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Canton, Mississippi
INTRODUCTION AND BACKGROUND
Introduction and Background

The Mississippi Main Street Association (MMSA) Team, sponsored by the Madison County Economic Development Authority (MCEDA), conducted a charrette that focused specifically on downtown revitalization and implementation strategies for Canton Main Street and the City of Canton, Mississippi in May 2012. MMSA assembled a team with expertise in architecture, planning, historic preservation, economic development and community branding that ascribes to the Main Street Four-Point Approach® of Design, Promotion, Organization and Economic Restructuring.

The team for the Canton Community Revitalization Charrette included:

Tom McGilloway, Mahan Rykiel & Associates, Baltimore, MD
Andy Kalback, Kalback Planning & Design, Annapolis, MD
Ben Muldrow, Arnett Muldrow & Associates, Greenville, SC
Tripp Muldrow, Arnett Muldrow & Associates, Greenville, SC
Leah McBride Watters, Watters Architecture, Canton, MS
Jeannie Waller Zieren, Mississippi Main Street Association, Oxford, MS
Bob Wilson, Mississippi Main Street Association, Jackson, MS
Randy Wilson, Community Design Solutions, Columbia, SC

Complete contact information for the consultant team noted above can be found in Appendix C.
The community charrette is a service offered to local Mississippi communities participating in the Mississippi Main Street Program, and engaged in implementing the Main Street Four-Point Approach®, which is the nationally recognized, comprehensive downtown revitalization methodology developed by the National Trust for Historic Preservation.

The MMSA charrette team, comprised of the revitalization professionals noted above, evaluated the community’s current level of commercial district revitalization activities, reviewed prior planning efforts, conducted copious public input opportunities, and offered observations on the opportunities and challenges for revitalizing downtown Canton. The results of this process were presented at a final presentation at the conclusion of the strategic planning charrette. Those preliminary recommendations were directed to both City Officials and the Main Street Program to provide clear action steps for strategic economic development initiatives as well as for the organizational capacity necessary to facilitate positive change in Canton’s downtown commercial district. The Charrette Team’s observations and recommendations are presented in this report.

The team would like to specifically thank Lise Foy, the Charrette Planning Steering Committee and the Main Street Board for their constant support before and during the Community Revitalization Charrette. We would also like to thank the Mayor and Board of Aldermen for supporting the efforts of the Resource Team. Finally, we are indebted to the many citizens who gave of their time and knowledge to guide the team’s efforts.
Background

As noted in the opening paragraph, all Resource Team members had expertise in at least one area of the 4 Points of Main Street. In laymen’s terminology, these correspond with Design and Planning (Design), Branding and Marketing (Promotion), Market Analysis (Economic Restructuring), and Implementation Strategies (Organization). Each of these study areas were addressed to varying degrees and in different ways.

The Market Analysis utilized a zip code survey and on-site observations to interpret data that helped the team understand the financial dynamics affecting Canton. Based on that information, strategic recommendations for marketing, advertising and economic development were made. The data, analysis and recommendations follow in the first section of this report and lay the foundation for any and all subsequent recommendations.

The Design and Planning work done during the charrette endeavored to build upon the best of prior planning efforts while addressing new and emerging opportunities. Truthfully, the amount of prior planning was staggering and begged the question, “Why hasn’t more occurred in Canton?” We have endeavored to answer that question and provide some possible solutions in the implementation section of this report. There are many positive trends in Canton ranging from the presence of very capable design and preservation professionals such as Joseph Orr and Russell Archer. Additionally, there are some amazing assets and opportunities in Canton from a design and planning perspective ranging from, but in no way limited to, the historic square, the Hollow cultural district, the emerging Canton West development district, stunningly beautiful residential districts, and a beautiful natural environment, etc.

The Branding and Marketing study focused on creating a comprehensive and consistent marketing effort for all the development entities in the community such as, but not limited to, the City, the Main Street Program, the CVB, the CMU, the CRA, etc. A prior exercise had developed a strong branding system for the CVB. Based on that work, the MMSA team built upon the existing framework and utilized a common color and font scheme to put all the development entities on a level playing field in terms of visual appeal and consistency. From there, unique logos were developed to provide individuality to each of the entities while maintaining an overall visual cohesiveness.
A complete branding toolkit was developed that addressed graphic identities for the City as well as its Main Street program. The toolkit included brand extension systems for community festivals and events, wayfinding signage systems, flag and banner systems, merchandising collateral, social media strategies, web site home page designs, and a series of strategic advertisements aimed at marketing the essence of Canton to both the internal and external markets. These highly visual recommendations can be found in the third major section of this report.

The **Implementation** aspects of this planning exercise are two-fold: the first step was to identify key projects and recommendations during the charrette; the second is to break those recommendations down into manageable tasks. An implementation strategy board will be developed in concert with the Steering Committee to formulate the major recommendations of the charrette into time-based tasks that include responsible parties. This will be accompanied by an in-depth document that outlines potential funding sources for the implementation phase.

In conclusion, the charrette team feels compelled to reiterate a key point we observed during the charrette and mentioned in the final presentation. Unless this issue is addressed in a thoughtful and sincere manner, all hopes for meaningful change and implementation in Canton will be compromised.

There seemed to exist a tremendous amount of “turf wars” and/or lack of cooperation amongst the leadership entities in the Canton community. Ironically, this animosity did not seem to exist among the common citizenry but only among the leadership organizations – the very entities charged with creating an environment of progress and opportunity for those same citizens. It appeared that in some cases, prior planning and economic development proposals were allowed to die because of this “turf war” mentality. We are not so naive as to imply these issues aren’t complicated, and perhaps in some cases, even deserved. However, there is a higher cause at stake for Canton’s future that must not be compromised by past injustices.

While there are probably many ways to address the leadership dynamic noted above, the design team would suggest at least two ways that might be considered. First, if a more “professional” approach is preferred, the William Winter Center for Racial Reconciliation at Ole Miss is a terrific source for providing facilitation services that allow the community itself to resolve long-standing issues. If a more “personal/folksy” approach is preferred, the Philadelphia Coalition is a wonderful organization that provides reconciliation services to communities all across America, drawing from their own experiences in racial reconciliation in recent years.
While on one hand, reconciliation is simply the “right” thing to do, in Canton’s case, it is also the “financially wise” thing to do. Development is occurring all around Canton at an unprecedented rate and the community needs to take advantage of these once-in-a-lifetime opportunities. In absence of a united front and thoughtful plan, Canton runs the risk of seeing potential development happen in nearby communities.

Our hope is that since this plan—this vision—for Canton and its future was developed by a outside, and therefore, objective team, it can be embraced by all the organizational entities that exist in the community. Additionally, since it was crafted with copious input from Canton’s citizenry, we hope the leadership will be emboldened to move forward with confidence that this plan has the support of the overall community, irrespective of a few dissenting opinions.

We are confident that the community and its leadership will work together to address past injustices in a manner that will unify everyone around a common purpose: to work together for a bright and prosperous future for Canton. The balance of this report explains and illustrates the key recommendations of the economic development master plan charrette that can become an instrumental part of your arsenal as you work together to achieve this ambitious and beneficial vision for the future of Canton.
Canton, Mississippi
MARKET ANALYSIS
Market Analysis

1.0  Market Report for Canton, Mississippi

One of the key tasks of the Economic Development Workshop for Canton is to examine the market for the community. Understanding the market and economic conditions will help the team better understand how to position downtown amidst the retail growth occurring throughout the greater Jackson region.

This market study endeavors to identify retail development opportunities for downtown and outlying areas of Canton that will further enhance its appeal to a local, regional, and visiting shopper. This report presents the findings of the market research for Canton and provides a baseline that can be used to recruit business, help existing businesses target customers, and implement the marketing and branding strategy developed as part of the Canton’s economic development implementation strategy. The goal is to continue to position Canton for retail success amidst the changes happening both in the region and nationally.

This retail report is divided into four parts:

Part one is Canton’s market definition based on zip code survey work completed by businesses in the community. It also provides insight into the trade area demographics for Canton’s primary and secondary trade areas.

Part two presents demographic information about the Canton trade areas and Canton itself that give insight into the changing customer base for the community. This data is particularly important as significant shifts in demographics have occurred over the past several years that present opportunities for Canton to capitalize on regional growth.

Part three presents the retail market analysis that shows the amount of retail sales “leaking” from the primary and secondary trade areas. This information is based on the most recent data available and is a reliable source for understanding overall market patterns. This section concludes with some key opportunities for retail that could be used to both enhance existing businesses and recruit additional businesses to the community.

Part four makes a series of strategic recommendations regarding these findings.
1.1 Introduction to the Canton Retail Market

Canton is part of the greater Jackson regional market. Once a courthouse town perceived as separate from the center of the population center in Jackson, Canton has emerged into the northernmost suburban community along the Interstate 55 corridor while still maintaining its independent identity. Nearby suburban communities, Ridgeland and Madison, have experienced phenomenal growth over the past two decades and that growth is now reaching Canton.

Unlike its neighbor communities to the south, Canton itself has a significant and architecturally intact downtown with a rich history. Downtown Canton was the traditional core of retail and services for the community but has evolved into a more specialty district as retail has shifted to more suburban locations. Much of the suburban growth in Canton has clustered around the Interstate 55 interchange with motels, quick service restaurants, and an emerging retail scene that will grow significantly with the construction of a new WalMart Super Center. Other smaller retail and service districts also exist in the community along primary routes.

1.2 The Canton Trade Area

As already mentioned, Canton serves a trade area that extends beyond the limits of the city itself into the surrounding area. To determine the trade area for Canton’s downtown, businesses participated in a zip code survey of customers. Unlike other techniques that tend to use arbitrarily picked boundaries for customer trade zones (radial definitions, drive time studies, and Reilly’s model), the method used for market definition in Canton is based on actual customer shopping patterns as determined by the zip code tracking. While every trade area definition method has its flaws, zip code surveys provide the best way to define a market trade area based on actual customer shopping patterns. Furthermore, zip code tracking provides insight into local versus visitor traffic, cross shopping among shops, and patterns with regard to shop types. Once the trade areas are defined, a whole host of demographic data can be gathered and trade patterns studied.

Canton had twenty-one businesses participate in the zip code survey during a seven-day period in April of 2012. Shopkeepers were provided with a form to record customer zip codes and asked to keep the log for all customers during the survey period. In all 1676 individual customer visits were recorded during the survey.
1.2.1 Zip Code Results

The results of the zip code survey are listed below:

- Canton businesses recorded customers from 203 unique American zip codes representing twenty-eight states.
- 37% of the customers reported that they lived in the Canton zip code of 39046 and inside the city limits of Canton.
- An additional 20% of the customers were from the Canton zip code of 39046 but outside the city limits.
- Madison was the next most often reported zip code with 9% of the customer traffic coming from the 39110 zip code.
- Other more rural zip codes including Flora, Camden, Pickens, and Vaughan accounted for 12% of the customer traffic.
- Jackson and Ridgeland customers accounted for 4% of the customer base while other Mississippi Zip codes represented 9%. The latter figure could be commuter traffic from metro Jackson or visitor traffic from further away.
- Other states accounted for 10% of the customer traffic.

*Figure One depicts the information presented above.*
1.2.2 Information by Business

The preceding information examined how the stores did in aggregate when all results are combined into one “pot” of figures. This section looks at the results by retail store to determine if there are any anomalous figures that emerge with particular stores. To protect the confidentiality of the individual store results, the names of the stores are not included in the charts.

Overall 37% of the customer traffic is Canton city residents from the 39046 zip code. Seven businesses had over this amount with one business reporting 90% of their traffic as City of Canton residents. Twelve businesses reported fewer than 37% with five reporting under 10% of the customers from the 39046 zip code. The colors of the bars represent the location of the business. Red bars represent hotels and the visitors’ center, which naturally would not have very many local customers. Blue bars represent businesses outside of downtown, brown bars represent businesses inside downtown, and the orange bar is the 37% overall result.

*Figure Two depicts Percent Canton City Resident by Business.*
Figure 3 illustrates customer visits from the 39046 zip code as a whole. Overall, 57% of the visits were from the 39046 zip code. All but seven of the businesses reported over 30% of their customers from the Canton zip code.

*Figure Three depicts Percent Canton Zip Code by Business.*

Figure 4 illustrates customer visits that qualify as “visitors.” This number may include commuter traffic from other parts of the Jackson region so it should be taken as only a guide. Overall 19% of the customers were from outside of the immediate area. Visitor oriented businesses (hotels and the visitors center) naturally had high rates of visitors and are indicated by red bars. Brown bars indicate that some businesses had very high visitor counts (two over 50%) while six had visitor numbers below 10%.

*Figure Four depicts Percent Visitors by Business.*
1.2.3 Trade Area Definitions

The number of visits provides an overall viewpoint of where customers come from which is a market area. A more precise way to evaluate customer loyalty in the market is by looking at the trade areas for a community, which involves defining market penetration rather than just market area. To get to the trade area definition, customer visits are tracked by the number of visits in relation to the population of each zip code. This corrects for zip codes that have exceedingly large or small populations that might skew the market penetration data. By this measure, the Primary and Secondary trade areas for Canton can be established. The Primary trade area is the geography where the most loyal and frequent customers to Canton reside. The Secondary trade area represents an area where Canton businesses can rely on customers but to a lesser degree. The table below shows customer visits per 1,000 people for each of the highest representative visits.

*Figure Five depicts Visits per Thousand.*

**The Trade Area Definition**

<table>
<thead>
<tr>
<th>Zip</th>
<th>Area</th>
<th>Population</th>
<th>Visits</th>
<th>Visits/1000 Pop</th>
</tr>
</thead>
<tbody>
<tr>
<td>39157</td>
<td>Ridgeland</td>
<td>25832</td>
<td>24</td>
<td>0.93</td>
</tr>
<tr>
<td>39110</td>
<td>Madison</td>
<td>37167</td>
<td>142</td>
<td>3.82</td>
</tr>
<tr>
<td>39071</td>
<td>Flora</td>
<td>5216</td>
<td>44</td>
<td>8.44</td>
</tr>
<tr>
<td>39146</td>
<td>Pickens</td>
<td>2956</td>
<td>59</td>
<td>19.96</td>
</tr>
<tr>
<td>39046</td>
<td>Canton Outside</td>
<td>15457</td>
<td>342</td>
<td>22.13</td>
</tr>
<tr>
<td>39179</td>
<td>Vaughan</td>
<td>1297</td>
<td>30</td>
<td>23.13</td>
</tr>
<tr>
<td>39045</td>
<td>Camden</td>
<td>1287</td>
<td>55</td>
<td>42.74</td>
</tr>
<tr>
<td>39046</td>
<td>Canton Inside</td>
<td>12670</td>
<td>626</td>
<td>49.41</td>
</tr>
</tbody>
</table>

Determining the primary and secondary trade areas can sometimes be more “art” than science. At times, significant breaks in customer visits are not obvious. However, in Canton’s case the division for the primary trade area is reasonably clear. With 49.4 visits per thousand people, City of Canton residents are clearly the most loyal customers. 39045 (Camden), 39179 (Vaughan), 39046 (Canton outside the city limits), and 39146 (Pickens) round out the primary trade area for Canton.

The secondary trade area for Canton also displays a fairly clear break with both Flora and Madison accounting for 8.4 and 3.8 visits per thousand respectively. While Flora is relatively small Madison represents an opportunity to capture residents from the greater metro area in stronger numbers.
1.3 Market Demographics

1.3.1 Population

Market demographics play a critical role in understanding the potential business growth for Canton. When examined in a vacuum, the City of Canton itself has remained fairly stable or even declined in population over the years. This singular view, however, is not representative of the overall growth occurring in the trade area that Canton serves. In fact, the population of the primary trade area of 39046, 39045, 39179, 39146 stood at 32,976 in 2011. This represents a significant growth of 16% since 2000.

While eclipsed by the growth of Madison and Ridgeland, the immediate Canton area is witnessing the “halo effect of that growth. The trade area mentioned above will continue to expand by 6% by 2016. Consequently, after decades of population decline, the City of Canton itself is also growing and is projected add 414 new households in the next five years.

1.3.2 Income

More disconcerting to many in the community is the income gap between Canton residents and residents of nearby communities. Indeed, the primary trade area of 39046, 39045, 39179, 39146 suffers from high rates of poverty with 40% of households earning under $25,000 per year. However, 33% of households earn over $50,000 per year.

The most important component of the income situation for Canton is that the decline in incomes is reversing. By 2016 households earning over $50,000 in the four zip codes will increase by 9% to 42% and those under $25,000 will decrease by 5% to 35%. The macro demographic trends are working in Canton’s favor. While the robust growth of Ridgeland and Madison are not likely in the immediate future, Canton has a significant opportunity through the cooperation of many partners to increase income levels, raise the population base, and enhance the economic climate of the City and the surrounding area.
1.4 Market Analysis

Downtown Canton is a retail center serving the primary and secondary markets defined section 1.2 above. In this section the retail market of these areas will be examined to identify potential opportunities for new retail development by examining retail trade patterns. This will allow the community to assess what kind of additional stores might be attracted to Canton as a whole and more specifically to downtown. This data will also help individual existing businesses understand how they might diversify product lines to be attractive to more customers. This is both a retention and recruitment tool.

It is important to recognize, however, that pent up retail demand is but ONE reason why a store might be successful in a setting, there are MANY reasons why a store may succeed or fail beyond market forces alone. This research should be used as a resource to incorporate into a thorough business plan for store expansions or new store locations. It is also important to note that the figures shown below represent a macro view of the market forces at work and should be used to look beyond the current economic challenges facing the nation today.

Having said that, the opportunities presented below represent a conservative look at retail market potential for Canton for two important reasons. First, these figures examine local customers’ trade patterns and not the potential for Canton to attract regional customers and visitors from elsewhere which it is already doing very successfully. Second, this information is a “snapshot” in time and does not account for the ongoing (albeit modest) growth the community is expected to enjoy in the coming years.

1.4.1 Retail Leakage in the Primary Trade Area

“Retail Leakage” refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, the dollars not spent in local stores in the designated area are said to be “leaking”. If a community is a major retail center with a variety of stores it may be “attracting” rather than “leaking” retail sales. Even large communities may see leakage in certain retail categories while some small communities may be attractors in certain categories.
Such an analysis is not an exact science and should be viewed as one tool to evaluate trade potential. In some cases large outflow may indicate that money is being spent elsewhere (drug store purchases at a Wal-Mart or apparel purchases through mail-order). It is important to note that this analysis accounts best for retail categories where households (rather than businesses) are essentially the only consumer groups. For example, lumberyards may have business sales that are not accounted for in consumer expenditures. Stores such as jewelry shops and clothing stores are more accurately analyzed using this technique. For Canton the market data as supplied by Claritas Inc. (one of two leading market analysis companies in the United States).

With these considerations understood, the following shows the snapshot of the retail trading patterns for Canton by Claritas, Inc.:

- Primary trade area retailers in selected store types sold $409 million in goods in 201
- Consumers in the same trade area spend $342 million per year in retail goods.

Consequently, the Canton primary trade area is GAINING $68 million annually overall each year. Nearly all of this “importation” of dollars is happening in two retail categories: gasoline stations and grocery stores. Many other retail categories are leaking sales as illustrated in the charts that follow.

Incidentally, nearby Madison is LEAKING sales to the tune of $226 million each year yet consumers in Madison have twice the spending power of the Canton primary trade area. Any over speculation on the success of future retail in Canton should be tempered however because Ridgeland is the retail powerhouse of the Jackson metro area with $1.1 billion in sales (nearly three times that of Canton’s four zip code primary trade area). Of that $1.1 billion, over $756 million of it comes from outside of Ridgeland.

So, what does this all mean for Canton? Canton has the advantageous position of being a net importer of dollars primarily because of its position as the first fully developed community travelers approach southbound on Interstate 55. Madison is exporting sales and Ridgeland is a retail juggernaut.

Canton must position itself carefully as an authentic place and capitalize on its uniqueness rather than “formula retail” to be successful. Having said that, the WalMart Super Center should be viewed as a positive for the community because it will “lock in” trading patterns that will continue to attract shoppers. The key challenge will be getting shoppers from the major retail at the interchange with Interstate 55 into downtown specialty retailers, restaurants, and services.
The table below shows the retail patterns for Canton’s primary trade area in each of the retail categories studied for this report. Numbers in red represent areas where Canton exceeds expectations for retail sales. Numbers in black represent opportunities to meet unmet demand in the local market. Please note that some categories are subsets of larger categories. Please also note that in some cases where Canton has only one example of a retail category, the sales number may be withheld to protect the market data of one merchant.

<table>
<thead>
<tr>
<th>RMP Opportunity Gap - Retail Stores</th>
<th>2011 Demand Consumer Expenditures</th>
<th>2011 Supply (Retail Sales)</th>
<th>Opportunity Gap/Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Retail Sales Incl Eating and Drinking Places</td>
<td>341,591,378</td>
<td>409,378,461</td>
<td>67,787,083</td>
</tr>
<tr>
<td>Motor Vehicle and Parts Dealers-441</td>
<td>61,049,597</td>
<td>52,688,213</td>
<td>8,161,384</td>
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<tr>
<td>Automotive Dealers-4411</td>
<td>50,730,493</td>
<td>45,385,221</td>
<td>5,345,272</td>
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<tr>
<td>Other Motor Vehicle Dealers-4412</td>
<td>6,373,720</td>
<td>2,008,294</td>
<td>4,365,426</td>
</tr>
<tr>
<td>Automotive Parts/Acessories, Tire Stores-4413</td>
<td>3,945,384</td>
<td>5,494,698</td>
<td>(1,549,314)</td>
</tr>
<tr>
<td>Furniture and Home Furnishings Stores-442</td>
<td>7,014,494</td>
<td>2,112,511</td>
<td>4,901,983</td>
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<tr>
<td>Furniture Stores-4421</td>
<td>3,829,071</td>
<td>997,976</td>
<td>2,831,095</td>
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<tr>
<td>Home Furnishing Stores-4422</td>
<td>3,185,423</td>
<td>1,114,535</td>
<td>2,070,888</td>
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<tr>
<td>Electronics and Appliance Stores-443</td>
<td>7,862,195</td>
<td>3,945,500</td>
<td>3,916,695</td>
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<tr>
<td>Appliance, TVs, Electronics Stores-44311</td>
<td>5,009,918</td>
<td>3,945,500</td>
<td>1,064,418</td>
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<tr>
<td>Household Appliances Stores-44311</td>
<td>1,363,165</td>
<td>1,270,646</td>
<td>(357,419)</td>
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<tr>
<td>Radio, Television, Electronics Stores-443112</td>
<td>4,446,753</td>
<td>2,224,854</td>
<td>2,221,899</td>
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<tr>
<td>Computer and Software Stores-44312</td>
<td>1,691,659</td>
<td>0</td>
<td>1,691,659</td>
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<tr>
<td>Camera and Photographic Equipment Stores-44313</td>
<td>360,618</td>
<td>0</td>
<td>360,618</td>
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<tr>
<td>Building Material, Garden Equip Stores-444</td>
<td>32,456,586</td>
<td>34,341,733</td>
<td>(1,885,147)</td>
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<tr>
<td>Building Material and Supply Dealers-4441</td>
<td>28,974,576</td>
<td>32,217,716</td>
<td>(3,243,140)</td>
</tr>
<tr>
<td>Home Centers-4441</td>
<td>11,835,569</td>
<td>5,730,314</td>
<td>6,105,255</td>
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<td>Paint and Wallpaper Stores-44412</td>
<td>650,638</td>
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<td>650,638</td>
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<tr>
<td>Hardware Stores-44413</td>
<td>3,095,368</td>
<td>0</td>
<td>3,095,368</td>
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<tr>
<td>Other Building Materials Dealers-44419</td>
<td>13,363,051</td>
<td>26,087,402</td>
<td>(13,124,341)</td>
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<td>Building Materials, Lumberyards-444191</td>
<td>4,834,341</td>
<td>10,565,575</td>
<td>(5,501,234)</td>
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<tr>
<td>Lawn, Garden Equipment, Supplies Stores-4442</td>
<td>3,482,010</td>
<td>2,124,017</td>
<td>1,358,993</td>
</tr>
<tr>
<td>Outdoor Power Equipment Stores-44421</td>
<td>733,913</td>
<td>0</td>
<td>733,913</td>
</tr>
<tr>
<td>Nursery and Garden Centers-44422</td>
<td>2,748,097</td>
<td>2,124,017</td>
<td>624,080</td>
</tr>
<tr>
<td>Food and Beverage Stores-445</td>
<td>49,714,035</td>
<td>99,097,358</td>
<td>(49,383,323)</td>
</tr>
<tr>
<td>Grocery Stores-4451</td>
<td>45,892,114</td>
<td>93,008,649</td>
<td>(48,013,535)</td>
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<tr>
<td>Supermarkets, Grocery (Ex Conv) Stores-44511</td>
<td>43,728,411</td>
<td>91,485,969</td>
<td>(47,757,558)</td>
</tr>
<tr>
<td>Convenience Stores-44512</td>
<td>2,163,703</td>
<td>2,419,680</td>
<td>(255,977)</td>
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<tr>
<td>Specialty Food Stores-4452</td>
<td>1,442,295</td>
<td>297,854</td>
<td>1,144,441</td>
</tr>
<tr>
<td>Beer, Wine and Liquor Stores-4453</td>
<td>2,379,626</td>
<td>4,893,855</td>
<td>(2,514,229)</td>
</tr>
<tr>
<td>Health and Personal Care Stores-446</td>
<td>24,954,630</td>
<td>19,474,754</td>
<td>5,479,876</td>
</tr>
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<td>Pharmacies and Drug Stores-44611</td>
<td>21,611,542</td>
<td>18,285,063</td>
<td>3,226,479</td>
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<tr>
<td>Cosmetics, Beauty Supplies, Perfume Stores-44612</td>
<td>917,062</td>
<td>648,430</td>
<td>268,632</td>
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<td>Total 2021</td>
<td>Change 2021-2020</td>
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<td>Clothing Stores-448</td>
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<td>News Dealers and Newsstands-451212</td>
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<td>Prerecorded Tapes, CDs, Record Stores-45122</td>
<td>674,215</td>
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<td>General Merchandise Stores-452</td>
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<td>47,025,678</td>
<td>6,372,703</td>
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<td>Office Supplies, Stationery, Gift Stores-4532</td>
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<td>2,421,034</td>
<td>1,113,188</td>
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<td>Gift, Novelty and Souvenir Stores-45322</td>
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<td>4,614,499</td>
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<td>Limited-Service Eating Places-7222</td>
<td>13,620,711</td>
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<td>Special Foodservice-7223</td>
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<td>2,857,302</td>
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<td>Drinking Places - Alcoholic Beverages-7224</td>
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<td>674,587</td>
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<td>GAFO *</td>
<td>98,086,006</td>
<td>71,284,919</td>
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<td>General Merchandise Stores-452</td>
<td>53,398,381</td>
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<td>5,472,703</td>
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<td>Clothing and Clothing Accessories Stores-448</td>
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<td>Furniture and Home Furnishings Stores-442</td>
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<td>4,266,695</td>
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<td>Sporting Goods, Hobby, Book, Music Stores-451</td>
<td>7,454,590</td>
<td>399,959</td>
<td>7,054,631</td>
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<td>3,534,219</td>
<td>2,421,034</td>
<td>1,113,188</td>
</tr>
</tbody>
</table>

* GAFO (General merchandise, Apparel, Furniture and Other) represents sales at stores that sell merchandise normally sold in department stores. This category is not included in Total Retail Sales Including Eating and Drinking Places.
1.5 Market Conclusions
1.5.1 Strengths
The Canton market and the City itself are growing. Population growth is critically important in any successful market. Even more impressive is the fact that Canton is expected to accelerate its growth over time. Both Madison and Ridgeland were very small communities two decades ago, now they have experienced phenomenal growth. While the robustness of that growth may not be as strong in Canton, it is coming and has already started.

Canton is getting wealthier and will continue to do so in the future. This growth in income is adjusted for inflation and is not just the four zip code Canton primary trade area but the City itself.

There are many Cantonions eager to work to make the community a better place and Canton has created organizations that continue to work hard to make Canton a better City.

1.5.2 Challenges
In spite of the growth in population and income, Canton remains severely economically distressed and has been for decades. It is difficult for a community to shake the feeling of decline that sets in when economic conditions have not worked in its favor.

As a direct or indirect consequence of this situation, Canton does not have a cohesive shared vision of what should happen in the future of the community. Unfortunately, recent events have accentuated the differences of approach by different groups in the community. This however, is not the opinion of most Cantonians, a small group of citizens have accentuated negativity and fostered division in the community. The result is distrust, disappointment, and frustration.

1.5.3 Opportunities and Market Recommendations
Cultivate Tourism: Over the past 10 years tourism has increased an average of 13% each year in Canton. This is a growing industry, one tied to your assets, and to a workforce that has many unskilled workers seeking meaningful employment. Tourism should continue to be a focal point of economic development efforts in Canton.

Continue to Grow the Retail Base: Canton already has an antique and gift cluster of shops. This should be promoted and accentuated (and when possible grown). WalMart will bring additional retail and dining to
Canton and solidify its role as a retail center. However, it is imperative that Canton take a proactive stance to recruit restaurants downtown (this is critical) and throughout the city. Sporting goods, home furnishings, furniture, and apparel represent additional options for growth.

**Continue Aggressive Marketing:** Canton has done an excellent job of marketing its strengths through print media and other means. The landscaping along Peace Street is very impressive. A missing element however, is clear sign connections that accentuate all parts of the City. A comprehensive and attractive wayfinding plan in Canton is essential.

**Market Targeted Residential Development:** Canton will grow and have the opportunity to capitalize on that growth. Initially the key markets attracted to Canton will be those families with double incomes and no kids (commonly called DINKS) and empty nesters. This population growth will fuel additional growth over time as the schools continue to improve.

**Review Zoning and Codes:** Canton needs to allow for more upper floor housing, correct the density in Canton West to allow for more dense development, and consider not simply architectural character of buildings themselves but the site relationships that new developments will have with one another. Canton West presents a significant opportunity for a cohesive growth strategy that complements rather than replaces the older part of the City.

**Pursue Micro-Enterprise Funding for The Hollow:** The Hollow represents a significant cultural opportunity to attract young professionals of many cultural backgrounds in an authentic setting with a rich history. Canton should actively market and recruit talented musicians, artists, and others in the creative class to this unique district.

**Consider the Courthouse and Square as an Event Venue:** The Courthouse and the square are the symbolic heart of Canton. The building itself should be considered for an event center for reunions, weddings, and meetings that would result in revenue generation for the community. Canton may wish to work with Madison County on a restaurant/meeting space in the Courthouse.

**Foster Community Pride:** It is time for Canton to rejoin hands and look to its future with a consistent vision. It is time to assert Canton’s pride and work together. Small victories will mean a lot in the coming years and they will build on the already successful track record of the community.
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Design and Planning

City Context

Canton’s historic downtown lies at the intersection of Highway 22 and Highway 51 and is two miles to the east of I-55. The center of downtown is defined by The Square, into which feed several commercial corridors, including Highway 16 from the north in addition to Highways 22 and 51. Downtown is well characterized by traditional historic commercial development, an historic courthouse building and adjacent districts including The Hollow and Five Points. The development of the interstate and the Nissan plant has led to a significant new growth area west of downtown, bounded by Highway 22 to the north, Madison River Oaks Medical Center area to the south and I-55 to the west. During the past several years this area has become known as and branded as “Canton West” and includes significant commercial development at the interchange of I-55 and Highway 22, the Multi-purpose facility and Equine Center, Sound Stage, Madison River Oaks Medical Center, and a Mississippi State facility. In addition, a new WalMart is proposed in this district.

Exhibit 1: City Context Diagram
**Entrance Corridors**

Like many historic communities, the commercial corridors that feed into downtown include a variety of aging commercial uses, vacant or unleased properties as well as viable businesses. From a physical standpoint, the corridors are generally characterized by buildings set well back from the street with surface parking areas located between the street and building, extensive signage and limited tree cover. This results in corridors that are not very pedestrian-friendly or attractive, particularly as gateways into the historic downtown. An exception to this is Highway 22 between I-55 and The Depot. The investment that the City made here has resulted in a very positive approach to downtown. The streetscape design that has been used is fairly simple, which is why it is so successful. The primary elements are tall canopy trees, historic street lights and banners and the overall image is green and lush. The tall canopy trees are particularly important because they help to visually “scale down” the large expanse of pavement and make a significant visual impact because of their size. Perhaps most important is that their high canopies allow for views underneath the canopy to adjacent businesses. All too often, small ornamental trees such as Crape Myrtles are used because there is a fear that large trees would block businesses. In fact, because of low mature heights and “bushy” nature of many ornamental trees, their canopies do just that — block views to the businesses.

The duration of the Resource Team visit was limited so detailed attention could not be given to the corridors, however, we have outlined below several broad recommendations that should be considered for the corridors. Generally, the character of the Highway 22 streetscape should serve as the model for other corridors leading into downtown.

**Recommendations:**

**General:** Revitalization of the aging corridors leading in to downtown should focus on the following elements:

- **Site Planning:** For new development or properties that are redeveloping, buildings should be oriented to the street (and adjacent sidewalk) where possible with parking located behind and to the sides. Or, multiple buildings should relate to each other and be grouped around common gathering areas and courtyards or plazas.

- **Architecture:** A facade enhancement strategy should be employed. One approach is described later in this section of the report. However, this work should be done in conjunction with a retail recruitment strategy for the buildings so they don’t run the risk of looking attractive while being vacant.
• **Signage**: Uniform sign standards should be enforced to minimize visual clutter. Signs standards should emphasize low signs rather than tall pole-mounted pylon signs.

• **Landscape**: Landscape enhancements should emphasize the use of tall canopy trees that provide shade while allowing unobstructed views between the street and adjacent buildings. Ornamental plantings should emphasize low shrubs, groundcovers and flowers that are below natural sightlines and don’t obstruct views to businesses. Low hedges should be considered for along the perimeter of parking areas adjacent to street edges to unify the streetscape and minimize the visual impact of parking areas.

**Highway 22**: Because significant enhancements have already been completed for Highway 22, the primary focus for this corridor should be maintenance.

• Prune the lower limbs of the trees where necessary to allow views to adjacent businesses.

• As properties are redeveloped, encourage property owners to use low shrubs and hedges to soften the edges of parking areas.

• Consider bicycle lanes or a shared use trail (bikes and pedestrians) to connect Canton West and downtown.

• Consider painting murals on the metal sheds adjacent to the railroad tracks at the gateway into downtown on West Peace Street.

Exhibit 2: Photo-Rendering illustrating Murals painted on the metal sheds adjacent to downtown along West Peace Street
Highways 51 and 43: In addition to the general recommendations described above, the Highway 22 streetscape should serve as a model for the Highway 51 and 43 approaches into downtown. At a minimum, large shade trees should be provided to add “green” and bring down the scale of the street. Where the public right of way does not allow for tree planting, the City should work with property owners to explore tree planting easements on private properties.

Exhibit 3: Photo-Rendering illustrating enhancements to the Highway 51 corridor similar to existing treatments on the Highway 22 Corridor
Five Points

Five Points is the district just north of downtown, where North Union, North Liberty, and Yandell Street converge at Saab Park. This area is important for downtown as it serves as a northern gateway to The Square. With the landscaped median along North Liberty Street and the landscaped park areas, this is generally a very positive and very “green” approach to downtown. The road network and difficult “five point” intersection, however, creates a bit of confusion for motorists approaching downtown for the first time as it isn’t always clear which is the best route to take. In addition, the road network also chops the park into separate areas, resulting in disconnected use areas. The lack of sidewalks in much of the area, particularly along North Union Street, creates pedestrian and vehicular conflicts for pedestrians moving from one part of the park to another. In addition, the lack of sidewalk along North Union Street reinforces a feeling of disconnectedness between this wonderful park resource and downtown, only two blocks away.

In addition to serving as a green gateway to downtown, Saab Park serves as an important recreation amenity for the surrounding neighborhoods. Assets include baseball and softball fields, a football field and track, batting cages, tennis courts, drainage channels, parking areas, mature trees, garden spaces, adjacencies to different neighborhoods, an abandoned rail line to the north, and undeveloped space along the park’s western boundary. The primary challenges include flooding associated with the drainage channels, the “engineered” quality of the drainage channels themselves and the disconnectedness associated with the road network that bisects the park as described above. More importantly, there are challenges associated with keeping up with the maintenance of the park with limited park staff resources.

Recommendations:

There is an opportunity to enhance the Five Points area both as a gateway to downtown and as a recreational amenity for the adjacent neighborhoods. The following recommendations include a variety of strategies to consider in both the short and long-term. The short-term strategies focus on relatively simple maintenance issues and effective techniques for new plantings. While the below recommendations provide some guidelines as to how to enhance Saab Park and the Five Points Area, a park master plan should be considered for the park to thoroughly explore the ideas listed below.
Intersection and Streetscape Improvements: Enhance pedestrian safety at intersection of North Union, North Liberty and Yandell Streets.

- **Pavement Removal**: Consider removal of excessive pavement. For example, the sweeping curve and parking area linking the two segments of North Union Street on the southwest corner of the intersection could be eliminated to clean up the street edge. The parking could be reorganized and moved further to the west along the east-west segment of North Union Street. This would also remove parking from the view corridor into the park. Also, consider removing the free-flowing dedicated right turn lane leading from North Liberty Street to Yandell Street. This will provide more green space at the corner and will allow for traffic calming by requiring traffic to move slower through the intersection. Because many large trucks make this turning movement, the radius at the corner will need to be sized to accommodate these trucks.

- **Crosswalks**: Provide well-marked crosswalks to alert motorists to pedestrian crossings.

- **Sidewalks**: Provide a sidewalk along North Union Street so pedestrians do not need to walk in the street.
• **Street Trees:** Provide street trees along North Union Street to provide shade for the sidewalk identified above and to create a stronger landscape link to downtown.

**Maintenance:** Because Saab Park has a good overall structure, a few simple maintenance techniques can make a big difference in the image of the park.

• **Tree Pruning:** Keep lower branches of trees pruned to maintain sightlines. Visibility from the park to the adjacent neighborhoods and from the neighborhoods to the park is important for safety with more “eyes on the park”. In particular, prune the trees at the intersection of North Hickory and North Union Streets as that is the gateway from downtown. Dense vegetation blocks views of this important resource.

• **Tree/Shrub Removal:** In some instances, it may be beneficial to remove inappropriate trees and shrubs that obstruct views. In particular, the shrubs and ornamental trees at the High School Memorial adjacent to North Liberty Street (western end of track) detract from this park gateway. At the very least, the shrubs should be removed and the trees limbed up to make this a more inviting gateway and to make the memorial more prominent.

**Landscaping:** New landscaping should concentrate on the following:

• **Flower Planting:** There are several attractive flower gardens near the baseball fields. Unfortunately, these are only visible to those using these fields. Any new flower planting should be concentrated at the park gateways where it will make the most impact as a park gateway and where it will be visible to passing motorists. Locations to consider include:
  • The north gateway at the intersection of North Union, Yandell and North Liberty Streets.
  • At the north end of North Hickory Street (before it turns eastbound) as a park gateway from The Hollow.
  • At the south gateway at the intersection of North Hickory and North Union Streets as a park gateway from downtown.

• **Tree Planting:** New tree planting should emphasize tall canopy trees, such as Oaks, which provide significant shade while allowing unobstructed views beneath their canopies. Ornamental tree planting, such as with Crape Myrtles, should be limited to accent areas where maintaining sight lines is not critical. They should generally not be used along streets on the park perimeters where views into the park are particularly important. New tree planting should also occur to reinforce and define open passive play areas. Care should be taken not to “fill” open spaces with trees. Rather, the trees should occur around the edges of spaces to provide some visual separation from one use area to another, while allowing for maximum flexibility for the use of the spaces.
Recreation Facilities: As maintenance is provided for the recreation facilities, some enhancements to consider include:

- **Fencing**: If fencing is replaced, consider black or dark green vinyl-coated chain link fencing as it visually “disappears” more so than traditional chain link.
- **Batting Cages**: Consider relocating batting cages closer to ball fields and away from the south gateway area.

Event Space: Give serious consideration to Saab Park as a venue for many of the large events that are currently held on the courthouse grounds to help limit wear and tear on the lawn (as discussed later in this report). The park is close enough to downtown to allow events to extend from The Square down to Saab Park. North Union Street could be closed for events and help link two sides of the park.

Park “Friends” Group: Encourage the formation of a “Friends of Saab Park” group with representatives from the surrounding neighborhoods and throughout the City to help maintain the park, raise funds for the park and increase awareness and park advocacy. Initially, the friends group could focus on relatively simple projects such as park cleanups (litter pick-up and tree/shrub pruning) and tree plantings and watering.

Long-Term Enhancements

Exhibit 5: 5 Points/Saab Park Traffic Circle Option

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Exhibit 6: Photo-Rendering illustrating corner treatments to Saab park at the intersection of N. Hickory Street and N. Union Street
Long-Term Enhancements

Exhibit 7: 5 Points/Saab Park Union Street Promenade Option

Storm Water Management: Address flooding problems with various storm water management techniques including:

- **Retention Ponds**: Consider locating retention ponds in some areas to retain some of the stormwater. The ponds could be designed as features for the park but should be limited to a few areas while still allowing for open lawn passive play areas.

- **Bio-Retention Swales and Rain Gardens**: Consider locating these features in key areas around edges of use areas. Native plantings could be used to create naturalized landscape zones.
Rail Trail: Explore use of former rail bed as a trail that links different neighborhoods to the park.

Park Path Network: Establish a series of paths through the park that create a series of circuits or “loops” and connections to different use areas. Creating a series of circuits allows park visitors to vary the length of their walks and maximizes the flexibility of the park.

Parking: Create a significant parking resource along the western edge of the park with the removal of two dilapidated buildings. This parking area could serve the park as well as major events. Because there are many existing mature trees in this area, the parking area should be designed to incorporate these existing trees. Vast expanses of pavement should be avoided and the parking lot should be a park-like setting.

North Gateway Traffic Circle: Consideration might be given to establishing a traffic circle at the Five Points intersection to better resolve the circulation and enhance the gateway to downtown as well as Saab Park.

North Union Street Promenade: Consideration might also be given to closing the segment of North Union Street between North Hickory and Yandell Streets and creating a pedestrian promenade. This would help to unify two parts of the park, currently separated by the street.

- Festival Space: The promenade could be used during festivals and events as an exhibit/vendor space and would link directly with downtown.
- North Hickory Circle: Instead of a traffic circle at the North Gateway, as described above, a circle could be provided at the intersection of North Hickory and North Union Streets and serve as drop-off and prominent southern gateway to the park. The parking area at the fire station could be reorganized so that North Hickory could extend as a street through to North Liberty Street.
The Square

The Square is the heart of downtown and is a tremendous asset for Canton. Many different elements work together to make this a textbook example of a southern town square. Assets include the historic courthouse as a centerpiece, mature trees that define multiple outdoor “rooms” on the courthouse grounds and provide important shade, a rich mix of historic commercial buildings along the perimeter of the square. In addition, the courthouse grounds have served as a venue for numerous downtown events. The Square does face numerous challenges, however. These include State Highways that define two sides (West Peace Street/Highway 22 and North Union Street/Highway 51). The result is significant traffic and pedestrian/vehicular conflicts along the south and east sides of the square. Challenges also include the fact that the courthouse building is vacant; Crape Myrtle plantings block important vistas into the square from the intersections, where visitors first perceive the square on their approach from all directions; the perimeter fence is in poor repair and the lawn and trees suffer from heavy wear and tear resulting from compaction from events.

Exhibit 8: Canton Square Enhancement Plan
**Recommendations**

Recommendations for The Square should focus on stabilization of the courthouse grounds, reuse of the courthouse building and enhancing access to the courthouse grounds.

**Events:** Limit events on the courthouse grounds to low-intensity ones that minimize compaction on the lawn and tree routes. In particular, limit truck and vehicle access on the lawn – this compacts the ground and is detrimental to both the turf and the trees.

- Consider moving high intensity uses to other streets or Saab Park as described above.
- Consider moving high intensity uses to a designated area in The Hollow as described in the following section of this report.
- Limit use of courthouse grounds to very passive uses that do not require vendor trucks or result in large crowds.

**Landscape Enhancements:** Landscape enhancements to the courthouse grounds should focus on a gradual replacement program for the large canopy trees that are nearing the end of their lifespan.

- Remove trees that are in extremely poor health and in danger of falling and causing harm.
- Supplement existing trees with new trees so that the new trees get a chance to get some height on them by the time other trees die. The focus should be on using tall canopy trees such as Oaks that provide significant shade while allowing for sight lines underneath their canopies.
- Locate trees near the perimeter so that useable lawn areas are maintained.
- Concentrate ornamental planting in the form of flowers at pedestrian entrances into the square where they will make the most impact.

**Visual Access:** Remove the Crape Myrtles and shrubby planting at the corners of the park to open up important views from the intersections. Visitors first impressions of The Square are made at the intersections as they approach from all directions. Trees should be used to frame views of the courthouse and the grounds rather than block them. The Crape Myrtles should be replaced with low shrub and flower plantings that will provide color and special interest without blocking views.

**Pedestrian Access:** Provide crosswalks and pedestrian access into the square at the intersections in addition to mid-block. Use landscape islands and “bump-outs” to define the parking areas and shorten pedestrian crossings. These bumpouts will also help to calm traffic. Once West Peace Street loses its highway designation east of North Liberty Street, the State Department of Transportation may be more receptive to exploring better pedestrian access.
**Fence Repair:** The wrought iron fence is an historic asset to the courthouse grounds but is in poor condition. Repairs to the fence should take into account the stabilization of the slope upon which the fence is located. Earlier plans were developed showing how a wall could be constructed to retain the slope. The fence would be located on the high side of the wall. This approach is a good one and should be pursued. However, it is important that the design and detailing of the wall be simple and elegant and keeping in character with the courthouse. Similar brick or other masonry materials integral to the courthouse should be used. The wall as it appears in the earlier renderings is too contemporary in character, particularly with the built-in seat areas. Seating should not be designed into the wall, rather separate benches should be used.

**Courthouse Reuse:** The ultimate goal for the courthouse should be to activate it with a viable use. Discussions with the County should occur to explore the feasibility for use of the building as an event/meeting venue and/or cafe. Regardless of the use, consideration should be given to incorporating outdoor terraces to take advantage of the beautiful grounds and to add visible activity to The Square and downtown.
The Hollow

Numerous plans have been completed for revitalization of The Hollow and this district does, indeed, present a tremendous opportunity for Canton. The most recent plan, completed by Joseph Orr several good ideas, including the creation of a large event space in addition to renovation of existing structures, particularly the theater, appropriately scaled mixed-use infill development and shared parking resources. Revitalization of The Hollow is also important as it is part of the gateway to downtown and The Square traveling from the west along Highway 22. As described earlier, the image along Highway 22 is very good up to the depot, but streetscape enhancements end there and the image between the depot and The Square is not very positive. Following are some specific recommendations for consideration in the revitalization of The Hollow.

Exhibit 9: Long-Term Master Plan for The Hollow
Exhibit 10.1-10.4: 3-D Models of The Hollow showing incremental development over time
Exhibit 11.1-11.4: 3-D Models of The Hollow Master Plan Character
11.1 Housing/Studios; 11.2 Center Street as Festival Overflow; 11.3 View down Center Street to Harlem Theater; 11.4 Wall of Fame Plaza
Recommendations

West Peace Street Façade Enhancements: West Peace Street has a nearly continuous architectural definition between the depot and The Square and is characterized by a wide range of one and two story historic structures. Populating these buildings with active uses and renovating their facades is critical in completing the positive image for downtown as one approaches from the west and for establishing a positive edge to The Hollow.

Exhibit 12: West Peace Street Facade Enhancement Examples
A creative strategy for facade enhancement is the Façade Master Plan. Unlike a traditional facade grant program, the Facade Master Plan is a comprehensive rehabilitation of many downtown buildings at once. The property owner gives the City a temporary easement (usually five years) on the facade of their building allowing the local government to spend funds on its improvement. In exchange for this temporary easement, the grant funds will pay for the facade improvements. The advantages of this type of program are that it allows for a single source of project management, a single source of design, and a single source for construction.

**Benefits of the Façade Master Plan approach:** The single source of project management streamlines the project and removes the burden of façade enhancement from each individual property owner. The single source of design, used in conjunction with the Main Street Program’s Design Committee, ensures that all façade enhancements are sympathetic to the historic architectural heritage of their place. The single source of construction allows for dramatic cost savings since the contractor purchases all construction supplies for the entire enhancement project, rather than each property owner having to buy their own sign, door, windows, paint, awnings, etc. However, the biggest advantage to this approach is the ability for a downtown district to receive an overall appearance facelift in a remarkably short amount of time.

Moreover, when used in conjunction with a grant source like USDA or CDBG funds, an individual state’s department of commerce grants, or other federal, state, or local funding sources, the facade enhancements are realized with no costs to the building owner or tenant. If the funding and/or grant source requires a match from the property owner, the enhancements are still realized with nominal investment on their part that is far less than if they improved their façade on their own using solely private sector funds.

**Implementation**

- Apply for and receive grant funding for design and construction.
- Develop guidelines for the administration of the grant funds.
- Solicit RFQ for design professionals to develop the facade enhancement designs.
- Negotiate and hire design professional.
- Design professional photographs subject properties and interview each property owner/tenant to ascertain appropriate enhancement approach.
- Design professional develops renderings and technical recommendations for each facade.
- Administrative party and design professional develop specifications and bid documents.
• Prospective contractors pre-qualified.
• Bid package submitted to pre-qualified contractors.
• Negotiate with and hire low bidder.
• Construction commences with oversight by administrative party and design professional.
• Punch list and project close out.

Budgetary Considerations:
• Design & Project Management: $1,000 - $1,500/facade
• Construction Allowance: $5,000 - 10,000/facade
• Scope: To be determined by the local government. Generally speaking, include at least 20 facades, but consider executing 40-80 so that the improvements can affect entire blocks of downtown structures.
• Total: As determined/multiplied by the number of facades being considered against the budget estimates noted above
• Schedule: Begin phase one immediately upon receipt of grant or private funding.
• Responsible Party: Local government or downtown revitalization agency, ideally Main Street.
• Funding Source Design: TIF Funds, CDBG Grants, Department of Commerce grants, local bank consortium funds/low-interest loans, fund raising, private sector investment, local government budget.
• Funding Source Construction: TIF Funds, CDBG Grants, Department of Commerce grants, local bank consortium funds/low-interest loans, fund raising, private sector investment, local government budget, foundation grant funding.

Exhibit 13: Facade Master Plan example from Whitmire, SC. 22 facades were completed in 12 months for $200,000.
Hickory Street Building Renovations: The existing theater and adjacent buildings present opportunities for reuse and to be the centerpiece for The Hollow.

Exhibit 14: Photo-Rendering illustrating the restoration of the historic Harlem Theater in The Hollow as a music venue (arbitrarily named, The Blues Place).
West Peace Street Streetscape: West Peace Street is not only an important edge for The Hollow, it is an important gateway to The Square. As described above, the architecture along this street is the most important contributing element to the streetscape image, however, additional improvements should be considered:

- **Curb Extensions**: Because of the State Highway designation, changing the curbline along West Peace Street is unlikely. Still, conversations should occur between the City and State D.O.T. to explore the feasibility of adding curb extensions or “bumpouts” at the intersections along West Peace Street. These bumpouts will allow for shorter crossing distances for pedestrians and will provide areas for tree plantings since the sidewalks are fairly narrow.

- **Crosswalks**: Because bumpouts are unlikely, at the very minimum, well-marked crosswalks should be provided along all intersections, particularly at the intersection with North Hickory Street and gateway into The Hollow.

- **Street Trees**: Because of the strong architectural integrity along West Peace Street, a lot of street trees are not critical for a successful streetscape. Still, consideration might be given to defining intersection areas (either with bumpouts or not) with tall shade trees. Ideally, a tree with a narrow upright form would be ideal because of the fairly narrow sidewalk width. Restoration of the building facades and activating the buildings with viable businesses, however, should be a priority over adding street trees.

- **Flower Pots**: Work with property owners to provide flower pots along the sidewalk to add color to the streetscape. Alternatively, the City might provide substantial uniformly designed flower pots, particularly at intersections, to provide color and continuity along the streetscape.

North Hickory Street Streetscape: This street is the backbone of The Hollow and links West Peace Street with Saab Park. Streetscape enhancements should be considered in conjunction with the infill development and building renovation. Streetscape enhancements should include continuous sidewalk connections, particularly to Saab Park, street trees (canopy trees, not Crape Myrtles) and ornamental lighting.

Infill Development: Infill development should occur along Hickory Street and Center Street. For North Hickory Street north of Center Street, the focus should be on residential development. For areas south of Center Street, the focus should be on residentially-scaled mixed-use development in the form of artist studio space and retail incubator space in addition to residential development. For Center Street, the infill development should primarily occur on the south side of the street.
**Phasing:** It is not expected that all of the development would occur at one time. Rather, it would be phased over time, building off of existing assets. For example, an initial phase might include the renovation of the former theater building and the post office building (on The Square) to reinforce two strong anchors at each end of West Center Street. A second phase might include infill development along North Hickory Street to create a link to West Peace Street. Future phases might then add in development along West Center Street. Obviously, phasing will depend upon taking advantage of available opportunities and working with property owner interests and timeframes.

**West Center Street Streetscape:** Similar to North Hickory Street, the West Center Street streetscape should be enhanced to create a stronger link between The Square and The Hollow. Street trees (canopy trees), ornamental lighting, sidewalk improvements and banners should be considered.

**Parking Resources:** The City should work with property owners to provide well organized and efficient parking areas that span multiple properties, as opposed to each property owner constructing their own parking areas within their property boundaries. These shared parking areas will yield more parking spaces and could serve as a public resource. The primary parking area would be on the south side of West Center Street with a second area to the north of West Center Street.

- **Landscape Islands:** The parking areas should be designed with landscape islands throughout to allow for tree planting. The focus should be on using canopy trees that provide significant shade while allowing for unobstructed sightlines beneath their canopies.
- **Pedestrian Connections:** Well marked and illuminated pedestrian connections should be provided between the adjacent streets and the internal parking areas.
- **Signage:** The parking areas should be well-marked with signage so visitors know that they are public resources. In addition, wayfinding signage should be provided to direct visitors to the parking resources.

**Event Space:** There is an opportunity to create an event space in The Hollow to serve as a venue for new events but also to relieve pressure from existing events that are taking their toll on the courthouse grounds. The current plan by Joseph Orr for The Hollow shows an event space off of Hickory Street, internal to the district. Instead, we recommend locating the event space on the north side of West Center Street where it is more visible and connected to The Square as well as the theater building. In addition, a large space should not be designated solely as an event space as it will only be used a few times a year. Rather, the parking area north
of West Center Street should be designed as both a parking area and an event space. Significant canopy trees could be used along the perimeter of the area to define an “outdoor room” and to provide shade during events. The grading of the site would need to be done in a way that creates a fairly level space. During major events, performances and exhibits could occur within the lot and extend along West Center Street to The Square.

**The Hollow Park/Plaza:** While the parking lot described above will accommodate large events, a smaller park or plaza space could be provided at the corner of North Hickory and West Center Streets to provide an appropriately sized gathering area for small and daily events. This space would also serve as a forecourt to the former theater building.

**Gateway Plaza:** The vacant lot at the northeast corner of North Hickory and West Peace Streets provides an opportunity to create a plaza space and gateway to The Hollow. The space could provide art and interpretive exhibits and a “Wall of Fame” that celebrates the history of The Hollow and achievements of some of its notable residents both past and present.

Exhibit 15: Photo-Rendering of The Hollow gateway plaza featuring public art and a ‘Wall of Fame’ that honors famous residents of The Hollow.
Overall Downtown Plan
This overall plan illustrates all of the design recommendations made thusfar in this section of the report.
Canton West

The area around and to the west of the interchanges of I-55 and Highway 22 and I-55 and Nissan Parkway has been emerging as rapid growth area, taking advantage of the area’s proximity to the interstate. It has also been recently branded as “Canton West”. The area includes many assets including the Multi-Purpose Complex and Equine Park, a sound stage, Mississippi State University facilities, Madison Oaks Medical Center, and the Win Job Center among others. In addition, a new Wal-Mart is planned for the district. There is a significant amount of infrastructure in place to serve the district and an overlay ordinance has been created to address the quality of development that occurs within this district. From a positive standpoint, the ordinance stresses an architectural sensitivity to Canton’s character and image, it emphasizes high quality landscapes and streetscapes, and it allows for residential uses in combination with other uses to provide for a mix of uses within the district. From a negative standpoint, however, the ordinance only allows for fairly low residential densities and it only addresses architectural design, not site planning. While architectural character is an important defining characteristic of Canton, the walkable streets with buildings oriented to the street edge and parking located behind is just as important. Without attention to thoughtful site-planning and the development of pedestrian oriented streets, there is a danger that new development will be developed in a heavily automobile-oriented fashion, with attractive buildings surrounded by parking lots and few pedestrian connections among uses as is already happening with the commercial uses on the west side of the interchange of I-55 and Highway 22 and around the new hospital.
Exhibit 17: Canton West (rebranded as “Canton Crossing”) Conceptual Master Plan

Key:
A Nissan
B Mississippi State University
C Madison Regional Medical Center
D Canton Multipurpose Complex/Park
E Win job Center
F Sound Stage Facility
G Loves Travel Stop
H Poco Foods
I Future Wal-Mart
- Existing Buildings
- Proposed Buildings

Green Space/Park Square
that serves the immediate development
d and ties into a Broader Streetscape
and Open Space System

Opportunity to Locate Mixed-Use
Buildings along Street Edge to
Create a Walkable Physical District

Opportunity to Create a
Walkable Mixed-Use
Community

Existing Commercial/Reasi
Mixed Uses

Proposed Residential Development

Residents Development

Proposed Residential Development
(Potential Lotting Concept)
Recommendations
Because this district is still largely undeveloped, there is an opportunity to create a true mixed-use, pedestrian friendly district that responds not only to Canton’s architectural heritage but to the community’s pedestrian scaled streets and network of civic spaces. Specific recommendations include:

Canton West Master Plan: The Canton West area is very large and will develop in a piecemeal fashion without a unified vision for the entire area. Therefore, a master plan should be developed that illustrates how the area could develop over time. The master plan should include:

- **Open Space Network**: A variety of open spaces of varying sizes should be developed throughout the district to provide focal points and gathering areas for new uses. The open spaces should not be left over spaces, rather they should be created to be part of an overall network that help link different land parcels together and with the multi-purpose complex. Open spaces might include town squares in the residential parcels and plazas/courtyards for commercial uses.

- **Street Networks**: A hierarchy of streets should be developed to divide parcels into smaller areas and reinforce connectivity among districts. The goal should be to achieve small, interconnected blocks (except in industrial areas) that promote walkability. Cul-de-sacs should be avoided and streets should be reinforced with street trees, emphasizing tall canopy trees as opposed to small ornamental trees. A significant opportunity is the area to the west of the proposed Wal-Mart where retail, office and residential uses could be developed around an interconnected network of streets and open spaces rather than as a series of separate developments.

- **Building Locations**: With the exception of industrial and warehouse uses, buildings should be located so that they define common open spaces and street edges. Buildings should not be surrounded on all sides by parking areas. This isolates them from the street, sidewalks and adjacent buildings. Rather, buildings should be set close to the street edge with parking areas located to the sides and rear. Where multiple buildings are developed, they should be grouped around common courtyards and gathering areas.

- **Mix of Uses**: A variety of land uses should be developed to discourage single-use districts that promote office workers or hotel guests having to drive to get something to eat.

- **Residential Densities**: Consideration should be given to revising the ordinance to allow for smaller lots and higher densities in exchange for common open spaces and town squares.
Don’t Do This: Don’t develop individual buildings surrounded on all sides by parking. This isolates the buildings from adjacent streets and discourages pedestrian activity.

Do This: Develop mix of uses around common, pedestrian-friendly open space and street network.

Rebranding of “Canton West” as “Canton Crossing” (at Soldier Colony): Recently a branding effort dubbed the area west of I-55 as “Canton West.” While there is nothing necessarily wrong with this moniker and the graphic identity is actually quite striking, our concern lies in the use of the directional word, “West.” By introducing a directional term it implies a distinction, or separation, from Canton itself. In other words, it begs the question, if this area is Canton West, where is Canton East, Canton North or Canton South? Worse still is what occurs when people say what comes naturally, or “West Canton.” In essence, this brand begins to segregate the Canton community which is the LAST thing it needs as it has historically suffered from every conceivable form of segregation whether financial, racial, educational or otherwise.

Canton Crossing: Therefore, the recommendation of the charrette team is to re-brand this development area as Canton Crossing, with the sub-identifier (if needed or desired) of At Soldier Colony. The rationale is two-fold: first, it implies the literal location of the area...where you are when you cross the interstate, and second, it gives an authentic narrative about the significant historical event involving a colony of soldiers that occurred here.

Phasing: While the team recommends re-branding this area, it would be in name only for the foreseeable future. A significant investment was recently made in painting the water tower and installing new banners with the Canton West brand. Let those remain until it is time to repaint the tower and at that time switch to the recommended, directionally-neutral, brand of Canton Crossing.
Canton, Mississippi
BRANDING AND MARKETING
Canton, Mississippi

BRAND STATEMENT
We are Canton, Mississippi.

We are Canton. Between the Pearl and Big Black Rivers, immigrants and farmers were lured here by the lush and fertile soil. Around the corners of our square, we have woven a story of our people, the roots of which are culturally diverse— businesses built by immigrants from far away places, legends of our Chinese namesake, a rich legacy of African American blues and business, and generations of families from all walks of life.

The architecture of our historic Square and Greek Revival Courthouse are national treasures and the crown jewels of our community. Not a recreation or replica, our Courthouse Square has been a gathering place for over 150 years, hosting rail passengers, foot soldiers, justices of peace, political leaders and more recently cultural gatherings and romantic weddings. Just a block away, the Hollow is a storied district where the sound of the blues can still be heard.

Thousands flock to our historic town for our flea markets, museums, boutiques and unique gifts, our stunning Victorian Christmas Festival, the symphony and fine art, and to feast on our southern cuisine.

We are a small town that cares about its people and we welcome visitors with a warm smile and friendly service. We are proud of our successes and treat our challenges as opportunities to become a better place for all. We are grounded in faith and the sounds of gospel remind us that we are one people in a place blessed with a rich heritage, striking beauty and a bright future.

We have redefined the Southern Economy – we build cars, shoot films, create parks and care for the health of our community at a state-of-the art medical center. While we are a growing place with eyes toward a promising future, we look to preserve our rich history and care for our own. We are moving forward but keeping it real.

We are Canton….New South. Old Soul.
Brand Summary

Color Palette

The original brand system containing only black and gold was too restrictive, and gold is a very difficult color to deploy consistently. We sampled colors from the buildings surrounding the square to establish a much larger color palette, with a focus on a primary system using a medium blue, deep red, and antique yellow.

New South. Old Soul.

Tagline

A redefined economy, southern charm, traditional and faithful people, historic architecture, and rich events blend together to create Canton, Mississippi. A community with a rich history and a bright future that is evolving to capture the best of the new south while preserving an authentic old soul.
Brand Summary

Typeface

This two typeface system ties a primary serif typeface, Friz Quadrata with a secondary typeface Aquiline. The serifs allow the name, Canton, and additional information to be presented in a consistently attractive way. We wanted the typeface to reinforce the place, while being a classic and legible representation.

Graphics

The courthouse is an obvious architectural center of the community, and the designer created a clean, strong icon to represent it, with the rays of the bright future cresting behind the dome. These elements are simple enough to be dissected and used as the foundation of a true brand extension system, as illustrated in this guide.
Branding Approval

In order to ensure consistent use of the Canton brand, we ask that you submit a sample of each project for approval. Please specify your deadline requirements. We will reply promptly to your request for approval.
Logo Variations

Below are the logo variations for the Canton brand. They are presented in two color, one color, reversed and Black & white usages. All logos are created in vector art and are infinitely scalable and available for any use. These logos are available on the Canton Logo CD.
Logo Size & Spacing

The size and spacing of the Canton brand is important in ensuring that the logo is displayed in a positive and consistent way and helps to reinforce the brand. The logo should always have enough open space around it to have a clear and clean impact. The “C” should be used as the measurement guide for this open space. In order to preserve legibility, maintain a minimum of .5” height.
Incorrect Usage

These are some examples of improper ways of presenting the Canton brand.
Color Palette

Use the primary palette on all branded materials such as logos, corporate identity, Web site, advertising, collateral, and imprints. The colors printed here are NOT guaranteed to be matches. The use of a Pantone Swatch book is the best way to work with your vendors and assure color correctness. Always proof anything before production runs begin to assure that the colors are satisfactory.

IMPORTANT

Dealing With Consistent Color
Using Pantones:
The accuracy of color is critical in design. Because what you see on your monitor is never what will appear on a printed sheet, designers need a standardized color key.

It can be very frustrating to see the logo you worked hard to create look deep blue on the client’s letterhead, blue-green on his business card, and light blue on his very expensive envelopes.

A way to prevent this is by using a standardized color matching system, such as the PANTONE MATCHING SYSTEM. Though PANTONE is not the only color standardization system, it is the most widely used and the one that most printers understand. Aside from being able to have consistency, PANTONE Colors allow you to use colors that cannot be mixed in CMYK.
Typography

To add consistency to the logo, the following fonts have been chosen as the approved typefaces.

Friz Quadrata

Aquline

**Important**

Installing OpenType or TrueType Fonts in Windows:

We recommend installing only one format - OpenType, TrueType, or PostScript - of a font. Installing two or more formats of the same font may cause problems when you try to use, view, or print the font.

Choose Start > Settings > Control Panel. Note: In Windows XP choose Start > Control Panel Double-click the Fonts folder. Choose File > Install New Font. Locate the fonts you want to install. In the drivers list, select the drive and the folder containing the fonts you want to install. In the Folders list, select a folder that contains the fonts you want to install. (Make sure you have unzipped them first) The fonts in the folder appear under List of Fonts.

Select the fonts to install. To select more than one font, hold down the CTRL key and click each font.

To copy the fonts to the Fonts folder, make sure the Copy fonts to the Fonts folder check box is selected.

Note: If installing fonts from a floppy disk or a CD-ROM, you should make sure this check box is selected. Otherwise, to use the fonts in your applications, you must always keep the disk in the disk drive.

Click OK to install the fonts.
Brand Extension

Brand extension is the process of incorporating the brand into events and activities going on in the community. By adopting the look, feel and tone of the Canton brand, these events begin to be connected in the consumers mind and begin to add strength to the primary brand and vice versa. The general approach of brand extension is to select at least one of the members of the color palette as the primary color of the logo, and expanded the color palette from there. The use of approved fonts also connects the logo to the overall brand.
Usage Control

When to use the logo and when not to is often times a judgement call. As the official keeper of the brand, Canton has the final say in the usage of the brand. The brand should be used in signage, advertising, direct mail, event logos, merchandising, etc. Usage of the brand in an individual business or in an application that directly profits an individual business will be reviewed on a case by case basis.
Advertising

There are several fundamental design strategies that will allow for connections to be made while also allowing your business to reinforce its own identity. The use of clean design, similar color palettes, and a consistent logo element can create an independently managed branding campaign. The following pages show some of the design fundamentals that will be important to use when creating your ads. Advertising expert David Ogilvy devised an ad layout formula for some of his most successful ads that became known as the Ogilvy. The illustration on this page is the basic design that follows the classic visual, headline, caption, copy, signature format. From this basic ad layout, other variations are derived. Try changing the margins, fonts, leading, size of the initial cap, size of the visual, and placing the copy in columns to customize the basic format of this ad layout.

Visual at the top of the page. If you are using a photo, bleed it to the edge of the page or ad space for maximum impact.
For photos, place a descriptive caption below.
Put your headline next.
Follow with your main ad copy. Consider a drop cap as a lead-in to help draw the reader into the copy.

Place your contact information (signature) in the lower right corner. That’s generally the last place a reader’s eye gravitates to when reading an ad.
Ads come in all shapes and sizes but they have a common goal -- to sell a product, a service, a brand. Text, visuals, or a combination of the two are the main elements of any print ad.

**Titles**
The main headline may be the strongest element of the ad or it may be secondary to a strong visual. Some ads may have subheads and other title elements as well.

**Body**
The copy is the main text of the ad. Some ads may take a minimalist approach, a line or two or a single paragraph. Other ads may be quite text-heavy with paragraphs of information, possibly arranged in columns newspaper style. While the words are the most important part of the copy, visual elements such as indentation, pull-quotes, bullet lists, and creative kerning and tracking can help to organize and emphasize the message of the body of the ad.

**Artwork**
Photographs, drawings, and graphic embellishments are a key visual element of many types of ads. Some ads may have only a single visual while others might have several pictures. Even text-only ads might have some graphics in the form of decorative bullets or borders. When included with visuals the caption is one of the first things most readers look at after the visual. It’s not in all ads.

**Contact**
The contact or signature of an ad may appear anywhere in the ad although it is usually near the bottom. It consists of one or more of: Logo, Advertiser Name, Address, Phone Number, Map or Driving Directions, Web Site Address, Extras. Some print ads may have additional special elements such as an attached business reply envelope, tear-out portion with a coupon, tip sheet, product sample.
### Important

All of the included graphic files might not work on your machine, but that does not mean that the file is corrupted or that there is something wrong with your machine. These files address all of the normal uses that a community implemented design would require. Always make sure to inform vendors that you have these different file formats available.

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#### File Type: Portable Document Format
**Category:** Page Layout Files  
**File Description:** Cross-platform document created by Adobe Acrobat or a program with the Acrobat plug-in; commonly used for e-mail attachments or for saving publications in a standard format for viewing on multiple computers; usually created from another document instead of from scratch.

**Programs** that open pdf files  
- **Mac OS**  
  - Adobe Reader to view (free)  
  - Adobe Acrobat to edit (commercial)  
  - Apple Preview  
- **Windows**  
  - Adobe Reader to view (free)  
  - Adobe Acrobat to edit (commercial)  
  - Brava! Reader

#### File Type: Encapsulated PostScript  
**Category:** Vector Image Files  
**File Description:** PostScript (.PS) file that may contain vector graphics, bitmap images, and text; includes an embedded preview image in bitmap format; often used for transferring between different operating systems.

**Programs** that open eps files  
- **Mac OS**  
  - Apple Preview  
  - Adobe Illustrator, Acrobat, or Photoshop  
  - QuarkXpress  
- **Windows**  
  - CorelDRAW, Adobe Illustrator, Acrobat, or Photoshop, QuarkXpress

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#### File Type: JPEG Image File  
**Category:** Raster Image Files  
**File Description:** Compressed graphic format standardized by the JPEG (Joint Photographic Experts Group) group; commonly used for storing digital photos since the format supports up to 24-bit color; also a common format for publishing Web graphics; compressed using lossy compression, which may noticeably reduce the image quality if a high amount of compression is used.

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#### File Type: Graphical Interchange Format  
**Category:** Raster Image Files  
**File Description:** Image file that may contain up to 256 indexed colors; color palette may be a predefined set of colors or may be adapted to the colors in the image; lossless format, meaning the clarity of the image is not compromised with GIF compression. GIFs are common format for Web graphics, especially small images and images that contain text, such as navigation buttons; however, JPEG (.JPG) images are better for showing photos because they are not limited in the number of colors they can display.
Canton, Mississippi

LOGO THUMBNAIL CATALOG
Canton, Mississippi
PHOTO THUMBNAIL CATALOG
It’s Like a Movie Set

Canton, Mississippi | BRANDING AND MARKETING

The Hollow
The Depot
Farmers Market
2 Hour Parking
Square Canton Crossing
Five Points Park
Sound Stage
Horse Arena
Hospital
Stairway to Heaven

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Our Future is Hard at Work

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Uncommon Heroes

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Real Columns. Real People.

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Welcome Home.

For more information or to plan your visit, go to www.NewSouthOldSoul.com
It’s About Time

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Sky scraper

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mus acilis voluptatur, sediae la illori is acestis et lam,
ominin re vollite nia dolupiet quam int.
Old Soul

For more information or to plan your visit, go to www.NewSouthOldSoul.com

Reflections

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Walking Strong

For more information or to plan your visit, go to www.NewSouthOldSoul.com

Real Architecture.

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Red, White, & Blue

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Curb Appeal.

For more information or to plan your visit, go to www.NewSouthOldSoul.com
The Writing on the Wall

For more information or to plan your visit, go to www.NewSouthOldSoul.com
See Canton Clearly

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Front Porch- Chat Room

For more information or to plan your visit, go to www.NewSouthOldSoul.com

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New South Style.

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Traditional Skyline

For more information or to plan your visit, go to www.NewSouthOldSoul.com
New South. Old Soul.

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Capture Our Story

For more information or to plan your visit, go to www.NewSouthOldSoul.com
A Different Perspective

For more information or to plan your visit, go to www.NewSouthOldSoul.com
We Speak Volumes
Life, meet Art.  
You Will be Friends

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Off the Wall Music

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Be There and Be Square

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Madison. The County.

For more information or to plan your visit, go to www.NewSouthOldSoul.com
Canton, Mississippi
IMPLEMENTATION STRATEGY BOARD
Implementation Strategy Board

The “Strategy Board” that follows on the next page summarizes the major projects and recommendations included in this plan. The Strategy Board is a working document for benchmarking and ongoing evaluation of the implementation process. The Strategy Board summarizes the key recommendations of the plan into one sheet of paper.

The projects are divided into three time frames. The first series of projects are demonstration projects that should begin immediately. For the most part, these are simple projects that will be highly visible, have significant impact and should be completed within the first year after the plan is adopted. The second set of projects is labeled “next steps.” Some of these are the initial action items for more advanced projects while others are continuations of projects that began during the demonstration period. The next step projects should be completed within the second and third year of the plan. The final series of projects are long-term or plan completion projects. While this category remains largely empty, many of the projects begun in the next steps phase will not be completed until later. Over time this category will continue to fill up as priorities evolve. Each timeframe for the Strategy Board might also represent the ongoing fulfillment of steps taken in earlier time frames.

The Strategy Board and its recommendations represent a “living document.” As time goes by and implementation proceeds, some priorities will shift while other ones will arise. The implementation Strategy Board should be evaluated periodically, no less than annually. This evaluation process will allow for finished tasks to be indicated on the board, for responsibilities to be shifted between parties, and for time frames to be adjusted for individual projects.

Each of the critical plan strategies and visions are outlined in the Strategy Board. It is important to remember the ultimate planning, development, and marketing strategies that each project supports. Of course, each of these strategies is linked with one another, but failure to achieve any one goal does not negate the ability to achieve others.
## Implementation Strategy Board for Canton, MS

### Strategies

<table>
<thead>
<tr>
<th>Making Connections: Community-Wide Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Complete entrance corridor treatments</td>
</tr>
<tr>
<td>• Complete Five Points enhancements</td>
</tr>
<tr>
<td>• Begin planning process for Canton West</td>
</tr>
<tr>
<td>• Initiate site planning guidelines</td>
</tr>
<tr>
<td>• Develop sign standards</td>
</tr>
<tr>
<td>• Create landscape standards</td>
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<tr>
<th>Strengthening the Core: Downtown Strategy</th>
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<tbody>
<tr>
<td>• Complete Square enhancements</td>
</tr>
<tr>
<td>• Explore relocating events off Square</td>
</tr>
<tr>
<td>• Design shared event/parking space in</td>
</tr>
<tr>
<td>The Hollow</td>
</tr>
<tr>
<td>• Stabilize/weatherize Harlem Theater</td>
</tr>
<tr>
<td>• Conduct a front façade component grant</td>
</tr>
<tr>
<td>program</td>
</tr>
<tr>
<td>• Design murals for metal warehouses along</td>
</tr>
<tr>
<td>W. Peace Street</td>
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</table>

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<tr>
<th>Rethinking Economic Development: Investment Strategy</th>
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<tbody>
<tr>
<td>• Continue aggressive tourism marketing and promotion,</td>
</tr>
<tr>
<td>• Develop retail recruitment program particularly</td>
</tr>
<tr>
<td>after Wal-Mart arrives.</td>
</tr>
<tr>
<td>• Continue aggressive marketing of downtown.</td>
</tr>
<tr>
<td>• Conduct quarterly Merchants Roundtable.</td>
</tr>
<tr>
<td>• Review zoning codes to allow for more upper floor</td>
</tr>
<tr>
<td>housing.</td>
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<tr>
<th>New South, Old Soul: Canton Branding Strategy</th>
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<tbody>
<tr>
<td>• Formally adopt brand</td>
</tr>
<tr>
<td>• Buy URLs/update web site</td>
</tr>
<tr>
<td>• Plan community cleanup w/ branded tees</td>
</tr>
<tr>
<td>• Implement social media</td>
</tr>
<tr>
<td>• Utilize new brand on new promotional events</td>
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<tr>
<td>(e.g. Farmer's Market, etc.)</td>
</tr>
<tr>
<td>• Design New South, Old Soul campaign</td>
</tr>
<tr>
<td>• Conduct monthly marketing roundtable</td>
</tr>
<tr>
<td>• Canton brand billboards on I-55</td>
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### First Steps 2012

<table>
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<tr>
<th>Making Connections: Community-Wide Strategy</th>
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<tbody>
<tr>
<td>• Implement landscape installations at</td>
</tr>
<tr>
<td>additional gateways</td>
</tr>
<tr>
<td>• Complete thoroughfare enhancements to</td>
</tr>
<tr>
<td>major thoroughfares leading to downtown</td>
</tr>
<tr>
<td>• Begin &amp; install initial phase of wayfinding</td>
</tr>
<tr>
<td>• Implement intersection improvements at</td>
</tr>
<tr>
<td>Five Points</td>
</tr>
<tr>
<td>• Complete master plans and design guidelinesfor Canton West</td>
</tr>
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### Next Steps 2013-14

<table>
<thead>
<tr>
<th>Strengthening the Core: Downtown Strategy</th>
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<tbody>
<tr>
<td>• Decide on reuse of Courthouse Building</td>
</tr>
<tr>
<td>• Develop streetscape plans for the Hollow</td>
</tr>
<tr>
<td>• Design and develop Gateway Plaza and Wall</td>
</tr>
<tr>
<td>of Fame</td>
</tr>
<tr>
<td>• Develop a preservation plan and</td>
</tr>
<tr>
<td>redevelopment RFP for Harlem Theater</td>
</tr>
<tr>
<td>• Infill/development plan for the Hollow</td>
</tr>
<tr>
<td>• Create a rear building façade grant</td>
</tr>
<tr>
<td>program</td>
</tr>
<tr>
<td>• Paint murals on metal warehouses</td>
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</tbody>
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### Long Term ’15-’17

<table>
<thead>
<tr>
<th>Making Connections: Community-Wide Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• On-going maintenance and enhancements to</td>
</tr>
<tr>
<td>gateways</td>
</tr>
<tr>
<td>• On-going enhancements to thoroughfares</td>
</tr>
<tr>
<td>• Complete promenade at Five Points</td>
</tr>
<tr>
<td>• Implement Canton West master plan</td>
</tr>
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### Visions

<table>
<thead>
<tr>
<th>Making Connections: Community-Wide Strategy</th>
</tr>
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<tbody>
<tr>
<td>• Through strategic infrastructure investment and enhancement, Canton will set the standard for quality design in every area of the City that will foster economic investment.</td>
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<thead>
<tr>
<th>Strengthening the Core: Downtown Strategy</th>
</tr>
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<tbody>
<tr>
<td>• Canton, in concert with its Main Street program, will facilitate initiatives that position downtown as the center of independent and entrepreneurial businesses in the heart of the community.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Rethinking Economic Development: Investment Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Canton will create economic development initiatives that are holistic and creative in nature and will be self-sustaining both now and in the future.</td>
</tr>
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<thead>
<tr>
<th>New South, Old Soul: Canton Branding Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Canton will promote its identity as classic Southern town with a progressive economy in a strategic and professional way.</td>
</tr>
</tbody>
</table>

### City of Canton • Canton Chamber/Main Street • Canton Redevelopment Authority • CMU • CVB • MCEDA • All
Canton, Mississippi

APPENDICES
POTENTIAL FUNDING SOURCES

Canton, Mississippi
COMMUNITY DEVELOPMENT
FUNDING RESOURCES

GUIDEBOOK

This list of funding resources is provided by the MSU Stennis Institute and Randy Wilson of Community Design Solutions as a resource to local governments, Chambers of Commerce, community/economic development organizations, and others involved in securing funding for community development activities.

While many other funding sources are available, these represent a collection of those with funding reserved for community development programs and initiatives that may be broad in scope. This list is not meant to be exhaustive and will be updated periodically.

While every effort is made to ensure availability of these funding opportunities, accuracy of the website addresses, etc., information may change without notice. This information should be used only as a guide. If you know of additional funding resources or changes in this information, please send us the information for review.

Visit the MSU Stennis Institute at www.sig.msstate.edu for more information about our programs and services.
FEDERAL GOVERNMENT

Federal Government Grants Clearinghouse · www.grants.gov

The Web portal, www.grants.gov, is the source to find and apply for federal grants. Click on “Find Grant Opportunities” to search by category, including “Community Development.”

Appalachian Regional Commission (ARC) · www.arc.gov

Each year ARC provides funding for several hundred projects throughout the Appalachian Region in support of the goals identified in the Commission’s strategic plan. Organizations seeking funding must be located in one of the following counties: Alcorn, Benton, Calhoun, Chickasaw, Choctaw, Clay, Itawamba, Kemper, Lee, Lowndes, Marshall, Monroe, Montgomery, Noxubee, Oktibbeha, Panola, Pontotoc, Prentiss, Tippah, Tishomingo, Union, Webster, Winston, and Yalobusha. For more information, visit www.arc.gov and click on the “Funding” link or contact ARC’s Mississippi office at (662) 844-1184 or marmour@mississippi.org.

Delta Regional Authority (DRA) · www.dra.gov

As a key part of its effort to improve the lives of Delta residents, the DRA operates a grant program in the eight states it serves. The DRA works closely with local development districts, which provide technical assistance to grant applicants. Visit www.dra.gov for a list of eligible counties in Mississippi and click on “State Grant Funding” or call (662) 624-8600 for more information.

Environmental Protection Agency (EPA) · www.epa.gov

For more information on these programs, contact EPA's Region 4 Office at (800) 241-1754 or the Mississippi Department of Environmental Quality at (888) 786-0661.

   Brownfields and Land Revitalization
   EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. Visit http://www.epa.gov/brownfields/applicat.htm for more details.

   Clean Water State Revolving Fund (CWSRF)
   Clean Water State Revolving Fund (CWSRF) programs provided more than $5 billion annually in recent years to fund water quality protection projects for wastewater treatment, nonpoint source pollution control, and watershed and estuary management. Visit http://www.epa.gov/owm/cwfinance/cwsrf/index.htm for more details.

Institute of Museum and Library Services · www.imls.gov

The Institute of Museum and Library Services’ mission is to create strong libraries and museums that connect people to information and ideas. Visit www.imls.gov and click on “Grant Applicants” or call (202) 653-4657 for more information.

National Endowment for the Arts (NEA) · www.nea.gov

The National Endowment for the Arts was established by Congress in 1965 as an independent agency of the federal government. To date, the NEA has awarded more than $4 billion to support artistic excellence, creativity, and innovation for the benefit of individuals and communities. Visit www.nea.gov and click on “Grants” or call (202) 682-5400 for more information.

National Endowment for the Humanities · www.neh.gov

The National Endowment for the Humanities is an independent grant-making agency of the United States government dedicated to supporting research, education, preservation, and public programs in the humanities. Visit www.neh.gov and click on “Apply for a Grant” or call (800) 634-1121 for more information.
National Historical Publications and Records Commission (NHPRC) · www.archives.gov
The National Historical Publications and Records Commission (NHPRC) is the grantmaking affiliate of the National Archives and Records Administration (NARA). You can apply for grants for collecting, preserving, and publishing documents and archives. Visit www.archives.gov and click on “Apply for a Grant” or call (866) 272-6272 for more information.

National Science Foundation (NSF) · www.nsf.gov
The National Science Foundation (NSF) is an independent federal agency created by Congress in 1950 “to promote the progress of science; to advance the national health, prosperity, and welfare; to secure the national defense…” Certain funding opportunities are available for small business programs. Visit www.nsf.gov and click on “Funding” or call (800) 877-8339 for more information.

National Telecommunications and Information Administration (NTIA) · www.ntia.doc.gov
NTIA’s Office of Telecommunications and Information Applications (OTIA) assists public and non-profit entities in effectively using telecommunications and information technologies to better provide public services and advance other national goals. In addition, the office is administering programs that are helping the nation’s transition to digital television. Visit www.ntia.doc.gov and click on “Grants” or call (202) 482-2000 for more information.

U.S. Department of Agriculture (USDA) · www.USDA.gov
The USDA offers funds that may go toward the development of a mixed-use community facility. This grant money can be coordinated through the local USDA representatives. http://www.usda.gov/wps/portal/usda/usdahome?navid=GRANTS_LOANS

U.S. Department of Commerce Economic Development Administration · www.eda.gov

U.S. Department of Health and Human Services (HHS) · www.hhs.gov
The Department of Health and Human Services (HHS) is the United States government’s principal agency for protecting the health of all Americans and providing essential human services, especially for those who are least able to help themselves. Visit http://www.hhs.gov/grants for more information regarding funding opportunities.

Visit www.fema.gov and click on “Grants” (under the “Resources” heading) to see a list of available grants and assistance programs, especially preparedness grant information. Also, contact FEMA at (202) 646-2500 for more information.

U.S. Department of Housing and Urban Development (HUD) · www.hud.gov
HUD’s mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD is working to strengthen the housing market to bolster the economy and protect consumers; meet the need for quality affordable rental homes: utilize housing as a platform for improving quality of life; build inclusive and sustainable communities free from discrimination; and transform the way HUD does business. Visit www.hud.gov and click on “Apply for a Grant” or call (202) 708-1112 for more information.
U.S. Department of the Interior / National Park Service (NPS) · [www.nps.gov](http://www.nps.gov)
The NPS provides advice, technical assistance, recognition, and funds to help communities across the country preserve their own history and create close-to-home recreation opportunities. Visit [www.nps.gov](http://www.nps.gov) and click on “Working with Communities” or call (404) 507-5600 (Southeast Region) for more information on grants and tax incentives available.

U.S. Department of Justice (DOJ) · [www.justice.org](http://www.justice.org)
The DOJ offers funding opportunities to conduct research, to support law enforcement activities in state and local jurisdictions, to provide training and technical assistance, and to implement programs that improve the criminal justice system. For more information, visit [www.justice.org](http://www.justice.org) and click on “Business & Grants” or call (202) 514-2000.

The Employment and Training Administration (ETA) administers federal government job training and worker dislocation programs, federal grants to states for public employment service programs, and unemployment insurance benefits. These services are primarily provided through state and local workforce development systems. Visit [http://www.doleta.gov/grants](http://www.doleta.gov/grants) for the Office of Grants and Contracts.

U.S. Department of Transportation (DOT) · [www.dot.gov](http://www.dot.gov)
The mission of the Department is to serve the United States by ensuring a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future. Visit [www.dot.gov](http://www.dot.gov) and click on “Services” for links to funding and grant opportunities or call (202) 366-4000 for more information.

U.S. Department of the Treasury · [www.cdfifund.gov](http://www.cdfifund.gov)
The Community Development Financial Institutions Fund, or CDFI Fund, is a program within the U.S. Department of the Treasury that awards money and tax credits to community-based organizations that work in low-income urban and rural communities across America. These organizations, known as CDFIs, all have a common mission of working toward revitalizing economically depressed communities or communities underserved by mainstream financial institutions and improving the quality of life of those that live and work in these communities. Visit [www.cdfifund.gov](http://www.cdfifund.gov) and click on “What we Do” or call (202) 622-8662 for more information.

U.S. Fire Administration · [www.usfa.dhs.gov](http://www.usfa.dhs.gov)
Information is available for financial assistance available from the U.S. Fire Administration and other federal agencies for fire departments and other first responders. Visit [www.usfa.dhs.gov](http://www.usfa.dhs.gov) and click on “Grants” or call (301) 447-1000 for more information.

USDA Rural Development · [www.rurdev.usda.gov](http://www.rurdev.usda.gov)
USDA Rural Development provides programs to meet the needs of rural communities and individuals for housing, community facilities, utility systems, and business and economic growth. Visit [http://www.rurdev.usda.gov/ms/Programs.html](http://www.rurdev.usda.gov/ms/Programs.html) to see a list of loans, grants and other programs available in Mississippi through the Rural Housing Program, Rural Business and Cooperative Program and Community Program. For more information, call (800) 548-0071 or visit [http://www.rurdev.usda.gov/ms/countyoffice.html](http://www.rurdev.usda.gov/ms/countyoffice.html) for contact information for your local USDA Rural Development Office.

U.S. Small Business Administration (SBA) · [www.sba.gov](http://www.sba.gov)
The U.S. Small Business Administration (SBA) was created in 1953 as an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. Visit [www.sba.gov](http://www.sba.gov) and click on “Services” for a listing of available grants and contracts among other services. For more information, call the SBA Mississippi District Office at (601) 965-4378 or visit [www.sba.gov/localresources/district/ms](http://www.sba.gov/localresources/district/ms) for more detailed information for Mississippians.
TENNESSEE VALLEY AUTHORITY ECONOMIC DEVELOPMENT (TVA) • WWW.TVAED.COM
TVA Economic Development offers a number of financing services and options to help new and existing companies with the financial resources they need to locate or expand in the Tennessee Valley. Visit http://tvaed.com/pdf/tva_region_map.pdf to see a list of counties in the TVA region of Mississippi. For more information, call (615) 232-6225 or e-mail econdev@tva.gov. Visit http://tvaed.com/aboutus_ms.htm for contact information for your Regional TVA Office.
STATE GOVERNMENT

MISSISSIPPI DEVELOPMENT AUTHORITY (MDA) • www.mississippi.org
The Mississippi Development Authority is the State of Mississippi’s economic and community development agency.
For more information on these programs, contact MDA’s Community Services Division at (601) 359-3179, community@mississippi.org, or contact your MDA regional office by visiting www.mississippi.org and clicking on "Helping Our Communities" to find the link to all regional offices.

Airport Revitalization Revolving Loan Program
This program is designed for making loans to airport authorities (local sponsors) for the construction and/or the improvement of airport facilities.

Business Incubator Loan Program
It is designed to assist local governments in the establishment of business incubator facilities in the State of Mississippi.

Capital Improvements Revolving Loan Program (CAP)
The Local Government Capital Improvements Revolving Loan Program is designed for making loans to counties or municipalities to finance capital improvements.

Community Development Block Grant Program (CDBG)
A local unit of government may apply for these funds in either the public facilities (examples: water, wastewater, drainage, streets) or economic development categories.

Development Infrastructure Program (DIP)
DIP is designed for making grants or loans to counties or municipalities (local sponsors) to finance small infrastructure projects to promote economic growth.

Economic Development Highway Program (EDH)
This program promotes industrial and other significant development through the construction and/or improvement of highways in areas, which demonstrate actual and immediate potential for the creation, or expansion of major industries or other significant development.

Economic Development Marketing Grant Program
This program assists not-for-profit economic development organizations to market regions, counties and cities as a site for business and industrial development to out-of-state business investors.

Emergency Shelter Grant Program (ESG)
These funds are used to provide assistance to homeless individuals and families.

Energy Investment Program
This loan program is designed for making loans to qualified borrowers to promote development and demonstration of efficient, environmentally acceptable and commercially feasible technologies, techniques and processes while effectively utilizing the state’s existing alternative and conventional energy resources to foster economic and social growth.

Freight Rail Service Projects Revolving Loan Program (RAIL)
Municipalities and counties may receive loans under the Mississippi Freight Rail Service Projects Revolving Loan Program to finance certain rail projects.

General Obligation Bonds
Local political entities have the authority to issue general obligation bonds for the purpose of acquiring sites and constructing facilities for lease to new or expanding industries with rentals sufficient to amortize the debt service on the bonds.

HOME Investment Partnerships Grant Program
HOME is a grant program funded by the U.S. Department of Housing and Urban Development, designed to strengthen partnerships between public and private agencies to provide affordable housing within state and local communities.
Housing Revolving Loan Program (HRL)
This program provides low interest loans for the production and acquisition of single-family units for homeownership for low and moderate income persons.

Industrial Access Road Grant Program
This program is designed to encourage and promote industrial growth by providing access roads to industrial developments.

Local Industrial Development Revenue Bonds
Local political entities in Mississippi, including counties, supervisors’ districts, incorporated cities and towns, have the authority to issue tax-exempt and taxable industrial development revenue bonds to finance new or expanding industrial enterprises.

Mississippi Business Investment Act Program (MBI)
This program is designed for making grants and/or loans to counties or incorporated cities or towns, acting individually or jointly, in order to finance authorized improvements for projects necessary to compliment investments by private companies, which will increase domestic and international commerce and create and maintain new full-time jobs.

Mississippi Major Economic Impact Authority (MMEIA)
MMEIA is designed to allow the state, through the issuance of general obligation bonds, to assist local communities in meeting the development requirements inherent in large capital projects, thereby generating an investment in the quality of life in such communities.

Mississippi Port Revitalization Revolving Loan
This program is designed for making loans to state, county, or municipal port authorities (local sponsors) for the improvement of port facilities to promote commerce and economic growth in the State of Mississippi. Funding for loans to local sponsors is derived from the issuance of state bonds or notes.

Rural Impact Fund Grant Program (RIF)
The RIF program is designed to assist and promote businesses and economic development in rural areas by providing grants to rural communities. Eligible grant projects financed with RIF must be publicly owned and have a direct connection in creating jobs.

Self-Help Program
This program involves the use of a community’s own resources (human, material and financial) to solve problems for less cost. The program is designed to address local community needs such as water, wastewater, downtown improvements, recreation and other CDBG eligible activities.

Mississippi Arts Commission (MAC) · www.arts.state.ms.us
In 1968, the Mississippi Legislature created the MAC as the official grants-making and service agency for the arts. Since then the Commission has broadened its role as an active supporter and promoter of the arts in community life and arts education. Visit www.arts.state.ms.us and click on “Grant Guidelines, Applications, Forms, & Resources” or call (601) 359-6030 for more information.

Mississippi Association of Resource Conservation and Development Councils (RC&D) www.MSRC.D.ORG
Seven local councils provide a focal point of local leadership and bring together private citizens and local, state and federal agencies to improve economic, social, and environmental conditions within each RC&D Area. Visit www.msrcd.org and click on “Programs and Projects” to find funding opportunities for local RC&D Councils or call (601) 833-5539 for more information.
The Mississippi Department of Archives and History provides expert technical assistance and grants for preservation projects, maintains extensive lists of the state’s archaeological sites and historic places, and oversees the State Historical Marker, Mississippi Landmark, and National Register of Historic Places programs. Visit [www.mdah.state.ms.us](http://www.mdah.state.ms.us) and click on “Historic Preservation” for a link to available grant opportunities. Also, call (601) 576-6940 for more information.

**Mississippi Department of Environmental Quality (DEQ)** · [www.deq.state.ms.us](http://www.deq.state.ms.us)

The Mississippi Department of Environmental Quality is responsible for protecting the state’s air, land, and water. Visit [www.deq.state.ms.us](http://www.deq.state.ms.us) and click on “Topics” to find a link to grant opportunities or call (888) 786-0661 for more information.

**Mississippi Department of Transportation (MDOT) · [www.gomdot.com](http://www.gomdot.com)**

MDOT provides Transportation Enhancements (TE) activities that are federally funded, community-based projects that expand travel choices and enhance the transportation experience by improving the cultural, historic, aesthetic and environmental aspects of our transportation infrastructure.

**Mississippi Forestry Commission · [www.mfc.ms.gov](http://www.mfc.ms.gov)**

The Transportation Enhancement Tree Planting Program is a statewide initiative to plant trees for the purpose of enhancing transportation. The program is administered by the Mississippi Forestry Commission with financial support from the Mississippi Department of Transportation and advisory support from the Mississippi Urban Forest Council, Inc. Visit [www.mfc.ms.gov](http://www.mfc.ms.gov) and click on the “Urban Grants” link at the bottom of the page or call (601) 359-1386 for more information.

**Mississippi Planning and Development Districts (PDD) · [www.cmpdd.org](http://www.cmpdd.org/mapdd.php)**

Mississippi Planning and Development Districts provide regional community and economic development services to ten regions across the state. PDDs secure and administer grants and other funding for its member governments and provide other technical and socioeconomic services. Visit [www.cmpdd.org/mapdd.php](http://www.cmpdd.org/mapdd.php) to download a copy of The PDD Directory for detailed information and contact information for your local PDD District Office.
NATIONAL ORGANIZATIONS

**Kaboom!** · [WWW.KABOOM.ORG](http://www.kaboom.org)
Kaboom’s mission is to create great playspaces through the participation and leadership of communities. Ultimately, they envision a place to play within walking distance of every child in America. Visit [www.kaboom.org](http://www.kaboom.org) and click on “About Kaboom” for challenge grant opportunities or call (202) 659-0215 for more information.

**Local Initiatives Support Coalition (LISC)** · [WWW.LISC.ORG](http://www.lisc.org)
The Local Initiatives Support Corporation (LISC) is dedicated to helping community residents transform distressed neighborhoods into healthy and sustainable communities of choice and opportunity — good places to work, do business and raise children. Visit [www.lisc.org](http://www.lisc.org) and click on “Where We Work” to determine what areas of Mississippi are eligible to receive assistance, or call (662) 335-3318 for more information.

**Miracle Recreation Equipment Company** · [WWW.MIRACLE-RECREATION.ORG](http://www.miracle-recreation.org)
Grant funds are available for funding school playground equipment. Visit [www.miracle-recreation.org](http://www.miracle-recreation.org) and click on the “Grant” icon or call (800) 523-4202 for more information.

**National Fire Protection Association (NFPA)** · [WWW.FIRESWISE.ORG](http://www.firewise.org)
The Firewise Communities program encourages local solutions for wildfire safety by involving homeowners, community leaders, planners, developers, firefighters, and others in the effort to protect people and property from the risk of wildfire. Visit [www.firewise.org](http://www.firewise.org) and click on “Communities/USA” or call (617) 984-7486 for more information.

**National Sheriffs’ Association/Neighborhood Watch** · [WWW.USAONWATCH.ORG](http://www.usaonwatch.org)
The USAonWatch-Neighborhood Watch Program (housed within the National Sheriffs’ Association) has worked to unite law enforcement agencies, private organizations, and individual citizens in a nationwide effort to reduce crime and improve local communities. The success of the program has established Neighborhood Watch as the nation’s premier crime prevention and community mobilization program. Visit [www.usaonwatch.org](http://www.usaonwatch.org) and click on “Resource Center.”

**National Trust for Historic Preservation** · [WWW.PRESERVATIONNATION.ORG](http://www.preservationnation.org)
The National Trust for Historic Preservation provides leadership, education, advocacy, and resources to save America’s diverse historic places and revitalize our communities. Visit [www.preservationnation.org](http://www.preservationnation.org) or call (800) 944-6847 to see what grant opportunities are available. Also, visit [www.saveamericastreasures.org](http://www.saveamericastreasures.org) and click on “Resources” to find a funding link for that particular program of the National Trust.

**Safe Communities America** · [WWW.SAFECOMMUNITIESAMERICA.ORG](http://www.safecommunitiesamerica.org)
Safe Communities America, a program of The National Safety Council, is the Safe Communities Affiliate Support Center as well as a Certifying Center for the World Health Organization Collaborating Center. As the U.S. voice of WHO’s Collaborating Centre on Community Safety Promotion, Safe Communities America encourages and supports those communities aspiring to the International Safe Community designation. Visit [www.safecommunitiesamerica.org](http://www.safecommunitiesamerica.org) and click on “Funding Opportunities” or call (800) 621-7619.

**Tax Incentives Assistance Project** · [WWW.ENERGYTAXINCENTIVES.ORG](http://www.energytaxincentives.org)
The Tax Incentives Assistance Project (TIAP), sponsored by a coalition of public interest nonprofit groups, government agencies, and other organizations in the energy efficiency field, is designed to give consumers and businesses information they need to make use of the federal income tax incentives for energy efficient products and technologies passed by Congress as part of the Energy Policy Act of 2005 and subsequently amended several times. Visit [www.energytaxincentives.org](http://www.energytaxincentives.org) for more information.
REGIONAL ORGANIZATIONS

**FOUNDATION FOR THE MID SOUTH · WWW.FNDMIDSOUTH.ORG**
The mission of the Foundation for the Mid South is to invest in people and strategies that build philanthropy and promote racial, social, and economic equity in Arkansas, Louisiana, and Mississippi. Education, Health and Wellness, and Wealth Building are focus areas. Visit www.fndmidsouth.org and click on “Grants” or call (601) 355-8167 for more information.

**HOPE ENTERPRISE CORPORATION · WWW.HOPE-EC.ORG**
HOPE is a private, nonprofit community development financial institution (CDFI), that provides commercial financing, mortgage loans and technical assistance to support businesses, entrepreneurs, home buyers and community development projects in the delta regions of Mississippi, Arkansas, Louisiana, and the Greater Memphis area of Tennessee. For more information, visit www.hope-ec.org and click on “About Us” for phone numbers for various locations.

**SOUTHERN RURAL DEVELOPMENT CENTER (SRDC) · WWW.SRD.C.MSSTATE.EDU**
The Southern Rural Development Center seeks to strengthen the capacity of the region's 29 land-grant institutions to address critical contemporary rural development issues impacting the well-being of people and communities in the rural South. For more information, visit www.srdc.msstate.edu and click on “Grants and Awards” or call (662) 325-3207.

- **Southern Regional Sustainable Agricultural Research and Education Program (SARE)**
The Sustainable Community Innovation Grants program is seeking to invest in projects that embrace and invest in local strategies that are intended to link sound farm and nonfarm economic development with agricultural and natural resource management.
MISSISSIPPI FOUNDATIONS

Foundations are nonprofit organizations that provide grant opportunities for a wide range of interests and often play a key leadership role in communities. Funds are generally managed by a board that broadly represents the public interest. These are only a few of the foundations in Mississippi, but these all have a community development focus. Visit www.foundationcenter.org to search for a comprehensive list of foundations in Mississippi and beyond.

1. Blue Cross & Blue Shield of Mississippi Foundation · www.healthiermississippi.org
2. Calhoun County Endowment Foundation [CREATE Foundation Affiliate] · www.createfoundation.com/page17815.cfm
3. Community Foundation of East Mississippi, Inc. · www.cfem.org
4. Community Foundation of Greater Jackson · www.cgfgreaterjackson.org
5. Community Foundation of Greater Memphis · www.cfgm.org
6. Community Foundation of Northwest Mississippi · www.cfnm.org
8. CREATE Foundation · www.createfoundation.com
9. Gilmore Foundation · www.gilmorefoundation.org
11. Gulf Coast Community Foundation · www.gulfcoastfoundation.org
12. Knight Foundation in Biloxi · www.knightfoundation.org/biloxi
13. Lowndes Community Foundation · (662) 328-4491
14. Mid-South Community Development Corporation, Inc. · www.midsouthcdc.org
17. Starkville/Oktibbeha Achieving Results (SOAR) [CREATE Foundation Affiliate] · www.createfoundation.com/page17816.cfm
19. The Benjamin and Corinne Pierce Charitable Foundation · www.createfoundation.com/page20184.cfm
20. The Greater PineBelt Community Foundation · www.pinebeltfoundation.org
21. The Phil Hardin Foundation · www.philhardin.org
22. The Riley Foundation · www.rileyfoundation.org
24. Union County/New Albany Initiative to Excel (UNITE) [CREATE Foundation Affiliate] · www.createfoundation.com/page17810.cfm

MISSISSIPPI HUMANITIES COUNCIL · WWW.MSHUMANITIES.ORG

The Mississippi Humanities Council awards grants to nonprofit organizations which plan and sponsor humanities activities for the benefit of citizens throughout the state. Visit www.mshumanities.org and click on “Grants” or call (601) 432-6752 for more information.
OTHER FOUNDATIONS

ANNIE E. CASEY FOUNDATION · WWW.AECF.ORG
The Casey Foundation's approach to grant making focuses on making multi-year, multi-site commitments that enable us to invest in long-term strategies and partnerships that strengthen families and communities. Visit www.aecf.org and click on “About Us” for a link to grant information or call (410) 547-6600 for more information.

FANNIE MAE FOUNDATION · WWW.FANNIEMAE.COM
Fannie Mae works with affordable housing partners to restore economic life to neighborhoods so they become places that people truly want to call home. Through multiple community development investment funds, Fannie Mae is working hard to tear down barriers, lower costs, and increase the opportunities for homeownership and affordable rental housing for all Americans. Visit www.fanniemae.com and click on “Business Partners” for a link to “Affordable Housing & Community Development” or call (800) 732-6643 for more information.

KAUFFMAN FOUNDATION · WWW.KAUFFMAN.ORG
The Ewing Marion Kauffman Foundation makes grants in their interest areas of education and entrepreneurship as well as other support. Visit www.kauffman.org and click on “Grants” or call (816) 932-1000 for more information.

THE FORD FOUNDATION · WWW.FORDFOUNDATION.ORG
The Ford Foundation encourages initiatives by those living and working closest to where problems are located; to promote collaboration among the nonprofit, government and business sectors; and to ensure participation by men and women from diverse communities and all levels of society. Such activities help build common understanding, enhance excellence, enable people to improve their lives and reinforce their commitment to society. Visit www.fordfoundation.org and click on “Grants” or call (212) 573-5000 for more information.

THE WALTON FAMILY FOUNDATION · WWW.WALTONFAMILYFOUNDATION.ORG
Sam and Helen Walton’s philosophy of giving is based on life-long experiences in small town Northwest Arkansas that teach the value of personal engagement and involvement, the power of education in society, and that making philanthropic investments should make an appreciable difference in communities. The Walton Family Foundation funding areas include k-12 Education Reform, Environment, Delta Region of Arkansas and Mississippi, and Northwest Arkansas. Visit www.waltonfamilyfoundation.org and click on “Funding Areas” or call (479) 464-1570 for more information.

THE W.K. KELLOGG FOUNDATION · WWW.WKFF.ORG
The W.K. Kellogg Foundation supports children, families, and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society. Priority geographic areas for funding include Michigan, Mississippi, and New Mexico. Visit www.wkff.org and click on “Grants” or call (269) 968-0413 for more information.
If you were designing a postcard to capture the “essence of Canton” what imagery would be on it?

- the people
- the courthouse
- beautiful scenery, gardens, landscape
- our churches
- historical images
- community gatherings - symphony, flea market, Victorian Christmas
- Historic Square
- old and new parts of Canton
- architecture
- new hospital and Nissan Plant
- music - The Gin (blues)
- essence of a small town - local cleaners’ service, camaraderie with tragic or celebratory events, “Small Town USA”

What word or phrase might be on the post card to help capture the essence of Canton?

- movie center
- hospitality
- historic
- Southern Fried Chicken and Catfish
- caring
- home
- community
- slower pace
- thinking outside of the box
- agriculture
- golf
- the Hollow
- need more eateries, restaurants

If you could wave a “magic wand” and make one change to improve Canton, what would it be?

- better streets
- better sidewalks
- walking/bike trails
- connecting all these things
- get rid of dilapidated buildings
- perception
- overall cleanliness of community
- how the outside world views us
- the corridors coming into town (first impression)
- every neighborhood to have the “small town” feel
• enforce ordinances on the books
• find a vehicle to tell your own story
• more racial harmony, people working together
• eliminate the negativity
• landscaping, courthouse yard

Describe Canton in the context of your “Mississippi Family”? (e.g. What is the gender, personality, character traits, etc. of the following communities…)

Jackson
• Male
• government
• crazy uncle that nobody wants to invite
• mean drunk
• Napolean (little man complex)
• “has been”, old
• rough
• up and coming
• cultured but also small town feel

Clinton
• female
• teacher
• well-educated
• caring
• family-oriented
• not a push-over
• modest
• kid-friendly
• organized
• smart woman mayor

Madison
• woman
• beautiful and knows it
• flaunts beauty
• driven
• particular
• powerful
• young
• has not endured hardship of other relatives…trust fund baby?
• dominating, woman mayor
• contrived image (Why does Madison try to look like Pompei?)
• independent
• lacking diversity
Canton

- both male and female
- FEMALE
- big heart
- artistic
- southern belle, traditional
- glamour
- likes to be in movies
- schizophrenic
- likes a good deal (flea market)
- gentile southern woman but gone a little bit to seed
- on the brink of brilliance
- caring, friendly
- MALE
- diamond in the rough
- hard working, industrial
- fathering, elders will teach you
- legacies
- attempting to adapt to changing times

You can't leave Canton without...

- talking to person on street and feeling the hospitality
- eating at Two River
- eating at Penn's Catfish
- Debbie Davidson's bread pudding
- not enough choices - people leave to go do things
- walking around the Square and driving through historic district
- shop unique places and gift shops!
- look in your own backyard
- day trip place - have a meal and shop the square
- visiting your new hospital
- our Piggly Wiggly - Beverly in meat market will specialize orders for shopper
- Little Pig donuts
- meet the mayor

What are the stories, the “characters,” the famous sons and daughters from Canton we need to know about?

- RJ Barrel - Jim Lacey is local historian
- small town barber shop
- Dr. Tishner,
- Elsie Greenwood and the Canton spiritual
- Elroy James, blues
- Grady Champion, blues
- professional people here!
- strong women (kept cupola on courthouse)
• civil war stories
• customer service
• Bucky Barrett (sp?)
• Sister Thea Boman (sp?)
• movies filmed here (A Time to Kill, My Dog Skip)
• Sambo Mockbee

Help us prioritize our work by completing the following statement positively, negatively, or both:
“Whatever you do (in this charrette), do ____________.”
“Whatever you do (in this charrette), don’t ________________.”
• work together
• big, bold vision
• stress to city leaders how important landscaping is
• remember we are a small town, pedestrian-oriented
• plan needs to be achievable, incremental steps
• look at existing plans and see what was and wasn’t implemented (don’t reinvent the wheel)
• help our schools
• take the bitter with the sweet
• don’t mess with our courthouse (unless it’s upkeep!)
• courthouse should be utilized (it’s county-owned)
• safeguard the implementation plan
• remember this is an economic workshop - start off with things that will generate revenue
• spark an interest in certain store owners downtown who don’t care - create a compelling plan for merchants
• how do we respond to the change that is coming. Economic development is already here! Give ownership to Cantonians.
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Canton, MS Economic Development Charrette
Summary of Recommendations

**Lead Organizations**: City of Canton (City), Canton Chamber/Main Street (C/MS), CVB, CMU, CRA, MCEDA

Before we address the overall recommendations of the Charrette in the Strategy Board, there are three primary recommendations that must precede everything:

1. **Adopt the plan.** This needs to be a formal recommendation to the Board of Aldermen from all participating organizations.
2. **Brand the plan.** Make sure each recommendation that is implemented is accompanied by some identification that references this plan. (e.g. sandwich board sign in front of new plantings)
3. **Promote the plan.** Consider ways (e.g. poster) to broadcast the long-term vision for Canton established by this plan so that everyone has a sense of direction and purpose.

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Lead Organization</th>
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<tbody>
<tr>
<td><strong>Community-Wide Strategy</strong></td>
<td></td>
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<tr>
<td><strong>Entrance Corridors</strong></td>
<td></td>
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<tr>
<td>- Continue to prune lower tree limbs along Highway 22</td>
<td>City</td>
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<tr>
<td>- Plant low shrubs and hedges to screen parking as properties are redeveloped</td>
<td>City</td>
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<tr>
<td>- Develop streetscape plans for Highway 51 and 43</td>
<td>City</td>
</tr>
<tr>
<td>- Develop site planning guidelines and methods of enforcement along Highways 22, 51 and 43</td>
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<td>- Develop sign standards and methods of enforcement along Highways 22, 51 and 43</td>
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</tr>
<tr>
<td>- Develop landscape standards and methods of enforcement along Highways 22, 51 and 43</td>
<td>City</td>
</tr>
<tr>
<td>- Begin to explore feasibility of bicycle lanes along Highway 22</td>
<td>City, CVB</td>
</tr>
</tbody>
</table>

| **Five Points** | |
| - Develop detail design plans for intersection improvements | City, C/MS |
|   - Crosswalks | |
|   - Removal of free right turn lanes, excess pavement | |
|   - Explore feasibility of roundabout | |
|   - Explore feasibility of removal of North Union Street (Union Street Promenade Option) | |
| - Plant large shade trees throughout park | City |
| - Remove plantings at corners that block views into park | City, C/MS |
| - Add seasonal color/gateway planting | C/MS or CVB |
| - Provide a sidewalk along North Union Street | City |
| - Provide street trees along North Union Street | City |
| - Explore establishment of Saab Park “friends” group | C/MS |
| - Explore feasibility of moving some large events to Saab Park | C/MS |
Initiate master planning process for Saab Park  

**Canton West**

- Issue RFP for master plan and expanded design guidelines  
  CRA, City, MCEDA
- Revise Medical District site plans to locate buildings along street edge  
  CRA, City
- Explore higher residential densities  
  CRA, City

**Downtown Strategy**

**The Square**

- Begin exploring which events can be moved off the courthouse lawn to Saab Park or The Hollow  
  C/MS, CVB
- Remove Crape Myrtles and shrubs at corners to open up views  
  City, County
- Add shade trees along perimeter  
  City, County
- Remove trees in extremely poor health  
  City, County
- Explore adding more crosswalk connections to square at intersections  
  City
- Initiate conversations with County about sidewalk maintenance  
  CVB, City, Count

**The Hollow**

- Begin conversations with DOT to determine feasibility of using “bump-outs” along West Peace Street  
  C/MS, CRA
- Design shared parking resources/event space  
  City, C/MS, CVB
- Stabilization and weatherization of Harlem Theater  
  City

**Downtown**

- Seed a front façade component grant program (e.g. awnings, signs, etc.)  
  C/MS, CRA
- Design murals for metal warehouses along West Peace Street  
  City, C/MS, CVB

**Economic Development Strategy**

- Continue aggressive tourism marketing and promotion.  
  CVB, C/MS
- Develop retail recruitment/retention program particularly after Wal-Mart  
  C/MS, MCEDA
- Continue aggressive marketing of downtown.  
  C/MS, CVB
- Conduct quarterly Merchants Roundtable.  
  C/MS, All
- Review zoning codes to allow for more upper floor housing.  
  City

**Branding Strategy**

- All implementation entities formally adopt the new brand  
  City, C/MS, CVB, CRA, CMU
- Update all web sites with new brand  
  All above
- Conduct community cleanup with branded tee-shirts  
  City, C/MS
- Implement social media as relevant to each entity  
  All
- As new events roll out, include new brand graphic approach  
  All
- Begin designing New South, Old Soul campaign with targeted launch celebration  
  C/MS, All
- Conduct monthly and on-going marketing roundtable among
all implementation entities to coordinate all marketing efforts
and cross-promote each others events, success stories, etc.
and to create a coordinated community calendar of events

☐ Take advantage of traffic on I-55 to secure a well-designed billboard to
   promote Canton
   CVB, City

Medium (1-3 Years)

Community-Wide Strategy

Entrance Corridors

☐ Adopt site planning guidelines for Highways 22, 51 and 43   City
☐ Adopt sign standards and methods of enforcement along Highway   City
☐ Install street trees along portions of Highways 51 and 43  City
☐ Implement bicycle lanes along Highway 22   City
☐ Design & implement first phase of wayfinding sign system City

Five Points

☐ Implement intersection improvements City
☐ Install pedestrian bridge City
☐ Develop storm water management plan City
☐ Develop master plan and implement initial projects City, C/MS
   ○ Park entrance and path at Dobson Avenue
   ○ Replace batting cages
   ○ Expanded parking lot at west side of park
   ○ Pathway loop
   ○ On-going tree planting

Canton West

☐ Complete master plan and guidelines   CRA, City, MCEDA, CMU
☐ Increase residential zoning densities based on master plan   CRA, City, MCEDA, CMU
☐ On-going implementation of master plan   CRA, MCEDA, CMU

Downtown Strategy

The Square

☐ Begin discussions with County on reuse of courthouse building   C/MS, City, CVB
☐ Develop RFP for reuse of courthouse building as café or meeting venue   City, C/MS, County, CVB
☐ Develop plans to repair fence and add retaining wall at perimeter City, C/MS, County, CVB
☐ Add seasonal plantings/flowers at corners and entrances to the square   C/MS, CVB
☐ Add crosswalks and “bump-outs” at intersections   City, County

The Hollow

☐ Develop streetscape plans for West Peace Street   City, C/MS, CRA
☐ Infill development along North Hickory or Center Street   CRA
☐ Design and develop Gateway Plaza    City, C/MS, CRA
☐ Implement shared parking resources/event space City, C/MS, CRA
☐ Implement The Hollow Park/Plaza City, C/MS, CRA
☐ Develop a preservation plan for Harlem Theater   City, C/MS, CRA
☐ Seek funding for Theater restoration City, C/MS, CRA
Downtown
- Seed a rear façade enhancement grant program City, C/MS
- Develop illustrative design guidelines for downtown (HPC) City, C/MS
- Paint murals on metal buildings along West Peace gateway to downtown City, C/MS, CVB

Economic Development Strategy
- Implement signage directing from Wal-Mart to downtown (kiosk perhaps) C/MS, CVB, City
- Explore retail incubator and or live-work space at the Hollow. CRA
- Pursue Micro-Enterprise funding for the Hollow. CRA
- Continue tracking zip codes annually C/MS
- Publish economic impact of downtown statistics C/MS

Branding Strategy
- Initiate marketing and branding based promotional events C/MS, CVB
- Develop a professional cooperative marketing campaign for downtown merchants C/MS
- Begin re-branding Canton West as Canton Crossing CMU, City
- Continue strategic billboard marketing on I-55 CVB
- Canton promotional ads placement in strategic publications CVB, City, C/MS
- Design, market and sell creative Canton branded merchandise CVB, C/MS, City

Long (3-5 Years and Beyond)

Community-Wide Strategy

Entrance Corridors
- Ongoing enforcement of site planning, signage and landscape guidelines along Highways 22, 51 and 43 City
- Install street trees along additional sections of Highways 51 and 43 City

Five Points
- If feasible, implement Union Street Promenade Option City, C/MS
  - Reorganize parking at fire house
  - Terminate North Union with circle, add park gateway
  - Connect North Hickory Street to North Liberty Street
  - Convert segment of North Union Street to pedestrian only
- Implement storm water management plan City
- Continue implementation of park master plan City, “Friends”

Canton West
- On-going implementation of master plan CRA, MCEDA, CMU

Downtown Strategy

The Square
- On-going tree maintenance City
- Install retaining wall and repair fence along perimeter sidewalks City, County

The Hollow
Implement West Peace Street streetscape  City, C/MS
Develop and implement North Hickory streetscape City, C/MS
Develop and implement West Center Street streetscape City, C/MS
Continue infill development along North Hickory and Center Streets CRA, City
Restore Historic Harlem Theater CRA, City, C/MS

Downtown
Implement a Façade Master Plan program C/MS or CRA

Economic Development Strategy
Explore funding for turning the Courthouse into an event venue/restaurant. CRA
Re-examine additional residential uses in the old High School. CRA

Branding Strategy
Develop new market-based promotional events C/MS, City, CVB
Update brand and merchandising materials as necessary All
Complete the brand transition from Canton West to Canton Crossing CMU, City
Continued billboard advertising on I-55 CVB, City