food/Restaurant	1,349.22	65.79
Recreation	410.08	20.12
Gasoline	288.61	13.98
Other Auto	147.82	7.27
Local Transportation	35.78	1.74
Retail and Other	1,128.70	53.60

Source: Connecticut Department of Economic Development, Tourism Division

Origin of Visitors to Connecticut and its Counties 1993

Percentage of visitors who come from:							
	Other	New York					
Connecticut	17.4	30.1	10.3	12.7	7.9	16.4	5.4
Counties:							
Fairfield	15.5	25.7	10.6	12.6	10.1	19.9	5.7
Hartford	23.5	19.3	13.9	11.6	8.1	17.7	5.9
Litchfield	9.2	48.6	8.6	12.5	7.6	7.3	6.2
Middlesex	14.9	38.6	6.7	12.2	8.1	14.5	5.0
New Haven	13.4	24.8	12.0	12.2	12.6	19.7	5.2
New London	16.8	29.5	11.5	16.6	6.4	16.7	2.4
Tolland	31.3	30.8	4.0	7.8	6.7	17.4	1.9
Windham	20.4	28.5	5.5	9.8	4.4	19.1	12.3

Source: Connecticut Department of Economic Development, Tourism Division

VIII. Retail Market Potential for Middletown

The Market Potential Database was developed using a multiple regression technique to analyze data from the Consumer Expenditure Survey and the Nielsen Household Panel. This technique established the relationship between demographics and household expenditures. Mathematical equations (models) were created that weight those demographics variables that were the most correlated with household expenditures. All models were adjusted and validated with data from various government and trade publications.

The Market Potential estimates for a given product category are generated when the models are applied to an area's unique demography. In other words, the demographic make up of the area (young, old, affluent, middle class, educated, white collar, blue collar, etc.) dictate the market absorption for a community. So the market potential figures indicate whether demand for a certain product category is expected to rise or fall given other demographic factors. Projections are made till the year 2000. The yearly growth rate indicates the percentage of dollars that will be spent (more or less than previous years) on a particular project category. The growth rate is a fair indicator for demand (i.e., if positive, there will be more DEMAND for that particular product category and if negative, there will be reducing DEMAND for it). However, demand does not suggest a particular location. There might be more demand for a product that is best found in discount stores or through mail order.

Benchmark

Each Market Potential product category has five corresponding regional models. Donnelley has divided the United States into five different consumption regions. Consumption regions are defined as one region for MSA households in each of the four census regions (Northeast, North Central, South and West), and one region for non-MSA households throughout the United States. Middletown is compared to the Northeast model

The relative amount by which the retail potential in Middletown differs from the Northeast is referred to as the benchmark. Values below 100 signify that the area has a lower percentage of retail potential than the benchmark area. Values above 100 signify the area has a higher percentage of

retail potential than the benchmark area. For example, a benchmark index of 150 indicates that the defined area has 50 percent more market potential for a particular product category than the Northeast benchmark.

There is no direct relationship between the growth rate and the benchmark as the demographic make-up of Middletown is very different from all of the Northeast in general. The Growth rate is reflective of Middletown in particular (not comparing it to anything else) while the Benchmark is only a number for comparative purposes.

The market potential is based on the following demographic information:

Demographics:	1995	2000
Total Population	43,037	43,223
Total Households	16,983	17,132
Average HH Size	2.31	2.30
Median HH Income	\$42,405	\$47,491

As can be seen in the following table, Middletown can expect to see considerable retail growth potential over the next few years. The retail categories that show potential decline in sales, mirrors some of the data shown in the lifestyle indices that follow (Section IX). For example, furniture stores, fast food restaurants and toy stores show potentially declining markets. Other categories, such as the decline in appliance stores, could be reflective of broader shopping trends such as the impacts of large scale discount stores.

The Benchmarks for Middletown (within a 10% spread) is reflective of a balanced population base as compared to the rest of the Northeast.

MARKET POTENTIAL REPORT

Based on the 1995 demographic profile and the socio economic conditions in Middletown, it is estimated that Middletown could support as much as 1,902,000 square feet of retail space.

					Yearly	
Total Retail	484,760	521,719	28,544	30,453		102.1
Apparel Store	18,166	19,989	1,070	1,167	1.93	104.5
Appliance Store	1,402	1,180	83	69	-3.39	96.8
Auto-Aftermarket	29,311	30,204	1,726	1,763	0.60	103.2
Convenience Store	15,642	16,052	921	937	0.52	101.7
Department Store	18,521	19,893	1,091	1,161	1.44	103.2
Drug Store	13,043	16,270	768	950	4.52	97.7
Electronics Store	7,088	9,336	417	545	5.66	107.4
Fast Food Restaurant	17,548	15,487	1,033	904	-2.47	108.1
Full Service	17,462	15,263	1,028	891	-2.66	109.9
Furniture Store	6,382	5,930	376	346	-1.46	101.2
Grocery Store	68,036	76,910	4,006	4,489	2.48	98.1
Hardware Store	3,171	3,430	187	200	1.58	101.5
Home Centers Store	14,879	17,429	876	1,017	3.21	100.2
Jewelry Store	3,093	3,164	182	185	0.46	107.7
Liquor Store	4,421	4,006	260	234	-1.95	102.4
Mass Merchandiser	24,569	27,290	1,447	1,593	2.12	102.2
Photo Store	345	342	20	20	-0.19	105.5
Shoe Store	3,528	4,106	208	240	3.08	104.3
Sporting Goods Store	3,143	3,638	185	212	2.97	103.4
Toy Store	2,136	1,987	126	116	-1.43	98.5
Variety Store	1,397	1,571	82	92	2.37	101.5
Video Store	1,056	1,779	62	104	11.00	107.8
All Other Stores	210,419	226,462	12,390	13,219		
Total Shopping Center (any retail category within shopping center)	274,341	295,257	16,154	17,234		

IX. Socio Economic Profile

The socio economic profile was developed Donnelley Marketing Systems. All models were adjusted and validated with data from various government and trade publications. The adult population base in Middletown is divided into ten socio economic measures and compared to the national average as indicated in the following table. The profile for Middletown is very encouraging, especially from a marketing perspective. Approximately 40% of Middletown's adult population is characterized as having high (top three measures) socio economic indices. These people are affluent, well educated, professionals with a high level of disposable income. Another 42% of the adult population is classified as having average to above average socio economic status. These people are young, upwardly mobile, with steady incomes. Only 16% of the population have low socio economic indicators (low wages, unskilled, less educated, ethnic, very young or retired population). The lifestyle indices reflects this population base.

Not only does Downtown have a captive college oriented (students, visitors, faculty and staff) market, it also has enough of a resident population base that can support a wide variety of restaurants serving international cuisine and upscale retail establishments that cater to the relatively affluent, well educated, professional shopper. This could be the blueprint for a dynamic mix of restaurants, retail and commercial establishments that could compliment each other making Downtown a vibrant, festive and active place.

SOCIO ECONOMIC MEASURES

Description	1995 Adult Pop	% Pop	1995 HHs	% HH's	National HH Index
Totals	33,754	100.00	16,983	100.00	
Highest Socio Economic Measures	2,140	6.30	986	5.80	114
Established wealthy, highly educated	0	0.00	0	0.00	0
Middle age affluent, teens, highest educated,	0	0.00	0	0.00	0
Well educated, affluent married	1,488	4.40	679	4.00	202
Married affluent homeowners, highly	652	1.90	307	1.80	103
Higher Socio Economic Measures	1,035	3.10	500	2.90	42
Affluent professionals, average age, high	72	0.20	29	0.20	10
Well educated, affluent couples, prime real	13	0.00	6	0.00	4
Younger couples, highest incidence of kids,	432	1.30	217	1.30	83
Well educated, high income, professionals,	385	1.10	183	1.10	73
Older couples, high income professionals,	133	0.40	65	0.40	33
High Socio Economic Measures	9,611	28.50	5,196	30.60	194
New families, white collar, high income, new	0	0.00	0	0.00	0
Settled affluent w/few kids, prestige older	1,150	3.40	524	3.10	306
High income, settled couples and families, homeowners	592	1.80	258	1.50	69
Average age white collar workers, above average educated, high value homes	1,192	3.50	574	3.40	220
White collar, high value apartments and	560	1.70	356	2.10	74
Highly educated, singles, professionals,	3,522	10.40	2,167	12.80	578
Average age couples with kids, new homes	24	0.10	11	0.10	2
Mid-age professionals, retirees, fewer kids,	2,571	7.60	1,306	7.70	582

Description	1005 Adult Pop	% Pop	1005 HHs	% HH's	National HH Index
Above Average Socio Economic	2,962	8.80	1,488	8.80	64
Younger homeowners, Hispanics and Asians,	131	0.40	65	0.40	27
White collar, average age, average income,	0	0.00	0	0.00	0
Retirees, professionals and white collar	349	1.00	175	1.00	87
Married couples, mid-age, low mobility	0	0.00	0	0.00	0
Younger working couples, high incidence	0	0.00	0	0.00	0
Younger homeowners, low value homes,	537	1.60	256	1.50	59
Average income, apartment dwellers, fewer	1,945	5.80	992	5.80	325
Average Socio Economic Measures	10,555	31.30	5,717	33.70	168
Young singles, white collar apartment	2,849	8.40	1,725	10.20	399
Settled blue collar families with kids	0	0.00	0	0.00	0
Younger, ethnic mix, Hispanic, apartment	4,068	12.10	2,053	12.10	694
Settled, married couples, low value homes, below average income	11	0.00	6	0.00	1
Average age and below average income, few kids. older homes and apartments	3,310	9.80	1,758	10.40	589
Average age homeowners, low value older homes	290	0.90	163	1.00	52
Young, very mobile, below average income,	25	0.10	11	0.10	2
Retirees, below average income, settled,	2	0.00	1	0.00	1
Below Average Socio Economic	177	0.50	92	0.50	5
Avg. age and income, black singles, high	54	0.20	31	0.20	19
Younger, Hispanic and Asian, mobile,	0	0.00	0	0.00	0
Average age and income, less educated, blue collar workers	0	0.00	0	0.00	0
Ethnic mix, Hispanic, younger, average income. high rent. mobile	123	0.40	61	0.40	32
Average age, below average income, blue	0	0.00	0	0.00	0
Retirees, homeowners, below average	0	0.00	0	0.00	0

Description	1995 Adult Pop	% Pop	1995 HHs	% HH's	National HH Index
Low Socio Economic Measures	2,900	8.60	1,819	10.70	113
Low income retirees, low rent apartments, female head of household	0	0.00	0	0.00	0
Younger, very mobile singles, average education. low income	2,860	8.50	1,791	10.50	661
Settled families w/teens, below average income. some farmers	0	0.00	0	0.00	0
Low income average age families w/kids, Blue collar and unskilled, below average income. less educated	0	0.00	0	0.00	0
Black families, average age, low income, female head of household	40	0.10	28	0.20	14
Lower Socio Economic Measures	823	2.40	563	3.30	25
Average age, low income, less educated, black. female headed families	0	0.00	0	0.00	0
Average age, low income, low rents, few kids	0	0.00	0	0.00	0
Below average income, working couples, Younger Hispanics, large families, blue collar laborers	0	0.00	0	0.00	0
Less educated black female headed household. low income. old apartments	0	0.00	0	0.00	0
Younger Hispanic families, blue collar laborers	0	0.00	0	0.00	0
Unskilled, less educated, older housing, low income	0	0.00	0	0.00	0
Mid-age, low income, fewer kids, old housing. female head of household	424	1.30	350	2.10	184
Low income, ethnic mix, unskilled, renters	0	0.00	0	0.00	0
Younger, black female head of household w/young kids	399	1.20	213	1.30	151
Lowest Socio Economic Measures	438	1.30	277	1.60	42
Low income and education, mobile Hispanic families	0	0.00	0	0.00	0
Black families, low value newer homes, settled	0	0.00	0	0.00	0
Younger, lowest income, mobile, black female head of household	438	1.30	277	1.60	143
Group Quarters	3,113	9.20	345	2.00	369
Group Quarters: Colleges	1,600	4.70	134	0.80	705
Group Quarters: Military	0	0.00	0	0.00	0
Group Quarters: Other	1,513	4.50	211	1.20	317

X. Citizen Profile For Middletown Residents

The following profile is provided by CACI Marketing Systems, Standard Rate and Data Service (SRDS) and the National Demographics and Lifestyle (NDL) Marketing firms. They use standard acceptable statistical analysis to extrapolate community profiles. The profile for Middletown is compared to that of the United States as well as its Area of Dominant Influence (ADI). The ADI is based on measurable television viewing patterns of the region. In this case, the ADI consists of Hartford, Litchfield, Middlesex, New Haven, New London, Tolland and Windham Counties.

This profile indicates how Middletown residents compare to the larger reference areas in terms of interests and spending patterns. For example, Middletown residents are more interested in attending cultural events than the population sample of the ADI or the Nation. They are, however, less likely to spend money on home furnishings, antiques and collectibles, or crafts. This might reflect a younger, more upwardly mobile, transient population. Thus merchants that want to cater to residents should provide goods and services that would appeal to this population base.

The Good Life

1) Attend Cultural Events

- 19.6% of all households in Middletown have a member who is interested in attending cultural and arts events.
- Middletown's rate of participation in cultural events is 30% higher than the rate of participation for the total US
- Middletown's rate of participation is 5% higher than the ADI rate of participation.

** Attend Cultural Events: These enthusiasts are more likely to attend music, dance and live theater performances, and are more inclined to listen to classical and easy listening music.*

2) Career Oriented Activities

- 16.4% of all households in Middletown have a member who is interested in Career Oriented Activities.
 - Middletown's rate of participation in these activities is 38% higher than the rate of participation for the total US
 - Middletown's rate of participation is 31% higher than the ADI rate of participation.
- * Career Oriented Activities: Enthusiasts are more likely to work in professional, technical, and managerial positions with a keen eye on advancing their careers. They become more involved in self-improvement and education programs.*

3) Fashion Clothing

- 17.5% of all households in Middletown have a member who is interested in Fashion Clothing.
 - Middletown's rate of participation in these activities is 38% higher than the rate of participation for the total US
 - Middletown's rate of participation is 30% higher than the ADI rate of participation.
- * Fashion Clothing: Single female households account for more than 1/3 of these enthusiasts. They are heavy credit users, male enthusiasts are more likely to spend on sports jackets and suits and female enthusiasts are more likely to spend on swim suits, skirts, dresses, blouses, designer jeans, etc.*

4) Fine Arts/Antiques

- 11.3% of all households in Middletown have a member who is interested in Fine Arts/Antiques.
 - Middletown's rate of participation in these activities is 10% higher than the rate of participation for the total US
 - Middletown's rate of participation is 4% lower than the ADI rate of participation.
- * Fine Arts/Antiques: Enthusiasts are a relatively affluent group, more than 30% of these*

households have a income of \$50,000 or more. They are also more likely to collect art and antiques.

5) Foreign Travel

- 15.5% of all households in Middletown have a member who is interested in Foreign travel.
- Middletown's rate of participation in these activities is 18% higher than the rate of participation for the total US
- Middletown's rate of participation is 6% lower than the ADI rate of participation.
- * *Foreign Travel: Enthusiasts are more likely than the general public to take foreign trips within a three year period, their favorite destinations are the Caribbean, U.K., Europe and Scandinavia. More than 20% use an all inclusive package, while 33% use a travel agent and 40% of these trips are vacations.*

6) Frequent Flyer

- 11.9% of all households in Middletown have a member who is a frequent flyer.
- Middletown's rate of participation in these activities is 4% higher than the rate of participation for the total US
- Middletown's rate of participation is 15% lower than the ADI rate of participation.
- * *Frequent Flyer: These enthusiasts are heavy business travelers, and over 50% have traveled to a foreign country in the past three years.*

7) Gourmet Cooking

- 26.3% of all households in Middletown have a member who is a gourmet cooking enthusiast.
- Middletown's rate of participation in these activities is 30% higher than the rate of participation for the total US
- Middletown's rate of participation is 2% higher than the ADI rate of participation.

** Gourmet Cooking: These enthusiasts like to cook for fun, and tend to make salad dressings from scratch.*

8) Home Furnishings

- 18.1% of all households in Middletown have a member who is a home furnishing enthusiast.
 - Middletown's rate of participation in these activities is 5% lower than the rate of participation for the total US
 - Middletown's rate of participation is 8% lower than the ADI rate of participation.
- * Home Furnishings: These enthusiasts are more likely to have purchased a sofa, cedar chest, kitchen furniture, dining room furniture or wall-to-wall carpeting in the past year. Over 9% of these enthusiasts are actively involved in refinishing furniture.*

9) Money Making Opportunities

- 9.2% of all households in Middletown have a member who is interested in money making opportunities.
 - Middletown's rate of participation in these activities is the same as the rate of participation for the total US
 - Middletown's rate of participation is 16% higher than the ADI rate of participation.
- * Money Making Opportunities: Nearly 20% of these people are heavy lottery players and are 1.5 times more likely to participate in casino gambling than general population.*

10) Real Estate Investments

- 6.8% of all households in Middletown have a member who is interested in real-estate investments.
- Middletown's rate of participation in these activities is 8% higher than the rate of participation for the total US
- Middletown's rate of participation is 2% higher than the ADI rate of participation.

** Real Estate Investments: These people are more likely to own investment real estate, and are also more inclined to read business, finance and sports magazines.*

11) Stock/Bond Investments

- 10.6% of all households in Middletown are interested in stock or bond investments.
 - Middletown's rate of participation in these activities is 12% lower than the rate of participation for the total US
 - Middletown's rate of participation is 23% lower than the ADI rate of participation.
- * Stock/Bond Investments: More than 10% of these people own common or preferred stock in companies they work for, 15% own stock in other companies, 5% own city, municipal, or state bonds, 10% own mutual funds, 15% own money market funds, and 5% own tax exempt funds.*

12) Wines

- 17.5% of all households in Middletown have a member who is interested in wines.
 - Middletown's rate of participation in these activities is 62% higher than the rate of participation for the total US
 - Middletown's rate of participation is 18% higher than the ADI rate of participation.
- * Wines: Wine enthusiasts consume a wide variety of wines and related alcoholic beverages, 50% drink domestic table wines, 25% drink imported table wines, 40% drink wine coolers, 15% drink port, sherry, or dessert wines, and 30% drink champagne.*

High Tech Activities

1) Electronics

- 7.7% of all households in Middletown have a member who is an electronics enthusiast.
- Middletown's rate of participation in electronics is 13% lower than the total US

- Middletown's rate of participation is 5% lower than the ADI rate of participation.
- * *Electronics: Enthusiasts have a fascination with high tech products, they are more likely to own a personal computer, video camera, or a CD player. They like maintaining a home workshop, working on automobiles, keeping up with science and technology, and reading science fiction.*

2) Home Video Games

- 10% of all households in Middletown have a member who is a home video games enthusiast.
- Middletown's rate of participation in home video games is 12% lower than the US
- Middletown's rate of participation is 3% higher than the ADI rate of participation.
- * *Home Video Games: Enthusiasts are more likely to own a PC and play electronic games. 60% of households containing these enthusiasts also contain children under 18 years living at home. 10% of households have purchased a children's video game in the past 12 months.*

3) Personal/Home Computers

- 17.9% of all households in Middletown have a member who is a personal computer enthusiast.
- Middletown's rate of participation in personal computers is 12% lower than US
- Middletown's rate of participation is 16% lower than the ADI rate of participation.
- * *Personal/Home Computers: 25% of enthusiasts own financial software, database or filing software, word processing software, education or training software, and game or entertainment software.*

4) Photography

- 24.3% of all households in Middletown have a member who is a photography enthusiast.
- Middletown's rate of participation in photography is 23% higher than the rate of participation for the total US

- Middletown's rate of participation is 11% higher than the ADI rate of participation.
- * *Photography: 25% of enthusiasts participate in this activity at least once a week. They are also likely to own 35 mm SLR cameras, auto focus cameras, and video cameras. 50% purchase at least 7 rolls of film a year, they also prefer to develop film at a specialty camera store, one hour service center, or through mail order service.*

5) Science Fiction

- 8.2% of all households in Middletown have a member who is a science fiction enthusiast.
- Middletown's rate of participation in science fiction is 8% higher than the US
- Middletown's rate of participation is 10% higher than the ADI rate of participation.
- * *Science Fiction: More than 60% of enthusiasts are between 25 and 44 years of age, they are well informed on issues concerning science, nature, environment and new technology.*

6) Science/New Technology

- 10.4% of all households in Middletown have a member who is a science/new technology enthusiast.
- Middletown's rate of participation in science/new technology is 26% higher than the US
- Middletown's rate of participation is 11% higher than the ADI rate of participation.
- * *Science/New Technology: Enthusiasts enjoy using PCs, keeping up with wildlife and environmental issues, reading science fiction and working with electronic equipment. Single male householders account for nearly 35% of these enthusiasts.*

7) Stereo/Record Tapes

- 50.1% of all households in Middletown have a member who is a stereo or record tapes enthusiast.
- Middletown's rate of participation in stereo/record tapes is 17% higher than the US

- Middletown's rate of participation is 13% higher than the ADI rate of participation.
- * *Stereo/Record Tapes: Enthusiasts are more likely to own a cassette recorder, equalizer, headphones, compact disc or laser disc players, speakers, turntables, etc. 20% of enthusiasts buy at least 11 records or tapes each year.*

8) VCR Recording/Viewing

- 40.7% of all households in Middletown have a member who is a VCR recording or viewing enthusiast.
- Middletown's rate of participation in VCR recording/viewing is 7% higher than the rate of participation for the total US
- Middletown's rate of participation is 12% higher than the ADI rate of participation.
- * *VCR Recording/Viewing: These households take pleasure in owning high tech products and electronic gadgetry. They are also more likely to subscribe to cable TV, own a PC, and purchase home video games.*

9) Watching Cable TV

- 44.2% of all households in Middletown have a member who is a cable watching enthusiast.
- Middletown's rate of participation in watching cable is 8% higher than the rate of participation for the total US
- Middletown's rate of participation is 4% lower than the ADI rate of participation.
- * *Watching Cable TV: 1/3 of these households have watched cable TV for 15 or more hours in the past 7 days, and watch a variety of pay channels.*

Sports And Leisure

1) Bicycling Frequently

- 16.3% of all households in Middletown have a member who is a bicycling enthusiast.

- Middletown's rate of participation in bicycling is 2% lower than the US
- Middletown's rate of participation is 7% higher than the ADI rate of participation.
- * *Bicycling: 40% of enthusiasts bike at least once a week, more than 25% bike at least twice a week and 80% own a bicycle.*

2) Boating/Sailing

- 15.7% of all households in Middletown have a member who is a boating enthusiast.
- Middletown's rate of participation in boating is 28% higher than the US
- Middletown's rate of participation is 6% higher than the ADI rate of participation.
- * *Boating/Sailing: Over 25% of the enthusiasts own a boat, 80% prefer boating and 25% prefer sailing, they also enjoy water skiing, scuba diving, snorkeling, skin diving and fishing.*

3) Bowling

- 12.6% of all households in Middletown have a member who is a bowling enthusiast.
- Middletown's rate of participation in bowling is 14% lower than the rate of participation for the total US
- Middletown's rate of participation is 9% lower than the ADI rate of participation.
- * *Bowling: Over 33% of enthusiasts bowl at least once a week, over 50% own a bowling ball, and they watch bowling on TV and attend bowling tournaments.*

4) Golfing

- 20.8% of all households in Middletown have a member who is a golfing enthusiast.
- Middletown's rate of participation in golfing is 13% higher than the rate of participation for the total US
- Middletown's rate of participation is the same as the ADI rate of participation
- * *Golfing: 30% of enthusiasts golf at least once a month, 70% have their own golf clubs, and*

are more likely to belong to country club. They like watching golf on TV and attend golf tournaments.

5) Physical Fitness/Exercise

- 41.8% of all households in Middletown have a member who is a fitness enthusiast.
- Middletown's rate of participation in fitness and exercise is 25% higher than the rate of participation for the total US
- Middletown's rate of participation is 15% higher than the ADI rate of participation
- * *Physical Fitness/Exercise: Enthusiasts like to work out in a gym or club, participate in aerobic exercises, bicycle, jog, and lift weights. More than 35% own a bicycle, 30% own weight lifting equipment, and 15% own a stationary bike.*

6) Running/Jogging

- 15.3% of all households in Middletown have a member who is a running or jogging enthusiast.
- Middletown's rate of participation in running or jogging is 32% higher than the rate of participation for the total US
- Middletown's rate of participation is 33% higher than the ADI rate of participation
- * *Running/Jogging: Over 50% of enthusiasts run or jog at least once a week, they watch marathons, road running, triathlons, endurance and track and field events on TV.*

7) Snow Skiing

- 16.1% of all households in Middletown have a member who is a snow skiing enthusiast.
- Middletown's rate of participation in snow skiing is 99% higher than the rate of participation for the total US
- Middletown's rate of participation is 34% higher than the ADI rate of participation
- * *Snow Skiing: Over 70% of enthusiasts prefer downhill skiing and 40% pre cross-country*

skiing and 10% enjoy both. 25% of snow skiers also water ski.

8) Tennis

- 9.9% of all households in Middletown have a member who is a tennis enthusiast.
- Middletown's rate of participation in tennis is 47% higher than the rate of participation for the total US
- Middletown's rate of participation is 11% higher than the ADI rate of participation

** Tennis: 25% of enthusiasts play tennis at least once a week and are likely to belong to a country club and inclined to watch tennis on TV or attend tennis tournaments.*

9) Walking for Health

- 36% of all households in Middletown have a member who is a walking enthusiast.
- Middletown's rate of participation in walking for health is 2% lower than the rate of participation for the total US
- Middletown's rate of participation is 7% lower than the ADI rate of participation

** Walking for Health: Enthusiasts view this as a recreational form of exercise and more than 45% are age 55 and older and tend to supplement their diets with health foods and vitamins.*

10) Watching Sports on TV

- 35.6% of all households in Middletown have a member who is a sports enthusiast.
- Middletown's rate of participation in watching sports on TV is 4% lower than the rate of participation for the total US
- Middletown's rate of participation is 1% higher than the ADI rate of participation

** Watching sports on TV: Enthusiasts are mainly male sports fans and types of events viewed include professional and college football, professional and college basketball and baseball.*

Outdoor Activities

1) Camping / Hiking

- 19.7% of all households in Middletown have a member who is an camping/hiking enthusiast.
- Middletown's rate of participation in camping is 11% lower than the rate of participation for the total US
- Middletown's rate of participation is 12% higher than the ADI rate of participation.

* *Camping/Hiking: Enthusiasts take more camping trips and 15% of them own a camper.*

2) Fishing

- 15.5% of all households in Middletown have a member who is an fishing enthusiast.
- Middletown's rate of participation in fishing is 34% lower than the rate of participation for the total US
- Middletown's rate of participation is 5% lower than the ADI rate of participation.

* *Fishing: Enthusiasts like to go fresh water fishing more than salt water fishing. More than 75% of them have their own fishing rods, tackle and reels. Many of them fish at least once a week.*

3) Hunting/Shooting

- 10% of all households in Middletown have a member who is a hunting enthusiast.
- Middletown's rate of participation in hunting is 36% lower than the rate of participation for the total US
- Middletown's rate of participation is 6% higher than the ADI rate of participation.

* *Hunting/Shooting: 25% of enthusiasts go hunting at least once a week, and activities include hunting with a rifle, hunting with a shotgun, target shooting, and archery.*

4) Motorcycles

- 7.3% of all households in Middletown have a member who is a motorcycling enthusiast.
 - Middletown's rate of participation in motorcycling is 2% higher than the rate of participation for the total US
 - Middletown's rate of participation is 10% higher than the ADI rate of participation.
- * Motorcycles: Enthusiasts are more likely to own street bikes, and dirt or trail bikes. Single males account for over 1/3 of motorcyclists.*

5) Recreational Vehicles/4-WD

- 6.3% of all households in Middletown have a member who is a recreational vehicle enthusiast.
 - Middletown's rate of participation in recreational vehicles is 20% lower than the rate of participation for the total US
 - Middletown's rate of participation is 13% higher than the ADI rate of participation.
- * Recreational Vehicles: Enthusiasts are more likely to own a motor home, snowmobile, power boat or tent trailer.*

6) Wildlife/Environmental

- 17% of all households in Middletown have a member who is an environmental and wildlife enthusiast.
 - Middletown's rate of participation in wildlife is 9% higher than the US
 - Middletown's rate of participation is 4% higher than the ADI rate of participation.
- * Wildlife/ Environmental: Enthusiasts enjoy the adventure of outdoors. They are likely to show awareness of global issues concerning science, technology and environment. They also like camping, hiking, hunting and shooting.*

Domestic Activities

1) Automotive Work

- 12.9% of all households in Middletown have a member who is an automotive work enthusiast.
 - Middletown's rate of participation in automotive work is 12% lower than the US
 - Middletown's rate of participation is 4% lower than the ADI rate of participation.
- * Automotive Work: Activities include installing spark plugs, installing shock absorbers, adding or changing motor oil, installing oil filters, draining radiators to add antifreeze, installing air filters, installing car batteries and installing radio or tape players.*

2) Avid Book Reading

- 39.4% of all households in Middletown have a member who is an avid book reader.
 - Middletown's rate of participation in avid book reading is 1% higher than the US
 - Middletown's rate of participation is 8% lower than the ADI rate of participation.
- * Avid Book Reading: Enthusiasts prefer paper backs over hard covers, enjoy reading novels, non-fiction, mysteries, juvenile, romance self-help, religious and science fiction. More likely to purchase books from book stores than from book clubs or through a mail order service.*

3) Bible/Devotional Reading

- 8.5% of all households in Middletown have a member who is a regular bible/devotional book reader.
 - Middletown's rate of participation in devotional book reading is 51% lower than the rate of participation for the total US
 - Middletown's rate of participation is 1% higher than the ADI rate of participation.
- * Bible/Devotional Reading: Enthusiasts are regular church attendees. 10% are active church board members and are more likely to work as volunteers and take part in civic issues.*

4) Coin/Stamp Collecting

- 7.2% of all households in Middletown have a member who is a regular coin/stamp collector.
- Middletown's rate of participation in coin/stamp collection is 6% lower than the rate of participation for the total US
- Middletown's rate of participation is 9% lower than the ADI rate of participation.
- * *Coin/Stamp Collecting: Enthusiasts enjoy the collection both as a hobby and as an investment strategy. They are likely to invest in stocks, bonds, or real estate. They also enjoy collecting antiques and fine art.*

5) Collectibles/Collections

- 10.4% of all households in Middletown have a member who has an interest in collectibles/collections.
- Middletown's rate of participation in collectibles is 9% lower than the rate of participation for the total US
- Middletown's rate of participation is 12% lower than the ADI rate of participation.
- * *Collectibles/Collections: Enthusiasts are likely to collect art, antiques, coins and stamps. They also enjoy crafts, home decorating and entering sweepstakes.*

6) Crafts

- 24.2% of all households in Middletown have a member who has an interest in crafts.
- Middletown's rate of participation in crafts is 7% lower than the rate of participation for the total US
- Middletown's rate of participation is 1% lower than the ADI rate of participation.
- * *Crafts: Enthusiasts are predominantly married females. They enjoy reading books, sewing, needlework and knitting and home decorating.*

7) Crossword Puzzles

- 15.8% of all households in Middletown have a member who is a crossword puzzle enthusiast.
 - Middletown's rate of participation in crossword puzzle solving is 17% lower than the rate of participation for the total US
 - Middletown's rate of participation is 18% lower than the ADI rate of participation too.
- * Crossword Puzzles: Enthusiasts are usually 55 years or older and heavy book readers. They also enjoy needlework and knitting, crafts and home decorating.*

8) Current Affairs/Politics

- 16.5% of all households in Middletown have a member who is interested in current affairs and politics.
 - Middletown's rate of participation in current affairs and politics is the same as the rate of participation for the total US
 - Middletown's rate of participation is 7% lower than the ADI rate of participation.
- * Current Affairs/Politics: Enthusiasts have voted in federal, state, or local elections in the past year, likely to have worked for a political party or candidate and belong to a civic organization, business club, or veterans group.*

9) Entering Sweepstakes

- 13.2% of all households in Middletown have a member who is interested in entering sweepstakes.
 - Middletown's rate of participation in sweepstakes is 12% lower than the US
 - Middletown's rate of participation is 1% lower than the ADI rate of participation.
- * Entering Sweepstakes: Enthusiasts are usually in search of convenient money making opportunities, are normally 45 years or older with a total household income of under \$30,000.*

10) Gardening

- 26.4% of all households in Middletown have a member who is interested in gardening.
- Middletown's rate of participation in gardening is 23% lower than the US
- Middletown's rate of participation is 25% lower than the ADI rate of participation.
- * *Gardening: Enthusiasts enjoy outdoor and indoor gardening, more likely to plan and maintain a garden, own a garden tractor, tiller, trimmer and purchase seeds, plants or supplies through the mail. They also like to buy flower seeds, fertilizers, shrubs and plants, vegetable plants and vegetable seeds.*

11) Grandchildren

- 11.7% of all households in Middletown have members whose main interest is to shower their grandchildren with gifts.
- Middletown's rate of participation by grandparents in gifting their grandchildren often is 37% lower than the rate of participation for the total US
- Middletown's rate of participation is also 31% lower than the ADI rate of participation.
- * *Grandchildren: Enthusiastic grandparents spend at least \$150 a year on gifts and toys for their grandchildren. Other interests include walking for health, gardening, knitting, sewing and reading the bible.*

12) Health Foods/Vitamins

- 15.3% of all households in Middletown have members who are interested in health foods.
- Middletown's rate of participation in health food and vitamin consumption is 13% higher than the rate of participation for the total US
- Middletown's rate of participation is also 16% higher than the ADI rate of participation.
- * *Health Foods/Vitamins: Enthusiasts are more likely to take vitamins. They also enjoy fashion, self-improvement programs, gourmet cooking and attending cultural events. They are also very much inclined to read health magazines.*

13) Home Workshop

- 20.7% of all households in Middletown have home workshop enthusiasts.
 - Middletown's rate of participation in home workshops is 9% lower than the US
 - Middletown's rate of participation is 12% lower than the ADI rate of participation.
- * Home Workshop: Enthusiasts are more likely to own work tools and accessories such as stationary table saw, portable workbench, paint sprayer, electric drill, air compressor, etc. They enjoy woodworking, refinishing furniture and reading mechanics and technology magazines.*

14) Household Pets

- 31.4% of all households in Middletown have household pet enthusiasts.
 - Middletown's rate of participation in owning household pets is 13% lower than the US
 - Middletown's rate of participation is 9% lower than the ADI rate of participation.
- * Household Pets: Enthusiasts own either a dog or a cat, traditional family households account for 25% of this group. They are more likely to play home video games, record and rent video tapes and drive four wheel drive vehicles.*

15) Needlework/Knitting

- 18.2% of all households in Middletown have members interested in needlework and knitting.
 - Middletown's rate of participation in needlework and knitting is 6% lower than the rate of participation for the total US
 - Middletown's rate of participation is 6% lower than the ADI rate of participation.
- * Needlework/Knitting: Enthusiasts are more likely to enjoy sewing garments from patterns, crocheting, crewel, and needlepoint. Other interests are crafts, gardening, solving crossword puzzles and home decorating.*

16) Self-improvement

- 16.9% of all households in Middletown have members interested in self-improvement.
- Middletown's rate of participation in self-improvement is 5% higher than the rate of participation for the total US
- Middletown's rate of participation is 13% higher than the ADI rate of participation.
- * *Self-improvement: Enthusiasts seek to improve the physical, mental, and financial aspects of their lives. They are more likely to be involved in career oriented activities such as attending seminars and night classes, eat health foods, attend cultural arts events and invest in real estate.*

17) Sewing

- 14.9% of all households in Middletown have members interested in sewing.
- Middletown's rate of participation in sewing is 26% lower than the rate of participation for the total US
- Middletown's rate of participation is 12% lower than the ADI rate of participation.
- * *Sewing: Enthusiasts are likely to order hobby or craft supplies through the mail and activities include general mending, sewing garments from patterns, crocheting, needlepoint and knitting.*

18) Veterans Benefits/Programs

- 3.4% of all households in Middletown have members interested in veteran programs.
- Middletown's rate of participation in veteran programs is 29% lower than the rate of participation for the total US
- Middletown's rate of participation is 16% lower than the ADI rate of participation.
- * *Veterans Benefits/Programs: Enthusiasts are primarily military veterans, age 55 and older, they enjoy visiting their grandchildren, entering sweepstakes, participating in community and*

civic activities and collecting coins and stamps.

In Summary

Middletown has a higher rate of participation than the Area of Dominant Influence (ADI) in the following categories.

Category	less than 10% higher	10% or greater
Attend Cultural Events	*	
Career Oriented Activities		*
Fashion Clothing		*
Gourmet Cooking	*	
Money Making Opportunities		*
Real Estate Investments	*	
Fine Wines		*
Home Video Games	*	
Photography		*
Science Fiction		*
Science Technology		*
Tapes and CDs		*
VCR Recording and Viewing		*
Golfing		*
Biking	*	
Boating and Sailing	*	
Physical Fitness and Exercising		*
Running and Jogging		*
Skiing		*
Tennis		*
Camping and Hiking		*
Hunting	*	

Watching Sports on TV	*	
Motorcycling		*
Recreation Vehicles		*
Wildlife Environmental	*	
Health Foods and Vitamins		*
Self Improvement Activities		*

XI. Summary of Interviews

Interviews with business leaders, elected and appointed officials, downtown merchants and other interested players provided a wealth of information on the attitudes, concerns and actions for Downtown. People were enthusiastic about the leadership in City Hall and the possibilities for Downtown revitalization. The interviewees expressed that Middletown was a college town and more, rich in history and ethnic diversity. It is a regional city -- the urban center. Middletown is a melting pot town. Some felt that the City was at odds, given the coexistence of the "Little Ivy" University in a blue collar town. And that the City needs some "oomph"!

The focus of our interviews were mainly on five issues:

I. Role of the River

All the interviewees unanimously agree that the river plays a major part in Downtown revitalization and efforts must be made to further link the river and the City. Common themes represented were that better access to the river should be provided through better signage. More efforts must be made to increase activities alongside the river. Some felt that the river is taken for granted.

Other comments included (but not limited to) the following:

- The Nature Conservancy has declared the Connecticut River "one of the last great Places".
- The river was the commercial and transportation center for the city.
- In order for the river to play a key role, constant activity needs to occur along the river. There needs to be more connectivity between the river events and the Main Street, especially during the Regatta (October) and the 4th of July celebration.
- Deep River Navigation currently runs cruises from the Harbor.
- The city should make every effort to obtain the land along the River and do the "Charles River thing".
- The current restaurant along the Harbor Park dominates the city parking in that area. Additional parking is needed along the river. This parking must be carefully planned in order to avoid a large parking lot appearance.

- Activities along the river should include more restaurants vendors at the park, in-line skating trail and bike trails, perhaps even a farmers market.
- Harbor Park is used by non profits for some fund raising activities. This use should be encouraged.
- The Harbor Park should speak to the history and early settlement and development of Middletown.
- The fireworks on the 4th of July draws 15,000 - to 20,000 people into town. Need to make this an all day event with items such as a bike race. Need to develop the entire 4th of July package. Use the Middletown Symphonic Orchestra.
- Head of the Connecticut Regatta, needs to be packaged with downtown activities. The Regatta brings in thousands of people just for the day.
- Deep River Navigation offers cruises through the Autumn need to be advertised
- The Bridge is being considered to receive some decorative lighting similar perhaps to the Betsy Ross Bridge in Philadelphia. This should be promoted especially considering all the aggravation the City and its citizens have put up with over the past few year with the repairs to the Arrigoni Bridge.

II. Role of Businesses

A majority of the interviewees expressed a desire for a downtown manager who would take the initiative to increase the role of businesses and attract new businesses. Most agree that more office space tenants are needed and upper floor commercial space should be made attractive for such uses. About 50% of the participants agree that the Bed and Breakfasts should try and attract a more upscale market.

There was total consensus that the Chamber of Commerce was doing a good job and that the local city officials, local newspapers and business owners had great intentions. The majority oppose any public buildings in the CBD and want to establish an Arts Center for the city. All this would help in the main focus which is to attract upscale businesses and residents.

Interviewees felt that Downtown could be more pleasing and vibrant with increased retail and specialty stores. There are good restaurants which could give out more incentives. Plants, flowers,

and a good pedestrian atmosphere would go a long way. There should also be more entertainment places such as movie houses.

Other comments included:

- Main Street has historically been a major part of the community.
- Armory should be for cultural arts and a tribute to all who have lived here.
- The reason people come into town is to observe people and to be seen. We should bring back Center Street (Metro Square).
- Downtown needs music, coffee shops and places to “hang out”.
- Evening activity in downtown limited to the Italian Club, the Veterans Club on Main Street, the YMCA, rehearsals and meetings (library, city hall, churches, Rockfall Foundation).
- Businesses do not maintain consistent hours of operation. Most business closed on Mondays. Bob's is the only store open on Sunday and consistently late in the evening.
- Need to market Main Street
- Need to strengthen the Middletown Division of the Middlesex County Chamber of Commerce. Perhaps the Central Business Council could rename itself as the Middletown Retail Division.
- Need more housing downtown. Currently, not enough of volume to support a department store.

The city and its business should concentrate on experimental "things" (businesses). Such as the Hard Disk Cafe in downtown Gloucester, Massachusetts which feature computers, their use and training.
- Build on current strengths such as the Sidewalk Festival on Main Street (suggest renaming to the Sidewalk Sale) and the Regatta. The word SALE needs to in the title of the event.
- Need more pedestrians downtown. Shops must be open at more convenient hours especially for residents who work outside of town.
- Need to make the downtown more pedestrian stimulating. "Vagrants" will not hang out in busy, active public places. Provide places to sit.
- Restaurants in downtown are very good.
- Summer concerts in Union Park are very successful. This summer the nearby church sold

coffee and baked goods to those attending.

- Middlesex Mutual installed a cafeteria in their building. This prevents many of their employees from using Main Street even for lunch.
- Main Street should encourage business such as the Wesleyan Potters, promote jewelry stores, needs clothing stores, upgrade its hardware stores, card shop, florist, Williams Sonoma, a bakery, a convenience store and need some anchors.
- Encourage coffee houses like Klekoa (currently thought of as for young people and "skate rats"). Where does one obtain a cappachino?
- Downtown businesses must start advertising in the Argus (Wesleyan newspaper - twice weekly). Talk to the editor.
- Downtown must work on safety and recruitment to fill space.
- Downtown needs a cheerleader.
- Need more "walking beat" police in the downtown.
- Need more retail on Main Street -- more boutiques, more people and stores such as the Fruiterie.
- The Middletown Press (the local daily) has a positive attitude toward the business community and has provided good press.
- Leaders should understand that the likelihood of a 40,000 square foot retail user in downtown is not likely. Should concentrate on boutique market. Find out the needs of the Wesleyan Students and meld these into Main Street.
- Everyone is a gardener. Encourage flowers on Main Street and retail the gardener needs. Spruce up the median at the North End coming into town.
One impediment to the North End is the Soup Kitchen. Community policing has helped.
- O'Rourke's, Atticus and It's Only Natural are draws for the Wesleyan Students.
- Within 30 minutes of downtown are the Meridian Square Mall, West Farms Mall and the Clinton Crossing Outlet Mall.
- There are not a lot of places to eat outside, plus there are only a few benches. Benches were in existence in the past, but were removed to dissuade loitering (and sleeping).
- The North End is doing well.

- The parking meters are a deterrent.
- Need a "Shubert Theater", a cinema and night life.
- There is a conflict between police station and retail operations.
Must convince the downtown business and the building owners to take care of their community and not to rely on the City.
- Signage needs to be improved.
- Business need to define their markets. There are the residents of Middletown , there are the residents of outlying towns, Colchester, Haddam, etc. who consider Middletown the big City and there are the needs of the Wesleyan University community (note this include 2500 to 3000 students, 1,000 faculty and their families and all support staff).
- Shop owners need to understand that women do most of the shopping and there is little for women professionals to choose from in the 30-65 age bracket
- Few gift stores in the downtown.

III. Role Of The University

All interviewed were of the opinion that there is much to be done to improve the relations between the University and the City. Access to downtown for the Wesleyan students should be made easier and there should be some incentive for the students to visit downtown more often. Currently the main reason for the students to come to City is the ATMs. Representatives from both sides should come together to deal with mutually important issues. The new President of the college is making this effort and they all appreciate this step and the initiatives taken by him. People felt the need for more community events that could be sponsored and held on campus throughout the year.

Other comments included:

A key component that the University provides is the professors and their families that come to live in the City. It can also be said that a small percentage of Wesleyan alumni stay in Middletown and raise families and start businesses and contribute to the civic life.

- There is so much talent at Wesleyan University. During July and August there are many summer concerts and cultural activities. Perhaps some of these concerts could be brought downtown. A steel band performs in Lopez Park.
- The University maintains community service organizations, tutoring and other volunteer services to non-profit organizations in town.
- University is and has played a major role in the re-development plans for the Armory.
- Wesleyan alumni who have remained in Middletown need to play a larger role in the Town - University relationship.
- Wesleyan receives 6,000 applications a year from prospective students and 65% of these applicants visit the City. Where do they stay? To encourage parents and students there must be something for all to do.
- Encourage Wesleyan to act as the arts center.
- The university should inform the town people more about what they are doing terms of films, plays, sports, etc. And of course the business community must communicate more with the University.
- The orientation information published in September for new students, should include information about the town and where students can obtain goods and services (a joint venture).
- Students need jobs during the school year. These individuals go to the downtown businesses for source of employment, especially the restaurants.

IV. Role Of Traffic And Parking

Every one of the participants said that the traffic patterns were fine and that there was enough parking space. The only problem was that the employers and the employees were taking up the street side parking space, leaving little for the visitors.

Along with better connections to the river, majority of the participants endorsed the improvement of the Route 91 interchanges in Middletown and the traffic lights along the road between Route 9 and Route 91. Some suggested that Route 9 be placed underground.

Some other areas of concern expressed by the participants were:

- The parking lots were in the wrong places and that visitors did not know where to park. One way streets and signals added to this problem.
- Washington Street is occasionally a problem. Review the routes of truck traffic via I-91 and I-691 and see if Washington Street is used as a short cut.

V. Role Of Institutions

All the participants were of the opinion that there were too many non-profit and service institutions. The idea is not to disallow these uses completely, but to not encourage any more of these institutions. A considerable number of participants cited the instance of the murder of a local teen-age girl by a criminally insane inmate of the CVH as one which the City never recovered from. This, and similar institutions should be confined to a certain area outside of the CBD.

Other comments included:

- Churches on Main Street should be more a part of the community on a daily basis. Open their doors during good weather. During the year plant flowers, install banners, celebrate the seasons and religions holidays.
- The police station on the Sears site is a "home run" because it does include the retail.
- Board of Education facility in the center of Main Street does not allow continuing education students from using the front entrance. Can only use the entrance off the rear parking lot.
- Recent formation of the new Downtown Alliance consisting of the Chamber of Commerce, the Police, Connecticut Valley Hospital and the Rushford Center to deal with the "difficult people on the street" in downtown. This is a loose organization and has had one meeting to date.
- The town library is tremendous. Used by approximately 1,500 persons per day.

XII. Conclusions and Recommendations

Based on our assessment and available data, we conclude by answering six basic questions and making our recommendations for a future action agenda.

What Should the Downtown Middletown Marketplace be Like?

1. It should build on a theme that emphasizes the selling of unique goods and opportunities for extensive dining.
2. It should be a market of distinction that sells unique goods to people from Central Connecticut.
3. It should be a market that compliments malls rather than competes against them.
4. It should be divided into three separate market areas: The North End Village Market, the Central Specialty Market Place and the South End Cultural Market.
5. Anchor stores such as Bob's Stores and the Amatos Toy and Hobby Store are existing strengths in Downtown. Efforts should be made to retain them on Main Street.
6. It should attract the lunch time trade from the surrounding office complexes.
7. It should attract students, guests and the faculty/staff of Wesleyan University.
8. It should be a place where flags, festivals and street vendors abound, thus attracting casual walkers.
9. It should be a place where an inn/hotel/conference center is located.
10. It should be a place that attracts more than the homebound, the poor, the elderly and the unemployed.
11. It should be the home of shops and activities that are operational over a fourteen to sixteen hour day.
12. It should be the home of active cultural activities to include plays, art festivals and films.
13. It should be the true center of the Region with government institutions, recreational opportunities, high-end housing options, restaurants and unique shops all intermingled.

14. It must tie together the river and the college community.
15. It must be safe and easily accessible.
16. It must be a “fun” marketplace.

What Is the Present Market?

1. Downtown is the primary market for citizens living within 1/4 - 1/2 mile of downtown. These people tend to purchase day-to-day goods and services (i.e. a pharmacy, a dry cleaners).
2. Downtown is a small specialty market for the purchase of toys, discount goods and jewelry. People will travel throughout Central Connecticut to visit these stores.
3. Downtown is an institutional marketplace. Central municipal, court and banking functions are all located on or near Main Street. As well, it has attracted people who require human service assistance.
4. Downtown is increasingly a place of dining. Its restaurants are busy, relatively prosperous and are attracting a clientele well beyond the City’s boundaries.

What Is the Immediate Potential Market?

1. The Wesleyan University Community. It already exists but does not participate to the same degree as other college communities.
2. The Downtown Office Worker. This market exists but tends to focus on lunch-time restaurants.
3. The professional with a relative amount of disposable income. This professional would tend to come Downtown for unique goods and services and a selection of international dining options.

What Is the Long Term Market ?

1. Organizations requiring inn/hotel needs.

2. Organizations requiring conference facilities.
3. Persons attending cultural events.
4. Tourists wishing to purchase unique goods not found at malls.
5. Tourists taking advantage of recreational activities (i.e. the River).
6. Tourists seeking out a wide selection of dining opportunities.

What are the Types of Goods/Activities for Which There Is/Will Be a Market?

1. In the short term:

- a) Quality restaurants
- b) Book/film/video stores
- c) Recreational clothing
- d) Coffee shops
- e) Computer stores
- f) Photography stores
- g) Copy centers
- h) Wine and Cheese stores
- i) Gourmet ice cream shops

2. In the moderate term:

- a) Art stores
- b) Upscale fashion stores
- c) Leather goods
- d) Craft stores
- e) Upscale Festivals

3. In the long term:

- a) Inn/hotel
- b) Conference center
- c) Movie theater complex
- d) Art museum

What are the Names of Typical Companies that may have a Potential/Long Term Interest in Downtown Middletown ?

- 1. Urban Outfitters
- 2. Border's Bookstore
- 3. Starbuck's Coffees
- 4. The Limited
- 5. The Gap
- 6. Barnes and Noble's Books
- 7. AMC Theaters
- 8. Blockbuster Videos
- 9. Talbots
- 10. Kennedy Art Studios
- 11. Beneton
- 12. Kinko's Copies
- 13. Bartucci's
- 14. Zanna's
- 15. Strawberry Records

Recommendations

We recommend the following:

- 1. The City should establish a Main Street Program that is professionally staffed and funded for the "long haul." It should focus on design issues, organization, promotion and the restructuring of the downtown market. It should also be governed by a Board of

Directors. Such a program is crucial if Middletown's Downtown can meet its full potential.

2. The City should pursue the attraction of additional restaurants. Every revitalized downtown in New England has a strong choice of eating establishments.
3. The City should instigate a program that would enable the Downtown to be cleaned more regularly. This cleaning should include street sweeping, trash removal and window washing. A co-funded contractual relationship involving the City, the merchants, the building owners and a professional cleaning organization is in order. The possibility of using a non-profit human service organization should also be part of the discussion. It would be beneficial if this workforce was provided with distinctive uniforms such that the public can observe the commitment to a revitalized downtown.
4. The City should establish a "quick fix" organization that would help merchants to overcome small problems that contribute to a sense of neglect along Main Street. As examples, graffiti should be removed overnight, the clock on the Clock Tower should be fixed, the lettering on the liquor store marquee should be replaced, trash should be removed daily and vacant stores should house displays from active stores.
5. The City should have a regular police presence on Main Street. Walking patrols are in order. Please note that this presence does not have to consist of actual members of the police force themselves. It could consist of uniformed auxiliaries, similar to Portland, Maine, and Portland, Oregon, who simply serve as watchful guides throughout the Downtown area. It could also consist of Wesleyan students or, as in Danbury, "T" shirt wearing downtown greeters.
6. The placing of a police station in the downtown makes sense. However, it should not be physically dominating along Main Street. It should be designed such that it does not interfere with the retail function of Main Street.
7. The City should provide highly visible public amenities in the Downtown area such as public restrooms, telephones and public information kiosks. The proposed police station would be a good location for these amenities.
8. The City should focus on Downtown as three distinct areas and establish clear identities

for each. To the north, the emphasis should be on urban village shopping. To the south, the City should establish as strong a cultural base as possible. In the Center, the emphasis should be on specialty retail.

9. The City should continue to emphasize the city center as the home of the civis. Any efforts to remove municipal, state or federal functions from the downtown should be discouraged.
10. There are strong retail firms in the downtown. The Bob's Store, Bob's Discount Furniture store, Ltkin's Decorators and the Amatos Toy and Hobby store are critical to downtown's stabilization and growth. It is essential that the City visit the owners of these businesses to assist them in any way (e.g.: provide public parking) that will help maintain their presence in Downtown.
11. There is a solid potential for moderately upscale retail and restaurants in the Downtown. Given existing movements in the retail industry, firms such as Benetton, Talbots, The Gap and The Limited can fit within a newly revitalized Downtown. The new Main Street Manager should prepare recruiting packets stressing Downtown Middletown's attributes for the senior management of these companies, among others.
12. The role of the Wesleyan market, while relatively small, (it will not change Downtown by itself), is crucial as an immediately "tapable" market. This market should be the cornerstone for the first major effort of the City's marketing campaign. It has three overlapping parts: The student market, the faculty/staff market and the visitor market. The students will spend money on coffee shops (i.e. Brueger's Bagels, Starbucks), moderately priced restaurants (Bartucci's), outdoor/sports clothing (to include University paraphernalia) and books/films (Barnes and Noble Bookstores, Borders). They will also attend downtown movie theaters that focus on low cost admissions and which provide alternative selections to those found at malls (i.e. European, counterculture movies). As a first step, Wesleyan could offer a flexible meal plan that would enable students to utilize vouchers that could be accepted at downtown restaurants.

There is also a distinct opportunity to sell goods to the faculty and staff. They too will make similar purchases as the students. However, they will tend to move toward the

upper end of the selection scale. Faculty and staff tend to buy carefully, with a sense of quality and rarely respond to impulse purchasing. They are also more apt to buy traditional goods (Clark's Footwear) than trendy fashion statements (Doc Martens, Jon Fleuvogs).

The tourists, 6,000 visitors strong at Wesleyan University alone, are also an undertapped market. These visitors are most likely to be relatively affluent (they are considering sending an offspring to one of the most prestigious and expensive colleges in the nation) and are looking for quality hospitality services (inns, hotels, restaurants). These guests are potentially powerful consumers for downtown stores. Promotion packages should be distributed as part of the material distributed to each of these visitors.

In short, the image of Wesleyan is powerful. It represents tradition, quality, commitment and relative affluence. Capturing this market would be a tremendous boost to the Downtown.

13. Discussions with local banks should be undertaken by the City immediately. It is expected that virtually all of New England's banks will be downsizing over the next five years. For this reason, the City should be prepared to help the banks to commit to consolidation in Middletown. Both the workers and customers are important potential purchasers of downtown goods.
14. The City should explore the opportunity to expand parking in the area of Bob's Store. Particular attention should be paid to the area between Bob's and the City Library.
15. The Armory Project will be a decided cultural asset for Downtown. However, it will not add direct economic value to Downtown unless further changes in the downtown market place occur. These changes include a strong choice of downtown restaurants that are open before and after performances, a climate of virtually "absolute" security and easily accessible parking. The City should insure that this project goes forward in concert with changes to Metro Square.
16. The question of a downtown inn/conference center in conjunction with Wesleyan and other large corporate entities should be revisited. This should include the feasibility for bed and breakfast establishments within proximity to Wesleyan and Downtown. The

combination of Wesleyan visitors, corporate guests and even tourists that are looking for an alternative to typical hotel chains appears to have marketing merit. Beyond the rooms themselves, there is also increasing demand for high technology (yet small) conference facilities that could be used by the City's larger institutions. The Metro Square area has significant appeal as a location for such an operation.

17. The City should begin immediate discussions with the owners of the Metro Square to determine their long term interest in revitalizing the site. It is our concern that this site will continue to have fewer retail tenants and thus serve as an anchor to revitalization efforts. In fact, we expect that the CVS store and the Burger King restaurant will move from the area. This site has tremendous potential. Its revitalization is crucial to a resurgence of Downtown.
18. The lack of retail activity requires immediate attention. At present, there are too few reasons to visit downtown. To this end, the City should develop an aggressive downtown marketing campaign that would aggressively pursue firms that match the profile of needed retail activity.
19. The North End should no longer be targeted as the home of social service agencies. Instead, companies intended to serve the neighborhood should be encouraged. This area of downtown should become a neighborhood commercial zone. The City will soon have to focus on the "store front church" phenomena. Such uses do not belong in commercial districts.
20. The use of street vendors and peddlers, appropriately and easily licensed should be encouraged. We realize the concerns that merchants have over such activities. However, over an extended period of time, they will tend to expand the downtown market.
21. The expansion of "unique" and "upscale" festivals is in order for two reasons. First, it will help to reinforce the image of downtown as a safe, pleasant area. Secondly, it will bring customers to the area that traditionally do not visit downtown.
22. Main Street requires a sense of "retail rhythm." For this reason, any use which is not pedestrian oriented along Main Street on the ground floor should be discouraged. These include human service uses, church uses, and financial-insurance-real estate services.

23. The City should explore design elements to help reduce the difficulty of crossing Main Street. In all cases, the design options should focus on the placing of trees and shrubs along the length of the street.
24. There is a need to integrate the river with downtown. This involves far more than simple access. It involves housing, recreation, street vendors, pedestrian and auto related access and commercial activities. This connection needs to be explored in detail from a planning and design perspective.
25. The City should explore the creation of a “Linkage Program” in which zoning concessions for proposed office and industrial developments would be tied to commitments on the part of the developers to invest in downtown.

An Action Agenda

As part of this project, we were asked to identify actions that should be undertaken immediately (short term) and within five years (long term). All of these actions are proposed within a framework where there is an active Main Street Manager Program. The following are proposed:

Short Term Recommendations

1. Develop a coordinated, professional clean-up campaign complete with uniformed workers.
2. Prohibit social service activities from locating on Main Street.
3. Create a “fast action team” to quickly correct small problems (such as fixing the clock, getting rid of graffiti).
4. Retain existing retail businesses by creating a Business Visitation Team that would be responsible for determining the long term interests of existing businesses.
5. Have walking constable patrols. These patrols could be staffed by the retired volunteers and Wesleyan students in bright uniforms with walkie-talkies
6. Attract new restaurants and unique retail businesses that showcase the community’s assets (i.e. socio economic characteristics and physical attributes) with the help of the Chamber of Commerce and the merchants.
7. Insure that the Armory project remains on tract.

8. Plan for the Downtown Police Station along with retail and highly visible public amenities.
9. Discourage subsidized housing in the Downtown area.
10. Develop a Downtown Promotion Campaign for Wesleyan students and faculty.
11. Promote the regatta and involve guests and participants in downtown activities.
12. Form a Downtown Steering Committee involving the Downtown Manager, the merchants, the City, the University and the institutions.

Long Term Recommendation

1. Expand landscape beautification in Downtown to include plantings, sidewalk improvements and banners.
2. Continue to have at least two “upscale” yearly festivals for Downtown.
3. Create a recovery plan for the Metro Square in combination with the Armory and the Sears Block.
4. Revisit the hotel/Inn/Conference Center concept that could possibly include “guaranteed” use agreements by institutional investors. This should include bed and breakfast establishments in proximity to Wesleyan and the Downtown area.
5. Add parking in the vicinity of the Bob’s Store and the City library.
6. Create a linkage program that would tie private corporate investment throughout the City to Downtown Development projects.
7. Develop a campaign to expand market rate housing in the Downtown area.