



Vermont Downtown Action Team Report
August 1, 2014

Waitsfield, 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 hired 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 seven communities adversely affected by Tropical Storm Irene in 2011 or the spring floods of 2011. Charrettes were held from August through November 2013 in Waitsfield, Warren, Barre, Brattleboro, Brandon, Waterbury, and Wilmington and Northfield in April 2014. The V-DAT was comprised of experts in architecture, planning, landscape architecture, historic preservation, economic development, organizational structure, engineering and community branding.

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

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

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 market forces 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.

The Mad River Valley Planning District served as primary contact for the project, with input and feedback provided by an advisory group. The advisory group was assembled specifically for this project, representing village businesses, property owners, the municipality, MRV Chamber of Commerce, and the elementary school.

1.3 Acknowledgements

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

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

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

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

The Town of Waitsfield

Waitsfield V-DAT Advisory Committee

Bridget LaMell

Kirsten Siebert

Lisa Loomis

Rob Williams

Chris Pierson

Ted Laskaris

Susan Klein

Mad River Valley Planning District
Joshua Schwartz, Executive Director

Special thanks to all the participants during the V-DAT charrette that occurred on October 14-18, 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 Village of Waitsfield. The contents of this document do not necessarily reflect the official views or policy of HUD or the State of Vermont. For more information on the Vermont Downtown Action Team [V-DAT] program, please visit http://accd.vermont.gov/strong_communities/opportunities/revitalization/vdat or call (802) 828-5229.

1.4 Introduction to Waitsfield

With a town population of 1,719, Waitsfield, VT is located in the Mad River Valley in Central Vermont. It is a small rural village known for its beautiful scenery, the prominence of the Mad River, and the historic village center. The Village Center extends slightly beyond the historic district of Waitsfield and includes less than sixty properties. The “core” of the Village is at the intersection of Bridge Street and Main Street though the designated village center extends north to the school and stops short of Irasville.

Waitsfield is a major support community for the Sugarbush and Mad River Glen Ski Resorts creating a unique mixture of businesses in the community that serves both local residents and visitors to the resorts. The village center also contains significant open spaces, trails, and outdoor recreation that are become ever more appealing to visitors outside of the typical ski season.

1.4.1 Catastrophic Event

On August 28, 2011, Tropical Storm Irene dropped over seven inches of rain in Waitsfield, causing the Mad River to crest at over 19 feet in the Village Center (just shy of the 1927 flood). Floodwaters heavily damaged many village businesses, several of which occupy historic structures; others were swept off their foundations and destroyed. The Great Eddy Covered Bridge (or Waitsfield Covered Bridge) was not destroyed but did suffer damage to the bridge abutments.

1.4.2 Recovery

To date, Waitsfield has done significant recovery work. The Covered Bridge abutments are scheduled for repair in 2014 and the Town of Waitsfield purchased property destroyed by the storm with plans underway for a waterfront park. Streetscape and sidewalk improvements are underway, with a focus of making a more pedestrian friendly village center. Additionally, private sector investors have restored businesses, repaired buildings, and opened new businesses in Waitsfield. The community is exploring future wastewater treatment options, the use of the old Old Methodist Church, and the reuse of the Flemer Barns. Most recently, town voters approved the construction of a new Town Office within the Village that will provide much needed space (out of the threat of floods) for town business.

1.4.3 Identified Needs

These are all of the issues identified by community stakeholders during the assessment visit.

Reuse of Flemer Barns and other vacant and underutilized properties.

- Plan to organize property behind Main and Bridge Street for a more rational parking, land use arrangement.
- Connecting the dots between the many projects currently underway in the community and ensuring these projects are consistent with the recently completed Town Plan Update.
- A market study that will set the stage for a more comprehensive market analysis of the region to follow.
- A Village Center Master Plan that identifies the following: infill opportunities, streetscape where necessary, traffic calming options, connectivity to waterways, links between the Village Center and adjacent areas.
- Branding for Waitsfield to be used independently of local ski resorts and the Mad River Valley.
- Coordination with the current Mad River Path concept.



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 Waitsfield Village and sets the stage for further analysis that can be used to recruit businesses, residents, investors, and visitors. It is also designed to help businesses retain existing customers and target new ones. The findings of this chapter inform the implementation recommendations found in chapter three of this report.

This chapter is divided into three 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.

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

2.1 Community Input

The V-DAT team conducted a public input 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 Waitsfield.

2.1.1 Strengths

- Locally designed place
- It is a destination with history, an artistic feel, local businesses, and a unique flavor
- Covered bridge as an icon
- Authentically Vermont and not fabricated
- People came for the winter and stay for the summer
- Working artist that live here and work here – get support in the village (a lot of artists make things here but sell elsewhere)
- Involvement – engagement – civic community – always been here
- Active community – come here to be active (physically and politically) – all four seasons
- Mad River is huge for this area and a focal point for the community
- Roads in good condition for children’s safety
- Agrarian
- Every night there is something going on – civic engagement, arts, lots of choices non-commercial and commercial

- Know you are in a valley
- Friendly – people are nice
- Innovative – businesses and non profits – lots of innovation in Waitsfield and an incubator of sorts

2.1.2 Challenges, Opportunities, and Needs

- Working on and part of the message – accessibility – town village needs to feel accessible especially for pedestrians
- Curb the speed limit on Route 100
- Route 100 cleaned more often - including parking lots and sidewalks
- Dilapidated buildings in downtown
- Street lights without overdoing it.
- Benches and toilets
- Need more definition around streetscaping
- Need more vibrancy
- Sugarbush – hard to get people off the mountain and into the village
- Sidewalk issues – and safe crossing
- Bridge is our icon and shouldn't be taken for granted – needs to be elevated to that status so the curb appeal could be upgraded on it – oldest bridge in the state
- Having more life going on around Bridge Street – embrace more along the river
- Sidewalks, curbage, trees with town/village control and not controlled by the state
- Affordable senior housing
- Skateboard Park

This input provides a foundation from which to better understand the market data gathered during the study and helps round out the information gleaned from the data shown in [Section 2.2](#) below. While Waitsfield has had considerable discussion about some of the physical and redevelopment issues for the Village, overall there is a sense that the community is recovering from Irene and opportunities for future investment in Waitsfield and the Mad River Valley abound.

2.2 Market Definition

This portion of the study will explore the market conditions for Waitsfield Village. There are many different models for defining a market. Radial studies simply take a location and draw a radius from it. This approach is difficult for locales like Waitsfield where road connections lead to mountain passes, large ranges divide markets, and much of the community is linear along Route 100. Drive time studies, while sometimes useful, are also problematic for communities like Waitsfield because of its relative proximity to larger markets such as Waterbury, Burlington, Barre, and Montpelier.

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. Businesses and restaurants in Waitsfield graciously participated in the zip code survey of their customers. Merchants were provided with a form to record customer zip codes and asked to keep the log for all customers during this period.

The 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 in that 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. Another limitation of the zip code survey is that it captures a snapshot in time. In a market like Waitsfield, where visitor traffic ebbs and flows with the seasons, that zip code snapshot can vary depending on the time of year. To help understand the market in greater detail, Waitsfield conducted two rounds of zip code surveys. The first was in peak foliage season in mid-October of 2013 and the second was in January of 2014. Even though the visitor market saw some changes, the local market remained very consistent validating the data in the retail leakage report later in this chapter.

2.2.1 Zip Code Results

The results of the two zip code surveys are listed below, the data pertains to both Waitsfield and Warren as they function as a unified market:

The first survey was held from October 14th to October 22nd of 2013 and the second was held from January 13th to January 20th of 2014. The first survey was held during one of Waitsfield’s peak seasons, providing a strong assessment of visitor traffic. The second was held during high ski season which provided insight into the shift in the nature of the visitors between the Autumn and Winter.

- 14 businesses participated in the first survey and 10 in the second.
- Participants recorded 1202 customer visits in the October survey and 662 in January.
- 695 Unique American Zip Codes passed through Waitsfield and Warren during the first survey period in October while 197 unique zip codes passed through in January.
- 37 Unique States and 8 foreign countries were represented in the first survey, reiterating the breadth of the Mad River Valley’s customer base during a prime October week. In January the visitor market was nearly equally robust but not as broad with 18 states and 2 foreign countries tracked.

Figure 1 on page 15 indicates the percentage of customer visits by location in October and Figure 2 on page 16 indicates the visitors in January. They both can be summarized as follows:

- In October roughly one-quarter (26%) of recorded customers came from Waitsfield (05673, which also includes a portion of Fayston) with another 13% originating in Warren (05674), making these the largest local markets. The January survey had similar results with 22% from Waitsfield and 17% from Warren.
- Moretown represented 5% and 4% percent of recorded customer visits October and January respectively.
- The rest of Vermont comprised an additional 13% of visits in

October compared with 8% of visits in January a 5% decrease.

- Nearby states of Massachusetts, New York, and Connecticut each provided 5%, 4%, and 1% percent of Waitsfield’s recorded customers, respectively in October. This dramatically changed in January where Massachusetts, New York, and Connecticut visits ballooned to 19%, 7%, and 7% respectively.
- Conversely the rest of the US and international customers contributed 33% of recorded visits in October. These visits substantially dropped to 16% in January.
- The visitor market remains equally strong in the fall and winter surveys but dramatically shifts from a broad market from across the nation to a much more compact regional market in New England.

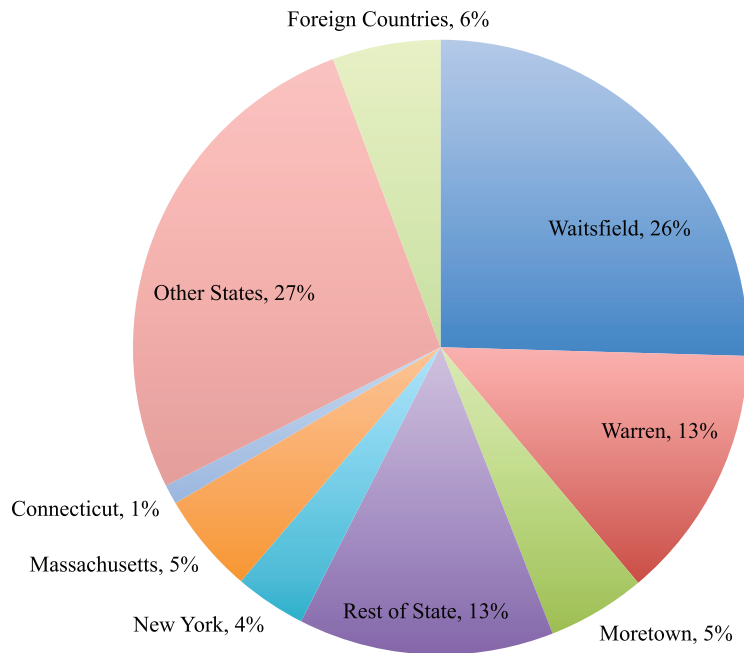


Figure 1: Percentage of Visits by Location in October

rates in most Vermont communities during the same period. The median age in Waitsfield is 46.5, which is significantly higher than that of both Vermont (42) and the US (37). In line with an older population, the median household income in Waitsfield is \$67,463. Again, this is significantly higher than Vermont’s median household income of \$53,422 and the United States median household income of \$52,762. Despite an older demographic, thirty percent of Waitsfield residents are married couples with children. Twenty-one percent of the employed population is self-employed.

2.2.2 Demographic Data

Demographic indicators can play a significant role in retail marketing. Smaller communities like Waitsfield may need to be more strategic in business recruitment to make sure that new businesses will thrive in the Waitsfield retail market and that the businesses are meeting the needs of the Waitsfield customer base that has a combination of locals, regional visitors, and visitors from far away. Considerations for new businesses include population, median age, household income, and family makeup. These characteristics of Waitsfield are summarized below.

In 2010, Waitsfield’s population was estimated to be 1,719. From 2000 to 2010, the population grew by eight percent, which is higher than growth

2.3 Retail Market Analysis

Waitsfield is a retail center serving a strong local market. In this section, the Waitsfield market will be examined to identify potential opportunities for new or expanded businesses by comparing what residents of the Waitsfield and Warren zip codes spend compared with what businesses in same two zip codes sell. This will allow the community to assess what kind of additional business types might be attracted to Waitsfield and will help existing businesses understand how they might diversify product lines based on the local customer traffic. It is very likely that new and expanded stores would locate inside the Waitsfield zip code rather than Warren because of site availability and the desire of Warren to remain a small residential village center with limited retail.

2.3.1 Retail Market Potential in the Trade Areas

As mentioned, the retail market potential refers to the difference between 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 or a major tourism destination 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. For the purposes of this study both the Waitsfield and Warren zip codes (05674 and 05673) were used to evaluate the market. The combined locations of Waitsfield and Warren have an overall inflow, indicating they are bringing in money from other communities. However, this represents net sales and expenditures, so individual retail categories will tell very different stories.

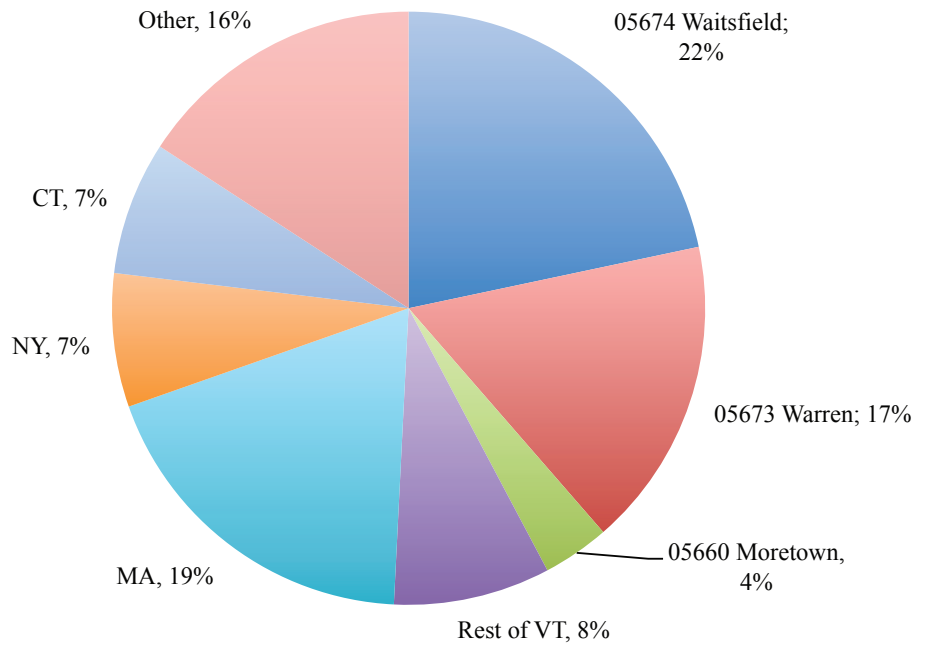


Figure 2: Percentage of Visits by Location in January

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

The market potential study for Waitsfield is a “snapshot” in time and based on local traffic as well as consumers visiting during the peak foliage season. With these factors in mind the combined Waitsfield and Warren selected store sales equaled \$126 million while consumers in the two locations spent \$85 million. As a result, the combined area is gaining \$41 million annually. With such a robust visitor market, this importation of dollars is no surprise. Yet, Waitsfield is not gaining sales in all retail categories. Building materials, grocery stores, and sporting goods to a lesser degree represent the great majority of the retail gain for Waitsfield. Other categories such as automotive dealers and general merchandise leak sales. In both cases leakages are neither sufficient to support large new businesses in these categories, nor would the addition of an automobile dealer, for instance, fit the character of the community. It is also very likely that general merchandise purchases are likely happening in store types that fall in another category (such as Bisbee’s Hardware where the product line is more than simply hardware). Waitsfield should note, however, that the leakage of \$10.5 million in the general merchandise cat-

egory points to potential demand for a Dollar General/Family Dollar type store. The community should be prepared for such developments to ensure they match the desired character of Waitsfield by having strong zoning bylaws to ensure that future development is in the character and nature of Waitsfield. The bylaws can dictate location, size, and to some extent design of any new development.

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 the two zip codes are leaking and gaining sales. 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, the combined areas of Waitsfield and Warren are gaining sales in a few notable store types. 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 Waitsfield and Warren from adjacent geographies.

RMP Opportunity Gap - Retail Stores			
Area ZIP Codes (see appendix for geographies), Total	2013 Demand (Consumer Expenditures)	2013 Supply (Retail Sales)	Opportunity Gap/Surplus
Retail Stores			
Total Retail Sales Incl Eating and Drinking Places	85,420,354	126,415,370	(40,995,016)
Motor Vehicle and Parts Dealers-441	16,097,139	4,001,208	12,095,931
Automotive Dealers-4411	12,262,238	551,401	11,710,837
Other Motor Vehicle Dealers-4412	2,485,908	3,068,846	(582,938)
Automotive Parts/Accsrs, Tire Stores-4413	1,348,993	380,961	968,032
Furniture and Home Furnishings Stores-442	1,860,766	1,851,187	9,579
Furniture Stores-4421	995,925	631,623	364,302
Home Furnishing Stores-4422	864,841	1,219,564	(354,723)
Electronics and Appliance Stores-443	1,782,364	4,080,936	(2,298,572)
Appliances, TVs, Electronics Stores-44311	1,348,625	0	1,348,625
Household Appliances Stores-443111	246,737	0	246,737
Radio, Television, Electronics Stores-443112	1,101,888	0	1,101,888
Computer and Software Stores-44312	379,903	4,080,936	(3,701,033)
Camera and Photographic Equipment Stores-44313	53,836	0	53,836
Building Material, Garden Equip Stores -444	9,035,353	45,954,575	(36,919,222)

RMP Opportunity Gap - Retail Stores			
Area ZIP Codes (see appendix for geographies), Total	2013 Demand (Consumer Expenditures)	2013 Supply (Retail Sales)	Opportunity Gap/Surplus
Retail Stores			
Building Material and Supply Dealers-4441	8,073,612	45,076,071	(37,002,459)
Home Centers-44411	3,245,104	0	3,245,104
Paint and Wallpaper Stores-44412	142,050	0	142,050
Hardware Stores-44413	758,595	26,953,169	(26,194,574)
Other Building Materials Dealers-44419	3,927,863	18,122,902	(14,195,039)
Building Materials, Lumberyards-444191	1,521,819	7,086,055	(5,564,236)
Lawn, Garden Equipment, Supplies Stores-4442	961,741	878,504	83,237
Outdoor Power Equipment Stores-44421	190,622	221,853	(31,231)
Nursery and Garden Centers-44422	771,119	656,651	114,468
Food and Beverage Stores-445	10,079,101	32,462,286	(22,383,185)
Grocery Stores-4451	8,734,682	30,356,630	(21,621,948)
Supermarkets, Grocery (Ex Conv) Stores-44511	8,315,375	26,917,400	(18,602,025)
Convenience Stores-44512	419,307	3,439,230	(3,019,923)
Specialty Food Stores-4452	728,084	2,105,656	(1,377,572)
Beer, Wine and Liquor Stores-4453	616,335	0	616,335
Health and Personal Care Stores-446	4,595,532	4,523,757	71,775
Pharmacies and Drug Stores-44611	3,634,223	4,473,652	(839,429)
Cosmetics, Beauty Supplies, Perfume Stores-44612	321,383	0	321,383
Optical Goods Stores-44613	229,500	0	229,500
Other Health and Personal Care Stores-44619	410,426	50,105	360,321
Gasoline Stations-447	8,251,149	5,397,636	2,853,513
Gasoline Stations With Conv Stores-44711	5,957,060	3,246,270	2,710,790
Other Gasoline Stations-44719	2,294,089	2,151,366	142,723
Clothing and Clothing Accessories Stores-448	4,112,512	1,992,934	2,119,578
Clothing Stores-4481	3,069,943	1,992,934	1,077,009
Men's Clothing Stores-44811	172,101	0	172,101
Women's Clothing Stores-44812	700,356	599,095	101,261
Childrens, Infants Clothing Stores-44813	186,488	410,312	(223,824)
Family Clothing Stores-44814	1,598,012	285,578	1,312,434
Clothing Accessories Stores-44815	134,612	0	134,612
Other Clothing Stores-44819	278,374	697,949	(419,575)
Shoe Stores-4482	438,869	0	438,869
Jewelry, Luggage, Leather Goods Stores-4483	603,700	0	603,700
Jewelry Stores-44831	565,612	0	565,612
Luggage and Leather Goods Stores-44832	38,088	0	38,088
Sporting Goods, Hobby, Book, Music Stores-451	1,547,174	13,898,342	(12,351,168)
Sportng Goods, Hobby, Musical Inst Stores-4511	1,141,567	11,628,040	(10,486,473)
Sporting Goods Stores-45111	622,619	10,403,696	(9,781,077)
Hobby, Toys and Games Stores-45112	272,645	0	272,645

RMP Opportunity Gap - Retail Stores			
Area ZIP Codes (see appendix for geographies), Total	2013 Demand (Consumer Expenditures)	2013 Supply (Retail Sales)	Opportunity Gap/Surplus
Retail Stores			
Sew/Needlework/Piece Goods Stores-45113	123,132	1,066,944	(943,812)
Musical Instrument and Supplies Stores-45114	123,171	157,400	(34,229)
Book, Periodical and Music Stores-4512	405,607	2,270,302	(1,864,695)
Book Stores and News Dealers-45121	331,618	2,270,302	(1,938,684)
Book Stores-451211	305,597	2,270,302	(1,964,705)
News Dealers and Newsstands-451212	26,021	0	26,021
Prerecorded Tapes, CDs, Record Stores-45122	73,989	0	73,989
General Merchandise Stores-452	10,582,988	0	10,582,988
Department Stores Excl Leased Depts-4521	4,393,425	0	4,393,425
Other General Merchandise Stores-4529	6,189,563	0	6,189,563
Miscellaneous Store Retailers-453	2,365,766	868,776	1,496,990
Florists-4531	117,656	0	117,656
Office Supplies, Stationery, Gift Stores-4532	773,962	0	773,962
Office Supplies and Stationery Stores-45321	442,476	0	442,476
Gift, Novelty and Souvenir Stores-45322	331,486	0	331,486
Used Merchandise Stores-4533	229,090	0	229,090
Other Miscellaneous Store Retailers-4539	1,245,058	868,776	376,282
Non-Store Retailers-454	6,459,574	2,741,054	3,718,520
Foodservice and Drinking Places-722	8,650,936	8,642,679	8,257
Full-Service Restaurants-7221	4,014,643	5,022,859	(1,008,216)
Limited-Service Eating Places-7222	3,561,853	2,561,149	1,000,704
Special Foodservices-7223	693,216	840,929	(147,713)
Drinking Places -Alcoholic Beverages-7224	381,224	217,742	163,482
GAFO *	20,659,766	21,823,399	(1,163,633)
General Merchandise Stores-452	10,582,988	0	10,582,988
Clothing and Clothing Accessories Stores-448	4,112,512	1,992,934	2,119,578
Furniture and Home Furnishings Stores-442	1,860,766	1,851,187	9,579
Electronics and Appliance Stores-443	1,782,364	4,080,936	(2,298,572)
Sporting Goods, Hobby, Book, Music Stores-451	1,547,174	13,898,342	(12,351,168)
Office Supplies, Stationery, Gift Stores-4532	773,962	0	773,962

2.4 Key Market Conclusions and Opportunities

2.4.1 Observations

The local population in Waitsfield is quickly growing (among the more robust growth of any location in Vermont) and just a small part of a very quickly changing region. Moreover, the income levels in the two zip codes are very high when compared with both Vermont and the United States representing a sophisticated local consumer.

Waitsfield's village center has a significant opportunity to capture a portion of that market both to support existing retail, restaurants and services in the town but also to potential investors, residents, and owners. Waitsfield Village is an attractive place though the casual visitor could miss the intersection of Bridge Street and Route 100.

Waitsfield's connection to its major visitor attractions (the ski resorts) and emerging location for outdoor recreation in all seasons presents an excellent opportunity to broaden the visitor season. Its location proximate to Barre, Montpelier, and even Chittenden County make the Mad River Valley an appealing place for those exploring a more relaxed lifestyle to work and live.

2.4.2 Current Business Opportunities

The retail market potential for Waitsfield 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, retail market potential does not ensure success of a specific 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 Waitsfield. They are as follows:

- **General Merchandise:** This category presents both an opportunity and a challenge for Waitsfield. The growth of stores like Dollar General (especially in Vermont) can retain customers for general merchandise sales who would also shop in other locally oriented stores. The challenge is ensuring that such stores maintain local character in their design through the zoning techniques mentioned earlier. Other options include marketing the merchandise types available in existing stores that don't "fit" the category (apparel and electronics at the hardware store for example). An even more ambitious goal would involve pursuing a locally owned general merchandise store that could serve this gap in sales.
- **Restaurants:** While Waitsfield already has some importation of dollars in dining establishments, restaurants are a cluster type business where more restaurants allow for a more vibrant dining scene overall. The market leaks sales in the more casual dining categories, which could be a good complement to the existing area restaurants.
- **Additional specialty retail:** Many other highly specialized retailers can be successful in the village center or existing retailers can expand their offerings. Overall retail leakage in "miscellaneous" retail categories is \$1.5 million, representing an opportunity for ongoing growth in this category. These stores, along with specialty clothing, would need to serve both the local and visiting population to be successful.

2.4.3 Residential Development and Other Growth Opportunities

Although this study is not a detailed housing analysis, input from stakeholders, on the ground observation, and examination of the housing data for the area indicates that Waitsfield Village has the potential for additional residential development. Mixed use development that includes ground floor retail or office uses with

upper story housing are becoming a growing trend nationally. These unit types prove to be particularly successful in historic downtowns and villages with easy access to local dining options, outdoor recreation, and nearby cultural attractions.

Upper floor housing units are becoming more popular with two important segments of the population. The first is the young professional who desires upstairs living close to dining, shopping, and recreation. The second is the active empty nester who desires the same living arrangement. The opportunity for this use does not require a “market study” but rather a developer willing to create a product that is attractive to this demographic.

The population growth figures for Waitsfield are remarkable for Vermont at 8% growth. Indeed some of that growth may convert some of the second home market into primary homes, but there are opportunities for the village center to capture its share of new households.

With residential growth, demand for other uses will also grow. The current zoning concentrates commercial activity in a very small portion of Waitsfield Village. The Village Business District is pretty much centered on the west side of Bridge Street (and about 4 properties on Main St). The rest of the Historic Waitsfield Village is in the [Village Residential District](#), which is highly restrictive of non-residential activities. Under the current zoning, some of the commercial development recommendations recommended later in this report cannot be constructed.

These regulations do more than limit commercial opportunity; they focus all of the commercial activity in the area most vulnerable to flooding around Bridge Street. The town should contemplate expanding commercial uses along Route 100 to the North as it is already home to existing non-residential activities including the health center, the visitors center, and the new town offices.

Development opportunity within the core of the village and along Route 100 could include co-working space for entrepreneurs, micro businesses (including retail), and consultants. Co-working space is one of the fastest growing trends nationally and Waitsfield stands to benefit from this trend in the both to attract residents and to provide a steady stream of customers for local shops and restaurants.

The community has discussed the idea of some form of meeting space/conference or performance space for many years. This study is not designed to establish the true feasibility of such a project, but the V-DAT agrees that a facility of this nature would add to the appeal of the community to residents and visitors and could be a valuable partnership project if developed as a partnership.

Investors come to a community that has a plan, has demonstrated commitment to that plan through public infrastructure, and stand ready to partner with the private sector to see a project come to fruition. The public private partnership is alive and thriving in communities big and small, Waitsfield especially should explore what kind of incentives, infrastructure, and other tools it will bring to the table to work with the investment community.



Vermont Downtown Action Team Report

Physical Plan

3.0 Physical Plan

3.1 Introduction

3.1.1 Chapter Format

The physical plan for Waitsfield Village is divided into two broad categories that overlap. The first is an assessment of the village center that includes the public areas and how they interact with private investment and how Waitsfield Village fits into an overall community context. The second section of the physical recommendations focuses on individual buildings and sites within Waitsfield's Village.

3.1.2 Introduction and Assessment

Waitsfield is fortunate to have numerous initiatives underway, including the implantation of new sidewalks along a portion of Main Street and plans for pathways, public spaces and streetscapes. Additionally, several private property owners have been enhancing their properties or are interested in enhancing their properties. Based on stakeholder input and V-DAT team observations, the V-DAT team concludes the following:

1. Like other V-DAT communities, the character of Waitsfield is appealing because of its casual feel and informality, enhanced by the natural and historic resources in and adjacent to the village center. Specifically, the bridge, the river, the presence of stone and rock, the building scale and small but important site details implemented by property owners define the character of the village center. Any changes to the physical environment should protect and enhance this comfortable character.
2. The public realm is incredibly important from an aesthetic and safety standpoint. Continued focus should be on building upon existing improvements and creating a network of safe and attractive pedestrian-friendly spaces along Main and Bridge Streets, along the riverfront and within small park spaces. Traffic-calming techniques should be utilized to slow traffic within the village core.
3. Waitsfield Village includes several significant opportunity sites for redevelopment, including several properties along Main Street, the Flemer Barns and the riverfront property south of the shared parking resource south of Bridge Street. Redevelopment in the aforementioned areas, will require an examination of current zoning or allowance of exemptions. As redevelopment occurs, it will be important to incorporate uses that complement existing businesses in the community and design them so that they are physically integrated with adjacent development. Additionally, new development should protect and enhance the natural and man-made assets of the community.



Figure 3: Illustrative Master Plan

3.2 Public Realm

A number of public realm enhancements are proposed throughout Waitsfield Village's core. These are described below and identified in [Figure 3: Illustrative Master Plan on page 25](#).

3.2.1 General Landscape and Site Detailing Enhancements

There are currently several examples throughout the village where property owners have enhanced their businesses and properties with seasonal plantings, stone-walls, fencing and outdoor displays. These enhancements are simple yet highly effective in creating a positive image of Waitsfield. Wilmington, VT has embraced similar enhancements within the public realm and private properties with very positive effects. Waitsfield has the opportunity to do a lot more than what is currently being done. Enhancements might include:

- Edging of gravel parking areas with cobble
- Flowerbeds, hanging baskets and planters
- Fencing and planting areas to better define parking areas and/or screen service areas.

First Steps: Encourage private property owners to incorporate flowers and planters and explore ways to further incent these enhancements.

First Steps: Create opportunities for planting strips along sidewalks as part of sidewalk projects, as described below.

Next Steps: Incorporate flowers/planters into public parking lots.

3.2.2 Mad River Path

Implement additional links to the Mad River Path through the core of Waitsfield and attract path users to village center businesses as illustrated in "Figure 4: Context Diagram and Mad River Path".

First Steps: Proceed with sidewalk plans for west side of Main Street to Old Country Road and incorporate into Main Street streetscape plans described below.

Next Steps: Provide loop connection through "Cottage Crescent Area" along Mad River to Main Street via Bridge Street (part of this as part of Bridge Street Streetscape). Coordinate with design of Pocket Park at Bridge Street

Long Term: Provide loop connection around elementary school and to the north, with water access point.

Long Term: Explore options for trail connection on west side of Main Street along Old Country Road.

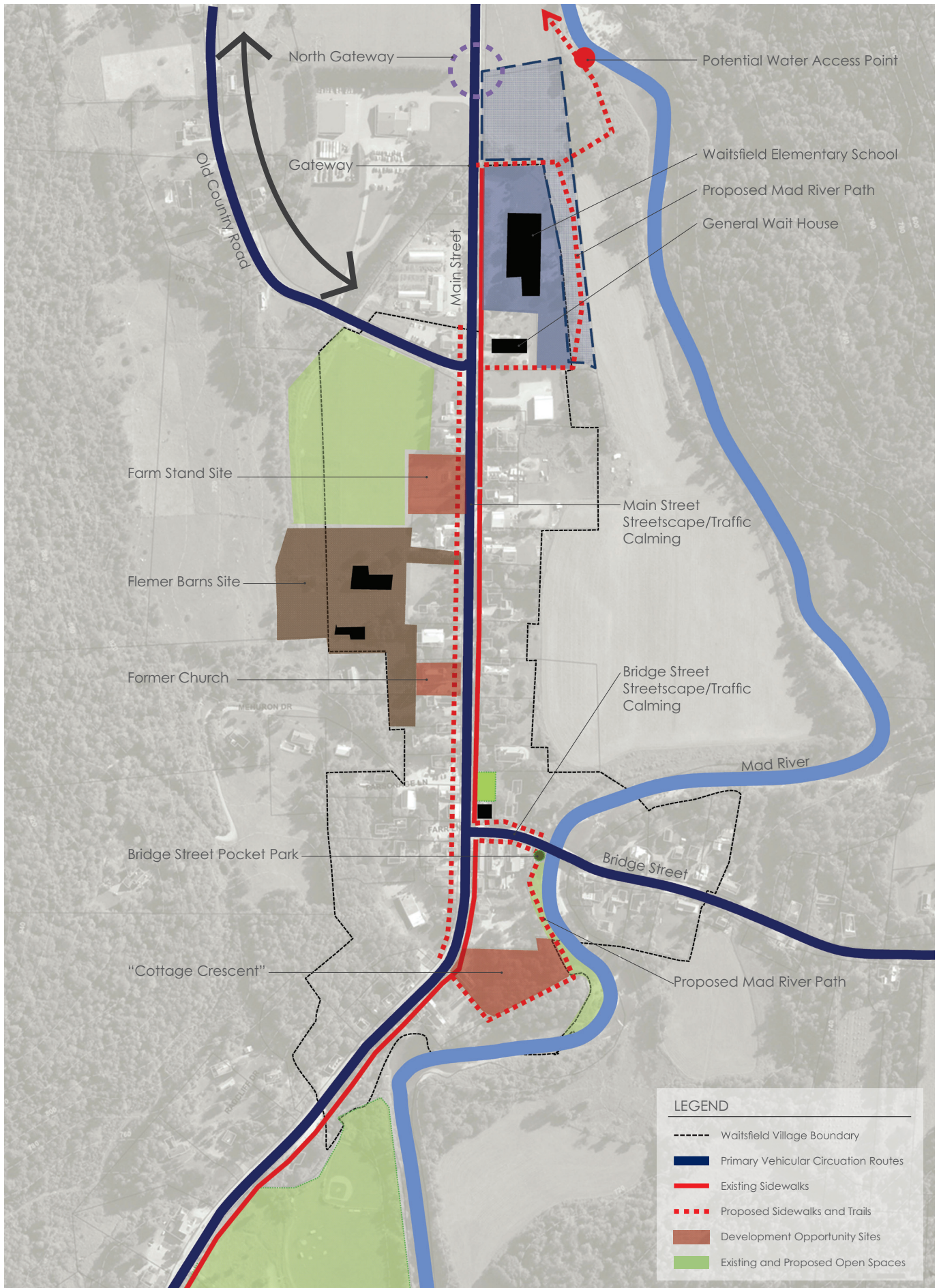


Figure 4: Context Diagram and Mad River Path

3.2.3 Bridge Street Pocket Park

While the ultimate designs for the park are evolving, designs should consider the following, as illustrated in [Figure 7: Bridge Street Area on page 32](#):

- Continue to explore ways to minimize visual impact of overhead utility lines and utility pole on aesthetics of bridge, in coordination with Bridge Street streetscape improvements described below.
- Utilize the existing grade change to create a series of terraces that could also function as seating.
- Take advantage of long views down the river and avoid obstructions that might block these views.
- Consider the utilization of materials that both reflect the natural surroundings such as well placed stones to reflect the natural rock outcroppings, but will be resilient to future flood events.
- Provide for an information kiosk, particularly, one that could advertise village events, businesses and attractions to users of the Mad River Path and visitors to the bridge.
- Provide areas for seasonal color.
- Consider cantilever decking to extend gathering area and create more dramatic opportunities to overlook the river if flood regulations allow.

First Steps: Conduct Design Competition/Charrette for Bridge Street Pocket Park.

Next Steps: Construct Pocket Park

Long Term: Provide on-going programming of park space and keep information on information kiosk updated. Provide on-going seasonal planting program.

3.2.4 Bridge Street Streetscape/Traffic Calming

Proceed with plans to implement Bridge Street streetscape improvements as developed by the Town, illustrated in [Figure 7: Bridge Street Area on page 32](#), and illustrated in a series of before and after photo-images that follow the illustrative plan. Improvements here should include:

- Conduits to allow for potential undergrounding of utilities (if feasible to locate utilities underground without requiring a more intrusive utility pole at the bridge).
- Scored concrete sidewalks
- Curb extension and extended planting areas where feasible
- On-street parallel parking
- Ornamental streetlights
- Wayfinding and improved signage
- Benches and bike racks.
- Canopy shade trees (where not obstructed by overhead lines), located within private property easements.
- Sidewalks, crosswalks; ornamental pedestrian lighting/ conduit for future utility work; Site furnishing (bench, trash, recycle, bike), street trees –property easements.



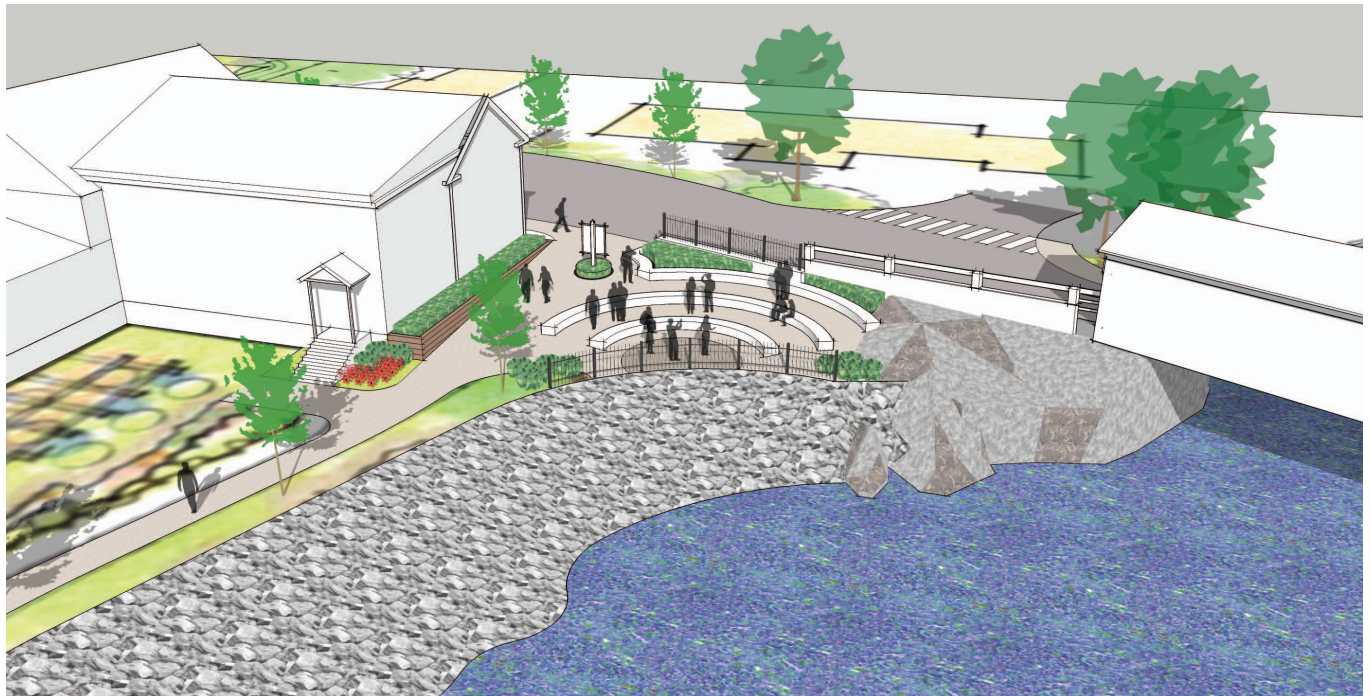


KEY PLAN

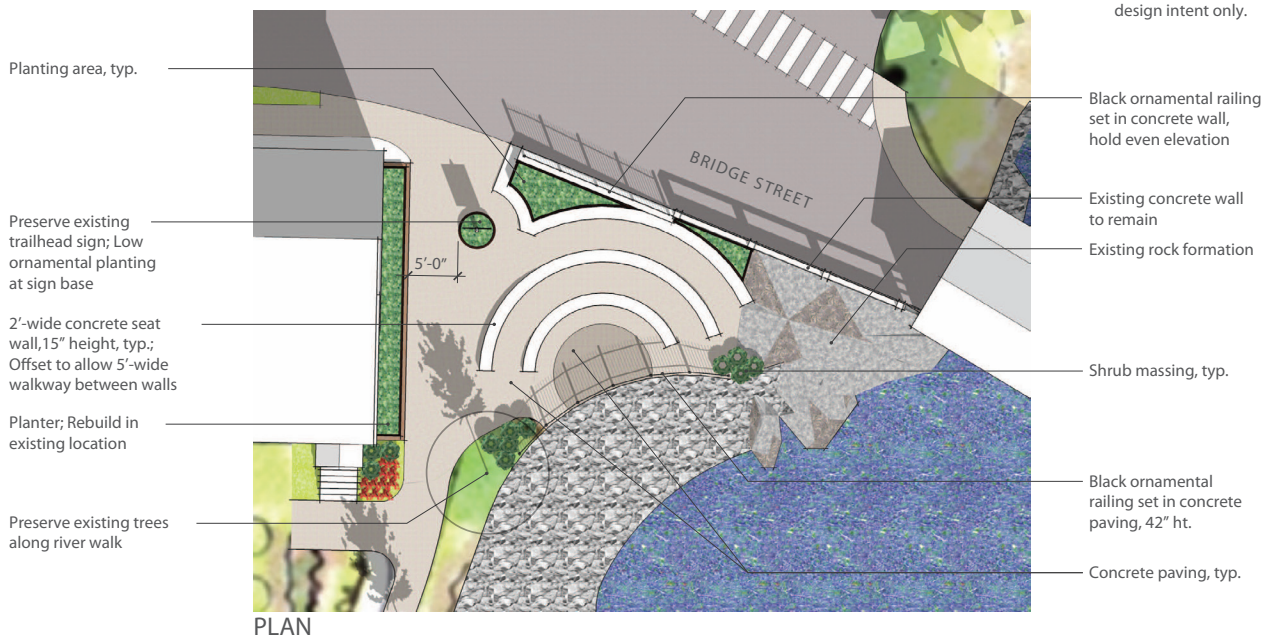
Pocket Park and Amphitheater



View looking north along river walk.



Birdseye view looking northwest toward Bridge Street.



PLAN

Note: This exhibit is for design intent only.

Figure 5: Downtown Pocket Park & Amphitheater - Railing Option

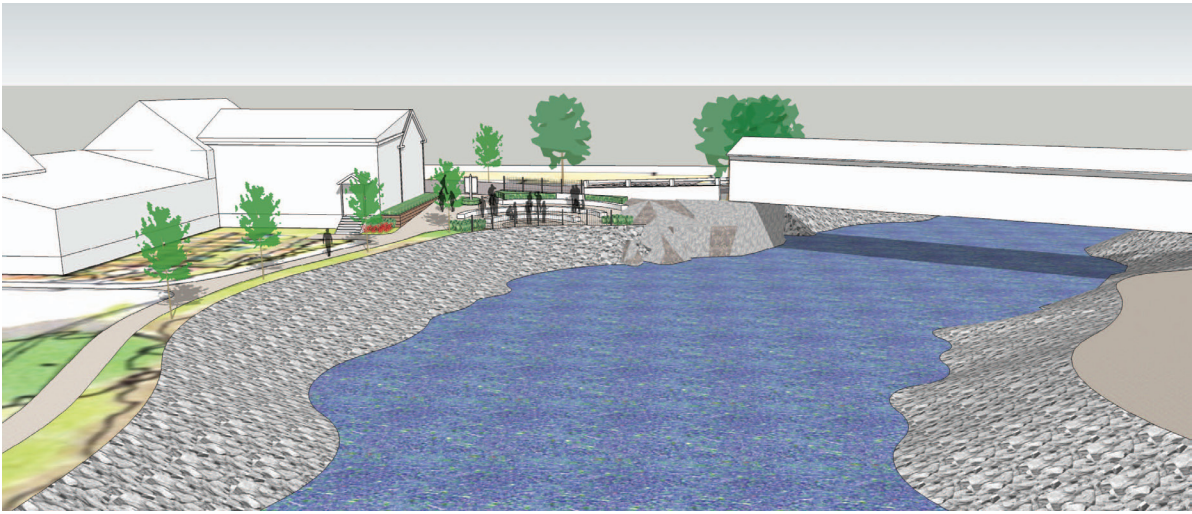


Figure 6: Downtown Pocket Park & Amphitheater - Railing Option

First Steps: Explore potential optional routes for overhead line to eliminate requirement for utility pole at the bridge.

First Steps: Select light standard – lantern style as pictured on [page 34](#).

First Steps: Discuss potential easements for street trees with property owners.

Next Steps: Implement Bridge Street streetscape

Long Term: Implement moving of overhead utility lines to alternate route (if feasible) to eliminate need for utility pole at bridge.

3.2.5 Main Street Improvements/Traffic Calming

Waitsfield has successfully implemented a new sidewalk on the east side of Main Street and plans to continue improvements on the west side from Farr Lane to Old County Road. As additional enhancements are refined and implemented, the following should be considered, as illustrated in [Figure 3 on page 25](#) and [Figure 7 on page 32](#):

- Provide well-marked crosswalks at Main Street intersections, particularly at Bridge Street.
- Provide ornamental lighting, using the lantern style pictured on [page 34](#).
- Provide street furnishings including benches and bike racks.
- Incorporate some segments of planting strips between the sidewalks and roadway between zones of parallel parking (avoid continuous planting zone that impedes ability to have some parallel parking zones).
- Enhance entrance to public parking area opposite Bridge Street to narrow the pavement area at the entrance, providing shorter pedestrian crossing area as well as planting islands for canopy tree planting and low seasonal planting.
- As enhancements are being made to parking area entrance, incorporate electric vehicle charging stations into parking lot.
- Canopy shade tree planting behind sidewalk on easements within private property and within planting strip between curb and sidewalk where feasible and if permitted by VTRANS.
- Remove overgrowth at rock outcropping (near the Cottage Crescent area) to visually highlight this prominent natural feature.

First Steps: Implement temporary crosswalks on all corners of intersection until permanent crosswalks and streetscapes are complete.

First Steps: Resolve sign issue at the Village Grocery

First Steps: Coordinate with VTRANS to explore ways to incorporate street trees, ornamental lighting, and wayfinding signage within Main Street right-of-way within village core and where it makes sense from a design standpoint.

First Steps: Develop detail design plans for Main Street streetscape.

First Steps: Remove vegetation at street level in front of major rock outcrop on west side of Main Street

Next Steps: Implement streetscape enhancements, including within parking lot opposite of Bridge Street.



Figure 7: Bridge Street Area



Main Street @ Bridge Street Intersection: Existing Conditions

This intersection represents the center of the community and should function as a secondary gateway in the core of town. Moreover, it is imperative to slow traffic along Main Street/Hwy 100 so that the traveler has an opportunity to turn here to access the additional retail area along Bridge Street. Finally and humorously, it is obvious from the hand-painted crosswalk that residents understand the importance of pedestrian safety and have taken matters into their own hands to provide visual clues to the motorists that the human being takes precedence here.



Main Street @ Bridge Street Intersection: Proposed Conditions, Phase 1

The hand-painted crosswalk is updated with a VTRANS compliant paint scheme. To the right, extending medians adjacent to the parking spaces in the lot reinforces the street edge. By adding trees and vintage lighting in the medians, it has the secondary benefit of attractively terminating the vista as one arrives at the intersection from Bridge Street. The addition of wayfinding signage provides visual clues to the traveler for local assets and key destinations.



Main Street @ Bridge Street Intersection: Proposed Conditions, Phase 2

In addition to the streetscape related enhancements noted previously, the white building at the corner is enhanced via the following treatments. The basement floor siding should be painted a warm gray to visually anchor the building to the ground. By replacing the black awning with a red one to match the art gallery door, attention is drawn to this retail attraction. The entire building should receive a new paint job to clean up the overall façade. Finally, the addition of flower baskets and hanging baskets from the balustrades and fascia introduces splashes of color against the white backdrop of the building.

3.2.6 North Gateway

Provide minor enhancements at north gateway area to make gateway more visible. This includes moving the sign further to the north to place in front of the existing utility pole and provide additional landscaping in the form of canopy shade trees on both sides of Main Street. Refer to Northern Gateway: Proposed Conditions on page 36.

First Steps: Move sign forward of utility pole (coordination with property owner)

First Steps: Plant large trees on adjacent private property (coordinated with property owners) to frame gateway.



Northern Gateway: Existing Conditions

A new sign was introduced recently. However, it exists behind a power pole and in absence of accent landscaping and color, the perception of arrival is diminished.



Northern Gateway: Proposed Conditions

3.2.7 Enhanced Public Parking at “Cottage Crescent”

There is an opportunity to enhance the public parking resource at Cottage Crescent (in conjunction with or prior to infill development described below) to provide a more attractive amenity for visitors and businesses, while eliminating elements that allow for undesirable activities. Simple enhancements are illustrated in [Figure 8: Cottage Crescent Area on page 40](#), Cottage Crescent Area and could include the following:

- Remove low shrubby growth and prune lower limbs to open visibility throughout parking area.
- Preserve large trees within the parking area to provide shade and minimize the visual impact of a large parking area.
- Use rock/cobble edging to provide definition to gravel parking area
- Provide rain gardens to capture stormwater that are integrated into the overall landscape design
- Coordinate improvements with the alignment of the Mad River Path and provide interpretive signage for path users.
- Provide public restroom structure in conjunction with dumpster screening and coordinated with Cottage Crescent property owner.

First Steps: Prune/remove inappropriate vegetation while maintaining existing canopy trees.

Next Steps: Incorporate remaining enhancements, coordinated with Cottage Crescent development and Mad River Path implementation.

3.3 Development/Redevelopment Sites and Buildings

3.3.1 Flemer Barns

The Waitsfield community has had much discussion on how the Flemer Barns should develop. However, when the site is developed, it will be important to create a strong visual and physical connection to Main Street as well as to the Flemer Field Community Green (aka the Polo Field). The V-DAT team has developed a concept that incorporates many of the ideas previously identified by the community. The first challenge for the site is ownership; the V-DAT team is suggesting that the Central Vermont Community Land Trust own the property so the municipality does not have to manage the property directly. The V-DAT team is suggesting the following program activities in the space:

- A farm to food initiative that would include community agricultural space and gardens
- An athletic field for youth programming
- Senior housing on a portion of the property
- Utilize the small barn space for a home for arts organizations
- Conduct internal and external rehabilitation of the large barn to make it functional for multitude of events without complete weatherization of the space
- Use the entire site for programming innovative after-school programs

3.3.2 Farm Stand Site

The existing Farm Stand site on Main Street will be the location of the new Town Office, approved by town referendum on October 22, 2013. As the new Town Office design plans are completed, consideration should be given to the following:

- Orient the building to Main Street, respecting the setback line of adjacent buildings
- Locate parking behind the building and provide ample landscaping
- Provide a strong physical and visual connection to the Flemer Field Community Green and Flemer Barns from Main Street
- Preserve and incorporate the existing shade trees into the site and landscape plan

First Steps: Complete detail building and site plans.

Next Steps: Construct new Town Hall

3.3.3 Former Methodist Church

Preserve the reuse of this structure for private investment to take advantage of state and federal historic tax credits and contribute to the mix of uses in the village. Ideal uses for the building include meeting space, wedding and event venues, classroom space, offices, artist studios, a gallery cooperative, restaurant or combination of several of these uses.

The former Methodist Church building was assessed as part of the Town Office Relocation effort and appears to be in good condition. A new paint color scheme, new front stair and updating the landscaping are the few things that would make this building more appealing and inviting to potential tenants. The following before and after illustrations show how the building might look as another use.

First Steps: Improve façade to make building more attractive



4276 Vermont 100 – Existing Façade Conditions



4276 Vermont 100 – Proposed Updates

to investors and market the opportunity.

First Steps: Explore historic tax credits and other incentives to entice investors to the building.

3.3.4 Cottage Crescent

Cottage Crescent represents one of the most unique and exciting opportunities to provide space for additional micro businesses that might have a small and specialized retail component (with potential to ship product around the country). This development would grow retail within the village core while enhancing the riverfront (provided the zoning is modified to allow commercial use). The concept is to provide several retail cottages in an informal layout amidst the trees as illustrated in [Figure 8: Cottage Crescent Area on page 40](#). The scale of the buildings reflects the existing cottage currently located on the property. From a site planning perspective, consideration should be given to the following:

- Connect individual cottages with a boardwalk network that takes advantage of elevation changes and provides ADA access from the upper parking area.
- The area is flood vulnerable and the boardwalk would also serve to elevate the structures above potential flooding hazards.
- Provide deck areas in various sizes to accommodate outdoor seating and display areas.
- Preserve as many existing trees as possible and consider building deck structures around tree trunks where feasible.
- Incorporate public restroom with dumpster screening at the edge of the parking area.
- Consider lawn area with flexible seating.
- Plant additional trees, emphasizing tall canopy trees and some tall evergreen trees for seasonal interest.

Before and after images and detailed plans for the cottages also accompany this plan in exhibits that follow.

First Steps: Develop detail plans based on concepts illustrated in this report

Next Steps: Construct initial cottage structures

Long Term: Construct additional cottage structures



Figure 8: Cottage Crescent Area



Cottage Crescent: Existing Conditions

This wooded area exists behind the buildings that border Main Street and Bridge Street with terrific physical connections. Moreover, the adjacent river creates a park-like setting with good trail opportunities. Finally, the existing retail cottage creates an enjoyable shopping atmosphere. By adding additional cottages to this area, the retail offerings and area could be expanded greatly.



Cottage Crescent: Proposed Conditions

By introducing additional cottages to the area, an eclectic shopping experience is created. Moreover, the small cottage footprint is ideal for start-up businesses that can't afford a large retail space in a traditional downtown or village commercial building. In this way, Cottage Crescent could function as a retail incubator. Finally, the raised walkway that connects the cottages could create 'plaza' spaces for outdoor dining and could connect to an expanded trail system both to the river and back to Main Street.

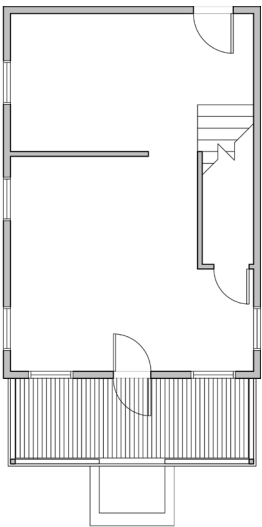


View of Bridget's Cottage

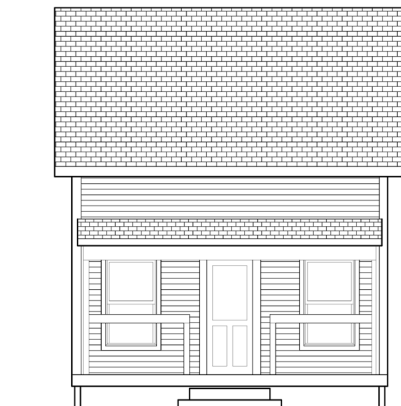
Bridget's Widgets cottage alongside the beautiful Mad River off of Main Street is home of Reign Vermont, a maker of stylish bags for active women. Bridget has dedicated herself to perfecting her designs and searching for the highest quality materials.

The task was to develop a prototype cottage so that other businesses new or existing could have their own unique retail space. Each cottage was to have its own unique characteristic.

Different cottages were looked at as prototypes for the proposed cottages



Existing Floor Plan



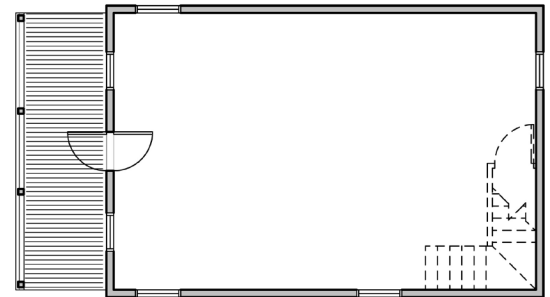
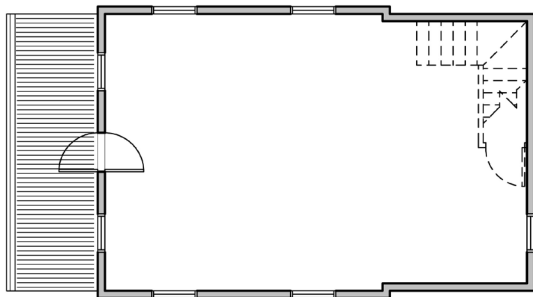
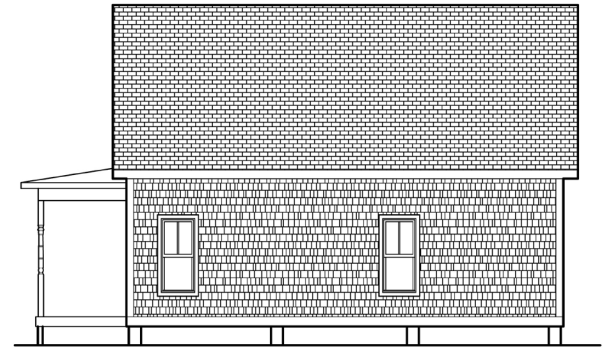
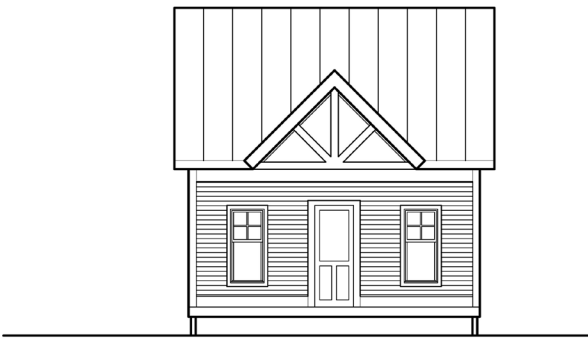
Existing Front Elevation



Existing Side Elevation



View of Prototype Cottages

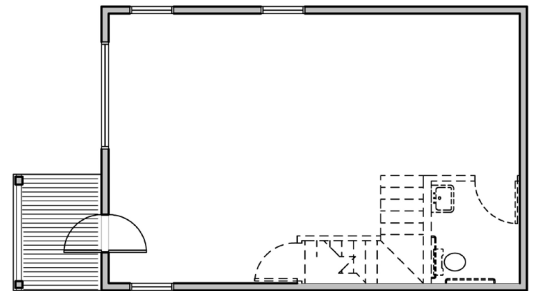
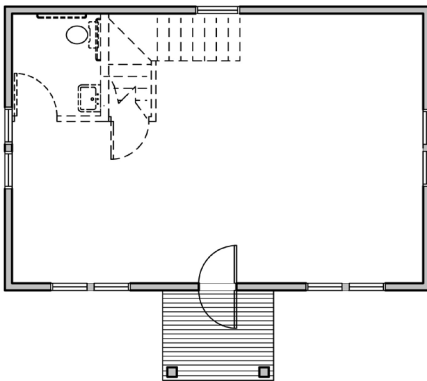


Waitsfield Cottage Concepts

Four different cottages were developed. The floor plans are 500-700 square feet each. Each cottage has the option to have a finished second floor for use as an office or work space. Each cottage has at least an exterior deck or covered porch. The cottage would sit on concrete sonotubes that could elevate them instead of full foundations to keep construction costs to a minimum.

The Timber Framed Cottage has clapboard siding and a pre-finished standing seam metal roof. It has an exposed timber framed window in a gabled roof above the entrance to allow natural light into the interior space.

The Shingle Cottage has shingle siding that can be left natural or stained and a shingled roof. It has a covered front porch with turned columns.



View of Proposed Cottages, the Gable Cottage on the left and the Tin Roofed Cottage on the right

Waitsfield Cottage Concepts Continued

Each cottage will be connected by a series of decks, which will allow each cottage to be accessible. Each cottage has an option for a bathroom

The Gable Cottage has clapboard siding and a shingle roof. It has tall windows with transom windows and a roof covered entrance.

The Tin Roofed Cottage has clapboard siding and a prefinished standing seam metal roof. It has a timber framed roof covered entrance and a large picture window with stained glass along the perimeter. It also has a diamond window at the second floor to allow natural light into the interior space.

3.3.5 40 Bridge Street

Located at 40 Bridge Street, this building houses various local businesses such as a restaurant, butchery, clothing store, offices and a bakery. The owners would like to see how this building would look if it were to be restored back to its original historic form. They would also provide an outdoor space for the bakery. This would also lessen the amount of pavement.



40 Bridge Street – Existing Façade Conditions



40 Bridge Street – The first step was to return the second floor porch to the front of the building.



40 Bridge Street – The next step was to add an overhang to the front of the building and an outdoor space for the bakery, lessening the amount of pavement.

To provide an outdoor space for the bakery, an outdoor seating area with tables was added to give the customers a place to hang out. These also lessen the width of the driveway and pavement. Adding a small overhang to the front façade would bring the building closer to original appearance and provide some protection from the elements when entering the building. The last piece as indicated in the photo below was to add wood posts at the overhang and the porch at the second floor.



40 Bridge Street – The last step was to add posts to the front of the building.



4147 Main Street – Existing Façade Conditions

3.3.6 4147 Main Street

Located at 4147 Main Street, this building needed very little, other than a new color that was more in keeping with the rainbow and a new canopy light over the sign and some kayaks.



4147 Main Street – New color, sign light and kayaks



3.3.7 Village Grocery

Village Grocery: Existing Conditions

The owner of this vibrant business in Waitsfield Village was seeking options for the introduction of a canopy over the gas pumps. Additionally, he was considering signage relocation options that would allow for the continuation of his necessary sign information while relocating the existing sign pole to make way for a sidewalk.



Village Grocery: Proposed Conditions, Phase 1



Village Grocery: Proposed Conditions, Phase 2

A solar structure is introduced that could power both the pumps and lights that would be installed beneath the canopy that supports the solar panels.

By attaching current signage on the solar structure, the need for the pole-mounted signage is eliminated. With the removal of the sign pole, the installation of a sidewalk is made possible.



Vermont Downtown Action Team Report

Marketing Waitsfield

4.0 Marketing Waitsfield: Recommendations

4.1 Background

Waitsfield village is in an interesting marketing situation. It is located in the Mad River Valley, an identity well cultivated for many years by the Mad River Valley Vermont Chamber of Commerce. It is adjacent to two major ski resorts each with their own well-branded identities with robust marketing. Perhaps most importantly, it is located in the Town of Waitsfield, which contains both Irasville and Waitsfield Village (the focus of this study).

A collection of merchants in Historic Waitsfield Village have come together to develop a marketing campaign focusing collectively on marketing the village merchants as a group. This is an important step as the merchants that cluster around the Bridge and Main Street area of Waitsfield represent the best collection of walkable shops, restaurants, and services in the Mad River Valley – they are in and of themselves an attraction.

The marketing of these businesses is also important from a market standpoint. The market study indicated robust visitor traffic to businesses in Waitsfield and an opportunity to “shore up” the regional market of visitors from Vermont itself – this market is particularly important in shoulder and off-season times of the year.

The V-DAT team’s task was to explore branding for the municipality but it also worked with the existing Historic Waitsfield Village Business Association to create a more unified brand for the community overall.

4.2 Brand Values

One of the important steps in establishing a brand is to understand the values for which it stands. The Waitsfield community rallies around the Great Eddy Covered Bridge and it is a natural symbol of the community. Moreover, it is a location that is not easily seen if traveling Main Street (Route 100) through the core of Waitsfield. The identity system pays homage to that and does several other important things:

- It reinforces that there is a center of Waitsfield and that it is historic.
- It fosters a connection to the Mad River itself and the Great Eddy Covered Bridge
- It quickly conveys that there is more to discover in Waitsfield

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. Consequently, the Waitsfield brand attributes are as follows:

- *Typefaces*: The typeface for Waitsfield is a timeless serif that is used with varying sizes and both normal and italics uses.
- *Colors*: The colors for Waitsfield include a warm red and yellow already being used by the Historic Waitsfield Village Business Association that can easily be adopted by the Town.

- *Logo:* The logo for Downtown Waitsfield is a slight variation of the existing logo developed by the Historic Waitsfield Village Business Association using the Great Eddy Covered Bridge as the centerpiece of a round logo. To that the V-DAT team added a ribbon and showed how the logo could be used without the round enclosure and in reverse color.
- *Tagline:* The tagline for Waitsfield could apply to both the municipality and the business community and was developed by the Historic Waitsfield Village Business Association: "Sweet Rustic Charm."

4.4 Brand Recommendations

4.4.1 Adopt the Brand System

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 the Historic Waitsfield Village Business Association 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 Host a brand launch event

Host a Waitsfield village brand "launch event" to celebrate the new brand identity. This event can take many forms including a specific party/reception among merchants and restaurants, coordination with an existing event. Many communities have taken the ad samples and enlarged them into posters to profile the brand campaign.

4.4.3 Deploy a comprehensive Internet Marketing Strategy

For the reach that a minimal investment will get you, the internet has revolutionized the way that marketing is taking place. The Historic Waitsfield Village Business Association should have a presence on Twitter, Instagram, etsy, pinterest, and should use free resources like Mail Chimp for management of email marketing campaigns. Gather allows communities to use text messages to market events day of, and Eventbrite allows for online ticket ordering and marketing. These are the venues that consumers are using today, and Waitsfield should be taking advantage of them. The V-DAT team has established accounts for the Historic Waitsfield Village Business Association on all of these formats.

4.4.4 Design Waitsfield Collateral Pieces

The brand identity for the destination (Waitsfield) and the organizations are similar but have different and distinct uses. The Historic Waitsfield Village Business Association 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. (Many of these things have been implemented since the first draft of the report.) The distinctive typefaces and color scheme will clearly show that the Historic Waitsfield Village Business Association is promoting the destination of Waitsfield. 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.”

4.4.5 Retain Web/Marketing/Art Steward

The Historic Waitsfield Village Business Association has already been working with talented locals who have donated many hours to this effort. Ultimately, the organization should contract with these professionals for their time and effort.



4.4.6 Develop Downtown Website

Both the MRV Chamber website and the Town of Waitsfield websites serve specific purposes and both provide information of interest to visitors and residents. The websites should link to one another and both websites should contemplate using social media tools and Google Analytics as a way to track visitor traffic and evaluate the success of marketing materials. In the future, it should consider creating a secondary site for the Village outside of the umbrella of the town’s website. Such a site would be in a better position to create a personality of the place and create some separation between the government and the destination.

4.4.7 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. It is imperative that the Historic Waitsfield Village Business Association partner with the Mad River Valley Chamber of Commerce to develop a way to help merchants market their businesses. The Guild has already completed designs of some excellent group ads that could be used regionally and the V-DAT team has designed accompanying ads that could be used for individual businesses as well.

4.4.8 Begin Implementing Gateway and Wayfinding Sign System

Waitsfield Village should pursue funding for wayfinding as a way to direct visitors to the village and to amenities throughout the community. The sign system designed as part of the branding package identifies primary and secondary trailblazers for vehicles, signs directing visitors to public parking, and pedestrian oriented signs. The pedestrian signs are designed to be casually implemented signs that direct visitors to additional shopping, dining, parks, and gathering spots in the center of Waitsfield. This is particularly important because parking resources are available but not easily seen in the core of the community.

4.4.9 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 Waitsfield Village, 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.

Route 100, Central Vermont

sweet rustic charm

A mellow, rustic enclave of galleries, restaurants, and chic boutiques, featuring local artists, artisan food, a funky museum, **the oldest covered bridge** in Vermont, **big-time local charm**, a river that runs up, cool locals, and a **vibrant, scenic village center.**

CLOSER THAN YOU THINK ... BETTER THAN YOU CAN IMAGINE



40rty Bridge Boutique, All Things Bright & Beautiful, Artisans' Gallery, Bridge Street Butchery, Bridge Street Emporium, Bridget's Widgets Boutique, Complexions, Mad River Glass Gallery, Madsonian Museum, Mint, Peasant Restaurant, Studio 40, The Green Closet, The Sweet Spot, Waitsfield Pottery, Waitsfield Wine Shoppe

©2014 Waitsfield.com

Route 100, Central Vermont

sweet rustic charm

A mellow, rustic enclave of galleries, restaurants, and chic boutiques, featuring local artists, artisan food, a funky museum, **the oldest covered bridge** in Vermont, **big-time local charm**, a river that runs up, cool locals, and a **vibrant, scenic village center.**

CLOSER THAN YOU THINK ... BETTER THAN YOU CAN IMAGINE



©2014 Waitsfield.com

Business Name here
address
web
phone
hours



Vermont Downtown Action Team Report

Organization & Funding

5.0 Organizational and Funding Plan

5.1 Organization

Although Waitsfield has a village center and active volunteers engaged in revitalization, the most time-tested approach to community revitalization in small and medium sized communities is the National Trust for Historic Preservation's Main Street program. This approach program emphasizes a four point approach to community development using organization, design, promotion and economic development as four equal prongs of a successful work plan. The organization aspect of includes a board of directors, staff, volunteers and committees that make, oversee and execute the work plans for the community. Sometimes we see different approaches- unique to each to separate community. Currently there is no cohesive approach to revitalization in Waitsfield Village; it vests with a variety of groups each with a different and specific mission.

Waitsfield is a comfortable, authentic community; so a formal organization may not be the ideal approach. The V-DAT initiative has brought together a strong and active steering committee. This group should remain as the advisory committee going forward. We would recommend that a chair or project coordinator be named for each of the four points described: Organization, Design, Promotion, and Economic Development.

- Create a partnership alliance with groups in Waitsfield. Meet at least once a quarter and discuss projects, events and potential ways to partner in order to build capacity. Being proactive is a great way to identify issues before they arise
- Communicate with the Vermont Downtown Program. Attend trainings and networking opportunities when possible. This is where you learn of opportunities and get new ideas.
- As the Town Office relocates, it will be an anchor for the Village Center, fostering connections and events at this important building will strengthen the Village.
- While tourism is critical to Waitsfield, there is a great opportunity to grow the local and regional customer. Local events should populate the events calendar. Family friendly is the way to go in Waitsfield. Create family events and draw people in – they will attract locals as well as visitors.
- Think about building the events calendar. Try to have at least one larger traffic generator each quarter, with smaller events, such as art walks interspersed between them.
- Businesses should stay open later when events are taking place. This creates capacity and can attract other, new businesses to the district.
- Community would like to see more housing opportunities in the village

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

5.2.1 General Landscape and Site Detailing (Recommendation 3.2.1)

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

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

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

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

5.2.2 Mad River Path (Recommendation 3.2.2)

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

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

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

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

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

American Hiking Society - National Trails Fund – Grants program for building and protecting hiking trails.

Polaris - T.R.A.I.L.S. Grant Program – Funds can be used by organizations for trail development and maintenance projects, safety and education initiatives, lobbying and other projects to increase and maintain land access.

5.2.3 Bridge Street Pocket Park (Recommendation 3.2.3)

Vermont Department of Forest, Parks and Recreation – Land and Water Conservation Fund (State distribution of Federal funds) 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.

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

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

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

5.2.4 Traffic Calming, Streetscape Improvements, and Gateways (Recommendation 3.2.4, 3.2.5, 3.2.6)

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

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

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

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

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

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

5.2.5 Flemer Barns (Recommendation 3.3.1)

Community Land Trust – Acquisition of the land and potential build out of senior housing or workforce house on property

Soccer Foundation – Field lighting - \$50,000 Safe Places to Play

Finishline (Store in Burlington Counts) – \$1,000 - \$5,000 (could be used for equipment, facility creation like a basketball court or summer camp programming)

Nike – Equipment Donations

Vermont Community Foundation – Food and Farm Initiative – Community Agricultural space including garden

Vermont Arts Council - \$5,000 - \$30,000 – For support of the build-out for the small barn space involved directly in arts and for arts organizations

Vermont Historical Tax Credit Program – Internal and external rehabilitation of the large barn to make it functional for multitude of events in the barn without complete weatherization of the space

MetLife Foundation Afterschool Innovator Awards – \$10,000 for programming innovative after-school programs

5.2.6 Building and Site Improvement Recommendations

United States Department of Agriculture – Community Facility Grants - to assist in the development of essential community facilities in rural areas and towns of up to 20,000 in population

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

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

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

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

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

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

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

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

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

5.2.7 Arts Initiatives

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

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

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

5.2.8 Sustainable Practices and Planning

Federal Resources for Sustainable Rural Communities Guide

http://www.sustainablecommunities.gov/pdf/federal_resources_rural.pdf

The Bush Foundation - Community Innovation Grants – grants support communities to use problem-solving processes that lead to more effective, equitable and sustainable solutions

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.



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.

Waitsfield is on the cusp of dramatic change as its Town Office relocates, new businesses settle in town, and ongoing recovery continues to help the community thrive.

Strategies	First Steps 2014	Next Steps 2015/2016	Long Term 2016-2020	Funding/Resources
Building the Market: Retail Recruitment Strategy	<ul style="list-style-type: none"> Be prepared (with appropriate zoning regulations) for a "dollar" store concept in the area. Coordinate this study with the regional Economic Development study. Explore incentives to attract investment to the community. Identify location(s) for an arts center in Waitsfield. 	<ul style="list-style-type: none"> Consider best practices for co-working space applicable to the village center. Identify sites where upper floor housing is appropriate. Pursue feasibility study for a meeting/gathering place in Waitsfield village center. Pursue grant funding for an arts center in Waitsfield. 	<ul style="list-style-type: none"> Pursue new construction of upper floor and village center housing. Implement new arts center in Waitsfield. Implement co-working space in the village center. 	<ul style="list-style-type: none"> Municipal planning grant. Artplace grants. National arts strategies. Tax abatement program
From Recovery to Vitality: Public Realm Improvement Strategy	<ul style="list-style-type: none"> Work with property owners on plantings. Create planting strip along new sidewalks Pursue Mad River Path for west side of Main to Old County road Complete detailed design for Bridge Street Pocket Park Select street light standard Explore easements for street trees Implement temp. crosswalks Main/Bridge Resolve sign issue at Village Grocery Coordinate with V-TRANS on enhancements to ROW through village North gateway improvements. 	<ul style="list-style-type: none"> Incorporate flowers/planters into parking resources. Provide Mad River Path through Cottage Crescent area. Construct Pocket Park Implement Bridge Street streetscape Develop detailed design for Main Street streetscape Remove vegetation from Rock Outcropping. 	<ul style="list-style-type: none"> Provide a Mad River Path loop connection around Elementary School w/water access. Explore trail connection along West Side of Main. Provide ongoing programming of park space. Implement utility removal for poles along Bridge street Implement streetscape enhancements. 	<ul style="list-style-type: none"> Vermont DR2 grant Safe routes to schools. VRDF grants CDC grants for active play Captain Planet Foundation Vermont Community Garden Network Land and water conservation Our town ACTrees Flemer Barns funding concept per report.
Fostering New Investment: Development/ Redevelopment Strategy	<ul style="list-style-type: none"> Come to a final programmatic/funding solution for Flemer Barns. Complete detailed plans for new Town Hall. Develop remedial improvements to former church. Develop detailed plans for Cottage Crescent. Consider abatement program for improvements to key properties. 	<ul style="list-style-type: none"> Implement Flemer Barns improvements. Construct new Town Hall. Pursue packaging historic tax credits to entice investors to the former Church building. Construct initial cottage structures. 	<ul style="list-style-type: none"> Complete Flemer Barns improvements. Restore former Church as commercial/arts use. Construct final cottage structures 	<ul style="list-style-type: none"> National Gardening Association Sherwin Williams Main Street Grant USDA Community Facility grants Neighborworks New England Foundation
Partners for the Future: Organizational and Marketing Strategy	<ul style="list-style-type: none"> Approve brand system Host brand launch event Prepare marketing material for Village Launch marketing in regional media to attract from larger communities Strengthen communication between the Chamber and the Historic Waitsfield Merchants Association Develop partnership alliance and meet quarterly 	<ul style="list-style-type: none"> Deploy comprehensive internet marketing campaign for village merchants Distribute Waitsfield Village collateral piece (shopping and dining) Retain web/marketing steward Develop village center website Develop gateway/wayfinding improvements Attend trainings throughout Vermont Expand events 	<ul style="list-style-type: none"> Launch individual business marketing program Implement gateway/wayfinding improvements Host an annual marketing summit for the region 	<ul style="list-style-type: none"> Bush Foundation Orton Family Foundation National Arts Strategies

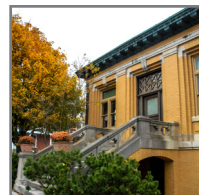


Vermont Downtown Action Team Report

Appendices



Waitsfield Village, Vermont
COMMUNITY IMAGE STYLE GUIDE



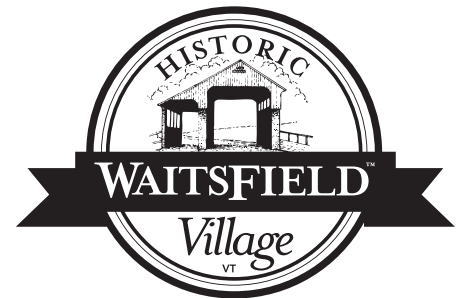


Waitsfield Village, Vermont



Community Image Approval

In order to ensure consistent use of the Waitsfield Village, 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.



CAPTION- Description



Logo Variations

Below are the logo variations for the Waitsfield Village, 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.



CAPTION- Description



Logo Size & Spacing

The size and spacing of the Waitsfield Village, 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

.5 inch





Incorrect Usage

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



Change Colors



Scale Elements



Outline Elements



Rotate Elements



Stretch the Logo



Move Elements





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.

new

OK

Cancel

Add To Swatches

Color Libraries

current

H: 41 °

S: 72 %

B: 96 %

R: 246

G: 189

B: 68

f6bd44

L: 80

a: 13

b: 66

C: 3 %

M: 27 %

Y: 85 %

K: 0 %

PANTONE 142 C

new

OK

Cancel

Add To Swatches

Color Libraries

current

H: 6 °

S: 88 %

B: 63 %

R: 160

G: 32

B: 19

a02013

L: 36

a: 51

b: 42

C: 24 %

M: 98 %

Y: 100 %

K: 21 %

PANTONE 484 C



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.

abcdefghijklmnop

nopqrstuvwxyz

123456789

Mrs. Eaves

abcdefghijklmnop

nopqrstuvwxyz

ABCDEFGHIJKLM

NOPQRSTUVWXYZ

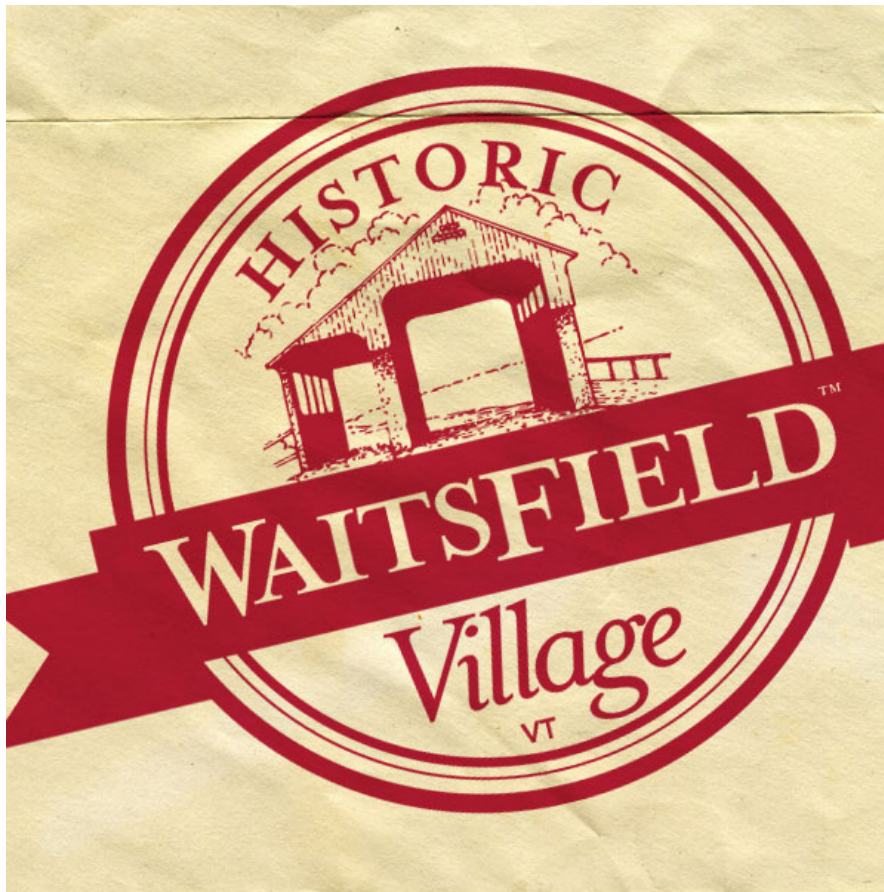
123456789

Avenir



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 Waitsfield Village, 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.



CAPTION- Description



Usage Control

When to use the logo and when not to is often times a judgement call. As the official keeper of the brand, Waitsfield Village, 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.



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.

Historic Waitsfield Village

sweet rustic charm

A mellow, rustic enclave of galleries, restaurants, and chic boutiques, featuring local artists, artisan food, a funky museum, **the oldest covered bridge** in Vermont, **big-time local charm**, a river that runs up, cool locals, and a **vibrant, scenic village center**.

CLOSER THAN YOU THINK ... BETTER THAN YOU CAN IMAGINE

4ony Bridge Boutique, All Things Bright & Beautiful, Artisans' Gallery, Bridge Street Butchery, Bridge Street Emporium, Bridger's Widgets Boutique, Compagnoni, Mad River Glass Gallery, Madsonian Museum, Mine, Pressed Restaurant, Studio 40, The Green Closet, The Sweet Spot, Waitsfield Pottery, Waitsfield Wine Shoppe

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 an Illustrator drawing. Illustrator documents can be opened with Photoshop, but the image will be rasterized, meaning it will be converted from a vector image to a bitmap.

Program(s) that open ai files
Mac OS Adobe Illustrator, Acrobat, Reader
Adobe Photoshop (rasterized)
Apple Preview
Windows Adobe Illustrator, Acrobat, Reader
Adobe Photoshop (rasterized)



File Type: 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



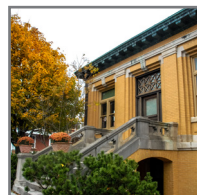
File Type: JPEG Image File
Category: Raster Image Files
File Description: Compressed graphic format standardized by the JPEG (Joint Photographic Experts Group) group; commonly used for storing digital photos since the format supports up to 24-bit color; also a common format for publishing Web graphics; 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.



Waitsfield Village, Vermont
COLLATERAL CATALOG





Route 100, Central Vermont



sweet rustic charm



**CLOSER THAN YOU THINK ...
BETTER THAN YOU CAN IMAGINE**



www.HistoricWaitsfieldVillage.com



Route 100, Central Vermont

sweet rustic charm

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BETTER THAN YOU CAN IMAGINE

A mellow, rustic enclave of galleries, restaurants, and chic boutiques, featuring local artists, artisan food, a funky museum, **the oldest covered bridge** in Vermont, **big-time local charm**, a river that runs up, cool locals, and a **vibrant, scenic village center.**



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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.

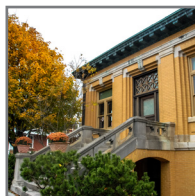
Informational Kiosk - The final piece of the plan is the informational kiosk, which serves as the transition point for vehicular traffic to pedestrian traffic. These kiosks should be located at major public parking lots and should include a map and the shopping & dining guide, along with the walking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





Waittsfield Village, Vermont

LOGO THUMBNAIL CATALOG





MG-bw.jpg



MG-full.jpg



MG-outline-bw.jpg



MG-outline-red.jpg



MG-red.jpg



Rev-bw.jpg



Rev-red.jpg



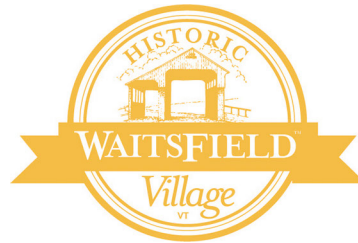
Rev-yellow.jpg



Seal-bw.jpg



Seal-red.jpg



Seal-yellow.jpg



WV-bw.jpg



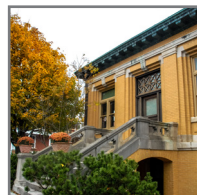
WV-red.jpg



WV-yellow.jpg

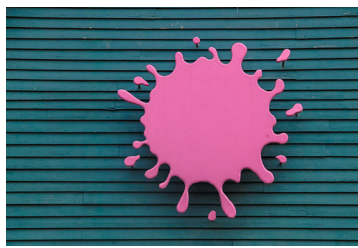


Waitsfield Village, Vermont
PHOTO THUMBNAIL CATALOG





Waitsfield-1.jpg



Waitsfield-2.jpg



Waitsfield-3.jpg



Waitsfield-4.jpg



Waitsfield-5.jpg



Waitsfield-6.jpg



Waitsfield-7.jpg



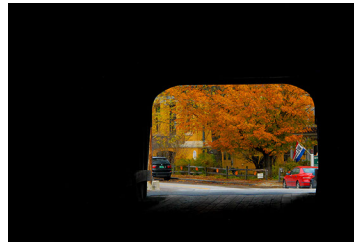
Waitsfield-8.jpg



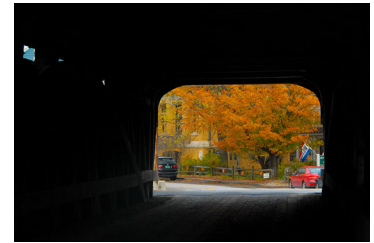
Waitsfield-9.jpg



Waitsfield-10.jpg



Waitsfield-11-PC.jpg



Waitsfield-11.jpg



Waitsfield-12.jpg



Waitsfield-13.jpg



Waitsfield-14.jpg



Waitsfield-15.jpg



Waitsfield-16.jpg



Waitsfield-17.jpg



Waitsfield-18.jpg



Waitsfield-19.jpg



Waitsfield-20.jpg



Waitsfield-21.jpg



Waitsfield-22.jpg



Waitsfield-23.jpg



Waitsfield-24.jpg



Waitsfield-25.jpg



Waitsfield-26.jpg



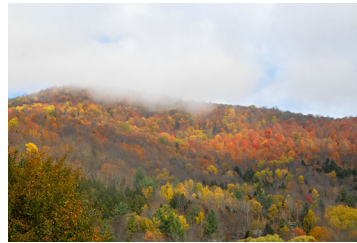
Waitsfield-27.jpg



Waitsfield-28.jpg



Waitsfield-29.jpg



Waitsfield-30.jpg



Waitsfield-31.jpg



Waitsfield-32.jpg



Waitsfield-33.jpg



Waitsfield-34.jpg



Waitsfield-35.jpg



Waitsfield-36.jpg



Waitsfield-37.jpg



Waitsfield-38.jpg



Waitsfield Village, Vermont
ADVERTISING CATALOG





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hours



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Organization: Organization Name
Community : Waitsfield Village, Vermont

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signature

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