



Vermont Downtown Action Team Report

Wilmington, 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 in August 2011 or the spring floods of 2012. The project team held design workshops from August 2013 through February 2014 in Wilmington, Brattleboro, Brandon, Northfield, Waterbury, Waitsfield, Warren, and Barre. The V-DAT was comprised of experts in architecture, planning, landscape architecture, historic preservation, economic development, organizational structure, landscape architecture, 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 the downtown/village center,
- Design, planning and preservation – to protect and enhance the physical appearance and function of the downtown/village center
- Branding and marketing – to aid the community in communicating its unique promotional messages in a compelling, consistent and effective way, and finally,

- 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.



1.3 Acknowledgements

The Vermont Downtown Action Team [V-DAT] Wilmington 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

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

The Town of Wilmington

Gretchen Havreluk, Local project manager

Wilmington Works

Special thanks to all the participants during the V-DAT charrette that occurred on September 11-13, 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 Wilmington. 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 or call (802) 828-5229.

Introduction to Wilmington

Wilmington Vermont is nestled in the heart of the Deerfield Valley and a gateway community to the Green Mountains. The picturesque village with a population of 2,225 is surrounded by beautiful rural mountainous countryside. All four seasons are unique in Wilmington. The location in the snow belt of Vermont brings skiers on their way to and from the mountains through the downtown. Wilmington was previously known as a dining destination for skiers but that profile has slowly altered as ski resorts have incorporated more services on site. Just outside of the downtown area is a large reservoir, which has endless potential for summer activities.

The Wilmington town center was originally settled in the mid 1700's on Lisle Hill overlooking the location of the current downtown. In the mid 1800's, the community moved down the hill to its current location to take advantage of the commerce opportunities at the intersection of the two main roads. From the late 1800's and through the 1920's, Wilmington grew to be primarily a logging town. Beginning in the 1950's Wilmington's economy shifted toward tourism. Mount Snow was established in 1954, and the town began to cater to the ski industry.

Today downtown is characterized by a collection of historic buildings along two



major thoroughfares, Route 9 and Route 100 (known locally as N. E. S. W. Main Street). A number of restaurants, inns, and specialty shops are located in the downtown and several face the Deerfield River. Downtown recently suffered the closure of a business in an anchor store location that catered to both the year-round and second homeowner population. Additionally, there are other vacant buildings downtown.

Catastrophic Event(s)

On August 28, 2011, Tropical Storm Irene dropped up to 15 inches of rain in Wilmington, causing the Deerfield River to rise nearly 27 feet in the downtown, bringing nearly six feet of water onto Main Street and throughout the downtown area. Floodwaters heavily damaged downtown businesses, many of which occupy historic structures that date back as far as 1836 and are listed on the National Register of Historic Places. Both of the Wilmington emergency operation centers, located at the Police and Fire Departments, and their respective communication centers were quickly rendered useless. The river receded as quickly as it rose, and by midnight was almost back inside its normal channel.

Recovery

To date, much has happened in Wilmington to recover. Dot's restaurant has been rebuilt through the assistance of the Preservation Trust of Vermont, State of Vermont and many others. Several other businesses have also reopened. Additionally, the Wilmington Works organization was established and they received their downtown designation. The Wilmington Fund, the fiscal agent for Wilmington Works, and a unique collaboration of donors interested in the vitality of the community continues to disburse funds collected in the aftermath of the flood largely through a network of Wilmington second homeowners.



Vermont Downtown Action Team Report

Retail Market Study

2.0 Retail Market Study

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

This chapter is divided into four sections:

Section 2.1 is a distillation of the community input gathered in a series of one-on-one interviews conducted and a public input session. This section describes the assets, opportunities, and challenges as described by community leaders and other stakeholders. This input is the “unvarnished” input provided by community stakeholders and a synopsis of input.

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

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

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

2.1 Community Input

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

2.1.1 Strengths

- Strong Village feel
- The Wilmington Fund represents a significant commitment to the community
- Wilmington Works has emerged as an active partner in the community with excellent staffing and a strong board
- The flowers and landscaping make a striking first impression in Wilmington
- Downtown is pedestrian friendly
- New parking makes visiting downtown Wilmington easier to use
- Proximity to the reservoir provide a great outdoor resource to Wilmington
- The community has interesting architecture

- Town office renovation makes a good impression
- Community has rallied to obtain grants and outside help in the wake of Tropical Storm Irene
- Strong partnership between the Chamber of Commerce and Wilmington Works

2.1.2 Wants

- Need to fill empty buildings downtown
- Some buildings lack maintenance
- Downtown Wilmington can be dark at night
- The community has had internal debate on proper design aesthetic with infill construction
- Unresolved issues with regard to the reuse of the old High School
- Need better pedestrian connections throughout town particularly at crosswalks
- The community wants a long term solution to prevent future flooding in downtown
- More dining options including reopening Dots

2.1.3 Opportunities

- Opportunity to better connect to Mt. Snow, The Hermitage, and other resorts/inns in the region
- Opportunity to better connect downtown to the Harriman Reservoir
- Opportunities exist to better connect downtown as a more cohesive district
- Key opportunity to market Wilmington as a destination
- Connecting and completing existing trail network will add to the appeal of Wilmington

This input provides a foundation from which to better understand the market data gathered during the study. Wilmington, having faced devastating floods, is making a strong comeback and the support of the Wilmington Fund, Wilmington Works, and the Town of Wilmington has coalesced around the goals of ongoing success and revitalization.

2.2 Market Definition

This portion of the study will explore the market conditions of downtown Wilmington. There are many different models for defining a market. Radial studies simply take a location and draw a radius from it. This approach is difficult for locales in Vermont because of the topography of the mountains and rivers. Drive time studies, while sometimes useful, could be helpful for Wilmington but its location within forty-five minutes of the larger markets of Brattleboro and Bennington may create an overlap in markets.

Consequently, the V-DAT team used a zip code approach as its tool for analyzing a trade area. This approach has its own advantages and disadvantages. The strengths of a zip code survey include the following: local merchants have "skin in the game" as they are tracking customers on a first hand basis; visitor traffic can be identified, which no other methodology will account for; local customer shopping patterns

can be evaluated; customer browsing can be studied by looking at a visitor zip code that appears in multiple shops; and a host of detailed comparisons can be drawn if needed.

Zip code surveys have their own limitations because the zip code geography can sometimes be fairly large and stretch beyond the typical market boundaries or include areas that do not relate to the community. With these limitations in mind, it is the only technique that correlates easily with customer traffic collected by merchants. The zip codes are used to then define a primary and secondary trade area for the community from which a whole host of demographic data can be gleaned.

The customer zip code surveys were conducted in September of 2013. Retail businesses and restaurants in the City of Wilmington graciously participated in the zip code survey of their customers. Merchants were provided with a form to record customer zip codes and asked to keep the log for all customers during this week long period.

2.2.1 Zip Code Results

The results of the zip code survey are listed below:

The survey was held early in September of 2013.

- 9 businesses participated and 687 customer visits were recorded.
- From the recorded zip codes, 406 unique American zip codes, 30 states, and three foreign countries were represented.

Figure 1 indicates the percentage of customer visits by zip code and can be summarized as follows:

- Twelve percent of recorded customer visits came from Wilmington 05363, making this the most often cited single zip code.
- A combination of other zip codes, including West Dover 05356, Whitingham 05361, Jacksonville 05342, Brattleboro 05301, and a couple more comprised another twelve percent of customer visits.
- The remainder of Vermont contributed four percent of all zip codes recorded.
- All recorded zip codes from Vermont contributed to just over one-quarter of the total visits recorded. This is very uncommon for even the most tourism-oriented market. Typically local and regional visitors comprise between 50% and 90% of the local market.
- New York, Massachusetts, and Connecticut were also well

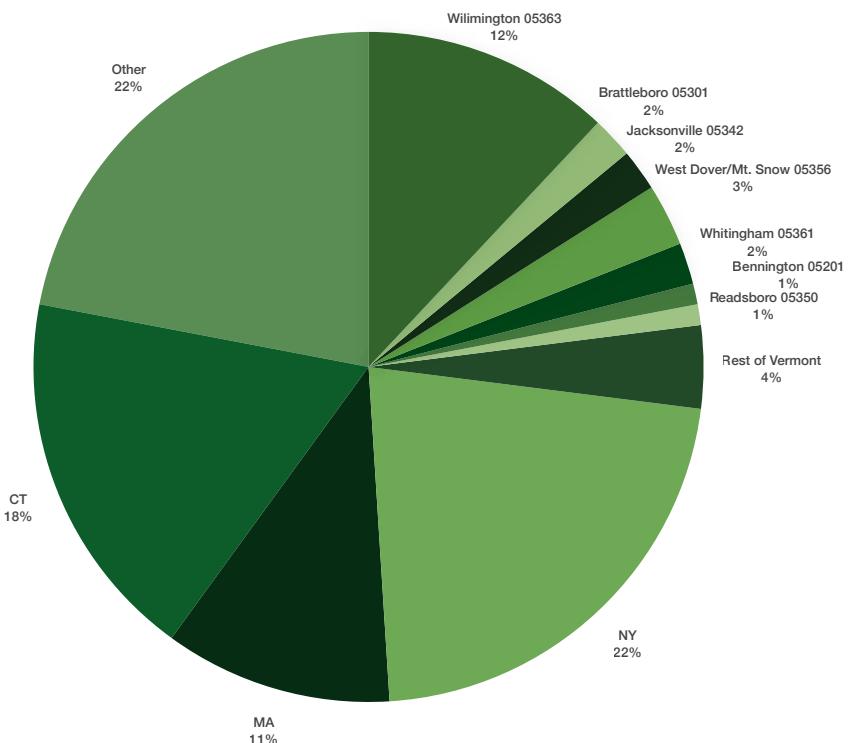


Figure 1
Percentage of Visits by Zip Code

represented with total zip codes recorded with each contributing twenty-two percent, eleven percent, and eighteen percent, respectively. This is roughly half of all recorded visits

- Visitors from outside of these four states comprised twenty-two percent of customer visits.
- In total nearly three out of four visitors is from outside of the immediate market making Wilmington's downtown a highly visitor dependent downtown district. Inherent with that visitor dependency are complicating factors for sustained success.

2.2.2 Trade Area Definition

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

By this measure, the primary and secondary trade areas for the community can be established. The primary trade area is the geography where the most loyal and frequent customers to Wilmington reside. The secondary trade area represents an area where Wilmington businesses can rely on local customers but to a lesser degree. To establish the trade areas, a table is created to show customer visits per thousand residents. Each zip code population is taken, and then the number of visits from that zip code is calculated. Table 1 shows customer "visits per 1000" people for each of the highest representative zip codes tracked in the survey. This index provides a valuable tool to evaluate the "loyalty" of local visitors in the market.

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 Wilmington's case this division is clear. Wilmington 05363 and West Dover 05356 produced over three visits per 100 population each, which clearly distinguishes these locales as the primary trade area. The next highest visits per hundred were Whitingham and Jacksonville. Brattleboro, with 10 overall visits had less than .1 visits per hundred residents.

Zip Code	Area	Population	Visits	Visits/1000 Pop
05363	Wilmington	1,967	79	4.02
05356	West Dover	794	24	3.02
05361	Whitingham	793	14	1.77
05342	Jacksonville	731	12	1.64
05301	Brattleboro	13,000	10	0.08

Table 1
Customer Visits per Thousand People

2.2.3 Demographic Snapshot

The two zip code primary trade area permanent population was estimated to be 2,761 permanent residents in 2013. From 2000 to 2010, the primary trade area experienced rather robust population loss at -15.6% (the 2000 population was 3,298). That robust loss has slowed and the community is expected to lose only nine people by 2018.

From an income standpoint, the two zip codes have a median household income of \$45,893 compared with \$50,495 for Vermont and \$53,046 for the United States. While this is less than the state and the county, it is important to note that this area's median age is 47.4 compared with 42.3 for Vermont and 37.4 for the United States. Consequently there are more retirees in the Wilmington and West Dover area, which will naturally decrease income figures. In fact 19% of the population in the two zip codes is over the age of 65.

2.3 Retail Market Analysis

Wilmington is a retail center serving the primary and secondary trade markets indicated above. In this section the Wilmington market will be examined to identify potential opportunities for new or expanded stores. The estimate is naturally conservative in a market like Wilmington's downtown where the local population represents a low percentage of overall visits. Looking at local residents only, the tables will show retail market potential based on what residents of Wilmington spend compared with what stores in Wilmington sell. This will allow the community to assess what kind of additional stores types might be attracted to Wilmington and will help individual existing businesses understand how they might diversify product lines based on the local customer traffic.



2.3.1 Retail Market Potential in the Trade Areas

Retail market potential refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, the dollars spent outside of the area are said to be "leaking." If a community is a major retail center with a variety of stores it will be "attracting" rather than "leaking" retail sales. Even large communities may see leakage in certain retail categories while some small communities may be attractors in categories. The two zip code trade area that includes Wilmington has a significant inflow of spending. Local customers in the two zip codes simply cannot support the overall retail in Wilmington and visitors account for 18% of the sales in stores in Wilmington (with the conservative assumption that all locals shop locally all the time).

Such an analysis is not an exact science. In some cases, large leakage in certain categories may indicate that money is being spent elsewhere (drug store

purchases at a Wal-Mart or apparel purchases through online retailers). It is important to note that this analysis accounts best for retail categories where households (rather than businesses) are essentially the only consumer groups. For example, lumberyards may have business sales that are not accounted for in consumer expenditures. Stores such as jewelry shops and clothing stores are more accurately analyzed using this technique.

As indicated in Table 2, the primary trade area selected store sales equaled \$57.6 million while consumers who reside in the two zip codes spent \$46.74 million. As a result, the Wilmington primary trade area is gaining \$10.8 million annually in sales. Yet this is not happening in all retail categories. Auto dealers, gas stations, clothing stores, general merchandise stores, and quick service food store types are under-represented in the market.

2.3.2 Detailed Retail Market Opportunity Tables

Section 2.3.1 explores the retail trade patterns in aggregate, the tables on the following pages explore the individual retail categories where Wilmington is leaking and gaining sales in the primary trade area. 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. While market support for a category may be an indicator of success, there are many factors (location, business plan and financing, customer service, product selection) that can contribute to the failure of a retail enterprise. Please note that some categories are subsets of larger categories.

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

	2012 Demand (Consumer Expenditures)	2012 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating & Drinking Places	46,744,376	57,587,207	(10,842,831)
Motor Vehicle and Parts Dealers-441	7,913,631	902,285	7,011,346
Automotive Dealers-4411	6,631,906	0	6,631,906
Other Motor Vehicle Dealers-4412	651,192	155,131	496,061
Automotive Parts/Accsrs, Tire Stores-4413	630,533	747,154	(116,621)
Furniture and Home Furnishings Stores-442	933,668	1,239,197	(305,529)
Furniture Stores-4421	501,666	729,638	(227,972)
Home Furnishing Stores-4422	432,002	509,559	(77,557)
Electronics and Appliance Stores-443	991,996	1,541,850	(549,854)
Appliances, TVs, Electronics Stores-44311	732,942	1,541,850	(808,908)
Household Appliances Stores-443111	177,683	1,541,850	(1,364,167)
Radio, Television, Electronics Stores-443112	555,259	0	555,259
Computer and Software Stores-44312	214,572	0	214,572

	2012 Demand (Consumer Expenditures)	2012 Supply (Retail Sales)	Opportunity
			Gap/Surplus
Camera and Photographic Equipment Stores-44313	44,482	0	44,482
Building Material, Garden Equip Stores -444	4,497,751	4,431,259	66,492
Building Material and Supply Dealers-4441	4,042,929	3,961,514	81,415
Home Centers-44411	1,618,846	0	1,618,846
Paint and Wallpaper Stores-44412	99,493	21,038	78,455
Hardware Stores-44413	403,864	1,113,090	(709,226)
Other Building Materials Dealers-44419	1,920,726	2,827,386	(906,660)
Building Materials, Lumberyards-444191	771,763	1,105,507	(333,744)
Lawn, Garden Equipment, Supplies Stores-4442	454,822	469,745	(14,923)
Outdoor Power Equipment Stores-44421	77,662	0	77,662
Nursery and Garden Centers-44422	377,160	469,745	(92,585)
Food and Beverage Stores-445	6,167,213	13,354,186	(7,186,973)
Grocery Stores-4451	5,634,365	12,395,669	(6,761,304)
Supermarkets, Grocery (Ex Conv) Stores-44511	5,345,988	11,542,984	(6,196,996)
Convenience Stores-44512	288,377	852,685	(564,308)
Specialty Food Stores-4452	176,233	0	176,233
Beer, Wine and Liquor Stores-4453	356,615	958,517	(601,902)
Health and Personal Care Stores-446	2,666,173	3,493,931	(827,758)
Pharmacies and Drug Stores-44611	2,297,612	3,462,200	(1,164,588)
Cosmetics, Beauty Supplies, Perfume Stores-44612	95,112	0	95,112
Optical Goods Stores-44613	102,519	0	102,519
Other Health and Personal Care Stores-44619	170,930	31,731	139,199
Gasoline Stations-447	4,880,921	2,533,042	2,347,879
Gasoline Stations With Conv Stores-44711	3,642,540	0	3,642,540
Other Gasoline Stations-44719	1,238,381	2,533,042	(1,294,661)
Clothing and Clothing Accessories Stores-448	2,135,637	435,473	1,700,164
Clothing Stores-4481	1,520,423	435,473	1,084,950
Men's Clothing Stores-44811	103,434	0	103,434
Women's Clothing Stores-44812	386,693	0	386,693
Childrens, Infants Clothing Stores-44813	74,345	0	74,345

	2012 Demand (Consumer Expenditures)	2012 Supply (Retail Sales)	Opportunity Gap/Surplus
Family Clothing Stores-44814	815,320	228,482	586,838
Clothing Accessories Stores-44815	37,229	0	37,229
Other Clothing Stores-44819	103,402	206,991	(103,589)
Shoe Stores-4482	292,469	0	292,469
Jewelry, Luggage, Leather Goods Stores-4483	322,745	0	322,745
Jewelry Stores-44831	297,114	0	297,114
Luggage and Leather Goods Stores-44832	25,631	0	25,631
Sporting Goods, Hobby, Book, Music Stores-451	918,023	2,114,761	(1,196,738)
Sportng Goods, Hobby, Musical Inst Stores-4511	629,523	1,916,200	(1,286,677)
Sporting Goods Stores-45111	323,514	1,746,187	(1,422,673)
Hobby, Toys and Games Stores-45112	205,869	0	205,869
Sew/Needlework/Piece Goods Stores-45113	46,235	170,013	(123,778)
Musical Instrument and Supplies Stores-45114	53,905	0	53,905
Book, Periodical and Music Stores-4512	288,500	198,561	89,939
Book Stores and News Dealers-45121	205,074	198,561	6,513
Book Stores-451211	194,250	198,561	(4,311)
News Dealers and Newsstands-451212	10,824	0	10,824
Prerecorded Tapes, CDs, Record Stores-45122	83,426	0	83,426
General Merchandise Stores-452	6,121,327	0	6,121,327
Department Stores Excl Leased Depts-4521	2,934,654	0	2,934,654
Other General Merchandise Stores-4529	3,186,673	0	3,186,673
Miscellaneous Store Retailers-453	1,363,047	5,482,019	(4,118,972)
Florists-4531	94,720	402,869	(308,149)
Office Supplies, Stationery, Gift Stores-4532	499,752	4,052,571	(3,552,819)
Office Supplies and Stationery Stores-45321	287,016	0	287,016
Gift, Novelty and Souvenir Stores-45322	212,736	4,052,571	(3,839,835)
Used Merchandise Stores-4533	102,683	161,124	(58,441)
Other Miscellaneous Store Retailers-4539	665,892	865,455	(199,563)
Non-Store Retailers-454	3,518,414	7,857,243	(4,338,829)
Foodservice and Drinking Places-722	4,636,575	14,201,961	(9,565,386)
Full-Service Restaurants-7221	2,077,701	12,656,011	(10,578,310)
Limited-Service Eating Places-7222	1,959,487	537,604	1,421,883
Special Foodservices-7223	386,687	266,886	119,801
Drinking Places -Alcoholic Beverages-7224	212,700	741,460	(528,760)



2.4 Market Conclusions and Opportunities

2.4.1 Observations

The local population in the Wilmington market has declined over the years. That decline, however is expected to slow. Overall, however, the significance of a loss of 16% of the permanent population will naturally have an impact on the sustainability of local businesses.

Wilmington's strength, however, is its robust visitor market. As a community Wilmington is dependent on the adjacent resorts, natural amenities that surround it, and its own charm as a beautiful Vermont town to attract visitors to bolster the local economy.

Most importantly, Wilmington has organized for action as indicated both in the community input and in the consultant team's observations. The community is pro-actively working on projects to connect trails, enhance downtown, and forge ever-stronger partnerships with major amenities in the area. This, perhaps more than any other single strategy will help Wilmington thrive in spite of a lack of growth. Moreover, the local population base, many of whom are not "earning" income have means and have rallied to the support of the community. These citizens have demonstrated their commitment to one of Vermont's most charming places.

2.4.2 Current Business Opportunities

The retail market potential for Wilmington 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 Wilmington. In the case of Wilmington, the opportunities for growth may seem counter-intuitive as they suggest building on clusters of retail and dining already present in the community. They are as follows:



- **Health and Personal Care:** Although Wilmington is served by a pharmacy, the health and personal care category includes beauty supply, day spas, optical goods, and a wide array of health oriented stores. Wilmington has an opportunity (albeit limited) to capitalize on the growing trend for healthful living and personal care.
- **Gasoline Stations with Convenience Stores:** This opportunity is unusual (particularly for a downtown, so Wilmington should consider an “outlying” location). Indeed Wilmington does have gasoline stations with convenience stores, the store type in Vermont is quite unique and runs a spectrum from very small convenience stores to stores that operate almost like small grocers, cafes, and specialty food stores. Wilmington has room for growth in that category which may present an opportunity for expansion of an existing establishment.
- **Clothing:** Clothing store leakage appears in nearly every small market study as the category tends to cluster to communities with large clothing outlets such as Manchester. Indeed, the proximity of Manchester to Wilmington presents a challenge for a large cluster of clothing stores, the savvy, independent clothier that truly understands both the local and visitor market could succeed with the leakage occurring in the market. This category would also include accessories, jewelry, and shoes.
- **Sporting Goods:** The Wilmington market is already a “cluster” for sporting goods with sales outstripping local demand by over one million dollars. Having said that, the market for outdoor outfitters and sporting goods continues to grow and evolve and existing stores should contemplate expansion in to the market.
- **Dining:** Wilmington is a dining destination with supply far outstripping local demand. However, much of that dining gain is in the full-service dining categories. More casual fare (not fast food) could complement the sit-down restaurants in the community.

Overall, Wilmington should experiment with “pop up” shops, seasonal stores, and other creative techniques to help test the market and build regional excitement about coming to the area.



Vermont Downtown Action Team Report

Physical Plan

3.0 Physical Plan

3.1 Introduction

3.1.1 Chapter Format

The physical plan for Wilmington 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 Wilmington's downtown fits into an overall community context. The second section of the physical recommendations focuses on individual buildings.

3.1.2 Physical Assessment

Wilmington is fortunate to have been very proactive in working to improve the character of the community. These efforts are clear when visitors to the community drive into town. The plantings, streetscape, bridge enhancements, and trails all present a very welcoming, and authentic, environment to the community. In particular, the physical environment of downtown Wilmington is comfortable and casual, lacking an "over designed" physical environment which can often make a place seem fake. This was a very appealing feature of the design and planning team and important to Wilmington stakeholders as well.

Wilmington should be proud of its long list of accomplishments and investments that have both preserved the character of the community and leveraged over \$4 million in public and private investment. The improvements include the projects and activities outlined below and in Figure 2 on the following page.

Planning Initiatives and Actions:

- The Conway School Plan for an expanded downtown
- Conceptual plans for a new Brissette Park and trail connection along Schafler Street and an enhanced Buzzy Towne Park
- Awarded Vermont Downtown Designation
- Wilmington Works work plans that outline future investment.

Public Realm Enhancements:

- Development of the parking lot that includes boardwalk connections to West Main Street, benches, lighting, gardens and tree planting
- The pedestrian bridge connecting the trail system over the Deerfield River
- Streetscape plans including
 - Sidewalk paving – stamped concrete
 - Traffic calming
 - Lighting
 - Trash Receptacles
 - Trees
 - Other elements

Private Building Enhancements

- Vermont House Tax Credits
- 9 West Main Tax Credits
- Dot's Restaurant Renovations
- Parmelee & Howe
- Maple Leaf Brewery
- Fred Houston Building

The above accomplishments form the foundation of the physical recommendations outlined in the following section of this report. The focus of the recommendations relate to providing phasing strategies, minor changes to consider (such as type of sidewalk paving), additional recommendations to incorporate and changes in terminology to make some of the Conway School recommendations more acceptable. These are identified in context with each of the recommendations on the following pages.

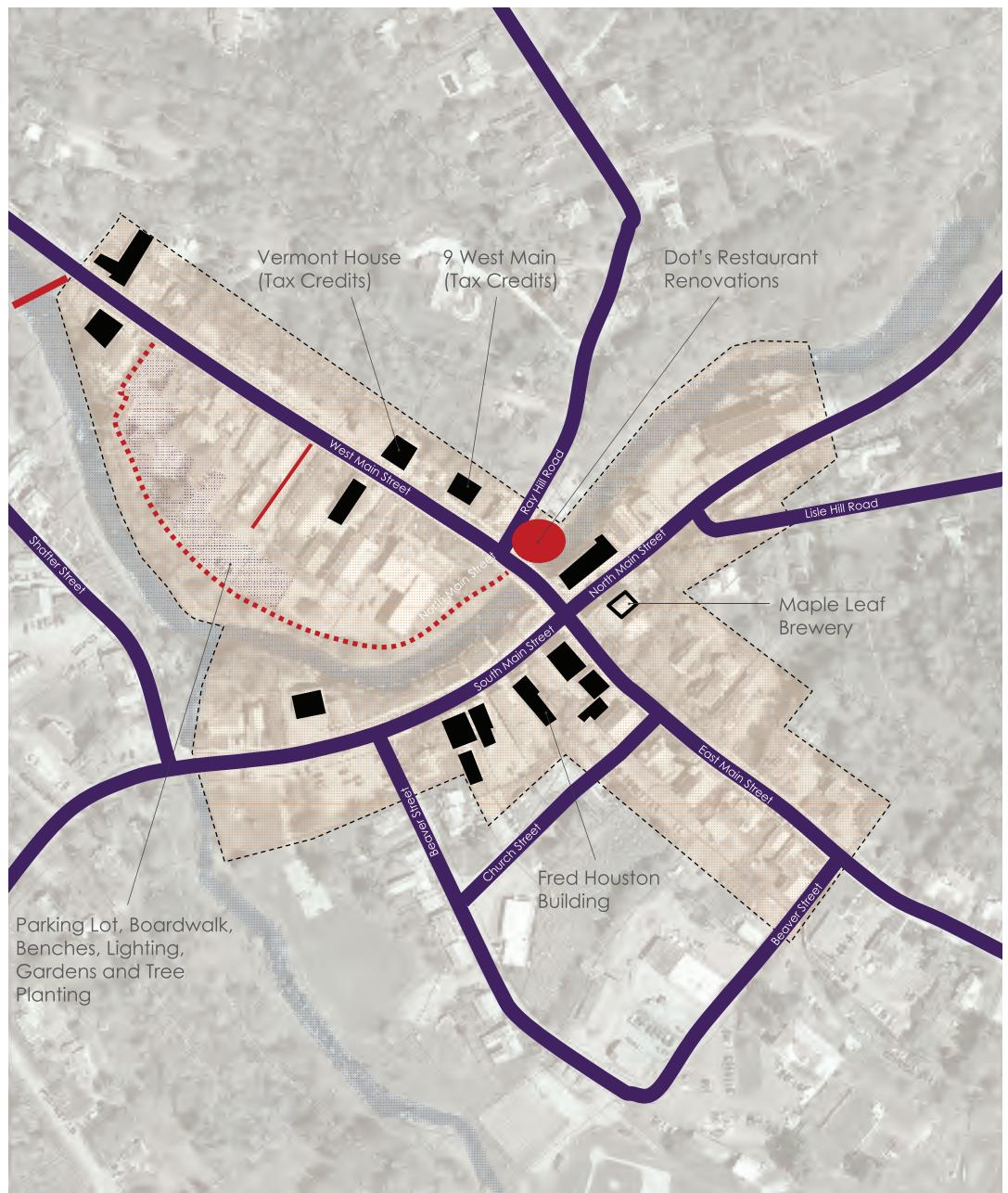


Figure 2
Accomplishment Diagram

3.2 Public Realm

Wilmington has put a lot of work into identifying, discussing and planning for public realm enhancements within the village core. The following recommendations help to organize and prioritize the various public realm projects based on the accomplishments completed to date and additional stakeholder discussions. The various projects are identified on several exhibits organized by potential implementation phase. The exhibits include Figure 3 on page 27, Public Realm Enhancements – Short Term or Immediate Actions; Figure 4 on page 28, Public Realm Enhancements – Mid Term or Next Steps; and Figure 5 on page 29, Public Realm Enhancements – Long Term.

3.2.1 Complete Ongoing Work On Sidewalk Enhancements:

While Wilmington has been considering use of a dark gray, stamped concrete cobble pattern for sidewalks throughout the village core, the V-DAT recommends a more modest approach of traditional scored concrete. Traditional concrete provides a greater visual contrast with the gray roadway asphalt. This is important because it visually divides the pavement area into smaller sections and, more significantly, visually distinguishes pedestrian areas from vehicular ones. Because of this visual contrast, concrete sidewalks should also extend across driveway and parking aprons so that there is a clear visual distinction between the vehicular travel lane and the pedestrian walkway. In addition to visual qualities, the smoother surface of traditional scored concrete is easier for snow removal and easier to walk upon.

The following phases emphasize the completion of “missing links” in the sidewalk network:

Short Term: Adopt sidewalk phasing as outlined in Figure 3, Figure 4 and Figure 5 or adapt as appropriate and use as plan of action.

Short Term: Complete the parking lot trail and lighting.

Mid Term: Provide sidewalk links for the following sections:

- West Main Street (Rt.9): West Gateway to North Main Street (This section should be viewed as a priority)
- East Main Street (Rt.9): Church Street to North Main Street
- North Main Street: Lisle Hill Road to Rt. 9
- South Main Street: Beaver Street to Rt. 9

Long Term: Extend sidewalks in following sections:

- East Main Street: Church Street to bridge near Merrill Drive
- North Main Street: Lisle Hill Road to northern Historic District boundary
- South Main Street: Beaver Street to Shafter Street

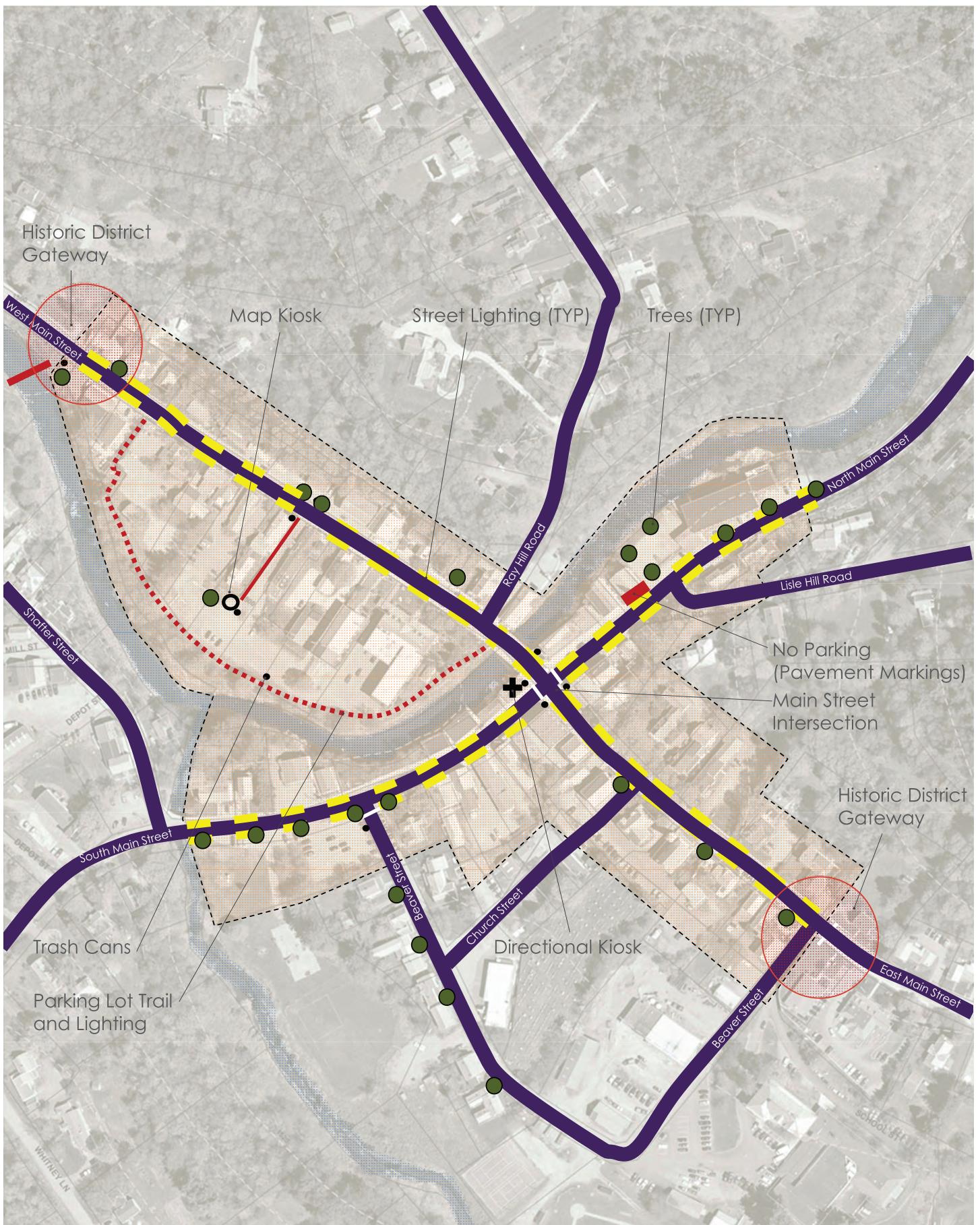


Figure 3
Public Realm Enhancements
Short Term

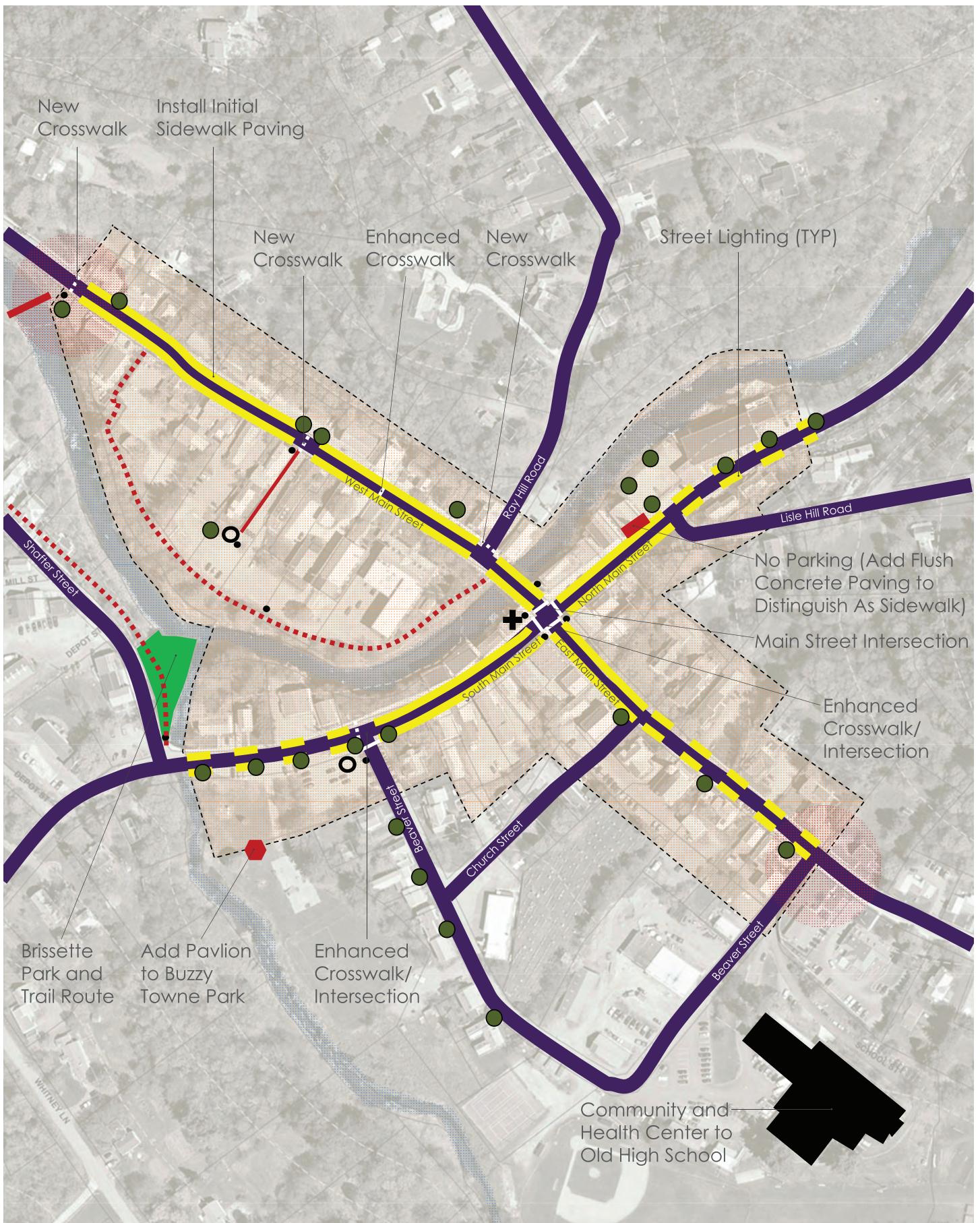


Figure 4
Public Realm Enhancements
Mid Term

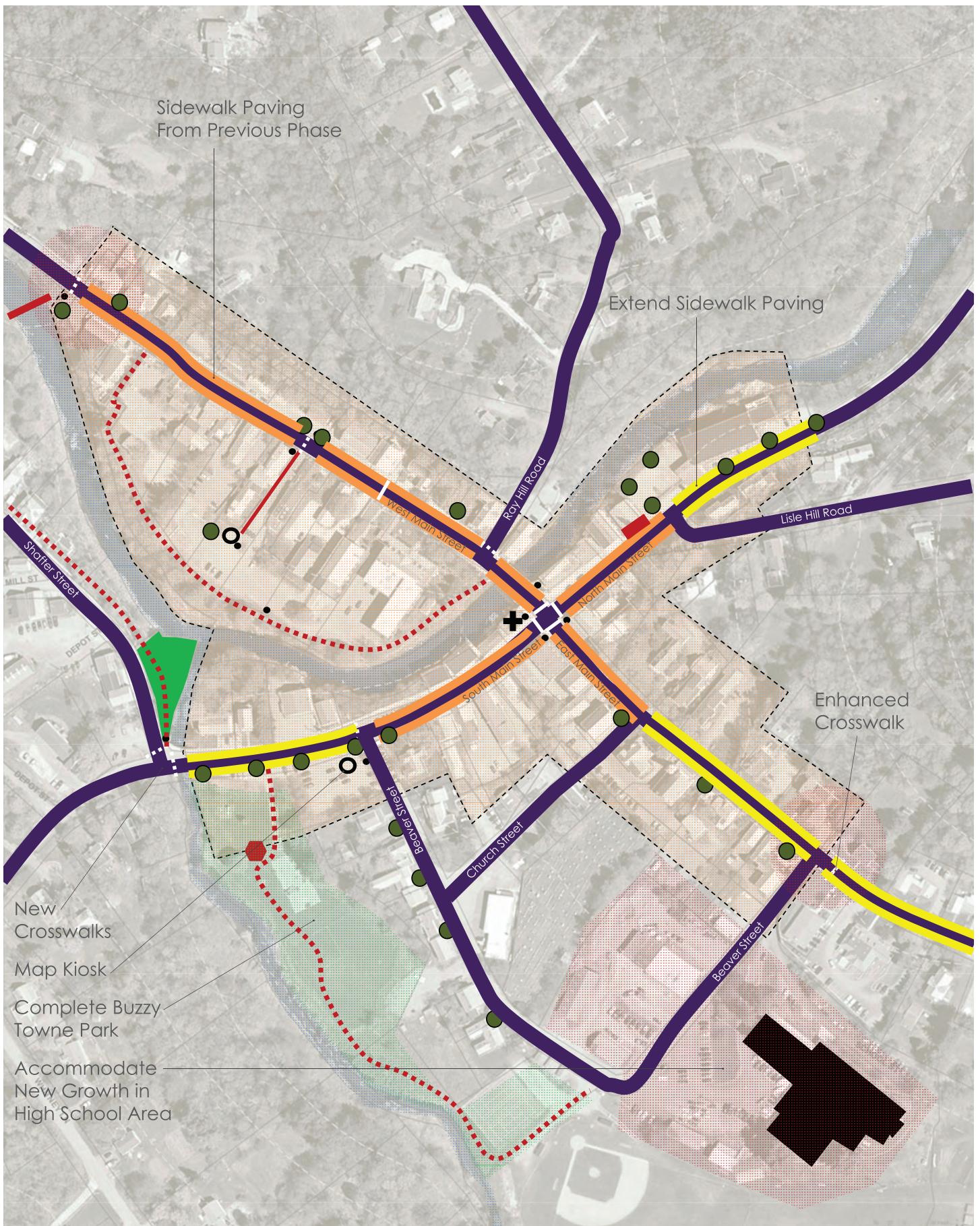


Figure 5
Public Realm Enhancements
Long Term

3.2.2 Improve Main Street Intersection

The intersection of the “Main Streets” is clearly the heart of the village. This is where any special paving should be utilized to enhance the identity of this intersection and enhance pedestrian safety. A stamped pattern could be utilized in the intersection and a contrasting pattern could be used for the crosswalks. Patterns should reflect stone or cobble (as opposed to brick) to reflect the character of Wilmington. Additionally, colors should be in the beige/tan/gray range, similar to natural stone.

Short Term: As an interim measure, provide bold “piano key” white crosswalk markings at all four crossings as illustrated in the photo renderings in Figure 6 on page 30, Interim Intersection Enhancements.

Mid Term: Prepare detail design drawings for additional intersection enhancements using stamped concrete (or asphalt) for the entire intersection area and crosswalks as shown in Figure 7 on page 31, Intersection Enhancements

MidTerm: Implement intersection enhancements, including crosswalk treatments

Long Term: Add cohesive wayfinding system that directs visitors around downtown.



Figure 6
Downtown Intersection
Existing Conditions: This intersection represents the center of the community and should function as a secondary gateway in the core of town. Currently painted crosswalks and VTRANS signage demarcate the intersection. The community has done a great job of introducing color via flags and potted planters filled with colorful flowers and shrubs.

Figure 7

Downtown Gateway

Proposed Conditions: Initial Recommendations 01

Initially, to provide more visual appeal to the intersection and to calm traffic, introduce stamped asphalt crosswalks in a contrasting color.



Figure 8

Downtown Gateway

Proposed Conditions: Additional Recommendations 02

In addition to the contrasting color crosswalks, introduce stamped asphalt in a different color in the center of the intersection. This texture will introduce vibration and noise to the automotive traveler and will slow traffic speeds.



Figure 9

Downtown Gateway

Proposed Conditions: Additional Recommendations 03

Finally, introduce a complete wayfinding signage system that introduces secondary gateway trailblazer signs (mounted on building at right), destination-based directional signage (pole-mounted at left), and colorful, thematic banners (both sides of road).



3.2.3 Implement Traffic Calming Techniques

Several modest enhancements can be made throughout the village core to help calm traffic and provide a safer and more appealing pedestrian environment. Several specific recommendations are described below and identified in Figure 3-Figure 5.

Short Term: Designate and mark the area in front of the Wilmington Baptist Church as a “no parking” zone so that pedestrians have a continuous and accessible (ADA) route along North Main Street. Currently, pedestrians need to move around a parked car, into the street, or navigate steps leading up to the church entrance.

Mid Term: Provide concrete paving, flush with the street, in front of the Wilmington Baptist Church to further distinguish this area as sidewalk and not parking.

Mid Term: Provide the following crosswalks and/or crosswalk enhancements, using stamped concrete (to match that used at the Main Street intersection) or bold “piano key” striping:

- New Crosswalk on West Main Street (at the Pickwell Barn boardwalk connection to the parking lot).
- Enhanced Crosswalk at the Vermont House
- Enhanced Crosswalks at South Main and Beaver Streets

Long Term: Provide the following additional crosswalks and/or crosswalk enhancements, using stamped concrete (to match that used at the Main Street intersection) or bold “piano key” striping:

- New crosswalks at South Main and Shafter Streets
- Enhanced crosswalks at East Main and Beaver Streets

3.2.4 Improve Lighting in Downtown

Wilmington has identified a good solution for street lighting, using ornamental fixtures attached to existing utility poles. This is an economical solution as well as one that minimizes additional sidewalk clutter.

Short Term: Adopt light standard recommended by Wilmington Works.

Short Term: Provide lighting on following street segments:

- West/East Main Street (Rt. 9): From the West Gateway (at the pedestrian bridge) to the East Gateway at Beaver Street
- North/South Main Street: From Shafter Street to the northern Historic District Boundary.

Short Term: Encourage (and possibly help financially support) businesses to leave porch lights and window display lights on in the evening hours to help enliven the downtown, particularly when restaurants are open and patrons are walking to and from their cars.

Mid Term: Consider including façade lighting requirements as part of any façade improvement

3.2.5 Streetscape Furnishing

Wilmington has identified the need for limited street furniture, particularly as it relates to trash/recycle receptacles and map kiosks. An "Americana" trash receptacle has been selected by the Wilmington Works Design Committee, however, consideration might be given to using a similar style by Victor Stanley, Inc. ("ES" or "RB" Series), pictured in Figure 10 on page 33, Trash/Recycle Receptacles, because a recycle receptacle is also available in the same model. A design for map kiosks is provided in Chapter Four of this report, Marketing and Branding. Following are phased recommendations for where these can be located and they are also identified in Figure 3-Figure 5.

Figure 10
Downtown Gateway
Proposed Conditions: Additional Recommendations 02
In addition to the contrasting color crosswalks, introduce stamped asphalt in a different color in the center of the intersection. This texture will introduce vibration and noise to the automotive traveler and will slow traffic speeds.



Short Term: Provide litter/recycle receptacles and map kiosks in the following locations:

Map kiosk at the boardwalk entrance to the parking lot

- Directional kiosk at the Main Street Intersection
- Litter/recycle cans in the parking lot
- Litter/recycle cans at the bridge and at the Main Street intersection

Long Term: Provide a map kiosk at the parking lot at South Main and Beaver Streets

3.2.6 Streetscapes and Shade Trees

The narrow sidewalk areas throughout the village core do not allow for a regularly spaced street tree planting, nor would that approach be appropriate to the character of Wilmington. The approach here, rather, should be to identify random opportunities where trees can be accommodated. The emphasis should be on using large canopy trees wherever possible as they make the most visual impact (while allowing for unobstructed sight lines underneath the canopies) as well as using evergreen trees to provide winter interest. While new trees should be added on a regular basis as older ones decline, most of the trees identified in Figure 3-Figure 5 should be planted in the early phase so that the village can benefit from their maturity sooner, rather than later.

Short Term: Remove grass and weeds from curb and sidewalk cracks. This is a relatively simple task, with private property and business owner support, but will make a strong visual impact.

Short Term: Provide strategic tree planting along West, East, North and South Main Streets, The Old Red Mill Inn property and in the parking lot, as shown in Figure 3. The potential visual impact of tree planting is illustrated in Figure 12, Old Red Mill Property Tree Planting; Figure 12, South Main and Beaver Tree Planting; and Figure 11, South Main Street Parking Tree Planting.

Mid Term: Continue to explore opportunities to build upon Wilmington's successful flower program and identify new opportunities for flowerpots and planting beds. Additionally, work with private property owners to encourage them to incorporate window boxes and flowering boxes on their own properties to supplement those within the public realm.

3.2.7 Gateways

Use new identity and wayfinding signage to mark the east and west gateways into the historic district. These gateway signs are illustrated in the Branding and Marketing section of this report.

Short Term: Install gateway signs at the west gateway (near the pedestrian bridge along West Main Street) and at the east gateway (at the intersection of East Main Street and Beaver Street).

Downtown Gateway: Existing Conditions

This location is illustrative of several places in Wilmington where the traveler perceives arrival to the core of the community. At each location, gateway treatments should be utilized to demarcate arrival regardless of the city limits locations. Currently, all signage directs travelers through or out of town to other destinations, the buildings to the left are in need of enhancement, and the lack of landscaping overall creates an unkempt appearance inconsistent with the rest of Wilmington.

Figure 11
Downtown Gateway

Proposed Conditions: Additional Recommendations 02

In addition to the contrasting color crosswalks, introduce stamped asphalt in a different color in the center of the intersection. This texture will introduce vibration and noise to the automotive traveler and will slow traffic speeds.



Downtown Gateway: Proposed Conditions: Initial Recommendations

Figure 12
Downtown Gateway

Proposed Conditions: Additional Recommendations 03

Finally, introduce a complete wayfinding signage system that introduces secondary gateway trailblazer signs (mounted on building at right), destination-based directional signage (pole-mounted at left), and colorful, thematic banners (both sides of road).



Install gateway trailblazer signs to announce arrival to town. Introduce contrasting colored crosswalks to visually break up the asphalt, calm traffic, and give priority to the pedestrian. Plant trees and locate flowers to introduce color and texture to the gateway. Add sidewalks on both sides of the roadway.

In addition to all the recommendations mentioned previously, paint and enhance the buildings at the gateway to introduce a colorful edge to the roadway.

3.2.8 Public Space Enhancements

Several good recommendations were made in the Conway School plan for Wilmington with regard to public space enhancements, both in terms of new public space and enhancements to existing public space. As these plans are developed further, emphasis should be placed on using design materials that are characteristic of Wilmington: stone, wrought iron ornamental fencing and colorful flower plantings. Following is the phasing that might be considered for these enhancements.

Short Term: Develop detailed construction plans for Brissette Park.

Mid Term: Add pavilion to Buzzy Towne Park

Mid Term: Implement Brissette Park and Trail Route

Long Term: Complete Buzzy Towne Park design drawings and implementation.

3.3 Development/Redevelopment Sites

3.3.1 Community Center/Health Center

There has been consideration for using the old High School as a Community Center/Health Center. While V-DAT could not explore the feasibility of this, it appears to be a logical reuse of this structure which could then serve as a focal point for an expanded growth district for Wilmington.

Short Term: Continue to evaluate feasibility of locating a community center and health center in the old High School building.

Mid Term: Implement the conversion of the old High School to a community/health center.

Mid Term: Include this facility in the wayfinding and identity signage described under the marketing and branding strategies in Chapter Four of this report.

3.3.2 Accommodate New Growth

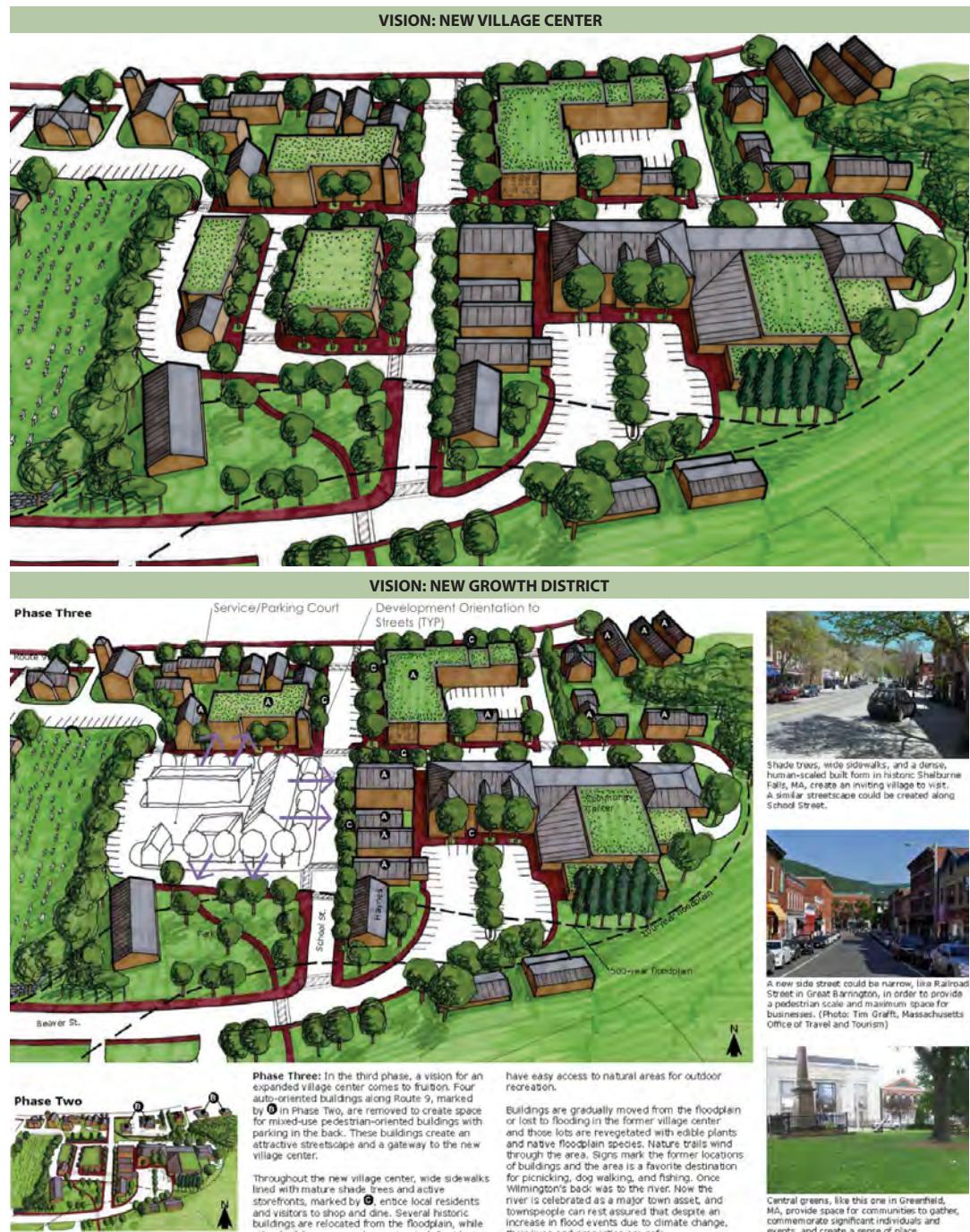
The Conway School plan for Wilmington offered several sound recommendations for the community, however, the terminology used for the old high school area ("New Village Center") has caused some angst and confusion, implying that the historic village center will be abandoned and shifted to the east. The V-DAT recommends that this area be referred to as a district that can accommodate new growth rather than as a new village center. This will allow the community to accommodate new growth and development close to the historic village center, while preserving the character of the village center. Generally, the V-DAT supports the physical recommendations of the plan with some consideration to the following refinements.

Short Term: Update the plan, considering the recommendations illustrated in Figure 13, Plan Considerations

Continue to focus making Beaver Street (labeled School Street in the Conway School plan) a pedestrian-friendly street with new development oriented to the street.

- Consider revising the block west of Beaver Street to be one block rather than two as shown. New buildings would be oriented to the new street to the north, Beaver Street and the green space to the south, with parking located behind. As currently shown, a large building in the center block, with “front door” streets on all four sides would be difficult to achieve.
- Encourage green roofs but provide flexibility based on feasibility.
- Garner additional stakeholder and community input in the plan update.

Figure 13
Conway School Plan



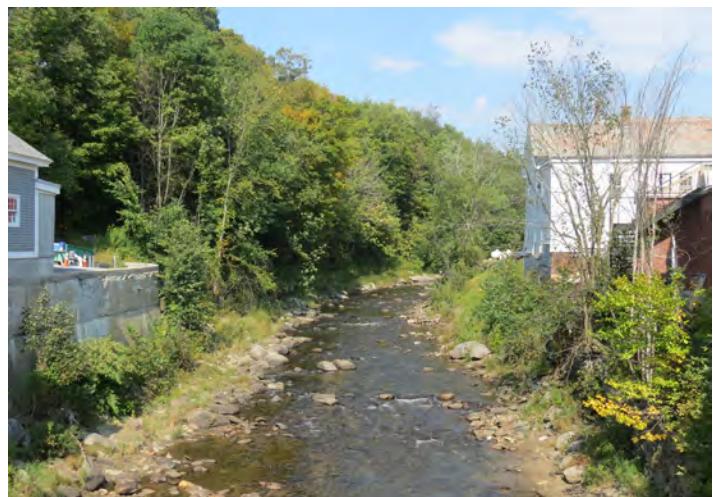
Mid Term: Adopt the updated plan.

Long Term: Implement phased new growth in accordance to the updated master plan.

3.4 Buildings

Because historic downtowns have their own unique collection and combination of buildings and public spaces, they are recognizable as distinct places. Buildings define the character of downtown by their physical presence and give a community a sense of identity, stability and history. Buildings also define the streetscape, which is the space between buildings and includes the street and pedestrian walkways and helps complete the unique physical appearance of each town. Buildings that closely adjoin each other, face the street, are usually a uniform height and are flush with the sidewalk are essential to the character of Wilmington's town center. This space creates a sense of enclosure and makes the streetscape an "outdoor room." Wilmington's architecture combines a very close-knit downtown area at the intersection of North, East, West, and South Main streets, which becomes less intense away from the intersection. Still, the feel of the community is of a late 19th century village. Wilmington is a very picturesque Vermont village, surrounded by beautiful rural mountainous countryside. Images that come to mind are the North Branch of the Deerfield River that bisects the town and the church steeples, wood clapboarded buildings, mill buildings with the Green Mountains in the background give Wilmington its character.

This section will look at buildings throughout the core of Wilmington and explore opportunities for their improvement through renovation, preservation, and in certain instances infill development as mentioned above. Whenever possible, property owners themselves were consulted to discuss the before and after uses of their properties. Several examples examine properties where property owners were not consulted. These properties are shown for illustration purposes to explore the potential of the building should the owner contemplate restoration or selling to an interested investor.



View of the North Branch of the Deerfield River in Wilmington

3.4.1 Preserve Wilmington Architecture

Wilmington has a fine collection of buildings that have wonderful architectural details. The buildings mainly consist of one and two story wood framed buildings with a couple of brick buildings. The buildings sit on their own land and do not share a common wall with each other. From its churches, to its municipal buildings to its commercial buildings, the architecture is well done. It's the styles and elements of the street's buildings that create a visually dynamic and cohesive environment and give Wilmington its unique character.

Regular maintenance helps to preserve buildings and property, protect real estate values and investments and keeps downtowns an attractive place to live, work and visit. Maintaining and repairing historic buildings are essential parts of downtown revitalization.



View of Wilmington with the Green Mountains



View of Downtown Wilmington



Wilmington Town Office



St. Mary's by the Mountains Church



Bartleby's Books and Vermont House Tavern



Crafts Inn

3.4.2 Accentuate and Maintain Entryways

Wilmington shows a great variety of building entries as shown in these examples.



Parmelee and Howe Building



18 West Main Street



Petpee Memorial Library



Wilmington Baptist Church

3.4.3 Accentuate and Maintain Porches

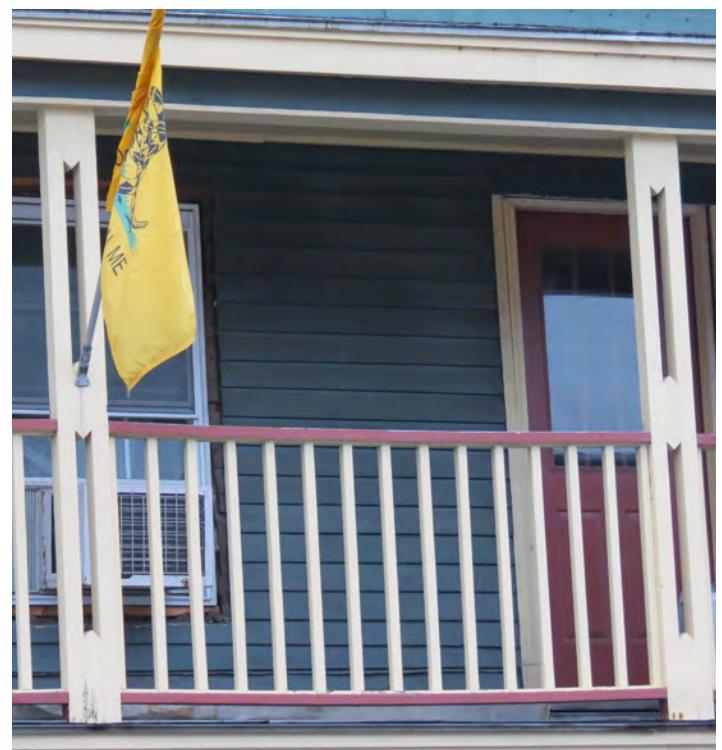
Just as the community has a variety of entries, welcoming porches help define the architectural character of Wilmington.



Crafts Inn



33 West Main Street



Maple Leaf Malt and Brewing Company

Examples of different architectural window and detailing in Wilmington



Wilmington Baptist Church



35 West Main Street



Wilmington Town Offices



Bartleby's Books

Examples of different architectural details in Wilmington



Wilmington Baptist Church



8 South Main Street



6 South Main Street



Wilmington Town Offices

3.4.4 Maintain and Enhance Existing Buildings

A community only gets one chance to make a first impression. Those impressions are very important to a visitor when entering a downtown. The appearance of the buildings, the streets, sidewalks, the streetscape all are factors in the decision making process of whether a visitor will stop and visit or just keep driving on to the next community.

Maintaining and repairing downtown buildings and streetscapes are essential parts of downtown revitalization. It's what keeps downtown vibrant. A building is typically an Owner's largest single investment. One of the best ways to help a building retain its value in the marketplace is to implement a regular and preventive maintenance schedule. The cost of maintaining a building is substantially less than having to rehabilitate a building due to lack of maintenance. Maintenance is preservation.



View of Downtown Wilmington

Simple maintenance tasks quickly become large renovation problems if left unattended. Lack of regular upkeep can result in accelerated deterioration of building elements and features. Buildings that are not maintained do not contribute to the character of a Downtown but rather take away.



A Building Maintained



A Building Not Maintained



A Building Maintained



A Building Not Maintained



A Building with details that need to have work completed



Building with work that has not been completed



Building with work that has not been completed

When work on buildings is not completed or buildings are not maintained, what can result is accelerated deterioration of building elements and features.



A Porch that needs repairs



Porch railing that needs repairs

3.4.5 Options for Dealing With Water and Buildings

When one thinks of water, one does not think of an element that can cause serious damage. After all it is a liquid and what damage could that do? Most of the residents and property owners are well aware of damage that water can do as a result of a roaring river overflowing its banks. Unfortunately, water is one of the leading causes of building deterioration from leaky roofs, to wood getting wet and rotting, to water entering brick joints and through the freeze/thaw cycle damaging bricks and mortar joints.

Wilmington Architecture Maintaining the Parts

The following pages will indicate what needs to be done to maintain the following parts of a building:

- Roofs
- Exterior Walls
- Windows and Doors
- Foundations
- Site



Porch railing that needs repairs



Porch railing that needs repairs

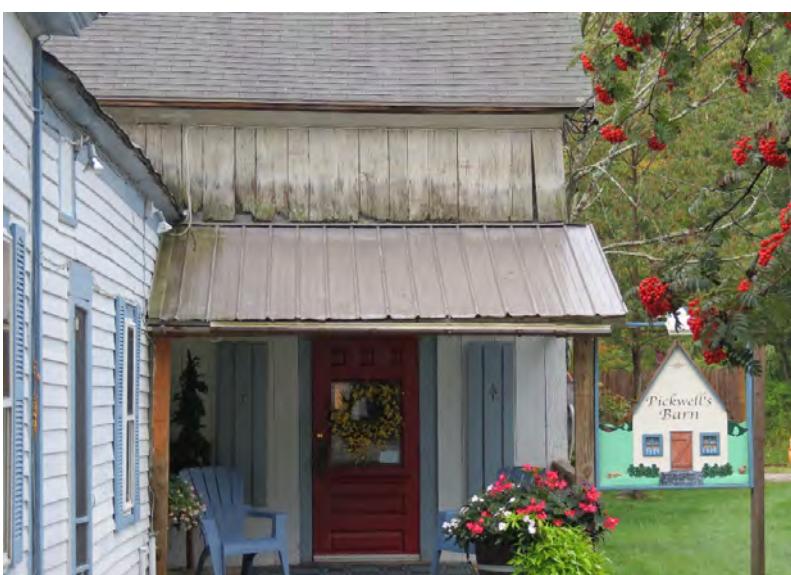


Porch railing that needs repairs

Wilmington Roofs

The roof is the first line of defense in preventing the elements from entering a building. A roof is designed to withstand the harsh climatic extremes that a building may face in any given year – direct sunlight, scorching heat, extreme cold, high winds, hail, freeze/thaw cycles, and debris from trees.

Loose shingles need to be resecured, broken shingles need to be replaced, and new shingles need to be installed where shingles are missing. Where shingles are missing, water can enter the building causing further damage to the interior of the building.



View of water damaged siding above entry porch



View of loose decorative corners

Wilmington Exterior Walls

Along with the roof, it is a building's exterior walls that provide protection from the exterior elements. It is also the exterior walls that produce the building's overall character, giving it color, texture and detail. It is important to undertake regular inspection and maintenance of the exterior walls in order to preserve their structure and character.

The first line of defense in any drainage system is proper grading away from the foundation. Grading may require building up the ground around the foundation or the lowering the ground around the building. If water collects at the base the exterior wall of the building or if there is a high water table around the building, water can soak into the siding and exterior wall and through capillary action, creep up the wall casing water damage and rot and even mold to grow. Water can leech up to about three feet.



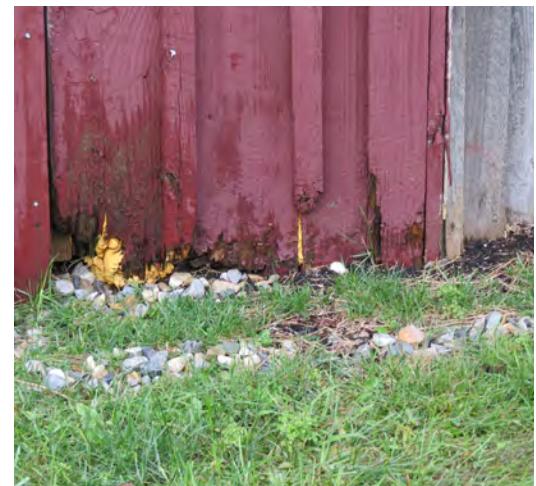
View of water damaged siding grade is too high at building



View of grade slopes away from building



View of siding in contact with grade causing damage



View of siding in contact with grade causing damage



View of basement stone wall that has been repointed



View of foundation beginning to fail and possible wall failure

Wilmington Foundations

It is important to understand that if maintenance issues are not addressed, they will lead to structural issues. It is also very important to understand that if basic maintenance is on-going, it can be very easy. However, structural issues are usually costly to fix and require a lot of invasive repairs.



View of foundation wall in need of repointing

Wilmington Ongoing Investment

A number of Property Owners have invested in the properties with renovation work and upgrades since the flood.



View of recently renovated building.



View of recently renovated building. While work continues on the side and rear. The Street face of the building looks complete.



View of recently renovated building. While work continues on the side of the building. The street face of the building looks complete.



View of recently renovated building. While work continues on the side of the building. The Street face of the building looks complete.



View of ongoing work to an existing building.



Vermont Downtown Action Team Report

Marketing Wilmington

4.0 Marketing Wilmington: Recommendations

4.1 Background

Currently, Wilmington has a number of identity opportunities and challenges. It has several messages it sends to visitors and residents. For many years Wilmington has been using a variety of graphic messages with no overarching system. Find a previous tagline and put it here?

Wilmington has much to offer as a place to live and visit. It is an authentic community that is indeed quintessential Vermont. Wilmington benefits from a dedicated group of volunteers through the Wilmington Works and its partners that work hard to ensure the success of the community. New marketing strategies and efforts will further these endeavors.

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

At this time where the community is re-emerging from the damage of Irene, a singular opportunity exists for Wilmington to seize control of its image and identity. To do so will take many partners and a cohesive strategy to brand Wilmington 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 Wilmington 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 Wilmington to consider in implementing the system. There is not always a clear "roadmap" on implementing an identity system and the maturation of the system into a "brand" will take the efforts of many partners.

4.2 Brand Values

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

- *A Traditional Vermont Community that exudes classic New England Style*
- *The strategic location between NY and skiing, placement in the Deerfield Valley and in the Mountains*
- *Wilmington has the chance to offer Real Vermont to both visitors and guests.*

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 Wilmington the brand attributes are as follows:

- **Typefaces:** The primary typeface for Wilmington are Adobe Caslon a very classic serif font that is indicative of many of the typefaces found in signs throughout New England and Vermont. The secondary typeface is Bertold Akidenz a sans serif typeface that provides a more contemporary and clean complement to the more traditional primary typeface.
- **Colors:** The colors for Wilmington are very natural. Greens and browns echo the landscape and values of the community. The colors are well balanced and designed to imply the warmth of the community.
- **Logo:** The logo for Wilmington is based off of the “sign design” already used in the community. This allows Wilmington to have a simple, clean icon with traditional roots. The system created with the logo begins to visually tie together the elements and messages within Wilmington.



- **Tagline:** The tagline for Wilmington has been discussed in great detail in the community. Rather than using one particular tagline, we are suggesting Wilmington use the modifiers “In the Valley” or “In the Mountains” based upon the intended usage. These will help Wilmington tie into greater regional efforts.
- **Brand Statement:** A Brand Statement for Wilmington was created as a part of this process that describes the community. It can be used as a whole to present a complete picture of Wilmington or in parts to focus in on particular attributes:

We are a distinctive place nestled in Deerfield Valley, we are a Southern Vermont village with a welcome that is warm and an environment that is as relaxing as it is beautiful. Since before the creation of this nation, Wilmington has been a gathering place in the serene mountains, a center for commerce, a traditional community, and a spirit tightly bound.

In the Mountains, our mountains and streams are evident. They captivate our guests calling them to enjoy this place we call home in every season. Whether it is canoeing our reservoir in the summer, skiing our slopes in the winter, or taking in the amazing color of our surroundings each fall, Wilmington is the perfect center for your ideal Vermont Experience.

In the Mountains, our story is built on hard work. The branches of the Deerfield River converge here. The very water on which we settled powered the mills that built our homes and the striking buildings of our downtown. Today, we remain a people that know the value of a hard day's work who are always willing to lend a helpful hand. We also recognize the splendor of the place we call home and welcome others to experience this very special place.

In the Mountains, our future is as rich as our history. Here, in the shadow of old Haystack, we are cultivating a vision that will preserve the character of our home, and assure that our grandchildren will love the same things about Wilmington that we do: a stroll through the heart of town, a friendly smile from a neighbor, a gathering to hear music in a place designed by the same man who created Boston's Symphony Hall.

Explore our valley, take a walk down our streets, visit our shops, dine in our restaurants, stay in one of our inns, and experience the place we love. We welcome you as our guest and invite you to discover the best of our Wilmington in the Mountains.

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



4.4 Brand Recommendations

4.4.1 Adopt the Brand Statement and Brand System

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

All four committees of the Wilmington Works should be involved in the deployment of the brand and should ally with partners such as the Town of

Wilmington, Wilmington Works, and other groups to help deploy the brand. Each committee should ensure that all branding and marketing efforts are coordinated, explore funding options for their particular piece of deployment, and strategize on roles and responsibilities.



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

4.4.2 Promote Past Accomplishments

Wilmington Works has accomplished much to maintain, stabilize, and improve the Wilmington community. Recently, the organization has developed events to promote the community, worked with property owners on building improvements, marketed the community, and crafted a vision for Wilmington's future. Wilmington Works has been a stalwart partner to many groups and continues to work on projects such as the long-term recovery plan for the community.

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

4.4.3 Host a brand launch event

Host a Downtown Wilmington brand "launch event" to celebrate the new brand identity. This event can take many forms including a specific party/reception, coordination with an existing event, 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 Wilmington brand). Many communities like 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.

4.4.4 Redesign Wilmington Collateral Pieces.

The brand identity for the destination (Wilmington) and the organizations are similar but have different and distinct uses. Wilmington Works should consider reinforcing the destination identity system through its own adoption of a new logo for the organization itself including letterhead, business cards, and ultimately a new web page design. The distinctive typefaces and color scheme will clearly show that the Wilmington Works is promoting the destination of Wilmington. 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."

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



4.4.5 Use Brand Identity on Banners

The brand system has designed banners highlighting the brand statement for Wilmington. These banners should be installed throughout the community as a way to showcase the overall brand and celebrate the community. The banners are designed to be simple colors so as to create rhythm and consistency while accenting the uniqueness of the architecture of downtown Wilmington.

4.4.6 Retain Marketing/Art Production Steward

The brand resources provided to Downtown Wilmington equip the organization with a host of tools to implement the brand. Volunteers and the director of the Wilmington Works 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 Wilmington on an as needed basis. Keeping graphic elements consistent is imperative especially early in the implementation process.



4.4.7 Develop Website

Develop a website to serve the specific purpose of economic development and visitor orientation and both provide information of interest to visitors and residents. The website should link to other community websites and should use social media tools and Google Analytics as a way to track visitor traffic and evaluate the success of marketing materials.



4.4.8 Create Wilmington Branded Merchandise.

It isn't necessary to roll out all new brand designs right away. However, new products might be explored for a 2015 roll out such as window signs for stores and shopping bags. Later implementation might work with local businesses to develop their own merchandise with the brand alongside the downtown association.

4.4.9 Launch Individual Business Marketing

While there are frequently incentives available to recruit businesses and investors to a community, there are fewer opportunities to assist existing businesses. Furthermore, many independent businesses end up cutting marketing when the market takes a downturn. Downtown Wilmington should contemplate launching a matching grant program that would provide a direct way to alleviate the cost of advertising for Wilmington businesses, incent those that aren't marketing to begin the effort, and create a more coordinated image of Wilmington 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 of 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 Wilmington Works to create micro marketing grants to businesses that use the Wilmington brand concept and tagline. The pilot funding for the project should be five thousand dollars. The program would follow these steps and parameters:

- The Wilmington Works, 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 Wilmington brand. Print ads would follow the templates provided by Wilmington Works, broadcast ads would use a simple tagline at the end of the ad "Wilmington: unhurried, unspoiled, unforgettable" web based ads would also include the brand identity.
- The Wilmington Works 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.

4.4.10 Begin Implementing Wayfinding Sign System

The wayfinding signs are likely to be a multi-year project with many different goals and objectives. Wilmington 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 downtown Wilmington.



Host an Annual Marketing Summit.

Each year the partner organizations should host a marketing summit to share marketing initiatives, coordinate placement of marketing materials, and refine marketing as needed. This summit will allow each organization to clearly know their role in marketing Wilmington, 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.



Gallons & Pints

4.4.11 Create Local Building Rehab Event

Creating an event focused around maintenance is a great way to enhance the community while bringing neighbors together. We are recommending an event called Gallon & Pints, which would simply combine local beer and painting buildings. It could be as simple as a work day, with beer and a band afterwards. It is always important to make it cool to volunteer.

The advertisement features a large photograph of a red brick building with a prominent chimney, set against a bright blue sky. Overlaid on the image are several graphic elements: a green shield logo with a stylized 'W' and the text 'Relaxation IN THE MOUNTAINS.' to its left; a green circular badge with the text 'Historic WILMINGTON - IN THE MOUNTAINS.' and a small tree icon to its right; and two large, white, rounded speech bubbles that frame the central building. At the bottom of the image, a dark banner contains the text 'For more information on how you can escape, go to www.WilmingtonintheValley.com'.

There is a special place nestled in Deerfield Valley, a welcoming village in southern Vermont whose warm and inviting nature is evident year round. Since its charter in 1751, Wilmington has been a gateway to the serenity of the valley, a center for commerce, and a traditional community with a spirit that is tightly bound.

In the Valley, our stunning outdoors bring visitors year round to enjoy this place we call home. Whether it is kayaking our waters, skiing our slopes, or simply taking in our amazing color each fall, Wilmington is the Valley's the perfect base camp for your quintessential Vermont Experience.



Vermont Downtown Action Team Report

Organization & Funding

5.0 *Organizational and Funding Plan*

5.1 Organization

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

Wilmington has a very strong advisory board and working committees that understand the Main Street approach. The works already completed by this board, with Gretchen Havreluk as coordinator, rivals work we see happen with mature Main Street programs in other parts of the country. The Organization recommendation for this group is largely "stay the course".

Rather than being fully "Committee Driven", Wilmington will more than likely find more success in utilizing the "Project Driven" approach. With this approach, the board assigns projects from the work plan and within the four points of Main Street, to a smaller group, rather than the overall committee dealing with everything at once. For example: The Gallons and Pints event falls under the Promotion AND Design points of Main Street. Rather than having these full committees oversee the event, only a couple of people would head up the project, with others helping when needed. It could be reported to the board via either committee.

This "Project Driven" approach allows volunteers to work primarily on projects important to them, rather than everyone working on everything all the time. It also extends the volunteers' viability within the organization, as overused and overworked volunteers will burn out more quickly. This approach is particularly successful in smaller communities and Wilmington has already established a strong pattern of success under this approach.

Some organizational details to be addressed going forward include:

- Begin with an assessment of accomplishments. This will allow the board to see what has been completed, where they stand on other projects and help with future work planning
- Application for second phase grants through Vermont Downtown Program
- Securing a long-term, full time manager for the Wilmington Main Street program
- Set up a recognized non-profit, 501c3 organization to house the ongoing Main Street program. This would include development of by-laws, mission statement and vision for the organization
- Continue training opportunities with the Vermont Downtown Program
- Continue working with the Vermont Downtown Program on prioritization of remaining recommendations and work planning for future projects
- Continue seeking grants and funding for projects
- Establish funding model for long-term sustainability
- Establish Partners and Ad Hoc groups to help facilitate larger projects
- Continue regular meetings of board
- Continued oversight of committee work



5.2 Funding

The funding strategy for each phase of every project will be as customized as the project itself. There are many mechanisms available to municipalities such as bond issuance, ad valorem tax relegation, state line-item budget requests, and others that are not discussed here. Additionally, there are other means for private financing such as historic tax credits, new market tax credits, independent investors, and private bank loans. Organizations may choose to utilize fund-raising tools such as crowd sourcing (also used in private development), events, memberships

and donations. The list below offers some private and public grant options that can be considered when putting together a finance package for the V-DAT recommendations. In most cases, they are a part of the project not the complete monetary source.

5.2.1 Sidewalk Enhancements (3.2.1 through 3.2.5)

Vermont Department of Housing and Community Development – Downtown Transportation Fund Grants can be used for lighting, sidewalks, wayfinding signage, municipal parking improvements

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

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

US Department of Transportation – National Scenic 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).

5.2.2 Streetscapes and Shade Trees (3.2.6)

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

Vermont Division of Urban and Community Forestry – Tree Canopy Grants

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

5.2.3 Gateways (3.2.7)

Vermont Department of Transportation – Transportation Improvement Program (TIP) often includes allocations for specific wayfinding programs. The TIP is updated every 4 years.

5.2.4 Public Space Enhancements (3.2.8)

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.

American Hiking Society's Alliance of Hiking Organizations – National Trails Fund Grants is dedicated to building and protecting hiking trails.



National Park Service – Active Trails Grants for maintenance and trail enhancement within or adjacent to and connected to a National Park

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

KaBOOM! – Community Partner Program can be used in concert with another funding commitment to build a playground.

5.2.5 Community Center/Health Center (3.2.8)

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

Community Health Center Capital Fund assists Federally-Qualified health center development and improvement through loans.

US HHS Health Resources and Service Administration – Community Health Centers Fund (through the Affordable Care Act) for development and improvements of community health centers.

5.2.6 Accommodate New Growth (3.3.2)

Orton Family Foundation – Heart and Soul Initiative is for long-term community engagement planning. In addition to selective grants the Foundation has many on-line resources.

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



Vermont Downtown Action Team Report

Implementation

6.0 Implementation Strategy and Action Plan

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

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

Wilmington is setting the bar for organizing and funding for the vibrancy and preservation of its community. Wilmington Works and the Wilmington Fund are models for Vermont and other communities facing the task of recovering from a natural disaster.

Implementation Strategy Board for Wilmington, VT

Strategies	First Steps 2013/2014	Next Steps 2014/2016	Long Term 2016-	Funding	
Cultivating the market: opportunities for filling vacant properties	<ul style="list-style-type: none"> Recruitment strategy. Consider “popup” retailers during seasonal traffic to add to the critical mass here and allow businesses to test the market. Continue to build detailed inventory of space and partner investors with property owners (already doing a good job) 	<ul style="list-style-type: none"> Work with SEVEDS study to contemplate co-working space to recruit more full-time residents and provide amenity for the second home market. Explore consumer intercept surveys. 	<ul style="list-style-type: none"> Relate funding for economic development/downtown program on performance measures tracking investment. 		
Telling the story: marketing Wilmington as part of a dynamic region	<ul style="list-style-type: none"> Adopt branding. Publish brand statement. Distribute branding style guide. Integrate Identity into Event Marketing Add Content to www.WilmingtonintheValley.com 	<ul style="list-style-type: none"> Banners Cooperative ad program Contemplate branded marketing pieces. Promote Private Sector Merchandise development Launch Full Social Media Strategy 	<ul style="list-style-type: none"> Install sidewalk paving along West Main Street and initial blocks of East, North and South Main Street Install new and enhanced crosswalks Install intersection treatment Design/install Brissette Park and trail link Install Pavilion at Buzzy Towne Park Develop community center/health center at old high school Flower pots and planting beds 	<ul style="list-style-type: none"> Complete sidewalk paving in core area and east to the bridge Complete additional crosswalks in core area Design and Complete Buzzy Towne Park, including trail links Add additional kiosks Plan for and guide new development at old high school area 	<ul style="list-style-type: none"> Designate and describe as an area to accommodate new development – not as the Town Center. Explore minor modifications to Conway School master plan. Continue to explore development of community center in conjunction with health center in this area.
Enhancing the experience: improving the public realm			<ul style="list-style-type: none"> Lighting in Core (If feasible to do separate from pavement) Welcome Signs New Signs (‘Historic’ Added Trash Cans Sidewalk Weeding Sidewalk Construction Documents Confirm New Crosswalk Locations Tree Planting 	<ul style="list-style-type: none"> Window treatment for vacant buildings. (Visual Merchandising Consultations) Continue and fund aggressive repair grant for buildings. Treatment waterproofing. Consider façade lighting improvements as part of any façade grant program 	
Preparing the assets: practical approaches for building improvement					<ul style="list-style-type: none"> Vtrans Transportation Alternatives Grant Vermont Community Foundation Assessment of Accomplishments (before October) Establish Funding Model Strategic Work Planning (October) Project Prioritization (December)
Motivating the investment: organization and funding techniques					<ul style="list-style-type: none"> Long Term Strategic Planning Implementation Business Recruitment Business Support Orton Family Foundation



Vermont Downtown Action Team Report

Appendices



Wilmington, Vermont

COMMUNITY IMAGE STYLE GUIDE





Wilmington, Vermont
BRAND STATEMENT



We are Wilmington, Vermont.

We are a distinctive place nestled in Deerfield Valley, we are a Southern Vermont village with a welcome that is warm and an environment that is as relaxing as it is beautiful. Since before the creation of this nation, Wilmington has been a gathering place in a serene valley, a center for commerce, a traditional community, and a spirit tightly bound.

In the Valley, our mountains and streams are evident. They captivate our guests calling them to enjoy this place we call home in every season. Whether it is canoeing our reservoir in the summer, skiing our slopes in the winter, or taking in the amazing color of our surroundings each fall, Wilmington is the perfect center for your ideal Vermont Experience.

In the Valley, our story is built on hard work. The branches of the Deerfield River converge here. The very water on which we settled powered the mills that built our homes and the striking buildings of our downtown. Today, we remain a people that know the value of a hard day's work who are always willing to lend a helpful hand. We also recognize the splendor of the place we call home and welcome others to experience this very special place.

In the Valley, our future is as rich as our history. Here, in the shadow of old Haystack, we are cultivating a vision that will preserve the character of our home, and assure that our grandchildren will love the same things about Wilmington that we do: a stroll through the heart of town, a friendly smile from a neighbor, a gathering to hear music in a place designed by the same man who created Boston's Symphony Hall.

Explore our valley, take a walk down our streets, visit our shops, dine in our restaurants, stay in one of our inns, and experience the place we love. We welcome you as our guest and invite you to discover the best of

Our Wilmington in the Valley.



Community Image Approval

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

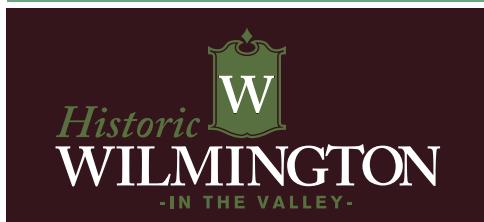
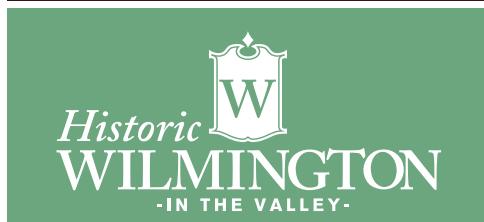
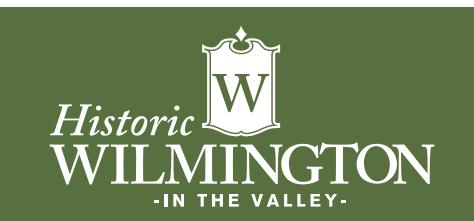
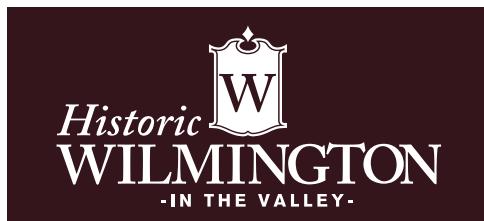


Primary Logo



Logo Variations

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



Full Identity System



Logo Size & Spacing

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

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



CAPTION- Description





Incorrect Usage

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



🚫 Change Colors



🚫 Scale Elements



🚫 Outline Elements



🚫 Rotate Elements



🚫 Stretch the Logo



🚫 Move Elements



🚫 Use Photographic Backgrounds



🚫 Use as a Wallpaper



Dealing With Consistent Color Using Pantones:

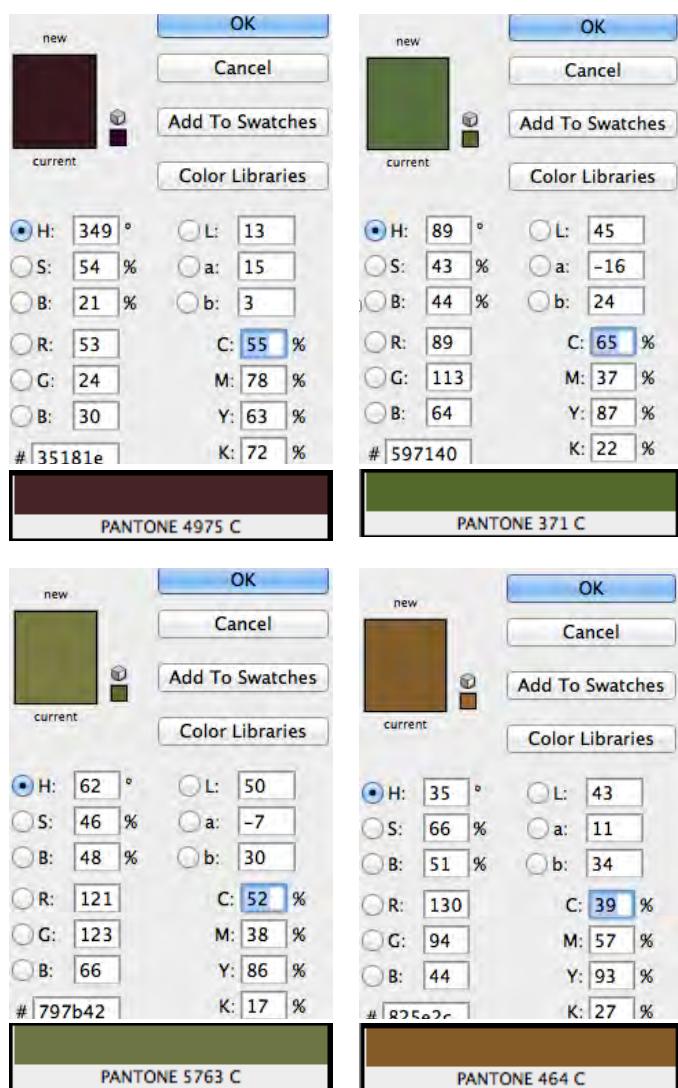
The accuracy of color is critical in design. Because what you see on your monitor is never what will appear on a printed sheet, designers need a standardized color key.

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

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

Color Palette

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





Installing Opentype or Truetype Fonts in Windows:

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

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

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

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

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

Click OK to install the fonts.

Typography

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

a b c d e f g h i j k l m
n o p q r s t u v w x y z
A B C D E F G H I J K L M
N O P Q R S T U V W X Y Z
1 2 3 4 5 6 7 8 9

Adobe Caslon Pro

a b c d e f g h i j k l m
n o p q r s t u v w x y z
A B C D E F G H I J K L M
N O P Q R S T U V W X Y Z
1 2 3 4 5 6 7 8 9

Akizdenz Grotesk



Brand Extension

Brand extension is the process of incorporating the brand into events and activities going on in the community.

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





Usage Control

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



**Gallons
& Pints**



Advertising

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

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

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

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

For photos, place a descriptive caption below.

Put your headline next.

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

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



Anatomy of an Ad.

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

Headlines

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

Contact

The contact or signature of an ad may appear anywhere in the ad although it is usually near the bottom. It consists of one or more of: Logo, Advertiser Name, Address, Phone Number, Map or Driving Directions, Web Site Address, Extras.

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



Artwork

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

Body

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



File Format Guide

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



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

Program(s) that open ai files

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



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

Program(s) that open pdf files

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



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

Program(s) that open eps files

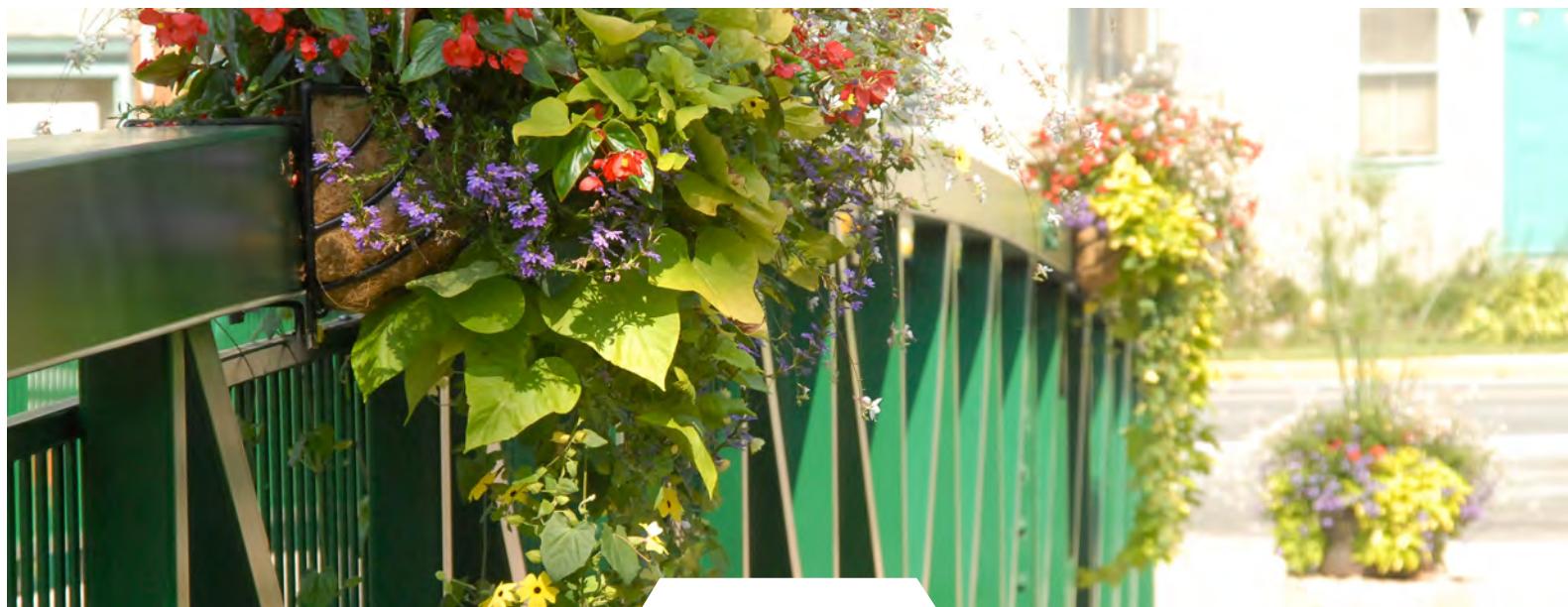
Mac OS Apple Preview
 Adobe Illustrator, Acrobat, or Photoshop
 QuarkXpress
Windows CorelDRAW, Adobe Illustrator, Acrobat,
 or Photoshop, QuarkXpress



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



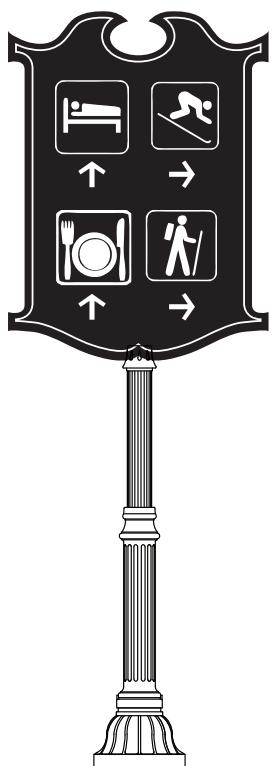
File Type: Graphical Interchange Format
Category: Raster Image Files
File Description: Image file that may contain up to 256 indexed colors; color palette may be a predefined set of colors or may be adapted to the colors in the image; lossless format, meaning the clarity of the image is not compromised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



Wilmington, Vermont

COLLATERAL CATALOG





wayfinding signage

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

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

Trailblazers - Trailblazers are the directing signs leading motorists to the main attractions in the area. These should have between three and four locations per sign and should carry motorists from gateway to parking lot. Colors can be used to distinguish between different





districts and can become smaller as the scale and speed of the roadway narrows. These Trailblazers including cattail sculptures, thus blurring the line between signage and public art.

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

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



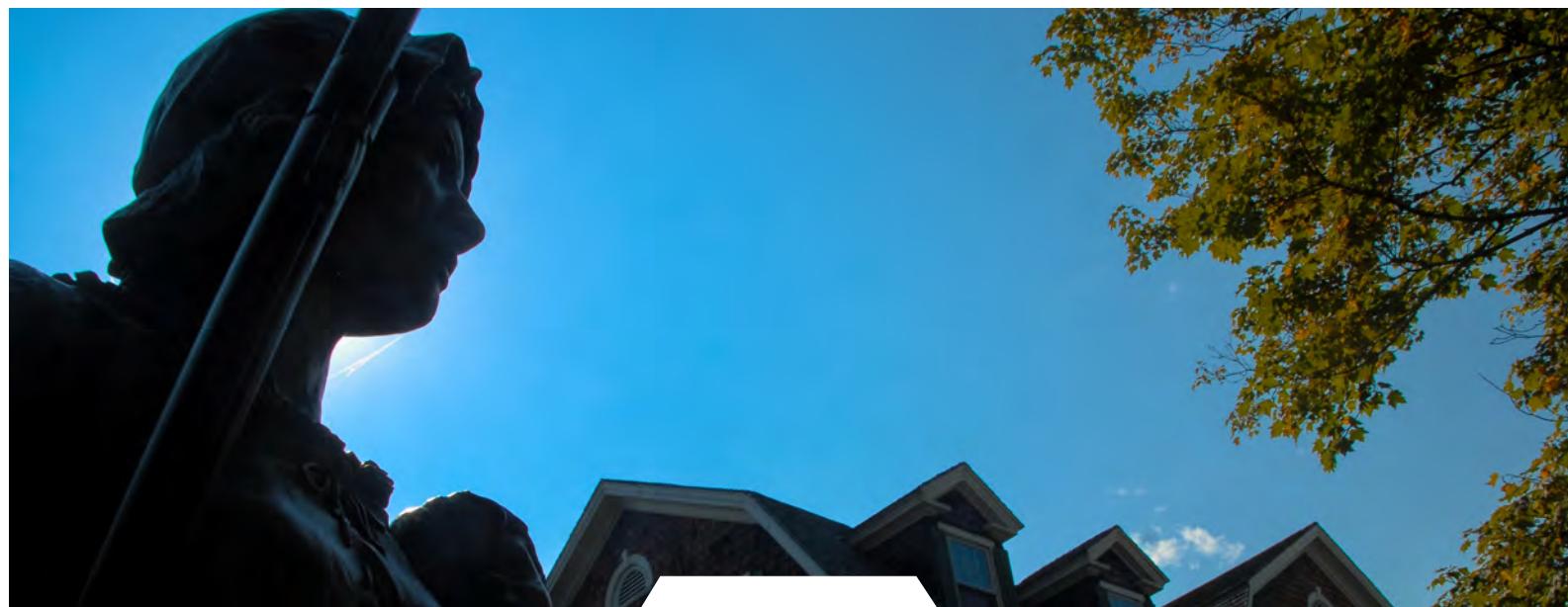
Parking Signage - Identifying parking is important in creating a parking system in downtown. Visitors are more likely to walk a block or two to shop if the signage system leads them directly to a public parking lot and tell them how to proceed. The parking markers can be by themselves or as attachments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

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



Preservation  IN THE VALLEY.





Wilmington, Vermont

LOGO THUMBNAIL CATALOG





Gallong&Pints.pdf



Historic-2C-brown.pdf



Historic-2C-green.pdf



Historic-2C-mint.pdf



Historic-Mountains-1C-brow...

Historic-Mountains-1C-gree...

Historic-Mountains-1C-lgtbr...

Historic-Mountains-1C-mint....



Historic-Mountains-2C-brow...

Historic-Mountains-2C-gree...

Historic-Mountains-2C-mint....

Historic-Mountains-bw .pdf



Historic-Mountains-rev-1C-...

Historic-Mountains-rev-1C-...

Historic-Mountains-rev-1C-l...

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Historic-Mountains-rev-2C-...

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Historic-Mountains-rev-bw.pdf

Historic-Mountains.pdf



LogoAlone-bw.pdf



LogoAlone.pdf



Mountain.pdf



Mountains-1C-green.pdf



Mountains-1C-lgtbrown.pdf

Mountains-1C-mint.pdf

Mountains-2C-green.pdf

Mountains-2C-lgtbrown.pdf



Mountains-2C-mint.pdf

Mountains-brown.pdf

Mountains-bw.pdf

Mountains-rev-1C-brown.pdf



Mountains-rev-1C-green.pdf

Mountains-rev-1C-mint.pdf

Mountains-rev-1C.pdf

Mountains-rev-2C-green.pdf



Mountains-rev-2C-mint.pdf

Mountains-rev-bw.pdf

Mountains.pdf

Rev-1C-black.pdf



Rev-1C-brown.pdf



Rev-1C-green.pdf



Rev-1C-mint.pdf



Rev-2C-green.pdf



Rev-2C-mint.pdf



Wilmington.pdf



works-1C-black-rev.pdf



works-1C-blue-horz.pdf



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works-2C-horz.pdf

works-2C-vert.pdf

works-4C.pdf

works-horz-1C-black-rev.pdf



works-horz-1C-blue-rev.pdf



Wilmington, Vermont
PHOTO THUMBNAIL CATALOG





Wilmington-1.jpg



Wilmington-2.jpg



Wilmington-3.jpg



Wilmington-4.jpg



Wilmington-5.jpg



Wilmington-6.jpg



Wilmington-7.jpg



Wilmington-8.jpg



Wilmington-9.jpg



Wilmington-10.jpg



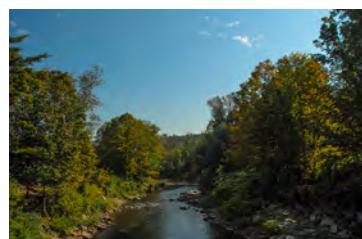
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Wilmington-15.jpg



Wilmington-16.jpg



Wilmington-17.jpg



Wilmington-18.jpg



Wilmington-19.jpg



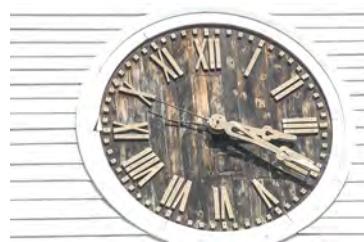
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Wilmington-22.jpg



Wilmington-23.jpg



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Wilmington-28.jpg



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Wilmington-31.jpg



Wilmington-32.jpg



Wilmington-33.jpg



Wilmington-34.jpg



Wilmington-RW-8920.jpg



Wilmington-RW-8921.jpg



Wilmington-RW-8932.jpg



Wilmington-RW-8934.jpg



Wilmington-RW-8936.jpg



Wilmington-RW-8967.jpg



Wilmington-RW-8968.jpg



Wilmington-RW-8999.jpg



Wilmington-RW-9000.jpg



Wilmington-RW-9001.jpg



Wilmington-RW-9006.jpg



Wilmington-RW-9008.jpg



Wilmington-RW-9010.jpg



Wilmington-RW-9011.jpg



Wilmington-RW-9018.jpg



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Wilmington-RW-9058.jpg



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Wilmington-RW-9090.jpg



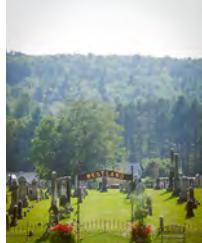
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Wilmington-RW-9095.jpg



Wilmington-RW-9104.jpg



Wilmington-RW-9105.jpg



Wilmington-RW-9106.jpg



Wilmington-RW-9248.jpg



Wilmington, Vermont

ADVERTISING CATALOG





There is a special place nestled in Deerfield Valley, a welcoming village in southern Vermont whose warm and inviting nature is evident year round. Since its charter in 1751, Wilmington has been a gateway to the serenity of the valley, a center for commerce, and a traditional community with a spirit that is tightly bound.

In the Valley, our stunning outdoors bring visitors year round to enjoy this place we call home. Whether it is kayaking our waters, skiing our slopes, or simply taking in our amazing color each fall, Wilmington is the Valley's the perfect base camp for your quintessential Vermont Experience.





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Tightly Bound  **W IN THE VALLEY.**

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A photograph showing a close-up of a wooden slat chair and a wooden cutting board with wooden utensils (spatula and spoon) resting on it. The scene is set outdoors with sunlight filtering through trees.

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Escape  IN THE VALLEY.



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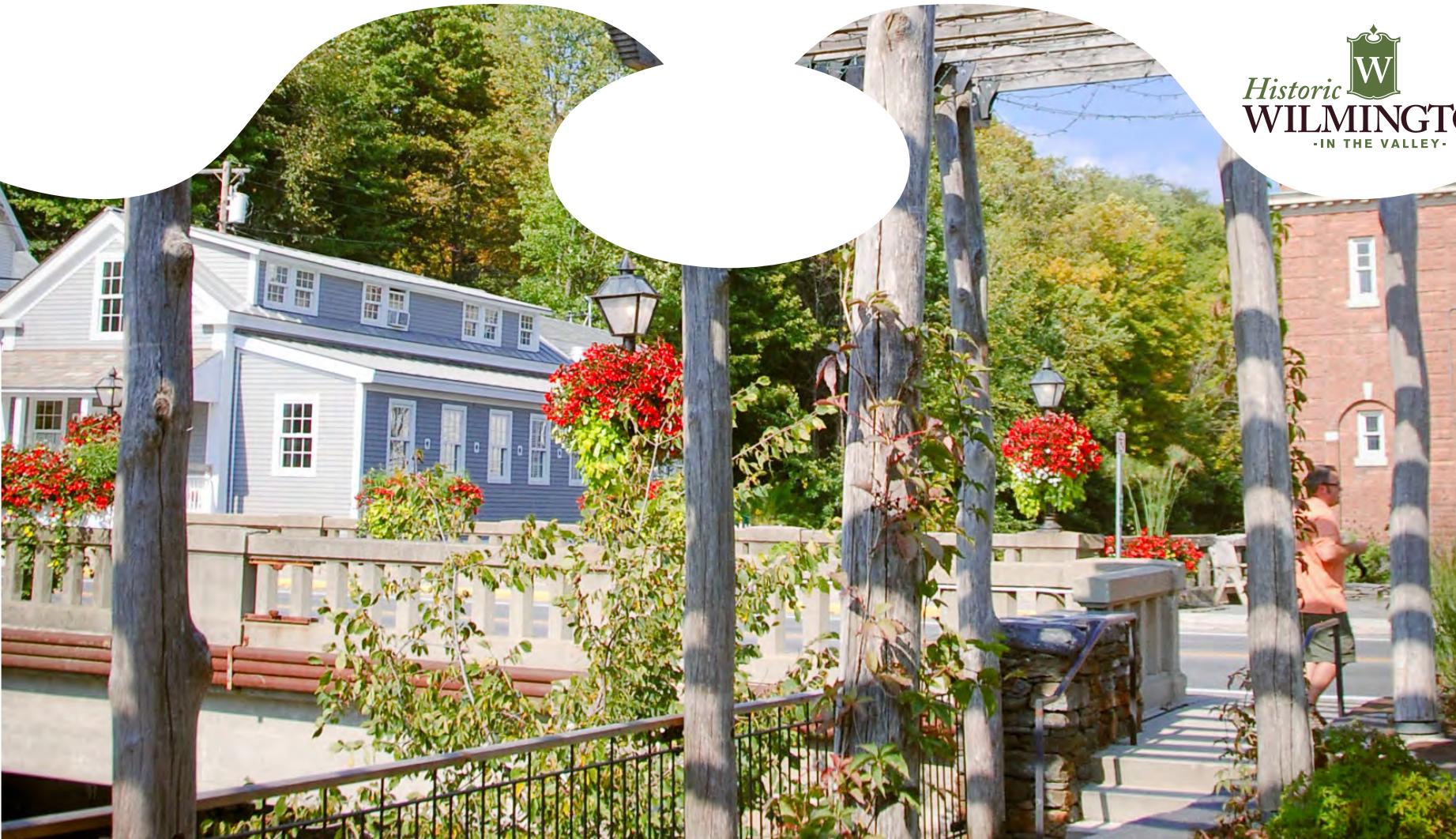
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 *Historic*
WILMINGTON
IN THE VALLEY



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Tightly Bound **W** IN THE MOUNTAINS.

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**Historic WILMINGTON
-IN THE MOUNTAINS-**





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Run Deep  IN THE MOUNTAINS.

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Historic  **WILMINGTON**
-IN THE MOUNTAINS-



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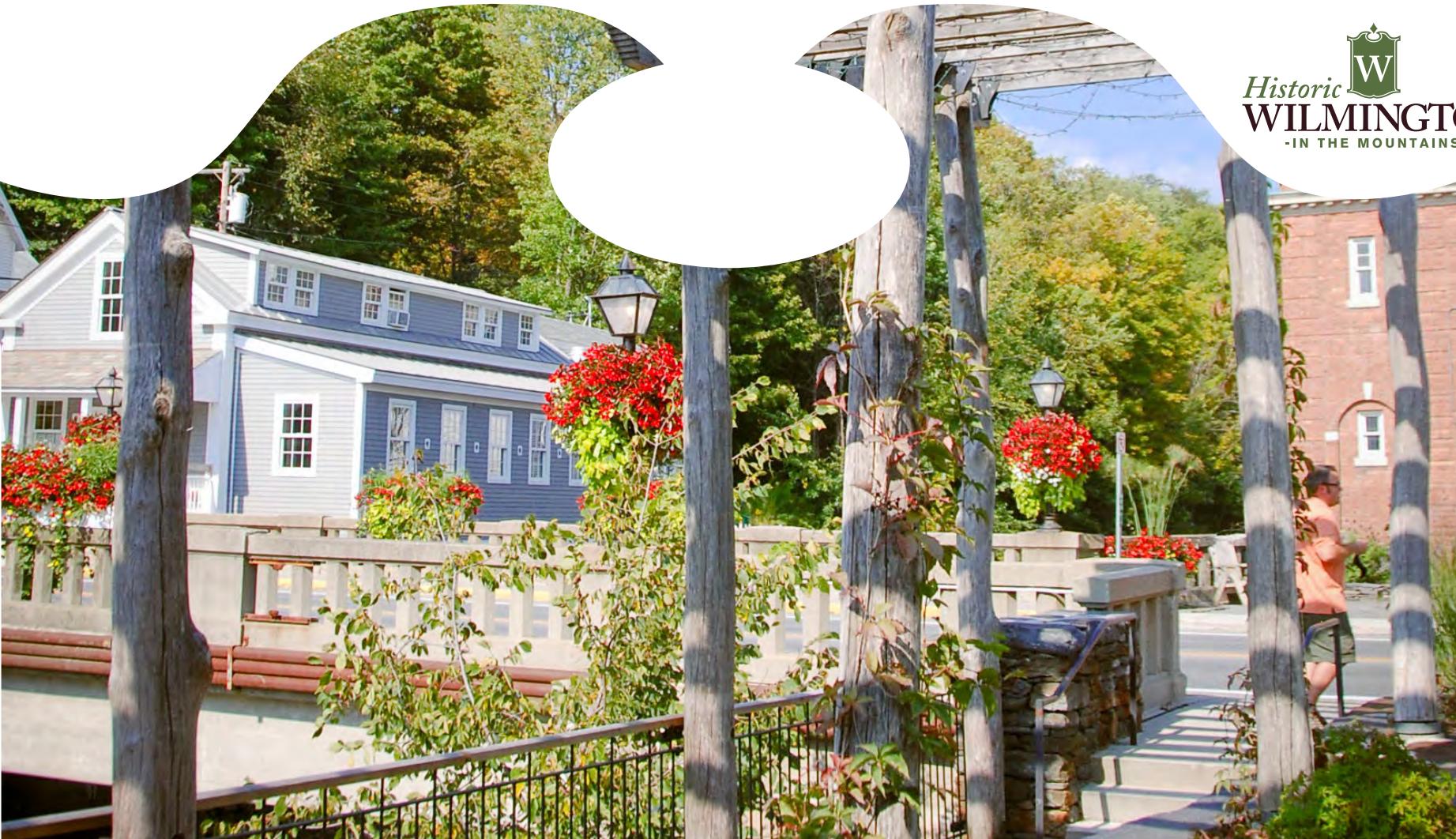
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Copyright Transfer Statement

Organization: Wilmington Works
Community : Wilmington, Vermont

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

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

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

signature

name : arnett muldrow & associates
phone : 864.275.5892
website : <http://www.arnettmuldrow.com>
address : 316 west stone avenue | greenville, sc 29609

signature

name : wilmington works
phone : Org Number
website : Org Web
address : Org Address

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

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