

Table 4-2. Land Use of Industrially Zoned Land		
Property Land Use Type	Acres	% of I1 Acreage
1 family residential	43.71	
1 use small building	6.35	
2 family residential	9.28	
Converted residential	2.88	
Detached row building	4.31	
Home for the aged	0.02	
Multiple residential	0.16	
Residential multiple	0.02	
<b>Total Residential</b>	<b>66.73</b>	<b>7.9%</b>
College/university	8.57	
Education facility	6.48	
Special school	2.92	
Health building	4.51	
Police/fire	0.03	
<b>Total Institutional</b>	<b>22.51</b>	<b>2.7%</b>
Residential with commercial use	0.42	
Multi-use building	14.73	
<b>Total Mixed Use</b>	<b>15.15</b>	<b>1.8%</b>
Media studio	1.09	
Office building	33.73	
Professional building	30.53	
<b>Total Office</b>	<b>65.35</b>	<b>7.8%</b>
<b>Large retail</b>	<b>0.01</b>	
Medium retail	0.02	
Neighborhood shopping center	5.69	
Retail service	1.00	
Regional shopping center	0.02	
Restaurant	0.85	
<b>Total Retail</b>	<b>7.59</b>	<b>0.9%</b>
Flood control	3.14	

<b>Property Land Use Type</b>	<b>Acres</b>	<b>% of I1 Acreage</b>
Water supply	0.32	
Stadium	0.80	
Electric-gas facility	11.94	
<b>Total Public and Utility</b>	<b>16.20</b>	<b>1.9%</b>
Highway garage	8.47	
<b>Road/street/highway</b>	<b>0.22</b>	
<b>Total Transportation</b>	<b>8.69</b>	<b>1.0%</b>
Auto body	12.22	
Auto dealer	16.05	
Gas station	0.01	
<b>Total Auto-Related</b>	<b>28.28</b>	<b>3.4%</b>
Manufacture	205.79	
Dealer-products	7.58	
Other industrial support	7.13	
<b>Total Manufacturing</b>	<b>220.50</b>	<b>26.3%</b>
Lumber yard	3.24	
Mini warehouse, self-storage	4.70	
Other Storage	111.59	
<b>Total Warehouse/Wholesale:</b>	<b>119.53</b>	<b>14.2%</b>
<b>Vacant:</b>		
Rural vacant	0.64	
Vacant residential land	18.53	
Vacant commercial	16.91	
Commercial vacant with improvements	7.53	
Vacant industrial	218.10	
Industrial vacant with improvements	0.42	
Vacant public utility	7.33	
<b>Total Vacant</b>	<b>269.46</b>	<b>32.1%</b>
<b>Grand Total</b>	<b>839.99</b>	<b>100.0%</b>
Note: Total industrially zoned acreage is 1,145.89 acres. Land use data is not available for all parcels.		

The largest commercial land use in the Town, the New Era Field complex--the Buffalo Bills stadium and training facility--is not zoned commercial. Most of the land is in the R3 Residential zone.

In the Village, the Commercial (B-1) and Professional Commercial (B-2) districts are centered at the "Four Corners" and extend out along Quaker and Buffalo Streets. Bulk requirements include minimum lot sizes of 6,000 and 12,000 sf, respectively), and maximum building coverage of 85 and 60 percent, respectively).



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#### 4.1.4 ZONING ANALYSIS

Good land use planning prescribes that there is land available that is appropriately located in areas with highway and infrastructure access and is of adequate size to accommodate the needs of existing and future industry. Many modern production processes rely on more efficient, large one-story buildings while other businesses have smaller parcel size requirements and may prefer multi-story buildings. Thus, ideally there should be a mix of industrially zoned parcels of various sizes.

Located along the US 219 corridor, the land in the Town currently zoned for industrial use has excellent highway access and has other infrastructure (i.e., public water and sewer) available on-site. The Route 20 (Southwestern Boulevard) corridor has developed rapidly in recent years. The safety and visual character of the corridor has deteriorated in sections of the highway. However, there are no special provisions in the Town zoning code to encourage development patterns and design that will improve the efficiency, safety, and appearance of the area.

Figures 4-3 and 4-4 show the location of the sewer and water districts in the Town. The I1 district has very basic standards for development, including use, maximum height, and minimum and maximum dimensions. As described below, much of the industrial zoning district is utilized for other purposes. One large example of this is the Quaker Crossing regional shopping development. Currently there are no regulations in the I1 district to incentivize or encourage industrial development instead of other uses.

Figure 4-3

### TOWN OF ORCHARD PARK Sanitary Districts

Legend

Sanitary Districts

- 10
- 11
- 11-1
- 11-2
- 12
- 13
- 13-1
- 13-2
- 13-3
- 14
- 15
- 16
- 17
- 18
- 19
- 2
- 20
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- Hamburg
- Village

NOTES:

1 THIS MAP IS INTENDED FOR REFERENCE ONLY.  
ACTUAL ZONING LINES MUST BE VERIFIED BY  
USE OF TAX MAPS IN CONJUNCTION WITH THE  
ORCHARD PARK TOWN CLERK'S OFFICE

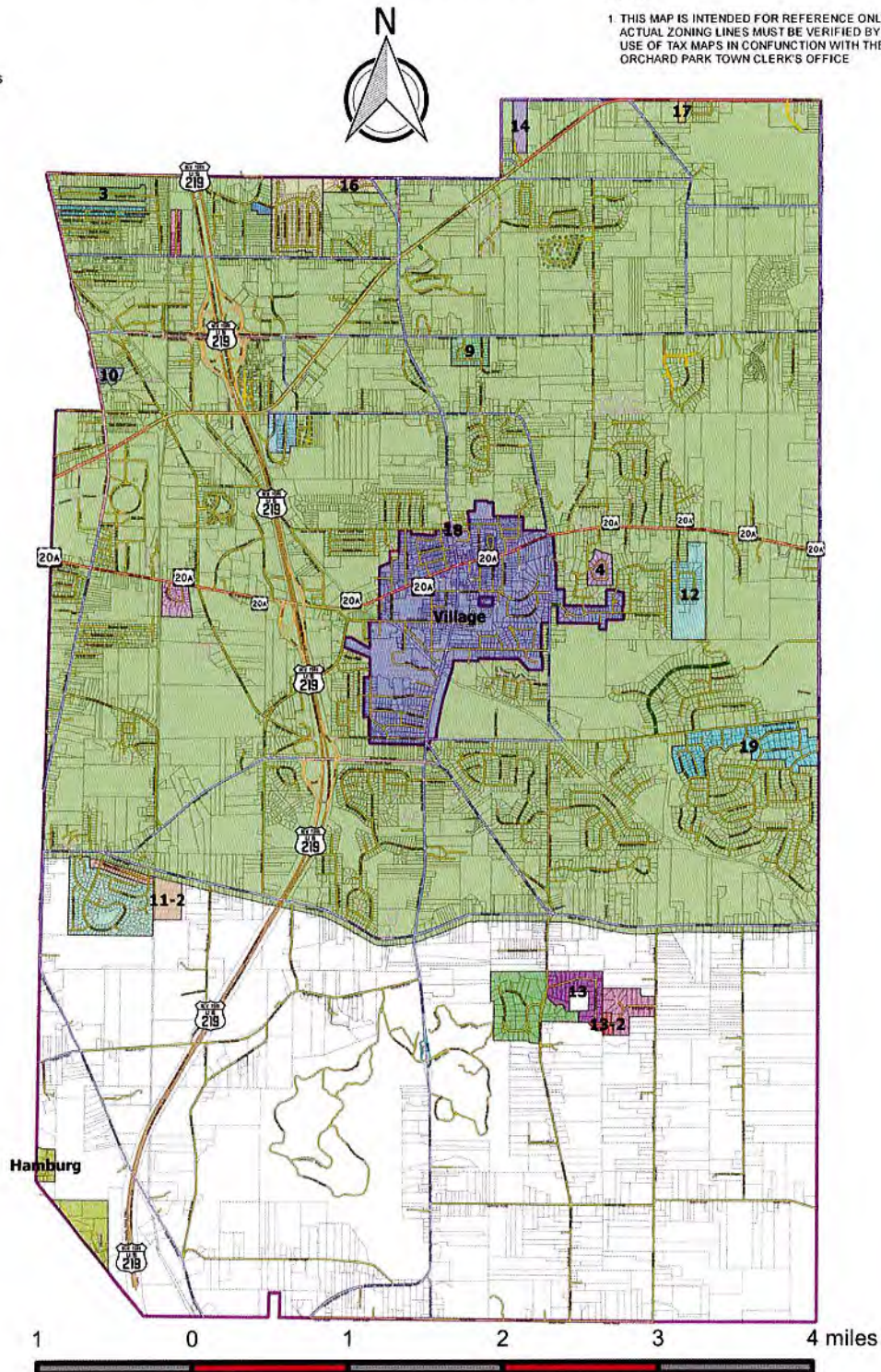


Figure 4-4

### TOWN OF ORCHARD PARK Water Districts

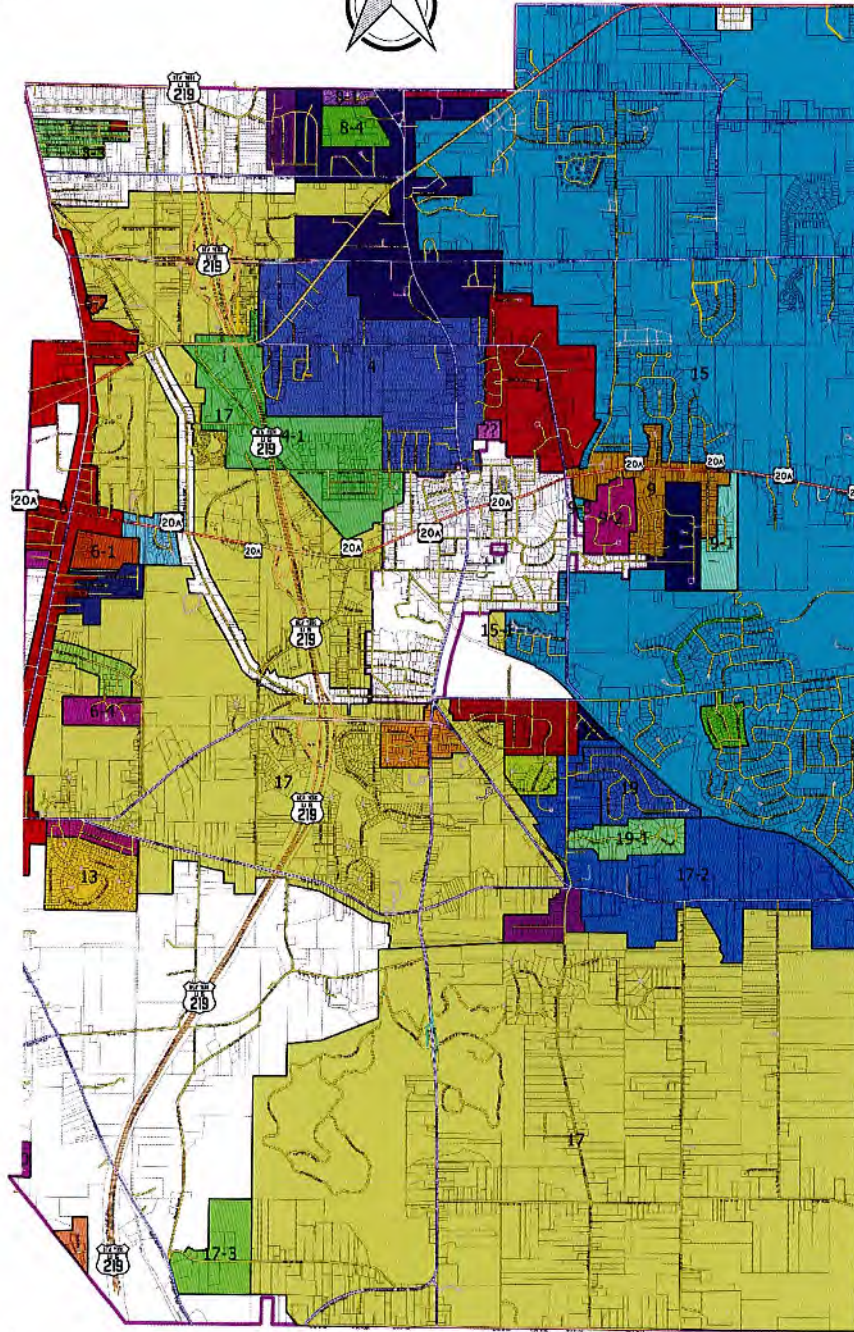
NOTES:

1. THIS MAP IS INTENDED FOR REFERENCE ONLY  
ACTUAL ZONING LINES MUST BE VERIFIED BY  
USE OF TAX MAPS IN CONJUNCTION WITH THE  
ORCHARD PARK TOWN CLERK'S OFFICE

Legend

Water Districts

- ??
- 1
- 10
- 11
- 11, no Z
- 12
- 13
- 13-1
- 14
- 15
- 15-1
- 17
- 17-1
- 17-2
- 17-3
- 18
- 19
- 19-1
- 2
- 2 Dup
- 20
- 21
- 3
- 3-1
- 3-2
- 3-3
- 4
- 4-1
- 6
- 6-1
- 6-2
- 6-2 Dup
- 6-3
- 6-5
- 6-6
- 7
- 8
- 8-1
- 8-2
- 8-3
- 8-3, no Z
- 8-4
- 9
- 9-1
- 9-2
- 9-3
- 9-4
- 6-4
- Lindsay Lane



## 4.2 LAND USE

## 4.2.1 OVERVIEW

The town's land use pattern is shown in Figure 4-6, above. Residential uses predominate in most of the Town. The northeast sector, its commercial hub, is the location of large-scale commercial uses (e.g., the auto mall, Quaker Crossing, corporate offices, industrial, and medical offices).



## 4.2.2 INDUSTRIAL/COMMERCIAL OFFICE USE

## 4.2.2.1 REGIONAL TRENDS

In terms of industrial real estate, Orchard Park is part of the Greater Buffalo-South Industrial Submarket as defined by CB Richard Ellis (see the gray-shaded "S" zone in Figure 4-5, left).

In 2014, the Greater Buffalo Industrial Market experienced a decrease in the overall availability/vacancy rate for industrial real estate, dropping from 5.7 percent in the prior year to a very low 4.5 percent. The Greater Buffalo South Submarket's availability rate was very similar, at 4.7 percent. These regional numbers are less than half the national average availability rate of 10.6 percent in the third quarter of 2014.

CB Richard Ellis reports that 2014 was the third consecutive year that demand for industrial space in the region-outpaced supply, resulting in a lower overall availability rate, and it is anticipated that this trend will continue. The 2014 rates mark the 10th consecutive year that the Buffalo Industrial Market availability rate has remained below the national average.

## 4.2.2.2 TOWN OF ORCHARD PARK

In the I1 district, parcels in active use for manufacturing purposes occupy 121 acres, just over 10 percent of the total industrially zoned area. The remainder of the industrial zoning district is used for either office, retail, health or technical services, residential, or is vacant. Vacant properties in the I1 district range greatly in size, from well under an acre to 41 acres. In total, about 250 acres or roughly 20 percent of the land area is available for development in I1 district. The remaining 70 percent of the I1 district is being used for non-industrial purposes. A number of parcels outside of the I1 district in the Town of Orchard Park are in manufacturing use. These nonconforming industrial uses are located in

Figure 4-6

Legend

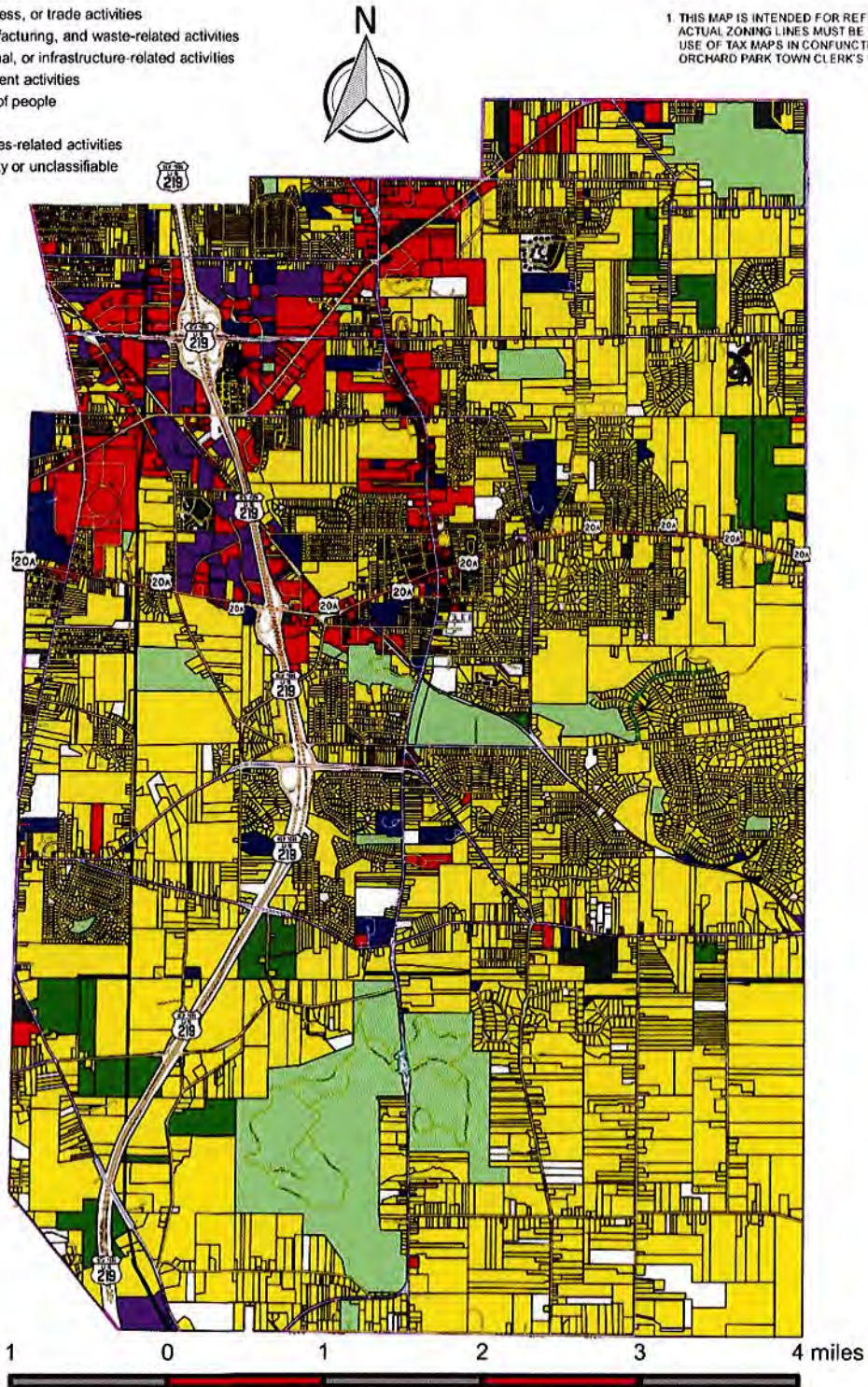
LBCS - Activities

- Residential activities
- Shopping, business, or trade activities
- Industrial, manufacturing, and waste-related activities
- Social, institutional, or infrastructure-related activities
- Travel or movement activities
- Mass assembly of people
- Leisure activities
- Natural Resources-related activities
- No human activity or unclassifiable
- Unknown

### TOWN OF ORCHARD PARK Land Use - Activities

NOTES

1 THIS MAP IS INTENDED FOR REFERENCE ONLY  
ACTUAL ZONING LINES MUST BE VERIFIED BY  
USE OF TAX MAPS IN CONJUNCTION WITH THE  
ORCHARD PARK TOWN CLERK'S OFFICE



The northwest corner of the Town on California Road, the west side of the Village, and at the southwest corner of the Town at its border with the Town of Hamburg.

4.2 2.3 TAYLOR/ CALIFORNIA LIGHT INDUSTRIAL DISTRICT

The Taylor/California Road area is zoned for industrial (I-1) use and contains a mix of building construction and site development contractors, commercial offices, industrial and business service establishments, and wholesalers. The district extends along the entire length of Taylor Road as well as along California Road, North and South Benzing Roads, and Ellis Road. 84 Lumber and Quaker Self Storage are located at the southern end of the district at the corner of South Taylor Road and US 20A, near the US 219 interchange. The Taylor/California Light Industrial district extends to the north and west from here to the northerly town line. Table 4-3 provides the listing of active businesses in the district.

<b>Table 4-3</b>		
<b>Taylor/California Roads Light Industrial District</b>		
<b>Address</b>	<b>Company Name</b>	<b>Business Type</b>
6010 Big Tree Road	Quaker Self Storage	Storage
3515 California Road	Thruway Builders of Orchard Park	Building Materials and Construction Tool Retailer
3655 California Road	Prof. Laundry Systems	Commercial Laundry
3689 California Road	LA Hazard	Heating & Electrical Distributor
3730 California Road	Matrix Environmental Technologies	Environmental Remediation
3740 California Road	Simoncelli Electric	Electrical Contractor
5835 Ellis Road	World Wide Stone Inc.	Marble and Granite /Masonry Supplier
5880 New Taylor Road	National Overhead Door	Garage Door Sales and Installation
3370 North Benzing Road	Hesse Reynolds Sales	Industrial Equipment Sales
3374 North Benzing Road	Vanec	Manufacturer of Industrial Silencers
3375 North Benzing Road	Orchard Park Self Storage	Storage
3375 North Benzing Road	Blu Wireless	Mobile Phone Dealer
3375 North Benzing Road	Water Works Auto Detail	Auto Repair
3380 North Benzing Road	Aurora Industrial Machining	Shell and Tube Heat Exchanger Manufacturer
3421 North Benzing Road	Buffalo Strive Vending	Vending Services
3461 North Benzing Road	Freedom Solar	Solar Devices
3576 South Benzing Road	Epic Construction	Asbestos Removal Contractors
3566 South Benzing Road	Kinedyne ELT	Engineered Lifting Technologies
3810 South Taylor Road	Repp Construction	General Contractor



<b>Table 4-3</b>		
<b>Taylor/California Roads Light Industrial District</b>		
3865 South Taylor Road	NIBSCO Equipment Supply/Flow Safe	Industrial Process Equipment Supplier
3920 South Taylor Road	Scott D. Humphrey	General Contractor
4140 South Taylor Road	Lesco John Deere	Landscaping Equipment & Supplies
4154 South Taylor Road	Orchard Park Collision	Collision Repair
4238 South Taylor Road	Benzinger Plumbing	Plumbing & Heating
4327 South Taylor Road	Lehigh Construction	General Contractor
4360 South Taylor Road	Kern Construction	Landscaping and General Contractor
4365 South Taylor Road	84 Lumber	Lumber and Building Materials Supplier

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#### 4.2.2.4 WEST QUAKER STREET/ROUTE 20A LIGHT INDUSTRIAL/COMMERCIAL OFFICE DISTRICT

The north side of Route 20A west of US 219 contains corporate park-style development with large, landscaped parcels and stylish modern buildings occupied by corporate headquarters and other commercial office and light industrial uses. Businesses in the district include Polymer Conversions, Curbell, Carleton Technologies, STI-Co Industries, Inc., ITT Enidine Inc., the Krog Corporation, Peerless Manufacturing, Inc., and ValueCentric, LLC.

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#### 4.2.3 HEALTH CARE AND MEDICAL OFFICES

Medical offices and other health-related businesses are located throughout the Town and Village, with concentrations in the vicinity of Sterling Drive corporate park, North Buffalo Street, the Mercy Ambulatory Center, the new Brook Bridge development, and Southwestern Boulevard (see Table 4-4).

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#### 4.2.4 RETAIL USES

Retail concentrations are clusters of retail stores and service establishments located in specific geographic areas, such as a traditional village center, an intersection, or shopping center. Orchard Park has four primary areas of concentrated commercial activity. These include the Village Center, North Buffalo Street, Quaker Crossing, and Southwestern Boulevard (including both the Auto Mall area near the Milestrip Road intersection and the cluster of fast food and shopping plazas at the intersection with Route 20A—commonly referred to as the “Five Corners” area).

<b>Table 4-4</b>	
<b>Health/Medical Office Uses, 2016</b>	
All Natural Chiropractic Center	Orchard Park Primary Care
Blossom Mental Health Counseling	Orchard Park Prosthodontics
Buffalo Gastroenterology Associates	Orchard Park Veterinary Medical Center
Buffalo Infusion Center-South	Parkland Diagnostic Imaging
Buffalo Medical Group	Parkland Physical Therapy
Buffalo Psychology	Sunrise Medical Group
Buffalo Rheumatology	Peregrine Landing of WNY Memory Care
Buffalo Spine and Sports Medicine	Quaker Medical Associates
Cardiology Group of WNY	Retina Consultants
Carrow Street Pediatrics	Ross Eye Institute
Chestnut Ridge Family Medical Care	Southtowns Ear, Nose & Throat
Dent MRI and Sleep Center	Southtowns Gastroenterology
ECVA Eye Care	Southtowns Internal Medicine
Empire Cardiology	Southtowns Orthopedic Group
Evolve Counseling Services	Southtowns Surgical
Excelsior Orthopedics	Southwestern Medical Associates
Fuhrmann Health Center	Spectrum Health Services
Great Lakes Cardiovascular	Sterling Surgical Center
Great Lakes Medical Imaging	UBMD Orthopedics and Sports Medicine
Hamburg Regional Gynecology	UBMD Ophthalmology
Mercy Ambulatory Center	UBMD Surgical Center
Nephrology Associates of WNY	Universal Audiology and Hearing Aid Center
Orchard Park Family Practice	WNY Medical
Orchard Park Dialysis Center	Western New York Urology Associates
Orchard Park Pediatrics	Winning Smiles Dentistry
	Woman's First Health Care/WNY

#### 4.2.4.1 VILLAGE CENTER

The historic commercial heart of Orchard Park is the "Four Corners," the area centered at the intersection of Buffalo Street (NYS 240) and Quaker Street (US 20A). The Village Center is also home to Town and Village government offices, the Orchard Park Middle School, and the U.S. Post Office, which provide sources of employment, attract small businesses such as professional services firms, and draw potential shoppers into the district. Businesses in the Village Center are listed by type in Table 4-5. Businesses in the Village Center are mainly small and locally owned. Many are housed in mixed-use structures with commercial uses on the ground floor. The mix of uses in the Village Center has shifted over the years. Antique stores that used to have a niche in

<b>Table 4-5</b>	
<b>Village Center Businesses, 2016</b>	
Shopping Goods Stores	National Property Management Association
Apparel and Accessories	Realty USA
Bailey's Slipper Shop	Wells Fargo Financial Advisors
Blush Clothing and Accessories	Auto-Related Services
RD Research and Design	Bauer Automotive
Runner's Roost	Kwik Fill
The Lounging Leopard	Noco
Furniture, Home Furnishings, and Hardware	Terry Young's Auto Plaza
Lamplight Gallery and Frames	Other Neighborhood Services
W.G. Arthur's Hardware and Home Furnishings	Brown Funeral Home
White Orchard Home Furnishings	Chayban's Tailor
Miscellaneous Shopping Goods Stores	Farmers Insurance
Al Hemer Music	Foltenese Folst Aubrecht Ernst Architect
Convenience Goods and Services	Ginger Gallery
Miscellaneous Convenience Goods Stores	Hogencamp Optics
Anthony Brown's Pharmacy	Jennifer Dillon, Atty
Redline Sports Cards	Johnson Homes
7-11 Convenience Mart	Maid Pro
Southtowns Wine and Liquor	Murphy Meyers, LLP
Village Smokehouse	Quality Risk Solutions
Beauty and Wellness Services	Rocco Custom Tailor
An's Nails and Spa	Stangler Art Gallery
Circe Pilates Studio	Stephen Tills, Atty.
Corto's Spa of WNY	Urban Valet Dry Cleaners
Judith Kraal Salon & Boutique	Village Tailor
Motion Fitness	Eating and Drinking Places
Orchard Park Massage Center	Byrd House
Patrick Joseph Salon	Chubby Chix Cakery
Reform Fitness	Fuji Grill
Financial Services	Mangia
Bank of America	Orchard Park Tap & Grille
Community Bank	Pappaceno's Pizza
Key Bank	Spot Coffee
M & T Bank	Subway

Orchard Park have declined, while the number of eating and drinking places has increased in recent years. Anchor establishments and uses in the district include W.G. Arthur's, a long-time fixture, as well as the municipal offices and the post office.

North of the Four Corners, there really are no larger uses to anchor this part of the Village Center. There are also a number of vacant storefronts in this area.



Many Village Center businesses occupy existing structures, preserving the character of the area



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#### 4.2.4.2 NORTH BUFFALO STREET

North Buffalo Street (NYS 240) between the Village and Five Corners is an interesting mixed-use corridor in the Town of Orchard Park. North Buffalo Street is characterized primarily by a variety of multi-purpose structures, including residences converted into businesses. As shown in Table 4-6, businesses along North Buffalo Street fall mainly within the categories of apparel and accessories, eating and drinking places, furniture and home furnishings, miscellaneous convenience goods, and neighborhood services. The district is healthy with few vacancies and a vibrant mix of national chains and local businesses. The national retailers draw shoppers from a large area and serve to anchor the district.



The Orchard retail plaza on North Buffalo Street.

<b>Table 4-6</b>	
<b>North Buffalo Street Businesses</b>	
<b>Comparison Goods Stores</b>	<i>Financial Services</i>
<i>Apparel and Accessories</i>	Buccieri Accounting
Chameleon	Financial Securities Corporation
Chico's	Financial Trust Federal Credit Union
Crinzi and Gullo Jewelers	First Niagara Bank
Francesca's Collection	Great Erie Federal Credit Union
Jos. A. Bank	H B & O Funding Co.
M.A. Carr Bridal Salon	Robert Ellis Financial Services
Talbots	S & D Consulting
The Clothes Horse	ST Financial Group
The Loft	<i>Other Neighborhood Services</i>
White House/Black Market	Attorney Susan S. Hogan
<i>Furniture and Home Furnishings</i>	Bailey Design
Rider Frames and Gallery	Bieler Janitorial Services
Shanor Lighting	Brierwood Child Care
Village Fireplace and Patio	Coldwell Banker
<b>Convenience Goods and Services</b>	Creative Remodeling
<i>Miscellaneous Convenience Goods</i>	Durham Staffing
Cinema & Sound	Edu Kids
Orchard Fresh	HB&O
Rite-Aid Drugstore	Pet Heaven
Saville's Florist	Pet Stop
<i>Beauty and Wellness</i>	Rolly Pollies Kids Gym
Anthony's Salon	Terranova Insurance
Bangs Salon	Time Warner Cable
Campbell Salon	<i>Eating and Drinking Places</i>
F/X Salon	Capelli's Pizzeria
J.B.'s Salon	China Garden
Mary Alice's Dance Studio	Panera Bread
Michael's Studio	Rix Country Store
Montage Salon	Yotality
Spa at Falling Waters	China Garden
<i>Auto-Related Uses</i>	
E-Z Wash Car Wash	Kwik Fill

There are also a number of shopping centers, plazas, and larger office buildings along this strip. Just north of the Village line is a major shopping plaza containing an Orchard Fresh supermarket and a Rite-Aid pharmacy as well as a number of smaller shops, services, and eating places. The family owned and operated Saville's Florist has been in business since 1952. It relocated to a parcel about a ¼-mile to the south of its original North Buffalo Street location.

<b>Shopping Goods Stores</b>	<i>Neighborhood Services</i>
<i>Building Materials and Supplies</i>	G & G Fitness
Lowe's	Huntington
<i>Furniture and Home Furnishings</i>	Liberty Mutual Insurance
Carolina Furniture	Five Star Bank
Custom Carpet	Citizens Bank
Raymour and Flannigan	Verizon
<i>General Merchandise</i>	<i>Eating and Drinking Places</i>
Steinmart	Arby's
Dollar Galaxy	Denny's
<i>Miscellaneous Shopping Goods</i>	Duff's
Poolmart	McDonald's
<b>Convenience Goods and Services</b>	Mighty Taco
<i>Food Stores</i>	Moe's Southwest Grill
Tops Supermarket	Taco Bell
Rite Aide	Taffy's Red Hots
Walgreen's	Tim Horton's
<i>Other Convenience Goods</i>	Wendy's
Colonial Wine and Spirits	Zebb's
<i>Neighborhood Services</i>	Zoup
Supercuts	Tim Horton's
Total Tan	
The UPS Store	
Source: Field survey September 2016.	

The Orchard" is a shopping center at 3995-4005 North Buffalo Street. This development contains national retailers such as Talbot and Chico's. Further north on the west side of the street is a large-scale medical development containing medical offices of Buffalo Medical Group and the Orchard Park Veterinary Medical Center.

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#### 4.2.4.3 SOUTHWESTERN BOULEVARD SHOPPING DISTRICT

The growing Southwestern Boulevard shopping district is an approximately three-mile-long corridor of commercial activity along the length of U.S. Route 20 in the Town of Orchard Park from Transit Road on the east to the western town line at the Erie Community College South campus. Businesses mainly within the categories of auto-related trade, building materials and hardware, eating and drinking places, food stores, furniture and home furnishings, general merchandise, miscellaneous convenience goods, and neighborhood services. Fast-food retailers, gas stations, and other convenience retailers serve both patrons of the surrounding retail stores as well as drive-by traffic on the major arterials (see Table 4-7).

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#### THE FIVE CORNERS

At the "Five Corners" (the intersection of Routes 20 and 240 and Lake Avenue), is a large community shopping center anchored by a Lowe's home improvement store and Tops supermarket. The plaza also includes a Steinmart department store and about a dozen other retail, restaurant, and service businesses. Raymour and Flannigan, one of the largest furniture dealers in Western New York, is located on Southwestern Boulevard just west of the Five Corners. Retail development is also extending further east along Southwestern Boulevard, with a new plaza under construction at Angle Road.

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#### THE AUTO-MALL

The Southwestern Boulevard district includes a prominent retail niche—the Orchard Park vehicle sales district ("auto-mall"), which is concentrated between the intersections of Webster and Milestrip Roads. One of Western New York's largest auto sales districts, it provides regional customers with one-stop shopping for new and used vehicles (see Table 4-8).

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#### 4.2.4.4 QUAKER CROSSING SHOPPING CENTER

Quaker Crossing is a regional retail super center that is part of the larger Milestrip Road retail corridor. This retail concentration also includes the McKinley Mall in Blasdell and a large number of other national retailers, fast food restaurants, and supermarkets. Quaker Crossing is anchored by Target, Kohl's; Dick's Sporting Goods and an 18-screen movie theater complex (see Table 4-9). It also contains national regional retail chain stores. The center continues to grow, with construction of a new building on an outparcel nearing completion. Maurice's, a women's apparel store, already occupies this site.





Quaker Crossing is part of the McKinley Mall submarket—one of six submarkets in Western New York tracked by CB Richard Ellis. The primary trade area for the McKinley submarket includes Blasdell, East Aurora, Elma, Hamburg, Lackawanna, Orchard Park, and West Seneca.

The McKinley submarket had an inventory of 5.40 million square feet of retail space in the fourth quarter of 2014<sup>1</sup>. This inventory is the second largest of the retail submarkets in the region, surpassed only by the Boulevard Mall (5.50 million sf) and the Galleria Mall (5.45 million sf) submarkets.

<i>Vehicle Sales</i>	West Herr Kia
Buffalo RV	West Herr Nissan
Colton RV	West Herr Subaru
Ray Lacs Honda	West Herr Toyota
Robert Basil Buick GMC Cadillac	West Herr Certified Used Cars
Southtowns Harley Davidson	<i>Vehicle Services</i>
Towne Automotive Group	Avis
Towne Ford Lincoln	Big D Tire Shop
Towne Hyundai	Delta Sonic
Towne Mazda	Frontier Glass/Premier Car Audio
Towne Pre-Owned	Hertz
Volkswagen of Orchard Park	Hogwash Touchless Car Wash
West Herr Automotive Group	Quick Lane Tire and Auto Center
West Herr Chevrolet	Stadium Collision
West Herr Chrysler Jeep	Valu Auto Care Center
West Herr Dodge	

Source: Field survey September 2016.



The McKinley submarket's 10.6 percent vacancy rate in 2014 reflects a considerable improvement compared to its vacancy rate of 14.8 percent in 2006 as reported in the 2008 Orchard Park Economic Development Committee Strategic Plan. In fact, the McKinley trade area outperformed all other Buffalo area submarkets in reducing retail vacancies over the period.

<sup>1</sup> Market view Buffalo Retail Report, CB Richard Ellis, 4<sup>th</sup> Quarter 2014.

**Table 4-9**  
**Quaker Crossing Retail Center (2015)**

<b>Shopping Goods Stores</b>	<b>Convenience Goods and Services</b>
<i>Apparel and Accessories</i>	<i>Convenience Goods</i>
Marshall's	Premier Wine and Spirits
Famous Footwear	<i>Neighborhood Services</i>
Maurice's	AAA
Justice	Scotttrade
Children's Place	Weight Watchers
Rue 21	Fred Astaire
Carter's	GNC
<i>Furniture and Home Furnishings</i>	Verizon
Ashley Furniture	Jenny Craig
Home Goods	AT&T
Orville's	Supercuts
Oreck	Portrait Innovations
<i>General Merchandise</i>	<i>Eating and Drinking Places</i>
Target	Longhorn Steakhouse
Kohl's	Red Robin
<i>Miscellaneous Shopping Goods</i>	Subway
PetSmart	Coldstone Creamery
Dick's	
Source: Field survey September 2016.	

## 5. COMMUNITY PARTICIPATION

### 5.1 INTRODUCTION

This chapter describes the mechanisms, processes and procedures used to facilitate the consultation and participation of local businesses and other stakeholders in the preparation of the Orchard Park Strategic Plan for Economic Development.

### 5.2 OPPORTUNITIES FOR PUBLIC INPUT

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#### 5.2.1. ORCHARD PARK ECONOMIC DEVELOPMENT COMMITTEE

The Orchard Park Economic Development Committee (OPEDC) is an appointed municipal committee with the stated mission "to promote Orchard Park as a great place to do business". The OPEDC engaged in a strategic planning process to determine how it can best fulfill this mission. OPEDC members—all volunteers and Town residents from the community—have worked diligently to guide the preparation of this Strategic Economic Development Plan. Their work has included reviewing and approving all documents, attending eight work sessions, overseeing the survey process, and hosting the Stakeholder Meeting, described below.

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#### 5.2.2 BUSINESS RETENTION AND EXPANSION SURVEY

National studies show that existing businesses create as many as 80 percent of all new jobs in a community. Research also indicates that a thriving local economy makes that community attractive to new business ventures considering setting up shop there. Conversely, when established businesses stagnate, fail, downsize, or relocate elsewhere, a community often experiences negative ripple effects. The OPEDC recognizes the need to give particular attention to providing assistance to existing businesses to enable them to survive and grow.

An important early step in developing a strong Business Retention and Expansion (BRE) program is to conduct a business survey. Using a written questionnaire to identify business needs and plans and allows for the participation of a broad cross-section of businesses. The BRE survey conducted for this study was a key element in the overall community involvement effort. The survey provided an opportunity for local businesses to identify their needs and aspirations, as well as to provide feedback about how well the community meets these needs.

The Committee also used the survey results to develop strategies to help businesses remain and expand in Orchard Park. The survey provided input from businesses on their use of local programs and services, attitudes about the community, and plans for the future.

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##### 5.2.2.2 METHODOLOGY

The OPEDC survey process followed these steps:

1. Describe the purpose of the survey.
2. Choose a survey collection method.
3. Develop the questionnaire.
4. Select the businesses to survey.
5. Administer the survey.
6. Analyze the results.

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#### PURPOSE

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1. To express interest in and identify the concerns of local businesses.
2. Identify the plans of the businesses.
3. Show the community's appreciation for the businesses.
4. Use survey results to develop the strategic plan recommendations

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#### COLLECTION METHOD

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The OPEDC determined that on-line distribution and collection of survey questionnaires offered the most equitable process, would enable a broad cross-section of Orchard Park businesses to participate, and would allow the OPEDC to maximize the number of participants while staying within its budget constraints.

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#### QUESTIONNAIRE

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Planning Consultant Elizabeth Cheteny prepared the initial draft of the survey questionnaire. The OPEDC held two work sessions to review and revise the written survey instrument and plan the process. The Committee reviewed all questions carefully to ensure that they would be relevant to the stated purpose, easy to understand, not duplicative, and as brief as possible.

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#### DISTRIBUTION LIST

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Committee Chair John Murray invited Don Lorentz, Executive Director of the Orchard Park Chamber of Commerce, to participate in the preparation, administration, and review of the survey. Mr. Lorentz provided the OPEDC with the Chamber membership list including email addresses for use in the survey distribution process. The Committee is very appreciative of Mr. Lorentz's involvement, which was critical to the survey's success.

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#### PROCESS

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Mr. Lorentz emailed the surveys directly to all Chamber members, which greatly facilitated the distribution process and ensured that the survey received wide distribution. Businesses were given approximately two weeks to complete and submit the survey. Survey responses entered online were recorded directly into the Survey Monkey account established for the project. The OPEDC greatly appreciates the willingness of these business owners and operators to participate in the survey effort and to help the community understand their needs.

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### 5.2.3 MEETINGS

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#### 5.2.3.1 COMMITTEE WORK SESSIONS

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A series of publicly noticed Committee meetings were held between August 2015 and September 2016. The OPEDC held the meetings to conduct the following tasks:

- Finalize the scope of work and conduct a brainstorming session to kick off the project;
- Confirm the purpose, content, and collection method for the survey;
- Review and analyze the survey results;
- Review all draft report chapters;
- Prepare for the Stakeholder Meeting; and

- Finalize the document.

In addition to OPEDC members, Village Mayor Jo Ann Litwin Clinton and Town Councilman Michael Sherry were regular attendees at the Committee meetings.

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#### 5.2.3.2 STAKEHOLDER MEETING

A stakeholder meeting was held at the Orchard Park Country Club on May 24, 2016. Invitations were sent to local business leaders and other stakeholders. About a dozen guests attended the meeting, which included a presentation about the overall plan purpose and content and a summary of the survey results. This was followed by an open community input session.

### 5.3 PUBLIC INPUT

The Appendix contains the agenda, PowerPoint presentation, and the minutes of the Stakeholder Meeting. It also contains the agenda and minutes from all the OPEDC work sessions.

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#### 5.3.1 SURVEY RESULTS

The survey helped the OPEDC to learn what the Town's businesses feel they need to thrive. It also provides feedback on their satisfaction with local programs and services, the quality of life in the community, and their plans. The Committee reviewed the tabulated survey results and suggested potential actions that might be taken to address the input from the businesses.

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##### 5.3.1.1 SURVEY RESPONSE RATE

The 19-question survey was emailed to more than 500 individuals, of which 80 responded. This response rate (15 percent) is a good participation rate for this type of survey. See the Appendix for the complete survey questionnaire and results.

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##### 5.3.1.2 DESCRIPTION OF RESPONDENTS

The businesses surveyed represented a wide range of industries. The primary market area for approximately half of the respondent businesses was the Southtowns (see Figure 5-2). The year respondent businesses were established in Orchard Park ranged from the mid 1880's to 2016, with the median being 2004. The Orchard Park location was the headquarters for 73 percent of respondents. For 71 percent of the businesses, Orchard Park was the only location. Twenty percent had two to 10 locations and the remaining nine percent had more than 10 locations. In terms of their facilities, 58 percent owned and 42 percent rented their space. Facilities ranged in size from 100 to 335,000 square feet, with a median of 2,000 square feet.

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##### 5.3.1.3 BUSINESS SATISFACTION

Three-quarters of respondents said that their facilities met their needs very well or well. About one-third of the businesses stated that they planned to expand over the next five years, and an additional one-third said that they may expand or were unsure.

In terms of community satisfaction:

- 100 percent rated Orchard Park's quality of life as excellent or very good;

- 98 percent rated community facilities and services as excellent or very good; and
- 93 percent rated Orchard Park as an excellent or very good place to do business.

The top concerns of the businesses with regard to doing business in Orchard Park were property taxes (21 percent), adequate supply of trained labor (19 percent), health care costs (15 percent), and the cost of labor (15 percent). The overwhelming majority (88 percent) of respondents had never taken advantage of any economic development or businesses assistance programs.

When asked what type of assistance would likely be most beneficial to their companies, the top answers were:

- networking (23 percent);
- marketing/branding/advertising (21 percent);
- more flexible regulations (16 percent); and
- market research.

## 6.0 ACTION PLAN

### 6.1 INTRODUCTION

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#### 6.1.1 CONTENT OF THE ACTION PLAN

This chapter presents a group of policies and actions that seek to improve the economic well-being and quality of life of Orchard Park by creating and retaining quality jobs, facilitating growth in economic activity, and providing a stable and growing tax base. This "Action Plan" includes numerous complementary and overlapping strategies that will maintain and enhance a positive environment that encourages investment and promotes a healthy and growing economy in Orchard Park. The approach recognizes that no single strategy, policy, program, or "silver bullet" can assure the economic health of a community.

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#### 6.1.1 ROLE OF THE OPEDC

As an advisory committee with no powers to approve legislation, budget or disburse funds, or hire staff, the role of the Orchard Park Economic Development Committee (OPEDC) is to provide recommendations that inform the decisions and actions of elected and appointed municipal boards. By pursuing the economic development agenda in the Action Plan, the OPEDC will achieve its stated mission: "To promote Orchard Park as a great place to do business". Furthermore, by promoting the coordinated overall economic development effort contained in the Action Plan, the OPEDC will fulfill its Vision Statement—"To be a driving force behind a sustained strong economy in the Town of Orchard Park," a key element of a vibrant community with a high quality of life".

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#### 6.1.3 IMPLEMENTATION

In most cases, responsibility for implementing or initiating the strategies in the Action Plan will rest with the Town and/or Village governments. In addition, many strategies will also require coordination with other agencies, jurisdictions, and organizations. The plan recognizes that resources are limited. The Action Plan contains strategies for implementation, or at least initiation, during the 2017-2022 period. Certain recommended actions may take several years to implement fully (e.g., major road improvements). Other activities may require ongoing implementation on an annual or continuous basis. Others may not be specific, definitive activities but instead reflect revised procedures. For more detail on implementation, see Chapter 7, "Implementation Plan".

### 6.2 BENEFITS OF ECONOMIC DEVELOPMENT PROGRAMS

The Action Plan will generate the following benefits to the Orchard Park community:

- Increased Tax Base. Additional revenue to support, maintain, and improve community services and facilities.
- Productive Use of Assets. Property used for its "highest and best use" maximizes the productivity of that property.
- Job Creation. Quality jobs with good wages, benefits, and opportunities for advancement. Helps to keep younger generations in town.
- Business Retention. Keeps existing and growing businesses in town.

- Economic Diversification. Greater economic stability and expansion. Minimizes a community's reliance on a single business sector, thereby making it less vulnerable to economic fluctuations.
- Greater Self-Sufficiency. Also strengthens the town's importance in the region.
- Higher Quality of Life. More local tax dollars and jobs raise the economic tide for the community, which generally increases the overall standard of living of the residents.
- Recognition of Local Products and Services. This promotes community pride and investment.

### 6.3 ECONOMIC DEVELOPMENT POLICIES

#### 6.3.1 BASIC COMPONENTS OF ECONOMIC DEVELOPMENT PROGRAMS

All successful economic development programs contain five basic components:

- Business Development
- Market Development
- Organizational Development
- Product Development and
- Workforce Development

Each of the policies in this Action Plan falls into one of these basic categories, described below:

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#### BUSINESS DEVELOPMENT

Programs that nurture businesses growth and investment including business attraction, retention and expansion, tourism, and start-up and emerging businesses.

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#### MARKET DEVELOPMENT

Actions that build the market for goods and services provided by Orchard Park businesses. Includes activities that increase the local population, change their purchasing behavior, or enlarge the market area.

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#### PRODUCT DEVELOPMENT

Public and private investments that help to maintain, develop, or improve the community. These may include investments in the public realm, including public utilities, gateway signage, or public roads. Actions may also include public-private partnerships that improve downtown areas, for example. Product development also includes actions needed to address deficiencies in the amount of land and building for industrial/business development.

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#### ORGANIZATIONAL DEVELOPMENT

Actions that establish the leadership, partnerships, staff, and funding capacity required to meet the stated goals.

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#### WORKFORCE DEVELOPMENT

Actions that build the skills of the local workforce.



#### 6.4 FIVE GUIDING POLICIES

Tailoring the generalized policy categories above into guiding policies for this plan yields:

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##### POLICY 1: PROMOTE A BALANCED AND RESILIENT ECONOMIC BASE

Work to retain existing businesses, help them to expand in the Town, and recruit new businesses that complement the Town's existing economy and quality of life.

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##### POLICY 2: MARKET THE COMMUNITY

Raise the profile of Orchard Park to investors in the region and beyond.

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##### POLICY 3: OPTIMIZE THE USE OF REAL ESTATE ASSETS

Facilitate the development of sites and buildings needed to accommodate new investment by incoming and growing businesses.

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##### POLICY 4: ENHANCE COMMUNITY CAPACITY

Reaffirm leadership roles and enhance the capacity of the community to conduct economic development activities.

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##### POLICY 5: SUPPORT WORKFORCE DEVELOPMENT EFFORTS

Support the efforts of educational and other organizations to supply a high quality, trained workforce.

#### 6.5 THE ACTION PLAN

The Action Plan establishes a pro-active business environment that focuses on:

Retaining existing businesses. The first steps in developing a program to retain existing businesses are to understand who they are and the issues they face. This study includes a business inventory as well as a business survey. The Action Plan addresses issues identified in the survey results and other study findings. Of special concern are strategies to strengthen at-risk businesses currently located in the Town which may otherwise close or relocate outside of the area; and

Attracting new companies with expansion or relocation plans. Target industries should include those that complement the Town's existing business environment and that support the establishment and growth of business clusters with prospects for growth. The initiative should concentrate on building greater awareness of Orchard Park as a destination for new investment among employers and site selectors. The greatest emphasis is on attracting high quality employers that will expand its tax base and create good jobs.

This Action Plan contains a short description of each guiding policy, followed by a list of specific recommended strategies associated with each one.

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##### POLICY 1: PROMOTE A BALANCED AND RESILIENT ECONOMIC BASE

The retention and attraction of companies is the activity most commonly associated with traditional economic development programs. Target industry recruitment is a cornerstone of many such programs. With a mix of health care, manufacturing, and service sector

establishments, the Town of Orchard Park already has a robust mix of businesses. This policy seeks to round out the economic base with arts-related activities that would serve both residents and tourists.

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#### PURSUE THE ARTS AS AN ECONOMIC DRIVER

Promote the establishment and development of arts-based businesses and activities. An increasingly important ingredient of vibrant local economies, the arts bring people together, spark community pride, and create vibrant places that attract young people.

Arts are a valued amenity for residents as well as engines of economic activity. Direct expenditures include purchases of artwork and tickets for visual and performing arts events. Indirect spending includes money spent in the community by cultural tourists and other visitors on food, gas, and lodging. Promoting the arts is a component of an overall effort to promote tourism in Orchard Park.

The OPEDC could facilitate this effort as follows:

- Kickoff the initiative by hosting a meeting/creative event with existing leaders of the local creative community including artists, members of not-for-profit arts and cultural organizations, educators, etc.
- Prepare an inventory of all arts-related organizations and activities based on input from the meeting.
- Brainstorm potential needs, opportunities and projects that would promote the arts in Orchard Park.

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#### POLICY 2: MARKET THE COMMUNITY

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##### PROMOTE ORCHARD PARK

- Continue to update the inventory of available privately held sites. Provide information on location, size, ownership, zoning, environmental, planning, transportation access, parking, and infrastructure.
- Distribute an email newsletter twice annually to regional businesses, public officials, site selectors, real estate developers, investment prospects, and other key stakeholders highlighting economic development successes in Orchard Park and profiling specific development opportunities.



- Co-host joint Town/Village/Chamber of Commerce events periodically to showcase specific assets, such as available land and buildings or new projects
- Send press releases on recent business successes.
- Actively participate in joint marketing efforts with the Chamber and other regional economic development organizations
- Create a new joint town/village economic development website.

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#### IMPROVE ORCHARD PARK'S DRAW AS A TOURISM DESTINATION

As described in Chapter 3, Economic Conditions, tourism is the second largest industry sector in Western New York based on the number of jobs it provides. Locally, tourism is growing contributor to the economy of the Southtowns. It is important that Orchard Park maintain and increase its share of tourism activity in the region.

The Town has a number of places and activities that already attract visitors from the region and beyond. These existing attractions should be supported and enhanced.

#### PLACES

- Chestnut Ridge Park, including its unique toboggan chutes, the Eternal Flame, and the Casino;
- New Era Field, used for Buffalo Bills games and concerts;
- Historic sites, including the Jolls Mansion and the Quaker Meeting House;
- The Orchard Park Country Club; and
- The Village Center, which offers unique shopping and a growing number of restaurants and cafes in a walkable and picturesque downtown setting.

#### EVENTS

- The Quaker Arts Festival, held in the village center;
- Buffalo Philharmonic concerts and other events at Chestnut Ridge Park;
- Orchard Park Symphony Orchestra concerts, held at the Orchard Park High School.

Eating and drinking establishments in the village center serve tourists as well as businesses and residents. However, there is still a potential need for additional tourist infrastructure in terms of both lodging and conference facilities such as hotels, motels, inns, bed and breakfast establishments, and small- to medium sized conference facilities. These facilities would support the tourism industry as well as the needs of local businesses.

## Recommendations:

- Be proactive in supporting proposed development projects that contain lodging and conference facilities by ensuring that the Town and Village zoning laws include the specific types of uses desired in the community and that the districts in which they are allowed are mapped in the preferred locations.;
- Identify preferred locations for such uses in the Town and Village;
- Take steps to evaluate the potential for and the feasibility of a theater in the village center. This could include hosting a meeting or series of meetings with community groups that may be potential operators and users of the facility, or conducting a project feasibility study;
- Conduct a review of Town and Village zoning regulations to evaluate whether they encourage or discourage the development of hotels, motels, bed and breakfast inns, and conference facilities;
- Evaluate the potential for a National Football League (NFL) Buffalo Bills museum; and
- If appropriate, propose zoning amendments to allow and promote the development of such facilities.

It is also important to note that Orchard Park's tourist attractions are most effective at bringing in tourists when treated as part of an overall Southtowns or Buffalo Niagara tourist destination. The Town and Village should work in coordination with regional entities such as the Western New York Southtowns Scenic Byway and Visit Buffalo-Niagara.

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**POLICY 3: OPTIMIZE THE USE OF REAL ESTATE ASSETS**

The purpose of this policy is to encourage the development of sites and buildings needed to accommodate new investment and employment opportunities. Communities with sites that are available, are of sufficient size, have easy transportation access and adequate infrastructure, and are appropriately zoned have a significant competitive advantage in attracting and retaining businesses. The Town's central location, highway access, utility infrastructure, and growing population are real strengths. The lack of available sites and buildings for business expansion and recruitment and growing businesses continues to be a major economic development challenge for Orchard Park, limiting its ability to accommodate economic growth.

Without sufficient real estate, Orchard Park will be at a competitive disadvantage at attracting large employers. To overcome this challenge, Orchard Park should explore its options for actions that will encourage the assembly and/or development of land appropriate for industrial and commercial office uses. Recommendations to optimize the Town's industrial and commercial office development potential include:

**EVALUATE OPTIONS FOR MAXIMIZING INDUSTRIAL DEVELOPMENT POTENTIAL IN EXISTING INDUSTRIAL ZONES**

Orchard Park's economic development capacity is limited by a shortage of industrially zoned land as well as by the use of industrially zoned parcels for other land uses. Evaluate options for increasing industrial development potential on current industrially zoned (I1 and DR) lands. These options could include providing incentives to encourage industrial versus other types of development. One example of this would be to allow greater building height and/or maximum building coverage for industrial uses than for other uses (e.g., retail). It is important that any such

revisions to maximize development potential include adequate performance, site layout and design, and landscaping standards to ensure quality development that is compatible with adjoining land use patterns.

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#### DESIGNATE APPROPRIATE LOCATIONS FOR MIXED-USE DEVELOPMENT

Mixed-use development means a building or complex that includes a mixture of land uses. Typically, the term is used when residential uses are combined with office, commercial, entertainment, childcare, or civic uses such as schools, libraries, or government services. Mixed-development that promotes a walkable built environment can help revitalize a downtown, increase private investment, lead to higher property values, promote tourism, and support the development of a good business climate.

Mixed-use development projects should be encouraged in appropriate locations to encourage a walkable community, a mix of housing types, and new residents who support local businesses. This type of development could be appropriate in locations in the Village Center, North or South Buffalo Streets, and other locations in the Town

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#### REZONE THE NFL STADIUM SITE FOR INDUSTRIAL/COMMERCIAL USE

Currently the home of the National Football League's (NFL's) Buffalo Bills, the long-term future of New Era Field is uncertain. The site is currently publicly owned by the State of New York and leased to Erie County (which in turn leases the property to the NFL).

Although there are currently no known plans to do so, the Buffalo Bills/NFL management could choose to relocate the Bills from Orchard Park to another location in the region (or less likely, beyond). If this occurs, the New Era Field complex could be



sold or leased to another entity. The Town of Orchard Park should take a proactive approach regarding the potential redevelopment of the 300+-acre site.

Although it is the largest commercial development in the town, most of the New Era Field complex is zoned residential. The town should evaluate other reuse options in the event that the Bills relocate and all or part of the site is redeveloped.

One option would be to permit a mix of compatible uses including corporate-style commercial office and high performance, clean and enclosed light industrial, assembly, and research and development uses (similar to those existing in other locations in the Town). Such development would address the shortage of industrial and commercial office sites, would promote new business activity and new quality jobs, and would significantly add to the town's commercial tax base.

Other potential uses include:

- indoor and outdoor recreational facilities;

- hotels and conference facilities;
- small-scale, ancillary retail and services to serve the development itself; and
- mixed-use developments.

The site offers excellent highway access and large level sites with few environmental constraints. In addition, portions of the site adjoin or are opposite other commercial and industrial lands as well as the sprawling Erie County Community College (ECC) campus.

Specifically, the OPEDC should spearhead an effort to rezone the expansive site to allow a mix of compatible uses—including light industrial, commercial office, and research and development uses. This could be in the form of a new zoning district, such as the "Stadium Reuse District". Given the current uses and facilities on the site, it is recommended that indoor and outdoor recreational facilities, as well as hotels and conference facilities, be permitted. Uses not recommended include retail uses that would compete with existing retail areas in the Village and Town. The Town may consider allowing ancillary convenience/service retail and services of limited size that would predominantly serve the development itself (e.g., corporate cafeterias, day care centers, fitness facilities). Low-density (i.e., typical one-family) housing is also not a preferred land use, although the zoning could accommodate townhouses, patio homes, or low-rise multi-family development on the periphery of the site to provide a buffer for existing one-family homes which adjoin the site. The zoning should also require the project sponsor to present an overall master plan for the site's redevelopment, which would address the reuse or demolition of existing structures on the site. Prior to determining how to best rezone the site, the Town may wish to undertake a study, which evaluates various zoning scenarios

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#### CONTINUE TO REQUIRE HIGH QUALITY DESIGN

Maintain the existing practice of the Town and Village boards to require high quality design in all commercial and industrial developments. Quality design helps to maintain and enhance property values, spurs additional investment in the area, and creates a more visually attractive community, one aspect of a community with a high quality of life.

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#### PREPARE A CORRIDOR MANAGEMENT PLAN FOR SOUTHWESTERN BOULEVARD

Southwestern Boulevard (US Route 20) is a major arterial in the northern portion of Orchard Park. Once a rural highway, development along the route and increasing traffic volumes in the area have transformed the road into a busy suburban arterial.

The combination of increased traffic volumes due to population and retail development growth, high speeds, numerous intersecting driveways and local roads with numerous turning movements and "conflict points" combine to create unsafe conditions on Southwestern Boulevard. The combination of high speeds (posted speeds of up to 55 mph and actual speeds even higher) and numerous intersecting driveways and local roads resulting in nearly constant turning movements and "conflict points" combine to create unsafe conditions.

Potential modifications to this corridor include streetscape improvements; changes to existing stop light spacing and timing; new traffic signals; changes to speed limits based on accident reports, surrounding land use patterns, sightlines, traffic volumes, and road geometry; and other

alterations that could improve the safety and flow of traffic through the area. It is important to ensure the continued access of commercial vehicles to business properties in the area.

### CORRIDOR MANAGEMENT PLANS

A corridor management plan is a roadway improvement study that also addresses land use, access management, street networks and right-of-way needs along a major roadway. The "corridor" evaluated for the plan extends beyond the road right-of-way into the adjacent neighborhoods. The plan analyzes roadway design and access characteristics, and propose changes that maintain reasonable access to property, while improving the safety and operation of the highway. Such changes may involve:

- Medians;
- signal location and spacing;
- auxiliary lanes;
- right-of-way needs;
- site access and circulation design;
- land use and activity center concepts;
- improvements to the supporting roadway network; and
- improvements providing access to other transportation modes (e.g. transit, bikes).

Furthermore, highway-oriented development patterns create an unattractive landscape in sections of the roadway, with inadequately landscaped "seas" of parking, excessive signage, and corporate architecture. Over time, the continuation of deteriorating visual and safety conditions, if left unchecked, can lead to declining investment along the corridor. A Corridor Management Plan will help to ensure that Southwestern Boulevard is developed in a way that maximizes its development potential and provides a safe and attractive gateway to Orchard Park. The plan will promote safety for all modes of transportation including motor vehicles, bicycles, and pedestrians. It will also address issues related to site access, highway beautification, and blight removal.

Because the corridor management plan affects the state highway and the surrounding community, it requires both state and local government approval. Official adoption by each implementing agency is necessary to establish the corridor management plan.

Corridor management plans are typically implemented through a combination of regulations, interagency or public/private agreements, design standards, and road improvement projects. These tools can be supplemented with binding agreements on site access, where such agreements can be legally applied or negotiated with individual property owners.

### INCREASE HOUSING DIVERSITY

Currently, the vast majority of the housing in the Town of Orchard Park consists of one- and two-family homes. Zoning amendments should be considered to allow for the development of a broad spectrum of housing types needed to attract millennials and empty nesters. These groups

are generally less car-dependent, prefer walkable communities, and would be expected to support local businesses. Millennials are also in the prime working group and would augment the town's labor force.

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**POLICY 4. ENHANCE COMMUNITY CAPACITY**

It is critical that the goals, strategies, and actions established in this plan correspond to the available local resources and capacity for conducting economic development activities. The following strategies will ensure that the proper leadership structure is in place, that strategic partnerships are established and nourished, and that adequate monetary and staffing resources will be available to ensure success. Additional recommended strategies promote a positive business climate in Orchard Park.

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**LEADERSHIP**

It is expected that the Town and Village Attorneys would work in coordination with the OPEDC to prepare the following key documents for Town and Village Board approval:

- An updated agreement (last approved in 2005) to be co-signed by the Town and Village Boards which re-affirms the OPEDC and its purpose, mission, and vision;
- OPEDC implementing legislation and by-laws, which establish its role (e.g., defining the circumstances in which the OPEDC shall serve in an advisory capacity to municipal boards), its composition, its procedures, etc.



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**PARTNERSHIPS**

The implementation of certain recommendations in this plan may require the support of partners from both the public and private sectors. The need for cooperation and partnerships may



extend to adjoining communities or to regional economic development organizations. Specific strategies include:

POWERS OF LDCS:

- Construct, acquire, rehabilitate, or improve industrial plants;
- Assist financially in the above projects;
- Maintain such plants for others;
- Acquire such real or personal property or interests;
- Borrow money and issue bonds and other obligations;
- Lease, mortgage or otherwise dispose of any such plants and related property.
- Carry out their corporate purposes; and
- Foster the location or expansion of such plants.

- Re-establish a position on the OPEDC for a member of the Orchard Park Chamber of Commerce (nominated by the Executive Director of the Chamber).
- Ensure that one position on the OPEDC is reserved for someone who is either a Village resident or an owner of a business located in the Village.
- Meet with the Erie County Industrial Development Agency (ECIDA) to identify and discuss mutual areas of concern or opportunity.
- Assign each OPEDC member one agency for which he or she will serve as a liaison. The liaison will be responsible for meeting with an agency representative and reporting to the full committee at least once a year.

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ORGANIZATIONAL CAPACITY

Evaluate the potential outcomes of creating an Orchard Park Local Development Corporation (LDC). LDCs are private, not-for-profit corporations often created by, or for the benefit of, local governments for economic development or other public purposes. The income and operations of LDCs are exempt from taxation. Real property owned by an LDC and used for an exempt purpose may also be exempt from taxation. LDCs may be created pursuant to NYS Not for Profit Corporation Law, Section 1411 for the following purposes:

- Reducing unemployment;
- Promoting job opportunities;
- Workforce training;
- Scientific research to promote industry;
- Reducing the burdens of government and acting in the public interest.
- Recommend the reallocation of annual funding for the OPEDC.

Evaluate the potential for creating an Orchard Park Community Foundation, which could coordinate and pool donations for economic development initiatives designed to complement those sponsored by the municipality (see description in box, below). Another option would be to

establish a Southtowns Community Foundation, which would have a broader base of support and a wider range of projects covering a larger area.

#### Community Foundations

Community foundations are independent philanthropic institutions that pool donations into a coordinated investment and grant making facility dedicated primarily to the social improvement of a given place. Community foundations generally:

- act as grant-making foundations to fund projects or programs;
- have a broadly defined mission (e.g. to improve quality of life in a community);
- serve geographically defined communities;
- are supported by a broad range of private as well as public donors;
- seek philanthropic contributions primarily from inside the community;
- are governed by multi-sectoral local boards reflecting the community; and
- build capital endowments.

Families, individuals, businesses, and nonprofit groups establish funds within community foundations into which they can contribute a variety of assets for charitable purposes. The people or organizations that establish the funds can then recommend that grants be distributed in the name of the fund or anonymously, to qualified nonprofit groups and schools.

This component is intended to identify those actions that prospective entrepreneurs must take prior to opening or establishing a business in the Town of Orchard Park. The inventory is intended to provide clear and streamlined guidance. This may include a listing or matrix that identifies the necessary permits that must be acquired and the forms that must be submitted. This inventory may be categorized, as appropriate, by other factors, to disseminate information to the business community more efficiently.

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#### POLICY 5. SUPPORT WORKFORCE DEVELOPMENT EFFORTS

The OPEDC should encourage and support strategic partners such as the Orchard Park Chamber of Commerce, the Orchard Park School District, Erie County Community College (ECC), Bryant & Stratton, and the University at Buffalo (e.g., UBMD) in bridging the gap between the skill set of the local labor force and the skill set needed by local businesses. A number of such initiatives are discussed below.

- Invite the Small Business Administration to conduct training sessions in Orchard Park.
- Establish an internship program for high school students that gives students exposure to the Orchard Park business community and the types of jobs it offers.
- Establish a scholarship/tuition reimbursement program for Town residents who work for local employers while they attend school. The scholarship or tuition reimbursement funding could potentially come from individual businesses or from groups of businesses or other private donors established through a foundation, the Chamber, or another entity.

## 7.0 IMPLEMENTATION PLAN

This section details the timing, priority, and responsible parties for implementation of the recommended actions listed under each policy statement in the Action Plan (see Chapter 4). All the implementation actions play a vital role in supporting the economic development goals of the OPEDC, the Town, and Village. However, not all actions can be implemented at once. Some actions require more time or funding, others require the involvement or approval of outside agencies, and still others may be ongoing efforts.

To assist Town and Village officials in deciding how to phase in the work program, this chapter provides the OPEDC's recommended "Priority Designations" ("Top", "Secondary", and "Tertiary") as to the order in which implementation of the actions should be started.



The Quaker Arts Festival attracts thousands of visitors a year. The plan promotes the development of tourist infrastructure such as hotels and conference facilities.

The "Timeframe" column indicates how long the implementation of the specific action, once initiated, is expected to take. Thus, there could be a top priority item, which due to its cost or complexity; takes a longer time to implement than a tertiary priority that is implemented in a faster timeframe (e.g., because the Town is able to take advantage of an unexpected opportunity for grant funding).

Generally, the timeframes for full implementation of actions are defined as follows:

- Immediate—Within approximately one (0-1) year
- Short-Term—Approximately one to three (1-3) years
- Medium-Term—Approximately three to five (3-7) years
- Long-Term—More than five (7+) years
- Ongoing, Continuous—Refers to permanent changes in procedures

Table 7-1, below, provides the Implementation Matrix for phasing in the various plan elements.

Responsible parties include the "lead" organization, which in this context means the group that initiates or is the catalyst for initiating the action. The partners' column includes only major partners. Many additional partners may be added as the action develops over time. The approval column indicates which agencies has jurisdiction to adopt legislation or dedicate funding to implement an action.



The following abbreviations apply to the table:

The long-term future of New Era Field is unclear. The Plan recommends a proactive approach that would rezone the site in anticipation of its potential redevelopment.

- OPEDC = Orchard Park Economic Development Committee
- Chamber = Orchard Park Chamber of Commerce.
- TBD = to be determined/unknown until further study.
- N.A. = Not applicable or not relevant.

Table 7-1 Implementation Matrix						
POLICY	ACTION	PRIORITY	TIMEFRAME	RESPONSIBLE PARTIES		
				Lead	Partners	Approval
<i>PROMOTE A BALANCED AND RESILIENT ECONOMIC BASE</i>						
	Pursue the arts as an economic driver.	Tertiary	Long-Term	Village	Arts groups	Village
<i>MARKET THE COMMUNITY</i>						
	Strengthen Orchard Park's "brand".	Secondary	Ongoing	OPEDC/ Chamber	Visit Buffalo Niagara	N.A.
	Increase Orchard Park's tourist facilities.	Secondary	Medium-Term	OPEDC	Non-profits and Visit Buffalo Niagara	Various
<i>OPTIMIZE THE USE OF REAL ESTATE ASSETS</i>						
	Identify means of increasing density to accommodate industrial growth with little availability of land.	Top	Short-Term	Town/ Village	OPEDC	Town/ Village
	Designate appropriate locations for mixed-use development.	Secondary	Short-Term	Town/ Village	OPEDC	Town/ Village
	Proactively rezone the NFL stadium site.	Top	Short-Term	Town	OPEDC	Town
	Prepare a corridor management plan for Southwestern Boulevard	Top	Long-Term	Town	NYSDOT	NYSDOT/ own
	Continue to require high quality design.	Top	Ongoing	Town/ Village	N.A.	Town/ Village

Table 7-1 Implementation Matrix						
POLICY	ACTION	PRIORITY	TIMEFRAME	RESPONSIBLE PARTIES		
				Lead	Partners	Approval
	Increase housing diversity.	Tertiary	Medium-Term	Town/ Village	OPEDC	Town/ Village
<i>ENHANCE COMMUNITY CAPACITY</i>						
<b>Leadership</b>						
	Re-establish the legal and funding underpinnings of the OPEDC.	Top	Immediate	Town/ Village	OPEDC	Town/ Village
	Re-confirm the specific duties of the OPEDC.	Top	Immediate	Town/ Village	OPEDC	Town/ Village
<b>Partnerships</b>						
	Develop partnerships with the Chamber of Commerce, the Erie County Industrial Development Agency, Visit Buffalo-Niagara, and other economic development organizations.	Top	Immediate	OPEDC	All noted, left.	Town/ Village
<b>Organizational Capacity</b>						
	Evaluate the costs and benefits of creating an Orchard Park Local Development Corporation (LDC).	Tertiary	Long-Term	OPEDC	Chamber	Town
	Re-establish annual municipal funding to support the work of the OPEDC.	Top	Immediate	OPEDC	N.A.	Town/ Village

Table 7-1 Implementation Matrix						
POLICY	ACTION	PRIORITY	TIMEFRAME	RESPONSIBLE PARTIES		
				Lead	Partners	Approval
	Evaluate the possibility of creating an Orchard Park Foundation.	Tertiary	Medium-Term	OPEDC	TBD	TBD
<i>SUPPORT WORKFORCE DEVELOPMENT EFFORTS</i>						
	Support efforts to draw business development speakers to Orchard Park.	Secondary	Immediate	OPEDC	Chamber	N.A.
	Encourage the local business community to initiate a high school internship program.	Secondary	Long-Term	Local business	Chamber	Local business
	Encourage the local business community to initiate a program to reduce tuition costs for Orchard Park residents who work for local firms.	Secondary	Long-Term	Local business	Chamber	Local business.

