

# ENOSBURG FALLS

## VITAL VILLAGE MASTER PLAN

MENTS



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AUGUST 2019

## Introduction

### About the Project

The Enosburg Falls Vital Village Project engaged the local community to create a collaborative vision for a vibrant and healthy village center. The Project Team then developed concepts to further the vision. The community then helped prioritize these concepts to develop an actionable implementation plan that will enable the community to mobilize staff and volunteers, pursue funding, and make these ideas a reality.

The purpose of this effort is to promote economic development and community health with a focus on strengthening the tourism and recreation economy and developing a coordinated marketing identity for our village center.

Concepts explored streetscape and community enhancements in and around the designated village such as promoting complete streets, access management, improved multi-modal connections, beautification, wayfinding and storefront/façade enhancements.

Visit the online companion to this planning document at [www.enosburgvitalvillage.org](http://www.enosburgvitalvillage.org)



## Project Outcomes

The project is intended to support the following three outcomes:

1. Improved and safer transportation alternatives in the village center that are connected and integrated with local recreation amenities through wayfinding and other physical complete streets improvements.
2. An improved pedestrian experience along Main Street through streetscape enhancements, beautification and site and/or façade design improvements for key properties.
3. Enhanced tourism and commerce in the village center with a coordinated marketing and branding program.

## Project Team

### Local Steering Committee

Jennifer Bright (EBA), Ivonne Kio (Recreation Commission), Erik Remmers, Jessica Villeneuve and Maggie Cavazos (Enosburg High School), Jenn Dezotelle (High School Student Representative), Matt Miner (Historical Society), Richard Carr (EFEDC), Pat Hayes (Planning Commission), Jim Cameron (Enosburg Initiative), Stacy Carpenter (RISE VT), Richard Amore (ACCD), Jackie Cassino (VTRANS), Jon Elwell (Village Trustees), and Billie Jo Draper (Selectboard).

### Project Partners:

The Village of Enosburg Falls, Town of Enosburgh, Enosburg Initiative, Northwest Regional Planning Commission and RISE VT.

### Consulting Team:

SE Group, Stantec, and Doug Kennedy Advisors.

### Project manager:

Greta Brunswick, Northwest Regional Planning Commission.

## Project Funding

The Agency of Transportation (VTrans) and the Agency of Commerce and Community Development (ACCD) awarded **\$54,000** to Enosburg Falls in partnership with the Town of Enosburgh to fund this master plan, as part of the Vermont Better Connections Grant Program.



## Public Engagement

### Events



#### Enosburg Harvest Fest - 9/15/2018

On Saturday, September 15, members of the steering committee and the consulting team attended the Harvest Fest to listen and learn from residents and visitors on what makes Enosburg Falls a special place.

The consultant team provided information about the project, gathered feedback from the community, and invited people to learn more and participate in the ongoing discussion by taking the survey.



#### Enosburg Eats & Walking Tour - 10/13/2018

On Saturday, October 13th, in conjunction with Enosburg Eats, the consulting team engaged the community on the existing conditions and opportunities around the village.

A walking tour explored walking and biking safety, liveability, aesthetics and other design considerations of the village center. At each stop, the consulting team shared their take on the existing conditions and opportunities, and community members responded with their feedback and ideas.

The walking tour was also an excellent opportunity to chat with the local businesses hosting the porch tastings.

As part of the event, the consulting team collaborated with local artist Chris Trees-Neuberger to create two “pop-up” (temporary) crosswalk enhancement and beautification

projects in the village—one at the crossing of the rail trail and Main Street and one at the crossing of Missisquoi Street and Main Street.

The pop-ups included mums donated by Beaver Meadow Greenhouses and barn quilt paintings on the sidewalk, as well as “curb extensions” or “bump outs” to shorten the crossing distance and make pedestrians more visible in the crosswalks.



The pop-ups were very well received. Community members were very excited about the bump outs, the flowers, the public art, and beautification in general.

After the walking tour, approximately 75 members of the community gathered at the Country Club for a pie social. The consulting team continued discussions around existing conditions, visions, and opportunities for the village.

### Public Design Workshop - 11/15/2018

This event provided community members a chance to “roll up their sleeves” and explored revitalization concepts with the consultants through sketches, drawing on maps, and small group discussions. The workshop began with a brief presentation on the project goals and public engagement to date and ended with a large group recap on what was shared during the evening.

On Thursday, November 15, over 30 community members convened at the Enosburgh High School Library to “roll up their sleeves” and explore revitalization concepts hands-on with the consultants.

At the workshop, community members teamed up with the consultants in small groups to discuss, sketch and map out everyone's ideas.

The meeting began with a pizza social and a PowerPoint presentation to introduce goals, desired outcomes, existing conditions, and findings of public engagement thus far.



After the PowerPoint and a group discussion, the meeting transitioned to a charrette-style workshop with community members at one of four Future Opportunity stations:

- Transportation and Mobility
- Branding and Identity
- Streetscape Enhancements and Beautification
- Recreation and Tourism

At each station, we facilitated in-depth discussions, sketched out ideas and took notes directly on the map.

After the small group sessions, we reconvened as a large group to hear the results. Ideas across the four stations overlapped significantly, which provides great community direction on what the plan should explore.

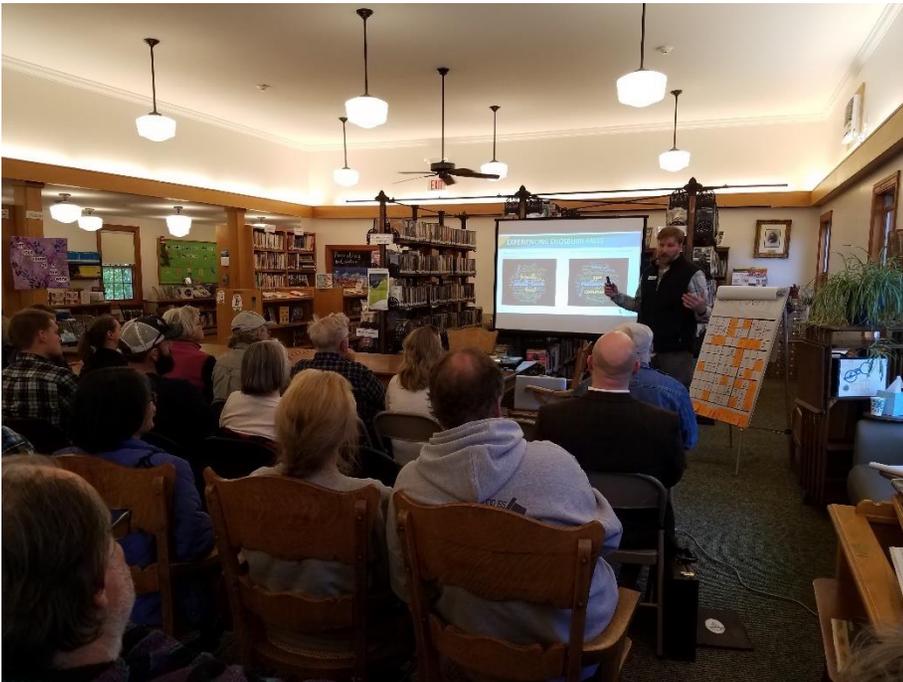
### Presentation of Design Ideas and Opportunities – 2/21/2019

This event combined a presentation with group discussion and open house feedback opportunities. The consultant team presented specific ideas and recommendations based on the inputs from the first 3 events, surveys, etc. The ideas and recommendations were presented with graphics and concepts that explore physical transformations (beautification, wayfinding and complete streets) to achieve identified goals as well as for market strategies (events, branding, etc.). Community members responded with their level of interest in each of the opportunities.



## Joint Meeting of the Village Trustees and Enosburgh Selectboard - 6/4/2019

At the last public meeting before the release of the final plan document, 30-40 people turned out to hear a summary of the planning process and its outcomes, with a focus on implementation for the Top 5 projects chosen by the consulting team. The Village Trustees, Enosburgh Selectboard and members of the public were able to see the culmination of our and their joint efforts over the last year. There was a brief discussion after the presentation during which people reflected on the process as a whole and shared ideas about next steps.



## Visioning Results

### Introduction

The Harvest Festival, Visioning Survey, and Enosburg Eats and Walking Tour Event are integral parts of the Vital Village master planning process. Early on in the planning process, the events and survey gave community members the opportunity to provide input on priorities for the project, their vision for Enosburg Falls, and locations and ideas for improvement. The survey asked the same questions as the festival boards for residents who were unable to attend or provide input at Harvest Fest. The festival results are presented in the photos of the boards while survey results are presented in charts, word clouds, and maps. Input at the Enosburg Eats event was primarily gathered through informal conversations held throughout the day. Key findings are reflective of all inputs, and areas of alignment and divergence are highlighted and analyzed.

As the events and survey are only one part of the overall community input into the plan, the Visioning Process Results should be considered descriptive of community sentiments rather than prescriptive. While these results should help point the way and direct the development of the plan, they must be measured alongside other community inputs and should not be considered conclusive of the sentiments of everyone in the community.

### Harvest Festival

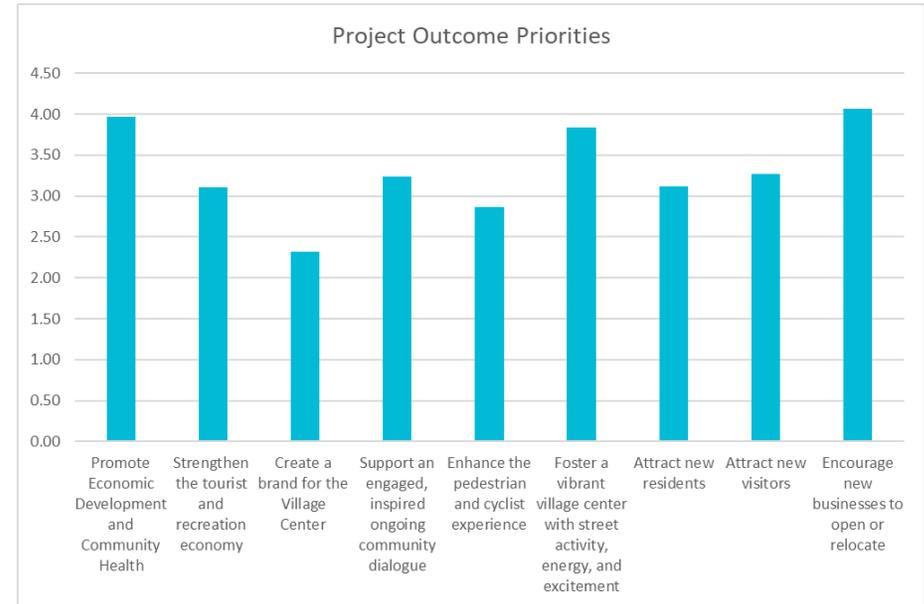
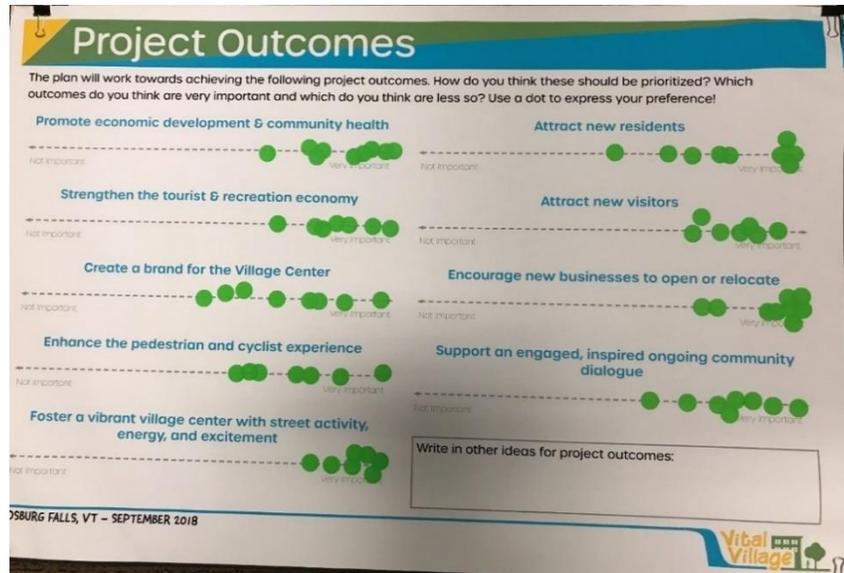
Enosburg's Annual Harvest Festival was held in Lincoln Park on September 15, 2018. The event featured a farmers market, antiques, artists, and food and wine vendors. The project team set up a tent with boards of information and questions for the public. Background information about the project and community was also provided. Attendees wrote responses on

boards and completed prioritization and mapping exercises. Members of the project team and local steering committee were also available for one-on-one conversations and a comment box was provided for open ended feedback. An estimated 30-40 people stopped by the booth and seven people signed up for the project mailing list.

### Visioning Survey

An online visioning survey was launched after the Harvest Festival on September 15<sup>th</sup>, 2018 and remained open through October 23<sup>rd</sup>, 2018. The survey asked the same questions as the Harvest Festival materials and a link to the project storybook was provided for those seeking more information about the project. The survey received 106 complete responses with an additional nine people partially completing the survey.

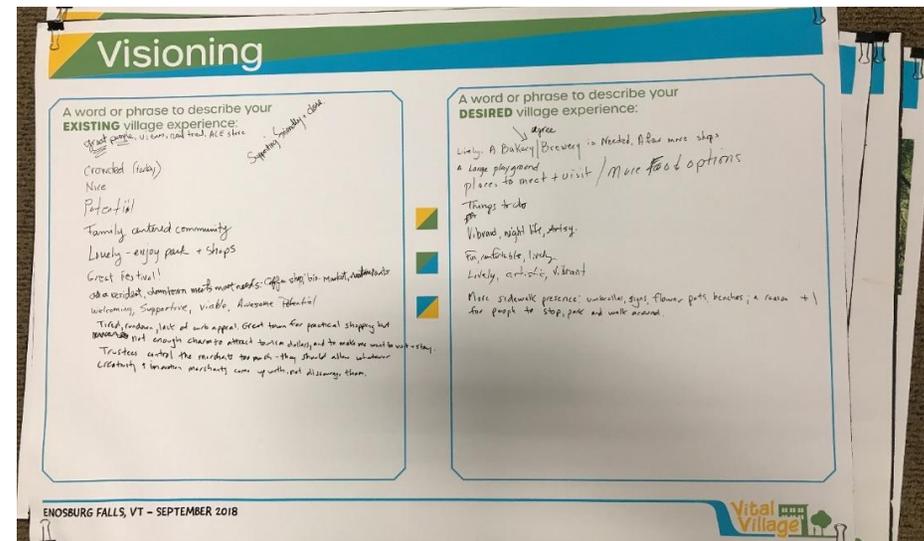
# Results



## Project Outcomes

The festival attendees and survey respondents were asked what they believed the project’s priorities should be. These possible project outcomes were based on the outcomes listed in the community’s grant application.

In general, the survey respondents and public workshop attendees were supportive of all possible project outcomes. In both groups, the top priorities were promoting economic development and community health, encouraging new businesses to open or relocate, and fostering a vibrant village center with street activity, energy, and excitement. Both groups also expressed the least interest in creating a brand for the village center. In both groups, attracting new visitors was seen as a higher priority than attracting new residents.

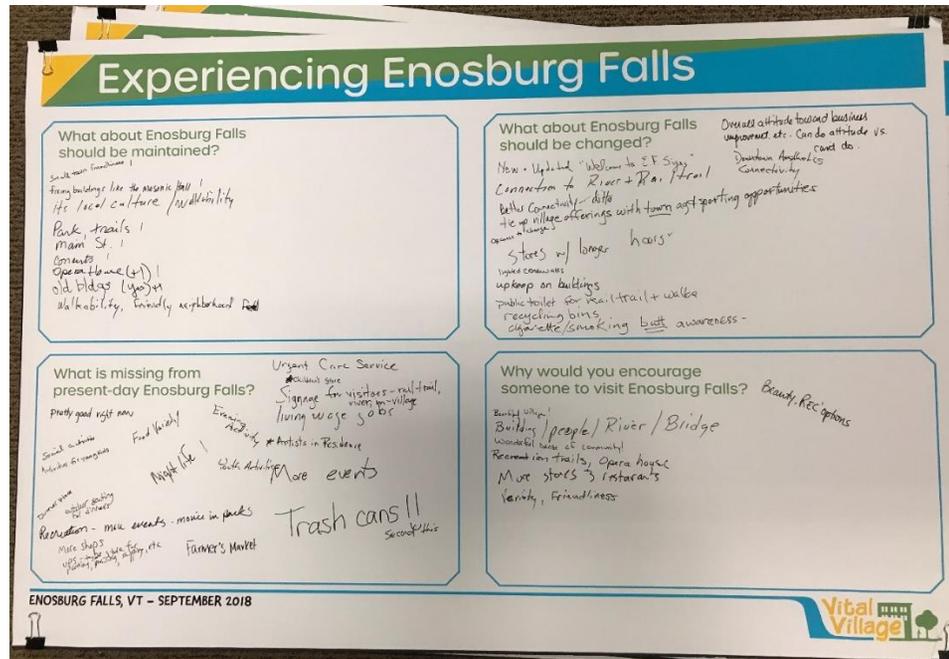




## Experiencing Enosburg Falls

Survey respondents and festival attendees were then asked additional questions about their existing experience and desired future for Enosburg Falls. These questions asked what they thought is missing, what should be maintained, and what should be changed from Enosburg Falls today. The final question asked why they would encourage some one to visit Enosburg Falls – what makes it unique or a destination?

For verbatim responses, see Appendix B.



## What about Enosburg Falls should be maintained?





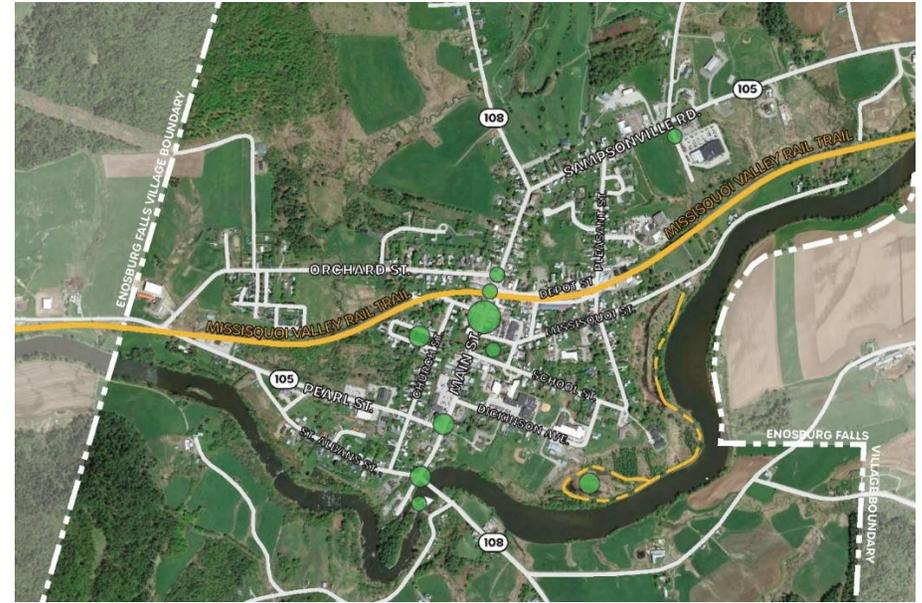


### Favorite Places



The blue circles on both maps indicate favorite spots in Enosburg Falls. Festival attendees marked Main Street, Lincoln Park, the Rail Trail, the Brownway River Trail, the High School, and the Opera House as favorite locations. The survey respondents mentioned many of the same locations. The most common favorite locations were the Rail Trail, Lincoln Park, Main Street, and the Bridge of Flowers and Light/the waterfall. Flying Disc, a café and music shop, was also many people's favorite location. Hannaford and the Country Club were in the next tier of popularity, followed by Main Street Delight (the ice cream shop), the school recreation fields, the Brownway River Trail, the High School, and the Opera House, all receiving multiple mentions.

### Places Needing Improvements



The green circles indicate locations needing improvements. Festival attendees marked the Bridge of Flowers and Light, Main Street, the Spavin Cure building, Franklin Foods, the intersection of the Rail Trail and Pleasant Street, the entrance to Hannaford, and the intersection of Missisquoi Street and Stebbins Street. Among survey respondents, an improvement to Main Street was the most common response, with respondents suggesting improving the streetscape, improving intersections, slowing traffic, and filling storefronts with new businesses. Survey respondents mentioned the following intersections needing improvement: Main Street and St. Albans Street (focusing on the apartment building on the corner), Main Street and Pearl Street (as the southern gateway to the village center), Main Street and Orchard Street, and Main Street and the Rail Trail (safety concerns). Off of Main Street, multiple respondents mentioned the Hannaford entrance as a major safety concern, possibly requiring a traffic light. For recreational improvements,

respondents brought up Maple Park, Lincoln Park (benches and making it the best it can be), and the Brownway River Trail (mowing, signage, and improving access).

### *More People Should Know About*



The red circles indicate locations that more people should know about. Festival attendees marked the Brownway River Trail, the recreational fields by the Fire Station, the Opera House, and Maple Park. The recreational fields, trail, and opera house all received multiple mentions. Attendees also marked the King's Castle and Town Forest, located outside the project area. Among the survey responses, the Brownway River Trail received the most, by a significant margin. The Bridge of Flowers and Light, the Rail Trail, and Main Street shops were also mentioned repeatedly. The Flying Disc, Fire Station recreational fields, Maple Park, and the Elementary School were in the next tier. The Country Club and the High School also received a few mentions.

### *Walking and Biking Issues*



The yellow circles indicate locations where residents have difficulty walking or riding their bike. Many festival attendees marked the access to the Fire Station recreational fields. The other attendees marked Main Street and a sidewalk on Church Street. Like festival attendees, survey respondents also brought up the recreational fields access (lack of sidewalks and bike lanes) most frequently. Another frequently mentioned location was Main Street – particularly the intersections with School Street, Depot Street, Missisquoi Street. The Main Street Rail Trail crossing was also mentioned as an issue, given the lack of signage. Respondents described that vehicles, particularly trucks, drive quickly down Main Street, without looking and stopping for pedestrians. The busy traffic continues above the Rail Trail to the Spavin Cure, where there are no crosswalks for pedestrians to cross the street.

Respondents repeatedly brought up the Brownway River Trail as difficult riding for cyclists but perfectly suitable for pedestrians.

Orchard Street, due to its lack of sidewalks, was mentioned as difficult for pedestrians and those with electric wheelchairs. The other spots that were brought up multiple times are Depot Street, Pleasant Street, West Enosburg Road over the river, and the access route to Hannaford and McDonalds. The difficulty accessing Hannaford and McDonalds safely on foot or bike is due to the lack of sidewalks and bike lanes, that make accessing the recreational fields difficult as well. A few survey respondents stated that they do not feel there are significant challenges to walking and biking around the village.

### Comment Box

A comment box was available at the Harvest Festival for attendees to leave open-ended comments about the project and their vision for Enosburg Falls. The following comments were received:

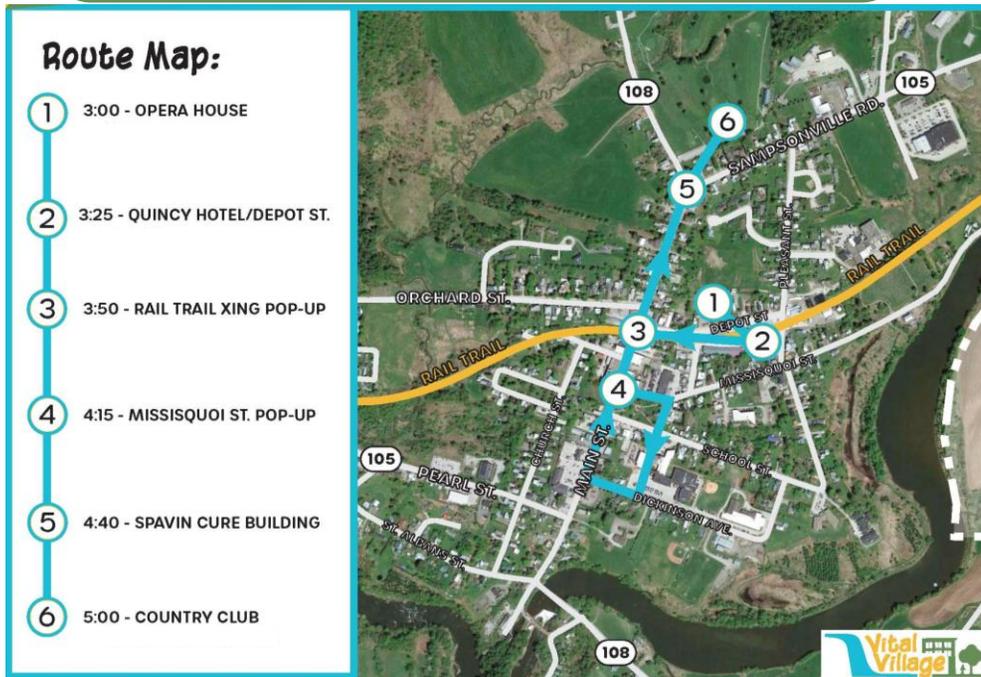
- 1) Artists lofts in radio station
- 2) If you start with NO there is no place to GO!
- 3) Welcome sign with more than just dairy
- 4) Canadian \$ at par!
- 5) Brew pub, French workshops

## Exploring Enosburg Falls

### Virtual Walking Tour

During the Enosburg Eats event on October 13, 2018, the consulting team led a walking tour of Enosburg Falls to discuss village assets and potential areas of improvement with members of the community. The maps on the following pages follow the same route through the Village Center.

To take the virtual walking tour,  
go to:  
[www.enosburgvitalvillage.org](http://www.enosburgvitalvillage.org)



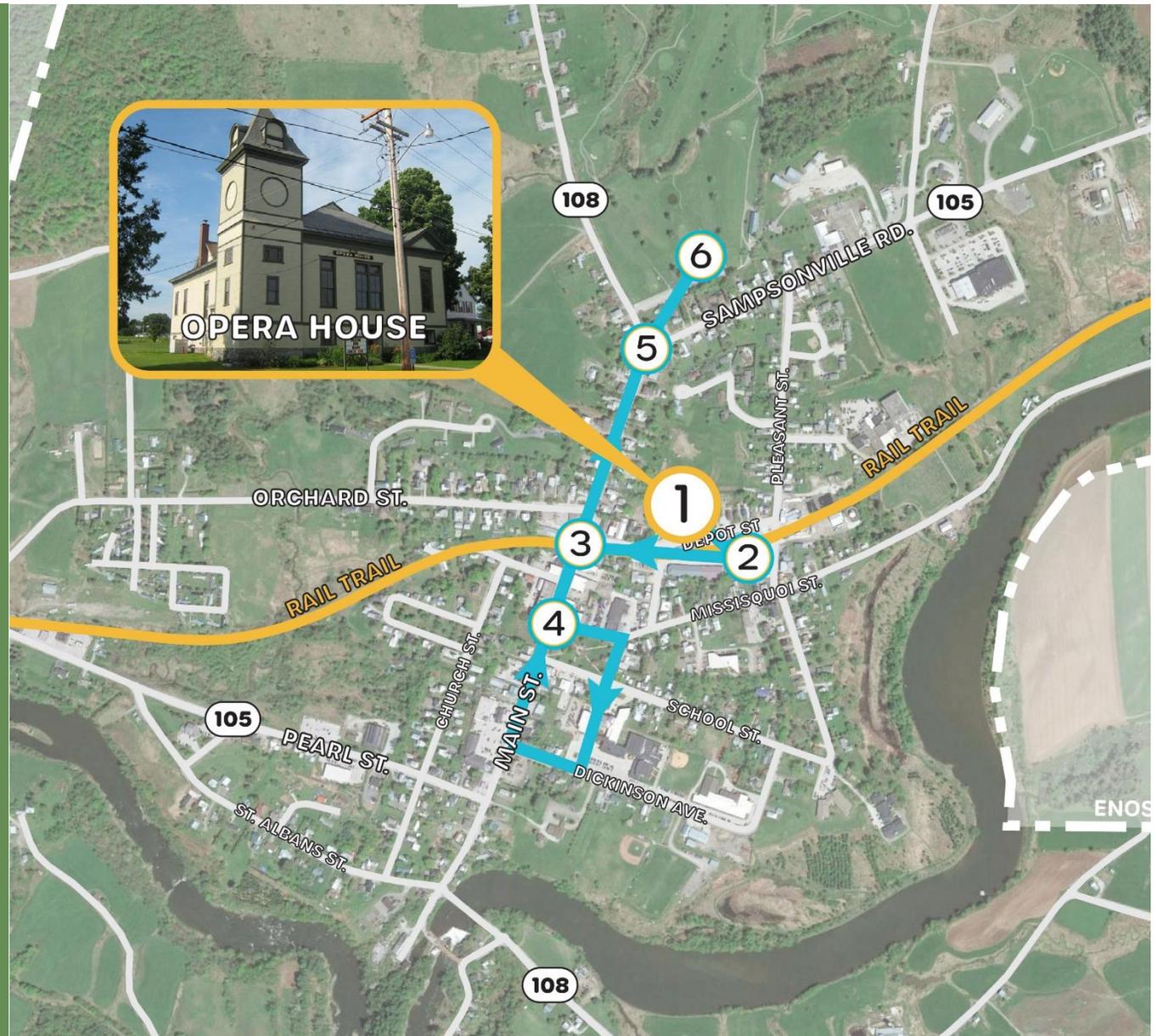
## Enosburg Opera House

### Historic Background

The Opera House at Enosburg Falls, constructed in 1892, is a local landmark. B.J. Kendall, the owner of the Kendall Spavin Cure Company, commissioned the building as a gift to the community.

The Opera House has hosted many Franklin County cultural events over the years and is on the National Register of Historic Places. Like any cherished historic structure, the Opera House has and will continue to need significant renovations and rehabilitations.

The Friends of the Opera House, a non-profit group, has played a crucial role in these efforts.



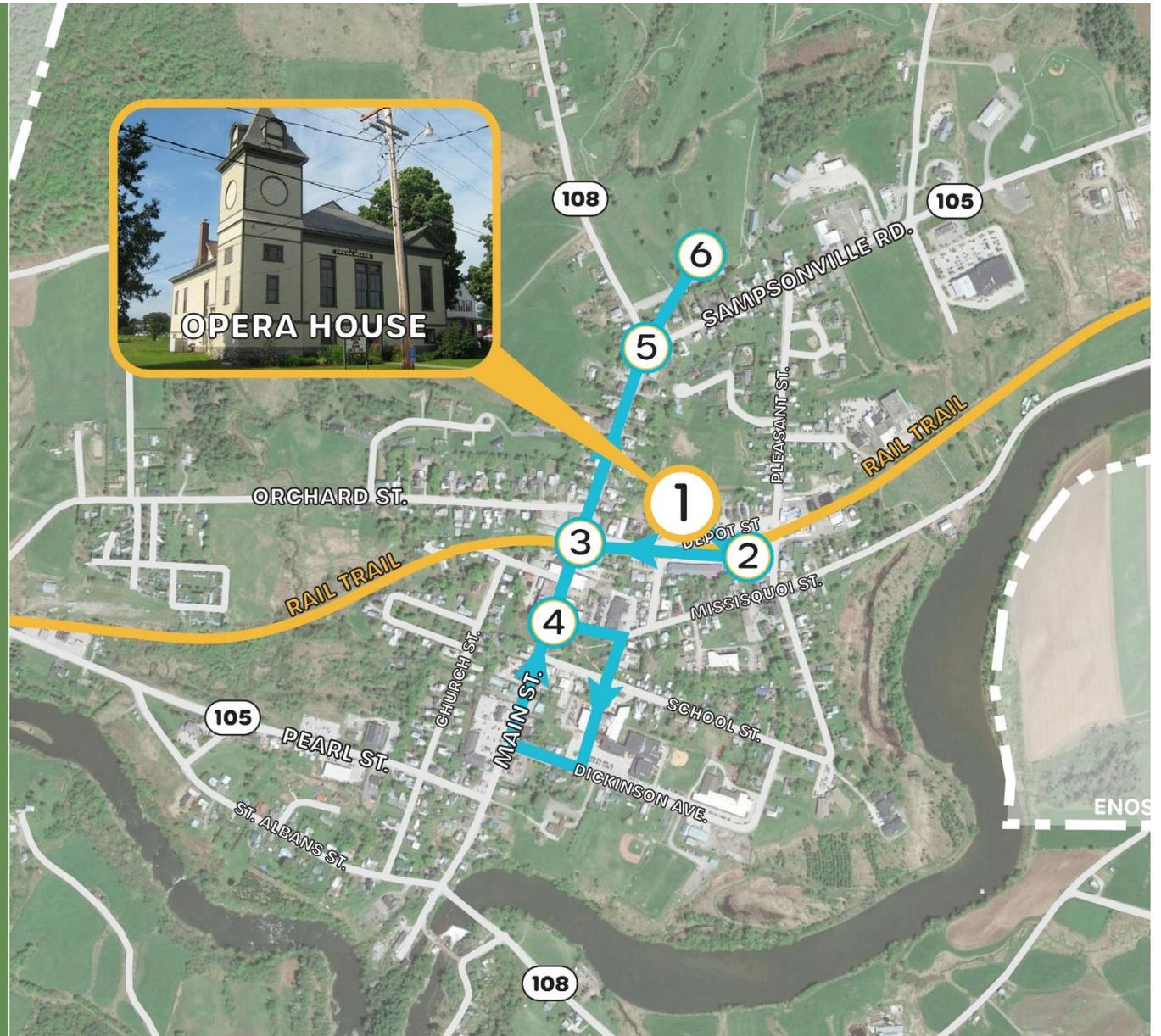
### Future Opportunities:

- Historic preservation
- Community gathering
- Tourism facilitation
- Rail trail hub

Going forward, the Opera House has great potential as a community gathering space. The space could be used for community events, private rentals, shows and concerts, and public meetings.

Although it hosts many of these uses at present, a marketing and promotion campaign is needed to increase utilization.

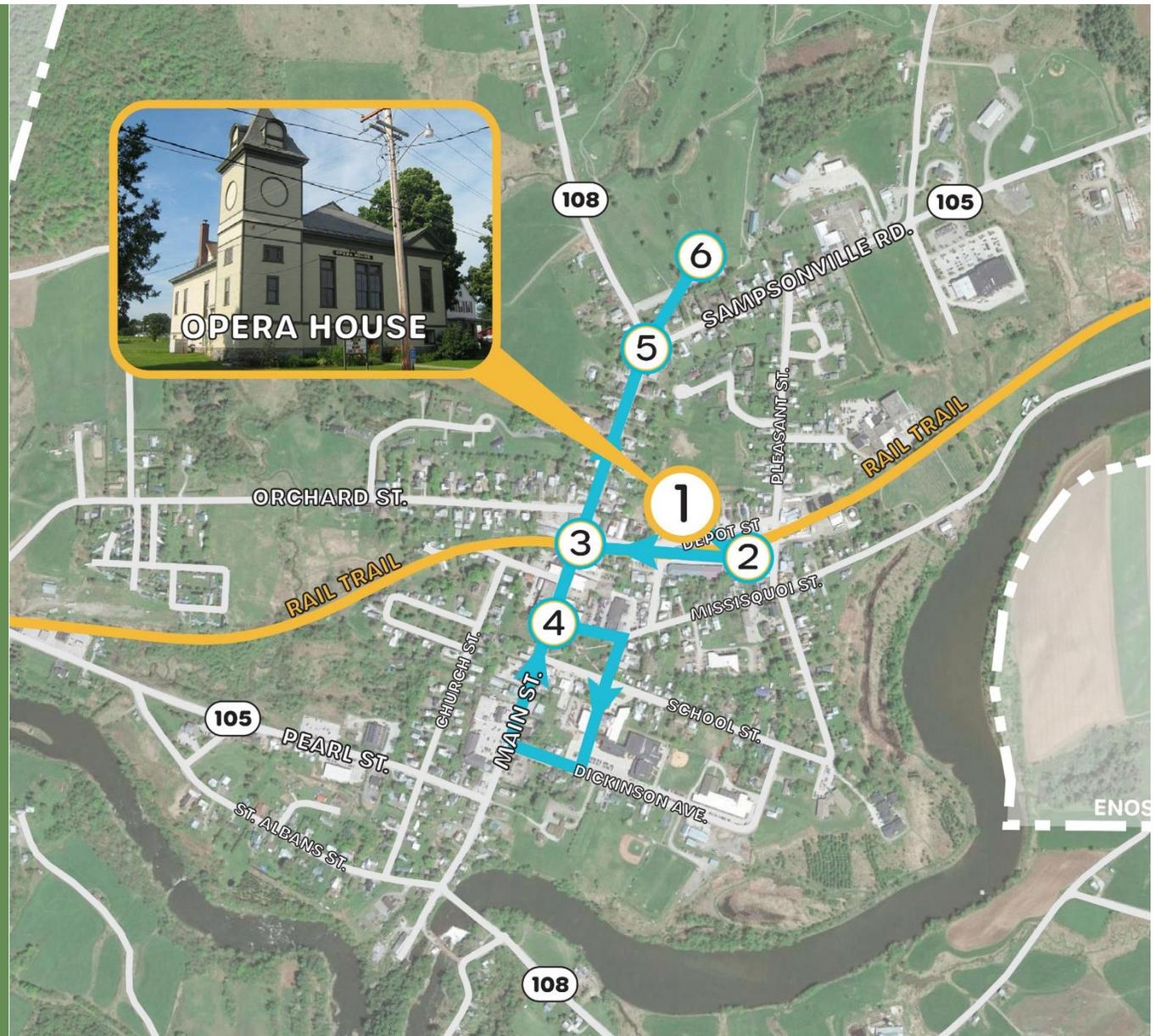
To make the Opera House a true gathering place for the community, its design and programming could be refined to encourage people to go there, give them a reason to linger, and make them feel safe, comfortable, and welcomed.



### Future Opportunities (cont.):

Possible enhancements for the Opera House include hosting more frequent events, providing a variety of seating options, restoring its grandeur, adding lighting, and establishing a welcoming entrance along with a mix of things to do and see.

Additionally, given its history and location, the Opera House might serve as the village visitor center to inform visitors about present day opportunities and the history of the village. The Opera House parking lot could also be used as a parking hub for the rail trail with a trailhead kiosk and other amenities.



## Depot Street & Quincy Hotel

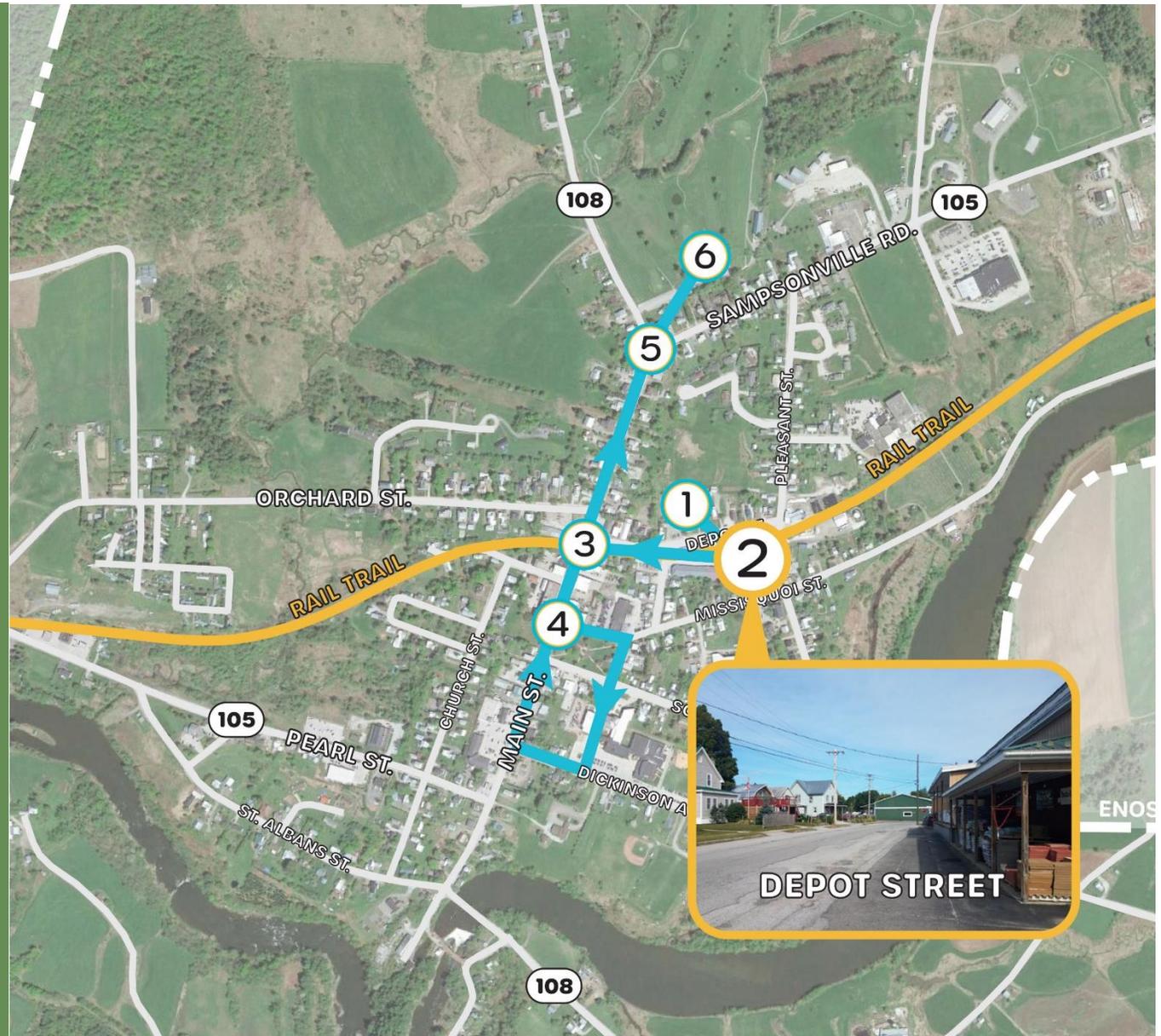
### Historic Background:

Depot Street and the Quincy Hotel are deeply tied to Enosburg Falls transportation history – the railroad. The railroad tracks paralleled Depot Street and the train depot itself was built on the street as well. The Quincy Hotel is located across the street from the former train depot and catered to railroad travelers.

### Future Opportunities:

- Gateway
- Historic preservation
- Walkability

Now, with the railroad tracks replaced by the Missisquoi Valley Rail Trail, Depot Street could be reoriented towards pedestrians, cyclists, snowmobilers and other trail users.

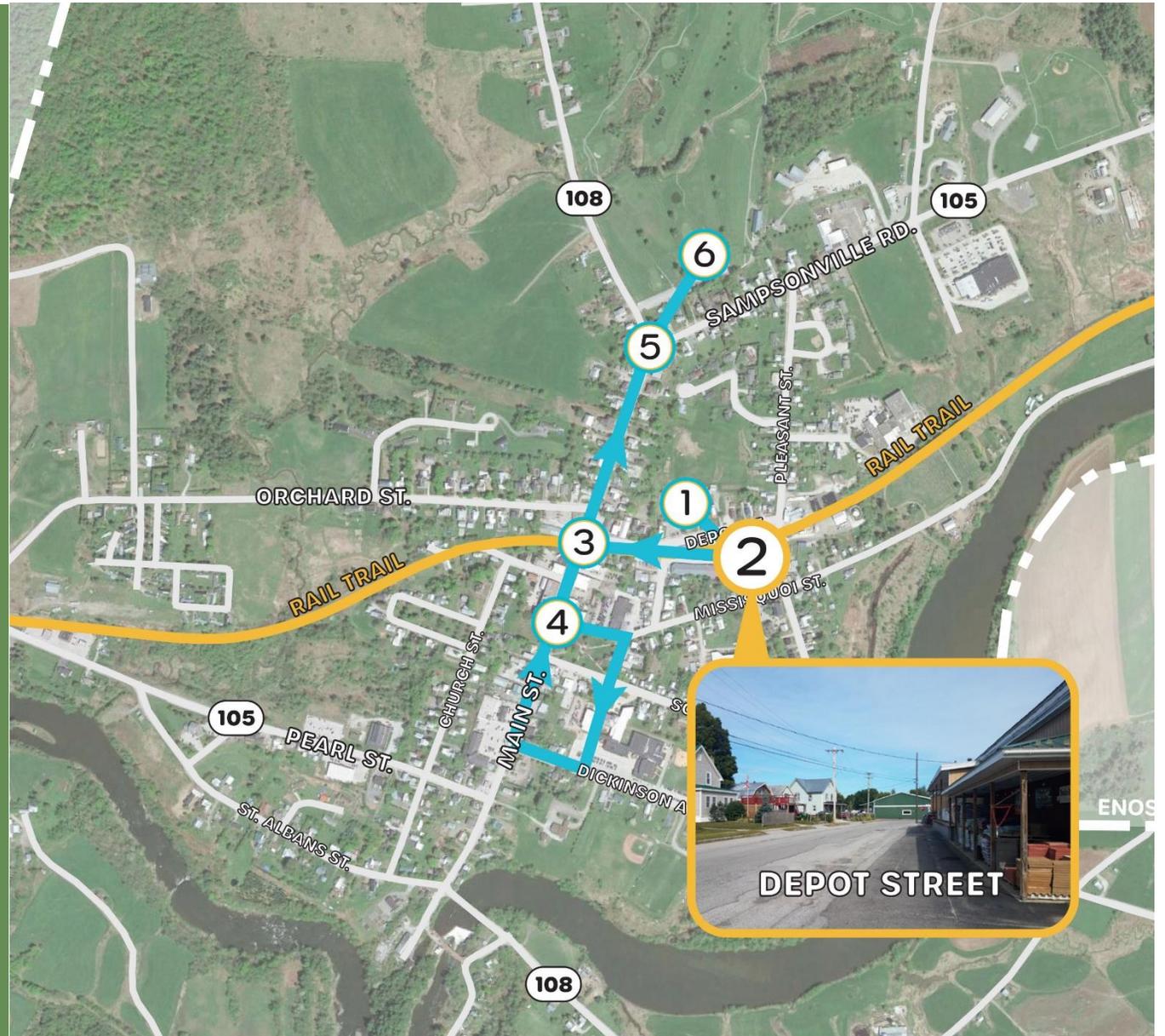


### Future Opportunities (cont.):

The Quincy Hotel, first opened in 1877, is currently being restored and once open, should cater to rail trail users in addition to the general Enosburg Falls visitor.

The pedestrian and cyclist facilities on Depot Street will likely need enhancements as well. Near the intersection with Main Street, the Depot Street sidewalk has large curb cuts. Curb cuts are portions of the sidewalk that allow access for cars, which in turn can reduce pedestrian safety.

The sidewalk also blends into the roadway, making it less clear where various users of the road (pedestrians, cyclists, and vehicles) should be. Remedying those issues could improve the walkability and increase the connectivity between the Depot Street area and the village center for both residents and visitors.



Future Opportunities (cont.):

For rail trail users coming from the east, Depot Street is a gateway into Enosburg Falls, where the character shifts from industrial to village.



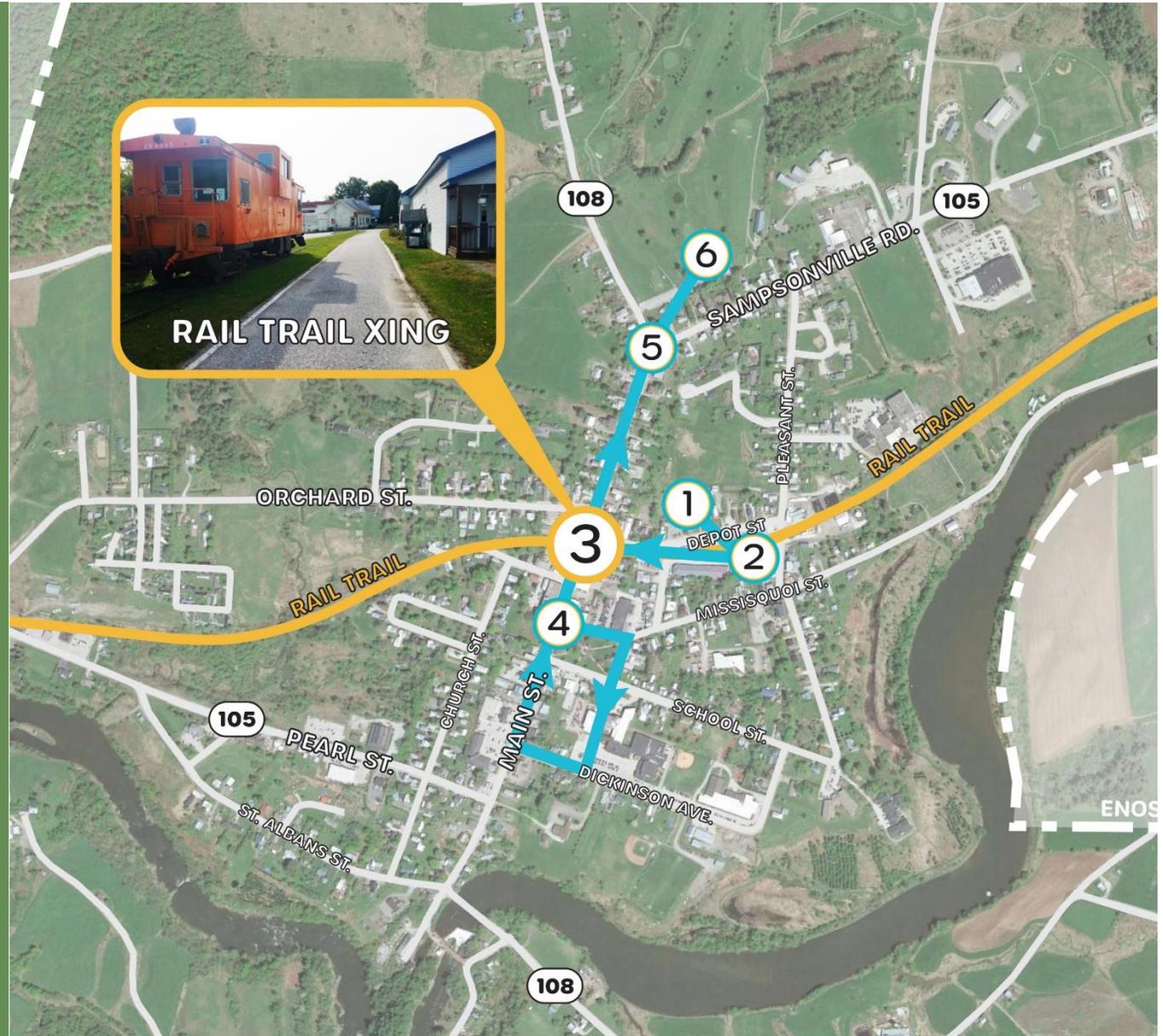
## Rail Trail/Main St. Intersection

### Future Opportunities:

- Rail Trail tourism
- Rail Trail amenities
- Plaza/Parklet
- Safe crossing

The Missisquoi Valley Rail Trail crosses Main Street only a few blocks up from the heart of the village center. Yet when approaching this intersection, nothing alerts trail users to the proximity of shops and restaurants.

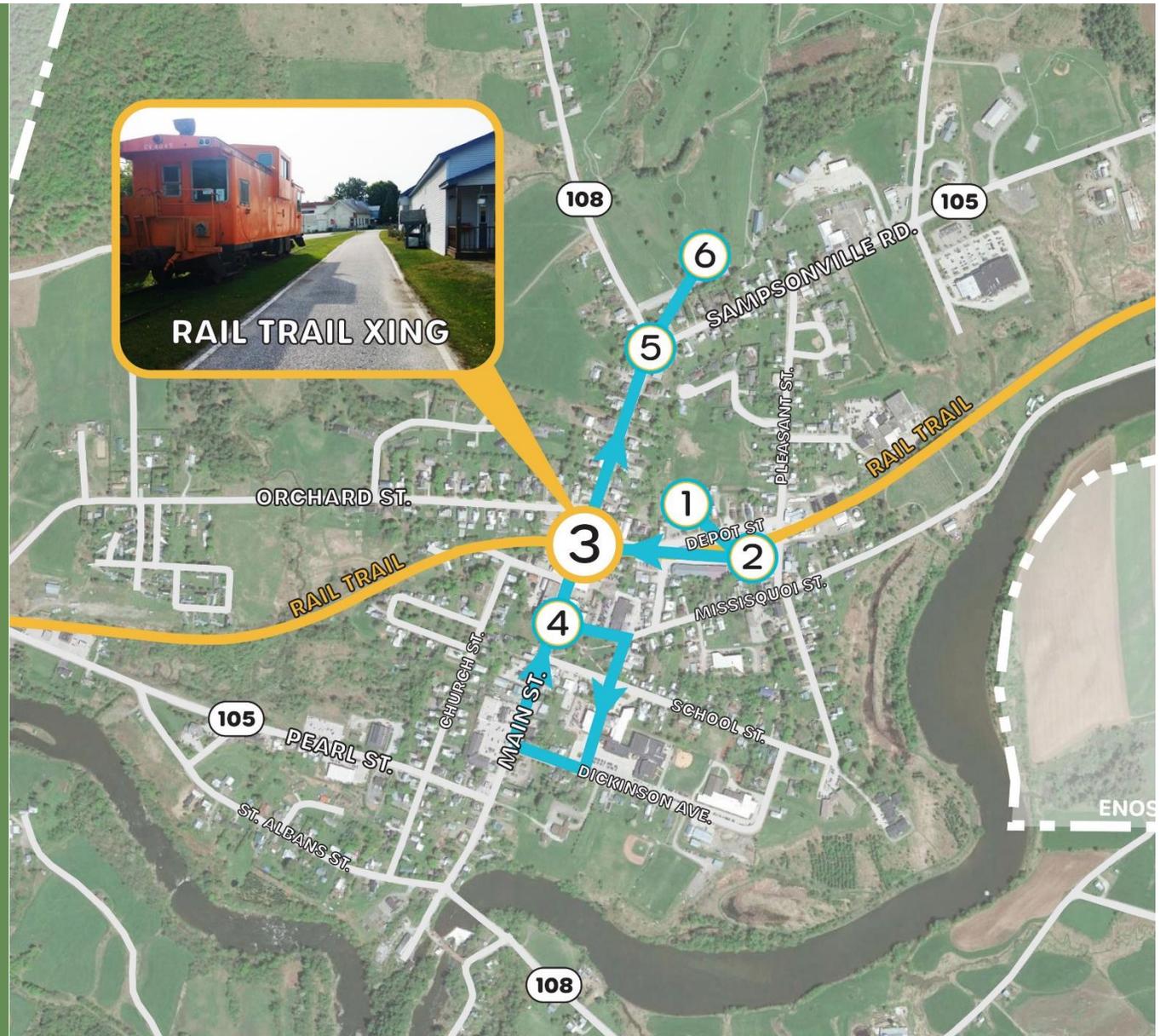
Signage could direct trail users to the village center and bike racks/snowmobile parking could make it easy and convenient for them to stop in the village. The intersection could effectively function as a trailhead with a kiosk displaying maps of the trail and information about the village, a water fountain, restrooms, and other trail facilities.



### Future Opportunities (Cont.)

The space may also allow for the development of a plaza/parklet; a place to rest and reflect. Given the volume of traffic on Main Street and the number of pedestrians and cyclists using the rail trail, enhancing crosswalks with markings and signage may be appropriate.

On the east side of Main Street, the rail trail adjoins a private driveway. This is confusing and potentially dangerous for rail trail users. Clearer definition or separation between the trail and driveway could improve this situation.



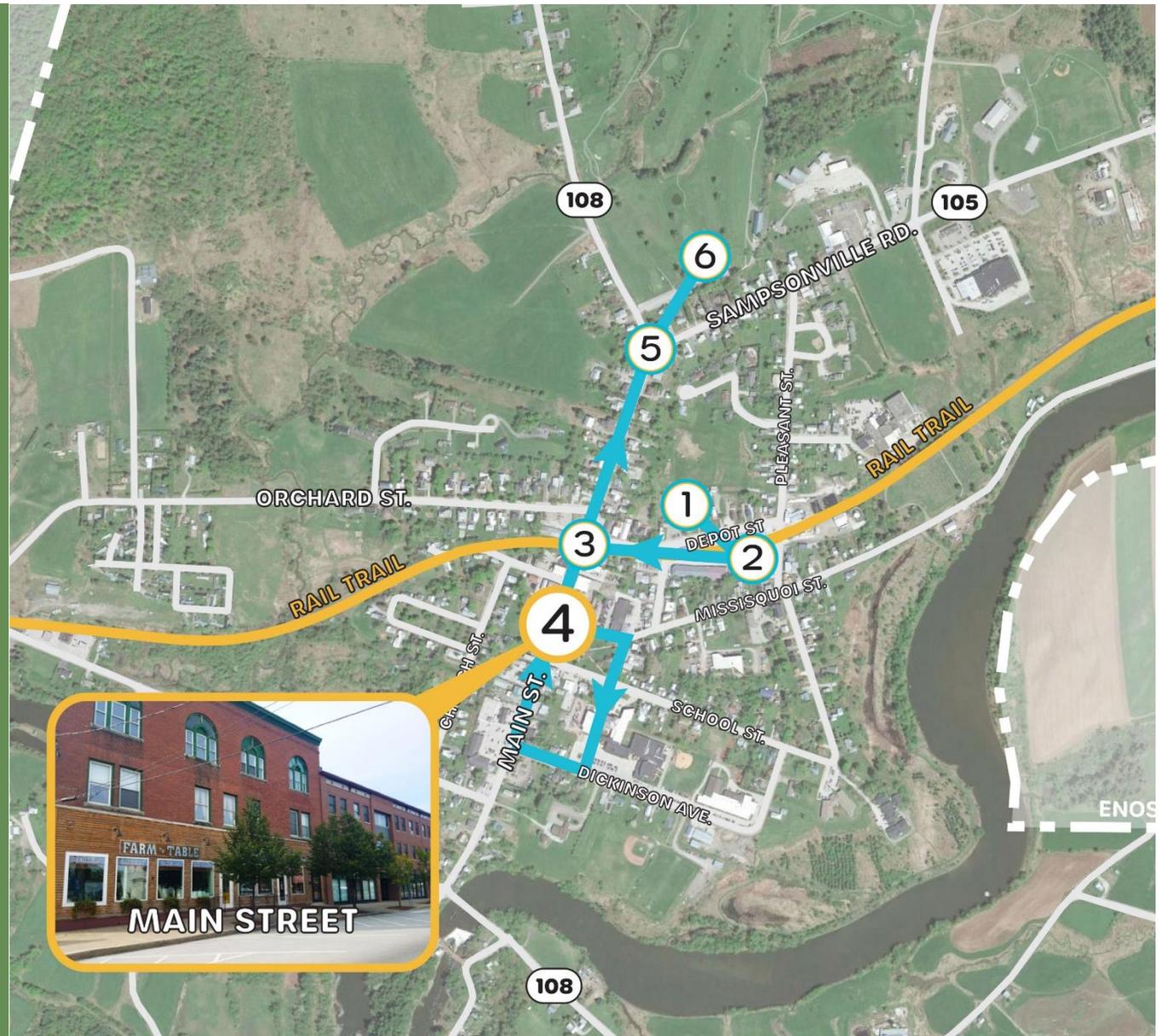
## Main Street

### Historic Background:

- Walkability
- Beautification
- Vitality
- Safety

This stop is in the heart of the Enosburg Falls village center. The Enosburg Falls village center has many of the basic attributes for walkability – close proximity, sidewalks, crosswalks, and trees.

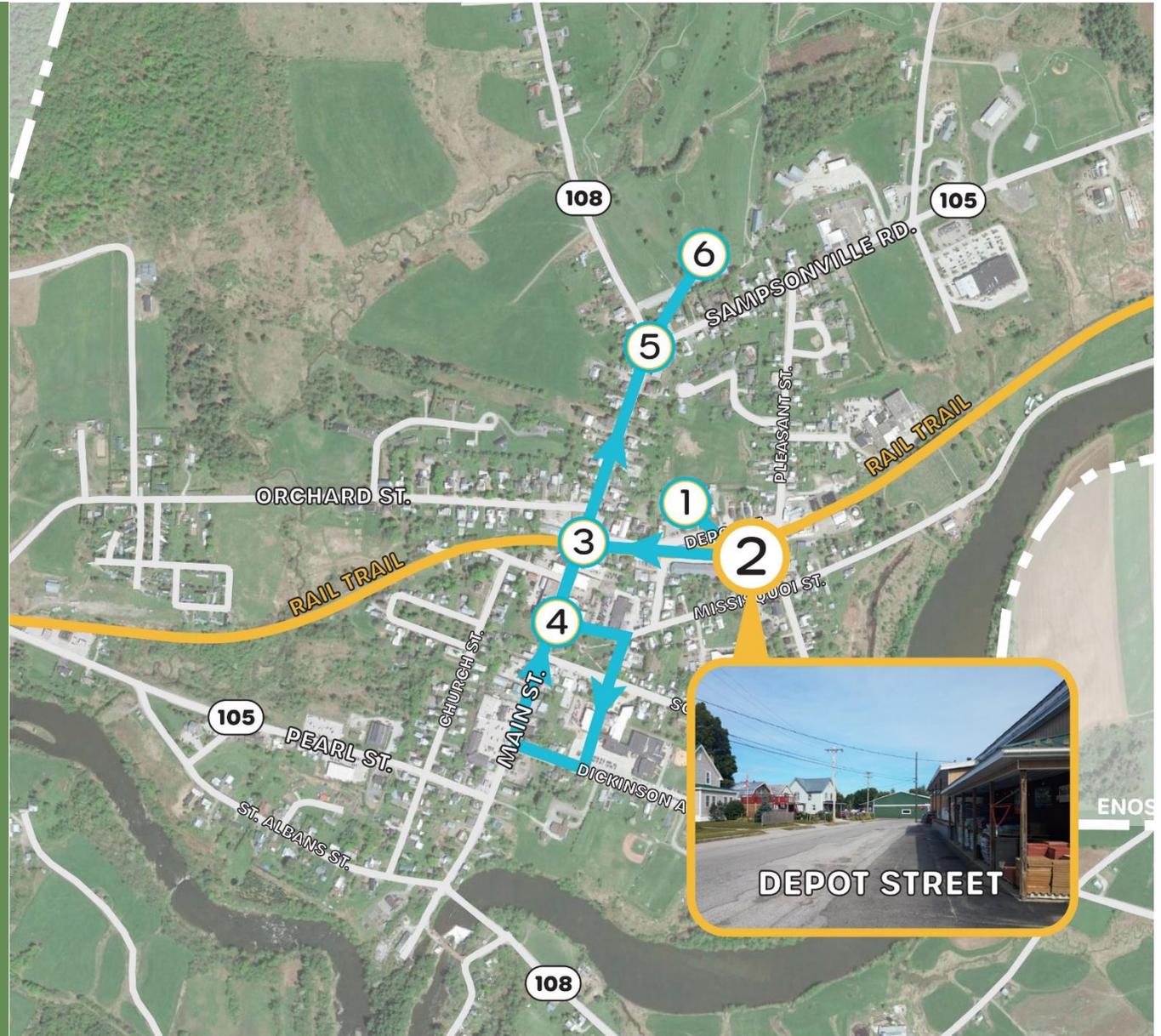
Yet there are many enhancements that could make the village center a more pleasant and safe place to walk, which could ultimately foster a vibrant village center with street activity, energy, and excitement.



### Future Opportunities (Cont.):

This stop is close to another historic property under renovation—the Masonic Hall—and during the walking tour a temporary/pop-up “bump out” was added at this intersection.

A bump out extends the curb into the street, making the pedestrian more visible to drivers, shortening the pedestrian crossing distance, encouraging pedestrians to cross at designated locations, creating more space for waiting pedestrians and streetscape amenities, and forcing vehicles to turn more slowly. A bump out also is a strong visual signal to passing motorists that the area has many pedestrians and they should be vigilant.



**Future Opportunities (Cont.):**

Other streetscape amenities that could enhance the pedestrian experience include lighting, planters, signs, flowers, and banners. The streetscape improvements and beautification scheme should vary throughout the village based on context. How these measures might support local businesses and the economy should also be considered.



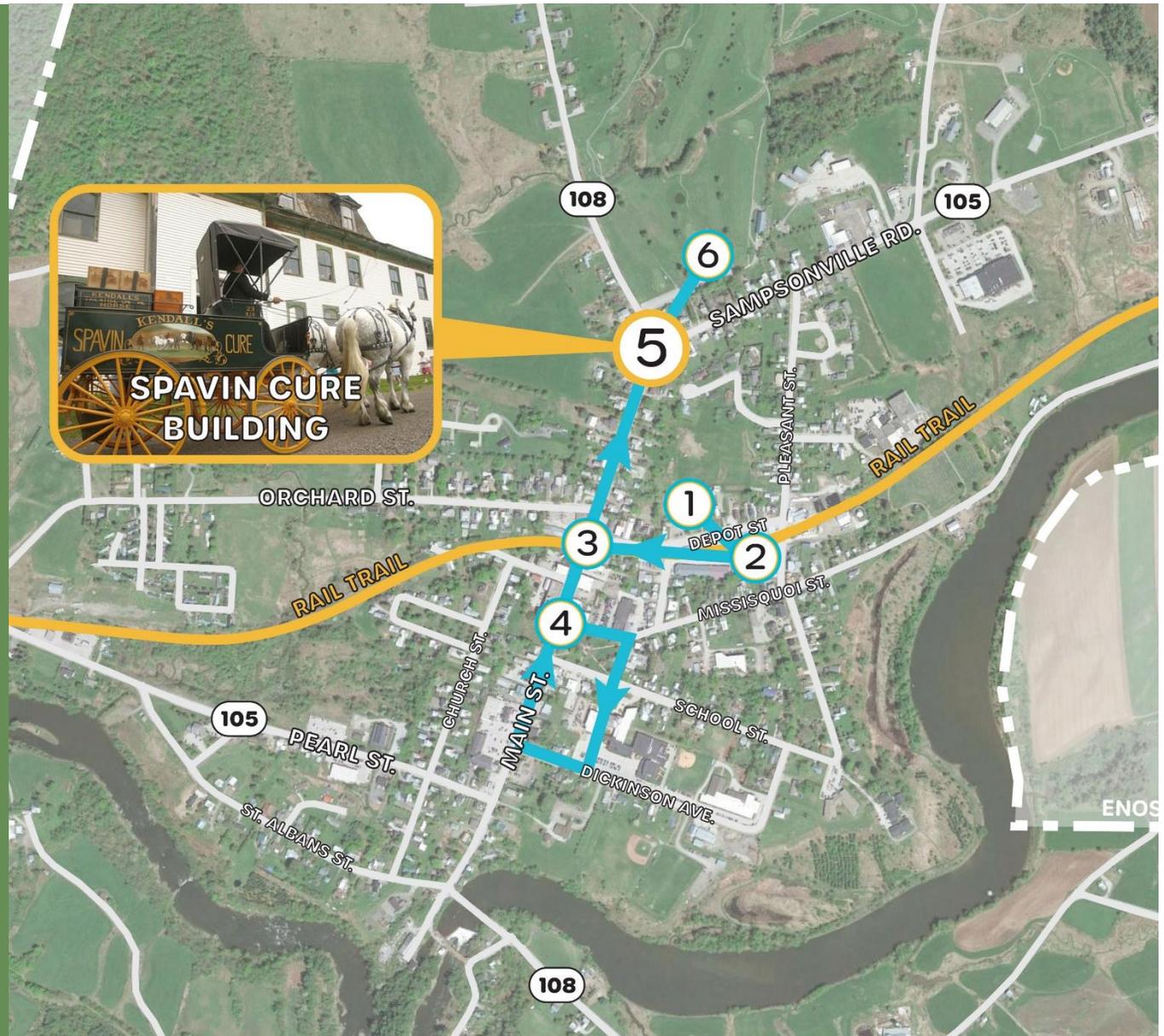
## Spavin Cure Building

### Historic Background:

The Spavin Cure building is an impressive historical structure constructed in 1880 to house the Kendall Spavin Cure Company. The Kendall Spavin Cure Company made an elixir to cure a leg disorder in overworked horses and the company's product was sold as far west as the Rockies.

The factory closed its doors in 1942 and the building has seen little use since then. Given its importance to the history of Enosburg Falls, the ongoing renovations and improvements to the frontage and façade will help create a strong visual signal and bring a sense of vitality to the village when complete.

There is also a private initiative underway to repurpose this historical building as a museum that has the potential to help drive additional tourism and visitation to the Village, which could dovetail nicely with recommendations from this plan.

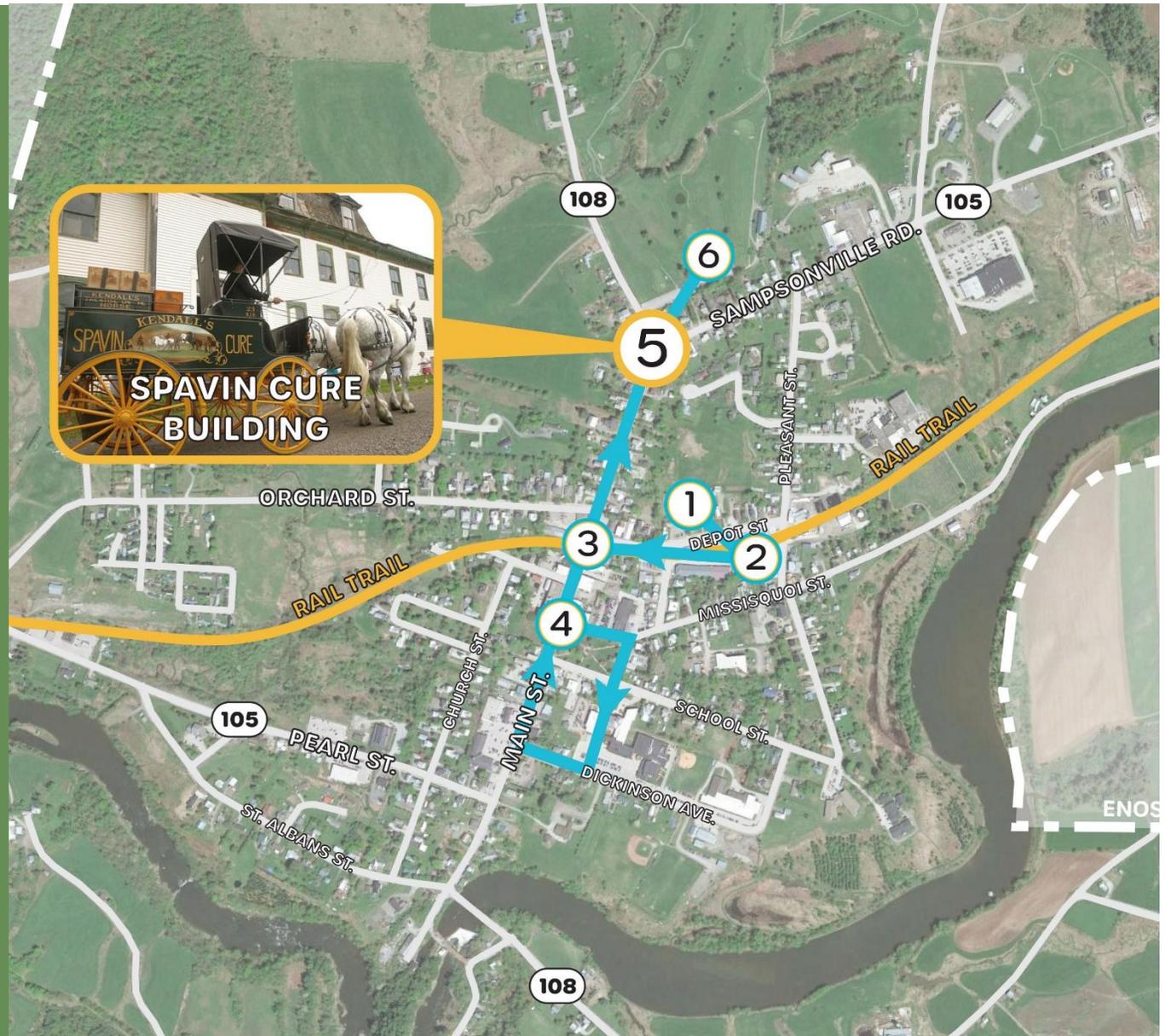


### Future Opportunities:

- Historic preservation
- Civic/public use
- Community character

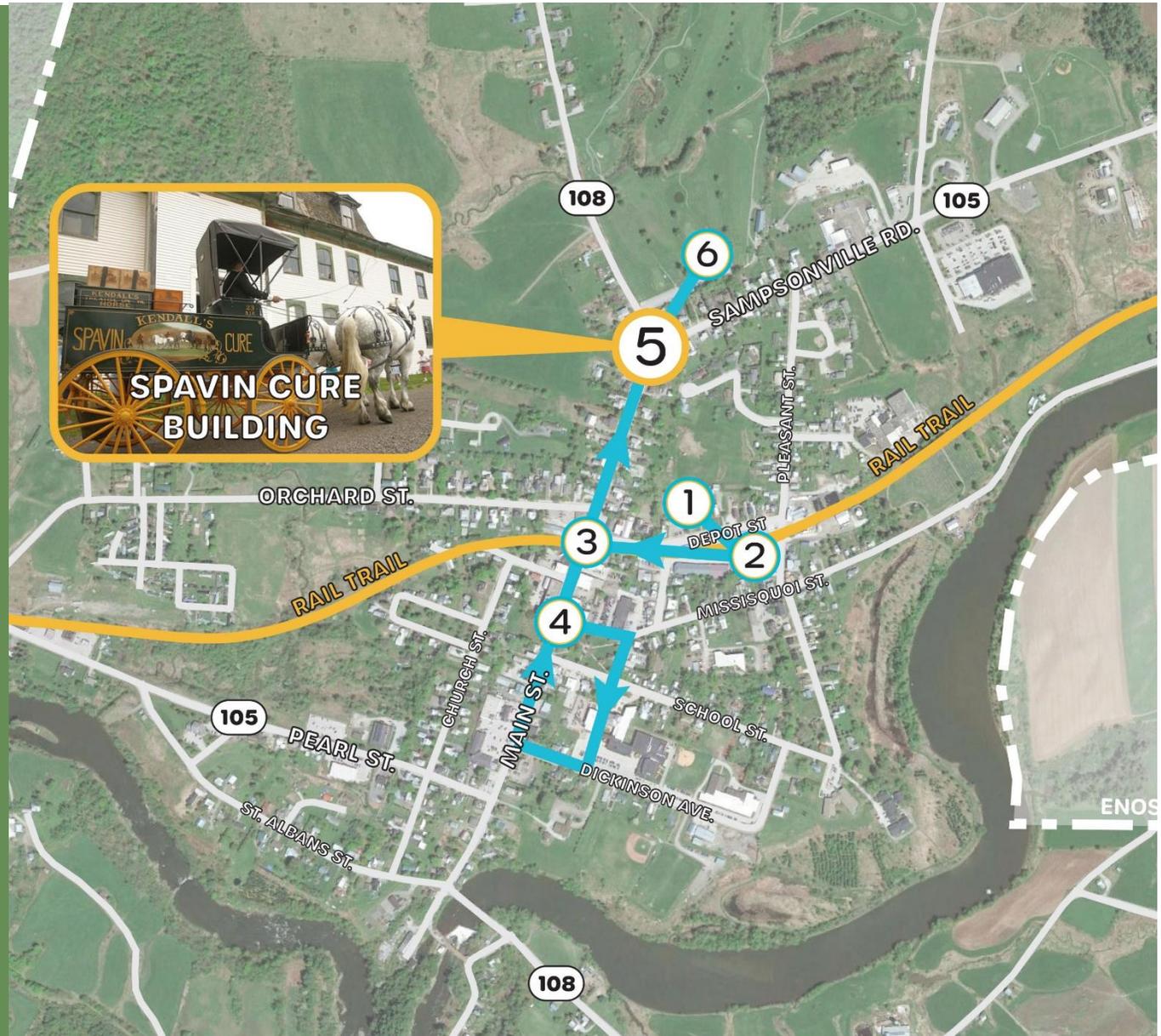
The Spavin Cure building is representative of the many historic buildings still standing in Enosburg Falls. Like the Spavin Cure, many are in need of repair. Through preservation and restoration efforts, many of these buildings could meaningfully contribute to the charm and character of Enosburg Falls.

Historic buildings are a vital part of a village's character, lending it a uniqueness and identity that contemporary structures simply can't replicate. Rehabilitation also potentially offers a higher return on investment than new construction and is an efficient use of resources.



Future Opportunities (Cont.):

Assuring that historic structures have meaningful use gives them added value to the local economy. History, culture and heritage provide an important complement to the recreational and scenic assets that attract tourists to a place.



**Enosburg Falls Country Club:  
Sweet & Savory Pie Social**

At the end of the walking tour, the consulting team joined participants of the Enosburg Eats event at the Country Club for some home-cooked treats, and continued their conversation about potential planning and design strategies for the village.



## Enosburg Falls Today

### Economic Overview

Given Enosburg Falls' distance from larger towns and cities, it acts as a regional center. Retail is the dominant sector of the local economy, but agriculture remains key. However, its retail sector is not a strong performer in a statewide context.

The population of Enosburg Falls is declining slightly, but the population of the market area is growing slowly. Like much of Vermont, the population of Enosburg is aging, but there is some growth in the 25-44 age bracket. With an older population and a lack of public transit options, older people may not be able to access the goods and services they need.

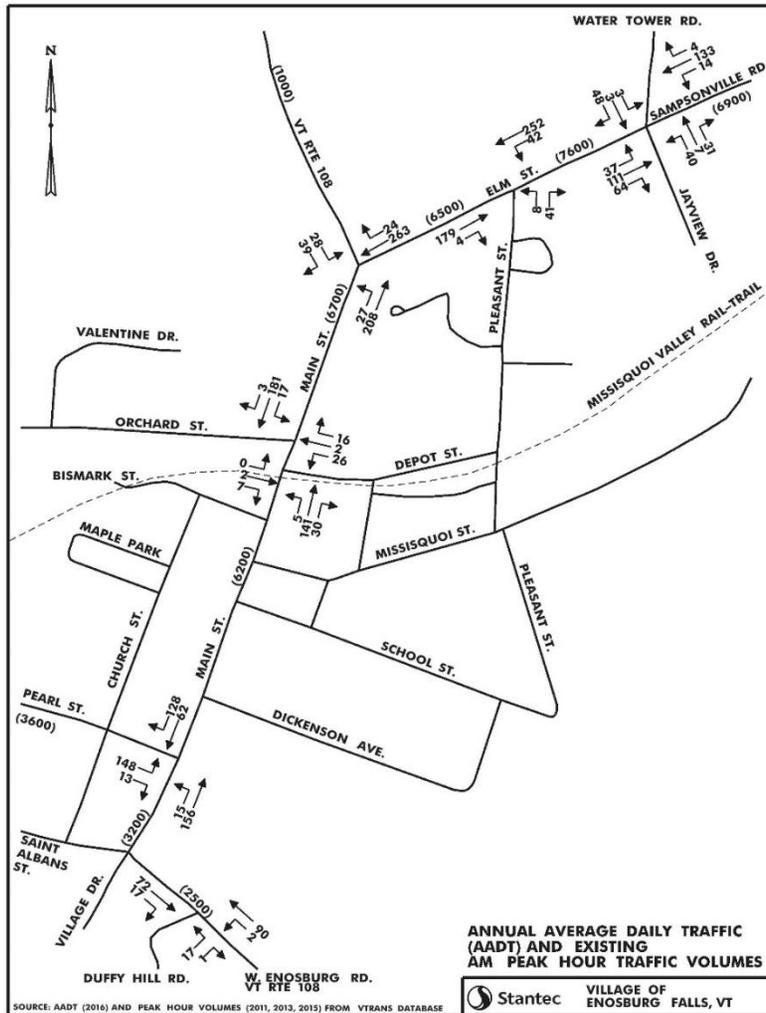
The median household income of Enosburg Falls is well below the market area, region, and national average.



Enosburg Falls attracts more tourist activity than many other communities in Franklin County but would not be considered a tourist destination compared to other towns across Vermont.

The real estate market in Enosburg Falls has been fairly unstable lately, with a recent decline in annual home sales. There is a steady stream of people working in Burlington looking for a larger home in the area, although most of those people are more interested in homes in the town than in the village. Many residents of Enosburg Falls commute to St. Albans and the Burlington area for work.





## Transportation

Enosburg Falls is located at the junction of two Vermont State Highways, VT 105 and VT 108. Through the village, the highways are controlled and maintained by Enosburg Falls.

This local control affords the village more flexibility with road and streetscape design.

VT 105 is a major east-west route across the state with truck traffic and tourists heading east from St. Albans/Burlington towards Jay Peak and the Northeast Kingdom. VT 108 is a less trafficked road but is an entry route for Canadians into the United States.

Enosburg Falls's Main Street is the continuation of VT 108, although many passers-through avoid the lower, commercial section of Main Street, use Orchard Street as a cut-through, and do not stop in town. Despite the shops and restaurants on lower Main Street, the upper section of Main Street (above Orchard Street) sees a higher volume of traffic. Below are cross-sections of lower Main Street between Lincoln Park and Orchard Street and of Depot Street.

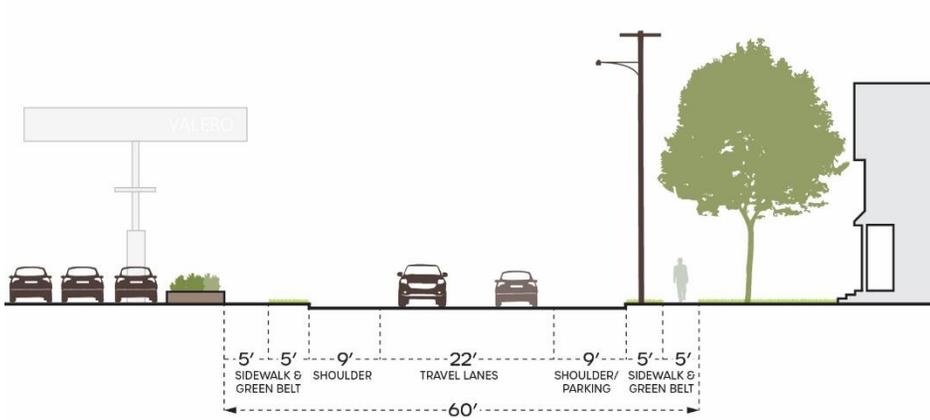
The highest traffic volumes in the village occur on Elm St./Sampsonville Road/VT 105. Most of the vehicle crashes in Enosburg Falls from 2013 to 2017 occurred on VT 105 before it becomes Main Street.

Although the upper section of Main Street has higher traffic volumes, more of these crashes occurred on the lower section of Main Street near the intersection with VT 105 (Pearl Street) and VT 108 (West Enosburg Road).

The intersection of West Enosburg Road and Main Street, along with the split of VT 105 and VT 108 near the Spavin Cure building, are two of the busiest intersections in the village.

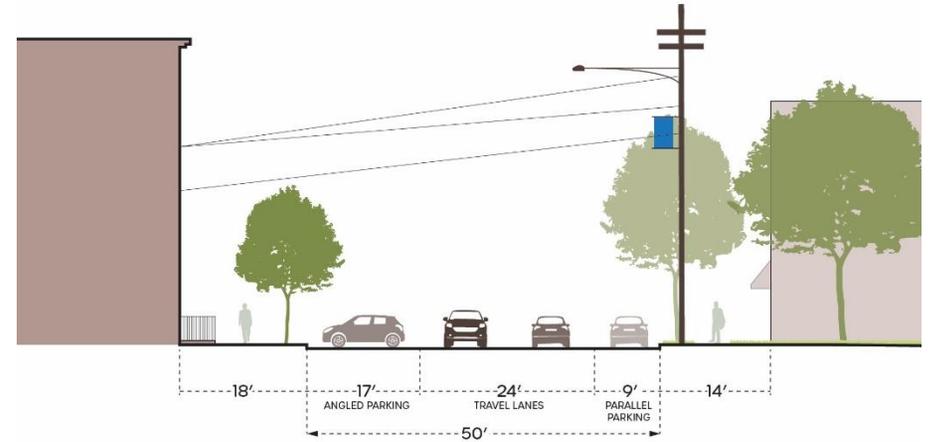
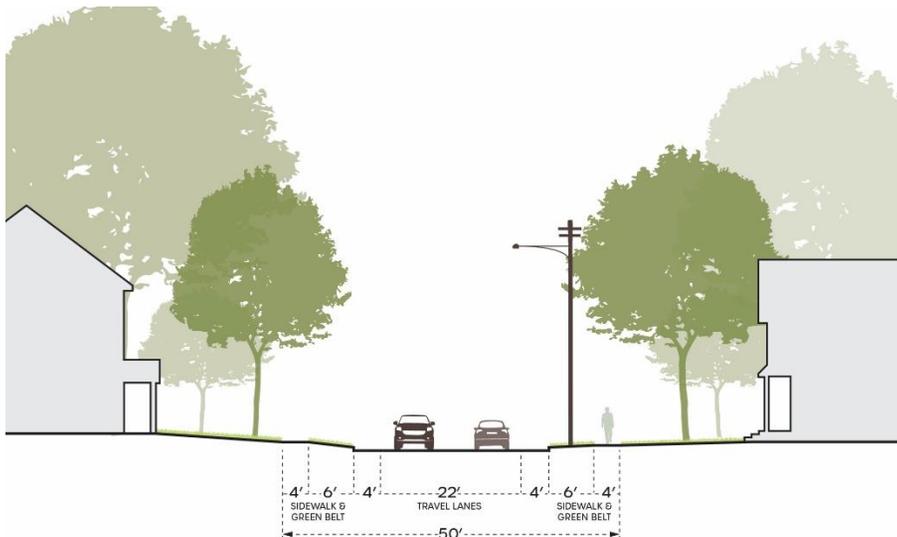
Overall, there were 17 crashes between 2013 and 2017, with no fatalities, one incident involving a pedestrian, and no crashes involving bikes.

There are sidewalks in the village center but not in the outlying areas and no bike lanes anywhere in Enosburg Falls. This makes walking and biking from residential areas to the village center and outlying areas challenging.



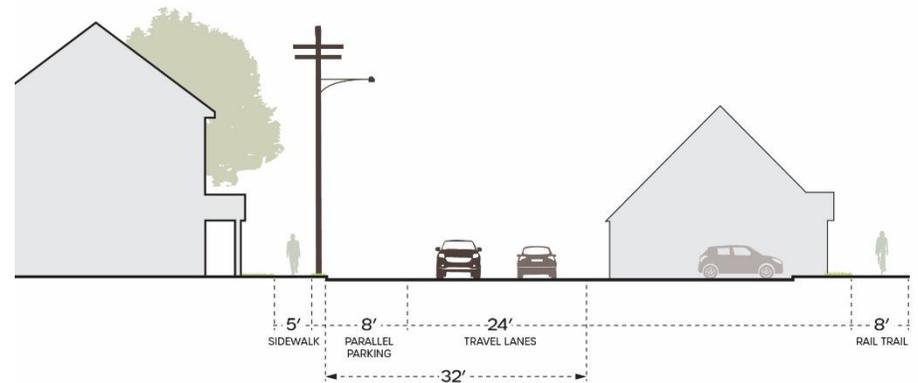
Above: Existing cross section of Main St. from Pearl St. to School St.

Below: Existing cross section of Main St. from Orchard St. to Route 108



Above: Existing cross section of Main St. from Missisquoi St. to Orchard St.

Below: Existing cross section of Depot St. near the intersection of Archambault St.



## Compendium of Planning

### Recent Planning Efforts

The 2015 Regional Plan looks to expand tourism (especially bike and agro-tourism), while building upon the existing assets of the region and preserving and enhancing the dense, walkable village centers.

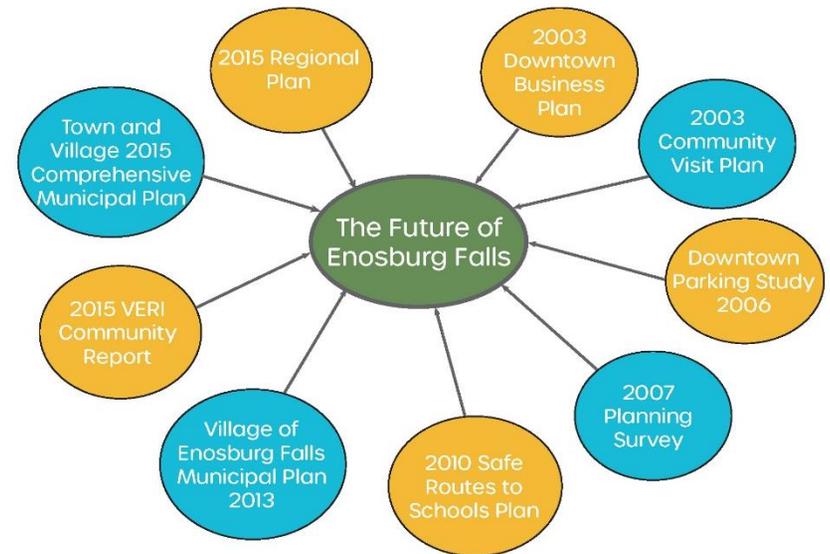
This collaborative plan encourages preserving and improving access to the area's historical and natural assets and sees tourism as key to the vitality of the area and an opportunity for growth. It is the active plan for both the village and the Town of Enosburgh.

The community report identifies flood risks and strategies for resilience. The report recommends a hazard mitigation plan, structural improvements in town, education around flood risks, and river corridor protection areas where development is prohibited.

The village-specific plan recognizes the deep and relatively strong connection between the recreation and the economy, especially with the rail trail. The plan notes that the village population is older, less educated, and more renters than surrounding communities. The plan expired with the adoption of the 2015 Village and Town Plan.

The Safe Routes to Schools Plan documents the existing conditions around walking and biking to school in Enosburg Falls and offers strategies for safer routes. **Existing conditions:** congestion around drop-off and pick-up times, safety concerns, sidewalks exist in variable condition, few students walking/biking to school, no bike lanes. **Strategies:** bike-ped safety programs, incentives to walk/bike to school, signage, crossing guards, additional sidewalks and bike lanes.

A 2007 survey of village residents found that controlling



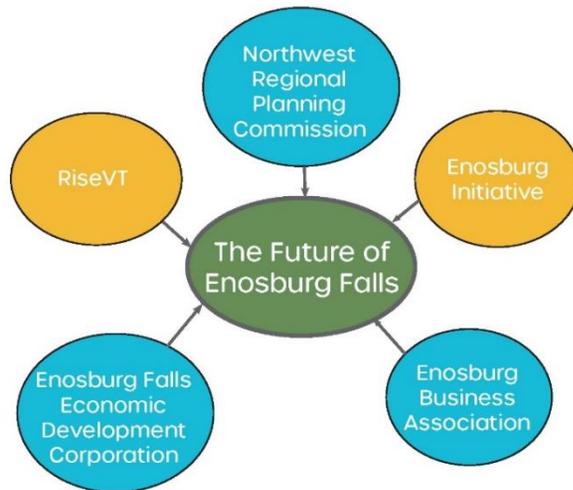
property taxes, encouraging job and economic growth, ensuring high quality schools, and conserving the village character were the highest priority for residents.

The respondents largely wanted to discourage multi-unit dwellings and felt that parking in the village center was not an issue. The study did not find a significant parking shortage in the village center, although it was completed while the Depatie Block was empty.

The Vermont Council on Rural and Community Development identified issues/challenges the community faces and strategies for the future. The issues/challenges included village revitalization, economic development, lack of a community vision. The recommended strategies include a community kiosk, work with consultants on a vision and downtown development, a tourism and marketing plan, an

economic development pilot project, and a pedestrian friendly re-design of Main Street.

The Downtown Business Plan makes recommendations for public safety, parking, storefront appearances, the downtown beautification program, advertising, the business association, and upstairs floor space. These include slowing traffic on Main St., using the Opera House for village parking, establishing a village feel with a storefront facade design scheme, promotion, and utilization of the upper floors of Main St. buildings.



### Groups Planning for the Future

At present, there is a lot of momentum towards planning for the future of Enosburg Falls. The groups listed here are both working on and their own and collaborating to achieve their shared goals and vision for Enosburg Falls.

The Northwest Regional Planning Commission (NRPC) is a governmental organization that coordinates and guides activities between state and local governments. NRPC is managing this planning process on behalf of the village.

RiseVT works to encourage healthy lifestyles and provide enhanced quality of life and lower healthcare costs for



Vermonters. RiseVT strongly supports this effort given its focus on community health and recreation opportunities.

EFEDC is a recently reinvigorated organization to support business development in the village. EFEDC has worked on the master plan itself and will work to bring about the implementation of the plan as well.

The Enosburg Initiative is a recently formed group of community members working to enhance the community and the quality of life. The group meets regularly to discuss projects happening around the community and make improvements to the Village and Town.

The Enosburg Business Association supports the businesses, organizations, and events of Enosburg Falls. The association has been involved in the vital village project since the beginning.

# Opportunities

## Project Goals

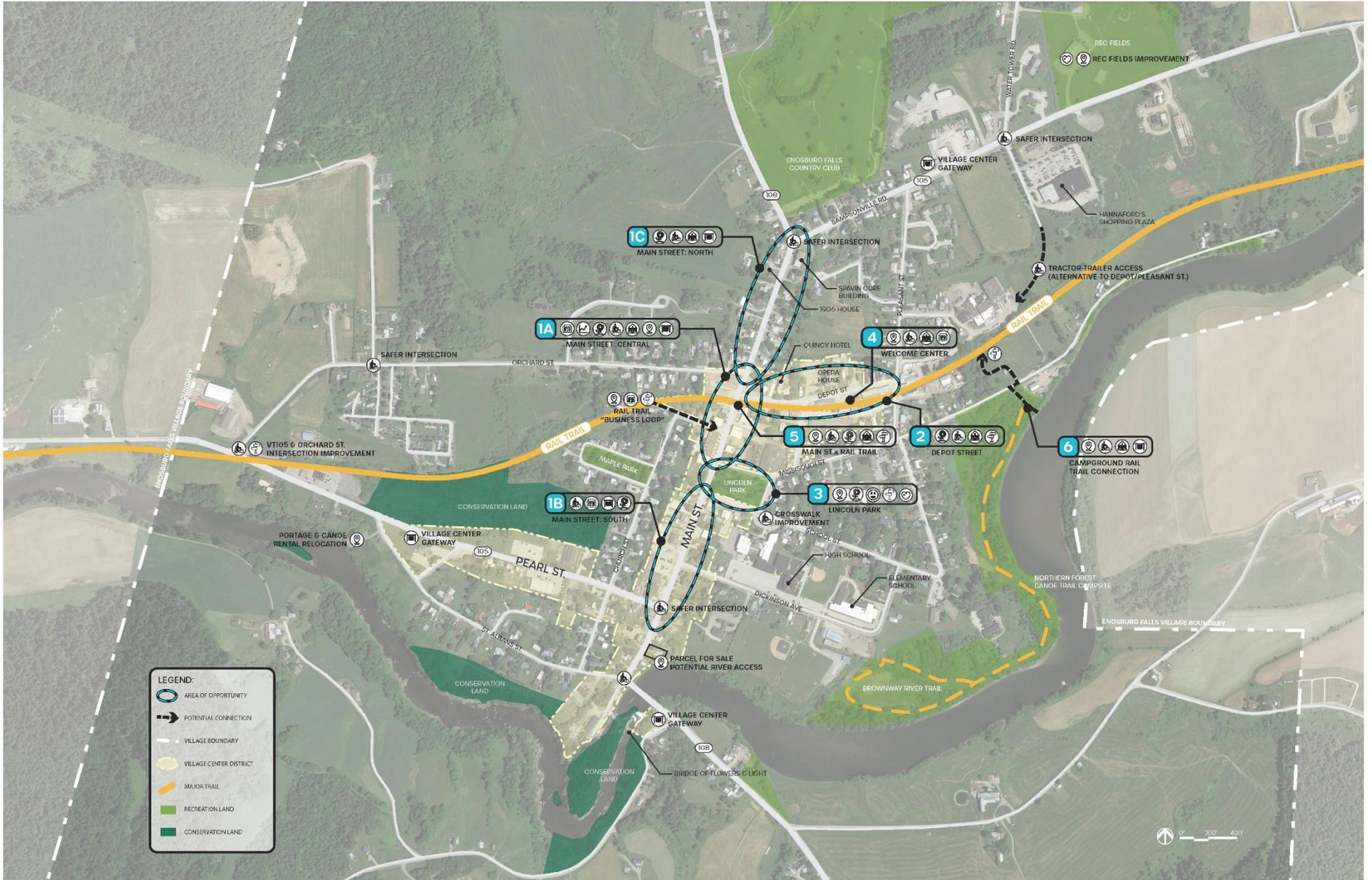
- 
**ECONOMY** - Promote economic development.
- 
**VIBRANT** - Foster a vibrant village center with street activity, energy and excitement.
- 
**HEALTH** - Support community health.
- 
**NEWCOMERS** - Attract new residents and visitors.
- 
**TOURISM/REC** - Strengthen the tourism and recreation economy.
- 
**BUSINESS GROWTH** - Nurture and maintain existing businesses and encourage new businesses to open or relocate.
- 
**BRAND** - Create a brand for the Village Center.
- 
**QUALITY OF LIFE** - Bolster quality of life and support current residents.
- 
**BIKE/PED** - Enhance the pedestrian and cyclist experience.
- 
**COMMUNITY** - Support an engaged, inspired, ongoing community dialogue.

## Feasibility Matrix

COST				•	•
LOGISTICS			•	•	•
TIMING		•	•	•	•

The following projects are rated from one to five on scales of **cost** (less to more expensive), **logistics** such as permitting and coordination (shovel-ready to more complicated), and **timing** of implementation in the master plan (sooner to later).

# Opportunities Map



## Main Street Streetscape Improvements

### Main Street Central (1A)

#### Introduction

This project is the most intensive treatment of a family of streetscape improvements on Main Street. All proposed projects on Main Street are intended to share a common visual language of materials and site furniture that relate to the Village Center brand.

Today, the section of Main Street between Lincoln Park and Depot Street is the most active and walkable part of the Village Center. It features wide sidewalks and historic brick buildings hosting a variety of stores and restaurants. Beautification and place-making improvements on this stretch of Main would be very important to achieving the overall project goals.

#### Project Goals

- |  |   |
|--|---|
|  ECONOMY       |  VIBRANT           |
|  HEALTH       |  NEWCOMERS        |
|  TOURISM/REC |  BUSINESS GROWTH |
|  BRAND       |  QUALITY OF LIFE |
|  BIKE/PED    |  COMMUNITY       |

#### Proposed Improvements

- Safer street crossings
- Curbside bump-outs
- Beautification, landscaping
- New lighting with Enosburg Falls banners
- Protruding signage for businesses
- Outdoor seating for businesses
- More bike parking
- Sustainable stormwater management

#### Feasibility

COST					
LOGISTICS				•	•
TIMING			•	•	•



The bones of an active downtown are already there. Introducing places to sit and vibrant landscaping would help activate the sidewalks and showcase businesses.

## Main Street Streetscape Improvements

### Main Street South (1B)

#### Introduction

This project is a moderate treatment within a family of streetscape improvements on Main Street.

The Southern stretch of Main Street, from the intersection with VT108 to Lincoln Park, is also an active commercial street which currently has a more vehicular orientation.

Beautification and improved walkability would help this part of Main look and feel more connected to the rest of the Village Center.

#### Project Goals



ECONOMY



VIBRANT



HEALTH



NEWCOMERS



TOURISM/REC



BUSINESS GROWTH



BRAND



QUALITY OF LIFE



BIKE/PED



COMMUNITY

#### Proposed Improvements

- Street trees and a wider green belt
- Safer street crossings
- Sidewalk improvement
- Narrower road and driveway access management to slow traffic

#### Feasibility

COST					•
LOGISTICS				•	•
TIMING				•	•



This section of Main Street has different kinds of activity than the previous section. Continuing the visual design elements like trees and lighting would help it look like part of the same street.

## Main Street Streetscape Improvements

### Main Street North (1C)

#### Introduction

This project is the lightest treatment within a family of streetscape improvements on Main Street.

The Northern stretch of Main Street, from Depot Street onward, is a residential area with many mature trees and beautiful, historic buildings. With a light touch, some basic streetscape improvements would help tie it in with the rest of the Village Center.

#### Project Goals



ECONOMY



VIBRANT



HEALTH



NEWCOMERS



TOURISM/REC



BUSINESS GROWTH



BRAND



QUALITY OF LIFE



BIKE/PED



COMMUNITY

#### Proposed Improvements

- New lighting with Enosburg Falls banners
- Sidewalk improvement
- Extends the Village Center brand and character to incorporate the residential part of Main Street

#### Feasibility

COST				•	•
LOGISTICS				•	•
TIMING				•	•



A simple scheme of lighting and improved sidewalks would go a long way to tie this historic part of Main Street in with the rest of the Village Center.

## Physical Improvement Projects

### Depot Street (2)

#### Introduction

This project is a moderate treatment within a family of streetscape improvements on Main Street.

Depot Street is currently a wide area of pavement following the former rail corridor that has a distinctly industrial character. While some industrial use remains today, there is interest in giving the street a more residential, landscaped character to support community assets such as the Opera House and History Museum, as well as homeowners on the Northern side of the street.

#### Project Goals

- |  |   |
|--|---|
|  ECONOMY      |  VIBRANT           |
|  HEALTH       |  NEWCOMERS         |
|  TOURISM/REC |  BUSINESS GROWTH  |
|  BRAND      |  QUALITY OF LIFE |
|  BIKE/PED   |  COMMUNITY       |

#### Proposed Improvements

- Narrower street to slow traffic
- Street trees and landscaping
- Wayfinding signage to local businesses and landmarks
- Connection between the Rail Trail and the Opera House public parking lot
- Sustainable stormwater management

#### Feasibility

COST					•
LOGISTICS					•
TIMING				•	•



The street should be just as beautiful as the buildings along it. Between the Opera House, Museum, the restored Quincy Hotel and the old depot, Depot Street has a lot to offer, and it deserves landscaping that speaks to its historic character.

## Physical Improvement Projects

### Lincoln Park (3)

#### Introduction

Lincoln Park is a hub of activity and community events. Most of the usable space in the park, however, is toward the back. As a result, the park's presence on Main Street is not as welcoming as it could be. Improvements to the front side of the park would help tie it into Main Street and the rest of the Village Center and give it an attractive face for visitors to Enosburg Falls.

#### Project Goals

 ECONOMY	 VIBRANT
 HEALTH	 NEWCOMERS
 TOURISM/REC	 BUSINESS GROWTH
 BRAND	 QUALITY OF LIFE
 BIKE/PED	 COMMUNITY

#### Proposed Improvements

- Social activity on the front side of the park (on Main Street)
- Public plaza space with seating that respects and draws attention to the existing Veteran’s Memorial
- Village information kiosk
- Remove the fence around the memorial
- Lighting and banners consistent with Main Street streetscape
- Ice skating rink (not shown)
- Sustainable stormwater management

#### Feasibility

COST				•	•
LOGISTICS		•	•	•	•
TIMING				•	•



The new plaza space welcomes people to the park and would feel connected to the activity on Main Street.

## Physical Improvement Projects

### Welcome Center (4)

#### Introduction

Enosburg Falls currently has no staffed facility dedicated to welcoming and providing information to visitors. The History Museum is currently a repository of information about Enosburg Falls, and an ideal candidate for dual purpose use as a Welcome Center.

#### Project Goals

 ECONOMY	 VIBRANT
 HEALTH	 NEWCOMERS
 TOURISM/REC	 BUSINESS GROWTH
 BRAND	 QUALITY OF LIFE
 BIKE/PED	 COMMUNITY

#### Proposed Improvements

- Incorporate the existing Historical Society Museum into an Enosburg Falls Welcome Center at the freight depot
- The center would provide information about the village's history, attractions, shops, restaurants, and the rail trail
- Visitors could also come in for restrooms, wifi, and other visitor amenities
- Given its location along the rail trail, the welcome center could be a hub for the trail with maps, bike racks, and a bicycle repair station
- The welcome center should be open regularly, with funding for staffing, operations, and improvements largely coming from grants

#### Feasibility

COST				•	•
LOGISTICS			•	•	•
TIMING		•	•	•	•



## Physical Improvement Projects

### Main Street/Rail Trail Intersection (5)

#### Introduction

The Missisquoi Valley Rail Trail passes right by Main Street, but there are currently few visual cues to pull trail users into the Village Center. There is also nowhere for riders to store their bikes or snowmobiles. Creating a gateway space for trail users on Main Street would encourage people to stop, and help connect the Rail Trail with the Village Center.

#### Project Goals



ECONOMY



VIBRANT



HEALTH



NEWCOMERS



TOURISM/REC



BUSINESS GROWTH



BRAND



QUALITY OF LIFE



BIKE/PED



COMMUNITY

#### Proposed Improvements

- Arrival park space/rest stop for trail users
- Village information kiosk
- More bike parking
- Snowmobile parking (winter)
- Canoe/kayak “parking” (summer)
- Driveway re-routed to Depot Street
- Curbside bump-outs

#### Feasibility

COST				•	•
LOGISTICS				•	•
TIMING		•	•	•	•



The Eastern side of the intersection is a good location for a “pit stop” parklet designed to welcome visitors to the Village Center.



The Western side of the intersection has space for potential snowmobile parking in the winter.

## Physical Improvement Projects

### Campground/Rail Trail Connection (6)

#### Introduction

If the Northern Forest Canoe Trail campground in Enosburg Falls were closer to the Rail Trail, users of both trails could camp in the same location. Some additional wayfinding signage would also help trail users find the campground.

It would also tie into the wayfinding scheme for the entire village.

#### Project Goals

 ECONOMY	 VIBRANT
 HEALTH	 NEWCOMERS
 TOURISM/REC	 BUSINESS GROWTH
 BRAND	 QUALITY OF LIFE
 BIKE/PED	 COMMUNITY

#### Proposed Improvements

- Bring rail trail users to the Northern Forest Canoe Trail Brownway Campground
- Add signage on the rail trail that directs trail users to the campground
- Publicize campground on rail trail website and guides to encourage people to spend a night camping in Enosburg Falls
- Along the Brownway River Trail, post signs directing rail trail users towards the campground and Main Street shops and restaurants
- Add bicycle amenities to existing campground: bicycle rack, repair station, and pump
- The rail trail would help with campground maintenance

#### Feasibility

COST		•	•	•	•
LOGISTICS			•	•	•
TIMING		•	•	•	•



## Policy and Strategic Projects

### Unified Community Brand

#### Introduction

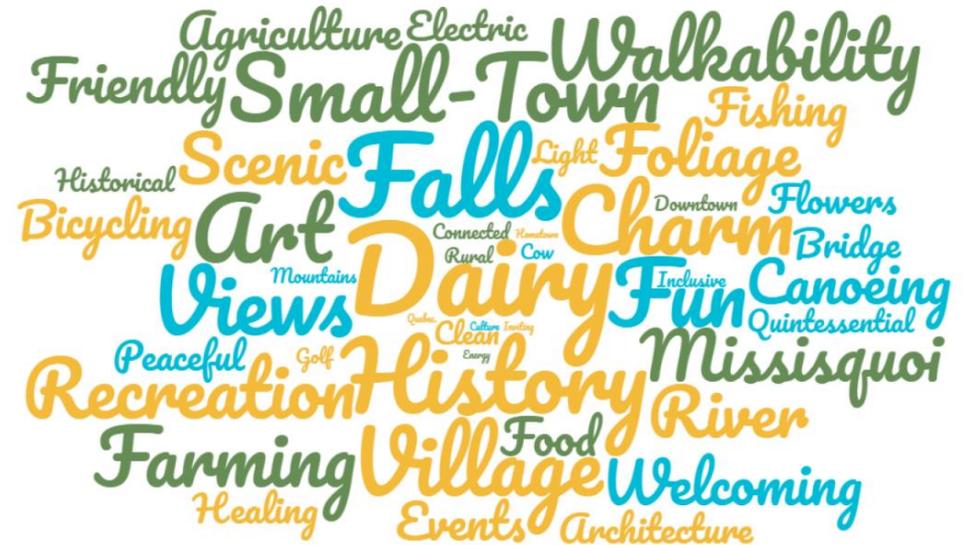
Establishing a "nested brand concept" for the Village Center would allow for individual initiatives, businesses, etc. to maintain their own identities while relating to each other through common visual themes.

- Bolsters community pride and cohesion
- Helps define the visitor experience
- Filters into signage, wayfinding, marketing, web presence, etc.
- Enosburg Falls Branding Summit to roll out branding elements developed in Vital Village project

#### Feasibility

COST	💰	💰	•	•	•
LOGISTICS	👉	👉	•	•	•
TIMING	🕒	•	•	•	•

Above: Branding elements gathered from a community survey



## Policy and Strategic Projects

### Gateway & Wayfinding Signage

#### Introduction

A signage scheme for the entire village that both introduces and orients visitors to the village and its places of interest

- Dedicated signage for the Village Center and Village Center brand
- More prominent locations of gateway signage to attract visitors on the road
- Wayfinding signage in key locations (Rail Trail, Lincoln Park, Main Street etc) to direct visitors to key landmarks and businesses in the Village Center

**Gateways:** 108N, 108S, 105E, 105W, Rail Trail East & West, River/Northern Forest Canoe Trail

**General/Civic Locations:** Main Street commercial district, Welcome Center, Post Office, Library, School, Village and Town Offices

**Recreation Points of Interest:** Lincoln Park, Maple Park, recreation fields, Country Club, canoe portages, campground, Brownway River Trail, Rail Trail crossing/parking area

**Historic & Cultural Points of Interest:** Opera House, Museum/Welcome Center, Bridge of Flowers & Lights/Hydro dam, Quincy Hotel, Spavin Cure Building, 1906 House and other historic properties



#### Feasibility

COST	Ⓢ	Ⓢ	•	•	•
LOGISTICS	🚫	🚫	•	•	•
TIMING	⌚		•	•	•

## Policy and Strategic Projects

### Placemaking Policies

#### Proposed Initiatives

##### Review Zoning

- Update design standards
- Create standards that protect the town’s character and history
- Focus on improving aesthetics and walkability
- Develop a smoother and easier process for permitting
- Ensure alignment between historic districts and the rest of the village

##### Property Ordinance

- Develop a property ordinance for Main Street businesses and homes
- The ordinance will ensure that properties are well taken care of, enhancing the aesthetics and vibrancy of Main Street

##### Improve Main Street Business Signage

- Encourage Main Street businesses to feature the town brand on signs
- Make signage pedestrian friendly by promoting perpendicular signage along business facades
- Such signage would promote a cohesive village identity



#### Feasibility

COST		•	•	•	•
LOGISTICS				•	•
TIMING		•	•	•	•

## Policy and Strategic Projects

### Tourism Policies and Projects



#### Proposed Initiatives

##### Regional coordination

- For Enosburg Falls to realize its tourism potential, the eastern Franklin County region needs to be more of a tourist destination
- The village should cooperate with other towns to enhance the tourist appeal of the region
- Given its existing opportunities, Enosburg Falls will be the principal stopping point in the region and the focal point of tourism
- Create a regional tourism commission with representatives from each town

##### Encouraging Canadian tourism

- Canadians living just north of the border come to Enosburg Falls frequently to shop and buy gas

- Enosburg Falls should encourage Canadian visitors to extend their trip and come more frequently for the recreation, dining, and shopping
- Enosburg Falls should expand their offering and promote through Canadian social media, list serves, and local publications

#### Visitor survey

- Collect information about visitors - where are they coming from? How did they hear about Enosburg Falls? What activities or attractions did they visit?
- These questions could be asked at the point of sale at local businesses
- This information should guide future tourism planning efforts and help address gaps in the tourism offering

#### Open tourist-friendly businesses

- Encourage tourist-friendly businesses to open on Main Street such as restaurants and gift shops
- Additional shopping options on Main Street would also be enticing to tourists
- These restaurants and shops would make the village a better place to live for residents as well

#### Feasibility

COST	Ⓢ	Ⓢ	•	•	•
LOGISTICS	🚫	🚫	🚫	•	•
TIMING	⌚	•	•	•	•

## Policy and Strategic Projects Events

### Proposed Strategies

#### Recreation-related events

- Hold events that highlight the Northern Forest Canoe Trail and the Missisquoi Valley Rail Trail
- Enhance promotion of the Franklin County Triple Crown (Milk Run, Sap Run, and Egg Run) and consider similar events/partnerships
- Work with surrounding towns on longer distance events (i.e., a bike race from St. Albans to Enosburg Falls)

#### Cultural events

- Hold events that highlight the food, culture, and history of the region
- Partner with the museums, historical society, and agricultural groups to hold such events
- Host concerts and other events during high tourism period to extend stays or inspire return visits
- Encourage frequent use of the opera house for events, making it more of a community resource and a fantastic indoor event space



### Feasibility

COST		•	•	•	•
LOGISTICS	 	•	•	•	•
TIMING		•	•	•	•

## Policy and Strategic Projects

### Promotional Tourism

#### Proposed Strategies

##### Robust historical experience

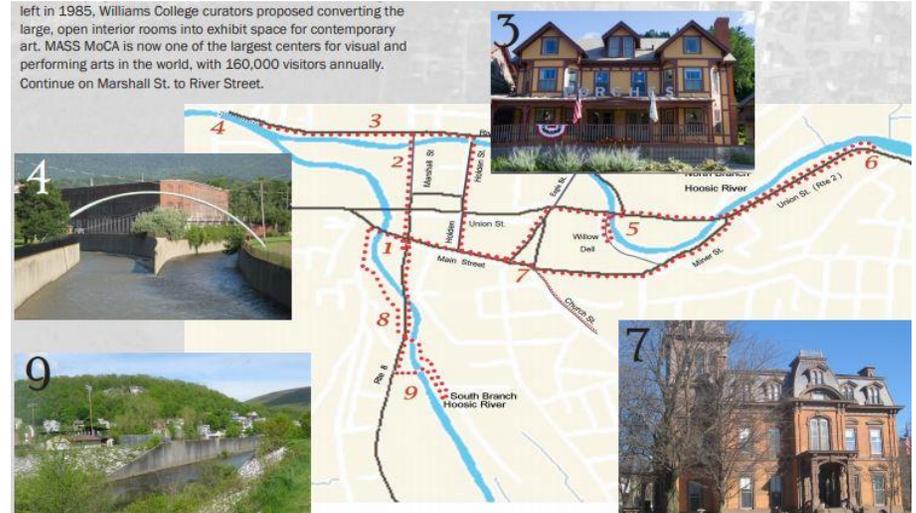
- Identify all the historical buildings in town with informational historical markers
- Develop a historic walking tour of the village with the major landmarks
- Work with the local museums to develop a strong, diverse educational experience about Enosburg Falls

##### Developing agri-tourism

- Strengthen the agri-tourism opportunities at local farms
- Agri-tourism is incredibly popular in Vermont and a driver of much of the state's tourism
- Encourage local farms to diversify to provide educational experiences and local products for sale

##### Promoting recreation offerings

- Promote a Northern Forest Canoe Trail (NFCT) trip through Enosburg Falls
- Join promotional efforts around the Missisquoi Valley Rail Trail (MVRT)
- Promote the village as a trail-friendly community to stop in for users of the NFCT and MVRT



#### Feasibility

COST	💰	💰	•	•	•
LOGISTICS	🚫	🚫	🚫	•	•
TIMING	🕒	🕒	•	•	•

## Policy and Strategic Projects

### Community Vitality

#### Proposed Strategies

##### Develop a community center

- Develop a community center as a functional gathering space for the village
- The community center should have a meeting space and classroom space for seniors, youth, and other educational programs
- Consider including open or rentable office space in the community center

##### Enhance child care options

- Village families need enhanced child care options
- More options, along with improvements to the existing, would better serve the community
- The excellent schools and recreation programs must be maintained
- Enhancing the child care offering would improve the quality of life for village residents and make Enosburg Falls a more attractive place to live

##### Facilitate commuting for residents

- Many residents of Enosburg Falls commute to Burlington and St. Albans
- Commuters to Burlington and St. Albans are also a great possible source of new residents
- Study the feasibility of a bus or shuttle program to St. Albans and/or Burlington
- Implement a Go! Vermont program to support residents carpooling to work



#### Feasibility

COST				•	•
LOGISTICS				•	•
TIMING				•	•

## Minor Mobility Enhancement Projects

### Mobility Projects

#### Proposed Strategies

##### Electric charging stations

- Provide electric charging stations in the village for residents and passers-through
- An Enosburg Falls station would be the only electric charging station between the Canadian border and St. Albans on 105, and between Canada and Stowe on 108
- While stopped to charge their vehicles, visitors would support local shops and restaurants

##### Additional bike racks

- The Enosburg Initiative recently installed four new bike racks around the village
- These efforts should continue and additional bike racks should be placed at popular destinations in the village
- Bike racks enable local residents and visitors to ride easily into the village for errands, shopping and dining

##### Rural bikeshare program

- A bikeshare program allows users to pick up a bike in one place, ride it, and return it either to the same location or a different location
- The bikes would be used by residents making short trips, those without access to a bicycle, and visitors looking to see more of the town or rail trail
- Bikeshare programs have been successful in rural areas as a flexible mobility option, with minimal infrastructure requirements and at a relatively low cost



## Minor Mobility Enhancement Projects Sidewalk Improvements

### Introduction

The village has a robust sidewalk network but many of the sidewalks are in poor shape.

### Proposed Improvements

- Assess sidewalk condition street by street
- Prioritize replacement efforts around schools, Main Street, parks, and other important locations in the village
- Add sidewalks in places that do not have them
- New sidewalks should have a standard design and be within the existing right of way
- Replace sidewalks that have cracks, faults and obstruction
- Landscape the adjacent green belts where possible
- Include ADA compliant curb ramps



## Minor Mobility Enhancement Projects

### Curbing and Driveways

#### Introduction

In some locations, sidewalks blend into the roadway or driveway. Exceedingly wide driveways, found along Enosburg Falls' commercial strip, are a long distance where pedestrians are vulnerable to turning vehicles.

#### Proposed Improvements

- Update zoning code to set maximum driveway widths for residential and commercial uses
- At existing wide driveways, create a central median island as a safe space for pedestrians and reduce the effective width
- Encourage shared driveways (for both residences and businesses) to limit the number of driveways
- Prioritize popular pedestrian areas (i.e. the village center, walking routes to schools) for these improvements
- Update zoning code to require that sidewalks have a different appearance (i.e. paint color) than the adjacent driveway to distinguish the sidewalk to drivers



## Minor Mobility Enhancement Projects

### Orchard Street and Valentine Drive

#### Introduction

Residents observe high speeds on Orchard Street near Valentine Drive

#### Proposed Improvements

- Traffic calming on Orchard Street using some of the following:
  - Three-way stop sign at intersection
  - Speed humps
  - Speed cushions (speed humps that do not affect trucks)
  - Raised crosswalk
  - Chicanes
  - Central median island
  - Chokers
  - Speed feedback signs
  - Illuminated crosswalk warning signs



## Minor Mobility Enhancement Projects School Street Crosswalk Enhancements

### Introduction

The crosswalk across School Street from the High School to Stebbins Street is on a diagonal. This creates a longer crossing distance and recently, there was a "near miss."

### Proposed Improvements

- Upgrade this crosswalk and intersection to make it safer
- The crosswalk should be perpendicular to School Street
- Shorten the crossing distance further by adding bulb-outs
- Consider a Rectangular Rapid Flashing Beacon to make drivers more aware of pedestrians



## Minor Mobility Enhancement Projects

### Pearl Street (VT 105) & Main Street

#### Introduction

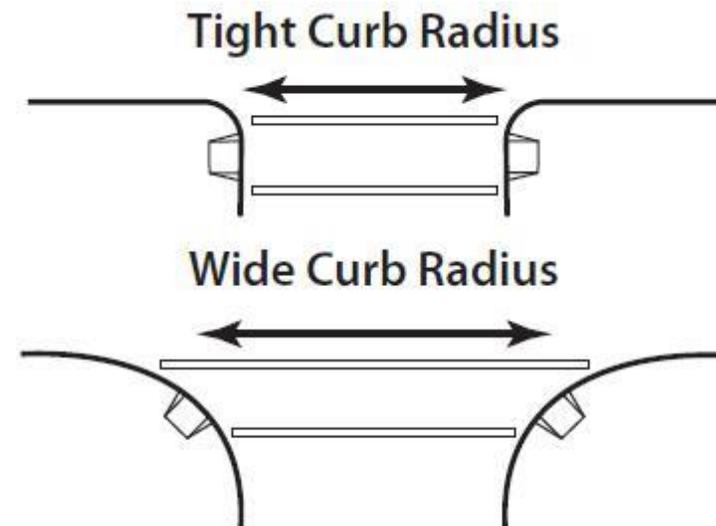
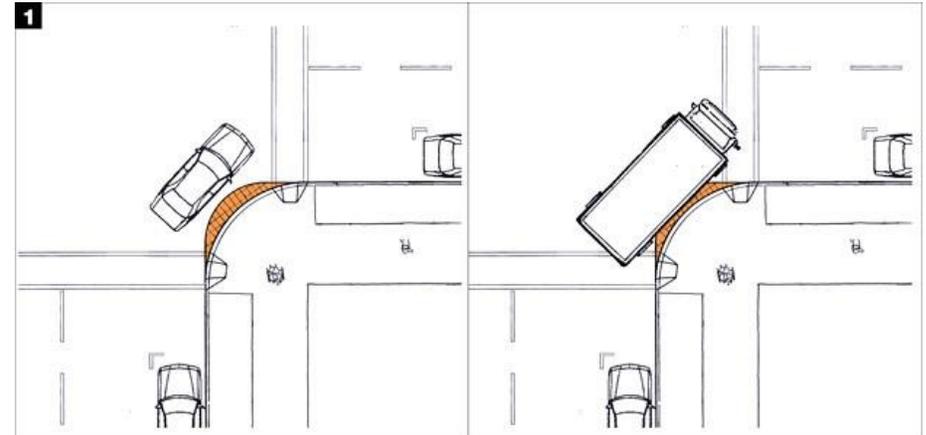
Residents report that tractor trailer trucks traveling northbound frequently swing into the opposite lane when turning right onto Main Street from VT 108/West Enosburg Road. This location has not been listed by the state as a High Crash Location. The Village has explored improving this intersection in the past and found the width of public ROW and the private land surrounding the intersection has complicated the ability to improve intersection geometry.

#### Proposed Improvements

- Conduct further assessment of existing conditions
- If warranted, redesign and reconstruct the intersection to accommodate turning trucks

#### Possible solutions include:

- Modifying the turning radius of the corner
- Adjusting the location of the stop bar(s)
- Making the southbound Main Street approach free moving to remove queues and reduce conflicts
- Consider a truck apron (at-grade surface between the road and sidewalk) to allow trucks to make the turn more easily



## Minor Mobility Enhancement Projects

### VT108 and VT105 Split

#### Introduction

Residents have observed high speeds by southbound traffic on Main Street after the junction with VT 108/W. Berkshire Road. Pedestrians do not have a crosswalk to cross Main Street. Country club employees, looking to access Main Street do not have a sidewalk to walk on. This location is not listed by the state as a High Crash Location.

#### Proposed Improvements

- Assess existing conditions
- If warranted, redesign and reconstruct the intersection of VT105 (Main Street) and VT108 (W. Berkshire Road) to calm traffic and provide pedestrian accommodations.

#### Possible solutions include:

- Adding stop-control for southbound traffic on Main Street
- Constructing a crosswalk with truck apron and/or bulb-outs and illuminated crosswalk warning signs
- Constructing a sidewalk segment along northeast edge of VT108 to the country club parking lot



## Minor Mobility Enhancement Projects

### Orchard Street and VT105 Intersection

#### Introduction

Orchard Street is often used as a bypass for those travelling from St. Albans on 105, which connects to Jay Peak and the Canadian border. Drivers who take the bypass route avoid driving through the Village Center. Revising some of the intersection geometry could help discourage bypassing Main Street while improving safety at the same time.

#### Proposed Improvements

- Convert to T-intersection to discourage travelers from bypassing the Village Center
- Simplify roadway geometry
- Improve driveway access to Lions Club
- Improve Rail Trail crossing & visibility
- Add wayfinding signage
- Create rail trail gateway



## Mobility Enhancement Projects

### Franklin Foods Truck Access Re-Route

#### Introduction

Tractor-trailers heading to Franklin Foods currently drive down Depot Street and Pleasant Street, creating noise and a safety hazard for residents. Creating a new access route to Franklin Foods would benefit the public by keeping truck traffic out of residential areas, while being a very minor change for the private business.

#### Proposed Improvements

- Re-route truck traffic to Franklin Foods on a new access route off of Jayview Drive
- Keeps tractor trailers from driving on residential streets in the village (Pleasant Street, etc)
- Improves safety and walkability of former truck routes through the village and reduces noise

#### Feasibility Notes

This improvement requires several procedural milestones in order to be built:

- Acquisition of private land
- Designation of a town road (Jayview Dr. is private)
- VTrans coordination
- Permitting
- Scoping and design of the new roadway

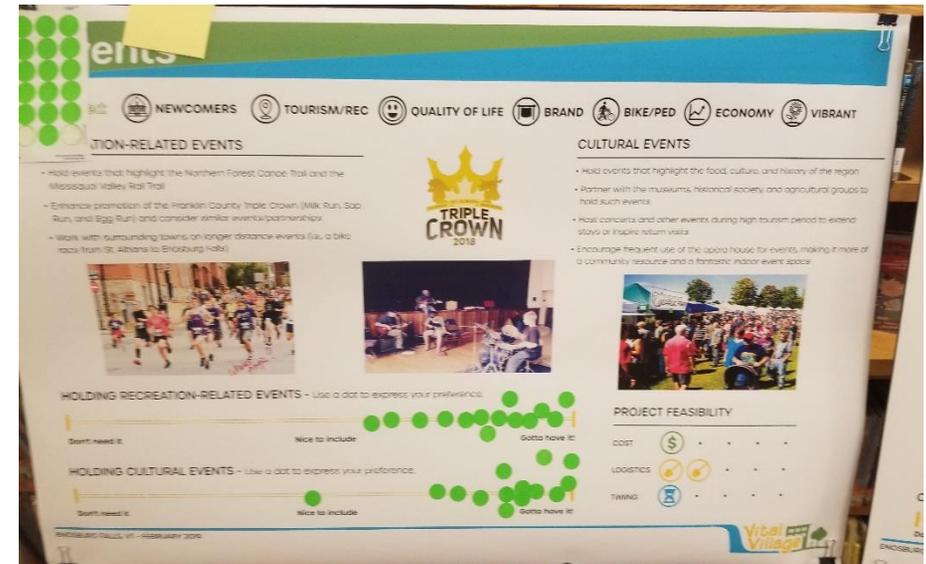


## Project Implementation

### Introduction

This chapter is a toolkit for Enosburg Falls to realize the opportunities identified in this plan. An implementation matrix provides the details to carry forward each opportunity – a project description, relative projected cost, the logistics/feasibility, and recommended timing. The matrix lays out what projects should be tackled first, along with the small steps that can be taken towards implementing the longer-term projects. For many of these opportunities, securing additional funding will be a key first step. A full list of appropriate grants and other funding sources is included. The case studies provided offer a model for Enosburg Falls to follow and ideas for partnerships and alternative funding mechanisms.

This chapter also highlights a set of “top five” opportunities. For these opportunities, additional implementation information is provided: a step by step action plan and a list of responsibilities, partners, key stakeholders, and likely grants and funding sources. The selection of the top five projects was based on those that would most benefit from further consultant analysis, not necessarily the highest community priority. While these top five projects are important, the village should pursue all opportunities according to timing, community priority, and logistics/feasibility.



## “Top 5” Opportunities

### Unified Community Brand

Whether deliberate or unintentional, all communities have a “brand.” It is built up over time through a communities’ policies, its residents, its amenities and its physical character. As Community Branding expert Don McEachern has explained, a community identity “is what they say about you when you’re not around.”

Crafting a deliberate community brand extends far beyond just a logo. It provides a clear message about what the community represents through both visual and language elements and is manifested throughout digital and print media as well as physical elements of the Village such as gateways, streetscapes and signage. The brand should reflect the vision established by the community and respond to the needs of a “target audience,” or the people who come to visit and stay. A strong community brand must be authentic and rooted in reality, and if done right can support economic development, tourism and a sense of community for generations to come.

If a community has done a particularly good job at identifying and understanding its identity, it won’t just serve as a marketing tool. Rather, it will be used to guide decision-making, almost like a village-wide mission statement. As Alison Maxwell, Deputy Director of Economic Development for Glendale, California has said, “A city is not Coca-Cola. It’s a living, breathing, amorphous entity. Good branding can bring the sum of the parts together and give you a hook to hang your identity on.”

The process for developing a brand for a place brands is inherently more complex than developing a brand for most products or corporations—primarily because there are more stakeholders who must be involved.

A community branding process is often facilitated by placemaking or marketing consultants but could also be facilitated locally by the Village or the NWRPC. Options to support a community branding process include:

**Holding a community “summit” on identity** – auditing how Enosburg Falls is perceived in the marketplace today and how it wants to be perceived in the future. The brand concepts and elements explored through this project should form an excellent starting point for discussion at such a summit.

The summit should bring together all key partners to share their individual ideas for the Enosburg Falls Brand. This should include representatives from the Village and Town leadership, the Vital Village Project Steering Committee, the Enosburg Falls Economic Development Corporation, the Enosburg Business Association, the Enosburg Initiative, other village/town departments such as recreation, and other local businesses, trade organizations, and interested residents. The summit should also engage regional and state tourism partners such as the Northwest Regional Planning Commission, RiseVT, the Missisquoi Valley Rail Trail Council, the Northern Forest Canoe Trail, the Agency of Commerce and Community Development, and Vermont Tourism.

The agenda for such a summit could include:

- Analyze existing community logos and brand elements
- Discuss what makes Enosburg Falls unique
- Review & tweak Vital Village logo concepts
- Explore key brand messages to communicate outwardly

**Doing a community identity survey** – working with local businesses to poll visitors on what attributes they attribute to Enosburg Falls. This survey could be promoted, and possibly administered, by local businesses and other local networks. An excellent example of an identity survey for visitors is found in the Stowe Village Vibrancy report here: <https://bit.ly/2JP4x6r>

## Community Branding Feedback

During the Public Design Workshop on November 15, 2018, we led a discussion with community members about a new brand and marketing identity for the village. Participants wrote down words, phrases, places and themes that they felt were essential to the identity of Enosburg Falls. Some of the most popular categories were the falls, dairy, historic architecture and art. Some themes were unanimous, others more controversial. For instance, while many people felt that the dairy industry is central to Enosburg Falls, others felt that dairy is becoming less relevant over time, and the new brand ought to focus on themes that better represent the future. The following word cloud is a compilation of the feedback from the workshop that informed our branding studies.

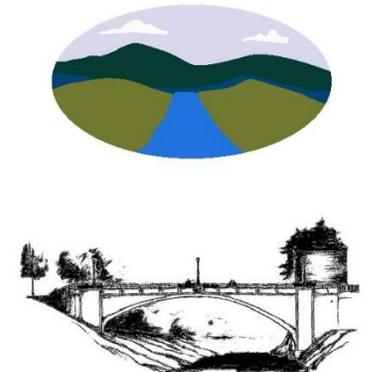
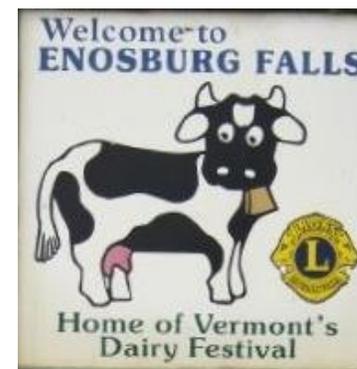


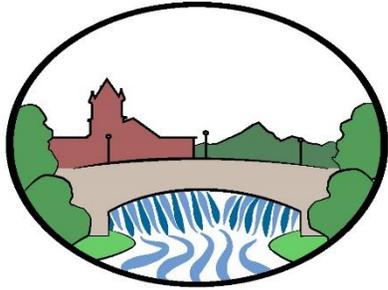
Using the data shown above, we developed three initial brand concepts as resources to help the community further discuss a brand for Enosburg Falls. In every concept, we aimed to address as many of the most popular themes as possible. For instance, most concepts address the local landscape and village landmarks in some way.

Where community input was less certain, we explored a variety of approaches to help navigate some of the unknowns. Is Enosburg Falls best represented by a traditional graphic, or something more modern/contemporary? What is the right balance of content and simplicity/abstraction? Should the logo focus on the historic village center, dairy, outdoor recreation, or something else entirely? What is the best way to balance the identity of Enosburg Falls with how it could appeal to potential visitors? What are other towns in the region doing successfully?

### **Existing Brand Elements:**

The following three images are existing brand elements that helped inform our discussion with the community about where to take the brand in the future. The existing brand elements are not used cohesively throughout the village, and there is no solid community consensus around their aptitude to represent the character of Enosburg Falls. However, we saw them as important elements to include in the initial brand concepts to guide further discussion.





## ENOSBURG FALLS

VERMONT

-  Local building materials
-  Missisquoi River, the falls
-  Fields, Green Mountains



-  Local building materials
-  Missisquoi River, the sky
-  Fields, Green Mountains
-  Sunrise

### **Logo Concept A:**

This concept incorporates a collage of village landmarks into a “town seal” format, taking a streamlined approach to a traditional graphic style. It elaborates on the format of the current Village Seal to include graphic information that is specific to Enosburg Falls, while choosing a focus for the logo that is simple and direct.

The logo emphasizes the Village Center and its historic architecture: the Masonic Lodge, brick buildings on Main Street, the Bridge of Flowers and Light, the hydro dam. It presents Enosburg Falls as a Vermont destination with historic character, interesting architecture, and a strong connection to the river. To visitors, this brand concept hints at a more “urban” experience: a place to stop, with stores and restaurants, a walkable village center, and a photo op at the bridge and falls.

**FONT:** Martel Heavy

### **Logo Concept B:**

In this concept, dairy and the agricultural landscape become the foreground to the village center. It references the same landmarks as Concept A, but they become secondary elements within a broader story of the regional landscape. The contemporary approach to font and graphic format nods to the continued relevance of dairy in Enosburg Falls today.

This brand concept speaks to local pride in a rural, agricultural community. That message can be just as attractive to visitors and potential new residents as it may be to locals. The colors and images shown in the logo hint at good food, beautiful views, and a friendly community.

**FONT:** Open Sans Condensed Bold

## Streetscape Improvement Projects: Overview

Three of the streetscape improvement projects made it into the top five: Main Street Central, Rail Trail Crossing, and Depot Street. The map below is an overview of the three projects. Zoomed-in plans of each project are on the following pages.

The process for implementing the streetscape improvement projects is relatively simple. All roadways involved in the following projects are town highways, which lessens the need for State permission to move forward with the streetscape enhancements on Main Street or Depot Street. However, all of the rail trail and much of Depot Street fall within the Rail Banked MVRT ROW, which will require the settlement of the Master License Agreement between the Village and the Operations Division & Property Management Section of VTRANS.

The Village can then pursue grants to acquire a survey and complete a scoping study for the streetscape improvements. This should be done in combination with a wayfinding plan. Following the scoping study, the improvements can go through detailed design so the projects can be permitted and put out to bid. During the design process, the Village will need to collaborate with the design team on a maintenance plan for the new construction. Awareness of available resources to maintain the projects once they are built should play a guiding role in the design of any physical improvements.

The most important factor for implementing the streetscape improvement projects will be to continue the forward momentum that has been built through the Vital Village initiative to get these improvements completed. One way other communities have been able to carry this sort of momentum forward is to leverage the project steering committee as an implementation committee. The structure of the existing project committee should be considered and broadened if necessary.

In the short term, the committee should consider the grant list and alignment with potential projects so it may begin pursuing opportunities. Meeting with adjacent landowners and the state cannot happen too early. Initial conversations could get underway immediately, just to get a sense of where folks are at.

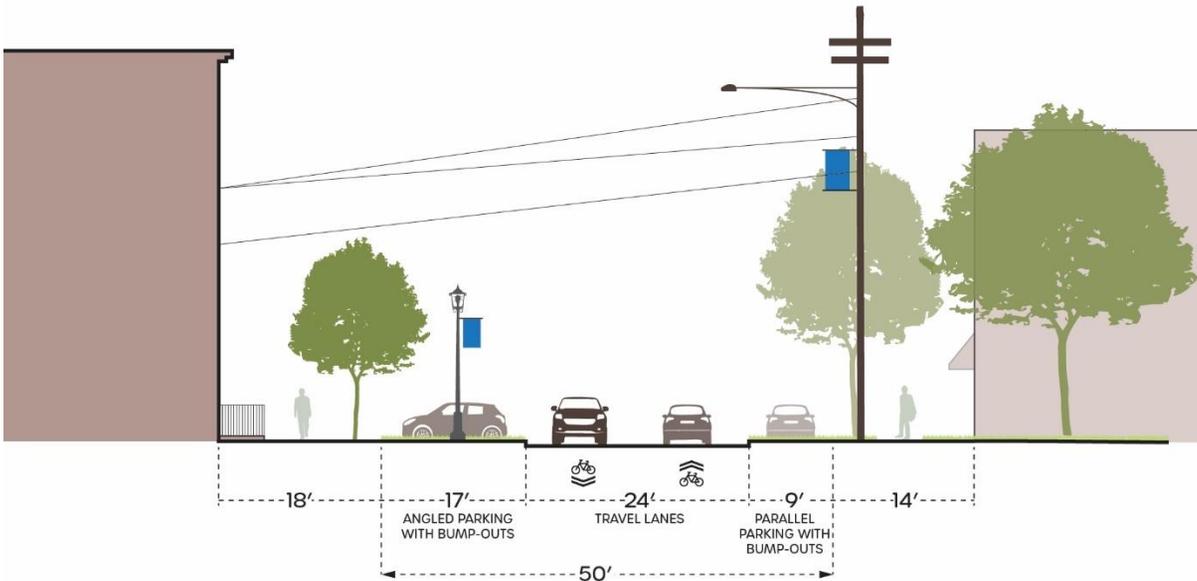
### Design Considerations:

The streetscape improvements shown in the plan on the next page address the beautification of the Village Center streets, traffic calming and pedestrian safety in ways that are achievable and maintainable. We designed these preliminary plans with a light touch to the existing functionality of the streets for cost effectiveness and ease of maintenance. Interventions such as bump-outs, lighting and street trees are located in areas currently designated for no parking, and that will not interfere significantly with plowing or utilities. Simple, adaptive reuse of unused pavement throughout the Village Center accomplishes the Village's goals of beautification and improved safety while preserving its existing parking capacity and requiring as little maintenance as possible. Similar adaptive reuse of an existing driveway allows for a parklet to receive visitors along the Rail Trail and direct them toward businesses on Main Street.

### Active Transportation:

The proposed streetscape improvements are designed to consider and provide for all modes of transportation and users of all ages and abilities. The features of the streetscape respond to the pedestrian, at a human scale. Curbside bump-outs help with visibility and safety for pedestrians, and sharrows indicate to drivers to share the road with cyclists. Bike racks, benches, and lighting help to create a welcoming and interesting streetscape.





Main Street: Central

COST	Ⓢ	Ⓢ	Ⓢ	Ⓢ	Ⓢ
LOGISTICS	🚫	🚫	🚫	•	•
TIMING	⌚	⌚	•	•	•

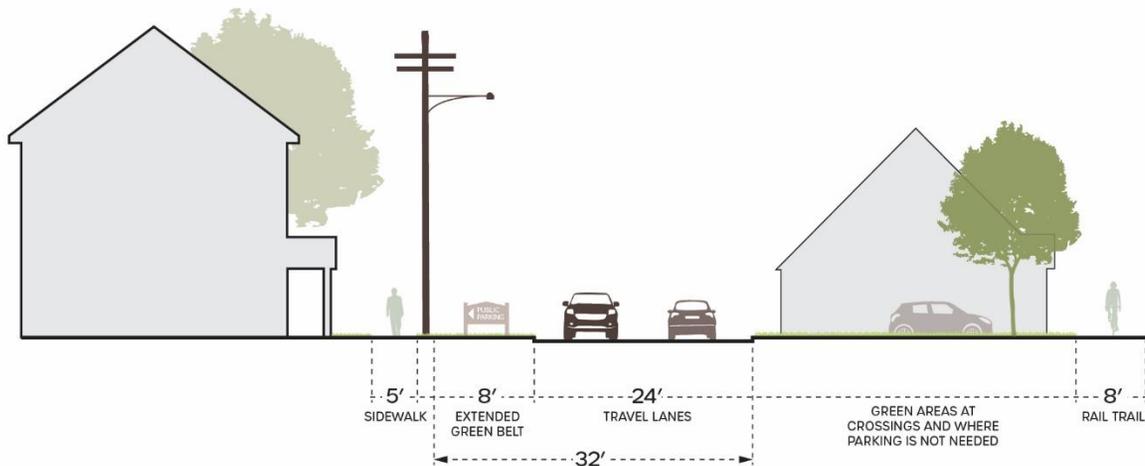
Cost Range: \$380,000-\$430,000



Main Street/Rail Trail Intersection

COST	💰	💰	💰	•	•
LOGISTICS	🚫	🚫	🚫	•	•
TIMING	🕒	•	•	•	•

Cost Range: \$85,000-\$105,000



Depot Street

COST		•
LOGISTICS		•
TIMING		• •

Cost Range: \$180,000-\$225,000

## Lighting

Pedestrian scale streetlighting is proposed as part of the streetscape enhancements on Main and Depot Streets. These pedestrian lights are intended to supplement the cobra head lights that are mounted to power poles on the east side of the road. While conceptual, the light spacing shown on the plans would be appropriate for a pedestrian-scale fixture while providing uniformity of light levels that are appropriate for a downtown of this character and scale. The lighting itself is important but perhaps equally important is the character of the light poles during the day. The lights are envisioned as energy efficient LED cut-off fixtures that minimize light pollution and glare. The image to the right from Bristol, VT is representative of the typical streetlights envisioned for Enosburg Falls and demonstrates the look, feel and character of the lights being proposed.



## Wayfinding

### Purpose of Wayfinding

Wayfinding is not the same as signage. Many communities, including Enosburg Falls, have signs that help direct people (or more often cars) to important destinations. Signage can help communicate information (*where, how far, what*) and can help visually reinforce a community's identity.

Wayfinding, on the other hand, is a broader term that brings together signage with other elements (streetscape, key architects, landmarks, etc.) to help users gain a stronger sense of where they are and how they move about. Wayfinding is a "system" not a sign.

An important part of any wayfinding is establishing clear and welcoming arrival points. For the Village Center, this will be very

important to delineate the village itself relative to the transitional land uses around. Wayfinding can also serve to underscore walkability and scale.

Additionally, wayfinding can help support a community's sense of identity and often reflects important values and characteristics central to this sense of identity. Through an appropriate design process, wayfinding can establish a hierarchy of signage that function as aids to navigation and evoke community identity.

### Important Signage Locations

The welcoming into Enosburg Falls at present happens pretty far from the Village Center. This existing signage does not appropriately reinforce the boundaries of the Village Center nor does it communicate a community-centric design.

It is important to recognize that defining the gateway into a community is not simply creating a single element at the

recognized arrival point. Rather, gateways should reflect multiple access points and be scaled/ designed to reflect different arrival patterns and modalities. The important informational message for these gateway signs is that people have “arrived” at the Village of Enosburg. It should be noted that State standards for signage can greatly limit design flexibility for route signage. Greater flexibility exists at the municipal level for pedestrian signage.

Signage at key gateways would be supported by a secondary level of wayfinding signage to further direct vehicular and pedestrian movement. In these locations, the focus would be about aiding navigation to key destination points (Village Parking, Lincoln Park, etc.). Signage systems should address both vehicular and pedestrian scales.

It is also important in any wayfinding system to place signage at the destination point. Helping users know when they have arrived is critical. For example, directing someone in Enosburg to Lincoln Park might seem easy, but how would someone know they have arrived? Again, a good wayfinding system does not only rely on “signs” and often the destination points can be communicated through a combination of elements (a sign, some artwork, a bench, lighting, etc.)

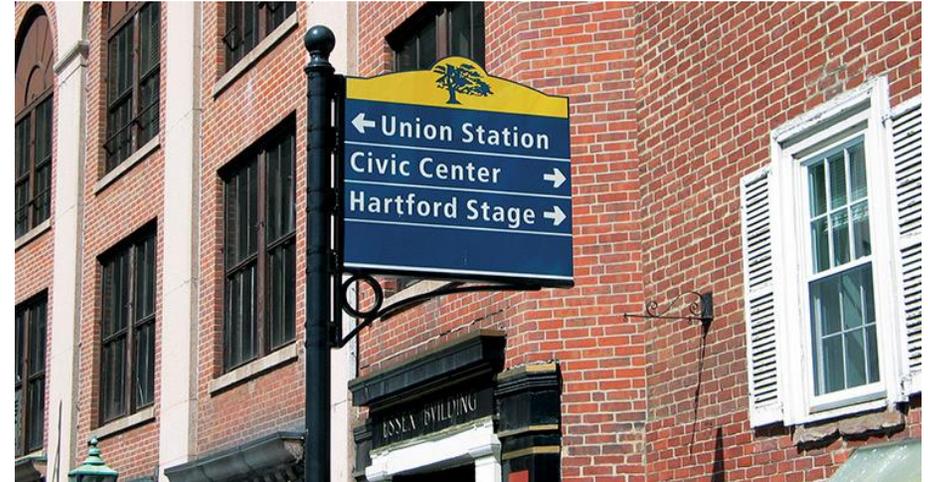
## Wayfinding Design

Establishing the right design for a wayfinding system is, in and of itself, a major undertaking. This process requires a community to often look inward to better understand what attributes they value and then explore (through graphic design) how those attributes might take form. Residents will have lots of suggestions and ideas and should be engaged in this process.

During this master planning process, many ideas signage were expressed. While the scope of this work was not to develop the wayfinding or signage system, the insights gleaned from the

conversations and ideas about signage are potentially helpful to inform future consideration of wayfinding.

A wayfinding plan for the streetscape zones included in the “Top 5 Projects” is included on the next page.





## Encouraging Canadian Tourism & Opening Tourist-Friendly Businesses

Tourism can provide a significant boost to any local economy; dollar expenditures by tourists represent a net gain to a local economy, thereby increasing local business revenues and income. Currently, Canadian tourism in Enosburg Falls is focused on core shopping goods and purchases of ‘cheap’ U.S. gas. The plan objective is to both increase Canadian tourism volume and to induce these tourists to spend more time – and dollars – on a variety of activities in Enosburg Falls. In addition, the community should strive to increase the average visiting party size, by offering attractions for different generations and interests.

Encouraging tourists to spend more time/dollars in the community can be based on the following progression of activities and associated businesses that will function to broaden simple shopping/gas trips into overnight excursions:

- ***Eating & Drinking Opportunities*** – increase the number/variety of eating/drinking options in the village. New businesses should address the full range of eating options – from pure snack food to sit-down meals – in order to address a range of tastes, discretionary spending, seasonality and visitor preferences;
- ***Broaden Retail Opportunities*** – the village’s principal retail volume is currently based in the Depot/Railroad area, rather than along Main Street. The Depot/Railroad area is valuable as a core shopping draw to Canadians, but the village should promote retail diversity and a ‘walkable’ environment along Main Street to encourage tourists to participate in ‘pleasure’ shopping as well as stocking up on basic goods;
- ***Recreation*** – the village’s recreational assets have clear potential for keeping tourism dollars in the village.

These include: year-round use of the rail-trail; golf at the Enosburg Falls Golf Course; Hiking in and around the village and other pursuits. Clearly, the addition of an attraction(s) oriented toward children might induce Canadians to include their entire household in their trips to Enosburg Falls. An increase in recreation activity could also increase localized demand for sporting goods and rentals;

- ***Entertainment and Events*** – well marketed weekend entertainment and events will induce tourists to extend their stay until dinner or overnight. The Opera House and Lincoln Park provide both indoor and outdoor venues for entertainment or from which to base events;
- ***Culture & History*** – the village has a number of points of interest for those interested in history or northern Vermont culture. The Museum is an obvious starting point for self-guided tours and background information, while other historic points (Opera House; Spavin Cure Building; etc.) should be enhanced from physical and interpretive perspectives. There is currently a private initiative to create a destination-oriented museum at the Spavin Cure building, which has the potential to both draw support from and give support to the village’s other tourism and economic development initiatives;
- ***Accommodation*** – as the interest, time commitment and expenditures of Canadian tourists increase, the demand for overnight accommodations will increase. In the short run, this demand might be met by short-term rentals (airbnb, etc.). However, more formalized hotel accommodations will appeal to a segment of the market;
- ***Regional Cooperation*** – in the long run, tourism will increase most substantially if Enosburg is promoted as part of a region, particularly with respect to regional assets like the rail trail;

- **Exchange Discount** - historically, a number of northern Vermont businesses have chosen to accept Canadian dollars on par with U.S. dollars. As of this writing, the exchange rate is at 1.35+/- Canadian dollars equaling 1.00 U.S. dollar. While this discount level might be too significant, the offer might make sense when the exchange rate is closer to par.

There are several key elements to enhancing tourism-oriented shopping in the village:

- Create a walkable environment and link the existing Depot/Railroad retail nexus with Main Street. Canadians in Enosburg Falls are currently focused on core goods. The goal is to broaden the 'enjoyment' factor in shopping – tourists still like 'brick & mortar' retail, if it occurs in an attractive, multi-faceted environment;
- Retail businesses oriented toward locally produced products have the most success in a tourist-oriented market. Options should include food/produce items as well as crafts and services that have an identifiable link with Enosburg Falls;
- Retail gifts are attractive to tourists; further, this is a retail category that the area population would like to add to the local retail mix;
- As U.S. bricks & mortar retailing struggles to find its footing in the face of internet competition, it is apparent that businesses that offer mixed formats are finding some success. For instance, café/bookstore/niche clothing formats have found success in some markets.

Targeting and marketing tourism could include several action components:

- Create a functioning welcome/information center at the museum site;

- Identify the communities that serve as a source of Canadian (or other) tourism and research localized marketing channels in these communities: Listserves; Printed Media; Social Media; Broadcast Media; Direct Mail; etc. Develop targeted messaging/ads. Simple point-of-sale surveying by local merchants could provide this visitor source data;
- Coordinate Enosburg Falls businesses to 'package' overnight excursions that might include shopping; golf; bike rental; snowmobiling; meals; accommodations; music/concert etc. Have involved businesses offer discount pricing or develop package pricing;
- Branding – develop an easily identifiable logo for Enosburg Falls and make all marketing materials consistent with chosen logo 'look & feel.'

### Implementation Funding Opportunities

- Vermont Department of Tourism and Marketing
- Vermont Chamber of Commerce – Advertising & Marketing
- Vermont Agency of Commerce and Community Development
- Vermont Tourism Research Center – University of Vermont
- ThinkVermont Innovation Grants
- Vermont Outdoor Recreation Economic Collaborative Community Grant Program
- Vermont Community Foundation – Small and Inspiring Grants Program

## Implementation Case Studies

The following case studies examine rural communities in the Northeast that planned and implemented projects similar to those included in this plan. While each community's circumstances are unique, their approaches, fundraising efforts, and partnerships can help inform Enosburg Falls' own implementation efforts.

### St. Albans, VT

Over the past decade, St. Albans has enhanced its streetscape and with it, its quality of life, walkability, vibrancy, and economic health of downtown. While the scale and expense of streetscape improvements would not be suitable for Enosburg Falls, the process by which the city planned, creatively funded, and implemented this project can serve as a guide.



St. Albans completed a downtown master plan in 2009 that identified streetscape improvements as a key priority for the city going forward. Through the master planning process, the community coalesced around physical improvements

that would communicate a compelling, historical sense of place, encourage pedestrian activity, and attract outside investment. The city developed a funding mechanism (TIF district) to provide funding for initial streetscape and other downtown projects. With that small funding source, the city began working with local landscape architects on a phased streetscape design. The city then actively pursued grant funding to construct these projects.

The city received a few grants to begin improvements on a small corridor. The streetscape improvements started on a small corridor. However, the improvements quickly helped bring vitality to downtown and fill many previously vacant businesses. The city applied for further grants for new streetscape enhancements that would help grow downtown. With the demonstrated success of the project, the city then secured many additional grants. The city pulled in grants from local sources, state downtown transportation funds and VTrans, and federal grants. Through many phases and grants, St. Albans developed a downtown streetscape that has revitalized the city.

In planning the streetscape, the design team has worked closely with the city Public Works department to align the project with departmental planning and prepare for future maintenance costs.

An important element in the success of the St. Albans project is the alignment within and across the City departments for these improvements. Through a concerted effort, all staff were brought into the fold for these enhancements.



## Chester, VT

The Town of Chester completed a Village Center Master Plan in 2017 and has quickly set about implementing many of the recommendations in the plan. The town has deployed a variety of funding strategies in order to build momentum and quickly demonstrate success. The master plan steering committee was reincarnated as the master plan implementation committee to lead the process.

The town dedicated its own funds to projects through the Capital Improvement Plan (CIP). Through these funds, the town has conducted a zoning audit and is working on a wayfinding plan.

The town has accomplished some of the low-cost, easy logistical projects by harnessing the local community. A pocket park on School Street (below) has been designed and constructed through volunteer labor and community donations.



For more expensive and difficult projects, the town has sought out grant funding. The town has secured grants for a few streetscape and sidewalk projects.

Impressively, Chester was awarded a \$1 million TAP grant to initiate the design and implementation for projects on Depot Street. While this large grant is key to advancing the implementation of the master plan, the town's demonstrated success in the smaller, community-led projects likely helped them secure the grant and develop the community support to fully implement the plan.

## Erie Canal Communities, NY

The Erie Canal Trail is a 400-mile-long bikeway that follows the historic canal through villages and cultural landmarks across New York. The trail itself is a major attraction and its many riders stop in the towns and museums along the trail, supporting local economies. Several trailside communities have developed the infrastructure, marketing, and facilities to encourage visitation and make the trail an economic engine for the community.



Through its revitalization, the Village of Brockport (above) has embraced the canal and historic attributes. This in turn, has made the city more interesting and welcoming to visitors. The village completed a Canalfront Master Plan in 1998 and has strategically pursued grants and fundraised from the community in order to implement it. With those funds, the village has rehabilitated the canal wall, started a historic home improvement program, and opened a welcome center. The welcome center (below) is staffed entirely by volunteers and has

made the whole village a key destination for canal travelers. Free bikes and wagons encourage trail or canal users to head into the village for eating and shopping. With the welcome center as the entrance, the entire village is a “museum without walls,” with self-guided walking tours, public art, and interpretive signage. A similar approach could be implemented in Enosburg Falls.



Volunteers unearthed a former boatyard, Chittenango Landing, and transformed the site into a unique, interactive museum for canal tourists. The museum is located right on the bike path and many trail users stumble upon the museum and visit. Volunteers were the driving force behind the project and secured many grants to fund the project.

In Little Falls, local property owners revitalized two historic buildings along the canal. These property owners formed the Canal Place Development Association and their efforts turned the area into a trailside destination for eating, shopping, and the arts. The buildings house restaurants, galleries, an arts center, an antique center, and boutique shops. The historic structures clearly define a sense of place and make Little Falls a notable and worthwhile stop for visitors.

## Funding Opportunities

### Grant Funding Sources

#### Federal and State Grants and Programs

##### *Land and Water Conservation Fund State and Local Assistance Program (LWCF)*

The Land and Water Conservation Fund (LWCF) state assistance program provides matching grants to help local communities enhance the outdoor recreation resources on public land. LWCF funding has benefited nearly every county in America, supporting over 40,000 projects. The grants create parks and open spaces, protect wilderness and forests, and provide outdoor recreation opportunities. Eligible projects are acquisition of land for parks and public outdoor recreation or development and/or renovation of existing facilities for outdoor recreation. This 50:50 matching program is the primary federal investment tool to ensure that families have easy access to public, open spaces. In Vermont, LWCF is administered by Vermont Department of Forests, Parks & Recreation (FPR).

<http://fpr.vermont.gov/recreation/grants/lwcf>

##### *Surface Transportation Block Grant Program (STBG)*

The State Surface Transportation Program (STP) is the main program of Federal Transportation Funds, managed by VTrans, for transportation improvements on state highways. Possible projects include recreational trails, pedestrian and biking enhancements, sidewalks, and signed routes.

<https://www.fhwa.dot.gov/specialfunding/stp/>

##### *USDA Rural Development Loan and Grant Assistance (RD)*

USDA Rural Development (RD) forges partnerships with rural communities (defined as towns and villages with less than

20,000 inhabitants), funding projects that bring housing, community facilities (including trails and active transportation facilities), business guarantees, utilities and other services to rural America. This program provides funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community. Relevant to this plan, possible projects include transportation facilities, parks, museums, street improvements, and small businesses.

<http://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program>

##### *National Park Service Rivers, Trails, and Conservation Assistance Program (RTC)*

The National Park Service Rivers, Trails, and Conservation Assistance (RTC) program supports community-led natural resource conservation and outdoor recreation projects across the nation. Their national network of conservation and recreation planning professionals can partner with community groups, nonprofits, tribes, and state and local governments to design trails and parks, conserve and improve access to rivers, protect special places, and create recreation opportunities. Current projects include trail rehabilitation, interpretive trails, connector trails, trail master plans, trails collaboratives, and rail trail connectors. No monetary grants are made.

<https://www.nps.gov/orgs/rtca/index.htm>

##### *FHWA Recreational Trails Program (RTP)*

The Recreational Trails Program (RTP) provides funds to communities for development and maintaining recreational trail projects. Grants are awarded to well-planned projects that help to develop, protect, and maintain trails and trail systems that improve connections in the community, livability, user-ability, and are maintained for public recreational use. RTP funds

support a wide range of trail activities including hiking, mountain biking, walking, running, cross-country and backcountry skiing, nature-based interpretive trail use, equestrian, snowmobiling, and off-road motorized recreation. Funds can be used for the following types of projects: construction of new trails or trail connections; construction of new trailhead areas/parking facilities; construction of trailside facilities; maintenance, renovation, or restoration of trails; improvements to signage or trail structures along the trail; assessments of existing trail conditions for accessibility and improvements; equipment; and trail-related educational projects (i.e., information about trail safety, appropriate trail use, environmental protection, etc.). The program is administered by FPR, in cooperation with the VTrans.

<http://fpr.vermont.gov/recreation/grants/rtp>

#### *Transportation Alternatives Program (TAP)*

The Transportation Alternatives Program (TAP) is a grant program administered by VTrans that provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, sidewalks, and bicycle infrastructure. These funds will cover a maximum of 80% of the project with the remaining portions most likely coming from the project-sponsoring organization or town.

<http://vtrans.vermont.gov/highway/local-projects/transport-alt>

#### *Certified Local Government Program (CLGP)*

For municipalities that are enrolled as certified local government, federal grants are available to help local governments integrate historic preservation concerns with the planning and decision making process. Uses of the grant money can include resource identification and planning, National Register nominations, downtown planning and development of architectural drawings, streetscape

assessments, public education, and building feasibility studies. Grants are for between \$500 and \$25,000 and require a full match.

<https://accd.vermont.gov/historic-preservation/funding/clg-grants>

## State Grants and Programs

### *VTrans Bicycle and Pedestrian Program (BPP)*

The Vermont Bicycle and Pedestrian Program (BPP) provides funds managed by VTrans for scoping, design, and construction of bike and pedestrian facilities, sidewalks, shared-use paths, and bike lanes. A local match is required but varies based on the type of project.

<http://vtrans.vermont.gov/highway/local-projects/bike-ped>

### *Downtown Transportation Fund (DTF)*

State grants for municipalities to finance transportation-related capital improvements in support of economic development, within or serving a state designated downtown. Projects can include construction or alteration of roads and highways, parking facilities, pedestrian and streetscape improvement, bike and pedestrian paths, and underground relocation of electric utility, cable, and telecommunications lines. Grants can be awarded up to \$100,000, but cannot exceed more than 50% of the overall project costs and a 50% match is required.

<https://accd.vermont.gov/community-development/funding-incentives/downtown-transportation-fund>

### *Vermont Community Development Program (VCDP)*

The Vermont Community Development Program provides Community Development Block Grants (CDBG) to all Vermont towns and cities, aside from Burlington. The grant provides financial and technical assistance to identify and address local needs in housing, economic development, public facilities,

public services, and handicapped accessibility modifications. The four types of grants are Accessibility Modification Grants (AM), Implementation Grants (IG), Planning Grants (PG), Scattered Site Grants (SS). These grants must primarily benefit persons of low and moderate incomes.

[http://accd.vermont.gov/strong\\_communities/opportunities/funding/vcdp](http://accd.vermont.gov/strong_communities/opportunities/funding/vcdp)

#### *Municipal Planning Grant Program (MPG)*

The Municipal Planning Grants (MPG) are Vermont state grants for a wide range of municipal planning projects including land use plans, zoning and subdivision bylaws, trail networks and walking and biking improvements, resiliency planning, economic plans, and village and neighborhood planning. The range of the grants is from \$2,500 to \$20,000 with a required 10% match.

<http://accd.vermont.gov/community-development/funding-incentives/municipal-planning-grant>

#### *Recreational Facilities Grants Program*

The Recreational Facilities Grants (RFG) program provides matching state grants for capital costs associated with the development and creation of community recreational opportunities. This program provides last gap funding for shovel ready projects and does not support any ongoing fundraising initiatives. The program requires a 100% match and awards are capped at \$25,000.

<https://bgs.vermont.gov/commissioner/building-communities-grants>

#### *Building Communities Grants Program: Regional Economic Development Grant (REDG)*

The Regional Economic Development Grant Program provides grants to municipalities and non-profits for capital costs associated with major maintenance, renovation, or planning related to the development of facilities reasonably expected to

create or retain job opportunities in Vermont communities. The program provides last gap funding for shovel-ready projects and does not support ongoing fundraising initiatives. Priority consideration is given to applicants demonstrating they have strong community support. The maximum grant is \$25,000 with a full match required.

#### *Cultural Facilities Grant Program (CFGP)*

Matching state grants for community facilities that are used to provide cultural activities to the public and to enhance or expand the capacity of an existing building to provide cultural programming. Grants are for between \$1,000 and \$30,000 and require a full match, with at least 50% of that in cash. Previous awarded projects include renovations to local museums and town halls.

<https://www.vermontartscouncil.org/grants-and-services/organizations/cultural-facilities>

#### *State Historic Preservation Grants (SHPG)*

A state grant for the repair and restoration of historic buildings listed or eligible for listing in the National Register of Historic Places. Grants are awarded to communities and non-profit organizations. Grants are for between \$1,000 and \$20,000 and require a full match.

<http://accd.vermont.gov/historic-preservation/funding/historic-preservation-grants>

#### *VHCB Outstanding Historic Building Grants (OHBG)*

Funding for acquisition or rehabilitation of “outstanding” historic buildings located in downtowns and village centers. Vermont Housing and Conservation Board (VHCB) makes the determination. There is no set range for grant funds. A match is required for locally significant projects.

<http://184.154.228.13/~vhcb8601/sites/default/files/programs/conservation/conservation%20policies/historicpreservation.pdf>

### *VEDA Commercial Loan Programs (VEDA)*

Vermont Economic Development Authority (VEDA) offer low-interest loan programs to fill the financing gap for a commercial start-up or expansion project. These loans are available to for profit and non-profit companies to finance downtown revitalization projects. Eligible projects include redevelopment of vacant or significantly under-utilized buildings or lots in downtowns or villages that spur employment and economic vitality.

<http://www.veda.org/financing-options/>

### *Northern Border Regional Commission Grants (NBRCG)*

The Northern Border Regional Commission invests in community and economic development projects in economically distressed counties in Vermont, Maine, New Hampshire, New York. In Vermont, the eligible counties are Essex, Orleans, Caledonia, Lamoille, Franklin, and Grand Isle. Projects must focus on the following program areas: transportation infrastructure, basic public infrastructure, telecommunications infrastructure, workforce develop, entrepreneurship and business and technology development, resources and open space conservation, recreation and tourism, and renewable and alternative energy.

<http://accd.vermont.gov/economic-development/funding-incentives/Northern-Boarder-Regional-Commission>

### *VOREC Community Grant Program*

The Vermont Outdoor Recreation Collaborative (VOREC) launched a community grant program for outdoor recreation in Vermont municipalities. The grant is designed to help communities leverage their local outdoor recreation assets and applying communities must have completed some prior planning or mapping of outdoor recreation assets, have identified outdoor recreation as a component of their local economy through previous plans, and have a dedicated staff

and/or volunteers to ensure long-term success of the project. The funds can be used for consultants, small scale outdoor recreation infrastructure improvements, materials or equipment to support outdoor recreation programs, marketing relating expenses, community based outdoor recreation planning, and securing public access through acquisition of land, easements, or rights-of-way. Communities are also responsible for making products and deliverables that could be adapted and reproduced by other communities in the state. The program is administered by FPR in partnership with Agency for Commerce and Community Development (ACCD) and VOREC and offers grants between \$10,000 and \$100,000.

[https://fpr.vermont.gov/VOREC\\_Community\\_Grant](https://fpr.vermont.gov/VOREC_Community_Grant)

## National Organizations

### *PeopleforBikes Community Fund (PBCG)*

The PeopleforBikes Community Grant Program (PBCG) provides funding for important and influential projects that build momentum for bicycling in communities across the U.S. These projects include bike paths and rail trails, as well as mountain bike trails, bike parks, and large-scale bicycle advocacy initiatives. PeopleforBikes will fund engineering and design work, construction costs, and reasonable volunteer support costs. The maximum grant award is \$10,000 and the grant cannot make up more than 50% of the total project budget.

<http://www.peopleforbikes.org/pages/community-grants>

### *Robert Wood Johnson Foundation Grants (RWJF)*

The Robert Wood Johnson Foundation (RWJF) provides grant funds to improve the health and health care of all Americans. RWJF awards grants for projects creating healthier communities. This funding has gone towards walking and bicycling facilities and upgrading underutilized green space.

<https://www.rwjf.org/en/how-we-work/grants-and-grant-programs.html>

*Trails Connecting People with Nature: A program of the Sierra Club's Nearby Nature Initiative (TCPN)*

Trails Connecting People with Nature is a Sierra Club initiative that works to ensure that access to the outdoors is increasingly equitable and available to all communities. The Sierra Club Foundation awards one year trail grants ranging from \$5,000 to \$20,000 towards trail creation or maintenance projects that engage new leaders and provide opportunities for communities to connect with nature.

<https://content.sierraclub.org/ourwildamerica/nearby-nature>

## State Organizations

*Vermont Community Foundation – General Grants (VCF)*

A variety of grants are available to support projects to improve environmental sustainability, cultural heritage, social justice, historic preservation, and vitality of Vermont communities. The different types of grants offered include: Place-Based Grants, Arts Endowment Fund, Special and Urgent Needs, and Nonprofit Capacity Building (see below). Each place-based grant is only available to a specific region of the state. For information about which grants are available for your community, please see the website below.

<http://www.vermontcf.org/Nonprofits/AvailableGrants.aspx>

*Vermont Community Foundation – Nonprofit Capacity Building (NPCB)*

The Nonprofit Capacity Building program is small grants to support the cost of consultants to facilitate discussions related to strategic planning, financial sustainability funding, or facilitating a merger. These grants are meant to supplement other funding. This grant is available to both nonprofits and municipalities.

<https://www.vermontcf.org/NonprofitsGrants/AvailableGrants/NonprofitCapacityBuilding.aspx>

*VHCB Local Conservation Projects (VHCP)*

The Vermont Housing and Conservation Board provides funding to conserve natural areas, recreation lands, and historic properties. For public outdoor recreation projects, VHCB provides loans to enable the project to leverage other funds or grants in cases where local efforts to obtain sources of funding have been exhausted. The available funds vary based on whether the parcel has statewide significance. For conserving locally-significant land, other sources must provide 1/3 of the project funding. VHCB also provides funding for feasibility analysis, project-specific capacity (i.e, engineering work, historic preservation analysis, and hazardous materials analysis).

<https://vhcb.org/our-programs/conservation/apply-for-funding>

*Lintilhac Foundation (LF)*

The foundation's central purpose is to support organizations that are making sustainable, positive change for Vermont's environment and its people. Grants are available in three core giving areas, water quality, energy, and conservation. The conservation giving is primarily to backcountry recreational access to lands and integrative land use planning.

<http://www.lintilhacfoundation.org/application-guidelines/>

*Vermont Arts Council Animating Infrastructure Grant (AIG)*

The Animating Infrastructure Grant (AIG) funds projects that integrate public art into existing or proposed infrastructure improvements, which could include buildings, recreational paths, parks, bridges, small-scale renewable energy projects, and water treatment facilities.

<http://www.vermontartscouncil.org/grants-and-services/organizations/animating-infrastructure>

### *Ben & Jerry's Foundation (BJF)*

The Ben & Jerry's Foundation funds multiple grants programs to help communities in Vermont. The Vermont Economic Justice Program gives grants to non-profits working to address the economic, social, and environmental impacts of poverty. The Vermont Community Action Team Grant is a small grant awarded to non-profits, schools, and municipalities. The Community Action Teams provide general or project support. The CATs fund the following types of community programs: social services organizations, cultural, recreational, arts programs, and community celebrations.

<https://benandjerrysfoundation.org/vermont-grant-programs.html>

## Non-Grant Funding Sources

### Development Impact Fees

A Development Impact Fee is an assessment on development used to pay for its proportionate share of the impacts to public facilities. Some communities assign a standard dollar figure to the public sites, some use a park, pedestrian improvements, trails and open space development impact fee, while others allow for the dedication of parkland, or fee-in-lieu, in place of the impact fee. A full spectrum of leisure services which contain costs for recreation centers, trails and open space, in addition to parks, has been included in some communities' development impact fees. Some of these development impact fees could contribute to a fund to support enhanced community and pedestrian accommodations.

### Bond Issues

Bonds issued by the town may provide important opportunities to leverage other funds, such as required match amounts for

federal or state grant programs, and regional bonds may be needed for larger scale projects.

### State Infrastructure Bank Loans

A state low interest loan program for the construction or reconstruction of highways, roads and bridges, and pedestrian facilities. Loans may also be available for certain capital facilities such as public transit or electric vehicle charging stations. There is no minimum or maximum but the loan term may not exceed 30 years and requires borrower equity of 10-20%. For municipal borrowers, it is a 1% fixed loan. The program is operated by the Vermont Economic Development Authority in conjunction with VTrans and FHWA. There is no deadline, as it is an ongoing program.

<https://www.veda.org/financing-options/other-financing-option/state-infrastructure-bank-program/>

### Tax Credits

State and federal tax credits are available for rehabilitation of historic buildings. From the state of Vermont, tax credit is available for qualified historic rehabilitation, façade, code and technology upgrades for properties constructed before 1983 located within a state designated downtown or village center. The credit can be between 10 and 50% of eligible expenditures.

Federal tax credit is available for 20% of the rehabilitation costs (including labor, materials, and architects and other consultant fees) for income-producing buildings listed in the National Register of Historic Places.

### Local Funds

Local funds are sources of funding that are provided by local governments through local budgets or funds other than bonds. Capital Improvement Plans (CIP) can be leveraged to help

advance specific initiatives. Aligning the long-term capital program with initiatives outlined in this master plan should be a priority, particularly for the key initiatives that have been identified.

### Private Donors and Fundraising

Funds can be provided by private donors or through special fundraising efforts which can supplement or substitute for local funds. In many communities, the design of specific improvements is often crafted to encourage private donations; donor benches, bricks, trees. The use of private funding is often less constrained and restricted and opens up new or expansive opportunities for creativity in design outcome. Fundraising efforts can be very time consuming and require

reaching out broadly to the community, business interests, and others.

The use of crowdsourcing sites such as Kickstarter can make the process of seeking input or funding easier in many ways. The web-based platforms allow communities to broadcast ideas widely, often attracting the interests of people who may never have visited otherwise. Keys to this process include making a compelling case about the reasons for the project, offering up some definitive value to the donor (i.e., a memorial brick, commemorative map, etc.) and communicating how this project supports the broader vision for the area. This last point is important as it is often appropriate to take big ideas and break them down in crowdfunding – smaller projects can be done more quickly and link together to provide bigger outcomes.