

Village Center Master Plan Town of East Granby



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Introduction – Why We Plan

The Village Center Master Plan

The Organization of the Plan

Chapter 1: Why We Plan and the Master Plan:

This introductory chapter provides an overview of planning, the planning process, and the Village Center Master Plan.

Chapter 2: A Resilient and Sustainable Village Center:

Introduces the concepts of resilience and sustainability as a framework for thinking critically about the Village Center and the importance of decision making relating to planning for the Village Center.

Chapter 3: Existing Conditions and Embracing Change:

Presents the key findings of the demographic, socio-economic, and market analysis conducted as part of the Village Center planning process.

Chapter 4: Understanding Markets and Creating Investment:

Introduces the reader to Market Considerations, Investor Risk Appetite, and the Levers of Change that provide the theoretical framework for the Village Center Master Plan and strategies aimed at creating improvement.

Chapter 5: The Amenities of Place – A Vision for the Village Center:

Presents the vision for the Village Center and conceptualizes market and social-cultural forces as amenities of place and the utilization of these amenities to create value in the Village Center.

Chapter 6: The Village Center Master Plan – Housing:

Starts the presentation of the thematic areas of focus and specific strategies aimed at creating improvement. This chapter focuses on housing, specifically multi-family housing.

Chapter 7: The Village Center Master Plan – Infrastructure:

Focuses on infrastructure related strategies aimed at creating improvement.

Chapter 8: The Village Center Master Plan – The Village Corridor:

Introduces and explains the form and function of the Village Corridor, including design strategies aimed at the development nodes, while seeking to create a consistent aesthetic appeal, nodes of density, and unified themes to enhance identity.

Chapter 9: The Village Center Master Plan – Architecture, & Design:

Introduces and explains the design elements of the Village Center Master Plan. These elements are aimed at creating consistency in landscape, site design, and building architecture and massing.

Chapter 10: The Village Center Master Plan – Identity, Image, Brand, and Marketing:

Confronts the issue of identity and provides specific strategies for improving the image of East Granby, the Village Center, creating a Village Center brand and marketing the Village Center.

Chapter 11: The Village Center Master Plan – Zoning:

Provides specific recommendations for modification to zoning aimed at removing barriers to investment and the creation a Master Plan Overlay Zone (MPOZ) approach to better encourage investment and quality design.

Chapter 12: The Village Center Master Plan – Economic Development:

Addresses economic development, creating wealth and attracting investment in the Village Center. In doing so, the chapter emphasizes the importance of creating a constancy of purpose and a culture of good governance.

Chapter 13: The Village Center Master Plan – Implementation:

Explains implementation and provides a generalized and prioritized implementation schedule.

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Master Plan Executive Summary

Strategies for Improvement

GOMAN+YORK

Master Plan Executive Summary – Strategies for Improvement

The East Granby Village Center Master Plan

Problems to Solve

The Town of East Granby has prepared this Village Center Master Plan to create a framework and pathway for attracting investment with the aim of creating a vibrant and prosperous Village Center. Through both the existing conditions analysis and community outreach programs, it was determined that if East Granby is to be successful (re)positioning the Village Center to compete for investment, it must solve the problems of market, image, and physical conditions. To solve these problems, the Village Center Master Plan seeks to:

- 1. Market:** Grow market demand through strategic interventions aimed at increasing the critical mass of population and households within and proximate to the Village Center.
- 2. Image:** Guide the creation of an identifiable brand for East Granby and the Village Center and continue to elevate the recognition of said brand.
- 3. Physical Conditions:** Improve the quality of product (development/building) on display to better enhance the agrarian village aesthetic, while leveraging new development/building to create cohesion, reinforcing the agrarian village aesthetic.

While each of these problems are unique, they are interconnected as integral components of the Village Center. Therefore, the strategies within this Master Plan work to improve the market, image, and physical conditions of the Village Center as a collective strategy to grow market and attract investment.

Framework for Improvement

To accomplish the objectives of the Village Center Master Plan, a market- and asset-based approach is utilized along with a resiliency and sustainability framework to guide decision making. The sustainability perspective recognizes the importance of working to balance the social, environmental, and economic outcomes—to mitigate the potential negative consequences of attracting investment and development. The resiliency framework recognizes the Village Center as a complex, adaptive system—a social, environmental, and economic ecosystem—that needs to be nurtured, cultivated, and managed through adaptive and flexible processes that encourage investment.

The market- and asset-based approach also utilizes the Levers of Change (image, market, conditions, connections, and capacity) as the guiding principles to problem solving and (re)positioning the Village Center's market, image, and physical conditions allowing the Village Center to attract investment. In implementing this approach, the Village Center Master Plan recognizes and embraces the experience economy, conceptualizing the Village Center as a community amenity. Leveraging community assets such as outdoor recreation, the rural-agrarian aesthetic, and day-trip tourism are utilized to generate interest and vibrancy in the Village Center.

Master Plan Executive Summary – Strategies for Improvement

The East Granby Village Center Master Plan

Strategies for Improvement

A critical mass of population and households are needed within and proximate to the Village Center to (re)position the Village Center to attract investment, create vibrancy, generate prosperity and the demand required to support existing businesses and attract new investments (development, redevelopment, and businesses).

With only 469 persons and 188 households living within 1-mile of the intersection of Routes 20 and 187, creating a critical mass of population to support the Village Center is the only option to create improvement and attract investment. Therefore, East Granby must encourage and allow new housing development—higher density multi-family housing—in and near the Village Center. Today, there are approximately 426 housing units approved or proposed in the Village Center area. While this is a good start to creating the critical mass, more housing will be needed.

Multi-family residential apartments are the strongest real estate asset class in the Hartford Region. East Granby, based on its location and rural-agrarian aesthetic, is well-positioned to capture market share of such housing. In addition, the market and financial strength of multi-family residential can aid in the feasibility of commercial development as part of mixed-use developments—allowing commercial space to be built that would otherwise be marginal. Due to the symbiotic relationship between residential and commercial uses—retail follows rooftops (and rooftops benefit from retail)—multi-family development

is a catalyst for commercial development. The greater the critical mass of population and households in and proximate to the Village Center, the more likely it is that new investment in existing properties and new development will occur. In addition, multi-family residential development is fiscally positive, generating more tax revenues than the cost of local government services required to support it.



Master Plan Executive Summary – Strategies for Improvement

The East Granby Village Center Master Plan

Infrastructure

Infrastructures are both physical public improvements that support public and private development, and amenities benefiting private development, ultimately contributing to place-making. For infrastructure improvements, the Village Center Master Plan recommends East Granby invest in sidewalks, a trail connection, the Village Green, and roadway improvements to address physical conditions and to provide the infrastructure that will support vibrancy.

Sidewalks, as a means of creating walkability, vibrancy, and connections to surrounding areas and developments, are the largest infrastructure improvements recommended in the Village Center Master Plan. The sidewalk improvements focus on School Street, Memorial Drive, Center Road, East Street, and Church Road (all Town owned streets), and working with Connecticut Department of Transportation (CTDOT) and the Capitol Region Council of Governments (CROG) for sidewalk installation along sections of Route 20 and Route 187.

The trail connection recommendation focuses on creating a walking/hiking trail connection between the Village Center and the East Granby Farm Recreation Area. This connection is in-lieu of sidewalks along Route 187 and aimed at connecting the Village Center to the vast trail networks as a means of drawing walkers and hikers into the Village Center.

The recommendation for the Village Green is to create a more robust Village Green (in size), capable of hosting larger events and becoming a community and civic focal point. The recommended improvement is to capture land from the Town Hall parking area—relocating the parking to the other side of the building—and adding enhanced landscaping to create an intimate and well-defined public space.

The roadway improvement recommendations focus on working with CTDOT and CROG to make improvements to Route 20 aimed at safety and multi-modal utilization, such as complete streets methods.



Master Plan Executive Summary – Strategies for Improvement

The East Granby Village Center Master Plan

Village Center Corridor

The Village Center Corridor is conceptualized as three nodes: the Western Approach, the Village Center (Rt.20 & Rt. 187), and the Eastern Approach (Rt. 20, School and East Streets). The Western Approach is not proposed for new development or increased density. It is proposed to be a “visual corridor” or connector to the Village Center.

The Village Center is conceptualized as the Village Center, the primary focal point of the community. The Village Center is the location of redevelopment and infill, filling in the gaps and creating well defined spaces. Massing and design are key, utilizing a variation in building heights (one-, two-, and three-story buildings) to break up the existing linear pattern and 'Colonial' and 'Georgian' consistent architecture to reinforce the existing aesthetics.

The Eastern Approach (School and East Street) is the area of opportunity for new development—higher density development. This is not the core of the Village Center, and it is already defined by low-density auto-oriented uses. By encouraging higher density and greater massing in new development, the low-density auto-oriented aesthetic can be moved toward a Village aesthetic.

Collectively, the three nodes and the corridor are the area of focus. Unified signage, massing, architecture, and landscape design will tie these nodes and the corridor together—creating an identifiable place at a human scale.

Village Center Architecture & Design

The primary architectural recommendations are to remain consistent with the existing 'Colonial' and 'Georgian' aesthetic, while utilizing massing and variation in height to reinforce the village aesthetic. The key design guidelines are to:

1. Integrate new development to build up, breaking up elongated facades
2. Integrate new development to create “end-blocks”; better defining and reinforcing clusters
3. Reinforce the existing building line with new development(s) of similar scale along Route 20
4. Mirror existing architectural styles and match existing development scale whenever possible

While design elements are demonstrated in the Village Center node, they are applicable throughout the Village Corridor.



Master Plan Executive Summary – Strategies for Improvement

The East Granby Village Center Master Plan

Village Center Branding & Marketing

If there is one thing that the community agreed on during the public engagement process, it was that East Granby and the Village Center suffer from a lack of identity. Therefore, recognizing that image is an important Lever of Change, The Village Center Master Plan recommends that East Granby work to develop a brand, improve community image, and market the community, specifically the Village Center, to a broader population. Doing so would include:

- Developing a brand for East Granby and the Village Center that will build awareness of both East Granby and the Village Center.
- Incorporate branding and marketing elements to create a sense of place for East Granby and the Village Center – such as unified design elements and gateway signage at key locations including the Village Center.
- Utilize the branding and marketing efforts to support and promote the current businesses.
- Utilize the branding and marketing efforts to support economic development efforts and new business attraction for East Granby and the Village Center.

To accomplish these objectives, the Village Center Master Plan specifically recommends the creation of a Brand and Marketing Team (committee), the development of a Marketing and Communications Plan, the implementation of a wayfinding program, and the incorporation of the Village Center brand into the Town Website and individual business marketing.

Village Center Zoning Modifications

Zoning regulations have a dynamic relationship to markets, specifically supply and demand. In fact, zoning meters the amount of supply (i.e., land and buildings available for specific uses and the density/intensity of those uses) available for development. Therefore, zoning can be both a barrier to investment (if it restricts and excessively constrains supply) and a lever of change (if it is flexible and adaptive to demand).

The Village Center Master Plan recommends modifications to zoning (specifically, the VCZ, MFDR, and CPTZ districts) that will reduce and remove barriers to investment. This includes increasing the allowed height, reducing required parking, creating greater flexibility in site design, and creating a Master Plan Overlay Zone (MPOZ) approach for commercial, multi-family residential, and mixed-use development within the Village Center Area. The MPOZ approach offers a flexible application process that is a zone change and site development master plan, followed by a conventional site plan application, if the zone change and master plan are approved. This creates a win-win for both the Town and the applicant—allowing the Town the discretion of a zone change based on the master plan design while providing the applicant with a decision before timely and costly site plans are prepared.

The Village Center Master Plan also recommends a review of all zoning uses in the commercial zones, especially those that are in the Village Center Area. The aim of such a review is to ensure consistency in vocabularies describing uses, determining the uses most desired in the Village Center, and to establish permitting requirements (i.e., as-of-right site versus conditional special permit uses) that reflect the desirability of uses to be most encouraged.

Master Plan Executive Summary – Strategies for Improvement

The East Granby Village Center Master Plan

Village Center Economic Development

Economic development is *the practice and process of creating wealth and attracting investment*. Therefore, the aim of the Village Center Master Plan recommendations for economic development focus on activities which will forward the objective of attracting investment concentrated on creating a vibrant and prosperous Village Center. Much of the economic development recommendations focus on improving capacity and creating greater social connections—both of which are Levers of Change.

The specific economic development recommendations include - providing economic development training for all Town staff, boards, and commissions, continuing and enhancing business outreach and engagement, recognizing businesses and their investment, making available detailed demographic, socioeconomic, and real estate market data, and implementing a needs-based tax incentive program. The needs-based tax incentive program would further enhance the existing tax incentive program by allowing the Board of Selectmen to consider development specific tax fixing agreements intended to overcome challenges with project feasibility. This program will likely be needed for redevelopment projects and large commercial, mixed-use, and possibly multi-family developments.

Implementation

The Village Master Plan concludes with an implementation section which provides a general overview of the specific recommendations contained within this Village Center Master Plan. Most important, the implementation schedule sets priorities for specific strategies and assigns responsibility to agencies that should lead the specific strategies for improvement.



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Chapter One

Why We Plan
and the Master Plan

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Introduction – Why We Plan

The East Granby Village Master Plan

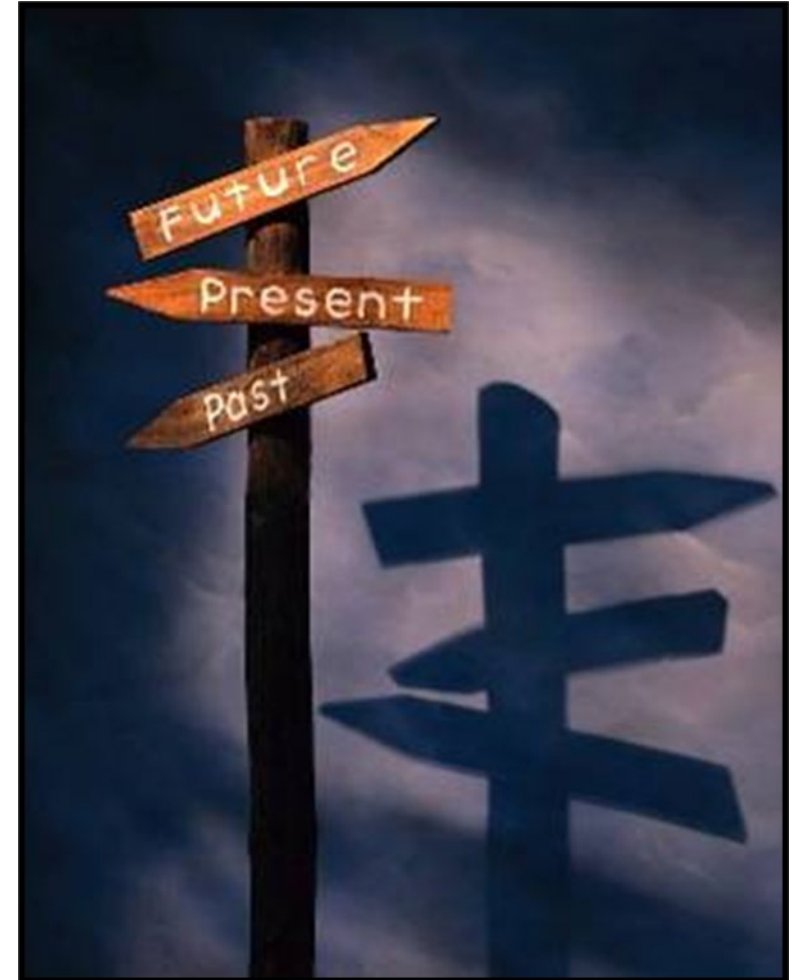
What is Planning?

Planning is a process and practice that can be formal or informal. When informal, it is something we often do not notice or take for granted. For example, we plan our everyday lives. What we need to do, where we need to go, and when we must be there. Informal planning works well in the short term but does not work so well long term.

Long term planning requires a more thoughtful approach. In addition, planning for a village center, unlike planning for our doctor's appointment, requires a systematic approach that balances the *needs, wants, passions, and enthusiasms* of the community against social, demographic, economic, environmental, and property rights considerations. So, what is planning?

Planning is a:

- process of preparing for the future,
- systematic approach to problem solving,
- strategy for improvement,
- continuous learning and adjustment, and
- prediction of the future with the *risk of being wrong*.



Introduction – Why We Plan

The East Granby Village Master Plan

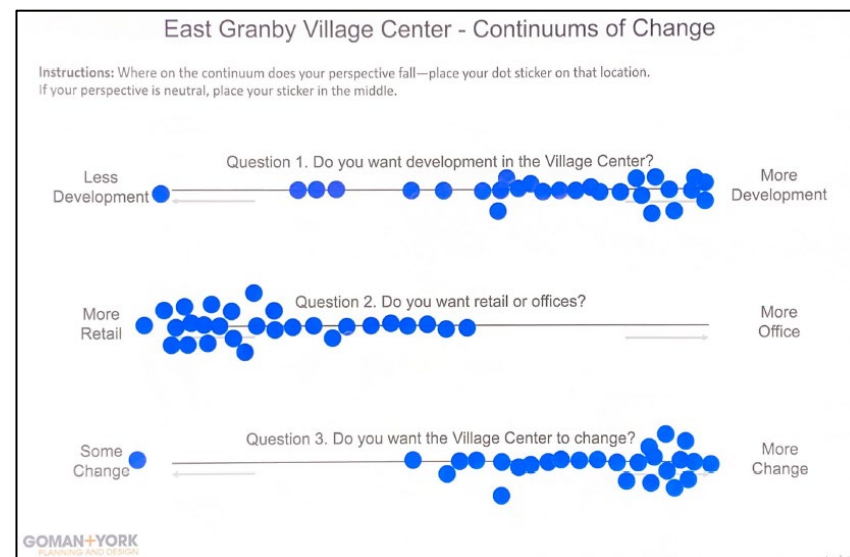
The Process of Creating this Village Center Master Plan

Motivated by the Plan of Conservation and Development recommendations and the current administration’s desire to create economic vitality, East Granby retained Goman York Property Advisers LLC (Goman+York) to assist the community with the creation of a Village Center Master Plan. To best facilitate the planning process, a Village Center Master Plan Steering Committee was established to provide oversight of the planning process and to provide input into the Master Plan.

The research into existing conditions started in December 2022 and continued through January 2023. An intensive week of public engagement took place between January 18, 2023, and January 24, 2023. The public engagement process included four focus groups with business owners, property owners, Town staff, and boards and commissions. Three resident/public programs were held on January 19, 21, and 24, 2023. The first two programs were planning and visioning sessions with a series of discussions and activities designed to gain the insights of the public. The third session presented the findings of the first two sessions and worked with the public to further refine the findings and gather input toward possible strategies for improvement. This included a draft vision for the Village Center. Approximately 140 people participated in the public programs and focus groups and approximately 300 people participated in the online survey. This accounts for up to 8.4% of East Granby's population—strong participation rates for such planning activities.

The Steering Committee met three times during the planning process to provide further and deeper insights into the community and East Granby’s Village Center. The Draft Village Center Master Plan was presented on March 16 and final plan was presented [Date.]

Community Participation



Introduction – How We Plan

The East Granby Village Center Master Plan

The Planning Process

The planning process, as a systematic approach, utilized for this Village Center Master Plan was a five-step process:

Step 1. Where Are We Today?

The assessment of existing conditions (historic, demographic, land use, social, economic, and environmental) that influence the Village Center. This is done to establish a baseline and to understand what is working and what is not working.

Step 2. Where Do We Want to Be in the Future?

The process of public outreach and input provides understanding of what the community wants, needs, and is willing and capable of working to achieve. Accomplished through community programs, focus groups, and an online survey, the community input is translated into a vision for the Village Center—setting outcomes for what the Village Center will be in the future.

Step 3. How Will We Get There?

Determines and establishes policies and strategic interventions aimed at moving the Village Center toward the vision and desired outcomes.

Step 4. How Will We Know We Are on the Right Course?

Considers the desired outcomes and strategic interventions to be deployed to achieve those outcomes and creates measures to help inform the community if what we are doing is working—a means of measuring the effectiveness of implementation.

Step 5. Implementation.

Provides a road map to the future—an action agenda to guide East Granby’s implementation of the Village Center Master Plan.



Generalized Village Center Area



Introduction – What We Plan

The East Granby Village Center Master Plan

The Village Center Master Plan

The East Granby Village Center Master Plan is a comprehensive study and analysis of the Village Center through the lens of spatial, social, economic, architectural design, and environmental conditions. The analysis is designed to gain a firm understanding of the many variables and forces that influence the Village Center.

The planning process is a thoughtful and engaging process of working through the unique community *needs and wants* as a means of determining how to best (re)position the Village Center to compete for investment (development and improvement) and vibrancy (socio-economic prosperity).

This Master Plan document is a statement of policies and strategic interventions aimed at moving the Village Center toward the community's desired outcomes.

Village Center Vision Statement

East Granby's Village Center will become a focal point of the community, preserving our history and embracing our future. A vibrant, prosperous, safe, and aesthetically pleasing gathering place where the community comes together to celebrate, socialize, shop, and engage in civic life. The Village Center will convey a community identity through quality design, natural vistas, and accessible spaces that emphasize East Granby's New England and agrarian charm.

Arial View – Routes 20 & 187 Intersection



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Chapter Two

A Resilient and Sustainable
Village Center

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A Sustainable and Resilient Village Center

The East Granby Village Center Master Plan

Introduction

A critical aspect of positioning the Village Center to compete for investment and to create a vibrant and prosperous Village Center is to focus on sustainability and resilience. While the concepts of sustainability and resiliency may appear or feel abstract and their goals far reaching and idealistic, sustainability and resiliency provide a pragmatic framework for thinking about place, village center planning, planning for improvement, and decision making. This chapter provides a means for East Granby to conceptualize and understand sustainability and resiliency, while providing a framework for working towards a more sustainable and resilient Village Center.

Sustainability

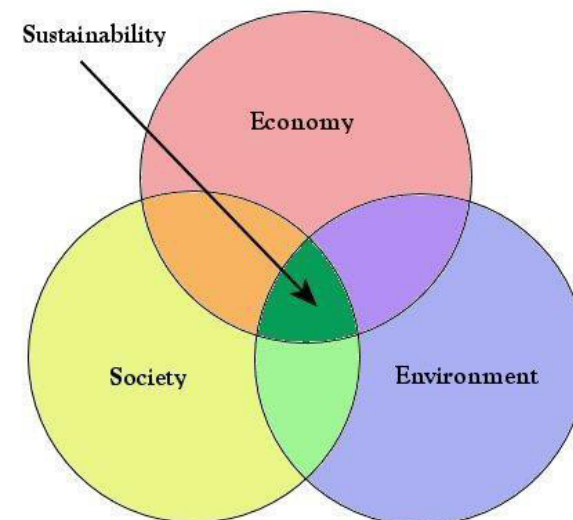
The concept aim of sustainability is embodied in this Master Plan. The widely-accepted definition established by the United Nations 1987 Brundtland Report (World Commission on the Environment and Development) explains sustainability as follows:

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Doing so must integrate and balance economic, environmental, and social goals.”

The key to understanding sustainability and to achieve sustainable development, is to recognize the symbiotic relationship of the three core elements: Economic, Environmental, and Social. For East Granby,

more specifically, for the Village Center to be sustainable, efforts to create improvement cannot simply work at one or two of the core elements but must be working at all three. In addition, the core elements emphasize the importance of *balance*, that one outcome (i.e., environmental sustainability) cannot be achieved if the community is not also economically and socially sustainable.

This Village Center Master Plan seeks to create a dynamic balance between social wellbeing, economic prosperity, and environmental quality of the Village Center. Although this Master Plan is divided into many individual chapters, to place emphasis on a thematic topic, in fact, no topic (or theme) may be thought of in isolation. Each thematic topic must be integrated into a framework where it may be evaluated and worked at in context with all planning topics which are discussed in this Plan.



A Sustainable and Resilient Village Center

The East Granby Village Center Master Plan

Resiliency

Resiliency is the capacity to absorb shock and disturbance and still *retain functions and structures*. In the context of East Granby’s Village Center, a resiliency approach shifts the focus from simply seeking to achieve the community’s vision and desired outcomes, *to building capacity to adapt to and manage change*. East Granby’s Village Center is a complex, adaptive system with multiple variables and forces at work that influence land use and development. Such forces include economic, social, and environmental elements. These forces work at varying intensities, competing at times, and cooperating at other times. Together, these elements contribute to the character and potential of the Village Center.

The key to resiliency is *diversity*. A complex, adaptive system that is over-reliant on a single industry (economic sector) or a certain type of housing (single-family homes) or a singular use (commercial) is less resilient, more susceptible to disturbances, and at greater risk of losing functions and structures. Detroit, for example, being a community that was over-reliant on the automobile industry, collapsed under the economic forces that disrupted automotive manufacturing—economic forces that were beyond Detroit’s control.

Unfortunately, community-scale land use planning is inherently a top-down governance structure that assumes we have adequate knowledge—we often assume a degree of confidence as to what is right, or best, or what is to come and how-to best plan for what we need and want. However, resiliency and creating a resilient Village Center is counter intuitive as to how we engage in planning, since the future is unknown and change inevitable. Therefore, planning must be about building capacity and adaptability, not preordained futures.

A Resiliency approach to planning should:

- start with *embracing change—things change*,
- recognize that the Village Center is *always shifting* around multiple equilibria and that change is *not continuous or gradual*, but *episodic*,
- *not presume sufficient knowledge, but the recognition of our ignorance*,
- *keep options open*, fostering *innovation and experimentation*, while embracing, not trying to resist or constrain *change*,
- *not assume that future events are expected, but that they will be unexpected*,
- *embrace diversity* (in all its forms),
- pay close attention to the *slow variables of change*,
- embrace and encourage *redundancies, overlapping responsibilities*, and incorporate both *top-down and bottom-up structures*, and
- *not seek to predict or preordain the future, but to devise systems that can absorb and accommodate future events in whatever unexpected form they may take*.

A resiliency approach to planning and governance is about East Granby having the capability and capacity to adapt to change—to managing the everyday and doing the little things very well.

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Chapter Three

Existing Conditions
and Embracing Change

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Existing Conditions – Embracing Change

The East Granby Village Center Master Plan

Introduction

The Village Center Master Plan is a physical land use, design, infrastructure, and real estate development plan aimed at guiding the future development of the Village Center. To best understand the Village Center and make informed decisions about the future of East Granby's Village Center and the policies that will guide the Village Center into the future, it is imperative to understand the existing conditions that influence the Village Center. By analyzing and understanding demographics, socioeconomics, and other market forces a deeper understanding is gained of the Village Center, the interconnected relationship between demographics, socioeconomics, land use, and municipal governance.

Comparing existing conditions to historical trends and future projections, informs us as to where East Granby and the Village Center have been, where East Granby and the Village Center are likely heading, and what potential changes in land use and other policy can manage change and create improvement in the Village Center. The wealth of understanding gained from this analysis, when properly interpreted and translated, offers unique insights into the challenges the Village Center Master Plan seeks to confront and mitigate, and the potential policy tools and approaches East Granby can employ to best guide the Village Center.

The Village Center Master Plan is both a physical plan for land use, design, development and a strategic plan for municipal governance and community investment. As a physical plan, the Village Center Master Plan will guide the physical development of the Village Center. As a strategic plan, the Village Center Master Plan will guide East Granby's governance of the Village Center and the capital investments in the Village Center.

Understanding East Granby's and the Village Center's existing conditions provides context to the multiple and dynamic variables that influence the Village Center's trajectory and inform us about future potential. Ultimately, to understand the existing conditions helps to inform us as to what are the required and plausible approaches, strategies, and interventions that can be employed by the Town of East Granby to create improvement—to move the Village Center toward the desired outcomes.

East Granby Farm



Existing Conditions – Embracing Change

The East Granby Village Center Master Plan

Demographics

East Granby’s demographic are changing. From 2010 to 2020, East Granby’s population increased by only 1%, an insignificant increase in the context of demographics. East Granby’s 1% population increase mirrored the state and county. During the same period, East Granby’s adult population increased by 4%, while the under 18 population declined by 8%. This means that East Granby, like the state and county is aging. In the simplest of phrases, East Granby is a slow-growth community, located in a stagnant metropolitan region, and a slow-to-no-growth state. While such statements may appear harsh, they are important to provide understanding, context, and to set the stage for planning for the Village Center.

In addition, Connecticut and Metropolitan Hartford have also experienced stagnant job growth for past 30 years. For example, from 1985 to 1990 (a five-year period), Connecticut added approximately 103,000 jobs (non-farm employment) and only 45,000 jobs from 1990 to 2020 (a 30-year period). Jobs are the primary driver of demand for real estate development and population is the secondary driver. Household formations (the creation of new households) are an additional driver of demand, especially residential development. With little growth in jobs and population, the commercial real estate demand has been marginal, while residential real estate demand has been modest, driven mostly by household formations (the increase in one- and two-person households).

Stagnant, slow, and no-growth have consequences—populations age and consumer spending patterns change. For example, households over the age 60 spend 50% less than households in their 30s and 40s. This demographic change is one of the factors impacting East Granby’s Village Center. Marginal demand resulting in marginal investment.

TOTAL POPULATION	Population 2010	Population 2020	Population Change 2010 - 2020	% Change 2010-2020
Connecticut	3,574,097	3,605,944	31,847	1%
East Granby	5,148	5,214	66	1%
Hartford County	894,014	899,498	5,484	1%

ADULT POPULATION	Population 2010	Population 2020	Population Change 2010 - 2020	% Change 2010-2020
Connecticut	2,757,082	2,869,227	112,145	4%
East Granby	3,879	4,047	168	4%
Hartford County	689,971	713,425	23,454	3%

< 18 POPULATION	Population 2010	Population 2020	Population Change 2010 - 2020	% Change 2010-2020
Connecticut	817,015	736,717	-80,296	-10%
East Granby	1,269	1,167	-102	-8%
Hartford County	204,043	186,073	-17,970	-9%

NONFARM EMPLOYMENT (Seasonally Adjusted)					
	1985	1990	2000	2010	2020
CT LMA	1,549,800	1,653,200	1,689,800	1,601,000	1,698,000
Hartford LMA	---	603,400	568,900	545,100	591,900

Connecticut Department of Labor - Office of Research

Existing Conditions – Embracing Change

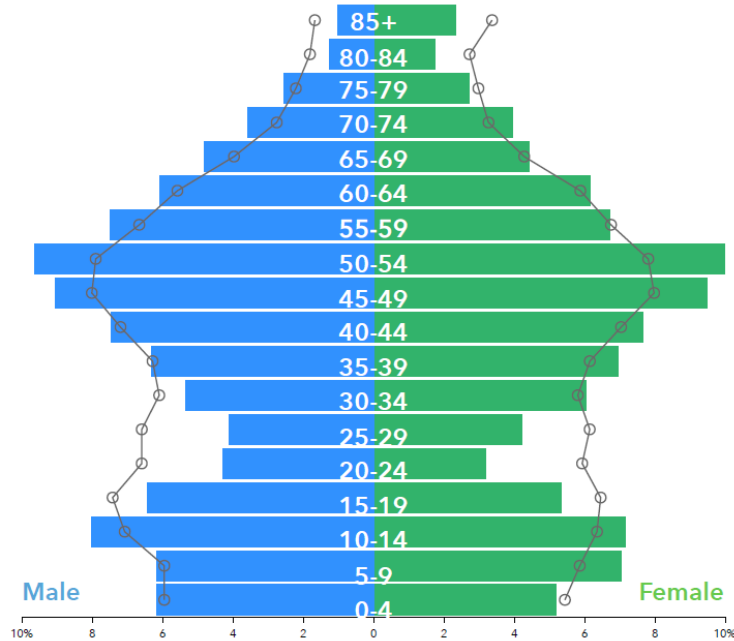
The East Granby Village Center Master Plan

Age Pyramid (Esri 2010)

East Granby town, CT
 East Granby town, CT (0900322070)
 Geography: County Subdivision

Prepared by Esri

AGE PYRAMID - 2010



The largest group:
 2010 Females Age 50-54

The smallest group:
 2010 Males Age 85+

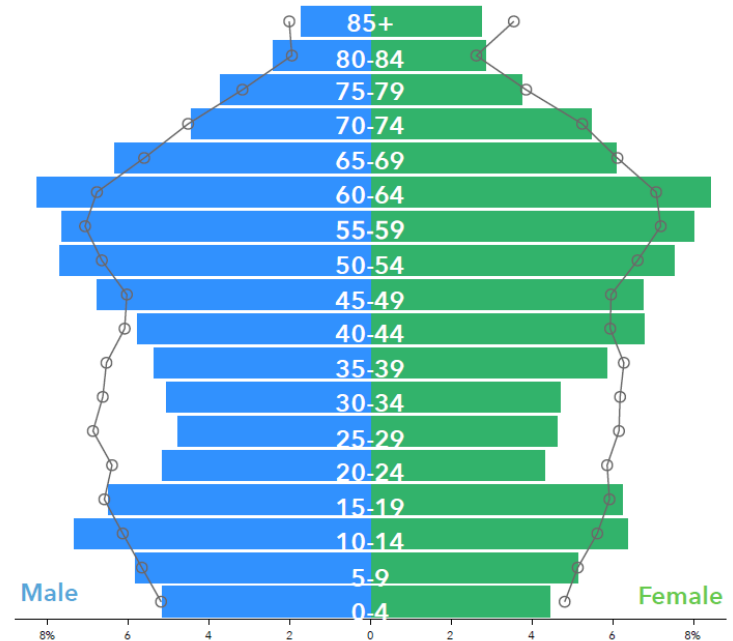
Dots show comparison to Hartford County

Age Pyramid (Esri 2022)

East Granby town, CT
 East Granby town, CT (0900322070)
 Geography: County Subdivision

Prepared by Esri

AGE PYRAMID - 2022



The largest group:
 2022 Females Age 60-64

The smallest group:
 2022 Males Age 85+

Dots show comparison to Hartford County

The comparative (2010 & 2022) age pyramids above graphically depict East Granby’s demographic structure by age cohorts in relationship to Hartford County (the dotted lines). The most notable feature in these graphics is large populations over 50 years in 2010 and over 60 in 2022—this is Baby-boom generations and a driver of the aging populations. Another notable feature is contraction and smaller population between the ages of 20 and 40 in pyramids—these population are those of childrearing years and high value consumer spenders. As a result of this small cohort of younger adults, the under 10 years old population shows contraction in the 2022 pyramid compared to the 2010 pyramid (which mirrors the 8% loss in under 18 population discussed above). Last, another notable feature is that East Granby has fewer young persons and more older persons than Hartford County.

Existing Conditions – Embracing Change

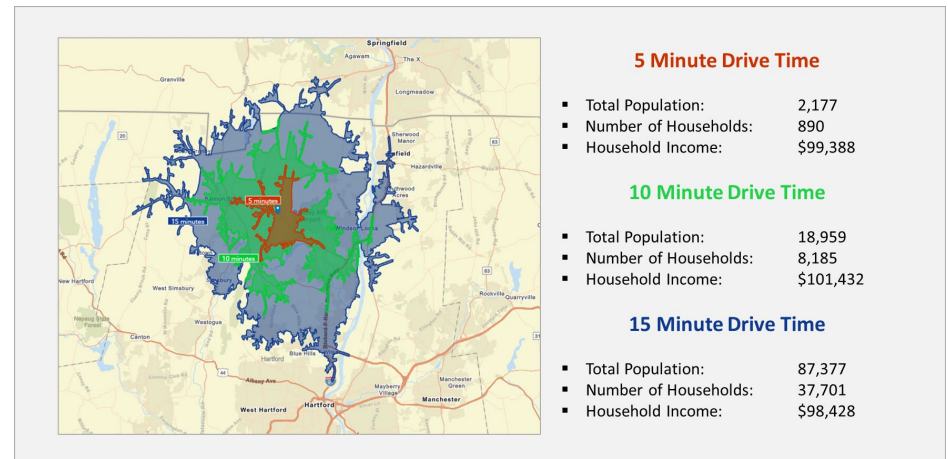
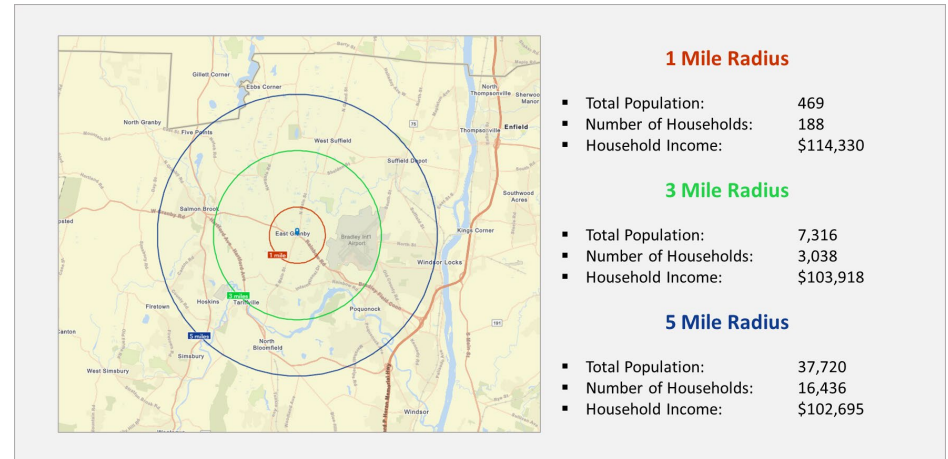
The East Granby Village Center Master Plan

Trade Area Market Demographics

The two graphics on the right provide both concentric circle and driver-time trade area analysis from the intersection of Route 20 and Route 187. Total population, households, and household incomes are key metrics used in retail site selection. The greatest challenge (or deficiency) confronting East Granby’s Village Center is the very low population and households within both the 1-mile radius and 5-minute drive-time. While East Granby’s Village Center has strong traffic counts (another key site selection metric), approximately 18,000 vehicles per day on Route 20 (See map on following page), the Village Center lacks a critical mass of population and households who are proximate to the Village Center. Household incomes are high, another strong site selection metric, and positive metric.

With high traffic counts and high household income, the Village Center checks the appropriate boxes for two of the four key site selection metrics. Unfortunately, the Village Center falls well short of checking the boxes for total population and number of households—these number are exceptionally low. It is this lack of a critical mass of population and households proximate to the Village Center that creates the primary impediments to investment and new development in the Village Center. The fact is, without an increase in the critical mass of population and households proximate to the Village Center, little will change in the Village Center.

Village Center Trade Area Analysis



Existing Conditions – Embracing Change

The East Granby Village Center Master Plan

Trade Area Market Demographics

If East Granby is serious about creating a vibrant and prosperous Village Center, attracting investment, providing more amenities (public and private), and growing the grand list, then East Granby must be willing to allow and encourage the development of housing—higher density housing—within 1-mile of the Village Center. As important, attracting new households to a higher density housing stock, will likely aid in mitigating East Granby’s demographic trends, slowing the aging trends by attracting younger households.

CT DOT – Average Daily Traffic Counts



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Chapter Four

Understanding Markets
and Creating Investment

GOMAN+YORK

Understanding Markets – Creating Investment

The East Granby Village Center Master Plan

Creating Investment

The greatest impediment to economic investment in the East Granby’s Village Center, as discussed in the previous chapter, is the lack of a critical mass of population and households proximate to the Village Center. However, attracting a critical mass of population and households to the Village Center are not the only considerations that influence the flow of investment. Investor choice, competition, confidence, and predictability also influence the flow of investment.

Understanding Markets

Markets exist and function at multiple spatial and temporal scales. Therefore, to analyze and understand real property markets and to plan for change, it is imperative to understand how the markets organize and function. That is, how do the multiple sub-markets organize and function at the metropolitan scale?

In metropolitan regions, sub-markets generally exist at the sub-regional, municipal, neighborhood, and block scale. These sub-markets compete for investment. The markets and sub-markets will display strength characteristics of being strong or soft (having varying degrees of demand), while others will be weak or distressed (having little or no demand). Market strength, the degree of demand, is critical to understand when developing strategies to intervene in the market.

Strategies that work in strong markets typically will not be the same as strategies that work in weak or distressed markets. To better understand how markets and sub-markets compete, that is, how residents, businesses, and investors behave in markets and make market investment decisions, it is important to consider and understand choice, competition, confidence, and predictability.

The following table provides a summary of these market considerations.

Market Considerations	
Choice:	Understanding that people (residents, businesses, and investors) make choices about where to buy, what to buy, when to invest, and how much to invest. For a property or neighborhood to compete—to attract investment—it must appeal to those making choices to invest. The greater the number of those who will choose to invest, the greater the demand that will be realized.
Competition:	From other properties, neighborhoods, and communities. It is not enough for a property/place to be a good place to live, work, or play; it must be able to attract investment (time, effort, and money) even as its competitors continually change.
Confidence:	Investors (individuals, businesses, homeowners, and even renters) need to feel confident in their investment, today and tomorrow. Therefore, the property/place must signal a feeling of confidence. Unfortunately, older properties/places often signal a confusing mixture of conditions that challenge investor confidence. Confidence is the currency that markets trade-in.
Predictability:	Investors want predictability. Predictability is the foundation that confidence is built on. If the market is not predictable (today or in the future), then the confidence to invest will be marginal.

Understanding Markets – Creating Investment

The East Granby Village Center Master Plan

Market Consideration

Choice, competition, confidence, and predictability provide context and understanding, a foundation to thinking critically about how communities (East Granby and the Village Center) compete for investment. More importantly, they highlight the challenge of competing for investment. Metropolitan markets are complex adaptive systems, urban-economic ecosystems that are constantly shifting and changing. Changes in technologies, innovations in transportation, cultural shifts in place of work, and changes in consumer preferences impact how markets organize.

Yesterday’s prosperous Town Center may become today’s struggling Main Street. For East Granby’s Village Center, it may be more about a lack of identity, a low-density agrarian past, and an older era of

development that may be struggling with functional obsolescence that drive the challenge of competing for investment—in addition to a lack of a critical mass of population and households. In addition, competition from surrounding communities—especial in the retail and medical services sectors.

To further understand the complexity of markets, we must also understand human behavior, specifically investment behavior and the investment decision-making process—how predictability and confidence, discussed above, factor into investment decisions.

The following table explains the investment decision-making process:

<p>What people (residents, visitors, workforce), businesses, and investors like and want:</p>	<p>A market-based strategy for improvement begins with understanding the investor’s decision-making process for investment:</p> <ul style="list-style-type: none"> • Predictability. • From predictability they are willing to invest; that is, to take a calculated risk that their investment will be worthwhile and profitable. • They determine the extent of how predictable a place is by reading certain signs. • The signs are always right. That's a key insight. • Then they act.
<p>Important Investment Factors:</p>	<ul style="list-style-type: none"> • Once they find what "fits" with their risk appetite, they invest not just their money but their time and energy, and more importantly, they then seek to protect those investments; that is, to maintain predictability. • They will pay attention to "clues" that those investment assumptions have changed—and change upsets predictability (confidence). • Risk appetite and how risk is determined and managed is the key to understanding settlement. • Neither use, form, density nor complexity impact predictability, however all these elements contribute to risk appetite, risk signal definition, and risk management. Therefore, ‘ingredients’ of space/place that reflect and reward what makes people ‘feel good’ attract investment.

Understanding Markets – Creating Investment

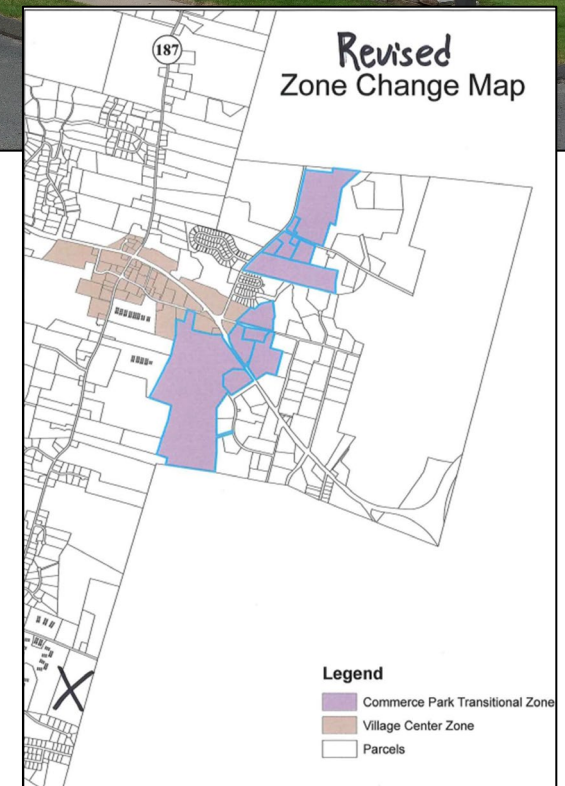
The East Granby Village Center Master Plan

Signs, Signals, and Risk Appetite

The signs and signals that a market conveys are the qualities of a space or place and how we translate those qualities into an understanding of market conditions—predictability. A simple way to think about this is to ask, “are the signs and signals of this place conveying a message of place that is clean, safe, and aesthetically pleasing?” More specifically, in the context of East Granby’s Village Center, are the signs and signals conveying a message of New England charm or a quaint New England Village? While everyone has different degrees of risk appetite and tolerances to conditions, they deem acceptable, the degrees of difference are small in the context of space and place regarding mainstream society—the middle class.

The fact is, most of society wants and seeks out spaces and places that are clean, safe, and aesthetically pleasing. This is part of the reason why Disney is so popular and prosperous. Disney World provides a place that is clean, safe, and aesthetically pleasing to the masses. In addition, it provides a quality experience that is further enhanced by the qualities of the places. For communities to compete for wealth and investment (the work of economic development), they must be predictable and provide confidence. This is part of the challenge for East Granby’s Village Center. The Village Center today, as explained by participants in the public outreach programs, is dated—older buildings, designs, and marginal degrees of property maintenance. Such conditions send messages of marginal confidence and predictability. This conflicts with who the East Granby community is, a solidly middle- and upper-middle class community with higher standards and expectations of what their Village Center should be.

East Granby Town Hall



Understanding Markets – Creating Investment

The East Granby Village Center Master Plan

The Levers of Change

To strategically intervene in a market, (re)position the market to compete for investment, it is imperative to work within the context of what is known as the Levers of Change. The Levers of Change—image, market, conditions, connections, and capacity—provide a framework for thinking through and influencing change. They allow us to intentionally target strategies and investments in a way that arrests marginal conditions, builds from strengths, leverages assets, and moves the market toward the desired outcomes.

Understanding the Levers of Change allows us to think carefully about East Granby’s Village Center in the context of a collective framework for (re)positioning the Village Center to compete for investment—creating strategies for improvement.

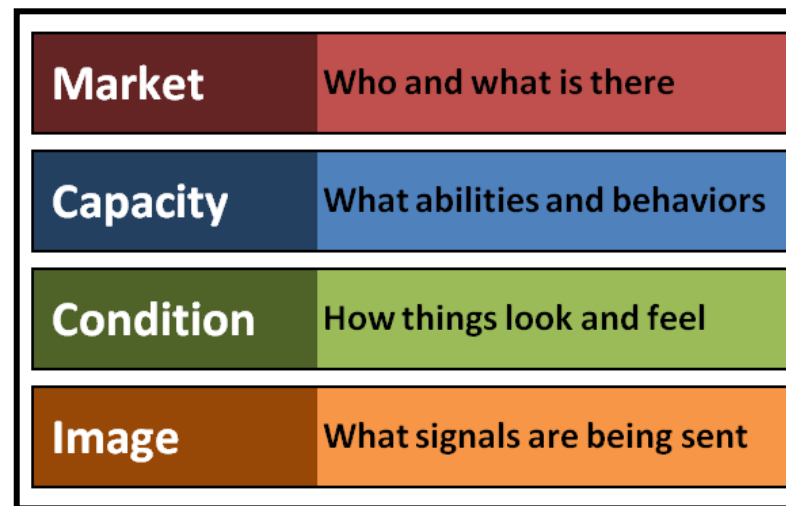


Image	What signals: Images are the signals a place sends to the market. Signals can be positive or negative. Every property is a billboard for the overall image. Signals inform us about predictability and confidence.
Market	Who is there and what is there: Who and what is there explains the market for a given place at that moment in time? We can read the market through signals. For example, who is there in terms of businesses and brands?
Condition	The way things look and feel to us and to others: Condition is the product on display. This is not simply the aesthetics of a place, but also the quality and level of investment. Is the place well maintained? Clean? Free of litter and graffiti? Are the sidewalks clean? Is the street free of potholes? Are homes and buildings well maintained? Are property owners investing?
Connections	The connectivity of space and place: How people and businesses connect to the space or place—sense of place. How the space or place is connected to other spaces or places—its site, situation, and transportation connections.
Capacity	With what capabilities and behaviors: Capacity is the formal and informal governance structures (capabilities and behaviors) that manage the space/place (market). Capabilities may be organizations, government, management, or regulations. Behaviors may be relationships, practices, or leadership. How do these capabilities and behaviors inform us about a community’s capacity to manage change, implementation, and improvement?

Understanding Markets – Creating Investment

The East Granby Village Center Master Plan

Translating Market Considerations and the Levers of Change for East Granby’s Village Center

When thinking carefully and critically about the Village Center and what has been learned through existing conditions analysis and public input—in the context of Market Considerations and the Levers of Change—a framework for strategic interventions aimed at creating improvement emerges.

Market Considerations

The business and property owners informed the planning process as to a lack of confidence and predictability. This was most evident in concerns over the small market—lack of a critical mass of population and households—and challenges of operating businesses and maintaining or developing properties. Competition was not of great concern, yet evidence of the small market size and the need for residents to travel to neighboring towns for high order services, such as groceries and pharmacies. The same is true for choice.

The Levers of Change

Most participants in the public outreach programs and focus groups informed the planning process of issues that negatively impact image, market, condition, connections, and to some degree, capacity. For example:

Image: East Granby lacks community image, a recognizable brand, and identity—including the Village Center. The threat to scenic views and loss of New England charm were also raised as image concerns.

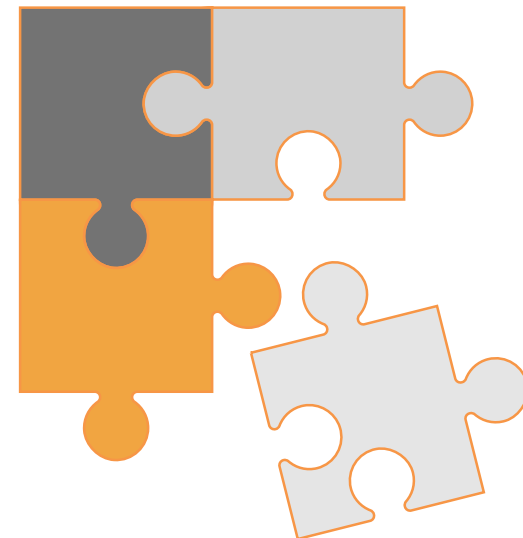
Market: The lack of critical mass (population and households) as evidenced by the existing conditions analysis and business/property owner focus groups.

Conditions: Older buildings and low standards of property maintenance. Poor roadway design and lack of pedestrian facilities. Limited historic architecture.

Connections: The lack of community spaces, civic focus, and a place for the community to come together.

Capacity: The limited governance structures and resources to manage and invest in the Village Center.

By understanding *what is not working* in the context of market considerations and the levers of change, allow for the formulation of strategic interventions aimed at improving these conditions and levers.



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Chapter Five

The Amenities of Place –
A Vision for the Village Center

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The Amenities of Place – A Vision for the Village Center

The East Granby Village Center Master Plan

The Amenities of Place and Place-Making

When thinking about a village center and efforts to create improvements to East Granby's Village Center, it is important to consider the amenities of place and place-making. Society has changed. The way we live has changed, and as a result, communities have changed. This means that how we think about and plan for places like East Granby's Village Center also needs to change. Place-making—a process of strengthening connections between people and the places they share and communities they live in—is a phrase used in planning to describe the collaborative process of shaping the public realm. Another phrase, *third space*, describes all the places other than home (1st space) and work (2nd space) where we spend our free time. The Village Center is a mostly a *third space* within a public realm.

As discussed above, changes in demographics and household structures are driving changes in the way we live, the way we work, and the way we consume. As a result of technological and demographic changes, shifts and changes have occurred across most, if not all consumer markets. How and where we shop, eat, recreate, and travel have continually changed over decades and across generations—and continue to shift and change today. One of the most notable changes across society is the rise of the experience economy, a society where consumers (residents) seek out and purchase experiences, just as they used to seek out and purchase goods and services. This elevated importance, value, or status *of the experience*, in the context of place-making, third space, and planning for a village center, has given rise to what can be called *the amenities of place*.

It is no longer enough for a place to simply be clean, safe, and aesthetically pleasing—even though this is an important and required baseline. Today's consumer (resident and visitor) have greater and

new expectations of place, of a village center. Visitors to a village center are not simply seeking out and buying goods and service, they are also seeking out and *buying into the experience* that the (place) village provides. Typically, this includes aesthetics, feelings, experience, and even a sense of status. It is as much about fulfilling their passions and enthusiasms, as it about getting a meal (need or want) in the local restaurant. They desire more from a village center. They want amenities and the experience of place.

The amenities of place are simultaneously tangible and abstract. For examples, tangible amenities may be nice cafes and outdoor dining, while the abstract amenity is the collective experience that the village center provides—how the (place) village center engages the resident, visitors, and even the business, and how the village center offers a unique experience.

The amenities of place have been elevated by way we live and engage places. The amenities of place are critically important to maintaining and further creating vibrant and prosperous village center. It is no longer enough for East Granby to be a good place to live, work, or raise a family. Today, East Granby must also work to engage residents, visitors, and businesses in their *passions and enthusiasms* that provide the East Granby and Village Center experience—whatever that experience may be.

This concept of the amenities of place is important to recognize, understand, and embrace in the planning for the Village Center. The amenities of place need to remain in focus when thinking through and making decisions on design, use, density, infrastructure, and civic space. That means amenities should be front and center in thinking about how East Granby invests in the Village Center.

The Amenities of Place – A Vision for the Village Center

The East Granby Village Center Master Plan

Historic Resources

East Granby, especially areas and properties within the Village Center, has substantial historic resources. This includes the East Granby National Historic District—which extends along Route 187, portions on Route 20, and along much of School Street. In addition, an abundance of Colonial era architectural style establishes a historic design and sense of place that defines the Village Center and can be utilized to further enhance the character of the Center.

Scenic Resources

East Granby also has substantial scenic resources. However, while none of the identified scenic resources are within the Village Center, there is a strong scenic aesthetic created from agrarian pastoral views and the ridgeline to the west that provides a picturesque effect. This scenic and agrarian aesthetic is a critical component of the Village Center and its sense of place.

Recreational Resources

East Granby's rural and natural setting offers an abundance of recreational assets that have appeal beyond East Granby and draw visitors from afar. Hiking, mountain biking, and whitewater paddling are key and primary outdoor recreation activities available in East Granby.

East Granby is home to the Old New-Gate Prison and the New England Air Museum, two prominent tourism destinations, with name recognition proven track records of strong visitation.

Conclusion

The historic, scenic, and recreational resources are substantial assets for East Granby. More important, these are assets to be leveraged in the Village Center. As already stated, the historic and scenic resources create an aesthetic, a sense of place that is identifiably East Granby. More important, they establish a design character that needs to be preserved and enhanced—emphasized, embellished, and recreated.

The recreational resources are generators of visitation to East Granby—they are day-tripping tourism sites and recreational activities that can and do draw visitors from a distance. *These recreational activities need to be included as part of the amenities* offered by the Village Center. For example, if trail connections (even trail head locations) were established in the Village Center, then hikers and mountain bikers could incorporate the Village Center into their adventure—or even the start and end place if trail heads were in the Village Center. In this regard, *the Village Center becomes an amenity that enhances the recreational experience*, while the recreational activities drive visitors to and enhance the value of the Village Center.

Tariffville Gorge - Kayaking



The Amenities of Place – A Vision for the Village Center

The East Granby Village Center Master Plan

Village Center Vision Statement

East Granby's Village Center will become a focal point of the community, preserving our history and embracing our future. A vibrant, prosperous, safe, and aesthetically pleasing gathering place where the community comes together to celebrate, socialize, shop, and engage in civic life. The Village Center will convey a community identity through quality design, natural vistas, and accessible spaces that emphasize East Granby's New England and agrarian charm.

The Problems to Solve

When planning for the future of place, specifically when seeking to (re)position a place to complete for wealth and investment and to create vibrancy and prosperity, it is important to ask the right questions and understand what it is that the community is trying to accomplish. The Village Center Vision Statement provides the desired outcomes that this plan is seeking to achieve, while the existing conditions analysis and public input frame the challenges that confront East Granby's Village Center. Therefore, the question to be asked and answered is: What problem(s) is East Granby trying to solve by creating and implementing this Village Center Master Plan? Based on what was learned through this planning process, there are three problems to solve: Market, Image, and Physical Conditions. To solve these problems, this plan seeks to:

1. **Market:** Grow market demand through strategic interventions aimed at increasing the critical mass of population and households within and proximate to the Village Center.
2. **Image:** Guide the creation of an identifiable brand for East Granby and the Village Center and elevating the recognition of said brand.
3. **Physical Conditions:** Improve the quality of product (development/building) on display to better enhance the agrarian aesthetic, while leveraging new development/building to create cohesion and reinforce the agrarian village aesthetic.

While each of these problems to solve are unique, they are also interconnected as integral components of the Village Center. Therefore, the strategies that follow in this Plan are aimed at improving the market, image, and physical conditions of the Village Center.

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Chapter Six

The Village Center Master Plan – Housing

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The Village Center Master Plan - Housing

The East Granby Village Center Master Plan

Introduction

The form and function of our settlement patterns are forever changing around technological and transportation innovations, economics, and our social-cultural ways of living in our environment—the built environments as our self-created human habitat. For example, our first industrial mills and factories were located alongside rivers (their source of power) and towns and cities were constructed around them. Riverside locations were later abandoned once electricity was invented, and electric power sources provided. The arrival of rail resulted in the abandonment of many ports, as manufacturing relocated along the rail lines. Later, interstate highways further transformed and reorganized the location and site of industry at interchanges and access ramps (i.e., the industrial park) and large single-story buildings that consolidated production, assembly, and distribution on a single floor.

The same is true of residential development—housing type and location. The location and space of residential uses have also changed and continues to change. While the post-World War II era was dominated by mass suburbanization, sprawling single-family detached homes, owner-occupancy, and auto-oriented development, the pendulum is swinging back toward centers, multi-family, and renter-occupied—walkability or walkable communities have become an amenity of housing development and town centers. In part, this shift includes a move toward mixed-use developments and communities that offer housing, shopping, office space, and amenities—including spaces for social and civic activities. However, this shift is not only about *new urbanism planning and design*, but also about the complexity of changes in demographics, household structure, generational preferences, and consumer behaviors. In short, new markets have emerged for mixed-use, multi-family, and compact

communities that better suit the lifestyle needs of today's eclectic households. In addition, there is a symbiotic relationship between housing and commercial development—housing is where jobs go at night and where consumers of goods and services reside. Therefore, both housing developers and retail operators have realized the mutual benefits of housing proximate to retail.

Housing and School Enrollments

As discussed above, the problem for East Granby to solve in the Village Center, is the lack of a critical mass of population and households who are in or proximate to the Village Center. Only 469 persons and 188 households live within one-mile of the intersection of Routes 20 and 187. The only way to improve the Village Center's vibrancy and economic prosperity, is to create a critical mass of population and households in and proximate to the Village Center.

The most notable community concerns related to any proposal for new residential housing development, especially multi-family housing development—is the potential impact of housing on municipal budgets from new public-school age children generated by new housing units and enrolled in the local school district. This fiscal concern results from the fact that the largest portion of most municipal budgets is the Board of Education budget—typically between 55% and 70% of the total municipal budget. In addition, it is often assumed that each new housing unit produces one, two, or even more school district enrollments. These assumptions are the result of past experiences, memories of prior generations, and our collective failure to understand that demographic changes have transformed households and household structures.

The Village Center Master Plan - Housing

The East Granby Village Center Master Plan

Changes in demographics and generational changes to lifestyle have resulted in fewer family households and fewer school age children. For example, in 1980, 40% of household were married couples with children. In 2020 only 19% of households are married couples with children. Another example, in 1960 only 13% of households were one-person. By 2020 one-person households increased to 28% of total household. It is these demographic changes that are driving school enrollments. For example, East Granby's school district in 2022 had 827 enrollments or 0.397 enrollments per household (occupied housing unit)--a number consistent with statewide enrollments of 0.362 pupils per household.

The disconnect between perceived enrollments from new housing and actual enrollments, and the fact that many suburban school districts have experienced declining enrollments for a decade or more (East Granby's enrollments have declined from 907 in 2009 to 827 in 2022), results from our inability to notice slow moving variables of demographics and the dramatic impact the changes in household structure have on enrollments.

Most important to understand is that single-family detached housing generates the highest per unit school district enrollments. For example, the table below shows the results of a study conducted by the South Windsor Board of Education on the enrollment rates of new housing developments. Single-family developments average around 1 enrollment per unit, while multi-family apartments average below 0.20 enrollments per unit. The South Windsor findings are consistent with the findings of a study in Ellington of 1,862 multi-family apartments and found a per unit enrollment rate of 0.158.

The fact is, multi-family housing generates very few school district enrollments. The reasons for this are that multi-family apartments typically have very few 3- or more-bedroom units and are dominated by one- and two-person households—in Connecticut, 47% of rental households are one-person.

New Development Name	Status	Type	Occupied Units	K-12 Enroll./Unit
Clark Estates	Complete	Single-family	18	1.06
Clark Estates II	Complete	Single-family	22	0.86
Evergreen Walk	Complete	Apartments	200	0.18
Residences at Oakland	Complete	Apartments	78	0.17
Estates at South Windsor	Complete	Single-family	44	1.02
South Windsor Woods	Under Construction	Condo	105	0.62
Total -			467	0.42

The Village Center Master Plan - Housing

The East Granby Village Center Master Plan

As a result of the low school district enrollments, multi-family housing developments are fiscal-positive land uses. Multi-family developments consistently pay far more in tax revenues than the local government services (expenditures) that are required to support multi-family developments. The top table below provides examples of four recent multi-family rental developments in metropolitan Hartford suburban communities. By using the appraised and assessed property value from their respective town assessments, East Granby's Mill Rate is applied to estimate the taxes for each development if they were in East Granby.

In the lower table below, we utilized typical metrics and multiplier to estimate school district enrollments, education expenditures, general government service expenditures, and the municipal fiscal impact of the four multi-family developments. The result, the four developments or 584 multi-family housing units would result in a net fiscal positive of approximated \$1,148,401 in year tax revenue.

Development Name	Town	Units	Appraised	Assessed	Mill Rate	Taxes
275 Ridge Road	Wethersfield	62	\$10,681,934	\$7,477,360	34.10	\$254,977
Heirloom Flats	Bloomfield	215	\$35,564,400	\$24,895,080	34.10	\$848,922
Tempo at Evergreen	South Windsor	192	\$24,861,000	\$17,402,900	34.10	\$593,438
Mansions at Canyon Ridge	East Windsor	115	\$31,118,500	\$21,782,950	34.10	\$742,798
Total =		584	\$102,225,834	\$71,558,290	34.10	\$2,440,135

Revenues: Real Property Taxes & User Fees		
Real Property Taxes (584 Multi-Family Residential Units)	=	\$2,440,135
Personal Property Taxes (1,022 Motor Vehicles at \$350/vehicle)		\$357,700
Estimated Projection – Total Revenues	=	\$2,797,835
Expenditures:		
Education Enrollment Expenditures (117 Enrollments @ \$11,718/Year)	=	-\$1,137,006
General Government Services – Residential (21% of real property taxes)	=	-\$512,428
Estimated Projection – Total Expenditures		-\$1,649,434
Fiscal Impact Summary		
Estimated Positive Fiscal Impact/Year	=	\$1,148,401

The Village Center Master Plan - Housing

The East Granby Village Center Master Plan

416 Housing Units – School Enrollment Projections

East Granby BOE – Fiscal Impact

The tables, data, and calculations on this page provide a projection for the estimated school district enrollments that would be generated by the 416 housing units that are currently approved and proposed in the Village Center Corridor. Based on these commonly accepted sources and methods for projecting school district enrollments from new housing development, the 416 units would generate approximately 74 new-to-district enrollments and a positive fiscal impact of approximately \$1,168,313 in tax revenues after new expenditures.

BOE Expenditures	Per Pupil	Total PSE	Total Cost	N-T-D	N-T-D Cost
Total Expenditures	\$22,257	140	\$3,115,980	74	\$1,647,018
Local-Share Expenditures	\$14,134	140	\$1,978,760	74	\$1,045,916
Allocated Expenditures	\$8,480	140	\$1,187,200	74	\$627,520

Calculation Notes:

- Total Expenditures: BOE 2023 budget per pupil expenditures = \$22,257.
- Local-Share Expenditure: per pupil expenditures less non-local property tax revenues (federal, state, and other). Only 63.5% of East Granby’s 2021 budget revenue came from local property taxes. To calculate the fiscal cost of education related to property taxes, the Local-Share Expenditures for education cost per pupil are reduced to 63.5% of the Total Expenditures (\$22,257) or \$14,134.
- Allocated Expenditures: Based on an analysis of the BOE budget to isolate approximately 40% of the budget that is unlikely to be impacted by changes in enrollment. For example, district office expenditures, school administrative offices, utilities, building operations and maintenance, prorated staffing, etc. Therefore, the Local-Share Expenditure is reduced to 60% for the Allocated Expenditure.
- N-T-D (New-To-District): The percent of student enrollments who are anticipated to be new to the East Granby School District.

Proposed & Approved Housing – School Enrollment Projections

Housing Units	Units	Multiplier (1)	PSAC (2)	N-T-D (3)	NTD –E
One-Bedroom (34%)	143	0.04	6	50%	6
Two-Bedroom (45%)	189	0.25	47	50%	24
Three-Bedroom (4%)	18	0.96	17	50%	9
Four-Bedroom (16%)	66	1.06	70	50%	35
Totals	416	[0.336]	140	53%	74

Notes:

- Multipliers: Derived from the Rutgers University, Center for Urban Policy Research “Residential Demographic Multipliers – Connecticut.”
- PSAC stands for Public School Age Children. It is another way of saying enrollments.
- N-T-D stands for New-To-District: represents the percent of student enrollments who are projected to be new to the Granby School District—most enrollments from new residential development students already enrolled in the District. This is derived from the South Windsor BoE Public Schools Enrollment Projections reports (2018, 2019, and 2020) that shown New-to-District enrollments fluctuate between 13% to 30% of enrollments. Therefore, our utilization of 50% new-to-district enrollments is conservative.

Revenues: Real Property Taxes		
Real Property Taxes (\$4,415/unit taxes – SF @ \$7,161)	=	\$2,067,304
Personal Property Taxes (Motor Vehicles @ \$332/vehicle)		\$207,168
Estimated Projection – Total Revenues	=	\$2,274,472
Expenditures: BOE and General Government		
BOE Expenditures (74 Allocated NTD @ \$8,480/Year)	=	-\$627,520
General Government – Residential (21% of taxes paid)	=	-\$477,639
Estimated Projection – Total Expenditures		-\$1,105,159
Estimated Positive Fiscal Impact/Year	=	\$1,168,313

The Village Center Master Plan - Housing

The East Granby Village Center Master Plan

Multi-Family Development – Impact on Property Value

Concerns over the potential of negative impacts of new residential development, especially negative impacts on property values, are common in planning and the land use approval process. One of the foundational concepts of zoning in the original Zoning Enabling Act (1922) is that “such regulations shall be made with reasonable consideration...to the character of the district...with a view to conserving the value of buildings.” The concept of *a view to conserving the value of buildings* needs to be contextualized to the time when it was written and the problems that zoning was designed to solve. The 1920’s context was the harsh conditions of the industrial city and the lack of regulatory provisions to deal with incompatible uses and the negative consequences of proximity. In addition to the *character of the district* and *conserving the value of buildings*, zoning was intended to protect us from *fire, panic, and other dangers*, conditions that no longer threaten us in the ways they did in the 1920’s industrial city.

Simply stated, zoning (along with other policies and regulations) has successfully solved the problem of the industrial city and has created stability and predictability in real property markets. Therefore, today, how we need to conceptualize *the character of the district* and *conserving the value of buildings* has changed. That is, the dissimilarity in uses has been greatly reduced. Also, the negative impacts on the proximate property have been mostly reduced to the most undesirable land uses. For example, undesirable land uses such as airports, landfills, superfund sites, etc., and their impact on residential and other nearby uses have been extensively studied and documented as having potentially negative impacts on adjacent and proximate property values.

However, such concerns and claims of the negative impact created by other less noxious and dissimilar uses have persisted, especially concerns regarding multi-family and affordable housing development adjacent and proximate to existing residential properties. Fortunately, such concerns and claims have led to academic and industry research on the impacts of new development on existing residential property values. Most importantly, the abundance of academic research has shown that such claims are not substantiated.

For example, a notable and comprehensive longitudinal study by the MIT Center for Real Estate, *Effects of Mixed-Income, Multi-Family Rental Housing Developments on Single-Family Housing Values* (2005), of seven high-density affordable housing developments adjacent to medium- and low-density single-family residential areas in six communities spread across Metropolitan Boston. The researchers stated that the findings “in all seven case study towns lead us to conclude that the introduction of larger-scale, high-density, mixed-income rental developments in single-family neighborhoods *does not* affect the value of surrounding homes. The fear of potential asset-value loss amongst suburban homeowners is misplaced.” A study by Harvard’s Joint Center for Housing Studies, *The Vitality of America’s Working Communities* (2003), found that apartments posed no threat to surrounding single-family house values.

The findings of the MIT and Harvard studies are further substantiated in a recent study by Kem C. Gardner Policy Institute at the University of Utah. The study, *The Impact of High-Density Apartments on Surrounding Single-Family Home Values in Suburban Salt Lake County* (2021), analyzed the construction of 7,754 units between 2010 and 2018 and the impact of these multi-family rental developments on single-family home values within a half-mile of the new apartments.

The Village Center Master Plan - Housing

The East Granby Village Center Master Plan

The researchers found:

“...apartments built between 2010 and 2018 have not reduced single-family home values in suburban Salt Lake County [...] However, denser development continues to be a politically controversial topic on city council agendas as existing residents often bring up negative impacts on home values. Single-family homes located within 1/2 mile of a newly constructed apartment building experienced higher overall price appreciation than those homes farther away.”

Overall, academic research shows that multi-family development, which is most often of a higher density than single-family residential development, either has no impact or a positive impact on adjacent and proximate single-family residential property values. For example, a study by the University of Washington, *Denser Development is Good for Single-Family Home Values* (2012), found single-family home values increase when located near denser development.

The National Association of Homebuilders, *Market Outlook: Confronting the Myths about Apartments with Facts* (2001), found that single-family residential property values within 300 feet of multi-family rental housing increased by 2.9%. Researchers at Virginia Tech University, in a study titled *Price Effects of Apartments on Nearby Single-Family Detached Residential Homes* (2003) concluded, multi-family rentals that were well-designed, attractive, and well-landscaped, increased the value of nearby single-family residential housing. What was most interesting about the Virginia Tech study, as explained by Eskic (2021), were the researchers three possible reasons to explain their findings:

- new construction serves as a potential indicator of positive economic growth;

- new apartments increase the pool of future homebuyers for current homeowners; and
- apartments with mixed-use development often increase the attractiveness of nearby communities as they provide more housing and amenity choices.

These three possible explanations are important. They highlight the importance of continuous investment in a community, providing a modern, diverse, and competitive housing stock—the positive economic growth, the need to attract newcomers to the community to create a pool of future homebuyers, and the amenity value of diverse housing stock that offers housing alternatives for other residents already in the community—retaining young adults and empty-nesters who seek to remain in the community but need or want housing other than larger single-family homes.

While claims of negative property impacts are likely to persist in the local land use approval process, the unbiased academic research is clear in its findings, *apartments posed no threat to surrounding single-family house values and the fear of potential asset-value loss among suburban homeowners is misplaced*. This is important for East Granby, especially the land use boards and commissions, to understand and embrace. New housing development, including multi-family and affordable housing, when well designed and aesthetically pleasing, does not negatively impact the value of adjacent and nearby housing.

There is no reason for East Granby to fear higher-density multi-family housing in the Route 20 corridor. It will not burden the school system, nor will it harm property value. Most important, it will grow the Grand List, generate positive tax revenues, and provide the critical mass of population and households required to grow demand and attract commercial investment in the Village Center.

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Chapter Seven

The Village Center Master Plan – Infrastructure

GOMAN+YORK

The Village Center Master Plan - Infrastructure

The East Granby Village Center Master Plan

Introduction

Investing in infrastructure is not simply about making capital improvements. Government investments in infrastructure can also be utilized to create market confidence—demonstrating a governance commitment to improvements and investments—and leveraging infrastructure investments in the public realm to encourage private sector investment in the private realm. The creation of this Master Plan is the first step in East Granby’s investment in the Village Center and the Town of East Granby’s commitment to creating a vibrant and prosperous Village Center. Infrastructure investments in the public realm, while often costly, are easy to implement providing funding is available. The following are a series of investments that the Town of East Granby seeks to implement over the next three to five years.

Sidewalks

Sidewalks are both an infrastructure and an amenity. As an amenity they provide for walkability and connectivity—connecting existing and future residential developments to the Village Center. Drawing pedestrians into the Village Center will provide vibrancy and activity, and feet on the streets.

Building on the momentum of the plans to install sidewalks along School Street, East Granby seeks to install sidewalks in multiple locations throughout the Village Center Corridor. The following are recommended locations for the installation of sidewalks:

- **Memorial Drive & Center Street:** Install sidewalks along the north and east sides of Memorial Drive and the east side of Center Street. This will include the installation of crosswalks near the entrance of the elementary school (connecting to the existing sidewalk), the Community Center, and the Fire Department to create connections

to Town Hall. An additional crosswalk should be installed from the parking lot east of the Fire Department to the sidewalks on the north side of Memorial Drive.

- **Route 20 and Route 187:** East Granby should work with the Connecticut Department of Transportation (CTDOT) and the Capitol Region Council of Governments (CROG) to have sidewalks installed along Route 20 and Route 187 in the Village Center.
 - **Route 20:** Sidewalks along Route 20 on the north side should extend west to the entrance of Creamery Brook and east to the driveway entrance approximately 330 feet east of East Street. Sidewalks on the south side of Route 20 should extend from Center Street east to the intersection of East Street. Crosswalks and signalized crossing devices should be installed at the intersections of East Street and Route 187. Crosswalks should also be installed at School Street and Metacomet Drive.
 - **Route 187:** Sidewalks along Route 187 should extend on the east side from Route 20 south to the High School entrance and on the west side from Route 20 south to the Town Garage entrance. Crosswalks and signalized crossing devices should be included at the intersection of Memorial Drive and School Street. Sidewalks on 187 north of Route 20 should be to the entrance of Creamery Brook and installed on both sides of the road.
- **East Street:** East Granby also seeks to install sidewalks along East Street from Route 20 to the new development entrance (across from Harvest Lane) on the west side, and from Harvest Lane to the intersection with Bramble Bush Circle on the east side. Crosswalks should be installed at both Harvest Lane and Bramble Bush Circle.

The Village Center Master Plan - Infrastructure

The East Granby Village Center Master Plan

- **Church Road:** East Granby seeks to install sidewalks along the west side of Church Road, from School Street to Route 20. If redevelopment were to occur on the east side of Church Road, sidewalks should be considered on the east side at that time.

This sidewalk plan will provide pedestrian access to and within the Village Center for approximately 200 existing households and approximately 400 more approved and proposed housing units. Installing these sidewalks will go a long way to enhance accessibility for the improving critical mass of population within the Village Center, creating connectivity between households and businesses, while enhancing the overall walkability with the Village Center.

Last and most important, as additional residential developments are approved within and proximate to the Village Center, sidewalk expansions should be considered to further enhance connectivity between the Village Center residential development.

That said, the timing of these sidewalk projects are challenging, especially on East Street. If the CTDOT is not willing to participate and provide sidewalks along Route 20, or if such sidewalks were not plausible in a reasonable amount of time, then sidewalks along East Street would likely be sidewalks to nowhere. Therefore, the priority focus on sidewalks should be along Town-owned streets, such as Memorial Drive, Center Street, and Church Road. Route 187 south of Route 20, with CTDOT participation would be the next logical priority. Route 187 to the north of Route 20 and East Street would follow as the final areas, once sidewalks were installed along Route 20.

Trails

The various trail systems in East Granby serve residents and visitors alike. Formally connecting the Village Center provides an opportunity to draw visitors into the Village Center. Therefore, East Granby seeks to develop better connections between the Village Center and the Metacomet Trail to leverage the Village Center as an asset to the trail system and hikers. The pathway (sidewalk) on the south side of Route 20 already connects the Village Center to the trailhead. However, limited parking is available at the trailhead. Through signage and wayfinding, connections to the Town Hall Campus could be provided. Public parking for the trailhead could be available at Town Hall on weekends and evenings.

- **Trail Connection:** East Granby also seeks to establish a direct trail connections between the Village Center and the East Granby Recreation facility (East Granby Farm). Specifically, the Town and local Land Trust should work to establish a trail connection from the East Granby Recreation facility on Route 187 and the Village Center through the wooded area between 187 and Talcott Range Drive. A trail system connection such as this would further enhance the connectivity between the trails and the Village Center—leveraging the Village Center as an amenity to the trail system and the trail system as an amenity to the Village Center. If a trail connection cannot be established through this area, a sidewalk connection along Route 187 should be explored.

The Village Center Master Plan - Infrastructure

The East Granby Village Center Master Plan

Village Green

The Town of East Granby should explore enhancements to the existing Gazebo site for conversion of the greenspace into a more formal Town Green and civic gathering place. Parking at the Town Hall could be relocated from the east side of the building to the west side, allow the existing parking area (or portion of said area as shown in the drawing) to be captured and converted into greenspace for an expanded Gazebo lawn. In addition, landscaping and other design elements could be used to create a community outdoor gathering space where civic and other events are held. If the Center Plaza is ever redeveloped, connections between the Plaza site and the Town Green should be explored and encouraged.

Roadway Improvements

The Town of East Granby should work with CTDOT and CRCOG to plan and implement roadway design improvements to enhance safety. Any plans for roadway improvements in the Village Center should consider CRCOG's *Regional Complete Streets Policy*, *Regional Transportation Safety Plan*, and *Action Plan to Increase Walking and Walkability* documents. Traffic calming and bike lanes should be a priority, in addition to the sidewalks previously discussed.

- The Town of East Granby should seek to implement the conceptual realignment of School Street at the intersection of Rt. 20. Aligning School Street with East Street would provide a more formal 4-way intersection, offer better access to interior land to the south, and create more developable land along Rt. 20 in the existing School Street right-of-way. The Town should actively engage the property owners in this area to find a way forward with implementation.

Design Improvements and Standards

All efforts for infrastructure improvements (i.e., sidewalks, roadway, trails, and village green) should seek to create and follow unified design themes for lighting, signage, and public furniture (i.e., park benches). The aim should be to create cohesion in Village Center design and the various design elements that will enhance the Village Center. The Town of East Granby may want to consider creating design standards for public improvements in the Village Center.



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Chapter Eight

The Village Center Master Plan –
The Village Corridor

GOMAN+YORK

The Village Center Master Plan – The Village Corridor

The East Granby Village Center Master Plan

Introduction

This chapter and the following chapter focus on the Village Corridor, physical conditions, and the design elements of the Village Center. The aim is to provide context and understanding of the physical character of the corridor—the existing conditions of the built environment—and the enhancements that can and recommended to be made to create improvement within the corridor. This includes an overview of the Village Corridor and strategies to create cohesive aesthetics and spaces throughout the corridor. In addition, it includes an overview of existing massing, patterns, architecture, and recommended *guidelines* that inform how to best enhance these existing conditions through redevelopment and new infill development.

It is important to note that all renderings, massing, and designs are conceptual and intended to educate, inform, and inspire the reader and users of this the Village Center Master Plan as to the potentialities of future development, design, and aesthetics with the Village Center Corridor. Such images and designs are not proposals or representations of site-specific designs or developments. The designs are intended to demonstrate massing, density, and potential uses. Therefore, the material provided is aimed at establishing a framework for design, massing, density, and use that respects the past and present, by providing an enhanced Village Center of the future.

Property owners, developers, and land use applicants are encouraged to review the Village Center Master Plan, especially these two design chapters. These design chapter provide a framework, design vocabulary, and set the expectation of what the Town of East Granby wants the Village Corridor and the Village Center to become. While each parcel and development proposal are unique and subject to many variable, the design framework provide does not per-determine the specific of future developments or their specific designs. The design framework is just that, a frameworks for cohesive patterns, massing, density, and aesthetics. Individual applications for development should seek to work within the established framework and satisfy the spirit of the framework.



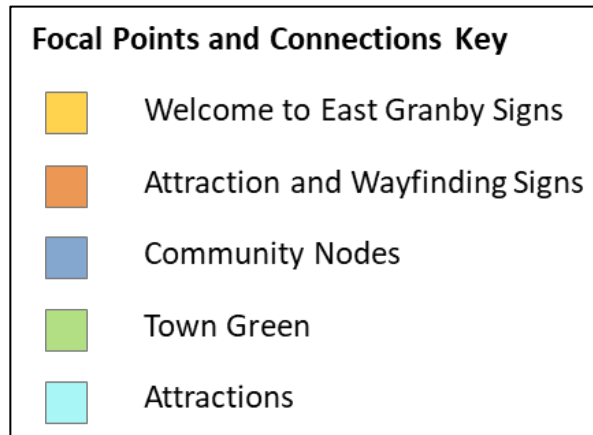
The Village Center Master Plan – The Village Corridor

Focal Points and Connections

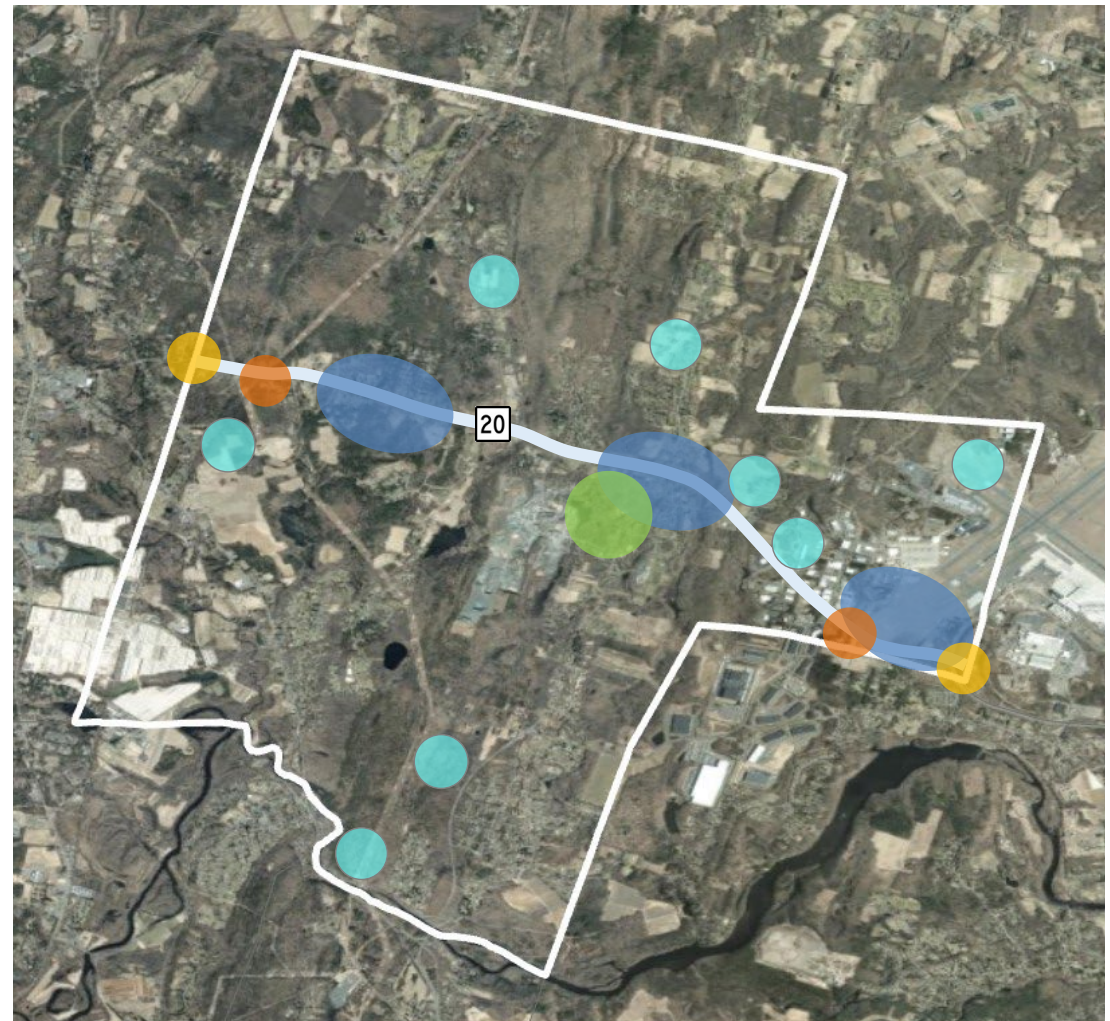
East Granby should seek to create a wayfinding system within and beyond the Village Center. The basic process of wayfinding involves four stages:

- **Orientation** is the attempt to determine one's location, in relation to objects that may be nearby and the desired destination.
- **Route decision** is the selection of a course of direction to the destination.
- **Route monitoring** is checking to make sure that the selected route is heading towards the destination.
- **Destination recognition** is when the destination is recognized.

Credit: Lidwell, William; Holden, Kritina; Butler, Jill (2010). "[Wayfinding](#)". *The Pocket Universal Principles of Design: 125 Ways to Enhance Usability, Influence Perception, Increase Appeal, Make Better Design Decisions, and Teach through Design*. Rockport Publishers. p. 260. [ISBN 9781610580656](#) – via [Google Books](#).



Focal Points and Connections



The Village Center Master Plan – The Village Corridor

Development Focus Areas

Filling in the Gaps

East Granby currently has “clusters” of development; civic, residential, as well as commercial and retail along Route 20.

This placement of various functions appears to have happened organically over time without a comprehensive master plan designating and locating those structures, which (in some cases) resulted in properties not being leveraged to their highest and best use. These existing patterns have gaps and lack connectivity, limiting the synergy that can be stimulated by direct interaction and the “walkability” of a successful Village Center and Village “corridor”.

Through this study, East Granby can address further enhancing and better defining not only the developments in these nodes along Route 20 but the resulting spaces in between. This will further enhance opportunities for the residents and users of those spaces to experience what the Village Center has to offer.

With proper design and development guidelines to manage new development, East Granby would not only bolster economic development, but further reinforce and enhance the “general appearance” of the existing community character that many have said is lacking.

With proposed developments on the books and others in the works, this study will guide the “infill” discussion by identifying other areas in which the Village could court development opportunities and facilitate partnerships for successful implementation.

Western approach on Route 20
towards Village Center

Village Center

Route 20
East & School Streets



The Village Center Master Plan – The Village Corridor

Figure Ground Baseline: What does East Granby look like today



MASSING

Over time, development patterns have evolved based on the Community’s demands and development interests pending the economics and opportunities of the times.

The result was an organic and iterative placement of various structures ranging in size and design. This was based upon the functions for which the structure was originally built and the design trends of the time.

As time passes; uses change, buildings are repurposed, added on to, refinished and/or demolished.

This results in what we see today; various areas of development, density and usage patterns.

Using the “Village Center” as a benchmark for this conversation, we see several examples of this and the resulting “massing” of the buildings and (as importantly) those resulting spaces between them.

THE CHURCH

A landmark structure that embodies the New England charm and historical feel of the East Granby Agrarian Community.

THE CENTER SHOPS

The physical and service center of the Village, known to all residents and seen by all that drive through on Route 20.

CIVIC BUILDINGS AND SERVICES

The Government hub and Village Green, but not as visible and apparent to those passing through.

For whatever reason these “neighboring” sites have evolved where they are and how they appear, their massing are “adjacent”, not interactive.

The Village Center Master Plan – The Village Corridor

Figure Ground Baseline: What does East Granby look like today



PATTERNS

Residents of East Granby get in their cars at home, drive to church, Town Hall, restaurants and shops in the Center, the Post Office and any other services that they frequent on auto-pilot.

As any “home” (being the building you live in or the community your claim as yours) becomes familiar, our “patterns” become second nature.

How many times do people get in and out of their cars to go from points “A” to “B”?

By redefining the framework upon which those services, and destinations are built and providing improved connections between them, we can enhance the experience of the users and reinforce the “Community” feel of the Village Center.

INTERCONNECTING PARKING LOTS

Eliminates getting in and out of cars repeatedly, encouraging pedestrian activity and reducing traffic congestion.

PROVIDING PEDESTRIAN PASS-THRUS

Provides for easier “pedestrian” accessibility from one development or vendor service to another.

ENHANCING THE EXPERIENCE

Amenities along the way make the journey less burdensome and more enjoyable for the user.

The primary “patterns” of East Granby continue to be of a rural and agrarian character. Without damaging that feel, new development can still respect that bucolic atmosphere, reinforcing the current patterns within that development.

The scale and “motif” of any amenities package within design development guidelines of the Village Center can compliment and reinforce those patterns.

The Village Center Master Plan – The Village Corridor

Figure Ground Baseline: What does East Granby look like today



PROGRAMMING

While the previously mentioned areas are functional, well maintained and utilized by the public; by design, they are merely “adjacent” and not interconnected nor interactive.

As cliché as it might sound, they are missing the opportunity to be “more than the sum of their parts”.

If traffic, pedestrian and “design” interaction were a part of each function in tandem with the adjacent properties, they would provide for increased circulation, interaction and synergistic use of all spaces.

The “gaps” between buildings, developments and current site uses; if properly designed and developed, would contribute to reinforcing the Community feel and natural wayfinding from one space to another. This is the foundation upon which that “pedestrian friendly” Village Center is created, where people can park their car and spend the day meandering from one place to another among various events, attractions, and seasonal offerings.

REDESIGN THE VILLAGE GREEN

Create a Village Green to serve as the “gathering place” for seasonal activities and Community events.

REORIENT THE PARKING LOTS

Shopping areas and Civic Campus, provide for better wayfinding and place for people to “walk” from their cars.

PEDESTRIAN WAY-FINDING

Provide sidewalks, signage and amenities making the walk around the Village Center a park-like experience.

Master planning, capitalizing on well-managed development opportunities and connecting those existing and conceptual elements within the Village Center, can result in a new and enhanced East Granby Village Center for its residents and visitors.

The Village Center Master Plan – The Village Corridor

Regulatory Review

The intent of the current regulations is to maintain and preserve the existing character of the community. As it is written today (by controlling the dimensions, uses and design of new development), it can also be a prohibitor of the type of development necessary to stimulate and encourage new economic growth in keeping with the demands of the Community’s ongoing evolution. The challenge is to strike the balance that manages new growth in keeping with the look and feel of that community while maximizing the potential for economic stimulus. If managed properly, this focus can help to manage the “passersby” traffic; encouraging them to recognize, stop, spend money, and possibly become part of that community instead of just driving through.

The findings of this study in no way suggest eliminating these regulations; but adjusting portions of them to better provide for new development opportunities and capitalize on interest in the area. These adjustments, or exceptions to regulations governing things such as building heights, density, drive-thru concepts, etc. would be limited to specific parts of Town that could best provide for and manage the traffic, access, and serviceability of those functions while mitigating impacts on the other parts of Town that embody the agrarian and rural character associated with East Granby.

Increased density, in the right areas and in a controlled manner, will be critical to the success of the Town’s evolution. In those areas such as the Village Center and the “Y” along Route 20 at East and School Streets (which already provide for most of those services), higher density with smaller footprints and redesigned access and traffic patterns could not only provide for the critical massing but address several of the traffic and service issues there today.

Examples of a Regulatory Categories that could be revised in those development zones include:

Building Heights

- More floors can reduce the overall “footprint”
- Views from upper floors would provide unique living opportunities with great views and would offer people from outside the Town quality residency options in the area.

Increased Density and Types of Residences and Services.

- Possible drive-thru concepts in these areas could open the door to a wider array of vendors and services.
- Higher percentage of residential opportunities on ground floor for live, work, play, and senior accessible accommodations.
- More AI fresco and outdoor accommodations intertwined with improved pedestrian ways.

A comprehensive review of the current regulations and consideration of possible “overlay zones” or creations of Development Districts would be necessary to facilitate and implement this opportunity.

The Village Center Master Plan – The Village Corridor

The East Granby Village Center Master Plan



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Chapter Nine

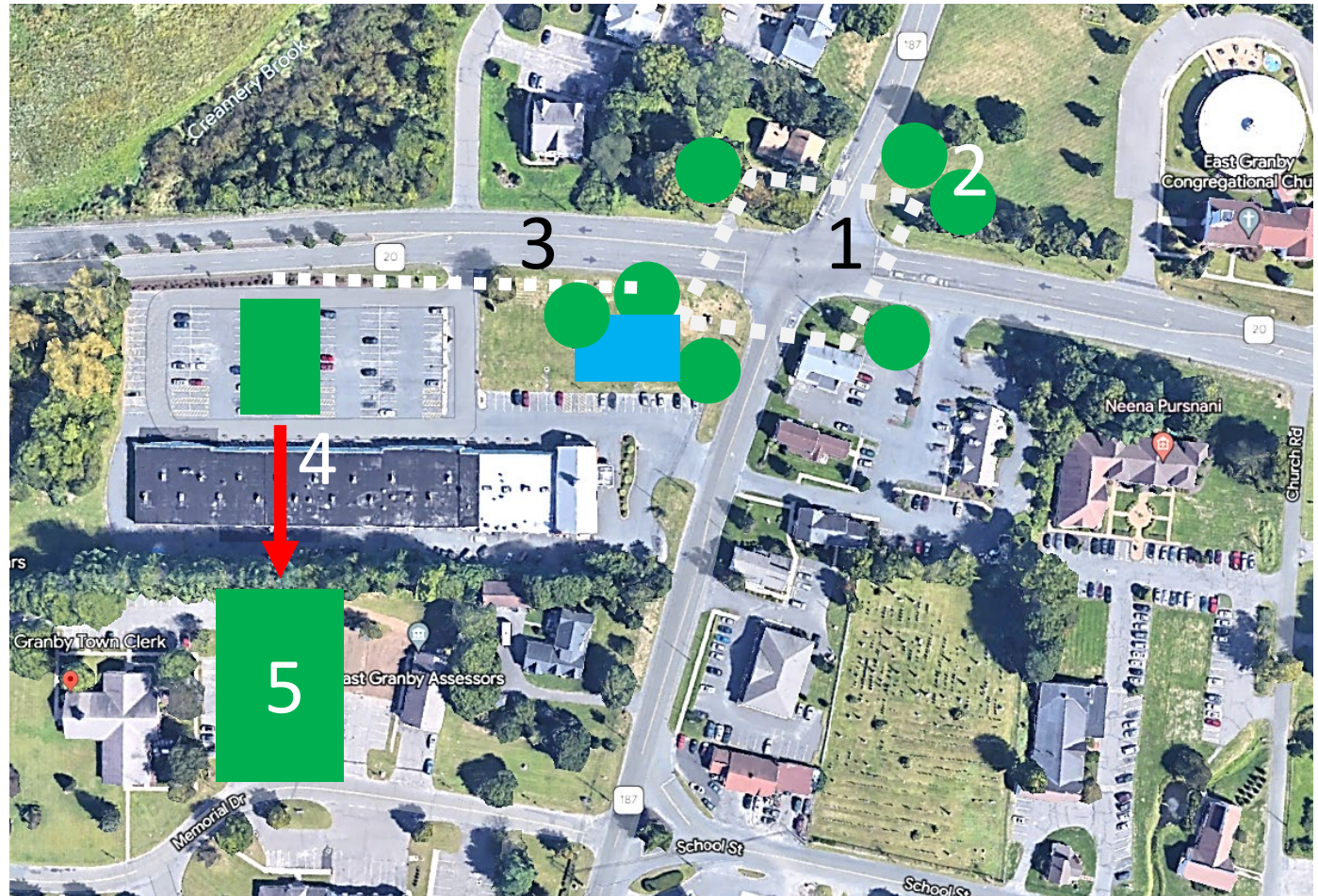
The Village Center Master Plan –
Architecture & Design

GOMAN+YORK

The Village Center Master Plan – Architecture & Design

Development Framework: How to Improve Interaction between Existing Development

1. Work with CTDOT to provide as much crosswalk designation and design as possible.
2. Increase plantings/trees around the intersection of Routes 20 and 187 to reinforce the “square” and further pronounce the arrival at the Village Center.
3. Extend pedestrian access from the square along Route 20 to the enhanced center of the retail parking lot.
4. Provide for a “pass-thru” (pedestrian at least) connector between the retail and civic campus.
5. Re-orient the parking lots in the civic campus to provide for a more defined Town Green.



The Village Center Master Plan – Architecture & Design

Development Framework: How to Better Ensure Seamless Integration of New Development

1. Integrate new development to build up in order to break up elongated facades

2. Integrate new development to create “end-blocks”; to better define and reinforce clusters



3. Reinforce the existing building line with new development(s) of similar scale along Route 20

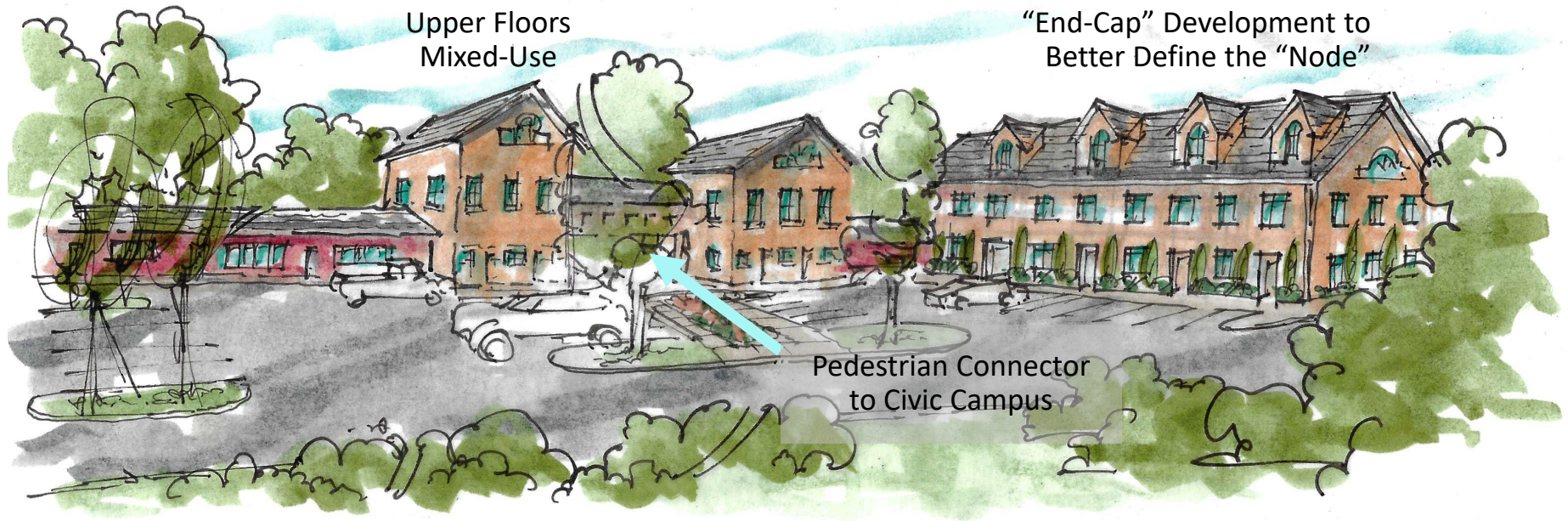
4. Mirror existing architectural styles and match existing development scale whenever possible

The Village Center Master Plan – Architecture & Design

Development Framework: How to Better Ensure Seamless Integration of New Development



Existing Retail Plaza: Single Level, No Undulation to the Facade



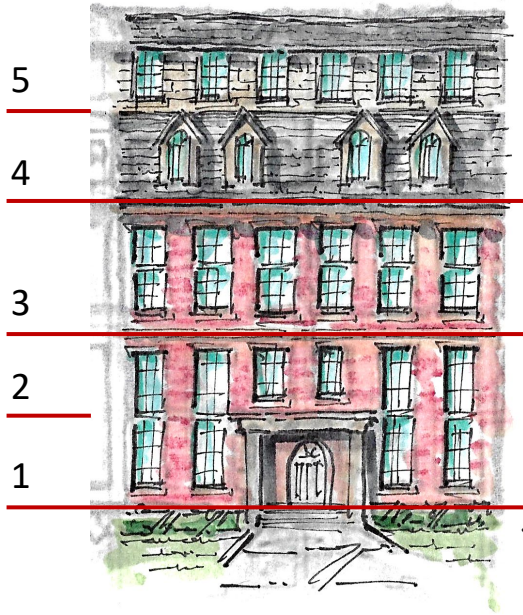
Concept Retail Plaza: Pass-thru to Civic Campus, Vertical Addition and End-Cap Expansion

The Village Center Master Plan – Architecture & Design

Development Implementation: Maximizing Development while Minimizing Impact

Hidden Interior Levels

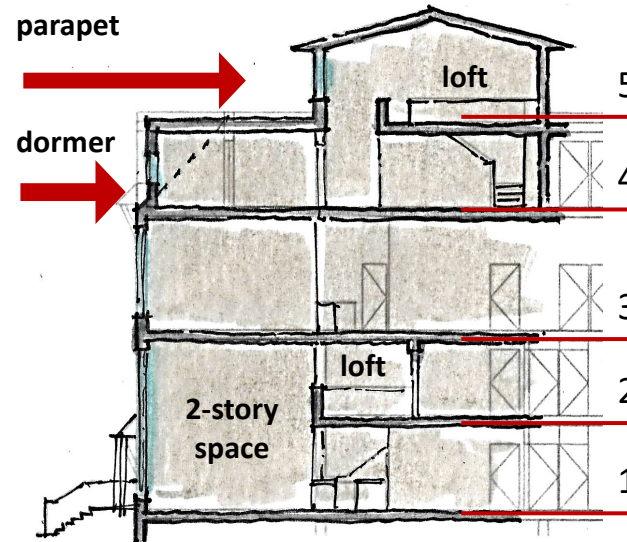
Facades can be designed to look like a single story while the interior can provide for multiple levels such as lofts or mezzanines. This works well for “live work play” options.



Colonial and/or Federal Style

Staggered Stacking

One of the best ways to successfully integrate “mixed use” is to go up. This does not mean buildings have to be overpoweringly tall, they could step back to offer various program elements in a less “bulky” envelope.



Multi-Layered Interior Spaces

Out-Buildings

Public space structures (gazebos, stages, etc.), covered walkways and outdoor space pavilions and connectors offer a reduced scale adjacent to larger buildings to humanize their surroundings.



Multiple Buildings of Various Scale

The Village Center Master Plan – Architecture & Design

Conceptual Planning: Village Center Node

What Was Learned from the Visioning Sessions

Future development should enhance and unify each of the existing “outdoor rooms” that have happened individually over time. Each space should utilize similar site elements, signage, and wayfinding.

Connect those “outdoor rooms” to provide for intuitive flow for both vehicular and pedestrian traffic.

Use site elements, fixtures, and signage to reinforce the “District” feel of “The Village Center” and the “Village Green”.

Use design guidelines to maintain the consistency and manage any exceptions provided for (and limited to) the “District” to attract investment, development partners and tenants while maintaining the overall character and desired image of the Town.



Conceptual vision for a redesigned Village Center

The Village Center Master Plan – Architecture & Design

Conceptual Planning: Route 20, East & School Streets



Route 20, East and School Streets - Eastern approach to the Village Center

This intersection is unique as an approach to the “Village Center” with side roads leading to residential development and the “bypass” (School St) to services and the Village Center and Town Hall.

Separate from the Village Center, and on the “edge” of Town (complete with services like the gas station), this would be an ideal location to provide for increased density.

Additional services and higher density up front, stepping down in density and height behind to blend into the existing and proposed housing to the north.

- Connect the existing side streets to become the “connector road” between the retail and the multi-housing development to the north.
- Sign wall and water feature up front as part of the “WELCOME TO EAST GRANBY” amenities package
- The “retail/commercial” component up front:
 - 2-stories minimum for vertical density on a smaller footprint.
 - Put commercial on both sides of the residential entrance road to frame the live/work/play atmosphere.
- The residential to the rear:
 - Similar in footprint to the relative scale of buildings in the area
 - Minimum 2 and 3 stories (taller as you step back from the road)
 - Dormers on each building to provide for an additional floor while minimizing the verticality of façade walls.

The Village Center Master Plan – Architecture & Design

Conceptual Planning: Route 20, East & School Streets, view from Route 20 westbound



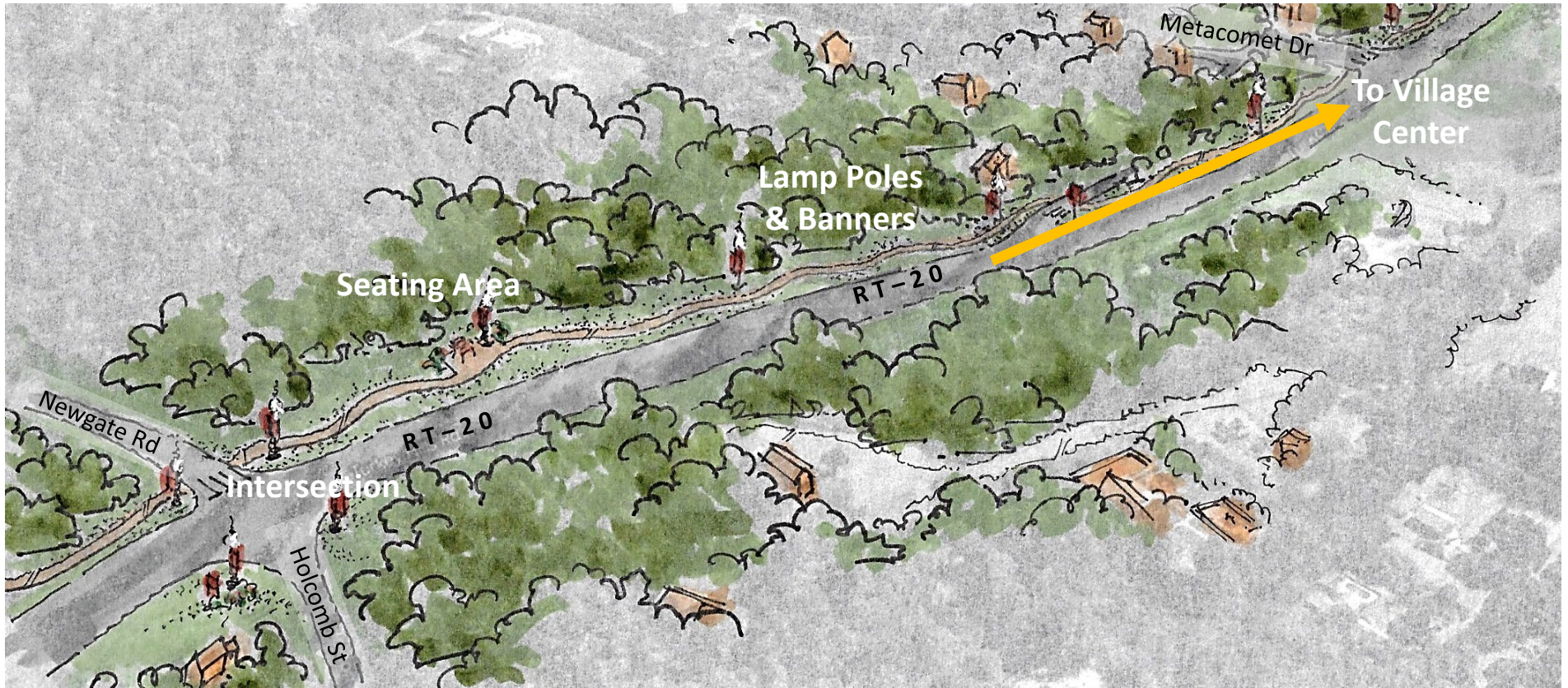
Existing: Route 20 and East Street Intersection



Concept: Route 20 East Street intersection with Grocery Store to the South on School Street and mixed-use to the North

The Village Center Master Plan – Architecture & Design

Conceptual Planning: Route 20, between New-Gate Road & Metacomet Drive



Western approach on Route 20 towards Village Center:

Portions of this area would be a further enhancement of the existing Metacomet Trail

This node is not proposed for increased density or new development beyond the existing patterns that exist.

In contrast to the other 2 “development nodes”, this portion of Rt-20 is proposed to be a “visual corridor” or connector from the “entering East Granby” sign into the Village Center.

It is envisioned that both sides of the road (where appropriate and in coordination with DOT) would be lined with lights, banners, signage, sidewalks and biking paths.

Even something as simple as consistency in landscape can reinforce to those “driving though” that they have entered the Village and are approaching the Center. . . acting both as an entrance foyer and traffic calming device.

It also acts as a connector for residents providing “walkability” to the Village Center and its associated amenities.

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Chapter Ten

The Village Center Master Plan –
Identity, Image, Brand & Marketing

GOMAN+YORK

The Village Center Master Plan – Brand and Marketing

The East Granby Village Center Master Plan

Creating a Brand and Marketing for East Granby’s Village Center

If there is one thing that the community agreed on during the public engagement process, it was that East Granby and the Village Center suffer from identity issues. Specifically, the community explained that few, if any, people know East Granby and even fewer know and identify with its Village Center. The fact is, East Granby and the Village Center lack a brand, a public image, and name recognition. Therefore, it is imperative that East Granby work to develop a brand, improve the community image, cultivate name recognition, and market the community, specifically the Village Center, to a broader population—residents and visitors alike.

Action Items

- Develop a brand for East Granby and the Village Center that will build awareness of both East Granby and the Village Center.
- Incorporate branding and marketing elements to create a sense of place for East Granby and the Village Center – such as unified design elements and gateway signage at key locations and in the Village Center.
- Utilize the branding and marketing efforts to support and promote the current businesses.
- Utilize the branding and marketing efforts to support economic development efforts and new business attraction for East Granby and the Village Center.



The Village Center Master Plan

Reference Imagery

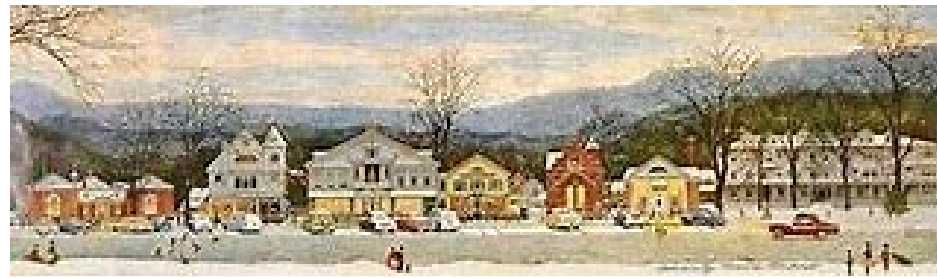
What does East Granby Want to Look Like Down the Road?

What is the aspirational vision for future development?

A “Rockwellian” Main St with continuous facades?

As previously noted, East Granby has an open, agrarian feel to it; not a “traditional” Town Center, green or square.

The question is; “What’s next?”

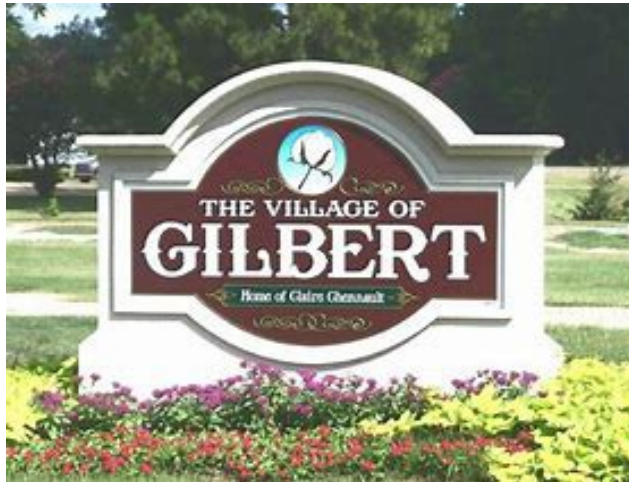


Or a desire to have limited “pockets” of mixed use “squares” focusing development and density in certain areas?



The Village Center Master Plan

The East Granby Village Center Master Plan



“Welcome” to East Granby Signage



One each located to the East and West ends of Route 20 at the Town Line.

In keeping with the established character of a “New England”, Colonial vernacular; either wooden panel signs or “Georgian” brick posts would be in keeping with the Town’s image.

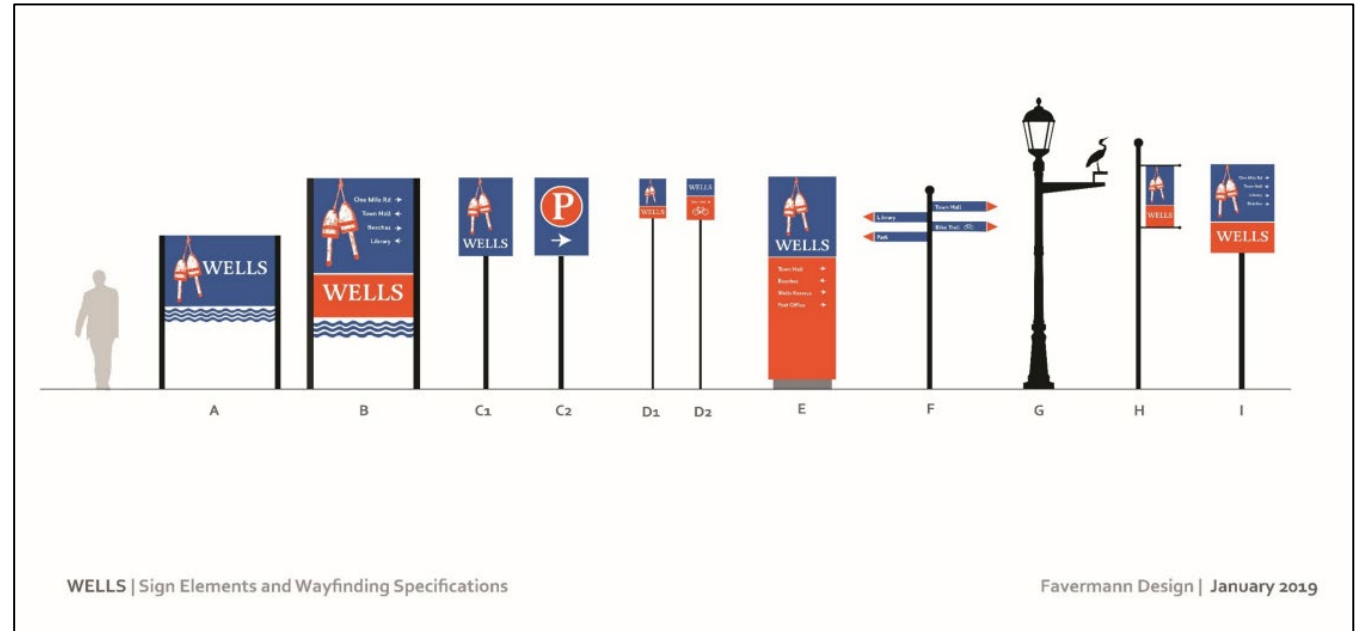
Accompanying the “Welcome” signs, will be directional signage pointing the users toward various town attractions and amenities.



The Village Center Master Plan

The East Granby Village Center Master Plan

Directional Attractions Signage



After the welcome signs, wayfinding signage can invite visitors to stop and enjoy the highlights of East Granby.

Including, where to put their car and how to find your merchants.

The Village Center Master Plan – Branding and Marketing

The East Granby Village Center Master Plan

Process

Select a team to work on this Effort – it should be comprised of key stakeholders from the town - officials, volunteers and business owners. This team should work with the staff or consultant to determine the “Look” of East Granby and consider the various uses of the brand.

Develop a Marketing and Communications Plan – The plan includes the budget and funding for this program. Consider if this is done in-house (Town staff) or if there is a need to hire a marketing consultant. This will affect the budget structure. Consider that funding this program is to market the Village Center and its businesses and to foster economic development.

This plan will be the roadmap to enhance the town and Village Center brand year-round and should:

- Focus on the brand development, theme and identity, developing the marketing strategies, creating guidelines and begin implementation in Year 1
- The plan should be developed as an ongoing and phased in effort that will expand the efforts to promote the area – it is recommended that a 5-year plan and budget be developed and that the efforts be evaluated and adjusted yearly as new opportunities arise.
- Incorporate how to communicate that “you are in East Granby” and the “Village Center” – i.e., develop hashtags for social media, possibly a tagline, determine what sources can be utilized for messaging for businesses, to the public and the surrounding communities.

- Develop or build on signature town events that will draw people to the community and to the businesses in the Village Center.
- Concentrate on the recreation in East Granby – Focus should be on the highlights of hiking, mountain biking, and whitewater paddling—in East Granby what’s great and unique about it and its businesses, history and culture.
- Support economic development efforts to grow the business community.
- Utilize resources where available and expand on them whenever possible (i.e. – Town website and staff)

Engage a Graphic Designer – consider using a local designer that knows the area and can reflect in the design that East Granby is a special and unique area. The designer should also be able to apply this new look to your marketing efforts – for various applications as well as for use within the Town, on the website and by the area businesses.

Utilize the Brand to Create a Welcoming Atmosphere to East Granby and the Village Center – A banner program is one way to visually launch the new brand and market the area. This can be done strategically throughout the area - at the municipal campus, School Street, in shopping plazas, and other places. The new brand can also be incorporated into signage or wayfinding improvements if that is incorporated as a future project phase.

New and current businesses, culture and amenities of the area should be highlighted in marketing and social media efforts. Social media marketing is an inexpensive venue to market the town, the Village Center, local businesses, and the recreational opportunities when done with a strategic and planned approach.

The Village Center Master Plan – Brand and Marketing

The East Granby Village Center Master Plan

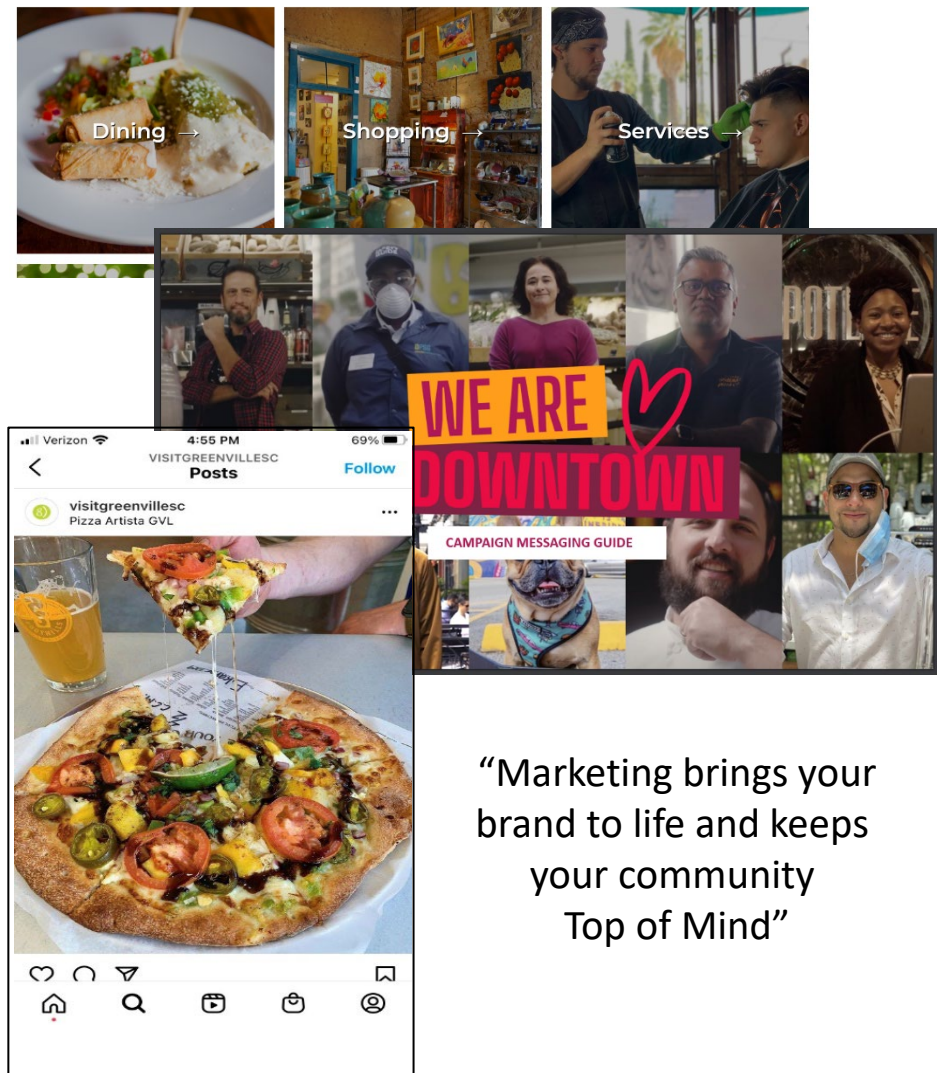
Process (Continued)

Provide training and support for local businesses for marketing their businesses individually and in a shared format. These efforts would focus on social media, geo-targeted advertising, sales and events marketing programs. At the same time, they will serve to enhance promotion of the individual businesses and the Town. Businesses indicated that they were open to engaging and taking part in such a program. Enabling businesses to have the ability to self-promote and better market their businesses will help to draw more visitors to the community.

Incorporate the brand to market East Granby and the Village Center to new businesses and visitors. Add a “Doing Business In” tab/section to focus on new business development and attraction. Enhance, expand and refresh the “Visitors” tab and section on the current Town website – populate it with a narrative, important links and lists to make it more attractive and informational to visitors. Currently, it houses maps and other information that would work better on the planning or economic development portion of the website.

The Visitors section should link to attractions, town events, and businesses. The focus on the refreshed tab “Visit East Granby” should be populated with dropdowns featuring events, recreation (hiking, mountain biking, and whitewater padding), attractions, businesses and restaurant information.

By incorporating the outdoor recreation elements into the overall East Granby and Village Center brands it provides a meaningful opportunity attract and capture visitors for East Granby and the Village Center.



“Marketing brings your brand to life and keeps your community Top of Mind”

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Chapter Eleven

The Village Center Master Plan – Zoning

GOMAN+YORK

The Village Center Master Plan - Zoning

The East Granby Village Center Master Plan

The Dynamics of Zoning and Investment/Development

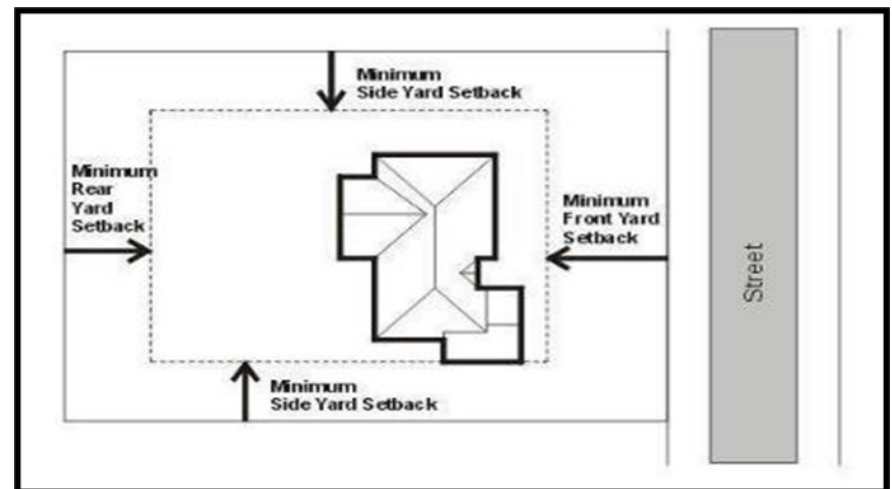
It is important for East Granby to understand the role zoning regulations can play in encouraging investment and development. *All codes and regulations impact market supply and create regulatory impediments to development (investment).* In addition, the land use application and permitting process adds time and money to real estate development—increasing both cost and risk. Therefore, zoning and its permitting process affect the flow of investment into a community. Understanding this is the first step to utilizing zoning to intentionally intervene in the Village Center market.

The primary aim of zoning is to *protect the public health, safety, and general welfare, and to conserve the value of property.* Zoning can also be a tool for change and improvement—a means of aiding in the implementation the Village Center Master Plan. Therefore, zoning should seek to strike a balance between market forces, private sector investment interests, property owner rights, and *the needs, wants, and vision of the community.* Just because a community wants a specific use or type of design, does not mean that the market can support it. What the community wants (or needs) may not be market or financially feasible.

When trying to influence and create change, communities often misinterpret the role of zoning, often utilizing zoning to coerce the market to provide what they desire. Unfortunately, if what the community desires is not market or financially feasible, it will not get built. The key to creating an effective zoning regulation aimed at creating improvement is to understand the market and to craft a

regulation that utilizes market strengths to encourage investment, while utilizing zoning to shape the investment into a form (and function) that conforms to what the community wants.

To accomplish this, a counterintuitive approach is required. While traditional and common approaches are to craft a restrictive zoning regulation that spells out specific details ensuring that the developer builds exactly what the community wants, the more effective approach is to craft a zoning regulation that is flexible—providing a framework for use, density, intensity, and design—and adaptable, allowing the developer to propose what can work in the context of market and financial feasibility.



The Village Center Master Plan - Zoning

The East Granby Village Center Master Plan

Master Plan Overlay Zone Approach

The Master Plan Overlay Zone (MPOZ) approach is the preferable approach to creating a flexible zoning regulation aimed at encouraging investment, while also ensuring the community has input and discretion as to what is ultimately approved and developed. To accomplish this, an MPOZ regulation should be crafted for the Village Center area. The Village Center area is shown in the map on this page as this generalized area. This generalized area is intentional, not creating a hardline parcel-based definition of the Village Center. This approach provides the Planning and Zoning Commission flexibility in their determination—based on market, development patterns, and specific applications—as to what is the Village Center (today and tomorrow), including the suitability and applicability of the MPOZ overlay zone. The MPOZ would also contain a list of permitted uses for the MPOZ and framework (or more flexible) dimensional (bulk and area) requirements, including density and intensity of development.

The application process for the MPOZ within the Village Center area (or proximate) would start with a pre-application meeting where the applicant and the Commission discuss the conceptual development plans for the subject site. This allows the Commission to provide feedback and advice (including saying, "no, this not what we want") before the applicant begins extensive and costly design work. The idea is to move the concept towards a design/development that is desirable from the Commission's perspective.

The next step is an application for a Zone Change to establish the MPOZ on the subject property(s). The zone change application for the

MPOZ includes a detailed Master Plan for the proposed development. While a Master Plan is similar to a site plan, the Master Plan does not include the fine-grain details such as two-foot contour intervals, stormwater management design, soil test pits, specific plantings, or detailed architecture and building floor plans.

The Master Plan provides the design of the site: location of buildings, parking areas/spaces, circulation, building heights, size (sq. ft.) number of units/bedrooms, landscape areas/concepts, buffers, architectural renderings, elevations, and some indication of materials and colors—enough information for the Commission to understand the proposed density, massing, site design, circulation, and its relationship to surrounding properties. If acceptable, the zone change is approved, including the Master Plan, and the applicant is bound to what was presented in the Master Plan—the Master Plan becomes the regulatory framework for the next step, the site plan application.



The Village Center Master Plan - Zoning

The East Granby Village Center Master Plan

Understanding Zoning, Use, and Permitting Authority

There are three types of zoning approvals granted by the Zoning Commission. The first are zone change applications, maps and text amendments. Zone change applications require a public hearing by law because they are legislative actions that impact property rights, and the public has the right to be heard.

The second are permitted uses allowed as-of-right (site plan) by the Commission and by law do not require a public hearing. As-of-right site plan (permitted uses) indicates that if the proposed use and development comply with the zoning requirements (i.e., use, bulk, area, site design, etc.), then the use must be approved. Essentially, site plan applications are an administrative review to ensure compliance with the zoning (consistency with rights already granted to the property by the regulation). Therefore, there is no subjectivity or discretion in the decision-making process and no need for a public hearing.

Conditional uses (commonly known as special permits) are uses allowed via a conditional permitting process (by the commission) and by law require a public hearing. Unfortunately, conditional uses are often overused as a means of providing discretion and subjectivity on an application-by-application basis. By law, conditional uses are “certain classes or kinds of buildings, structures or uses of land [that] are permitted only after obtaining a special permit...subject to standards set forth in the regulations and to conditions necessary to protect the public health, safety, convenience and property values.”

The statutory authority governing conditional uses recognizes that while a specific use may be desired and acceptable in a certain zoning district, said use may not be suitable in all locations within the district. Therefore, the Commission may establish specific standards (additional safeguards or criteria) in the regulation that must be demonstrated (by the applicant) and complied with before the

conditional use is approved. Special permit applications require a public hearing to ensure the public interest is served by the discretion afforded in decision-making process when evaluating a proposed use against the conditions established in the regulation.

When considering any application for special permit, the Zoning Commission “must determine that; (1) the proposed use of the property is expressly permitted under the zoning regulations, (2) the standards in the regulations are satisfied, and (3) any conditions necessary to protect public health, safety, convenience and property values as provided by Section 8-2 of the CGS can be established” (Robert Fuller, 1999: 136). If all three requirements are satisfied, the Commission *must approve* the application.

Investment, real estate development, flows to the location of market demand and least resistance. Conditional uses create uncertainty (from subjectivity), increase investment risk, and undermine predictability and investor confidence. Therefore, conditional uses can be barriers to investment. In the context of creating improvement, if the aim is to encourage investment (redevelopment or new development) in East Granby's Village Center, conditional uses should be used sparingly and reserved only for uses that pose an actual threat to ‘the public health, safety, convenience, and property values.’ As-of-right site plan should be the default and utilized to encourage the uses that East Granby want in the Village Center. The Master Plan Overlay Zone approach utilizes the legislative zone change authority and vast discretion to protect community interest, while affording the applicant a more certain and lower risk pathway for a development application. Therefore, East Granby should not only adopt an MPOZ approach, but should also allow the uses it most wants in the Village Center via the MPOZ. For example, mixed-use, multi-family, grocery stores, pharmacies, hotels, and full-service restaurants.

The Village Center Master Plan - Zoning

The East Granby Village Center Master Plan

The approval (or denial) of the MPOZ and Master Plan is a legislative action on a zone change application. Therefore, the Commission has broad discretion to approve, modify, or deny. If approved, the applicant must then submit a site plan application, designed to the requirements for site plan and conforming to the approved Master Plan. This ensures that all zoning requirements, especially the site design standards (i.e., stormwater management, lighting, landscaping, etc.) are complied with.

This Master Plan Overlay Zone process allows the Commission to provide input early in the design phase of the application—the pre-application meeting—before extensive design work has been completed. In addition, the Master Plan provides the Commission with enough information, early in the process, to make an informed decision on suitability of the proposed development. Last, the Commission still reviews the site plan application to ensure conformance with the Master Plan and all applicable zoning requirements.

When done right, this approach is a win-win for the Town and the applicant. Most important, this approach results in more thoughtful and better design and developments. Last, as a floating and overlay zone, the underlying zoning district(s) remain intact, providing an applicant the option of using either the existing zoning or the MPOZ. The following sections provide recommended changes to existing zoning provisions that effect the Village Center area.

MPOZ Uses

The MPOZ should be utilized to encourage the development that East Granby most wants in the Village Center. Therefore, while zoning district that may underlay the MPOZ allow a variety of uses, the MPOZ would specify the uses that are allowed through the MPOZ process. As a starting point for consideration, it is recommended that the following use be allowed in the MPOZ:

- Office and medical office
- Mixed-Use, commercial and residential
- Multi-family residential
- Grocery stores
- Pharmacies
- Restaurant, full service
- Restaurant, fast casual
- Outdoor dining
- Other retail, service, and medical uses determined to be acceptable by the Commission.

MPOZ Bulk & Area Requirements

The MPOZ should be aimed at achieving a high quality of site and building design. Therefore, the Master Plan approach affords the opportunity to provide a flexible approach to site design, including allowing the applicant to proposed the bulk and area requirements as part of the Master Plan process. For example, there would be no minimum lot size for existing parcels, no setback requirements (respect existing building lines), coverage not to exceed 80% (same as VC Zone), and height not to exceed 40 feet in the Route 20/187 node and 50 feet in the Route 20/East Street node.

The Village Center Master Plan - Zoning

The East Granby Village Center Master Plan

Regulatory Review

As part of the existing conditions assessment conducted for this Village Center Master Plan, a review of zoning districts and regulatory provisions related to the Village Center area was conducted. This regulatory review was performed from the perspective of best practices and regulatory barriers to investment. The following are specific recommended changes to existing zoning provisions that effect the Village Center area.

Village Center Zone - Recommendations

A review of the existing Village Center Zone revealed that some provisions may act as barriers to investment. Therefore, the following are recommended changes to the Village Center Zone:

- Remove the provision that requires “establishments selling or serving alcohol...is located at least 200 feet from any lot used as a church, school, playground, hospital, public library or from any residential zone.” This provision is antiquated and a barrier to attracting more restaurants to the Village Center.
- Reduce the reliance on Special Permit Uses. Determine what uses East Granby wants and allow them as-of-right.
- Encourage multi-family development in the Village Center—including multi-family as part of mixed-use developments.
- The following are other specific recommendations related to multi-family uses in the Village Center:
 - The existing Village Center multi-family requirements are cumbersome—consider a comprehensive rewrite or simply cite to the requirements of the MFDR zone for

multi-family development.

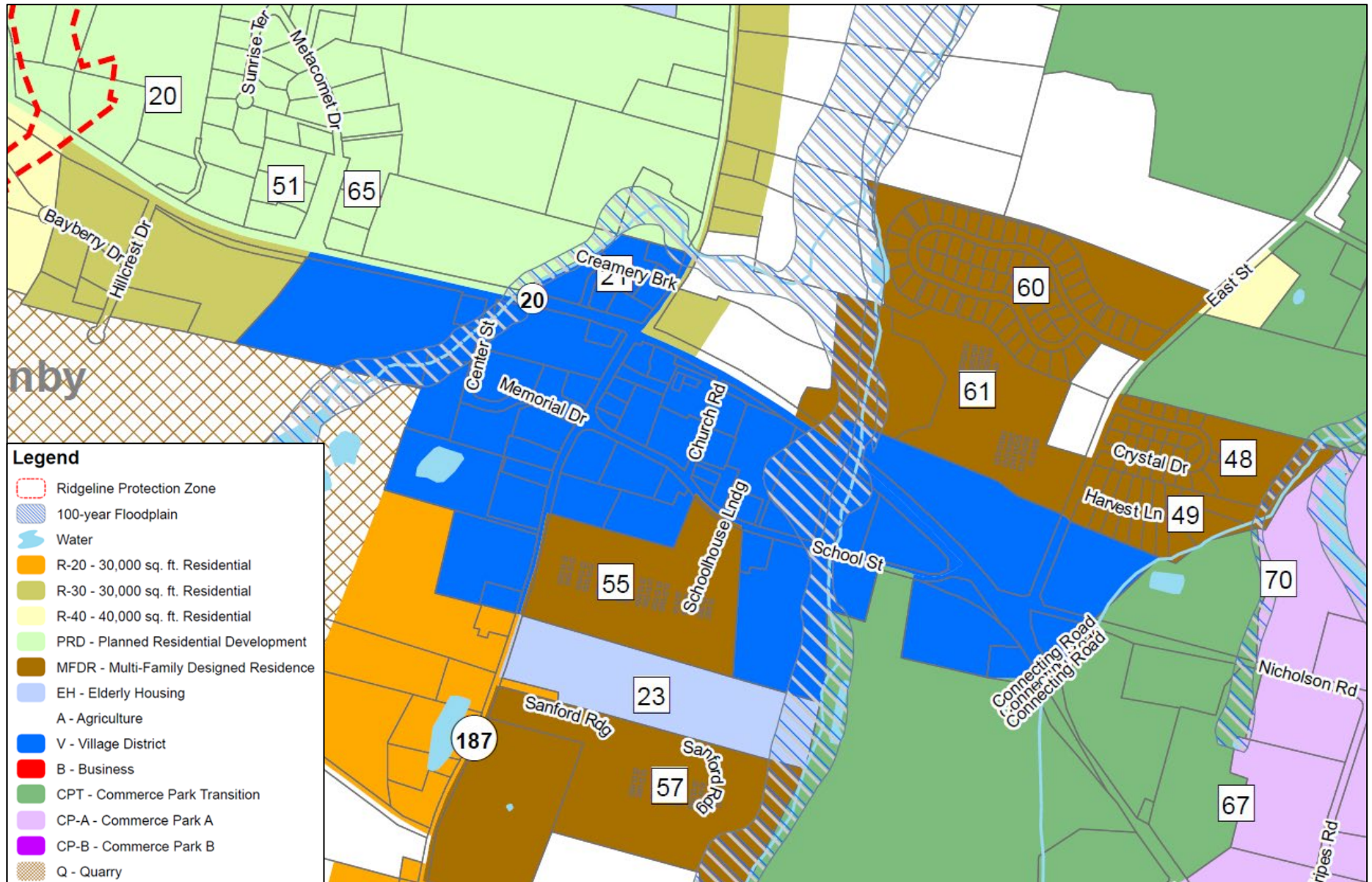
- Remove the Minimum Living Area requirements.
- Remove the prohibition on units greater than two-bedrooms—there is a market need for some 3-bedroom units.
- Remove the restrictions on ground-floor residential units—encourage mixed use with residential on the same site—do not dictate the location.
- Allow shared parking for mixed-use developments based on time-of day utilization and reduced number of spaces for the overlapping utilization of spaces.
- Reduce the required parking to 1.0 space per unit for 1-bd, 1.5 spaces per 2-bd, and 1.75 spaces per 3-bd.
- Removed the ‘desirable’ small building footprint provision and review footprints on a case-by-case basis.

Zoning Use & Definitions

There is an elegance to how the Zoning Regulations identify uses. For example, the VC Zone allows 'retail stores/personal service,' and 'business/professional offices.' These broad use categories are effective and efficient. However, retail, office, and service are not defined in the regulations, while professional office is defined. This creates uncertainty, especially when the definition of professional office includes 'doctor,' while other zones allow 'medical office' uses—not defined. Question, are medical offices allow in the VC zone? Uses must be standardized and defined.

The Village Center Master Plan - Zoning

The East Granby Village Center Master Plan



The Village Center Master Plan - Zoning

The East Granby Village Center Master Plan

Multi-Family Design Residence Zone - Recommendations

A review of the Multi-Family Design Residence Zone revealed provisions that may be barriers to investment. Therefore, the following are recommended changes to the Multi-Family Design Residence Zone:

- Remove the provision that states “multi-family dwellings units shall not exceed 33 percent of single-family housing stock.” Said provision is arbitrary, contrary to market trends, and is not at risk of being exceeded.
- Remove the requirement for a special permit in Multi-Family Design Residence Zone. Since the MFDR zone is designed specifically for multi-family uses and a zone change is required to establish the zone, it is redundant to then require a special permit for the use.
- Allowable density is low considering public water and sewer are required. A density of 14 to 18 units per acre should be allowed.
- Maximum Building Coverage should be increased to 30% and Maximum Lot Coverage to 50%.
- Remove the Minimum Building Separation requirements and allow the Building and Fire Protection Codes to govern.
- Remove the Minimum Living Area provisions.
- Reduce the Minimum Parcel Area to 5 acres and reduce the 60% gross land area as open space to 40%.



The Village Center Master Plan - Zoning

The East Granby Village Center Master Plan

Commerce Park Transitional Zone - Recommendations

A review of the Commerce Park Transitional Zone revealed provisions that may be barriers to investment. Therefore, the following are recommended changes to the Commerce Park Transitional Zone :

- The uses in this zone should be reevaluated to better differentiate the zone as transitional.
 - Consider changing the as-of-right 'Restaurant' use to 'Restaurant, fast food and fast-casual.' Encourage fast or fast casual at the fringe of the Village Center (East Street node) and save full-service restaurants for the Village Center.
- Allowing buildings larger than 400,00 square feet via special permit.
- Reduce the building and parking setbacks for industrial uses to 150 feet.
- Craft a context-sensitive buffer provision in-lieu of the up to 200 feet provision. Such a provision should consider adjacent uses, grade differentiation, and existing vegetation. Allow for a buffer to be designed based on context and utilizing distance, plantings, and berms.
- Retain Maximum Lot Coverage of 60% for industrial uses and increase to 70% for other uses.
- Allow hotels and daycare as-of-right.
- Reduce the multi-family requirements. For example:

- Remove the restriction that prohibits 3-bedroom units.
- Remove the 18,000 square foot building footprint limit.
- Remove the 35-foot building separation distance.
- Remove the highway frontage commercial use requirement and create a specific allowable use for mixed use development.
- Maintain the 1.7 parking spaces per unit even with 3-bedroom uses.
- Reduce the minimum lot area to 40,000 square feet.

Access Management and Consolidated Parcels

The Access Management provisions and consolidated parcels provisions in the Zoning regulations should be incorporated into the Village Center Zone and utilized in the adoption of the Master Plan Overlay Zone (MPOZ). Such provisions, in addition to parking driveway access between parcels, should also include provisions for pedestrian walkway connections between parcels.

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Chapter Twelve

The Village Center Master Plan – Economic Development

GOMAN+YORK

The Village Center Master Plan – Economic Development

The East Granby Village Center Master Plan

The Work of Economic Development

The work of economic development, as defined by the International Economic Development Council is *the process of creating wealth and attracting investment through the mobilization of human, financial, social, physical, and natural resources to generate marketable goods and services*. While this definition provides good context, it narrowly defines the work of economic development as *marketable goods and services*. While this is understandable—that economic development regarding jobs (retention, attraction, and expansion) and commerce (commercial and industrial development and activity) is about marketable goods and services—the work of economic development in the context of community and village center planning needs to be defined more broadly.

Therefore, for the purpose of this Village Center Master Plan, the definition of the work of economic development is simplified to *the practice and process of creating wealth and attracting investment*. In fact, *creating wealth and attracting investment*.

Wealth can be created, and investment can be attracted in many ways and forms. For example, wealth can be created through property improvement, infrastructure investment, and even housing and homeownership. In this regard, *attracting investment* in housing—ensuring that a community's housing stock remains competitive—is also the work of creating wealth and attracting investment. Therefore, to be successful in the work of economic development and (re)positioning the Village Center, this broader understanding of economic development to include all forms of wealth creation and the attraction of all investment is required.

The Practice of Economic Development

The practice of economic development recognizes the *work of economic development* as a system, a complex adaptive system. Therefore, the practice of economic development focuses on tools and activities that East Granby can develop and employ to engage in the *practice and process of creating wealth and attracting investment*. The aim of this section of the Village Center Master Plan is to offer a summary of economic development tools and activities that can be utilized to create improvement in East Granby's Village Center (and the community as a whole).



The Village Center Master Plan – Economic Development

The East Granby Village Center Master Plan

East Granby Economic Development

Regarding economic development, East Granby is already utilizing many tools and activities to engage businesses, create wealth, and attract investment. These existing activities and future activities should be focused on *cultivating an environment or economic-ecosystem where investment can occur*. For a smaller community such as East Granby, this should be about doing the little things and do them very well. For example, managing and maintaining the public realm—cut the grass, pick up litter, plant flowers, perform required maintenance in a timely manner, and focus on improving aesthetics and the quality of life for the community. Basically, this is about managing the mundane day-to-day workings of the town.

Key elements of economic development for small communities is to raise the level of public awareness around economic development. In this regard, there are many small, inexpensive, and incremental things a community can do to build upon existing practices and grow its economic development capacity. For example, marketing efforts to create a garden club to plant and pot flowers, fly flags/banners, create and host civic events in the Village Center, and promote the community as a good place to live, work, and in the case of East Granby, recreate.

In the case of East Granby and the Village Center, it is important that economic development efforts be employed town-wide while giving specific attention to the Village Center. The following recommendations are both short- and long-term strategies that East Granby can and should implement to further engage in the *work and practice of economic development*, while targeting efforts aimed at creating improvement in the Village Center. The short-term recommendations are lower-cost and easier to implement practices

that elevate the work and importance of economic development. The long-term recommendations are more formal practices that have greater costs but would leverage the short-term efforts and work to build greater capacity to create wealth and attract investment.

In the **short-term**, implement the following:

- **Economic Development Training:** Economic development is everyone’s job. Economic development starts with quality customer service. East Granby should implement an economic development training program for all Town staff, boards, and commissions. For example:
 - Four sessions over the course of a year (two during the day for staff and two in the evenings for boards and commission) that focus on economic development for smaller towns.



The Village Center Master Plan – Economic Development

The East Granby Village Center Master Plan

- **Public Private Partnerships – Tax and Business Incentive Program:** East Granby has a very good property tax incentive program in Article IX of the Code of Ordinances. The primary concept of the program is to offer tax abatements based on the value of investment. While such a structure provides a meaningful incentive, East Granby may want to revisit this structure and consider adding a need-based incentive to the program. For example:
 - The existing investment-based approach would be maintained, while a need-based incentive would be added to broaden the appeal of the program. Such a need-based incentive would provide applicants the ability to receive larger tax abatements for longer terms (number of years) by submitting a formal request including the development financials (pro-forma) to demonstrate need—why the abatement is needed and how the abatement will improve the financial feasibility of the proposed development.
- **Business Outreach and Engagement:** Too often local government spends very little time and effort cultivating relationships with businesses. East Granby should proactively work to further engage businesses. For example:
 - Two simple and time/cost effective ways to do this are to host quarterly meet & greets at town hall and conduct monthly business visitations.
 - Continue to engage property owners in discussions about investment and development.
- Host property owner meetings once every six months to listen to their needs and ideas.
- Engage in more frequent meetings with owners who are looking to invest in the near-term. Discuss incentives that the Town could provide to help facilitate investment.
- Work with and facilitate discussions between the Economic Development Commission and Planning and Zoning Commission to encourage modifications to regulations to create opportunities for investment.
- **Celebrate East Granby Businesses:** The Economic Development Commission, in association with the Board of Selectmen, should consider celebrating East Granby businesses and their investment in East Granby. Some simple ways of doing this include the implementation a ‘ribbon cutting’ program for new businesses and existing business expansions. Another activity is the implementation of a yearly ‘Business Investment’ award program. The award categories could be Business Expansion, New Business, and Property Maintenance.

The Village Center Master Plan – Economic Development

The East Granby Village Center Master Plan

- **Community Information Packet:** Many small (and some large businesses) do not have access to current and relevant demographic and socio-economic data—data that can be important to their business planning activities and investment decisions. Providing such information is a simple way to assist and inform businesses—to help educate businesses and potential investors about your community.
 - Create and maintain a Community Information Packet that is available and expands on what is currently on the Town’s website. Include the following:
 - Demographics: Population, Age, & Households.
 - Socio-Economics: Income, Education, & Poverty
 - Psychographics: Consumer Segmentations, Characteristics, Disposable Income, & Spending Behavior
 - Housing: Characteristics, Costs, and Availability.
 - Traffic Counts for major roadways
- **Real Estate & Market Information:** Real estate and market information is aimed at having, maintaining, and providing up-to-date information on the real estate and space market—a means of monitoring and understanding the local market while making the information available to existing and perspective businesses.
 - Available Land Inventory (including approximate price per acre)
 - Available Building Space Inventory (including approximate rents)
 - Rental rates by Property Type (commercial office, retail, industrial, and residential) and Location
 - New Construction and Renovation Costs (per square foot estimates)
 - Utility Costs (electric, gas, oil, propane, sewer, and water (i.e., connection fees)
 - Local Banks/Lending Institutions

The above short-term recommendations are not all inclusive, much more can be done to engage in the work and practice of economic development. However, these suggestions are a good start for creating an improved economic-ecosystem, with the capacity to move the market and attract investment to the Village Center.

If East Granby wants to engage in a more robust economic development work-program, the Town may want to consider retaining further professional assistance.

The Village Center Master Plan – Economic Development

The East Granby Village Center Master Plan

In the **long-term**, East Granby should implement the following:

- **Planning:** Create a comprehensive Economic Development Strategy for the Town of East Granby.
- **Strategic Investment:** Conceptualize government budgets and project investments in economic development when developing budgets, especially the Capital Improvements Plan (CIP) — for investing in the Village Center. CIP investments aimed at place-making and quality of life, such as walking trails, sidewalks, bike lanes, public/community space (town green) will go a long way to cultivating the economic ecosystem that businesses and residents seek.
 - Link the CIP to the Plan of Conservation and Development (implementing the Plan recommendations) and the Village Center Master Plan. Consider starting the CIP process with the Planning and Zoning Commission making recommendations related to the POCD implementation and the EDC making recommendations related to the Village Center Master Plan.
 - By utilizing the CIP for investment in the Village Center, East Granby can establish the process and culture of continuous investment in the Village Center—a means of moving toward continuous improvement.
- **Village Center Business Owner Meetings:** As part of the overall efforts to create improvement in the Village Center, East Granby should facilitate meetings of Village Center business owners. Such meetings could be held quarterly. These meetings would be utilized as means of listening to the needs of the businesses and providing support. Such meetings can also be used for business-to-business networking.
 - Through these meetings, the Town and business owners might want to consider exploring the creation a formal Village Center Association. Such an association could be beneficial for marketing efforts, shared advertising, events, and providing a formal network of businesses.
- **Intentional Development:** Most communities are reactive to development—allowing the market to propose developments that are then reviewed, debated, and approved or denied by the community (the land use commissions). The public outreach process, specifically the property owners focus group, revealed that East Granby has a substantial number of engaged property owners who are interested in investing in their properties. This was a good first step at engaging these property owners in thoughtful and meaningful discussion about investment and development. Being intentional about the development East Granby wants, is about investing (time and effort) in planning for and encouraging development. East Granby should:
 - Work between the Economic Development Commission and Planning and Zoning Commission to determine the kind of businesses and developments (uses) East Granby most wants and allow them via as-of-right site plan.
 - Engage property owners in discussions about the most desired uses and encourage them to consider and invest in those uses—including what they need from the Town to make such investments.

The Village Center Master Plan – Economic Development

The East Granby Village Center Master Plan

Constancy of Purpose

The work and practice of economic development—creating wealth and attracting investment—and the work of improvement, positioning or repositioning the Village Center to better compete for investment and to move the market is not easy, nor is it a one-time or short-term process. It requires a long-term process and commitment. There are no simple or quick fixes, no free rides, and there are no guarantees of improvement. The only guarantee is that doing nothing (or maintaining the status-quo), which is not currently working, is not an option.

For the Village Center to improve and evolve, for East Granby to *create wealth and attract investment to the Village Center*, East Granby must adopt a new philosophy, *a philosophy of continuous improvement*. Improvement must become East Granby’s constancy of purpose. Improvement needs to become part of everything East Granby does—as a government, as businesses, as residents, and as property owners. The days of “avoiding issues”, “taking the easy path”, playing “party politics”, and believing “just good enough” will work are gone. If East Granby wants to compete, East Granby must commit to working toward improvement, each and every day, month, and year. East Granby must be willing to invest in itself—to strategically invest its limited resources in those things that will create improvement and grow demand in the Village Center.

To accomplish this, improvement must become part of the culture of East Granby. Improvement must become a part of governing, living, working, doing business, and investing—a culture of investment and improvement. For example, when adopting a new budget or approving a new ordinance, the community and elected officials should be

asking, “will this work toward our desired outcomes; will this create improvement in our Village Center (or the community as a whole)?” To test these questions, the community and officials should be able to explain ‘why’ and ‘how’ such action will move the community toward the desired outcome of improvement as stated in this Master Plan’s Vision Statement.

Small, incremental investment, managing the mundane aspects of everyday life, and doing the little things well, is how the Village Center will improve. Small, continuous steps aimed at improvement is how the Village Center will become competitive. The key is to not give up and to utilize the framework provided in this Master Plan. Remain focused on the outcomes and working toward improvement, invest strategically, and continually measure and adjust strategies as needed. If East Granby can do this, the Village Center will improve, and will compete more than it is now. The aim is to be in a perpetual state of improvement, continually striving to be better tomorrow than today and yesterday.

There are no pre-ordained or prescribed things East Granby should do that will create improvement. This Master Plan provides a starting point and a framework, but East Granby must continue to determine *what is working* and *what is not working*. Therefore, do not be distracted by the simplicity of *instant pudding approaches* and shiny new and cool things. Out-of-the-box plans, and flavor-of-the-day strategies rarely create meaningful improvement. Stay focused on the desired outcome, be intentional in your work and actions, and continually question the status-quo. Engage in continual education and professional development, seek assistance and advice when needed, resist yes and no answers—favor ‘*how can we make this work*’ as the answer and starting point to new ideas and opportunities.

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Chapter Thirteen

The Village Center Master Plan – Implementation

GOMAN+YORK

The Village Center Master Plan – Implementation

The East Granby Village Center Master Plan

Implementation

The process of creating a plan, too often, is privileged over plan implementation. To say it another way, the creation of a plan is too often viewed as the primary objective, while implementation is viewed as a secondary objective. The fact is, plan implementation is the primary objective and creating a plan is easy compared to implementing the plan. Plan implementation requires constancy of purpose, intentionality, patience, best efforts, and hard work. East Granby can achieve the desired outcome for the Village Center—to create a vibrant, prosperous, and aesthetically pleasing place of social, economic, and civic engagement—provided it works diligently at implementation.

Plan implementation is not linear or sequential. There are no specific start or end points, nor is there a specific order of implementation. There is also no specific time horizon as to when implementation should occur. Plan implementation is contextual, circumstantial, and situational. Therefore, East Granby should review priorities, assess capacity (labor and budgets), and chart a course (a workplan) for implementation. The primary objective of implementation is to intentionally and continuously move the Village Center toward the desired outcomes.

As discussed earlier, the primary problems to solve for the Village Center are Market, Image, and Physical Conditions. Therefore, the problems to solve provide a framework for thinking through implementation and movement toward the desired outcomes.

Thinking Through Implementation:

- Zoning works at the supply side of market—it provides a lever for what is allowed in terms of use, density, and intensity. Improvements and modifications to zoning are also low cost and relatively easy to implement—low hanging fruit. Therefore, the implementation of the zoning recommendations should be prioritized as an early incremental step to increase market potential.
- Branding and marketing work at the demand side of market—improving the Village Center image can realize untapped demand. While branding and marketing are more time intensive and have actual associated costs, they should be implemented sooner, rather than later. Therefore, branding and marketing should be prioritized as an implementation step to improve image and market potential.
- Infrastructures are required systems that support supply and demand. Infrastructures are also amenities that can foster demand. Furthermore, infrastructures work to address physical conditions. That said, infrastructures are often complex, expensive, and take time to implement. Therefore, planning for infrastructures should be a high priority (an early step), while implementation of infrastructures can be a lower priority (later and ongoing).
- Design, in fact, is an amenity and to some degree a luxury. It is an amenity in that it enhances image and can leverage market. It is a luxury in that it is not necessary for vibrancy and prosperity, even though it will enhance experience and likely result in stronger market conditions.

The Village Center Master Plan – Implementation

The East Granby Village Center Master Plan

Implementation Priorities

Implementation of the Plan is an incremental process of improvement—a continuous process of working towards the desired outcomes—by executing the strategies recommended in the Plan. While some recommendations can be carried out in a relatively short period of time, others may only be possible over a longer period. Other strategies may be contingent on actions outside of East Granby's control (i.e., working with CTDOT to implement sidewalk installation on Routes 20 and 187 or the agreement of private property owners in the case of School Street realignment). In addition, some recommendations may involve additional study/work (i.e., the creation of a communications plan) or the commitment of fiscal resources (i.e., implementation of a wayfinding program), and their implementation may take place over several years or occur in stages or phases.

East Granby should not feel compelled to do everything at once or as soon as possible. Truth be told, many incremental implementation activities over an extended period can and will create a prolonged sense of momentum and constant improvement. For example, installing sidewalks in phases, over say a five-year period or installing "Welcome to East Granby" signs one year, followed by Village Center signs the next year. It also allows the Town to adapt to circumstances and best leverage investments. For example, assume the trail connection was planned for year 5, however a development opportunity materialized in year 2 that provided the land required for the trail. Year three funding for sidewalks could be swapped with year 5 funding for the trail, allowing the trail to be installed and opened alongside the new development.

The following pages consist of a series of charts that identify the action items, establish generalized priority, and identify the entity or entities that should lead implementation. The aim is to provide a recommended framework for implementation of the Village Center Master Plan recommendations. However, it should not be viewed as absolute, rather as an adaptable guide. A final recommendation; the Economic Development Commission may want to act as the Implementation Committee, working with the various entities, overseeing the overall implementation program, and providing the leadership to drive implementation.

Priority
High
Medium
Low
Continuous

Abbreviation	Agency
BOS	Board of Selectmen
PZC	Planning and Zoning Commission
EDC	Economic Development Commission

The Village Center Master Plan – Implementation

The East Granby Village Center Master Plan

Chapter 2. Sustainability & Resiliency	BOS	PZC	EDC	Remarks
Seek to strike a balance between Environmental, Social, and Economic needs				Mitigate negative outcomes, when feasible.
Embrace resiliency in the process of decision making				Seek to answer, "how can we make this work" versus yes or no answers.
Chapter 5. Amenities & Place-Making				
Recognize the role of amenities in creating a vibrant and prosperous Village Center				Keep amenities and 'experience economy' in focus while seeking to create change and improvement.
Preserve and enhance historic and scenic resources				Let historic forms, masing, and design inform future development.
Work to draw connections between the recreation resources and Village Center				Outdoor recreation is a community asset, work to include it and draw it into the Village Center.
Chapter 6. Housing				
Embrace multi-family housing development and density in and proximate to the Village Center				Embracing, allowing, and adding housing is the only way to create the critical mass needed to drive demand.

The Village Center Master Plan – Implementation

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Chapter 7. Infrastructure	BOS	PZC	EDC	Remarks
Sidewalks – School Street				Complete the construction of sidewalks.
Sidewalks – Memorial Drive & Center Street				Design first, then construct.
Sidewalks – Route 20 & Route 187 Planning				Work first on the planning and design.
Sidewalks – Route 20 & Route 187 Installation				Construct when ready.
Sidewalks – East Street				Design first, then construct.
Sidewalks – Church Road				Design first, then construct.
Trails – Establish trail connection to East Granby Farm				Work with the land trust and property owners to secure a ROW/easement. Design, then build.
Village Green – Reconfigure Town Hall parking and create a larger village green				Study parking alternative, need, and locations. Then design new parking and the enhanced Green.
Roadway Improvements – Realignment of School Street at Route 20				Work with the effected property owners to acquire the right-of-way and the future of the existing right-of-way.
Roadway Improvements – Work with DOT and CRCOG design improvement.				Initiate conversations as soon as possible.
Design Improvements and Standards				Investigate and develop design standards for public furnishings (i.e., lighting, benches, etc.).

The Village Center Master Plan – Implementation

The East Granby Village Center Master Plan

Chapter 8. Village Corridor	BOS	PZC	EDC	Remarks
Focal Points & Connections – Work to define and identify East Granby and the Village Center				Welcome signs at gateways.
Focal Points & Connections – Implement a wayfinding system				The creation of a unified and themed wayfinding program.
Focal Points & Connections – Target efforts for development and redevelopment in the cluster areas at East Street and Route 20/187				This area is best positioned for new investment and development.
Focal Points & Connections – Utilize existing architecture, landscape, massing, and building to guide future development				
Focal Points & Connections – Work to fill in gaps in development				

Chapter 9. Village Center Design	BOS	PZC	EDC	Remarks
Design Framework – Revisit and update the Design Guidelines in the Zoning Regulations to reflect the design recommendation in this Plan.				The existing design guideline in the Zoning Regulations are good, in that they establish what the community wants and does not want. However, they need to be revisited as existing provisions, such as high preferences do not match this Plan.
Design Framework – Encourage and enhance the Colonial and Georgian vernacular design aesthetic.				
Design Framework – Seek to mirror existing architectural styles, massing, and patterns.				

The Village Center Master Plan – Implementation

The East Granby Village Center Master Plan

Chapter 10. Brand & Marketing	BOS	PZC	EDC	Remarks
Brand – Develop a brand for East Granby and the Village Center				Establish a team or working group to lead the brand and marking activities.
Brand – Incorporate brand in wayfinding and design elements				Engage a graphic designer and develop a wayfinding sign package/program.
Brand – Utilize brand to enhance marketing efforts to elevate East Granby and Village Center image				
Brand – Utilize brand to enhance economic development efforts				
Brand & Marketing – Establish Brand and Marketing Committee				Seek to tap local talent—those with branding and marking experience—to assist in this endeavor.
Brand & Marketing – Develop a Marketing and Communications plan				Incorporate branding into the communications plan.
Brand & Marketing – Support local businesses				
Brand & Marketing – Improve visitor experience on website				

The Village Center Master Plan – Implementation

The East Granby Village Center Master Plan

Chapter 11. Zoning Amendments	BOS	PZC	EDC	Remarks
Districts – Remove barriers to the VCZ, MFDR, and CPTZ zoning districts				Conduct a review of the applicable zoning districts in the context of the Plan recommendations and propose comprehensive text amendments.
Uses – Review and update uses for the commercial zones, including providing definitions of uses				Conduct a review of all uses by zone, determine as-of-right and conditions, and define all uses. Propose comprehensive text amendments.
Permitting – Reduce the reliance on Special Permits, using as-of-right site plan to encourage the uses most desired				As part of the use review above, seek to reduce the reliance on special permit uses.
MFDR – Revisit the multi-family zone with the aim a creating a less cumbersome and more efficient zone				Review and reassess the utility of this regulations. Consider alternative approaches and comprehensive rewrite of the regulation.
MPOZ – Establish a Master Plan Overlay Zone for use in the Village Center area that focuses on commercial office, retail, multi-family, and mixed-use development				Develop and implement at master plan zoning approach.
Access Management – Make the existing Access Management and Consolidated parcel provisions applicable in the VCZ and MPOZ				Propose a text amendment to allow and require access management in the VCZ district.

The Village Center Master Plan – Implementation

The East Granby Village Center Master Plan

Chapter 12. Economic Development	BOS	PZC	EDC	Remarks
Training– Implement comprehensive economic development training for staff and boards				Develop and implement a comprehensive economic development training program.
Incentives – Add a need-based tax incentive program				Create and implement a need-based tax incentive program.
Business Outreach – Continue and enhance business outreach and engagement activities				Augment the existing outreach program with Town organized and hosted meetings/events.
Celebrate Businesses – Implement a formal business recognition program				The EDC should develop and launch a business recognition and award program.
Community Information – Create a community information packet with demographic, socioeconomic, and other data				
Real Estate Market Information – Create and regularly update a real estate market data information packet				
Economic Development Strategy – Update the 2012 economic development strategy				
Business and Property Owners – Engage the Village Center businesses and property owners yearly or twice-yearly meetings/networking programs				