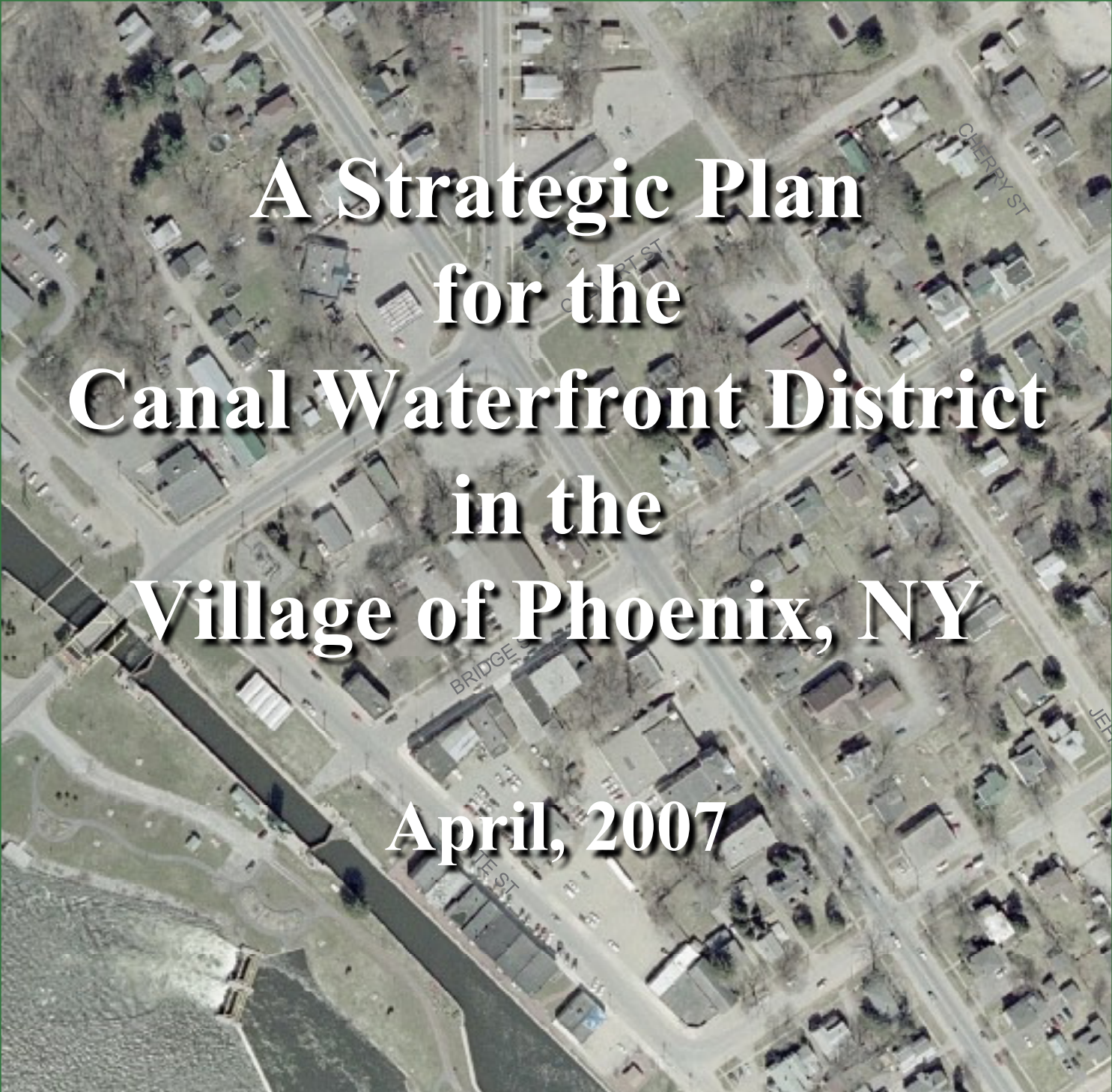
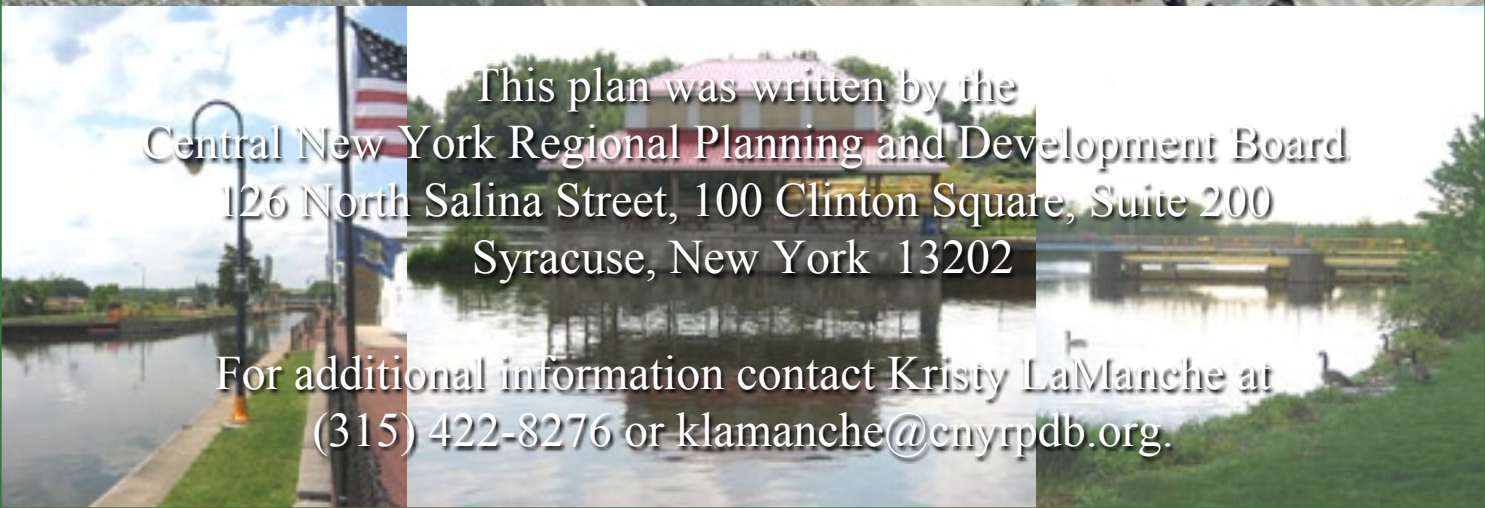




A Strategic Plan for the Canal Waterfront District in the Village of Phoenix, NY

April, 2007



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EXECUTIVE SUMMARY

The Village of Phoenix seeks to protect and develop its economic, historic, and natural resources; enhance its canal waterfront district; and expand year round cultural, recreational, and entertainment opportunities, while maintaining adequate and affordable community services and improving the quality of life.

In 2006, the Village of Phoenix received a grant from the (Governor's) Office for Small Cities to develop a strategic plan for the Canal Waterfront District. The Central New York Regional Planning and Development Board (CNYRPDB) was hired by the Village to assist the newly-created Village Revitalization Committee (VRC) with the development of the plan. Staff from the CNYRPDB met with the VRC numerous times throughout 2006 to determine the future goals of the canal waterfront district and create a list of recommended projects and activities that will support the community's vision for the future of the canal waterfront district.

The Strategic Plan for the Canal Waterfront District in the Village of Phoenix has been created to reflect the Village's past, examine the present, and prepare for the future. The plan reflects the Village's desire to enhance the economic, residential, and recreational opportunities available in the Canal Waterfront District, which is bounded by Main Street (Route 57) to the east, the Oswego River to the west, the Town/Village border to the north, and Church Street to the south (Map 1).



Map 1. The Canal Waterfront District, located in the Village of Phoenix.

The purpose of the strategic plan is to provide elected officials, residents, and business owners in the Village of Phoenix a framework, which they can work together in the coming years to guide future growth and enhancements of the Canal Waterfront District. The strategic plan includes a series of recommended projects and activities that address the need for increased boater services and accommodations, enhanced recreational opportunities, community development and restoration, additional marketing and community involvement, and changes to existing policy and management protocols. Below is a list of all the recommended projects and activities that are included in the Strategic Plan for the Canal Waterfront District in the Village of Phoenix.

1. Boater Services and Accommodations
 - Construct marina facilities to accommodate additional boaters
 - Utilize the containment area along the dam as a mooring facility
 - Expand docking facilities at Henley Park
 - Install restroom and shower facilities at the Bridge House
 - Upgrade water and electric service at all docks
 - Provide WiFi access along canal
 - Install floating docks and a fishing pier to promote recreation
 - Install a canoe and kayak launch
2. Recreational Opportunities
 - Create a network of trails to accommodate walking and biking
 - Install stationary telescopes for bird watching
 - Install interpretive signs
 - Renovate the gazebo to accommodate year round entertainment venues
 - Create a nature/historical/cultural center on Lock Island or along the waterfront
 - Develop an exercise course on Lock Island or along the waterfront
 - Renovate existing recreational facilities along the waterfront
 - Develop a walking tour – linking the waterfront to the residential areas
 - Install bike racks to promote non-motorized travel in the Canal Waterfront District
3. Community Development
 - Convert buildings into multi-use structures
 - Infill vacant lots along State Street with mixed use buildings
 - Investigate the potential use of the draw bridge for pedestrian traffic
 - Create a Village Square and install a large clock and reflection pool
 - Install a kiosk near canal to inform/direct visitors and residents
 - Foster fiscal cooperation between the Village and the businesses along the Canal Waterfront District
 - Create and market destinations that draw residents, visitors, and new business activity
 - Collaborate with the NYS Office of Parks, Recreation, and Historic Preservation
 - Collaborate with the National Trust Main Street Center
 - Encourage developers and contractors to participate in voluntary design review
 - Encourage businesses along State Street to create two front entrances

4. Community Restoration
 - Improve or remove the fencing along the waterfront near State Street
 - Install lighting to increase security and expand visitor hours
 - Install awnings or shutters on all the buildings along State Street
 - Assist business owners and homeowners with façade improvements
 - Repair sidewalks and repaint crosswalks
 - Plant trees and other native vegetation to enhance the visual environment
 - Bury the power lines
 - Convert State Street parking to parallel parking and install a raised median
5. Policy and Management
 - Create a committee to organize festivals and events
 - Connect individual public open spaces through a system of trails
 - Pursue acquisition of lands that could provide continuity for pedestrian access/activities along to the canal
 - Develop a “Village Foundation” to accept monetary and other donations for beautification projects
 - Amend zoning to allow residential uses in commercial district
 - Participate in New York State Coastal Resources Interpretive Program to promote connectivity along waterways and encourage tourism
6. Marketing and Community Involvement
 - Install signage along Interstate 481 to bring people to Phoenix
 - Install signage along the canal to bring people to Phoenix
 - Form a “Business Development Committee” to attract new businesses to the Canal Waterfront District
 - Develop a “Marketing/Promotion Committee” to pursue funding to attract people to Phoenix
 - Develop a brochure to market the Village of Phoenix
 - Develop a theme for downtown development
 - Coordinate marketing activities with businesses along Route 57 and in the surrounding communities
 - Work with regional tourism groups to promote the Village of Phoenix and the Canal Waterfront District as a historic and recreational destination
 - Create website to list events that promote the Village and its history
 - Organize a farmer’s market to be held weekly
 - Create festivals/activities that support the diverse interests of the residents and the rich, cultural heritage of the Village

The plan also includes a strategy for implementation of these recommendations. All recommended projects and activities were categorized into three tiers, depending on the level of financial and technical assistance required from federal and state agencies.

Tier I projects are those that could be completed by the Village, using existing resources and support from community groups, with minimal to no assistance from state and federal agencies.

Examples include street and sidewalk repairs, tree and shrub plantings, lighting improvements, and forming a committee to develop marketing strategies for the Village.

Tier II Projects are those that require a moderate amount of assistance, both technical and financial, from outside agencies. These projects may also require engineering assistance and permits. Examples of Tier II projects include expanding docking facilities at Henley Park, installing floating docks and fishing piers, developing an outdoor exercise course, and assisting business owners with façade improvements.

Tier III projects are those that require significant assistance from federal and state agencies, in the form of technical and financial assistance, permitting, and engineering design and layout. Examples of Tier III projects include constructing marina facilities, renovating the gazebo on Lock Island to a year round use facility, converting State Street to parallel parking, burying the power lines, and creating a historical/cultural center on Lock Island.

Implementation of all of the recommended projects and activities will take place over the course of several years. Elected officials, business owners, landowners, community groups, and interested citizens should review the plan yearly to ensure that improvements to the Canal Waterfront District coincide with the desires of the community.

The CNYRPDB would like to thank the members of the Village Revitalization Committee for their hard work and dedication to this project. A special thanks is extended to Dean Ripley for serving as the Chair of the Village Revitalization Committee, to the Oswego County Department of Planning, Tourism, and Economic Development for providing high-resolution imagery, and to the (Governor's) Office for Small Cities for providing the funding for this project.

A. HISTORY OF THE STRATEGIC PLAN FOR THE CANAL WATERFRONT DISTRICT IN THE VILLAGE OF PHOENIX

The following information provides a timeline of events that led to the creation of the Strategic Plan for the Canal Waterfront District in the Village of Phoenix.

- In 2005, the Village of Phoenix requested funding from the (Governor's) Office for Small Cities to prepare a strategic plan for the downtown and waterfront areas within the Village.
- In early 2006, the Village received \$25,000 from the (Governor's) Office for Small Cities to develop the strategic plan and the Village hired the Central New York Regional Planning and Development Board (CNYRPDB) to serve as the project's consultant.
- The Mayor and Board of Trustees appointed members of the community to serve on the Village Revitalization Committee (VRC) and help create the strategic plan.
- During the summer of 2006, staff from the CNYRPDB met with the VRC to determine the status of various projects previously started in the Village and identify the new vision, goals, and objectives for the Canal Waterfront District.
- In the fall of 2006, the CNYRPDB presented the VRC's recommendations to the public and provided an opportunity for additional ideas to be suggested.
- In the winter of 2006, the CNYRPDB met with the VRC to discuss a strategy for implementation of the recommended actions to enhance and improve the canal waterfront district in the Village of Phoenix. Aerial imagery and digital photos were also presented to the VRC, to help them visualize the impact of the recommended improvements.
- In early 2007, the CNYRPDB presented the first draft of the Strategic Plan for the Canal Waterfront District in the Village of Phoenix to the VRC. The CNYRPDB and VRC discussed changes to the document and began planning for the next public meeting.
- In the spring of 2007, the CNYRPDB presented the final draft of the strategic plan to the public. All comments and changes were incorporated into the document, when appropriate.
- In April 2007, the CNYRPDB completed the strategic plan and provided the Mayor and Board of Trustees with copies of the final report.

B. STATE OF THE VILLAGE REPORT



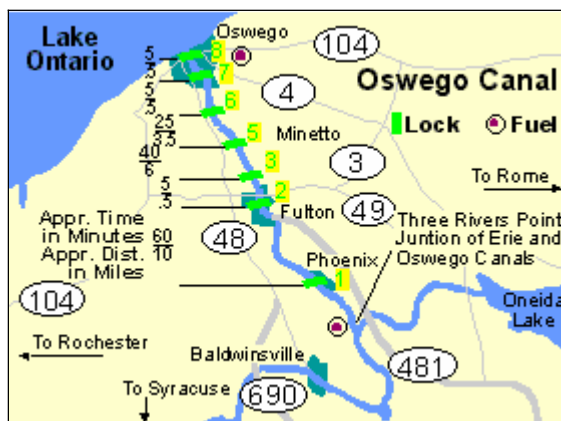
Map 2. The Village of Phoenix, Oswego County, New York.

The Village of Phoenix is a canal community rich with 19th century history and character. It is located within the Town of Schroepfel in southern Oswego County, New York and covers 1.145 square miles (Map 2). Lock 1 of the Oswego Canal, on the Oswego River, is located within the Village limits.

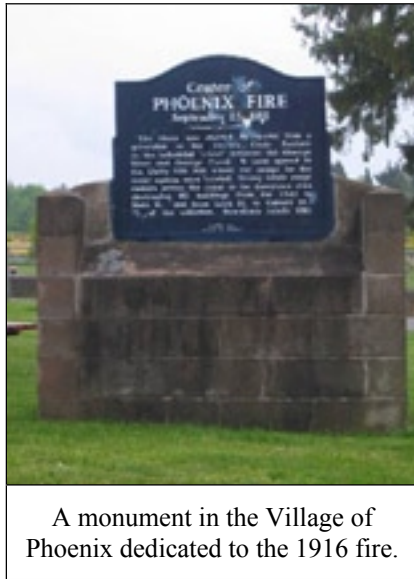
The Village of Phoenix and the Oswego River system (a subsection of the Erie Canal) have significant historical appeal dating back to the 18th Century. From 1750 to 1763, critical events in the French and Indian War can be linked to the Oswego River and surrounding waterways. British troops erected a small fort to protect ammunition and other supplies at the junction of the Oneida, Seneca, and Oswego Rivers, which is known as Three Rivers Point and is south of Phoenix. Eventually, the troops

traveled along the Oswego River and past what is now the Village of Phoenix as they made their way to Fort Ontario.

In addition to its role in the French and Indian War, the Oswego River system has always served as a critical connection between the Atlantic Ocean and the Great Lakes (Map 3). When the Erie Canal was completed in 1825, commercial shipping opportunities in New York State were limitless. The Oswego River system was then canalized and locks and dams were constructed to allow commercial shipping from the Atlantic Ocean to the Great Lakes via the New York State Canal System. With the marked success of the canal system, Hamlets and Villages were created alongside the canal. In 1846, the Village of Phoenix was incorporated. It was primarily an industrial hub, focused on the manufacturing of goods and services to be shipped along the canal to westernmost locations.



Map 3. The Oswego River Canal System.
www.nycanal.com/focusonoswego/oswegocanal.html



The early Canal Waterfront District in the Village of Phoenix consisted of brick buildings in rows, parallel to the canal. Each building could be entered from the front, facing the street, or from the rear, facing the canal. Mills, industry, and retail uses lined the canal, while residential units were placed further inland.

By the late 1800's, the Village of Phoenix had developed into a community rich in opportunity and cultural experience. In the late 19th century, several major fires reshaped the character and appearance of the Village. The Great Fire in 1916 was the most devastating, destroying 80 buildings. Most of the existing buildings along the Canal Waterfront District were built between 1917 and 1929. Beginning in the early 1920's, most of the industry left the Village and thus began the trend towards becoming the "bedroom community" that it is today.

1. Socio-Demographic Profile

Population

The population in the Village of Phoenix has fluctuated over the past 60 years. It peaked in 1970 at 2,617 persons and dropped to 2,251 persons by 2000. From 1940 to 1990, the Town of Schroepel's population steadily increased. It peaked in 1990 at 6,496 persons, before dropping to 6,315 in 2000. In contrast, Oswego County's population has continued to grow since 1940. Table 1 provides additional population information for the communities adjacent to the Village of Phoenix.

Table 1. Population information from 1950 to 2000. Data provided by the US Census Bureau.

Population	Village Statistics			Town Statistics							County Statistics	
	Phoenix	Baldwinsville	Brewerton	Schroepel	Granby	Hastings	Palermo	Volney	Clay	Lysander	Oswego	Onondaga
1950	1,917	4,495	NA	4,037	2,775	3,063	1,397	3,106	7,001	6,798	77,181	341,719
1960	2,408	5,985	NA	5,554	3,704	4,457	1,663	3,785	17,760	10,225	86,118	423,028
1970	2,617	6,298	1,639	7,153	4,718	6,042	2,321	4,520	36,274	11,968	100,897	472,835
1980	2,331	6,446	2,472	8,016	6,341	7,122	3,253	5,358	52,838	13,897	113,901	463,920
1990	2,435	6,591	2,954	8,931	7,013	8,113	3,582	5,676	59,749	16,346	121,771	468,973
2000	2,251	7,053	3,453	8,566	7,009	8,803	3,686	6,094	58,805	19,285	122,377	458,336

Income

According to the 2000 Census, the median household income in the Village of Phoenix was \$30,199 (in 1999 dollars). Compared to the Town of Schroepel, the median household income in the Village of Phoenix was approximately \$9,000 less. According to the 2000 Census, the median household income in the Village of Phoenix was \$6,000 less than the median household income for all of Oswego County. Despite earning less money than the surrounding communities, there are fewer families below the poverty level in the Village of Phoenix. Table 2 provides additional income information for the communities adjacent to the Village of Phoenix.

Economic

Residents of the Village of Phoenix are mainly employed in the surrounding communities within Onondaga and Oswego Counties. Most residents of the Village of Phoenix are engaged in sales positions (30%), while others are employed in the production (22%), service (15%), professional (12%), construction (11%), and management (9%) industries¹. The average travel time to work, as reported in the 2000 United States Census has remained consistent (~21 minutes) from 1980 to 2000; while residents in the Town of Schroepfel have increased their commuting time by almost 2 minutes to 27 minutes. Commuting times for Oswego County residents, in general, have increased over 4 minutes since 1980.

Housing

In contrast to the decline in population, the total number of housing units within the Village of Phoenix has consistently increased since 1970. According to the 2000 Census, there were 1,041 housing units in the Village and 3,590 units in the Town of Schroepfel. From 1990 to 2000, not only did the number of housing units in the Village increase, but the percentage of vacant units increased as well (7.8%). Similar trends were seen in the Town of Schroepfel and in Onondaga and Oswego Counties. Home ownership in the Village of Phoenix is close to 50% compared to the Town of Schroepfel, where nearly 78% of the residents own the home that they live in. Table 2 provides additional housing and vacancy information for the communities adjacent to the Village of Phoenix.

Table 2. Population, income, and housing data compiled from the 2000 United States Census.

	Village Statistics			Town Statistics							County Statistics	
	Phoenix	Baldwinsville	Brewerton	Schroepfel	Granby	Hastings	Palermo	Volney	Clay	Lysander	Oswego	Onondaga
Total Population	2,251	7,053	3,453	8,566	7,009	8,803	3,686	6,094	58,805	19,285	122,377	458,336
Median Household Income	\$30,199	\$40,143	\$43,061	\$39,622	\$36,610	\$40,085	\$43,170	\$43,532	\$50,412	\$59,128	\$36,598	\$40,847
Families Below Poverty Level	56	107	64	183	213	146	54	66	653	135	3,047	9,948
Total Housing Units	1,041	2,924	1,502	3,590	2,869	3,635	1,366	2,333	23,398	7,448	52,831	196,633
Owner Occupied Housing	50%	63%	69%	78%	83%	79%	86%	86%	73%	81%	73%	65%
Total Vacant Housing Units	82	123	126	339	264	261	60	145	1,104	309	7,390	15,480

There are two senior citizen housing complexes within the Village of Phoenix. The Patrick Court Apartments contain 24 units and are located on Maplehurst Drive. The Paddocks Landing Apartment / Senior Living complex is located on State Street and contains 32 units for people 62

¹ Data provided by the 2005 –2006 Profile of New York State.

years of age or older or disabled people of any age. Both housing complexes are owned by Christopher Associates.

2. Community Profile

Government

The Village of Phoenix is an independent taxing body that is responsible for local planning and development, code enforcement, road maintenance, and other government functions within its boundaries.

The Village government consists of an elected board of one Mayor (two-year term) and four elected Board of Trustee members (two-year terms). The Village of Phoenix government also consists of a Village Administrator, charged with the task of assisting the Mayor with the day-to-day operations of the Village. The Village Board meets monthly to address Village business.

The Village Clerk and Treasurer are appointed to two-year terms. The Village Administration also appoints the Department of Public Works Superintendent, who holds a two-year term. The Department of Public Works Superintendent has the authority to appoint a Deputy from the public works staff.

Infrastructure Facilities

Alltel Communications provides landline phone service to the residents of Phoenix. Wireless phone service is provided by a number of carriers including Cingular and Verizon. T Mobile, Inc. owns a cell phone tower in the Town of Schroepfel. Internet service is available through Time Warner Cable and Alltel. Time Warner Cable provides cable television service to the residents in the Village of Phoenix. Satellite television and Direct TV are also available.

National Grid provides electricity and natural gas to the Village of Phoenix. Fuel oil and propane for home heating can be purchased through a number of providers, including Suburban Propane.

The Village of Phoenix is conveniently located within minutes of Interstate 481. County Route 57 (Main Street), State Route 264 (Volney Street), and Route 12 (Lock Street) are the major roadways that run through the Village (Map 4). The bridge at Culvert Street/Lamson Road allows vehicular traffic to cross the Oswego River. The Village of Phoenix Department of Public Works maintains the 7.5 miles of local roads within the Village limits. The County is responsible for maintaining Route 57, while the Town of Schroepfel is responsible for Route 12. The State of New York plows and maintains Route 264.

Over the past several years, the New York State Department of Transportation and the Onondaga County Department of Transportation have conducted traffic counts along various roadway segments in the Village of Phoenix and throughout the surrounding area. Table 3 provides the average annual daily traffic (AADT) as reported by the state and county transportation departments.

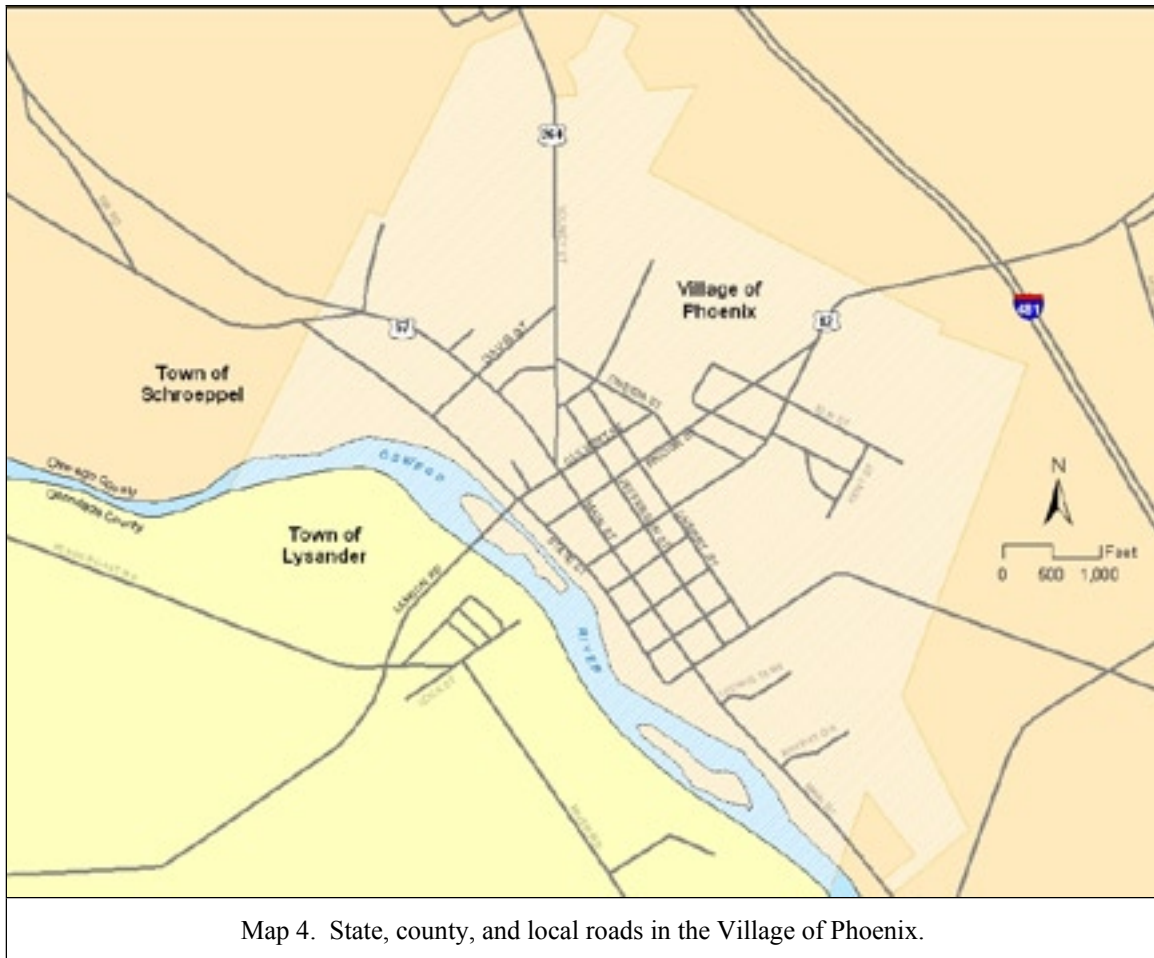


Table 3. AADT counts in the Village of Phoenix and surrounding area from 2000 to 2005. Data provided by the Syracuse Metropolitan Transportation Council.

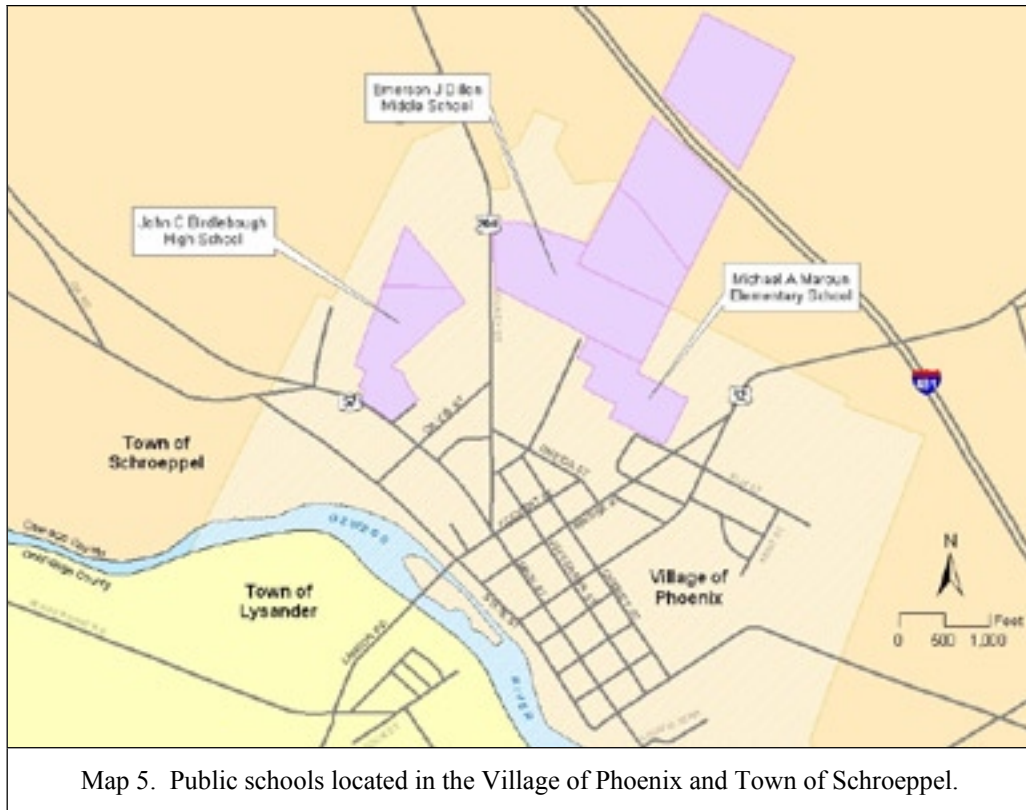
Road	Segment	Year	AADT	Source
Dillon Middle School	DILLON MID SCH WB APP – RT 264	2005	760	NYSDOT
Lamson Road	PENDERGAST - BRIDGE	2000	6,456	NYSDOT
NY 264	CR 57 PHOENIX – ACC RT 481	2001	4,750	NYSDOT
NY 264	CR 57 – ACC RT 481 CR 6	2004	4,250	NYSDOT
NY 264 NB	RT 264 NB APP – DILLON MID SCH	2005	3,100	NYSDOT
NY 264 SB	RT 264 SB APP – DILLON MID SCH	2005	2,700	NYSDOT
I 481	ACC CR 57A – JCT RT 264	2004	19650	NYSDOT
I 481	OSWEGO CO LN – ACC CR 57A	2005	20,818	NYSDOT

The Village of Phoenix maintains the public water supply for all Village residents and provides almost 250,000 gallons of drinking water per day. The Village owns three wells, but one has been closed. The two wells that are operating today are located on County Route 12 and are referred to as Foster Well 1 and Foster Well 3. The Village can store up to 750,000 gallons of water in these two tanks. There are over 800 metered users representing private residences, commercial businesses, and one industrial complex. Additional service is provided to a limited amount of consumers outside of the Village boundaries, within the New York State Route 264 Water District (north of the Village), Oswego County Industrial Park, and the Oswego River Road Water District. Additional service connections have been installed near the Metropolitan Water Board for future water consumers (Chestnut Road 2008 District).

The Village of Phoenix owns and maintains a sewage treatment facility located on the east shore of the Oswego River near the Town/Village boundary. The plant is permitted to treat up to 600,000 gallons of wastewater per day. Currently, the system serves over 800 customers, including all residences and businesses within the Village limits and a few customers in the surrounding area, including West Phoenix (in the Town of Lysander), the Oswego County Industrial Park, and a portion of Chestnut Street in the Town of Schroepfel.

Education

Children that live in the Village of Phoenix attend classes in the Phoenix School District. The district consists of three main campuses and a building for youths with special needs: Elm Street Elementary School, Emerson J. Dillon Middle School, John C. Birdlebough High School, and the Pennellville Learning Center (Map 5). The Elm Street Elementary campus is located on Elm Street and encompasses 15 acres of land in the Village. The Emerson J. Dillon Middle School, located on Route 264 (Volney Street) in the Village of Phoenix, covers 33 acres of land and 75 acres outside of the Village, in the Town of Schroepfel. The campus for the John C. Birdlebough High School encompasses 24 acres of land on Route 57 in the Village of Phoenix. The Pennellville Learning Center, located in the Town of Schroepfel, covers 5 acres of land and caters to students with special needs. Students also have the option of attending parochial, denominational, or B.O.C.E.S. programs within Onondaga and Oswego Counties. The Methodist Church, located within the Village, also offers nursery school and latchkey programs for Phoenix's youth.



Emergency Services

The Enterprise Fire Company provides fire service within the Village. Their headquarters are located on Main Street, adjacent to the Sweet Memorial Building. Mentor Ambulance provides ambulance service to Village of Phoenix and many of the surrounding communities. Police protection for the Village of Phoenix is provided by the Phoenix Police Department, stationed within the Sweet Memorial Building on Main Street. The Oswego County Sheriff's Department and the New York State Police Department also provide police protection.

Healthcare Facilities

There are a few small, healthcare facilities located within the Village of Phoenix, including a doctor, dentist, and eye surgeon. The Phoenix Primary Care Center, on Bridge Street, is a branch of the Lee Memorial Hospital (Fulton). Residents of Phoenix that require hospitalization must travel to Fulton, Oswego, or Syracuse for medical attention.

Retail and Professional Services

Within the Village of Phoenix, there are numerous retail establishments including a bakery, bar, boat/ marine repair shop, craft shop, embroidery studio, financial advisor, insurance agency, gas station, graphics design shop, hair salons, ice cream shop, internet café, laundromat, pharmacy, photography studio, pizza shop, sports memorabilia store, and several restaurants. Large-scale chain grocery stores (Wegmans, etc) are located in Clay and Fulton. The Great Northern Mall, the closest retail shopping center, is also located in the Town of Clay on Route 31.



Business directory located on State Street.

There is also a chiropractor, general contractor, law firm, nursery school, and real estate agency located within the Village limits. The Bridge House Museum, containing historic canal and Village artifacts, is located at Henley Park. The Phoenix Post Office is located on Bridge Street, along with the public library.

3. Recreation Profile

There are four public parks located within the Village of Phoenix: Henley Park, Lock Island, Memorial Park, and Community Park (Map 6). The Department of Public Works mows and maintains each of these facilities. The local garden club helps to maintain the flower gardens located within the parks.

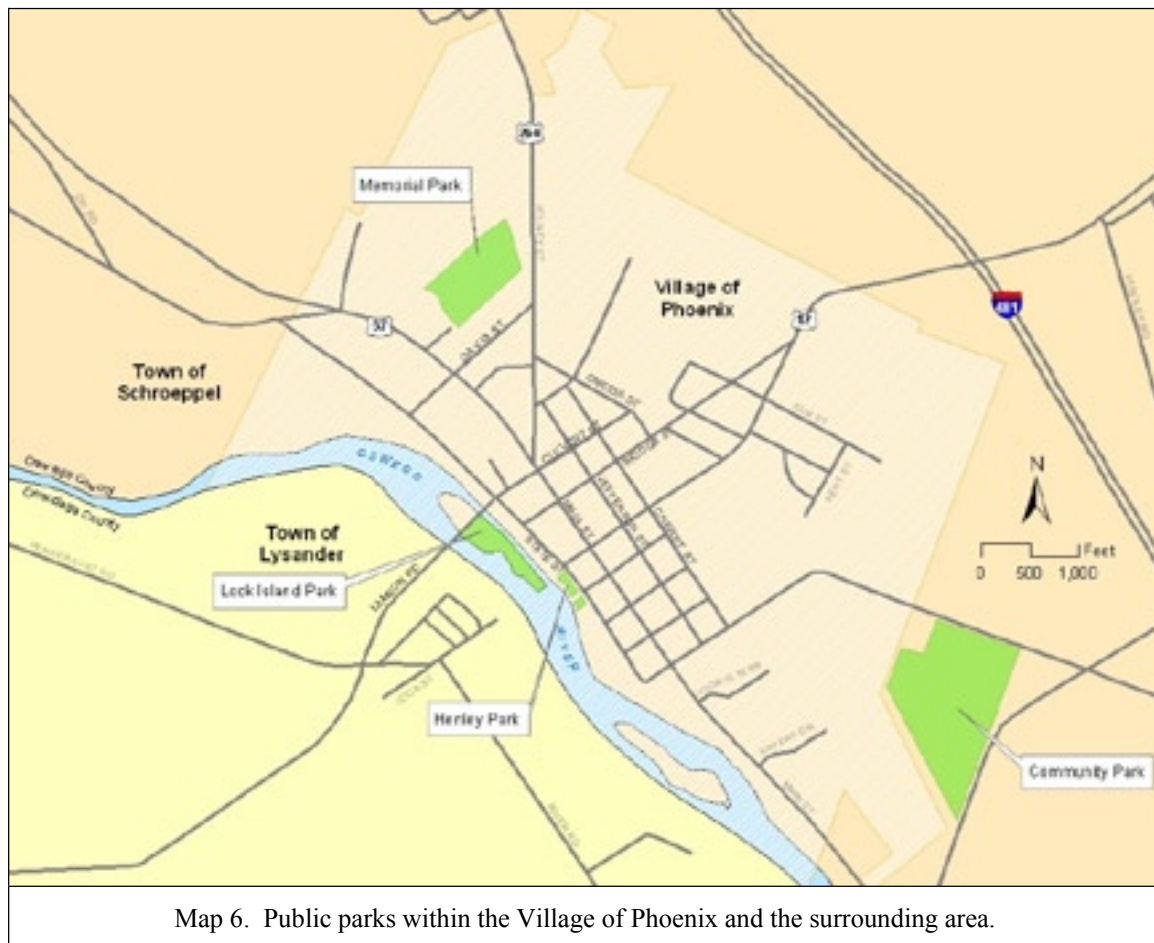


Residents and boaters enjoying a summer day at the Bridge House and Henley Park.

Henley Park, adjacent to Lock 1 on the Oswego River, is primarily used by boaters and residents that have an interest in the boating community. The park is less than 1 acre in size and is owned by the Village of Phoenix. There are picnic facilities and a business directory within the park area. In the summer, the Bridge House Brats welcome boaters to Phoenix and serve them food and refreshments from local restaurants.

Located further inland, Phoenix Memorial Park and Community Park provide Village residents and visitors to the area with an opportunity to engage in more active recreational pursuits including team sports such as baseball, softball, volleyball, tennis, basketball, shuffleboard, and tennis. Phoenix Memorial Park is 12 acres in size and owned by the Village. Community Park, owned and maintained by the Town of Schroepfel, encompasses over 30 acres of land within the town. The Town of Schroepfel Department of Community Services sponsors summer recreation programs at Memorial Park and Community Park.

Lock Island Park, located on Lock Island, is over 4 acres in size and owned by the New York State Canal Corporation. It is an under-utilized treasure within the Village of Phoenix. Located on the island separating the main channel of the Oswego River from the canal system, Lock Island Park has a fishing pier, a walking trail, park benches, a few small flower gardens, and a gazebo for outdoor events.



Map 6. Public parks within the Village of Phoenix and the surrounding area.

4. Regional Context

Throughout the region, there are numerous events that celebrate the canal system, Upstate New York, and the history and heritage of Oswego County. The Village of Phoenix should coordinate festivals, concerts, and other community activities with regional events, such as Canal Days, Oswego Harborfest, local summer concert series, and fishing tournaments, which take place throughout the canal corridor (Baldwinsville, Oswego, Cicero, Clay, etc) and adjacent counties. By doing so, more people are likely to visit the Village of Phoenix and take part in the celebration. In addition, boaters and canal enthusiasts are more likely to extend their trip, should a variety of festivals and events be taking place in close proximity to each other. Increasing tourism by coordinating events and promoting the region will directly benefit the Village of Phoenix, local businesses, and other canal communities. Residents will also benefit

by increased opportunities for recreation, socialization, and appreciation for the waterfront district.

This Strategic Plan for the Canal Waterfront District in the Village of Phoenix will help elected officials and members of the community develop an approach to publicizing community events that can easily be incorporated into regional marketing and tourism campaigns. Coordinating and marketing regional events can be accomplished with the help of several state and local promotion and tourism groups. Oswego County has dedicated staff and a website that promotes tourism and recreation within the county. The website includes a variety of information on recreational opportunities, in addition to an electronic calendar that lists events and festivals. The New York State Canal Corporation also has a website that lists community events taking place in the 234 canal communities throughout the State. The Canal Corporation, in conjunction with the New York State Office of Parks, Recreation, and Historic Preservation also organizes several events throughout the year that are held concurrently across the canal communities. The Village of Phoenix should utilize the marketing and promotion services available from these various local and state agencies to improve attendance at community events, increase participation of residents and tourists, build partnerships with local business owners especially those along the waterfront, and enhance the quality of life in the area.

C. PROJECT RATIONALE: RECONNECTING THE LAND AND WATER

Over the last 200 years, the Village of Phoenix has experienced significant changes to its community. In the 1800's commercial shipping and reliance on the canal system was influential in creating the Village. In the 1900's overland transport of goods drastically reduced the use of the canal system for commercial shipping. The devastating fires, coupled with the decline in the use of the canal system, caused the mills and manufacturing companies in the Village to close and/or relocate. Slowly, the Village of Phoenix turned into a bedroom community, with few manufacturing or industrial enterprises and little focus on the Oswego River.

In the past few decades, numerous federal, state, and local agencies such as the New York State Thruway Authority, the New York State Canal Recreationway Commission, the Erie Canal National Heritage Corridor Commission, and the Oswego County Planning Department have documented the importance of waterfront and main street revitalization as the cornerstone to reviving towns, villages, and hamlets across New York State and reconnecting them to the historic canal system. Many of the goals, objectives, and recommendations that have been presented in the plans are appropriate for the revitalization effort taking place in the Canal Waterfront District in the Village of Phoenix.

The 1993 Central New York Canal Plan was prepared by the Central New York Regional Planning and Development Board as a starting point in the revitalization movement, as a means to position the Canal System and canal communities in Central New York to accommodate growth. The plan stressed the importance of concentrating new structures in areas that are already developed, enhancing and maintaining quality canal experiences that attract visitors and tourists, and encouraging municipal planning that preserves quality canalling experiences while accommodating growth. In terms of the Village of Phoenix, the Central New York Canal Plan recognized the need for additional docking, expanded boater services, commercial and business district improvements, and treating the area between Phoenix and Three Rivers as a Canal Greenway.

In 1995 the New York State Recreationway Plan was prepared for the Canal Recreationway Commission and represents the Commission's recommendations to the New York State Thruway Authority and its subsidiary, the New York State Canal Corporation, for transforming the New York State Canal into a Recreationway. The goals of the plan, like those for the Canal Waterfront District in the Village of Phoenix, are to preserve the best of the past; enhance recreational opportunities; and foster appropriate and sustainable economic development. The Recreationway Plan states that "settlements can capitalize on the amenities of the canal system and the Corridor's wealth of other historic resources and recreational facilities by planning for mixed uses and encouraging adaptive reuse, infill and context-sensitive development, and Main Street revitalization." The plan also states that "new and renovated buildings that back onto the canal should have new entrances" and "street and pedestrian connections between downtowns or Main Streets and waterfronts or recreational features should be emphasized."

The Erie Canalway National Heritage Corridor's 2006 Preservation and Management Plan also emphasizes the relationship between waterfront revitalization and economic development. The plan identifies numerous goals for economic revitalization along the Erie Canal Corridor, including the Oswego Canal. Some of these goals include "harnessing existing tourism, industrial, agricultural, and community development assets in the service of economic development that reinforces the region's sense of place; increasing local capacity to undertake heritage- and place-based approaches to economic development; and establishing a unifying Corridor identity of place and lifestyle that compliments regional identities, tourism destinations, and encompasses canal stories." The Preservation and Management Plan also addresses the need for tourism development and marketing, historic and cultural resource protection, and the promotion of recreational assets in order to successfully revitalize waterfront communities, build strong relationships with canal communities, and strengthen the identity of the Corridor as a travel destination.

In addition to the various regional planning initiatives, Oswego County has recognized the importance of reconnecting the land to the water, as stated in the 1997 Oswego County Comprehensive Plan. The plan highlights the importance of greenways and corridors as mechanisms for "connecting major population areas along waterways in order to protect and enhance natural, cultural, and historic resources." In terms of downtown revitalization, the Oswego County Comprehensive Plan recognizes that the population of the cities and villages has declined or experienced modest growth. As a result, downtowns, historic neighborhoods, and commercial areas have suffered. The plan suggests that offering incentives and implementing programs can encourage revitalization and redevelopment by steering development. This can be accomplished by renovating historic store fronts, identifying new uses for vacant and underused buildings, improving parking, providing a range of stores and services, and increasing the resident population downtown. The 1997 Oswego County Comprehensive Plan also identifies the need for revitalizing and maintaining the older commercial cores of communities, protecting historically significant features in the landscape, preserving historic resources as a means of attracting economic development, and promoting tourism. All of these techniques and strategies can successfully be applied to the Canal Waterfront District in the Village of Phoenix and will support the revitalization of the community.

Despite all of the changes that have taken place in the Village of Phoenix, the economic and recreational resource value of the Oswego River remains strong, although most of the businesses along the river and throughout the Canal Waterfront District rely on pedestrian and vehicular traffic for business. Lock 1 on the Oswego River System is consistently the most heavily used lock on the Oswego River System. Regardless of rising costs of fuel, over 2,500 people locked through Phoenix during the 2005 boating season (Table 4). According to data provided by the New York State Canal Corporation, the Oswego River Canal System is most heavily used during the months of June, July, and August.

Table 4. Total recreational vessel lockings at locations along the Oswego (O) and Erie (E) Canal from 2000 to 2005. Data provided by the New York State Canal Corporation.

		2000	2001	2002	2003	2004	2005
O – 1	Phoenix	3,046	3,160	3,090	2,886	2,657	2,541
O – 2	Fulton	2,806	2,790	2,689	2,538	2,383	2,186
O – 3	Fulton	2,754	2,654	2,535	2,422	2,248	2,148
O – 5	Minetto	2,589	2,630	2,631	2,523	2,320	2,030
O – 6	Oswego	2,712	2,791	2,610	2,492	2,258	2,212
O – 7	Oswego	2,625	2,381	2,597	2,477	2,328	2,274
O – 8	Oswego	2,618	2,224	2,660	2,495	2,263	2,215
E - 23	Brewerton	6,456	7,427	7,246	6,114	5,636	5,384
E - 24	Baldwinsville	4,150	4,812	4,135	3,965	2,967	3,142
	TOTAL	29,756	30,869	30,193	27,912	25,060	24,132

In order to reconnect the land and water, the Village of Phoenix should implement numerous recommendations from the Central New York Canal Plan, the New York State Recreationway Plan, the Preservation and Management Plan from the Erie Canalway National Heritage Corridor, and Oswego County's Comprehensive Plan. Additionally, the Village should try to capitalize on the tremendous amount of local and tourist revenue passing them by each season as boaters travel through Lock 1 of the Oswego River. The people that continue to use the canal system for short and long-term boat trips are willing to spend money for gas, food, and other accommodations. The Village must find a way to tap into that revenue stream by reinventing themselves into a community that can cater to the needs of their residents, as well as the transient boater population. There are several services and accommodations that both populations demand including food, public restrooms, shelter, and lodging. By making these types of investments into the economy of the Village, residents and tourists alike will reap the benefits.

Since 2000, the Canal Waterfront District in the Village of Phoenix has experienced some economic growth and facility improvements to encourage residents and tourists to spend time along the canal. Small retail operations, such as the State Street Café and Medicine Place, have moved into the area and provide Village residents and tourists with an opportunity to shop and dine along the waterfront and in the Canal Waterfront District. Other small businesses have opened offices in the Village of Phoenix and offer a variety of goods and services to residents and visitors in the community.



In 2007, the Medicine Place will be opening on the corner of Main and Culvert Street.

In addition to new businesses, the Village of Phoenix has received grant money from a variety of sources to improve the facades of buildings located in the Canal Waterfront District. Other grant money will be used to make streetscape improvements such as repainting crosswalks, installing

additional lighting, providing additional seating areas, and improving the network of walking trails in the Village. The Village continues to seek grants and additional financial assistance to support the revitalization of the Canal Waterfront District.

D. RECOMMENDATIONS TO ENHANCE THE CANAL WATERFRONT DISTRICT IN THE VILLAGE OF PHOENIX

The recent projects and activities that have been conducted throughout the Village of Phoenix, especially in the Canal Waterfront District, represent the start of an era. Once completed, their cumulative impact on the appearance and functionality of the Village will be significant. In order to make the Village of Phoenix a well-known destination for canal enthusiasts and a place where residents can find employment, social interaction, and recreation, there is still much more that can be done.

The following sections of this Strategic Plan for the Canal Waterfront District in the Village of Phoenix will discuss the types of activities and improvements that the residents and business owners in the Village desire to see implemented to enhance the Canal Waterfront District by promoting tourism, diversifying the business community, and expanding recreational opportunities. These recommendations can be grouped into six main categories:

1. Boater Services and Accommodations
 - Construct marina facilities to accommodate additional boaters
 - Utilize the containment area along the dam as a mooring facility
 - Expand docking facilities at Henley Park
 - Install restroom and shower facilities at the Bridge House
 - Upgrade water and electric service at all docks
 - Provide WiFi access along canal
 - Install floating docks and a fishing pier to promote recreation
 - Install a canoe and kayak launch
2. Recreational Opportunities
 - Create a network of trails to accommodate walking and biking
 - Install stationary telescopes for bird watching
 - Install interpretive signs
 - Renovate the gazebo to accommodate year round entertainment venues
 - Create a nature/historical/cultural center on Lock Island or along the waterfront
 - Develop an exercise course on Lock Island or along the waterfront
 - Renovate existing recreational facilities along the waterfront
 - Develop a walking tour – linking the waterfront to the residential areas
 - Install bike racks to promote non-motorized travel in the Canal Waterfront District
3. Community Development
 - Convert buildings into multi-use structures
 - Infill vacant lots along State Street with mixed use buildings
 - Investigate the potential use of the draw bridge for pedestrian traffic
 - Create a Village Square and install a large clock and reflection pool
 - Install a kiosk near canal to inform/direct visitors and residents

- Foster fiscal cooperation between the Village and the businesses along the Canal Waterfront District
 - Create and market destinations that draw residents, visitors, and new business activity
 - Collaborate with the NYS Office of Parks, Recreation, and Historic Preservation
 - Collaborate with the National Trust Main Street Center
 - Encourage developers and contractors to participate in voluntary design review
 - Encourage businesses along State Street to create two front entrances
4. Community Restoration
- Improve or remove the fencing along the waterfront near State Street
 - Install lighting to increase security and expand visitor hours
 - Install awnings or shutters on all the buildings along State Street
 - Assist business owners and homeowners with façade improvements
 - Repair sidewalks and repaint crosswalks
 - Plant trees and other native vegetation to enhance the visual environment
 - Bury the power lines
 - Convert State Street parking to parallel parking and install a raised median
5. Policy and Management
- Create a committee to organize festivals and events
 - Connect individual public open spaces through a system of trails
 - Pursue acquisition of lands that could provide continuity for pedestrian access/activities along to the canal
 - Develop a “Village Foundation” to accept monetary and other donations for beautification projects
 - Amend zoning to allow residential uses in commercial district
 - Participate in New York State Coastal Resources Interpretive Program to promote connectivity along waterways and encourage tourism
6. Marketing and Community Involvement
- Install signage along Interstate 481 to bring people to Phoenix
 - Install signage along the canal to bring people to Phoenix
 - Form a “Business Development Committee” to attract new businesses to the Canal Waterfront District
 - Develop a “Marketing/Promotion Committee” to pursue funding to attract people to Phoenix
 - Develop a brochure to market the Village of Phoenix
 - Develop a theme for downtown development
 - Coordinate marketing activities with businesses along Route 57 and in the surrounding communities
 - Work with regional tourism groups to promote the Village of Phoenix and the Canal Waterfront District as a historic and recreational destination
 - Create a website to list events that promote the Village and its history
 - Organize a farmer’s market to be held weekly

- Create festivals/activities that support the diverse interests of the residents and the rich, cultural heritage of the Village

A more detailed explanation of these projects and activities can be found in the subsequent sections of this report. These projects will help to reconnect the land to the water, encourage new businesses within the Canal Waterfront District and throughout the community, and enhance the quality of life for the residents of the Village of Phoenix. All of these recommendations can be implemented in stages, as funding becomes available.

Upon completion of these improvements, the Village of Phoenix will be a more attractive, accommodating port for canal enthusiasts and recreational boaters to enjoy. It will also be a better community for existing residents to live, work, and play in. These improvements should also increase sales revenue at local businesses and encourage economic development within the Canal Waterfront District and throughout the Village of Phoenix.



The Community Events bulletin board located on State Street in the Village of Phoenix.

Boater Services and Accommodations

The ability to provide docking space, water and electric service, pump out stations, and other services to the boating community is a critical component of a municipality's ability to attract recreational boaters to visit their port. In the case of the Village of Phoenix, a limited number of slips are available for daily use along the eastern shore of the Oswego River before entering the lock. Water and electric service are available, although long term and overnight stays are not encouraged. In the peak summer months, there is not sufficient room to accommodate the all of the boaters that would like to dock in the Village of Phoenix.

The following recommendations to upgrade and enhance boater services and accommodations have been made by the Village Revitalization Committee and other members of the community.

1. *Construct marina facilities to accommodate additional boaters for short and long term docking.* A small-scale marina, located in the Village of Phoenix on Lock Island, North Island, or on Village owned waterfront property could provide additional docking, restrooms, pump out facilities, water and electric service, and fuel for boaters. Over 70% of the survey respondents supported this recommendation; while 30% emphasized that a large-scale marina was not needed. Most of the respondents agreed that additional boat slips are needed to accommodate overnight docking, but commented that a full service marina may not be needed due to the close proximity of the facilities at Three Rivers.

2. *Utilize the containment area along the dam as a mooring facility.* Currently, there are a series of cement impoundments that protrude out of the water and lead up to the southern tip of Lock Island. This recommendation calls for the construction of floating docks that are anchored to the side of the concrete structures to allow more boaters to spend extended amounts of time in the Village of Phoenix. In addition to the floating docks, a walkway would be built on top of the concrete structures to allow boaters to safely walk onto Lock Island and explore the Village of Phoenix. This recommendation was supported 100% by the survey respondents.

3. *Expand docking facilities at Henley Park.* The docking facilities at Henley Park are heavily used by local boaters and canal travelers. Water and 15 amp electric service is provided at the linear dock south of the Bridge House, which can hold between 7 to 10 boats at a time. Additional docking space is available on the north side of the Bridge House and can accommodate up to 10 more boats of various sizes. Over the weekend in the peak summer months, boaters are hard pressed to find a place to tie up along the canal. By expanding the current dock south of the Bridge House up to 200 feet further south on the Village property, up to an additional 10 boats will be able to dock in the Village of Phoenix.



The installation of floating docks alongside these concrete impoundments is one recommendation of the VRC.

Water and electric service could easily be extended from the current service area. This recommendation was supported 100% by the survey respondents.

4. *Install restroom and shower facilities at the Bridge House.* Since many smaller vessels do not contain restroom facilities on board, boaters require these facilities at various ports along the canal. In the Village of Phoenix, the Bridge House currently has one public restroom that is open during the day. There are several portable restroom facilities located near Henley Park as well. By providing additional restrooms with expanded hours, and also offering shower facilities, boaters are likely to spend more time in the Village of Phoenix and visit the local shops and restaurants, in turn generating more revenue for the local economy. The Bridge House is a likely location for additional restroom facilities due to its location on the waterfront, but a detailed engineering report and consultation from the New York State Office of Parks, Recreation, and Historic Preservation should be conducted to verify the project's feasibility. Other potential locations for shower and restroom facilities include the gazebo on Lock Island and one of the vacant, Village-owned parcels on State Street. This recommendation was supported 100% by the survey respondents.



Water and electric service facility for boats.

5. *Upgrade water and electric service at all docks.* Currently, water and electric service is available at all the docks in Henley Park. The electric service along the dock is only 15 amp. There is one 30 amp outlet at the Bridge House. All electrical service provided to the boaters should be at least 30 amps, therefore electric service along the docks at Henley Park should be upgraded. This recommendation was supported 100% by the survey respondents.

6. *Provide WiFi access along the canal.* Water enthusiasts regard the Canal Waterfront District as a scenic and recreational destination. Besides boating, residents of the Village of Phoenix enjoy picnicking, socializing, bird watching, and even working alongside the canal. By providing wireless Internet capabilities, residents and boaters would be able to access an

infinite amount of information related to their personal or professional interests. Canal enthusiasts would be able to research their trip and learn more about their destination while *en route*. Offering WiFi access would make the Village of Phoenix unique, compared to the other canal communities. Only 70% of the survey respondents supported this idea mainly because of the potential for the café on State Street to offer Internet service.

7. *Install floating docks and a fishing pier to promote recreation.* As mentioned above, the ability to provide ample docking space is a big concern for the Village of Phoenix. In addition, many residents and tourists would like to have access to the Oswego River to enjoy other recreational activities such as fishing, canoeing, and kayaking. The existing configuration of the docks does not accommodate these activities. Floating docks could be installed on North Island to accommodate canoe and kayak launching. There are several popular fishing spots on Lock and North Island and providing additional fishing piers would increase fisherman and boater safety; while encouraging more people to enjoy the recreational benefits of the river. A fishing pier, similar to the one on Lock Island, could be installed on the other side of the bridge, on North Island, to provide additional fishing access. This recommendation was supported 100% by the survey respondents.



Floating docks at the Onondaga Lake Marina.

8. *Install a canoe and kayak launch.* The current boat launch, located on North Island, is not conducive to canoe and kayak launching. The ramp is very steep and in need of minor repair. There are several locations along the waterfront where canoe and kayak launching could be accommodated. By providing a safe area for this type of recreation, residents from the Village of Phoenix and the surrounding communities are more likely to visit the Village's waterfront. This recommendation was supported 100% by the survey respondents.

9. *Additional recommendations.* Over the past several months, additional recommendations relating to boater services and accommodations have been suggested (Figure 1). The gazebo currently located on the southeastern tip of Lock Island should be transformed into a public restroom and shower facility, in addition to housing the Village's canal museum and other historical information. The gazebo, in its current state, is underutilized. When the floating docks and walkway are installed along the concrete piers, the renovated gazebo would serve as a welcome center for boaters. In addition to the gazebo, welcome signs should be installed on the concrete pilings further out in the river so that boat traffic approaching Lock 1 from the south will be welcomed to the community and encouraged to tie up and explore the Village.

On the Bridge House side of the Canal, in addition to extending the existing dock further south, the shoreline needs to be stabilized and a second row of tables and chairs could be installed. This additional seating area would alleviate some of the congestion that currently exists when the dock slips are full and people are trying to enjoy a meal at the tables and chairs located along the canal.

All of these recommendations could be implemented in stages and would have a dramatic impact on boater's experiences and opportunities in the Village of Phoenix. Section E of this report highlights the various individuals, agencies, and organizations that should be involved in

implementing these improvements to boater services and accommodations throughout the Canal Waterfront District in the Village of Phoenix.

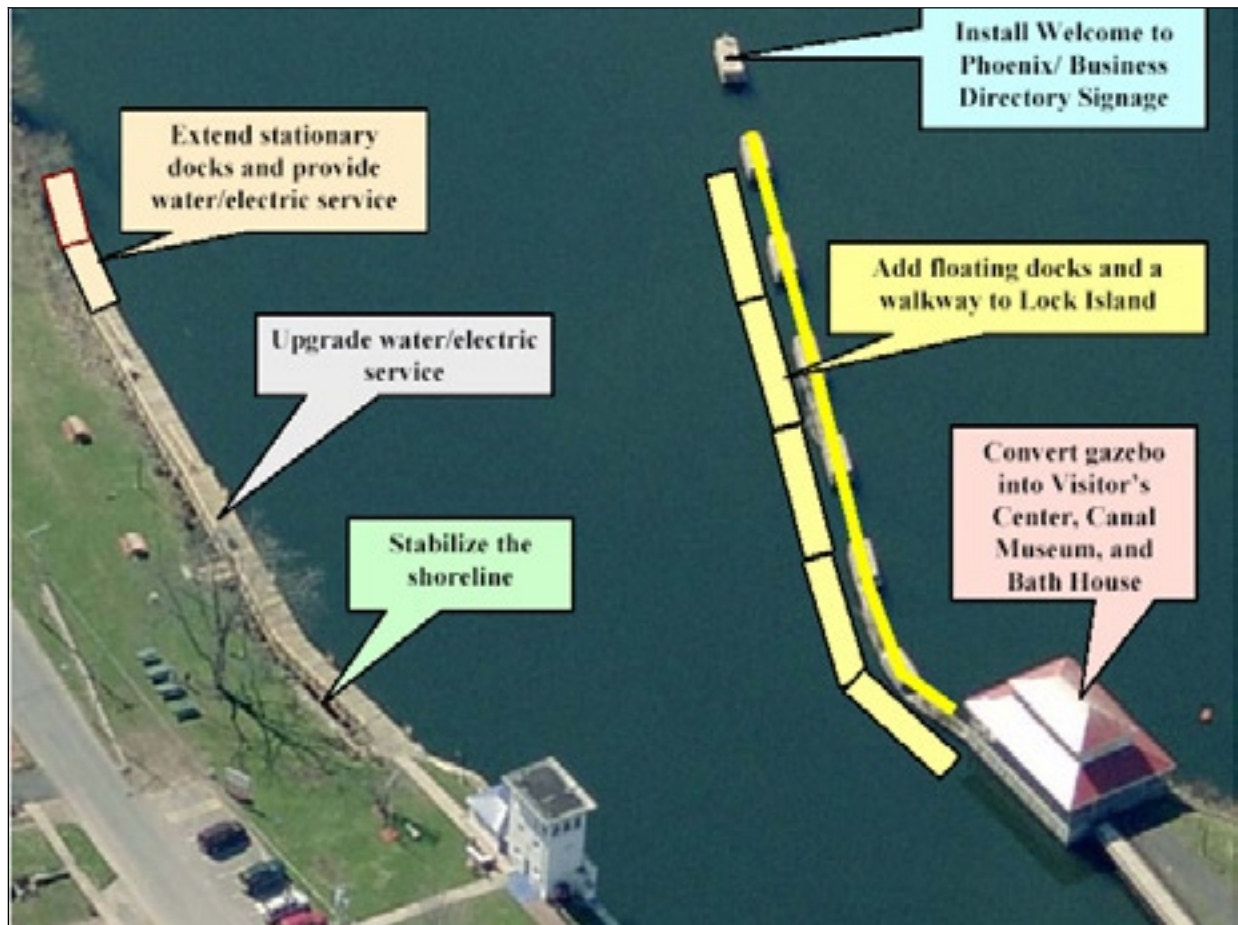


Figure 1. Aerial imagery depicting several of the recommendations to enhance boater services and accommodations along the Canal Waterfront District in the Village of Phoenix. The Oswego County Office of Planning and Community Development provided the aerial image.

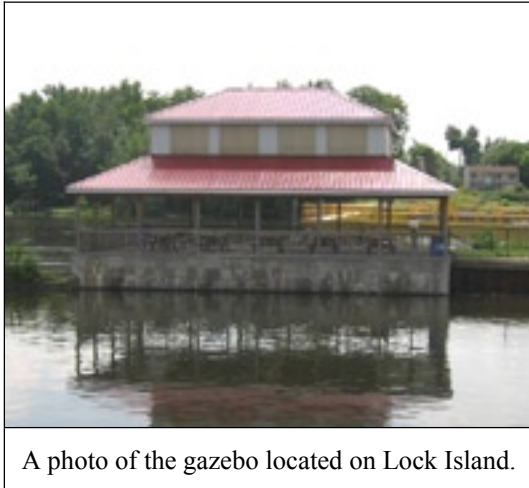
Recreational Opportunities

Residents in the Village of Phoenix value the recreational opportunities associated with being a canal community. Currently, people engage in a variety of activities along the waterfront including walking, jogging, dog walking, picnicking, reading, bird watching, fishing, and socializing. The following recommendations to increase and improve recreational opportunities in the Canal Waterfront District have been made by the Village Revitalization Committee and other members of the community.

1. *Create a network of trails to accommodate walking and biking along the waterfront.* Currently, there are walking trails on Lock Island that meander along the shoreline. There are no walking trails on North Island, along State Street, or throughout the Village. By extending the existing trail system and allowing additional uses such as bike riding, more people will be inclined to visit the Canal Waterfront District. Village residents will begin to appreciate and value the waterfront because of the numerous economic, social, and recreational benefits; while boaters and other tourists will appreciate the opportunity to engage in recreational activities with the local people. Other trail networks have been established throughout Oswego County and along the Canal System. Therefore, the existing and proposed trails in the Village of Phoenix should connect to the regional trail system to provide additional opportunities for recreation and tourism. Over 91% of the survey respondents supported this idea.



2. *Install stationary telescopes for bird watching.* During the migratory season, numerous bird species can be observed passing through the Village. Along the waterfront, bird enthusiasts have been known to observe kingfishers, eagles, osprey, great blue herons, and many other species. The installation of stationary telescopes to observe birds and other wildlife would enhance the recreational opportunities available to the residents of the Village, boaters, and other tourists. Over 80% of the survey respondents supported this idea.
3. *Install interpretive signs.* Interpretive signage along the canal and throughout the Canal Waterfront District would provide residents and tourists with an opportunity to learn more about the Village of Phoenix and the wildlife that frequent the area. The signs could incorporate information about the history of the village, the creation of the canal system, the importance of animals and plants that are found throughout the river system, and ways to protect aquatic ecosystems through recycling, pollution prevention, and other activities. Over 80% of the survey respondents supported this idea.



A photo of the gazebo located on Lock Island.

4. *Renovate the gazebo to accommodate year round entertainment venues.* Currently, the gazebo is used during the summer months for small concerts, group events, and festivals. Aside from the roof, the gazebo is not protected against inclement weather. In order to make the structure a four-season building, walls, windows, doors, and insulation would need to be installed. In addition, restroom facilities would need to be incorporated into the improvement plans to accommodate the public. This recommendation was supported by 100% of the survey respondents.

5. *Create a nature/historical/cultural center on Lock Island or along the waterfront.* Currently, historical information relating to the development of the Village of Phoenix and the building of the canal system is located in the second floor of the Bridge House. This recommendation suggests that a first floor, highly accessible space be dedicated to educating residents and tourists about the cultural and historical features of the community, in addition to highlighting the Village's valued natural resources. The construction of a welcome center and/or visitor's center would enhance the number of visitors to the Village of Phoenix. The welcome center and cultural/historical/natural resources could be housed in the same building. In order to carryout this recommendation, which was supported by 90% of the survey respondents, permits may need to be obtained from the New York State Canal Corporation if the building was constructed on Lock Island because they own the property.

6. *Develop an exercise course on Lock Island or along the waterfront.* This recommendation addresses the growing enthusiasm for outdoor recreation and public health. By providing an opportunity for the residents of the Village to engage in physical activity while enjoying the scenic views of the waterfront, the quality of life in the community will be improved. Another benefit of creating an exercise course is the unique community asset that the Village can offer to boaters and other visitors. An exercise course would provide tourists with an opportunity to spend time in the Village, socialize with residents, and learn more about the community. In turn, the potential for generating additional revenue from the tourists increasing the duration of their stay is greater. Almost 75% of the survey respondents supported this recommendation.



A community, outdoor exercise course.
www.daysinn-luray.com/amenities.html

7. *Renovate existing recreational facilities along the waterfront, especially the shuffleboard court and horseshoe pits at Henley Park.* The VRC and other members of the community want to enhance passive and active recreational opportunities along the waterfront. The shuffleboard courts at Henley Park are underutilized and in need of repair. Several members of the community expressed an interest in using these facilities for league play and competitions, should the improvements take place. By enhancing existing facilities and providing additional outdoor games along the waterfront, residents and visitors to the community could engage in intellectual and athletic events, while socializing and enjoying their surroundings. This recommendation was supported by 75% of the survey respondents.



An example of outdoor community recreation.

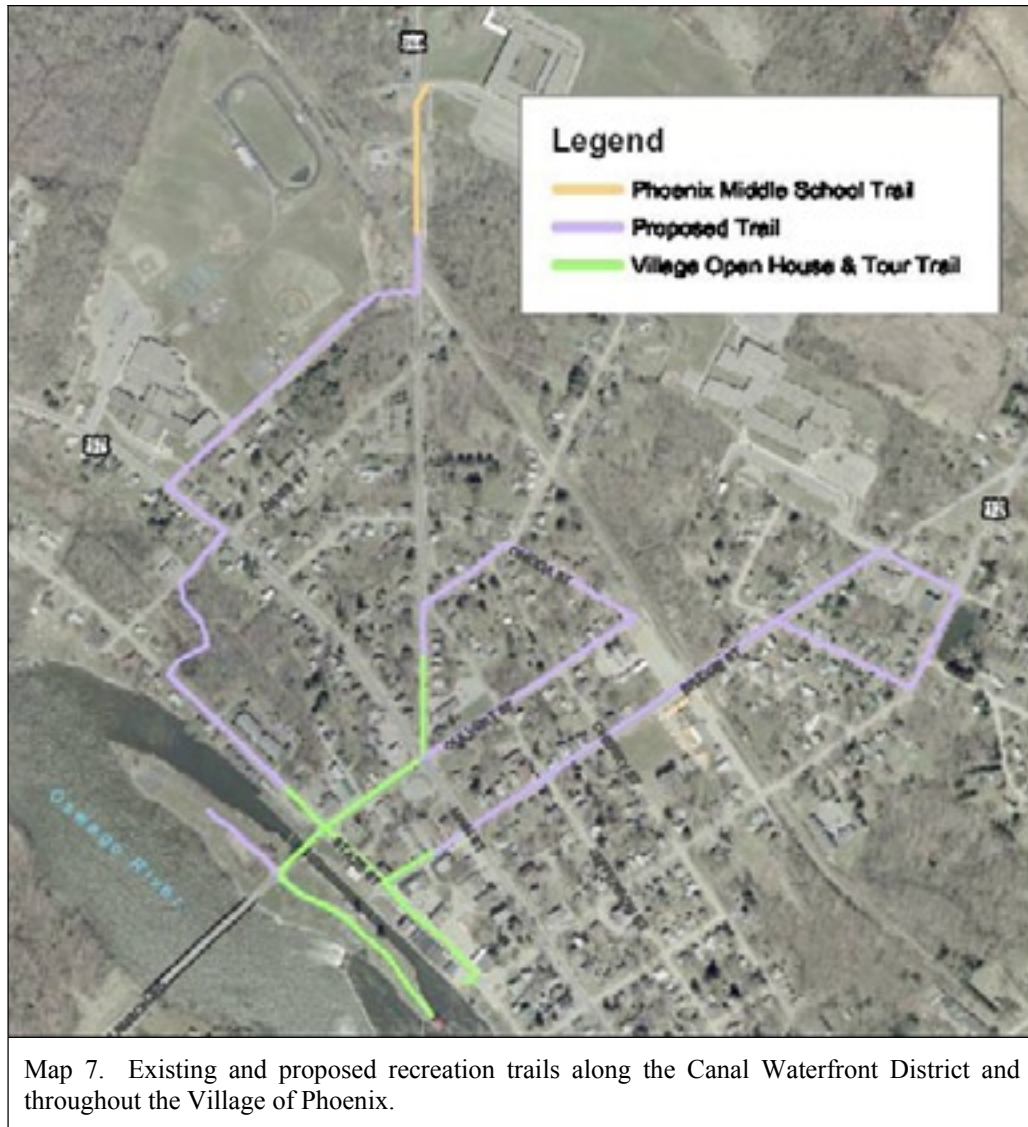
www.temiskamingshores.ca.htm

8. *Develop a walking tour and other recreational opportunities – linking the waterfront to the residential areas.* In addition to the natural, cultural, and historic opportunities along the canal, there are other points of interest located throughout the Canal Waterfront District and the Village of Phoenix. Currently, there is a brochure available at the Bridge House that contains information for a self-guided tour through the Village of Phoenix. The VRC and other members of the community suggest that the existing walking tour be expanded to focus on reconnecting the land and water. The new tour could include the proposed trail system on



The Veteran's Memorial at the VFW Post in the Village.

North Island, the existing trail on Lock Island, a visit to the proposed welcome / nature / cultural / historical center, and then take a walk through the Village. The expanded tour would encourage people to visit the Memorial Park, the community pond located on Route 12 near the library, the school complex, the VFW Veteran's Memorial on Bridge Street near Oneida Street, and several buildings that are on the National and Local Registers for Historic Buildings (Map 7). In order to site new recreational opportunities and additional points of interest for the walking tour, a group of volunteers should survey the community and determine where the most appropriate places and types of activities are located. This recommendation was supported by 80% of the survey respondents.



9. *Install bike racks to promote non-motorized travel in the Canal Waterfront District.* By installing bike racks throughout the Canal Waterfront District, residents and tourists will have an alternative method of travel within the Village of Phoenix. In addition, the use of bicycles will enhance the quality of life of the residents and decrease vehicular traffic along the waterfront. Biking is an environmentally friendly mode of transportation, which decreases the potential for air and water pollution as well. It also helps members of the community maintain a healthy lifestyle. Bicycling also provides a different view and perspective of the landscape and helps people appreciate the natural beauty of the area. This recommendation was supported by 100% of the survey respondents.
10. *Additional Recommendations.* Subsequent conversations with the VRC and members of the community resulted in additional recommendations, especially for recreational opportunities and related projects for Lock Island and North Island.

To enhance the recreational opportunities on North Island, several members of the community suggested that the power lines on North Island be buried. Other improvements that would accommodate additional recreational opportunities and the use of the proposed trail network, especially on North Island, include a small parking lot, the construction of a fishing pier and river overlook to compliment the existing pier on Lock Island, resurfacing of the existing boat launch, and the installation of floating docks for canoe and kayak launching. Additional tables and picnic benches would also invite more people to enjoy North Island.

In addition to improvements at North Island and Lock Island to promote recreation, several members of the VRC suggested that repairs be conducted on the recreational facilities at Memorial Park. Village DPW staff could conduct several small projects, such as resurfacing the basketball court and installing new playground equipment, with minimal cost and labor expenses.

To compliment the vast array of existing and proposed recreational opportunities, members of the VRC suggested that the Village sponsor fishing derbies, canoe and kayak races, scavenger hunts, and other activities throughout the Canal Waterfront District. These types of events will draw people to the canal and help to reconnect the land and water. Fishing derbies, canoe and kayak races, and other activities can even be held during festivals and other community wide events that celebrate the history of the Village, the creation of the canal, and other unique cultural or historical events.

Since the gazebo that currently exists on Lock Island is proposed for a different use (year round welcome center and restroom/shower facilities), the VRC and other members of the community suggest that a similar structure be constructed on North Island. This new building could serve as the place for community events, outdoor concerts, and other activities that were once held at the gazebo on Lock Island. Restroom accommodations would also have to be considered, but could include portable facilities during the summer months or for large community events.

Another suggestion from the community was that a designated area for recreational vehicles (RV) be located within the Village to allow visitors to spend more time in the Village enjoying the Canal Waterfront District and other community assets. North Island or the Village's property along the canal could be a potential location for a small RV park. Additional consideration would have to be given to the types of services that would be needed at this type of public facility (i.e. water, electric, sewage disposal).

Members of the VRC also had additional suggestions for the proposed trail network. They emphasized the need for a trail system that is comprehensive and includes the shoreline of the river on State Street. This particular section of the trail would require easements or some other land acquisition agreement because some of the parcels of land are in private ownership. The trail system could span the entire length of the shoreline from the Department of Public Works' property all the way to the Village's southern boundary, if the public and private sectors work together to reach an agreement on public access.

All of these recommendations could be implemented in stages and would have a dramatic impact on the variety of recreational opportunities in the Village of Phoenix. Section E of this report highlights the various individuals, agencies, and organizations that should be involved in implementing these improvements throughout the Canal Waterfront District in the Village of Phoenix.

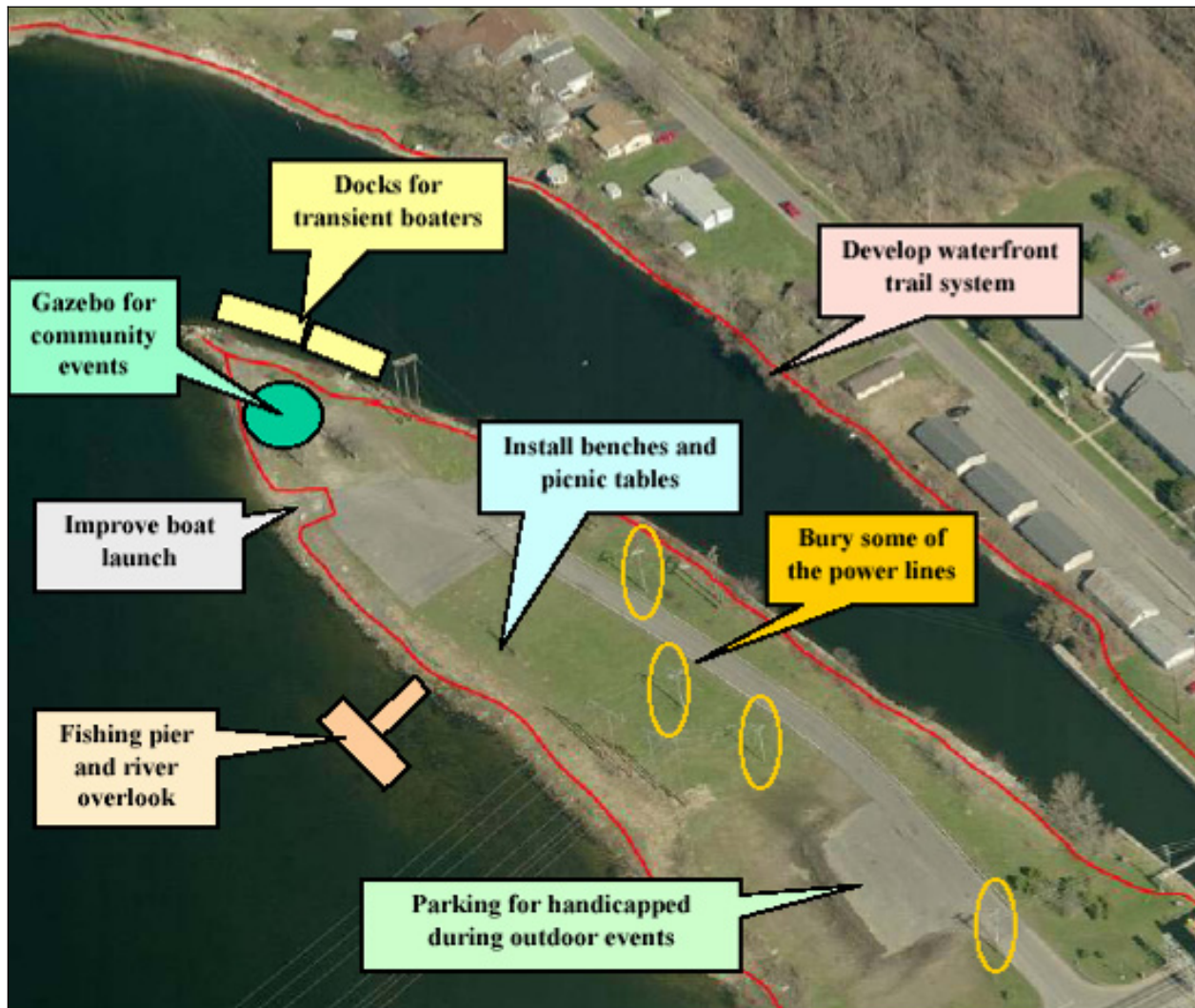


Figure 2. Aerial imagery depicting several of the recommendations to enhance recreational opportunities on North Island. The Oswego County Office of Planning and Community Development provided the aerial image.

Community Development

Residents in the Village of Phoenix recognize the need for improvements to the aesthetic appeal of the Canal Waterfront District. Many of the buildings in the area date back to the early 1900's and are in need of façade improvements. Minor repairs and painting, in addition to other small-scale projects, can have a dramatic affect on the look and feel of the Village. The VRC and members of the community have made the following recommendations to restore and further develop the Canal Waterfront District.

1. *Convert buildings into multi-use structures with retail space on the ground floor, apartments and office space on the upper floors.*

The Canal Waterfront District is a prime location for a mix of land uses due to the close proximity of major highways, the recreational opportunities available along the canal, and the existing retail and commercial enterprises in the area. This recommendation directly addresses the community's desire to expand economic opportunities in the Canal Waterfront District. By allowing multi-use structures, a community can combine land uses in an efficient way. Retail businesses should be located on the ground floor of the buildings to allow for easy access and maximum exposure to pedestrian and vehicular traffic. By allowing residential and office space on the upper floors, a community can extend the hours of operation of the downtown businesses because there will be a greater concentration of people requiring goods and services around the clock. This scenario will help generate more revenue for local businesses and allow residents to spend more time and money in the Village of Phoenix, rather than in the surrounding areas. This recommendation was supported by 90% of the survey respondents.



This building, located on State Street, provides retail office space on the first floor and residential living on the second floor.



The parking lot on State Street could be developed for commercial, retail and residential uses.

2. *Infill vacant lots along State Street with mixed use buildings that are architecturally consistent with the existing Village structures.* This recommendation addresses the community's desire to add more retail and professional services and residential living space in the Canal Waterfront District. This type of development would help to bring more people to the Village of Phoenix and increase revenue for local businesses. New retail and professional enterprises would offer more goods and services to the residents

and visitors of the Village of Phoenix and provide more employment opportunities in the community. According to information from the Office of Real Property Services, there are 14 vacant parcels of land along State Street (Map 8). Two parcels, each approximately 0.035 acres in size, are privately owned. The other 12 parcels are owned by the Village of Phoenix and total almost 6 acres of land. This recommendation was supported by 88% of the survey respondents.



Map 8. Public and privately owned vacant land along State Street in the Village of Phoenix.

3. *Investigate the potential use of the drawbridge for pedestrian traffic.* The old drawbridge at Lock 1 in the Village of Phoenix is no longer used. Several decades ago, a new bridge was constructed at Culvert Street. As a result, the old drawbridge remains in an upright position all the time. This recommendation suggests that the drawbridge be used to allow pedestrians easy and safe access from Lock Island to State Street. There are no sidewalks on the new bridge, traffic can be heavy at times, and pedestrian travel is not encouraged. The old drawbridge could be used for pedestrian and non-motorized travel only. This recommendation was supported by 100% of the survey respondents.

4. *Create a Village Square and install a large clock and reflection pool.* The Village of Phoenix has numerous historical, cultural, and natural resources throughout the community. The Canal Waterfront District is a key destination within the Village and members of the community would like to see an area designated as the main focal point of the Village; a place to hold large community gatherings and events. This recommendation proposes that a large clock and reflection pool be built within the Canal Waterfront District to signify the center of the Village. Over 75% of the survey respondents supported this suggestion.

5. *Install a kiosk near the canal to inform/direct visitors and residents.* Currently, there is a small business directory located on the corner of State Street and Lock Street. This recommendation suggests that a three or four-sided kiosk be installed at a strategic location within the Canal Waterfront District, such as at the intersection of State Street and Culvert Street, to help visitors and residents navigate along the waterfront and throughout the rest of the Village. In doing so, a centrally located directory would also eliminate the clutter of individual sandwich board signs that appear on various street corners throughout the peak summer months. In addition to business information, a listing of upcoming community events, concerts, and meetings could be posted. This recommendation was supported by 91% of the survey respondents.



Kiosks help guide tourists through the community.
www.nps.gov/archive/goga/admin/feedemo/projects/kiosk-01.jpg

6. *Foster cooperation between the Village and the businesses along the Canal Waterfront District.* As properties have changed ownership and businesses have come and gone, so to have the facades of the buildings on State Street changed. This recommendation suggests that the Village offer financial assistance and incentives to property owners who are interested in restoring and updating their buildings. This recommendation was supported by 100% of the survey respondents.
7. *Create and market destinations that draw residents, visitors, and new business activity.* This recommendation addresses the need for the Village of Phoenix to market itself as a community rich in history and culture that provides a high quality of life for its residents. In order to attract new residents and draw visitors, the Village of Phoenix needs to identify the resources and features that make the community unique and would draw other people to visit the area. The canal, local artists and musicians, wildlife, and historic places are just a few amenities that can make the Village of Phoenix a place worth visiting and relocating to. This recommendation was supported by 90% of the survey respondents.

8. *Collaborate with the New York State Office of Parks, Recreation and Historic Preservation (NYS OPRHP) to protect, preserve and promote historic structures.* The Village of Phoenix, especially the Canal Waterfront District, is rich in culture and history. This recommendation suggests that the Village works with the NYS OPRHP to preserve and protect the Village's historic character. The NYS OPRHP can provide the Village with educational materials, guidance, and funding to initiate programs that preserve and promote the historic character and appeal of the Village of Phoenix. Over 70% of the survey respondents supported this recommendation.



9. *Collaborate with the National Trust Main Street Center to promote the Village's historic features.* The National Trust Main Street Center is part of the National Trust for Historic Preservation and can provide the Village of Phoenix with information, technical assistance, and research. The National Trust Main Street Center has educated and empowered thousands of individuals and local organizations to lead the revitalization of their downtowns and commercial districts. This recommendation was supported by 70% of the survey respondents.

10. *Encourage developers and contractors to participate in voluntary design review.* The VRC and other members of the community value the historic character of the Village of Phoenix and recommend that new development be evaluated by a review committee, appointed by the Village officials, to ensure that the character of the Village is preserved. Although the process is voluntary, meeting with the review committee would help to foster good working relationships between the Village of Phoenix and local developers and contractors. Community support is an integral part of development, especially in small communities. This recommendation was supported by 100% of the survey respondents.

11. *Encourage the businesses along State Street to create two front entrances, to attract customers from the land and water.* The buildings on State Street have a unique opportunity to attract business from both the land and water. By providing two front doors, these businesses can welcome boaters and pedestrians and encourage them to shop or dine in the Village. Currently, none of these businesses aggressively advertise on the canal side, nor is there a safe and easy way for boaters to get from the water to the businesses. In the past, the Village has obtained grant money to assist business



Canal view of businesses along State Street.

owners that are interested in improving their facades. This recommendation suggests that the Village continue to seek grants and consider offering incentives to property owners who are interested in improving the exterior of their buildings. Based on the recommendation of the VRC and unanimous support received from the survey respondents, the Village should continue to provide this service to business owners in the Canal Waterfront District.

12. *Additional Recommendations.* As the Village of Phoenix continues to grow and expand, members of the community would like the Village to evaluate the current operating capacity of the Village's wastewater treatment and drinking water facilities and plan for the necessary upgrades and expansions to the facilities that will accommodate additional users.

In addition, as existing buildings are renovated and new structures are built, members of the community would like the Village officials and business owners to incorporate "green technologies and products" whenever possible. Not only would this type of initiative offset energy costs, but it would also enhance the marketability of the business community and the Village as a whole.

All of these recommendations could be implemented in stages and would have a dramatic impact on the Canal Waterfront District in the Village of Phoenix. Section E of this report highlights the various individuals, agencies, and organizations that should be involved in implementing these community development projects throughout the Village of Phoenix.

Community Restoration

Within the Canal Waterfront District, the VRC and members of the community have suggested a variety of improvements that will have a tremendous impact on the aesthetic appeal and marketability of the Village of Phoenix.

1. *Improve or remove the fencing along the waterfront near State Street.* With assistance from the New York State Canal Corporation, black chain link fencing was installed along the east side of the canal, behind the buildings on State Street, to prevent pedestrians from inadvertently falling into the canal. The fence is missing a top rail and is already in need of repair. It is not very aesthetically pleasing, especially from the water and easily noticed by the canal traffic. This recommendation suggests that the fencing be completed, a more aesthetically pleasing fence be installed such as a wrought iron style, or the current fencing be removed completely. If the fencing were to be removed, another safety feature should be installed to keep pedestrians, especially children, a safe distance away from the water. This recommendation was supported by 100% of the survey respondents.
2. *Install lighting to increase security and expand visitor hours.* There are several streetlights throughout the Canal Waterfront District, but the VRC and other members of the community would like additional lighting installed, especially along the waterfront (State Street, Culvert Street, Lock Island, and North Island). The main reason for this recommendation is to expand visitor hours and allow people to safely enjoy walks along the water in the evening. Additional lighting would also increase public security during the overnight hours. The light

fixtures should resemble those used along the canal in the early 1900's. This recommendation was supported by 100% of the survey respondents.

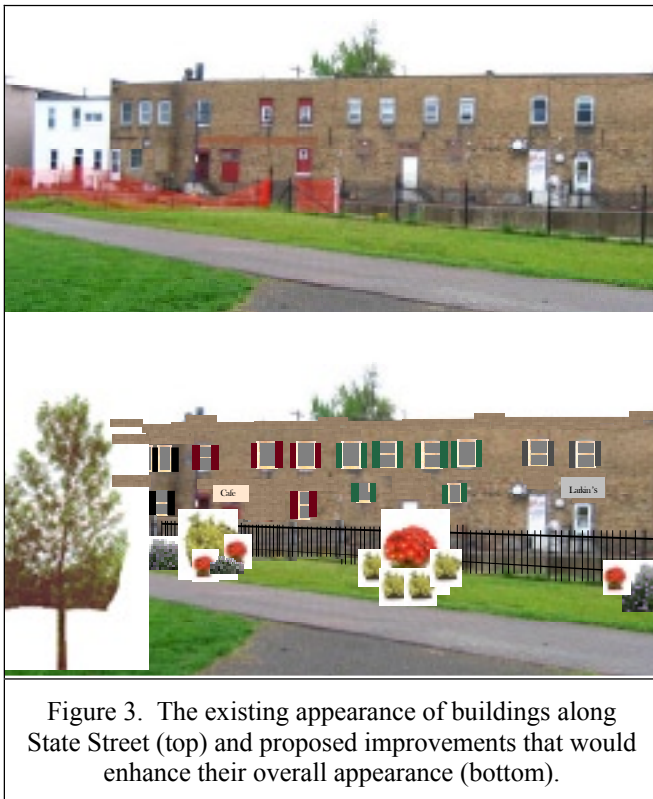


Figure 3. The existing appearance of buildings along State Street (top) and proposed improvements that would enhance their overall appearance (bottom).

3. *Install awnings or shutters on all the buildings along State Street.* This recommendation is an attempt by the VRC and other members of the community to enhance the aesthetic appeal of the waterfront buildings from the land and water. The architectural style of many of the buildings is similar, but façade renovations have been done in a haphazard way (Figure 3). Adding awnings or shutters to the buildings would restore them to the time period that they were built in, while allowing each building to highlight their unique individual

characteristics. Over 70% of the survey respondents supported this recommendation.

4. *Assist business owners and homeowners with façade improvements.* Façade improvements completed in the past several years have been done at the discretion of each building owner. This plan recommends that future façade improvements be done collectively so that the architectural style of the Village is preserved. Improvements that are made to the buildings in the Canal Waterfront District should be done so that the buildings compliment each other and the overall character of the community. The Village has obtained grant money to assist property owners with façade improvements in the past. This type of public and private collaboration should be continued. This recommendation was unanimously supported by all of the survey respondents.
 5. *Repair sidewalks and repaint crosswalks throughout the Canal Waterfront District and Village of Phoenix.* Several sidewalks within the Canal Waterfront District, especially on Culvert Street, are in need of significant repair. The concrete is cracked and uneven due to uplifting by tree roots and harsh winter weather. In some instances, grass and weedy vegetation is growing up through the sidewalk. The current condition of many of these sidewalks is an immediate danger to the safety of the public. In addition to the sidewalks, the crosswalks within the Canal Waterfront District are in need of attention. The paint has worn away and it is very difficult for pedestrians to identify where the crosswalks are located. By improving the sidewalks and repainting the crosswalks, the Canal Waterfront District will be a safer place for pedestrian and non-motorized travel. This recommendation for repairs to sidewalks and crosswalks was unanimously supported.
- 

A Village sidewalk in need of repair.
6. *Plant trees and other native vegetation to enhance the visual environment.* Currently, the garden club and Department of Public Works are responsible for the maintenance and upkeep of the parks and public gardens. By planting additional trees and flowering plants throughout the Canal Waterfront District the aesthetic appeal of the area will improve, in addition to increasing passive recreation activities such as bird watching. Enhancing the gardens on Lock Island and creating new ones on North Island will also add to the visual appeal and attractiveness of the community from the water. This recommendation was supported by 91% of the community.
7. *Bury the power lines.* Burying the power lines, especially on North Island, will expand opportunities for recreation and improve the aesthetic appeal of the Canal Waterfront District. Since this project will be quite costly, the VRC suggests that it be done in conjunction with other improvements, such as lighting, in the same area. The VRC also suggests that all of the power poles along State Street be removed, the power lines be run underground, and historic lampposts and poles be installed for lighting and traffic signals. Working in partnership with National Grid, this recommendation could be completed in stages. This recommendation was supported by 100% of the survey respondents.

8. *Convert State Street parking to parallel parking and install a raised median with plantings.* Currently, State Street is a two-lane roadway with diagonal parking on the west side of the street. The VRC and other members of the community suggest converting the diagonal parking to parallel parking and adding a raised median in between the traffic lanes. The raised median would serve as a means to slow down traffic and provide a safe place for pedestrians to wait while crossing the street. The plantings on the raised median would significantly add to the character and aesthetic appeal of the Canal Waterfront District. The parallel parking spots would still accommodate limited on street parking, as the current situation does. This recommendation was supported by 86% of the survey respondents.



State Street in the Village of Phoenix.

9. *Additional Recommendations.* In addition to the recommendations described above, survey respondents also suggested that fishing be allowed on both sides of the bridge (providing pedestrian safety can be ensured) and that more off street parking be provided so that on-street parking on State Street in front of the businesses can be eliminated, which would ultimately make the Canal Waterfront District more accessible to non-motorized travel.

State Street is an important component in the revitalization of the Canal Waterfront District in the Village of Phoenix. In order for the waterfront district to thrive, State Street must be pedestrian friendly and aesthetically pleasing, in addition to providing parking and accommodations for motorized travel. The VRC and many members of the community would like the diagonal parking on State Street converted back to parallel parking. The group had mixed feelings about the necessity of a raised median, although it would provide a resting place for pedestrians crossing the street and also enhance the visual appeal of the area. Reconfiguring on-street parking, narrowing the roadway, planting trees and other vegetation adjacent to the sidewalks and throughout parking lots, and improving crosswalks will have a significant impact on the aesthetic appeal and functionality of State Street.

In addition to the appearance and walkability of State Street, several members of the community would like to see improvements made to other Village streets. Numerous streets in the Village (Church, Pine, Jefferson, Cherry) are in need of repaving, at a minimum. In conjunction with the sidewalk improvements, these types of projects will enhance the aesthetic appeal of the neighborhood, encourage additional improvements to the streetscape, and increase property values.

Another member of the community would like to see that the property owners along the waterfront in the Village of Phoenix receive technical assistance and monetary support to stabilize the shoreline of their waterfront properties, to protect their homes and improve the aesthetic appeal of the waterfront. Damage from boat wakes, stormwater runoff, and the natural freeze-thaw cycles have significantly contributed to the erosion of the shoreline. Individual property owners are hard pressed to find cost effective and practical solutions to

this problem, mainly because their homes are very close together making it nearly impossible for large construction vehicles to access the waterfront from the land.

These general improvements address the need for making the Canal Waterfront District, especially State Street, more pedestrian friendly and aesthetically pleasing to members of the community, boating enthusiasts, and visitors to the area. These recommendations, although costly, can be implemented in stages and will have a dramatic impact on the character of the Canal Waterfront District and the pedestrian-friendliness of the Village.

Policy and Management

The VRC and other members of the community would like to see the Village of Phoenix develop stronger partnerships with its residents, business owners, landowners, and state and federal agencies. This series of recommendations suggests that there are a variety of policy and management decisions that could significantly improve the Canal Waterfront District.

1. *Create a committee to organize festivals and events to be held along the waterfront (i.e. a Block Party at Henley Park).* The Oswego River is a scenic resource in the Village of Phoenix, in addition to the public parkland adjacent to the River. In order to increase interest and tourist spending within the Canal Waterfront District and throughout the Village, more community events and organized activities need to be conducted. Festivals, concerts, and outdoor contests will draw residents, people from the surrounding communities, and tourists to the area. These types of events will foster community spirit and pride, in addition to making others more familiar with the assets and resources within the Village of Phoenix. In order to promote the Village of Phoenix and the Canal Waterfront District, this recommendation suggests that a committee, appointed by the Village government, be formed and charged with the task of organizing a Block Party, concerts, plays, arts and crafts festivals, dances, and other activities to engage residents and tourists throughout the year and promote the Village of Phoenix as a waterfront destination. Henley Park, Lock Island, and North Island would be ideal locations to hold various events and activities. The committee would also be responsible for organizing the events and coordinating publicity with local media outlets. This recommendation was supported by 90% of the survey respondents.



2. *Connect individual public open spaces through a system of greenway and blueway trails.* The Canal Waterfront District, like the rest of the Village of Phoenix, represents a mixture of publicly and privately owned land. Along the waterfront, large parcels of public land are divided by small residential and commercial properties. The VRC and members of the community would like a connective corridor established that links all of the public lands together, thereby enhancing recreational activities throughout the Village of Phoenix, especially along the waterfront. This recommendation can be achieved by public-private partnerships and easements. It was supported by 100% of the survey respondents.
3. *Pursue acquisition of lands that could provide continuity for pedestrian access/activities along the canal.* The VRC and members of the community would like to establish a continuous trail system along the canal. The New York State Canal Corporation owns Lock Island and North Island. In the past, the Canal Corporation allowed the Village of Phoenix to make improvements to the island through a permit process. Public access to Lock Island and North Island has never been restricted. In contrast, many of the properties along the eastern shore of the canal (along State Street) are privately owned. Public access is prohibited, at

this point in time. Therefore, in order to have a comprehensive trail system that extends from the islands and onto the mainland, easements or other land agreements would need to be established between the Village, the New York State Canal Corporation, and the private landowners. This recommendation was supported by 90% of the survey respondents.

4. *Develop a “Village Foundation” to accept and encourage monetary and other donations for beautification projects.* Within the Village of Phoenix, the Department of Public Works is currently responsible for the maintenance and upkeep of all the public lands owned by the Village. The local garden club contributes resources to help maintain the flower gardens, as well. This recommendation recognizes the need for the establishment of a Village Foundation that is capable of accepting monetary donations and coordinating volunteer labor and equipment, in order to implement a long-term, sustainable beautification program for the Canal Waterfront District. This recommendation was supported by 100% of the survey respondents.



Potential location for a pedestrian trail along the canal.

5. *Amend zoning to allow residential uses in the commercial district.* This recommendation mainly applies to the two story buildings along State Street. Currently, many of the first floor office spaces are utilized by a variety of businesses including a café, restaurant, and insurance agency. Some of the second floor space has been converted into one and two bedroom apartments, while other space is used by businesses. By allowing residential uses in the upper stories of the buildings, the Village would extend its hours of operation for retail businesses. There would be more people throughout the commercial district during the day and night that would patronize the local establishments. The residents of the area, living above the shops, would require goods and services and would look to the local businesses to provide them. This would in turn, encourage more business for the current stores and perhaps entice new businesses to come to the Canal Waterfront District. This recommendation was supported by 90% of the survey respondents.



Interpretive signs located along a river.
www.fraserriverdiscovery.org/pages/signs.html

6. *Participate in New York State’s Coastal Resources Interpretive Program to promote community activity along the waterways and encourage tourism.* Partnerships with local, state, and federal organizations can greatly enhance the public’s interest in visiting the Village of Phoenix, especially the Canal Waterfront District. Programs such as the NYS Coastal Resources Interpretive Program can provide the Village with comprehensively designed interpretive signage systems for use in all coastal and waterfront communities. The

VRC and members of the community recognize the importance of these partnerships and support this recommendation 100%.

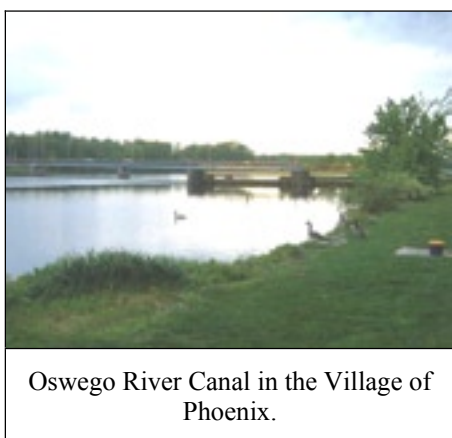
7. *Additional recommendations.* In addition to the suggestions described above, some of the members of the community would like to see the Village sell some of the Village-owned properties to a developer so that more retail, commercial, and residential opportunities can be created within the Canal Waterfront District. The potential gains to the Village include additional tax revenue from property taxes, additional revenue from increased sales at local businesses, more employment for Village residents, and increased goods and services to the public. The Village should not sell all of its waterfront property to a developer, but should strongly consider the greatest potential uses of their property and determine the best locations for public parkland versus development.

All of these recommendations could be implemented in stages and would have a dramatic impact on the Village of Phoenix. The main strategy for successful implementation of these community restoration recommendations is partnerships. In addition to working with local business owners and landowners, the Village must establish working relationships with many state and federal agencies to fully utilize the vast array of services, expertise, and funding resources that they have. Section E of this report highlights the various individuals, agencies, and organizations that could be involved in implementing these community restoration projects throughout the Canal Waterfront District in the Village of Phoenix.

Marketing and Community Involvement

The following recommendations reflect the community's desire to promote the Canal Waterfront District in the Village of Phoenix as a great place to live, work, and play by increasing community marketing and citizen involvement.

1. *Install signage along Interstate 481 to bring people to the Village of Phoenix.* The Village of Phoenix is conveniently located within a few miles of Interstate 481. There are no signs along the Interstate indicating that the Village of Phoenix is a canal community located on the Oswego River at Lock 1. By providing motorists with this information, the potential for tourism to the area would increase. This recommendation suggests that small signs be located on or adjacent to the Interstate 481 signs for the Phoenix exit to encourage people to visit this canal community. This recommendation was supported by 91% of the survey respondents.



2. *Install signage along the canal to bring people to the Village of Phoenix.* In addition to the lack of signage on the Interstate, there are no signs along the canal indicating the variety of goods and services that the Village of Phoenix can provide to the boating community. Members of the VRC recommend that the Village of Phoenix work with the NYS Canal Corporation to install small signs, along the Oswego River (close to the Village of Phoenix), that provide information about the canal community. The signs should welcome boaters to the Village and provide a brief listing of the Village's accommodations. This recommendation

was supported by 91% of the survey respondents.

3. *Form a Business Development Committee, appointed by the Village government, to attract new businesses to the Canal Waterfront District and throughout the Village of Phoenix.* Members of the community would like to see a variety of new businesses in the Canal Waterfront District to enhance tourism and provide employment opportunities for residents. A business development committee, appointed by the Village government, could pursue the establishment of service related enterprises such as bicycle, canoe, and kayak rental facilities, a charter fishing/guide service, a bait and tackle shop, a book store, and a small grocery store. Based on the current population, economy, and infrastructure within the Village, several of these businesses could be supported. To ensure the success of these new business ventures, the community must



also increase their promotion and marketing initiatives. This recommendation was supported by 100% of the survey respondents.

4. *Develop a Marketing/Promotion Committee, appointed by the Village government, to pursue funding to attract people to Phoenix.* The Village of Phoenix is rich with culture and history. It is conveniently located on the Oswego River and offers a variety of recreational opportunities to residents and tourists. Currently, the Village does not aggressively market itself or seek to enhance tourism or commercial growth. The VRC and other members of the community would like the Village government to appoint citizens to a Marketing and Promotion Committee so that commercial and retail development and tourism opportunities within the Canal Waterfront District and throughout the Village can be enhanced. This recommendation was supported by 100% of the survey respondents.
5. *Develop a brochure to market the Village of Phoenix.* This recommendation suggests that the Village should develop a brochure to promote its historic, cultural, and recreational resources; while also allowing businesses in the community an opportunity to advertise and offer discounts for patrons. The brochure could provide a brief summary of the goods and services offered by the businesses and a map showing their location in relation to historic, cultural, and recreational opportunities within the Village. The brochure could also contain coupons to attract customers to the businesses and local attractions. This recommendation was supported by 91% of the survey respondents.
6. *Develop a theme for downtown development.* In order to market the community and attract new residents and businesses, the VRC and other members of the community suggest that the Village of Phoenix develop a theme for the community. The theme should describe the character of the community and types of experiences that a potential business, tourist, or resident would feel when they visit the community. The theme should be displayed throughout the Village and included on all the newly created marketing materials. Over 90% of the survey respondents supported this recommendation.
7. *Coordinate marketing activities with businesses along Route 57 and in the surrounding communities.* The retail plaza located on Route 57, near the Village boundary, provides goods and services that are not found within the Village limits. By coordinating new business development with the future changes in the plaza, the Town and Village can reap the benefits of additional employment opportunities and tax revenue, instead of competing with each other. This recommendation was unanimously supported.



8. *Work with regional tourism groups to promote the Village of Phoenix and the Canal Waterfront District as a historic and recreational destination.* There are several local, state and federal groups that focus on promoting New York State as a tourist destination. The VRC and other members of the community recommend that the Village of Phoenix collaborate with these agencies

(examples include Heritage NY, I Love NY, Erie Canal Corridor Commission) to boost tourism within the community. Only 82% of the survey respondents supported this recommendation.

9. *Create a website to list events that promote the Village and its history to tourists.* Internet searches are a common way for people to learn about communities that they would like to visit. Often times, travel plans are made using the information obtained from the Internet. The VRC and members of the community recommend that the Village of Phoenix develop a website that highlights the cultural, historical, recreational, and natural features of the Village. The website should also list community events and activities so that visitors to the area can plan their trip accordingly. This recommendation was supported by 91% of the survey respondents.
10. *Organize a farmer's market to be held weekly in the parking lot near the Village Hall, on Lock Island, or on North Island.* This recommendation suggests that the Village organize a weekly event for farmers and residents to sell homegrown and hand crafted goods to the community. This type of event will promote community pride and help residents and businesses interact. The farmers' market could be combined with tent sales and craft festivals to draw a large and diverse crowd. This recommendation was supported by 91% of the survey respondents.
11. *Create festivals and activities that support the diverse interests of the residents and the rich, cultural heritage of the Canal Waterfront District.* Members of the community would like to see the Village organize and support a variety of activities that promote community pride, engage residents and business owners, and highlight the unique features of the community. These events could include fishing derbies, canoe/kayak races, concerts, art exhibits, and demonstrations. This recommendation was supported by 100% of the survey respondents.
12. *Additional recommendations.* Other recommendations that were suggested by the VRC and other members of the community include encouraging the local businesses (especially food related enterprises) to extend their hours of operation to accommodate evening dining by residents of the community and the surrounding areas. The Village could work with local business owners to promote the Canal Waterfront District and market it's accommodations to the surrounding communities. In the summertime, businesses would benefit from longer hours, especially on nights when there is concert, canal related event, or other afternoon/evening activity.



Another recommendation is for the Village to erect a large tent on Lock Island to accommodate public events such as weddings, family reunions, concerts, plays, and other community events.

In terms of marketing the Village of Phoenix and the Canal Waterfront District, many members of the community would like to see the Village hire a marketing firm to help the Village promote itself and increase tourism in the area. The Village's expenses could be

recovered through increased tax revenue, employment, and localized spending. Aside from the benefits to the Village, an aggressive marketing and promotions campaign would also benefit the local business community.

In January of 2007, the Village Revitalization Committee distributed a survey to determine the level of public support for economic development and community events in the Canal Waterfront District. Table 5 shows the top three results for each question.

Table 5. Results from the economic development and community events survey conducted in January 2007 by the Village Revitalization Committee.	
What three types of businesses would you like to see in the Village of Phoenix? • Grocery store • Fast food restaurant • Restaurant and bar on the river	What types of signature events would encourage you to visit the Village of Phoenix? • Jazz, country or rock concerts • Food related festivals • Canal Days
What improvements would encourage you to visit State Street more frequently? • Specialty shops • Good food • Grocery and variety stores, Community Center, music and fireworks, restaurant / bar on the water* * All received an equal number of votes	What improvements would encourage you to visit Lock / North Island more frequently? • Festivals, markets and concerts • Restroom facilities • Picnic areas for families

Based on the results of this survey, the community is very interested in economic development, tourism, and increased community interaction in the Canal Waterfront District and throughout the Village of Phoenix. These ideas and suggestions are consistent with the recommendations that have been expressed at the Village Revitalization Committee meetings and other public forums.

Successful implementation of these recommendations for marketing and community involvement requires strong leadership from the Village Administration, consistent and fair zoning enforcement, cooperation from the business community, and participation and support from the public. Section E of this report identifies some of the individuals, agencies, and organizations that would play a major role in enhancing marketing opportunities and increasing community involvement in the Canal Waterfront District in the Village of Phoenix.

E. IMPLEMENTATION STRATEGY FOR REVITALIZATION OF THE CANAL WATERFRONT DISTRICT IN THE VILLAGE OF PHOENIX

Over the past year, the Village Revitalization Committee has engaged in discussions with residents, landowners, and the business community to develop a strategy for improving and enhancing the Canal Waterfront District in the Village of Phoenix. These discussions have taken place during monthly committee meetings and public forums, in addition to casual conversations on the streets of the Village.

These discussions have resulted in a long and diverse list of recommended projects and activities that address the boating community, recreation, community development, community restoration, policy and management, and marketing and community involvement (Table 6). The specific projects and activities to revitalize the Canal Waterfront District in the Village of Phoenix are listed in the table below, based on the level of financial and technical assistance required from various state and federal agencies. In each case, a list of potential agencies and organizations (parties) that could play an integral role in the implementation of recommended projects and activities, in addition to the various Village Boards and community groups, is provided. Through partnering with local agencies and organizations, the Village of Phoenix will achieve greater success with implementing these recommendations.

Not only do cooperative efforts save time and money, but they are looked upon more favorably by the agencies administering grant programs that may be utilized to implement some of the recommendations. Throughout this lengthy process, it is also imperative for the residents and business owners within the Canal Waterfront District to become involved in the implementation of these recommendations to ensure that the historic character and quality of the area is protected. Public involvement and participation also fosters a sense of community pride and can be a driving force to achieve the desired results of this plan.

To monitor the Village's progress in implementing this plan and to identify and address new problems and changes that are likely to emerge in coming months and years, there needs to be ongoing dialogue between the Village Board, the Village Revitalization Committee, residents of the community, business owners, and special interest groups. To accomplish this, the Village Board should continue to work closely with the Village Revitalization Committee and frequently conduct meetings to discuss planned projects and potential problems. As a starting point, these joint meetings should be held quarterly (once every three months). Their frequency could be adjusted as appropriate. The joint meetings should include representatives from the Village Board, Planning Board, Village Revitalization Committee, and any other permanent or temporary boards/committees that are involved in land use and planning issues in the Canal Waterfront District and throughout the Village. These joint meetings will assist the Village Board in monitoring progress and making adjustments as needed. All of these meetings should be open to the public, properly publicized, and provide opportunity for public comment.

Ultimately, the Village Board is responsible for implementation of this Strategic Plan for the Canal Waterfront District in the Village of Phoenix and should refer back to this document as

often as needed. As with many other plans of this type, this strategic plan is a document that must be reviewed and updated periodically, especially as changes are made throughout the Canal Waterfront District.

Table 6. Recommended projects and activities to revitalize the Canal Waterfront District, divided into groups (tiers) based on the level of financial and technical assistance required.	
Project Tier	Recommendations
Tier I	• Improve or remove the fencing along the waterfront near State Street • Install lighting to increase security and expand visitor hours • Repair sidewalks and repaint crosswalks • Plant trees and other native vegetation to enhance the visual environment • Install bike racks to promote non-motorized travel in the Canal Waterfront District • Install interpretive signs on Lock and North Islands • Renovate existing recreational facilities • Install stationary telescopes for bird watching • Create website to list events that promote the Village and its history to tourists • Upgrade water and electric service at Henley Park docks • Create a committee to organize festivals and events • Encourage businesses along State Street to create two front entrances • Foster cooperation between the Village and the business community • Amend zoning to allow residential uses in the commercial district • Develop a “Village Foundation”
Tier I projects and activities require minimal to no financial or technical assistance from federal or state agencies. Many of them can be implemented by the Village, using existing resources, with support from members of the community. These projects can be undertaken by the Village of Phoenix, with support from the BB, BC, DPW, VB, VRC, and other members of the community.	

	• Install restroom and shower facilities at the Bridge House
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Tier II	• Expand docking facilities at Henley Park • Install floating docks and a fishing pier • Install a canoe and kayak launch • Create a Village Square and install a large clock and reflection pool • Install kiosk near the canal to inform/direct visitors and residents • Connect individual public open spaces through a system of trails • Develop an outdoor exercise course • Provide WiFi access • Assist business owners and homeowners with façade improvements • Install awnings or shutters on all the buildings along State Street • Develop a walking tour (connect waterfront to the residential area) • Organize a farmer’s market to be held weekly in the Canal Waterfront District • Develop a theme for downtown development • Convert buildings into multi-use structures • Infill vacant lots along State Street with mixed use buildings • Investigate the potential use of the draw bridge for pedestrian traffic • Create and market destinations that draw residents, visitors, and new business activity • Install signage along Interstate 481 to bring people to Phoenix • Install signage along the canal to bring people to Phoenix • Develop a brochure to market the Village of Phoenix • Create festivals/activities that support the diverse interests of the residents and the rich, cultural heritage of the Village
Tier II projects will require a moderate amount of financial and technical assistance from federal and state agencies. Some of them also require engineering design and layout and special permits. These projects can be undertaken by the Village, with support from the BB, BC, DPW, NYSCC, TB, VB, and the VRC.	

Tier III	• Construct marina facilities to accommodate additional boaters • Utilize the containment area along the dam • Renovate the gazebo to accommodate year round entertainment venues • Convert State Street parking to parallel parking and install a raised median • Create a nature / historical/ cultural center • Bury the power lines, especially on North Island, Lock Island, and State Street • Pursue acquisition of lands that could provide continuous access along the canal • Encourage developers and contractors to participate in voluntary design review • Attract new businesses to the Canal Waterfront District • Coordinate marketing activities with businesses along Route 57 • Work with regional tourism groups to promote the Village of Phoenix and the Canal Waterfront District as a historic and recreational destination • Participate in New York State Coastal Resources Interpretive Program to promote connectivity along waterways and encourage tourism Develop a marketing and community promotion committee • Collaborate with the NYS OPRHP • Collaborate with the National Trust Main Street Center
Tier III projects will require a significant amount of financial and technical assistance from federal and state agencies, increased public-private collaboration, and/or expanded regional partnerships to achieve implementation. Many of these recommendations would also require substantial engineering assistance and various permits from federal and state agencies. These projects can be undertaken by the Village, with support from the BB, BC, DPW, DRB, ECNHCC, HNY, LT, NYSCC, NYSDOS, NYSOPRHP, OCPD, OSC, and officials from other canal communities.	

ACRONYMS

BB	Bridge House Brats
BC	Business Community
DRB	Design Review Board
DPW	(Phoenix) Department of Public Works
ECNHCC	Erie Canalway National Heritage Corridor Commission
HNY	Heritage NY
LT	Land Trust Organization
NYSCC	New York State Canal Corporation
NYSDOS	New York State Department of State
NYSOPRHP	New York State Office of Parks, Recreation and Historic Preservation
OSPD	Oswego County Planning and Community Development
OSC	(Governor's) Office for Small Cities
TB	(Schroepfel and adjacent communities) Town Board
VB	(Phoenix) Village Board
VRC	Village Revitalization Committee

AGENCY CONTACT INFORMATION

Central New York Regional Planning &
Development Board
126 North Salina Street
100 Clinton Square, Suite 200
Syracuse, New York 13202
(315) 422-8276
www.cnyrpdb.org

Heritage New York
PO Box 219
Waterford, New York 12188
(518) 237-8643, ext 3115
www.heritageagency.gov

New York State Canal Corporation
200 Southern Boulevard
Albany, New York 12201
(518) 436-2700
www.nycanals.gov

New York State Office of Parks, Recreation
& Historic Preservation
PO Box 189
Waterford, New York 12188
(518) 237-8643
[//nysparks.state.ny.us/shop](http://nysparks.state.ny.us/shop)

Oswego County Office of Planning &
Community Development
46 East Bridge Street
(315) 349-8292
www.co.oswego.ny/planning/shtml

Erie Canalway National Heritage Corridor
Commission
PO Box 219
Waterford, New York 12188
(518) 237-7000
www.eriecanalway.org

National Trust Main Street Center
1785 Massachusetts Avenue, NW
Washington, District of Columbia 20036
(202) 588-6219
www.mainstreet.org

New York State Department of State –
Division of Coastal Resources
41 State Street
Albany, New York 12231
(518) 474-6000
www.nyswaterfronts.com

(Governor's) Office of Small Cities
4 Empire State Plaza, Suite 600
Albany, New York 12223
(518) 474-2057
www.nysmallcities.org

APPENDIX

VILLAGE OF PHOENIX STRATEGIC PLAN

PUBLIC SURVEY RESULTS

September 2006

1. Do you live within the Village of Phoenix? 64% live in Village, 36% do not
 - a. If yes, how long have you lived in the Village? Ranged from 14 to 72 years
 - b. If no, where do you live? Schroeppel, Baldwinsville, North Syracuse, Pennellville
2. Do you work within the Village of Phoenix? 45% work in Village, others retired or work outside
 - a. If yes, how long have you worked there? Range from 7 to 34 years
 - b. If no, where do you work (town or village)? Liverpool, Schroepel, Baldwinsville
3. Do you visit the canal waterfront district at night and on the weekends? 91% yes, 9% no
 - a. If yes, what do you do? Walk, feed the ducks, eat at restaurants, walk dog, listen to music, enjoy the sights, volunteer, boating, fishing
 - b. If no, what events or activities might entice you to visit the Village? Farmers market, craft show, canal days, canoe rental, island events
4. Please read through the following recommendations for **Boating Enhancements** in the Village of Phoenix Canal Waterfront District and indicate (x) whether or not you support them.

Recommendations	I <u>do</u> support this	I <u>don't</u> support this
Construct marina facilities on Lock Island	70%	30%
Utilize the containment area along the dam as a mooring facility	100%	
Expand docking facilities at Henley Park	100%	
Install restroom/shower facilities at the Bridge House	100%	
Upgrade water and electric service at all docks	100%	
Provide WiFi access along canal	63%	37%
Install a floating dock/fishing pier to promote recreation	100%	
Install a launch for kayaks and canoes	100%	

Do you have other suggestions of ways to enhance boating opportunities? Let coffee house provide WiFi as an alternative, improve lighting, attract grocery store

5. Please read through the following recommendations for **Recreational Opportunities** in the Village of Phoenix Canal Waterfront District and indicate (X) whether or not you support them.

Recommendations	I <u>do</u> support this	I <u>don't</u> support this
Create a waterfront bike, rollerblading and pedestrian trail	91%	9%
Install stationary telescopes for bird watching	82%	18%
Install interpretive signs (history, wildlife, etc)	82%	18%
Renovate the gazebo to accommodate year round entertainment venues	100%	
Create a nature/historic/cultural center on Lock Island or along the canal	90%	10%
Develop an exercise course on Lock Island or along the waterfront district	73%	27%
Install shuffleboard courts, chess tables, horseshoe pits etc. for outdoor games	73%	27%
Develop a walking tour – linking the waterfront to the residential areas (highlight historic buildings, pond, library, VFW memorial, etc)	80%	20%
Identify areas where new recreational activities can take place	100%	
Install bike racks to promote non-motorized travel in the canal waterfront district	100%	

Do you have other suggestions of ways to enhance recreational opportunities? Fishing derby, area for RVs

6. Please read through the following recommendations for **Development and Restoration** in the Village of Phoenix Canal Waterfront District and indicate (X) whether or not you support them.

Recommendations	I <u>do</u> support this	I <u>don't</u> support this
Convert buildings into multi-use structures with retail space on the ground floor, apartments and office space on the upper floors	90%	10%
Create an attractive mix of apartments, office space, neighborhood shops and restaurants	100%	
Create destinations that draw residents, visitors and new business activity	90%	10%
Install lighting to increase security and expand visitor hours	100%	
Install awnings on all buildings on State Street	71%	29%
Assist business owners and homeowners with façade improvements	100%	
Construct an historic center/visitor information center (on the island)	67%	33%
Collaborate with the NYS Office of Parks, Recreation and Historic	70%	30%

Preservation to protect, preserve and promote historic structures		
Collaborate with the National Main Street Center (part of the National Trust for Historic Preservation) to promote Village's historic features (and encourage visitors)	70%	30%
Infill vacant lots along State Street with mixed use buildings that are architecturally consistent with the existing Village structures	88%	12%
Encourage developers and contractors to participate in voluntary "design review" with Landmark Board	100%	
(Village) work with businesses (financial assistance/incentives) along State Street to create two front entrances (roadside and canal side)	100%	
(Village) provide financial assistance (grants/incentives) to State Street businesses to create a unified, integrated appearance consistent with the look and feel of the Village (façade improvements)	100%	

Do you have other suggestions of ways to enhance development and community restoration?
Look to see if zoning compliments new traffic patterns, properly maintain new improvements

7. Please read through the following recommendations for **General Improvements** to the Village of Phoenix Canal Waterfront District and indicate (X) whether or not you support them.

Recommendations	I <u>do</u> support this	I <u>don't</u> support this
Repair sidewalks along key Village streets	100%	
Plant trees and other native vegetation to enhance the visual environment	91%	9%
Create a Village Square (on the island or elsewhere) and install a large clock and reflection pool	77%	23%
Install kiosk near canal to inform/direct visitors and residents	91%	9%
Bury the power lines	100%	
Investigate the potential use of the draw bridge for pedestrian traffic	100%	
Improve or remove fence along State Street	100%	
Improve sidewalks and repaint crosswalks	100%	
Construct a pedestrian bridge from the pavilion to west Phoenix	70%	30%
Convert State Street from vehicular to pedestrian travel (reconfigure existing parking lot)	38%	62%
Convert State Street parking to parallel parking and install a raised median with plantings*	86%	14%

Do you have other improvements that should be made? * Two respondents felt that parallel parking was good, but no median is needed, no parking on street in business district, fishing on both sides of the bridge, provide more off street parking

8. Please read through the following **Policy and Management** recommendations for the Village of Phoenix Canal Waterfront District and indicate (X) whether or not you support them.

Recommendations	I <u>do</u> support this	I <u>don't</u> support this
Create a committee to organize a Village Block Party to be held along the waterfront (Henley Park)	90%	10%
Connect individual public open spaces through a system of greenway and blueway trails	100%	
Pursue acquisition of lands that could provide continuity for pedestrian access/activities along to the canal	90%	10%
Develop a "Village Foundation" to accept monetary and other donations for the beautification projects	100%	
Amend zoning to allow residential uses in commercial district (apartments above offices)	90%	10%
Participate in New York State Coastal Resources Interpretive Program to promote connectivity along waterways and encourage tourism	100%	

Do you have other policy and management suggestions? Sell village canal properties to a "prime" developer with strict conditions on what can be built and timeline for completion

9. Please read through the following recommendations for **marketing and community involvement** for the Village of Phoenix Canal Waterfront District and indicate (X) whether or not you support them.

Recommendations	I <u>do</u> support this	I <u>don't</u> support this
Install signage along Interstate 481 to bring people to Phoenix	91%	9%
Install signage along the canal (Three Rivers) to bring people to Phoenix	91%	9%
Attract new businesses: bicycle rental facility, kayak/canoe rental, fishing excursions, bait/tackle shop, book store, specialty shops, grocery store, etc.	100%	
Develop a marketing/promotion committee to pursue funding to attract people to Phoenix	100%	
Develop a brochure to market the Village of Phoenix (specialty shops, trails, historic buildings) – include coupons/discounts to local merchants	91%	9%
Develop a theme for downtown development	91%	9%
Coordinate marketing activities with businesses along Route 57	100%	
Work with regional tourism groups to promote historic destination (Heritage NY program)	82%	18%
Collaborate with the National Main Street Center (part of the National	82%	18%

Trust for Historic Preservation) to promote Village's historic features and encourage visitors		
Create website to list events that celebrate the Village and its history to tourists	91%	9%
Install kiosk near canal to inform/direct visitors and residents and announce community events	91%	9%
Create a volunteer-based group to organize year-round festivals and events in the Village (concerts, plays, arts/crafts, contests, races, dances, games, tent sales)	100%	
Organize a farmer's market to be held weekly in the parking lot near the Village Hall	91%	9%
Create festivals/activities that support the diverse interests of the residents and the rich, cultural heritage of the Village	100%	

Do you have other suggestions for marketing and community involvement? Try to keep food service places open longer, provide a tent on Lock Island all summer long for events, Village to hire a fall marketing firm, promote the school system

Do you have any additional suggestions that don't fit into the categories above? Village needs to follow through with code enforcement, penalize non-compliant building owners

VILLAGE OF PHOENIX STRATEGIC PLAN

PUBLIC SURVEY RESULTS

January 2007

1. What three types of businesses would you like to see in the Village of Phoenix?

Grocery store	46
Fast Food restaurants (McDonalds****, Wendy's, Burger King, KFC, Subway, Arby's, Taco Bell, hot dog stand)	22
Restaurant/bar on the river (Bluewater Grill, Coleman's)*, **,***	12
Additional bakery (ex. Dunkin Donuts)	11
Bank	7
Consignment shop / children's shop / clothing shop (Kohls)	6
Hardware and auto parts store	6
Liquor store	6
Specialty store/gift shop/souvenir/card shop	5
Book store	4
Coffee shop / outdoor café	3
Full service drug store (Kinney, Eckerd, etc)	3
Meat market	3
Pediatrician's office, veterinary clinic, doctor's office	3
Antiques Emporium	2
Art Gallery	2
Best Buy store	2
Byrne Dairy / Ice Cream Store	2
Craft store	2
Dollar Store	2
Dry Cleaners	2
Movie theater/stage	2
Teen Center	2
Boating outfitter (rentals, tours, lunch/dinner cruises)	1
Casino	1
Chinese restaurant with delivery	1
Community Center	1
Farmers market	1
Fitness Center	1
Jazz Club	1
Manufacturing	1
Printing press/copy store	1
Public pool	1
Restaurant for kids after school	1
Shoe store	1
Skating rink	1
Underage clubs	1

Video store (Hollywood)	1
Wal-mart	1
* open later at night, ** Irish pub, *** mid to high end, **** like Mexico's	

2. What suggestions do you have for a “signature” type of event for the Village to have each year?

Jazz, country and/or rock concerts* (“Rock at the Lock”) and/or art festival	13
Food Festivals - apple pie, chocolate, pumpkin, chili cookoff, clam bake	6
Canal Days (two day event)	6
Craft fair	5
Fall Harvest Festival	5
Antiques show and sale	4
Film festival / movie theater / stage	4
Races - canoe, kayak, turtle, triathlon, road bike	4
Winter carnival event	4
Expansion of fireworks evenings	3
Old Home Days (canal connected)	3
Pioneer Days – celebrate history of Village	3
Yard sales / sidewalk sales	3
Fourth of July celebration	3
Fishing derby	2
Phoenix River Days (bands, fireworks, rides)	2
Big cookout	1
Boat show	1
Canal weekend for boaters (free lockings)	1
Christmas tree lighting at Henley Park	1
Dog show / sporting dog competition	1
Flea market	1
Food vendors and music	1
Friday night Village Party at the Lock	1
Improve appearance of drawbridge (lights)	1
Outdoor skating rink	1
Parade and band competition	1
Petting zoo and other family activities	1
Ping pong tournament	1
Sports and games	1

* Concerts/festivals need to attract national acts, not just local talent.

3. What, if anything, would cause you to visit the downtown (State Street) area more often?

Specialty shops, little shops	15
Good food	6

Community Center	5
Grocery store / variety store	5
Music and fireworks	5
Restaurant/bar with deck overlooking water	5
Clean it up, hold existing businesses accountable for façade improvements, unify appearance	3
Bakery (with breads – not just sweets)	2
Classic car, boat, dog, etc. shows	2
Clean up mixed residential areas, hold landlords responsible for property maintenance	2
Family places	2
Farmer's market	2
Hardware store	2
Lower street lighting and add more lights	2
Movie theater	2
New buildings / new business	2
Places and activities for teens	2
Post office in State Street parking lot	2
Subway, Wendy's shop	2
5 and 10 store (second hand furniture, clothes, books, etc.)	1
All store areas filled	1
Bank	1
Bring back brick road and trolley	1
Charity fundraiser	1
Clean up and improve buildings	1
Continue infrastructure investments (brick pavers, street lights, benches, trash cans)	1
Co-op	1
Craft store	1
Extended hours of businesses	1
Fitness Center / Gym	1
Gaming events	1
More landscaping (fancy trees)	1
More trash receptacles	1
Mounted policemen	1
Museum	1
Public pool	1
Retail stores	1
Strip club	1

* Extend business hours

4. What, if anything, would cause you to use the North and Lock Island areas more often during the summer?

Festivals, markets, and concerts (car show, clam bake, volleyball tournaments, dog shows, music, flea markets	13
Restrooms	8
Picnic areas for families	7
Keep clean	6

Food vendors	6
Nice restaurant/bar right on the water	5
Boat rental and sales	3
Exercise stations and sports	3
More landscaping	3
Adequate parking	2
Community center with facilities for senior dining and activities	2
Covered shelter and seating area	2
Easier access	2
More fishing access	2
Playground for children	2
Adopt / decorate a park bench program	1
Annual cookout	1
Band boosters put on Craft Days, etc.	1
Beach, swimming area	1
Capital investors needed	1
Casino on Lock Island	1
County support and involvement	1
Day care program	1
Display of historical information and genealogy	1
Dog park	1
Drive-in theater	1
Fishing derby	1
Game events	1
Ice cream shop	1
Improve fencing along canal	1
Know what's available (amenities) – have High School class create brochure	1
More boat friendly	1
Public water	1
Safe walkway to cross to west side	1
Wi fi access	1

* nothing really, it's too dangerous for parties with kids (or adults who drink), not pretty enough for weddings
