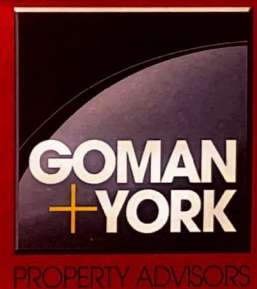


Town of North Canaan

Downtown
Economic Development Plan

Approved by the Board of Selectmen: May 26, 2016



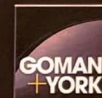
Priority 1: Attracting Today's Business



- Retail
- Arts & Entertainment
- Food & Beverage
- Experiences

Resources Needed	Tasks & Assignments	Assigned To:
<ul style="list-style-type: none">• Market Analysis• Property Location• Business Interest• Incentives	<ol style="list-style-type: none">1. Market Analysis2. Locate Properties3. Attract Business Interest4. Develop Incentives	<ol style="list-style-type: none">1. Goman + York2. Goman + York3. Goman + York4. North Canaan

Priority 2: Downtown Development



- Create Excitement
- Beautification
- Town Greenway
- Sidewalks/Streetscape
- Main Street/ Town Center Development

Resources Needed	Tasks & Assignments	Assigned To:
<ul style="list-style-type: none">• Market Analysis• Sidewalk Upkeep Plan• Funding• Community Engagement	<ol style="list-style-type: none">1. Market Analysis2. Locate Properties3. Attract Business Interest4. Inform/Involve community5. Engage DOT in Sidewalk Rehab	<ol style="list-style-type: none">1. Goman + York2. Goman + York3. Goman + York4. North Canaan5. North Canaan

Priority 3: Marketing & Brand Identity



- Clarify North Canaan "Brand" & Identity

Resources Needed	Tasks & Assignments	Assigned To:
<ul style="list-style-type: none">• Community Involvement• Time/Meetings	<ol style="list-style-type: none">1. Engage community in brainstorming sessions2. Develop brand and identity statements from brainstorming sessions	<ol style="list-style-type: none">1. North Canaan2. North Canaan <p><i>*information on market/population etc. can be provided by Goman + York</i></p>

Priority 4: Lease Railroad Station



- Possibly extend, expand, or even relocate town center

Resources Needed	Tasks & Assignments	Assigned To:
<ul style="list-style-type: none">• Market Gap Analysis• Business Acquisition• Permits/Approvals	<ol style="list-style-type: none">1. Market Gap Analysis2. Business Identification/ Outreach3. Possible Tax Incentives4. Permits & Approvals	<ol style="list-style-type: none">1. Goman + York2. Goman + York3. North Canaan4. North Canaan

Priority 5: Hotel



- Trusted Name/Brand with recognition that will come up on internet searches, entice people to stay in North Canaan rather than export business to surrounding communities

Resources Needed	Tasks & Assignments	Assigned To:
<ul style="list-style-type: none">• Site Location• Hotel/Participant• Community Approval	<ol style="list-style-type: none">1. Feasibility Report2. Location Identification3. Reach Out to Hotels4. Inform Community & Gather Community Support	<ol style="list-style-type: none">1. Goman + York2. Goman + York3. Goman + York4. North Canaan



NORTH CANAAN, CONNECTICUT
TOWN OF NORTH CANAAN ECONOMIC DEVELOPMENT STRATEGY SESSIONS
MAY 2016

Summary

The economic development strategy sessions were held in three sessions which took place May 13-17, 2016. The public meetings produced rich discussions and some key priorities emerged. Our analysts examined the problems and opinions and concluded a list of 5 ranked priorities, each with a set of resources needed and tasks and assignments needed for completion.

Initial Observations: For Discussion Purposes

Priority 1: Business Development: Today's Business

The priority that emerged as the most relevant issue to the town of North Canaan was building a business base in town, with a focus on "Today's Businesses", i.e. business such as retail, arts & entertainment, and food and beverage. These businesses serve the people of North Canaan as well as attract people into the town and invite them to stay and spend their time and money on what the Town has to offer. It was noted in the strategy sessions that there is already plenty of infrastructure available to welcome new businesses. North Canaan is eager to welcome new businesses into their community and help them thrive, and should utilize the resources presently on hand to help facilitate this development. Natural resources such as agriculture should be considered as a potential part of development.

Priority 1: Resources needed

Identifying what businesses will best serve North Canaan is necessary to ensure that these businesses will be successful and best serve the community. A market gap analysis, completed by Goman + York will serve to identify which businesses are most relevant in North Canaan. Local business owners should also be involved to facilitate community involvement and link current business owners and residents with welcoming new business.

Priority 1: Tasks & Assignments	Assigned to:
Market Gap Analysis	G+Y
Gap Analysis Report	G+Y
Coordinate & communicate current business owners	Business owners & North Canaan EDC



NORTH CANAAN, CONNECTICUT
TOWN OF NORTH CANAAN ECONOMIC DEVELOPMENT STRATEGY SESSIONS
MAY 2016

Priority 2: Downtown Development & Town Beautification

Many of the residents expressed a desire to see improved downtown developments both economically (see priority 1) and through beautification efforts. The need for walkable sidewalks was expressed repeatedly. There was also mention of looking into a greenway to facilitate pedestrian and bike traffic in the area.

Resources needed

Funding to continue to improve the sidewalks throughout downtown needs to be obtained. Additionally, a lot of work can be accomplished through coordinated efforts from community groups and volunteers and local business who inhabit downtown. Beautification efforts such as sidewalk planters, holiday lighting, and occasional community clean-ups efforts will best serve this effort and help unite the town in their development efforts.

Tasks & Assignments	Assigned to:
Pursue grants for funding of sidewalks & possibly planters	North Canaan/EDC
Organize Community Leadership Groups	North Canaan/EDC
Communicate Events & opportunities for involvement with residents	Norths Canaan/EDC

Priority 3: Marketing & Brand Identity

Residents expressed a continuing need to develop a "brand" or identity that can be used to develop more effective and streamlined marketing for the town. Information was provided to the town by Goman + York that summarizes the town on an economic and demographic level, as well as provides insight into what resources North Canaan has to utilize and offer. We recommend this information be used by a volunteer committee in coordination with the economic development commission to create a summary and "brand statement" (one that answers the question, "who is North Canaan?") to be used going forward.

Resources needed

The best way to help the town & existing businesses is to devise a marketing campaign and consider a unified branding strategy for North Canaan. Part of that campaign would be incentives to shop locally,



NORTH CANAAN, CONNECTICUT
TOWN OF NORTH CANAAN ECONOMIC DEVELOPMENT STRATEGY SESSIONS
MAY 2016

an educational effort, and establishing volunteer organizations with specific interests to engage community members. Coordination between the EDC and residents about this mission should be organized by the EDC. Meetings should take place to 1) bring together volunteers 2) brainstorm ideas and 3) finalize a statement.

Tasks & Assignments	Assigned to
Organize community meetings	EDC
Brainstorm ideas "who is North Canaan?"	EDC + Volunteer group
Finalize statement of brand/identity	EDC + volunteer group

Priority 4: Lease Railroad Station

Leasing the railroad station is a specific task that also falls under the umbrella of Priority #1. A market gap analysis will be necessary to determine the best-use ideas for the station; this will be done by Goman + York. Securing a tenant should be a process done by North Canaan, and should include elements of other parts of development, such as the inclusion of the brand/identity statement as well as beautification efforts and walkability. The new owner will need to work with the town on all the necessary permits and approvals. Several options were mentioned as a focus for this space, most notably a brew-pub and a restaurant that could take advantage of the aesthetic and special offerings that the station has.

Resources needed

A market gap analysis will be necessary to identify the most relevant and feasible uses for the station as well as aid in outreach and business acquisition to occupy the space. Goman + York has developed and can provide a market gap analysis. North Canaan should be actively involved in seeking a tenant as well as aiding with all permit and approvals for the site. It is noted that P&Z requirements from the state have been restrictive, and updates will be forthcoming as to what plans are permissible.

Tasks & Assignments	Assigned to
Market gap analysis	G+Y
Business outreach & lease acquisition	North Canaan
Permits & approvals	North Canaan



NORTH CANAAN, CONNECTICUT
TOWN OF NORTH CANAAN ECONOMIC DEVELOPMENT STRATEGY SESSIONS
MAY 2016

Priority 5: Hotel

North Canaan recognizes the value in having a hotel to attract people to North Canaan. A feasible alternative to short-term stays in surrounding areas will bring a wider variety of visitors to the town and stimulate food, beverage, arts & entertainment retail in the downtown. Proposals have been sent out to 14 individual hotel owners and operators and potential site development work is currently underway for best possible location scenarios. It was noted by the residents that a trusted brand name, one that will repeatedly pop up on internet searches, is most desirable. Goman + York provided feasibility studies that noted recommended rates per night (SAPD) should fall in the range of \$75-100.

Priority 5: Tasks & Assignments	Assigned to
Feasibility Report	G+Y (completed)
Location	G+Y/Town
Hotel Outreach	G+Y (completed)*follow up contact to occur
Community involvement	North Canaan/EDC

Potential Grants to apply for (both as a town and on an individual-business basis)

- <https://www.missionmainstreetgrants.com/how-it-works>
- Community Development Block Grants/Entitlement Grants: <https://ric.nal.usda.gov/14218>
- Affordable Housing Development in Main Street Rejuvenation Projects: <https://ric.nal.usda.gov/14878>
- Community Facilities Grants: <http://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program>
- Strong Cities, Strong Communities Visioning Challenge (SC2): <https://www.gpo.gov/fdsys/pkg/FR-2011-07-11/pdf/2011-17319.pdf>
- Recreational Trails Program (RTP): http://www.fhwa.dot.gov/environment/transportation_enhancements/index.cfm
- Transportation Planning Capacity Building Program (TPCB): <https://www.planning.dot.gov/>
- EPA Smart Growth Grants and Other Funding: <https://www.epa.gov/smartgrowth>
- Mission Main Street Grants: <https://www.missionmainstreetgrants.com/>