



Vermont Downtown Action Team Report
August 1, 2014

Waterbury, Vermont

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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. The project team held design workshops from August through April 2014 in Waterbury, Brattleboro, Brandon, Northfield, Wilmington, Waitsfield, Warren, and Barre. The V-DAT was comprised of experts in architecture, planning, landscape architecture, 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

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 a community. For Waterbury this was completed in 2012 under a contract with Revitalizing Waterbury.
- Design, planning and preservation – to protect and enhance the physical appearance and function of the community
- Branding and marketing – to aid the community in communicating its unique promotional messages in a compelling, consistent and effective way. This too was completed for Waterbury and is a separate report.
- 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 them 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. For Waterbury, much of the focus of the three-day work session focused on the physical aspects of the community crafting a master plan for development that could be used on a 2, 5, and 10-year horizon.

1.3 Acknowledgements

The Vermont Downtown Action Team [V-DAT] Waterbury 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 Waterbury

Revitalizing Waterbury
Fauna Hurley, Executive Director

Special thanks to all the participants during the V-DAT charrette that occurred on August 7-9, 2013.

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 Waterbury. 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 or call (802) 828-5229.

1.4 Introduction to Waterbury

1.4.1 Downtown Profile

With a population of 4,915 the Town of Waterbury is a centrally located and dynamic community. Downtown Waterbury, governed by its own Village Trustees, is a vibrant district that has undergone significant investment in the past several years. Waterbury was once home to the Vermont State Hospital (mental institution). Over the years many of the buildings converted to state offices because of Waterbury's convenient location between Montpelier and Burlington. At the same time, Waterbury has embraced its role as a central location and tourism draw for visitors to Vermont (particularly to Stowe and the Mad River Valley, Ben and Jerry's and other key attractions along Route 100).

Downtown Waterbury focuses on Stowe and Main Street but extends southward several blocks to include a grocery, pharmacist, and florist in a strip style center and a charming town square (which is where the community has its well-attended farmers market). Revitalizing Waterbury played a key role in restoring the Train Depot for Waterbury and it now serves as a visitor's center, coffee shop, and display for Green Mountain Coffee.

In recent years downtown Waterbury has evolved into a dining destination with several well-respected establishments. The Waterbury area is embracing food and drink as a key attractor. The community has already completed a detailed market study and branding plan that is being implemented. The latest major projects in Waterbury are the location of new Town Offices adjacent to the existing Library, renovation and additions to the State Office Complex to bring state employees back to the community, and a streetscape improvement through downtown.

1.4.2 Catastrophic Event

On August 28, 2011, Tropical Storm Irene brought historic flooding to Waterbury Vermont where the Winooski River rose 19 feet flooding much of downtown with 3-5 feet of water. Over 200 homes and businesses were impacted including the State Office Complex where some buildings had flooding as high as 8 feet. As a result, the community lost an employment base of 1500 overnight. Multiple businesses were flooded as was the town office. The storm brought the community together in an unprecedented way and recovery began immediately.

1.4.3 Recovery

Revitalizing Waterbury played a pivotal role in the recovery process by launching Rebuilding Waterbury a subsidiary organization whose task was explicitly to help residents impacted by the floods. FEMA worked with Waterbury on a long-term recovery plan and the community completed a comprehensive Hazard Mitigation Plan. The community hired a grant coordinator, secured funding from Green Mountain Coffee Roasters to complete a market study and branding strategy, and launched a staffed economic development position with a board of directors. The State of Vermont plans on relocating roughly two-thirds of the employees displaced by Irene at a renovated State Office Complex. The town has plans for a streetscape project along Main Street and will be constructing a Library addition and connected new Town Office Building.

1.4.4 Identified Issues and Desired Outcomes

Because Waterbury had already completed a market study and branding plan, the community's requests for the V-DAT team were specific. The market study and branding plan are folded into this report to provide a more complete look at the community.

- Complete a downtown master plan that identifies infill opportunities, mixed use development, parking, street improvements, public space and connectivity.
- Provide assistance with facades and building reuse in locations not yet occupied.
- Contemplate improved connectivity between the State Office Complex and downtown.
- Develop community wayfinding signs and gateways plan.



Vermont Downtown Action Team Report

Retail Market Study

2.0 Retail Market Study

This chapter was part of a 2012 report completed for Revitalizing Waterbury. It is included in the V-DAT report to provide for a more complete look at the community in a single document. Additions and modifications are limited but are shown in italics.

This section of the report presents the findings of the 2012 retail market research for Waterbury and sets the stage for further analysis that can be used to recruit business, help existing businesses target customers, and implement the accompanying marketing and recruitment strategy in chapter three of this report. The goal of this retail market study is to show community stakeholders and potential investors how to capitalize on potential retail trade and to leverage investments that will sustain the Waterbury community.

Section 2 is divided into five sub-sections:

Section 2.1 details the ideas and opinions provided by stakeholders during a series of community input sessions. These sessions included both stakeholder roundtables and one-on-one interviews.

Section 2.2 describes the market definition based on zip code survey work completed by businesses in the community. It also provides insight into Waterbury's trade area demographics and presents market data related to Waterbury's primary and secondary trade areas.

Section 2.3 provides demographic profiles of Waterbury's primary and secondary trade areas. This section also presents a more detailed market segmentation using PRIZM® Lifestage characteristics. (PRIZM® is a product of Nielsen Claritas.)

Section 2.4 presents the retail market analysis that shows the amount of retail sales "leaking" from Waterbury's primary and secondary trade areas. This information is based on the most recent data available and is a reliable source for understanding overall market patterns. This section concludes with some key opportunities for retail that could be used to both enhance existing businesses and recruit additional businesses to the Waterbury community.

Section 2.5 summarizes Waterbury's current retail environment, and describes market characteristics and trends that form the basis of the recommendations presented in Section 3.0.

2.1 Community Input

On the week of September 5, 2012, Arnett Muldrow & Associates conducted a series of stakeholder roundtables and one-on-one interviews with a variety of community stakeholders, including community retailers, young business owners, and economic development, tourism, and hospitality professionals. Over the course of the three days, over seventy individuals participated in this initial input session.

2.1.1 Strengths

Interviewees cited many community strengths, such as:

- Charming atmosphere;
- Variety of shopping opportunities;
- GMCR and Ben and Jerry's put Waterbury "on the map" with visitors;
- Convenient to everywhere – great interstate access;
- Central location between Montpelier, Stowe, Mad River Valley, and Burlington;
- Dining and nighttime destination for the region;
- Connected food network;
- New diversity in the community; and
- A community with depth of personality, tenacity, can-do attitude and positive outlook.

2.1.2 Opportunities

Interviewees also described a number of opportunities the community currently enjoys, including:

- To create "One Waterbury" not Waterbury Village, Waterbury Center, etc.;
- Advertise more in Stowe to attract more visitors;
- Continue to connect the dots between dining, farms, value added agriculture, agritourism and food as a whole;
- Capture young professionals;
- Reuse of the State Complex;
- Build on the arts and the creative economy; and
- Become a recreation destination as opposed to a recreation pass through.

2.1.3 Challenges

At the same time, interviewees explained that the community faces several challenges, including:

- Dealing with Tropical Storm Irene, loss of state office workers;
- Lack of a cohesive image for the whole community (Village, Center, etc.);
- Visitors are not turning from I-89 toward the village;
- Lack of signing indicated where the historic village is;
- Waterbury Village has no "main attraction" to get visitors from Ben and Jerry's and Cold Hollow to come;
- Hard to find commercial space; and
- Some "old time" thinking.

2.1.4 Needs and Wants

Interviewees were asked what they would like to see in the community, and they responded with the following needs and wants:

- Co-op model to bring in types of retail needed in Waterbury – “Hip” General Store;
- Business hours to mesh with when people are in town;
- More housing options;
- More accommodation options;
- Need to have clear roles and objectives – must be implementation oriented; and
- Need to continue to realize the potential of all the hard work already completed and continue the momentum in moving forward.

2.1.5 Memorable Quotes

Throughout the input process, several memorable quotes were stated by the Interviewees and include:

- The diversity is creating a “New Vermont” that recognizes and honors the people from here;
- There is “magic” in Waterbury; and
- Route 100 is a Temptation Alley or Road Buffett in that it is a place to travel and experience a variety of offerings.

2.1.6 Conclusion

This input provides a foundation from which to better understand the market data gathered during the study and helps round out the information gleaned from the data shown in section 2.2 below. Overall, interviewees had a very positive image of the Waterbury community and the progress the community has made pre- and post-Irene. The interviewees generally felt that the community has been well equipped to deal with challenges, in particular Tropical Storm Irene, and has come out stronger than ever.

2.2 Market Definition

Unlike radial and drive time studies that use arbitrarily chosen boundaries for customer trade zones, the market definition exercise for Waterbury is based on zip code survey work completed by cooperating merchants. Zip code surveys have their own limitations, as a zip code geography can be fairly large and stretch beyond typical market boundaries. However, it is the only technique that correlates clearly with customer traffic collected by merchants. Recorded zip codes are used to define primary and secondary trade areas, which are then analyzed in terms of demographics and economic activity.

Thirty-eight local community retail businesses graciously participated in the zip code survey of their customers in September 2012. Of the thirty-six businesses, sixteen were located in the Waterbury Village, eight in the 89 Interchange area, ten on route 100/Waterbury Center, one on Route 2 West and one in North Moretown. Merchants were provided with a form to record customer zip codes and asked to keep the log for all customers during a ten-day period.

2.2.1 Zip Code Results

The results of the zip code survey are presented in [Figure 1](#) and summarized as follows:

- In all, area businesses recorded 4,944 individual customer visits from 1,206 unique American zip codes representing forty-eight states, the District of Columbia, two U.S. territories and eighteen foreign countries.
- The 05676 zip code, which includes Waterbury Village and most of Duxbury, had the most visits of any zip codes with 24% of customers coming from this geographic area. The Waterbury Center zip code of 05677 was second, with 12% of customer visits. Together, customers from the Waterbury and Waterbury zip codes account for over one third of all visits during the survey period.
- Visitors from the neighboring zip codes Stowe 05672, Waitsfield 05673, Richmond 05477, Barre 05641, Moretown 05660, Montpelier 05602 and Morrisville 05661 accounted for between 1% and 7% individually and 22% collectively. Customers from nearby Chittenden County comprised 6% of visits. In total, these neighboring zip codes and Chittenden County accounted for 28% of visits.
- Customers from the rest of Vermont accounted for 4% of visits. Many of these customers were regional in nature so only a portion of these might be considered “visitors” in the traditional sense that they do not rely on Waterbury as a regular destination for shopping.
- Visitors from outside the State of Vermont accounted for approximately 32% of the overall visits. Visitors from New York and Massachusetts led the way each accounting for 4% of the total visits, while residents of other U.S. States, the District of Columbia and U.S. territories came in at 21%. Foreign visitors (those coming from outside the U.S.) accounted for the remaining 3%.
- Another way to look at the results is to break them out by county. The zip code methodology can vary when used to record counties of residence, as zip codes sometimes cross county lines. However, a rough and ready look at the results is intriguing, with 49% of visits coming from Washington County residents, 9% and 6% from residents of the Lamoille and Chittenden Counties respectively, 4% from residents of other Vermont counties, and the remaining 32% of recorded customers coming from outside Vermont.

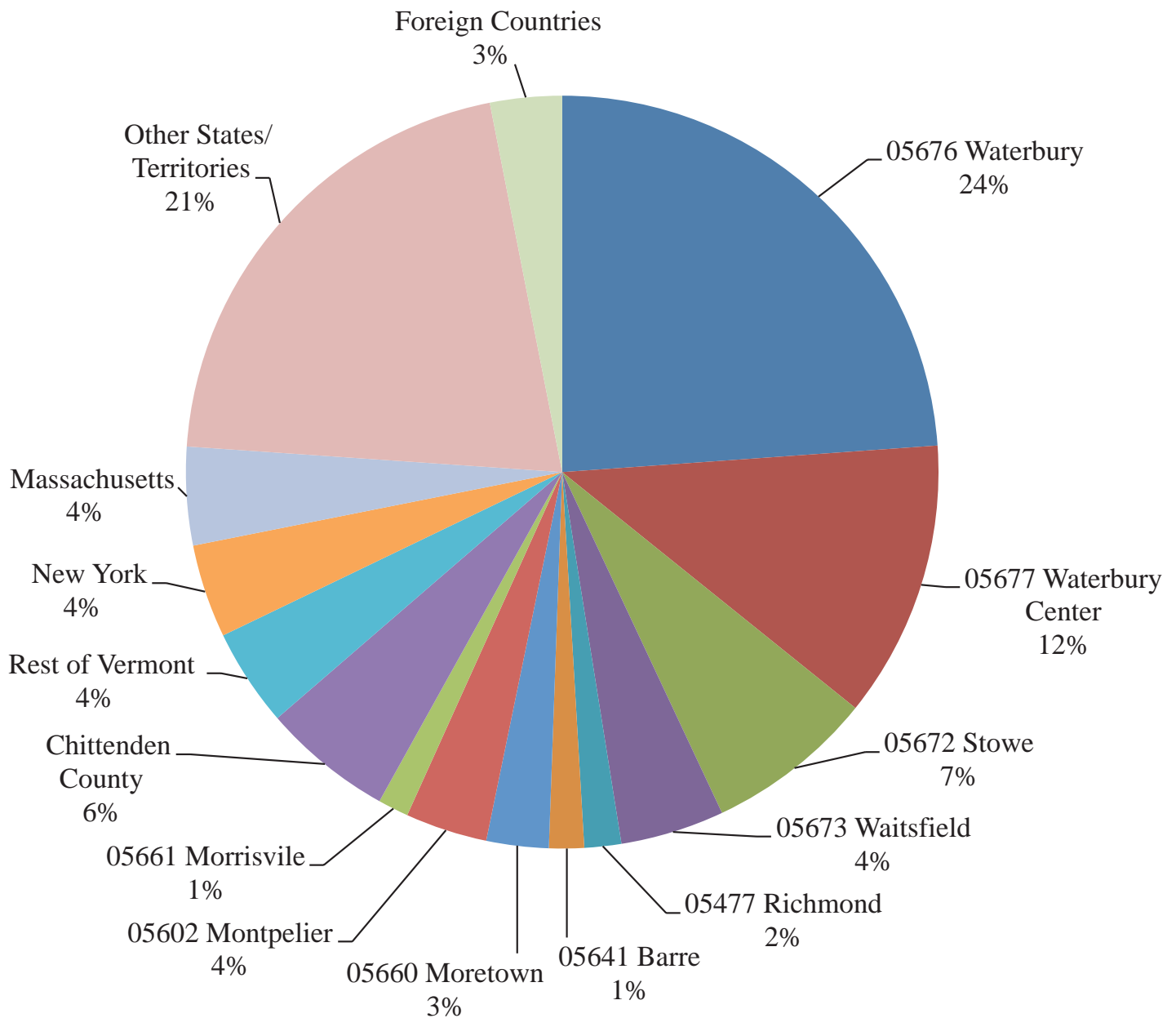


Figure 1: Customer Visits to Participating Businesses by Zip Code.

Zip code survey results by merchant are displayed in [Figure 2](#). This chart indicates a wide variation between surveyed results, from a high of 625 to a low of ten recorded visits. The survey results showed a median of 104 and a mean of 141 recorded visits. One of the implications of the survey results is that the survey results are slightly skewed in the direction of a handful of participating businesses. Nonetheless, the zip code data collected during the survey reflects local trade patterns.

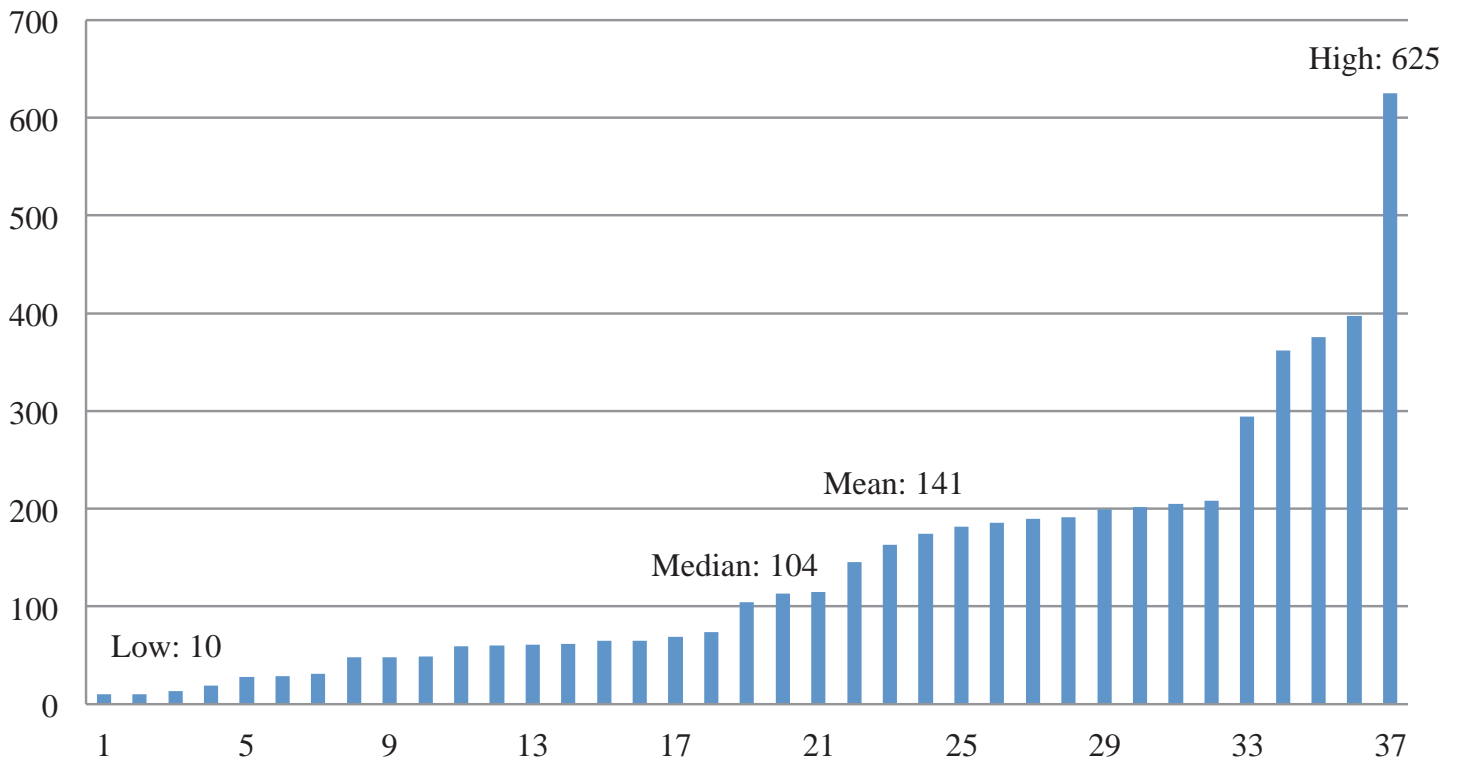


Figure 2: Zip Code Survey Count by Merchant.

2.2.2 Information by Business

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

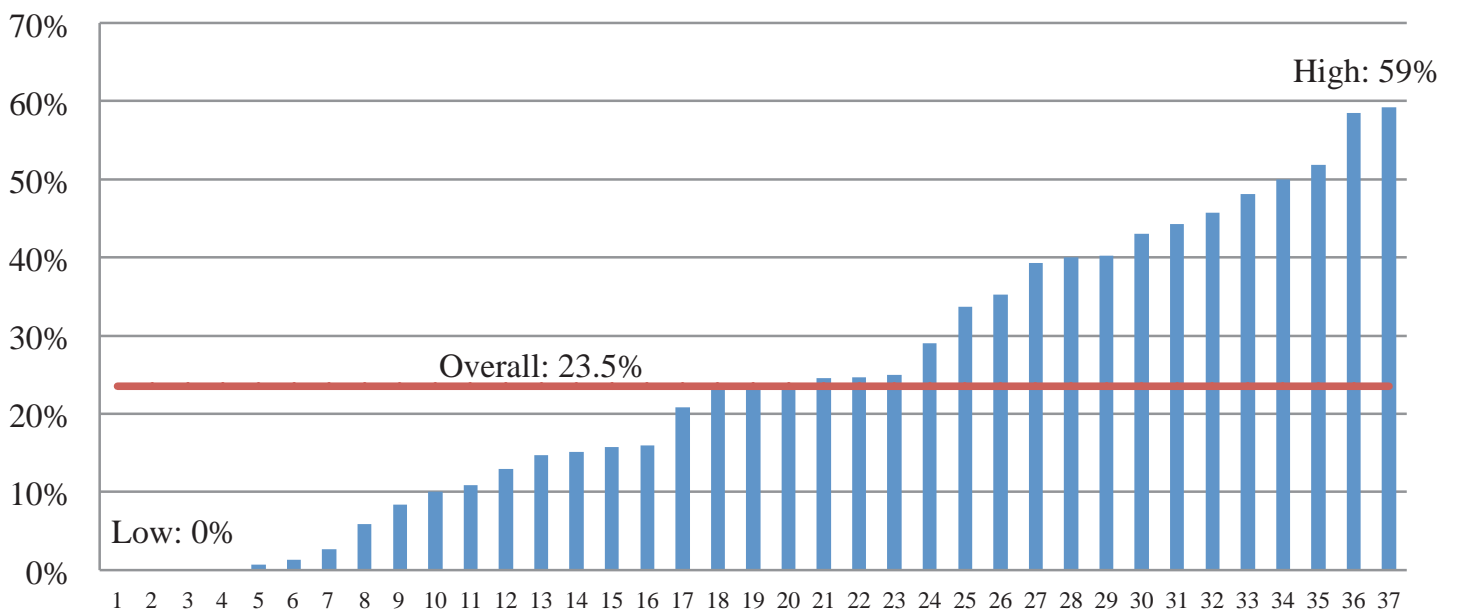


Figure 3: Percentage of Customer Visits by Business for 05676

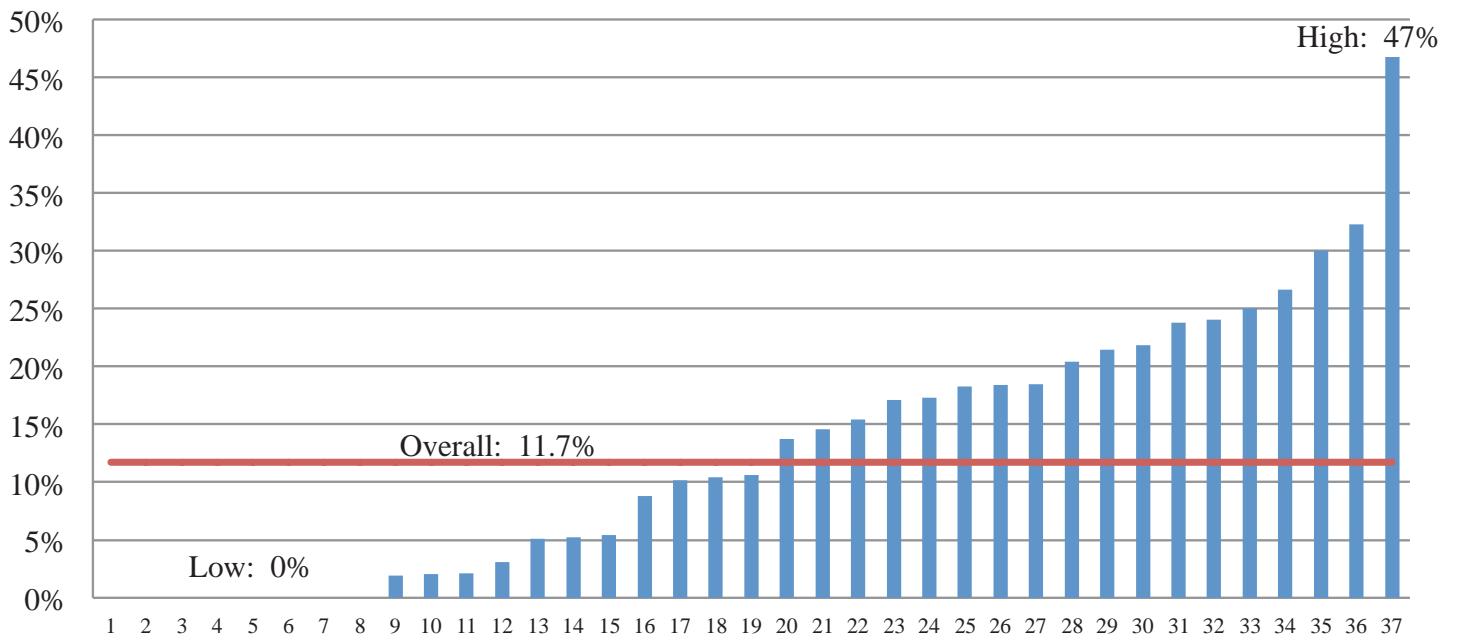


Figure 3 and Figure 4 indicate the number of visits per store from the 05676 and 05677 zip codes respectively. Overall, 05676 residents had more shoppers in the participating shops than residents of 05677 (23.5% overall compared with 11.7%). This is a bit misleading as the 05676 zip code is over twice the size of the 05677 zip code.

Figure 4: Percentage of Customer Visits by Business for 05677

More telling is the wide variety of businesses that cater to a local market, a regional market, or mostly to visitors to the area (Illustrated in Figure 5). In each case there were four businesses where the number of visits from the immediate local area is zero and another ten businesses below the average of 35.2%. On the other end of the spectrum fifteen businesses had over half of their customer base originate in one of the two Waterbury zip codes.

The conclusion here is that no singular marketing strategy will serve all businesses equally. A shop local campaign is likely to benefit some businesses more than others while a tourism/visitor campaign will benefit others. The “sweet spot” will be a marketing effort that resonates both with visitors and locals.

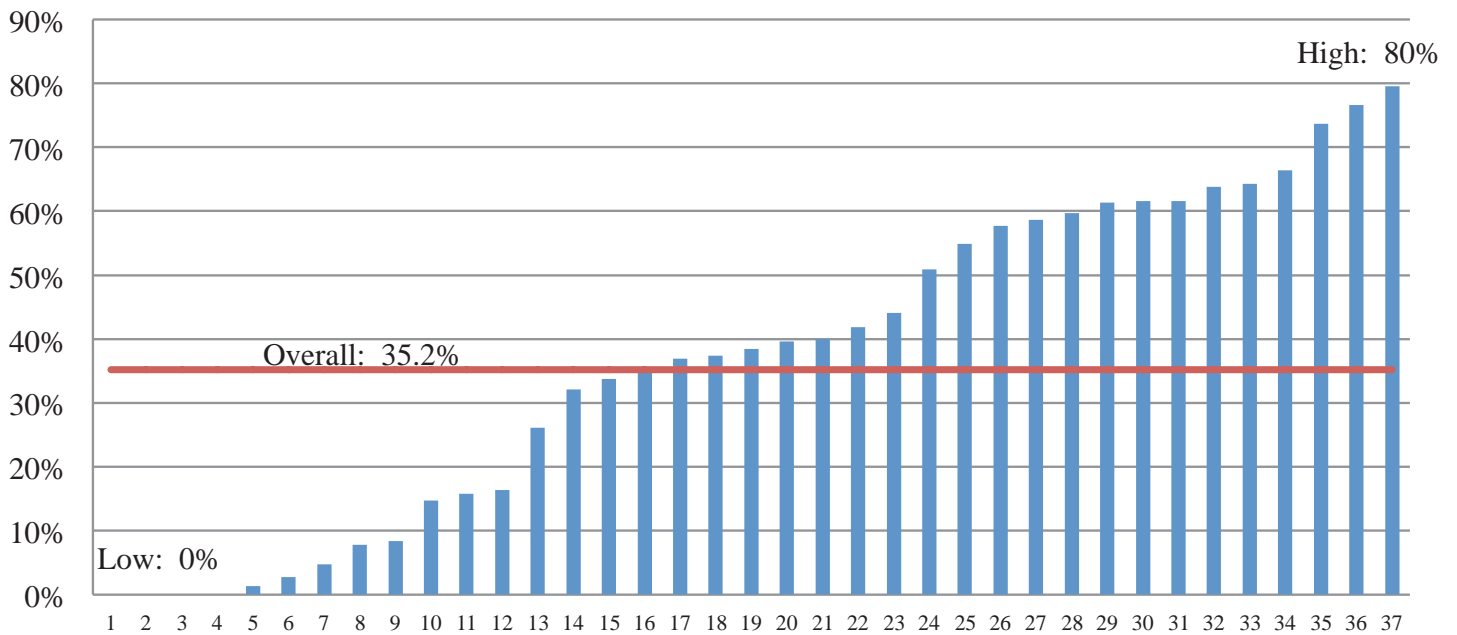


Figure 5: Percentage of Customer Visits by Business for 05677

2.2.3 Trade Area Definition

Although the number of visits provides an overall view of customer origin, a more accurate way to evaluate customer loyalty is to frame customer visits in the context of the population of each zip code. This method corrects for zip codes that have exceedingly large or small populations that might skew the market penetration data. The primary trade area (PTA) is the geography where the most loyal and frequent customers to community businesses reside. The secondary trade area represents an area where area businesses can rely on customers, but to a lesser degree.

Figure 6 shows customer visits per thousand residents, showing an index allows for an equal comparison of market penetration per zip code. It shows customer visits per thousand people for each of the highest representative visits to the Waterbury community in 2012.

Zip Code	Area	Population	Visits	Visits/1000 Pop.
05677	Waterbury Center	2,242	579	258.25
05676	Waterbury	4,685	1,161	247.81
05673	Waitsfield	2,650	217	81.89
05672	Stowe	4,447	352	79.15
05660	Moretown	1,789	130	72.67
05477	Richmond	4,626	77	
05602	Montpelier	11,935	171	
05661	Morrisville	5,584	64	
05641	Barre	16,686	73	
	Chittenden County	158,556	272	

Figure 6: Customer visits per 1,000 population.

Determining the primary and secondary trade areas can sometimes be more “art” than science. At times, significant breaks in customer visits are not obvious. In the case of Waterbury, the division is clear. With approximately 250 visits per thousand residents, Waterbury Center 05677 and Waterbury Village 05676 emerge as the “most loyal” zip codes for area businesses and are thus identified as the primary trade area.

Three zip codes, Waitsfield 05673, Stowe 05672, and Moretown 05660, comprise the secondary trade area. Even though customers from these areas are still very loyal to Waterbury businesses, their visits per thousand residents are significantly less than found in Waterbury Center and Waterbury Village and thus are relegated to the secondary trade area.

Figure 7 display the extent of the primary and secondary trade areas for Waterbury. The primary trade area is shaded in green while the secondary trade area is shaded orange.

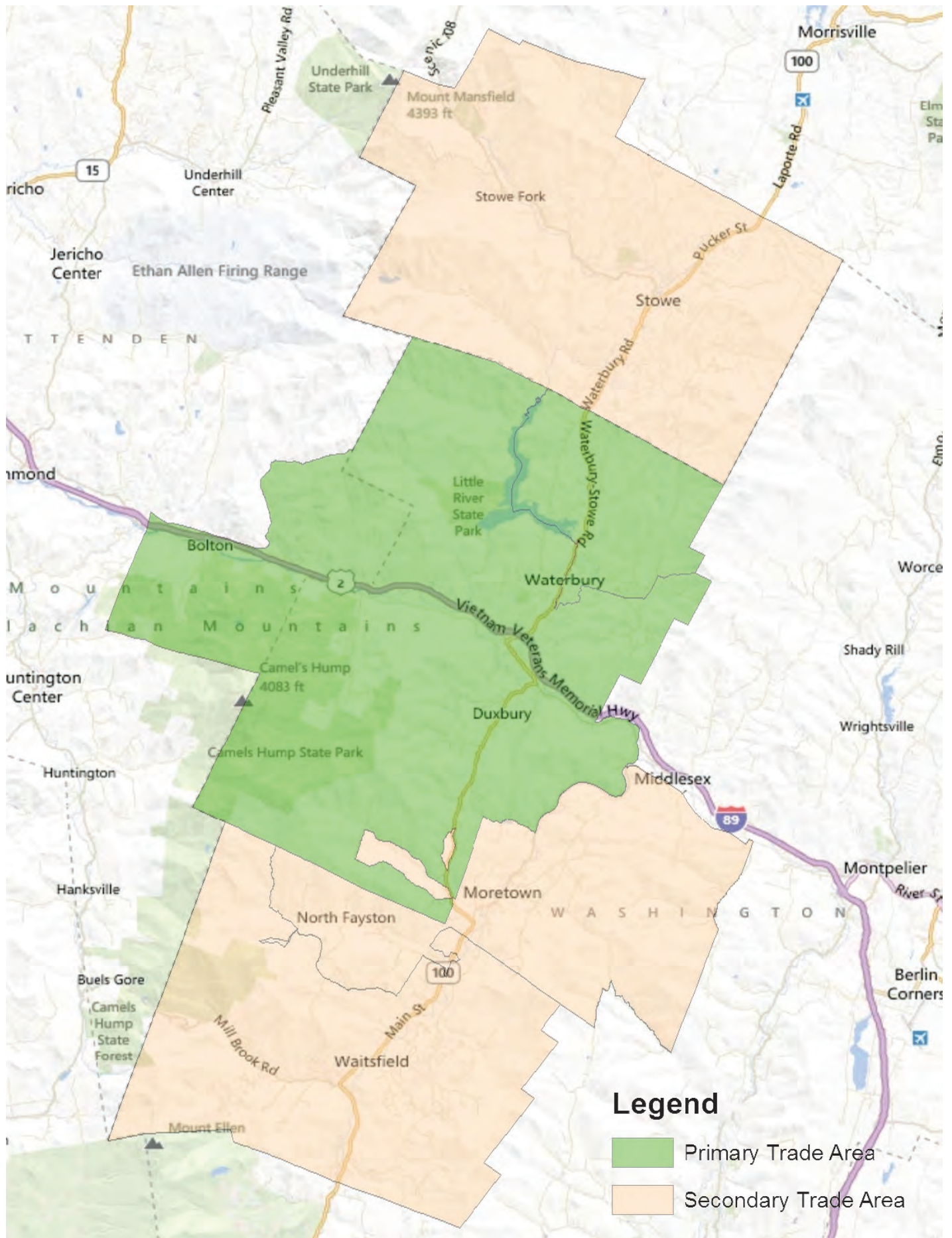


Figure 7: Waterbury Trade Areas

2.3 Trade Area Demographics and Market Segmentation

2.3.1 Waterbury Primary Trade Area Demographics

In 2013, the population for Waterbury's primary trade area is estimated to be 6,927. The population is expected to grow to 6,949 by 2018, a growth rate of 0.32%. The median household income for the primary trade area is \$60,584. This income level exceeds that of Vermont at \$50,495 and the United States at \$49,297. (Source: Nielsen Claritas, Inc.)

Primary Trade Area Population	
2000 Census	6,645
2010 Census	6,904
2013 Estimated	6,927
2018 Projected	6,949
Percent Growth	
2000-2010	3.90%
2010-2013 Estimated	0.33%
2013-2018 Projected	0.32%

Figure 8: Primary Trade Area Demographics.

2.3.2 Waterbury Secondary Trade Area Demographics

In 2013, the population for Waterbury's secondary trade area is estimated to be 8,886. The population is expected to grow to 9,110 by 2018 for a growth rate of 2.52%, significantly higher than the primary trade area. The median household income for the secondary trade area is \$63,910, slightly higher than the primary trade area. (Source: Nielsen Claritas, Inc.)

Secondary Trade Area Population	
2000 Census	8,463
2010 Census	8,716
2013 Estimated	8,886
2018 Projected	9,110
Percent Growth	
2000-2010	2.99%
2010-2013 Estimated	1.95%
2013-2018 Projected	2.52%

Figure 9: Secondary Trade Area Demographics.

2.3.3 Market Segmentation

Market segmentation is a way to summarize demographic information into easy-to-understand categories. The market segmentation illustrated for Waterbury's primary trade area uses Claritas PRIZM® data. PRIZM® defines every U.S. household in terms of sixty-six demographic and behavioral types to help determine lifestyles, purchasing behaviors, and preferences of the customer base.

2.3.4 PRIZM® Lifestage Segmentation

In the case of Waterbury, the primary trade area's share of the PRIZM® Lifestage categories is heavily skewed to "Younger Years" categorizing 59% of the households (as shown in blue in Figure 10). "Family Life" (in red) and "Older Years" (in green) categorize 18% and 23% of households respectively. Within each Lifestage category, darker shades represent higher socioeconomic status, while paler shades represent lower status. Waterbury has approximately equal shares of households with high, medium, and low socioeconomic status.

Descriptions and predicted characteristics of the most common segments in Waterbury are included in Figure 11. Columns include Lifestage, segment category, a count of households in the primary trade area that fall into each category, as well as predicted household characteristics, which include income, age, composition, housing tenure, educational attainment, employment, and race.

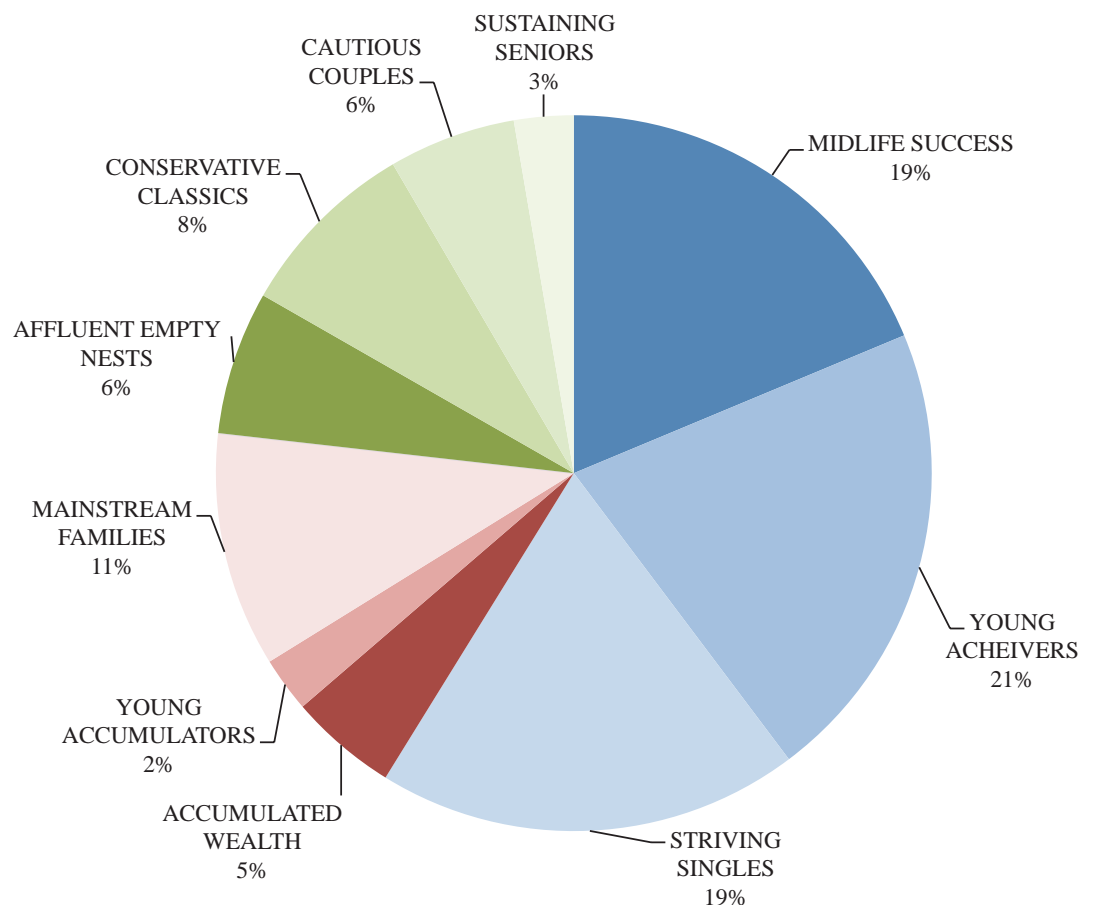


Figure 10: Detailed PRIZM® Market Segments for Waterbury (Source: Nielsen Claritas, Inc.).

Primary Trade Area							
Lifestage	Name	HHs	Pct.	Pred. Inc.	Pred. Age	Pred. HH Composition	Pred. Tenure
Midlife Success	God's Country	296	9.92%	Upscale	45-64	HH w/o Kids	Mostly Owners
Midlife Success	Country Casuals	216	7.24%	Upscale	45-64	HH w/o Kids	Mostly Owners
Midlife Success	Mayberry-ville	45	1.51%	Upper-Mid	45-64	HH w/o Kids	Mostly Owners
Young Achievers	Greenbelt Sports	626	20.98%	Upper-Mid	45-64	HH w/o Kids	Mostly Owners
Striving Singles	Blue Highways	254	8.51%	Lower-Mid	45-64	HH w/o Kids	Homeowners
Striving Singles	Young and Rustic	309	10.36%	Lower-Mid	<55	HH w/o Kids	Renters
Striving Singles	Crossroad Villagers	5	0.17%	Downscale	45-64	HH w/o Kids	Homeowners
Accumulated Wealth	Country Squires	145	4.86%	Upscale	35-54	HH w/ Kids	Mostly Owners
Young Accumulators	Fast-Track Families	74	2.48%	Upscale	35-54	HH w/ Kids	Mostly Owners
Mainstream Families	Big Sky Families	211	7.07%	Upper-Mid	<55	HH w/ Kids	Mostly Owners
Mainstream Families	Shotguns and Pickups	105	3.52%	Lower-Mid	25-44	HH w/ Kids	Mostly Owners
Sustaining Families	Bedrock America	7	0.23%	Downscale	<55	HH w/ Kids	Mix, Renters
Affluent Empty Nests	Big Fish, Small Pond	193	6.47%	Upscale	55+	HH w/o Kids	Homeowners
Conservative Classics	Traditional Times	247	8.28%	Upper-Mid	55+	HH w/o Kids	Homeowners
Cautious Couples	Simple Pleasures	95	3.18%	Lower-Mid	65+	HH w/o Kids	Homeowners
Cautious Couples	Heartlanders	76	2.55%	Lower-Mid	55+	HH w/o Kids	Mostly Owners
Sustaining Seniors	Golden Ponds	17	0.57%	Downscale	65+	HH w/o Kids	Mostly Owners
Sustaining Seniors	Back Country Folks	63	2.11%	Downscale	65+	Mostly w/o Kids	Mostly Owners

Primary Trade Area						
Lifestage	Name	HHs	Pct.	Pred. Education	Pred. Employment	Pred. Race
Midlife Success	God's Country	296	9.92%	Graduate Plus	Management	White, Asian, Mix
Midlife Success	Country Casuals	216	7.24%	College Graduate	Management	White
Midlife Success	Mayberry-ville	45	1.51%	High School Grad	BC, Service, Mix	White
Young Achievers	Greenbelt Sports	626	20.98%	College Graduate	WC, Mix	White, Asian, Mix
Striving Singles	Blue Highways	254	8.51%	High School Grad	BC, Service, Mix	White
Striving Singles	Young and Rustic	309	10.36%	Some College	WC, Service, Mix	White, Black, Mix
Striving Singles	Crossroad Villagers	5	0.17%	High School Grad	WC, Service, Mix	White, Black, Mix
Accumulated Wealth	Country Squires	145	4.86%	Graduate Plus	Management	White, Asian, Mix
Young Accumulators	Fast-Track Families	74	2.48%	College Graduate	Management	White
Mainstream Families	Big Sky Families	211	7.07%	Some College	BC, Service, Mix	White
Mainstream Families	Shotguns and Pickups	105	3.52%	High School Grad	BC, Service, Mix	White, Black, Mix
Sustaining Families	Bedrock America	7	0.23%	High School Grad	WC, Service, Mix	White, Black, Hispanic, Mix
Affluent Empty Nests	Big Fish, Small Pond	193	6.47%	Graduate Plus	WC, Mix	White
Conservative Classics	Traditional Times	247	8.28%	Some College	WC, Mix	White
Cautious Couples	Simple Pleasures	95	3.18%	High School Grad	Mostly Retired	White
Cautious Couples	Heartlanders	76	2.55%	High School Grad	WC, Mix	White
Sustaining Seniors	Golden Ponds	17	0.57%	Some High School	Mostly Retired	White
Sustaining Seniors	Back Country Folks	63	2.11%	Some High School	Mostly Retired	White, Black, Mix

Figure 11: Detailed PRIZM Market Segments for Waterbury (Source: Nielsen Claritas, Inc.).

Each of the detailed descriptions below is provided by and paraphrased from Nielsen Claritas, Inc. descriptions of their PRIZM®Lifestyle Segmentation data. The rounded percentage of households in the primary trade area and the rounded index to the United States is shown next to each description.

Younger Years

God's Country

10% of Households in the Waterbury primary trade area, Index to United States: 665

When city dwellers and suburbanites began moving to the country in the 1970s, God's Country emerged as the most affluent of the nation's exurban lifestyles. Today, wealthier communities exist in the hinterlands, but God's Country remains a haven for upscale couples in spacious homes. Typically college educated Baby Boomers, these Americans try to maintain a balanced lifestyle between high power jobs and laid back leisure.

Country Casuals

7% of Households in the Waterbury primary trade area, Index to United States: 468

There's a laid-back atmosphere in Country Casuals, a collection of older, upscale households that have started to empty-nest. Most households boast two earners who have well-paying management jobs or own small businesses. Today these Baby-Boom couples have the disposable income to enjoy traveling, owning time-shares, and going out to eat.

Mayberry-ville

2% of Households in the Waterbury primary trade area, Index to United States: 63

Like the old Andy Griffith Show set in a quaint picturesque berg, Mayberry-ville harks back to an old-fashioned way of life. In these small towns, upper-middle-class couples like to fish and hunt during the day, and stay home and watch TV at night. With lucrative blue-collar jobs and moderately priced housing, residents use their discretionary cash to purchase boats, campers, motorcycles, and pickup trucks.

Greenbelt Sports

21% of Households in the Waterbury primary trade area, Index to United States: 1517

A segment of upscale exurban couples, Greenbelt Sports is known for its active lifestyle. Most of these older residents are married, college-educated, and own new homes. And few segments have higher rates for pursuing outdoor activities such as skiing, canoeing, backpacking, boating, and mountain biking.

Blue Highways

9% of Households in the Waterbury primary trade area, Index to United States: 510

On maps, blue highways are often two-lane roads that wind through remote stretches of the American landscape. Among lifestyles, Blue Highways is the stand-out for lower-middle-class residents who live in isolated towns and farmsteads. Here, Boomer men like to hunt and fish; the women enjoy sewing and crafts, and everyone looks forward to going out to a country music concert.

Young and Rustic

10% of Households in the Waterbury primary trade area, Index to United States: 557

Young & Rustic is composed of middle age, restless singles. These folks tend to be lower-middle-income, high school-educated, and live in tiny apartments in the nation's exurban towns. With their service industry jobs and modest incomes, these folks still try to fashion fast-paced lifestyles centered on sports, cars, and dating.

Crossroad Villagers

0.5% of Households in the Waterbury primary trade area, Index to United States: 8.4

With a population of white-collar couples and families, Crossroads Villagers is a classic rural lifestyle. Residents are high school-educated, with downscale incomes and modest housing; one-quarter live in mobile homes. And there's an air of self-reliance in these households as Crossroads Villagers help put food on the table through fishing, gardening, and hunting.

Family Life

Country Squires

5% of Households in the Waterbury primary trade area, Index to United States: 265

The wealthiest residents in exurban America live in Country Squires, an oasis for affluent Baby Boomers who've fled the city for the charms of small-town living. In their bucolic communities noted for their recently built homes on sprawling properties, the families of executives live in six-figure comfort. Country Squires enjoy country club sports like golf, tennis, and swimming as well as skiing, boating, and biking.

Fast-Track Families

2% of Households in the Waterbury primary trade area, Index to United States: 150

With their upscale incomes, numerous children, and spacious homes, Fast-Track Families are in their prime acquisition years. These middle-aged parents have the disposable income and educated sensibility to want the best for their children. They buy the latest technology with impunity: new computers, DVD players, home theater systems, and video games. They take advantage of their rustic locales by camping, boating, and fishing.

Big Sky Families

7% of Households in the Waterbury primary trade area, Index to United States: 378

Scattered in placid towns across the American heartland, Big Sky Families is a segment of middle age rural families who have turned high school educations and blue-collar jobs into busy, upper-middle-class lifestyles. Residents enjoy baseball, basketball, and volleyball, as well as fishing, hunting, and horseback riding. To entertain their sprawling families, they buy virtually every piece of sporting equipment on the market.

Shotguns and Pickups

4% of Households in the Waterbury primary trade area, Index to United States: 224

The segment known as Shotguns & Pickups came by its moniker honestly: it scores near the top of all lifestyles for owning hunting rifles and pickup trucks. These Americans tend to be young, working-class couples with large families, living in small homes and manufactured housing. Nearly a third of residents live in mobile homes, more than anywhere else in the nation.

Bedrock America

0.5% of Households in the Waterbury primary trade area, Index to United States: 14

Bedrock America consists of economically challenged families in small, isolated towns located throughout the nation's heartland. With modest educations, sprawling families, and service jobs, many of these residents struggle to make ends meet. One quarter live in mobile homes. One in three haven't finished high school. Rich in scenery, Bedrock America is a haven for fishing, hunting, hiking, and camping.

Mature Years

Big Fish, Small Pond

6% of Households in the Waterbury primary trade area, Index to United States: 299

Older, upper-class, college-educated professionals, the members of Big Fish, Small Pond are often among the leading citizens of their small-town communities. These upscale, empty-nesting couples enjoy the trappings of success, including belonging to country clubs, maintaining large investment portfolios, and spending freely on computer technology.

Traditional Times

8% of Households in the Waterbury primary trade area, Index to United States: 305

Traditional Times is the kind of lifestyle where small-town couples nearing retirement are beginning to enjoy their first empty-nest years. Typically in their fifties and sixties, these upper-middle-class Americans pursue a kind of granola-and-grits lifestyle. On their coffee tables are magazines with titles like Country Living and Country Home. But they're big travelers, especially in recreational vehicles and campers.

Simple Pleasures

3% of Households in the Waterbury primary trade area, Index to United States: 147

With many of its residents over 65 years old, Simple Pleasures is mostly a retirement lifestyle: a neighborhood of lower-middle-class singles and couples living in modestly priced homes. Many are high school-educated seniors who held blue-collar jobs before their retirement. And a disproportionate number served in the military, so many residents are members of veterans clubs.

Heartlanders

3% of Households in the Waterbury primary trade area, Index to United States: 132

America was once a land of small middle-class towns, which can still be found today among Heartlanders. This widespread segment consists of older couples with white-collar jobs living in sturdy, unpretentious homes. In these communities of small families and empty-nesting couples, Heartlanders residents pursue a rustic lifestyle where hunting and fishing remain prime leisure activities along with cooking, sewing, camping, and boating.

Golden Ponds

1% of Households in the Waterbury primary trade area, Index to United States: 38

Golden Ponds is mostly a retirement lifestyle, dominated by downscale singles and couples over 65 years old. Found in small bucolic towns around the country, these high school-educated seniors live in small apartments on less than \$35,000 a year; one in five resides in a nursing home. For these elderly residents, daily life is often a succession of sedentary activities such as reading, watching TV, playing bingo, and doing craft projects.

Back Country Folks

2% of Households in the Waterbury primary trade area, Index to United States: 95

Strewn among remote farm communities across the nation, Back Country Folks are a long way away from economic paradise. The residents tend to be poor, over 65 years old, and living in older, modest-sized homes and manufactured housing. Typically, life in this segment is a throwback to an earlier era when farming dominated the American landscape.

2.3.5 Key Observations

- A majority of households in the primary trade area enjoy outdoor activities including outdoor recreation. This reflects a strong opportunity to create Waterbury as an outdoor recreation destination as identified in the community input.
- Households in the primary trade area are relatively evenly split between high, medium, and low socioeconomic status.
- Fifty-nine percent of households are categorized into “Younger Years” which reflects the community’s strong opportunity to capture young professionals as identified by the community.

2.4 Retail Market Analysis

Waterbury is a retail center serving the primary and secondary markets defined above. In this section the Waterbury market will be examined to identify potential opportunities for new or expanded stores by examining “retail leakage.” This will allow the community to assess what kind of additional stores might be attracted to Waterbury and will help individual existing businesses understand how they might diversify product lines.

Retail Leakage in the Trade Areas

Retail leakage refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, the dollars 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. Waterbury is a strong “attracting” community in many retail categories.

Such an analysis is not an exact science. In some cases large outflow may indicate that money is being spent elsewhere (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.

The leakage study for Waterbury is a “snapshot” in time. Consequently, there are factors that point to this being a more conservative look at retail potential depending on what factors are examined. For example, population growth means that there will be more customers in the future resulting in greater demand for retail.

A second factor making this study more conservative is that the leakage study only examines the market demand of the geographies defined as the primary and secondary trade areas identified for Waterbury. The primary trade area data comes from the Waterbury Center 05677 and Waterbury Village 05676 zip codes. Waterbury’s secondary trade area is comprised of the following zip codes: Waitsfield 05673, Stowe 05672, and Moretown 05660. A successful store model might capture from well beyond the defined primary and secondary trade geography and could foster a strong visitor market as well.

With these conservative factors in mind (meaning our numbers represent “minimum” potential and not “maximum” potential) the primary trade area selected store sales equaled \$140 million. Consumers in the same area spent \$118 million. Therefore, the primary trade area is gaining \$22 million in sales annually.

The secondary trade area had store sales volume of \$164 million and consumer expenditures of \$160 million, meaning that this area is gaining sales of \$4 million annually.

The combined trade area for Waterbury is an “attracting market” to the tune of \$26 million each year.

2.4.1 Detailed Retail Market Opportunity Tables

Section 2.4.1 explores the retail trade patterns in aggregate, Figure 12 & Figure 13 on the following pages explore the individual retail categories where Waterbury is leaking and gaining sales in both the primary and secondary trade areas. 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.

Please note that some categories are subsets of larger categories. The orange columns represent the consumer demand in the Waterbury trade areas. The blue columns represent the store sales for all retailers in the trade areas. The purple columns indicate the retail opportunity gaps and retail surpluses in each category. Red numbers indicate an inflow of dollars and black numbers indicate market leakage.

RMP Opportunity Gap - Retail Stores 2010		PRIMARY TRADE AREA	
	Demand (Expenditures)	Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	117,955,887	139,725,660	(21,769,773)
Motor Vehicle and Parts Dealers-441	21,349,988	18,370,698	2,979,290
Automotive Dealers-4411	18,164,761	16,661,897	1,502,864
Other Motor Vehicle Dealers-4412	1,587,504	0	1,587,504
Automotive Parts/Accsrs,Tire Stores-4413	1,597,723	1,708,801	(111,078)
Furniture and Home Furnishings Stores-442	2,483,821	457,180	2,026,641
Furniture Stores-4421	1,357,707	283,328	1,074,379
Home Furnishing Stores-4422	1,126,114	173,852	952,262
Electronics and Appliance Stores-443	2,624,508	1,322,637	1,301,871
Appliances,TVs, Electronics Stores-44311	1,932,293	827,289	1,105,004
Household Appliances Stores-443111	461,064	0	461,064
Radio, Television, Electronics Stores-443112	1,471,229	827,289	643,940
Computer and Software Stores-44312	566,595	0	566,595
Camera and Photographic Equipment -44313	125,620	495,348	(369,728)
Building Material, Garden Equip Stores -444	11,424,270	15,289,505	(3,865,235)
Building Material and Supply Dealers-4441	10,319,754	10,250,768	68,986
Home Centers-44411	4,132,381	0	4,132,381
Paint and Wallpaper Stores-44412	256,016	145,841	110,175
Hardware Stores-44413	1,022,736	3,679,230	(2,656,494)
Other Building Materials Dealers-44419	4,908,621	6,425,697	(1,517,076)
Building Materials, Lumberyards-444191	1,959,821	2,512,448	(552,627)
Lawn, Garden Equipment, Supplies Stores-4442	1,104,516	5,038,737	(3,934,221)
Outdoor Power Equipment Stores-44421	188,669	737,360	(548,691)
Nursery and Garden Centers-44422	915,847	4,301,377	(3,385,530)
Food and Beverage Stores-445	14,916,884	33,092,208	(18,175,324)
Grocery Stores-4451	13,599,371	29,134,275	(15,534,904)
Supermarkets, Grocery (Ex Conv) Stores-44511	12,906,957	23,868,151	(10,961,194)
Convenience Stores-44512	692,414	5,266,124	(4,573,710)
Specialty Food Stores-4452	427,424	1,122,021	(694,597)
Beer, Wine and Liquor Stores-4453	890,089	2,835,912	(1,945,823)
Health and Personal Care Stores-446	6,168,006	25,984,014	(19,816,008)
Pharmancies and Drug Stores-44611	5,292,039	25,064,569	(19,772,530)
Cosmetics, Beauty Supplies, Perfume Stores-44612	217,228	100,062	117,166
Optical Goods Stores-44613	265,526	0	265,526
Other Health and Personal Care Stores-44619	393,213	819,383	(426,170)
Gasoline Stations-447	11,481,109	21,123,518	(9,642,409)
Gasoline Stations With Conv Stores-44711	8,575,244	18,886,785	(10,311,541)
Other Gasoline Stations-44719	2,905,865	2,236,733	669,132
Clothing and Clothing Accessories Stores-448	5,698,646	101,179	5,597,467
Clothing Stores-4481	4,061,075	101,179	3,959,896
Men's Clothing Stores-44811	266,489	0	266,489
Women's Clothing Stores-44812	1,028,795	0	1,028,795
Childrens, Infants Clothing Stores-44813	218,879	0	218,879
Family Clothing Stores-44814	2,176,319	0	2,176,319
Clothing Accessories Stores-44815	99,321	0	99,321
Other Clothing Stores-44819	271,272	101,179	170,093
Shoe Stores-4482	758,767	0	758,767

RMP Opportunity Gap - Retail Stores 2010		PRIMARY TRADE AREA	
	Demand (Expenditures)	Supply (Retail Sales)	Opportunity Gap/Surplus
Jewelry, Luggage, Leather Goods Stores-4483	878,804	0	878,804
Jewelry Stores-44831	812,479	0	812,479
Luggage and Leather Goods Stores-44832	66,325	0	66,325
Sporting Goods, Hobby, Book, Music Stores-451	2,431,797	2,396,536	35,261
Sporting Goods, Hobby, Musical Inst Stores-4511	1,696,848	922,313	774,535
Sporting Goods Stores-45111	886,187	586,557	299,630
Hobby, Toys and Games Stores-45112	540,936	335,756	205,180
Sew/Needlework/Piece Goods Stores-45113	120,565	0	120,565
Musical Instrument and Supplies Stores-45114	149,160	0	149,160
Book, Periodical and Music Stores-4512	734,949	1,474,223	(739,274)
Book Stores and News Dealers-45121	510,148	589,716	(79,568)
Book Stores-451211	483,697	589,716	(106,019)
News Dealers and Newsstands-451212	26,451	0	26,451
Prerecorded Tapes, CDs, Record Stores-45122	224,801	884,507	(659,706)
General Merchandise Stores-452	15,431,653	2,014,712	13,416,941
Department Stores Excl Leased Depts-4521	7,584,218	0	7,584,218
Other General Merchandise Stores-4529	7,847,435	2,014,712	5,832,723
Miscellaneous Store Retailers-453	3,327,316	382,491	2,944,825
Florists-4531	242,308	47,136	195,172
Office Supplies, Stationery, Gift Stores-4532	1,291,297	191,035	1,100,262
Office Supplies and Stationery Stores-45321	741,784	0	741,784
Gift, Novelty and Souvenir Stores-45322	549,513	191,035	358,478
Used Merchandise Stores-4533	271,664	14,772	256,892
Other Miscellaneous Store Retailers-4539	1,522,047	129,548	1,392,499
Non-Store Retailers-454	8,779,076	0	8,779,076
Foodservice and Drinking Places-722	11,838,813	19,190,982	(7,352,169)
Full-Service Restaurants-7221	5,320,247	5,571,575	(251,328)
Limited-Service Eating Places-7222	5,003,670	11,559,867	(6,556,197)
Special Foodservices-7223	986,455	2,059,540	(1,073,085)
Drinking Places -Alcoholic Beverages-7224	528,441	0	528,441
GAFO *	29,961,722	6,483,279	23,478,443
General Merchandise Stores-452	15,431,653	2,014,712	13,416,941
Clothing and Clothing Accessories Stores-448	5,698,646	101,179	5,597,467
Furniture and Home Furnishings Stores-442	2,483,821	457,180	2,026,641
Electronics and Appliance Stores-443	2,624,508	1,322,637	1,301,871
Sporting Goods, Hobby, Book, Music Stores-451	2,431,797	2,396,536	35,261
Office Supplies, Stationery, Gift Stores-4532	1,291,297	191,035	1,100,262

Figure 12: Retail Market Potential Opportunity Gap for the Primary Trade Area.

RMP Opportunity Gap - Retail Stores 2010		SECONDARY TRADE AREA	
	Demand (Expenditures)	Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	160,262,609	164,037,399	(3,774,790)
Motor Vehicle and Parts Dealers-441	28,400,147	3,697,352	24,702,795
Automotive Dealers-4411	23,955,369	393,588	23,561,781
Other Motor Vehicle Dealers-4412	2,264,402	2,651,721	(387,319)
Automotive Parts/Accsrs,Tire Stores-4413	2,180,376	652,043	1,528,333
Furniture and Home Furnishings Stores-442	3,457,158	3,464,615	(7,457)
Furniture Stores-4421	1,906,111	2,006,449	(100,338)
Home Furnishing Stores-4422	1,551,047	1,458,166	92,881
Electronics and Appliance Stores-443	3,589,033	6,158,802	(2,569,769)
Appliances, TVs, Electronics Stores-44311	2,643,074	4,962,930	(2,319,856)
Household Appliances Stores-443111	625,931	3,952,930	(3,326,999)
Radio, Television, Electronics Stores-443112	2,017,143	1,010,000	1,007,143
Computer and Software Stores-44312	776,356	1,195,872	(419,516)
Camera and Photographic Equipment Stores-44313	169,603	0	169,603
Building Material, Garden Equip Stores -444	15,681,260	19,128,851	(3,447,591)
Building Material and Supply Dealers-4441	14,135,482	17,286,899	(3,151,417)
Home Centers-44411	5,700,479	2,984,233	2,716,246
Paint and Wallpaper Stores-44412	349,964	0	349,964
Hardware Stores-44413	1,405,941	6,198,071	(4,792,130)
Other Building Materials Dealers-44419	6,679,098	8,104,595	(1,425,497)
Building Materials, Lumberyards-444191	2,671,164	3,168,898	(497,734)
Lawn, Garden Equipment, Supplies Stores-4442	1,545,778	1,841,952	(296,174)
Outdoor Power Equipment Stores-44421	268,941	1,035,443	(766,502)
Nursery and Garden Centers-44422	1,276,837	806,509	470,328
Food and Beverage Stores-445	20,134,913	40,231,922	(20,097,009)
Grocery Stores-4451	18,339,759	32,571,592	(14,231,833)
Supermarkets, Grocery (Ex Conv) Stores-44511	17,426,952	31,332,508	(13,905,556)
Convenience Stores-44512	912,807	1,239,084	(326,277)
Specialty Food Stores-4452	573,233	2,011,652	(1,438,419)
Beer, Wine and Liquor Stores-4453	1,221,921	5,648,678	(4,426,757)
Health and Personal Care Stores-446	8,909,083	3,497,226	5,411,857
Pharmacies and Drug Stores-44611	7,662,482	2,566,935	5,095,547
Cosmetics, Beauty Supplies, Perfume Stores-44612	317,813	0	317,813
Optical Goods Stores-44613	359,971	0	359,971
Other Health and Personal Care Stores-44619	568,817	930,291	(361,474)
Gasoline Stations-447	15,500,632	30,752,290	(15,251,658)
Gasoline Stations With Conv Stores-44711	11,528,684	28,312,219	(16,783,535)
Other Gasoline Stations-44719	3,971,948	2,440,071	1,531,877

RMP Opportunity Gap - Retail Stores 2010		SECONDARY TRADE AREA	
	Demand (Expenditures)	Supply (Retail Sales)	Opportunity Gap/Surplus
Clothing and Clothing Accessories Stores-448	7,673,966	10,420,355	(2,746,389)
Clothing Stores-4481	5,412,039	8,074,285	(2,662,246)
Men's Clothing Stores-44811	368,330	0	368,330
Women's Clothing Stores-44812	1,377,182	3,231,713	(1,854,531)
Childrens, Infants Clothing Stores-44813	265,165	0	265,165
Family Clothing Stores-44814	2,900,503	3,956,184	(1,055,681)
Clothing Accessories Stores-44815	134,870	0	134,870
Other Clothing Stores-44819	365,989	886,388	(520,399)
Shoe Stores-4482	991,349	413,586	577,763
Jewelry, Luggage, Leather Goods Stores-4483	1,270,578	1,932,484	(661,906)
Jewelry Stores-44831	1,180,151	1,932,484	(752,333)
Luggage and Leather Goods Stores-44832	90,427	0	90,427
Sporting Goods, Hobby, Book, Music Stores-451	3,302,324	11,898,577	(8,596,253)
Sportng Goods, Hobby, Musical Inst Stores-4511	2,288,378	9,554,530	(7,266,152)
Sporting Goods Stores-45111	1,188,751	7,400,090	(6,211,339)
Hobby, Toys and Games Stores-45112	727,578	825,767	(98,189)
Sew/Needlework/Piece Goods Stores-45113	164,707	333,388	(168,681)
Musical Instrument and Supplies Stores-45114	207,342	995,285	(787,943)
Book, Periodical and Music Stores-4512	1,013,946	2,344,047	(1,330,101)
Book Stores and News Dealers-45121	703,359	2,344,047	(1,640,688)
Book Stores-451211	668,143	2,344,047	(1,675,904)
News Dealers and Newsstands-451212	35,216	0	35,216
Prerecorded Tapes, CDs, Record Stores-45122	310,587	0	310,587
General Merchandise Stores-452	20,908,863	416,900	20,491,963
Department Stores Excl Leased Depts-4521	10,275,010	0	10,275,010
Other General Merchandise Stores-4529	10,633,853	416,900	10,216,953
Miscellaneous Store Retailers-453	4,543,913	5,658,044	(1,114,131)
Florists-4531	330,683	628,164	(297,481)
Office Supplies, Stationery, Gift Stores-4532	1,764,251	2,031,696	(267,445)
Office Supplies and Stationery Stores-45321	1,018,809	0	1,018,809
Gift, Novelty and Souvenir Stores-45322	745,442	2,031,696	(1,286,254)
Used Merchandise Stores-4533	367,797	359,139	8,658
Other Miscellaneous Store Retailers-4539	2,081,182	2,639,045	(557,863)
Non-Store Retailers-454	12,165,262	1,392,114	10,773,148
Foodservice and Drinking Places-722	15,996,055	27,320,351	(11,324,296)
Full-Service Restaurants-7221	7,204,136	19,045,518	(11,841,382)
Limited-Service Eating Places-7222	6,740,996	4,638,761	2,102,235
Special Foodservices-7223	1,331,522	2,838,168	(1,506,646)
Drinking Places -Alcoholic Beverages-7224	719,401	797,904	(78,503)
GAFO *	40,695,595	34,390,945	6,304,650
General Merchandise Stores-452	20,908,863	416,900	20,491,963
Clothing and Clothing Accessories Stores-448	7,673,966	10,420,355	(2,746,389)
Furniture and Home Furnishings Stores-442	3,457,158	3,464,615	(7,457)
Electronics and Appliance Stores-443	3,589,033	6,158,802	(2,569,769)
Sporting Goods, Hobby, Book, Music Stores-451	3,302,324	11,898,577	(8,596,253)
Office Supplies, Stationery, Gift Stores-4532	1,764,251	2,031,696	(267,445)

Figure 13: Retail Market Potential Opportunity Gap for the Secondary Trade Area.

2.4.2 Key Market Opportunities

The retail market potential for Waterbury combines many different facets of the data gathered above. Not simply a collection of numbers, retail markets depend on both quantitative and qualitative information. Moreover, just because there is retail market potential for a potential retail store type in no way ensures that success of that store type in the community. There are many reasons why a business might succeed or fail and the retail market is but one of those factors. However, this does provide a synopsis guide for the “best potential” retail opportunities in Waterbury. These market opportunities are as follows:

Dining

The primary trade area is currently doing very well in dining as it is gaining sales of over \$7 million annually. Residents and visitors are flocking from outside the trade area to visit the dining establishments offered in Waterbury. While the area already has the critical mass necessary to define itself as a dining destination, there are still further opportunities to build on the existing food cluster and capture more of the regional market in this category.

Food-Related Retail

The primary trade area is gaining over \$10 million annually in grocery store sales. This can, however, be seen as a challenge. The existing stores rely on a wider trade area than just Waterbury, Duxbury and Waterbury Center. Visitor traffic is thus crucial to keeping grocery store retailers open. These stores must therefore put in great effort to be successful. In Waterbury they are and this provides even further opportunity to leverage this market.

The specialty food store market is also particularly successful for Waterbury. This is a growing market throughout the United States and Waterbury is successfully capitalizing on this market but has the potential to even further leverage this in the future.

Clothing/Fashion/Accessories Cluster

Our extremely conservative estimate is that the primary trade area is leaking over \$5.5 million annually in this category. This doesn't include the visitor, area growth or regional traffic. So there is an excellent opportunity to leverage this market in the future, especially for a specialty clothing store.

Furniture and Home Furnishings

Across the nation, the economic recession has put a damper on the home furnishings industry. However, in the primary trade area, there is still a \$2 million leakage of sales. In the future, as the housing market stabilizes and sales of home goods increases to pre-recession levels, this category will provide an even greater opportunity to the Waterbury area especially to the downtown and Route 100 areas.

Sporting Goods

There exists an opportunity for existing stores to expand and capture more of the sales that are currently leaking. As the community grows and begins to cultivate itself as a recreation destination, this opportunity will only become greater.

General Merchandise

The current market is leaking over \$13 million annually in this category. While this number is far away from the threshold of a Wal-mart, which requires a minimum of \$60 million annually, it does present the opportunity for existing businesses to expand their product lines to capture some of leaking dollars. This is especially true with office supplies, gift and novelty items.

2.5 Overall Market Observations and Conclusions

The following conclusions are based on the retail leakage data illustrated above. These conclusions also underpin the recommendations that will follow in [Section 3.0](#).

- Waterbury had tremendous participation in the zip code surveys used to build out the retail market data. The amount of participation achieved for a community this size is excellent and really speaks to the point that Waterbury businesses and stakeholders are ready to take things to the next level.
- On the whole, the market dynamics for Waterbury are complex. This is a good thing as Waterbury is not a one man show in retail. There are many different markets that are doing extremely well.
- The theory about visitor migration is true. Visitors show up more often in the Route 100 area than in the Village. Visitors are turning away from the Village as opposed to coming into the Village to explore the retail destinations.
- The area demographics are working in Waterbury's favor. In many areas in Vermont, the market is growing older and shrinking. In Waterbury, the market is much younger and is actually growing and the growth is expected to continue.
- The primary market has pent up demand that is not being met currently. Once again, the estimates provided previously are very conservative as they do not factor in growth, visitor and regional traffic, and the anticipated return of over 700 State of Vermont employees. There are areas in which the Waterbury market can grow to leverage and capture some of this pent up demand.
- The current market is evolving in a positive way. There is a lot of energy in the retail market as was seen and heard through the stakeholder input process.
- Strong visitor traffic is creating a unique atmosphere. There is a balance between visitors, regional traffic, and locals that helps businesses thrive while still maintaining a sense of authenticity. In moving forward, if businesses spend too much time marketing to visitors, the balance will be lost and the feel of authenticity will be lost.



Vermont Downtown Action Team Report

Physical Plan

3.0 Physical Plan

3.1 Introduction

3.1.1 Section Format

The physical plan for Waterbury is divided into two broad categories that overlap. The first is an assessment of the overall community that includes the public areas and how they interact with private investment, links among and between districts, and how Waterbury's downtown fits into an overall community context. The second section of the physical recommendations focuses on individual buildings.

3.1.2 Physical Assessment

Waterbury has many positive initiatives underway and existing assets as they relate to the physical environment of the community and it is important to build upon these initiatives and protect and enhance these assets. Assets include

- The Winooski River
- Rowe Field at the gateway to downtown
- Cross Vermont Trail, a multi-use path connecting communities, their schools and natural areas
- Waterbury Bike Park and connection to Perry Hill
- The Depot and Rusty Parker Park (village green)
- Expansive "front lawn" at the Vermont State Hospital
- Natural Playground at Thatcher Brook Primary School
- Anderson Recreation Field
- Nearby Little River State Park
- Flower planting (such as that at Bidwell Lane and Stowe Street)
- Cemetery
- Successful restaurants and planned building renovations
- Nearby hotel (Best Western)

Additionally, a lot of work has gone into recent and previous planning studies, providing a framework for the recommendations of this report. These include:

- The Town Hall site study
- The Stanley/Wasson Hall site plan study
- The Bidwell Street extension study

Within the public realm, stakeholder input and V-DAT observations led the team to three primary conclusions related to the physical assessment. First, it will be important to better connect the wealth of recreational resources to downtown and the river and to expand the public realm network to and within downtown. Second, there is a need to identify opportunities to maximize parking resources downtown without negatively impacting the physical character of the community. Third, there is an opportunity to build upon private investment activities at the intersection of Main and Stowe Streets to create a more attractive and safer pedestrian environment at the heart of the community

Investment in the public realm, however, cannot be separated from private investment. V-DAT also made three primary conclusions related to development and redevelopment efforts. First, the work that went into studying numerous sites for

a new town hall should serve as a foundation for looking at how these sites could accommodate other development activities. Second, opportunities for development should be explored that allow for the protection of the community scale and character, while providing economic development and additional uses in downtown. Third, physical planning needs to accommodate phased development allowing for realistic short-term redevelopment solutions while allowing for more ambitious (but still appropriately scaled) future expansion.

3.2 Public Realm

3.2.1 Cross Vermont Trail Network Enhancements and Recommendations

Currently, the Cross Vermont Trail (CVT) runs from Duxbury along South Main Street, connecting through the Vermont State Hospital via Outer Loop Road and along the back of the hospital property along the Winooski River. It then crosses the river at Winooski Street. There is an opportunity to establish a network of connections that better connect the CVT to Main Street and the village core. These connections are illustrated in the Master Plan Diagram that follows and illustrate how existing and proposed sidewalks can become part of the overall trail network. Specifically, opportunities consist of examples below that have already been discussed in the community.

River Road Loop

People already use River Drive between the Winooski Street Bridge and Duxbury for recreational purposes and to create a “loop” around the river within the village core area. This loop connection should be formalized and included on maps. Signage and trail markers should also be provided along this portion of River Drive. Additionally, opportunities to connect to the river with nature trails, interpretive signs and platforms should be explored.

Rowe Field Connection

The connection through Rowe Field should be formalized to provide for a highly visible connection to Main Street near the village core’s north gateway.

Hospital Secondary Path

As the Waterbury State Office Complex property is revitalized, a secondary path should extend through the floodplain area connecting to the main CVT at a southern and northern location. This would create a smaller loop circuit within the hospital grounds.

Rusty Parker Park Connection

Provide a connection through the hospital grounds along Park Row, linking the CVT with Main Street, and Rusty Parker Park.

East Side Recreation Trail

There is a tremendous opportunity to create a path along the eastern side of the village core, linking North Main Street (at Thatcher Brook) to Pomegranate Park and along the rear of the industrial park to South Main Street at Demerit Place. It could then extend further south along East River Road, connecting to the Waterbury Bike Park (and ultimately, Perry Hill).

Stowe Street Connection

A connection along Stowe Street to Blush Hill Road is envisioned to provide a direct and safe pedestrian route between the village core and the Best Western Hotel site to the east of Interstate 89.

This network of trails will need to be implemented over time, however, a critical first step is to establish the trail framework so that implementation can occur incrementally.

Intertown Path

There is an opportunity to take advantage of the existing usage of the path along the railway to connect Stowe Street to Park Rowe. While this may need to remain an “informal” path along the rail road, it is a prime connector between the two areas.

Cross Vermont Trail Recommendations

First Steps: Using the network illustrated in the diagram that follows, determine the feasibility of the trail connections through conversations with property owners and more detailed engineering studies. In particular, partner with the industrial park property owners to identify potential alignments and address potential concerns with pedestrian/vehicular conflicts.

First Steps: Implement (or formalize with maps and signage) the Rowe Field Connection.

First Steps: Implement (or formalize with maps and signage) the River Road Loop.

Next Steps: Implement the Stowe Street Connection to encourage visitors from the Best Western to walk to the Village Core.

Long Term: Implement Secondary Path in conjunction with implementation of the State Office Complex site master plan.

Long Term: Implement the East Side Recreation Trail.

3.2.2 Parking Resources and Recommendations

Continue to explore opportunities to increase public parking resources within the Village Core. Most of these opportunities will be in conjunction with the development and redevelopment discussed below. However, consideration should be given to exploring improved parking management such as regular enforcement, possible metered parking over time where on-street parking spaces are in highest demand.

First Steps: Begin exploring the potential for metered parking and research other similar sized communities where this has been implemented.

Next Steps: Retain a parking consultant to prepare a plan and strategy for parking enforcement and management.

Long Term: Implement improved parking management strategies.

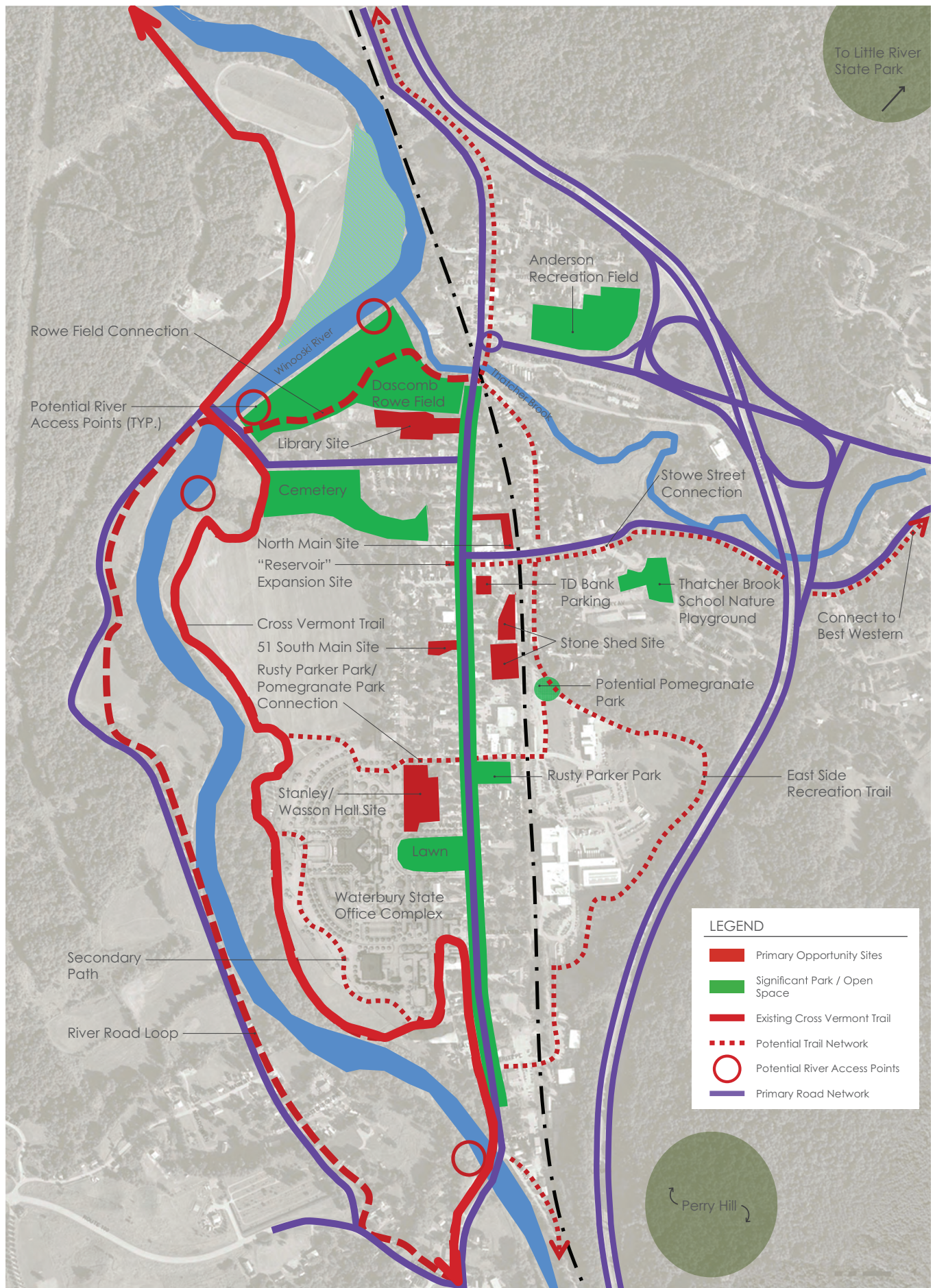


Figure 14: Master Plan Diagram

3.2.3 Art Alley

The small alley adjacent to Axel's Gallery/Frame Shop near the intersection of Stowe Street and Main Street presents an opportunity to be a dynamic public/semi-public space activated by the arts. The before and after photo rendering indicates the existing appearance of the space and illustrates the potential for this space, should the property owners on each side of the space wish to partner and implement an "Art Alley." The concept can be done experimentally on a temporary basis without any significant physical changes. If successful and interest exists to make the alley a more permanent attraction, then physical improvements such as new paving (cobble or brick), overhead lights, etc. could be implemented.

By using oversized white balls that have the option to be illuminated (in addition to, or in lieu of, white "Christmas" string lights), a perceived 'ceiling' to the alley space is created. The installation of granite cobblestone paving provides a wonderfully textured 'floor' to the alley that still remains accessible. Long, narrow planters containing bamboo are lightweight and portable and can be used to temporarily conceal unsightly elements like gas and electric meters or trash dumpsters.

The alley improvements illustrated on the following page are an example that could be extended to the Stowe Street alley as well. The theme for Stowe Street might be different and incorporate other design details.



Proposed Art Alley: Existing Conditions



Art Alley: Proposed Conditions

This alleyway is being considered as a venue for outdoor art displays on a regular basis.

3.2.4 Main/Stowe Recommendations

The intersection of Main and Stowe Streets can be enhanced in conjunction with the redevelopment of the site adjacent to The Reservoir (as described in a later section of this report). These intersection enhancements include moving the signal mast arm to the south, opening up a cleaner view to The Reservoir building, one of the most important views in Waterbury. If a new building is developed adjacent to The Reservoir, then additional enhancements can be made, including straightening the alignment of the crosswalk and providing additional planters with seasonal color. The planters and signal arm changes are shown in the photo rendering that follows. The realigned crosswalk is shown in the illustrative plan, [Figure 15](#).

Terminating the vista looking down Stowe Street is The Reservoir restaurant that features a classic colonial form. Both the existing and proposed stoplight poles interrupt the view to the building.

To prevent the Stowe Street mast arm light fixture from blocking this façade, it is recommended that it be placed in the foreground corner where Stowe Street meets Route 100 as mentioned before. More detail about the building improvements will be discussed in a later section of the report.

First Steps: Explore feasibility and develop detail design plans.
Coordinate with intersection improvement plans.

First Steps: Explore feasibility of moving the signal arm to the south, away from the front façade of the existing Reservoir building. The feasibility should consider whether or not this can be done while maintaining the existing configuration of the adjacent surface parking lot or if it can only occur with redevelopment of that lot (as described below under “Reservoir Expansion Site”)

Next Steps: Coordinate intersection improvement plans with the redevelopment of the Reservoir Site and develop detail drawings.

Next Steps: Bury overhead utilities

Long Term: Implement changes to intersection with development of Reservoir Site.



The Reservoir: Existing Conditions



The Reservoir: Proposed Conditions



Figure 15: Illustrative Master Plan (Short-Term)



Figure 16: Illustrative Master Plan (Long-Term)



Existing Conditions



Short-Term



Long-Term

Figure 17: Model View Phased Village Core Infill Development

3.3 Development/Redevelopment Sites

Development and redevelopment opportunities present significant opportunities for growth within the core of Waterbury. Figure 15 illustrates the short-term improvements while Figure 16 illustrates more long-term investment opportunities. These figures have also been configured into a digital model (Figure 17). Each of the projects described in this section will require public and private cooperation to implement.

3.3.1 New Town Hall Site

The current library site is an important redevelopment site as it is prominently located at the north village gateway and adjacent to Rowe Field. Redevelopment of this site should consider the following:

Preservation of the existing library building.

- Mixed-use development program.
- Relocation of the existing community gardens.
- New building/building expansion that orients buildings to the park. The park will add value to the development and the development will help activate the park.
- Parking resources located behind the buildings, rather than along the park edge.

First Steps: Explore feasibility of redeveloping this site and find alternative locations for the community gardens.

Next Steps: Relocate community gardens (in progress).

Long Term: Redevelop the property

3.3.2 Old Town Office Site

The Old Town Office site represents a significant opportunity for new development within the core of downtown Waterbury. The site can handle additional density, has onsite parking already in place, and is located conveniently in the core of the community. With the town offices moving to the Library site, this becomes one of the most important private sector investment opportunities in downtown. A new structure on the site should reflect the urban density of the existing downtown and could be home to a mixed-use development with a focus on upper floor residential development sorely needed in the core of the community.

Ultimately this model of denser redevelopment could be appropriate for other nearby uses such as the adjacent service center (should the property owner desire).

First Steps: Work with the Town to sell the site.

Next Steps: Develop a detailed development plan for the site that allows for increased density. Construct the development

Long Term: Consider other sites for similar infill development.

3.3.3 North Main Site

This “L”-shaped parcel is strategically located within the village core with access from Stowe Street. The site is currently underutilized and presents an opportunity to take advantage of its central location and relationship to Stowe Street. While the actual configuration of redevelopment could take a number of approaches depending upon the ultimate reuse of the property, the following recommendations should be considered.

- Locate a building at Stowe Street, facing a driveway, which provides access to parking in the rear of the site. Because of the narrow frontage on Stowe Street, a building (or multiple smaller buildings) will need to extend back into the site, so west-facing visibility toward the center of the village is important. Multiple smaller buildings provide the opportunity to develop incubator retail space as it is needed.
- The parking should be developed toward the rear of the site and should be designed to preserve as many existing trees as possible. The parking should be developed as a public resource.
- Ultimately the parking could connect back to Main Street if adjacent property owners agree.
- Signage should be utilized to direct visitors to the parking resource.

First Steps: Initiate discussions with property owner and determine interest in redevelopment.

Next Steps: Until such time that the existing building can be replaced, consider developing the additional surface parking first. Explore potential to tie into adjacent surface parking areas (on adjacent properties) with a shared access agreement if the existing one-lane access from Stowe Street is insufficient to serve the additional parking.

Long Term: Replace existing building with new infill development.

3.3.4 South Main Site

The opportunity with this site is to take advantage of the large site area to create a significant public parking resource. This parking resource could “stand alone” with access only from Main Street or it could be connected to the bank, the fire station property and the Elm Street Site (discussed below) to create a larger shared parking resource with more efficient circulation (designated parking spaces could be identified for specific businesses if there is concern that a shared resource may impact a particular business’s parking). The connection would require access across the properties just to the north of 51 South Main and a partnership with that property owner. Should that property owner not be interested, 51 South Main could still function quite efficiently on its own and the bank, Fire Station property and Elm Street Site could be connected with each other, independent of 51 South Main.

First Steps: Explore interest among property owners to connect parking resource among all or some of the properties (coordinate with Elm Street Site as described below).

First Steps: Prepare detail site plans with expanded parking for 51 South Main. Emphasis should be placed on preserving existing significant trees wherever possible.

Next Steps: Implement 51 South Main parking.

Long Term: Implement connections to adjacent properties if there is interest and a partnership can be developed.

3.3.5 Elm Street Site

This site represents an important opportunity to create new development within the heart of the village, near other thriving businesses. The existing building/former schoolhouse on this site is in poor repair and is under the flood plain. Plans should explore lifting the building and allowing it to be redeveloped as a complementary use to adjacent uses such as the Prohibition Pig and the Beer Cellar.

First Steps: Coordinate with property owners and develop detail plans for redevelopment and connected parking resource (begin with the bank and fire station property).

Next Steps: Implement redevelopment and parking connections with bank and fire station.



Existing Conditions



Proposed Conditions

Figure 18: Model View Elm Street and Reservoir Sites

3.3.6 Reservoir Expansion Site

The site located immediately to the south of The Reservoir is currently underutilized with a few surface parking spaces and a one-story building. The site is located at the intersection of Main and Stowe Streets, thus, maneuvering into and out of the parking lot is awkward and dangerous. Additionally, the prominent intersection location indicates that this site should be redeveloped with a higher and better use. There is an opportunity to develop a 2 ½ story mixed use building, compatible with the existing Reservoir building, to accommodate additional restaurant space and upper floor housing, offices or meeting space. The topography of the site would allow for the potential to develop some parking underneath this new expansion, with access off of Elm Street (Figure 18, Figure 19, Figure 20). The new building could be set back to allow for outdoor dining in front and is illustrated in the before and after images that follow.



The Reservoir: Existing Conditions

Terminating the vista looking down Stowe Street is The Reservoir restaurant that features a classic colonial form. Over the years a few inappropriate treatments have been made to the façade such as the removal of the full-height entry doors and the utilization of residential-form bay windows.

To address the façade, full-height doors are recommended for the two main entryways. The reinstallation of traditional display windows is also recommended. To conceal the previous basement access, the installation of two stacked-stone planters is recommended. Finally, the inclusion of a new iconic sign is shown at the third floor. Note: It is also recommended that the overhead utilities be buried as a part of the proposed streetscape project. Additionally, to prevent the Stowe Street mast arm light fixture from blocking this façade, it is recommended that it be placed in the foreground corner where Stowe Street meets Route 100.

The Reservoir: Proposed
Conditions: Phase 1



The Reservoir: Proposed
Conditions: Phase 2



First Steps: Hang full-height doors, traditional display windows, and an iconic sign at the third floor to address the façade

First Steps: Install stacked stone planters to conceal previous basement entry

Next Steps: Consider and design expansion of the reservoir building

Long Term: Implement expansion of the reservoir building



Existing Conditions



Proposed Conditions

Figure 19: Model View Elm Street and Reservoir Sites



Stowe Street

View Before



Stowe Street

View After Reservoir Site Implementation

3.3.7 Stone Shed Site

This site represents one of the most significant opportunities for economic development within the village core. Because it is located to the rear of Main Street buildings, it provides the opportunity to create larger footprint uses while maintaining the village/residential scale of Main Street. While there has been much discussion regarding the potential reuse of the existing Stone Shed, there are a number of complications associated with reusing the existing building and there does not appear to be an immediate interest in renovating the structure. Therefore, this plan addresses phased opportunities for the site, should the existing structure be removed. Following is a discussion of considerations for this potential development.

Initial Phase: Replace the Stone Shed with a new structure (contextually compatible to Waterbury) that could be 2 floors developed over one level of parking. The balance of the site would be developed as surface parking. The surface parking could be developed in a way that would allow future connection to the shopping center to the south, essentially extending toward an extended Bidwell Street through as shown on previous concept studies developed by others. This connection is likely not desirable by the property owners at this time; therefore, the site should be designed to work without the connection, while allowing the flexibility for the connection to occur in the future, should that be desired.

Later Phases: A later phase of development could include expansion to the building described above. This expansion would occur over a portion of the surface lot, with most of the parking being recouped underneath the building. Ideally, this expansion would occur in a way that would still allow for a Bidwell Street connection to occur to the south, should that be desired by the property owner. Additionally, this later phase could also better utilize the site to the north of the Stone Shed by replacing it with new development and a two-level parking deck. The topographic change from the north would allow for access to an upper level of parking without requiring internal ramping. The parking deck could be “wrapped” with development on the south and east sides. There is an opportunity to design the building with an architectural feature centered on Foundry Street, to establish a stronger presence from Main Street.

This later phase of development would require a significant public/private partnership to allow for the public to construct the parking resource on the site in order to make the building marketable. Neither the public nor the private sector in Waterbury has experience in such partnership projects. While this type of partnership has been done in communities large and small this lack of experience does point to a long-term opportunity to coordinate how the public private partnership would be developed.

The phased development described above is further illustrated in the model view of the Stone Shed Site.

First Steps: Meet with property owner to review recommendations of this report and explore interest in and feasibility of redevelopment.

Next Steps: Demolish Stone Shed (if interest in redevelopment).

Long Term: Redevelop property (Initial and Later Phases).



Existing Conditions



Short-Term



Long-Term

Figure 21: Model View Stone Shed Sites

3.3.8 TD Bank Parking Site

While the TD Bank Parking Site is a very pleasant and attractive surface parking resource, its location on Main Street within the heart of the village indicates that this site should be considered for long-term economic development in the form of mixed-use development. Considerations for redevelopment include the following:

- The topography would allow for 1-2 floors of development over 2 levels of parking. The first level of parking would be accessible from Main Street while the second level would be accessible from Bidwell Street.
- The Main Street frontage of the parking levels should be faced with active retail space.
- The bank drive-thru should be maintained at the first level.
- The building design should be architecturally compatible with other structures within the village core.
- Upper floor uses could include housing, office or event/meeting space.

First Steps: Initiate discussions with property owners to explore interest in and feasibility of redevelopment.

Long Term: Implement infill development. If this were to occur after the development of the Bidwell Street parking deck, described above, the displaced TD Bank parking could be accommodated in the new deck while construction occurs on site.

3.3.9 Stanley/Wasson Hall Site Recommendations

While this site has been dismissed as the location for the new Waterbury Municipal Civic Complex, it still presents a significant opportunity for infill development, given its proximity to Rusty Parker Park, via Park Avenue and to the prominent lawn associated with the Vermont State Hospital and defined by the Inner Loop Road. Stanley/Wasson Hall Site Illustrative Plan that follows, illustrates how the site could be developed while keeping and renovating both Stanley and Wasson Halls. The redevelopment should consider the following:

- Any new building would need to establish a relationship and be in character with the existing Stanley and Wasson Halls. In addition, any new building should be located so that it creates a logical composition and is compatible with the existing buildings. As illustrated in [Figure 22](#), a new building and the existing buildings could be organized around a shared drop-off court with access from both the Inner Loop Road and Park Row.
- To respond to potential flooding hazards, consider parking on the lower level of the building.
- Preserve any existing large trees where possible.
- Scale the building appropriately, considering its relationship with the adjacent residential properties.

First Steps: Explore feasibility of and interest in redevelopment.

Next Steps: Market the redevelopment opportunity.

Long Term: Design and implement the redevelopment.

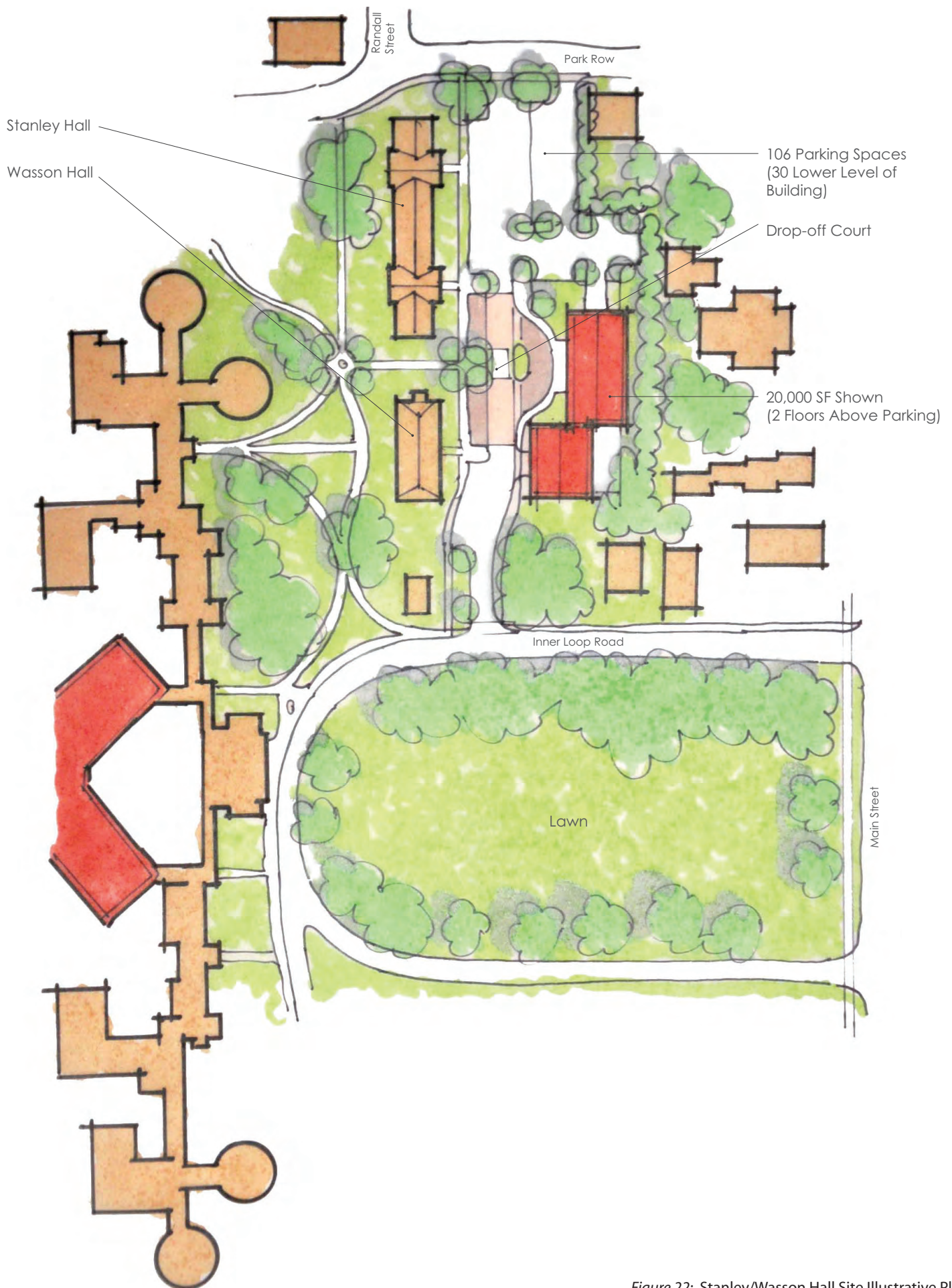


Figure 22: Stanley/Wasson Hall Site Illustrative Plan

3.4 Building Improvements

3.4.1 Stowe Street Block

This stunning building is compromised by a number of issues. From a public realm point of view, the utility pole with its plethora of wires literally covers up half the building. It is strongly recommended that these utilities be relocated to the back of the building. From a private property owner perspective, the placement of the WDEV sign interrupts the storefront cornice and the green striped awning conceals the architectural forms of the arched windows beneath.

Relocating the utility pole and wires to the rear of the building makes a dramatic improvement to this building. By relocating the WDEV sign to large gold leaf letters painted on the arched windows, the storefront cornice is preserved. By utilizing a solid green bubble awning at the entry, the form of the all the arched windows is maintained. Finally, each storefront framing system is painted a different, but complementary color to the brick and each other. The pizza restaurant features a black scheme, WDEV features a dark green scheme, and the art gallery features a dark bronze color scheme.

This storefront in the Ken Squire building is considering a new paint and signage approach. Additionally, the alleyway is being considered as a venue for outdoor art displays on a regular basis.

Stowe Street Block: Axel's Gallery

The storefront system is painted a dark chocolate bronze color with orange accent signage. This part of the work has actually already been implemented! (See actual implementation photo below)



Stowe Street Block: Existing Conditions



Stowe Street Block: Proposed Conditions



Axel's Gallery: Existing Conditions



Actual implementation photograph of the photo-rendered recommendations noted above.



Art Alley: Proposed Conditions

3.4.2 Hen of the Wood

This historic barn structure has been converted into a wonderful complex that houses a restaurant, art gallery and office space. The third floor construction requires finish installation of the lapped siding. The historic barn door openings on the second and third floor are currently filled with painted plywood.



Hen of the Wood: Existing Conditions



Hen of the Wood: Proposed Conditions

It is recommended that the two historic barn door openings receive fixed doors that would have been typically used at the time of construction. By painting them a dark green, a triadic color scheme of red/green/yellow (brick, doors, lap siding) is created. Finally, once the lap siding is installed on the third floor dormers, it is recommended that they, too, be painted dark green to cause them to recede from view since they were not original to the historic barn structure.

3.4.3 United Methodist Church

This existing United Methodist Church is a beautiful building and strong contributor to the core of downtown. The exterior of the building is in need of some tender loving care, having had little or no maintenance done to it for a number of years. This has given a tired look to the Church.



United Methodist Church – Existing Façade Conditions

While the siding and trim could be just painted, our recommendation would be to replace any damaged siding, trim and the rusting side roofs (these roofs could be painted to lessen the cost) above the side entrances. Once that work has been completed, the siding and trim would be painted. The existing ramp should be re-located from the front of the building and the damaged stairs repaired. This work will assist in restoring the original character of the Church and allow the United Methodist Church to be brought back to life and make it a proud contributing member to the collection of historic buildings in Waterbury.



United Methodist Church – Proposed Façade Improvements



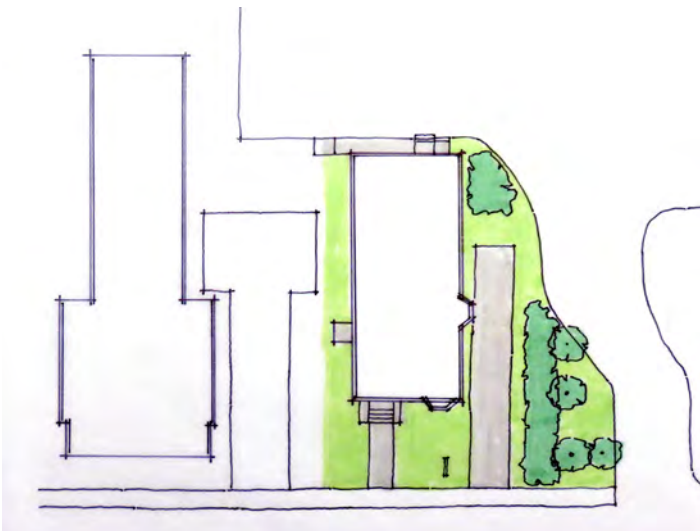
View of Street Side of Tiny Acorn



View of the Entrance for Tiny Acorn at the Rear of 70 South Main Street

3.4.4 Tiny Acorn, 70 South Main Street

Tiny Acorn is a retail space on the first floor of 70 South Main Street. The entrance on the front of the building is for the apartment on the second floor. The entrance for Tiny Acorn is located at the rear of 70 South Main Street. The only Main Street presence for Tiny Acorn is the displays in the bay window and a sign. There is no mention of where the entrance is in the back. Customers parking on Main Street go to the front doors to access Tiny Acorn and find the doors locks since these are for the apartments on the second floor. After much wandering, one finally realizes that the entrance is at the back of the building, as the customer did in the photo below by walking down the driveway.



Existing Site Plan



View of Customer Walking to Rear Entrance



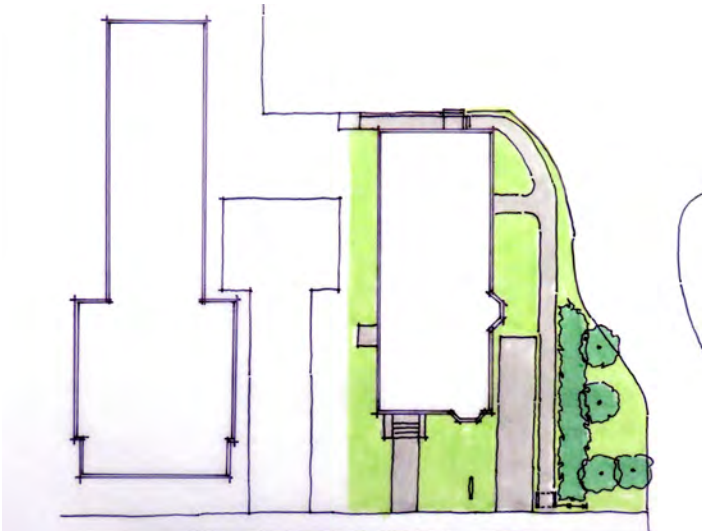
View of Arbor, Fence and Colored Gravel Sidewalk to the Entrance on Tiny Acorn



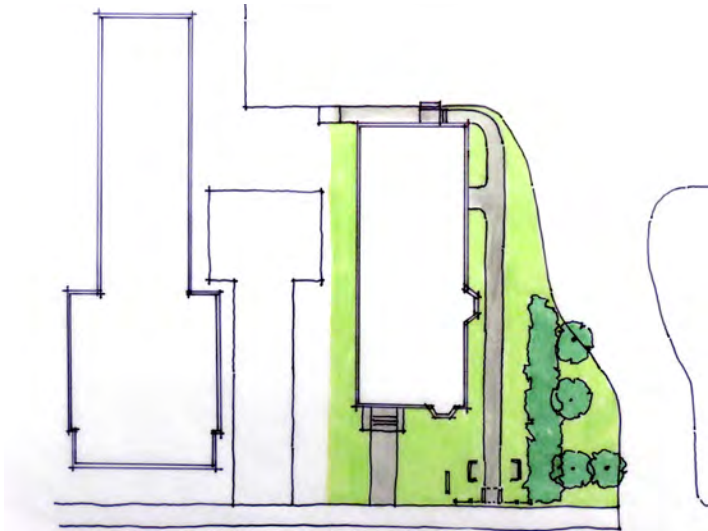
View of Arbor, Fence, No Driveway and Sidewalk Rear To the Rear Entrance of Tiny Acorn

Since the entrance for Tiny Acorn is at the rear of 70 South Main Street, customers need to be guided to this entrance. While guiding the customer to the rear entrance can be done with signage. The customer needs a safe path from the front of the building to the rear entrance. Two options were developed.

1. The first option is to install an arched arbor and fence. This will give Tiny Acorn a street scale presence at the front of the building. The existing driveway would be lessened in width and a colored gravel sidewalk would be installed from the Main Street sidewalk to the rear of the building.
2. The second option is to remove the existing driveway, extend the fence to the north side of the arbor, provide a sidewalk and grassed area to the rear entrance. This provides a friendlier and safer approach to Tiny Acorn's entrance at the rear.



Site Plan of Arbor, Fence and Colored Gravel Sidewalk Rear Entrance on Tiny Acorn



Site Plan of Arbor, Fence, No Driveway and Sidewalk To The Rear Entrance of Tiny Acorn



Vermont Downtown Action Team Report

Marketing Waterbury

4.0 Marketing Waterbury: Recommendations

This chapter was part of a 2012 report completed for Revitalizing Waterbury. It is included in the V-DAT report to provide for a more complete look at the community in a single document. Since the 2012 report, some circumstances have changed, many projects mentioned have already been implemented and additional projects have emerged. *Those that have changed or been implemented are shown in italics.*

4.1 Background

Currently, Waterbury has a number of identity opportunities and challenges. It has several messages it sends to visitors and residents. For many years Waterbury has been known as the “Crossroads of Recreation.” Revitalizing Waterbury uses the tagline “miracles happen” while the rest of Waterbury sends a variety of marketing messages including “gateway” terms and “The Best of Central Vermont.” All of these messages are accompanied by a variety of graphic elements and colors—some of which are fairly consistent and others not.

In addition to the actual marketing of Waterbury, the community is known by a number of names because of the political divisions within it. These include Waterbury Village, Waterbury Town, and Waterbury Center. To the visitor (and sometimes even the resident) distinguishing between these geographies can be problematic. In the end, Waterbury itself represents a diverse geographic area that connects a charming historic downtown with a remarkable surrounding area full of recreational opportunities.

Waterbury has much to offer as a place to live and visit. It is an authentic community that is indeed a major hub in Vermont. Waterbury is home to some of Vermont’s most iconic industries including Green Mountain Coffee Roasters and Ben and Jerry’s Ice Cream. Newer ventures like the Alchemist Brewery are further contributing to Waterbury’s role as a steward of many of the images associated with a genuine Vermont locale. Furthermore, Waterbury benefits from a dedicated group of volunteers through Revitalizing Waterbury and its partner organizations that work hard to ensure the success of the community. New organizations such as the Waterbury Area Development Corporation are being formed to further these efforts.

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 Waterbury to seize control of its image and identity. To do so will take many partners and a cohesive strategy to brand Waterbury 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 Waterbury 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 Waterbury 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 values for Waterbury:

- Waterbury is more than a place that people pass through getting from one place to another. It is actually a hub of activity that plays host to visitors from the region and around the world gathering together.
- Waterbury is a caring community. As the long time home of the state’s mental institution Waterbury has been known as a place that looks after its neighbors and residents.
- Waterbury is authentic. While the community is very attractive, it is not a place that has been “veneered” into the perfect Vermont village. Quite the contrary, Waterbury is an active, vibrant, and functional community. It is home to active industries that are emblematic of Vermont.
- Waterbury is welcoming to new people and new ideas. In fact, many business owners in the community came to Waterbury from other places because they saw the energy of the community and wanted to be a part of it.
- Waterbury is not content to rest on its successes. The community is not “frozen in time” but rather continues to look at ways to improve while preserving what makes it unique.

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 Waterbury the brand attributes are as follows:

- **Typefaces:** The main typeface for Waterbury combines a unique and bold script that is easily readable and designed to have a very long lifespan. This script is used only for the Waterbury name. A similar secondary script is used as a modifier alongside a more bold serif block typeface that allows for a bit more contemporary and assertive use.
- **Colors:** The colors for Waterbury include a series of eight very rich colors that range from a warm grey, blue, and plum to gold, terracotta, brick, and green. The colors are well saturated and designed to imply warmth and depth.
- **Logo:** The logo for Waterbury combines a “badge” that the Waterbury word type can be placed in along with an outline of the state of Vermont with bands radiating out of (or into) the location of Waterbury. The badge allows for a powerful placement technique on all marketing pieces. The Vermont state outline was used to connote the strong role Waterbury plays in keeping the iconic parts of Vermont to the forefront. The radiating bands imply that the community is both a gathering place and a place from which all things Vermont flow.
- **Tagline:** After careful consideration, the tagline “Uncommonly Vermont” is recommended for use in external (rather than local) marketing campaigns geared to drawing visitors and tourists to Waterbury. This versatile and distinctive tagline shows that Waterbury is paradoxically the quintessential Vermont community, yet completely unique in that it is a functioning community that is built around businesses and not simply a tourism location. Rather than being used alone, the “Uncommonly Vermont” tagline should be used in a context where the chance to demonstrate what is “uncommon” about Waterbury can be showcased in a positive fashion. Ways to demonstrate this can be extrapolated from the following brand statement which can be used as a whole or in parts to demonstrate what is uncommon about Waterbury:

We are Waterbury

We are a place of uncommon ideas. Our innovations range from a small coffee roaster introducing the world to single serving warmth to ice cream scoops with funny names and strange flavors that became known all over the world. We are sculptors, artists, snowboard makers, chefs, farmers, and tea blenders connected to this place where your all-access pass is the passion you bring.

We are a place of uncommon energy. We are rethinking the way we power our businesses, homes, and buildings; exploring ways to have a bigger impact on our economy with a smaller footprint on the environment; and forging partnerships to become the greenest community in the Green Mountain State.

We are a place of uncommon welcome. Native Vermonters mix with newcomers that have discovered what a special place this is. They share a common purpose and a common belief – that this community will nurture our families, educate our children, and cultivate our friendships. We are an authentic place that is far from remote or isolated but at the very crossroads of life in the Green Mountain State.

We are a place of uncommon recreation. Our mountain bike trails, river walk, parks, and reservoir are unrivaled places to satisfy your greatest outdoor pursuits. Here, you can leave work and be on the slopes in less time than it takes to commute home in most places. Here, you can even engage in a friendly game of croquet in the dead of winter.

We are a place of uncommon connections. The food on the plates of our restaurants comes from the bounty of nearby farms and the beer in the glass at our pubs is brewed with a dose of magic just up the road. Food and farms make us a gathering place for people near and far who converge here to connect with one another and reconnect with what living in Vermont is all about.

We are a place of uncommon caring. Concern for our neighbors is built into our history as a place where those with challenging needs found help. Through a great flood we bound together with common purpose and brought our community back from devastation. Neighbors helping neighbors is simply part of who we are no matter how we found our way here.

We invite you to experience this place and feel the warmth of a genuine community. Savor our farm to table food; sip a glass of beer, a mug of coffee, or a cup of cider; travel our trails on foot or by bike; immerse yourself in our art; get a gift in our stores or food from our farms.

Experience our special place and our home: we are Waterbury, Uncommonly Vermont



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

4.4 Brand Recommendations

4.4.1 Short Term

A. Recommendation: 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 Waterbury explains its history, its present, and its outlook on the future. The brand statement is the foundation of the brand system that allows Waterbury 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.

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 Waterbury 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. (Implemented)

B. Recommendation: Host a brand launch event

Host a Waterbury brand "launch event" to celebrate the new Waterbury brand identity. This event can take many forms including a specific party/reception, coordination with an existing event such as the Waterbury Arts Fest, 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 Waterbury brand). Many communities look for 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. (Implemented)

C. Recommendation: Redesign Waterbury Collateral Pieces.

The brand identity for the destination (Waterbury) and the organizations are similar but have different and distinct uses. Revitalizing Waterbury 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 Revitalizing Waterbury is promoting the destination of Waterbury. 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 logo for the Waterbury Area Development Corporation is a bit more “business-like” than that of the Waterbury Tourism Council. (Implemented)





In addition, the lodging guide and shopping and dining guide for Waterbury should also be redesigned to reflect the brand identity. (Implemented)



D. Recommendation: Use Brand Identity on Banners

The brand system has designed banners highlighting the 250th anniversary of Waterbury. These banners will be installed throughout the community as a way to showcase the overall brand and celebrate sescentennial of the community. The banners are designed to be simple colors so as to create rhythm and consistency while accenting the uniqueness of the architecture of Waterbury. (Implemented)



E. Recommendation: Retain Marketing/Art Production Steward

The brand resources provided to Revitalizing Waterbury equip the organization and its partners with a host of tools to implement the brand. Volunteers and the director of Revitalizing Waterbury 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 Revitalizing Waterbury on an as needed basis. Keeping graphic elements consistent is imperative especially early in the implementation process. (Implemented)

F. Recommendation: Redo Websites (Accomplished)

Both the Revitalizing Waterbury and the Waterbury Tourism Council websites serve specific purposes and both provide information of interest to visitors and residents. The two sites should look complementary and this redesign could also lead to the eventual redesign of the Town of Waterbury’s website. 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. *Since the draft of this report, this recommendation has been implemented.*

4.4.2 NEXT STEPS

G. Recommendation: Create Waterbury Branded Merchandise and Brand Extension.

It isn't necessary to roll out all new brand designs right away. However, as events look ahead to the future, they should consider using the color scheme and typeface in their logos as well. Over time, 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 Revitalizing Waterbury. (In ongoing implementation)



H. Recommendation: 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. Revitalizing Waterbury should contemplate launching a matching grant program that would provide a direct way to alleviate the cost of advertising for Waterbury businesses, incentivize those that aren't marketing to begin the effort, and create a more coordinated image of Waterbury 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 share 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 Revitalizing Waterbury to create micro marketing grants to businesses that use the Waterbury brand concept and tagline. The pilot funding for the project should be five thousand dollars. The program would follow these steps and parameters:

- Revitalizing Waterbury, 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 Waterbury brand. Print ads would follow the templates provided by Revitalizing Waterbury, broadcast ads would use a simple tagline at the end of the ad "Waterbury, come at it from a different angle," web based ads would also include the brand identity.
- Revitalizing Waterbury 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.



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I. Recommendation: Begin Implementing Wayfinding Sign System

The wayfinding signs are likely to be a multi-year project with many different goals and objectives. Waterbury should pursue funding for wayfinding as a critical need 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 Waterbury. This report includes an appendix that has an implementation and location plan for Wayfinding signs. Consideration should be given for the streetscape construction due to occur after 2016. Portions of the wayfinding within the construction zone should be implemented during the construction phase.

J. Recommendation: Host an Annual Marketing Summit.

Each year, Revitalizing Waterbury and its 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 Waterbury, 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.

4.4.3 ONGOING LONG-TERM

K. Recommendation: Continue Implementing Wayfinding Sign System

Waterbury'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.

L. Recommendation: 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.





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Recruiting to Waterbury

5.0 Recruiting to Waterbury: Recommendations

This chapter was part of a 2012 report completed for Revitalizing Waterbury. It is included in the V-DAT report to provide for a more complete look at the community in a single document. Since the 2012 report, some circumstances have changed, many projects mentioned have already been implemented and additional projects have emerged. Those that have changed or been implemented are shown in italics.

5.1 Background

The market analysis conclusions in Section 2.0 of this report outline excellent opportunities for Waterbury to continue to grow its business base, enhance the village center, and expand development in key areas while preserving the landscape.

Waterbury is a community that is dependent on the local, regional, and visitor customer for its success. Unlike many Vermont communities, Waterbury benefits from a strong business base that also has a very strong customer recognition that associates good feelings with Vermont. Waterbury Village has a great opportunity to capture more visitors traveling the Route 100 corridor from Interstate 89 to Stowe.

From a local standpoint, Waterbury is a demographic anomaly in Vermont. The population skews younger, is growing and is relatively affluent. In many areas in Vermont, the market is growing older and shrinking. In Waterbury, the market is much younger and is actually growing and the growth is expected to continue in the future. This is a fundamental condition that will support additional retail.

While multi-year relocation of the State Office Complex dealt a severe blow to the local retail trade, the redevelopment of the area will bring employees back, which will further enhance Waterbury's market appeal. A challenge for Waterbury is simply having enough space that is ready for occupancy to accommodate future retail, office, and service industry growth. Again, the planned relocation of Town of Waterbury municipal services to the State Office Complex will open a "pressure valve" as currently occupied downtown buildings are vacated for commercial redevelopment.

The goal for this strategy is to create a strong recruitment plan grounded in the market realities, explore sites for development and redevelopment, and create catalyst projects that will foster interest from the private sector.

5.2 Recommendations

5.2.1 FIRST STEPS

A. Recommendation: Complete Downtown Master Plan

Waterbury has plans to create a downtown streetscape improvement project. As this project develops, it will enhance the appeal of the village as a retail and dining destination. Currently, downtown Waterbury has a number of locations that are vacant sites, properties that have developed in unusual patterns, some infill development that is more suburban in nature, and several buildings that warrant significant investment to make them commercially viable.

The community should commission a downtown master plan that will work with property owners on these key sites to identify appropriate redevelopment options for them. The sites should be tied together in an overall plan for downtown that shows how the village area can grow and develop over time, and address parking needs, while preserving the character of the community.

This V-DAT report is implementing this recommendation.

B. Recommendation: Explore Retail/Office Accelerator Project for Waterbury

Micro-enterprise represents a truly unique opportunity for Waterbury. The community is clearly attracting a creative class of entrepreneurs and has the proximity to Montpelier and Burlington to make it an ideal business location. Furthermore, the retail base in Waterbury could benefit from a catalyst project that collects some small retail into an incubator/accelerator project that has small places for co-working, artist studios, gallery space, and micro retail space.

C. Recommendation: Launch Retail Recruitment Package for Waterbury

Revitalizing Waterbury and the Waterbury Area Development Corporation should partner on a comprehensive retail recruitment package that uses the findings of the retail market study, identifies key retailers, and recruits them to key spots in the community. The community should concentrate its efforts on independent merchants, which requires a very “grass roots” recruitment process. Businesses with existing locations looking to expand are prime opportunities to grow in Waterbury.

A simple package that presents sites, incentives, market data, and the master plan for the community recommended in 4A above would be an excellent tool for this. Of course, online marketing is critical as well. Both Revitalizing Waterbury and the Waterbury Area Development Corporation should develop a clear protocol in how they each work together on recruitment efforts to provide a seamless process for investors.

5.2.2 NEXT STEPS

D. Recommendation: Complete Streetscape Improvement in Downtown

The streetscape improvements to Main Street should be completed within the next couple of years and will incorporate improved crosswalks, sidewalks, and streets in the core of downtown Waterbury.

E. Recommendation: Begin Development of Municipal Complex

The Town Select Board, Village Trustees and Waterbury Library Commissioners have selected a firm to evaluate using Stanley and Wasson Halls at the Waterbury State Office Complex for a municipal complex for Waterbury that will include a new library, community gathering place, and town hall. Meetings are underway to develop the program for this project. *Since that analysis, an alternate site behind the Waterbury Library has been selected for the new town hall development mentioned earlier in the report.*

F. Recommendation: Continue to Pursue Food Systems Development

Community members should continue working with the Mad River Food Hub to pursue a USDA grant for a food hub in Waterbury and foster stronger connections between area farms, consumers, and restaurants. Vermont is already the national leader in food systems and Waterbury's corporate and independent food producers combined with its role as a regional center for visitors make it the ideal location for a creative food venture to further deepen the connection with the secondary trade area.

G. Recommendation: Continue Recruitment Program for Waterbury

The partnership between Revitalizing Waterbury and the Waterbury Area Development Corporation should continue recruiting businesses to the community and documenting their successes.

5.2.3 ONGOING LONG/TERM

H. Recommendation: Explore Infill Opportunities Once Municipal Facilities Relocate

Once the municipal services relocate downtown, those buildings currently occupied will become prime sites for sensitive new development whether through the renovation of the existing buildings or replacement buildings. These represent excellent opportunities for expanding retail, restaurant, and office use space at the community core.

I. Recommendation: Explore Redevelopment Options for Suburban Style Uses in Downtown

Downtown Waterbury has several sites that were built in a more suburban style surrounded by parking. Over time, the community should take suggestions from the master plan and implement sensitive redevelopment to provide for greater density, a more rational parking arrangement downtown, and buildings that complement the historic character of the community.



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Organization & Funding

6.0 Organizational and Funding Plan

6.1 Organization

All Main Street programs should adhere, in some way, to the basic Main Street Four Point Approach. That approach is concentrating 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.

Revitalizing Waterbury has been an action-oriented program for many years and has ramped up its involvement since the storm damage from Irene was first assessed. With this program, Waterbury has a very proactive, organized board and volunteers who are already working in partnership with the Town of Waterbury and partners such as Waterbury Long-Term Community Recovery. This dedication is evident through the well-managed projects that have already occurred over the past couple of years.

Revitalizing Waterbury has a strong executive director and board structure. This organization recognizes the importance of and cultivates strong partnerships with other local and statewide entities. The partnership with Waterbury Development Corporation, the Town of Waterbury, the Waterbury Tourism Council, the Waterbury Long-Term Community Recovery office, and many others is a crucial for the success of Waterbury overall and the village center in particular.

All of this puts Revitalizing Waterbury in the unique position of being an established and trusted organization with a strong track record as well as fresh leadership that can continue the successes in the future.

6.1.1 Organization Recommendations:

- Continue to employ a full-time, professional manager as well as a brand steward.
- Continue partnerships with the Waterbury Development Corporation. The “hand in glove” approach for the groups is critical for the ongoing success of the community.
- Maintain the partnerships with many other groups in Waterbury.
- Revitalizing Waterbury should contemplate a quarterly roundtable that convenes several groups to keep one another apprised of projects and work on ways to partner and grow capacity. Executive Directors can maintain ongoing discussion.
- Have the Vermont Downtown Program teach a refresher course on the Main Street Four Point Approach to make sure the Main Street Four Point structure is appropriately applied
- It is time for Revitalizing Waterbury to pause to create a list of accomplishments as they are significant and ongoing.
- With this plan as a possible guide, hold annual work planning sessions, with an outside facilitator, to prioritize ongoing projects and future desires.
- Continue creating capacity whenever possible (PR events, newspaper

- articles, outreach events, attendance at partner events, etc.).
- Create incentives for business owners and merchants (training, website assistance, marketing grants, façade grants, etc.).
- Tie incentives into things such as store hours, event participation and cooperative advertising.
- Continue to seek out and establish statewide tourism opportunities.
- Continue to work with the Waterbury Tourism Council and existing tourism destinations to tie them into the downtown district.
- Per the recommendations of the market study recognize and continue to cultivate the establishment of a culinary district in downtown Waterbury.
- The Arts

The arts offerings and activities are very palpable in Waterbury. The V-DAT team encourages Revitalizing Waterbury to embrace this movement as a key driver of success in the community. This can be done with small steps; such as continuing to grow arts walk events, as well as larger steps, such as building or creating an arts incubator (examples of successful incubator projects are in the initial presentation).

Some recommendations for supporting this movement would be:

- Begin with smaller projects and build into larger events (clothesline art contest during farmers' market, art walks, displaying art in all retail and professional business windows, etc.).
- Explore "Art in the Alley" event (this could help fund physical improvements to the alley).
- Begin working on an arts incubator. This can begin in an existing space as you grow capacity, with the ultimate goal being to have an entire complex that is dedicated to nurturing new and local artists as they build their reputation and business.
- Establish a 501(c)3 for an arts incubator/complex.
- Establish Waterbury as an official culinary district.
- Explore a culinary outreach program for at risk youth. These young people would learn skills needed to work in the restaurant/culinary while staffing a restaurant facility that would serve the public.

6.2 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.

6.2.1 Cross Vermont Trail Network and Enhancements

(Recommendation 3.2.1)

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

Vermont Department of Forest, 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.

The Conservation Alliance – Consortium of large outdoor retailers funding wildlife conservation projects including trailways and waterways under or seeking to be in permanent protection.

PeopleForBikes - Community Grant Program – Provides funding for important and influential projects that leverage federal funding and build momentum for bicycling in communities across the U.S.

6.2.2 Parking Resources and Recommendations (Recommendation 3.2.2)

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 green parking lot development.

Vermont State Transportation Improvement Program – 4 year physical and fiscal plan for Vermont Transportation. Communities can request inclusion of wayfinding signage programs.

Vermont Department of Housing and Community Development – Downtown Transportation Funds supports public capital improvements like new sidewalks, lighting and other pedestrian and streetscape improvements

US Department of Transportation – Safe Routes to Schools Grants – For sidewalk enhancement and construction and bike paths around school perimeters. Likely to be refunded in the 2014/2015 budget cycle.

6.2.3 Art Alley (Recommendation 3.2.3)

Public Art Resource Project – Does not provide funding but has vast resources and innovative funding strategies for public art. Also includes a directory of public artists.

National Endowment of the Arts – Our Town – For creative placemaking projects that contribute to the livability of communities and place art at their core.

Trail Connections

Vermont Arts Council – Project Grants - To support art activities that enhance the quality of life for Vermont's citizens, attract visitors, and help stimulate local economies.

National Endowment of the Arts – Art Works - Supports the creation of art that meets the highest standards of excellence, public engagement with diverse and excellent art, lifelong learning in the arts, and the strengthening of communities through the arts

New England Foundation for the Arts – New England States Touring Grant - Provide funding for presenting high quality artists with innovative that creatively bring the arts to communities and underserved populations in New England.

6.2.4 Main Stowe/Recommendations (Recommendation 3.4.4)

Vermont Agency of Transportation – Transportation Alternatives Funding Program funding for sidewalks, bike paths, trails

US Department of Transportation – National Scenic By-ways 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).

6.2.5 New Town Hall Site (Recommendation 3.3.1)

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

Institute of Library and Museum Services – Museums for America - MFA grants support activities that strengthen museums as active resources for lifelong learning, as important institutions in the establishment of livable communities, and as good stewards of the nation's collections.

The Rural Library Project – Seeks and provides challenge grants for rural communities committed to building new library facilities.

Bill and Melinda Gates Foundation – The Global Library Strategy - Our Global Libraries program works to support the transformation of libraries and expand their role as engines of development.

America's Great Outdoors Initiative – Priority of the Obama Administration to use increasing amounts of the Land and Water Conservation Fund administered by states to enhance community spaces and urban parks. Grants should be available in 2014 or 2015.

Scotts-Miracle Gro - GRO1000 Grassroots Grants – Intended to help foster community spirit and public service for edible gardens, flower gardens and public green spaces.

Captain Planet Foundation Grants – To promote and support high-quality educational programs that enable children and youth to understand and appreciate our world through learning experiences that engage them in active, hands-on projects to improve the environment in their schools and communities. Focus on green space and food production.

National Gardening Association – Mantis Tiller Award – for community gardens that improve access to fresh food and/or serve as interactive educational tools for the community.

Vermont Community Garden Network – SEED and GROW grants - for school and community garden and compost projects.

6.2.6 North Main Site (Recommendation 3.3.3)

Central Vermont Community Action Council – Micro Business Development Program - can provide you with training and technical assistance if you are planning to start or expand a small business.

Central Vermont Economic Development Council – Disaster Recovery Small Business Grants – CVEDC works on regional economic development through assistance to and promotion of area businesses plus special disaster recovery grants currently available.

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

6.2.7 South Main Site (Recommendation 3.3.4)

Agency of Commerce and Community Development – Municipal Planning Grants - annual funding has been provided to support municipal planning projects.

6.2.8 Site Development Recommendations (Recommendation 3.3.5, 3.3.7, 3.3.8, 3.3.9)

Neighborworks - Rural Initiative – Focuses on building the capacity of rural community development organizations in the areas of housing and economic development (Central Vermont Community LandTrust participates)

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.

Opp.Finance Network – A national network of community lending institutions that invest in opportunities to benefit low income and low-wealth people in the US. (Community Capital of Vermont is a member and helped Next Chapter Bookstore)

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.



Vermont Downtown Action Team Report

Implementation

7.0 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 timeframe for the strategy board might also represent the ongoing fulfillment of steps taken in earlier time frames.

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

Each of the 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.

Waterbury has been aggressive and successful in its economic revitalization efforts for many years. The community is on the cusp of continued evolution while taking care to preserve its unique character. While the elimination of the State Office Complex has reduced traffic in the community, the return of employees, coupled with Waterbury’s central location and visitor appeal will continue to make it thrive.

	Foster a Walkable Village Center	Encourage Economic Development, and Building Infill	Encourage Redevelopment/ Enhancement of Existing Buildings
First Steps 2014/2015	<ul style="list-style-type: none"> • Work on feasibility of various trail connections identified in the plan by meeting with property owners, understanding rights of way, and securing funding. • Implement the Rowe Field trail connection. • Implement the River Road Loop trail connection. • Coordinate plans for streetscape improvement so as not to interfere with future development/expansion of the Reservoir building. • Implement alleyway improvements that connect parking with sidewalks (art in the alley) • Explore best practices for parking management in downtowns. 	<ul style="list-style-type: none"> • Finalize plans and begin construction of new Town Offices and expanded Library. • Work with the Town to sell the old town office site for private investment. • Explore increased density for old Town Office site to expand feel of the village core. • Explore redevelopment of the North Main/ Stowe Street "L" shaped parcel. • Explore interest among property owners to connect parking resources among all or some of the properties along South Main. • Prepare site plans with expanded parking for 51 S. Main Street. 	<ul style="list-style-type: none"> • Work with Reservoir owner to install full height doors and traditional windows on building. • Install stacked stone planters to conceal previous basement entry at Reservoir. • Contemplate facade improvements to the Stowe Street Block.
Next Steps 2015/2017	<ul style="list-style-type: none"> • Implement the Stowe Street Connection to encourage visitors from Best Western to walk to Village Center. • Implement streetscape in the Village Center. • Continue alleyway improvements in other locations in the Village center. • Retain a parking consultant to develop a plan and implementation strategy for parking in the Village Center. • As sites redevelop, contemplate public/private partnerships to implement parking resources. 	<ul style="list-style-type: none"> • Complete construction of the new Town Offices and expanded Library. • Construct development on the Old Town Office site that increases density. • Contemplate other infill sites similar to the Old Town Office for similar infill development. • Construct parking and infill development on the North Main/Stowe "L" shaped parcel. • Implement 51 S. Main Street parking. • Explore redevelopment and parking connections between bank and Fire Station. 	<ul style="list-style-type: none"> • Consider expanding the Reservoir building. • Consider facade improvement to the Hen of the Wood Building. • Work with Methodist Church on improvements to church facade. • Contemplate entrance improvements to the Tiny Acorn building.
Long Term 2017/Onward	<ul style="list-style-type: none"> • Implement a secondary path on conjunction with the implementation of the State Office Complex Master Plan. • Implement the east side recreation trail. • Implement improved parking management strategies. • Construct parking as part of a public/private partnership strategy as buildings develop in the Village Core. 	<ul style="list-style-type: none"> • Implement infill redevelopment on selected sites throughout the core of the Waterbury. • Implement connections among properties adjacent to 51 S. Main if owners are interested. • Explore long term redevelopment of the Stone Shed and adjacent properties with public private partnership mixed use development. • Explore long term redevelopment of the TD bank property to incorporate higher density and structured parking. • Consider Stanley/Wasson site for redevelopment on the old State Office Building complex. 	<ul style="list-style-type: none"> • Implement Methodist Church improvements.
Goal	Waterbury will continue to grow as a walk-able village center, connected by trails to adjacent residential areas, and able to handle parking through a well managed parking plan.	Waterbury will continue to see investment in its downtown including infill development, new construction, and sensitive redevelopment of key sites.	Existing buildings will be renovated contributing to the overall character of Waterbury while providing additional space for retail, dining, residential, and office uses.



Vermont Downtown Action Team Report

Appendices

