

CANANDAIGUA

Local Development Corporation

A PARTNERSHIP OF

The City of Canandaigua • The
Town of Canandaigua • The
Canandaigua Area Chamber of
Commerce

Annual Report 2020



One Canandaigua

As a joint initiative of the City and Town of Canandaigua and the Canandaigua Chamber of Commerce, the Canandaigua Local Development Corporation works collaboratively to collectively realize

Our Vision for Canandaigua: *A community that offers quality living, meaningful work, and a vibrant culture to all.* **Our Mission** is to unlock economic opportunities in Canandaigua and steward investment in order to foster an inclusive, vibrant, and sustainable community.

Building Blocks

The Canandaigua Local Development Corporation [CLDC] was chartered in October 2019 and charged with ensuring economic vitality in the Canandaigua community. Key start-up and capacity building activities in 2020 included:

Q1

Compliance and Organizational Infrastructure:

The Board of Directors spent the first quarter of the year building out the LDC's organizational infrastructure and Public Authorities Accountability Act (PAAA) compliance platform:

- Elected corporation officers
- Assigned committee roles
- Completed training for CLDC Directors
- Developed and adopted operational policies
- Completed PAAA Office filings
- Developed and adopted 2020 budget
- Procured a 3-year contract for independent audit services

Strategic Direction:

The CLDC engaged in a strategic visioning exercise to guide our work for 2020 and beyond, producing vision and mission statements, prioritizing key impact areas and defining strategic imperatives for the CLDC's first 12-24 months (detailed within).

Q2

Resource Coordination:

As Canandaigua and the rest of the world began to navigate the impacts of the Covid-19 pandemic, the CLDC forged ahead to ensure that local businesses were connected with critical resources:

- Hired Executive Management
- Launched a preliminary website with key Covid-19 resources
- Conducted a business needs survey
- Identified strategic alliances + collaboration opportunities

Q3/4

Brand Identity and Website:

In the last half of 2020, the CLDC launched an effort to refine its visual identity and build out a more robust website presence.

CLDC in Action

In the first quarter of the year, the CLDC prioritized three strategic impact areas to guide our work throughout 2020 (at right). These priorities served as goalposts as we identified and shaped the CLDC's 2020-2021 strategic initiatives and action plan, detailed below.



Public Plaza

Identify an opportunity to create a multipurpose community space in the heart of Downtown, through streetscape enhancement and activation.

The CLDC provided financial support for the Canandaigua Business Improvement District's *Central on Main* project, a pop-up beer and wine garden. The *Central on Main* concept was piloted on a City-owned parking lot to serve as both a community gathering space and a communal dining area for Downtown restaurants. While the need for this kind of pedestrian-oriented space was identified long before the onset of the Covid-19 pandemic, when the site was launched in Summer 2020 it provided much-needed outdoor space to restaurants seeking to reopen in compliance with New York's reopening guidance and social distancing restrictions.

In 2021: The CLDC will prepare and submit an application to the New York Main Street program in hopes of securing funds to establish a permanent *Central on Main* site. The CLDC will continue to advise project partners on additional resources to support this initiative.



Ground Floor Activation

Develop a strategy to activate vacant ground floor units Downtown.

The CLDC completed a market study to gain a more in-depth understanding of Canandaigua's regional competitiveness, leveraging demographic, employment, economic and real estate data to identify potential development opportunities and inform activation strategies. To further ground this effort in primary data, in Q4 the CLDC also launched two surveys that will be open through early 2021: The *Downtown Building Owners Survey* is designed to help us understand the best ways to support property owners in redeveloping their buildings and moving toward full occupancy. The *Business Climate Survey* seeks to gain the unique perspectives of business owners in Canandaigua.

In 2021: The CLDC will expand the market study to include a more in-depth analysis of the dynamics and opportunities associated with tourism in Canandaigua. The current survey effort will wrap up in Q1, and the CLDC will convene building and business owner roundtables to drill down on key topics. The CLDC will craft a ground floor activation strategy that responds to the needs identified through these efforts, and pursue implementation resources.



Market-Ready Sites

Develop and allocate resources to prepare and promote market-ready buildings and sites for business recruitment within the City and Town.

The CLDC completed a preliminary evaluation of sites throughout Canandaigua, leveraging data from a number of sources and vetting inventory with stakeholders from the local real estate market to assess market readiness and prioritize opportunities. The CLDC also initiated a zoning audit to understand how the City and Town's existing land use regulations either support or hinder the types of industrial and commercial development Canandaigua hopes to facilitate. The market study completed in 2020 also identified key industry clusters and will inform for business recruitment activities.

In 2021: The CLDC will continue to refine and prioritize the site evaluation and zoning audit based on additional reviews with the City and Town. Interviews with additional key stakeholders will be organized, as needed, to ensure that critical infrastructure and other support needs are identified. The CLDC will evaluate and propose zoning text amendments, as appropriate, and identify resources for site improvements and promotion.

Our Impact Areas



Downtown as a Destination



Job Creation, Retention + Expansion



Connect Downtown to the Lake

Our Role



Sponsor



Study



Convene



Advise



Create



Administer



Residential Development

Increase residential opportunities in Downtown's upper stories.

Informed by the opportunities highlighted in the market study, the CLDC completed a preliminary inventory of downtown sites appropriate for residential development. The City of Canandaigua is actively advancing a feasibility study, funded through a New York Main Street Technical Assistance grant, to assess renovation needs for select downtown buildings. In anticipation of this study completing, the CLDC is proactively working to identify funding resources for building renovations. A zoning audit was also initiated to understand how the City's existing land use regulations support or hinder upper story residential development.

In 2021: In Q1, the CLDC will prepare and submit an application to the New York Main Street (NYMS) program seeking funds for building renovations, as recommended by the NYMS Technical Assistance grant, to enable residential development. In parallel, the CLDC will work with key stakeholders to refine and prioritize the site evaluation, and identify resources and opportunities for development. The CLDC will finalize the zoning audit and make recommendations for potential zoning amendments, as appropriate.

Lakefront Connectivity

Create an action plan to connect the lakefront to downtown and establish improved safety and accessibility.

By pledging the required \$25,000 local funding match, the CLDC enabled the City of Canandaigua to submit a strong funding application to the Genesee Transportation Council's Unified Planning Work Program (UPWP). The City was successfully awarded the funds in May 2020, and after procuring a consultant, formally initiated the project in November 2020. This effort will result in a multi-modal, active transportation plan for the transportation network flanking the north shore of Canandaigua Lake, including Main Street (Route 332) and its intersection with State Route 5 & 20. The plan will include recommendations for enhanced connectivity, efficiency, safety and accessibility with a key focus on pedestrians and cyclists. The CLDC Board of Directors serves as a key constituency on the project steering committee.

In 2021: The UPWP study is slated for completion by Fall 2021, at which time the CLDC will work with steering committee members to identify resources and partners to implement the study recommendations.

Canandaigua Beverage Trail

Support development and promotion of a concerted craft-beverage marketing effort.

With a sizable concentration of breweries, wineries and cideries within City and Town limits, this initiative presents a unique opportunity to support Canandaigua's local craft beverage industry as well as the agricultural community it relies upon. The CLDC identified this initiative as a priority in Q4, and created a preliminary list of participants and stakeholders.

In 2021: The CLDC will convene potential participants and key stakeholders to outline program parameters, and identify marketing needs and brand alliance opportunities.



Virtual Canandaigua

Provide technical assistance and resources for businesses to leverage digital marketing and ecommerce platforms. Connect and engage consumers with local businesses through digital marketing.

The CLDC convened a working group with the Executive Directors of the Canandaigua Business Improvement District and the Chamber of Commerce to define the specific needs that this collective effort should address. Discussions with potential project partners are underway.

In 2021: In partnership with the BID and the Chamber of Commerce, the CLDC will facilitate program and content development for launch.



Pinnacle North Development

Facilitate continued development of Pinnacle North and related sites.

Pinnacle North, a mixed-use development on the north shore of Canandaigua Lake, is a phased project that's transforming a 21-acre lakefront parcel previously plagued by environmental contamination issues into a high-density neighborhood with waterfront outdoor space, new restaurants and retail. The capital raise for future phases 2-5 is underway. The CLDC has engaged with the project team to brainstorm potential funding strategies to facilitate the development of future phases.

In 2021: Representatives from the CLDC will continue meeting with the Pinnacle North project team and leveraging its network in support of this project.



10 Chapin St. Development

Facilitate continued development of 10 Chapin Street as a mixed used project.

A committed developer seeks to advance an adaptive reuse mixed use development at the former industrial site at 10 Chapin Street. Developers have been challenged by restrictions outlined in the property deed, dating back to original land grants for Canandaigua's public square. The CLDC engaged the City and County to brainstorm creative ideas to address the parameters of the deed restriction while maximizing project ROI in order for the development to move forward.

In 2021: Representatives from the CLDC will continue meeting with the City, County and project team to devise and facilitate a creative solution to allow the project to move forward.

A Bright Future

In 2020, the Canandaigua Local Development Corporation initiated key foundational work to advance sustainable development and programming opportunities in Canandaigua. By leveraging the collective strengths of the City and Town of Canandaigua and the Chamber of Commerce, the CLDC is uniquely positioned to align stakeholders around creative solutions to deliver quality living, meaningful work, and a vibrant culture in Canandaigua. In 2021, the CLDC will build upon this foundation and support economic development in Canandaigua through convening and facilitating critical conversations, through serving as a clearinghouse to support data-informed decisions, and through allocating resources in support of key strategic projects.