



Vermont Downtown Action Team Report
August 1, 2014

Barre, Vermont

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Vermont Downtown Action Team Report

Introduction

1.0 Introduction

1.1 The Vermont Downtown Action Team (V-DAT)

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

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

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

1.2 Process

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

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

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

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

1.3 Acknowledgements

The Vermont Downtown Action Team [V-DAT] Barre 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 City of Barre

Thom Lauzon, Mayor

The Barre Partnership

Dan Jones, Executive Director

Special thanks to all the participants during the V-DAT charrette that occurred on August 5-7, 2013.

1.4 Project Funding and Support

This project was supported by funding from the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant – Disaster Recovery. The plan was prepared as a cooperative effort of the State of Vermont Department of Housing and Community Development, the Division of Community Planning and Revitalization and the Town of Barre. 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.

1.5 Introduction to Barre

Barre is the fourth largest city in Vermont. While the community first developed around the milling available along the adjacent Winooski River, granite soon emerged as the key industry of Barre. In fact, granite from Barre, Vermont was used in some of the nation (and world's) finest buildings, monuments, and memorials. Consequently, granite carvers from across the world settled in Barre making the city a rich mixture of cultures from all over the world.

With the granite industry came prosperity and Barre evolved into a significant city in Vermont and continued to grow until World War II. Over time, the city began to lose population as residents moved to adjacent communities. The granite industry also experienced a period of decline as new building materials replaced granite.

Downtown Barre has been the governmental, civic, and retail heart of the community from its earliest days. Like many downtowns, Barre was the center of commerce for the community but experienced outmigration of retail to suburban locations during the 1970's and 1980's. For many years, the City explored ways to revitalize downtown. In the spring of 2011, Barre's downtown would be forever changed with the spring flood that inundated the core of the community. Shortly thereafter, Barre would begin the multi-million dollar "big dig" that would reconstruct the entire Main Street corridor including utilities buried deep beneath the street.

The Barre Partnership and the City of Barre united around the construction effort and launched an aggressive and successful marketing campaign using "Digger" a groundhog character that would keep people informed of progress. A subcommittee of the Barre Partnership along with the City of Barre and many others worked tirelessly, developed creative programming, and kept information up to date in an effort to help merchants stay open and customers navigate through the road closures.

The Big Dig was completed and has led to significant additional investment in downtown. City Place is a mixed-use project that will be home to Vermont's Department of Education nearing completion. City Hall itself has undergone a stunning cleaning and restoration effort, and new businesses are opening in downtown. The City also has plans developed for Merchants Row, the Depot Square, and other parts of downtown that will continue the revitalization effort.

As a result, the V-DAT team was tasked with several efforts for Barre. First, Barre wanted to better understand its current and future market potential for downtown in light of the significant investments taking place. Second, the Barre Partnership and its partners at the City of Barre and the Barre Area Development Corporation desired a marketing strategy that would carry the community forward now that Digger's work as the symbol of construction in downtown was complete. Third, Barre desired a way to "connect the dots" between the many efforts going on with its planning efforts. Finally, the community wanted to explore ways for the Barre Partnership to be a successful and vibrant partner with key groups throughout the City

1.6 Catastrophic Event(s)

Barre's downtown was flooded during the spring floods of May 2011 that dumped an unprecedented amount of rain in the area. During the early days of the city, the river was re-routed to better serve the logging industry

and the city currently sits in the former river bed. During the floods the water was standing in downtown Barre. Some flood mitigation has been incorporated into the recent infrastructure overhaul but it will not necessarily prevent another potential flood.

1.7 Recovery

The flooding happening during construction of the streetscape on Main Street may have made clean-up and recovery faster. All downtown businesses are operational. Construction on a new anchor building downtown which will house the Department of Education began after the floods. The building and the Department of Education move was due in part to the spring floods and Tropical Storm Irene.

1.8 Identified Issues

"These are many of the issues identified by community stakeholders during the assessment visit. All of these issues cannot necessarily be addressed by the VDAT team."

- Adding retail and professional business infill in the downtown
- Survey and identify potential uses for upper floor space
- Potential for excess office space in downtown
- Attracting visitors who go to sites but not downtown
- Community Branding
- Market Analysis
- Quality of the school system
- Refurbishing facades of downtown buildings
- Bringing shoppers back downtown
- Activities or attraction for youth downtown

1.9 Vermont Downtown Action Team Outcomes

- Downtown Overview Plan that connects existing plans for downtown
- Façade Plans where necessary
- Branding for Downtown Barre and the Barre Partnership
- Market study for downtown Barre showing potential for retaining existing and expanded retail to update 2005 study
- Retail consulting
- Implementation Strategy and Strategy Board.



Vermont Downtown Action Team Report

Retail Market Study

2.0 Retail Market Study

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

This chapter is divided into four sections:

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

Section 2.2 is downtown Barre’s market definition based on zip code survey work completed by businesses in the community from July 16-22 of 2013. It also provides insight into Barre’s trade area demographics and presents market data related to the City of Barre’s these retail trade areas.

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

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

2.1 Community Input

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

2.1.1 Strengths

Interviewees cited many community assets, such as:

- Granite
- Cobblestones, cob shed community garden
- Vermont History Center
- Robert Burns Monument
- City Hall
- Opera House
- “Youth Triumphant” monument

- Light—hills, landscape, overall view
- Five church steeples around City Hall Park
- Hope Cemetery
- City Hall Park
- Library
- Depot Building
- Old Labor Hall
- Italian-American Statue
- Granite Museum
- Railway
- Quarries on Millstone Hill
- Dente Park
- Diversity of people
- “Resiliency”
- Heritage Festival
- “Customer Service”
- “Friendly and Loyal”
- Granite Capital of the Universe
- Sense of community
- Rock of Ages
- Local food
- Maple cremees
- Energy, enthusiasm, pride, coming together
- Authentic
- Blue Collar
- Hard-Working
- Home of Dr. Jarvis

2.1.2 Wants

Interviewees also identified what they would like to have available in the community.

- Sit downtown and eat outside (al fresco dining)
- Clothing shops
- Grocery
- Space for children (playground, rec space)
- Place for teens
- Community acupuncture center
- More development of farmers’ market
- Transportation via trolley, alternate mode
- Bike Path connectivity
- Bocce ball courts at Granite Museum refurbished
- More informal gathering places
- More community art and flowers
- A destination for Leaf Peepers in the fall, enhancement of tourism
- A foliage train
- A way to find information about local attractions
- An information/visitor center or booth
- Children’s toy store

- More places open on Sundays and evenings
- Aldrich Library to become more of a social hub
- More parks/green space

2.1.3 Opportunities

Additionally, interviewees identified existing opportunities within the community, including:

- Change the parking at the north end of downtown... bring the buildings forward
- Fill the empty businesses
- Deploy an effective wayfinding system
- More community art and color
- Restore facades on Main St.
- Give the City an identity other than an industrial, pass-through town
- Develop an arts/cultural identity to complement the industrial identity
- Attract the businesses we want... attractive ones
- UVM to open a dentistry school/program
- VTC to have a presence
- Year-round pool
- Boys & Girls Club
- Promote existing rec facilities

This input provides a foundation from which to better understand the market data gathered during the study and helps round out the information gleaned from the data shown in section 2.2 below. Overall there is tremendous optimism about the future of Barre, a confidence in the community's current success, and strength in the partnerships that have been forged for progress. The community recognizes its challenges but stands ready to face them with creative solutions.

2.2 Market Definition

This portion of the study will explore and analyze the market conditions for downtown Barre. 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 Barre where its proximity to Montpelier and Berlin change the dynamics of local shopping patterns. Drive time studies, while sometimes useful, are also problematic for communities like Barre for the same reason mentioned above and because the interstate drives traffic to and away from Barre.

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

Zip code surveys have their own limitations because the zip code geography can sometimes be fairly large and stretch beyond the typical market boundaries or include areas that do not relate to the community. In the case of Barre, Berlin does not have a separate geographic zip code, which does make evaluating the market a challenge.

With these limitations in mind, it is the only technique that correlates easily with customer traffic collected by merchants. The zip codes are used to then define a primary and secondary trade area for the community from which a whole host of demographic data can be gleaned.

The customer zip code surveys were conducted in July of 2013. Retail businesses and restaurants in the City of Barre 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.

2.2.1 Zip Code Results

The results of the zip code survey are listed below:

- Since the survey was held in mid-July, Barre was able to see what visitor traffic to the community is like during one of Vermont's busier tourism months (although not a peak month of visitation in the state)
- 15 merchants and restaurants in downtown Barre participated in the survey.
- Participants recorded 1972 individual customer visits during the seven-day survey period.
- 143 Unique American Zip Codes passed through Barre during the survey period.
- Zip codes from 23 unique states and two foreign countries were recorded during the survey period.

"Figure 1: Percentage of Visits by Zip Code" on page 16 indicates the percentage of customer visits by zip code and can be summarized as follows:

- Just over fifty percent of recorded customer visits in downtown Barre came from Barre 06451, making this the largest customer base by zip code.
- Montpelier 05602 represented the next highest customer visits with over ten percent of recorded visits.
- Williamstown 05679 and Plainfield 05667 represented five and three percent of customer visits in downtown Barre, respectively.
- Graniteville 05654, East Montpelier 05651, Washington 05675, and Calais 05648 each represented under three percent of recorded customer visits.
- Zip codes in the rest of Vermont comprised a solid twenty percent of customer visits.
- Visitors from out of state comprised just over three percent of all visits recorded.

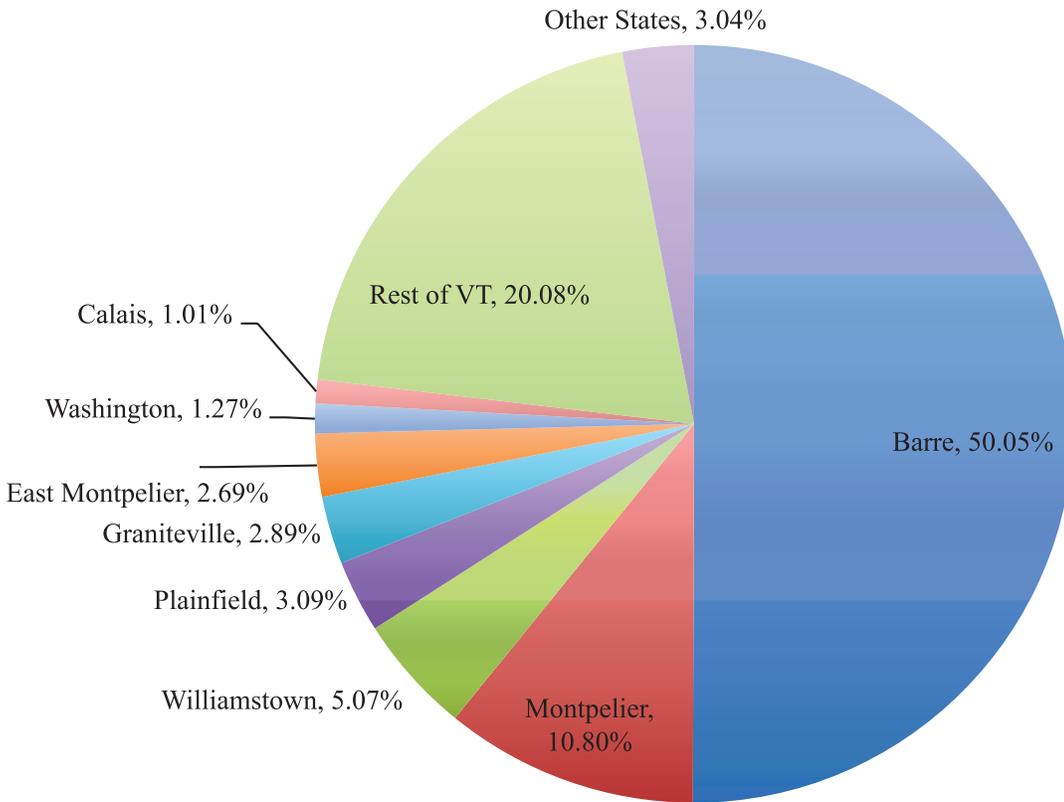


Figure 1: Percentage of Visits by Zip Code

While counties do not figure prominently in the governmental structure of Vermont, understanding regional versus “far away” visitors provides an important insight into the customer traffic patterns in downtown Barre. “Figure 2: Percentage of Visits by County” on page 17 described the customer visits recorded by County and is summarized as follows:

- Over eighty-one percent of recorded customer visits originated from zip codes in Washington County, reiterating the significance of the local retail customer base alluded to in “Figure 1: Percentage of Visits by Zip Code”.
- Orange County comprises an additional ten percent of recorded visits, and the other adjacent counties of Addison, Chittenden, Lamoille, and Caledonia contribute another combined percent and one half.
- Altogether, the five adjacent counties comprise almost fourteen percent of recorded customer visits, further indicating the significance of the local retail market.
- Customers from the rest of Vermont comprised one percent of all recorded visits.

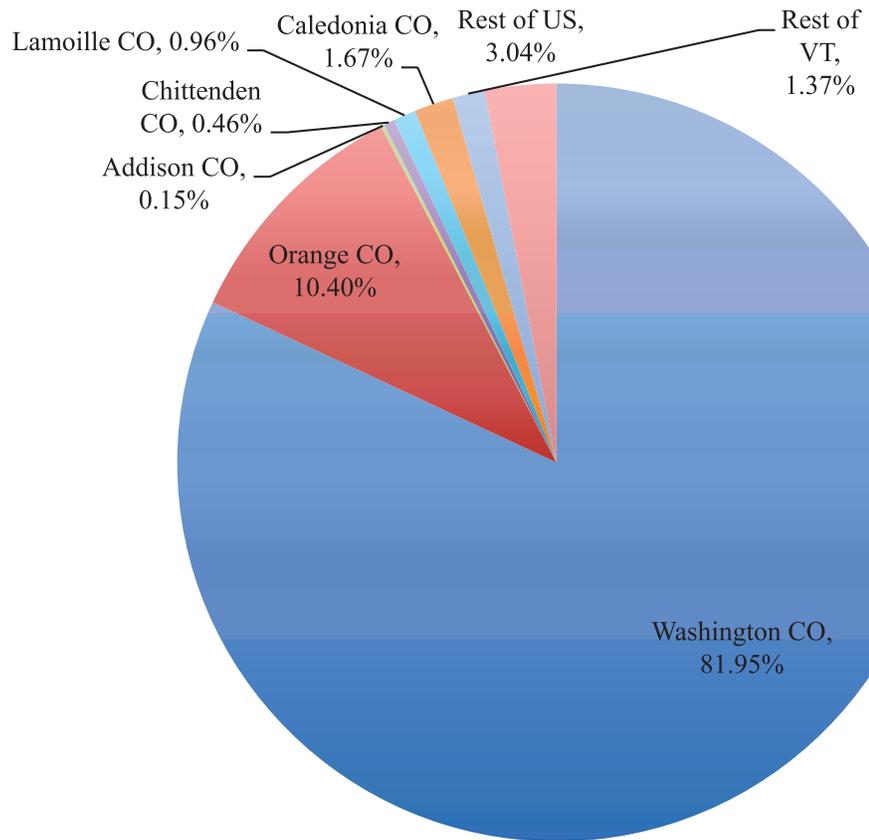


Figure 2: Percentage of Visits by County

Zip Code	Area	2012 Population	Visits	Visits/1000 Pop
05641	Barre	17,169	981	57.14
05654	Graniteville	970	55	56.70
05648	Calais	423	20	47.28
05651	East Montpelier	1,546	53	34.28
05679	Williamstown	3,296	97	29.43
05667	Plainfield	2,166	61	28.16
05675	Washington	1,064	25	23.50
05602	Montpelier	11,916	213	17.88
05046	Groton	1,139	11	9.66
05663	Northfield	6,773	64	9.45
Primary Trade Area				
Secondary Trade Area				

Figure 3: Customer Visits Per Thousand People

2.2.2 Trade Area Definition

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

By this measure, the primary and secondary trade areas for the community can be established. The primary trade area is the geography where the most loyal and frequent customers to Barre reside. The secondary trade area represents an area where Barre businesses can rely on local customers but to a lesser degree. To establish the trade areas, a table is created to show customer visits per thousand residents. Each zip code population is taken, and then the number of visits from that zip code is calculated. Figure 3 on page 17 shows customer visits per 1,000 people for each of the highest representative visits to the participating merchants based on 2012 population figures.

Determining the primary and secondary trade areas can sometimes be more “art” than science. At times, significant breaks in customer visits are not obvious. In Barre’s case this division is nuanced. Graniteville 05654 and Barre 05641 produced over fifty visits per thousand population each, which distinguishes these locales as the primary trade area. The secondary trade area, however, has a larger range from Calais 05648’s forty-seven visits per thousand down to Montpelier 05602’s seventeen visits per thousand. Despite this wide range, knowledge of the area would indicate that Berlin, located within 05602 boundaries, is a significant contributor to Barre’s retail market. This knowledge in combination with support from the recorded visits per thousand in population indicate that Montpelier 05602 is justified as part of the secondary trade area. The relatively low populations of Graniteville and Calais make these zip codes slightly less significant in the study and any variation in visits could elevate one over the other into the primary trade area.

2.2.3 Trade Area Demographic Data

The two zip code primary trade area permanent population was estimated to be 18,468 in 2013. From 2000 to 2010, the primary trade area experienced a small one percent population growth. Projections for 2018, predict a comparable period of decline, indicating that the population in the primary trade area has been relatively stagnant. “Figure 4: 2013 Population” below shows population totals for the region, and “Figure 5: 2000-2010 Population Growth” puts these numbers into perspective by showing change in population from 2000 to 2010. As denoted, a por-

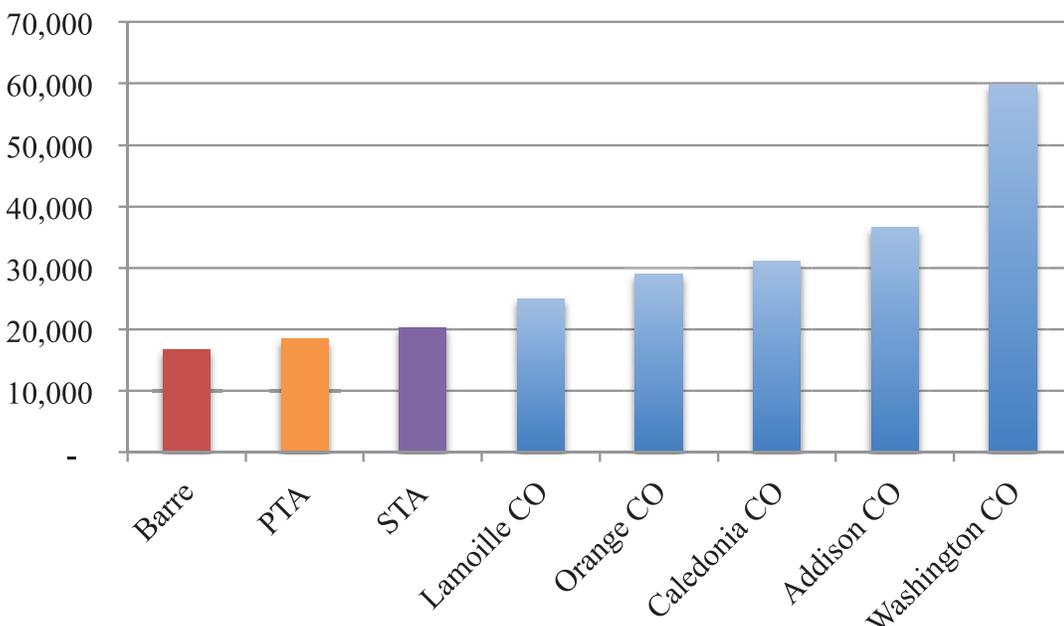


Figure 4: 2013 Population

Figure 5: 2000-2010 Population Growth

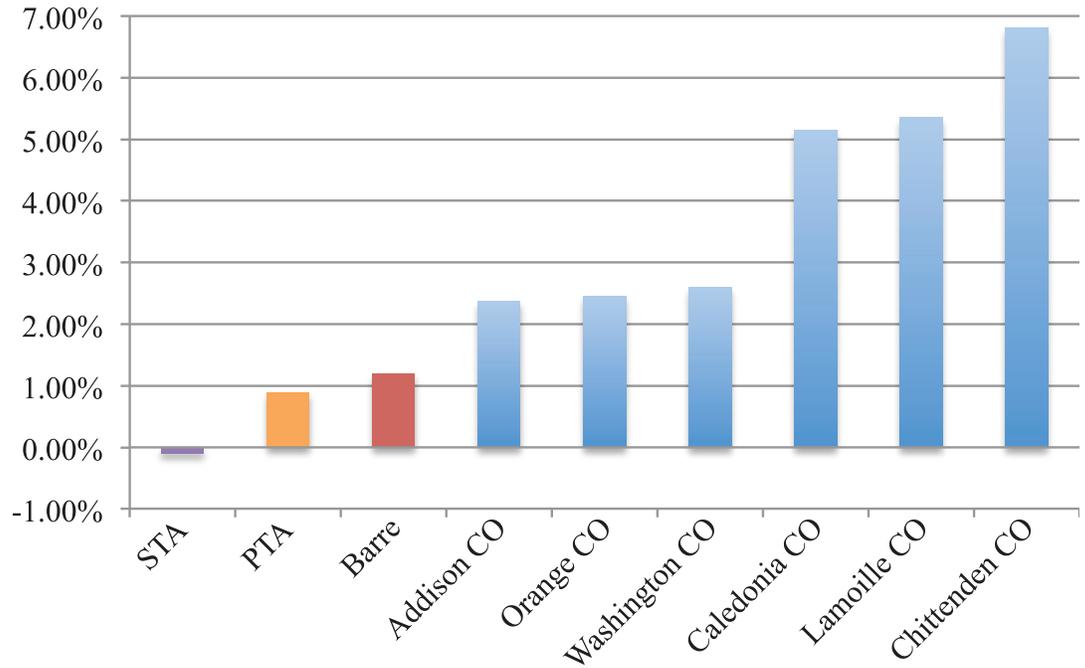
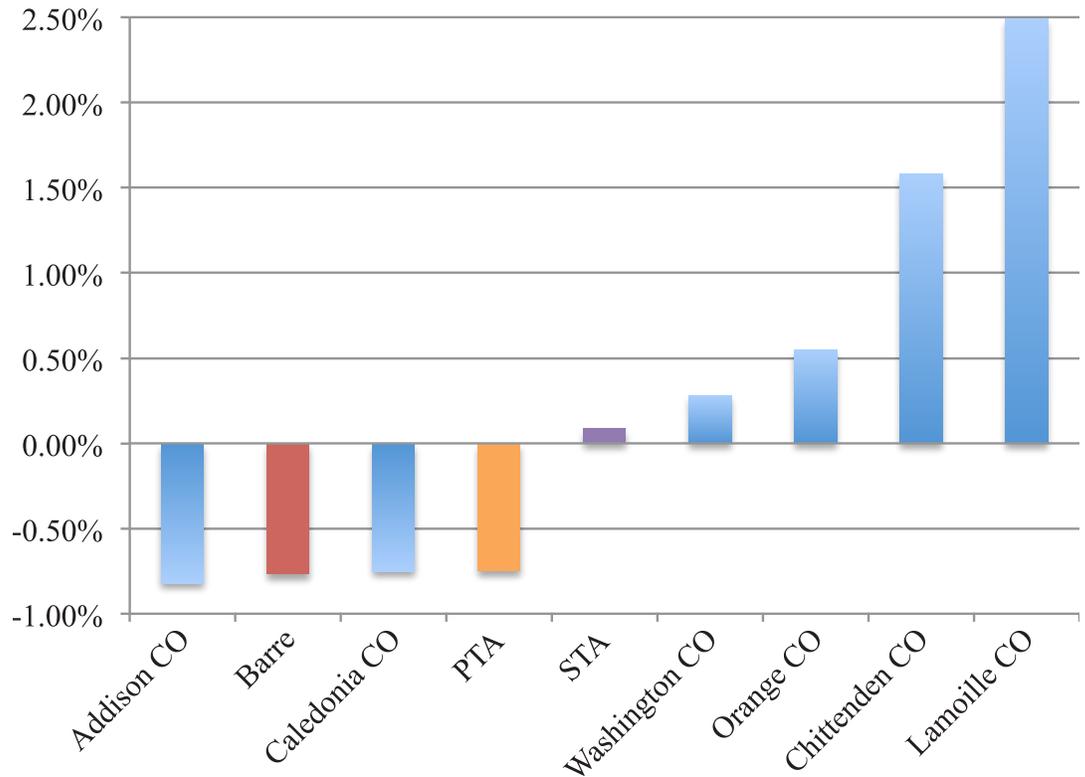


Figure 6: 2013-2018 Expected Population Growth



tion of the region including Barre, the primary and secondary trade areas, Addison County, Orange County, and Washington County all experienced minimal growth under three percent during this time period."Figure 6: 2013-2018 Expected Population Growth" indicates that these locales and the remaining Caledonia, Lamoille, and Chittenden Counties will stabilize by 2018 as well.

In summary, population in the region is relatively stable and not expected to grow or shrink significantly over the coming year. Even Chittenden County, which had been the fastest growing area of Vermont over the past several decades is expected to greatly slow in population growth by 2018.

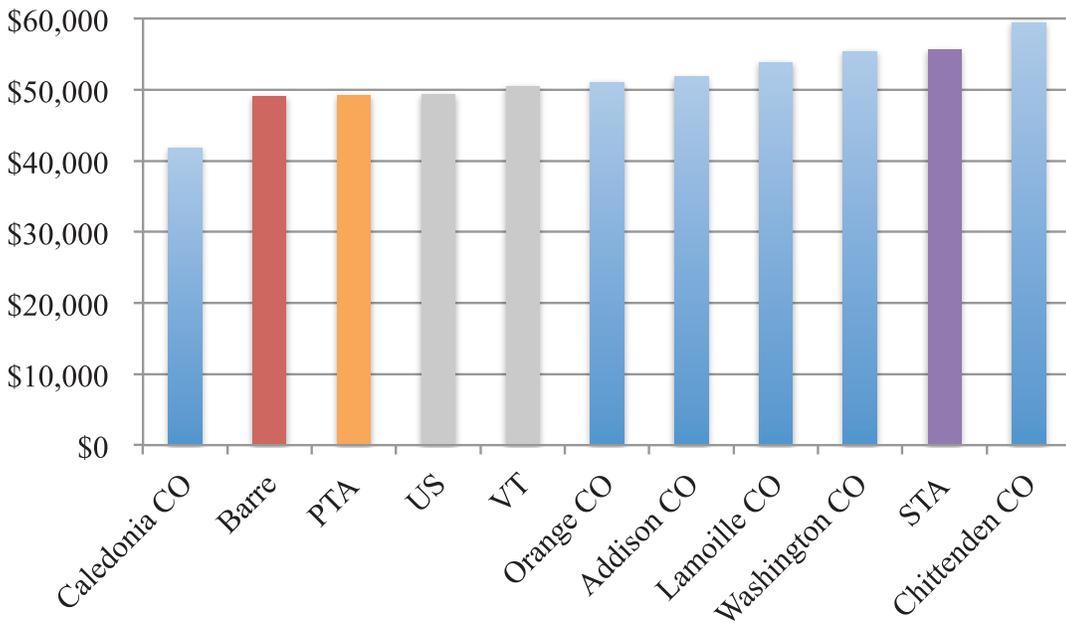


Figure 7: Median Household Income

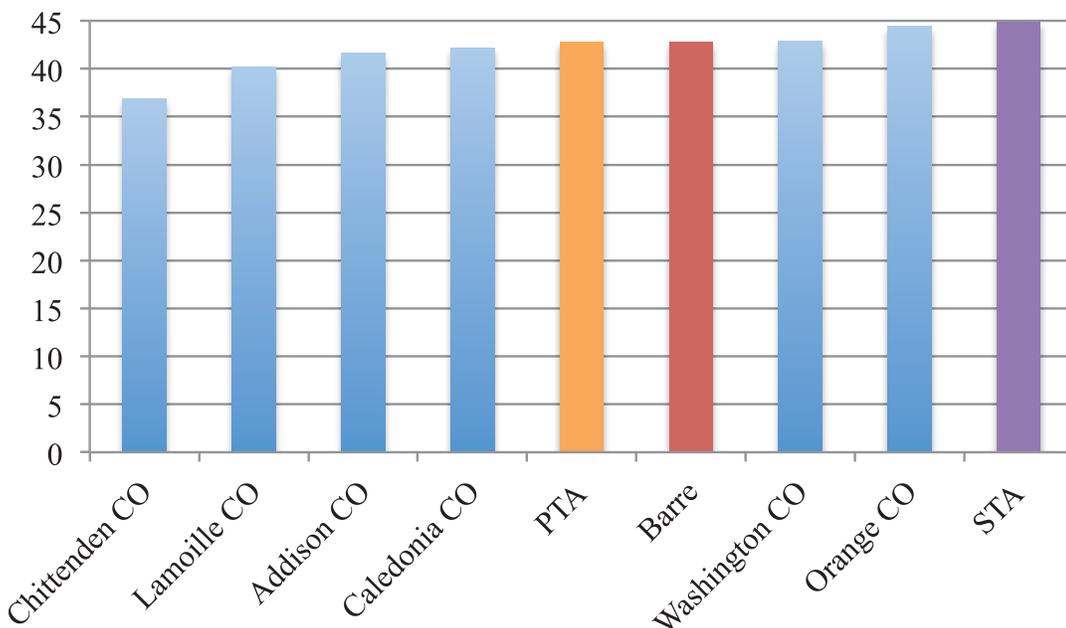


Figure 8: Median Age

From an income standpoint, the two zip codes have a median household income of \$49,211 compared with \$50,495 for Vermont and \$56,250 for Washington County. While this is less than the state and significantly less than the county, it is important to note that it is comparable to the national median income of \$49,297 and that the higher income earned in the county, which comprises nearly eighty-two percent of Barre’s retail market (“Figure 2: Percentage of Visits by County” on page 17), signifies strong purchasing power. “Figure 7: Median Household Income” on page 20 provides data on income earned throughout the region in comparison to the US and Vermont.

Age also plays a significant role in retail marketing, and that of Barre’s region is summarized in “Figure 8: Median Age”. Barre and its primary trade area share a slightly high median age of 42.8 while the secondary trade area has the highest median age in the region of 44.9. Vermont has the second oldest median age of any state in the United States (Maine is the “oldest” state by median age). This represents significant considerations for the local market as it has to cater to an ageing population.

2.3 Retail Market Analysis

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

2.3.1 Retail Market Potential in the Trade Areas

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

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

As indicated in "Figure 9: Opportunity Gap - Retail Stores" on page 22-22, the primary trade area selected store sales equaled \$386 million while consumers in the two zip codes spent \$269 million. As a result, the Barre primary trade area is gaining \$116 million annually. Yet this is not happening in all retail categories. Auto dealers, building materials, and grocery stores represent the great majority of the retail gain for Barre. Other categories such as general merchandise, home centers, limited-service eating places, and even clothing stores leak sales. These leakages represent opportunities for new or expanded markets in Barre.

The secondary trade area, which includes Montpelier is also a "gain" market importing nearly \$128 million in sales each year. Consistent with Barre, this importation of sales is happening in only a few retail categories including automobiles, building materials, and grocery stores.

This importation of dollars is a clear indicator that Barre and Montpelier combined are regional destinations for certain goods. Other specialty items remain in demand but are not sufficiently supplied in the region.

Opportunity Gap - Retail Stores	PTA			STA			COMBINED		
	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	Consumer Expenditures	(Retail Sales)	Leakage (Inflow)
Total Retail Sales Incl Eating and Drinking Places	269,395,594	385,770,878	(116,375,284)	320,580,148	448,132,552	(127,552,404)	589,975,742	833,903,430	(243,927,688)
Motor Vehicle and Parts Dealers-441	48,255,659	110,670,174	(62,414,515)	59,177,249	152,481,383	(93,304,134)	107,432,908	263,151,557	(155,718,649)
Automotive Dealers-4411	37,017,235	98,788,248	(61,771,013)	46,085,557	125,029,038	(78,943,481)	83,102,792	223,817,286	(140,714,494)
Other Motor Vehicle Dealers-4412	6,926,865	1,565,998	5,360,867	7,801,839	19,179,765	(11,377,926)	14,728,704	20,745,763	(6,017,059)
Automotive Parts/ Accsrs, Tire Stores-4413	4,311,559	10,315,928	(6,004,369)	5,289,853	8,272,580	(2,982,727)	9,601,412	18,588,508	(8,987,096)
Furniture and Home Furnishings Stores-442	6,151,458	1,296,791	4,854,667	7,423,079	3,699,982	3,723,097	13,574,537	4,996,773	8,577,764
Furniture Stores-4421	3,189,780	704,379	2,485,401	3,896,883	2,476,791	1,420,092	7,086,663	3,181,170	3,905,493
Home Furnishing Stores-4422	2,961,678	592,412	2,369,266	3,526,196	1,223,191	2,303,005	6,487,874	1,815,603	4,672,271
Electronics and Appliance Stores-443	5,705,415	5,795,137	(89,722)	7,156,285	3,874,472	3,281,813	12,861,700	9,669,609	3,192,091
Appliances, TVs, Electronics Stores-44311	4,353,428	17,796	4,335,632	5,451,453	0	5,451,453	9,804,881	17,796	9,787,085
Household Appliances Stores-443111	809,872	0	809,872	998,990	0	998,990	1,808,862	0	1,808,862
Radio, Television, Electronics Stores-443112	3,543,556	17,796	3,525,760	4,452,463	0	4,452,463	7,996,019	17,796	7,978,223
Computer and Software Stores-44312	1,175,925	4,796,722	(3,620,797)	1,490,043	3,874,472	(2,384,429)	2,665,968	8,671,194	(6,005,226)
Camera and Photographic Equipment Stores-44313	176,062	980,619	(804,557)	214,789	0	214,789	390,851	980,619	(589,768)
Building Material, Garden Equip Stores -444	29,017,732	58,442,136	(29,424,404)	35,589,545	43,290,890	(7,701,345)	64,607,277	101,733,026	(37,125,749)
Building Material and Supply Dealers-4441	26,036,120	52,066,157	(26,030,037)	31,940,928	36,099,023	(4,158,095)	57,977,048	88,165,180	(30,188,132)
Home Centers-44411	10,496,844	0	10,496,844	12,866,853	0	12,866,853	23,363,697	0	23,363,697
Paint and Wallpaper Stores-44412	435,359	0	435,359	546,958	0	546,958	982,317	0	982,317
Hardware Stores-44413	2,496,374	19,252,265	(16,755,891)	3,044,606	9,581,722	(6,537,116)	5,540,980	28,833,987	(23,293,007)
Other Building Materials Dealers-44419	12,607,543	32,813,892	(20,206,349)	15,482,511	26,517,301	(11,034,790)	28,090,054	59,331,193	(31,241,139)
Building Materials, Lumberyards-444191	4,843,350	12,830,230	(7,986,880)	5,961,142	10,368,261	(4,407,119)	10,804,492	23,198,491	(12,393,999)
Lawn, Garden Equipment, Supplies Stores-4442	2,981,612	6,375,979	(3,394,367)	3,648,617	7,191,867	(3,543,250)	6,630,229	13,567,846	(6,937,617)
Outdoor Power Equipment Stores-44421	539,303	2,167,831	(1,628,528)	632,351	1,686,086	(1,053,735)	1,171,654	3,853,917	(2,682,263)
Nursery and Garden Centers-44422	2,442,309	4,208,148	(1,765,839)	3,016,266	5,505,781	(2,489,515)	5,458,575	9,713,929	(4,255,354)
Food and Beverage Stores-445	37,997,445	78,556,473	(40,559,028)	43,727,415	78,438,750	(34,711,335)	81,724,860	156,995,223	(75,270,363)
Grocery Stores-4451	33,124,409	77,746,666	(44,622,257)	38,009,863	75,695,514	(37,685,651)	71,134,272	153,442,180	(82,307,908)
Supermarkets, Grocery (Ex Conv) Stores-44511	31,422,215	65,181,716	(33,759,501)	36,137,729	65,407,005	(29,269,276)	67,559,944	130,588,721	(63,028,777)
Convenience Stores-44512	1,702,194	12,564,950	(10,862,756)	1,872,134	10,288,509	(8,416,375)	3,574,328	22,853,459	(19,279,131)
Specialty Food Stores-4452	2,752,212	809,807	1,942,405	3,160,870	1,868,482	1,292,388	5,913,082	2,678,289	3,234,793
Beer, Wine and Liquor Stores-4453	2,120,824	0	2,120,824	2,556,682	874,754	1,681,928	4,677,506	874,754	3,802,752

Figure 9: Opportunity Gap - Retail Stores

Opportunity Gap - Retail Stores	PTA			STA			COMBINED		
	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	Consumer Expenditures	(Retail Sales)	Leakage (Inflow)
Health and Personal Care Stores-446	17,292,480	33,168,043	(15,875,563)	20,364,787	15,741,388	4,623,399	37,657,267	48,909,431	(11,252,164)
Pharmacies and Drug Stores-44611	13,831,617	32,672,043	(18,840,426)	16,216,424	15,046,931	1,169,493	30,048,041	47,718,974	(17,670,933)
Cosmetics, Beauty Supplies, Perfume Stores	1,226,197	382,676	843,521	1,440,688	492,442	948,246	2,666,885	875,118	1,791,767
Optical Goods Stores-44613	671,202	79,606	591,596	875,350	84,023	791,327	1,546,552	163,629	1,382,923
Other Health and Personal Care Stores-44619	1,563,464	33,718	1,529,746	1,832,325	117,992	1,714,333	3,395,789	151,710	3,244,079
Gasoline Stations-447	30,067,095	31,598,420	(1,531,325)	34,144,795	60,198,651	(26,053,856)	64,211,890	91,797,071	(27,585,181)
Gasoline Stations With Conv Stores-44711	22,175,028	27,046,083	(4,871,055)	24,960,484	53,963,340	(29,002,856)	47,135,512	81,009,423	(33,873,911)
Other Gasoline Stations-44719	7,892,067	4,552,337	3,339,730	9,184,311	6,235,311	2,949,000	17,076,378	10,787,648	6,288,730
Clothing and Clothing Accessories Stores-448	13,741,537	13,616,550	124,987	16,707,577	14,842,291	1,865,286	30,449,114	28,458,841	1,990,273
Clothing Stores-4481	10,456,346	3,227,529	7,228,817	12,639,870	8,784,087	3,855,783	23,096,216	12,011,616	11,084,600
Men's Clothing Stores-44811	583,188	0	583,188	695,494	1,094,910	(399,416)	1,278,682	1,094,910	183,772
Women's Clothing Stores-44812	2,384,680	299,549	2,085,131	2,924,890	1,296,029	1,628,861	5,309,570	1,595,578	3,713,992
Childrens, Infants Clothing Stores-44813	637,801	0	637,801	745,702	717,246	28,456	1,383,503	717,246	666,257
Family Clothing Stores-44814	5,450,106	1,949,293	3,500,813	6,561,608	4,758,971	1,802,637	12,011,714	6,708,264	5,303,450
Clothing Accessories Stores-44815	441,857	402,875	38,982	546,918	435,336	111,582	988,775	838,211	150,564
Other Clothing Stores-44819	958,714	575,812	382,902	1,165,258	481,595	683,663	2,123,972	1,057,407	1,066,565
Shoe Stores-4482	1,620,877	8,900,725	(7,279,848)	1,892,318	3,975,284	(2,082,966)	3,513,195	12,876,009	(9,362,814)
Jewelry, Luggage, Leather Goods Stores-4483	1,664,314	1,488,296	176,018	2,175,389	2,082,920	92,469	3,839,703	3,571,216	268,487
Jewelry Stores-44831	1,539,378	1,488,296	51,082	2,022,889	2,082,920	(60,031)	3,562,267	3,571,216	(8,949)
Luggage and Leather Goods Stores-44832	124,936	0	124,936	152,500	0	152,500	277,436	0	277,436
Sporting Goods, Hobby, Book, Music Stores-451	4,983,950	6,898,652	(1,914,702)	6,173,990	16,522,603	(10,348,613)	11,157,940	23,421,255	(12,263,315)
Sportng Goods, Hobby, Musical Inst Stores-4511	3,781,354	6,283,323	(2,501,969)	4,684,104	12,476,075	(7,791,971)	8,465,458	18,759,398	(10,293,940)
Sporting Goods Stores-45111	2,076,188	3,330,689	(1,254,501)	2,531,427	5,606,893	(3,075,466)	4,607,615	8,937,582	(4,329,967)
Hobby, Toys and Games Stores-45112	919,416	0	919,416	1,156,209	0	1,156,209	2,075,625	0	2,075,625
Sew/Needlework/Piece Goods Stores-45113	403,073	2,734,994	(2,331,921)	488,991	5,577,596	(5,088,605)	892,064	8,312,590	(7,420,526)
Musical Instrument and Supplies Stores-45114	382,677	217,640	165,037	507,477	1,291,586	(784,109)	890,154	1,509,226	(619,072)
Book, Periodical and Music Stores-4512	1,202,596	615,329	587,267	1,489,886	4,046,528	(2,556,642)	2,692,482	4,661,857	(1,969,375)
Book Stores and News Dealers-45121	969,430	615,329	354,101	1,188,941	4,046,528	(2,857,587)	2,158,371	4,661,857	(2,503,486)
Book Stores-451211	873,536	615,329	258,207	1,080,289	4,046,528	(2,966,239)	1,953,825	4,661,857	(2,708,032)
News Dealers and Newsstands-451212	95,894	0	95,894	108,652	0	108,652	204,546	0	204,546
Prerecorded Tapes, CDs, Record Stores-45122	233,166	0	233,166	300,945	0	300,945	534,111	0	534,111

Figure 9: Opportunity Gap - Retail Stores

Opportunity Gap - Retail Stores	PTA			STA			COMBINED		
	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	Consumer Expenditures	(Retail Sales)	Leakage (Inflow)
General Merchandise Stores-452	37,933,979	21,908,819	16,025,160	44,732,828	23,138,375	21,594,453	82,666,807	45,047,194	37,619,613
Department Stores Excl Leased Depts-4521	15,235,895	19,772,266	(4,536,371)	18,272,935	21,365,426	(3,092,491)	33,508,830	41,137,692	(7,628,862)
Other General Merchandise Stores-4529	22,698,084	2,136,553	20,561,531	26,459,893	1,772,949	24,686,944	49,157,977	3,909,502	45,248,475
Miscellaneous Store Retailers-453	8,524,032	4,010,796	4,513,236	9,842,208	7,229,079	2,613,129	18,366,240	11,239,875	7,126,365
Florists-4531	363,211	0	363,211	453,983	0	453,983	817,194	0	817,194
Office Supplies, Stationery, Gift Stores-4532	2,485,553	1,608,318	877,235	3,046,263	3,856,495	(810,232)	5,531,816	5,464,813	67,003
Office Supplies and Stationery Stores-45321	1,389,976	1,608,318	(218,342)	1,721,665	3,856,495	(2,134,830)	3,111,641	5,464,813	(2,353,172)
Gift, Novelty and Souvenir Stores-45322	1,095,577	0	1,095,577	1,324,598	0	1,324,598	2,420,175	0	2,420,175
Used Merchandise Stores-4533	734,603	0	734,603	900,104	0	900,104	1,634,707	0	1,634,707
Other Miscellaneous Store Retailers-4539	4,940,665	2,402,478	2,538,187	5,441,858	3,372,584	2,069,274	10,382,523	5,775,062	4,607,461
Foodservice and Drinking Places-722	29,724,812	19,808,887	9,915,925	35,540,390	28,674,688	6,865,702	65,265,202	48,483,575	16,781,627
Full-Service Restaurants-7221	13,637,754	13,464,129	173,625	16,403,029	18,274,713	(1,871,684)	30,040,783	31,738,842	(1,698,059)
Limited-Service Eating Places-7222	12,386,974	2,613,008	9,773,966	14,717,953	6,270,125	8,447,828	27,104,927	8,883,133	18,221,794
Special Foodservices-7223	2,393,830	2,570,471	(176,641)	2,854,424	3,864,138	(1,009,714)	5,248,254	6,434,609	(1,186,355)
Drinking Places -Alcoholic Beverages-7224	1,306,254	1,161,279	144,975	1,564,984	265,712	1,299,272	2,871,238	1,426,991	1,444,247

Figure 9: Opportunity Gap - Retail Stores

2.3.2 Detailed Retail Market Opportunity Tables

Section 2.3.1 explores the retail trade patterns in aggregate, the tables in Figure 9 explore the individual retail categories where Barre is leaking and gaining sales in the primary trade area. This data should be used as an overall guide to retail market potential and should not substitute for detailed market research on the part of any business wishing to open in the area. While market support for a category may be an indicator of success, there are many factors (location, business plan and financing, customer service, product selection) that can contribute to the failure of a retail enterprise. Please note that some categories are subsets of larger categories.

As mentioned before, Barre is 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 Barre from adjacent geographies.

2.4 Key Market Conclusions and Opportunities

2.4.1 Observations

Barre is a community at a crossroads. The significant accomplishments of the past several years including “the big dig,” new construction, building renovation, and a clear cooperation among merchants in downtown Barre are bringing the community state-wide attention as a place where things get done. In some cases, those in Barre may not realize just how significant these accomplishments are in light of the economic challenges that have faced the nation and the slow growth of the Vermont population, however, Barre is cited time and again as a place of progress.

One of the key opportunities for Barre is to grow its regional and visitor markets. The community voiced this need and the data clearly indicates that Barre does not yet get its share of the visitor economy. Having done economic studies in other communities across Vermont, the visitor base ranges from 10-33%; in Barre it is only 4% to 8% depending on how “out of the area” Vermonters are counted. However, Barre cannot concentrate solely on tourism attraction when its local market represents a robust portion of its current market base. Furthermore, the retail mix in Barre remains an excellent combination of shops that serve local and regional customers alongside places attractive to visitors as well.

2.4.2 Opportunities

- Barre, Montpelier, and the entire 8 zip code market mentioned before is a “gain market”: stores sell \$243 million more than consumers spend. In specific categories though, the region still leaks sales. This represents a great opportunity for Barre to gain shoppers in categories where it currently is losing dollars to other markets.
- Barre has a significant opportunity to reinforce its role as a regional retail destination: dining, clothing, a specialty grocery, antiques/used merchandise stores, home furnishings, and highly specialized retail shops will round out the current offerings in the community and should be recruited to downtown.
- General merchandise is one of the biggest opportunity categories for Barre. This could be viewed as a positive or a negative. General Merchandise includes big box stores such as Walmart and smaller competitors such as Dollar General and Family Dollar. On the negative front, these stores can cannibalize locally owned stores that offer similar merchandise (and Barre has several such stores). On the positive front, these stores can keep local shoppers from leaving the market in the first place. The City of Barre and the Barre Partnership should consider creative ways to entice a general merchandise retailer to downtown.

- Growing the visitor market means that Barre should capitalize on the significant opportunity to foster better connections between major visitor attractions in the region and downtown Barre including the Granite Museum, Hope Cemetery, and the Rock of Ages. These attractions coupled with downtown attractions such as the Barre Opera House, the Vermont Historical Society, and the Barre Civic Center can all attract visitors that will, in turn, shop and dine in Barre.
- There is a great opportunity for consistent pride building messaging for Downtown to celebrate accomplishments and point to future plans. Downtown Barre is only going to get better as current plans come to fruition and having a clear message will be critical for the Barre Partnership to work with the City of Barre and the Barre Area Development Corporation.
- There is an opportunity to broaden events to attract and familiarize customers with downtown.
- To retain local residents and attract new residents, Barre should consider co-working space for entrepreneurs, micro businesses (including retail), and even consultants. Co-working space is a fast growing national trend.
- 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. Barre has demonstrated that commitment.
- Finally, and perhaps most importantly, Barre should continue to create connections among the major amenities in the community. There are great plans underway in Barre and “connecting the dots” will be a key goal of the coming years. This plan endeavors to help do that for the community.



Vermont Downtown Action Team Report

Physical Plan

3.0 Physical Planning

3.1 Introduction and Assessment

Barre is fortunate to have well written and viable plans already underway. The current Merchants Row Master Plan and the Summer to Main Master Plan clearly illustrate the potential to continue investment in downtown Barre. These plans couple well with efforts to continue the Central Vermont Recreation and Bike Path (CVRBP) through downtown Barre and the Metro Way Community Garden.

As Barre moves ahead, the physical planning chapter of this report is designed to do three things. First, it will reinforce the validity of current initiatives underway showing how they work in a broader context. Second, it will “connect the dots” between existing initiatives to show how the variety of excellent projects and plans underway work together to make for a more cohesive, investment friendly, and visitor oriented downtown. Finally, the plans look to the future to show how existing initiatives and plans for the next five years might evolve into even more comprehensive efforts in the coming decade.

The diagram on the following page depicts the study area examined by the V-DAT team. It is divided into three segments. The first two illustrate the project boundaries of existing plans already under implementation by the City of Barre. The third called the “Creamery to Maple” plan area illustrates the northern area of downtown Barre, which should be examined in the future. The recommendations that follow provide additional detail on each area.

3.2 Public Realm

The public realm is comprised of the streets, sidewalks, parks, and trails that connect the buildings, attractions and districts within downtown. The long-term vision for downtown Barre is a cohesive public realm that invites residents, downtown employees and visitors to easily and enjoyably walk among destinations. Additionally, the Central Vermont Recreation and Bike Path (CVRBP) will interface with and become an integral part of downtown Barre’s public realm. This public realm network is illustrated diagrammatically in “Figure 11: Public Realm Network” on page 33 and illustratively in “Figure 12: Illustrative Master Plan” on page 34. Specific public realm recommendations are described below.

3.2.1 Streetscape Enhancement Recommendations

In addition to the Main Street improvements recently completed, additional streetscape enhancements should be developed for key streets within the downtown area as identified on “Figure 12: Illustrative Master Plan” on page 34. Depending on the condition of the street and level of importance, these improvements may include sidewalk paving, curb extensions, street tree planting, ornamental street lights and/or wayfinding signage. Potential phased recommendations are described below:

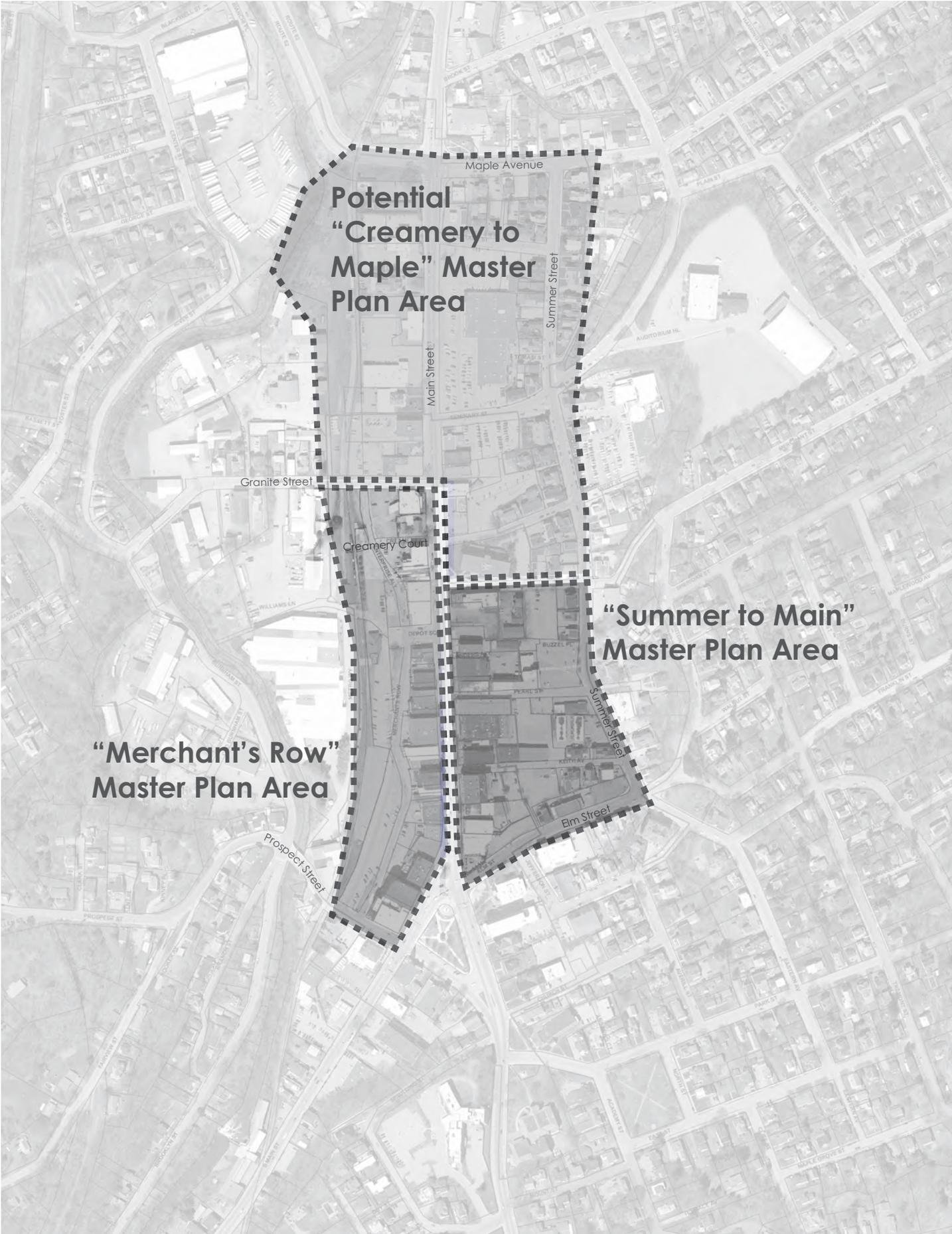


Figure 10: Master Plan Area

Short Term 2014-2015

City Hall Park Minor Landscape Enhancements: Without substantial investment, simple landscape enhancements can make a significant impact to the visibility of City Hall Park. Where possible, prune lower limbs of taller canopied trees to raise their canopies and open sightlines into the park. Remove (or transplant) lower canopied ornamental trees and shrubs that block visibility into the park, particularly at the street intersections.

Streetscape/Open Space Network Master Plan: Using the recommendations of this report, prepare a detailed streetscape/public realm master plan for the downtown, which can be phased over many years. The master plan should identify the level of design enhancements for each streetscape or public space, budgets and approximate time frame. Potential individual design projects to incorporate into the master plan might include:

- *Currier Park, Main Street and River Link:* This project would connect several outstanding downtown amenities including Currier Park, City Hall Park and the Vermont Historical Society with the river and the CVRBP. The project includes streetscape enhancements for Academy Street (Currier Park to Washington Street); Church Street (Washington Street to Main Street); Prospect Street (Main Street to Brooklyn Street) and Washington Street (Mount Street to Elm Street). The emphasis should include traffic calming and safe pedestrian crossings, particularly in the vicinity of City Hall Park.
- *Summer and Elm Streets:* This project would define and enhance the image of the eastern and southern edges of the “Summer to Main” master plan area. The project area would include Elm Street (Washington Street to Summer Street); and Summer Street (Elm Street to Seminary Street). While the “Summer to Main” master plan highlighted improvements on one side of each of these streets, the streetscape projects should include both sides and should emphasize safe pedestrian crossings at intersections, particularly at Summer and Elm and at Summer and Seminary.
- *Auditorium/Recreation Center to Main Street:* This project would connect the important Auditorium/Recreation Center resource to Main Street. This streetscape is particularly important because of the grade separation between the recreation center and Main Street which makes it feel disconnected from the downtown. The project includes Seminary Street from the Auditorium to Main Street and also includes the reorganization of the drop-off area in front of the auditorium and recreation center. This will allow for a stronger identity and more attractive drop-off court.
- *Summer Street to Main Street Connections:* This project includes the connecting streets between Summer and Main Streets, in addition to Seminary Street. Specifically, it includes West Street, Merchant Street, Pearl Street and Keith Avenue. The Pearl Street and Keith Avenue streetscapes should be coordinated with the redevelopment associated with the Summer to Main Master Plan (and described further below). It will be particularly important to provide street trees and ornamental pedestrian lighting to give these streets definition once the large surface parking lot is developed between Summer Street and Main Street. These street

trees and lights will provide pedestrian scale and help reinforce the street network. Similarly, the streetscapes for West and Merchant Streets should be coordinated with the “Creamery to Maple Master Plan” described below.

- *Main Street to the River:* The focus of this project area includes streets on the West Side of Main Street and Granite Street (Main Street to the river) and Depot Square (Main Street to a cul-de-sac ending at the river). Because there are fewer street connections on this side of Main Street (and longer blocks), it is particularly important that these two streets have strong streetscapes to provide clear connections between Main Street and the river. Depot Square is described in more detail below.
 - *Pocket Parks:* Open spaces do not need to be large to be successful. In fact, some of the most inviting spaces are small pocket parks set off of the main sidewalk areas. There are already several successful examples within downtown Barre with opportunities to incorporate more. “Figure 12: Illustrative Master Plan” on page 34 illustrates potential locations where pocket parks can be incorporated into the public realm network. While the design of each pocket park should be determined by its context, some important considerations include: Locate pocket parks in highly visible locations and along heavily traveled pedestrian routes. Where possible, locate them near eating establishments to provide outdoor seating.
 - Emphasize the use of tall canopy trees which allow views into and out of the park while providing shade and scale.
 - Utilize planter pots and flower beds to emphasize seasonal color.
 - Provide public art or placeholders for public art (to incorporate into the overall design of the space).
 - Incorporate seating, particularly moveable chairs and tables.
- *Depot Square:* Depot Square is centrally located within downtown and offers the potential to serve as a forecourt and gathering place in front of the Depot and adjacent to Main Street. While Depot Square will continue to function as a street most of the time, the street should be designed as “shared space” that will allow it to be closed off occasionally for events and transformed into an urban plaza. The use of special paving (such as stamped concrete) should be considered to distinguish this street from other streets. Vertical monuments/art pieces should be used at each corner of the intersection of Depot Square and Merchants Row to further reinforce this as a special place. Adjacent sidewalks should continue to be used for outdoor restaurant seating to further activate this important space.
- *“West Depot Square”:* There is a long-term opportunity to build upon the importance of the Depot area by establishing a larger square/public space on the west side of the Depot as part of a new mixed-use development (described below). “West Depot Square” includes a large drop-off circle, distinguished by special paving, and central tree-lined park space. The drop-off circle area could be closed off for special events that build upon the success of Depot Square. Open spaces that face the river could extend through the mixed use development and ultimately connect to “Central Park” described below. In addition to providing a significant and

centrally located public space, West Depot Square (and the connecting open spaces) would add value to any adjacent mixed-use development.

- *Brooklyn Park*: There is another long-term opportunity to create a linear park along the river and Brooklyn Street called Brooklyn Park. This should be a mostly natural/passive park with a central overlook area near the existing falls. This overlook area may include some paved area, benches, interpretive signage, public art and a small playground feature. Additionally, the entire frontage of the park should allow for a pathway connection, which could serve as the CVRBP or a spur to this recreation path.
- *“Central Park”*: A potential “Central Park” represents the one opportunity to create a significant green space near the river. The master plan illustrates how this could be developed on the City-owned service yard on the west side of the river and Burnham Street. This site has a natural bowl-shape and enclosure, making it ideal for a park space. The park could include a loop path, playground areas, an event lawn (also flexible for passive recreation) and pedestrian bridge connection across the river to West Depot Square (and associated mixed-use development) and to the CVRBP and Metro Way Garden.

Mid Term 2015-2019

From the Streetscape/Open Space Network Master Plan, the following projects might be considered for Tier Two Implementation:

- Pocket Parks (Some)
- Brooklyn Park
- Depot Square
- Granite Street
- Summer and Elm Streets
- Currier Park, Main Street and River Link

Long Term 2017-2024

These projects may be considered for longer-term implementation:

- Summer Street to Main Street Connections
- Auditorium/Recreation Center to Main Street
- Additional Pocket Parks
- West Depot Square (Implementation of the public realm improvements around and including West Depot Square may help to market and promote mixed-use development as described below under “Depot Square Mixed Use”.
- Central Park

Implementation phasing will depend upon a number of factors. Some of the projects above may move to earlier or later phases depending upon implementation of other adjacent projects/development that may alter their level of importance in terms of phasing.

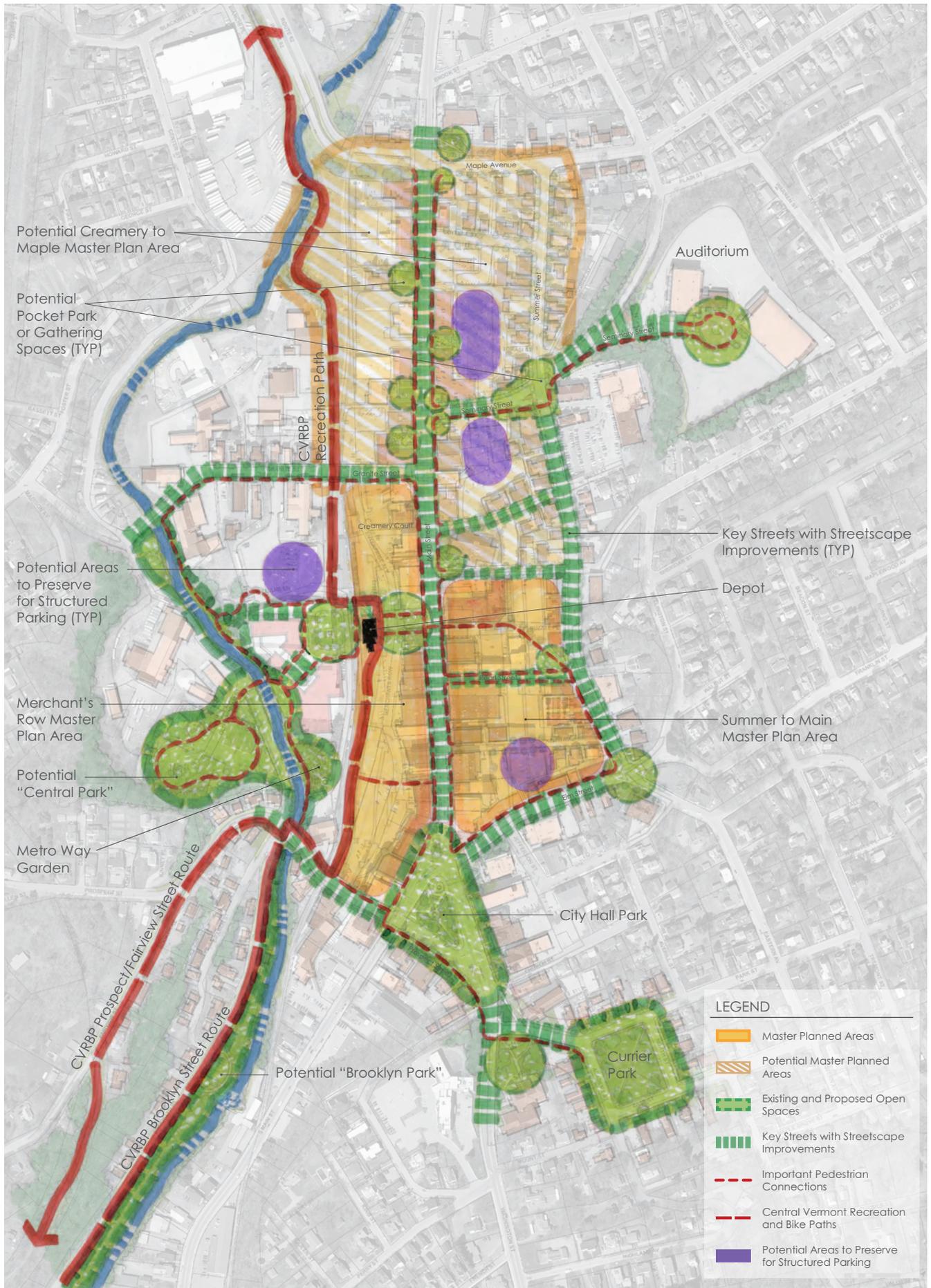


Figure 11: Public Realm Network

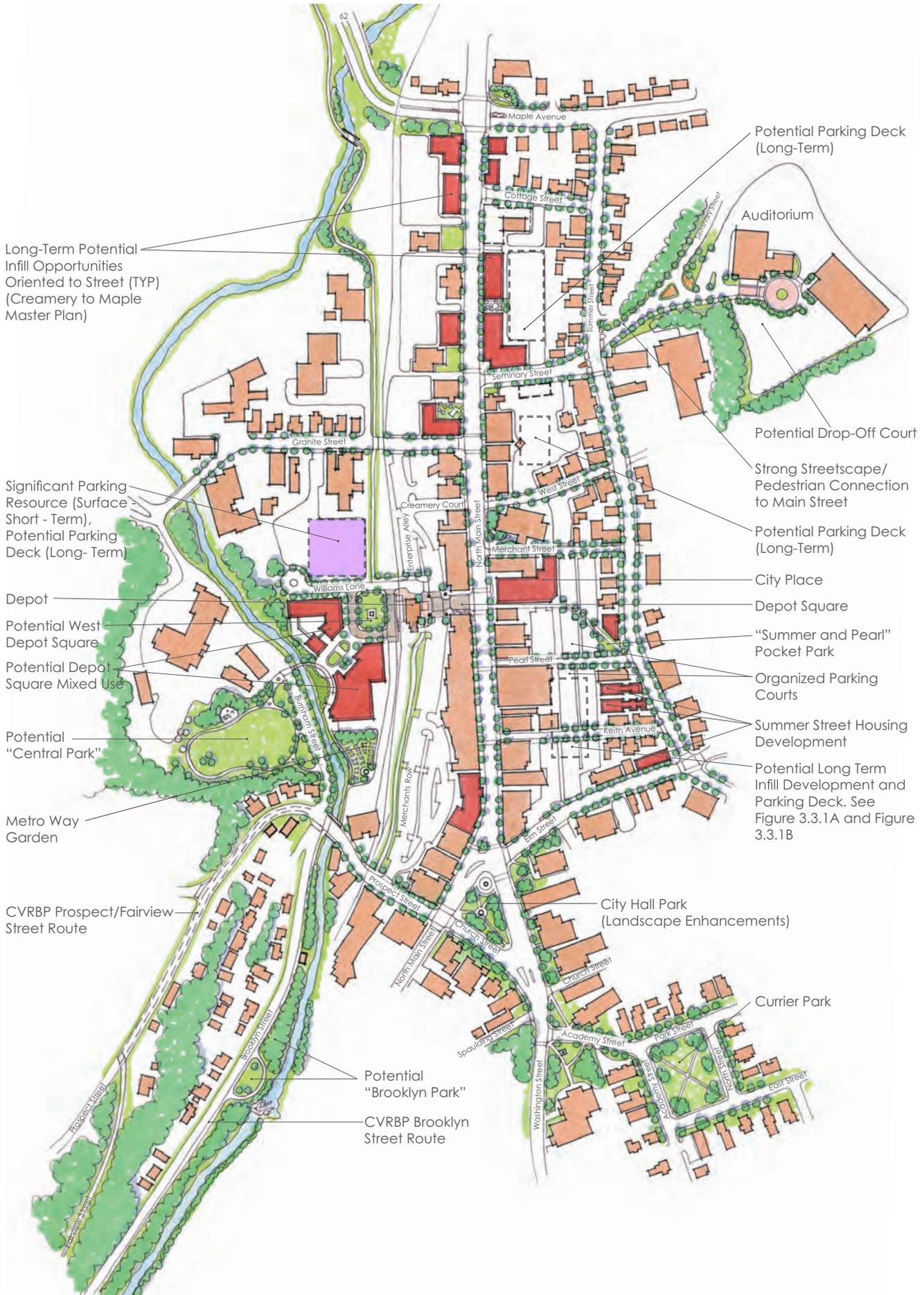


Figure 12: Illustrative Master Plan

3.2.2 Central Vermont Recreation and Bike Path

The Central Vermont Recreation and Bike Path is currently being planned to connect a number of attractions, such as the Granite Museum, Downtown Barre and the eventual connection to Montpelier. It will be an important component of the public realm as described above. The Summer to Main Street and Merchant's Row master plans identified an alignment through downtown. This alignment is logical as it interfaces with the Depot, Metro Way Garden and downtown parking resources along its route. As the recreation path is implemented, the following recommendations should be considered:

- Provide for as many opportunities as possible to connect to the Winooski River.
- Provide opportunities for tree planting along the path to provide shade and help to delineate its alignment.
- Provide opportunities for trail lighting to provide safety and accessibility
- Provide interpretive opportunities along the way.
- Allow flexibility for future pathways and sidewalks to connect into the recreation path to create a network.

Short Term 2014-2015

Explore feasibility of the following path links:

- Link across Prospect Street Bridge, either within existing bridge structure or by attaching pedestrian walkway on the outside of the bridge.
- Accessible switchback ramp from Brooklyn Street up to the existing path alignment linking to the school. (If not feasible, the section of the path along Brooklyn Street and Brooklyn Park will be a spur, with the main alignment going along Prospect and Fairview Streets).
- Pedestrian bridge across the river near Maple Street and alignment along/interface with the river in this area.

Mid Term 2015-2019

Implement portions of the path through downtown in the following areas:

Enterprise Alley and Merchants Row

- Along Brooklyn Street (as part of Brooklyn Park)
- Through Depot Square

Long Term 2017-2024

Implement portions of path that are more complicated, including:

Bridge connections (near Maple Street) and at Prospect Street.

- Switchback from Brooklyn Street to existing path (toward school).
- Fairview Street/Prospect Street route (as main path or as spur if Brooklyn Street switchback is feasible).

3.2.3 Summer to Main Master Plan Area Public Realm

A considerable amount of planning has gone into the development of the Summer Street to Main Street Master Plan, resulting in a solid plan for the area. The following additional recommendations might be considered as the plan is implemented and are illustrated on the exhibit that follows.

Short Term 2014-2015

Parking Courts Detail Plans. With the reorganization of the parking courts behind Main and Summer Streets, prepare detailed plans for the reorganization of the parking areas and creation of a more efficient parking area. The detail plans should consider the following:

- Align parking bays in a manner that allows maximum flexibility for future infill development, particularly along Pearl Street, and for the development of a future parking structure (between Pearl and Elm Streets).
- Coordinate parking courts plans with streetscape plans for Pearl and Keith Streets.
- Incorporate a pocket park at Summer Street and Pearl and walkway connection to City Place. It will be important that the pocket park is designed so that infill development can occur adjacent to it as shown on the Summer Street to Main Master Plan. Design planting islands in parking lot so that canopy shade trees can line the walkway to City Place.

Mid Term 2015-2019

Demolish existing structures (as identified in Summer Street to Main Master Plan) within district (along Summer Street and along Pearl Street) to allow for construction of parking courts.

Long Term 2017-2024

Construct surface parking courts, pocket park and walkway to City Place. Coordinate construction with construction of Pearl Street and Keith Avenue streetscape improvements. The parking project could be implemented separately from the streetscape projects or, ideally, they would be constructed together as part of the same project.

(Distant future): Develop parking structure between Pearl and Elm Streets in conjunction with, or to allow for, infill development on both sides of Pearl Street. The parking structure should be designed to take advantage of topographic changes to allow for an access off of Elm Street as well as from Keith Avenue. If feasible, the parking structure should also be designed to allow for the continuation of Keith Avenue as a pedestrian and vehicular link on the ground level of the parking structure.



Figure 13: Summer to Main Master Plan Area



Figure 14: Summer to Future Infill Option A

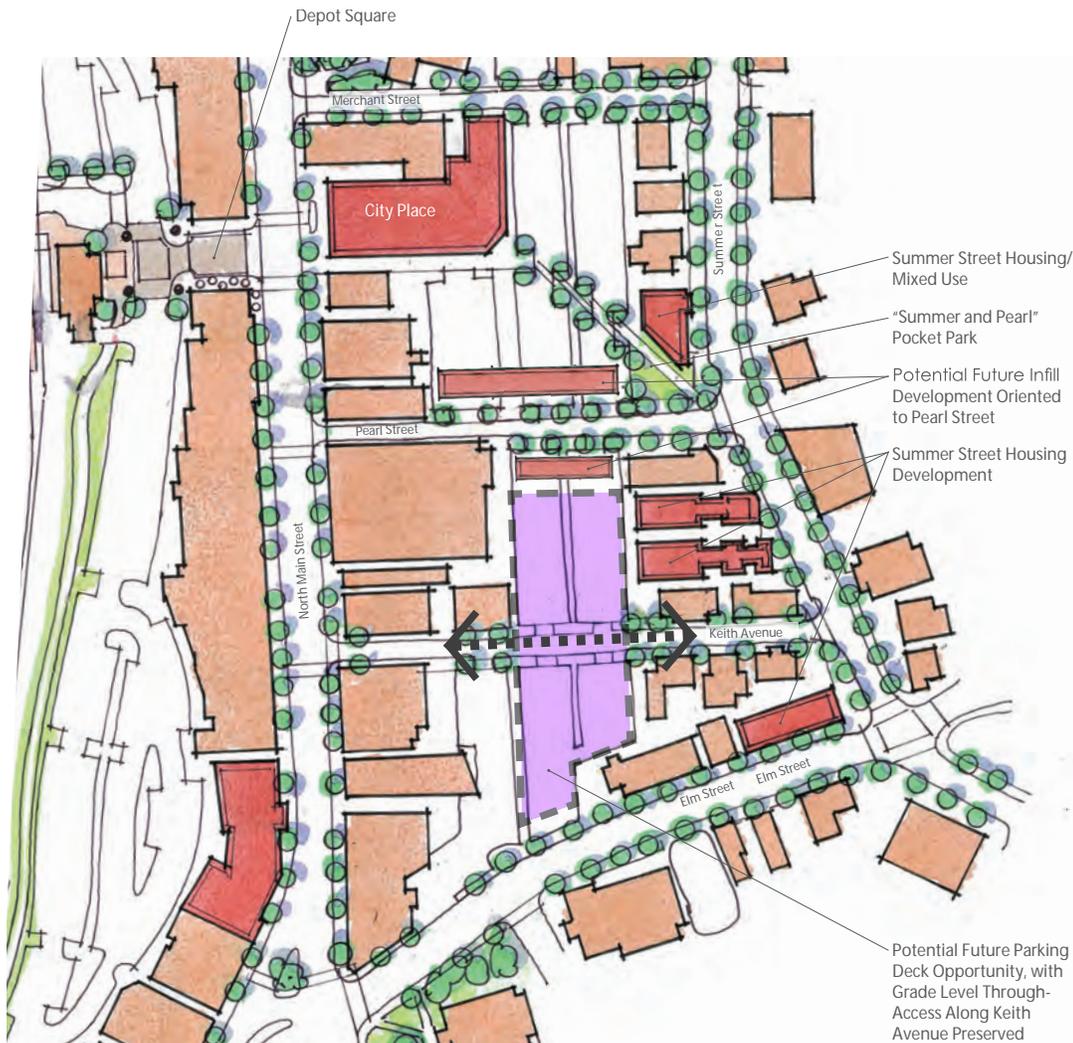


Figure 15: Summer to Future Infill Option B

3.2.4 Merchants Row/Enterprise Alley Master Plan Area

The master plan completed for the west side of Main Street identified a number of improvements to the reorganization of the parking areas to allow for better pedestrian and vehicular circulation. The improvements should be implemented per the master plan according to the following phases:

Short Term 2014-2015

Complete detail design plans for Merchants Row and Enterprise Alley and coordinate with design plans for Depot Square and the alignment of the CVRBP. For the Enterprise Alley section north of Depot Square, revise design to shift parking lot closer to railroad ROW to allow for a more efficient parking layout.

Mid Term 2015-2019

Construct Merchants Row and Enterprise Alley Improvements

3.2.5 Depot Square Parking Lot

Develop a large public parking resource on the west side of the river between Granite Street and Depot Square. This resource can function as a surface lot in the short-term and potentially be developed as a parking structure in the future, particularly with the development of the Depot Square Mixed Use as described below.

Short Term 2014-2015

Work with property owners to explore feasibility of a parking resource.

Mid Term 2015-2019

Implement a surface parking lot, leaving flexibility for the future development of structured parking.

Long Term 2017-2024

Develop a parking structure if needed.



Figure 16: Central Park and "West Depot Square"

3.3 Development/Redevelopment Sites

In addition to those outlined in the Summer Street to Main and Merchants Row Master Plans, there are numerous development and redevelopment sites within the downtown. These include both short and long-term opportunities.

3.3.1 Summer to Main Master Plan Area

Short Term 2014-2015

City Place: Continue with the implementation of City Place

Mid Term 2015-2016

Summer Street Housing Development: Proceed with detail design and implementation of the Summer Street Housing infill development as identified in the Summer Street to Main Master Plan, with locations adjacent to the new pocket park at Pearl and Summer Street; in the block between Pearl Street and Keith Avenue and at the corner of Summer Street and Elm Streets. Any new housing adjacent to the pocket park at Pearl and Summer Streets should be developed in a mixed-use format, preserving the opportunity for active ground floor uses facing onto the new pocket park. These ground-floor uses are important to help activate this new public space and might include a café, art studio or even office space.

Long Term 2016-2017

Infill Development Coordinated with Structured Parking: Implement infill development along both sides of Pearl Street in conjunction with a parking deck. Emphasis should be on mixed-use development with ground-level uses to activate the Pearl Street connection between Main and Summer Streets.

3.3.2 Form-Based Codes:

The City of Barre is considering form-based codes for the downtown area. These will be particularly important to get in place early to preserve the character of downtown as any future development occurs. This is particularly important along Main Street, north of Granite Street which has the long-term potential to evolve from mostly suburban development patterns to more urban development patterns (compatible with the historic patterns along Main Street, mostly south of Granite Street).

3.3.3 “Depot Square” Mixed-Use Development:

The underutilized old granite sheds behind the Depot present one of the most exciting redevelopment opportunities for downtown Barre to further reinforce connections among the river, Depot and Main Street. Opportunities should be preserved and explored for multi-level mixed-use development that might include meeting and event space, a hotel and restaurants. The development should be designed to take advantage of its proximity to both the river and the proposed West Depot Square, with public spaces designed to create physical and visual links between West Depot Square and the river. Because of the importance of this site, any development will need to be designed with four “front doors” providing

for high-quality development facing onto the river, Depot Square (the street section), the proposed West Depot Square and Metro Way Garden. The design should occur in conjunction with the design of West Depot Square.

Short Term 2014-2015

Further explore the idea of a Depot Square Mixed Use Development and work with property owners and adjacent property owners to build support.

Long Term 2016-2017

Implement Depot Square Mixed Use Development

3.3.4 “Creamery to Maple” Master Plan:

Just as a master plan was developed for the area bounded by Summer, Elm, Merchant and Main Streets, consider a master plan for the areas on both sides of Main Street north of Merchant Street. The master plan area would be bounded to the east by Summer Street; the north by Maple Avenue to the north; Merchant Street to the south and the CVRBP alignment to the west. The master plan should include the following:

- Opportunities for infill development, particularly north of Seminary Street, that is urban in character (buildings up to the street with parking areas behind).
- Opportunities to consolidate inefficient parking areas into larger more efficient ones located behind buildings.
- Streetscape enhancements as described earlier.
- Opportunities for pocket parks.

Short and Mid Term 2014-2016

Develop “Creamery to Maple” Master Plan

Long Term

Implement “Creamery to Maple” Master Plan

3.4 Buildings

Because historic downtowns have their own unique collection and combination of buildings and public spaces, they are recognizable as distinct places. Buildings define the character of downtown by their physical presence and give a community a sense of identity, stability and history. Buildings also define the streetscape, which is the space between buildings and includes the street and pedestrian walkways and helps complete the unique physical appearance of each town. Barre’s historic streetscape is bordered by buildings that closely adjoin each other, face the street, are usually a uniform height and are flush with the sidewalk. This space creates a sense of enclosure and makes the streetscape an “outdoor room.”

Time has taken a toll on historic downtowns and incompatible changes have damaged, altered or hidden the beauty and relevance of downtowns. Over the

history of a downtown, buildings are removed, altered over time removing their character defining elements, inappropriate additions are made and/or historic elements are covered up in the name of modernization. It is important to recognize that in order to maintain the “outdoor room” any new building needs to respect, maintain and continue to define the streetscape. Existing buildings need to be rehabilitated. New buildings that do not define the streetscape weaken the “outdoor room” and downtown begins to lose its downtown defining character.

Fortunately for Barre, there are large sections of downtown where buildings still form these “outdoor rooms.” Still other parts of downtown have seen this character change either to lower infill buildings or more suburban style development (see photos below).

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



View of downtown Barre



View Looking down the Street



Explore Infill Development with Multiple Floors

As seen above, these one-story buildings replaced original buildings that were two stories in height. These new buildings do not respect the defining elements of the streetscape nor do they respect the scale of the existing buildings that surround them.

A more appropriate solution to these existing one-story infill buildings would be buildings that are two or three stories in height. The suggested buildings would incorporate character-defining elements of the neighboring buildings. These elements would include storefronts at the first floor levels, horizontal signboards above the store fronts, vertical orientated windows on the upper floors, lintels and sills at the upper floor windows and overhanging cornice at the top of the building.



Consider Façade Renovation Program

These are two examples of downtown storefronts that have been changed over the years. Original materials and details have been covered up by the use of “modern” materials, i.e. metal siding. The building on the left has had a metal cantilevered canopy supported by metal rods added, while the building on the right has had projecting florescent tube lighting added at the cornice.



Option one would be to do simple surface improvements to both storefronts, this would include painting the existing exterior siding and brick. On the building on the right, remove the existing projecting florescent lights, add an awning to the building and add signage above the awning. At both buildings, add projecting gooseneck sign lights, similar to those used throughout downtown Barre.



Downtown Storefronts – Proposed Façade Improvements

Option 2 would be to retain the existing wood pilasters at each end of the building on the right and remove the existing wood paneling, exposing the original brick on the building.



Consider Improvements to Depot Square

Future plans for Merchant Row make this connection between Main Street and the Depot a critical node in downtown. Currently, Depot Square features a vast expanse of asphalt and glaring façade as sunlight reflects from the off-white façade of the hardware store.



Depot Square: Proposed Conditions

By painting the hardware store a pale green, glare is significantly reduced. By featuring agricultural-themed murals, the walls of the façade provide a backdrop for a potential farmer's market or festival venue in the Depot Square space.



Work with Owners of the Garr Building on a Renovation Plan

This beautiful building on Main Street has been compromised by inappropriate treatments along the first floor below the storefront cornice. In addition to the transom being concealed, the traditional storefront systems have been removed and replaced with highly inappropriate doors and windows. Finally, the signage features garish colors and is inappropriately scaled and located on this historic structure.



Garr Building: Proposed Conditions

On the upper floors, all existing trim and frames should be repainted a warm, off-white color. The white plywood should be removed from the transom area to expose both the storefront cornice and leaded glass transom. If either of these original features are not present upon removal of the slipcover, then replication versions could be installed. Additionally, the inappropriate storefront material should be removed and traditional storefront systems should be exposed or installed as shown.



Explore Renovation of Senior Center (Victorian Building)

This Second Empire Victorian building on Main Street is one of Barre's architectural jewels. Regrettably, over time it has received a few extremely inappropriate treatments that compromise its beauty. Most notably, a tri-partite gothic window system was removed from the front façade. Additionally, the historic entry door was removed and a poorly detailed concrete stair and non-compliant ADA ramp system conceals the lower level of the front façade.



Victorian Building: Proposed Conditions: Option 1

Remove the concrete ramp and relocate ADA compliant access to the rear of the building. Reinstall the gothic windows on the main front façade as featured in numerous historic photographs. Install a full-light, arched top entry door as was utilized originally. Repaint the entire façade utilizing the current color scheme. Finally, on the blank brick wall of the building to the left, the black wall could have a mural though it would need to be something other than the Barre logo illustrated in the photo due to Vermont's billboard law.



Victorian Building: Proposed Conditions: Option 2

This option features all the design recommendations of Option 1, but includes the consideration of a more Victorian-period paint color scheme.



Vermont Downtown Action Team Report

Marketing Barre

4.0 Marketing and Branding Plan

4.1 Background

Currently, Barre has a number of identity opportunities and challenges. It has several messages it sends to visitors and residents. For many years Barre has been using a variety of graphic messages with no overarching system. While Barre will always be known as the Granite Capital of the World, there is a great opportunity to provide a message that broadens the appeal of Barre to include other attributes as well. Barre is no stranger to marketing initiatives. "Digger" became a beloved part of the reconstruction of Main Street in downtown. With that multi-million dollar (and long awaited) project complete, Digger's role as a mascot for downtown is less relevant.

As is an authentic community that remains a functioning City in a state known more for small villages and hamlets, Barre has the opportunity to assert its role in building the state and the nation while reflecting on the beauty, the arts, and the opportunities in downtown and throughout the City. This calls for a fresh look at Barre's brand identity.

The term community brand is often difficult to understand. A community brand is much more than a logo, a typeface, or a tagline; it is a promise a place makes with people. Unlike companies that have centralized control of their brand message, communities must have an identity system that is compelling enough to convince residents, stakeholders, and decision makers to "buy into" this identity.

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

4.2 Brand Values

One of the important steps in establishing a brand is to understand the values for which it stands. Through the thoughtful input of stakeholders in a variety of formats including an open public meeting, the following values emerged.

- Barre is rooted in its history, which is strong, went through a period of decline, and is now emerging from that period with a new pride and focus.
- While granite is known as strong, the artisans and artwork that carve granite can make even the hardest stone into delicate carvings. This is a metaphor for Barre, it is not just a hardworking place, it is a place where art thrives.
- Barre is a place with many things to do and many cultures represented. An identity system should bring some color to the community.

4.3 Brand Attributes

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

- *Typefaces:* The main typeface for Barre is an elegant and modern script font: Brand Shade Pro. Gin is used to add expandability and interest. The result is a system that is easily readable and designed to have a very long lifespan.
- *Colors:* The colors for Barre include a concise palette of warm, bold colors that use the “granite” grey as a major building block. The colors are well balanced and designed to imply warmth and vibrancy within the community.
- *Logo:* The logo for Downtown Barre is based off of the quarry history within the town. The bar of colors allow for movement and an expandable base. The system created with the logo begins to visually tie together the elements and messages within Barre while adding color to a community traditionally known only for the color of its granite.
- *Tagline:* The tagline for Downtown Barre is a reflection of the strength of its past and the optimism for its future.

The tagline is part of an overall brand statement designed to serve several roles. As a whole, the tagline is a statement of what downtown Barre is about. In pieces, each paragraph of the brand statement can be used as parts of messaging for themes in the community. Following, is the brand statement for downtown Barre.

Years ago, as the blade of a plow cut through the fertile Vermont soil, it was brought to an abrupt halt. Early settlers certainly knew of the granite outcroppings but few knew that beneath the dirt was a treasure that would change this place, our nation, and the world.

Barre granite became the solid foundation on which Vermont was built. Blocks carried to our neighbor created a capitol that inspired others to seek Barre granite for monuments and buildings that span the globe. At the same time the world was coming to Barre as artisans and craftsmen journeyed here to create a mixture of cultures that make our community rich in heritage from many lands. These same people brought creative thinking and innovation to Barre.

From this history, Barre grew as one of Vermont’s showplaces. Our architecture, sculpture, and monuments rival those in the most cosmopolitan of cities. We met challenges with a resilience and courage that is born from a people who deal with molding the strongest of stone into the most intricate pieces of art.

Today, we are using the strength of our past to transform our future. Whether it is revitalizing our downtown: the very heart of Barre, serving people less fortunate through innovative training, providing artists a place to create unencumbered by intellectual restrictions, or presenting our remarkable story to those who seek to know this truly unique place.

Downtown Barre has re-emerged, built on a strong foundation, developing through strong partnerships, and looking forward to a strong future.

We are Downtown Barre, strength through vision.

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

4.4 Brand Recommendations

4.4.1 Adopt the Brand Statement and Brand System

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

All four committees of the Barre Partnership should be involved in the deployment of the brand and should ally with partners such as the Town of Barre, the Barre Area Development Corporation, and other groups to help deploy the brand. Each committee should ensure that all branding and marketing efforts are coordinated, explore funding options for their particular piece of deployment, and strategize on roles and responsibilities.

A brand style guide is attached as an appendix 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 Barre Partnership to modify and use the system as needs evolve, and a simple licensing agreement is included should the Barre Partnership 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 the V-DAT planning effort.





BARRESTORED

CARVING THE PATH OF OUR FUTURE

DOWNTOWN

Barre

4.4.2 Redesign Organizational Logo

Just as Barre promotes the destination, it should also promote the Barre Partnership as a key to the success of downtown. The new Barre Partnership logo is an effort to demonstrate a seamless approach to marketing the community.

4.4.3 Promote Past Accomplishments

Barre has accomplished much to maintain, stabilize, and improve the downtown. The last several years have witnessed unprecedented investment in downtown. The Barre Partnership has been a stalwart partner to many groups and continues to work on projects to improve downtown.

Barre should document its past successes, current projects, and future plans in a cohesive marketing piece that can be distributed to partner groups, grantors, neighborhood associations, potential investors, and interested citizens. This material could be placed in a branded folder that uses the Barre identity system or as a magazine that profiles the community's plans and accomplishments. A series of celebratory ads have been developed to profile the success that Barre is enjoying.

4.4.4 Host a brand launch event

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

4.4.5 Promote The People of Barre

The Citizens of Barre are the key to its success. The marketing plan for the community presents a series of marketing pieces that celebrate the people involved in making things happen in the community.



I'M
BARRE

BP BARRE
PARTNERSHIP

DOWNTOWN
Barre



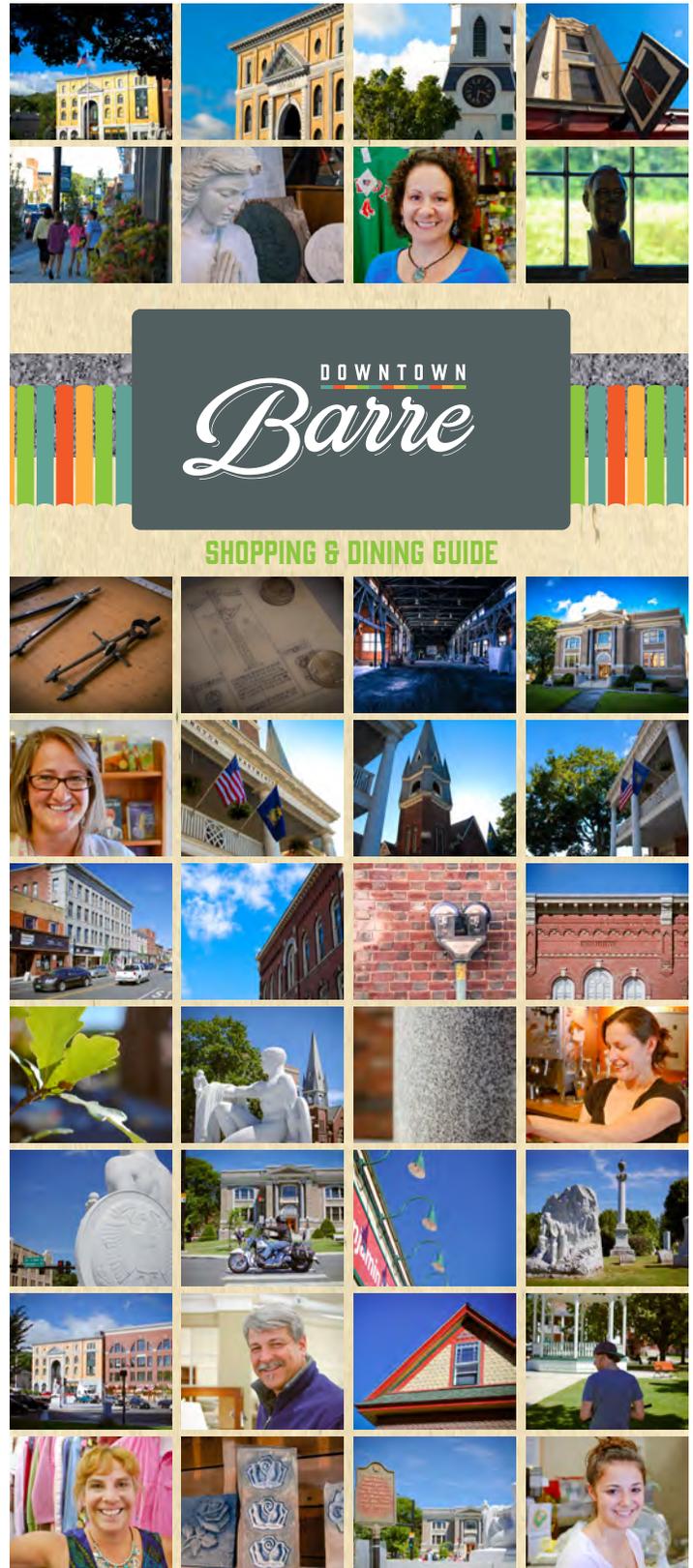
4.4.6 Redesign Barre Collateral Pieces

The brand identity for the destination (Barre) and the organizations are similar but have different and distinct uses. The Barre Partnership should consider reinforcing the destination identity system through its own adoption of a new logo for the organization itself including letterhead, business cards, and ultimately a new web page design. The distinctive typefaces and color scheme will clearly show that the Barre Partnership is promoting the destination of Barre. Additional logos for partner organizations can be developed using the same typefaces and color schemes. Each organization can maintain as unique an identity as it wishes yet remain “in the family.” For example, the V-DAT team has designed a new system for the City of Barre that preserves the existing City Seal and historic tagline but uses a consistent typeface to complement that of downtown.

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

4.4.7 Redevelop Websites

Barre has three websites that promote the community: the Barre Partnership, the Barre Area Development Corporation, and the City of Barre. Each website serves a specific purpose and each provide information of interest to visitors, investors, and residents. The sites should look complementary. Most importantly, the websites should link to one another and should use social media tools and Google Analytics as a way to track visitor traffic and evaluate the success of marketing materials.



4.4.8 Create Barre Branded Merchandise.

It isn't necessary to roll out all new brand designs right away. However, new products might be explored for a 2014 roll out such as window signs for stores and shopping bags. Later implementation might work with local businesses to develop their own merchandise with the brand alongside the downtown association.

4.4.9 Begin Implementing Wayfinding Sign System

Barre has experience cultivating a visitor to downtown as a result of the Big Dig. Temporary signs guided visitors to parking and shops. Barre should pursue funding for permanent wayfinding as a critical need to direct visitors to downtown and once there connect them with the amenities throughout the area. 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.

4.4.10 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 Barre, 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.





Vermont Downtown Action Team Report

Organization & Funding

5.0 Organizational and Funding Plan

5.1 Organization

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

In Barre's case, the phenomenal work that occurred in Barre over the past two years has literally transformed the community. The perception of what Barre has to offer needs to catch up with the reality of what exists in this beautiful, bustling downtown district. There are a couple things to approach in tandem to help make this happen.

- Organization
- Promotion

5.1.1 Organizational Recommendations

Organizationally, Barre needs a full time downtown manager. In fact, the City of Barre would be well served to also employ an information officer that would work with the downtown manager, as well as the city staff to constantly and consistently put out the good news of all of Barre's offerings to the local and regional public. The downtown manager would oversee the long-term program of work and future work plans for the downtown district. While, the information officer would not only put out news and updates about what is going on in the City of Barre, but also, monitor and update websites and social media.

The board of directors of the Barre Partnership is working now on long-term work plans and goals, as well as new by-laws. We would recommend that the board work very closely with the Vermont Downtown Program, as they will have examples from successful programs all over the region. They can also pull in the National Main Street Center as a resource.

We would recommend formation of an Alliance Advisory Team. Its members would include representatives of Barre Area Development Inc., The Barre Partnership, the City of Barre, the Granite Museum, etc. This group could begin by defining what each one does in order to partner more efficiently. This Alliance Advisory Team would keep one another apprised of work plans, projects and chances to partner. The recommendation would be to meet at a minimum of once every other month. This group could (and should) also seek out ways to partner on grants, funding and tourism related opportunities.

Barre should consider working with the State of Vermont to create a Downtown Improvement District. The City of Barre has shown the type of investment in the downtown district that makes a DID a success. While this effort has its pros and cons, Barre should explore the concept.

5.1.2 Promotional Recommendations

Promotionally, Barre has an opportunity to shine. Working with an information officer, the downtown manager can disseminate information about upcoming events, projects and business openings and events both locally and regionally. Another recommendation would be to create a program to offer hands on support and creation of web presence for businesses and other ventures (Community Garden, Downtown Merchants, etc.)

We recommend the including at least one of each of these in the Barre promotional calendar:

- Community Events
- Retail Events
- Arts and Cultural Events
- Local Festivals
- Regional/Tourism Festivals and Events

More specifically we recommend:

- Evaluation of Heritage Festival. Have a professional do an on site evaluation of the event. From there you can gauge what changes need to be made and how to make this a successful local festival.
- Creation of a signature retail event- Souper Mudfest.
- Hold at least four downtown Art Strolls. These would include local artists and performers on the streets, restaurant special and could highlight activities of members of the Barre Cultural Alliance
- Long-term goal of creating a Stone Arts Festival. This would include the granite arts, of course. But, it would also include and pay homage to all stone arts. It is the perfect way to partner with the entities in and around Barre whose history is so tied to granite, marble and stone.
- A Taste of Barre. This would disprove the perception that Barre has "no decent restaurants."
- Add a community oriented event: Sippin' Cider.

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

5.2.1 Streetscape Enhancements (3.2.1 on page 28)

Vermont Department of Housing and Community Development – Downtown Transportation Funds can be used for lighting,

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

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

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

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.

5.2.2 Central Vermont Recreation and Bike Path (3.2.3 on page 36)

Vermont Department of Housing and Community Development – Downtown Transportation Funds can be used for lighting,

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

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

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

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

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

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

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

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

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

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

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

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

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

5.2.3 Merchants Row/Enterprise Alley Master Plan Area (3.2.4 on page 38)

US Economic Development Administration – Strong Cities, Strong Communities is a challenge by communities in cooperation with the Obama administration to spur economic growth in individual communities and regions.

5.2.4 Depot Square Parking Lot (3.2.5 on page 39) Summer to Main Master Plan Area (3.3.1 on page 40) Depot Square Mixed Use Development (3.3.2 on page 40) "Creamery to Main" Master Plan Area (3.3.3 on page 40)

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 is 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.

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

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.

Barre is enjoying a remarkable resurgence as a downtown and as a community. The Downtown Barre Partnership alongside the City of Barre and the Barre Area Development Corporation and many other partners have demonstrated their commitment of overall success. This plan can serve as a guide to continue these successes well in the future.

Strategies	First Steps 2014	Next Steps 2015/2016	Long Term 2016/2020	Goals
<p>Cultivating the Market and Getting the Word Out: Marketing Strategy</p>	<ul style="list-style-type: none"> • Offer hands on support and creation of web presence for businesses and ventures downtown Barre. • Pursue general merchandise store for The Partnership, City of Barre, etc.) • Add Wassail Walk Event • Launch marketing campaigns on "wins" 	<ul style="list-style-type: none"> • Launch Souper Mudfest Event • Hire an information officer/brand manager • Seek out, apply for, and manage grants and donations for tourism related activities • Monitor and update website and social media (Google Analytics) • Assess economic impact and programming of the Heritage Festival 	<ul style="list-style-type: none"> • Develop Barre Stone Arts Festival. • Consider additional events such as art strolls and "Taste of Barre" • Market opportunities for additional restaurant, home furnishings, clothing, specialty foods, and other shopping opportunities downtown • Pursue co-working space in downtown Barre 	<p>Barre's downtown will continue to evolve as a major employment center, retail and restaurant destination while communicating it's ongoing successes.</p>
<p>Building a New Image for Barre: Brand Strategy</p>	<ul style="list-style-type: none"> • Adopt brand statement • Implement new logo system • Host a downtown brand launch event • Implement banner program • Launch the "I'm Barre" "Strength Through" local marketing campaign • Create new shopping/dining guide • Coordinate existing collateral materials • Redesign organizational logo 	<ul style="list-style-type: none"> • Begin implementation of wayfinding and parking signage system • Launch downtown Barre ReDiscover downtown magazine • Launch targeted visitor campaign • Launch new economic development website for the Barre Development Corporation 	<ul style="list-style-type: none"> • Complete wayfinding sign system • Create Barre branded merchandise • Launch annual market summit to refine marketing strategy 	<p>Barre will launch an aggressive positive messaging program that reinforces the progress the community is making.</p>
<p>Pursuing Next Step Improvements: Public Improvement Strategy</p>	<ul style="list-style-type: none"> • Do City Hall landscape improvements • Implement streetscape/open space plan • Complete short term improvements to Central Vermont Recreation and Bike Path • Begin implementation of Summer to Main Master Plan • Complete detailed design plans for Merchants Row and Enterprise Alley 	<ul style="list-style-type: none"> • Begin implementing Streetscape/Open Space Master Plan projects per report • Implement Bike Path improvements through downtown • Demolish structures identified in Summer to Main Master Plan • Construct Merchants Row and Enterprise Alley improvements 	<ul style="list-style-type: none"> • Continue implementing Streetscape/Open Space Master Plan projects per report • Implement long-term bike path • Construct surface parking courts, pocket parks, and walkways per Summer to Main Master Plan • Implement Depot Square parking lot • Consider parking structures on Depot Square 	<p>Building on recent public enhancements, downtown Barre will continue to create a welcoming public realm through improved parking, streetscape, and open spaces.</p>
<p>Fostering Investment: Economic Development Strategy</p>	<ul style="list-style-type: none"> • Continue implementation of City Place • Implement form based code • Explore idea of mixed use development in Depot Square • Engage in dialogue with property owners regarding façade master plan • Develop investment guidebook 	<ul style="list-style-type: none"> • Construct Summer Street housing development. • Develop Creamery to Maple Master Plan • Identify funding for Façade Master Plan • Work with individual property owners on renovations per report 	<ul style="list-style-type: none"> • Implement Depot Square redevelopment • Implement Creamery to Maple Master Plan • Consider additional infill development with multiple floors facing Main Street 	<p>Barre will continue to be poised for infill development throughout downtown creating a full service downtown and major Vermont employment center.</p>



Vermont Downtown Action Team Report

Appendices



Barre, Vermont
COMMUNITY IMAGE STYLE GUIDE





Barre, Vermont



Community Image Approval

In order to ensure consistent use of the Barre, 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 Barre, 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.

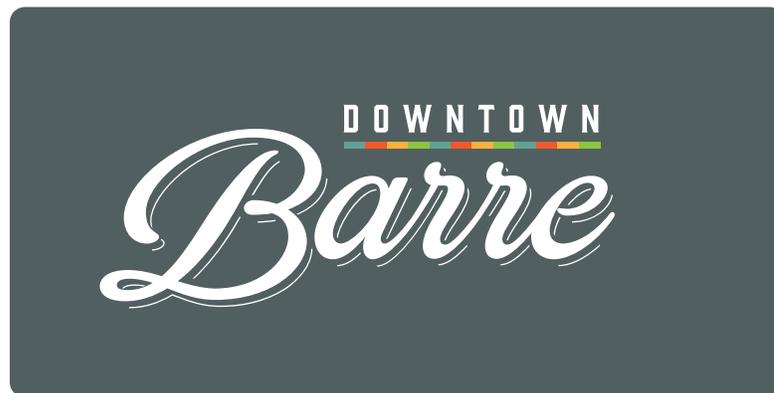


CAPTION- Description



Logo Size & Spacing

The size and spacing of the Barre, 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 Barre, Vermont brand.



Change Colors



Scale Elements



Outline Elements



Rotate Elements



Stretch the Logo



Move Elements



Use Photographic Backgrounds



Use as a Wallpaper



Dealing With Consistent Color Using Pantones:

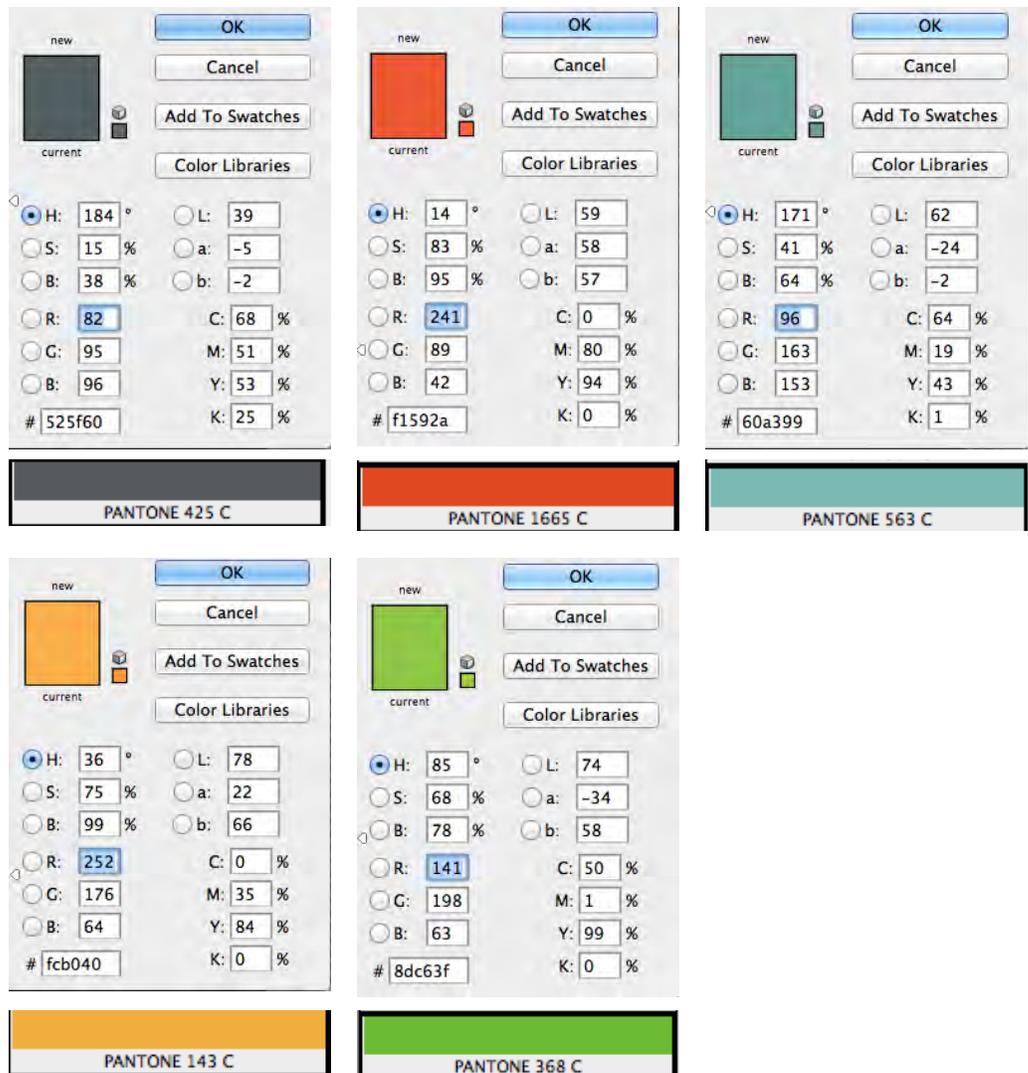
The accuracy of color is critical in design. Because what you see on your monitor is never what will appear on a printed sheet, designers need a standardized color key.

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

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

Color Palette

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





Installing OpenType or TrueType Fonts in Windows:

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

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

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

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

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

Click OK to install the fonts.

Typography

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

*abcdefghijklm
nopqrstuvwxyz
123456789*
Brand Shade Pro

ABCDEFGHIJKLM
NOPQRSTUVWXYZ
ABCDEFGHIJKLM
NOPQRSTUVWXYZ
123456789
Gin



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 Barre, 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.



Heritage Festival Event Logo



Stone Arts Event Logo



Usage Control

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



THE GRANITE CENTER OF THE WORLD



THE GRANITE CENTER OF THE WORLD





Advertising

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

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

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

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

For photos, place a descriptive caption below.

Put your headline next.

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

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



Anatomy of an Ad.

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

Headlines

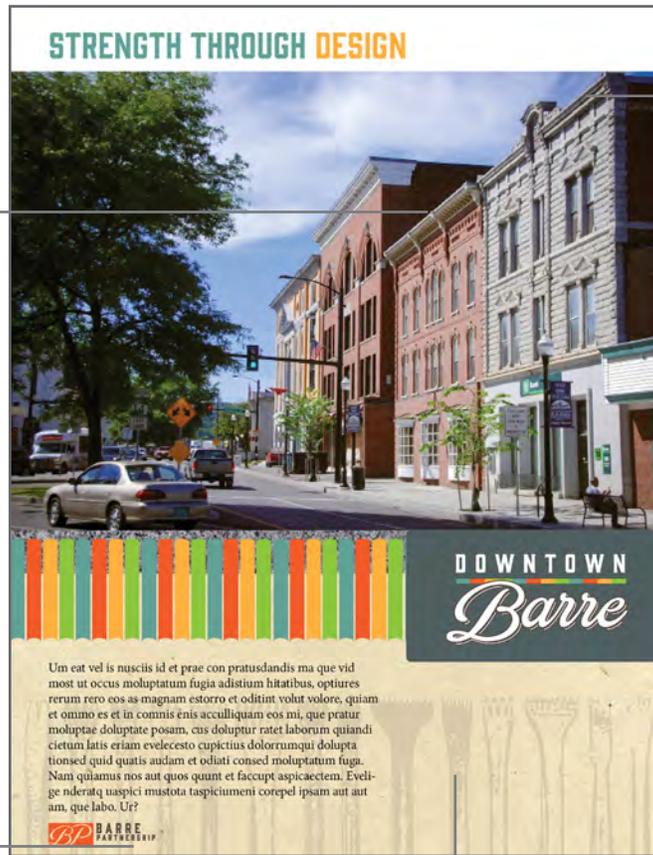
The main headline may be the strongest element of the ad or it may be secondary to a strong visual. Some ads may have subheads and other title elements as well.

Contact

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

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

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



Artwork

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

Body

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



File Format Guide

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



File Type: Adobe Illustrator File
Category: Vector Image Files
File Description: Vector image file created by Adobe Illustrator; composed of paths, or lines connected by points, instead of bitmap data; may include objects, color, and text; often referred to as 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.

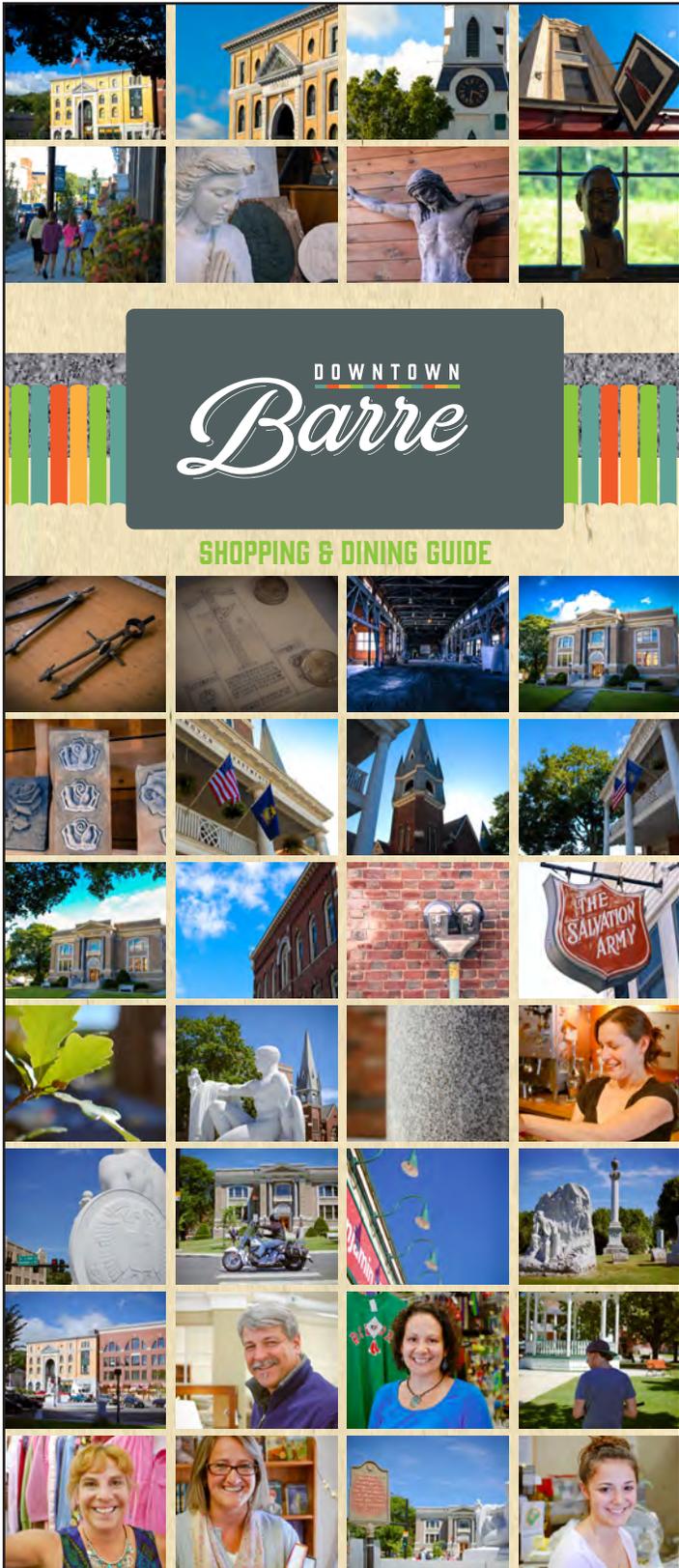


File Type: Graphical Interchange Format
Category: Raster Image Files
File Description: Image file that may contain up to 256 indexed colors; color palette may be a predefined set of colors or may be adapted to the colors in the image; lossless format, meaning the clarity of the image is not compromised 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.



Barre, Vermont
COLLATERAL CATALOG



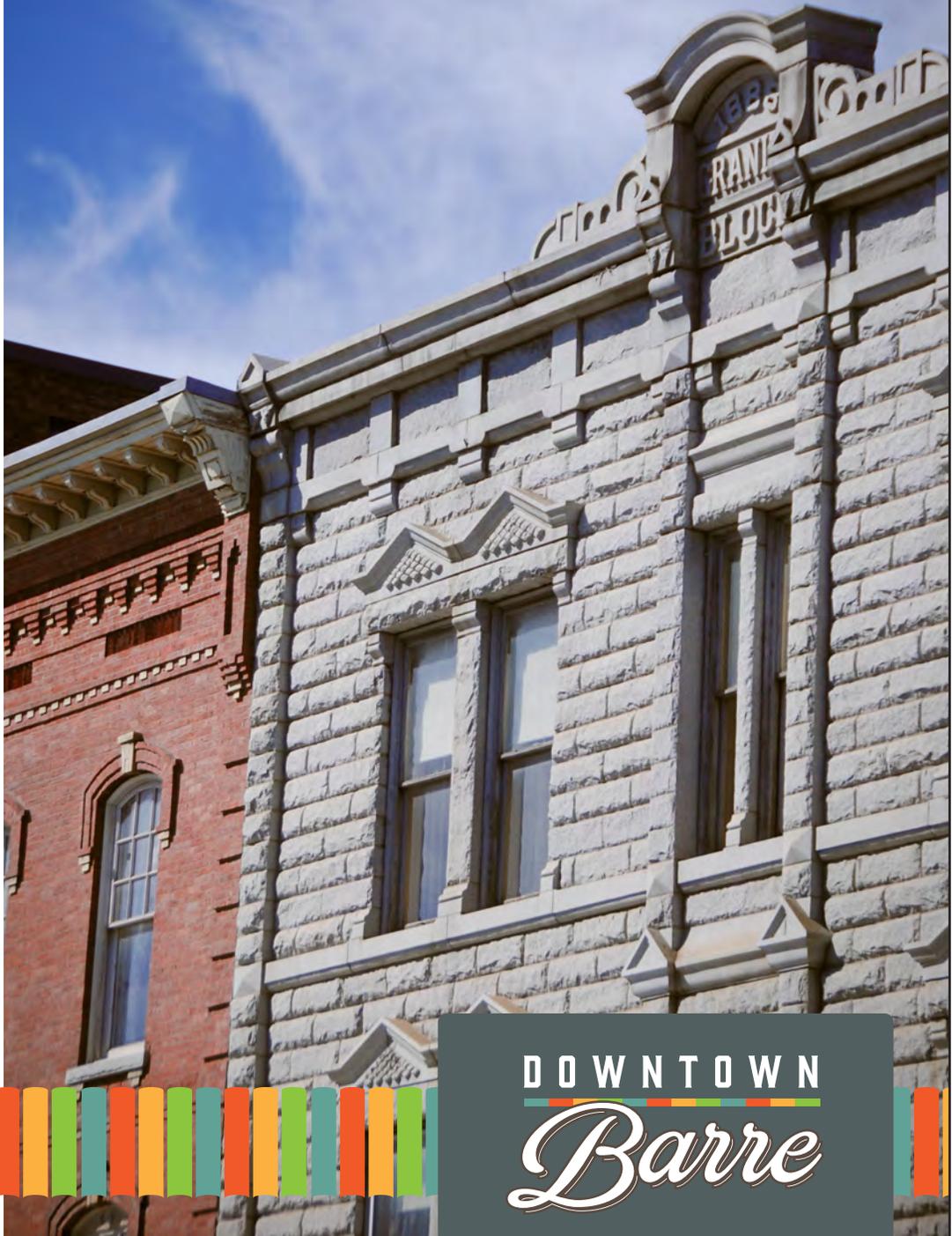




HOLIDAY 2013

ReDISCOVER

YOU CAN FIND IT ALL DOWNTOWN



DOWNTOWN
Barre



Barre, Vermont
LOGO THUMBNAIL CATALOG





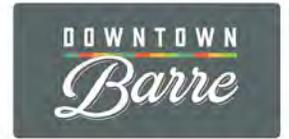
Barre-4C.pdf



Barre-downtown-4C.pdf



Barre-downtown-horz-4C.pdf



Barre-downtown-vert-4C.pdf



Barre-historic-4C.pdf



Barre-historic-horz-4C.pdf



Barre-historic-vert-4C.pdf



BP-1C-teal.pdf



BP-1C.pdf



BP-4C.pdf



BP-bw.pdf



BP-design.pdf



BP-ED.pdf



BP-Events.pdf



BP-Org.pdf



BP-stack-1C.pdf



BP-stack-2C.pdf



BP-stack-bw.pdf



BP-tag-1C-bw.pdf



BP-tag-1C-grey.pdf



BP-tag-4C.pdf



BP-tag-stack-1C.pdf



BP-tag-stack-2C.pdf



BP-tag-stack-bw.pdf



City-1C.pdf



City-bw-rev.pdf



City-bw.pdf



City-grey-rev.pdf



Heritage.pdf



StoneArts.pdf



Tools-new.pdf



Barre, Vermont

PHOTO THUMBNAIL CATALOG





2013-BarreVT-1.jpg



2013-BarreVT-2.jpg



2013-BarreVT-3.jpg



2013-BarreVT-4.jpg



2013-BarreVT-5.jpg



2013-BarreVT-6.jpg



2013-BarreVT-7.jpg



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2013-BarreVT-9.jpg



2013-BarreVT-10.jpg



2013-BarreVT-11.jpg



2013-BarreVT-12.jpg



2013-BarreVT-13.jpg



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2013-BarreVT-16.jpg



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2013-BarreVT-18.jpg



2013-BarreVT-19.jpg



2013-BarreVT-20.jpg



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BarreVT_6278.jpg



BarreVT_6288.jpg



BarreVT_6296.jpg



BarreVT_6299.jpg



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BarreVT_6477.jpg



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BarreVT_6681.jpg



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BarreVT_6691.jpg



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BarreVT_6730.jpg



BarreVT_6739.jpg



DSC_0601.jpg



DSC_0603.jpg



DSC_0614.jpg



DSC_0620.jpg



DSC_0622.jpg



DSC_0625.jpg



DSC_0638.jpg



DSC_0648.jpg



DSC_0650.jpg



DSC_0652.jpg



DSC_0657.jpg



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DSC_0676.jpg



DSC_0679.jpg



DSC_0687.jpg



DSC_0693.jpg



DSC_0696.jpg



DSC_0702.jpg



DSC_0715.jpg



Barre, Vermont
ADVERTISING CATALOG

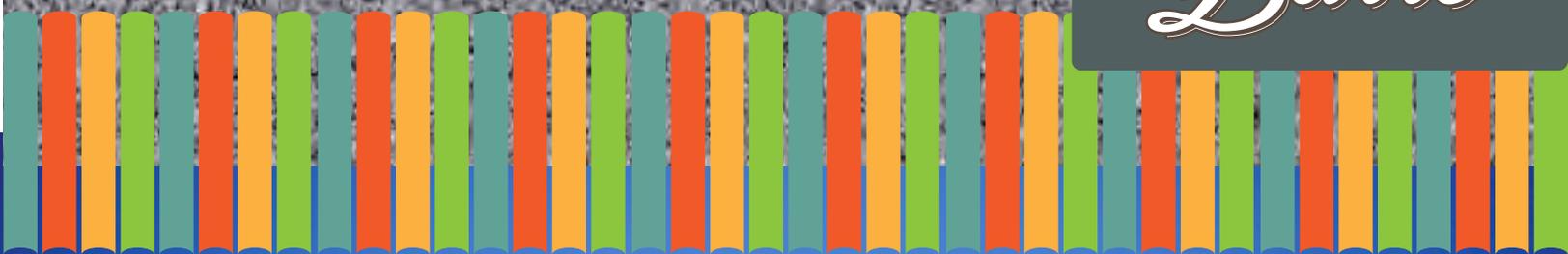


BARRE DISCOVERY

SO MUCH MORE THAN JUST GRAY

DOWNTOWN

Barre



BARRE SOURCEFUL

DIGGING DEEP FOR INNOVATION

DOWNTOWN

Barre

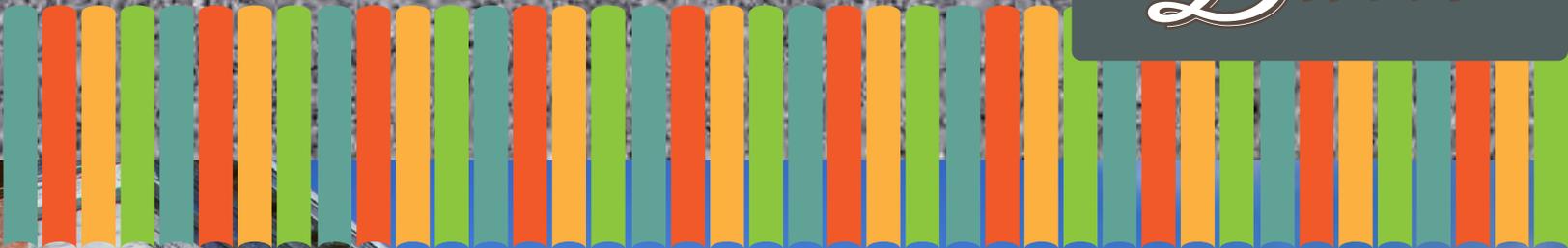


BARRE ENERGIZED

STRENGTH OF A PASSIONATE COMMUNITY

DOWNTOWN

Barre





BARRESTORED

CARVING THE PATH OF OUR FUTURE

DOWNTOWN

Barre

I'M

BARRE

BP BARRE
PARTNERSHIP

DOWNTOWN

Barre



I'M
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BP BARRE
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DOWNTOWN
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Katherine Paterson

I'M
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BP BARRE
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DOWNTOWN
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 **BARRE**
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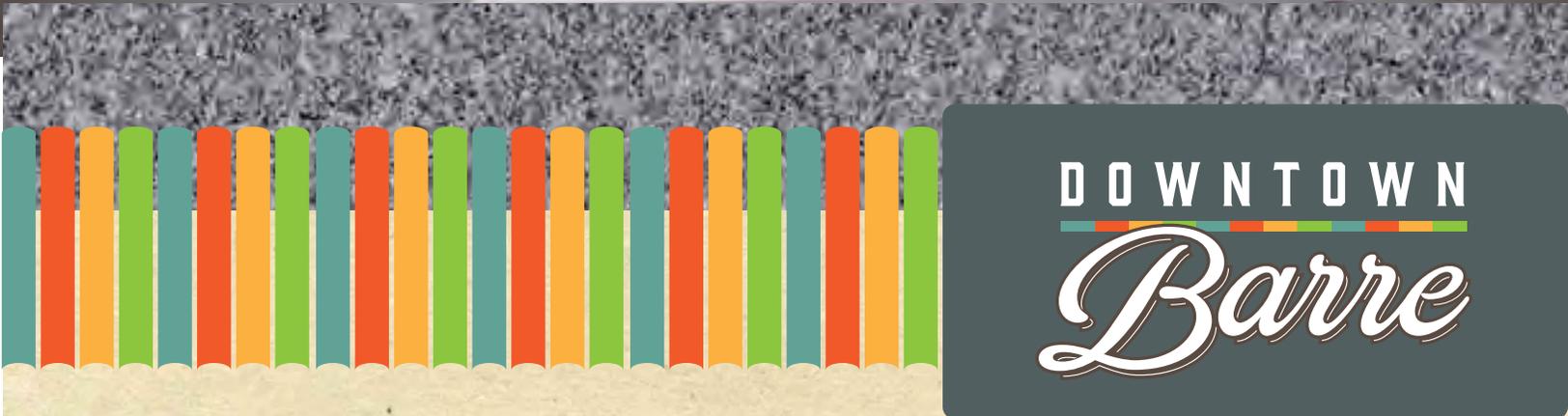
DOWNTOWN
Barre



I'M
BARRE

DOWNTOWN
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STRENGTH THROUGH RELAXATION



DOWNTOWN
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STRENGTH THROUGH EXPRESSION

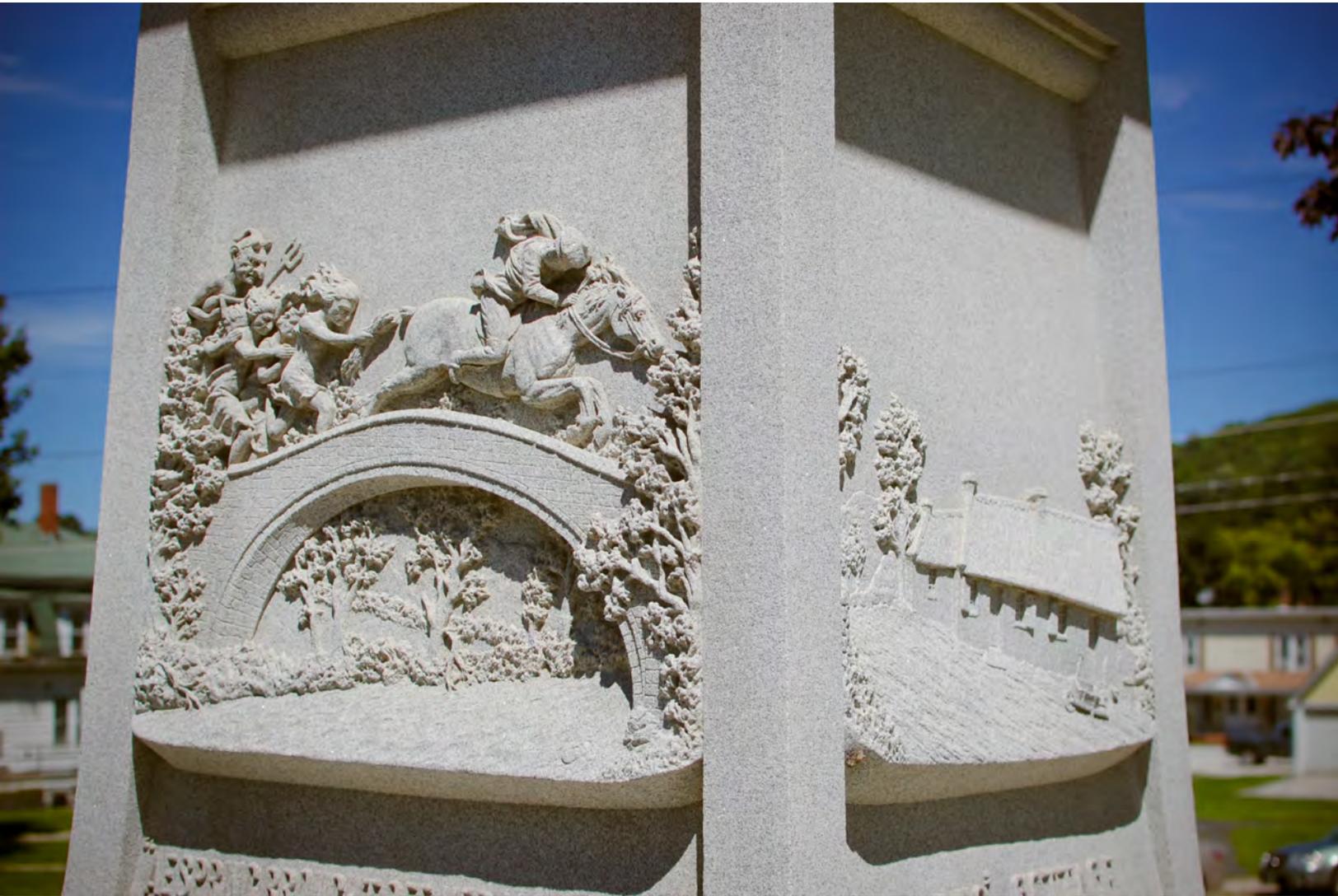


DOWNTOWN

Barre

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STRENGTH THROUGH CREATIVITY



DOWNTOWN *Barre*

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STRENGTH THROUGH ARCHITECTURE



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STRENGTH THROUGH ATMOSPHERE



DOWNTOWN *Barre*

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STRENGTH THROUGH DESIGN



DOWNTOWN *Barre*

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STRENGTH THROUGH OUR STORY



DOWNTOWN *Barre*

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STRENGTH THROUGH KNOWLEDGE



DOWNTOWN *Barre*

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STRENGTH THROUGH DIVERSITY



D O W N T O W N

Barre

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STRENGTH THROUGH VISION



DOWNTOWN *Barre*

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STRENGTH THROUGH FAITH

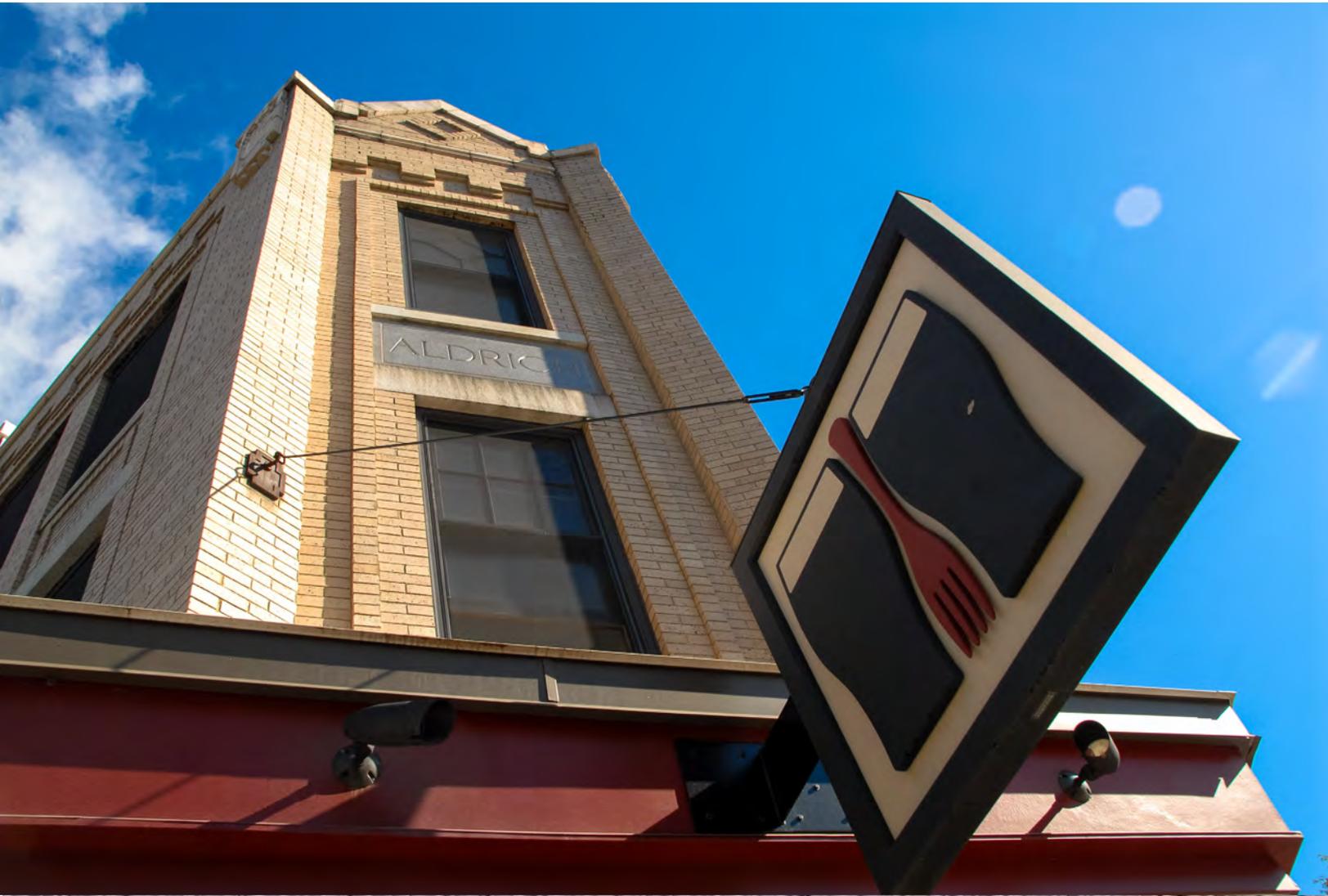


DOWNTOWN

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STRENGTH THROUGH MOMENTUM



DOWNTOWN

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STRENGTH THROUGH ARTISTRY



DOWNTOWN

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STRENGTH THROUGH HISTORY

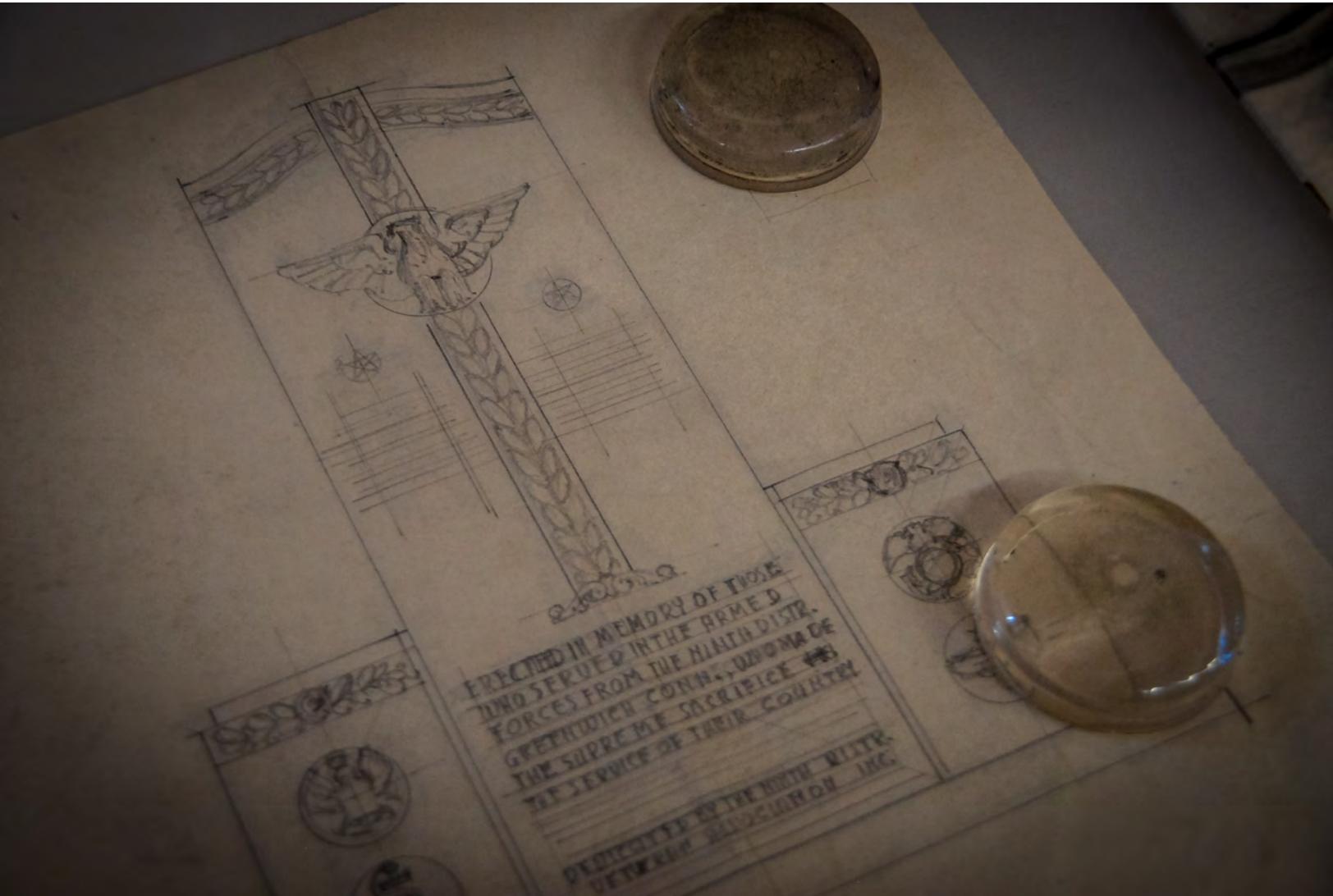


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STRENGTH THROUGH PLANNING



DOWNTOWN *Barre*

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STRENGTH THROUGH CULTURE



DOWNTOWN

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STRENGTH THROUGH FAMILY



DOWNTOWN *Barre*

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