



**Vermont Downtown Action Team Report**  
August 1, 2014

**Brandon,  
Vermont**



# Contents

---

1.0	Introduction . . . . .	.6
1.1	The Vermont Downtown Action Team (V-DAT) . . . . .	.6
1.2	Process . . . . .	.6
1.3	Acknowledgements . . . . .	.7
1.4	Project Funding and Support . . . . .	.7
1.5	Introduction to Brandon . . . . .	.7
2.0	Retail Market Study. . . . .	10
2.1	Community Input. . . . .	10
2.2	Market Definition . . . . .	12
2.3	Retail Market Analysis . . . . .	15
2.4	Key Market Conclusions and Opportunities . . . . .	18
3.0	Physical Plan . . . . .	20
3.1	Introduction and Assessment . . . . .	20
3.2	Public Realm . . . . .	22
3.3	Development/Redevelopment Sites . . . . .	36
3.4	Building Renovation . . . . .	44
4.0	Marketing Brandon: Recommendations. . . . .	62
4.1	Background . . . . .	62
4.2	Brand Values . . . . .	63
4.3	Brand Attributes. . . . .	63
4.4	Brand Recommendations. . . . .	65
5.0	Organizational and Funding Plan. . . . .	74
5.1	Organization . . . . .	74
5.2	Funding . . . . .	75
6.0	Implementation Strategy and Action Plan . . . . .	80
7.0	Implementation Strategy and Action Plan . . . . .	85







**Vermont Downtown Action Team Report**

# **Introduction**

## 1.0 Introduction

### 1.1 The Vermont Downtown Action Team (V-DAT)

The Vermont Downtown Action Team (V-DAT) was selected by the State of Vermont, Department of Housing and Community Development, Vermont Downtown Program in May 2013 to conduct community planning and economic development charrettes for eight communities adversely affected by Tropical Storm Irene or the spring floods of 2012. Charrettes were held from August 2013 through April 2014 in Barre, Brandon, Brattleboro, Waterbury, Waitsfield, Warren, Wilmington and Northfield. The V-DAT was comprised of experts in architecture, planning, historic preservation, economic development, organizational structure, engineering and community branding.

The V-DAT team was customized for each community but included:

- Tripp Muldrow, Team Leader, Arnett Muldrow & Associates
- David Boehm, Engineering Ventures
- Heather Fontaine, Arnold & Scangus Architects
- Stephanie Francis, SouthCoast Consulting
- Tom McGilloway, Mahan Rykiel Associates
- Ben Muldrow, Arnett Muldrow & Associates
- Stacy Pair, SouthCoast Consulting
- Laz Scangus, Arnold & Scangus Architects
- Nate Scott, Mahan Rykiel Associates
- Randy Wilson, Community Design Solutions
- Leanne Tingay, State of Vermont, Housing and Community Development, Vermont Downtown Program
- Richard Amore, State of Vermont, Housing and Community Development, Vermont Downtown Program
- Leigh Minor Nagy, Minorbird Retail Consulting
- Margie Johnson, Shop Talk

### 1.2 Process

The V-DAT planning charrettes operate on three key tenants: utilizing an asset based approach, addressing the community in a holistic manner, and conducting the exercise in a public forum. First, an asset-based planning approach builds upon the unique assets and qualities a community possesses without trying to make them into some place they are not. Ultimately, this ensures that the plan will be authentic in its nature and affordable in its execution. Second, the holistic approach utilized in the V-DAT charrette includes varying degrees of emphasis on four components:

- Market analysis – to understand the economic development factors affecting the downtown/village center
- Design, planning, and preservation – to protect and enhance the physical appearance and function of the downtown/village center
- Branding and marketing – to aid the community in communicating its unique promotional messages in a compelling, consistent and effective way

- Implementation strategies – to ensure the recommendations of the plan include a road map to turn them into reality

However, it is the participatory nature of the planning exercise that makes the components maximally effective. Since the plans are created on-site within a three-day time period with input from the communities' citizens, the charrette ensures a level of community-wide buy-in and enthusiasm that leads to an unprecedented level of implementation.

### **1.3 Acknowledgements**

The Vermont Downtown Action Team [V-DAT] Brandon plan would not be possible without the support, expertise and input from the following people and organizations.

State of Vermont, Department of Housing and Community Development (DHCD)

Noelle Mackay, Commissioner of the Department of Housing and Community Development

Jennifer Hollar, Deputy Commissioner of the Department of Housing and Community Development

The Town of Brandon

Downtown Brandon Alliance (Brandon Main Street)

Special thanks to all the participants during the V-DAT charrette that occurred on November 4-6, 2013.

### **1.4 Project Funding and Support**

This project was supported by funding from the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant – Disaster Recovery. The plan was prepared as a cooperative effort of the State of Vermont Department of Housing and Community Development, the Division of Community Planning and Revitalization and the Town of Brandon. The contents of this document do not necessarily reflect the official views or policy of HUD or the State of Vermont. For more information on the Vermont Downtown Action Team [V-DAT] program, please visit [http://accd.vermont.gov/strong\\_communities/opportunities/revitalization/vdat](http://accd.vermont.gov/strong_communities/opportunities/revitalization/vdat) or call (802) 828-5229.

### **1.5 Introduction to Brandon**

Brandon, VT is an intimate, warm, and walkable small town with a strong sense of place and significant community and historic assets, including a compact and full-service downtown. Brandon's downtown still provides the essential goods and services that have moved to the outskirts of some Vermont towns. Brandon provides the local populace and residents of surrounding towns with opportunities for jobs, retail goods and services, and the social and civic benefits of an active and diverse community. The things that make Brandon special include its natural resources, historic streetscape, and community character.

Included within the town are the villages of Brandon and Forest Dale. Forest Dale is Brandon's small village to its east with its own historic district and charming history. It includes a well-preserved 19th century blast furnace and is home to several of Brandon's top manufacturers. The village houses the elementary school and has its own post office, as well as a couple of small grocery stores. The village of Brandon is the focus of the V-DAT study and includes the iconic old Town Hall building; numerous shops, restaurants, and services; the historic Brandon Inn; and unique open spaces along with views of the Neshobe River.

### **1.5.1 Catastrophic Event(s)**

On August 28, 2011, Tropical Storm Irene brought over one foot of rain to Brandon, VT, causing flooding and overflow of the Neshobe River that runs through downtown. When the rain and rising waters ceased, one business was pushed off its foundation and left in the middle of the street. Multiple other businesses were flooded and the integrity of several buildings was questioned. The storm was a great catalyst to bring the community together and plan for the future although several items remained unaddressed as of the summer of 2013. For example, as of the first week in June 2013, the town offices were still in a temporary location.

### **1.5.2 Recovery**

Brandon has a dedicated and highly skilled volunteer corps that has enabled the town to jump-start the recovery process, even while the town has been in a staff transition. Brandon currently has hired a new Town Manager, who began work in late fall of 2013. One of the key historic buildings whose back is on the river can be saved and is in the restoration process. Additionally, an overflow system may hopefully be put in place during the Segment 6 highway project in an effort to divert any future storm flow so that future flooding might be avoided.

### **1.5.3 Vermont Downtown Action Team Outcomes**

- Market study of Brandon to determine the opportunities for growth and infill development.
- Downtown Master Plan that identifies the following: infill opportunities, parking reconfiguration, streetscape where necessary, connectivity to the waterways, links between downtown and adjacent neighborhoods, fostering a more cohesive downtown overall.
- Wayfinding Plan directing visitors who are traveling on Segment 6 to highlights of Brandon
- Consistent marketing and brand identity for downtown Brandon.





Vermont Downtown Action Team Report

# Retail Market Study

## 2.0 Retail Market Study

This section of the report presents the findings of the market research for Brandon and sets the stage for further analysis that can be used to recruit businesses, residents, investors, and visitors. It is also designed to help businesses retain existing customers and target new ones. The findings of this chapter inform the implementation recommendations found in later sections of this report.

**This chapter is divided into four sections:**

**Section 2.1** is a distillation of the community input gathered in a series of one-on-one interviews conducted, as well as a public input session. This section describes the assets, opportunities, and challenges as described by community leaders and other stakeholders. This input is the “unvarnished” input provided by community stakeholders and represents only a synopsis of the input heard during the course of the V-DAT team’s work in Brandon.

**Section 2.2** is downtown Brandon’s market definition based on zip code survey work completed by businesses in the community in October of 2013. It also provides insight into Brandon’s trade area demographics and presents market data related to the Town of Brandon’s retail trade areas.

**Section 2.3** presents the retail market analysis that shows the market potential for the retail trade areas. This information is based on the most recent data available and is a reliable source for understanding the overall market patterns. This section concludes with some key opportunities for retail that could be used to both enhance existing businesses and recruit additional businesses to the community.

**Section 2.4** provides summary data for retail market opportunities and explores the potential for other uses such as residential and office development as well.

### 2.1 Community Input

The V-DAT team conducted a public meeting, roundtable sessions with special interest groups, and one-on-one interviews with a variety of stakeholders. The input documented below is not designed to be exhaustive but rather to provide an overview of what we heard. Please note that the opinions stated here do not necessarily reflect the opinion of the V-DAT team, the Downtown Brandon Alliance or the Town of Brandon.

#### 2.1.1 Strengths

Interviewees cited many community assets, such as:

- The falls at Kennedy Park
- Café Provence
- Central Park
- Library
- Walking down Park Street
- Town Hall

- Brandon Inn
- Green Block
- Crown Point Road
- The blast furnace
- Stephen Douglas House
- Architecture of Park Street
- Ricky Rowe's barber shop
- The Neshobe River
- Otter Creek swamps
- Classic Vermont town
- Strong sense of community
- Welcoming to visitors
- Ice cream parlor
- Gateway to Moosalamoo
- An hour to everything
- Walkable downtown
- Camaraderie of the residents
- Irene made community spirit stronger
- Arts in Brandon
- Everything is here – for citizens and visitors
- Civilized in the real true sense of the word
- Genuine
- Chamber tagline – “Unhurried, Unspoiled, and Unforgettable.”
- Brandon Music and the Compass Music and Art Center
- Schools
- Nice history
- Strong sense of volunteerism
- The “real” Vermont
- Access to recreation – great asset and in some ways it is a hidden gem
- Destination point for weddings.

### **2.1.2 Opportunities/Needs**

- Increase traffic to the community
- Less truck traffic
- Put back the sidewalks, green space and the curbs
- Need a walkway between Forest Dale and Brandon on up to the Neshobe school
- Recreation park and a swimming pool
- The mess cleaned up down by the bridge and by the Neshobe River
- Town offices reopened – finish restoration of Town Hall
- Restore the oldest twin arch marble bridge in the state
- Better utilize the Smith Block with upper floor space
- Start a tree planting plan
- Lost significant industry, need more industry back
- Put the old high school back into use
- Live/Work space (Smith Block)
- Public downtown parking
- Survive Segment 6 road construction without a loss of business
- Increase Brandon's residency

- Keep Central Park in a condition so it can be used for everything despite Segment 6
- Affordable housing
- DBA should create more viewing areas around the falls, create greenways, and improve public access and the aesthetic
- More marketing and promotion of the schools
- Dog park
- Fly fishing only segment of the Neshobe River
- Public restrooms for downtown
- Broadband internet and better cell service

## 2.2 Market Definition

This portion of the study will explore what the market for downtown Brandon looks like. There are many different models for defining a market. Radial studies simply take a location and draw a radius from it. This approach is difficult for locales like Brandon, where Vermont's mountains and road network limit the way a community can be approached. Drive time studies, while sometimes useful, are also problematic for communities like Brandon because within a 30 minute drive time from Brandon, other markets such as Rutland and Middlebury become more of an attraction to shoppers.

Consequently, the V-DAT team used a zip code approach as its tool for analyzing a trade area. This approach has its own advantages and disadvantages. The strengths of a zip code survey include the following: local merchants have "skin in the game" as they are tracking customers on a first hand basis, visitor traffic can be identified which no other methodology will account for, local customer shopping patterns can be evaluated, customer browsing can be studied by looking at a visitor zip code that appears in multiple shops, and a host of detailed comparisons can be drawn if needed.

The drawback to this approach is that zip codes often cover areas well beyond the core of a community. Such is the case with Brandon. With these strengths and imitations in mind, it is the only technique that correlates easily with customer traffic collected by merchants. The zip codes are then used to define a primary and secondary trade area for the community from which a whole host of demographic data can be gleaned.

The customer zip code surveys were conducted in late October of 2013. Retail businesses and restaurants in the Town of Brandon graciously participated in the zip code survey of their customers. Merchants were provided with a form to record customer zip codes and asked to keep the log for all customers during this period. The results of the zip code survey were used to augment and not replace the findings of the Downtown Market Study completed by William McMaster of the University of Vermont for the Downtown Brandon Alliance Economic Restructuring Committee. This prior report provides valuable customer preference survey information that can complement the research outlined below.



### 2.2.1 Zip Code Results

The results of the zip code survey are listed below:

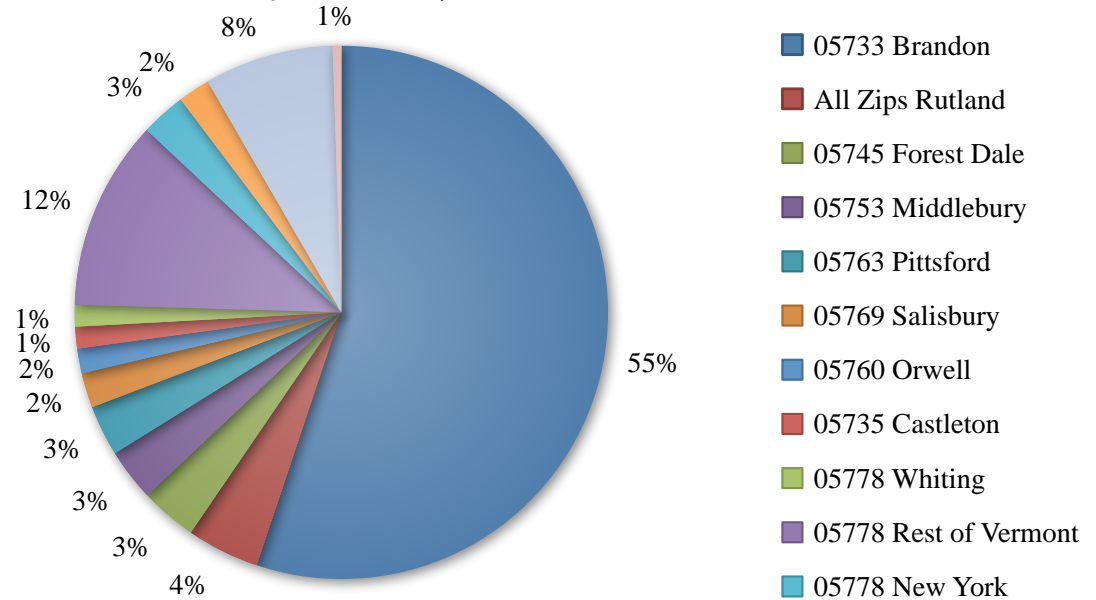


Figure 1:  
Indicates the percentage of  
customer visits by zip code.

- 13 businesses participated including 4 dining establishments and 9 retailers in the downtown area of Brandon
- Businesses recorded 1,162 customer visits.
- Customers came from 161 unique American zip codes.
- Customers came from 20 states, DC, and three foreign countries.
- Figure 1 indicates the percentage of customer visits by zip code and can be summarized as follows:
  - 55% of recorded customer visits in downtown Brandon came from Brandon, making this the largest customer base by zip code.
  - Rutland, Middlebury, Forest Dale, and Pittsford each represented about 3% of the customer visits making these surrounding communities important “feeders” to the Brandon market.
  - Zip codes in the rest of Vermont comprised 12% of the customer visits. Some of these Vermonters might be classified as visitors while still others may be small nearby zip codes that use Brandon as a shopping destination on a fairly regular basis.
  - Visitors from out of state and out of the country comprised 14% of all visits recorded. The fact that the survey was conducted past peak foliage season indicates that out-of-state visitation is an important factor to the success of downtown Brandon.

### 2.2.2 Trade Area Definition

The number of visits provides an overall view of customer origin. A more accurate way to evaluate a local customer’s loyalty to the market is by placing customer visits in the context of the population of each zip code. This corrects for zip codes that have exceedingly large or small populations that might skew the market penetration data.

By this measure, the primary and secondary trade areas for the community can be established. The primary trade area is the geography where the most loyal and frequent customers to Brandon reside. The secondary trade area represents an

area where Brandon businesses can rely on local customers but to a lesser degree. To establish the trade areas, a table is created to show customer visits per thousand residents. Each zip code population is taken, and then the number of visits from that zip code is calculated. Table 2.2.1 shows customer visits per 1,000 people for each of the highest representative visits to the participating merchants based on 2012 population figures.

Determining the primary and secondary trade areas for a community can sometimes be more “art” than science. In Brandon’s market, the William McMaster Study used a drive time methodology of 20 minutes to evaluate the market. While useful, this drive time puts some communities (such as Pittsford) into Brandon’s primary trade area. The zip code method revealed a much smaller actual trade area. The 05733 zip code for Brandon with 115 visits per thousand residents clearly is a more loyal customer base than other nearby zip codes. The break is significant, with Whiting having only 19.8 customer visits per thousand residents. The next break, showing the secondary trade area, is also clear, where Orwell has 12.2 visits per thousand and Castleton has only 3.8. The table below does indicate that visits from both Middlebury and Rutland are important to Brandon (especially from a marketing standpoint) but that they should not be included in the actual trade calculations for the purposes of evaluating support for future retail.

Zip Code	Area	Population	Visits	Visits/1000 Pop
All zips	Rutland	20,535	50	2.43
05753	Middlebury	10,381	36	3.47
05735	Castleton	3,946	15	3.80
05750	Orwell	1,392	17	12.21
05753	Pittsford	2,635	35	13.28
05759	Salisbury	1,314	24	18.26
05778	Whiting	756	15	19.84
05733	Brandon	5,788	666	115.07

### 2.2.3 Trade Area Demographic Data

The Brandon zip code primary trade area permanent population was estimated to be 5,788 in 2013. From 2000 to 2010, the primary trade area experienced a slight increase of 2.1%, which accounts for about 53 new households in the Brandon zip code. Since 2010, the population of the zip code has remained relatively flat and is expected to make a very slight decline to 5,766 by 2018.

From an income standpoint, the Brandon zip code has an average household income of \$57,324 compared with \$53,422 for Vermont and \$52,762 for the United States. Brandon’s relative affluence reflects a unique opportunity for the community to be appealing to visitors and provide more specialty services and shops to local residents. Not all of Brandon is affluent, however; 35.7% of the households in the zip code earn under \$35,000 per year, meaning that downtown has the unique challenge of catering to both those of means and those whose incomes are more challenged.

At 46.6 Brandon’s primary trade area has a median age significantly higher than that of the state and the country. Vermont has the second oldest median age of

any state in the United States, with a median age of 41.5 (Maine is the “oldest” state by median age), and Brandon’s median age is over a decade older than that of the nation (36.5). This represents significant considerations for the local market as it has to cater to an aging population. While the median age is very high, 40% of the households in Brandon have children in the home. The community is far from one dimensional in its demographic make-up.

## **2.3 Retail Market Analysis**

Brandon is a retail center serving the primary markets indicated above. In this section the Brandon market will be examined to identify potential opportunities for new or expanded stores by examining the local population, showing retail market potential based on what residents of Brandon primary trade area spend compared with what stores in the Brandon primary trade area sell. This will allow the community to assess what kind of additional store types might be attracted to Brandon and will help individually existing businesses understand how they might diversify product lines based on the local customer traffic.

### **2.3.1 Retail Market Potential in the Trade Areas**

Retail market potential refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, the dollars spent outside of the area are said to be “leaking.” If a community is a major retail center with a variety of stores it will be “attracting” rather than “leaking” retail sales. Even large communities may see leakage in certain retail categories while some small communities may be attractors in categories. The Brandon zip code has significant retail leakage. The local retail supply in Brandon is insufficient to support the local population assuming they do all of their shopping locally. This leakage only accounts for the Brandon zip code; once other nearby zip codes and visitor traffic are factored in, the opportunities for Brandon’s retail growth become even more pronounced. Having said this, retail leakage is not occurring in every retail category for Brandon.

Such an analysis is not an exact science. In some cases, large leakage in certain categories may indicate that money is being spent elsewhere (e.g. drug store purchases at a Wal-Mart or apparel purchases through the internet). It is important to note that this analysis accounts best for retail categories where households (rather than businesses) are essentially the only consumer groups. For example, lumberyards may have business sales that are not accounted for in consumer expenditures. Stores such as jewelry shops and clothing stores are more accurately analyzed using this technique.

As indicated in the detailed table below, the primary trade area selected store sales equaled \$42.7 million while consumers in the Brandon spent \$62.8 million. As a result, the Brandon primary trade area is leaking \$20.1 million annually. Yet this is not happening in all retail categories. Building materials, garden supply stores, gas stations, miscellaneous stores (highly specialized stores), and antique stores have a supply that exceeds local demand. The gas station and specialty store categories point to the power of Brandon as a market that visitors use.

## 2.3.2 Detailed Retail Market Opportunity Tables

Section 2.3.1 explores the retail trade patterns in aggregate; the tables on the following pages explore the individual retail categories where Brandon is leaking and gaining sales in the primary trade area. The data is categorized by North American Industry Classifical System (NAICS). This data should be used as an overall guide to retail market potential and should not substitute for detailed market research on the part of any business wishing to open in the area. For example, bars may be classified as a restaurant rather than a bar according to reporting. Furthermore, allocations may under-represent actual market data. The data is a broad guide. While market support for a category may be an indicator of success, there are many factors (location, business plan and financing, customer service, product selection) that can contribute to the failure of a retail enterprise. Please note that some categories are subsets of larger categories.

As mentioned before, Brandon is gaining sales in a few notable store types. These details are shown in the following table. The source for this information is Neilson Inc. Neilson uses a complex allocation model to assign sales across a larger geography so smaller geographies often have sales reflected from businesses that are nearby but not within zip code. Consequently, a percentage of certain store type sales may be allocated to Brandon from adjacent geographies.

	NAICS	Demand	Supply	Retail Gap	Leakage/ Surplus
Industry Summary		(Retail Potential)	(Retail Sales)		Factor
Total Retail Trade/ Food & Drink	44-45,722	\$62,824,029	\$42,724,323	\$20,099,706	19.0
Total Retail Trade	44-45	\$57,615,938	\$41,640,951	\$15,974,987	16.1
Total Food & Drink	722	\$5,208,091	\$1,083,372	\$4,124,719	65.6
Industry Group	NAICS	Demand	Supply	Retail Gap	Leakage/ Surplus Factor
		(Retail Potential)	(Retail Sales)		
Motor Vehicle & Parts Dealers	441	\$11,179,485	\$1,141,261	\$10,038,224	81.5
Automobile Dealers	4411	\$9,383,110	\$881,498	\$8,501,612	82.8
Other Motor Ve- hicle Dealers	4412	\$774,321	\$259,763	\$514,558	49.8
Auto Parts, Acces- sories & Tire	4413	\$1,022,054	\$0	\$1,022,054	100.0
Furniture & Home Furnishings	442	\$1,469,921	\$207,384	\$1,262,537	75.3
Furniture Stores	4421	\$678,163	\$0	\$678,163	100.0
Home Furnishings Stores	4422	\$791,758	\$207,384	\$584,374	58.5
Electronics & Ap- pliance Stores	4431	\$1,474,164	\$0	\$1,474,164	100.0
Bldg Materials, Gar- den Equip.	444	\$2,559,108	\$5,112,320	-\$2,553,212	-33.3
Bldg Material & Sup- plies Dealers	4441	\$1,656,491	\$1,166,504	\$489,987	17.4

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor
Lawn & Garden Equip & Supply Stores	4442	\$902,617	\$3,945,816	-\$3,043,199	-62.8
Food & Beverage Stores	445	\$11,183,145	\$4,005,188	\$7,177,957	47.3
Grocery Stores	4451	\$10,649,694	\$1,724,433	\$8,925,261	72.1
Specialty Food Stores	4452	\$251,732	\$117,035	\$134,697	36.5
Beer, Wine & Liquor Stores	4453	\$281,719	\$2,163,720	-\$1,882,001	-77.0
Health & Personal Care Stores	446,4461	\$5,071,227	\$5,169,984	-\$98,757	-1.0
Gasoline Stations	447,4471	\$7,183,088	\$20,522,138	-\$13,339,050	-48.1
Clothing & Clothing Accessories	448	\$3,965,586	\$358,055	\$3,607,531	83.4
Clothing Stores	4481	\$2,968,611	\$358,055	\$2,610,556	78.5
Shoe Stores	4482	\$586,159	\$0	\$586,159	100.0
Jewelry, Luggage & Leather Gds.	4483	\$410,816	\$0	\$410,816	100.0
Sporting Goods, Hobby, Book & Music Stores	451	\$1,729,011	\$305,523	\$1,423,488	70.0
Sporting Goods/ Hobby/Musical Instrument Stores	4511	\$1,449,762	\$305,523	\$1,144,239	65.2
Book, Periodical & Music Stores	4512	\$279,249	\$0	\$279,249	100.0
General Merchandise Stores	452	\$5,335,970	\$288,235	\$5,047,735	89.8
Department Stores Excluding Leased Depts.	4521	\$2,616,138	\$130,563	\$2,485,575	90.5
Other General Merchandise	4529	\$2,719,832	\$157,672	\$2,562,160	89.0
Miscellaneous Store Retailers	453	\$1,480,704	\$1,678,848	-\$198,144	-6.3
Florists	4531	\$102,708	\$172,086	-\$69,378	-25.2
Office Supplies, Stationery & Gift	4532	\$512,105	\$62,576	\$449,529	78.2
Used Merchandise Stores	4533	\$229,547	\$627,569	-\$398,022	-46.4
Other Miscellaneous Retailers	4539	\$636,344	\$816,617	-\$180,273	-12.4
Food Services & Drinking Places	722	\$5,208,091	\$1,083,372	\$4,124,719	65.6
Full-Service Restaurants	7221	\$3,079,477	\$516,180	\$2,563,297	71.3
Limited-Service Eating Places	7222	\$1,801,991	\$567,192	\$1,234,799	52.1
Special Food Services	7223	\$189,613	\$0	\$189,613	100.0
Drinking Places - Alcoholic Beverages	7224	\$137,010	\$0	\$137,010	100.0

## **2.4 Key Market Conclusions and Opportunities**

### **2.4.1 Observations**

- Demographics are a challenge. Exploring tactical approaches to attract young families is critical.
- LOCAL retail leakage points to additional retail opportunities in Brandon. There is insufficient demand to support most big box stores with one notable exception.
- REGIONAL customers represent a significantly under-marketed opportunity. While Rutland and Middlebury have great offerings, the quick drive for “something different” in Brandon should be marketed more thoroughly.
- VISITOR economy is significant (over 1 in 5 customers in the off season), and must continue to be a part of the equation for Brandon.

### **2.4.2 Emerging Themes**

The following themes have emerged as key focus areas for Brandon to enhance its economic health:

- Creating a civic core: capitalize on the historic crossing where the Town Hall, Town Offices, and Marble Bridge intersect with Seminary Street.
- Fostering connections to the Neshobe River: the river creates a remarkable attraction in downtown Brandon. Flood remediation efforts should combine with amenities and attractions to bring people to the river.
- Enhancing the downtown experience: Brandon is a rare community that offers nearly all of its retail services within walking distance amidst great architecture. This should continue to be enhanced.
- Building economic development opportunities: Key sites adjacent to downtown can be transformed into key investment opportunities.
- Telling Brandon’s story: The community has cultivated a well-known identity as a place of innovation and creativity. This story should continue in its innovative ways.
- Organizing for the future: Brandon is at an organizational “crossroads.” It is imperative that the community clarify roles, enhance communication amongst partners, and engage in ongoing dialogue.





## Vermont Downtown Action Team Report

# Physical Plan

## 3.0 Physical Plan

### 3.1 Introduction and Assessment

Brandon has many positive assets and has completed numerous planning and design studies, most notably for the reconfiguration of Route 7 through downtown. Additionally, there has been much thought put into expanding the pedestrian network, providing more access to the Neshobe River and restoring notable resources such as the Marble Bridge. Through review of these studies, stakeholder input and the V-DAT's assessment of downtown, V-DAT's physical recommendations outlined on the following pages are grounded in the following primary conclusions:

1. Like other Vermont towns and villages within the V-DAT study, Brandon enjoys an informal, friendly, and "real" character rather than a contrived one. This character is defined by the presence of the river, its falls and rock outcroppings, the use of stone and marble throughout the downtown, the sidewalk setbacks and broad tree lawns, the architectural resources, architectural variety, and daily routines that can be accomplished within a fairly compact downtown. As revitalization continues, it will be important to respect and enhance this character.
2. The river is a defining presence in downtown. Efforts to provide stronger visual and physical connections to it should continue, particularly with respect to upper and lower falls.
3. One of the most unique aspects of Brandon's downtown is the sequence of spaces or "nodes" that define downtown, as outlined in previous studies for downtown. These nodes include the Crescent Park Node, Town Hall Node, and Central Park Node. Additionally, with recent investment occurring along Union Street at Railroad Street, there is an opportunity to define a fourth node in that vicinity. Revitalization efforts (as they relate to both private property and public realm improvements) should enhance the qualities of each of these nodes and reinforce connections among them.
4. The Central Park Node will be greatly impacted by the reconfiguration of Route 7. The most recent study to create a "Grand Intersection" is a good one that achieves the goals for Route 7 enhancements while minimizing the reduction of useable area within Central Park. While this concept may result in higher implementation costs, the positive tradeoffs should carefully be considered as they provide opportunities to create one contiguous park (Central Park and the Union Monument), a "calmer" street adjacent to the Brandon Inn and other businesses, and options to expand the park area with temporary closures of a portion of Park Street.



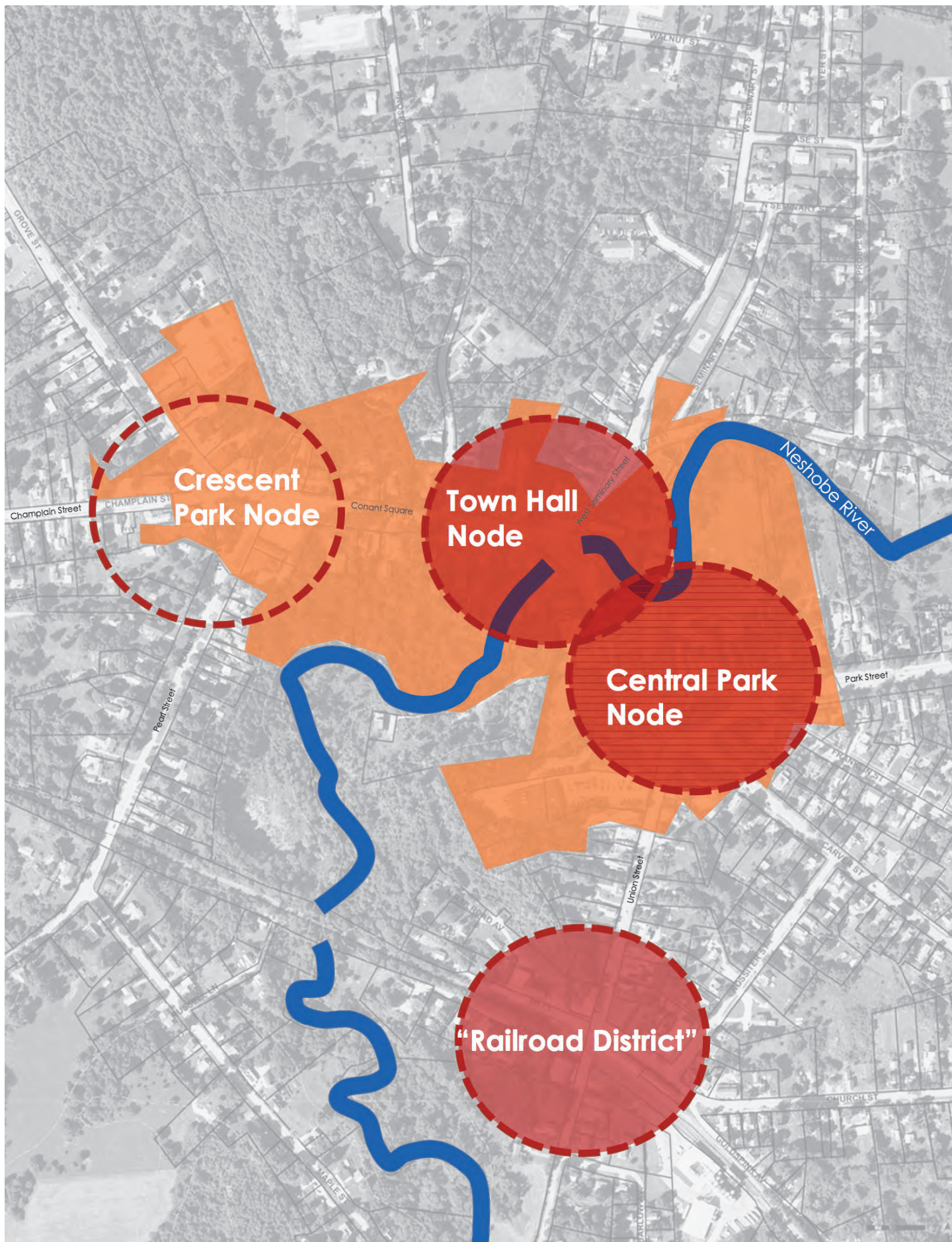


Figure 2: Town Districts



### 3.2 Public Realm

The public realm and development initiatives described below are identified on "Figure 3: Brandon Illustrative Master Plan".



Figure 3: Brandon Illustrative Master Plan

### **3.2.1 Tree Planting:**

Brandon enjoys many mature shade trees throughout the town, particularly within broad tree lawns/planting strips such as those found along Park Street and Pearl Street. As trees decline, it is important to have a replacement strategy in order to maintain Brandon's tree canopy. A number of factors need to be considered for tree planting, including presence of overhead utilities, adequate planting area, and the need to maintain visibility to storefronts and businesses. Generally, the following should be considered to maintain and enhance the tree canopy:

- Develop a Tree Master Plan to use as a loose framework to help guide tree planting within public and private property. The Vermont Urban and Community Forestry Division can provide valuable resources to assist Brandon in protecting and maintaining their urban tree canopy. A tree inventory of the community would be a useful project to begin the master plan effort.
- Emphasize the use of tall canopy trees, particularly along streets. Tall canopy trees provide cooling shade, help to reduce the scale of streets, and provide street definition when architectural frontage is not continuous. Additionally, tall canopy trees as opposed to small ornamental trees allow for sightlines underneath the canopies to storefronts and sign panels.
- Look for opportunities to reduce the impact of large expanses of parking areas with strategically placed trees as illustrated in some of the recommendations below.

First Steps: Develop simple Tree Master Plan

Next Steps: On-going tree planting

Long Term: On-going tree planting

### **3.2.2 Town Core Plan**

The town core area, centered around the Town Hall Node, represents the heart of Brandon's downtown. There are numerous opportunities to strengthen this area as the civic core, create stronger connections to the river, take advantage of views to the Upper and Lower Falls, enhance the pedestrian experience, and accommodate economic development. These opportunities are illustrated in "Figure 4: Town Core Illustrative Plan," "Figure 5: Marble Bridge, Lower Falls and Town Hall Plaza" and "Figure 6: Center Street Infill".

- Town Hall Plaza: The intersection of Seminary Street, Center Street, and Conant Square combined with the "organic" arrangement of the surrounding Town Hall and Town Office buildings results in a unique place at the crossing of the Neshobe River. Currently, this intersection is dominated by vehicular traffic, yet there is an opportunity to enhance this space as a dynamic pedestrian-friendly area. Several design initiatives have been developed and discussed within the community that warrant further consideration. These include the following:

- Create a “shared space” plaza area connecting the Town Hall with Town Office building. This space could consist of special paving such as stamped concrete or asphalt that allows vehicular traffic but signals this as an important pedestrian space as well. The plaza area would be well-defined by well-marked crosswalks across Seminary Street.
  - Reveal the Neshobe River by exploring the feasibility of uncovering it between Seminary Street and the Town Office Building as it once was. This would make the river more visible and help to visually reinforce the Marble Bridge as a river crossing. Should this be feasible, walls should be constructed of (or faced with) stone.
  - Marble Bridge (Bridge 114): Restore the Marble Bridge by removing concrete façade to restore the historic structure. Explore recommendations by Design Committee to accommodate the Center Street sidewalk with a bridge structure suspended on the outside of the Marble Bridge. This structure should utilize an ornamental railing and should be very “light” in appearance so as not to detract from the Marble Bridge itself. This would also afford pedestrians better views of the lower falls. Additionally, consideration should be given to using uplighting or downlighting to illuminate the façade of the Marble Bridge, which would make a striking image from the Green Park overlook and from the proposed pedestrian bridge, described below.
- Lower Falls Pedestrian Bridge: The State of Vermont is offering Brandon a steel truss bridge structure to utilize as a pedestrian bridge within the downtown area. Two locations for this pedestrian bridge have been considered: off of Center Street, connecting to the Read property near the upper falls and below the lower falls. The V-DAT recommends the location below the lower falls to make the river and the spectacular view of the lower falls more accessible to residents and visitors. Pedestrian access to the bridge could be accommodated through an access easement on the Briggs property to the west and to Green Park to the east.
  - Green Park and River Banks: An overflow route for the river is being considered to help alleviate the constricted flow created by the Marble Bridge. Both open and closed treatments are being considered for this overflow system. The V-DAT recommends extending the closed section (under Center Street) through Green Park to maximize the useable park area. Toward the rear of the park, the overflow could then be designed as an open section in the form of several walled terraces connecting back to the river. The terraces could be designed as a feature in and of themselves, incorporating native rock outcrops into the terrace designs.



Additional enhancements to Green Park and the river banks could include the following:

- Restore the pavilion and overlook area of Green Park.
  - Provide tall canopy trees along Center Street frontage to provide shade and definition to the park. Provide a canopy tree on the south side of Green Park to cast afternoon shade onto the lawn area.
  - Align walkway connection to new crosswalk leading to proposed bridge on north side of Center Street, as described in a later section of this report.
  - Create a series of lawn and rock terraces providing overlooks to the river, reminiscent of the former foundations and buildings once located along this section of the river.
  - Center Plaza: Continue with plans to reconfigure the Center Street curb edge south of Seminary Street to eliminate excess roadway pavement and create a wider gathering space in front of the retail buildings. This space could include a large planter and expanded pavement area to accommodate outdoor dining and gathering spaces at the gateway to a new bridge (described below).
- Upper Falls Access: In coordination with enhancements to the Read property, provide access to the old mill building (on the Read property) with a new bridge that is either a pedestrian bridge or combination pedestrian bridge/one lane vehicular bridge (options as described below as part of the Read property redevelopment). Regardless of which form the bridge takes, consider an alignment that provides a clear pedestrian flow across Center Street and into Green Park. Additionally, provide a pedestrian bridge connection across the river to the Brandon Inn property.

First Steps: Secure pedestrian bridge and locate beneath the lower falls.

First Steps: Explore feasibility of pedestrian/one lane vehicular bridge in conjunction with access options to Read property.

First Steps: Develop design drawings of Center Street, including Center Plaza, Town Hall Plaza, river overflow and the restoration of the Marble Bridge. Determine feasibility of restoring opening to the river in front of the Town Office building.

Next Steps: Implement Center Street streetscape improvements including Center Plaza, Town Hall Plaza, river overflow and Marble Bridge

Long Term: Implement Upper Falls Access in conjunction with Read property and Brandon Inn property





Figure 4: Town Core Illustrative Plan



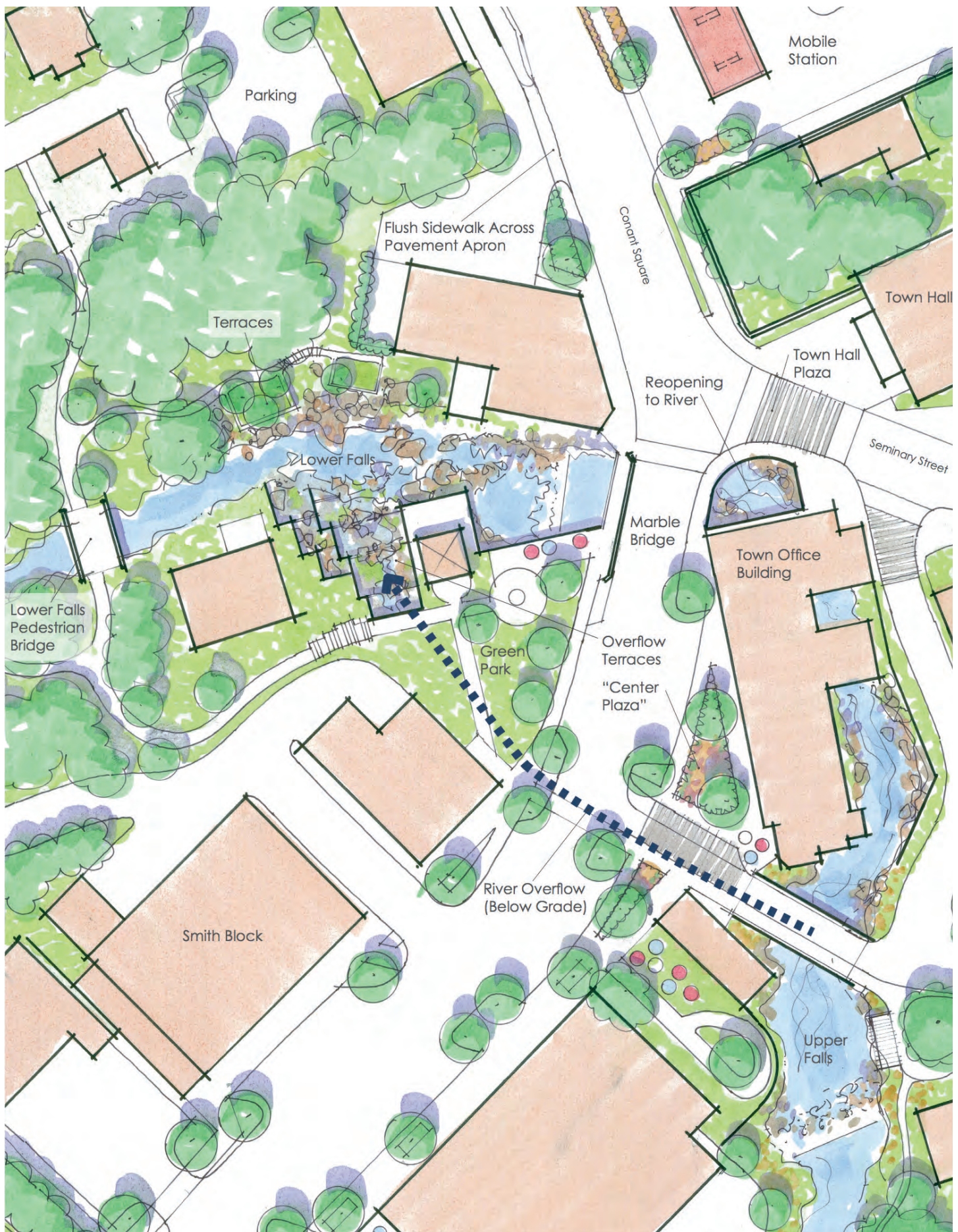


Figure 5: Marble Bridge, Lower Falls and Town Hall Plaza



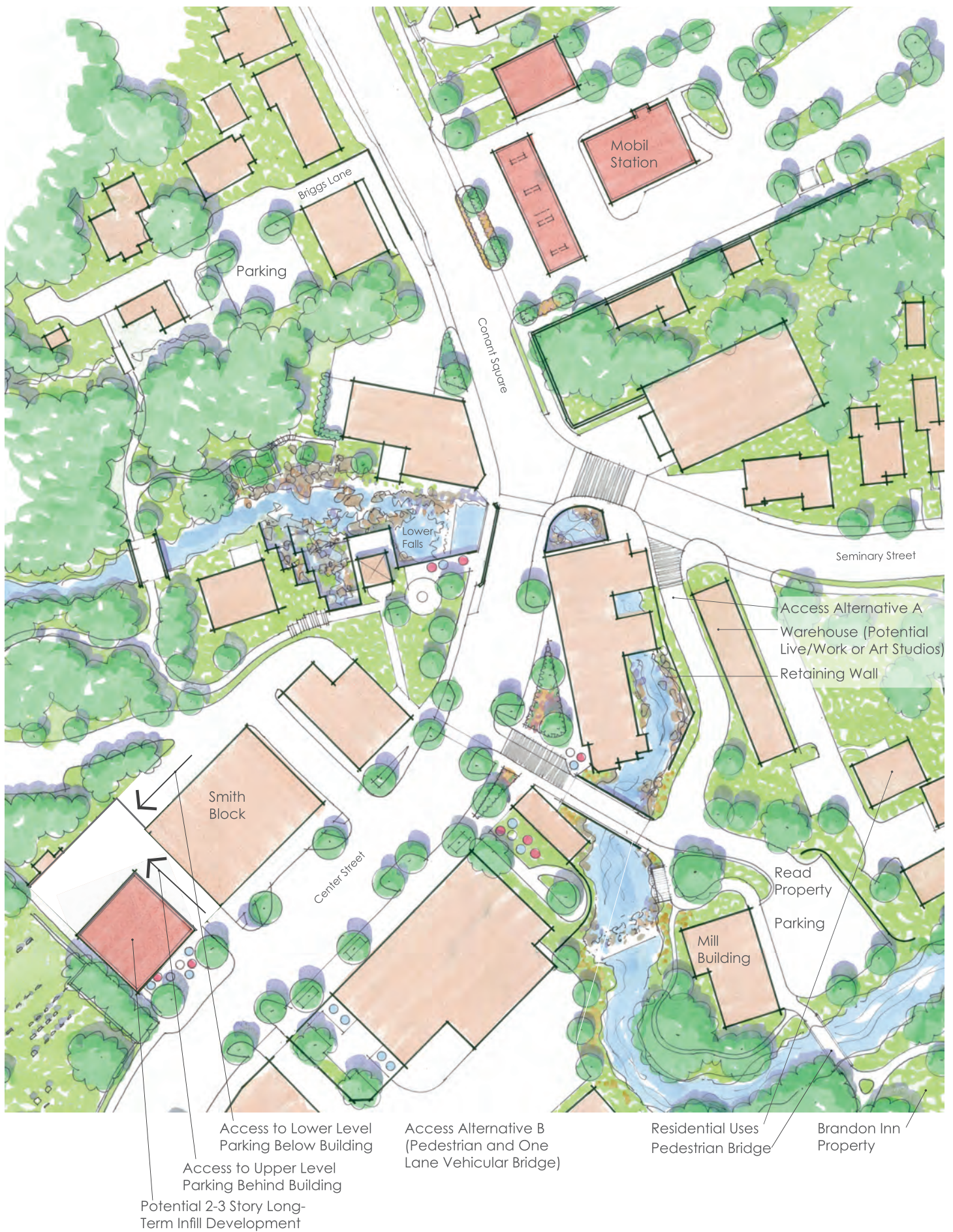
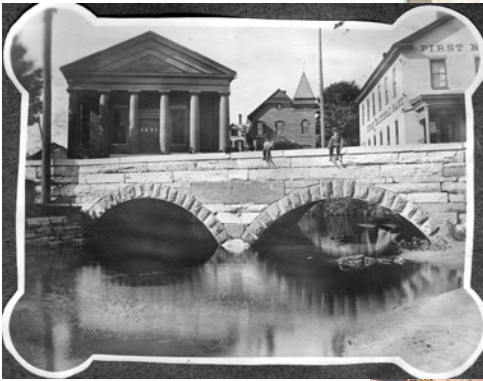


Figure 6: Center Street Infill



## Bridge Improvement Options

One can see the remnants of the former dual-arched Marble Bridge below and beyond the new bridge construction. Historically, this bridge was one of the most striking features in downtown as it spanned over the river in the foreground of Town Hall (see historic photograph below).



Historic photo of the Marble Bridge.



### Historic Bridge: Proposed Conditions

Changes to Route 7 are being proposed, which provides an opportunity to reconfigure this bridge. To expose the historic Marble Bridge, the roadway would need to be narrowed. In this instance, it might require the sidewalks to be suspended on a cantilevered structure on the outside of the bridge. The addition of dramatic lighting onto the bridge should also be encouraged. Also note in the background the Town Office building that is currently vacant. Until renovation work is commenced, it is recommended that historic scenes from Brandon be printed on paper and placed in the windows to diminish the empty appearance.



**Town Hall Plaza: Existing Conditions**

A large expanse of asphalt dominates this important intersection. The area beside the Town Office building lacks definition. Due to the wide turning radius afforded by the expanse of asphalt, automobiles make the right turn here at a high rate of speed.



**Town Hall Plaza: Proposed Conditions**

Historically, the area beside the Town Office building was open to the river below. It is recommended that this configuration be reinstituted to occupy the turning area. Moreover, it is recommended that stamped asphalt in a contrasting color be placed in the roadway between Town Hall and the Office Complex to create a plaza area for this critical civic complex. The introduction of landscaping at various locations within this intersection is also recommended.





**Pedestrian Bridge: Existing Conditions**

Brandon has come into possession of a lenticular bridge given to them by the State of Vermont. It is recommended that the bridge be used to allow pedestrians to traverse the lower falls of the river that runs through the downtown area. This area featured in the above photograph borders town-owned land and accesses pristine woods.



**Pedestrian Bridge: Proposed Conditions**

The introduction of the lenticular bridge would afford citizens the opportunity to both access and traverse the river below the lower falls.

### 3.2.3 Central Park Node

Brandon has explored numerous alternatives to accommodate the reconfiguration of Route 7 through the heart of downtown, and the Downtown Brandon Alliance Design Committee has developed a good solution that minimizes the impact to Central Park. This solution, referred to as the “Grand Intersection” concept, eliminates the awkward double intersection with Union Street and Carver Street and organizes these streets into a single intersection. The concept also allows for less taking of Central Park. V-DAT understands that this concept results in increased costs; however, there is grant funding available, as discussed later in this report, which can help offset these costs. There are several positive outcomes that would result from the realignment of Route 7, including pulling the heaviest traffic away from the businesses along Park Street, connecting the Civil War Union Monument with Central Park, and providing the flexibility to expand Central Park by closing the adjacent section of Park Street for occasional large special events. As plans for the reconfiguration are refined, consideration should be given to the following Central Park Area, as illustrated in “Figure 7: Central Park Area” on page 35.

- Create the “Park Street Promenade” for the section of Park Street between the Union Monument and Center Street. This space will function like a local street most of the time, providing access to on-street parking in front of portions of Central Park and the businesses. Pull-in parking will be provided along the north side of the street in front of the businesses and the Brandon Inn. Some parking will be provided on the southern side, west of the Brandon Inn only. This will allow for maximizing the park space around the gazebo in front of the Brandon Inn. The promenade could be paved with special paving such as stamped concrete or asphalt (in a cobble pattern) to distinguish the street from other streets and treat it more as a plaza edge to Central Park. The promenade, or a portion of it, could be closed for special events so that Central Park could accommodate larger crowds.
- Organize the pathways so that the small space provides logical circulation among destinations within the park and with adjacent surroundings. Because it is such a small space, details are important, particularly with pathway alignments. The three walkways leading to the fountain should align directly with the adjacent crosswalks, keeping the fountain as a focal point. Additionally, consideration might be given to a continuous walkway along the north side of the park, linking the Union Monument with the gazebo and western end of the park.
- Preserve existing trees where possible.
- Provide additional canopy tree plantings to provide definition to the park edges and to provide shade for spectators at events taking place in the gazebo. Large canopy trees will allow unobstructed sightlines; small ornamental trees should be avoided as they block sightlines and provide minimal shade.
- Eliminate existing small trees and large shrubs that obstruct sightlines.
- Use seasonal planting at the Central Park Gateways at the intersection of Park and Center Streets and at the Union Monument.
- Carefully evaluate need for traffic signals. Consider providing conduit for signals but holding off on installing signals to evaluate functioning of intersection. If determined that signals are, indeed needed, they can then be added.



First Steps: Pursue grant funding to cover additional costs associated with “Grand Intersection” concept.

Next Steps: Implement project as described above.

Long Term: Provide on-going maintenance related to flower plantings and on-going programming of Central Park.



### **Segment 6, Route 7: Existing Conditions**

Route 7 is a major thoroughfare that runs through the middle of downtown. Due to the volume of traffic and the presence of tractor-trailer trucks, the roadway is extra-wide and effectively creates an island out of the town green. VTRANS has proposed multiple roadway configurations to try to mitigate these conditions.



### **Segment 6, Route 7: Proposed Conditions: Option 1**

This VTrans option would relocate the heavy traffic to the other side of the park. This would require the relocation of the band stand/gazebo, but would afford the opportunity to extend the green space to connect both the town green and the memorial statue area. By narrowing the roadway on this side of the park, access to the commercial buildings would be far more conducive to pedestrian traffic. The introduction of clearly demarcated crosswalks in stamped (and potentially contrasting color) asphalt would provide a safe means to access the park.



### **Segment 6, Route 7: Proposed Conditions: Option 2**

This option is identical to Option 1 but recommends the introduction of stamped asphalt on the entire roadway in the downtown core area to create a “plaza” effect





Figure 7: Central Park Area



### 3.3 Development/Redevelopment Sites

#### 3.3.1 Railroad District

There has been significant private investment near the intersection of Union Street and Railroad Avenue with the Visual Learning Center, the conversion of the Granary to artist studios, and the development of the Boys and Girls Club. Additionally, there are several vacant properties that could support future infill development. The area, therefore, has the potential to be formalized into a unique district, such as the “Railroad District,” that complements the core of Brandon and its other nodes (Crescent, Town Hall and Central Park). Considerations for enhancements to private properties within this district are illustrated in “Figure 8: Railroad District Illustrative Plan” on page 37 and include the following:

- Shade tree planting within the surface parking lots at the Visual Learning Center, Granary and Boys and Girls Club. The potential impact is illustrated in the photo renderings and precedent images in “Figure 9: Railroad District Shade Tree Planting” on page 38.
- Surface parking areas (crushed stone) adjacent to the Visual Learning Center and Granary developed in such a way as to allow for future infill development to occur, as shown in “Figure 8: Railroad District Illustrative Plan” on page 37.
- Enhancements of existing surface parking areas through the use of cobble edging to better define the boundary between the street surface and parking surface.
- Planting beds in front of the Visual Learning Center and within the expansive paved areas along Union Street to provide seasonal color.
- Mixed-use infill development behind the Granary and adjacent to the Visual Learning Center. This infill development could be comprised of several smaller buildings or fewer larger buildings, provided the scale and massing is appropriate to the surrounding context. Infill should be oriented to the street with parking and service areas located behind. There is also an infill opportunity on the northeast corner of Union Street and West Church Street, should that property owner be interested.
- The Visual Learning Center is a successful business located just on the outskirts of downtown. It is located in a non-descriptive concrete block building. By adding color, adding sidewalks, extending the front planting beds and adding two trees for shade, the building now has more prominence and relates better to the street as illustrated in “Figure 10: Visual Learning Center Enhancements” on page 39, Visual Learning Center Enhancements.





Figure 8: Railroad District Illustrative Plan



Shade Tree Planting Before



Shade Tree Planting After



Precedent Image

Figure 9: Railroad District Shade Tree Planting





Visual Learning Center Before



Visual Learning Center After



Precedent Image (Colorful Planting Along Blank Wall)

Figure 10: Visual Learning Center Enhancements

First Steps: Install planting beds in front of Visual Learning Center

First Steps: Visual Learning Center Façade Improvements

First Steps: Install trees within surface parking lots at Visual Learning Center, Granary and Boys and Girls Club.

Next Steps: Install surface parking lots at Granary and Visual Learning Center and cobble edging to parking lot at the Granary.

Next Steps: Work with property owner at Union and West Church Streets to encourage infill development.

Long Term: Implement infill development in phases.

### **3.3.2 Brandon Inn Site Enhancements**

Minor enhancements can be made to the Brandon Inn property to improve the functionality of this business, as illustrated in “Figure 7: Central Park Area” on page 35. These potential enhancements include:

- Use of reinforced lawn (grass pavers) to provide an overflow parking area as an extension to the existing parking area.
- Easement and path connection to a new pedestrian bridge across the Neshobe River in the vicinity of the Old Mill building, coordinated with the enhancements associated with the upper falls, as described above.
- Preserve and enhance the existing event lawn with additional shade tree planting behind the parking lot to provide more definition to the lawn area and to provide shade.
- Consider seasonal plantings and shade trees to enhance the entrance to the Inn.

### **3.3.3 Briggs Property Site Enhancements**

Restore the connection between Briggs Lane and Conant Square as a partnership between the Town and property owner and provide additional parking resources to serve the buildings on the Briggs property as illustrated in “Figure 4: Town Core Illustrative Plan” on page 26. Enhancements should include:

- Incorporate the use of stone into the design of the retaining wall required along Conant Square.
- Continue the concrete sidewalk (flush with adjacent asphalt) across the access to Briggs Lane and the nearby parking.
- Accommodate pedestrian access along Briggs Lane via an easement to provide access to the new pedestrian bridge below the lower falls (as described earlier).
- Provide expanded parking areas as shown in “Figure 4: Town Core Illustrative Plan” on page 26 and incorporate planting islands for shade trees.
- First Steps: Complete design drawings and implementation of Briggs Lane connection at Conant Square and coordinate path connection to new pedestrian bridge.

Next Steps: Implement expanded parking areas on Briggs property.

### 3.3.4 Read Property Opportunities

The Read property is comprised of significant acreage within the core of Brandon and includes multiple buildings and uses. Currently, these buildings can only be accessed via Seminary Street. While this works for the former warehouse building and residential structures on the upper portion of the property, the mill on the lower part of the property seems to be cut off from the downtown, even though it has a strong visual presence on Center Street. There is an opportunity to provide better access to this property to allow different parts of the property to be redeveloped independently of the other parts, making redevelopment options more desirable to potential businesses. Additionally, this site is critical to the desired pathway network linking the Brandon Inn with the upper falls and lower falls areas. The following enhancements, made in partnership between the Town and the property owner, should be considered for the Read property as illustrated in “Figure 4: Town Core Illustrative Plan” on page 26.

- Access Alternative A: Assess the feasibility of restoring the driveway connection from Seminary Street behind the Town Office building. This would provide direct access to the Old Mill building and any new parking developed in association with it. This parking could then be disconnected from the parking and access associated with the balance of the site, higher up on the hill. This solution would require rebuilding of some of the retaining wall along the river and would need to be coordinated with the Vermont Department of Natural Resources regarding any impacts to the river.
- Access Alternative B: If Alternative A is not feasible, then consideration should be given to providing a combination pedestrian bridge and one-lane vehicular bridge connection to Center Street as shown on the plan. This would give the Old Mill building a stronger presence and, more importantly, an address on Center Street making it more viable for restoration and reuse, should that be desired. If Access Alternative A is feasible, then this bridge may be considered as a pedestrian bridge only.
- Warehouse Building: The existing warehouse building on the upper part of the property and accessed via Seminary Street is well suited for art studios or live/work space and could be marketed as such.

First Steps: Explore feasibility of different access options  
(town and property owner)

Next Steps: Develop detail site plans for property.

Next Steps: Implement access from Center Street (pedestrian and vehicular bridge or pedestrian bridge only, depending upon feasibility of access Alternative A).

Long Term: Implement surface parking at the Old Mill building and market buildings to potential users and businesses.



### 3.3.5 Mobil Station and Parking Opportunity

The owner of the existing gas station on Conant Square is planning to expand in the current location, utilizing the existing site and the adjacent property with the “Yellow House.” The property owners are not interested in reusing the yellow house and plan to demolish it to provide more flexibility in the site planning of the new service station. Because of the depth of this site, there is an opportunity to partner with the property owners to create an expanded parking area that could provide a public parking resource for visitors to downtown, particularly the Town Hall area. As plans are developed for this area, the following should be considered as illustrated in “Figure 4: Town Core Illustrative Plan” on page 26 and “Figure 11: Mobile Station Enhancements” on page 43, Mobil Station Enhancements.

- Consideration should be given to constructing a structure in place of the yellow house, to help maintain the existing street edge. The structure could be traditional or contemporary in design, provided it is compatible with the surrounding context and maintains the same setback as the adjacent church.
- While the property owner desires a canopy with 4 pumps, consideration should be given to only 3 pumps to reduce the overall scale and leave adequate room for an infill structure as described above.
- The Conant Square streetscape needs to be enhanced as much as possible by providing a planter island between the roadway and pump area. The planter island should include low seasonal planting as well as 2 canopy street trees. Additionally, a flush concrete sidewalk should extend across the driveway aprons to visually distinguish the pedestrian zone and reduce the continuous expanse of paving.
- The expanded parking area should be designed to incorporate tree islands for canopy trees and to provide a clear, lighted sidewalk connection (and retaining wall) along the eastern property line. Where possible, shade trees should be used to help define this walkway connection to Conant Square.

First Steps: Coordinate site plan with the Town and explore feasibility of a parking resource and associated easements for the rear of the property.

First Steps: Complete site plan for Mobil Station

Next Steps: Construct Mobil Station and parking resource.

### 3.3.6 Center Street Infill

The existing one story building adjacent to the Smith Block presents two opportunities for reuse should the existing business/property owner wish to discontinue operating in this location. The first is to reuse the existing building and surface parking lot. The building would be well-suited for a restaurant or café which could take advantage of the parking lot to use as a large outdoor dining venue. The second option is for a higher and better use that could serve this site as well as the adjacent Smith Block. The existing building could be demolished and replaced with a new building and parking that serves it and the Smith Block, as illustrated in “Figure 6: Center Street Infill” on page 28 Redevelopment under this scenario should consider the following:



Mobil Station Before



Mobil Station After

Figure 11: Mobile Station Enhancements

- Construct a new multi-story, mixed-use building at the street edge, matching the setback of the Smith Block. Program the building with retail uses on the first floor and residential or office uses on the upper floors.
- Incorporate windows on the south façade to take advantage of the adjacent open space associated with the cemetery.
- Develop parking across the entire lower level with access behind the Smith Block.
- Develop some parking on an upper level behind the building, with access from Center Street.

First Steps: Explore feasibility of long-term redevelopment of the site to include lower level parking and access via the Smith Block.

Long Term: Implement new infill development or repurpose existing structure and site for another use.

### 3.4 Building Renovation

Because historic downtowns have their own unique collection and combination of buildings and public spaces, they are recognizable as distinct places. Buildings define the character of downtown by their physical presence and give a community a sense of identity, stability and history. Buildings also define the streetscape, which is the space between buildings including the street and pedestrian walkways that helps complete the unique physical appearance of each town. Buildings that closely adjoin each other, face the street, are usually a uniform height, and are flush with the sidewalk are essential to the character of Brandon's town center. This space creates a sense of enclosure and makes the streetscape an "outdoor room." Brandon's architecture contains an exceptional concentration of significant 19th century architecture, the result of almost a century of industrial and commercial success. Downtown Brandon is an attractive place to live, work and visit – a truly walkable downtown.

Time has taken a toll on historic downtowns and incompatible changes have damaged, altered or hidden the beauty and relevance of downtowns. Over the history of a downtown, buildings are removed, altered over time removing their character-defining elements, or modernized, resulting in inappropriate additions or the covering of historic elements. It is important to recognize that in order to maintain the "outdoor room" any new building needs to respect, maintain and continue to define the streetscape. Existing buildings need to be rehabilitated. New buildings that do not define the streetscape weaken the "outdoor room," and downtown begins to lose its downtown defining character.

This section will look at buildings throughout the core of Brandon and explore opportunities for their improvement through renovation, addition, and in rare cases demolition and replacement. Whenever possible, property owners themselves were consulted to discuss the before and after uses of their properties. Several examples examine properties where property owners were not consulted. These properties are shown for illustration purposes to explore the potential of the building should the owner contemplate restoration or selling to an interested investor.





Aerial View of the Town Hall, former Fire Station, Town Offices and the Neshobe River



View of Downtown Brandon looking north



View of Downtown Brandon looking east





View of the Brandon Town Office Building Heading South Prior to Entering the Downtown Core

### 3.4.1 Retain and Restore the Town Office Building

The Brandon Town Office building, built in 1828, is a significant historic structure and is part of the gateway into the Downtown Core. It has framed the view of the Town Hall since 1861, when the Town Hall was constructed. Whether it remains the town offices or the offices are relocated and the building is sold and returned to commercial use, the building needs to be restored and renovated properly.



Aerial View of Town Hall and Town Office Building



Historic View



### 3.4.2 Façade Options for the Conant Block 37-47 Center Street

The Conant Block is one of the oldest buildings in Brandon. The owner requested that we look at the existing brick. He/she wanted to make some changes to the storefronts and make recommendations due to a neighbor's roof leak.



View of Conant Block

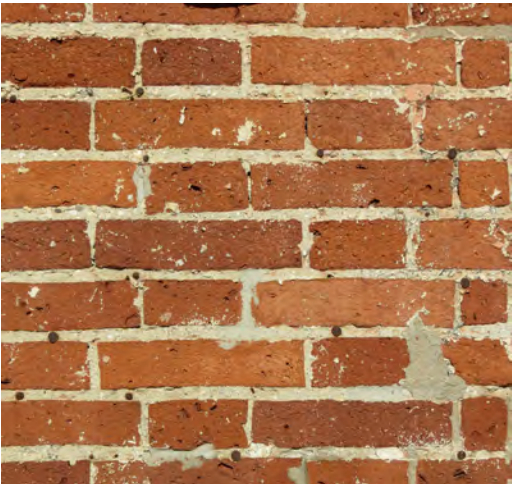






View of existing brick that has been sandblasted

The existing bricks were painted at one time. The paint was removed by sandblasting the brick. Sandblasting of brick is a method that is no longer used. Unfortunately, sandblasting removed the outer hard shell surface of the brick, which is created when the brick is fired in a kiln. This is what gives the brick its resistance to the elements. Once the protective shell has been removed, the brick acts like a sponge and absorbs water. When the water freezes, the brick can spall, which means that the outer surface of the brick “pops” off.



View of sandblasted brick



View of sandblasted brick that has spalled



The existing bricks in many areas have been improperly repointed. If existing mortar joints need to be repointed, the new joints need to match existing in color, tooling, texture and size. Most importantly, the mortar needs to be weaker in strength than the brick. This allows for the brick to expand and contract. If the mortar is stronger than the brick then the brick may crack and/or spall. Properly repointed brick will show no evidence that work has been done.



View of existing brick that has been be improperly repointed



After the existing bricks have been cleaned and repointing has been completed, a brick sealer can be applied. This will protect the brick and keep the brick from absorbing water. The sealers to the right are by Prosoco.



Unable to penetrate, water beads up on limestone treated with Sure Klean® Weather Seal Natural Stone Treatment, but soaks into the untreated area.

#### **Weather Seal H40**

Deep-penetrating water repellent and consolidation treatment strengthens and weatherproofs mortar, brick, most natural stone, terra cotta, historic concrete, stucco and cast stone surfaces.

#### **Weather Seal Siloxane WB Concentrate**

Water-based water repellent for vertical and horizontal applications. Breathable Siloxane WB lets vapor out but won't let liquid in.

#### **Weather Seal Siloxane PD**

Prediluted water-based water repellent is ideal for color-sensitive surfaces. Breathable treatment won't change masonry appearance.

#### **Natural Stone Treatment**

Deep penetrating modified siloxane water-repellent protects limestone, marble and most other masonry. Breathable treatment forms no surface film or gloss.

#### **Natural Stone Treatment WB**

Water-based version adds low-odor and reduced flammability to the advantages of this popular, long-lasting water repellent for carbonate and other stone.

#### **SL100 Water Repellent**

SL100 Water Repellent's "neat" silane formula protects dense horizontal and vertical concrete from water and waterborne contaminants, without changing surface color or appearance. It also gets up to five times the coverage rate of solvent-reduced treatments.





View of shared stairway with leak at ceiling



View of water damaged wood flooring

This existing stair and second means of egress is beneath a flat-roof building that is shared between two building owners. One of the building owners has a leak in their roof, which for a number of years has been coming through the ceiling and dripping on the wood floor. Plastic has been placed on the floors to protect them from damage, but in some areas the damage has been done. The larger concern is what the leak at the roof has done to the roof framing above that cannot be seen. Here is an example of allowing a condition to continue too long. If the leak had been fixed immediately then the only cost would be to repair the roof. Since the leak has been allowed to continue for a number of years, now not only does the roof have to be repaired; the ceiling, the wood flooring, and other damage to the roof framing have to be repaired as well. These are additional costs that would have been unnecessary if the issue had been taken care of when it was first discovered. The leak also appears to be above an electrical panel, creating an unsafe condition.



View of Adjacent Owner's Roof with Failed Panel Joints

The flat membrane roof shown above is the stairway/means of egress. Some of the existing metal panel joints at the adjacent owner's roof have failed. Water enters through the failed joints and works its way throughout the roof framing to the ceiling at the stairway.



Close Up View of Failed Panel Joints





View of Lake Sunapee Bank

### **3.4.3 Repoint and Clean Lake Sunapee Bank 1340 Franklin Street**

Lake Sunapee Bank, built in 1918, is a wonderful example of a commercial block done in the neo-classical revival style. While its entrance has been modified, it still retains its original historic character of wall pilasters, flat arches with keystones, and parapet.

The parapet brickwork needs to be repointed. The brick and stone of the building should also be cleaned using a restoration cleaner.





View of Smith Block

### 3.4.4 Smith Block, 10 Center Street

The Smith Block is another fine example of a downtown brick and stone building. Its original storefront is still intact, including the detailed cornice above the storefront. It has wonderful stone hooded windows and a highly detailed brick cornice at the top of the building.

There is a great deal of staining that has occurred over the years at the stone window hoods and at the stone sills of the windows. The wood trim of the windows needs to be painted.





View of Smith Block

At first glance the Smith Block appears to only need some cleaning from staining at the stone window hoods, the brick under the stone sills and the painting of the window trim. On closer inspection, there is a great deal more that is going on. It appears that water is getting behind the brick and causing movement of the brick. There is evidence of past repointing that was not done properly. What is causing the movement of the brick needs to be determined and resolved first. Once that issue has been resolved, the existing brick can be reset in some cases and then repointed. The front of the building should also be cleaned using a restoration cleaner.







Johnson Building: Existing Conditions

### 3.4.5 Johnson Building Improvements

This two-story building is a handsome structure that has been inappropriately altered below the storefront cornice by the introduction of vertical siding and oddly shaped windows that conceal the historic transom and storefront window display approach. The owner of this building is considering selling the property and a rendering was prepared to illustrate various treatments that could enhance curb appeal and bring the building back to its historic design.





Johnson Building: Proposed Conditions: Option 1

If the wood siding is removed, it is hoped that the historic transom and storefront system is still present. If so, it would likely appear similar to the illustration above and feature a leaded glass transom and recessed storefront system. It is recommended that a suspended canopy be installed to offer solar relief but allow views to, and sunlight through, the transom glass. It is also recommended that all shutters be repaired and all trim repainted green to contrast with the pale red brick.



Johnson Building: Existing Conditions

Upon removal of the wood siding, if the historic transom is not present, then a simplified replication transom similar to that illustrated above should be constructed as shown above.





Johnson Building: Proposed Conditions: Option 1

This rendering illustrates the introduction of a retractable canvas awning that should be employed if a replication transom is constructed, or if no transom is reconstructed.







## Vermont Downtown Action Team Report

# Marketing Brandon

## 4.0 Marketing Brandon: Recommendations

### 4.1 Background

Currently, Brandon has a number of identity opportunities and challenges. It sends several messages to visitors and residents. For many years Brandon has been using a variety of graphic messages with no overarching system, but many of the images have references to the old Town Hall. Recently, the Brandon Chamber of Commerce began using the tagline: "Unhurried, Unspoiled, Unforgettable." This phrase is very well thought out, and simply needs to be deployed throughout the community.

Brandon has much to offer as a place to live and visit. It is an authentic community that is indeed an unspoiled village in Vermont. Brandon is the gateway to Moosalamoo National Recreation Area, home of the well-known Brandon Artists' Guild, fine dining at Café Provence and other restaurants in town, and one of Vermont's quintessential covered bridges. Newer ventures like Found Objects and Compass Music & Arts Center are further contributing to Brandon's role as a nurturer for a genuine Vermont locale. Furthermore, Brandon benefits from a dedicated group of volunteers through the Downtown Brandon Alliance and its partners that work hard to ensure the success of the community. New marketing strategies and efforts will further these endeavors.

No better example exists of the strength of the community than the way it came together in the wake of the destruction of Tropical Storm Irene. The recovery from the storm showed that the community works together to help its neighbors in trying times and has a resilience that exemplifies what living in a small community is all about.

At this time where the community is re-emerging from the damage of Irene, a singular opportunity exists for Brandon to seize control of its image and identity. To do so will take many partners and a cohesive strategy to brand Brandon in an authentic way. The term community brand is often difficult to understand. A community brand is much more than a logo, a typeface, or a tagline; it is a promise a place makes with people. Unlike companies that have centralized control of their brand message, communities must have an identity system that is compelling enough to convince residents, stakeholders, and decision makers to "buy into" this identity. This is no small task, and Brandon has risen to the occasion by vetting a series of recommendations for its brand identity.

The following components of the identity system are presented along with a series of recommendations for Brandon to consider in implementing the system. There is not always a clear "roadmap" on implementing an identity system, and the maturation of the system into a "brand" will take the efforts of many partners.



## 4.2 Brand Values

One of the important steps in establishing a brand is to understand the values for which it stands. Through the thoughtful input of well over one hundred stakeholders in a variety of themed focus groups, the following concepts emerged as core themes for Brandon:

- Creating a civic core: capitalize on the historic crossing where the Town Hall, Town Office building, and Marble Bridge intersect with Seminary Street.
- Fostering connections to the Neshobe: the river creates a remarkable attraction in downtown Brandon. Flood remediation efforts should combine with amenities and attractions to bring people to the river.
- Enhancing the downtown experience: Brandon is a rare community that offers nearly all of its retail services within walking distance amidst great architecture. This should continue to be enhanced.
- Building economic development opportunities: Key sites adjacent to downtown can be transformed into key investment opportunities.
- Telling Brandon's story: The community has cultivated a well-known identity as a place of innovation and creativity. This story should continue in innovative ways.
- Organizing for the future: Brandon is at an organizational "crossroads." It is imperative that the community clarify roles, enhance communication amongst partners, and engage in ongoing dialogue.

## 4.3 Brand Attributes

Unlike brand values, brand attributes are more "technical" in nature. They are the tools that the graphic artist uses to construct the tools to market the community. For Brandon the brand attributes are as follows:

- *Typefaces*: The main typeface for Brandon is currently in use within the community. Adobe Jenson combines uniquely tapered serifs with a light, legible weight. Italics are used to add expandability and interest. The result is a system that is easily readable and designed to have a very long lifespan.
- *Colors*: The colors for Brandon include a series of seven muted colors that range from a warm grey, blue, and green to yellow, orange, and peach. The colors are well balanced and designed to imply warmth and activity while tying into the tone established by the Chamber.
- *Logo*: The logo for Downtown Brandon is based off of a look originally created by the Chamber. The logo takes a view of downtown and creates an idyllic streetscape while reinforcing the design style already being used. The individual buildings and overall design style can be used for various organizations and events, providing for a wide range of expandability. The system created with the logo begins to visually tie together the elements and messages within Brandon.
- *Tagline*: The tagline for Brandon has been discussed in great detail in the community. The presented tagline concept "Unhurried, Unspoiled, Unforgettable" was presented as a way to show that Brandon is an ideal, unique Vermont community, as many would imagine. The brand statement below expands the tagline into a narrative that describes the community:



*Uncover the art of being Unhurried.*

*Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.*

*Uncover the beauty of life Unspoiled.*

*Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architecture frames a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.*

*Uncover memories that are Unforgettable.*

*Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.*

*We are Brandon, Vermont. Unhurried, Unspoiled, Unforgettable.*

These brand attributes above form the foundation of the brand itself and can be used to deploy a series of marketing recommendations that follow.



## **4.4 Brand Recommendations**

### **4.4.1 Adopt the Brand Statement and Brand System**

A brand statement is different from a mission statement. A brand statement is an explanation of a place that should resonate with local residents (most importantly), visitors, and investors. The brand statement for Brandon explains its history, its present, and its outlook on the future. The brand statement is the foundation of the brand system that allows Brandon to deploy a versatile set of tools to market the community to residents, visitors, investors, and those wishing to live in the community. The system must have meaning to the community.

All four committees of the Downtown Brandon Alliance should be involved in the deployment of the brand and should ally with partners such as the Town of Brandon, the Chamber of Commerce, Brandon Artists' Guild, Compass Music & Arts Center, and others to help deploy the brand. Each committee should ensure that all branding and marketing efforts are coordinated, explore funding options for their particular piece of deployment, and strategize on roles and responsibilities.

A brand style guide is attached as a component to this report. It provides guidance on proper usage of the identity system; color specifications in RGB, CMYK and Pantone; a copyright release allowing the client to modify and use the system as needs evolve; and a simple licensing agreement should Revitalizing Brandon wish to allow products with the logo to be developed and sold. Finally, a complete file system with all logos, ad templates, typefaces, and support graphics is included as part of the deliverables for this effort.

### **4.4.2 Promote Past Accomplishments**

Downtown Brandon has accomplished much to maintain, stabilize, and improve the Brandon community. Over the years, the organization has developed events to promote the community, worked with property owners on building improvements, marketed the community, and created several organizations. The Downtown Brandon Alliance has been a stalwart partner to many groups and continues to work on projects such as the long-term recovery plan for the community.

Brandon should document its past successes, current projects, and future plans in a cohesive marketing piece that can be distributed to partner groups, grantors, neighborhood associations, potential investors, and interested citizens. This material could be placed in a branded folder that uses the Brandon identity system.

#### 4.4.3 Rename the Organization

Rename the grassroots revitalization organization from Downtown Brandon Alliance to Main Street Brandon. First of all, there is confusion to what DBA means. Secondly, aligning with the Main Street name connects this organization with 2500 other Main Street communities across the country, and better positions the organization for financial investment and volunteer support. All logos for the identity change have been provided in the process.



#### 4.4.4 Host a brand launch event

Host a Downtown Brandon brand “launch event” to celebrate the new brand identity. This event can take many forms, including a specific party/reception, coordination with an existing event such as the Brandon Independence Day Celebration or HarvestFest, cooperation to showcase merchant offerings, or even a community-wide celebration. Many communities have taken the ad samples and enlarged them into posters to profile the brand campaign. Others have worked with local merchants to create branded items to sell (cakes or cookies with the Brandon brand). Many communities like participants in brand launch events to have a small take away, such as a magnet or window decal, that will both allow the brand to be seen and shared.

#### 4.4.5 Deploy a comprehensive Internet Marketing Strategy.

For the reach that a minimal investment will get you, the Internet has revolutionized the way that marketing is taking place. Downtown Brandon should have a presence on Facebook, Twitter, Instagram, Etsy, Pinterest, and should use free resources like MailChimp for management of email marketing campaigns. Gather allows communities to use text messages to market events day of, and Eventbrite allows for online ticket ordering and marketing. These are the venues that consumers are using today, and Downtown Brandon should be taking advantage of them.

#### 4.4.6 Redesign Brandon Collateral Pieces.

The brand identity for the destination (Brandon) and the organizations are similar but have different and distinct uses. The Downtown Brandon Alliance should consider reinforcing the destination identity system through its own adoption of a new logo for the organization itself including letterhead, business cards, and ultimately a new web page design. The distinctive typefaces and color scheme will clearly show that the Downtown Brandon Alliance is promoting the destination of Brandon. Additional logos for partner organizations can be developed using the same typefaces and color schemes. Each organization can maintain as unique an identity as it wishes yet remain “in the family.” For example, the Town of Bran-



don logo is very formal, while the destination logo is warm and casual, and the Main Street Logo is simple and informative.

In addition, the lodging guide and shopping and dining guide for Brandon should also be redesigned to reflect the brand identity.

#### 4.4.7 Use Brand Identity on Banners

The brand system has designed banners highlighting the tagline for Brandon. These banners should be installed throughout the community as a way to showcase the overall brand and celebrate the community. The banners are designed to be simple colors so as to create rhythm and consistency while accenting the elements of the brand of Downtown Brandon.



#### 4.4.8 Retain Marketing/Art Production Steward

The brand resources provided to Downtown Brandon equip the organization with a host of tools to implement the brand. Volunteers and the director of the Downtown Brandon Alliance can use many of these tools right away. Other parts of the brand system will require art production and design (additional ads, signs, event posters, etc.). For these, we recommend hiring an “on call” graphic production specialist to serve Brandon on an as needed basis. Keeping graphic elements consistent is imperative, especially early in the implementation process.

#### 4.4.9 Develop Downtown Website

Both the Chamber website and the Town of Brandon website serve specific purposes and both provide information of interest to visitors and residents. The websites should link to one another and both websites should contemplate using social media tools and Google Analytics as a way to track visitor traffic and evaluate the success of marketing materials. In the future, creating a secondary site for downtown outside of the umbrella of the town's website that can better be used to create a personality of the place and create some separation between the government and the destination should be considered.

#### 4.4.10 Create Brandon Branded Merchandise.

It isn't necessary to roll out all new brand designs right away. However, new products might be explored for a 2014 roll out such as window signs for stores and shopping bags. Later implementation might work with local businesses to develop their own merchandise with the brand alongside the downtown association. Every community benefits from the opportunity for residents to connect with the brand, and show their pride while supporting local businesses and groups.

#### 4.4.11 Launch Individual Business Marketing

While there are frequently incentives available to recruit businesses and investors to a community, there are fewer opportunities to assist existing businesses. Furthermore, many independent businesses end up cutting marketing when the market takes a downturn. Downtown Brandon should contemplate launching a matching grant program that would provide a direct way to alleviate the cost of advertising for Brandon businesses, incentivize those that aren't marketing to begin the effort, and create a more coordinated image of Brandon through deployment of the brand identity.

This technique also provides a more savvy way to deploy a marketing image than the traditional ad co-op program. Traditionally, if a community wanted to do cooperative advertising, a staff member or volunteers would go "hat-in-hand" to collect a shared amount from participating businesses to appear in a cooperative ad that would include business card size ads arranged around some sort of logo or symbol. The result is the purchase of a full-page ad without the companion impact of purchasing such an ad. This alternative approach allows for Downtown Brandon to create micro marketing grants to businesses that use the Brandon brand concept and tagline. The pilot funding for the project should be five thousand dollars. The program would follow these steps and parameters:

- The Downtown Brandon Alliance, alongside its partners, issues a statement that a pilot marketing grant program is being launched (perhaps a meeting is held to present the program).
- The funding for the initial year would be limited so the program is a





first come first serve effort (this will hopefully motivate participation).

- Businesses would get a fifty-fifty match of any marketing program that employs the Brandon brand. Print ads would follow the templates provided by Downtown Brandon. Broadcast ads would use a simple tagline at the end of the ad: "Brandon: Unhurried, Unspoiled, Unforgettable." Web-based ads would also include the brand identity.
- The Downtown Brandon Alliance would develop an administrative and reimbursement policy for the grant.
- The business is responsible for ensuring that a copy of the ad (or recording) is saved for the archive.

The program would need to be closely evaluated to determine its effectiveness and tweaked as it continues beyond the pilot year.

## UNFORGETTABLE FLAVOR.



### ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

### ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

### ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



DOWNTOWN  
**BRANDON**

*Unhurried. Unspoiled. Unforgettable.*

For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)



#### 4.4.12 Begin Implementing Wayfinding Sign System

Figure 12: Downtown Wayfinding Signage

The wayfinding signs are likely to be a multi-year project with many different goals and objectives. Brandon should pursue funding for wayfinding as a way to direct visitors to the village and to amenities throughout the community. The sign system designed as part of the branding package identifies primary and secondary trailblazers for vehicles, signs directing visitors to public parking, and pedestrian oriented signs. The pedestrian signs are designed to be casually implemented signs that direct visitors to additional shopping, dining, parks, and gathering spots in downtown Brandon.

#### 4.4.13 Host an Annual Marketing Summit

Each year the partner organizations should host a marketing summit to share marketing initiatives, coordinate placement of marketing materials, and refine marketing as needed. This summit will allow each organization to clearly know their role in marketing Brandon, explore stronger partnerships, and refine marketing material as needed. One approach for this summit would be to issue a request for proposals from media to provide competitive bids for ad placement.





#### 4.4.14 Create Construction Survival Marketing Campaign

Streetscape can be very scary. The prospect of access restraints, the perception of customers of not being worth the hassle, and the overall general look of disrepair can cause many businesses to fear the progress, and that is where this marketing comes in. It is essential that every angle of the construction process is explored, and infused with your unique creative approach. From breakfast with the contractor to business owner text updates to art exhibits with orange cones, we need to constantly remind people that the color of progress is not just green, it's day-glow orange.

#### 4.4.15 Develop a New Event for Revenue Generation

We recommend creating an event that celebrates the Art of Food. We feel like it connects two of your strongest know assets, and gives you the opportunity to be creative in the execution of this celebration. But remember, the main goal is revenue generation to fuel marketing and branding efforts, so always explore opportunities at every angle to gain revenue.

#### 4.4.16 Continue Implementing Wayfinding Sign System

Brandon's wayfinding system is likely to evolve with time, especially as major attractions and destinations come on line such as the new municipal complex. The signs should continue to be placed as funding permits.

#### 4.4.17 Ongoing annual marketing summit.

The various community partners should continue to explore ways to refine and enhance the brand identity of the community through an annual marketing summit.









## Vermont Downtown Action Team Report

# Organization & Funding

## 5.0 Organizational and Funding Plan

### 5.1 Organization

All Main Street programs should adhere, in some way, to the basic Main Street Four Point Approach. That approach is working on Organization, Design, Promotion, and Economic Development as four equal prongs of a successful work plan. The organization aspect of that includes the board of directors, staff, volunteers, and committees that make, oversee, and execute the work plans of the Main Street program. Sometimes we see different approaches, unique to each to separate community.

Brandon is in an advantageous place right now, so far as downtown development is concerned. Although the work that will be happening over the next year will be disruptive, it will also create a more beautiful, functional, and most importantly safe Brandon. With a strong board and already active committees, the structure is in place to be successful.

We would recommend continuing to do Main Street training and work planning with the Vermont Downtown Program director. Participate in all trainings and networking opportunities in Vermont and attend the National Main Street Conference. It is in these places that you learn and get the best ideas.

Some “Big Picture,” long-term projects for the board to consider now:

- Funding for the Downtown Brandon Alliance. We would recommend a Task Force that will put together both short-term and long-term plans for creating a sustainable downtown main street program.
- The construction in the downtown Brandon district. Brandon must be pro-active and have a plan now of how the community will deal with it. This means everything from looking at traffic flow issues that will occur to planning events around the construction to logo and marketing development for the project. The sooner all of these pieces are in place, the more successfully downtown Brandon will handle the inconvenience.
- Dealing with large numbers of people that are coming in for the culinary offerings and destination weddings in the community. Bus groups and tourists plan months and years in advance. The Brandon Main Street promotion committee should come up with at least five ways to partner with the Café Provence, the Brandon Inn and other destinations within Brandon.
- Creation of events to capitalize on the beauty that exists in the downtown. Combine the outdoor green spaces, the river and the culinary offerings by having a “Taste of Brandon” event. You could include some sort of competition as part of this.
- Once there is a healthy local events calendar, consider, long-term, creation of a larger tourist event. Perhaps a “Fire and Ice” event that will capture the culinary and physical arts. Ice carving, outdoor chocolate and ice demonstrations, etc. This would be a good partnership with the Brandon Artists’ Guild and pull tourists into downtown.



- Future dissemination of information. This includes everything from merchant updates to posts from the Town of Brandon. The town website should be updated and should link to everything going on in Brandon. The more people know, the more likely they are to become involved.

## 5.2 Funding

The funding strategy for each phase of every project will be as customized as the project itself. There are many mechanisms available to municipalities such as bond issuance, ad valorem tax reversion, state line-item budget requests, and others that are not discussed here. Additionally, there are other means for private financing such as historic tax credits, new market tax credits, independent investors, and private bank loans. Organizations may choose to utilize fund-raising tools such as crowd sourcing (also used in private development), events, memberships, and donations. The list below offers some private and public grant options that can be considered when putting together a finance package for the V-DAT recommendations. In most cases, they are a part of the project, not the complete monetary source.

### 5.2.1 Tree Planting

**ACTrees** – TD Tree Days grants for community tree planting in TD Bank communities

**ACTrees** – NeighborWoods Grants for local organizations to make communities healthier, cleaner and greener.

**Vermont Urban and Community Forestry Program** – Trees for Local Communities Cost-Share Program for developing and implementing urban and community forestry programs.

**American Forests** – Global ReLeaf grants provide private dollars to support reforestation efforts on public lands.

### 5.2.2 Town Core Plan

**Vermont Department of Housing and Community Development** – Downtown Transportation Funds can be used for lighting, other transportation alternatives like the bridge restoration, and median development.

**Vermont Agency of Transportation** – Transportation Alternatives Funding Program funding for sidewalks, bike paths, trails, and recreational use.

**State and Federal Historic Tax Credits** – These tax credits provide income tax credits for historic renovation of buildings on the National Register of Historic Places or contributing buildings within a National Historic District.

**National Park Service** – Save America's Treasures Grant Program for preservation and conservation of nationally significant and intellectual and cultural artifacts and historic structures and sites.

**National Park Service** – Preserve America Grant Program for planning in designated Preserve America communities to support preservation efforts, heritage tourism, education, and historic preservation planning.

**National Trust for Historic Preservation** – National Trust Preservation Funds provides seed money for local preservation projects.

**VHCB** – SerVermont, Americorps volunteers or NCCC volunteer corps can be utilized for community projects benefiting the public such as tree planting, bed revitalization, streetscaping and trail building or maintenance.

**US Department of Transportation** – National Scenic Byways can be used for improvement to a scenic byway that will enhance access to an area for the purpose of recreation; development of tourist information to the public (such as biking info and maps on scenic byways).

### 5.2.3 Central Park Node

(Many of the aforementioned grants in sections 5.2.1 and 5.2.2 could also be pursued for this project)

**National Recreation and Park Association** – Grow Your Park grants for community garden projects benefiting low-income families.

**Fiskars** – Project Orange Thumb grants for neighborhood beautification and horticulture education.

**National Gardening Association** – Youth Garden Grant for schools and community programs with child-centered garden programs.

### 5.2.4 Center Street Infill, Railroad District, and Mobil Station and Parking Improvements

**NeighborWorks America** – Rural Initiative focuses on building the capacity of rural community development organizations in the areas of housing and economic development

**Wells Fargo** – Homeownership Grant Program for construction and rehabilitation of owner occupied homes.

**Citi Foundation** – Neighborhood Revitalization Program seeks successful redevelopment models for investment.

**Low Income Investment Fund** – Capital for Healthy Families and Communities affordable housing initiative includes green financing.

**Opportunity Finance Network** – a national network of community lending institutions that invest in opportunities to benefit low income and low-wealth people in the US.

**Enterprise** – Multi-Family and Commercial Real Estate provides community development based financing through Bellwether Enterprise.

**Enterprise** – HUD Capacity Building Section 4 Grants for capacity building and initiation of community development organizations.

**HUD's Rental Assistance Demonstration Programs** – allows proven financing tools to be applied to at risk public and assisted housing.

**Local Initiatives Support Corporation (LISC)** – Building Sustainable Communities program assistance is customizable to each community.

**USDA** – Community Facility Grant for improvement of public facilities in rural areas including health and community centers.

### **5.2.5 Brandon Inn and Briggs Property Site Enhancements**

**Vermont Department of Forests, Parks, and Recreation** – Vermont Recreational Trails Program can be used to develop and maintain recreational trails and trail related facilities.

**Vermont Department of Forests, Parks, and Recreation** – Land and Water Conservation Fund can be used to create parks and open spaces, protect wilderness and forests, and provide outdoor recreational opportunities.

**Nature Sacred** – Open Spaces, Sacred Places National Awards Initiative for projects that demonstrate the healing power of nature.

**Clif Bar Family Foundation** – Small Grants are designed to fund organizations or specific projects which can be related to enhancing outdoor activities.

**Ben and Jerry's Foundation** – Vermont Community Action Team Grant Program for enhancement of Vermont communities, especially those with underserved populations.

### **5.2.6 Read Property Opportunities**

**Ford Foundation** – Supports the creation of a new generation of arts leadership and facilities that are firmly grounded in the communities in which they reside and that are models of artistic innovation, cultural and community collaboration, and social partnership.

**US Economic Development Administration** – Strong Cities, Strong Communities is a challenge by communities in cooperation with the Obama administration to spur economic development. Rural communities are also included.







## Vermont Downtown Action Team Report

## Implementation

## 6.0 Implementation Strategy and Action Plan

The attached “Strategy Board” summarizes all of the projects and recommendations included in this plan. The board is a working document for benchmarking and ongoing evaluation of the implementation process. The strategy board summarizes all of the recommendations of the plan into one sheet of paper.

The projects are divided into three time frames. The first series of projects are demonstration projects that should begin in the coming two years 2014-2015. For the most part, these are simple projects that will be highly visible, have significant impact and should be completed within the first year after the plan is adopted. The second set of projects is labeled “next steps.” Some of these are more advanced projects while others are continuations of projects that began during the demonstration period. The next step projects should be completed within the second to fourth year of the plan. The final series of projects are long-term or plan completion projects. While this category remains largely empty, many of the projects begun in the next steps phase will not be completed until later. Over time this category will continue to fill up as priorities evolve. Each time frame for the strategy board might also represent the ongoing fulfillment of steps taken in earlier time frames.

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

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

Brandon has a rich history of innovation in Vermont. As a community with a strong arts presence, a location convenient to many attractions, and a unique and walkable downtown, Brandon has all of the ingredients to continue to serve its local population while remaining an attractive destination for visitors.



Strategies	First Steps 2014/2015	Next Steps 2016/2017	Long Term 2017-2020	Goals
<b>Retail Market Opportunities</b>	<ul style="list-style-type: none"> <li>Continue visitor marketing through the arts and promotion of local specialty dining and retail (arts and antiques are strong).</li> <li>Convene a committee to develop marketing to attract young families.</li> <li>Focus retail development to maintain a retail walking district for both basic and non-basic goods.</li> </ul>	<ul style="list-style-type: none"> <li>Pursue a regional marketing partnership to reinforce Brandon's role as a regional destination along Route 7.</li> <li>Pursue redevelopment of key sites and buildings using the data in this report.</li> </ul>	<ul style="list-style-type: none"> <li>Build a "Civic Core" as a central gathering place (Town Office, Town Hall, Marble Bridge area).</li> <li>Continue redevelopment of key sites and buildings using the data in this report.</li> </ul>	Downtown Brandon will continue to maintain and grow its retail base to appeal to both local and visitor traffic.
<b>Public Realm Improvements</b>	<ul style="list-style-type: none"> <li>Develop Tree Planting program.</li> <li>Secure pedestrian bridge and locate below Lower Falls.</li> <li>Explore bridge options for Read property.</li> <li>Develop plans for Center Street area plan</li> <li>Pursue funds for Grand Intersection.</li> <li>Install improvements at Visual Learning Center.</li> <li>Retain and restore Town Office Building.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing Tree Planting program.</li> <li>Implement Center Street Streetscape improvements.</li> <li>Implement Grand Intersection.</li> <li>Install parking improvements at the Visual Learning Center and Granary.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing Tree Planting program.</li> <li>Implement Upper Falls Access in conjunction with Read Property and Brandon Inn.</li> <li>Pursue ongoing planting and programming of Central Park.</li> </ul>	Downtown Brandon will develop cohesive public realm improvements that coincides with Route 7 improvements and connect to the River.
<b>Development and Redevelopment Opportunities</b>	<ul style="list-style-type: none"> <li>Explore Center Street infill opportunities.</li> <li>Work with Mobil Station owner on potential development options.</li> <li>Explore the long term redevelopment of the Smith Block.</li> <li>Explore façade improvements to the Conant Block.</li> <li>Clean and re-point brick where needed.</li> <li>Explore façade cleaning where needed.</li> </ul>	<ul style="list-style-type: none"> <li>Work with property owner at Union and West Church to encourage infill development.</li> <li>Implement expanded parking on Briggs Prop.</li> <li>Develop site plan for Read property.</li> <li>Work with property owner to fill Smith Block.</li> </ul>	<ul style="list-style-type: none"> <li>Implement infill at Union and West Church.</li> <li>Construct infill and parking at Mobil Station sensitive to the Town.</li> <li>Construct infill development adjacent to Smith Block.</li> </ul>	Downtown Brandon will continue to maintain and restore existing buildings, and create sensitive infill development opportunities.
<b>Branding and Marketing Strategies</b>	<ul style="list-style-type: none"> <li>Adopt branding that incorporates existing design.</li> <li>Publish brand statement.</li> <li>Distribute branding style guide.</li> <li>Promote past successes.</li> <li>Rename the Downtown Brandon Alliance.</li> <li>Host a brand launch event.</li> <li>Develop a downtown website.</li> </ul>	<ul style="list-style-type: none"> <li>Complete a comprehensive online marketing strategy.</li> <li>Redesign Brandon collateral pieces.</li> <li>Retain a marketing and promotion "brand steward."</li> <li>Launch individual marketing for businesses in partnership with Downtown.</li> <li>Create a construction management marketing campaign during streetscape improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Create Brandon merchandise</li> <li>Host an ongoing marketing summit.</li> </ul>	Brandon will use its existing well-designed branding program and expand it to a thorough marketing program.
<b>Organizing for Success</b>	<ul style="list-style-type: none"> <li>Pursue a short and long term funding strategy for downtown Brandon organization.</li> <li>Work with Café Provence and Brandon Inn to market to Weddings.</li> </ul>	<ul style="list-style-type: none"> <li>Implement small regularly scheduled events.</li> <li>Pursue full time manager for organization.</li> <li>Prepare a detailed promotion campaign for construction in downtown.</li> </ul>	<ul style="list-style-type: none"> <li>Long Term Strategic Planning Implementation</li> <li>Develop a new major event to generate revenue.</li> </ul>	The Downtown Brandon Alliance will be reinvented as a strong partner organization to promote the health of downtown Brandon.



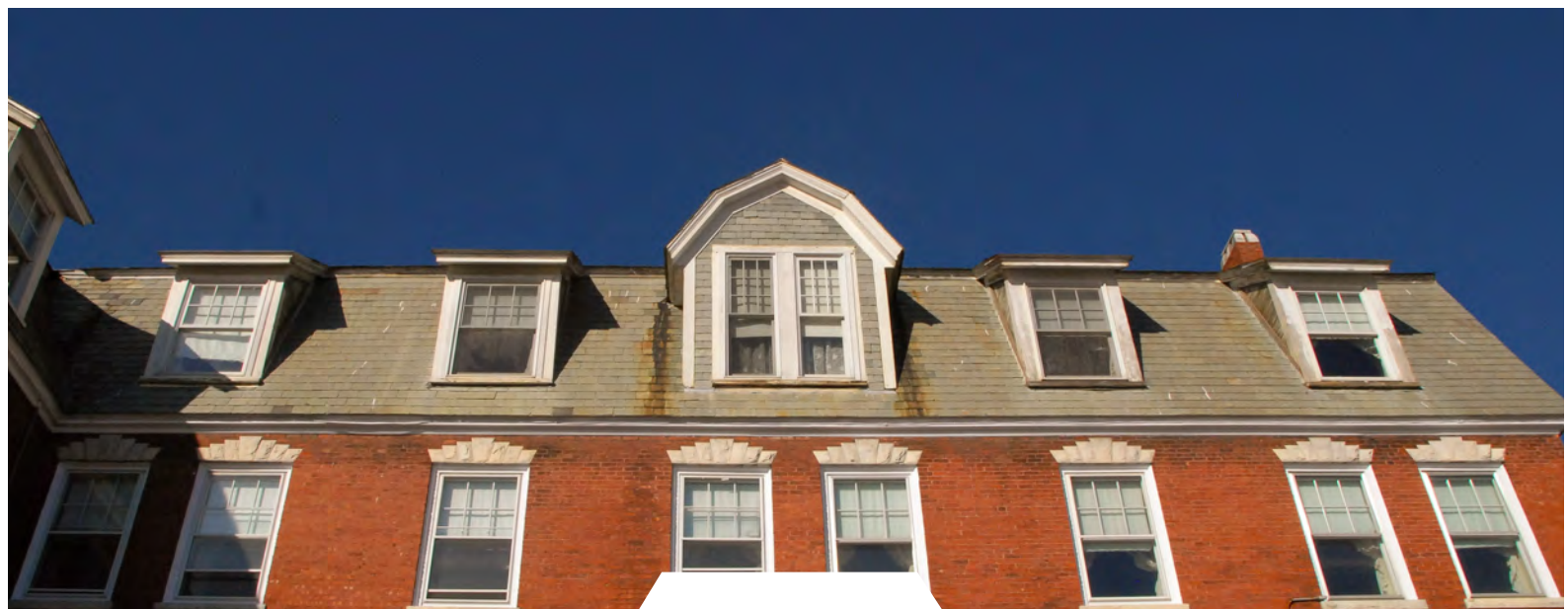


## Vermont Downtown Action Team Report

## Appendices







*Brandon, Vermont*  
COMMUNITY IMAGE STYLE GUIDE





## *Brandon, Vermont*

BRAND STATEMENT





## *We are Brandon, Vermont.*

Uncover the art of being Unhurried.

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

Uncover the beauty of life Unspoiled.

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

Uncover memories that are Unforgettable.

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.

## *We are Brandon, Vermont.*

## *Unhurried, Unspoiled, Unforgettable..*



## Community Image Approval

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

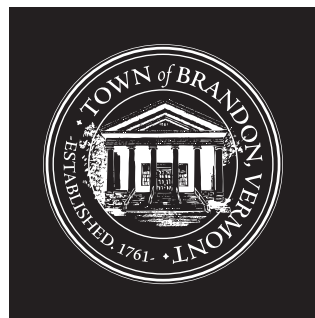
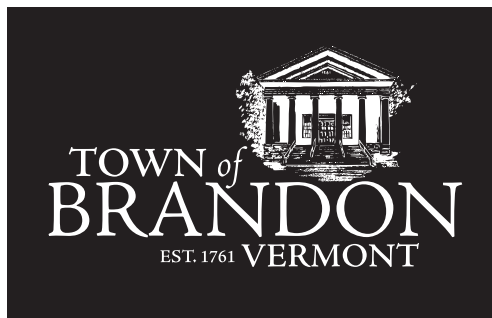


Downtown Brandon Logo Expansion



## Logo Variations

Below are the logo variations for the Brandon, Vermont brand. They are presented in two color, one color, reversed and Black & white usages. All logos are created in vector art and are infinitely scalable and available for any use.



Town of Brandon Logo Expansion

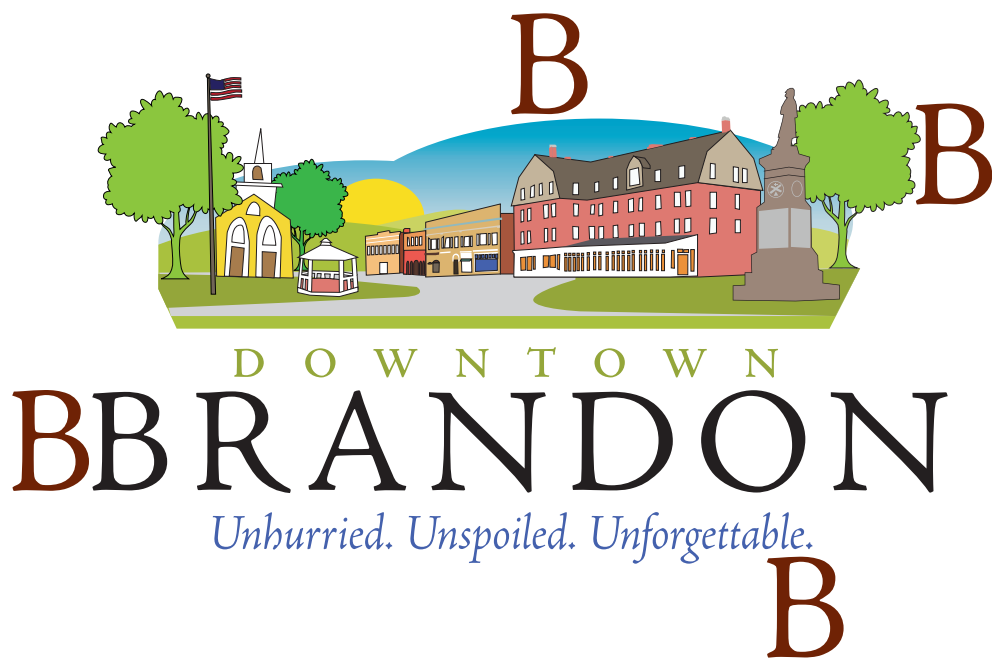




## Logo Size & Spacing

The size and spacing of the Brandon, Vermont brand is important in ensuring that the logo is displayed in a positive and consistent way and helps to reinforce the brand. The logo should always have enough open space around it to have a clear and clean impact. The “W” should be used as the measurement guide for this open space.

In order to preserve legibility, maintain a minimum of .5” height.





## Incorrect Usage

These are some examples of improper ways of presenting the Brandon, Vermont brand.



Change Colors



Scale Elements



Outline Elements



Rotate Elements



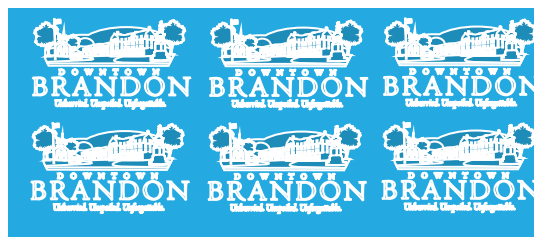
Stretch the Logo



Move Elements



Use Photographic Backgrounds



Use as a Wallpaper



## Dealing With Consistent Color Using Pantones:

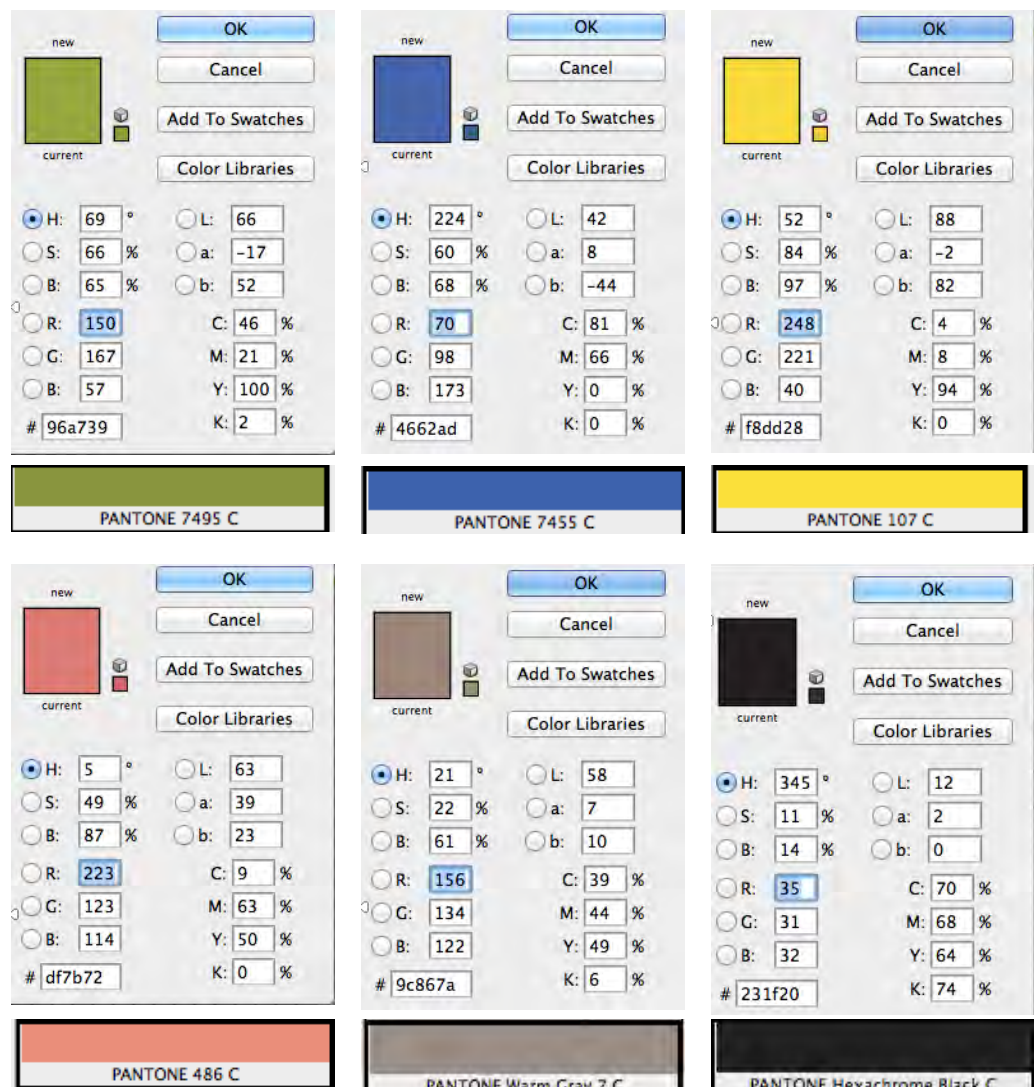
The accuracy of color is critical in design. Because what you see on your monitor is never what will appear on a printed sheet, designers need a standardized color key.

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

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

## Color Palette

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







### Installing OpenType or TrueType Fonts in Windows:

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

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

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

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

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

Click OK to install the fonts.

## Typography

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

abcdefghijklmnopqrstuvwxyz

abcdefghijklmnopqrstuvwxyz

ABCDEFGHIJKLMNOPQRSTUVWXYZ

ABCDEFGHIJKLMNOPQRSTUVWXYZ

ABCDEFGHIJKLMNOPQRSTUVWXYZ

123456789

Adobe Jenson MM



## Brand Extension

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



Bridges Logo



Moonlight Madness logo



Traffic Cones Logo



## Usage Control

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



Downtown Organization Logos





## Advertising

There are several fundamental design strategies that will allow for connections to be made while also allowing your business to reinforce its own identity. The use of clean design, similar color palettes, and a consistent logo element can create an independently managed COMMUNITY IMAGE campaign.

The following pages show some of the design fundamentals that will be important to use when creating your ads. Advertising expert David Ogilvy devised an ad layout formula for some of his most successful ads that became known as the Ogilvy. The illustration on this page is the basic design that follows the classic visual, headline, caption, copy, signature format. From this basic ad layout, other variations are derived.

Try changing the margins, fonts, leading, size of the initial cap, size of the visual, and placing the copy in columns to customize the basic format of this ad layout.

Visual at the top of the page. If you are using a photo, bleed it to the edge of the page or ad space for maximum impact.

For photos, place a descriptive caption below.

Put your headline next.

Follow with your main ad copy. Consider a drop cap as a lead-in to help draw the reader into the copy.

Place your contact information (signature) in the lower right corner. That's generally the last place a reader's eye gravitates to when reading an ad.



## Anatomy of an Ad.

Ads come in all shapes and sizes but they have a common goal -- to sell a product, a service, a brand. Text, visuals, or a combination of the two are the main elements of any print ad.

### Headlines

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

### Artwork

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

### Body

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

### Contact

The contact or signature of an ad may appear anywhere in the ad although it is usually near the bottom. It consists of one or more of:

Logo, Advertiser Name, Address, Phone Number, Map or Driving Directions, Web Site Address, Extras.

Some print ads may have additional special elements such as an attached business reply envelope, tear-out portion with a coupon, tip sheet, product sample.





## File Format Guide

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



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

**Program(s) that open pdf files**

**Mac OS** Adobe Reader to view (free)  
Adobe Acrobat to edit (commercial)  
Apple Preview  
**Windows** Adobe Reader to view (free)  
Adobe Acrobat to edit (commercial)  
Brava! Reader



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



**File Type:** Adobe Illustrator File  
**Category:** Vector Image Files  
**File Description:** Vector image file created by Adobe Illustrator; composed of paths, or lines connected by points, instead of bitmap data; may include objects, color, and text; often referred to as an Illustrator drawing. Illustrator documents can be opened with Photoshop, but the image will be rasterized, meaning it will be converted from a vector image to a bitmap.

**Program(s) that open ai files**

**Mac OS** Adobe Illustrator, Acrobat, Reader  
Adobe Photoshop (rasterized)  
Apple Preview  
**Windows** Adobe Illustrator, Acrobat, Reader  
Adobe Photoshop (rasterized)



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

**Program(s) that open eps files**

**Mac OS** Apple Preview  
Adobe Illustrator, Acrobat, or Photoshop  
QuarkXpress  
**Windows** CorelDRAW, Adobe Illustrator, Acrobat, or Photoshop, QuarkXpress



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





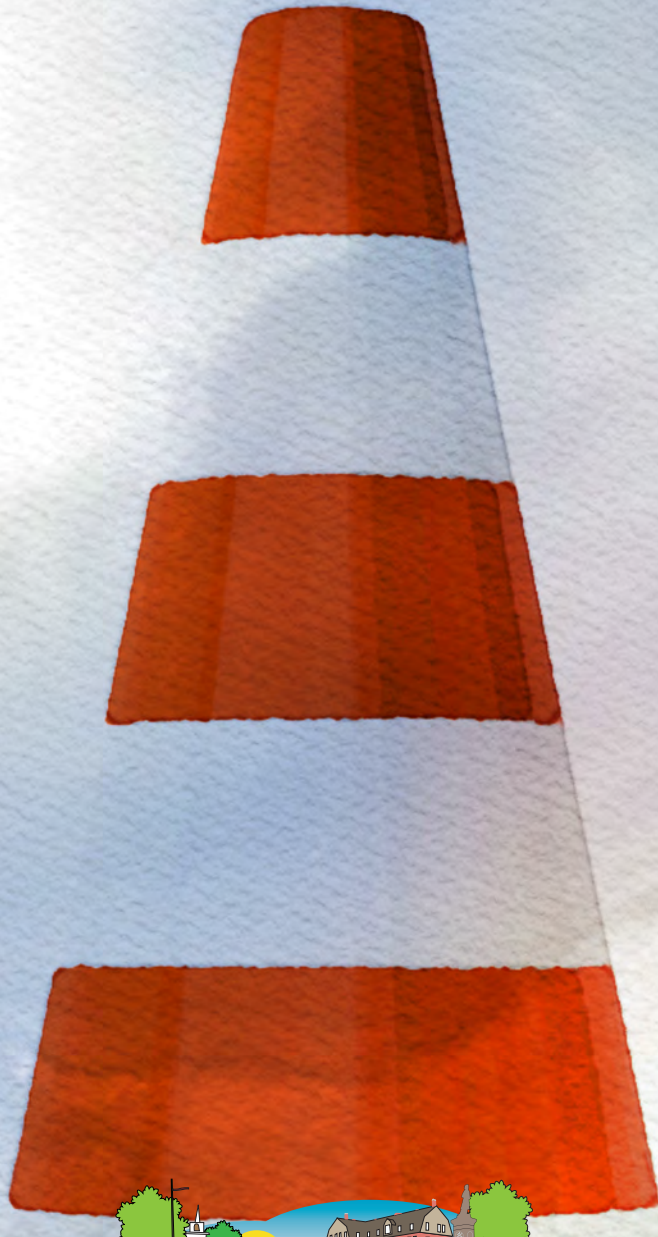
*Brandon, Vermont*  
COLLATERAL CATALOG





# zenoC ciffART

THE BEAUTY OF RECONSTRUCTION



DOWNTOWN  
**BRANDON**

*Unhurried. Unspoiled. Unforgettable.*



# DOWNTOWN BRANDON

*Unhurried. Unspoiled. Unforgettable.*



SHOPPING & DINING







## *wayfinding signage*

The wayfinding system is covered in greater detail in the following sections, but should be introduced as part of the brand because it plays such an important role in by perception and flow in the downtown district. The wayfinding system could include the following pieces.

**Primary Gateways** - These gateways are the primary intersection points and main entry ways to town. They need to be highly visible and introduce the brand.

**Trailblazers** - Trailblazers are the directing signs leading motorists to the main attractions in the area. These should have between three and four locations per sign and should carry motorists from gateway to parking lot. Colors can be used to distinguish between different districts and can become smaller as the scale and speed of the roadway narrows. These Trailblazers including cattail sculptures, thus blurring the line between signage and public art.

**Street Banners** - Banners are very popular and help to add color and movement to the lanes of travel, acting as a speed control. They too can be color coded by district and can promote local events as well as promoting the brand.

**Building Markers** - the markers can be either wall mounted or monument style and denote important landmarks in the downtown district.

**Parking Signage** - Identifying parking is important in creating a parking system in downtown. Visitors are more likely to walk a block or two to shop if the signage system leads them directly to a public parking lot and tell them how to proceed. The parking markers can be by themselves or as attachments to trailblazer signs.

**Informational Kiosk** - The final piece of the plan is the informational kiosk, which serves as the transition point for vehicular traffic to pedestrian traffic. These kiosks should be located at major public parking lots and should include a map and the shopping & dining guide, along with the walking tour brochures.





*Brandon, Vermont*  
LOGO THUMBNAIL CATALOG







AAC.pdf



ArtintheSnow.pdf



Bridges Of Brandon.pdf



Bridges-1C.pdf



Chamber.pdf



Compass.pdf



Creative.pdf



Design.pdf



Development.pdf



Downtown-gazebo.pdf



Downtown-horz.pdf



Downtown-statue.pdf



DT-Alone.pdf



MainStreet.pdf



MoonlightMadness.pdf



Organization.pdf



Promotion.pdf



Town-4C.pdf



Town-rev.pdf



TownSeal-4C.pdf



TownSeal-bw.pdf



TownSeal-rev.pdf



TrafficCones.pdf



## *Brandon, Vermont*

PHOTO THUMBNAIL CATALOG







BrandonVT-1.jpg



BrandonVT-2.jpg



BrandonVT-3.jpg



BrandonVT-4.jpg



BrandonVT-5.jpg



BrandonVT-6.jpg



BrandonVT-7.jpg



BrandonVT-8.jpg



BrandonVT-9.jpg



BrandonVT-10.jpg



BrandonVT-11.jpg



BrandonVT-12.jpg



BrandonVT-13.jpg



BrandonVT-14.jpg



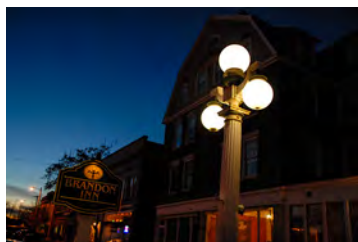
BrandonVT-15.jpg



BrandonVT-16.jpg



BrandonVT-17.jpg



BrandonVT-18.jpg



BrandonVT-19.jpg



BrandonVT-20.jpg





BrandonVT-21.jpg



BrandonVT-22.jpg



BrandonVT-23.jpg



BrandonVT-24.jpg



BrandonVT-25.jpg



BrandonVT-26.jpg



BrandonVT-27.jpg



BrandonVT-28.jpg



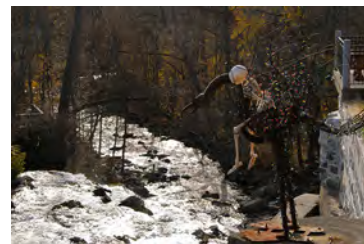
BrandonVT-29.jpg



BrandonVT-30.jpg



BrandonVT-31.jpg



BrandonVT-32.jpg



BrandonVT-33.jpg



BrandonVT-34.jpg



BrandonVT-35.jpg



VDAT Town Hall.JPG



*Brandon, Vermont*  
ADVERTISING CATALOG





# UNDISCOVERED STYLE.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



D O W N T O W N  
**BRANDON**

*Unhurried. Unspoiled. Unforgettable.*

*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNSPOILED COLOR.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

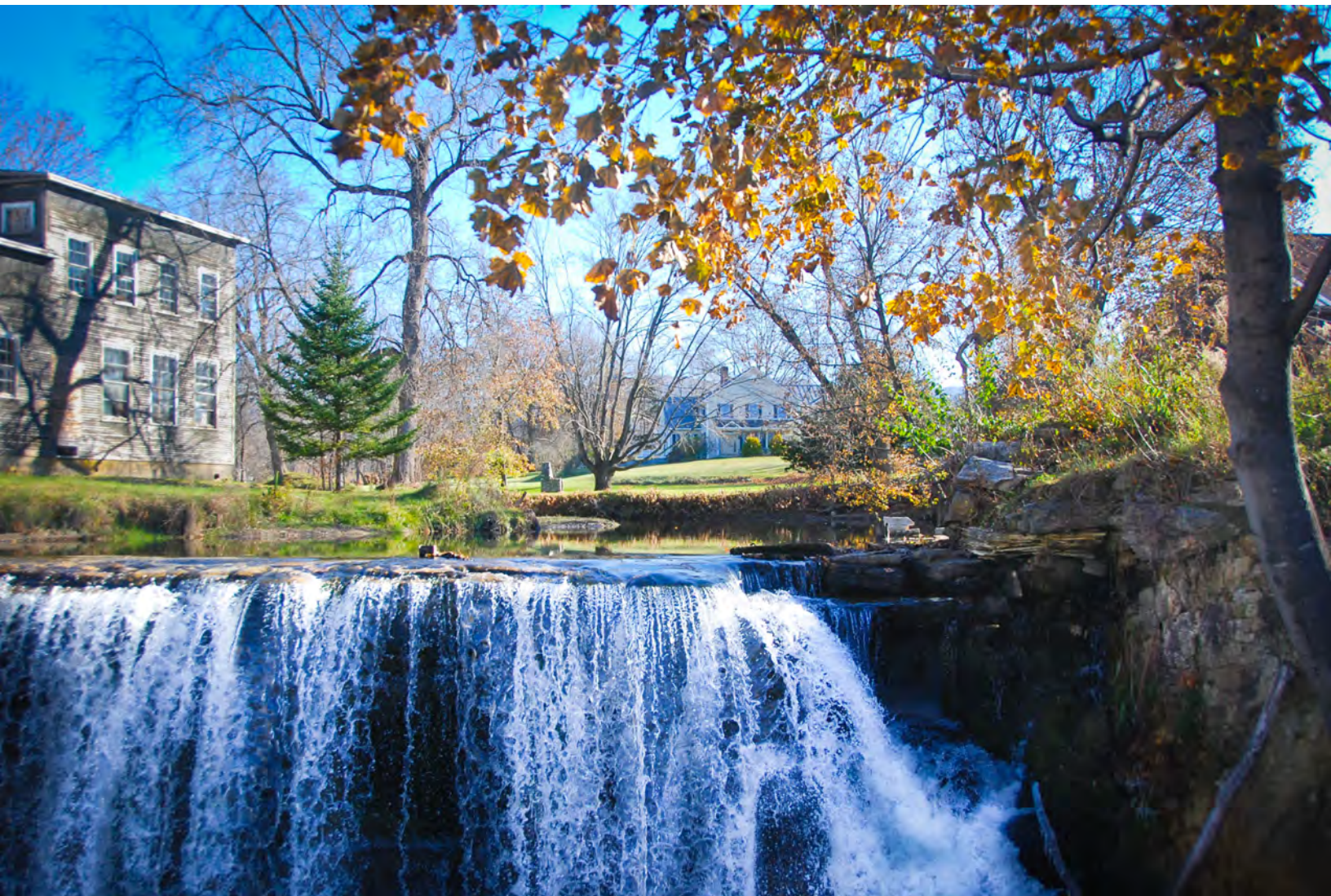
Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNHURRIED PACE.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



DOWNTOWN  
**BRANDON**

*Unhurried. Unspoiled. Unforgettable.*

*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNFORGETTABLE PLACE.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNSPOILED.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



D O W N T O W N  
**BRANDON**

*Unhurried. Unspoiled. Unforgettable.*

*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNFORGETTABLE.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



D O W N T O W N  
**BRANDON**

*Unhurried. Unspoiled. Unforgettable.*

*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNFORGETTABLE SCENTS.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNFORGETTABLE WARMTH.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



D O W N T O W N  
**BRANDON**

*Unhurried. Unspoiled. Unforgettable.*

*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNFORGETTABLE SWEETS.



## ***Uncover the art of being Unhurried.***

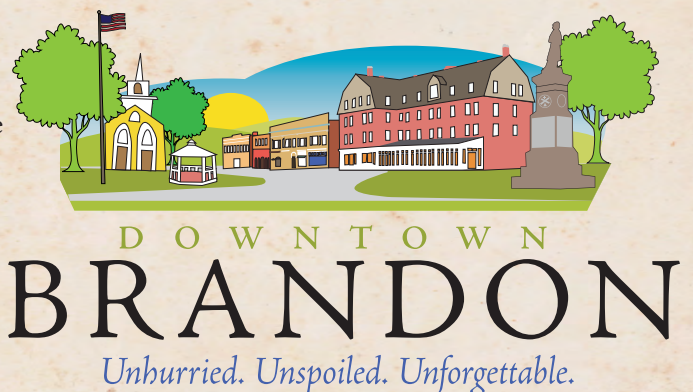
Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNSPOILED DESSERT.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)



# UNFORGETTABLE STORY.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNFORGETTABLE PLACE.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNFORGETTABLE FLAVOR.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)



# UNFORGETTABLE STAY.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNFORGETTABLE SCOOP.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNDISCOVERED TREASURE.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



DOWNTOWN  
**BRANDON**

*Unhurried. Unspoiled. Unforgettable.*

*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNSPOILED ARCHITECTURE.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNWAVERING FAITH.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



DOWNTOWN  
**BRANDON**

*Unhurried. Unspoiled. Unforgettable.*

*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNFORGETTABLE ART.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



DOWNTOWN  
**BRANDON**

*Unhurried. Unspoiled. Unforgettable.*

*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNSPOILED HOME.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



# UNFORGETTABLE HATS.



## ***Uncover the art of being Unhurried.***

Ours is a place where the Vermont that everyone yearns for still exists. A place where our neighbors are our friends, and we treat visitors like neighbors. A place where the lunch hour can go a little longer, and morning coffee isn't standing in line for a paper cup. A place where our shopkeepers greet us with a smile, understand the value of true service, and the connection of being known by name. Come discover our town at your pace.

## ***Uncover the beauty of life Unspoiled.***

Ours is a place called Brandon. A place where you won't find flashing lights or strip malls. A place where 200 years of architectures frame a river that cascades through the heart of our downtown. A place where the majesty of our woods and fields, parks and trails is crowned by historic church spires. A place where historic houses still make warm homes.

## ***Uncover memories that are Unforgettable.***

Ours is a place we call downtown. A place where memories are made around every turn. It's the heaping scoop of ice cream. It's marching to the beat of your own drum. It's the fine art and the art of fine cuisine. It's family time. It's finding exactly what you need. It's finding what you never knew existed. It's being surrounded by friends. It's saying I do.



D O W N T O W N  
**BRANDON**

*Unhurried. Unspoiled. Unforgettable.*

*For more information on an unforgettable experience, go to [www.DowntownBrandon.com](http://www.DowntownBrandon.com)*



## Copyright Transfer Statement

Client : Downtown Brandon Alliance

Organization: Downtown Brandon Alliance

Community : Brandon, Vermont

Ben Muldrow as the agent for Arnett Muldrow & Associates, located at 316 West Stone Avenue, Greenville, SC, the owner of Copyright for this presented design(s) hereby grants a full copyright license transfer to CLIENT NAME at ORGANIZATION NAME to utilize the following designs as the new owner sees fit to do so.

For the purpose of (DESIGN USAGE)

This license, attested to by the parties effectively immediately shall serve as notice and agreement between the parties and may not be changed without written permission from the DESIGNER. The DESIGNER retains the right to use the created material to self market and self promote.

This signed agreement also includes the transfer of rights to any variations of the logo previously agreed and supplied as part of the initial proposal.

Example of these variations could include : multiple color versions, size and dimensional variations – landscape and portrait, reversed out versions, social media profile images, favicon etc.

signature

name : arnett muldrow & associates

phone : 864.275.5892

website : <http://www.arnettmuldrow.com>

address : 316 west stone avenue | greenville, sc 29609

signature

name : Downtown Brandon Alliance

phone : 802-247-3635

website : <http://townofbrandon.com>

address : 49 Center St., Brandon, Vermont 05733

**Is there anything missing on this Copyright Transfer Form that was previously agreed? Let me know before accepting this statement. It is critical the information shared here is understood and accepted in whole.**

**Counters signing this statement forms your contractual acceptance of the Copyright Transfer Form and the terms thus set out.**