



Island Pond

VILLAGE REVITALIZATION MASTER PLAN





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March 2019

PROJECT PARTNERS

This project is funded by a Better Connections (BC) grant from the Vermont Agency of Transportation (VTrans) and the Vermont Agency of Commerce and Community Development (ACCD). The goal of the BC program is to encourage communities to proactively coordinate land use decisions and transportation investment. Matching funds are provided by the Town of Brighton.

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SECTION 1

Overview &
Executive
Summary



Overview & Executive Summary

In the Spring of 2017 The Town of Brighton issued a Request for Proposals for Island Pond Village Revitalization. The charge was to develop “a comprehensive Village Master Plan in an effort towards creating an economically vibrant and pedestrian friendly village center. The Master Plan components will examine opportunities for Village physical improvements such as streetscape enhancements, increased connectivity to the lakeshore, undergrounding utilities, gateways and wayfinding, parking and bike/pedestrian amenities.” The Master Plan initiative follows a previous and successful community planning effort conducted in 2016-2017 by the Vermont Council on Rural Development as part of their Community Visit program. The local Task Forces created as part of the Community Visit process identified as one of four priority projects the need to “Revitalize and Beautify the Downtown”¹. Several distinct areas of focus emerged in the Community Visit Action Plan that have been forwarded in this plan, including downtown beautification, expanding mountain bike opportunities, improving paths, walkways and trails, making Brighton an ATV destination, expanding the recreation offerings

¹ *Brighton Community Visit-Report and Action Plan*. January 2017. VCRD, Montpelier. p. 1

of the community and advancing the tourism economy. These two plans work together to focus energy on the village and the viability of the downtown.

The planning process that ensued engaged the citizenry, developed demonstration projects and piggybacked on other relevant initiatives such as the Vermont Council on Rural Development's Community Visit and the Vermont Outdoor Recreation Economic Collaborative. The Master Plan has focused on developing designs and recommendations for the village economy, infrastructure and environment and has resulted in a robust implementation plan that includes capital improvement projects, marketing elements and tools, and lakeshore designs.

This plan represents a beginning, not an ending.

For the purposes of this plan, the areas of focus have been delineated into 3 categories as "Infrastructure & Transportation", "Market, Economy & Community", and "Lakefront, Greenspace & Recreation". An implementation matrix provides the detail on a category-by-category basis for the actions and opportunities this Revitalization Plan sets forth. While it is important to identify some small-scale lower cost, higher priority projects, this plan also encourages the community to think holistically, think big, and to dream about what Island Pond can be over time while taking small steps in that direction.

In general, the Master Plan recommends the following considerations:

- 1) Maintain and formalize the Island Pond Village Revitalization Project Steering Committee to guide and oversee the implementation process. The Steering Committee becomes an ongoing entity to support town development/improvement/marketing and grant seeking;
- 2) Capitalize on the local and regional recreational assets of Island Pond and the Northeast Kingdom to promote tourism. The opportunity exists to build on and further develop the ATV and snowmobile infrastructure (with the Vermont Association of Snow Travelers (VAST) network). These activities continue to be a key component of Island Pond's recreational landscape, along with biking trails on and off road – another growing segment of the

outdoor industry in Vermont. Promote Brighton State Park, access to nearby Burke Mountain Ski Area and also identify local and nearby opportunities for hiking, cross country skiing, and hunting that will bring in visitors to tap into local retail, dining and lodging options. The lakefront and Pond offers swimming, boating and fishing options that will benefit from further enhancement and can be integrated into marketing strategies that focus on drawing visitors to the spectacular setting, recreational offerings and the compact, walkable, livable, and historic downtown.

- 3) Determine the highest priority projects as set forth in the Implementation Matrix. Initiate short term, low cost actions and projects and connect funding and resources to those projects. Commit also to work towards long-range goals and projects requiring more substantial funding. This requires establishing a consensus for the next steps to be taken;
- 4) Develop a marketing strategy that builds on the local assets as identified and utilizes the selected branding elements forwarded in this plan. Work towards the detailed design and implementation of a wayfinding program that will support local businesses and guide visitors to key destinations while encouraging tourist to park, walk and explore the village.
- 5) Develop more ways to engage the local community with special events designed to highlight community development projects – such as lakeshore event for project engagement;
- 6) Consider the creation of a local Development Corporation and/or staff an office focused on redevelopment and revitalization activities. Improve town capacities for revitalization and economic development and this includes looking to models in other communities for staffing framework, job/program activities and responsibilities;
- 7) Work with local property owners to identify interest and options for redevelopment and identify the town role in that process; and
- 8) Explore Public Private partnerships with academic institutions, conservation organizations, state and federal agencies and programs to advance, as appropriate, mutually beneficial or stated policy, program and development objectives.
- 9) Plan and upgrade water and wastewater infrastructure in the downtown area to address aging components and to provide a robust framework for future development.
- 10) Explore the development of affordable housing options, live-work spaces and smaller starter units with local and regional partners and state agencies.

Highlights of each of the focus areas are as follow:

Infrastructure & Transportation

- The town needs to coordinate the future repaving project for Cross Street to incorporate both the paving and below grade infrastructure with streetscape elements that improve pedestrian safety and beautify the downtown. The next step to be take is the Conceptual Alignment Analysis that integrates the complete and desired development program within the context of the existing ROW and adjacent properties and the environmental review/permitting process.
- The town should take the next step on the path of studying and adopting a solution for the 114/105/Main Street intersection.
- Cross Street streetscape and access management improvements along with water distribution line upgrades is another high priority activity examined in this study.
- Infrastructure improvements to Railroad Street and Alder Street have also been identified as part of the plan.
- Other relevant initiatives include adoption of Green Infrastructure solutions for stormwater management and future development projects.

Market, Economy and Community

- The report emphasizes the need to continue the ongoing efforts to promote events and marketing efforts under the local marketing group; it is also recommended that the town/village reconsider regional partnerships and reach out to the state and regional Tourism Department to help facilitate marketing efforts and opportunities.
- The planning effort included branding elements and a wayfinding plan. The wayfinding components are conceptually “shovel ready” projects that, with some modest construction drawing detailing and specifications, and some additional determination of messaging, could be fabricated and installed. The branding elements are in place and are already being employed/deployed for local marketing purposes.

- Collaborate with the state or a Rural Edge (the local Community Development Corporation), and a willing development entity to identify locations for infill housing to serve different housing sectors and to provide options for new residents such as a work-live model.
- The plan has identified several potential businesses and business opportunities to provide services and employment needed in Island Pond.
- As part of the economic development efforts, several key resources have been identified, including the “Outdoor Recreational Community designation, and funding possibilities through the Northern Forest Center or the Northern Border Regional Commission.

Lakeshore, Greenspaces and Recreation

- The key component of this focus area is the proposal for a developing a major state-wide lakefront destination in the form of a “Kingdom Gardens” or “Kingdom Adventure Park or Hub”. These options each offer a unique design for a vibrant and compelling park area that will draw visitors and greatly enhance local opportunities and interest in the lakefront.
- The expansion of walking trails and future connections (such as from the Bluff Trail to the Municipal Forest) are featured in the plan, and recommendations to establish formal and signed bike routes along Routes 105 and 115 are also forwarded.

The Plan Ahead

“Make no little plans, they have no magic to stir men’s blood...”

Daniel Burnham, Architect and City Planner

The plan that follows this introduction provides a comprehensive analysis, a wide range of design concepts, alternatives and ideas, and a detailed set of recommendations that flesh out the overarching recommendations highlighted in this introductory section.

A series of existing conditions plans, conceptual designs and layouts for new streetscape patterns and road geometries, and landscape architectural enhancements are also set forth in this Island Pond Village Revitalization Plan. A design for a wayfinding system and branding elements are provided. The team has also created a 3D rendering of the entire village that can be a valuable tool in exploring the current and future infill and design proposals. These concepts and layouts provide an understanding of what Island Pond can become with a series of initiatives derived from the framework of this overall plan and, in particular, the implementation recommendations.

The key for Brighton and Island Pond is for the community to capitalize on its outstanding asset – its setting. The Northeast Kingdom has been celebrated and memorialized by the National Geographic’s naming it as one of the country’s top tourism destinations as a Geotourism site. The remoteness of the village, the serenity it exudes, the views across the “Pond” and to the surrounding hills and mountains, coupled with the rich and visible history, distinctive architecture and settlement pattern, as well as its walkable scale, all combine to make Island Pond a memorable and engaging locale with a bright future.

To get there, it will require the complete attention, energy and dedication of the community and its leadership to embark upon the revitalization effort ahead. Island Pond will need to embrace the plan, make it its own, “go long” and think big.

SECTION 2

Existing Conditions Analysis & Inventory

Existing Conditions Analysis & Inventory

The following information comprises our review, inventory, and analysis of the physical, geographic, economic and community environment of Island Pond as a means of identifying core conditions and opportunities as they exist in 2017 - 2018. The areas of focus are broken into three main categories: 1) Infrastructure & Transportation; 2) Lakefront & Recreation; 3) Economic & Market Assessment.

Within each category of review and analysis we have identified issues, or “constraints,” with regard to the specific area of focus, as well as present opportunities.

There are some interesting contrasts:

Island Pond is a compact, walkable village however there are impediments and safety concerns associated with walking, biking, in and around Island Pond.

Island Pond has a spectacular setting, however, the resources from the surroundings have not been fully capitalized on.

The village and town has a rich history based on the natural resource economy and railroad legacy, but that history has faded over time with changes in manufacturing and overall economics, though some recent initiatives and successes stand out.

Island Pond is host to key recreational activities like snowmobiling, hunting and fishing but now competes with other towns and locales to capture that outdoor activity and its related business.

While there are areas or types of improvements that would benefit layouts and use, Island Pond has one of the most important components necessary to get things done - an engaged community that makes things happen. Overall, our takeaway is that Island Pond has a promising future.

1. Infrastructure & Transportation

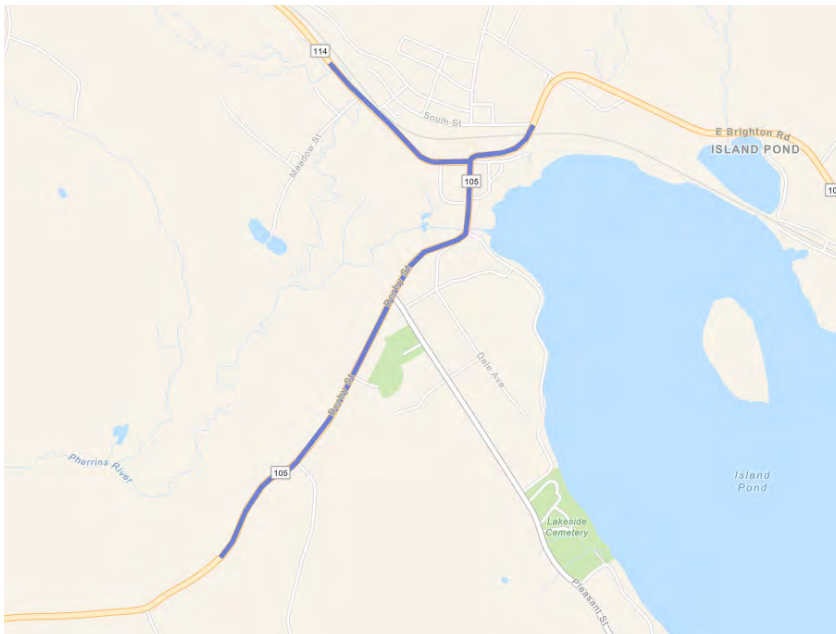
1.1 Roadways

Pavement Condition

The pavement in the Village Center is cracked and uneven in areas. A VTrans resurfacing project is planned for 2019 in Island Pond on Derby Street, Cross Street, Railroad Street, and E. Brighton Road south of South Street; designs will be developed in the spring of 2018 (VTrans Pavement Plan 2019).¹ Participation in the early stages of project development presents a prime opportunity to engage in a visionary perspective of what Island Pond's main streets can be.

Travelway Width

The travelways of the major streets in the Village Center are wider than necessary, which encourages speeding and takes up space that could be used to accommodate different road users, green space, or other public uses. In a village setting like Island Pond, where low speeds are desired, lanes widths of 11 feet (or as narrow as 10 feet) are appropriate; in this instance, the existing two-lane travelways could be as narrow as 22 feet.



¹ VTrans Construction Projects: <http://www.aot.state.vt.us/FactSheet/default.aspx?pin=16V122>

Constraints and Opportunities:

CONSTRAINTS:

- Roadway redesign could require extensive work.
- Safely and fairly accommodating the variety of user groups could be challenging.

OPPORTUNITIES

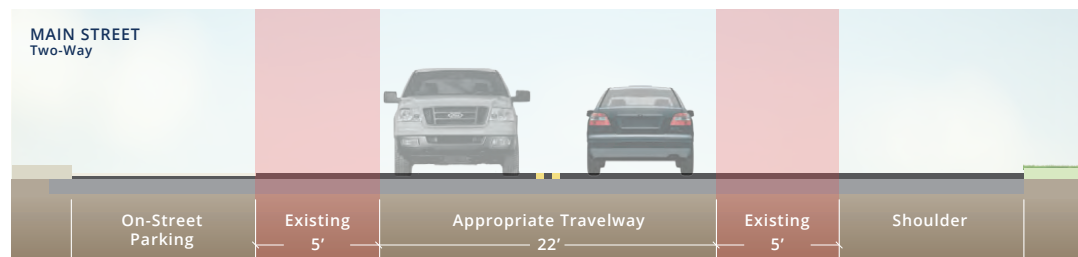
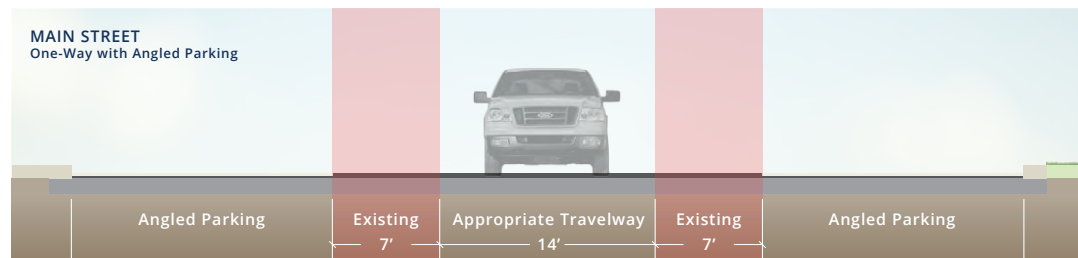
- A VTrans paving project scheduled for 2019; this is an ideal time to make changes to Island Pond's main streets.
- Extra roadway space can be redesigned to accommodate more user groups and green space while simultaneously reducing speeds.
- Cross St is relatively short in length, so changes can be implemented to the entire site at one time.
- Narrowing Main Street could offer more opportunities for a redesign of the intersection of VT-114 and VT-105.

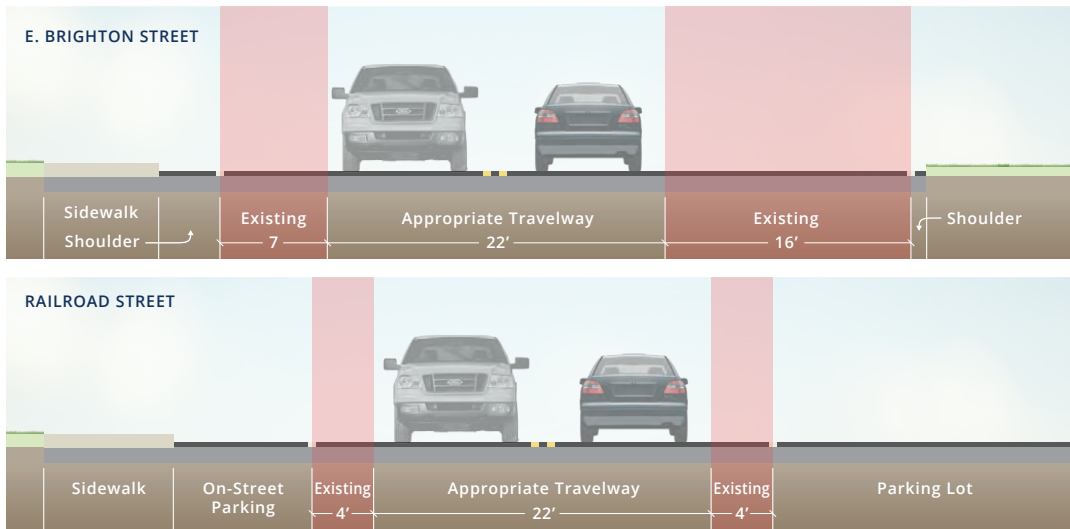
Cross Street (VT-105/VT-114), Island Pond's main street, is 50 feet wide between sidewalks and has a travelway of approximately 32 feet – 10 feet wider than necessary. The roadway has parallel parking on both sides except in front of driveways and breaks in the sidewalk, which are also wider than necessary in most instances. This combination creates sections of the roadway that essentially allow vehicles to use the entire 50 feet of roadway.

South of the Welcome Center, the roadway has no sidewalks, curbs, or parking but has a narrower roadway, of 30 feet.



Main Street provides access to several businesses and municipal facilities, the public library, town hall, and Sunrise Manor, and indirect access to the lake, tennis and basketball courts and playground. It consists of a one-way section with angled parking on both sides and a two-way section with parallel parking on one side and perpendicular parking on the other side, adjacent to the buildings. The one-way section is 28 feet between parking, which is 14 feet wider than necessary for a one-way street with angled parking on both sides. The two-way section has a travelway of up to 38 feet, which is 16 feet wider than necessary.





E. Brighton Street (VT-105) is the eastern gateway to Island Pond and has a travelway of approximately 45 feet. There appears to be worn-out dashed striping to delineate a climbing lane in the northbound direction, but on such a short segment and its location in a low-speed village environment, a climbing lane is not necessary and encourages higher speeds. If the roadway was to be used as one lane in each direction (without a climbing lane), the travelway is 23 feet wider than necessary.

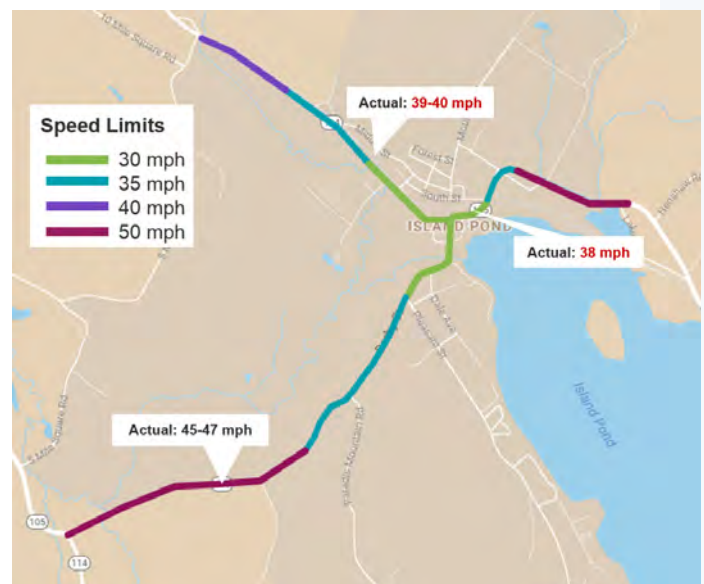
Railroad Street (VT-114), the western gateway to Island Pond, has a travelway width of approximately 30 feet, which is eight feet wider than necessary.

There is potential to better use this extra space, while more safely accommodating a varied set of user groups - including pedestrians, bicyclists, ATVs, and snowmobiles - and to include green space for aesthetics and stormwater management.

Speeding

The speed limit in the Village Center is 30 mph. Outside of this area; Railroad Street, Derby Street, and E. Brighton Street each have 35-mph zones then 40-mph or 50-mph zones. The Village Center may benefit from a 25-mph speed limit if physical changes are made that support this reduction.

Actual speeds are 38-40 mph in the Village Center, which is 4 to 10 mph higher than the speed limit. Traffic calming may come as a result of other roadway improvements or may be implemented as standalone devices.



Island Pond Speed Map.

Constraints and Opportunities:

CONSTRAINTS:

- Desired circulation and parking layout within business' off-street parking may impact or be impacted by how access management is changed.

OPPORTUNITIES

- Redevelopment of Mill Street and its surrounding gravel areas to have better definition and more green space could completely change how people access Cross Street and recreational destinations along the lakeshore. Adding green space would also improve stormwater management.
- Strategically placed curbs could reduce crashes, keep road user types in their appropriate areas, and help manage stormwater.

1.2 Roadway Definition

Roadway definition can be achieved through curbing, different pavement materials (like brick or concrete), green space, street trees and striping. These can be used along road edges or within a roadway to create safer conditions for all modes of transportation. In much of the Village Center, there is no obvious distinction between the roadway, sidewalks, and off-street lots due to nonexistent curbing, curbing in disrepair, and worn out striping.

Curbs

With or without a green strip or other buffer, curbs along sidewalks ensure separation between motor vehicles and pedestrians – modes that vary greatly in speed and size. In front of gravel or paved lots, curbs are used as a form of access management to limit turning movements to designated areas (driveways), minimizing the potential for crashes between different turning vehicles and between turning vehicles and pedestrians crossing the openings. Within a roadway, curbing can be used in the form of medians or roundabouts to guide traffic and reduce speeds. Curbing also helps funnel stormwater along desired drainage routes.

Mill Street

Mill Street, which does not have sidewalks, curbs, or other streetscape elements, has a loosely defined roadway. It lies among gravel areas both public and private, which may create confusion for visitors and allows vehicles to drive and park haphazardly in a large area. It is also a safety concern for people who walk along it.



Asphalt sidewalks are level with the roadway. With no striping they look just like the road or shoulder.



Wall Curb.



Crumbling Curb.

1.3 Intersections

The Village Center has one central intersection and several smaller intersections within the downtown.

The most critical intersection is at **VT-114** and **VT-105**, where Cross Street, Railroad Street, E. Brighton Road, and Main Street meet. It also serves the pedestrian bridge over the railroad tracks. This intersection is large, poorly defined, and is the location of five of the eight crashes in the Village Center in the last five years. The size of this intersection allows vehicles to speed and creates long pedestrian crossings, one of which is over 100 feet.

The intersection of Cross Street with Alder Street and Mill Street is located midway down Cross Street. Two crashes occurred here in the past five years. The intersection has offset approaches and is not well defined; the lack of physical definition and street signs, make it easy to miss this intersection when traveling on Cross Street.

Two other notable intersections are 1. **Cross Street and Birch Street** and 2. **E. Brighton Street and South Street**. Both locations are important gateways to the Village Center.

The Birch Street intersection marks the south end of the dense segment of Cross Street. Located after a curve in the road, the intersection is also the location of the Island Pond Welcome Center and the Essex House, a landmark of the Village. Birch Street has a much wider opening than needed.

The intersection of E. Brighton Road and South Street is where the speed limit transitions from 35 mph to 30 mph and where a state highway meets an access road to a residential area. It was the location of a fatal crash in May 2016. When traveling westbound into town, E. Brighton Road is a downhill, which may contribute to faster speeds but also provides a view of the lake.

All of these intersections would benefit from evaluation and recommendations to clarify routes, define roadways, calm traffic, and create a sense of place for residents and visitors alike.

Constraints and Opportunities:

CONSTRAINTS:

- Right-of-way boundaries and the recent construction on the south side of Mill Street at this intersection would make an alignment of Mill Street and Alder Street difficult.

OPPORTUNITIES

- The large size of the intersection of VT-114 and VT-105 provides space to work with for a major re-envisioning of this focal point of town.
- The intersection of E. Brighton Road and South Street and the intersection of Cross Street and Birch Street are excellent opportunities to implement gateway treatments, which would welcome visitors, create a sense of place, and calm traffic.



View from the corner of Birch St and Cross St.

Constraints and Opportunities:

CONSTRAINTS:

- Higher quality and more aesthetic materials are more expensive than simple asphalt sidewalks.

OPPORTUNITIES

- Separation from the roadway and off-street parking areas can be accomplished by a variety of aesthetic means, including curbing, brick areas, and green space, and by paving sidewalks with concrete.
- Although it would need to be funded differently, improved sidewalks and crosswalks could be constructed alongside the VTrans paving project in 2019.
- Improving pedestrian infrastructure and making downtown more walk and bike friendly would make businesses more accessible, downtown more attractive, and increase the likelihood of visitors/residents spending more time and money in the village.

1.4 Pedestrian Accommodations

The Village Center is pedestrian-friendly in its size, density of businesses and recreational opportunities, but it has insufficient pedestrian infrastructure to connect these destinations to each other and to other areas of the village, such as the Bluff trails.

Sidewalks

Most sidewalks in the Village Center are not accessible, are in disrepair, and do not have proper separation from motor vehicle traffic. As mentioned earlier, there are very few areas with curbs, and most sidewalks are constructed of asphalt rather than concrete; both of these features contribute to the sidewalks feeling like part of the roadway and off-street parking lots, which may increase vehicle speeds and make pedestrians feel less safe and welcome on the sidewalks. In some areas that have curbing adjacent to sidewalks, the curbs are higher than the standard half-foot or 6", which could cause a pedestrian to fall if they do not expect a high curb height.

In addition to bringing sidewalks up to minimum levels of accessibility and safety, the sidewalks along Cross Street could be wider to accommodate more pedestrian traffic along this main street of town and calm traffic.



Excessive sloped sidewalk creates hazards during winter or wet conditions.

Alder Street and Mill Street do not have any pedestrian accommodations. Because of the low volumes and speeds along these roads, sidewalks may not be necessary and would not fit without impacting front yards. However, other forms of delineation could be appropriate, such as advisory lanes.



Example of an Advisory Lane. (Source: Streets.mn, <https://streets.mn/2014/09/30/writers-round-up-advisory-bike-lanes/>)

Crossings

There are three crosswalks in the Village Center, all at the intersection of VT-114 and VT-105; additional crosswalks may be appropriate in other locations. Two of the existing crosswalks end at a curbed area of green space at the top of Cross Street, without curb cuts, landing areas, or connecting sidewalks. Their other ends have curb cuts but do not have detectable warning strips, which are required to conform to ADA standards.

The crosswalk across Railroad Street is over 100 feet long, as it crosses both the roadway and a large, curbless access to Kingdom Market. This poses a safety risk to pedestrians by creating a continuous conflict zone between crossing pedestrians and vehicles turning into or out of the parking lot. Adding to this challenge, vehicles may be traveling from E. Brighton Road into the parking lot at relatively high speeds since the parking lot is essentially an extension of the travelway.



Long Crosswalk to Curb.

Constraints and Opportunities:

CONSTRAINTS:

- There may be resistance to relocating or removing on-street parking.
- Ownership of areas of large impervious surface will determine and drive future uses.
- The railroad has a 30' Right Of Way from the edge of the tree canopy along the rail corridor in this area.

OPPORTUNITIES

- A parking study would provide a more comprehensive understanding of how the existing parking supply meets and possibly exceeds demand.
- A strategic parking plan would help to direct and contain traffic in designated lots and allow for the implementation of a wayfinding system.
- Removing parking from Cross St would make space available for improved multimodal facilities, wider sidewalks, and/or green space.
- A comprehensive wayfinding plan that includes parking (i.e. navigation to municipal lots, public parking, etc.) that uses standard, recognizable symbols can be a key factor in managing and guiding visitor to parking areas once they have been established.
- Establish a working relationship and understanding with the railroad company to allow for some permitted uses, like event overflow parking, etc.



1.5 Parking

There appears to be ample parking for day-to-day business in Island Pond due to both on-street and off-street parking options. Parking does fill to capacity during events like Friday Night Live and on the Fourth of July. There is little to no identified public or municipal parking.

On street parking is present on a large portion of both sides of Cross Street. Relocating or removing parking could help to create a more pedestrian and shopper friendly space and allow for wider sidewalks. This would give an opportunity for restaurants and shops to expand into the sidewalks outside their establishment, promoting visitors to stop and explore.

During the Walk & Talk event it was discussed that during ATV events and snowmobile events, even large lots fill up due the number of trucks with trailers.

There is a large unpaved / dirt area adjacent to the pedestrian bridge and railroad line. This area is not currently owned or managed by the Town but represents interesting opportunities for the addition of a variety



of possibilities including municipal parking, addition of pervious surface by converting a portion of gravel area to green space or grass. Current and future use and ownership of this land should be evaluated to find the highest use for this space.

1.6 Accommodations for Recreational Travel

The following modes of transportation are grouped here due to their recreational nature, though they are not limited to recreation.

All-Terrain Vehicles (ATVs) and Snowmobiles

There is a growing desire from some residents and visitors to make Island Pond more accessible to ATVs and snowmobiles. Integration of ATVs in the Village Center will have effects on travel, safety, businesses, and the character of the town; these impacts should be evaluated.

ATVs have been given rights to act as vehicles and use the road on specific town roads and the class 1 Town Highway segments of 105 and 114.

Improved signage, striping, and wayfinding will make the current situation safer and more obvious for the ATV users but also for the many visitors and tourists driving the roads for the first time.

Safety concerns abound given the growing influence of vehicles with limited enforcement and emergency response capacity.



ATV Wayfinding is informal and looks temporary. ATV Shared Road Sign.

Constraints and Opportunities:

CONSTRAINTS:

- Ensuring the various concerns and accommodations of all road user groups are reviewed and addressed as is practical and feasible.

OPPORTUNITIES

- Improved recreational infrastructure and wayfinding may help Island Pond be better known as a destination for these activities and will help visitors find their way around safely once in Island Pond.
- By better defining where ATVs and snowmobilers are allowed, improved infrastructure and wayfinding systems may prevent tension between different road user groups.

Bicycles

Road and mountain bikers use the town roads, whether to pass through town, access the Village Center, or access the Bluff Mountain trails. As noted earlier, there is extra space on the main roads that could be reallocated to provide for dedicated cycle lanes which could be made wide enough for ATVs. As both legal uses of the road, there are operational rules that each would follow to ensure safe and enjoyable travel. Island Pond is on four of Northeastern Vermont Development Association's (NVDA) "Loops and Links" routes.

Boats

There are few docks present in the Village Center area of Island Pond, which occupies the northern portion of the lake. This does not allow the town to capture potential boat traffic coming to the Village Center from the populated south end of the lake where Brighton State Park and a number of residential dwellings are located. Increased boat access to the Village Center for groceries, supplies, fuel and shopping could provide economic benefits. Boat travel for events/dinners is a great way to reduce extraneous vehicle trips and promote the waterfront.



1.7 Impervious Surface

There is a significant amount of impervious surface within Downtown Island Pond as parking areas, paved lots, roadways, sidewalks, etc. A reduction of impervious surface, and replacing it with pervious surface that will capture water and reduce runoff could have numerous advantages. The impervious surfaces that would replace existing paving, gravel, rooftops, etc. could be replaced with areas of planting and green space that would beautify the downtown, capture water before it enters a stormwater system and mitigate heat in summer months.



Impervious surface and a poor drainage pattern creates pooling on Mill Street.



Greenspace vs. Impervious Surface Diagram.

Constraints and Opportunities:

CONSTRAINTS:

- Existing Infrastructure.

OPPORTUNITIES

- By removing unnecessary pervious surface, there is the opportunity to capture stormwater runoff, add green space and plantings, and change the 'look and feel' of areas.
- Reduction in dust and air pollutants.
- Shade and temperature control with addition of more green space.

Constraints and Opportunities:

CONSTRAINTS:

- Underground installation of utilities can be very expensive and require additional infrastructure at grade level (manholes, transformers, etc).

OPPORTUNITIES

- Relocation of unsightly above ground utilities would improve views of Cross Street and towards the lake.
- The work could be done in conjunction with sidewalk and curbing replacement/installation as part of a larger project.

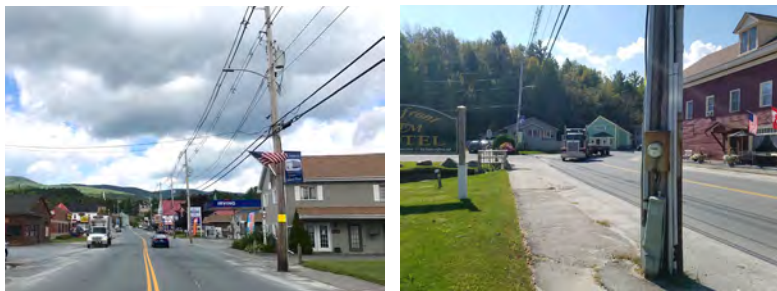
Opportunities:

OPPORTUNITIES

- With the WWTF at only a bit over 50% capacity, there is opportunity to add additional uses within the town with reasonably high water use and wastewater disposal demands, which broadens the types of development that are possible in the Downtown.

1.8 Above Ground Utilities

According to Town staff, utility poles that run down the east side of Cross Street were installed in the 1980's as part of a service upgrade, replacing smaller poles. The height and size of the current utility poles is dominant in the view of the Village Center. Possibilities to underground or alternative utility configurations should be reviewed.



Above ground utilities have a big impact on the streetscape.

1.9 Water & Sewer Systems

The Brighton Waste Water Treatment Facility (WWTF) has approximately 150,000gpd (gallons per day) total sewer capacity with an average daily wastewater flow of 77,500gpd (as of the 2013 Annual report). This leaves about 72,500gpd of total available capacity (note that planning for plant expansion is typically required by the state at 80% capacity). The water supply is understood to be 187,000gpd with daily use to be 120,000gpd. Most of the downtown appears to have separated storm sewers.



1.10 Signage & Wayfinding

Some areas have too many signs while others lack signage. Both of these instances should be improved so that a first time visitors is able to clearly locate themselves in this small Village Center and easily find amenities in the downtown and surrounding area.

A cohesive wayfinding plan and strategy should be implemented. This could include public and municipal parking locations, direction to shops and restaurants, amenities, access to trails, historic plaques, and access to the lake and lakefront.

The wayfinding elements and signs could include a brand or mark that says Island Pond quickly and efficiently to the visitor and should be continued throughout a wayfinding system. Wayfinding and signage elements could include kiosks, vehicular and pedestrian directional signs, trail markers, and ATV specific signs, to name a few.



Constraints and Opportunities:

CONSTRAINTS:

- The convergence of primary routes like VT 114 and VT 105, there is a need for adequate signage that may require multiple signs, however limited space and current circulation configurations create a signage system that is confusing.
- Space and ROW access may be a limiting factor in some areas.

OPPORTUNITIES

- By updating the wayfinding system, there is an opportunity to co-locate and consolidate existing signage, including road signs.
- Add signage at key locations to identify prime assets (like the Lakefront Park, pedestrian bridge, etc.) could improve use and visitorship.

Constraints and Opportunities:

CONSTRAINTS:

- Additional small-scale infrastructure will be needed (i.e. signs), however this effort could be community / volunteer lead or partnered with / supported by local businesses.
- There are limited trails to connect to from the village center.

OPPORTUNITIES

- Connecting the downtown with existing trails and trail networks will provide an opportunity for visitors to access hiking resources by foot from the Village Center and be another “thing to do” in Island Pond.
- This is an opportunity to partner with organizations to broaden awareness that could lead visitors to Island Ponds downtown resources (restaurants, shops, hotels, gas, etc.).



Island Pond view from Mt. Bluff VT (Source: Lake Salem Inn)

1.11 Trails & Trail Network

The Bluff Mountain trail head and connecting trail are a short distance away, less than 5 minutes by car or about 15-20 minutes by foot from the town hall. The sidewalk between the village center and the trail head is inconsistent, old, and for the most northern segment, missing. The sidewalk along Mountain Street would require complete re-build, re-grading, new berms and shoulders, and improved drainage. Small retaining walls may be necessary.

While not a far distance, the conditions are not suitable for a village setting and resemble more of a trail. As mentioned previously, efforts should be made to connect the trailhead to the Village Center so visitors can more be more aware of and more easily access the trail.

Locally accessible trails and trail networks should be considered in the overall wayfinding and signage strategy.

1.12 Public Transportation

Rural Community Transportation, Inc. (RCT) is a nonprofit organization that provides regional public transportation. There are only two lines - Island Pond Shopper and Kingdom Shopper 2 - that connect to Island Pond, every Thursday and the 4th Sunday of the month, respectively. The limited access to and from the town makes it more difficult for those who do not have their own transportation.

On the RCT website, there is a page dedicated to local resources (<http://www.riderct.org/local-resources/>) that includes links the state agencies, charter service providers, varied chamber of commerce and city/town websites, including some from New Hampshire. Island Pond has two websites that could be added to this list – visitislandpond.com and brightonvt.org. Being added to this list is a simple way to make connecting to Island Pond easier.

Economics and demographic data suggest that transit could provide the only means for a portion of Island Pond residents to travel outside of the village.

Constraints and Opportunities:

CONSTRAINTS:

- There is limited service currently available and expected ridership may not be high enough to warrant additional times or routes.

OPPORTUNITIES

- Adding Island Pond's town and chamber of commerce websites will provide an additional place for a potential target audience (those using the RCT website) to access information about Island Pond.

Constraints and Opportunities:

CONSTRAINTS:

- A large amount of paving, impervious surface and dust is present at the entrance to the pedestrian bridge.
- It is difficult to access this area by foot; pedestrians must cross long crosswalks and a difficult intersection to get here.

OPPORTUNITIES

- This could be a focal spot, meeting location, small park / parklet or other place of interest.
- A central location for history and cultural information could be disseminated here.
- Near the entrance at the top of pedestrian bridge, is one of the best views of Island Pond's downtown, village and lake, this could be highlighted so visitors know to take the walk up the bridge.
- The neighborhood at the top of the bridge has a number of historic and architecturally interesting structures (houses and churches) that could accentuate a walking route around town.

1.13 Pedestrian Bridge

The pedestrian bridge is located at the northern terminus of VT RT 105. The bridge standing today replaces the original that was destroyed in the 1970s. The new bridge, rebuilt in 2003 with a grant, is smaller, shorter, and spans fewer tracks. At the railroad's height of operation 18 tracks were in use.



2. Architecture and Buildings

The architecture along Island Pond's main streets has the remnants of a quintessential Vermont town. Many structures of long standing have been removed for various reasons, while a number of structures of traditional character remain. The intersection of Cross Street and Main Street retains the largest number of traditional structures. This area includes the Grand Trunk Railroad station, the Pedestrian Bridge over the railroad tracks and the Opera House/Library/Town Offices Building, as well as a few others. This area is also overlooked by the stately homes and churches along South Street.

The architectural fabric along a significant portion of Cross Street lacks the continuity that can reinforce the sense of place, however there are still some buildings that can provide the anchor for incremental improvement of the character of the street.

At the south end of Cross Street Island Pond Welcome Center and The Essex House frame the southern entrance to the downtown. Clyde River also crosses under the street at this location on it's way into the lake.

Midway along the downtown section of Cross Street, Lakeside Park is located on the east side of the street and provides the only visual connection from the downtown / Cross Street to the lake. At this location, there are (2) streets that intersect with Cross Street. As mentioned previously, this area currently lacks definition.

An interesting feature along Cross Street is the Brighton Garage building. The front of the building has a cantilevered second floor. The building also has (2) gas pumps that are located within the right of way of Cross Street. The location of the gas pumps and style of the building behind them harken back to a simpler time with slower traffic.

Constructed in 1866, the *Essex House* was recently renovated with assistance from Downtown and Village Center Tax credits to include 11 hotel rooms and a bar/restaurant. Located at the southern gateway to the Village Center, the Essex House serves as a cornerstone business to the community.

Constraints and Opportunities:

CONSTRAINTS:

- The lack of place at the junction of Rte 105 (E. Brighton Rd) & 114 (Railroad St). The speed of cars on Rte 105, the confusing traffic circulation combine to reduce the value of businesses occupying the ground floor of the buildings in this area.
- Lack of continuity along Cross Street. Some buildings set back from the sidewalk and some buildings are only one story.

OPPORTUNITIES

- The compactness of the town center allows incremental improvements to have a significant positive impact.
- Significant historic architecture anchors both ends of the Cross St. making it easier to create gateways and clearly define the downtown.
- Connecting Cross Street to the Lake and creating a special place from the intersection of Cross & Alder to the Lake.
- Creating a Place between the Grand Trunk Railroad Station & the Library/Town Offices.
- The pedestrian bridge over the railroad tracks is a unique element and it leads to a pleasant neighborhood with a scenic overlook.



The former **Grand Trunk Railroad Station** was last used for the railroad business in the 1950s; it now houses a bank, police, historical society and offices.

The **Town Hall / Library** is the former historic Opera House. This building serves as a vital meeting place for the town government and boards, community members, and youth. There is a basketball court and gymnasium at the ground floor / main entrance to the facility; the gym space is used for public events, games, and community meetings and serves an important function in Island Pond.



Brighton Garage has been family owned for generations, however that legacy may not continue. The current owner is looking to retire within the foreseeable future; it is unlikely a family successor will take over the business.

This building is centrally located and when/if the current use changes, adaptive reuse that offers community wide value either through public access or economic investment should be considered.



There is a high proportion of impervious surface around the building that contributes to runoff into catch basins and the directly into the lake. If the use of the space is changed, strong consideration should be given to removing all unnecessary impervious surface area to be replaced with stormwater mitigation techniques, vegetated areas, etc.



Brownfield and environmental contamination needs to be considered when the property is sold, reused or renovated; state and federal grants should be sought to aid in the cleanup efforts.

The **Welcome Center** was newly constructed in 2007 and is run and operated by volunteers, hours are per volunteer availability, which means having a consistent open schedule can be difficult. There is information about the local shops, happenings, restaurants, and regional attractions in the Welcome Center, however limited and unpredictable hours make reliable access to information difficult. If possible, the Welcome Center would benefit from making a portion of the building accessible when the center is unoccupied, so visitors can access the information, maps, and brochures anytime they are there.

The **Lakefront Motel** is a prime location adjacent to the water. The motel is the only establishment that has a docks located at their respective shore in the town.

Currently the Lakefront Motel (and Lakefront Express Market) is for sale. There has been interest by locals in purchasing the motel, however financing in this area proves difficult and is considered by banks as 'high risk.'

The **Hearth & Home Country Store** is located at the northern end of Cross Street and is an example of business that has improved and renovated an existing traditional building and as a business bringing some vitality to the downtown.

The **Simon The Tanner** building does a nice job of filling in the space up to the edge of the sidewalk. It is located at a main intersection. If the building were 2 stories it would do a better job of anchoring this significant corner.

The **Ace Gervais Hardware** is an example of a business that caters to the community and brings a significant number of people into the downtown all day long. The entrance tower creates a focal point. The building is not architecturally significant and Cross Street would benefit from a structure in this location that helped to better define the street edge.

The **Dollar Store** is in a significant location on Cross Street. It is directly across from the lakeside park and the Ace Gervais Hardware Store. This is one of the locations that has a maintained sidewalk and curb, that clearly defines the boundary between the street and the pedestrian space. The store's masonry façade conveys a sense of substance. It is unfortunate that the building is setback 10 feet from the sidewalk and is only one story. A two story building would provide a more suitable street edge.

The **Kingdom Market**, the local grocery store, is located at a strategic intersection. Having a grocery store located in the center of town is great way to increase activity and provide critical mass of people who can also patronize other businesses in the downtown. Unfortunately, the site of the Kingdom Market lacks any traditional character that could contribute to the overall visual cohesiveness of the downtown.



Constraints and Opportunities:

CONSTRAINTS:

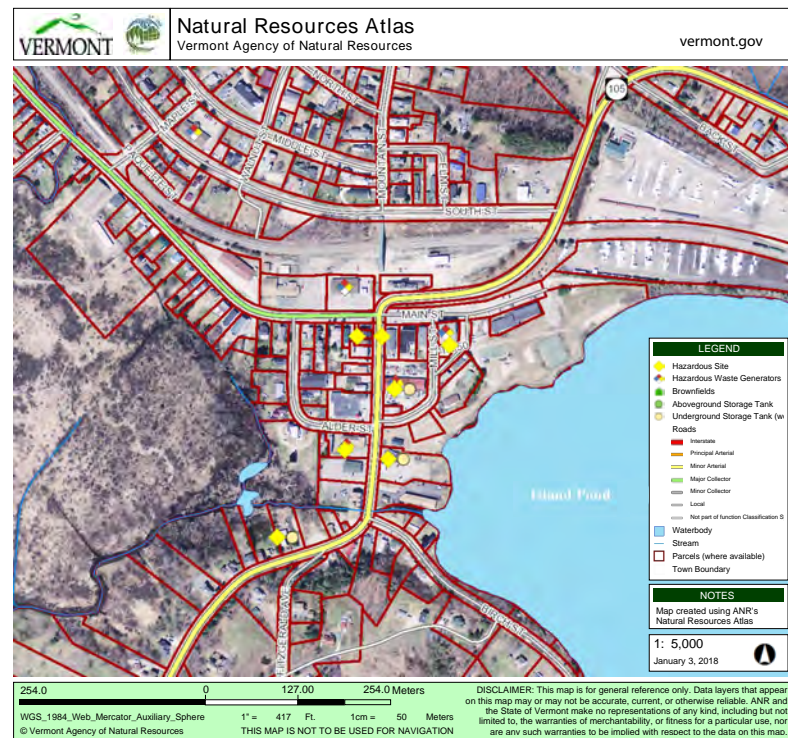
- Depending on contamination and mitigation requirements, sites will likely need to be cleaned up per state and federal guidelines and standards prior to reuse.
- Funding and grants sources for cleanup efforts will need to be secured; this could potentially include monies from state / federal agencies.
- Timing for reuse could be long (one or more years) because of the need to secure funding, go through state and federal processes, etc.
- Sites that require brownfield and environmental cleanup or mitigation can be a significant deterrent to new or redevelopment possibilities and opportunities.
- The operational gas pump for Brighton Garage is in the Town's ROW; additionally this site has been identified as a Hazardous Waste Generator and Hazardous Site by the State.

OPPORTUNITIES

- The sites are in prime downtown locations.
- The cleanup process could spur innovation, alternative use and/or adaptive reuse for the parcels and facilities.

2.1 Brownfields and Environmental Cleanup

Multiple properties in the core of Island Pond's downtown are identified on Vermont's Agency of Natural Resources Atlas including (4) sites marked as 'Hazardous Waste Generators' (Brighton Garage, Kingdom Market, Irving Midway, and Dollar General). Additionally, (7) locations are identified as 'Hazardous Sites.' When and if these facilities change use, it will be important to address the environmental cleanup efforts. Cleaning the environmental hazards of the sites will aid in their salability and attractiveness to potential investors and businesses. State and federal grants should be explored to aid in the cleanup effort.



One site that presents several challenges is the Brighton Garage, which includes an operational gas pump that is still in use today. The gas pump is currently located within the R.O.W. (Right of Way) for the town and will influence how the streetscape and sidewalk can be used. Discussions between the Town and owner regarding the placement, future use, etc. are encouraged.



Gas pump is located in the Town's ROW, this will need to be addressed to allow for planning and development of Island Pond's Main Street.

3. LAKEFRONT & RECREATION

3.1 Relationship Between the Lake and Town

The average visitor coming to or going through Island Pond is likely to give little attention to the lake quietly nestled at the Town's doorstep. In a time when communities are recognizing the value of accessible, clean water, Island Pond should continue to work towards this goal.

The lake is a prime asset, as noted in the 1989 Island Pond Plan "The unique focus of a waterfront can differentiate Island Pond from its competitors very easily"², but given the current configuration and orientation of buildings, building equipment like HVAC and AC units, it appears little consideration is given to interaction with the lake. Users of the lake are greeted with a "back of house" atmosphere, where seating, public art, and gathering spaces could be the focal point.



² *The Island Pond Plan, pg. CD7, G.H.Trebor, Black River Design, Germain Page, October 1989*

Constraints and Opportunities:

CONSTRAINTS:

- The orientation, size and location of existing buildings prevents many 'windows' for travelers on Cross and Mill Street to view the lake.

OPPORTUNITIES

- Addition of visual elements (signage, information) and by the creation of destinations, the lake will take a more prominent role in the Downtown.
- Improved physical connections with the lake will enable greater importance of lake. This can occur at multiple points, including the intersection of Cross and Mill Street, and along Main and Mill Street.

Constraints and Opportunities:

CONSTRAINTS:

- The proximity to the lakeshore puts the most, if not all of this area under the jurisdiction of the Shoreland Protection Act (SPA); this means it is highly unlikely any additional impervious surface or hardscape will be allowed by the SPA within 100' of MWL.
- No water or power hook ups are currently available. Installation and extension of lines would be influenced by project cost.
- The lawn adjacent to the pavilion is heavily used, consideration of landscape materials and layout should be considered to avoid areas of bare earth that becomes compact, contributing runoff to the lake and dust to the air during dry periods.

(Opportunities continued on next page)

3.2 Lakefront Park

The park contains some of the downtown's most notable real estate - Island Pond, the Lake.

Lakefront Park provides the downtown waterfront and beach access, and is home to multiple recreational activities, including a basketball court that converts to a skating rink in the winter, a playground with a slide and swings, a double tennis court, and a sand volleyball court. The park also includes a walking trail along the northern lakefront that borders the Village Center.

As discussed previously, there is a lack of visual connection and physical infrastructure and circulation that hinder the parks availability, especially to those unfamiliar with the area.

The Lakefront Park has many wonderful components, from varied recreation activities to a beachfront to a walking trail. While there are many aspects of the park that are working well, there are several that would benefit from reevaluation, reconfiguration and general upgrades. One example of an area that could be cleaned up is the beach area; debris in the clear, crisp water generally detracts from the scenery; the large stones mixed with the sand are uncomfortable to walk on. An aesthetically pleasing, accessible beachfront would be beneficial to the residents and visitors alike.

A concerted effort could make this area more enjoyable and inviting. Local volunteers willing to keep the beach clean could head this effort, so no additional strain would be put on municipal resources. To initiate a cleanup process, state and local officials should be contacted to ensure the removal is done in accordance with state and local laws regarding lakes and lake cleanup.

Events are held in the park and at the beach area, but lack of water and electrical hookups limit the capabilities and type of events that can be held. Adding a permanent structure for porta-lets and possibly a changing area would increase usability of the park and beach area.

The Pavilion is at the southwestern most part of the Lakefront Park and is host to many popular events, most notable is Friday Night Live. The Pavilion is one of the more popular gathering spaces in town for events that foster a sense of community. More prominence should be given to the Pavilion and space around it through landscaping, site furnishings and general space definition.

The recreational offerings in Lakefront Park are diverse. There was an interest expressed from the community at the October Walk & Talk event to create more of a draw to use these amenities, especially the tennis court and playground. Evaluation of the existing amenities in this area should be done with an eye towards reorganization that would facilitate better circulation, spatial relationships, orientation, and the use of these areas. Further discussion on the recreation amenities is included in the next section.

Given the proximity of the park to the lake, the park is governed by the Shoreland Protection Act (discussed later in this section).



OPPORTUNITIES

- The park contains some of the downtown's most notable real estate - Island Pond, the Lake. The park and uses can be improved to generate more or varied uses.
- The reorganization of some recreational amenities could allow for better flow and use of the space along the lake front.
- Upgrades to amenities like the playground would better serve the community and draw visitors.
- Relatively small improvements to Lakefront Park could help further promote the image of Island Pond and its outstanding natural beauty.
- The strong volunteer presence in the community could be used to help improve and maintain the park.
- Improving the area around the Pavilion and west end of Lakefront Park could reduce maintenance needs and beautify the area.

Constraints and Opportunities:

CONSTRAINTS:

- Shoreland Protection Act (SPA) requirements will be influential in determining the feasibility of desired or proposed projects and upgrades.
- Upgrades to facilities, like repairing the tennis court fence and a new playground, will have varying costs and resources required that may need to be procured through grants or outside funding sources.

OPPORTUNITIES

- The appointment of a Recreation Coordinator could allow for the expansion of summer programming for residents and surrounding communities.
- Reorganization and evaluation of the layout of the recreation amenities could create better use patterns and circulation.
- Upgraded facilities will increase the likelihood of attendance and use of the park. A new playground could serve as a destination for young families from surrounding areas.

3.3 Recreation Opportunities

There are many recreation opportunities in the park, however most lack regular or year-round use (the tennis courts) or are outdated (the playground). There is a desire from the community to reengage and use these amenities through the use of club sports and organized meet ups and renovations. This should be a priority for the recreation committee and the Town's newly created Recreation Coordinator position since these areas occupy high value real estate and present an iconic view of Island Pond. Repairs should be made as needed to maintain a well-cared for facility.

The aggregation of recreation and sporting opportunities appears to be somewhat haphazard. One example of this is the location of the sand volleyball court, adjacent to the tennis courts. A better location may be nearer to the beachfront, however additional review of this layout will be needed. Another facility to consider is the seasonal warming hut adjacent to the basketball court used for the skating rink; it obstructs the view of the lake from the town hall, the parking area and Mill Street.

A kid's camp is offered during summer months, however the services are limited to half day. Additionally, program called Lunchbox by the Green Mountain Farm to School (<http://greenmountainfarmtoschool.org/programs/the-lunchbox/>) organization serves free lunch Fridays in summer by the Pavilion. Based on Island Pond's central location within the NEK, with a large water body in the town's center, surrounding hiking and hills, this program has the potential to expand to capture a larger demographic. Limited municipal resources make it difficult to expand the program at this time, however partnering with neighbors and local organizations, like Northwoods, to offer a diverse camp environment could be beneficial to making Island Pond a centralized hub of activities.





3.4 Lakeside Walking Path

The Lakeside Walking Path hugs the shoreline starting at the Lakefront Park beach area and ending in the middle of the downtown at the intersection of Mill Street and Cross Street. The walking path is marked on a granite curb. This is a nice touch, however it does not work as a stand-alone wayfinding device. The path needs better signage to indicate where it starts and ends, this will encourage users to take the trail and become more aware of the iconic features of the town.

The path is considered by some to be 'untidy.' The maintenance could be addressed with some simple measures, however desired actions should be first reviewed for compliance with the Shoreland Protection Act.

Community members have expressed a desire to expand the trail to create a complete circuit around the lake; this would be difficult for several reasons that include physical land constraints, lack of R.O.W. access, and the need to get owners permissions for land right access. The area encompassed in expanding the trail falls outside the study area, however evaluation of preliminary feasibility will be reviewed.

Constraints and Opportunities:

CONSTRAINTS:

- Limited resources, time, and personnel are available for path and park maintenance.

OPPORTUNITIES

- Small improvements and a maintenance plan could help improve the walking path.
- A volunteer group could be formed to help maintain the path.

Constraints and Opportunities:

CONSTRAINTS:

- The SPA will be a determining factor for the type of improvements, development and changes that occur in the park.
- Permits will need to be secured to make improvements along the shoreline, a lengthy process with associated fees.

OPPORTUNITIES

- Restrictions for compliance could lead to more innovative solutions that reduce runoff.

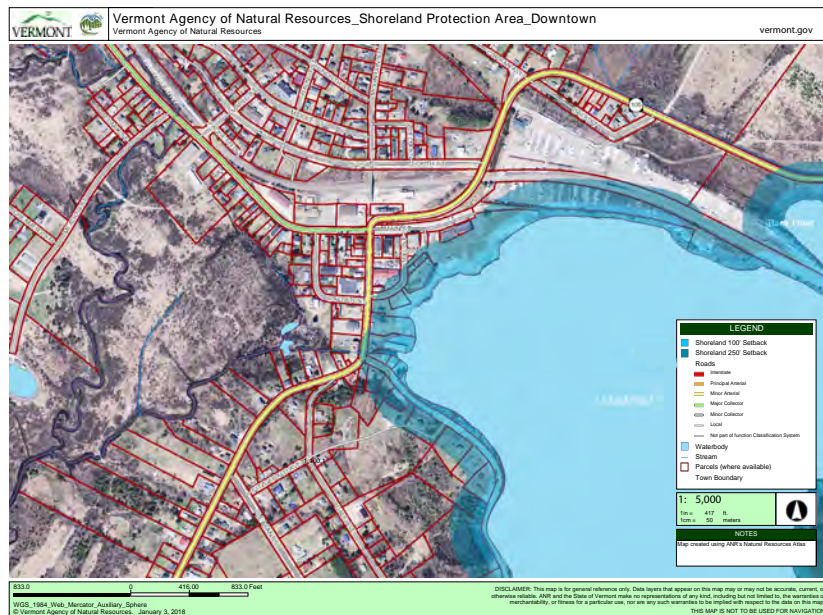


3.5 Shoreland Protection Area (SPA)

Island Pond’s downtown is uniquely situated next to a large body of water. In Vermont, this also means there are specific regulations regarding development and shoreland management, governed by the Shoreland Protection Act implemented in 2014. The law governs the use and development of the first 250 linear feet from the mean water level (MWL), which includes a large portion of the downtown.

There is a small 5-10’ vegetated buffer along the Lakefront trail, however, more could be done near the business section of Lakefront. Increasing the vegetated buffer, this will help to prevent runoff that may flow directly into the lake.

The Lakefront Trail has been recognized as Lakewise, a designation provided by the state acknowledging good practice along lakeshores. This is commendable and shows the desire to be responsible shoreline residents.



3.6 Visual Connectivity

Despite the close proximity between the lake and Island Pond's downtown, there is a lack of visual (and physical) connectivity between the two. As described in the 1989 Island Pond Plan "the Lake and the Village coexist almost independently of each other. For the Village the Lake is ignored and unexploited, similarly, once out on the Lake there is no sense that the Village is even there or has anything to offer."³

More attention should be brought to the lake by turning the focus of main street businesses to also include a lake view, additional signage should be added in key locations to alert travelers to the lake so more people will stop and the likelihood of spending money on lunch, gifts, gas, etc. increases.



Viewshed Diagrams.

³ The Island Pond Plan, pg. CD7, G.H.Trebor, Black River Design, Germain Page, October 1989

Constraints and Opportunities:

CONSTRAINTS:

- Building orientation and placement and above ground utility infrastructure are very difficult to change and would require significant investment.

OPPORTUNITIES

- Create "moments" and "windows" that open and accentuate the lake. Add signage around town talking about the Lake.

Constraints and Opportunities:

CONSTRAINTS:

- Island Pond is located in a region that many urbanites regard as remote. Further the village lacks the 'name recognition' of other Vermont attractions.

Opportunity

- Island Pond's location places it at the confluence of a broad array of active and passive recreational pursuits that appeal to both locals and regional travellers. Moreover, the area's recreational opportunities extend throughout several seasons.
- Island Pond is located within a reasonable drive of a number of the northeast's major metro markets.

4. Economic & Market Assessment

4.1 Introduction – Market Assessment

The following sections report on Island Pond's Existing Conditions from demographic, economic, and market perspectives. In each instance, the sections report on recent trends, available projections and implications for development.

A local economy should be defined both in terms of statistics/quantitative analysis and in qualitative terms. In particular, the observations that can be drawn from ongoing trends and the insights of local residents are essential components of the assessment. As such, the review reflects the statements and opinions of persons who 'live' the economy, both in terms of constraints and opportunities.

4.2 Demographics

Market Areas

Economic activity in Island Pond – or in any village – depends on a series of markets, differentiated both by geography and consumer expenditures. While the traditional northern New England village depended on the business of local residents and the population living in adjacent rural areas, the growing impact of travel/recreation markets and the undeniable impact of the internet on retailing have combined to fracture the traditional market, and force businesses to recognize that the market can range from immediate neighbors to buyers from the opposite side of the globe.

The analysis is based on the assumption that there are two broad markets: Local and Non-Local. Each of these broad markets can also be seen as a patchwork of sub-markets. Each market represents a potential consumer base that has an impact on business, commercial and travel trends in Island Pond.

Defined Local Market Areas

- Town of Brighton – while there is no indication that Island Pond's market is defined by town boundaries, we feel it is important to understand the community from a demographic and economic perspective;
- Local Market Area – this area can be regarded as the 'traditional' market for Island Pond Village. Persons living within this area regularly travel to the village to make purchases, seek services, etc. The *Local Market Area*

has been defined as the area within 20 minutes drive-time of Island Pond Village.⁴ The area is shown in the graphic to the right.

Note that Newport is approximately 35 minutes from Island Pond, while St. Johnsbury is a 45+ minute drive.

Non-Local Market Areas

- Travel Region – it is apparent that travel/recreation are critical to business and economic activity in Island Pond both currently and in the future. For purposes of analysis, we defined the area within three hours drive-time as the *Travel Region* for Island Pond. This area is shown in the graphic to the right.⁵

Note that the largest metro area included within the *Travel Region* is Montreal, Quebec. If the travel region were to be expanded to a four-hour range, Ottawa, Quebec, Boston, Portland and southern New Hampshire would be fully included.

- Vacation/Seasonal homeowners and users are yet another market for Island Pond. Owner and renter use of seasonal dwellings increases Brighton's 'effective population,' as visitors make expenditures on day-to-day needs and recreation. Year 2016 Census data indicates that there are 443 housing units used for seasonal/recreational activity in Brighton alone. If all of these second home units were to be fully occupied during a holiday period, the town's effective population could increase by roughly 40 percent. Island Pond business owners note that second homeowners are an essential component of their business mix, accounting for as much as 75 percent of total revenues during peak holiday/weekend periods.
- It is apparent that retailing has changed dramatically in recent years; a substantial and growing segment of all retail sales occur via online sites and can potentially include customers from throughout North America or from international locations. Locally, the Maple Guild is an example of a business that has expanded its market to include markets well beyond the northeast.

Discussions with local employers and business owners make it clear that they fully understand the value – and dollars – that non-local markets bring to Island Pond. Their comments reflect the

⁴ Residents living within this area can also be expected to use regional service centers, such as Newport or St. Johnsbury.

⁵ Note that a significant segment of the *Travel Region* is located within Quebec, Canada. However, the demographics presented in this preliminary report only reflect the U.S. portion of the defined area. Subsequent reporting will also reflect Canadian demographics.



Constraints and Opportunities:

CONSTRAINTS:

- Island Pond and the area market face several demographic constraints:
 - The market is small in absolute terms; only 3,200 persons live within 20 minutes drive-time of the village;
 - The 'aging population' is far more evident in the Island Pond market than in most northeastern markets.
 - Household incomes are typically low – and generate less consumer expenditures than in many markets.
 - A small and aging population places clear constraints on the potential for new or expanded service businesses oriented toward the local population.

OPPORTUNITIES

- Although the year-round population is relatively small, there is a substantial stock of seasonal/vacation homes in this market that effectively provides another layer of population to support local retail and service activity.

significance of local markets both in terms of direct purchases and in terms of the broader value that area recreation brings to the community. While recreation includes a range of activities and consumerism, it effectively serves as Island Pond's major 'export' to non-local markets.

While Island Pond Village lacks sufficient retail/service diversity to fully serve the day-to-day needs of its local market, it is essential that the local market be served to the extent possible.

Defined Area Demographics & Household Incomes

The table below shows recent and projected total populations for Brighton, the local market area and the travel region, covering the period 2000 to 2022.

While Brighton Town's population declined in recent years, we note that the population of the Local Market Area has increased. However, this remains a small local market in absolute terms. In contrast, the Travel Region has shown steady growth in recent years.

Population age data provides a dramatic view of the town/local market's population versus the population of the travel region. Median age data for the three areas – for the period 2010 to 2022 – is shown in the table below.

	2000	2010	2017	2022
Brighton	1,232	1,198	1,176	1,148
<i>% Change</i>		(2.8%)	(1.8%)	(2.4%)
Local Market Area	2,937	3,075	3,216	3,284
<i>% Change</i>		4.7%	4.6%	2.1%
Travel Region	1,397,100	1,466,721	1,508,465	1,535,005
<i>% Change</i>		5.0%	2.8%	1.8%

	Median Age (Years)		
	2010	2017	2022
Brighton	48.2	50.9	51.8
Local Market Area	47.3	49.7	50.9
Travel Region	41.5	43.2	44.1

As the data makes clear, the populations of both Brighton and the Local Market Area are substantially 'older' than that of the broader travel region. As noted by several contacts, a substantial portion of the local population has 'aged-out' of the workforce, resulting in a limited labor pool for local employers.

The tables below show recent and projected total households for the three defined areas, covering the period 2000 to 2022. A detailed look at household change, by age group, is shown in the tabular statistics. The table shows current (2017) and projected future (2022) households by age group.

Current/Projected Households by Age Group: Brighton (2017 - 2022)					
HH Age Group	2017		2022		Change
	HHs	% of Total	HHs	% of Total	
15-24	15	2.8%	12	2.3%	(3)
25-34	63	11.7%	68	12.8%	5
35-44	57	10.6%	58	10.9%	1
45-54	78	14.5%	61	11.5%	(17)
55-64	124	23.0%	111	20.9%	(13)
65-74	110	20.4%	121	22.8%	11
75+	92	17.1%	99	18.7%	7
Totals	539		530		(9)
HHs Aged >62 Yrs.	239	44.4%	253	47.8%	+14

Current/Projected Households by Age Group: Local Market Area (2017 - 2022)					
HH Age Group	2017		2022		Change
	HHs	% of Total	HHs	% of Total	
15-24	31	2.1%	27	1.8%	(4)
25-34	157	10.9%	154	10.4%	(3)
35-44	169	11.7%	179	12.1%	10
45-54	233	16.1%	203	13.7%	(30)
55-64	343	23.7%	320	21.6%	(23)
65-74	310	21.4%	344	23.2%	34
75+	204	14.1%	254	17.2%	50
Totals	1,447		1,481		34
HHs Aged >62 Yrs.	617	42.6%	694	46.9%	+77

Current/Projected Households by Age Group: Travel Region (2017 - 2022)					
HH Age Group	2017		2022		Change
	HHs	% of Total	HHs	% of Total	
15-24	21,733	3.5%	20,555	3.3%	(1,178)
25-34	78,404	12.8%	77,888	12.5%	(516)
35-44	91,576	14.9%	93,715	15.0%	2,139
45-54	117,844	19.2%	104,595	16.8%	(13,249)
55-64	136,041	22.2%	132,535	21.2%	(3,506)
65-74	99,077	16.2%	115,687	18.5%	16,610
75+	68,009	11.1%	79,235	12.7%	11,226
Totals	612,684		624,210		11,526
HHs Aged >62 Yrs.	207,898	33.9%	234,683	37.6%	+26,784

Strong growth among households aged 62+ years is common to each of the defined areas. While the number of younger households in Brighton and the Local Market Area are projected to decrease, it is important to note strong projected growth among households aged 35 to 44 years in the Travel Region. Households in this age group often have children and are seeking recreational experience when they travel.

Household Distribution by Income/Median Household Income: Brighton, Local Market Area, Travel Region, U.S.; (2017 - 2022)				
	Brighton	Local Market	Travel Region	U.S.
HH Income Bracket				
<\$15,000	23.4%	16.6%	9.8%	11.5%
\$15,000 - \$24,999	21.2%	17.8%	9.8%	9.7%
\$25,000 - \$34,999	9.6%	12.0%	9.4%	9.5%
\$35,000 - \$49,999	14.1%	15.7%	12.7%	13.0%
\$50,000 - \$74,999	14.1%	14.8%	19.0%	17.7%
\$75,000 - \$99,999	6.9%	11.1%	14.5%	12.3%
\$100,000 - \$149,999	7.1%	8.0%	14.9%	14.0%
\$150,000 - \$199,999	2.4%	2.4%	5.2%	5.8%
\$200,000+	1.1%	1.7%	4.7%	6.4%
Median HH Income				
2017	\$29,920	\$37,621	\$58,598	\$57,617
Projected 2022	\$32,791	\$40,853	\$65,814	
% Change	+10%	+9%	+12%	

Household distribution by income data also makes clear the differences between the local area and the broader travel region. The table to the left breaks down households by income for the three defined areas (and the U.S. as a whole) and shows current (2017) and projected (2022) median household incomes.

45 percent of Brighton's households and 34 percent of the Local Market Area's households have incomes below \$25,000. This compares to 20 percent for the Travel Region and 21 percent for the U.S. as a whole. Relatively low household

incomes in Brighton and the Local Market Area reflect both the typically low incomes of upper age bracket households and traditionally low incomes in the Northeast Kingdom.

Demographic Implications

- Brighton and the Local Market Area are small in absolute terms and, given ongoing trends, appear unlikely to experience any significant absolute population/household growth in the near term. The area population can support a small level of employment and commerce, but not on a major scale.
- Area business people make it clear that shift of the local population toward upper age brackets is resulting in a depleted workforce. Several commentators note that even businesses with a solid market and potential for growth find it difficult to secure qualified workers.
- Local contacts also note that while the recreation market represents a clear economic opportunity for Island Pond, the added activity can stress local first responder and other emergency services. This situation is compounded by the lack of younger persons to fill responder positions.
- While the siting of a significant employer in Brighton is always a possibility, the community should focus on markets that are currently available. It is apparent that external markets (the Travel Region) offer a current opportunity to bring additional visitors – and dollars – to the community.

4.3 Housing Stock, Market Activity & Demand Indicators

Housing Stock

The table to the right shows trends in total housing units for Brighton, the Local Market Area and the Travel Region – period 2000 to 2017.

Note that the total number of housing units in the Local Market Area grew at a relatively strong rate in recent years, gaining 211 units between 2010 and 2017 alone.

Seasonal/Vacation housing units are a significant factor for the local market, as the ongoing use and rental of these units boosts the community's effective population throughout the year, with significant peaks during several holiday periods/weekends. The table to the right shows Vacant housing unit trends in Brighton and the Local Market Area, along with absolute change from period to period (2000 – 2010 – 2017) and as a percent of total housing units. ⁶

	Total Housing Units			% Change 2000-'17
	2000	2010	2017	
Brighton	854	913	940	10.1%
<i>Change</i>		59	27	
Local Market Area	2,598	2,940	3,151	21.3%
<i>Change</i>		342	211	
Travel Region	672,002	750,085	779,064	15.9%
<i>Change</i>		78,083	28,979	

	Vacant Housing Units			% Change 2000-'17
	2000	2010	2017	
Brighton	336	368	401	19.6%
<i>Change</i>		32	33	
<i>As % of Total Units</i>	39%	40%	43%	
Local Market Area	1,398	1,567	1,705	22.0%
<i>Change</i>		169	138	
<i>As % of Total Units</i>	54%	53%	54%	

Brighton's housing stock mix by bedroom size is summarized below:

- Zero Bedroom – 1 percent of total;
- One Bedroom – 19 percent of total;
- Two Bedroom – 30 percent of total;
- Three Bedroom – 31 percent of total;
- Four Bedroom – 15 percent of total;
- 5+ Bedroom – 3 percent of total.

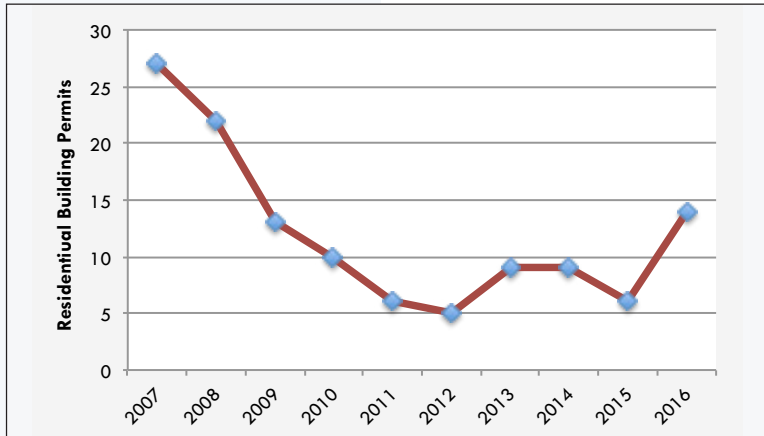
The distribution of housing units by bedroom is significant; in many Vermont communities, a traditional mix of housing oriented toward larger single family structures no longer matches the needs of smaller households.

Seasonal/Vacation units are a significant factor in Brighton and the Local Market Area, accounting for more than half of all units at the Local Market Area level.

⁶ The great majority of Vacant units in Brighton and the Local Market Area are Seasonal/Vacation units. Census defined 'Seasonal, Recreational or Occasional Use' units for Brighton are: 448 and; Essex County – 2,080 (2015 data).

Residential Building Permits: Essex County, Brighton (2007 - 2016)

	Residential Building Permits									
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Essex Cty.	27	22	13	10	6	5	9	9	6	14
Brighton	8	5	3	3	2	2	2	2	na	na



Housing Activity

The table below shows residential building permits issued in Essex County and Brighton Town from 2007 to 2016 (Town data not available for 2015, 2016). The graphic following the table shows the overall trend at the county level.

While there was an uptick at the county level in 2016, it is apparent that minimal new housing development has occurred in the region in recent years. There has been no 'recovery' from the extreme down market of the late 2000s.

We completed an assessment of residential sales activity in the area. The table below summarizes residential sales activity in Brighton Town and Essex County – for the period 2007 to 2017 – showing: Total Number of Sales; Total Sales Volume; and Median Sale value.⁷

Residential Sales Activity: Brighton Town, Essex County (2007 - 2007*)

	2010	2011	2012	2013	2014	2015	2016	2017**
Brighton								
Sales	16	21	19	22	24	23	23	22
Volume (\$Millions)	\$1.2	\$2.1	\$1.9	\$1.8	\$1.5	\$1.5	\$1.9	\$2.1
Median Sale	\$69,435	\$75,438	\$96,316	\$79,340	\$91,858	\$56,739	\$59,383	\$87,355
Essex County								
Sales	68	80	80	90	91	102	92	97
Volume (\$Millions)	\$5.1	\$6.8	\$7.6	\$7.9	\$9.3	\$8.1	\$7.1	\$9.4
Median Sale	\$63,843	\$62,444	\$62,368	\$78,211	\$76,010	\$73,906	\$63,902	\$95,714

⁷ Source: Vermont Department of Taxes. R1, R2, MH w/, MH w/o and Other (Condo) categories are included in tabular statistics; only 'Market' sales included. 2017 data through 9/30/17 only.

The graphic below compares indexed residential real estate volume trends for the town and county.⁸

2010 was a low point for residential real estate throughout Vermont. Local area sales activity has improved since then, with an apparent significant uptick in 2017.

A review of current residential listings and sales in Brighton Town indicates the following:⁹

- The median listed unit includes: three bedrooms and two baths. The median unit includes 1,618 square feet of living space;
- The median price for listed units was \$122,000; the median price per square foot of living space is \$85.

Overall, pricing for Brighton housing is at the low end of the Vermont scale, making this an affordable community for households seeking ownership housing in northeastern Vermont.

HUD reports the following regarding current Fair Market Rents (FMRs) in Brighton / Essex County:¹⁰

- Efficiency Units - \$602 per month;
- One Bedroom Units - \$629 per month;
- Two Bedroom Units - \$781 per month;
- Three Bedroom Units - \$977 per month.

A survey of current residential rental listings in Island Pond/Brighton was completed using a variety of sources.¹¹ The data collection effort indicated that there are a limited number of rentals available in the village.

Housing Demand

Household age by income data is by far the most instructive indicator of household decision-making/behavior with respect to frequency of moves and housing preferences. Not surprisingly, a young, low income household's housing need is substantially different from that for an upper age, upper income bracket household. The series of tables on the following page show three sets of household age/income data – for the Local Market Area:

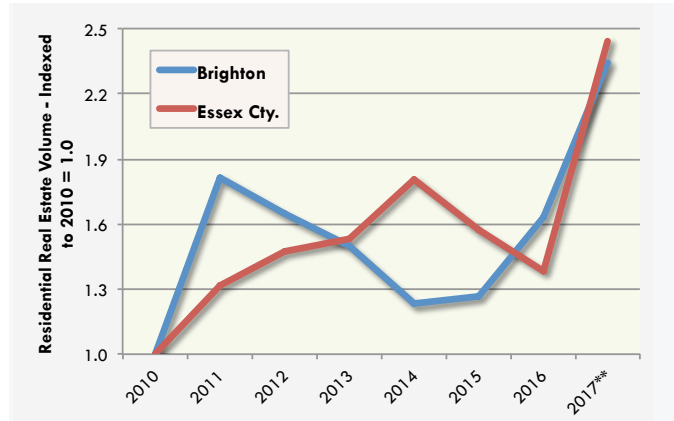
- Current (2017) number of households by age/income bracket;
- Projected (2022) number of households by age/income bracket;

⁸ The graphic 'projects' total 2017 activity based on actual data to date.

⁹ Sources: NNEREN; Zillow; Trulia.

¹⁰ Source: HUD-Gov Fair Market Rents.

¹¹ Sources: Review of rental listings in: Craigslist; Zillow; Trulia; Caledonian Record; The Newport Daily Express.



Household Age X Income: Local Market Area (2017, 2022 & Change)								
2017		HH Age Group						
	25-34	35-44	45-54	55-64	65-74	75+	Totals	
HH Income Group	\$0-\$34,999	55	58	64	151	171	152	651
	\$35-\$74,999	59	63	85	107	82	35	431
	\$75-\$99,999	21	23	37	39	30	9	159
	\$100-\$149,999	14	18	28	32	20	4	116
	\$150-\$199,999	4	5	12	8	3	2	34
	\$200,000+	3	2	7	7	3	1	23
	Totals	156	169	233	344	309	203	1,414
2022		HH Age Group						
	25-34	35-44	45-54	55-64	65-74	75+	Totals	
HH Income Group	\$0-\$34,999	50	54	46	121	176	182	629
	\$35-\$74,999	55	62	67	92	90	41	407
	\$75-\$99,999	24	29	38	43	40	16	190
	\$100-\$149,999	17	23	29	40	28	8	145
	\$150-\$199,999	5	8	16	13	6	3	51
	\$200,000+	4	3	7	10	6	3	33
	Totals	155	179	203	319	346	253	1,455
Change 2017-'22		HH Age Group						
	25-34	35-44	45-54	55-64	65-74	75+	Totals	
HH Income Group	\$0-\$34,999	(5)	(4)	(18)	(30)	+5	+30	(22)
	\$35-\$74,999	(4)	(1)	(18)	(15)	+8	+6	(24)
	\$75-\$99,999	+3	+6	+1	+4	+10	+7	+31
	\$100-\$149,999	+3	+5	+1	+8	+8	+4	+29
	\$150-\$199,999	+1	+3	+4	+5	+3	+1	+17
	\$200,000+	+1	+1	+0	+3	+3	+2	+10

- Change in number of house-holds by age/income bracket or the 2017 to 2022 period.

- Age x Income groups that are projected to experience the largest absolute increases are highlighted in the third component of the table.

The most significant trend in the Local Market Area will be an increase in the number of upper age bracket, lower income (Less than \$35,000) households. These age/income groups are highlighted in the table.

- The Island Pond market faces an issue common to many communities in northern New England; a housing stock oriented

to relatively large single family units and an aging population that needs smaller more efficient housing. This issue is particularly evident in Island Pond, where the great majority of household change will be among upper age bracket households.

Any aging population will experience an increase in the prevalence of smaller households, consisting of one or two persons. This is particularly evident in the Island Pond market, where households aged 65 years or more will account for more than 41 percent of the total by year 2022. Currently, households with only one or two persons account for 66 percent of all households in Brighton. However, only 20 percent of the total housing stock is in zero or one-bedroom configurations. 49 percent of Brighton’s housing stock is in configurations of three bedrooms or more.

- There is a mismatch between Brighton’s household mix (size of households) and the housing available in the community. The aging, smaller households that will predominate in coming years will be seeking smaller units – both because they better match household sizes and because of maintenance and financial realities.

The demand assessment clearly indicates that there will be a local need for housing oriented toward older low/low-moderate income households. Housing creation in Island Pond Village – whether in the form of new development or building rehabilitation – would benefit households seeking easy (walking) access to services and would help to develop a ‘build-in’ market for village businesses.

4.4 The Local Economy

Area interviews indicate that the local economy is viewed both as an entity with great promise and as a situation in which opportunities are frequently lost because of limitations in finance, the workforce or inertia. While the presence of Sweet Tree in Brighton is viewed as a major positive force, contacts tend to believe that this is a success that is unlikely to be repeated, particularly given the limitations of the local workforce. However, contacts were consistent in recognizing that Island Pond's natural setting with connections to numerous recreational activities is a significant asset, one that has potential to drive the local economy.

4.4.1 Employment

The table to the right shows Essex County employment by industry (and number of establishments) over three time periods – 2000, 2010 and 2016.

Employment by Industry Trends: Essex County (2000 - 2016)									
	2000			2010			2016		
	Estab- lishments	Empley- ment	% of Total Empley.	Estab- lishments	Empley- ment	% of Total Empley.	Estab- lishments	Empley- ment	% of Total Empley.
Natural Resources & Mining	16	42	2%	16	52	5%	16	52	5%
Construction	20	62	3%	18		0%	18	na	
Manufacturing/Durable	11	na		6			6	na	
Manufacturing/Non-Durable	5	na		1			1	na	
Trade/Transportation & Utilities	32	117	7%	34	142	12%	34	142	14%
Wholesale Trade	3	na		3	9		3	23	2%
Retail Trade	17	73	4%	19	100	9%	19	100	10%
Transportation	13	na		12	33		7	19	2%
Information	1	na		1			2	na	
Financial Activities	4	na		5			6	na	
Professional & Business Services	11	44	2%	14	52	5%	15	37	4%
Education & Health Services	9	62	3%	9	67	6%	15	109	11%
Education	0	0	0%	1		0%	3	na	
HealthCare	9	62	3%	8		0%	12	na	
Leisure & Hospitality	17	92	5%	15	68	6%	16	49	5%
Other Services	14	29	2%	9	23	2%	11	27	3%
Government	41	359	20%	42	406	35%	39	380	37%
Private Sector	140	448	25%	128	404	35%	140	416	41%
Public Sector	41	359	20%	42	406	35%	39	380	37%
Totals	181	1,795		170	1,146		171	1,016	

Government – including Federal, State and Local – is by far the most significant employer in the county; and its importance has increased over the 2000 to 2016 period.

Constraints and Opportunities:

CONSTRAINTS

- Current Canadian tax policy results in a 15 percent sales tax on goods purchased in the U.S. (Island Pond), if the traveler's trip lasts less than 24 hours. This reduces day traffic from Quebec.
- Travel and recreation are important components of the local economy, yet Island Pond lacks significant, quality lodging capacity.
- While several local businesses provide goods and services oriented toward recreationalists, there is not comprehensive service that can provision and orient recreationalists.

OPPORTUNITIES

- The village's location on a scenic lakefront makes it both a 'launching point' for recreational pursuits and a great location for passive appreciation of nature and scenery.
- The village includes a number of under-utilized buildings, which could potentially serve new businesses or uses.

Recent trends in the labor market (Derby) are summarized below.¹²

Year	Labor Force	Employment	Unemployment Rate
2000	12,000	11,500	4.4%
2005	13,300	12,600	5.1%
2010	13,300	12,100	9.1%
2015	12,850	12,100	5.8%
2016	12,750	12,050	5.3%
12/2017	12,750	12,150	4.7%

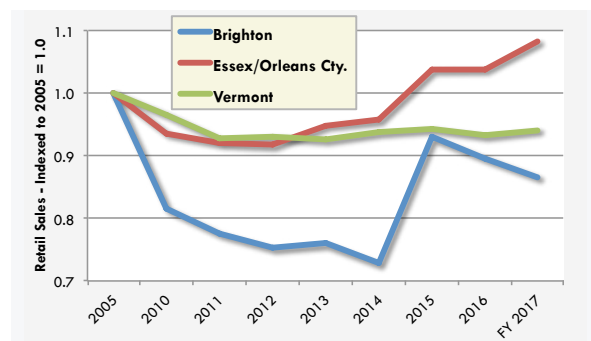
The labor market peaked in terms of labor force and employment in 2005. However, unemployment moved to a relatively low point in recent months.

4.4.2 Retail Sales Trends

The table below shows total Retail and Gross receipts for Brighton Town, Essex/Orleans Counties and Vermont for the period 2005 to FY 2017.¹³

Retail & Gross Receipts: Brighton, Essex/Orleans Counties, Vermont (2005 - FY 2017)									
Gross/Retail Receipts - in \$Millions									
	2005	2010	2011	2012	2013	2014	2015	2016	FY 2017
Brighton									
Retail	\$3.7	\$3.0	\$2.8	\$2.8	\$2.8	\$2.7	\$3.4	\$3.3	\$3.2
% Change		(18.4%)	(4.9%)	(2.9%)	+0.9%	(4.1%)	+27.6%	(3.6%)	(3.4%)
Gross	\$11.6	\$12.3	\$10.6	\$9.4	\$9.0	\$8.7	\$9.4	\$8.5	\$8.2
% Change		+5.8%	(13.3%)	(11.5%)	(4.8%)	(2.9%)	+8.7%	(10.4%)	(3.5%)
Essex/Orleans Cty.									
Retail	\$162.5	\$152.2	\$149.7	\$149.1	\$154.2	\$155.7	\$168.6	\$168.7	\$175.9
% Change		(6.3%)	(1.7%)	(0.4%)	+3.4%	+0.9%	+8.3%	+0.1%	+4.3%
Gross	\$826.1	\$855.7	\$951.5	\$920.4	\$941.8	\$916.5	\$826.4	\$807.6	\$831.4
% Change		+3.6%	+11.2%	(3.3%)	+2.3%	(2.7%)	(9.8%)	(2.3%)	+2.9%
Vermont									
Retail	\$6,201	\$5,990	\$5,748	\$5,774	\$5,743	\$5,815	\$5,852	\$5,782	\$5,838
% Change		(3.4%)	(4.0%)	+0.4%	(0.5%)	+1.3%	+0.6%	(1.2%)	+1.0%
Gross	\$30,630	\$38,146	\$34,583	\$34,960	\$37,568	\$37,854	\$31,126	\$30,622	\$31,459
% Change		+24.5%	(9.3%)	+1.1%	+7.5%	+0.8%	(17.8%)	(1.6%)	+2.7%

The graphic below compares the indexed trend in gross retail sales for the three areas – indexed to 2005 = 1.0.



¹² The Derby Labor Market includes sections of northern Essex and Orleans Counties. Source: Vermont Labor Force & Employment.

¹³ Data for Essex County alone not available until 2015. Note that Essex County accounts for only 2.5 to 3.0 percent of the combined counties' sales. Table values are adjusted for CPI.

Notably, current Essex/Orleans retail sales exceed the 2005 level in real terms. However, retail sales in Brighton – and the state as a whole – have fallen below the 2005 level.

Contacts in Island Pond note that the creation of some diversity in local retail offerings could make Island Pond more attractive to regional travelers and recreationalists. In particular, they note that retailing oriented toward goods that are produced locally would be an inducement to travelers to spend more time – and dollars – in the village. Savvy village retailers track typical expenditures by travelers and recreationalists and have shifted their retail offerings to mirror traveler needs on a seasonal basis.

4.4.3 Travel/Recreation Opportunities & Indicators

Interviews with local businesspersons and other concerned with Island Pond make it clear that the opportunities posed by the area's recreational activities are well recognized as a potential driver of economic activity. Moreover, a number of businesses already have a significant reliance on this market. Village retailers report that non-locals account for anywhere from 40 to 75 percent of total business volume, dependent on the store type.

Locals note several areas improvement for the village if the goal is to capture a larger share of traveler/recreational expenditures:

- Provide better information regarding local links to recreational systems (trails, etc.) and highlight/improve opportunities located in the village;
- Provide more local accommodations – Island Pond's existing bed base is too small; many travelers spend their overnights in other communities;
- Diversity retailing and, in particular, bring back a retailer that focuses on sporting goods (Hunting Gear, Fishing Gear; Kayaking, Snowmobile Parts and Service.

Opportunities

Even a cursory review of Island Pond and the immediate area makes it clear that recreational opportunities are diverse both in terms of activity and seasonality. A summary list of opportunities that can be based out of Island Pond follows:

- | | | |
|---------------------|-------------------------|------------------------------|
| • Hiking | • Snowshoeing | • Wildlife/Bird Viewing |
| • Hunting | • Camping | • Swimming |
| • Fishing | • ATV Riding | • Alpine Skiing (Burke Mt. – |
| • Kayaking/Canoeing | • Snowmobile Riding | 25 Minute Drive; Jay Peak |
| • Boating | • Equestrian Activities | – One Hour Drive). |
| • Mountain Biking | • Nordic Skiing | |

In a more broad sense, Island Pond can also be viewed as a focus of passive recreation:

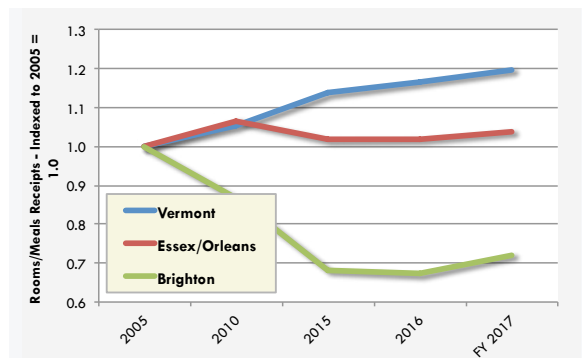
- | | |
|-----------------|----------------------------------|
| • Scenic Drives | • Sitting in Lakeside Park |
| o Leaf Peeping | • Shopping/Eating in the village |

While many of the recreational pursuits that can be based out of Island Pond aren't necessarily focused in the village, it is apparent that all participants must seek basic services, occasionally need accommodations and often seek village-based alternatives to more active pursuits. As such, there appears to be potential to develop Island Pond as a recreational 'base camp,' a place where recreationalists can outfit themselves, purchase basic needs, seek food and accommodation and engage in cultural pursuits.

Travel/Recreation Indicators

The table below shows trends in Rooms & Meals sales for Vermont, Essex/Orleans Counties and Brighton for the period 2005 to FY2017. ¹⁴

Rooms & Meals Sales Trends: Brighton, Essex/Orleans Counties, Vermont (2005 - FY2017)						
		Sales (\$Millions)				
		2005	2010	2015	2016	FY 2017
Vermont	Meals	\$922.71	\$983.83	\$1,040.65	\$1,066.79	\$1,078.70
	Rooms	\$421.90	\$432.01	\$487.56	\$499.75	\$529.66
	Totals	\$1,344.61	\$1,415.84	\$1,528.21	\$1,566.54	\$1,608.35
	% Change		+5.3%	+7.9%	+2.5%	+2.7%
Essex/Orleans Counties	Meals	\$26.19	\$29.82	\$28.31	\$28.84	\$29.37
	Rooms	\$11.44	\$10.30	\$10.00	\$9.53	\$9.70
	Totals	\$37.63	\$40.12	\$38.30	\$38.37	\$39.06
	% Change		+6.6%	(4.5%)	+0.2%	+1.8%
Brighton	Meals	\$1.27	\$1.13	\$0.91	\$0.91	\$0.96
	Rooms	\$0.40	\$0.32	\$0.23	\$0.21	\$0.25
	Totals	\$1.67	\$1.45	\$1.14	\$1.12	\$1.21
	% Change		(13.3%)	(21.3%)	(1.5%)	+7.3%



The graphic to the right compares the indexed trend in Rooms & Meals sales for the three areas - indexed to 2005 = 1.0.

Travel activity has increased in real terms at the statewide level

in recent years, to the point where rooms and meals sales are now 20 percent higher than they were in 2005. Essex/Orleans Counties have not kept pace with statewide trends; current activity is only four percent

¹⁴ Table values adjusted for CPI.

higher than the 2005 level. The loss of a lodging facility clearly had an impact in room sales and a secondary impact on meals sales.

Recent data indicates that Essex/Orleans Counties (combined) attracts almost one million 'visitor nights' on an annual basis, accounting for only 6.6 percent of all Vermont visitor nights. Seasonally, 47 percent of the counties' visitor nights occur in the first three months of the year. This is heavily influenced by ski area and other winter recreational pursuits. The remainder of the area's visitor nights are distributed relatively evenly throughout the year.

4.5 Existing Conditions & Opportunities

The review and assessment of existing conditions points to several market opportunities and strategies for improvement in the village:

- Recreational Base Camp – Island Pond should be marketed and improved to serve as a hub where recreationalists can get information and link to the region's recreational resources. Visitors should be able to find supplies, make repairs, shop, eat and overnight within the village;
 - Accommodations – Island Pond's accommodation base is insufficient to handle – or attract – regional visitors. Increasing the community's bed base is essential, as overnight visitors make a number of linked expenditures, that now occur in other regional communities;
 - Retailing – there is a need for a sporting goods retailer that can provide necessary supplies and services for recreationalists throughout the seasons. The village's retailing base would also capture more dollars with sales based on local goods and services;
 - Eating & Drinking – locals regard eating/drinking options in Island Pond as sufficient for the market. However, any growth in local accommodations and general activity would likely increase the need for eating and drinking. Eating 'diversity' is a real attraction to travelers and area residents;
 - Opportunities for In-village recreation (the lake) should be highlighted via pedestrian ways and signage. Pedestrians should be encouraged to walk from the lake to the village commercial area.
- Housing – given ongoing demographic trends, Brighton's housing mix will become less well suited to the local populous. While there is no apparent need for new housing development on a significant scale,

it is apparent that demand for housing oriented toward upper age bracket renters will increase, and that location of such a project in the village would be both convenient for residents and provide a market boost to village businesses.

- Village Buildings – there appear to be several potentials for reuse-repurposing of village commercial buildings:
 - Co-Working Space/Incubator – both local residents and seasonal visitors might take advantage of a village workspace that offered internet, work carrels and meeting space. While the primary market for this space would likely be individuals seeking occasional interaction with other independent business persons and access to village services, the creation of co-working space could ‘incubate’ business ideas;
 - Continued education – a growing elder population typically results in an increased need for lecture/teaching/workshop educational space; this could be linked with a co-working facility;
 - Workshop space – again, a growing elder population often results in increased demand for craft-working-studio space, allowing area residents to continue to follow and practice skills that they have developed over a working lifetime.

5. VILLAGE CHARACTER

5.1 Village Character

Currently the Town is not capitalizing on the unique and special character that make Island Pond a perfect hub for all the activities a visitor to the NEK is looking for. The Chamber of Commerce is making good progress with use of sponsored banners and events through out the year, but to create a strong sense of place that leaves a lasting impression to visitors, additional steps should be taken. This could include public art like murals and sculpture that highlight local history, flora and fauna and local talent. Adding more of Island Pond's unique character to the downtown atmosphere will help to leave an impression on travels that will leave saying "did you see that..."

Adding planters to bridges and sidewalks around town, a village enhances its appeal to the passer-by and community alike. Sculpture, murals and promotion of public shared green space. Trees, plantings and public greens can be an improvement to quality of life. Examples of town's public engagement include the bikes in Lyndonville, the painted moose in Bennington, and the seasonal scarecrows in Brandon.

Constraints and Opportunities:

CONSTRAINTS:

- Lack of clear physical and visual connectivity between lakefront, downtown and upper village.
- Municipal or volunteers resources are required to install seasonal and/or permanent installations, like planters, art, etc.

OPPORTUNITIES

- Creation of a walking trail that combines waterfront, downtown, pedestrian bridge and South St overlook.
- A chance for Island Pond to create their own identity and accentuate unique features.

Constraints and Opportunities:

CONSTRAINTS:

- Existing conditions, vegetation and ROW widths will need to be evaluated for suitability and use; some existing gateways may benefit from being relocated.

OPPORTUNITIES

- There are several locations that are clear opportunities for gateway treatments, including the intersection of E. Brighton Road and South Street (the eastern entrance to the Village, which has a panoramic view), the intersection of Cross Street and Birch Street at the Welcome Center (the southern entrance), and the intersection of VT-114 and VT-105 (a busy intersection at the top of Cross Street).
- Enhanced gateways will cause visitors to slow down and have greater awareness of the town as they enter.

5.2 Village Gateways

Village Gateways from the north and south could be better emphasized to have a greater presence and impact. A more celebrated entrance (i.e. with signage and landscape) to the Village will signal to travelers that they should slow down and drive with caution and that community members take pride in their town. Welcome banners are an existing form of gateway treatments that continue throughout the Village Center, however these could be updated and renewed.



5.3 Vacant Storefronts

Like many small towns in Vermont, there is business turnover that can leave stores vacant. In Island Pond, residents discussed the possibility of adding a “pop up” in the stores until they can be filled permanently. This could be a display of art, local culture, history or future / upcoming events.



Constraints and Opportunities:

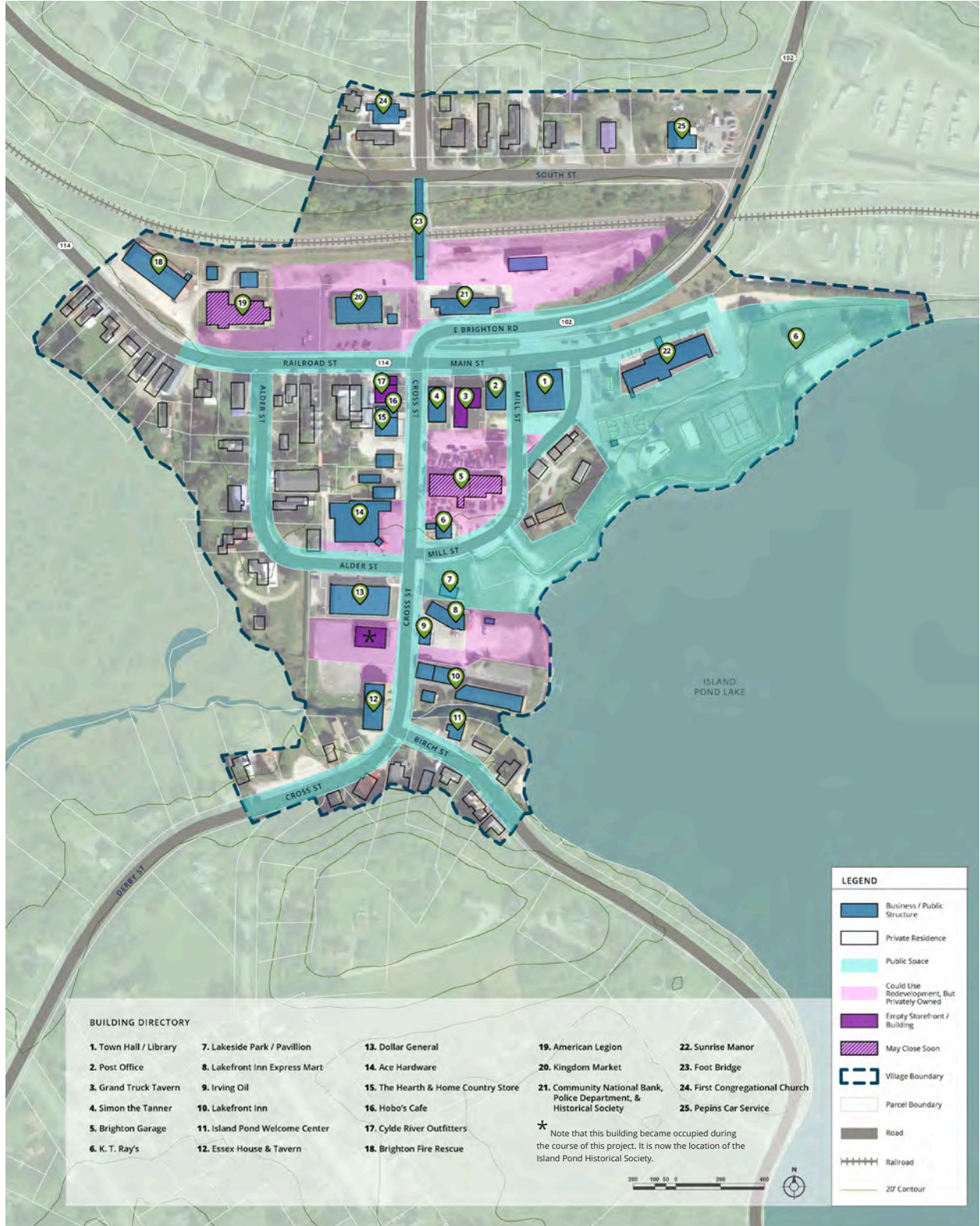
CONSTRAINTS:

- Long term uses of some properties may require life safety and building code upgrades. This is typically even more problematic on upper floors.
- Lack of people in the downtown results in a limitation in the number of potential customers.
- Accessibility to facilities.

OPPORTUNITIES

- Multifamily housing in the downtown could provide a critical mass of people that would require some services that could be filled by new business.
- Multifamily housing the downtown would increase the activity level in the town.

Vacant Building Inventory



5.4 Community Events & Organizations

There is a great energy and enthusiasm for the events that are put on throughout the year by various groups that are mostly run and organized by volunteers; these include the Island Pond Chamber of Commerce, Brighton Recreation Committee, Brighton Renewal Committee and the Brighton ATV Club, among others. These organizations have made a great effort to enliven the downtown with a variety of events that are put on both by individual groups and as a town-wide effort. The events that have been put on in recent years include events like the highly successful Friday Night Live, July 4th celebration, Pond-A-Thon, Maple Fest, Holiday Magic, and Winter Carnival.

The groups that are hosting and facilitating these events have done an excellent job looking for funding sources, like the Chamber of Commerce award of a USDA Rural Business Grant to help improve their website; the Renewal Committee's award of the Better Connections Grant from VTrans and the Agency of Commerce and Community Development (ACCD) for the resources to create this master plan; and Recreation Committee's pursuit of funding to facilitate biking in the community, to name a few.

The community leaders and volunteers can continue to make a noticeable difference in the Downtown and beyond and are encouraged to continue seeking funding sources through fund-raisers, grants, etc. so the word can get out about the great activities that are happening. It is the community's energy and enthusiasm that helps to make Island Pond a special place.



Source: Island Pond Chamber of Commerce Facebook page.

Constraints and Opportunities:

CONSTRAINTS:

- Limited number of volunteer resources.

OPPORTUNITIES

- Try to engage more of the Island Pond population, including season residents and homeowners to participate as volunteers.

Constraints and Opportunities:

CONSTRAINTS:

- Limited volunteers and resources to do the work, put on events and market Island Pond to the greater region.
- Limited funding and grant opportunities are available and require an investment of resources (time and energy) to apply for.

OPPORTUNITIES

- Look for additional grant funding to expand the Chamber's available resources and reach.
- Create a town wide event calendar to facilitate coordination between various groups as well as a tool for the community to see what is coming next.

5.5 Marketing / Promotion

Like most small Vermont towns, there is no paid staff in Island Pond dedicated to marketing and promotion; the Chamber of Commerce operates as a volunteer organization with local businessmen and women and community members comprising the board. The Chamber has done an excellent job of organizing events that seek to involve the entire downtown business community. This partnership is extremely important and allows for resources to be pooled together to have the most impact. Events that occur over several days with a variety of offerings are a great way to generate buzz and get a diverse set of participants.

The Chamber maintains a Facebook page that is very useful, however there are no links to this page on the visitislandpond.com website; this could easily be added to the website so visitors are aware they should also check the Island Pond Chamber Facebook page for updates and happenings. If and when possible, it could be beneficial to combine groups resources and market events together as well as promote each others events. The Chamber is also already using a targeted marketing campaign through their Facebook page for specific events; these efforts should be continued to grow the tourist base and general awareness of Island Pond as a destination and Base Camp.



5.6 Branding

Island Pond does not have a recognizable brand. While there are graphics that lend themselves to the town, it would be beneficial to employ a targeted strategy to use an Island Pond logo or brand on all marketing and promotional literature. The use should be expanded to town departments like the Recreation department as well as other local groups promoting Island Pond, like the Chamber of Commerce. Examples of possible brands are included in this project.

Constraints and Opportunities:

CONSTRAINTS:

- A brand needs to be developed and agreed on by the town and affiliates.

OPPORTUNITIES

- A brand will allow for targeted advertising and name recognition.

Constraints and Opportunities:

CONSTRAINTS:

- Dimensional requirements in the Village district are not reflective of the existing conditions and may limit development.
- No design standards for siting, landscaping and screening.
- No specific standards for impervious surfaces or erosion control.
- No limitations on curb cuts or screening of parking areas.
- No regulations for the adaptive reuse or demolition of historic structures

OPPORTUNITIES

- The Town Plan provides a good basis for developing regulations and standards in zoning that better support development in the village, including the promotion of recreational and aesthetic resources, supporting tourism and a diversified economy, and maintaining and improving infrastructure in the village and town to advance these goals.

6. The Town Plan & Zoning

Understanding the vision and goals of the town and village is an important step in supporting and implementing the alternatives outlined for this project. The Brighton Town Plan was most recently adopted on April 15, 2013 and outlines the purpose, goals and policies for development within the study area, which is located within the Village district. The Village district is described in the Plan as “a mixed use district in a traditional downtown environment that is served by municipal water and sewer services. The area is characterized by pedestrian traffic, commercial and civic uses, and apartments. The plan supports the enlargement of the Village zone west on the south side of Railroad Street as far as Meadow Street.” (pg. 6) Several land use objectives have been established, which further the goals of the Town Plan, as well as support the focus of this project, which include (pg. 7):

- *Maintain Island Pond village as the focal point within the town and local region for the provision of services and economic development thus maintaining the town’s primarily rural character.*
- *Permit development that maintains Brighton’s historic settlement pattern of a compact village and urban center surrounded by rural countryside.*
- *Make public investments in infrastructure and services that reinforce the general character and growth patterns of the town.*
- *Identify, protect and preserve important natural and historic features in Brighton’s landscape including significant natural areas, fragile areas, water resources, scenic roads and views, and important historic structures or sites.*
- *Acquire land and/or development rights to further the above objectives.*

The Town Plan section on Transportation also includes discussions about roads, parking and sidewalks, highlighting areas requiring maintenance, repair, and reconstruction. Some of these within or near the study area include Derby Street, Railroad Street,

and Middle Street. The Plan further suggests that there is ample parking in the village area, though much of it is on-street, and advises that a better pedestrian route between Sunrise Manor and Town Hall would help alleviate any parking problems. With regard to sidewalks, the Plan states:

“The town is responsible for some sidewalk construction and maintenance within the village area. The town has sidewalks on Derby Street, Railroad Street, Main Street, South Street, Mountain Street and Cross Street. An older sidewalk on South Street west of the footbridge is slated for improvements in 2013. However, the sidewalks on upper Mountain Street and on parts of South Street need extensive repair.” (pg. 24)

Separate studies were completed in 2003 and 2005 that evaluated road and sidewalk conditions in the village area, which were either not implemented or abandoned, but provided some useful planning ideas. The Plan suggests

“At a minimum, existing sidewalks in the town should be maintained and/or improved to accommodate existing pedestrian traffic. By agreement with the state, the town must maintain the Route 105 overpass sidewalk and the adjacent South Street sidewalk to the northern terminus of the pedestrian bridge over the railroad tracks. The construction of the pedestrian bridge over the rail lines in 2004 replaced a former historic structure that linked together areas of the village. Winter maintenance of sidewalks, including the bridge ramp, is done with the town’s tractor. The town does not plow private roads or sidewalks not owned by the town. In areas where sidewalks are not feasible, road shoulders should be maintained at a width that would accommodate pedestrian traffic.” (pg. 24)

The relevant objectives for transportation in the Town Plan include (pg. 26):

- *Maintain existing town roads and bridges including the rebuilding of Derby Street, the resurfacing of Pleasant and Middle Streets, and the repair and paving of Lakeshore Drive.*
- *Establish connections to communities outside of the town via public transportation through agencies such as RCT.*

- *Send a Brighton representative to actively participate in the regional Transportation Advisory Committee meetings, a group which prioritizes local transportation projects for the region which are then forwarded to VTrans for state prioritization and approval.*

The Town Plan also recognizes the importance of Brighton’s natural, cultural and scenic resources, particularly with regards to tourism and the economy, and has identified a number of locations that contribute to the aesthetic character of the village. These include the 600-acre Island Pond Lake, the Historic Grand Trunk Railroad Station, the Bluff Mountain Trail, village churches, and the Clyde River, which is part of the Northern Forest Canoe Trail system. (pg 32)

A reference to a study prepared for the Town in 1989 further points out the relevance of the village’s lakeside location and the importance of planning for improvements within the scenic viewshed (pg. 32):

“Of the 17 largest lakes in Vermont only three have the distinction of having a downtown adjacent to them. The communities are Burlington, Newport, and Island Pond. Island Pond is a member of the small group of communities in Vermont that is blessed with the opportunities and amenities that a “downtown lake” brings. As a result of this unique position in the region and the State, Island Pond is a valued resource well beyond the political boundaries of the Town of Brighton.” (p. CD 12)

Also,

“Scenic Enhancement – During the course of all planning and development activity in Island Pond, the community must be constantly mindful of the scenic quality of the Lake and the hills that surround it. Improvements in the village and development along the shoreline must not adversely impact the visual experience of Island Pond. Scenic protection should be a strong element of any local land use controls.”

The Plan also places great emphasis on Island Pond’s Historic District “encompassing thirty historic buildings and sites located along Depot, Main, Railroad (Pherrin), Maple, South, Walnut, Cross, Elm, Middle, North, and Mountain Streets...The buildings within the historic district are currently used by a variety of entities: commercial, government, residential, and religious.” The Plan recommends that “Island Pond’s

historic legacy [be] carefully considered in future municipal initiatives. Planning for the protection and enjoyment of historical resources can provide the town with another feature to attract outside interest through its preservation and promotion.” (pg. 33)

The applicable objectives for these natural, cultural and scenic resources include (pg. 33):

- *Base land use decisions on preserving Brighton’s forest, water, and scenic resources for future generations.*
- *Decide land use decisions to potential impacts on ecologically sensitive areas which are land or water resources with unusual or significant flora, fauna, geological, or similar features, and are especially susceptible to human disturbance.*
- *The planning commission should maintain a natural and scenic resource survey to identify specific areas in which development should be limited or prohibited.*
- *Explore the development of a historic preservation “mini-plan” to identify, protect, and better capitalize on Brighton’s historic resources.*

Economic Development is the final relevant section of the Town Plan, which discusses and emphasizes tourism as an essential part of the Island Pond economy. The Plan highlights the impacts and limitations of tourism as an economic driver, such as seasonality, but believes focusing on the potential for increased dollars and jobs in the community is beneficial. Along with the lake, the state park, the island and the village history are “great tourist attraction[s]” and that protecting Island Pond’s natural and scenic resources “from development out of character” will ensure sustainable tourism in the future. (pg. 35) This section of the Plan also highlights the importance of recreation and the need to promote opportunities in Brighton to further support tourism. Improving Lakeside Park, promoting Brighton as the “unofficial snowmobile capital of Vermont”, and developing bicycling, fishing and foliage viewing opportunities are all suggestions in the Plan.

Although tourism is identified as the primary economic driver, this section of the Plan also emphasizes the need to diversify

the economy. This includes attracting industry through not only recruitment, but by maintaining, improving, and revitalizing the town's infrastructure and ensuring Brighton is a place that people want to live and work. The majority of businesses in Brighton are small, employing no more than nine people. Adding more industry that attracts and employs more people would help improve the vitality of the area. (pg. 36)

There are several economic strategies outlined in the Plan that are relevant to this project (pg. 42):

- *Attract new basic or export employers. Brighton leaders should continue revitalization efforts to make the town attractive to employers.*
- *Capture existing markets. Residents and visitors should be encouraged to Buy Local.*
- *Encourage the start-up of new firms. Brighton officials should update the marketing study conducted by UVM for Brighton and/or implement recommendations from that earlier study.*
- *Help existing businesses to grow or become more efficient. The town can apply for technical assistance funds, workforce development funds, or conduct commercial energy audits.*
- *Take advantage of aids and programs from regional, state, and federal governments such as tax-increment financing, tax credit programs, revolving loans, etc.*
- *Continue upgrading municipal infrastructure and improving municipal services to make the community a more attractive place.*
- *Make officials and the community aware of new economic opportunities that have the potential to aid the local economy (i.e. the National Geographic Geo-tourism Destination, of which Brighton is a part).*
- *The town should promote and protect its scenic and natural resources, as these are the basis for our tourist economy.*

It is clear in the Brighton Town Plan that the community recognizes the importance of maintaining, improving and revitalizing the village, and that future development should enhance the historic character and promote the recreational and aesthetic resources that make Island Pond a place that people want to live, work and visit.

7. Preliminary Issues & Opportunities Map

As a result of the Existing Conditions Inventory and Analysis the following summary plan map was created to identify possible opportunities for improvement and enhancement as well as development and infrastructure.



SECTION 3

Public Engagement & Outreach

“Brighton is a hardworking town with determination and dedication to do what it takes to succeed. This is also a community full of heart, pride, and a readiness to support each other, take care of one another, and celebrate together.”

*From the 2017 Brighton Community Visit
Report & Action Plan*

Overview:

The following section provides an overview and summary of public engagement events and public meetings for the Master Plan. The town and the consulting team worked closely to ensure an inclusive approach and developed outreach that would further the understanding of the primary issues and opportunities associated with the evolution of Island Pond Village. The events highlighted the 3 main topics of the planning effort: 1) Transportation and Infrastructure, 2) the Lakefront; and 3) Market/Marketing/Land Use and Investment.

Please see the Master Plan Appendix for the public engagement products which include a number of handouts, posters, maps and postcards.

Kick-off Meeting | 8.9.17

A Project Kick-off Meeting with the Steering Committee was held on 8.9.17. The kick-off meeting agenda included an introduction to the consultant team, a review of previous studies, the scope of work and project schedule, as well as time for general discussions.

Island Pond’s Website Project Page | Ongoing

The consulting team worked with the town to create a new webpage specifically for the project. It included general information related to the project and periodic updates between 2017 & 2018. The webpage is located at: <http://brightonvt.org/island-pond-village-revitalization-project/>. The webpage can continue to be updated by the town or Steering Committee with final project studies, plans, maps and other related resources.

Community Event 1 | 10.30.17 | Walk & Talk

The first Community Event centered around a Walk & Talk intended to introduce the consultant team to the community and to get first-hand, on-the-ground feedback from participants. The team lead three groups around the Village to look at

specific issues related to Infrastructure and Transportation, Village Revitalization, and the Lakefront. The consulting team also created digital tours to correspond with each of the 3 groups for participants that did not, or could not, take part in the walk. Each of the digital tours included 75-115 photos for each of the walk and talk group topics. The topics were:

- Getting Around Island Pond;
- The Greening of Island Pond; and
- The Building Blocks of the Village

As part of the event participants were provided map handouts with the tour routes and stopping points. The reverse of the handouts included targeted questions. A sampling of the questions is provided below:

Group 1

- Do you see or know of any issues regarding the way streets, driveways, sidewalks, paths, or cut-throughs are used downtown?
- Where is on-street parking most important? Where does it exist but does not need to?
- Are there any downtown-wide, big-picture changes you'd like to see to better meet the needs of residents, business owners, and/or visitors?

Group 2

- What role does the Lake and/or the Lakefront Park play for you? How do you use the amenities?
- What do you see as the challenges for improvements to green/open space, recreation or amenities?

Group 3

- Describe the character of the downtown: What do you see? What do you want to see? What is something special about the downtown that should be better known?
- How should the Lakefront and Cross Street relate to each other?
- What facilities should be incorporated into a park at the Lakefront?

The following page contains a sampling of photos from the Walk & Talk.

Heard at Public Events:

Lakefront feels disconnected.

Playground needs updating.

Connect business district to lake.

Build-up the Welcome Center.

Have a boardwalk at lake's edge

Include a building for winter.

Bring character of Island Pond to the streets.

Lakefront path needs maintenance, feels unkempt and untidy.

Retail and restaurants were once oriented toward the lake."



Steering Committee Meeting | 10.30.17

Immediately after the Walk & Talk the Steering Committee held a meeting which included a discussion of the Walk & Talk event, a review of existing conditions and preliminary findings, next steps for the project (including setting dates for future events and meetings) and a brief presentation of logo ideas. The Steering Committee also reviewed the project schedule and was provided a handout that included the following: General Notes/Observations and Initial Thoughts on key topics: Transportation, Arrival and Sense of Place, Streetscape, Lakefront, Recreation.

Vermont Council on Rural Development (VCRD) Project Update | 1.31.18

In support of the Master Plan project, LandWorks attended the VCRD follow-up meeting to present a slideshow 'Overview of Project Progress' and to continue to support the project's presence in the community.

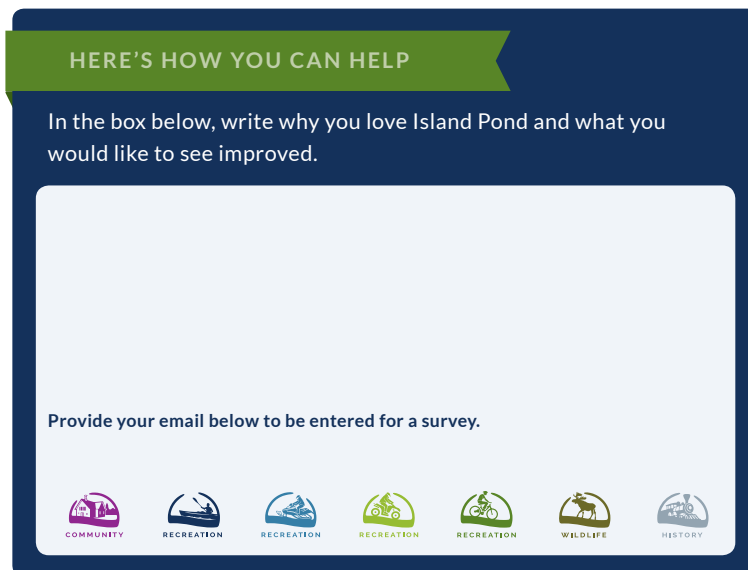
Community Event 2 | Winter Carnival | 2.10.18

A survey with project questions was developed for the Winter Carnival and 'leave-behinds' included postcards and hard copies of the survey. The postcards included new Island Pond identity imagery. The Hearth & Home Country Store provided two \$25 gift certificates to attendees who responded to the survey or provided their email address.

HERE'S HOW YOU CAN HELP

In the box below, write why you love Island Pond and what you would like to see improved.

Provide your email below to be entered for a survey.



Heard at Public Events

The Pedestrian Bridge over the rail tracks is well used, unique to the town and we want events on it.

The power poles on Cross Street have a significant visual impact.

Historic buildings non-conforming to zoning.

Wider sidewalks on Cross Street would allow for more activity.

Great view up Cross Street.

Consider snow storage and parking.

People from Sunrise Manor walk through Town Hall Parking lot to get to restaurants and shops.

Steering Committee Meeting | 5.17.18

The Steering Committee met in May to review and discuss preliminary recommendations regarding infrastructure and transportation elements, the Lakefront Park, wayfinding and gateway enhancement opportunities, and market, economic development and community identity considerations. The consultant presented draft concepts and received feedback and direction on transportation improvements, lakefront options and branding recommendations.

Steering Committee Meeting | 7.18.18

On the agenda at this Steering Committee meeting was a project update and schedule, a review of the draft Implementation Plan Matrix, and plans for a community event over Labor Day weekend. The consulting team delivered a slideshow presentation that highlighted the work to date and included a project mid-point summary of Five Key Findings and Five Key Recommendations:

Five Key Findings:

- Island Pond is a unique and historic village in an engaging setting and well situated to attract new residents and certain types of businesses. It can be a destination and provide services for tourism.
- Island Pond has made strides in community development and marketing but has challenges with regard to attracting new residents and tourism and visitation based on travel and recreation indicators.
- There is a need to address road and streetscape conditions and related infrastructure to support an enhanced village environment that addresses both aesthetics and functionality.
- The lakefront is a critical asset but is underutilized and has not benefited from an overall plan or vision to develop it and connect it to the town's future economic vitality.
- Planning, marketing and investment are needed to respond to the current conditions in Island Pond that present distinct opportunities for infill development and new business.

Five Key Recommendations:

- Build on the geographic and human assets of the town to support the priority actions and initiatives that emerge from the plan.
- Address road and infrastructure improvements to enhance safety, functionality and the pedestrian and visitor experience.
- Continue to design and enhance the Lakefront property and adjacent lands with both short

and long term projects and an overall vision for the future.

- Support the evolution of the village with collaborative efforts to facilitate infill opportunities, entrepreneurship and tourism infrastructure.
- Continue to expand marketing, branding and tourism infrastructure with partnerships, grant and funding opportunities as well as promotion and marketing to attract interest and investment.

Community Event 3 | Friday Night Live & Market Day Events | Labor Day Weekend, 2018

For the final community event , the consulting team and volunteers took advantage of the popular Friday Night Live and Market Day events and installed a mock-up kiosk and wayfinding sign, and temporary bumpouts and crosswalks on Cross and Mill Streets. The demonstrations highlighted specific issues related to Village Infrastructure and Transportation, and the Lakefront experience. A poster provided additional information about the demonstrations.

The kiosk was installed along the pathway to Lakeside Park. It contained information about the weekend’s events and the ongoing Island Pond Revitalization Project. There were comment cards provided for feedback on the project.

The pedestrian Sign was set up at the 4-way intersection of Main, Cross, and Railroad Streets and E. Brighton Road , and designed to help the community visualize potential future improvements to guide visitors through Island Pond. The prototype sign is part of a proposed wayfinding system for the village.

The bumpouts and crosswalk were installed at the intersection of Cross St. and Mill St. and on Mill St. itself. The community was asked to help “fill in” the bumpouts and cross walks with artwork and to imagine how this infrastructure could help to create an improved streetscape environment.

The following page contains a sampling of photos from the Labor Day Weekend events.

Heard at Public Events:

Gravel path to lake is easy to maintain.

ATVs should use the roads, not sidewalks.

Visitors go right through town without knowing there is a lake.

Once people find Island Pond, they love Island Pond.

Celebrate wlldlife unique to the area.

Connect Town Forest/Bluff trails to Town.”



A mock-up of the pedestrian wayfinding sign.



The temporary kiosk sign provides information along the path to the lake.



The photos above illustrate the temporary improvements to the pedestrian environment.

Summary of Public Engagement & Outreach

The Public Engagement and Outreach for the project included a diverse range of events and meetings. The most successful events were the Walk & Talk and the Labor Day Weekend demonstration projects, both of which engaged town representatives, the Steering Committee and community members and resulted in constructive feedback for the team. The consulting team received substantial support from business owners and community volunteers during the public events and it is clear that the residents of Island Pond are interested in being involved in village revitalization efforts. The Town should continue to use the project webpage to update the community and, possibly, to seek further feedback and assistance as the town begins implementation of the plan.

SECTION 4

Recommendations & Designs

1. Transportation and Infrastructure Plan

Transportation Context

Island Pond's Village Center is situated by the northwest end of Island Pond and where Vermont Routes 114 and 105 meet and diverge. Because of its placement along these state routes, the Village Center experiences regional traffic passing through, yet also is a compact area with businesses, homes, and public services. Cross Street is the main street of the village, with businesses along both sides and access to Lakeside Park.

The need for improvements to transportation infrastructure within the Village Center is demonstrated by the following. Details of existing conditions can be found in the Existing Conditions Report.

- Lack of roadway definition and access management
 - The Village Center has few segments with curbed sidewalks, no green belts, and asphalt sidewalks that blend in with the paved travelway. In addition, many properties have driveways that are much wider than necessary or parking lots that entirely border the roadway. These are safety issues for people using any mode of transportation and create an uninviting environment. Lack of roadway definition encourages faster speeds, and wide areas along the road without curbing or green belts creates greater potential for conflicts between turning vehicles with other vehicles and with pedestrians.
 - Intersections in the Village Center are also lacking in definition. The intersection of VT-114 and VT-105 is large, poorly defined, and is the location of five of the eight crashes in the Village Center in the past five years. The intersection of Cross Street, Alder Street, and Mill Street has offset approaches, and a lack of physical definition and street signs make it easy to miss when traveling on Cross Street. Tighter and better defined intersections may slow traffic, reduce conflict points, improve safety and create a better sense of place.
- Minimal, non-accessible, and uninviting pedestrian infrastructure
 - Most sidewalks in the Village Center are not accessible, are in disrepair, or do not have proper separation from motor vehicle traffic.

- Crosswalks are only located at the intersection of VT-114 and VT-105, one of which is over 100 feet long. None of the crosswalks have landing areas on the ends that conform to ADA standards. Some end at curbs or raised areas, and none have detectable warning strips.
- Wide travelways
 - The travelways of the major streets in the Village Center are wider than necessary, which encourages speeding and takes up space that could be used to accommodate different road users, green space, or other public uses.
- Speeding
 - Actual speeds are 38-40 mph in the Village Center, which is up to 10 mph higher than the speed limit of 30 mph. The Village Center may benefit from a speed limit reduction to 25 mph if physical changes are made that support this reduction.

Proposed Improvements

Proposed improvements to transportation infrastructure in Island Pond address existing issues and aim to uplift the experience of residents and visitors using any mode of transportation.

Note that the numbering system used below corresponds with the Implementation Matrix in Section 5.

1.1 Intersection of VT-105 / VT-114 (Cross Street / Railroad Street / E Brighton Road / Main Street)

The intersection at the top of Cross Street is the most critical intersection in the Village Center. It serves four roads as well as the pedestrian bridge over the railroad tracks. This intersection is large and poorly defined, which allows vehicles to speed and creates long, unsafe pedestrian crossings. There is no curb or other separation between Kingdom Market's parking lot and the intersection, allowing vehicles to turn in and out along a continuous segment, which is a safety concern for all road users, especially pedestrians crossing this wide opening.

Definitions

ACCESS MANAGEMENT: Addresses the number, size, and spacing of access points from a roadway to an off-street property to improve safety. Driveways and other breaks in curbs are places where sidewalks and bike lanes are interrupted and vehicles make turns; wider and closely spaced breaks increase the number of conflict points between turning vehicles and pedestrians, bicyclists, and other motorists traveling along a roadway.

BUMP-OUT: A curb extension used at street corners or mid-block to calm traffic and shorten pedestrian crossings.

GATEWAY TREATMENT: Marks a transition into a community or a slower-speed area using traffic calming measures, signage, or landscaping.

GREEN BELT: The space between the roadway and a sidewalk or path with grass or plantings.

RIGHT-OF-WAY: Publicly owned space.

ROADWAY: The paved space between curbs, including travel lanes, bike lanes, shoulders, and on-street parking.

SHARED LANE MARKINGS: Pavement markings that signify bicyclists may use the full lane. Also referred to as "sharrows."

TRAFFIC CALMING: Aims to make streets more livable and safer for pedestrians, bicyclists, and motorists by reducing the speed or volume of vehicular traffic.

TRAVEL LANE: Lanes primarily used by motorized vehicles.

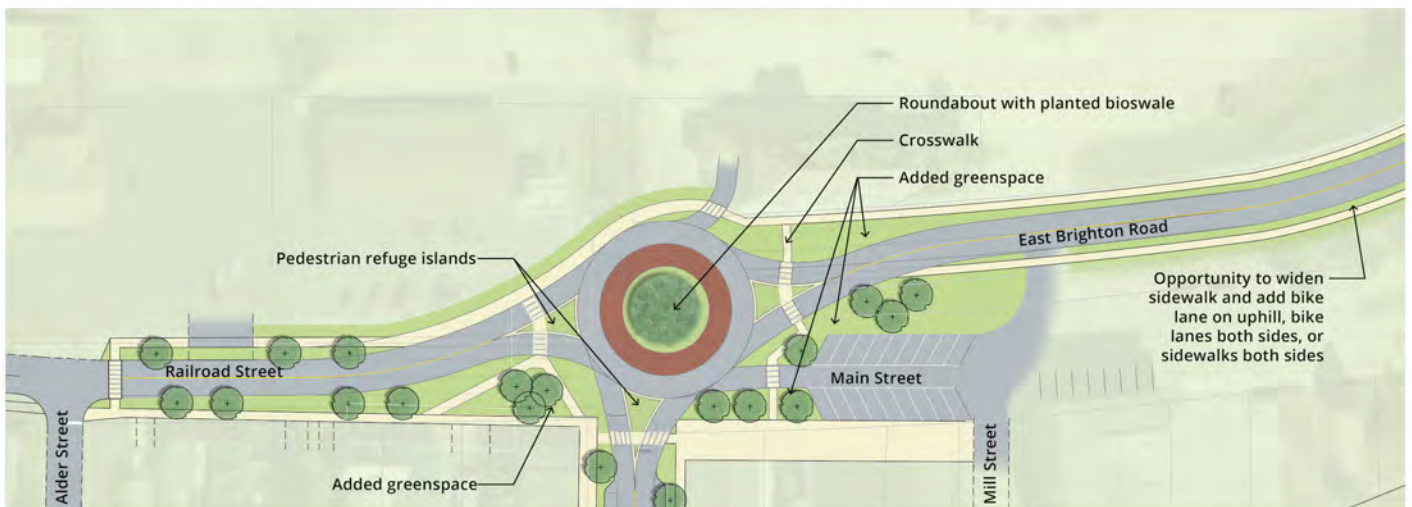
TRAVELWAY: Where travel lanes are located; does not include on-street parking or shoulders.

Three general options for this intersection were considered, all of which seek to slow traffic, create safer pedestrian crossings, and increase green space:

- A. Keep the geometry the same but tighten the intersection as much as possible and improve access management. Green space and/or plaza space could be created on the outer edges. Use bump-outs on Cross Street as long as trucks and emergency vehicles can make necessary turns. (See illustration below)
- B. Construct a roundabout; 110-foot diameter is appropriate, and a smaller diameter could be investigated. A roundabout would also serve as a gateway treatment to Island Pond; the center could be landscaped, have a welcome sign, and potentially have a sculpture or other public art. (See illustration below)



Option A



Option B

- C. Realign E. Brighton Road to combine with Main Street in order to not pass directly in front of the bank. This would make the bank less isolated and provide an opportunity for green space or other public gathering space in its place.

These options were reviewed during Committee meetings and as part of the public process for this project and, from these, concerns were raised about Option B: the roundabout; particularly about its scale and fit with the village. Ultimately the citizens and leadership of Brighton and Island Pond will determine what is the best solution for a safer and more efficient intersection that may or may not include a roundabout. It should be noted that roundabouts have been shown to function well in Vermont and to provide aesthetic and functional benefits to village centers where they have been implemented. However, the feasibility of construction and the impacts to adjacent properties would all need to be factored in to any final decisions with regard to the intersection at this location.

As of the writing of this plan, the feedback from stakeholders, local leaders and the community is that the Village should pursue Option A: tightening the intersection.

Access to Kingdom Market would need to change with any intersection improvement, and circulation within the parking lot would need to be determined. We propose creating a primary access off Railroad Street that would be shared with the adjacent VFW property to minimize conflict points.

2.1 Main Street

Main Street consists of a one-way section with angled parking on both sides and a two-way section with parallel parking on one side and perpendicular parking on the other side, adjacent to the buildings. The one-way section is 28 feet between parking, which is 14 feet wider than necessary for a one-way street with angled parking on both sides. The two-way section has a travelway of up to 38 feet, which is 16 feet wider than necessary.

¹ State routes were classified as high use/priority, moderate use/priority, and low use/priority corridors for on-road bicycling. http://www.aot.state.vt.us/documents/bikeplan/VTrans_Bicycle_Corridor_Priority_LargeMap_201603_Final.pdf

Design Standards

When developing transportation infrastructure improvements, the following standards were followed:

- **Travel lane width:** 11 feet
- **Bike lane width:** 5 feet
- **Sidewalk width:** 5 feet minimum; wider in some areas to be more inviting for pedestrians and for businesses to utilize extra sidewalk space for uses such as outdoor seating or sidewalk sales
- **Parking lane width:** 8 feet for parallel parking
- **A green belt** - with grass, trees, planters, or specific stormwater management landscaping such as rain gardens - is an option to have between a sidewalk and the road. In some cases, a wider sidewalk may cancel out the option for a green belt.
- **Bump-outs** are desirable to have at street corners where a parking lane ends in order to benefit from unused space; bump-outs calm traffic and shorten crossings for pedestrians.
- **Curb radii** at intersections where trucks turn should accommodate the turning radii of the largest trucks.

Main Street's width and its placement adjacent to green space and a large intersection translates to there being numerous ways to improve the street and the area beyond, and a final decision will depend on how the village decides to change this whole area.

If the intersection of VT-105 and VT-114 is kept relatively the same, improvements to Main Street could include:

- Shift north or south to have more space in front of the businesses or more space in the green island.
- Create a safer elevation change between the existing sidewalk and the roadway, which is currently a high wall. A sloping lawn or steps are two possibilities.
- One aisle of parking in the one-way section could be removed to increase the green space.

3.1 Railroad Street

Between Cross Street and Alder Street, Railroad Street has a 60-foot right-of-way, most of which is usable space for potential improvements. The south side has on-street parallel parking and a strip of slightly raised pavement that is intended for pedestrian use. The eastbound travel lane currently increases in width from Alder Street to Cross Street to accommodate the right-turn lane.

Proposed improvements to the cross-section include:

- A 5- to 6-foot curbed concrete sidewalk on both sides of the road. A new sidewalk on the north side would provide pedestrian access to Kingdom Market and the VFW and would create roadway definition currently lacking in front of these properties.
- An 8-foot greenbelt could be constructed on the north side of the road between the roadway and the sidewalk to provide pedestrians a buffer from traffic, to beautify the street, and to further encourage slower traffic by creating a sense of place.
- Parking would remain on the south side.
- The right-turn lane at Cross Street could be removed. Instead of the travelway gradually widening for the turn lane, the travelway could be a consistent width and the extra space could be given to the sidewalk.

4.2 & 4.3 Cross Street between Main Street and Birch Street

Cross Street has sidewalks on both sides, parallel parking on both sides, and one travel lane in each direction. The right-of-way width is 66 feet. North of Alder Street, the cross-section uses the entire right-of-way, but between Birch Street and Alder Street, the cross-section uses only 55 feet of the right-of-way; space is constrained

to 55 feet where Cross Street travels over Lighting Brook, and the cross-section is consistent from here up to Alder Street. Both north and south of the Mill/Alder intersection, the travelway is wider than necessary.

To maximize pedestrian space and to add green belts while keeping a consistent cross-section from Birch Street to Main Street, the following features are proposed:

- Remove parking on the east side of Cross Street between Birch Street and Mill Street
- Reduce travel lanes to 11 feet. Paint shared lane markings in both directions.
- Reconstruct sidewalks with concrete. Widen the west-side sidewalk to a minimum width of 8 feet. Widen the east-side sidewalk to a minimum width of 6 feet.
- Add a green belt between the sidewalks and the roadway or add additional sidewalk space with planters or sidewalk trees.

4.4 Intersection of Cross Street / Mill Street / Alder Street (Mid-Block Intersections)

This intersection has offset approaches, and the lack of physical definition and street signs make it easy to miss while traveling on Cross Street. Right-of-way boundaries and the recent sidewalk construction on the south side of Mill Street would make alignment of Mill Street and Alder difficult.

To call attention to the intersection, to ensure motorists travel carefully through it, and to create visual interest in this mid-block location, bump-outs could be added and the intersection could be raised and textured. Crosswalks of all four streets would be part of the raised area. On Mill Street and Alder Street, the full height would be the length of a car stopped behind the crosswalk.

As with Kingdom Market at the Main-Cross intersection, access to Ace Hardware would need to change for such improvements to occur, and interior circulation would need to be determined. Currently, on-street parking on Cross Street in front of Ace Hardware serves as access management when vehicles are parked, but otherwise motorists can enter and exit along a long expanse along Cross Street and around the corner onto Alder Street.

5.2 Mill Street / Park Street

Mill Street and Park Street connect Main Street with Cross Street behind businesses on Cross Street and provide access to Lakeside Park and residences adjacent to the park. These roadways are poorly defined, do not have good drainage, and have no pedestrian amenities or green space.

The following improvements are proposed:

- A. Turn existing packed dirt/gravel areas into green space to define the roadway edges and to provide stormwater management and beautification.
- B. Construct a sidewalk on one side.
- C. Make Mill and Park Streets one-way circulation counterclockwise.
- D. Realign the streets in the center area to improve circulation and maximize green space as needed.

7.1 Cross Street between Birch Street and Pleasant Street

Cross Street south of Birch Street has one travel lane in each direction and a strip of pavement on the west side at grade with the roadway that is intended for pedestrian use. Due to a steep grade on the east side of the road and driveways and houses abutting the road on the west side, there is approximately 37 feet of available space for an improved cross-section.

With 11-foot travel lanes, there are 17 feet available for pedestrian or bicycle space. The following cross-section is proposed:

- A 5-foot curbed concrete sidewalk on the west side, which would serve the houses there and signify to northbound motorists that they are entering a downtown area, encouraging slower speeds.
- Bicycle lanes on both sides of the road.
- A radar speed feedback sign facing northbound traffic could be placed on Cross Street to slow traffic entering town.

7.2 East Brighton Road between Cross Street and South Street

East Brighton Road has one travel lane in each direction as well as a northbound climbing lane and a sidewalk on the southbound side. Because the speed limit here is 30 mph and the relatively short uphill distance, a climbing lane is not necessary; the space it currently uses could be reallocated. The total cross-section width is 42 feet.

If the climbing lane is removed, there would be approximately 15 feet of available space:

- A. Bike lanes could be added on both sides. VTrans identified E Brighton Road from Island Pond to the Brighton town line as a moderately used on-road bicycle route, and ten miles from Island Pond it connects to the Silvio Conte Wildlife Refuge. Island Pond could initiate a designated bike route along this corridor.

- Use the remaining 5 feet for a sidewalk on the northbound side, to widen the existing sidewalk into a shared-use path, or to add a green belt. Alternatively, the bike lanes could be made wider to ensure the travel lanes do not exceed 11 feet.
- B. Add an uphill (northbound) bike lane and a downhill sharrow.
 - Use the remaining 10 feet for widening the existing sidewalk, adding a sidewalk or path on the northbound side, and/or adding a green belt.

7.3 Railroad Street West of Alder Street, Railroad Street has a 50-foot right-of-way but only 35 feet available due to utility poles and a steep grade on the north side. The pedestrian space continues from east of Alder Street, but there is no parking along this segment.

The cross-section could be improved by constructing a concrete sidewalk with a green belt on the south side or, alternatively, a shared use path. These options would create a safer pedestrian environment, especially for students who walk to Brighton Elementary School.

A radar speed feedback sign facing eastbound traffic could be placed on Railroad Street to slow traffic entering town.

7.4 Intersection of Cross Street and Birch Street

This intersection is at the southern end of the Village Center, the Welcome Center and the historic Essex House are located here, and Cross Street curves sharply at this point. There are opportunities to improve safety and space utilization, the intersection has potential to be more of a gateway into the Village Center.

Currently, there are three on-street parking spaces in front of Essex House. When cars are not parked here, motorists may perceive the roadway to be wide and may pick up speed. With the inn located immediately adjacent to the sidewalk, which is a standard 5 feet in width,

Proposed improvements include:

- Widen the sidewalk in front of Essex House and replace the on-street parking with a temporary or seasonal parklet or with permanent improvements. Permanent improvements could include a vegetated/planted area buffering the sidewalk from the roadway.
- Extend Cross Street's east-side sidewalk around the corner onto Birch Street, stopping at the edge of the Welcome Center parking lot.
- Add a crosswalk of Cross Street just north of Birch Street.



Cross Street Streetscape





Streetscape Sections



Cross Street north of Alder Street (parking 2 sides) **A**



E Brighton Street: sidewalks and uphill bike lane only **F2**



Cross Street between Birch and Alder Street (parking 2 sides) **B**



E Brighton Street: path on west side and bike lanes **F3**



Cross Street south of Birch Street **C**



E Brighton Street: path on east side and bike lanes **F4**



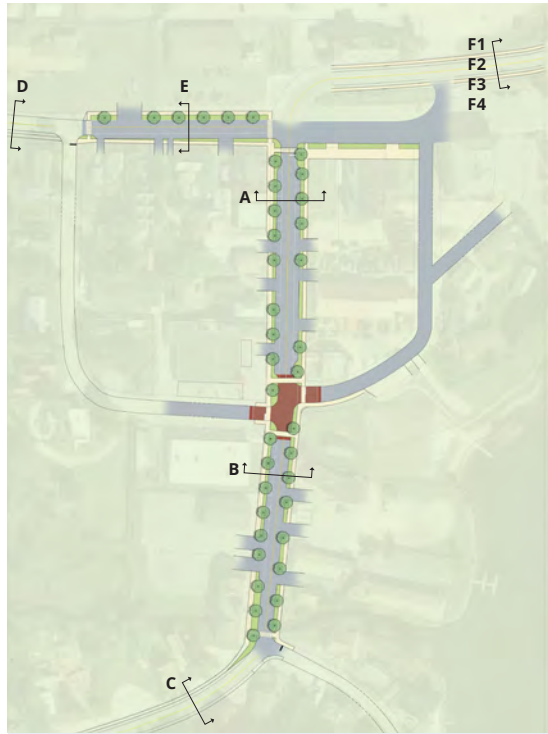
Railroad Street West of Alder Street **D**



Railroad Street East of Alder Street **E**



E Brighton Street: sidewalks and bike lanes **F1**



Key Map N.T.S.

Water & Wastewater Systems

1.4 Cross Street

A water system facilities planning study prepared by Aldrich and Elliot in October 2017 recommends the upgrade of the water system infrastructure along Cross Street between Main Street and Pleasant Street. Components of the infrastructure upgrade include replacement or upgrades to the watermain, valves, hydrants, and service connections and replacement or upgrades to water distribution mains, services, and appurtenances along Cross Street between Main Street and the southern limit of the project.

The proposed new pavements, plantings, sidewalks, and other surface improvements do not extend all the way to Pleasant Street. Ideally, the entire water distribution upgrade and replacement project along Cross Street would occur prior to these improvements, however at a minimum, the water system work within the project limits should occur prior to work on the streets. The water system study indicates that the total project costs could be around \$900,000 for work on Cross Street if completed in 2017. This work generally consists of upgrading this 2,000 linear foot segment of the distribution system with of 8" DI CL52 water main, reconstruction of water service lines, replacement of six fire hydrants, and installation of new gate valves, the connection to the existing or upgraded mains on each end of the segments, and other minor work.

1.5 Alder Street - Replace and upgrade watermain, valves, hydrants, and service connections

An addendum to the Aldrich and Elliot report dated January 2018 recommends upgrades along Alder Street between Cross Street and Railroad Street. This section of distribution system has a long-term priority (10-20 years) for improvement in this town-wide study. Although this is "long-term" work as indicated in the report, this water system work is recommended to occur prior to installation of new pavements, planting, sidewalks, and other surface improvements since this work would require the disturbance and repair of surface features. The addendum indicates that the construction costs could be around \$240,000. Assuming the project cost is 140% of the construction cost (a factor indicated in the report), the total project cost in 2017 dollars is \$340,000. This work generally consists of upgrading this segment of the distribution system with of 750 linear feet of 8" DI CL52 water main, reconstruction of water service lines, 3 new fire hydrants, installation of new gate valves, the connection to the existing or upgraded mains on each end of the segments, and other minor work.

1.6 - Replace 2" water service in Mill Street with 8" Main

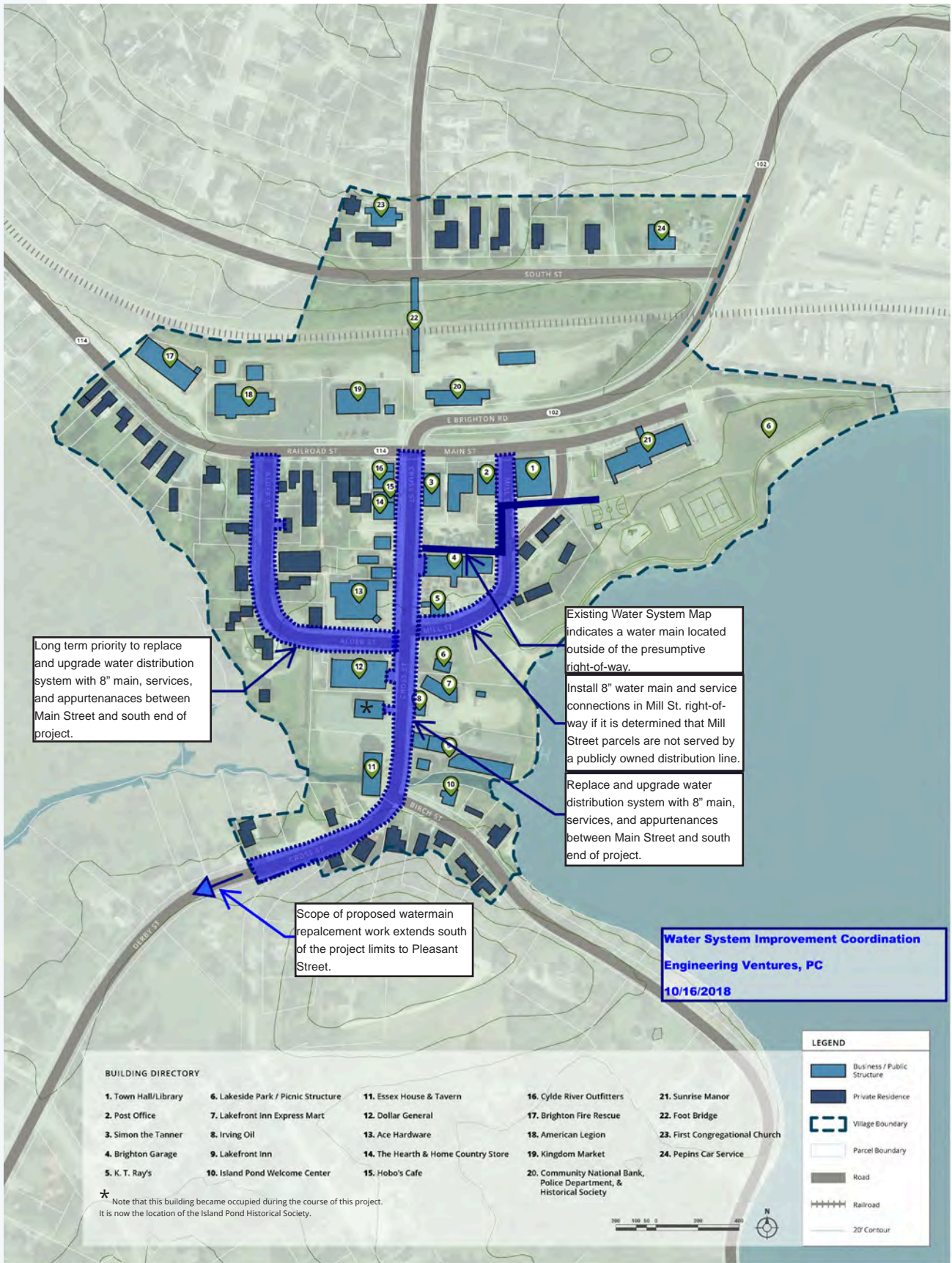
Water system maps indicate the existence of a cross-lot 6" line between Cross Street and the eastern end of Mill Street. Water system maps also indicate a 2" water service line along Mill Street. If improvements to Mill Street are performed, it is recommended that the ownership of the easement and line are reviewed. This review may result in the desire to install an 8" water main along approximately 500 feet of Mill Street to serve the properties at the eastern end of Mill Street. Construction costs could be around \$200,000 with total costs around \$280,000. This work generally consists of installation of an 8" water main, two hydrants, reconstruction of water service lines, installation of new gate valves, the connection to the existing main, and other minor work.

Review and Recommendations for Wastewater System:

A Wastewater Treatment Facility 20-year Evaluation Report was prepared by Hoyle, Tanner & Associates in June, 2018. This report reviewed record drawings to determine the age of the system and performed limited visual review of manholes located in the collection system. This report does not recommend any upgrades to the wastewater collection system prior to 2037 (recommendations are made for the treatment works) based on the age of the system and the observed conditions of the manholes. The recommendation to upgrade and replace the collection system in 2037 is based on an assumed 65 to 80-year service life of the collection system. If proposed street improvements were made in the next several years with new surfaces and pavements, these surfaces and pavements could have an assumed 20-year service life. Improvements to the wastewater collection system are not recommended at this time because the new pavements and wastewater system would possibly reach the end of their service life around the same time.

Minor and incidental water and wastewater system modifications.

As part of any streetscape improvement, adjustments to water or wastewater systems may be desirable to accommodate surface features, trees, changes in grade or other spatial changes to the project area. These costs should be carried as a contingency when planning for these improvements.



Undergrounding of the Electrical Infrastructure on Cross Street

The existing overhead utilities on Cross Street include a significant Vermont Electric Cooperative 3-phase 48kv Transmission Line (between two sub-stations) located at the top of the poles, a 3phase 12.5kv distribution line (service along Cross Street) located mid-pole, and several communications providers. The feasibility of underground installation of these utilities on Cross Street between Birch Street and Main Street was discussed with Steve Coulter from Vermont Electric Cooperative (VEC). He noted that it would be a very significant effort and is not personally familiar with any underground transmission lines in the VEC service area. Work would likely be between 900lf-1000lf of underground infrastructure and include a vault and switch at both ends, extensive conduits and duct banks, at least 4-5 vault mounted transformers along the run for the distribution service and underground services to each building, as well as parallel communications conduits and pull boxes. Further study would be required by VEC to determine if the work is feasible.

2. Market, Economy & Community

Market Analysis Recommendations

The market research and analysis have been combined to identify a series of findings and recommendations for Island Pond Village. The recommendations are based on the market assessment work and conversations regarding the market with people in the community, and venture into topic areas that are also being addressed by team members approaching other aspects of the plan.

The findings and recommendations that are summarized below are based on an assessment of uses and development ideas from a market perspective; our research and analysis indicates that these ideas make sense within the constraints of the area market, and that they are supportable.

It is essential to keep in mind that Island Pond/Brighton is a small community from population and market perspectives. The community is within a reasonable driving range of Newport and Lyndonville, which serve as regional commercial service centers, providing most of the goods and services that Brighton residents need on a day-to-day basis. Moreover, the configuration of the regional road network does not result in significant traffic being directed through Island Pond.

While all of the above factors combine to make Island Pond a pleasant place to live, it is apparent that there is limited market support for traditional retail and commercial ventures, particularly in a global environment in which traditional retail is rapidly losing market share to internet transactions. These limitations are already evident in the community, which has struggled to support retailing or other public-oriented commercial enterprises.

The findings and recommendations include potential uses, as well as marketing and business oriented recommendations that can be grouped into the following broad categories, with several of the recommendations being relevant to more than one category:

- Housing needs;
- Village business activity and uses;

- Enhancing and expanding Island Pond's 'capture' of the regional recreation and vacation travel market;
- Village enhancement: Streetscape; Natural Features, etc.

This study, with its findings and recommendations, is an important tool that represents to future business owners and residents that Island Pond recognizes the resources it has and the potential for its future and further demonstrates that the citizens and leadership of Island Pond are committed to enhancing Island Pond and its quality of life and economic vitality.

Housing Needs

Any successful village incorporates a residential component. In addition to supplying homes for community residents, residential use creates people activity and supplies a built-in market for village commercial or service enterprises. Given the market area's low growth rate, and projected decrease in households aged 25 to 64, there is no apparent need for more housing oriented toward the for-sale market. However, relatively significant increases in households aged 65+ years will result in an imbalance between the existing housing stock (units that are too big) and the needs of the population.

- Give consideration to the development of a rental housing project oriented toward the senior population. Given the income profile of area seniors, the project should be oriented toward mixed-income renters and include subsidized, tax credit and market rents. We note that all units in Sunrise Manor are oriented toward very low income households – and that the project has a low vacancy rate.
- It is essential that the project be located in the village, within walking distance of the village's basic commercial services. A village location would be convenient for tenants and, just as importantly, enhance the village's 'built-in' market for day-to-day retail and services. The project could take the form of a new, purpose-built multi-family structure on an infill lot, or rehabilitation of an existing structure.

Village Business Activity

The combination of a market area with a small population, relative proximity to retail opportunities in Newport and Lyndonville and internet shopping add up to

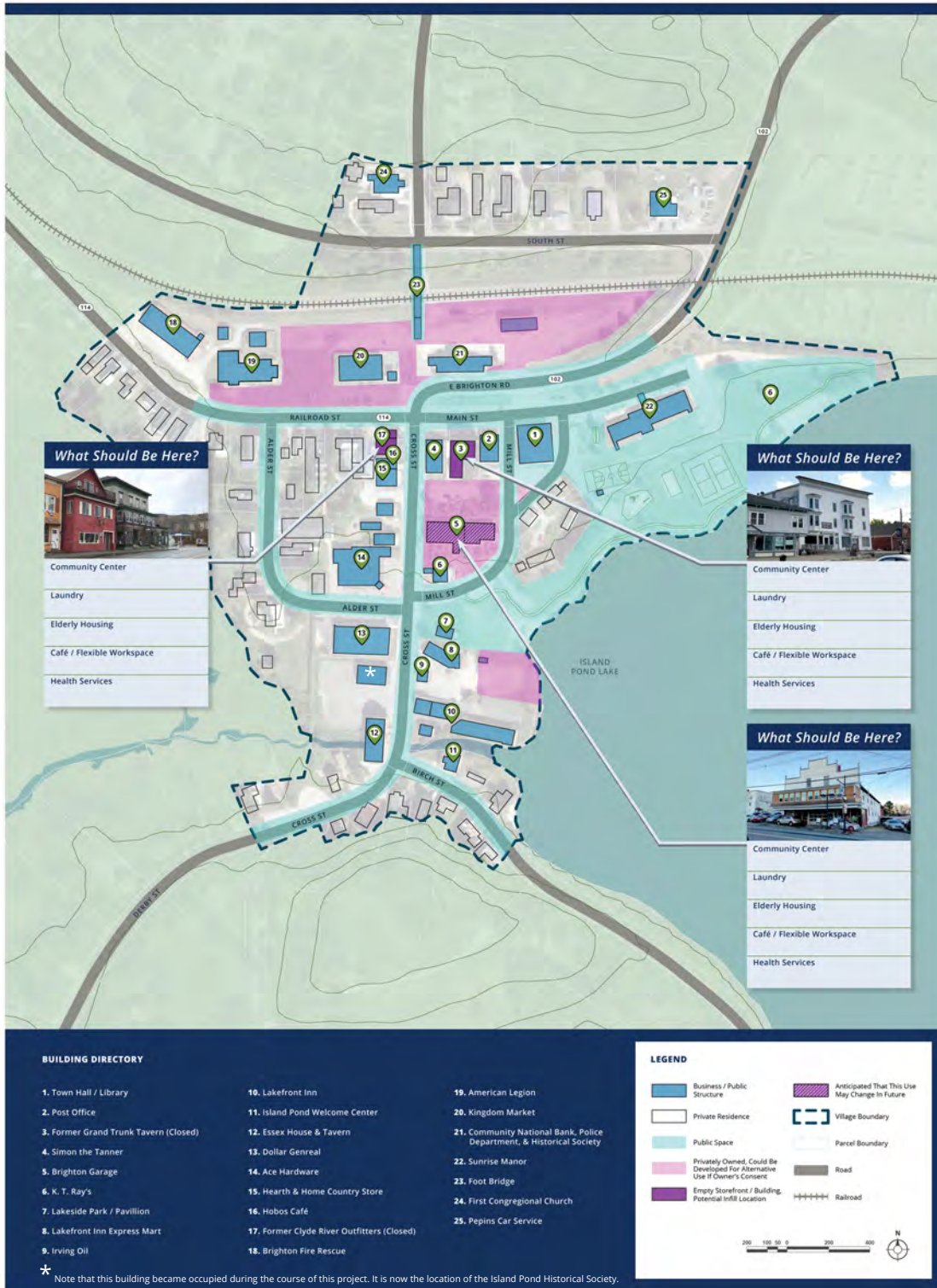
limited retailing opportunities in Island Pond. With respect to the local market, retailing will likely continue to be limited to day-to-day basics such as: Groceries; Drugs; Gas; Car Services; Hardware; Banking; etc. However, there are a number of opportunities to broaden Island Pond's commercial base, both to provide services directed toward the area population and to enhance the village's ability to provide services to tourists/recreationalists and as a hub of regional recreational activity. It should be noted that Island Pond will strongly benefit from improvement and enhancement in fiber optic services for telecommunications, cellular phone service and connectivity to support all of these opportunities.

The following uses have market-based potential for initiation or expansion in Island Pond:

- The village and community are already served by Island Pond Health & Dental on Maple Street. We note two market factors with respect to this use, the combination of which could generate substantially more business:
 - An aging population will increase demand for services;
 - If Island Pond is able to enhance its role as a recreational hub (see below) the demand for emergency services and 'on-demand' medical services will increase. Local contacts have noted that the local first-responder system can easily be overwhelmed by the combination of local needs and accidents that occur with recreationalists.
- There is potential for a pay laundromat in the village. However, this would only work if it taps into the recreationalist/second home/vacation market as well as the local population.
 - Island Pond lacks sufficient size and workforce to support a traditional business incubator facility. However, the combination of an increase in 'remote' workers, the retired and semi-retired population and a significant second home population could be sufficient to support a shared workspace in the village. The space would offer internet, small workspaces and comfortable lounge/meeting space that could be used on a sporadic or regular basis by the markets noted above.
 - A shared workspace should be linked with an existing restaurant space or small café as an attraction/service to potential users. Further, a link with the laundromat (noted above) would offer laundry users a way to 'work while washing.'
 - An aging population also points toward increased demand for ongoing education, lecture series, etc. – a flexible space could also address this demand. Finally, there may be opportunities for retired/semi-retired persons to enhance the workforce via mentorships with those about to enter the labor market.



Possible Infill Locations



The Recreation and Vacation Market

It is apparent to the consultant team and to many local business persons that Island Pond is both an attraction and recreation/vacation center in its own right and that it is a 'crossroads' of many of the region's recreational activities. Although second home users, vacationers and recreationalists already account for a substantial segment of Island Pond's economic activity, it is conceded that the village is not fully tapping into this recreational market. In their next steps, Island Pond needs to identify the trails, services and infrastructure that is needed to support and grow this segment of the market. The following recommendations are oriented toward better exploiting this market opportunity.

- Become a center of activity for the regional recreation market. The 'base camp' or 'recreational hub' concept includes a number of elements:
- The village's marketing (Website, Information Center, etc.) should 'take ownership' of the broader region. Make it clear that whatever the activity, Island Pond is the place to start (See more regarding Marketing below);
- Supplier – enhance the village's ability to serve as a supplier to recreationalists. This includes basics (groceries, gas, etc.) as well as sporting equipment and rentals to cover the full range of seasonal activities.
- Accommodation – the ability to capture vacationers/recreationalists' overnight stays is significant. Overnighters spend retail, restaurant and service dollars locally, significantly increasing the dollar 'take' from these visitors. The village's existing accommodation options are regarded as insufficient to handle this demand.
- Continue to advocate for a rail stop in Island Pond for a future passenger rail service.
- The in-village recreational potential of the lake and lakefront is under-utilized; it appears that many travelers are unaware of the lake and/or the potential for recreational activity within the village;
- A public dock could serve as a walking/sightseeing attraction for persons stopping in the village. Further, boaters could use this as a fun link to the village – increasing business volumes at restaurants and other businesses.
- The lakefront area could be more attractive and inviting for casual visitors. Further, seasonal vendors would increase lakefront pedestrian traffic and enhance the link between the lake and the village. Skating rinks are an attraction, particularly if enhanced with attractive lighting, shelter and snacks.

Village Streetscape

While Island Pond doesn't need to become a 'cute tourist village,' it is apparent that streetscape-based improvements can make the village more welcoming to travelers and, perhaps more importantly, causing them to stop and spend time. We feel that the village could enhance its pedestrian experience, make some aesthetic improvements and, perhaps most importantly, make it easy for pedestrians and drivers to quickly grasp the lake/lakefront as an outstanding scenic/recreational attraction. In addition to making the village a more pleasant place for area residents, a number of streetscape improvements could significantly enhance the village's ability to capture tourists and recreationalists:

- Make a clear entrance statement and gateway at the north and south entrances to the village;
- Slow traffic down on Cross Street;
- Add street trees/green areas along both Cross and Main Streets;
- Better define sidewalks and provide a more secure feeling with a separation from the traveled way;
- Cut down on open curb-cuts;
- Open, haphazard parking areas tend to dominate the look of Cross Street. Seek ways to make parking more efficient in limited areas;
- Building alterations and new facades have tended to obscure the historic elements of several village buildings. If upgrades occur, they should be oriented to recapturing historic architectural elements. Vermont visitors seek historic authenticity.

Marketing Island Pond

A number of specific recommendations regarding the marketing of Island Pond are included in the 'Implementation Matrix' section of the report. We regard the following as 'guiding principles' for marketing a community that is attempting to make its name known in the regional recreation and tourism market. The guiding principles and specific recommendations are based on a review of Island Pond's current marketing efforts and an assessment of the current and future trends regarding recreation and tourism markets in the northeast:

- Communities should adapt a consistent graphic presentation with regard to logo, colors, font and graphic 'look and feel.' Consistent use of a graphic interface in all media (Brochure, Social Media, etc.) will gradually build up

familiarity and instant identification with targeted audiences.

- Community ‘branding’ is essential; in short, what is the essence of Island Pond? and what do targeted customers envision when thinking about the community? We feel that Island Pond’s brand is quintessential Vermont beauty that is focused on active recreation.
- Marketing messages in social media or printed pieces should be focused rather than touting a community as all things to all people. Travelers have become more savvy regarding marketing messages and tend to interpret an ‘all things to all people’ message as meaning that the community is not particularly good at anything. While it is possible to target several market segments, this targeting should be done with separate messages.
- Marketing needs to be targeted with respect to geography, customer interests and seasonality. Targeting should be based on real data from community visitors .

Branding

Island Pond has developed a banner program that is in place and sets forth a sense of the community with photos and a “welcome”. However, to date, there has not been any recognizable logo or icon that has been developed to promote Island Pond and to use in marketing materials or in other applications. Branding is a key component of any marketing and promotional initiative, but it is also an important element in establishing or reaffirming the village identity and sense of place. Marketing experts agree that a well-considered and well-designed brand can set the stage for economic development in a community.

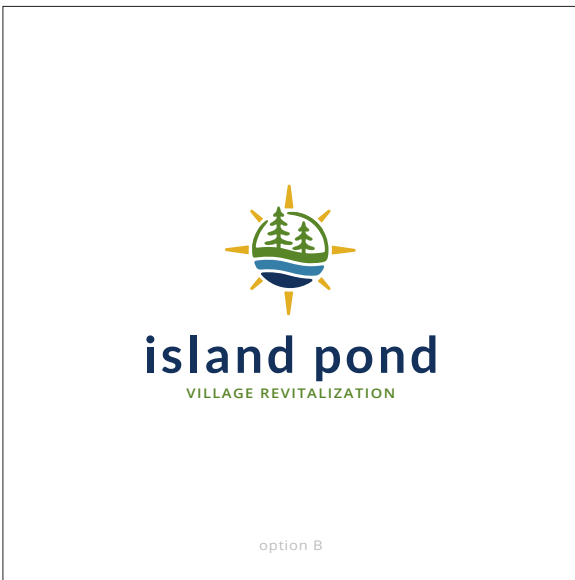
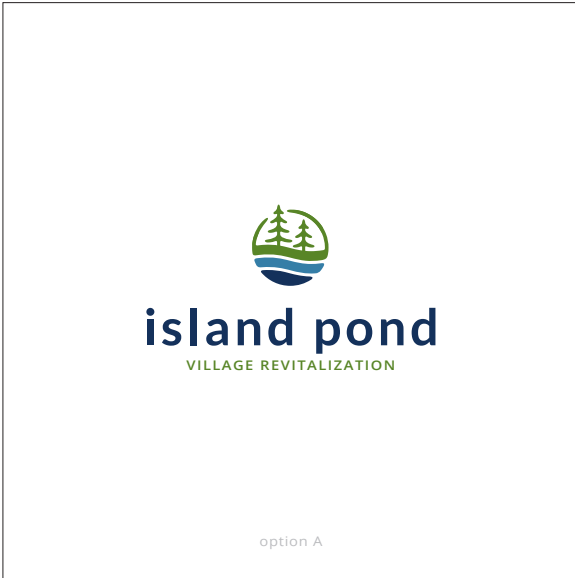
“A brand is an identity and a brand is a promise” is a common reference to the branding process. That “promise” has to do with what one would expect or find when experiencing a destination. To that end we have suggested several “tag lines” to help promote the place of Island Pond and the role it can play in the larger world of Vermont recreation and tourism:

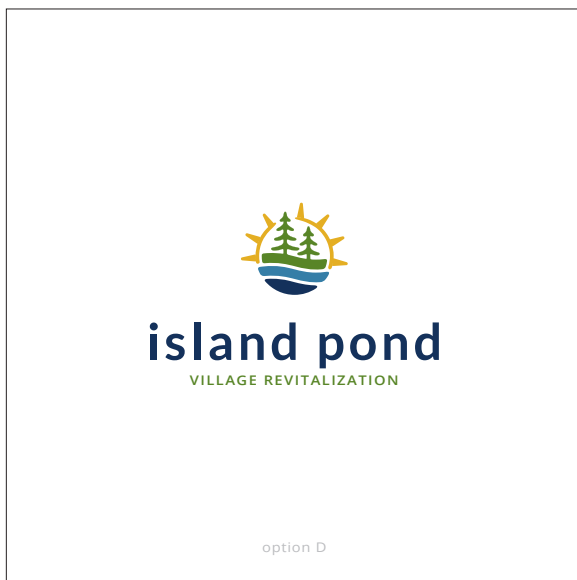
- “Island Pond: The Hub of the Kingdom”
- “Island Pond: The Base Camp for the Kingdom”

In addition to the design for a logo or icon, a series of symbol subsets have also been designed and proposed to represent the Island Pond community, its offerings and sense of place. These can be employed for particular projects, promotions or even destinations.



Branding Options | Identity & Icons





island pond
VILLAGE REVITALIZATION

option E

island pond
VILLAGE REVITALIZATION



icon examples



Branding Options | Graphic Standards



Island Pond

VILLAGE REVITALIZATION

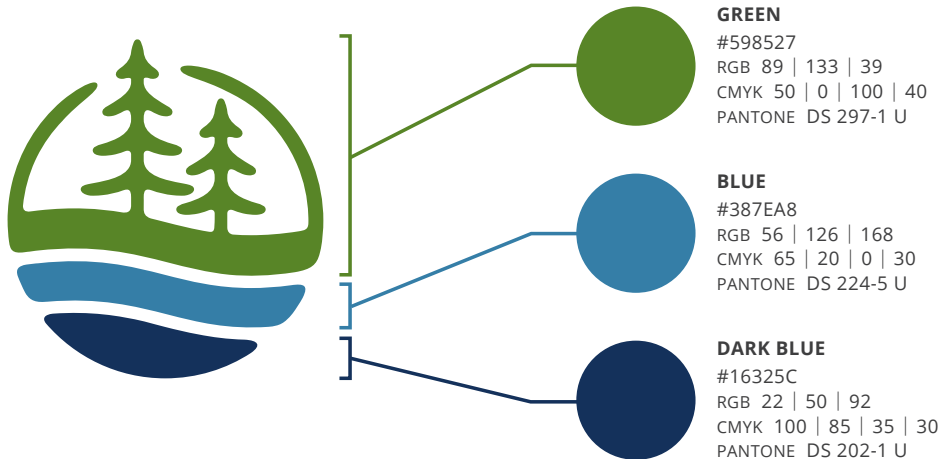
Island Pond

VILLAGE REVITALIZATION



Island Pond

VILLAGE REVITALIZATION





Full Color

Island Pond

VILLAGE REVITALIZATION



One Color

Island Pond

VILLAGE REVITALIZATION



Reverse

Island Pond

VILLAGE REVITALIZATION



Outline

Island Pond

VILLAGE REVITALIZATION

Aleo Bold

**Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm
Nn Oo Pp Rr Ss Tt Uu Vv Ww Xx Yy Zz
1234567890**

Open Sans Semibold

**Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm
Nn Oo Pp Rr Ss Tt Uu Vv Ww Xx Yy Zz
1234567890**

Aleo Bold [**Island Pond**

Open Sans Semibold [**VILLAGE REVITALIZATION**

Typography

Aleo Bold

**Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Rr
Ss Tt Uu Vv Ww Xx Yy Zz
1234567890**

Open Sans Regular

Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Rr
Ss Tt Uu Vv Ww Xx Yy Zz
1234567890

Open Sans Italic

*Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Rr
Ss Tt Uu Vv Ww Xx Yy Zz
1234567890*

Substitute Fonts

Rockwell Regular

**Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj
Kk Ll Mm Nn Oo Pp Rr Ss Tt
Uu Vv Ww Xx Yy Zz
1234567890**

Calibri Regular

Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Rr Ss
Tt Uu Vv Ww Xx Yy Zz
1234567890

Calibri Italic

*Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Rr
Ss Tt Uu Vv Ww Xx Yy Zz
1234567890*

Typographic Hierarchy

Open Sans Regular [

Headline

Aleo Bold [

Subhead

Open Sans Regular [

Main Text - The quick brown fox jumps over the lazy dog. Lorem ipsum Endipici mporro ommoluptio ipsum.

Open Sans Italic [

Caption - The quick brown fox...

Typographic Hierarchy

(with Substitute Fonts)

Calibri Regular [

Headline

Rockwell Regular [

Subhead

Calibri Regular [

Main Text - The quick brown fox jumps over the lazy dog. Lorem ipsum Endipici mporro ommoluptio ipsum.

Calibri Italic [

Caption - The quick brown fox...

Secondary Logomark Examples



COMMUNITY



HISTORY



RECREATION



Island Pond

VILLAGE REVITALIZATION



COMMUNITY



HISTORY



RECREATION



COMMUNITY



HISTORY



RECREATION



RECREATION



PURPLE

#92278F
 RGB 146 | 39 | 143
 CMYK 50 | 100 | 0 | 0
 PANTONE DS 164-1 U



GREEN

#598527
 RGB 89 | 133 | 39
 CMYK 50 | 0 | 100 | 40
 PANTONE DS 297-1 U



DARK BLUE

#16325C
 RGB 22 | 50 | 92
 CMYK 100 | 85 | 35 | 30
 PANTONE DS 202-1 U



BROWN

#6C6A28
 RGB 108 | 106 | 40
 CMYK 50 | 40 | 100 | 30
 PANTONE DS 315-1 U



BLUE

#387EA8
 RGB 56 | 126 | 168
 CMYK 65 | 20 | 0 | 30
 PANTONE DS 224-5 U



GREY

#94A4B2
 RGB 148 | 164 | 178
 CMYK 30 | 15 | 10 | 20
 PANTONE DS 202-8 U



LIGHT GREEN

#96C33
 RGB 150 | 188 | 51
 CMYK 40 | 0 | 100 | 10
 PANTONE DS 299-1 U

Wayfinding

Wayfinding literally means “finding one’s way”. Wayfinding systems, as can be experienced in Vermont (see the newly completed City of Burlington system) and other tourism destinations, provide a distinct and effective opportunity for branding and identity – and this imagery is derived from an understanding of local sentiment, local character and the collective vision of the community. Wayfinding programs can include everything from banners, to kiosks, to interpretive signs and gateways – all designed to A) guide locals and visitors to specific destinations, B) establish and reinforce community identity, and C) provide the “glue” that integrates the village environment into an accessible, legible, interconnected and engaging experience for residents and visitors alike. Wayfinding can support a walkable community and facilitate access to parking or public transit.

Wayfinding programs incorporate a range of considerations including 1) design elements from signs to landmarks to streetscape components; 2) operational elements such as how signs are managed, placed and/or permitted; and 3) behavioral elements - how individuals respond to information, environmental cues and also how they seek out guidance.

In the proposed wayfinding system design for Island Pond, the identity is forwarded, and a suite of sign and information components have been created. A location plan is provided for wayfinding elements designed to provide guidance to the key assets and destinations of the village. The designs reflect the waterfront setting, and support the revitalization initiatives being proposed in this plan.

At least 8 categories of wayfinding signs and elements have been identified for Island Pond and as of this writing the town is working on a grant application to develop the wayfinding program on the ground. These categories of signs and information elements include:

1) Vehicular-directional signs to specific destinations and/or to guide visitors to municipal/public parking and parking lots. Vehicular directional signs mounted on post system: \$4500-7500; Individual sign blades \$500-\$1000. (includes “breakaway” component for traffic safety.

2) Pedestrian-directional signs to destinations to be located at critical starting or decision making points (such as the Welcome Center and municipal parking lot next to the town offices) Pedestrian signs mounted on post system, omni directional - \$2500-5000 Individual sign “blades” mounted on existing posts - \$300-\$1000 a piece depending on size, fabrication, etc.

3) Kiosk/Directory structure with village walking map, directory of local businesses, public venues and attractions, information on what to do and see in Island Pond, and event posting capabilities – these types of information elements can and should incorporate “accessibility” features such as audio or raised lettering. Costs range from \$2500 for 2 signboard faces on post system - \$10,000 for a 3 or 4 post kiosk system with roof and audio.

4) Identification signs for parking lots, parks, public destinations. Parking or site identification signs, on post mounted system: \$1500-3000.

5) Trail, pathway and route signs and markers to provide guidance to trail hikers (to Bluff Mountain for example), ATV users and for local snowmobile routes and connections in and out of the village area. Trail and pathway markers can be developed very inexpensively depending upon type used - the State Prison Sign Shop makes them for very competitive prices but need the artwork: <https://vci.vermont.gov/sign-shop>

6) Interpretive/educational signs to place in areas along trails and the lakefront to interpret natural and human history, as well as other features of interest; Interpretive signs on post mount system \$800-2500.

7) Island Pond Village Walking Map for use on kiosk(s) and on line as part of marketing and website materials/information. Map development cost varies with type of map – and can range from \$750-2500 typically.

The town has already indicated interest in the development of a sign system and are pursuing grant monies to implement the first phase of the wayfinding program. Initial signing is outlined as follows.

- Signs indicating the three village parking lots would be desirable, and some signage directing people from the parking lots to the downtown, especially in the lot past Sunrise.
- Other desirable signage includes:
 - Signs directing people to the Lake access on Ripple Cove Road.
 - Signs directing people from the pavilion park to the playground facilities.
 - Signs to the historic depot, town hall and footbridge.
 - Signs to the Bluff Mtn Trailhead.
 - Signs to the Historic District (and perhaps delineating the District).
 - Route markers and signs for our snowmobile roads and trails.
 - Educational and interpretive signs for the wetland and shoreline flora and fauna.

Taken together the wayfinding initiative would represent an affordable, effective initial step as part of the revitalization effort for Island Pond.



Proposed Wayfinding 'Family'



Wayfinding



Preliminary Wayfinding Map

The Built Environment

Focus on Infill and Renovations to the Downtown Core

The businesses/structures immediately to the north and south of the waterfront park are probably the weakest links in the “urban” fabric of Cross Street. They have a chaotic appearance and detract from the ability to create a focal point at the waterfront park.

The property to the north at the corner of Mill and Cross is important to redevelop because it will help to complete the block from the intersection at the old train station to Mill Street. Development at this corner, and possibly extending along the north side of Mill Street, would allow some upper floor housing (senior, workforce, affordable, or market rate) to overlook the park and lake. The ground floor could be used for any number of business or retail opportunities, although other uses could be common space for the multifamily above, community service organizations, or an event space. One could imagine that the restaurant could be the new corner tenant.

Other thoughts and opportunities:

- Create a local version of Main St LLC (see: <https://vimeo.com/128388552> for ideas).
- Implement a walking route that combines the lakefront, downtown, the railroad pedestrian bridge and the overlook at the top of the bridge to be an attractive, passive recreation feature.
- Housing in the downtown would be a benefit to the town.
- Clean up the lake edge at the central park in a way that encourages boats to come up to the shoreline, people to relax along the shore, etc. A temporary floating movie screen just off shore in the summer would be fun!
- The more compact that infill in the center of the village can be, the better. Spreading structures out dilutes the potential for positive impact. Any things that are spread out need to be very visible from central locations.

Focus on the Connection

Connect the center of Town to the Lake at the Park on Cross Street. Opportunities include:

- Clean up the interface of the lake and park
- Make it inviting to sit on a dock and dip your toes in the water
- Consider adding an anchored floating movie screen for movie nights in the summer
- Redevelop the north side of Mill St across from the park – consider a building with pizza restaurant on corner and maybe recreational rental of kayaks etc on the ground floor with apartments on floors above.
- Allow and encourage more 2nd & 3rd floor housing (apartments) in the downtown.

Gateway Elements

Connecting the village to the lake has been a desired goal of the community and this project. They mark the entry points, provide a sense of arrival and welcome, and encourage residents and visitors alike to engage with the lakefront. These sketches provide examples of potential gateway structures, signing and landscape.



Lakefront Park



Architecture & Visualizations



These architectural renderings provide an example of the type of infill buildings that would fit in Island Pond and complement the existing historic architectural patterns. Any new building or construction, particularly structures of two stories or more, need to be sited properly so as to address the importance of maintaining views and visual access to the lake from surrounding streets and public spaces.

3D Modeling for Island Pond

A 3D computer generated architectural model was created to guide the team in visualizing change and design proposals in Island Pond. The following set of drawings provide various view orientations with which to review 1) proposed infill sites; 2) new building footprints and forms that demonstrate the “fit” with the existing built environment and architectural patterns; 3) street reconfigurations and streetscape improvements; and 4) a conceptual view of the proposed elements of the Lakefront “Adventure Park”, event space, pathway system and new dock elements.



Aerial View | Island Pond Streetscape





Aerial View | Adventure Park





Aerial View | Building Massing





Aerial View | Cross Street Infill & Streetscape - South Facing View





Aerial View | Cross Street Infill & Streetscape - North Facing View



3. Lakefront, Recreation & Greenspace

The design team focused on 2 aspects of Greenspaces in Island Pond; 1) Landscape enhancements associated with the streetscape proposals and 2) the greenspaces associated with the lakefront area of the village.

Streetscape and Landscape

Currently there is little in the way of landscape elements along the streets of Island Pond Village. As the Impervious Surfaces Plan shows, much of the village is covered in pavement and hardscape with the green areas behind the buildings. There are scattered individual trees around some buildings, some vegetation in place along the lakeshore, and singular trees near to the Depot. The streetscape plans provide the bulk of the recommended landscape enhancements and early versions of the lakefront design plans also advanced some modest landscape ideas and tree planting locations. The Welcome Center would benefit from a small garden and outdoor seating area where an informational kiosk could be located to serve visitors when the Center is not open. Additional plantings around the village parking lot and in Depot Park are also recommended.

It should be noted that the timing of streetscape improvements will need to work with other infrastructure improvements in an appropriate sequencing of construction. For example, undergrounding of utilities and upgrades to the water system would be a first step followed by potential repaving and then the addition or layering of streetscape elements as a subsequent step.

The Lakefront

This plan and the team recognizes that there are differing opinions with regard to the future use and development of one of the key assets of the village, its lakefront. Initial design proposals were not universally embraced. Two design concepts for the lakefront environment are presented in this section. These options represent a longer term vision to work toward, visions that are intended to create a destination park and lakeshore environment that will work hand in

hand with the marketing and evolving vitality of Island Pond's village and lakeshore. They offer comprehensive designs that can be phased in by the Town in response to priority and funding. The idea is these designs for a lakefront master plan represent the overall framework that is to be implemented, but at the same time offer the means by which, as stated, components of the plan can be implemented in accordance with community priorities and available funding. An initial outline of the phasing approach is provided in concert with the design plans. Much in the way other Vermont communities have recognized the value of their waterfront or riverfront environments, Island Pond should focus on overall design and programming concept for the lakefront area that could be implemented incrementally or as a whole with sufficient support and funding.

Two different conceptual designs are provided in this Master Plan and these include a plan entitled "Kingdom Gardens" and the "Island Pond/Northeast Kingdom Adventure Park". The overall intent of these plans and some specifics reflect ideas and suggestions provided by participants in the VCRD Community Visit and the outreach activities for the Revitalization Plan. Some of these ideas included opportunities for boating, a boardwalk along the lakefront, trail connections and a destination playground.

The following "Vision Board" sets forth some interesting examples for lakeshore amenities, art and landscape and helped to inspire the design thinking for Island Pond enhancements.



Vision Board



Docks and Floating Platforms



Public Art & Identity



Public Art & Identity



Recreation



Vegetated Shoreland Buffer



Play Area

Lakefront Design Concept 1: Kingdom Gardens

The “Kingdom Gardens” concept is built around the idea that aesthetics and an engaging and signature landscape coupled with the existing recreational facilities and additional amenities can be a significant draw and enhancement approach for the Village. A Children’s Garden with natural play elements is a key feature of this plan, along with native plant gardens designed to attract birds and butterflies. An Alpine Garden, Birch Grove and Sculpture Garden and extensive riparian and wildflower plantings are also included. A new Gateway Pavilion and Boat house and a Beach House would be new structures that can serve as multi purpose facilities for events, storage, rentals and even food concessions. A picnic and “hammock” grove (which has been a popular new addition to several state-of-the-art parks around the country) has been proposed near to the town beach. Boardwalks and docks into the lake along with a new outdoor amphitheater are also features of this plan.



Lakefront Design Concept 1 | Kingdom Gardens



Lakefront Design Concept 2: Island Pond/Northeast Kingdom Adventure Park

We believe the “Kingdom Adventure Park” is another plan option that could take on a number of different, innovative and exciting elements to create a destination attraction - something we believe may be necessary to truly put Island Pond on the map. The ingredients of the Adventure Park are based on some similar destination adventure areas that have been developed elsewhere in the country and that have become highly successful and generate substantive revenues for the host community. This plan has a range of adventure playground elements including climbing walls and zip lines, skate parks . The design retains the existing recreational facilities with some re-visioning of their uses. The “Hub” is a central building that can house classrooms, event space, rentals and even food concessions.

Included in this plan is a proposal to relocate the current shelter with the recognition there is some resistance to this – but it is proposed for the added benefit of making way for a new lakefront infill and redevelopment opportunity. The relocation allows the shelter to serve multiple uses and supports the new lakeshore amphitheater, lakefront stage and becomes a new focal point and gathering area for the community.

A vision for the Lakefront and the future enhancement of this area has to acknowledge current conditions and the capabilities of the town to implement significant changes. An incremental or phased strategy for improvements as funding and local support dictates is a realistic approach for this component of the revitalization plan. Thus the diagrammatic plan provided outlines a potential short and long term sequence for redeveloping the lakefront. The approach recommended recognizes and respects previous investment while at the same time identifies the need to develop some substantial new elements and changes to the layout and dynamics of this area over time. It also important to note that designs set forth are conceptual, preliminary and represent initial ideas only. There will need to be another step in the design process to review the concepts and determine the details and specifics of proposed changes in a more developed site design with a robust public process and an accompanying level of detail for the next phase of planning. In this regard, specific priorities and phasing for distinct elements of the park area can be revisited and a short and long term approach for lakefront enhancement developed subsequent to this initial set of proposals.



Lakefront Design Concept 2 | Adventure Park



FEATURES

- A** The Grove (Extend birches - create treehouses including accessible treehouse)
- B** Boulder Fields (Natural play - tunnels)
- C** Sand Court / Volleyball
- D** Beach House & Activity Area
- E** Beach Improvements (Matting for beach base, clean up / relocate grills, etc.)
- F** Adventure Play Area (With climbing hills, zipline, lookouts, embankment slides, etc.)
- G** Natural Play Area (With climbers, swings)
- H** Fire / Sitting Ring
- I** Lakeshore Promenade Upgraded
- J** Picnic Grove (With hammocks, benches)
- K** Playcourts (Tennis, basketball, backboard / new games, mini tennis?)
- L** Small Skate Park (With perennial gardens for separation)
- M** Perennial Gardens
- N** Play Structures (With bungee jumping, climbing wall)
- O** The Promenade
- P** Children's Maze / Evergreens
- Q** The 'Hub' (Rentals, snack bar, gathering space / classroom, look-out cupola)
- R** Floating Dock System (Launch area for paddle sports, fishing, accessible)
- S** Water Gardens
- T** Amphitheatre / Gathering Spot
- U** Relocated Shelter (With dock connector)
- V** Infill Building (Restaurant, offices, non-profit, incubator, etc. - or elsewhere in village)
- W** Expand Parking

Guide to the Phasing for Lakefront Revitalization

The following list and corresponding graphic sets forth considerations and options for how the Town might approach implementation of the 'Adventure Park' design concept.

A. For the foreseeable future the hard surface with tennis courts remains. Resurfacing and/or reconfiguration to maximize use for a multi-purpose play court can come at a later stage.

B. The pavilion remains in place for the foreseeable future. The dotted lines 1) represent the proposed future relocation of the pavilion to maximize the use of the area and 2) depict a future infill structure that could be the community recreation facility identified as a desired new asset for the town and would serve as a gateway to the lakefront park.

C. The beach area remains as is but with ongoing efforts to address beach and underwater conditions to be continued.

1/1A. A gateway feature and "hub" facility for rentals, meeting space and perhaps a concessions facility would be an important new amenity to initiate the redevelopment of this area. A gateway path system and promenade from an expanded town parking area and entry point leading to a new dock system would create a new pattern and dynamic for the lakefront and is considered a high priority. The expansion of the pathway system overall would also be initiated in this phase. Funding is available for these types of improvements.

Over time creating a large scale turf area identified as open space – the "lawn"

2/2A. Next in priority would be enhancing the performing and event space with contouring and dock system as described in the Concept 2 Plan.

3. The “Grove” design from Concept 2 is another lower cost option that could be implemented in the short term and begin to add new amenities that appeal to a broad demographic to the beachfront area. Other areas for landscape enhancements along the lakeshore can be undertaken at any time in the revitalization process....and beautification appeals to visitors and reinforces the lakeshore as a unique and special asset.

4. This area is the key component of the “Adventure Park” concept and would require substantive funding with grants and/or dedicated revenue from a town investment or bond issue. This is a longer term project. It would be one of the key elements that elevates the lakefront in Island Pond as a destination and draw for families and young people – an important demographic for the town to attract.

5. Additional beach improvements with more developed picnic facilities and a new beach pavilion would be a next phase investment and also a longer term project.

6. Further development of these Adventure Park elements would represent a final phase for the lakefront project.

7. Pedestrian connectors along the lakefront beyond the town owned properties are a long term option that will require property easements and some low impact engineering approaches due to the shoreland environment and applicable permitting parameters. These connectors have been identified via public input as desirable considerations with the recognition that there are potential challenges for implementation.



Lakefront Design Concept 2 | Adventure Park Phasing



Additional Recommendations

As for an overall set of recommendations for green spaces and recreation several key initiatives can and should be considered. Most of the primary recreational improvements and opportunities are set forth as part of the Lakefront Design Concepts and Streetscape Plans, but several specific recommendations relate to some overall recreation and green space projects and they include:

1. Identify several discrete starting points for recreational enhancements and initiatives as set forth in this plan or as forwarded by the Recreation Committee and apply for designation and grant monies through the newly created VOREC Community Grant Program that is an outgrowth of the Vermont Outdoor Recreation Economic Collaborative. Vermont and Island Pond can benefit from embracing what is now being referred to as the “Recreational Economy” – derived from all aspects of recreation and tourism infrastructure.
2. Update and re-issue and/or revise a Recreational Opportunities Map and Guide based on one developed previously for the Northeast Kingdom but re-constructed to focus on the areas within reasonable travel distance and access from Island Pond as the “hub”.
3. Revisit and continue to work on ATV and snowmobile access, amenities, routes and opportunities within the village and on nearby properties or forestlands and parks as appropriate.
4. Continue to expand the lakeshore walkway, create loops and connections to destinations in the village such as the Welcome Center. Over the long term the town should explore ways to continue the loop around the lakeshore beyond the village, if feasible.
5. There should be official support for local businesses to establish kayak and canoe rentals at an appropriate lakeshore site/facility, and the community should also consider other possible boat or jet ski type rentals if and as appropriate. Winter snow bike or snowmobile rentals could also be planned for as part of a refreshed effort to re-establish Island Pond as a recreational vehicle center.

6. Bicycle routes. The town and biking constituencies should work with NVDA, Vtrans and other agencies as appropriate to facilitate and designate on road bicycle routes on VT 114 to Burke and VT 105 to 5A. These routes while varied in terrain but there is current bicycle use on these state highways. Given the nature of and frequency of the traffic, aside from logging trucks and tractor-trailers, these roads are amenable for increased bicycle usage, with proper signing and modest safety improvements.

7. As suggested elsewhere in this plan, the gateways to the village should be enhanced with signage, streetscape elements and landscape. Gateways are A) important identifiers for a community and provide the opportunity to set forth the community's brand and sense of place and B) serve as a welcome and as an indicator that the traveler is arriving at a special place, should take notice, and need to slow down and even stop! This is the efficacy of the gateway installed along Route 2 as the traveler approached Danville's historic village. The Town of Brighton should work with NVDA, VTrans and other agencies as appropriate to review the locations for these gateways, identify priorities for them and to provide guidance on funding and implementation.

It should be noted that the plans and designs forwarded in this report are meant to present concepts and schematic designs only and are not final details or drawings for implementation. Therefore these designs and plans are intended to be a point of departure for final implementation and designs or to serve for discussion purposes so as to determine both support for the design approach and feasibility for implementation.

SECTION 5

Implementation & Funding

A Guide to the Implementation Matrix

The following matrix provides details and specific information intended to guide the implementation of the plan recommendations. The matrix covers project priority, time frame, cost estimates, responsible organizations and parties, potential partners, funding sources, next steps, and notes, including any potential constraints or issues.

Project Priority

The assessment of project priority is based on the existing conditions and known opportunities as of the writing of this master plan. Project priorities may shift in response to changing opportunities such as new town initiatives, local and regional private sector development, funding opportunities, and other unknowns.

The top priorities for implementation have been suggested and summarized in the Overview and Executive Summary section of this report and typically it is recommended that lower cost, easier to implement projects be highlighted. The key initiatives, as identified in the first section, are also listed here:

- Maintain and formalize the Steering Committee;
- Capitalize on recreational assets;
- Initiate short term, low cost actions and projects;
- Develop a marketing strategy;
- Engage the local community;
- Consider creating a local Development Corporation;
- Identify options for redevelopment;
- Explore public/private partnerships;
- Upgrade water and wastewater infrastructure; and,
- Explore affordable housing, live-work spaces, and smaller starter unit options

The lower cost, easier to do options can be gleaned from both the initial implementation list and the matrix as a whole the following matrix; however some of these initiatives merit highlighting as part of the introduction to this section. Five potential projects and initiatives are recommended as follow.

1. Branding and marketing – Providing a new brand and “mark” or logo for Island Pond is a reasonable and affordable first step that can reinforce marketing efforts and provide a fresh and engaging image for the village that can support marketing efforts.
2. Website development – a robust website dedicated to Island Pond is not an expensive undertaking and a unique website can work on several levels: 1) marketing Island Pond to visitors; 2) promoting business development and residency in Island Pond; 3) highlighting available real estate; and 4) announcing events and projects that all build towards “growing” and promoting island Pond.
3. Wayfinding and signage – a wayfinding system with new gateway signs and other elements is not necessarily a big-ticket item, and can be readily phased in. Developing new signage will be a noticeable change in the village and respond directly to the idea of developing tourism infrastructure.
4. Beautification – streetscape planning can continue and opportunities to add landscaping, gardens and street trees abound throughout the village. A street program can be launched with modest funds (suitably sized trees can be purchased and installed within a range of \$750 to \$2000. apiece. Riparian gardens along the lakefront as recommended with native perennial and shrub plantings can be undertaken as a community project; if plant materials are professionally provided and installed the costs range in the neighborhood of \$10-25 per square foot.
5. Bicycle infrastructure – The town can work with VTrans to establish bike signing and bike routes along Routes 105 and 114 (the latter to connect up with the Kingdom Trails area in Burke) as a means to create connectivity with the rest of the on and off road NEK biking infrastructure. These routes can be established for a very modest price tag that basically would require an initial Conceptual Alignment Analysis and the installation of signage and road markings as appropriate.

Note that ultimately it is up to the citizens and community leadership to prioritize and implement projects in accordance with available funds, needs and priorities. Thus it is both logical and expected that this report and its implementation section will serve as an initial framework and guide – a point of departure that Island Pond and Brighton will use to re-order, fine tune and focus on the desired and doable projects.

Matrix Symbols

Each section of the Implementation Matrix is organized by priority and includes additional relevant information intended to guide the town in its decision-making. A key that explains the components of the matrix, and what they stand for, is provided below.



Highest priority. Implementation of these projects should be of greatest importance and initiated first.



Medium priority. Indicates projects that have a substantial role in the revitalization plan but are somewhat lower priority. Note that in some cases, particularly those addressing infrastructure, medium priority projects can be implemented along with high priority projects for cost-saving measures.



Lower priority. These projects provide support to the higher priority revitalization tasks and can be implemented either concurrently with higher prioritization tasks or as time, and funding allows.

Time Frame

This provides a general range for when a project would be initiated based on the categories below.

Short Term: Next 1-2 years (2019-2020)

Mid-Term: 3-5 years (2021-2024)

Long- Term: More than 5 years (2024-beyond)

Cost Estimates:

Where available, preliminary cost estimates are provided. In other locations, the team has provided a cost range illustrated by '\$' signs. How we use those symbols is shown below.

\$: <\$10,000

\$\$: \$10,001 - \$50,000

\$\$\$: \$50,001- \$250,000

\$\$\$\$ -> \$250,001

Infrastructure & Transportation

1. INTERSECTION OF VT 105/ VT 114

1.1 Improvement Options for Intersection

Category	Street Improvement, Traffic Calming, Pedestrian Safety		
Recommendation/ Action Item	A. Tighten the intersection as much as possible and improve access management. (With 2. Main Street). Pursue discussions with Kingdom Market on access issues. Confirm ROW.	\$	Short Term
	B. Undertake studies to determine whether to 1. Realign E. Brighton Road to combine with Main Street or 2. Construct a roundabout	\$\$\$\$	Mid Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	VTrans		
Potential Funding	ACCD Municipal Planning Grant; VTrans Transportation Alternatives Grant Program; VTrans Safety Improvements; Town Highway Grant; USDA Rural Development; Vermont State Infrastructure Bank; Northern Border Regional Commission		
Notes/Next Steps	Kingdom Market access to and from the center of the intersection is extremely problematic and limits what can be physically achieved at the intersection for pedestrian and vehicle safety.		

2. MAIN STREET

2.1 Potential Improvements if VT-105/VT-114 is kept relatively the same. (With 1.1.A)

Category	Street Improvement, Traffic Calming, Pedestrian Safety		
Recommendation/ Action Item	A. Shift roadway north or south to have more space in front of the businesses or more space in the green island.	\$\$	Mid Term
	B. Create a safer elevation change between the existing sidewalk and the roadway.	\$	Short Term
	C. One aisle parking in the one-way section could be removed to increase the green space.	\$	Mid Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	Vtrans, NVDA		
Potential Funding	VTrans Transportation Alternatives Grant Program; VTrans Bike/Ped Program; VTrans Safety Improvements; Town Highway Grant; USDA Rural Development; Vermont State Infrastructure Bank; Northern Border Regional Commission		
Notes/Next Steps			

3. RAILROAD STREET

3.1 Right-of-Way (ROW) between Cross Street and Alder Street

Category	Street Improvements, Traffic Calming, Pedestrian Safety		
Recommendation/ Action Item	A. Add a 5-6' curbed concrete sidewalk to both sides of road. Pursue discussions of access to Kingdom Market.	\$250 (\$/FT)	Mid Term
	B. Construct 8' greenbelt on north side of the road between the roadway and the sidewalk.	\$\$	Long Term
	C. Remove right-turn lane at Cross Street. Strip or add 'parklet' to replace lane	\$	Short Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	Vtrans, NVDA		
Potential Funding	VTrans Transportation Alternatives Grant Program; VTrans Bike/Ped Program; VTrans Safety Improvements; Town Highway Grant; USDA Rural Development; Vermont State Infrastructure Bank; Northern Border Regional Commission		
Notes/Next Steps			

4. CROSS STREET

4.1 Cross Street Water Service

Category	Water Distribution Upgrades and Improvements		
Recommendation/ Action Item	A. Replace and upgrade water distribution mains, services, and appurtenances along Cross Street between Main Street and the southern limit of the project.	\$900,000 +	(TIME FRAME)
Responsible Organization/Party	Town of Brighton		

Potential Partners	NVDA		
Potential Funding	State DWSRF loan and USDA Rural Development Grant/Loan; NBRC Grants		
Notes/Next Steps	Prepare and submit preliminary documentation to funding agencies.		
4.2 Reduce Roadway Width on Cross Street			
Category	Street Improvements		
Recommendation/ Action Item	A. New curb to narrow road, both sides of Cross Street from Main Street to Birch Street. Add vegetated / planted strip between existing curb and new curb. New drainage infrastructure for new curbs	\$462,000 (All of Cross St.)	Mid Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	Vtrans, NVDA		
Potential Funding	VTrans Transportation Alternatives Grant Program; VTrans Bike/Ped Program; VTrans Safety Improvements; Town Highway Grant; USDA Rural Development; Vermont State Infrastructure Bank; Northern Border Regional Commission		
Notes/Next Steps			
4.3 Cross Street - Curb Cuts and Entrances			
Category	Street Improvements		
Recommendation/ Action Item	A. Reduce width of Cross Street curb cuts	\$160 (per foot reduced) Cost is stand-alone project; can be wrapped into 1.1 for no additional cost	Short Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	Coordinate with property owners		
Potential Funding	VTrans Transportation Alternatives Grant Program; VTrans Bike/Ped Program; VTrans Safety Improvements; Town Highway Grant; USDA Rural Development; Vermont State Infrastructure Bank; Northern Border Regional Commission Regional Commission, ACCD Municipal Planning Grants, USDA rural development		
Notes/Next Steps	Pursue with 4.2		
4.4 Mid-Block Intersections			
Category	Street Improvements, Pedestrian Safety, Placemaking		
Recommendation/ Action Item	A. Raised and textured intersections with integral colorized/texturized surface at Cross and Mill Street and Cross and Alder Streets.	\$132,000 (per intersection) Reduce per unit cost by 50% if pursued with 4.2	Short Term
Recommendation/ Action Item	B. Bumpouts. Consisting of new curbing, green space, drainage, and hardscaping at a variety of locations including Parking Area; Mill Street; Southern Gateway.	\$45,000 (Per location) Reduce per unit cost by 50% if pursued with 4.2	Short Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	Vtrans, NVDA		
Potential Funding	VTrans Transportation Alternatives Grant Program; VTrans Bike/Ped Program; VTrans Safety Improvements; Town Highway Grant; USDA Rural Development; Vermont State Infrastructure Bank; Northern Border Regional Commission		
Notes/Next Steps	Pursue with 4.2		
5. MILL STREET			
5.1 Mill Street Water Service			
Category	Water Distribution Upgrades and Improvements		
Recommendation/ Action Item	A. Replace 2" water service on Mill Street with 8" water main. Install an 8" water main along approximately 500 feet of Mill Street to serve the properties at the eastern end of Mill Street.	\$280,000	Long Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	NVDA		
Potential Funding	State DWSRF loan and USDA Rural Development Grant/Loan, NBRC Grants		

Notes/Next Steps Prepare and submit preliminary documentation to funding agencies. The PER work should be utilized to apply for a loan or grant from the USDA Rural Development Grant/Loan program if advised to be beneficial by Aldrich and Elliot.

5.2 Make Mill Street One-way Northbound

Category Street Improvements

Recommendation/ Action Item A. New curbing on both sides of the road, drainage structures and pipes, cold plane and repave, restripe, and new signs. \$396,000 (Mill St.) Long Term

Responsible Organization/Party Town of Brighton

Potential Partners Vtrans, NVDA

Potential Funding VTrans Transportation Alternatives Grant Program; VTrans Safety Improvements; Town Highway Grant; USDA Rural Development; Vermont State Infrastructure Bank; Northern Border Regional Commission

Notes/Next Steps

6. ALDER STREET

6.1 Alder Street Water Service

Category Water Distribution Upgrades and Improvements

Recommendation/ Action Item A. Replace and upgrade watermain, valves, hydrants, and service connections. Upgrades to distribution systems along Alder Street between Cross Street and Railroad Street. This section of distribution system has a long-term priority (10-20 years) for improvement in this town-wide study. Although this is "long-term" work as indicated in the report, this water system work is recommended to occur prior to installation of new pavements, planting, sidewalks, and other surface improvements since this work would require the disturbance and repair of surface features. \$340,000 LONG TERM (10-20 years)

Responsible Organization/Party Town of Brighton

Potential Partners NVDA

Potential Funding State DWSRF loan and USDA Rural Development Grant/Loan, NBRC Grants

Notes/Next Steps Prepare and submit preliminary documentation to funding agencies. The PER work should be utilized to apply for a loan or grant from the USDA Rural Development Grant/Loan program if advised to be beneficial by Aldrich and Elliot.

7. VILLAGE GATEWAYS

7.1 Cross Street between Birch Street and Pleasant Street

Category Traffic Calming, Alternative Transportation, Active Recreation

Recommendation/ Action Item A. A 5-foot curbed concrete sidewalk on the west side. \$ Mid Term

B. Remove sections of failed concrete sidewalk and curb and replace with new concrete curb and sidewalk \$225 (\$/FT), (Approx. 1,600 FT, \$400,000) Mid Term

C. Opportunities for sidewalk on west/north side of road and shoulders suitable for bike lanes. \$\$\$ Mid Term

D. Radar speed feedback sign for VT 105 south of the village. \$ Short Term

Responsible Organization/Party Town of Brighton

Potential Partners VT State Police, NVDA Transportation Committee, VTrans, Brighton Highway Department / NVDC

Potential Funding VTrans Bicycle and Pedestrian Program Grants; Transportation Alternatives program; USDA rural development

Notes/Next Steps Get familiar with the above grant cycles and application process to implement infrastructure such as pedestrian signal heads, curb extensions, traffic calming, and gateways
Support a *Safe Routes to School* initiative:
<http://saferoutes.vermont.gov/sites/saferoutes/files/StartingProgram.pdf>

7.2 East Brighton Road between Cross Street and South Street

Category Traffic Calming, Alternative Transportation, Active Recreation

Recommendation/ Action Item A. VT 105 north of town: striping to remove the wide uphill travel lane. \$ Short Term

B. Opportunities to widen the sidewalk and create a shared use path. \$\$\$ Long Term

C. Opportunity to create a viewing platform at end of bridge. \$\$\$ Mid Term

Responsible Organization/Party	Town of Brighton
Potential Partners	VT State Police, NVDA Transportation Committee, VTrans, Brighton Highway Department / NVDC
Potential Funding	VTrans Bicycle and Pedestrian Program Grants; Transportation Alternatives program; ACCD Municipal Planning Grant; DHP VT Downtown Program;
Notes/Next Steps	Get familiar with the above grant cycles and application process to implement infrastructure such as pedestrian signal heads, curb extensions, traffic calming, and gateways Support a <i>Safe Routes to School</i> initiative: http://saferoutes.vermont.gov/sites/saferoutes/files/StartingProgram.pdf

7.3 Railroad Street West of Alder Street

Category	Traffic Calming, Alternative Transportation, Active Recreation		
Recommendation/Action Item	A. Railroad Street west of Alder St. Construct a concrete sidewalk with a green belt on the south side or, alternatively, a shared use path.	\$\$\$	Long Term
	B. Radar speed feedback signs for Railroad Street (VT 114 west of Village).	\$	Short Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	VT State Police, NVDA Transportation Committee, VTrans, Brighton Highway Department / NVDC		
Potential Funding	VTrans Bicycle and Pedestrian Program Grants; Transportation Alternatives program; ACCD Municipal Planning Grant; DHP VT Downtown Program;		
Notes/Next Steps	Get familiar with the above grant cycles and application process to implement infrastructure such as pedestrian signal heads, curb extensions, traffic calming, and gateways Support a <i>Safe Routes to School</i> initiative: http://saferoutes.vermont.gov/sites/saferoutes/files/StartingProgram.pdf		

7.4 Cross Street/Birch Street Intersection

Category	Street Improvements		
Recommendation/Action Item	A. "parklet" using on-street parking in front of the Essex House for adding outdoor seating (building a platform - a pallet and plywood that can be removed in the winter).	\$5,000 - \$10,000 (Per location)	Annually each summer
Responsible Organization/Party	Town of Brighton/Steering Committee		
Potential Partners	Vtrans, Volunteers, Business Owners		
Potential Funding	Businesses benefitting from the parklets; Transportation Alternatives Grant Program; Town Highway Grant		
Notes/Next Steps	Requires greater maintenance (not accounted for in cost). See a Tactical Urbanist's Guide online: http://tacticalurbanismguide.com		

8. THROUGHOUT VILLAGE/OTHER

8.1 Bump Outs to Reduce Crossing Distances as Gateway and Placemaking

Category	Street Improvements		
Recommendation/Action Item	A. New curbing, green space, drainage, and hardscaping at a variety of locations at Southern Gateway and Railroad Street (from the west)	\$45,000 (Per location) Reduce per unit cost by 50% if pursued with 4.2	Mid Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	VTrans		
Potential Funding	VTrans Bicycle and Pedestrian Grant Program, Northern Border Regional Commission, ACCD Municipal Planning Grants, USDA rural development		
Notes/Next Steps	Pursue with 4.2		

8.2 Add / Increase Outdoor Seating - Permanent

Category	Street Improvements		
Recommendation/Action Item	A. New brick/stone paver hardscaping between existing curb and new curb.	\$15,000 (Per location) Assumes a 25-foot long area, the width of new strip	Mid Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	Business owners		
Potential Funding			

Notes/Next Steps Requires 4.2

8.3 Low Impact Development/Water Runoff/Infrastructure

Category	Street Improvements, Water Quality		
Recommendation/Action Item	A. Adapt green infrastructure goal and methods in town plan and town practice	\$	Mid Term
	B. Bioswales and infiltration basins to reduce runoff and increase stormwater capture	\$76,000 (unit cost is per acre of treated area)	Mid Term
	C. Eliminate areas of excess paving and/or asphalt surfaces and base material. Replace with pervious/permeable/plantable green space.	\$90 (per \$/SY of restored area)	Mid Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	Property owners		
Potential Funding	VTrans Municipal Highway and Stormwater Mitigation Grant Program; VTrans Transportation Alternative Grants, ANR Ecosystem Restoration Program Grants		
Notes/Next Steps			

8.4 Sidewalk and Curb Reconstruction

Category	Street Improvements		
Recommendation/Action Item	A. Remove sections of failed concrete sidewalk and curb and replace with new concrete curb and sidewalk	\$250 (\$/FT), (Approx. 1,600 FT, \$400,000)	Short Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	Vtrans		
Potential Funding	VTrans Bicycle and Pedestrian Grant Program, Northern Border Regional Commission		
Notes/Next Steps	Pursue with 4.2		

8.5 Streetscape/Townscape

Category	Street Improvements		
Recommendation/Action Item	A. Reduce curb cuts and open driveway/entrances (hardware stores, gas stations, Legion)	\$\$	Short Term
	B. Review zoning and establish village streetscape, parking, and access standards for new development.	\$\$	Mid Term
Responsible Organization/Party	Business owners, Town of Brighton, Planning Commission		
Potential Partners	Vtrans, NVDA, ACCD		
Potential Funding	VTrans Bicycle and Pedestrian Program Grant; Transportation Alternatives Grant Program; Town Highway Grant		
Notes/Next Steps			

8.6 Undergrounding of Electrical Infrastructure on Cross Street

Category	Electrical Utility Infrastructure/Street Improvements		
Recommendation/Action Item	A. Underground electrical utility lines between Birch and Main Streets	Approximately \$250,000	Mid Term
Responsible Organization/Party	Town of Brighton, Planning Commission		
Potential Partners	Vtrans, NVDA, ACCD		
Potential Funding	Vermont State Infrastructure Bank, USDA Rural Development, Northern Border Regional Commission, VEDA Commercial Loan,		
Notes/Next Steps	Review feasibility of undergrounding electrical lines with Vermont Electric Cooperative and to establish the need for any additional study. Ideally, the Town would combine undergrounding of the electric lines with Water Distribution Upgrades in the same location.		

2. Parks, Greenspaces & Recreation

2.1 Lakefront Park		\$-\$\$\$	TIME FRAME
Category	Park/Greenspace		
	Overall Approach: Consider adopting overall lakefront park redevelopment plan concept plan as provided in this plan and use as a basis for funding the next step of the design process to create a consensus based detailed design and engineering plan, cost estimate and implementation strategy.		
Individual and Incremental Projects/Steps		Cost for design and engineering studies: \$40-60K	
Recommendations/ Action Items	A. Continue to arrange and promote events (like Friday Night Live & Market Day) so that Lake and Island are the backdrop, this will help to create engaging marketing images.	N/A	Short Term
	B. Add a large, iconic Park Identity sign at both Park entrances. Define the key park entries and revamp park entry signage to include identity and activities.	\$	Short Term
	C. Consider dock designs that can double as boat access to the downtown and be a stage for performances, events and meet ups. See Lakefront Park Plans.	\$\$	Short Term
	D. Add a kiosk with information on community events, notices, brochures, 'things to do', etc	\$	Short Term
	E. Enhance Gateways to the Village on all major routes to town with landscaping using similar plant materials in each location. Coordinate landscaping with lighting and wayfinding or welcome signage as exemplified in the Danville, VT gateways.	\$\$	Mid Term
	F. Add trees, planting areas and bioswales, where appropriate or as per designs.	\$\$	Mid Term
	G. Use hardscape (paving, signs, structures, etc.) and softscape (i.e. planting areas and trees) to draw focus to the Lake, where appropriate or as per designs.	\$\$	Mid Term
	H. Add filtration areas for stormwater and runoff. As per design plans and where warranted by current runoff conditions identified in the existing conditions plans	\$\$	Long Term
	I. Address surfacing and erosion in highly trafficked areas. Consider using reinforced turf to reduce runoff and for aesthetic appearance.	\$\$	Mid Term
	J. Add site furnishings like planters, benches, picnic tables, hammocks, etc. and as per plans	\$	Short Term
	K. Create 'special' places with hardscape, paving, signage and amenities. This could include floating docks ('Lily Pads') in the Lake.	\$\$	Long Term
	L. Consider relocating the Bandstand to be more integrated into the surroundings and enhance awareness of the Lake may be considered as a long-range item. See Lakefront design concepts. With bandstand in place, consider developing additional and alternative performance venues as shown in the conceptual designs for the Lakefront Park improvements.	\$\$	Long Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	VT Outdoor Recreational Community Program, NVDA		
Potential Funding	ANR Land and Water Conservation Fund, ANR Recreational Trails; NPS Rivers, Trails and Conservation Assistance, BGS Recreation Facilities; ANR Caring for Canopy Grant, BGS Recreational Facilities, VHCB Local Conservation, FPR Land and Water Conservation Fund (LWCF); VOREC Community Grant Program		
Notes/Next Steps	1. Conformance with Shoreland Protection Act and addressing flood and storm resiliency. 2. Commitment to the next step for an overall park redevelopment plan would require sufficient funding and a robust process for design, engineering and implementation. 3. Incremental approach would also require having an overall improvement plan in place/adopted.		

2.2 'Depot Park'			
Category	Park/Greenspace		
Recommendation/ Action Item	A. Establish ownership of the park space, review existing park features and establish what should be removed/relocated.	\$	Short Term
	B. Remove asphalt and impervious surfaces	\$\$	Short Term
	C. Add plantings and pervious surface	\$\$	Mid Term
	D. Relocate monuments and signs from island between East Brighton Road and Main Street to 'Depot Park'. Promote and make a community event.	\$	Mid Term

	E. Add benches/seating	\$	Mid Term
	F. Use this space as an opportunity for interpretive signage and historical information or potential outdoor sculpture.	\$\$	Long Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	NVDA		
Potential Funding	ANR Caring for Canopy Grant, ANR Recreational Trails, NPS Rivers, Trails and Conservation Assistance, BGS Recreational Facilities, VHCB Local Conservation		
Notes/Next Steps			

2.3 Recreation

Category	Recreation		
Recommendation/Action Item	A. Add a kayak/boat rental stand that is visible from Cross Street, have other recreational rentals available.	\$\$	Short Term
	B. Improve the playground area, add play elements for a range of ages and abilities; consider making it a 'destination' playground.	\$\$\$	Long Term
	C. Replace aging structures and facilities (like the tennis court fence).	\$\$	Mid Term
	D. Consolidate and/or eliminate unused or underused recreation amenities.	\$\$	Short Term
	E. Consider adding other recreational amenities, like a skateboard quarter pipe or half pipe, if there is sufficient interest.	\$\$	Short Term
	F. Establish and facilitate multi-layered and daylong recreational opportunities like a playground for a range of ages, a dock, geocaching, or mini golf	\$\$	Mid Term
	G. Continue to work to maintain a 'tidy beach' that is inviting to families, kids and visitors.	\$	Short Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	NVDA		
Potential Funding	ANR Caring for Canopy Grant, ANR Recreational Trails, NPS Rivers, Trails and Conservation Assistance, BGS Recreational Facilities, VHCB Local Conservation		
Notes/Next Steps			

3. Market, Economy & Community

3.1 Housing

\$-\$\$\$\$ Time Frame


Category	Economic Development		
Recommendation/ Action Item	A. Initiate conversations regarding housing with RuralEdge, the regional affordable housing and community development organization.	\$	Short Term
	B. Confer with managers of Sunrise Manor regarding status of current housing waitlist and occupancy levels.	\$	Short Term
	C. Confer with Island Pond Community Services and Meals on Wheels program regarding status and housing-related needs for seniors in the area	\$	Short Term
	D. Begin process of listing potential housing sites <i>in the village</i> , including both land parcels and existing structures.	\$\$	Mid-Term
Responsible Organization/Party	Town of Brighton, Steering Committee		
Potential Partners	Rural Edge: 802-535-3555, www.ruraledge.org.; Meals on Wheels Program: 802-723-6130; Northeastern Vermont Development Association		
Potential Funding	ACCD VT Community Development Program; BGS Human Services and Education Facilities Grant Program; Northern Border Regional Commission, BGS Regional Economic Development Grant		
Notes/Next Steps			

3.2 Health Services


Category	Economic Development		
Recommendation/ Action Item	A. Confer with Island Pond Health & Dental Center (Northwest Communities Health Care) regarding current patient load, range of services and ongoing plans for future changes in Island Pond.	\$	Short Term
	B. Query second home owners, recreationalists and other travelers regarding health care needs while traveling in area.	\$	Mid Term
	C. Confer with Brighton Emergency Management Coordinator regarding current workload and identification of potential additional services and or capacity.	\$	Short Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	Island Pond Health & Dental Center: - 802-723-4300, http://www.nhcvvt.org/locationsproviders/island-pond-health-and-dental-center/ , Brighton Emergency Management Coordinator: 802-723-4002, Chamber of Commerce, Visitor's Center, Local Businesses		
Potential Funding	ACCD Municipal Planning Grant; ACCD VT Community Development Program Grants, BGS Regional Economic Development Grant		
Notes/Next Steps			

3.3 Laundromat


Category	Economic Development

	Recommendation/ Action Item	A. Query laundromat businesses in the region to assess potential for opening a new location in Island Pond: Park Street Laundry, Lyndonville – 802-626-9381 and/or Village Laundromat, Hardwick – 802-472-3377	\$	Short Term
		B. Begin process of listing potential business sites in the village, including both land and existing structures	\$	Mid Term
		C. Seek locations that can be directly linked with Café and/or Workspace (see below)	\$	Mid Term
Responsible Organization/Party		Town of Brighton		
Potential Partners		Northeastern Vermont Development Association, Developers		
Potential Funding		ACCD Municipal Planning Grant; ACCD VT Community Development Grants, BGS Regional Economic Development Grant		
Notes/Next Steps				

3.4 Workspace

Category		Economic Development		
	Recommendation/ Action Item	A. Inventory existing vacant space in village with potential suitability as open floor plan workspace.	\$\$	Short Term
		B. Assess suitability of vacant building spaces for transitory use as workspace or meeting space.	\$\$	Mid Term
		C. Contact local/regional organizations regarding meeting/conference schedules and space needs: Municipal; Educational; Arts Organizations; Community Educators – Regional Colleges with remote locations.	\$	Short Term
Responsible Organization/Party		Town of Brighton		
Potential Partners		Northeastern Vermont Development Association, Developers		
Potential Funding		ACCD Municipal Planning Grant; ACCD VT Community Development Program Grants; BGS Regional Economic Development Grant		
Notes/Next Steps		Inventory and assessment of vacant space/buildings in the village could be combined into a single project.		

3.5 Recreation

Category		Economic Development		
	Recommendation/ Action Item	A. Work to attract a recreational equipment supplier to the village;	\$	Mid Term
		B. Query existing suppliers in the region regarding opening a second operation in Island Pond (Ensure that service/maintenance is part of the supplier's operation).	\$	Short Term
		C. Survey Brighton area second homeowners regarding recreational preferences and needs.	\$\$	Mid Term
		Market Island Pond as a recreational hub (See Marketing below).	\$\$	Short Term
Responsible Organization/Party		Town of Brighton		

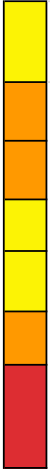
Potential Partners	Area realtors, business owners, developers
Potential Funding	ACCD Municipal Planning Grant; ACCD VT Community Development Grants; BGS Regional Economic Development Grant
Notes/Next Steps	

3.6 Marketing

Category	Marketing		
Recommendation/Action Item	A. Develop a consistent system for collecting data from Island Pond visitors. This data will inform future marketing efforts with respect to where visitors are from, why they are in Island Pond and what they need while visiting.	\$\$	Long Term
	B. Reach consensus regarding terminology for Island Pond as a recreation center. (ie: Recreational Hub; Base Camp; Recreational Crossroads; etc.)	\$	Short Term
	C. Develop consistent graphical interface for all Island Pond marketing outreach, to include: Brochures, Social Media, Press Releases, etc. Consistent graphical interface allows potential visitors and others to instantly identify Island Pond and its offerings.	\$\$	Short Term
	D. Centralize at a single location and make information accessible at all hours at the centralized information area like the Welcome Center.	\$	Short Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	NVDA, Chamber of Commerce		
Potential Funding	ACCD Municipal Planning Grant; ACCD VT Community Development Program Grants		
Notes/Next Steps			

3.7 Accomodations

Category	Economic Development		
Recommendation/Action Item	A. Create multi-layered options for housing accomodations	\$\$\$\$	Long Term
	B. Improve current hotel accomodations.	\$\$\$\$	Long Term
	C. Consider creating another accomodation offering.	\$\$\$\$	Long Term
	D. Create a Community Center in a central location in town that serves the community as a whole.	\$\$\$\$	Long Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	NVDA		
Potential Funding	ACCD Municipal Planning Grant; ACCD VT Community Development Program Grants, BGS Regional Economic Development Grant		
Next Steps			

Category	Identity		
	Recommendation/ Action Item	A. Add art to public locations that is unique to Island Pond. Include interactive art pieces or sculpture. Connect art pieces to the Lake (physically or visually).	\$\$ Long Term
		B. Create a cohesive, comprehensive wayfinding and messaging system.	\$\$ Mid Term
		C. Add more 'identity' signs that remind visitors of the place.	\$ Short Term
		D. Add interpretive signs that tell the history of the Island Pond.	\$\$ Long Term
		E. Create an interpretive walking tour to highlight the history and culture.	\$\$ Long Term
		F. Consider an overlook at the top of the Pedestrian Bridge	\$\$\$ Long Term
		G. Enhance Gateways to the Village on all major routes to town with highly visible signs 'Welcome to Island Pond' and 'Come again'. Ensure gateways signs are of the same sign "family" as similar wayfinding signage.	\$\$ Short Term
Responsible Organization/Party	Town of Brighton		
Potential Partners	NVDA, Chamber of Commerce, Historical Society		
Potential Funding	VT FPR Trails Grant Program (and mini-grants); ACCD Municipal Planning Grant; DHP Cultural Facilities Grants; DHP VT Downtown Program; DHP VT Housing and Conservation Trust Fund; Transportation Alternatives Grant Program; Rivers, Trails, and Conservation Assistance Program; VT FPR Land and Water Conservation Funds; Vermont Arts Council Arts Impact and Infrastructure Grants, ANR Forest Parks & Recreation		
Next Steps			

Grant & Funding Opportunities

The following grant information and funding resources provide a multitude of options for implementing revitalization projects in Island Pond. Funding opportunities are listed only listed once although they may be relevant to several categories, recommendations, and/or actions. The Implementation Matrix contains information on which grants are best suited to the recommendations of the plan. Note that many grants and funding resources require matching funds or in-kind time or services. Please contact the grant source for specific requirements and eligibility.

Transportation and Infrastructure

Brownfield Revitalization Fund

Grants and loans for remediation of brownfield sites.

Range: Capped at \$200,000

Eligibility: Municipalities, non-profit organizations and private developers

Deadline: Rolling

Contact: Kristie Farnham, (802) 398-5268, kristie.farnham@vermont.gov

Website: <http://accd.vermont.gov/economic-development/funding-incentives/brownfields-initiative>

ANR Clean Water State Revolving Loan Fund (CWSRF)

State Revolving Loan to assist in the planning, design, and construction of municipal wastewater and stormwater systems. Details on various programs on website.

Range: No maximum or minimum project amount.

Eligibility: Municipalities

Deadline: Accepted on a continuing basis for planning and design loans. Construction loans must apply by February 15

Contact: Tom Brown, (802) 622-4205, thomas.brown@vermont.gov

Website: <http://dec.vermont.gov/facilities-engineering/water-financing/cwsrf>

ANR Drinking Water State Revolving Loan Fund (DWSRF)

The Drinking Water State Revolving Fund (DWSRF) program provides subsidized low-cost financing to municipal and privately-owned public water systems for capital improvements that improve public health protection and facilitate compliance with the Safe Drinking Water Act. Drinking water funding opportunities include planning loans; source protection loans; and construction loans.

Range: Varies depending on type of loan (e.g., Planning: \$100,000 maximum, Construction: \$2,000,000 per funding cycle and \$6,000,000 cap for any one project.) No minimums to project amount. Funding for construction requires certain milestones to be met by the end of the calendar year.

Eligibility: Municipalities, local or regional governmental agencies, nonprofit organizations, and citizen groups.

Deadline: Initial applications and reports are accepted at any time. The program is a 3-step process.

Contact: Ashley Lucht, (802) 585-4904, ashley.lucht@vermont.gov

Website: <https://dec.vermont.gov/facilities-engineering/water-financing/srf/srfstep1>

ANR/VT DEC Watershed Grants

Grant funds are available for water-related projects that protect or restore fish and wildlife habitats; protect or restore water quality, and shorelines; reduce phosphorus loading and/or sedimentation as part of DEC's Clean Water Initiative objectives; enhance recreational use and enjoyment; identify and protect historic and cultural resources; educate people about watershed resources; or monitor fish and wildlife populations and/or water quality. Watershed Grants program dollars are intended for complete projects or for discreet, identifiable portions of larger projects.

Range: Awards made up to \$10,000, depending on project category type. Category types and the maximum grant amount for each project category type are as follows: Education and outreach - up to \$5,000; Planning, assessment, inventory, monitoring - up to \$3,000; On-the-ground implementation - up to \$10,000.

Eligibility: Municipalities, local or regional governmental agencies, nonprofit organizations, and citizen groups.

Deadline: Annually in the fall.

Contact: Chris Saunders, (802) 343-5487, chris.saunders@vermont.gov

Website: <https://dec.vermont.gov/watershed/cwi/grants/watershed-grants>

VTrans Bicycle and Pedestrian Program

The intent of the VTrans Bicycle and Pedestrian Program is to improve access and safety for bicyclists and/or pedestrians through the planning, design, and construction of infrastructure projects. Typical projects include sidewalks, shared use paths, crossing improvements, and bike lanes. Applications accepted for scoping studies (project feasibility), large-scale design/construction projects and small-scale, state-funded projects.

Range: No minimum or maximum range. Local match of 20% for construction and 50% for state-funded small scale construction grants and 50% for scoping projects.

Eligibility: Municipalities, transit agencies, school district, and regional planning commissions

Deadline: Annually in July

Contact: Jon Kaplan, (802) 828-0059, jon.kaplan@vermont.gov

Website: <https://vtrans.vermont.gov/highway/local-projects/bike-ped>

VTrans Transportation Alternative Program (TAP)

State matching grants for the construction, planning, and design of bike and pedestrian facilities (on or off road), sidewalks, bicycle infrastructure, lighting, and others. The Transportation Alternatives Program (ACT38 of 2017) stipulates that all program grant funds for SFY18 and SFY19 are reserved for municipalities for environmental mitigation projects related to stormwater and highways, including eligible salt and sand shed programs.

Range: \$50,000 - \$300,000 (No more than 80% of the total estimated project cost). Local match of 20% for construction and 50% for scoping.

Eligibility: Municipalities, transit agencies, school district, and regional planning commissions. All applications require a letter of support from their Regional Planning Commission.

Deadline: Annually in November

Contact: Scott Robertson, (802) 793-2395 scott.robertson@vermont.gov

Website: <https://vtrans.vermont.gov/highway/local-projects/transport-alt>

VTrans Park and Ride Grant Program

Supports the engineering and construction of small municipal owned park and ride facilities to reduce the number of single occupancy vehicles on the roadway.

Range: No minimum or maximum range.

Eligibility: Municipalities. Location must be on a municipal, state or leased property on or near a state highway.

Deadline: Annually, in August.

Contact: Wayne Davis, (802) 498-5657, wayne.davis@vermont.gov

Website: <http://vtrans.vermont.gov/highway/parkandrides>

Vermont State Infrastructure Bank

State low interest loan program for the construction or reconstruction of highways, roads and bridges, and pedestrian facilities, as well as certain capital facilities related to rail transit, public transit or electric vehicle charging stations.

Range: No minimum or maximum range. Loan term may not exceed 30 years and requires borrower equity of 10-20%.

Eligibility: Municipalities, Regional Development Corporations or political subdivisions of the state or private sector companies that have entered into a contract with a public authority.

Deadline: No deadline, ongoing loan program.

Contact: Tom Porter, 802-828-5460 or tporter@veda.org

Website: <http://www.veda.org/financing-options/other-financing-option/state-infrastructure-bank-program/>

USDA Rural Development Funding Loans and Grants:

This program provides affordable funding aimed at enhancing rural quality of life through investing in housing, essential community facilities, municipal infrastructure, and economic development. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial or business undertakings.

Range: No minimum or maximum range.

Eligibility: Public Bodies, Community-based nonprofit corporations, Federally recognized Tribes

Deadline: No deadline, ongoing loan program.

Contact: Anthony Linardos, State Director, 802-828-6080

Website: <https://www.rd.usda.gov/vt>

Ecological and Watershed Restoration, Planning, and Conservation

ANR Ecosystem Restoration Grant Program

State grants for the design and construction of projects that target nonpoint sources of pollution that cause or contribute to the state's surface waters.

Range: Maximum of \$250,000. Local match varies

Eligibility: Municipalities, regional organizations, non-profits associations, citizen groups, and state agencies

Deadline: Two rounds annually, varies depending on funding

Contact: Allison Compagna, (802) 490-6124 allison.compagna@vermont.gov

Website: <http://dec.vermont.gov/watershed/cwi/grants>

ANR Caring for Canopy Grant Program

State 50:50 grants to help communities care for tree canopy by taking the necessary actions to developing and sustaining a community-wide tree program, including tree plantings, inventories, maintenance, and planning.

Range: \$500 - \$5,000. Local match of 50%.

Eligibility: Municipalities and non-profits associations.

Deadline: Annually in April

Contact: Danielle Fitzko, (802) 598-9992 danielle.fitzko@vermont.gov

Website: http://fpr.vermont.gov/forest/community_forests/community_canopy_grants

Recreation Programs

ANR Recreational Trails Grant Program (RTP)

Matching state grants for the maintenance, restoration, design and construction of recreational trails. Both motorized and non-motorized trail projects may qualify for RTP funds.

Range: Maximum of \$50,000. Local match of 20%.

Eligibility: Municipalities, non-profit organizations, and other governmental entities may apply.

Deadline: Pre-applications due by November 15, 2018. Full grant application due January 1, 2019.

Contact: Sherry Winnie, (802) 760-8450 sherry.winnie@vermont.gov

Website: <http://fpr.vermont.gov/recreation/grants/rtp>

NPS Rivers, Trails, and Conservation Assistance in Program

The National Park Service Rivers, Trails, and Conservation Assistance program supports community-led natural resource conservation and outdoor recreation projects across the nation.

The RTCA program helps: define project vision and goals; inventory and map community resources; identify and analyze key issues and opportunities; engage collaborative partners and stakeholders; design community outreach and participation strategies; develop concept plans for trails, parks, and natural areas; set priorities and build consensus; identify funding sources; develop a sustainable organizational framework to support the project.

Range - N/A

Eligibility: Nonprofit organizations, community groups, tribes or tribal governments, and local, state, or federal government agencies

Deadline: Annually by June 30

Contact: Jennifer Waite, (802) 457-3368, ext 221, jennifer_waite@nps.gov

Website: <https://www.nps.gov/orgs/rtca/index.htm>

BGS Recreational Facilities Grants Program

Matching state grants for the development and creation of community recreational opportunities.

Range: \$1,000 - \$25,000. 1:1 on-hand match from non-State of Vermont sources.

Eligibility: Municipalities and non-profit organizations

Deadline: Annually in July

Contact: Judy Bruneau, (802) 828-3519, judy.bruneau@vermont.gov

Website: <https://bgs.vermont.gov/commissioners/building-communities-grants>

ANR Land and Water Conservation Fund

Assists in acquiring land for parks and public outdoor recreation, as well as the development of new facilities and/or renovations of existing facilities or outdoor recreation.

Range: Not specified. Local match of 50%

Eligibility: Municipalities and state agencies only (towns, cities, regional park districts, school districts and state agencies)

Deadline: Pre-application due by October 15th. Full application due December 17th.

Contact: Jessica Savage, (802) 249-1230 jessica.savage@vermont.gov

Website: <http://fpr.vermont.gov/recreation/grants/lwcf>

VHCB Local Conservation Projects

Local conservation projects for agricultural and recreational land, town parks and forests, swimming holes, greenways, and historic buildings for public use.

Range: Up to \$150,000. Local match of 33%.

Eligibility: Nonprofit housing and conservation organizations with federal 501(c)(3) status, municipalities, and certain state agencies.

Deadline: Five deadlines throughout the year.

Contact: Karen Freeman, (802) 828-5067, karen@vhcb.org

Website: <https://vhcb.org/our-programs/conservation/non-ag-conservation>

Economic Development & Built Environment

ACCD Downtown and Village Center Tax Credit

State investment tax credit for qualified historic rehabilitation, façade, code and technology upgrades for properties constructed before 1983 located within a state Designated Downtown or Village Center.

Range: 10 – 50% of eligible expenditures

Eligibility: Income producing properties within a state Designated Downtown or Village Center

Deadline: Annually in July

Contact: Caitlin Corkins, (802) 828-3047 caitlin.corkins@vermont.gov

Website: <http://accd.vermont.gov/historic-preservation/funding/tax-credits>

ACCD Sales Tax Reallocation Program

Municipalities and the developer of a qualified project jointly apply for a reallocation of sales taxes on construction materials. Qualified projects must be located within a Designated Downtown.

Range: Based on sales tax generated in excess of \$100,000 to \$1M depending on the size of municipality

Eligibility: Joint application between municipality and developer located within Designated Village Center

Deadline: Annually in July

Contact: Caitlin Corkins, (802) 828-3047 caitlin.corkins@vermont.gov

Website: <https://accd.vermont.gov/historic-preservation/funding/tax-credits>

BGS Regional Economic Development Grant Program

Matching state grants to stimulate the creation and development or retention of economic development of individual or regional Vermont communities.

Range: \$1,000 - \$25,000

Eligibility: Municipalities and non-profit organizations

Deadline: Annually in October

Contact: Judy Bruneau, (802) 828-3519, judy.bruneau@vermont.gov

Website: <http://bgs.vermont.gov/formsandpublications>

ACCD State Historic Preservation Grants

State 50:50 matching grants for the repair and restoration of historic buildings listed or eligible for listing in the National Register of Historic Places.

Range: \$1,000 - \$20,000

Eligibility: Municipalities and non-profit organizations

Deadline: Annually in October

Contact: Caitlin Corkins, (802) 828-3047 caitlin.corkins@vermont.gov

Website: <https://accd.vermont.gov/historic-preservation/funding/historic-preservation-grants>

Efficiency Vermont Incentives

Technical assistance, incentives, and financing for energy-related projects for homeowners and businesses seeking to use less energy, save money, and support a clean energy future.

Range: Varies by program

Eligibility: Homeowners and business owners

Deadline: Ongoing, no deadline

Contact: Customer Support, (888) 921-5990, info@efficiencyvermont.com

Website: <https://www.efficiencyvermont.com/rebates>

Human Services and Educational Facilities Grant Program

Matching state grants for capital costs associated with the major maintenance, renovation, and development of facilities used for human services and health care, or educational opportunities.

Range: \$1,000 - \$25,000

Eligibility: Municipalities and non-profit organizations

Deadline: Annually in July

Contact: Judy Bruneau, (802) 828-3519, judy.bruneau@vermont.gov

Website: <https://bgs.vermont.gov/commissioner/building-communities-grants>

Northern Border Regional Commission

Grants to invest in community and economic development projects in economically distressed counties across Maine, New Hampshire, Vermont and New York. Funding can focus on projects in any of the following areas: transportation infrastructure; basic public infrastructure; telecommunications infrastructure; workforce development, entrepreneurship and businesses and workforce development; resources and open space conservation, tourism and recreation, renewable and alternative energy. Basic health care and other public services are also eligible in Essex County.

Range: Varies by program type

Eligibility: Public or non-profit entities

Deadline: Letter of notification by March 30, 2019. Applications due by May 2019.

Contact: Tim Tierney, (802) 505-5496, tim.tierney@vermont.gov

Website: <http://www.nbrc.gov/content/vermont>

Preservation Trust of Vermont

Implementation and planning grants available to preserve and rehabilitate historic buildings, barns and village revitalization.

Range: Varies.

Eligibility: Municipalities and nonprofit organizations

Deadline: Varies.

Contact: Paul Bruhn, (802) 343-0595, paul@ptvermont.org

Website: <https://ptvermont.org/grants/>

VEDA Commercial Loan Program

Low interest loans available to for profit and non profit companies to finance downtown revitalization projects under VEDA's Direct Loan Program and its Vermont Small Business Loan Program.

Range: Loans for 40% of project costs to a maximum of \$1.5 million or for \$2 million on renewable energy projects.

Eligibility: Projects involving redevelopment of vacant or significantly underutilized buildings or lots in downtowns or villages that spur employment and economic vitality.

Deadline: No deadline, ongoing loan program

Contact: Thomas Porter, (802) 828-5627, tporter@veda.org

Website: <http://www.veda.org/financing-options/>

VHCB Outstanding Historic Building Grants

Funding for acquisition or rehabilitation of "outstanding" historic buildings located in downtowns and village centers as determined by VHCB. Projects are protected by a historic preservation easement.

Range: Varies. Match required for locally significant historic projects; no match required for buildings of statewide significance, but matching funds make applications more competitive.

Eligibility: Municipalities; nonprofit housing and conservation organizations

Deadline: Multiple, depending on the availability of funding; deadlines on VHCB website

Contact: Karen Freeman, (802) 828-5067, karen@vhcb.org

Website: <http://www.vhcb.org/pdfs/consolic/historicpreservation.pdf>

Vermont Community Development Program (CDBG)

Grants available for Accessibility Modification: to bring existing municipal buildings and non-school libraries into compliance with the Americans with Disabilities Act (ADA); Implementation Grants for economic development, housing, public facilities, and public services that will benefit low to moderate income individuals, eliminate slums or blight, or address and urgent need; Planning Grants for community development planning, downtown planning studies and project development to benefit people with low to moderate incomes; and Scattered Sites Grants to rehabilitate scattered site housing projects to benefit people with low to moderate incomes and/or eliminate "slums and blight".

Range: \$3,000 - \$1,000,000

Eligibility: Municipalities and/or municipalities on behalf of organization and private owners

Deadline: Open application with funding decisions made throughout the year

Contact: Cindy Blondin, (802) 828-5219, cindy.blondin@vermont.gov

Website: <http://accd.vermont.gov/community-development/funding-incentives/vcdp>

Culture and Public Art

Arts Impact Grants, Vermont Arts Council

Arts Impact Grants supports efforts to create a more vibrant quality of life by providing equal and abundant access to the arts. Examples of fundable projects include: performances, exhibits, screenings, readings, fairs, public art projects, and festivals with a strong community outreach component; increased access to the arts for people with disabilities; public art projects, creation of new work where the community is engaged in the planning, presentation, and/or fabrication; after-school programs or summer camp activities.

Range: \$500-\$3,000. A 1:1 cash match is required

Eligibility: Nonprofits with 501(c)(3) designation or using a fiscal agent, a municipality, or a school

Deadline: Annually in spring

Contact: Meredith Bell, (802) 828-3291, mbell@vermontartscouncil.org

Website: <http://www.vermontartscouncil.org/grants-and-services/organizations/arts-impact>

Animating Infrastructure, Vermont Arts Council

Animating Infrastructure Grants support community projects that integrate art with existing or proposed infrastructure improvements and demonstrate the positive impact of art in helping communities meet goals of livability, walkability, safety, economic vitality, and community vibrancy. Anything that serves a functional purpose in the built or natural environment qualifies. Proposed projects would not be limited to, but could include improvements to: buildings; recreational paths; parks; bridges; small-scale renewable energy projects; water treatment facilities.

Range: Up to \$15,000. No local match required.

Eligibility: Municipalities, non-profit organizations, schools, libraries, downtown associations, historical societies, chambers of commerce, regional planning organizations.

Deadline: Annually

Contact: Michele Bailey, (802) 828-3294 mbailey@vermontartscouncil.org

Website: <http://www.vermontartscouncil.org/grants-and-services/organizations/animating-infrastructure>

Cultural Facilities Grant Program, Vermont Arts Council

Matching state grants for community facilities used to provide cultural activities to the public and to enhance or expand the capacity of an existing building to provide cultural programming.

Range: \$1,000 - \$30,000

Eligibility: Municipalities and non-profit organizations

Deadline: Annually in the spring

Contact: Michelle Bailey, (802) 828-3294, mbailey@vermontartscouncil.org

Website: <http://www.vermontartscouncil.org/grants-and-services/organizations/cultural-facilities>

Vermont Community Foundation

A variety of grants are available to support projects to improve environmental sustainability, cultural heritage, social justice, historic preservation, and vitality of Vermont communities

Range: Up to \$25,000. No local match required.

Eligibility: Municipalities, nonprofit organizations, grant availability varies by geographic area.

Deadline: Varies by grant, throughout the year.

Contact: Lauren Bruno, (802) 388-3355 ext. 222 lbruno@vermontcf.org

Website: <http://www.vermontcf.org/Nonprofits/AvailableGrants.aspx>

Planning & Zoning Projects

Municipal Planning Grants

The Municipal Planning Grant Program supports a wide range of projects relating to planning and land use, and promotes cooperation, collaboration and the exchange of ideas. Eligible projects must have a clear connection to planning and implementation of the municipal plan and will be reviewed for conformance with the Regional Plan. The program encourages and supports planning and revitalization for local municipalities in Vermont. Projects that promote Vermont's historic settlement pattern will be given priority.

Range: Up to \$22,000 for individual municipalities and \$35,000 for consortia. Minimum cash match of 10%.

Eligibility: Municipalities or municipal organizations

Deadline: Annually in fall

Contact: Jenni Lavoie, (802) 828-1948 jennifer.lavoie@vermont.gov

Website: <https://accd.vermont.gov/community-development/funding-incentives/municipal-planning-grant>

VNRC Small Grants for Smart Growth

The program provides seed money for community-based, local initiatives related to smart growth including: advocacy for better land use through municipal planning, regulations, or advocacy in the permit process; and smart growth initiatives in the following areas: downtown and/or village center development or revitalization; transportation; housing; conservation, including agriculture, forestry, and historic preservation.

Range: \$500-\$1,500 per project

Eligibility: Local or multi-town entities, such as a municipality, municipal commission or committee; non-profit organization; or citizens group that is either working with a non-profit or seeking 501(c)(3) status and from within the State of Vermont.

Deadline: Accepted on a rolling basis

Contact: Kate McCarthy, (802) 223-2328 ext. 114 kmccarthy@vnrc.org

Website: <http://vnrc.org/programs/sustainable-communities/small-grants-for-smart-growth/>

SECTION 6

Postscript: The Plan & The Potential

Postscript: The Plan and The Potential

Island Pond is a special place. It has a beautiful village setting, a community that cares, and great potential for the future. Island Pond is truly a place apart, and as the planning team highlighted at the outset of this revitalization project, its outstanding landscape setting provides a point of departure for the work ahead. We highlighted 2012 article we cited in the Boston Globe entitled “Island Pond,VT, is gritty, rambunctious” – and the story articulates some of the qualities that both visitors and residents appreciate:

“A railroad hub a century ago, Island Pond was, and remains, rustic and rambunctious. ...the village itself is an island of commerce in Vermont’s fabled three-county Northeast Kingdom. In the winter, Island Pond touts itself as the ‘Snowmobiling Capital of the Vermont’, as it attracts enthusiasts to its trails and downtown watering holes.”

Indeed, there is a “there, there”, and this project has provided an opportunity for an experienced, multi-disciplinary team to work with Island Pond residents, business people and leadership to build on the village setting, history and location to reinforce its place as that “island of commerce” and as a “base camp” to explore the amenities and offerings of this region of the Northeast Kingdom. There are challenges ahead for the future revitalization of Brighton’s lakefront village. This Plan assembles a wealth of information and ideas for the future of Island Pond that, in part responds to these challenges.

What is abundantly clear from the work and effort invested in this project, and the involvement and support of the local community, is that the town and its citizens have a number of key steps to take and distinct opportunities to capitalize on. It is also certain that the citizens of Brighton will need to marshal their energy, their forces and continue the work of the project Steering Committee.

The challenges Island Pond has before it are not unlike those that many Vermont village centers and small downtowns have faced and continue to address. White River Junction, a small downtown in the community of Hartford

began its revitalization efforts in the early 1990's and is still at it, and with many successes to point to, but with work still to be done. Developing and supporting a vibrant downtown is an ongoing effort. But one thing is clear – having a roadmap to guide the way, and a blueprint that identifies actions and outcomes – is critical to the success of the effort. When members of our team were working years ago in Bethel VT, we had a public workshop that attracted residents, property owners and business people. One attendee who had been an observer of the proceedings approached the planning team at the end of the event. He praised the effort, acknowledged its importance to the community, and stated that this commitment gave him the assurances he needed to invest in the town. Soon thereafter several vacant buildings were renovated and restored, and that same attendee brought his New York business to Bethel's Main Street.

The Plan provides a framework for a wide range of projects- it provides specifics with regard to implementation activities, funding options and planning and design initiatives. Included are designs and recommendations for the village streetscape, traffic engineering initiatives, transportation and infrastructure improvements. There are visions (not small but not grandiose) for the village's future that include economic development and infill opportunities and a big picture view for the lakefront landscape and park area – one of the town's unique and compelling assets.

The plan is already working! The graphic identity developed as part of the design work for the plan is about to be added to the marketing materials designed to attract visitors to Island Pond and a preliminary wayfinding system has been designed.

Market trends and economic opportunities have been identified and already there is a sense that Island Pond is on the map and people from elsewhere in the state and from afar are already exploring real estate and tourism attractions in the town and beyond. Finally, one product of this effort is already serving Island Pond. Over time the village can become the hub for a wide range of four season activities in this just-starting-to-be-discovered part of Vermont. It can also become a destination for new residents, looking for new opportunities and a quality of life that is becoming increasingly harder to find elsewhere in the United States.

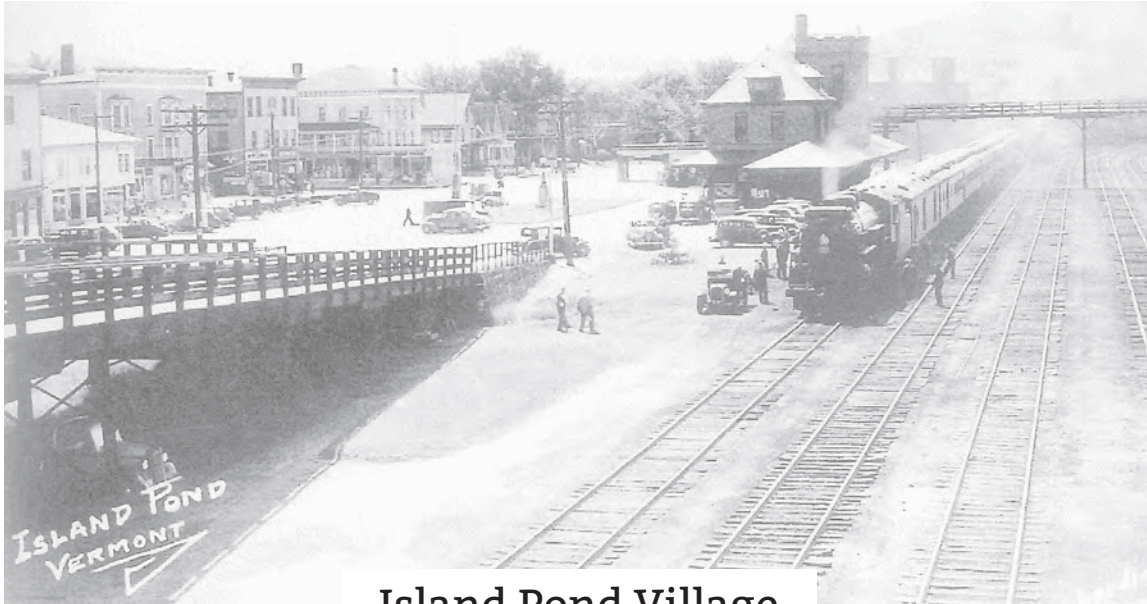
It is these ideas and initiatives that hold promise for the future; but nothing can be accomplished without the community's investment of optimism and action. The time is now and with this plan in place, the next chapter for Island Pond can be written.

Appendix

Introduction to the Appendix

This appendix contains additional products prepared as part of the Island Pond Village Revitalization Plan – but are not necessarily an integral part of the plan. These documents reflect a range of work products and are included for reference and as a record of the work and ideas generated as part of planning and design process for the revitalization of Island Pond Village.

Meeting Handout



Island Pond Village
REVITALIZATION MASTER PLAN

Kick-Off Meeting

AUGUST 9, 2017 | 2:00 PM | TOWN HALL

LandWorks | RSG | Engineering Ventures | Doug Kennedy | UK Architects



2017 Brighton Community
Visit Report & Action Plan
Key Takeaways

“Brighton is a hardworking town with determination and dedication to do what it takes to succeed. This is also a community full of heart, pride, and a readiness to support each other, take care of one another, and celebrate together.”

PRIORITY PROJECTS:

- Advance a Brighton Recreation Program
- Revitalize and Beautify the Downtown
- Make Brighton an ATV Destination
- Support Business Growth and Economic Development

OTHER KEY OPPORTUNITIES IDENTIFIED BY THE COMMUNITY:

- Improve Community Communications
- Start a Brighton Arts Committee
- Build a Brighton Community Center
- Improve Public Transportation
- Beautify the Downtown
- Expand Mountain Biking Opportunities
- Improve Paths, Walkways and Trails
- Address Substance Abuse
- Develop a Community Mentorship and Career Development Program
- Expand Community Learning and Career Opportunities
- Advance Natural Resource Conservation
- Build a Formal School and Community Partnership
- Advance the Tourism Economy



Key Studies & Resources

- 2017** | Community Survey Key Takeaways/Community Visit Report and Action Plan, Vermont Council on Rural Development (VCRD)
- 2011** | Island Pond Lakeside Park Improvement Study
- 2007** | Brighton Community Visioning Session
- 1989** | Island Park Plan, Planning Grant from VT Community Development Program

Sidewalk Studies - VTrans Alternatives and Bicycle and Pedestrian Programs

Trains, Logs, Moose and Birds: Building on the Past and Reaching toward the Future with Cultural Heritage and Nature-based Ecotourism in Island Pond, Vermont, Thomas R. Hudspeth

“Island Pond and Brighton recreational resources are a great tourist attraction, along with the lake, the state park, the island and our history. It is also the region’s isolated, rugged, unspoiled and undeveloped landscape that provide the “sense of place” for Brighton, the Nulhegan Basin and the towns of the Upper Kingdom. That landscape is our “brand”. The potential for developing economies based on concepts such as “eco-tourism”, “geo-tourism” and “watchable wildlife” is great, but must be promoted.”

2013 Brighton Town Plan



Agenda

1. INTRODUCTIONS

- Consultant Team
- Project Steering Committee

2. BRIEF REVIEW OF SCOPE OF WORK

3. REVIEW OF PROJECT SCHEDULE

Discussion of Possible Community Events

4. PROJECT DISCUSSION

- Project Overview and Understanding
- Discussion of past studies and projects, priorities, existing issues, and desired outcomes

5. GENERAL DISCUSSION



Project Team

CLIENT

Town of Brighton

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(802) 723-4753

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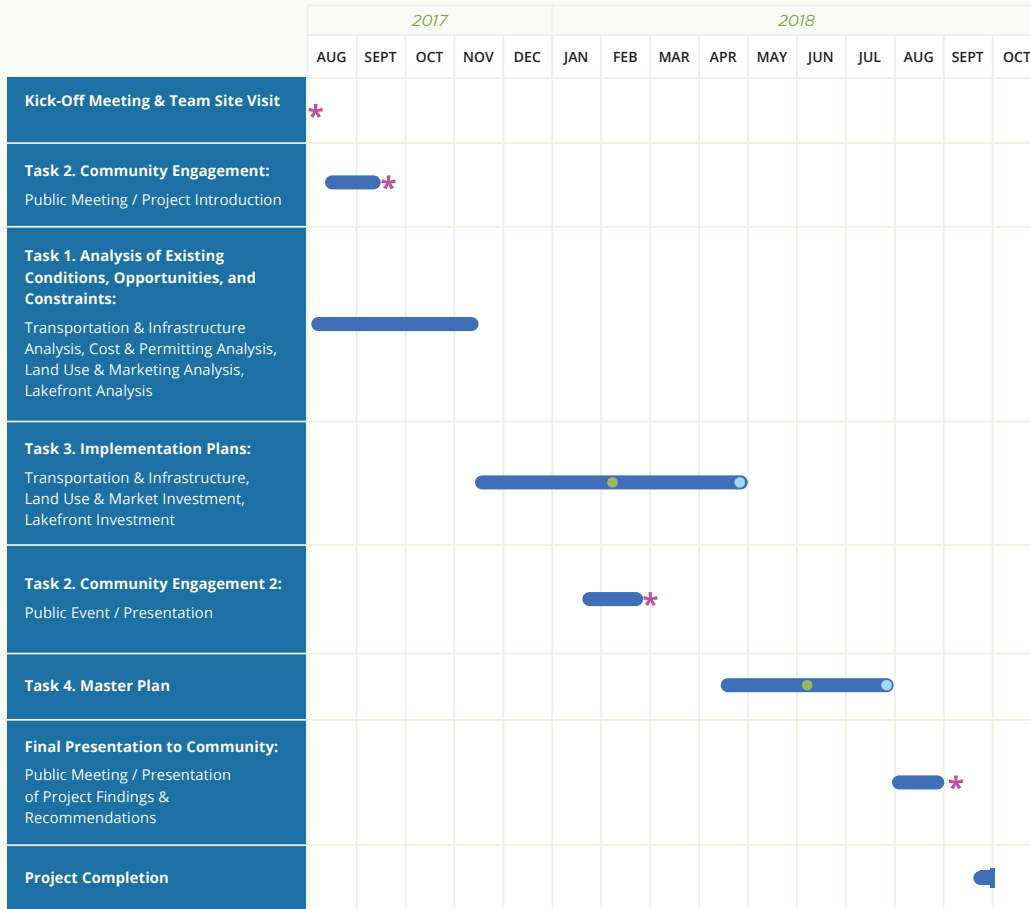
Chris Kennedy

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(603) 643-8868

7 Allen Street, Suite B9, P.O. Box 231, Hanover, NH 03755

Revised Project Schedule



- Approximate Duration
- Project Completion
- Mid Point Check-in with Steering Committee
- Presentation to Steering Committee
- * Key Event

Meeting Notes

Island Pond Village REVITALIZATION MASTER PLAN

Kick-Off Meeting Notes

Meeting Time: 2:05 - 4:10 PM

Meeting Location: Town Hall

Meeting Date: August 9, 2017

Report Issue Date: August 15, 2017

ATTENDANCE

Steering Committee: Richard Amore, Rebekah Perry, Michael Strait, Jeanne Gervais, Ephrayim Masse, Emma Gunn, Luke O'Brien, Doug Morton, Joel Cope

Consultant Team: Kevin Warden (EV), Jonathan Slason (RSG), Chris Kennedy (UK), David Raphael (LW), Lucy Thayer (LW)

MEETING NOTES:

Opened with team introductions.

Richard Amore (ACCD) gave some background to the project and grant. Island Pond is in the 3rd round of recipients for the Better Connections grant. During the project process, Richard and appropriate state officials will review recommendations for feasibility and implementability.

During Steering Committee (SC) introductions, each participant discussed opportunities and challenges for the project. The following points were brought up:

Opportunities / Assets:

- Would like a downtown to visit / destination
- Outdoor recreation on the water and in the town environs, with regional connectivity
- Could be a bedroom type community
- Safe recreation opportunities, bike paths, walking trails around the lake
- Historic Architecture
- Clyde River and Bluff Mountain
- Make improvements accessible to all economic levels
- Natural Resources
- Views across the water

Challenges / Needs:

- The Pond needs to be more visible, more connected to downtown
- The downtown is closed off to the lake
- Limited retail space, tired infrastructure
- Need to fill vacant buildings
- Need funding and supportive resources



Note: any errors or omissions to meeting note content should be reported to the writer within five working days from date of distribution to ensure reissue; failure to do so establishes the information herein as record copy.

Kick-Off Meeting Notes (continued)

- Discussed the economic development plan regarding trails - 'Economic and Fiscal Impact Analysis of the Vermont Trails and Greenway Council Member Organizations' dated October 2016, Prepared for the Vermont Trails and Greenways Council.
- There is a special character to Island Pond - it has deep woods, camp culture, with excellent hunting, fishing, and birding.
- Snowmobiling has been on the decline for several reasons; one reason it could have been so successful during its height is because it was advertised / pluses and minuses associated with snowmobile event.
- IP Chamber of Commerce is unpaid and has tried to work with neighboring CC's, without much success. However the Friday night events have been very successful and drawn large crowds.
- There is difficulty getting more people to join emergency services; currently (4) people are in town for fire / ambulance service.

General Project Discussion:

- The primary area of focus for the project can be defined as the area identified as the designated downtown district per Island Pond's recent 2016 amended application.
- Overarching conclusion that there is not one magic bullet - rather a number of options/ activities and initiatives should be considered.
- Mountain streams provide water. The available water is 187,000 gal/day; total daily use is 120,000 gal/day. Need to confirm sewer capacity and use.
- There are some additional stakeholders that could be represented in the project and on the SC, they could include members from the health center; school principal; Brighton SP; Conte NWR; Northwoods; Lakeshore Owners Association; library.
- The next meeting will be before the next community event; date TBD.



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Meeting Handout

Join Us For a

**walk
& talk**

in Island Pond

What's working, what's not?

What do you see for the future?

We want to hear from you!

Tell us what you think!

VILLAGE REVITALIZATION MASTER PLAN

DATE **Monday, October 30** TIME **4:00 - 5:00 PM** LOCATION **Meet at Town Hall**

As part of the Island Pond Village Revitalization Master Plan please join the Town & Consultant Team for a Walk & Talk. We will be leading three groups around the Village to look at specific issues that include Infrastructure and Transportation, Village Revitalization, and the Lakefront.

Come share your experiences, knowledge, and ideas with the Town & Consultant Team!

Walk & Talk Groups

GROUP ONE	GROUP TWO	GROUP THREE
Getting Around Island Pond	The Greening of Island Pond	The Building Blocks of the Village

**For more information, contact Lucy Thayer at:
(802) 388-3011 or lucy@landworksvt.com**

Presented and organized by LandWorks, Resource Systems Group, Engineering Ventures, Doug Kennedy Advisors, and UK Architects

The Island Pond Village Revitalization Master Plan Project is funded through a grant from Better Connections administered by VTrans in partnership with the Agency of Commerce and Community Development.

Join Us For a

What's working, what's not?

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Come share your experiences, knowledge, and ideas with the Town & Consultant Team!

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GROUP ONE
Getting Around Island Pond
An exploration of circulation in Island Pond that will focus on multi-modal traffic and transportation, parking, and the overall infrastructure that supports multiple modes of travel in and around the village and beyond.

GROUP TWO
The Greening of Island Pond
Analyze and explore Island Pond's open space, green space, recreation, amenities and the visual links/connectivity between the town and lake while discussing the elements of sustainable site design, development and management.

GROUP THREE
The Building Blocks of the Village
Examine and discuss the "bones" of the village; historic development, development sites (where to grow, how to grow), livability in Island Pond, as well as a discussion about architecture and built form.

Presented and organized by LandWorks, Resource Systems Group, Engineering Ventures, Doug Kennedy Advisors, and UK Architects

The Island Pond Village Revitalization Master Plan Project is funded through a grant from Better Connections administered by VTrans in partnership with the Agency of Commerce and Community Development.



GROUP ONE Getting Around Island Pond



Questions and Comments

Do you see or know of any issues regarding the way streets, driveways, sidewalks, paths, or cut-throughs are used downtown?

What areas could or should be used for a different purpose?

Where is on-street parking most important? Where does it exist but does not need to?

What routes/connections or locations should be accessible and safe for pedestrians and/or bicyclists but currently are not?

Where would you like to see new or improved pedestrian crossings?

Are there any downtown-wide, big-picture changes you'd like to see to better meet the needs of residents, business owners, and/or visitors?

What feature(s) would you like to see in a gateway treatment as you enter the village?

How can the downtown transportation layout or circulation create improved access to the lake? To the residential areas north and south of the downtown? To Bluff Mountain? To the elementary school?

What changes (big or small, general or specific) would you like to see to better meet the needs of the following road users (that hasn't already been covered in the above questions)?

Walking:

Bicycling:

Driving:

ATVs:

Trucks:

Public Transit:



GROUP TWO The Greening of Island Pond



Questions and Comments

In Island Pond, what do you think works or could be improved with regard to:
Green / Open Space

Recreation amenities and opportunities (this can include basketball, tennis, boating, swimming, fishing, etc.)

What role does the Lake and/or the Lakefront Park play for you? How do you use the amenities?

Do you think there are better or improved uses for the Lakefront Park and lakefront space?

What would you like to see more or less of with regard to:
Green / Open Space

Recreation Amenities and Opportunities

What do you see as the challenges for improvements to green/open space, recreation or amenities?

What do you see as the benefits for improvements to green/open space, recreation or amenities?



GROUP THREE The Building Blocks of the Village



Questions and Comments

Describe the character of the downtown:

What do you see?

What do you want to see?

What is something special about the downtown that should be better known?

What do you think works well or could be improved with regard to:

Drawing people to the downtown?

The character of the existing buildings?

The quality of Cross Street?

How should the Lakefront and Cross Street relate to each other?

What facilities should be incorporated into a park at the Lakefront?

What are the challenges for energizing and improving the downtown?

What type of benefits would you like to see result from improving the downtown?

Meeting Handout

Island Pond Village
REVITALIZATION MASTER PLAN

Steering Committee Meeting

10.30.17 | 5:30-6:30

Meeting Agenda

1. Brief Discussion About the Walk & Talk

Take-aways, thoughts, etc.

look at preliminary implementation ideas and strategies

2. Existing Conditions - Preliminary Findings

Brief Discussion from team about initial findings

- Public input - Online Survey?
- Community Event 2

Winter Event - Speaker? Roundtables? Presentation

3. Next Steps

Future Events and Meetings

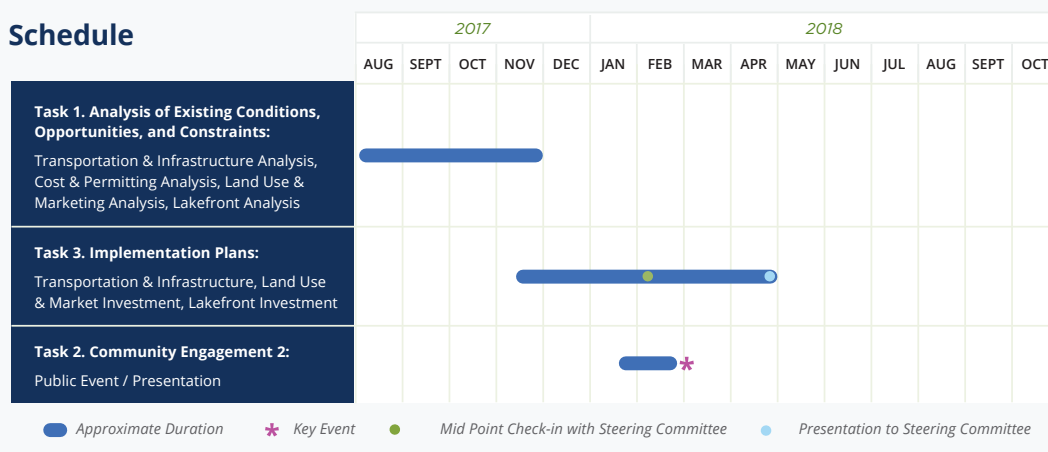
- Complete Existing Conditions and Inventory Analysis
- Next Steering Committee - review work and

4. Logo Ideas

Look at / discuss options

5. Anything Else?

Schedule



General Notes / Observations and Initial Thoughts

Transportation:

- Improve intersection of Main St and Cross St
- Access to parking areas in some locations is very wide, increase curbs to limit and direct access to specific designated locations
- Make road way accommodations for alternative modes of transportation (ATV, bikes, snowmobiles)
- Improve road signage at certain locations (i.e. Mill St)

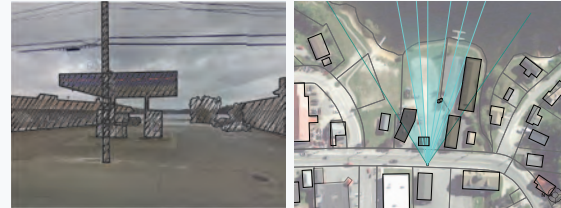
Arrival and Sense of Place:

- Create / emphasize gateways to the town from the 1) South (Derby St / VT114), 2) East (VT105), 3) West (Railroad St / VT114)
- Create destinations & 'pause places' that draw people / attention to the waterfront and best features of Village
- Continue banners, refresh banner graphics and add a twist unique to Island Pond (i.e. bicycles in Lyndonville); Bring out Island Pond's character
- Improve visitor resources (brochures, kiosks, maps, etc.) that aren't available when Visitor Center is not open

Existing Conditions: Preliminary Findings



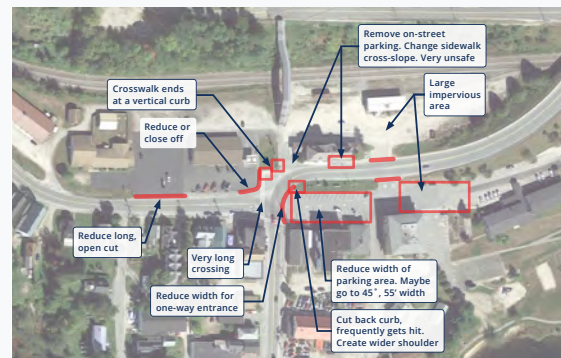
Impervious / Pervious Surface Diagram



Location 5

Camera Viewshed Visual Obstruction

Viewshed Analysis - Location 5



VT-114 / Main Street Intersection: Issues and Possible Changes

General Notes / Observations and Initial Thoughts CONTINUED

Streetscape:

- Increase pervious surface and vegetative cover, decrease pervious surfaces to improve stormwater runoff and visual aesthetic
- Ample off street parking present, reduce on street parking
- Improve streetscape with vegetated buffers, street trees, stormwater management techniques, add multimodal transportation lanes (i.e. ATV, Bike), increase sidewalk widths where appropriate
- Increase pervious surface, decrease impervious surface by adding vegetation
- Delineate condition edges (i.e. parking lots, roadways); many parking areas / roadways do not have an edge condition so spaces bleed into each other
- Improve pedestrian experience and roadway crossing etc. to make more pedestrian friendly
- Facilitate views and connection to waterfront

Lakefront:

- Reduce / consolidate recreation amenities to what is needed / wanted
- Develop programming that brings people to the beach & lake front (i.e. fishing derby, school events, boating events)
- Continue / extend Lakefront Trail where possible
- Bring more planting, landscape and natural elements to and around lake front

Recreation:

- More information (signage, kiosks, brochures, maps, etc.) for recreational opportunities near Island Pond (i.e. Bluff Mountain, Brighton State Park)
- Opportunity to create tour groups / guided tours and expeditions (i.e. hunting, fishing, birding, ATViing, snowmobiling, hiking, boating)
- Increase use of space around Pavilion, add picnic tables, etc. to bring people to the water
- Consolidate lake front recreation infrastructure

Meeting Notes

Island Pond Village REVITALIZATION MASTER PLAN

Steering Committee Meeting Notes

January 31, 2018 | 5:30pm-6:30pm | Town Hall Gym

ATTENDANCE

Jim Cross, Ray Fontaine, Mike Strait, Joel Cope, Jeanne Gervais, Doug Niles, Janet Osborn, Emma Gunn, Brandy Goulet, Jenna Koloski (VCRD), Lucy Thayer (LandWork)

MEETING NOTES:

Existing Condition Analysis & Inventory

Discussion regarding the findings

- Overall approval for initial Analysis & Inventory findings and focus areas
- Findings have focus on “main street” infrastructure and layout, as well as connection (physical and visual) to lake
- Lake as a unique asset that could to be capitalized on; how to tie the downtown and lake together?
- Corrections:
 - Pg. 15 – the large expanse of impervious surface adjacent to the railroad (east of the pedestrian bridge) is owned by the railroad. The current use is not anticipated to change in the near future;
 - Pg. 24 – the river that flows under the bridge is the Clyde River, not Lightning Brook
 - Need to review what groups have been listed to facilitate events that are specifically listed, current description is not accurate;
- Note: Pg. 19 – The discrepancy in water use and flow is because there is water lines / infrastructure around the whole lake, while the sewer line is only located along a portion of the lake;
- There is a ROW agreement with the railroad that allows access for the pedestrian footbridge;
- The Railroad has a 30' ROW from the edge of canopy in this area;
- Ownership of properties in town is a factor that will determine use; this is true for multiple properties
 - Coordination and discussion with current landowners is encouraged at early stages to promote solutions that have town wide benefits
- Like idea of “base camp” or “hub”, but there is question of if there is a better phrase;
- VTrans 2019 Repaving Project



Note: any errors or omissions to meeting note content should be reported to the writer within five working days from date of distribution to ensure reissue; failure to do so establishes the information herein as record copy.

Steering Committee Meeting Notes (continued)

- Funding sources will be very important for capital improvements so tax increases can be minimized

Next Steps

- LandWorks will be at the Visitor's Center during the Chili Fest on February 10th,
 - A special Thank You to Mike Strait and Hearth & Home Country Store for their donation of (2) \$25 gift certificates for the prize raffle to get visitor participation in a survey about the town.
- Consultant team is working on draft recommendations and implementation plan; plan for mid - late March completion of draft



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VCRD Check-In Meeting Notes (continued)

A \$10K grant was awarded from the Robert Wood Foundation

- Part of funds used to host Community Cafes, substance free events open to all community members
- Discussion about feasibility of a community center; often schools are used as community center, however geographic location of Brighton Elementary School is a distance that is not conducive to a centralized location for a town community center.

Brighton State Park could connect Maidstone State Park

“Century Rides” bike from park to park, would like to encourage camping

Localmotion could be a resource

VMBA (Vermont Mountain Bike Association) and member networks could be resources

Renewal Committee

- Applied for and received the Better Connections Grant to work with a consultant team to create a downtown revitalization master plan
- Have put on many successful events engaging the business community, to name a few:
 - Holiday Magic
 - Green Up Day
 - Winter Carnival
 - 4th of July
- For the 4th of July celebrations, the committee cleaned up vacant storefront landscapes, beautified landscape
- Hired a photographer to document town events, so there is up to date marketing material available;
- Included in Group Tour magazine (international publication), in both print and digitally
- Island Pond is included on the cover of Vermont Life this year
- Seeking to increase marketing effort, pursuing grant opportunities for funding
- Discussion regarding a town wide calendar that all groups and committees could post to; currently there is not a single location for this
- Looking to create an Island Pond brand
- Currently have (8) grants in progress, including USDA grant for training and marketing; Ben Doyle (VT USDA) could be a good resource
- Committee is creating whole package itineraries with hotels, a range of events, dining, etc.
- Using Facebook for targeted marketing, has been effective

Town and committee members would like to be notified and considered for potential grant opportunities



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Comment Cards

Island Pond VILLAGE REVITALIZATION MASTER PLAN

The best part of Island Pond is ...

I wish Island Pond had ...

I visit Island Pond because ...

I would come to Island Pond more if ...

HERE'S HOW YOU CAN HELP

In the box below, write why you love Island Pond and what you would like to see improved.

Provide your email below to be entered for a survey.



HERE'S HOW YOU CAN HELP

In the box below, write why you love Island Pond and what you would like to see improved.

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In the box below, write why you love Island Pond and what you would like to see improved.

Provide your email below to be entered for a survey.



Meeting Handout



Steering Committee Meeting

JULY 18, 2018 | 5:00 PM

Agenda

1. PROJECT UPDATE & SCHEDULE

2. IMPLEMENTATION PLAN MATRIX INITIAL REVIEW & COMMENTS

Input desired on the following items:

- A. Actions and Initiatives
- B. Responsible Parties
- C. Priority
- D. Time Frame

3. PLANS FOR COMMUNITY ENGAGEMENT OVER OVER LABOR DAY WEEKEND

Schedule

AUGUST

- Input from Town and Steering Committee on Implementation Plan
- Refine design elements as appropriate and create overall plan
- Plan for Labor Day Engagement Opportunity

SEPTEMBER

- Labor Day Event
- Develop Draft of Final Plan Document
- Steering Committee Meeting Mid September
- Deliver Final Plan

LandWorks | RSG | Engineering Ventures | Doug Kennedy | UK Architects

The following table is an example from the Implementation Plan Matrix.

1.7 - Reduce Roadway Width on Cross Street	
Category	Street Improvements
Recommendation/Action Item	1. New curb to narrow road, both sides of Cross Street from Railroad / Main Street to Birch Street 2. Add vegetated / planted strip between existing curb and New curb 3. New drainage infrastructure for New curbs
Potential Constraints/Issues	
Responsible Organization/Party	
Potential Partners	
Potential Funding	Northern Border Regional Commission, ACCD Municipal Planning Grants
Notes/Next Steps	Ideally do ahead of VTrans paving project. Pursue with 1.7
(P) 1.8 - Bump Outs to Reduce Crossing Distances / as Gateway and Placemaking	
Category	Street Improvements
Recommendation/Action Item	1. New curbing, green space, drainage, and hardscaping at a variety of locations: 2. Parking Area; Mill Street; Southern Gateway 3. Reduce per unit cost by 50% if pursued with 1.7
Potential Constraints/Issues	
Responsible Organization/Party	
Potential Partners	
Potential Funding	VTrans Bicycle and Pedestrian Grant Program, ACCD Downtown Transportation Fund, Northern Border Regional Commission, ACCD Municipal Planning Grants
Notes/Next Steps	Ideally do ahead of VTrans paving project. Pursue with 1.7
(P) 1.9 - Add / Increase Outdoor Seating - Permanent	
Category	Street Improvements
Recommendation/Action Item	1. Brick / stone paver hardscaping between existing curb and new curb 2. Requires 1.7 3. Assumes a 25-foot long area, the width of the new strip
Potential Constraints/Issues	
Responsible Organization/Party	
Potential Partners	Businesses
Potential Funding	ACCD Downtown Transportation Fund

■ Highest Priority
 ■ Medium Priority
 ■ Lower Priority

Steering Committee Presentation



The slide features a light blue background with a white rounded rectangle at the top. Inside this rectangle, the text "Island Pond" is written in a large, dark blue font, with a small circular logo containing a stylized tree and water. Below this, "VILLAGE REVITALIZATION MASTER PLAN" is written in a smaller, green, all-caps font. A green horizontal bar with a white shadow effect is positioned below the white rectangle, containing the date "July 18, 2018" in white text. At the bottom, a dark blue rounded rectangle with a white shadow effect contains the text "Project Review & Draft Implementation Plan" in white, bold, sans-serif font.

Island Pond
VILLAGE REVITALIZATION MASTER PLAN

July 18, 2018

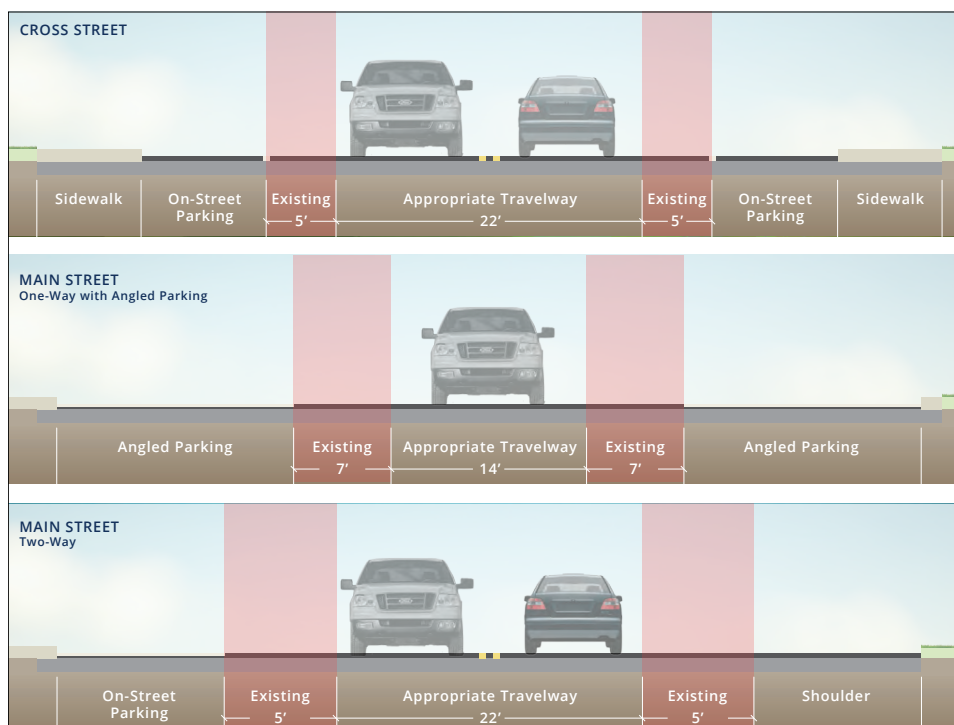
**Project Review &
Draft Implementation Plan**



The slide has a light blue background. At the top, a green horizontal bar with a white shadow effect contains the text "THE CHARGE" in white, all-caps font. Below this, a white rounded rectangle with a light blue shadow contains a quote in dark blue text. The quote reads: "The Town of Brighton will hire a consultant team to facilitate the development of a comprehensive Village Master Plan in an effort towards creating an economically vibrant and pedestrian-friendly village center." The quote is enclosed in double quotation marks. In the bottom right corner of the white rectangle, there is a faint, light green graphic of two stylized trees on a hill.

THE CHARGE

“ The Town of Brighton will hire a consultant team to facilitate the development of a comprehensive **Village Master Plan** in an effort towards creating an economically vibrant and pedestrian-friendly village center. ”



KEY FINDINGS

Five Key Findings from the inventory and analysis work:

- 1. Island Pond is a unique and historic village** in an engaging setting and well situated to attract new residents and certain types of businesses. It can be a destination and provide services for tourism.
- 2. Island Pond has made strides in community development** and marketing but has challenges with regard to attracting new residents and tourism and visitation based on travel and recreation indicators.

KEY FINDINGS

- 3. There is a need to address road and streetscape conditions and related infrastructure to support an enhanced village environment that addresses both aesthetics and functionality.**
- 4. The lakefront is a critical asset but is underutilized and has not benefited from an overall plan or vision to develop it and connect it to the town's future economic vitality.**

KEY FINDINGS

- 5. Planning, marketing and investment are needed to respond to the current conditions in Island Pond that present distinct opportunities for infill development and new business.**

KEY RECOMMENDATIONS

- 3. Continue to design and enhance the Lakefront property and adjacent lands with both short and long term projects and an overall vision for the future.**
- 4. Support the evolution of the village with collaborative efforts to facilitate infill opportunities, entrepreneurship and tourism infrastructure.**
- 5. Continue to expand marketing, branding and tourism infrastructure with partnerships, grant and funding opportunities as well as promotion and marketing to attract interest and investment.**

Lakefront Park, Greenspace & Recreation

PS 2.1 Lakefront Park

Recommendation/Action Item	Priority	Timeline
1. Add a deck configuration that can double as a boat access and launch launch for the downtown and be a stage for performances, events and more.	(S)	(TIME FRAME)
2. Add a walk with informational brochures, notices, things to do, etc.	(S)	(TIME FRAME)
3. Add trees, gardens, bioswales, and filtration areas to address stormwater runoff and aesthetics.	(S)	(TIME FRAME)
4. Use landscape lighting, signs, structures, etc. 2 and surface (e.g. planting areas and trees) to reinforce access and draw focus to the Lake.	(S)	(TIME FRAME)
5. Add one knowledge like pavilion, benches, picnic tables, hammocks - that are different populations.	(S)	(TIME FRAME)
6. Create 'special' places with heritage, paving, decking, signage and amenities. This could include floating dock (City Park) in the Lake, or a small amphitheater - and gathering space.	(S)	(TIME FRAME)
7. Increase vegetation in highly trafficked areas, possibility to use reinforced turf, to reduce runoff and for aesthetic appearance.	(S)	(TIME FRAME)
8. Add a large, iconic Park identity sign at both Park entrances.	(S)	(TIME FRAME)
9. Create a new 'Welcome' sign building that can accommodate concessions, classes, events, and promote tourist information.	(S)	(TIME FRAME)

Potential Constraints/Issues: _____
 Responsible Organization/Party: _____
 Potential Partners: _____

Notes/Next Steps: _____

PS 2.2 Pedestrian Bridge at the Railroad, 'Support Park'

Recommendation/Action Item	Priority	Timeline
1. Remove monuments and signs from Island between East Brighton Road and Main Street to Support Park	(S)	(TIME FRAME)
2. Use this space as an opportunity for interpretive signage and historical information, and/or commercial development.	(S)	(TIME FRAME)
3. Add plantings and pervious surface, remove asphalt and impervious surface.	(S)	(TIME FRAME)
4. Add benches and other amenities such as lighting/signage.	(S)	(TIME FRAME)
5. Add wayfinding/directional sign leading to Bullfinch, trailhead and other destinations.	(S)	(TIME FRAME)

Potential Constraints/Issues: _____
 Responsible Organization/Party: _____
 Potential Partners: _____

Notes/Next Steps: _____

PS 2.3 Village Landscaping

Recommendation/Action Item	Priority	Timeline
1. Enhance connections to the village on all major routes to town with landscaping and a 'highly visible sign' 'Welcome to Island Pond' and 'Come Again' (these either could be signs) for all of the grounds (i.e. water front, trailhead and signs).	(S)	(TIME FRAME)
2. Identify areas, in association with streetscape improvements where planting, flower boxes, street lights, and lighting can enhance village character and aesthetics.	(S)	(TIME FRAME)

Legend: ■ Highest Priority ■ Medium Priority ■ Lower Priority

Market, Economic Development & Identity

PS 3.1 Marketing

Recommendation/Action Item	Priority	Timeline
1. Distribute information at a single location, like a kiosk or the visitor center.	(S)	(TIME FRAME)
2. Make information accessible at all hours at the central information area like the Welcome Center.	(S)	(TIME FRAME)
3. Emphasize that Island Pond is a 'one stop shop' for an adventure.	(S)	(TIME FRAME)
4. Make and advertise Island Pond as a 'Base Camp' or 'Recreational Hub'.	(S)	(TIME FRAME)
5. Arrange more events (like Friday Night Live) so that Lake and Island are the backdrop, this will help to create engaging marketing images.	(S)	(TIME FRAME)

Potential Constraints/Issues: _____
 Responsible Organization/Party: _____
 Potential Partners: ACCO Municipal Planning Grant, ACCO VT Community Development Program Implementation Grants, ACCO VT Community Development Program Planning Grants

Notes/Next Steps: _____

PS 3.2 Economic Development

Recommendation/Action Item	Priority	Timeline
1. Encourage recreational/sporting goods and rental shops in a highly visible location in the Downtown.	(S)	(TIME FRAME)
2. Create multi-level options for housing accommodations.	(S)	(TIME FRAME)
3. Improve current hotel accommodations.	(S)	(TIME FRAME)
4. Consider meeting another accommodation offering.	(S)	(TIME FRAME)
5. Identify for new or additional services that could include: laundromat, elderly housing, cafe and flexible workspace, health care services.	(S)	(TIME FRAME)
6. Create a Community Center in a central location in town that serves the community as a whole.	(S)	(TIME FRAME)

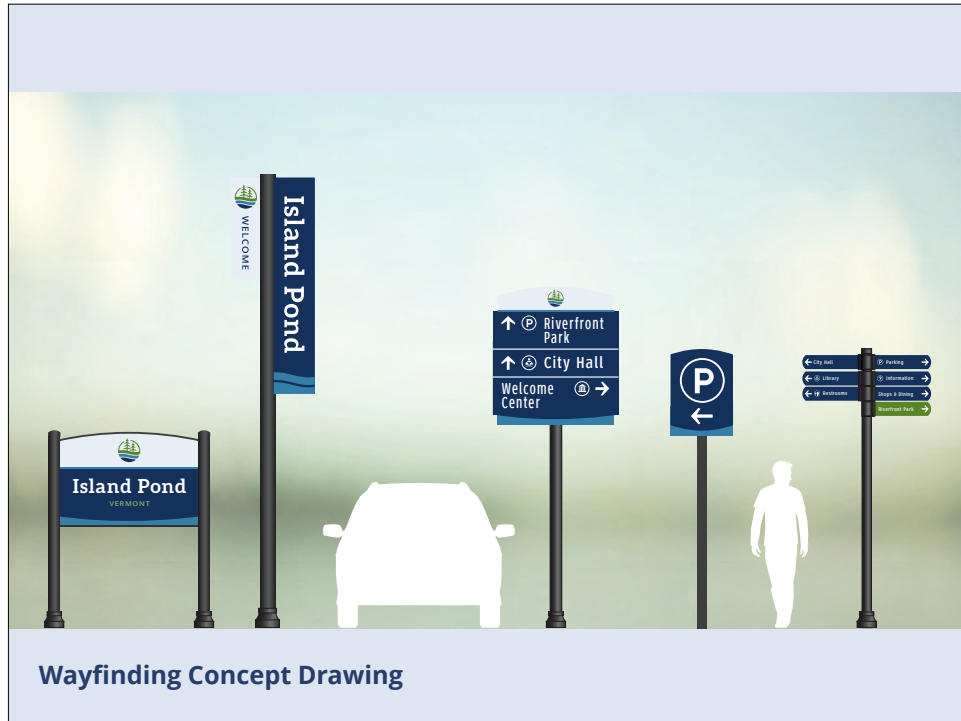
Potential Constraints/Issues: _____
 Responsible Organization/Party: _____
 Potential Partners: ACCO Municipal Planning Grant, ACCO VT Community Development Program Implementation Grants, ACCO VT Community Development Program Planning Grants

Notes/Next Steps: _____

PS 3.3 Village Identity

Recommendation/Action Item	Priority	Timeline
1. Add art to public locations that is unique to Island Pond. Include interactive art pieces or sculpture. Connect art pieces to the Lake (Specially in results).	(S)	(TIME FRAME)
2. Create a cohesive, comprehensive wayfinding and messaging system.	(S)	(TIME FRAME)
3. Add more 'Identity' signs that reinforce vision of the place.	(S)	(TIME FRAME)
4. Add interpretive signs that tell the history of the island pond.	(S)	(TIME FRAME)
5. Create an interpretive walking tour to highlight the history and culture.	(S)	(TIME FRAME)

Legend: ■ Highest Priority ■ Medium Priority ■ Lower Priority



UP NEXT:

AUGUST


- Input from Town and Steering Committee on Implementation Plan
- Refine design elements as appropriate and create overall plan
- Plan for Labor Day Engagement Opportunity

SEPTEMBER

- Labor Day event
- Develop draft of Final Plan document
- Steering Committee Meeting Mid-September
- Deliver Final Plan

Poster for Public Event

Look For Our



POP-UP
projects

In Island Pond

*What's working,
what's not?*

*What do you see
for the future?*

*We want to
hear from you!*

*Tell us what
you think!*

VILLAGE REVITALIZATION MASTER PLAN

DATE **Aug. 31 & Sept. 1** TIME **All Day** LOCATION **Main Street, Mill Street & Lakeside Park**

As part of the Village Revitalization Master Plan we are installing temporary, pop-up style demonstrations of potential future improvements. The demonstrations will highlight specific issues related to Village Infrastructure and Transportation, and the Lakefront experience.

The Kiosk

What's happening in Island Pond? A temporary kiosk will be installed along the pathway to Lakeside Park. Look for information about the weekend's events and the ongoing Island Pond Revitalization Project. There will be comment cards for your thoughts on what's happening in Island Pond and what should be happening in Island Pond.

The Pedestrian Sign

A mock-up pedestrian sign will be set up at the 4-way intersection of Main, Cross, and Railroad Streets and E. Brighton Road to help the community visualize potential future improvements that will help visitors find their way through Island Pond. This prototype sign is part of a proposed wayfinding system for the village that will guide visitors in Island Pond to key destinations.

The Bumpouts & Crosswalk

Look for temporary transportation infrastructure to be installed at the intersection of Cross St. and Mill St. and on Mill St. itself. Help us "fill in" the bumpouts and crosswalks with your artwork and imagine how this infrastructure might help to create an improved streetscape environment. Bump-outs and crosswalks address traffic and pedestrian safety and enhance the "walkability" of villages. A pedestrian friendly village center attracts and supports residents and visitors alike by making it easier to access local businesses and attractions.

Presented and organized by LandWorks, Resource Systems Group, Engineering Ventures, Doug Kennedy Advisors, and UK Architects

The Island Pond Village Revitalization Master Plan Project is funded through a grant from Better Connections administered by VTrans in partnership with the Agency of Commerce and Community Development.

Initial Lakefront Design Options



LAKEFRONT, GREENSPACE & RECREATION

Lakefront Park PRELIMINARY OPTION A





LAKEFRONT, GREENSPACE & RECREATION

Lakefront Park PRELIMINARY OPTION B



Island Pond Downtown Revitalization Master Plan