

# THE STOWE VILLAGE VIBRANCY REPORT



2007

Stowe Village Vibrancy  
Committee

**CA** Crane Associates, Inc  
Community Development



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# Executive Summary

The primary goal of this project is to increase vibrancy in the village of Stowe as measured by increases in foot traffic, increases in sales, a larger number and greater variety of businesses in the village, and more nightlife in the village. The Town of Stowe received a grant from the Municipal Planning Grant program from the Department of Housing and Community Affairs at the Vermont Agency of Commerce and Community Development to design a number of actions that would improve the viability of downtown businesses and strengthen the community as a whole. The town hired Crane Associates of Burlington, Vermont to complete an assessment of the strengths and weaknesses of the village, determine the market demand of the town's residents and visitors, and make recommendations on improving village vibrancy.

This study analyzes the existing conditions of the village including:

- ⊗ all building types and land uses in the study area;
- ⊗ visitor and resident populations;
- ⊗ traffic volume, mass transit, and sidewalks;
- ⊗ significant built features such as historic buildings, public and cultural facilities;
- ⊗ human resources within the town departments and Stowe Area Association;
- ⊗ existing public events and activities;
- ⊗ current town zoning ordinances and policies;
- ⊗ town actions of the recent past and near future for improving vibrancy.

After the existing conditions analysis, the researchers gathered extensive primary data. Data collection resulted in:

- ⊗ 709 completed survey questionnaires from a sample of overnight visitors within the past 3 years (95% confidence level +/- 3.4%);
- ⊗ 312 completed surveys questionnaires from a sample of the "local market", or Vermonters within a 45 minute drive of Stowe, (95% confidence level +/- 5.5%), 15% were Stowe residents;
- ⊗ 44 personal interviews with Stowe business owners, town officials, and non-profit organizations;
- ⊗ A 2-hour focus group discussion with 10 Stowe residents who identified themselves as someone who "frequently goes out at night."
- ⊗ 19 site visits over a 9 month period that included walking the village, measuring buildings and sidewalk widths, counting parking spaces, inventorying buildings, researching the retail market, observing visitor behaviors, and analyzing the shopping experience.

These data were analyzed from several perspectives and were combined with existing conditions, secondary data, and the

experience of the researchers to make recommendations on how to improve village vibrancy in Stowe.

All the information combined revealed a number of dichotomies that Stowe faces on a daily basis. For example, both out-of-state and local visitors genuinely enjoy Stowe for what it is today. The merchants on the other hand, who own and operate the locally owned businesses that give Stowe its unique character, are struggling to make ends meet. Stowe's full time residents have mixed reviews; the general sentiment is that the village functions well for daily living with the post office, school, library, town offices and stores in close proximity but the village is "dead" on nights and weekends and does not serve as a good place to socialize.

Other dichotomies exist between locals and tourists and the businesses that survive on them. Stowe residents want a bit more vitality in the village but not catered toward serving tourists (and certainly not large tours of them). More than one out of three Vermonters (the local market) thinks Stowe is so focused on tourists that they most often go to Chittenden County for festivals, restaurants, and pleasure shopping, even though Stowe offers comparable quality and quantity of these activities. Finally, the lodging businesses that need to fill their beds feel ever dependent on tourists and allocate a lot of resources marketing to them.

Some of the most salient points of the research findings are:

- ⊗ Pleasure shopping is the most common leisure activity, enjoyed by 86% of all Stowe visitors;
- ⊗ Visitors truly enjoy the quaint, traditional Vermont village of Stowe the way it is today but local Vermonters and residents are less enthusiastic about this assessment preferring a downtown with 21st century commerce and culture;
- ⊗ Visitors have very few complaints but if they were to improve the village they would have a greater variety of shops and merchandise, more affordable gifts, more free parking, music in the streets, more festivals and performing arts, and more informal and affordable restaurants;
- ⊗ Ironically, local residents also favor these same improvements so long as they are authentic and they do not imbue a tone of "tourism";
- ⊗ More than 1 out of 3 locals believe that Stowe is mostly for tourists;
- ⊗ Locals also believe that Stowe is friendly and inviting;
- ⊗ 73% of the local market (45 minute drive of Stowe) rarely considers Stowe when going pleasure shopping even though 68% of the local market frequently engages in this activity;
- ⊗ 60% of the local market rarely considers Stowe when seeking a fair or festival even though almost 50% of the local market are frequent festival goers and Stowe had 66 festivals in 2007;

- ⊗ 90% of those who believe Stowe is "mostly for tourists" most often go to Burlington for pleasure shopping, going out to dinner, or attending festivals;
- ⊗ There are between 150,000 to 350,000 people within 45 minutes who actively engage in the leisure activities that Stowe offers but rarely go to Stowe, or even consider Stowe, when participating in them;
- ⊗ Chittenden County has a slightly higher median income than Manhattan.

These core findings have led the consultants to make recommendations that strike a balance between the demands of visitors and residents. The recommendations are based on a set of principals that state:

1. In general, what is good for residents is also good for visitors, but actions that facilitate a large mass of low-budget travelers is not good for either group. Stowe must maintain a high quality and unique visitor experience so that it remains palatable to residents and local Vermonters.
2. The lack of chain stores and national franchises in Stowe village helps preserve its authenticity and recommendations shall maintain this status quo.
3. Civic uses such as the town hall, school, and library are essential to keeping a fully functional village that serves everyone's needs and a fully functional village is attractive to residents, visitors, and prospective businesses.
4. Stowe is well positioned to develop an additional new niche as an incubator for emerging artists. An arts-based economy can support, and serve as a hedge against, Stowe's traditional weather dependent economy.

Each recommendation presented in this report maintains these principals. They cover a range of topic areas including events, marketing, the arts, business retention, administration and infrastructure. None of the recommendations require the Town of Stowe to invest new additional money and raise any taxes. The recommendations use existing resources and works within the town's means. They ask the town to act as a conduit or facilitator, to possibly reallocate or shift resources to meet some of the report's recommendations, and to adopt certain ordinances or policies. The recommendations also rely on the private and non-profit sectors to carry the major expenses. Finally, associations such as Stowe Area and possibly a new merchants association are needed to implement many details. In the end, vibrancy is a result of government, non-profit, and private entities working together. Stowe is filled with highly talented individuals, a charming downtown, and a beautiful natural setting. With these three forms of community capital at hand, creating a vibrant Stowe village is merely an exercise in cooperation and coordination. The recommendations are presented with this in mind.



# Existing Conditions

## Study Area

The study area extends along Route 100 from its southern most point at Sylvan Park Road to Cemetery Road in the north. It encompasses all of the property between Depot Street and School Street south to the Jackson Ice Arena, and it extends north along the Mountain Road to the Baggly Knees Shopping Center. It is 1 and 1/3 miles long along Route 100 and branches north on the Mountain Road for 1/3 of a mile. The distance from Main Street to Jackson Arena is also 1/3 of a mile. (See map on page 7 and picture below)



**Aerial photograph of the study area**



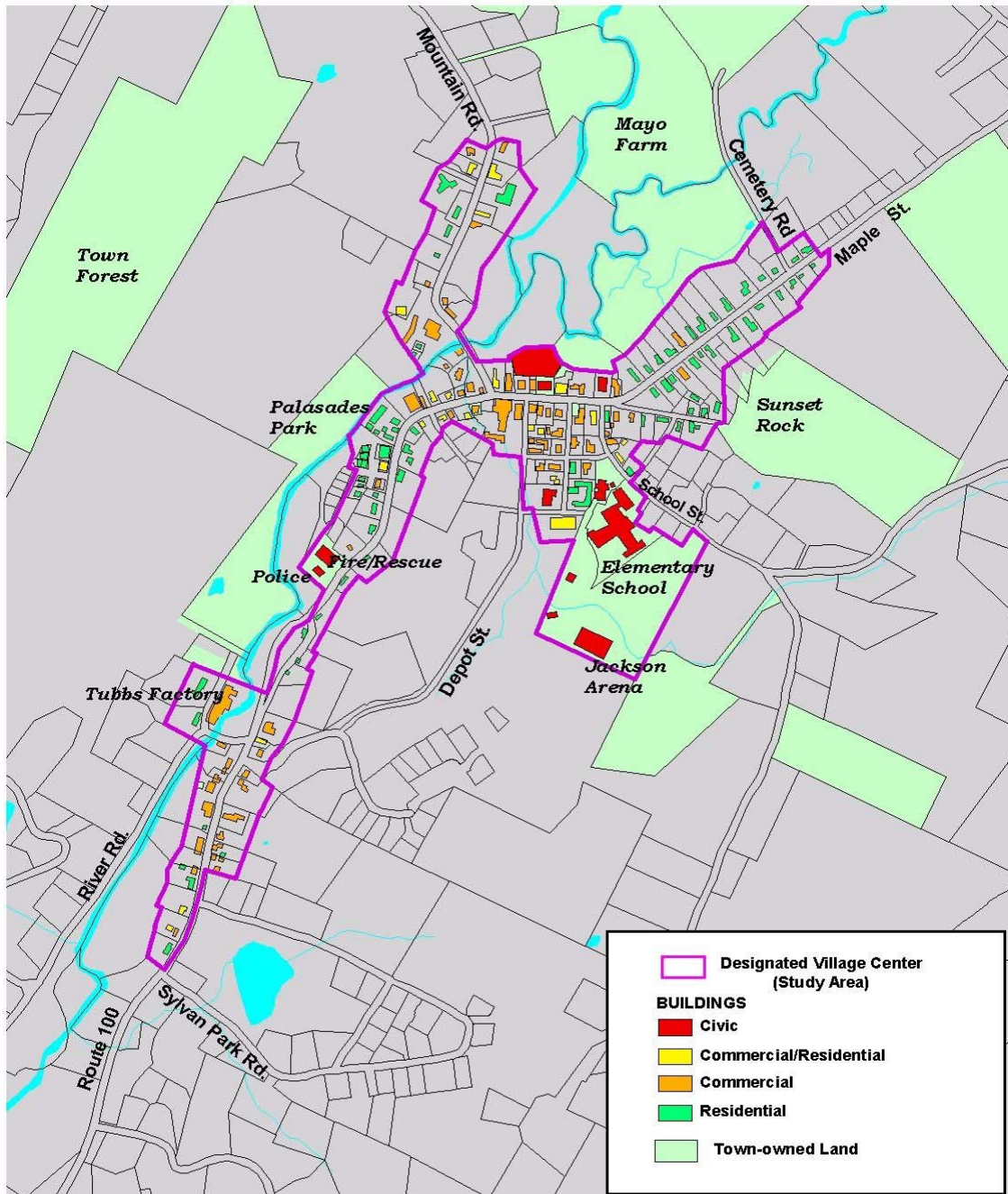


Table 1: Building Inventory in Village Study Area			
Commercial Buildings		Residential Buildings	
Mixed Commercial	9	Single Family	57
Office	19	Multifamily Units	139
Retail	23	Multifamily Buildings	21
Commercial	14	Duplex to 4-plex	14
Mixed Use	12	Large multi-family	7
<b>Total buildings</b>	<b>77</b>	<b>Total Residential Buildings</b>	<b>78</b>
<b>Total businesses</b>	<b>121</b>	<b>Total Residential Units</b>	<b>196</b>

An inventory of commercial buildings was taken by walking the study area and recording the business use as well as reviewing the town grand list for verification. The inventory reveals that there are 121 businesses in 77 commercial buildings in the study area. Businesses were segregated by type according to the following definitions:

Office: Professional services, medical services, research, financial services, real estate, and similar activities in which the products of the business are written documents, verbal advice, or some combination.

Retail: outlets for general public to purchase durable and non-durable goods for use off premises.

Commercial: manufacturing, commercial services not provided through an office, purchases of goods for on-site consumption, and other commercial activities that do not meet office and retail definition. (with respect to the study area this resulted in all restaurants, pubs, lodging businesses, and a day care center)

Mixed Use: buildings with both residential and any form of commercial activity

Mixed Commercial: buildings with any combination of office, retail or commercial activities.



There are 78 residential buildings and 196 dwelling units in the study area. A majority of the buildings are single family homes. One multi-family building has 49 units but the majority of multi-family buildings have between 3 and 8 units.

## Stowe Village Visitors

There is no information that specifically identifies and describes a visitor to Stowe village. This study assumes that the visitor to the Village is similar to a visitor to the town. Visitors to Stowe are made up of three distinct groups: permanent residents; second home owners; and outside visitors. Permanent residents amount to an estimated 5,050 people. The Stowe Town Plan states that by the year 2015 the permanent population can rise to as high as 6,000 people. The Plan shows the current rate of growth as 2.9% or more than twice the state average of 1.2%

Stowe receives approximately 768,000 visitors on average per year

growth. The Plan states that Stowe is expected to see approximately 91 new residents per year for the next 10 years. A recent Impact Analysis as part of the Act 250 application for Stowe Mountain Resort's Spruce Peak expansion reports that Stowe's population has grown during the past 20 years at rate of 1.9%<sup>i</sup>. This report states that by 2013 the Town is expecting approximately 5,900 new year round residents.

The average daily effective population is estimated at 11,000 people. The effective population is the annual average daily population and is calculated by taking the town population and adjusting for commuter migration (both in and out) and all other visitors and averaging the number over 365 days. This is the number of people that the town's infrastructure and services serve on an average daily basis.

A recent study conducted by the Vermont Department of Travel and Tourism calculates Vermont receiving 12.8 million visitor trips per year<sup>ii</sup>. A 2001 Visitor Study conducted by the University of Vermont estimated that Stowe receives 6% of the State's visitors<sup>iii</sup>. In other words, Stowe receives approximately 768,000 visitors on average per year.

Table 2: Stowe Visitors in 2006		
CT	507	9.0%
FL	142	2.5%
MA	1141	20.2%
MD	115	2.0%
NH	246	4.4%
NJ	380	6.7%
NY	994	17.6%
ON	298	5.3%
QC	278	5.3%
RI	124	2.2%
VT	251	4.4%
Source: Stowe Area Association		

The Stowe Area Association records inquiries and reservations (Table 2). A majority of these visitors are from Massachusetts, Connecticut, and New York. In terms of second homes, 48% of the residential homes in Stowe are not primary residences; approximately 25% of second homeowners are from Quebec.

During the past 15 years a majority of Stowe's population growth is due to in-migration. Those who are in-migrating to Stowe are generally wealthier, older, and have fewer children than the average Stowe resident. The 2000 census reports that 60% of the Stowe population in-migrated in the past 10 years. In other words, 542 of the 904 new residents in-migrated to Stowe. By looking at the fastest growing age groups in Stowe one can assume that it is elder populations who are in-migrating while those just finishing college and in their middle thirties are leaving.

## Transportation

The village is bisected by VT Route 100. This is both a blessing and a curse. Route 100 is nationally famous as one of the most beautiful drives in America. Therefore, it brings visitors and helps market the location. On the other hand it is a main thoroughfare for the county. It provides access to I-89 for a majority of Lamoille County. In 1991, the Annual Average Daily trips through the village were approximately 10,000 per day. Based on a 1993 Route 100 Corridor Study completed by VTrans, the traffic volume is projected to increase by 1.9% to 2.4% by the year 2011 or between 13,400 and 14,700 trips per

day. The study also cited several traffic issues that should be corrected including congestion in the village; delays at the intersection of Route 108; and left turns throughout the village. As a practical matter, large truck traffic makes visiting the village a less than quaint experience. Large trucks make so much noise that visitors sitting on benches in the village find it difficult to hear one another.

Sidewalks are present in a majority of the study area. The sidewalks along Main Street are wide and can accommodate public activities such as street vendors, sidewalk sales, and entertainers. There are some locations where the sidewalk ends abruptly and connections are needed. The lack of sidewalks on Pond Street and in the lower village is especially notable.

The trolley, also known as the Mountain Road shuttle, currently runs primarily during ski season. This allows skiers and winter visitors to access the village. The Town and the Stowe Mountain Company are currently negotiating to establish year round service between the village and the mountain. This will be increasingly important when the Spruce Peak expansion is finished. The shuttle currently serves about 40,000 riders per year. Last year it ran 4,036 hours and has 679 unprogrammed hours which can be used for special events throughout the year. Other mass transit options include a commuter bus which departs from the village, and a shuttle to Morrisville which brings people to retail shopping outlets.

## Significant Features

This study documents significant features because these are the elements of the village that help create its niche. These features become critical elements of what is marketed. To determine what features are significant interviews were held with merchants, town officials, and residents. The following is a list of significant features:



The Stowe Community Church: Likely the most photographed image in Stowe. The Steeple has become a fixture in many logos.

Historic Architecture: Many buildings in the village are at least 100 years old including: Stafford Building (1840); the Town Hall (1902); Helen Day Art Center and Library (1861); Lackeys Red Brick House (1835) and Store (1920); Stowe Community Church (1863); Shaw's General Store (1895); the Depot Building (1897); and the Green Mountain Inn (1833), to name a few. The Stowe Historical Society developed a walking tour and map that describes 29 historic structures in the study area.

Recreation Complex: On the eastern edge of the study area, within walking distance to Main Street, there are: 2 60-foot baseball fields; 1 90-foot baseball field; a large children's play ground; a sledding hill; a 28,800 square foot indoor ice skating



rink; 2 tennis courts; a basketball court; a skate park (soon to be rebuilt); an 1,800 square foot recreation center; and 196 parking spaces.

Cultural Venues: The village has several small venues to host both studio and performing arts. These include: The Helen Day Art Center and Library; The Stowe Theater Guild in the Memorial Building; the Stowe Historical Society Museum; and the Vermont Ski Museum. Other buildings that serve multiple functions are also cultural venues including: the Jackson Ice Arena; the Stowe Community Church; the Elementary School gymnasium; and the Gale Recreation Center. The village has several small outdoor venues that could be valuable resources for improving vitality including: the newly acquired village green on the corner of Main and Park Streets; the parking lot behind the Union Bank building; the parking lot next to the Ski Museum, the gazebo and grounds in front of the Helen Day Art Center; the ball fields at the elementary school; the front steps of the Town Hall; and the wide sidewalks in front of Shaw's General Store are a few examples of "micro-venues" that can facilitate vibrancy.

## Human Resources

It is important to understand the existing human resources that are currently engaged in helping make Stowe a vibrant village. By identifying who does what, coordination and communication can be improved and areas of overlap or gaps in services can be identified.

Stowe Area Association: A 70 year old organization whose mission is to "market and sell the natural beauty of Stowe, it's cultural and recreational opportunities and SAA's member businesses..." SAA has 9 full time staff and about 9 part time staff dedicated to marketing Stowe, booking reservations for its members, producing and distributing brochures and flyers, attending domestic and international trade shows, implementing a wide variety of public relations strategies, and developing creative partnerships. What SAA does not have is a full time events coordinator. According to their Annual report, SAA is responsible for one event, the Stowe Weekend of Hope. For other events they provide support services such as mailing, registration, staffing booths, and selling tickets.

Town of Stowe: Several departments within the town provide support for making a vibrant village.

Police Department: Provides traffic control and security for public events. The Police Department has 15 full-time employees. There is one chief, two office staff, one animal control officer, and eleven full-time officers (one of which is a detective).

Parks, Buildings, and Grounds Department: Prepares and repairs fields before and after events. They are also responsible for maintaining the Jackson Ice Arena. There are 5 full time employees.

Public Works (Highway) Department: Approves the traffic routing plan for events which might alter regular traffic flow. There are

10 full time employees in the Highway Department plus the Public Works Director.

Stowe Free Library: Is centrally located and has a venue for events. The library provides events and activities for all ages, a community room, and internet access services.

Recreation Department: Provides activities for kids at the Gale Recreation Center, programs sports activities, and maintains the Gale Recreation Center venue. There are 3 full time staff members.

## Current Events and Activities

Stowe is not short on events and activities throughout the year. A wide variety of events occur throughout the town for all ages and interests. Very few of them, however, occur in the village and few of them are sponsored or coordinated by the town. Most events are hosted by private entities, usually as promotions for their businesses or fundraisers for their non-profit organization.

A review of shows and events published in the Stowe Area Association guide reveal 66 short and long term events. There were 12 long term events such as an art exhibit or film festival that lasts more than 30 days. There were 53 short term events that occurred on one day or several days or once per week for a season. The long term events that occurred in the village were the art exhibits at the Helen Day Art Center, the Stowe Theater Guild events at the Town Hall Theater, confectionary classes at Laughing Moon Chocolates, a series of films at the VT Ski Museum, and the book signing events and discussions at the Stowe Free library. Of the 51 short term events there were 11 events in the village. Most of those events were art shows and openings sponsored by and held at the Helen Day Art Center. The others were concerts at the Stowe Community Church, the Third Thursday Gallery Evenings, the Octoberfest, and some events during the Stowe Winter Carnival and the Antique Car Show (see appendix for all events).

## Past and Planned Town Actions

The Town of Stowe has been actively promoting village vibrancy in many ways. The following actions are part of Stowe's long term strategy to bring more life and vibrancy to the village:

### Past Efforts

- The creation and implementation of the Village Planned Unit Development (PUD) zoning district, which directs the development of the Center Village Master Plan.
- The renovation of the Stowe High School to become the library and Helen Day Arts Center.
- The town's purchase of Dave's Mobil station in 2000, which was turned into a village green.
- The 2001 renovation of the Stowe Electric Company building into the Vermont Ski Museum.

Stowe held 66 public events, festivals, and exhibits last year.

- A 2003 update of the Stowe Village National Register District.
- The 2005 adoption of the Stowe Historic Overlay District, a design review district with guidelines for renovations to historic buildings.

### Current Efforts

- The Town received Village Center Designation in September 2006 from the Vermont Downtown Board.
- The Town received a 2007 Municipal Planning Grant to develop a Village Center Marketing and Promotion Plan.
- The town received funding (federal transportation earmark) to construct sidewalks along Maple Street to Shaw's Grocery and along South Main St. (Rte 100 South) to Sylvan Park Drive.
- The completion in 2006 of a Bicycle and Pedestrian Facility Improvement Plan for the Town.
- The completion in 2006 of a feasibility study for extending the Recreation Path across Mayo Farm to the Polo Fields.
- The Town hired Summit Engineering to develop a site plan for improvements to the Mayo Farm Special Events Field and recreation field.
- The Planning Commission is in the process of reviewing the village zoning regulations to maximize infill potential and to ensure a regulatory environment that encourages a variety of businesses and uses in the village.
- The town recently adopted (July 2006) a 1% local options tax on rooms and meals which will boost the General Fund Capital Fund to help pay for infrastructure improvements of benefit to residents and visitors. Some of the projects funded for FY08:
  - Street lights on north side of Main Street
  - Relocation of St. John's Church to a site next to the library to be used as the home of the Stowe Historical Society
  - Skateboard park
- The town has hired a consultant to develop a draft Impact Fee Program as another possible source of funding for infrastructure improvements.
- Ongoing streetscape improvements. The town has installed textured sidewalks and has planted a dozen trees on Main Street in accordance with the Village Street Tree Plan. Textured crosswalks have also recently been installed at the 100/108 intersection and along lower Mountain Road.
- Development of a bike skills park on Mayo Farm

### Near Future

- The planned renovation of the town offices and a new police/fire/rescue building.
- The planned reconstruction of the Jackson Arena

The current Stowe Town Plan (adopted in 2003) addresses several village issues. These include:



Economic Development Policy #1: “Compatible economic development, including the expansion of existing businesses, will be encouraged within Stowe Village and in other locally designated growth centers through the town’s development regulations and the provision of infrastructure.”

Policy #2: “The role of Stowe Village as a focal point for commercial activity will be reinforced through an integrated program of land use regulations, marketing, infrastructure improvements and community development projects in and around the village.”

Policy #5: “A balance between development at the base of Mount Mansfield and other existing commercial centers will be maintained by:

a. supporting Stowe Village as the civic, cultural, commercial and residential center of the community;”

Settlement Pattern Policy #1: “Stowe Village, the Lower Village, Mountain Road Village, Mountain Road Crossroads and designated Ski-PUDs (Stowe Mountain Resort and Trapp Family Lodge) are designated as municipal growth centers for the purposes of all planning, land use regulations and associated programs.”

Policy #2: “Reinforce Stowe Village as the civic, cultural, commercial and residential center of the community through:

a. requiring high density, mixed used development, including in-fill development that reflects the village’s historic scale and pattern and protects the residential character of existing residential neighborhoods;

b. supporting the Centre Village Master Plan concept, provided that residential development is designed to reflect a traditional village neighborhood pattern and scale, and is well integrated with the historic village;

c. encouraging the location of civic, educational, recreational and cultural facilities in the Stowe Village;

d. ensuring that new construction and the renovation of existing structures are designed in a manner that is compatible and harmonious with historic building styles, patterns and scale;

e. designating of Stowe Village as a designated downtown or village center;

f. maintaining public facilities and services, including sidewalk, streetscape, parking, public restrooms, utility and transportation facilities described in Chapter 4.”

Zoning By-laws for the Village

## Zoning

At the time of this study the zoning bylaws were being rewritten. The proposed new zoning bylaws, if adopted, would increase density in the village. Much of the study area that previously required 30,000 s.f. per residential unit and 7,000 s.f. for commercial units (VC-30 zone) will be changed to VC-10, which requires 10,000 s.f. per residential unit and 2,500 s.f. for commercial. In addition, approximately 22 acres of village

residential zoning will be converted to the mixed-use VC-10 zoning. This will help facilitate vibrancy by allowing more residents to live in the village and more businesses to serve them.

## Parking

The new regulations for the VC-10 zone would remove all minimum parking requirements from the zoning regulations. This is a critical improvement in helping achieve more foot traffic and vibrancy in the village. This change removes the town from the position of dictating to the private sector what they think businesses need for parking. Instead, with government restrictions removed, the onus is now on the private sector to make their investment work. The new parking rules give much more flexibility to business owners to expand their business or test the market in other ventures.

## Signs

Sign regulations in the proposed zoning ordinance will allow each business in the village one sign up to 36 square feet. Signs can be no higher than 12 feet from the ground, and no wider than 12 feet. Two or more businesses in the same buildings may have a shared sign of 36 square feet which advertises all the businesses in the building, and each business may have one sign of 11 square feet. Businesses located out of sight, such as in the back of a building or down an alley may have a second sign in a more visible location. Businesses that abut two roads may also have two signs.

Signs can be illuminated but not from the interior of the sign. Neon is prohibited. Banner signs are prohibited, unless they are temporarily advertising a public event. Flashing lights or moving signs are prohibited. Sandwich boards and open flags are prohibited.

Businesses are allowed to display the following types of signs without acquiring a permit:

Any sign inside a window;

Works of art without a commercial message;

"Open" signs made of stiff materials no larger than 1.5 square feet;

Menu boards no larger than 4 square feet permanently mounted to a building or post;

Any sign advertising a community event less than 6 square feet;

Signs advertising temporary special events or sales up to 12 square feet for more than 10 days, 4 times per year, and;

Signs no larger than 11 square feet that are not visible from a public road.

# Primary Data and Market Surveys

## Introduction

Two surveys were taken to understand the public's perception of the Stowe village and how it is used. Since Stowe is both a large tourist destination and a traditional Vermont town with 5,050 residents it was necessary to specifically target the opinions of these two groups.

The first survey was of overnight visitors to Stowe within the last 3 years. The second survey was of the local market as defined as within a 45 minute drive of Stowe. The consultant's initial hypothesis, after completing two other contracts for the town within the last 3 years, was that Stowe already does an outstanding job in attracting overnight guests and that Stowe's largest untapped potential is the local market. In terms of increasing foot traffic and vibrancy in the village, the local market may be the "low hanging fruit," or, that which returns the most benefits for the least amount of effort. According to the Stowe Recreation Master Plan completed by Crane Associates in 2005, Stowe ranked #1 in room sales, and #3 (only behind the State's largest municipalities of Burlington and South Burlington) in rooms and meals sales combined. The Stowe Area Association is a highly effective marketing organization. The town already receives a large percentage of Vermont's visitors. The town ranks #4 as the "primary destination" for the Vermont visitor. It would require enormous resources and effort to increase this ranking over Burlington, Bennington, and Manchester (the top 3). For Stowe to increase their population of overnight visitors, the entire state would have to increase their numbers of overnight visitors (which in turn would require more travelers to the Northeastern United States).

The surveys were designed based on the assumption that increasing foot traffic in the village would require two overarching strategies: first, redirect existing overnight visitors to the village more often, and second, attracting more of the local market.

## Visitor Survey

Names were taken from people who purchased accommodations or other travel services to visit Stowe through the Stowe Area Association's central reservations. The point of origin of these visitors is shown in table 3. This table also shows the distribution of the survey questionnaire and the response rates by each state or country of origin.

The two largest markets are Massachusetts and New York followed by Canada and Connecticut. The survey questionnaire distribution and response rates closely resemble the actual visitation rates as measured by bookings through SAA in 2006. This provides a reasonable level of confidence that the survey results are representative of the visitor population as a whole.

Total SAA bookings in 2006 were 5974. A sample size of 709 provides a confidence level of 95% plus or minus 3.4. This means, for example, that if 80% of the respondents answered "yes" to a question, we can be 95% sure that if we asked the same questions to the entire population that between 76.6% and 83.4% would also answer "yes."

Table 3: Survey Distribution and Response Rates					
Total SAA Bookings 2006		Survey Distribution		Survey Response	
State		Questionnaires Sent	%	Total Response	%
CA	1.5%	124	2%	7	1%
CT	9.0%	656	10%	55	8%
FL	2.5%	193	3%	23	3%
MA	20.2%	1731	25%	168	25%
MD	2.0%	134	2%	10	1%
ME	1.7%	112	2%	17	3%
NH	4.4%	362	5%	34	5%
NJ	6.7%	536	8%	50	7%
NY	17.6%	1277	19%	94	14%
OH	1.0%	61	1%	2	0%
PA	3.5%	270	4%	24	4%
RI	2.2%	163	2%	16	2%
VA	1.3%	141	2%	16	2%
VT	4.4%	302	4%	41	6%
<b>International</b>					
G.B.	2.0%	111	2%	9	1%
CAN	9.0%	550	8%	64	10%
other	1.0%	79	1%	2	0%

Survey respondents were provided with a map of Stowe and shown where the village was with respect to the rest of the town. They were asked specific questions about the village and in several questions were asked to distinguish between the village and the rest of the town.

Most visitors to Stowe stay three days. Thirty-four percent (34%) stay three days followed by 18.5% who stay 2 days and 18% who stay 4 days. Approximately 11% of the visitors stayed in the village. Most visitors who are not staying in the village come to the village two to three times per visit. This means that most Stowe visitors come to the village nearly every day of their visit. This counters the opinion of some that visitors come to Stowe but not to the village.

...most Stowe visitors come to the village nearly every day of their visit.

### Visitor's Overall Impression of the Village

Respondents were asked two questions about their overall impression of the village. The first question asked them to rate

various features of the village on a 5-point scale from poor, fair, average, good, and excellent. Respondents were also allowed a "no opinion" choice. The features were:

Availability of Parking	Village atmosphere
Hours shops are open	Sidewalks
Friendliness of staff	Lighting
Directional signs for shoppers	Variety of shops and merchandise
Information about shops	Other non-shopping activities
Price for value	
Convenient location	

The most popular choice for all but two features was "good" which is above average on this scale. The remaining two "friendliness of staff" and "village atmosphere" were rated as excellent by 48.5% and 62.5% respectively. None of these features received a poor rating from more than 3.2% of the respondents.

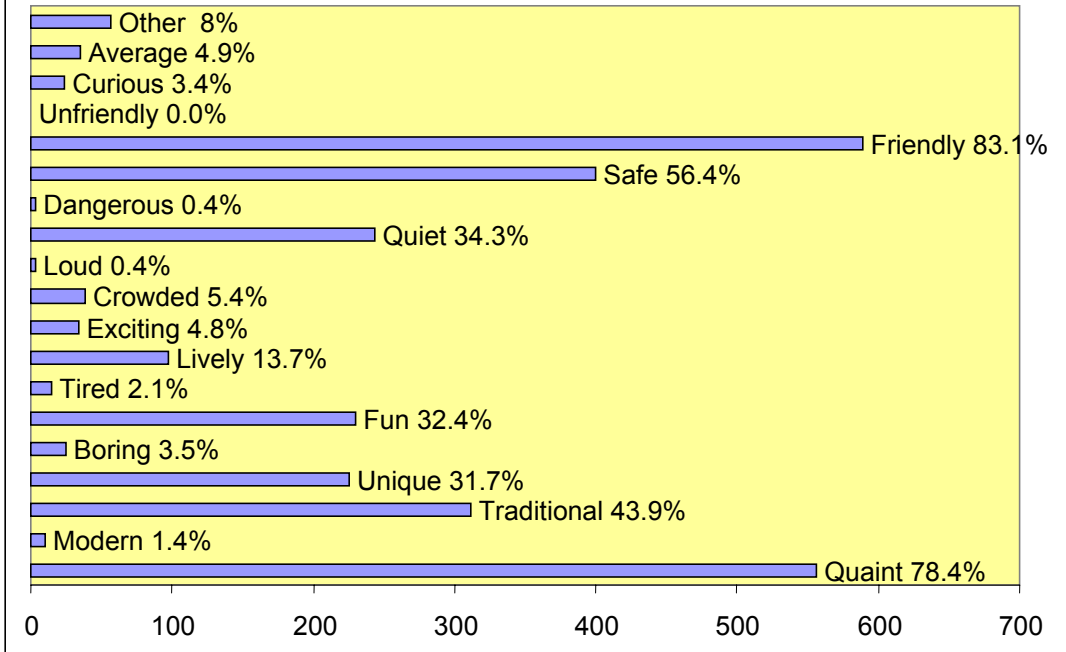
The second question asked respondents to choose words that they thought best described the Stowe village. They were given 18 choices and allowed to pick as many as they deemed appropriate; they were also allowed to provide their own words. "Friendly" was the most popular word, chosen by 83% of the respondents. This corresponds to friendliness of staff as the most popular choice in the question above. Quaint was the second most popular choice at 78%. "Traditional", "safe" and "quiet" were also popular choices. These are highly complementary words for a destination village reliant on tourist income.

"Friendly" was the most popular word chosen by 83% of the respondents to describe Stowe village.

Ironically, village merchants on the project steering committee were asked this same question at the beginning of the project and responded with the following words: "unique, help, subdued, quaint, warm, evolving, tired, industrious, classic, mellow, dead." Only one of their words, "quaint" seems to be inline with their visitors' description, although warm, classic and unique are similar. This disconnect between merchant and visitor perceptions is likely a result of the difference between living and working in the village year round versus visiting it for 3 days. Nonetheless, it is important for merchants to understand their village from the perspective of the visitor. For the most part visitors enjoy the village.

On the other hand, while these are complementary descriptions of the village they are not descriptors of vibrancy. If the goal is to increase vibrancy in the village, there is room for improvement. Visitors do not describe the village as vibrant. Vibrancy descriptors might include lively, exciting, crowded, and loud. Most people don't use these words to describe the village. On the other hand, people don't think of the village as boring or average either.

**Figure 1: What words would you use to describe Stowe Village?**



### Suggested Village Improvements

Respondent were asked how they might improve the village. They were asked to rate 15 suggested improvements on a scale of 1 (This would be a big improvement) to 4 (I would not like this). The suggested improvements were:

- |  |                                    |
|--|------------------------------------|
| Wider sidewalks                              | More affordable gifts              |
| More Sidewalks                               | More unique high-end gifts         |
| More street lighting                         | More family restaurants            |
| More free parking                            | More high-end restaurants          |
| More parking even if I had to pay            | Music in the streets               |
| Wireless Internet access                     | Sidewalk sales                     |
| More variety of retail shops and merchandise | More Festivals and Performing Arts |
|  | More Museums                       |

None of the suggested improvements received a plurality of responses in the "big improvement" category. There were 6 suggestions that most people would consider to be a slight improvement. Those were: more free parking; more variety of retail shops; more affordable gifts; more family restaurants; music in the street; and more festivals and performing arts. The remaining suggestions wouldn't improve a visitor's experience. Another way to analyze this question is to create two dichotomous categories by combining the first two (big improvement and slight improvement) into one and the last two categories (wouldn't improve and would not like) into one. The results are shown in table below.

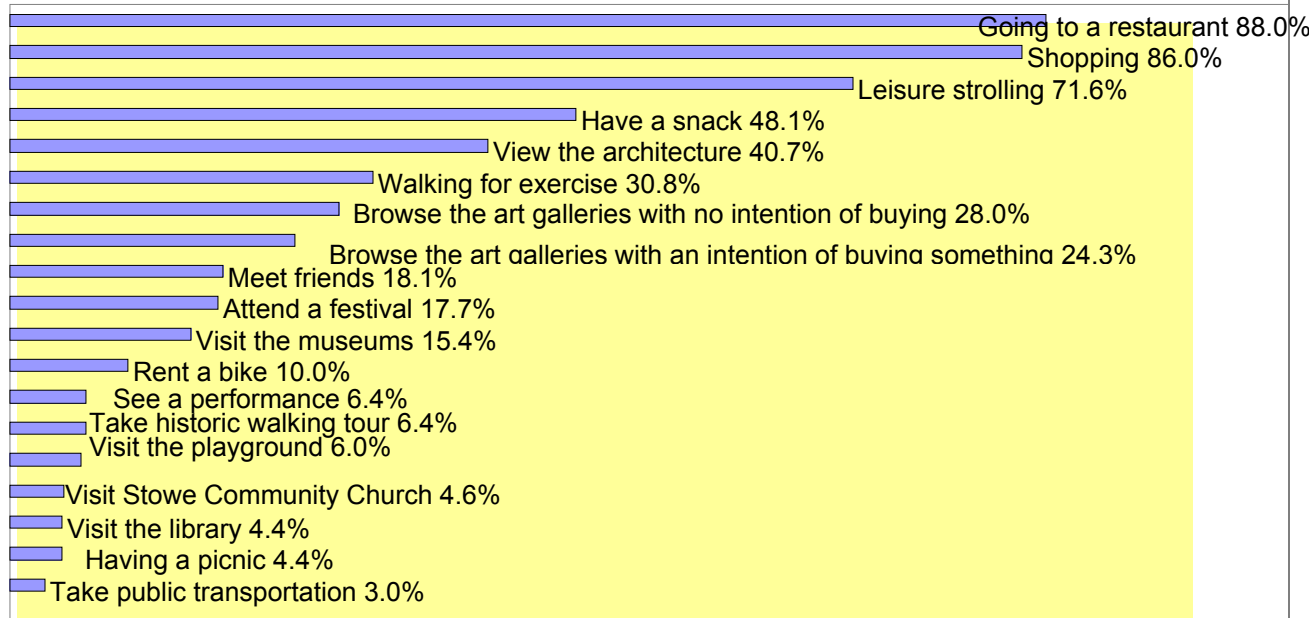
Table 4: Visitors' suggestions for improvements to Stowe Village				
	Would be an Improvement	Would not be an improvement	Response	Percentage of Majority
Wider sidewalks	292	<b>417</b>	709	59%
More Sidewalks	338	<b>371</b>	709	52%
More street lighting	314	<b>395</b>	709	56%
More free parking	<b>542</b>	167	709	<b>76%</b>
More parking even if I had to pay	263	<b>446</b>	709	63%
Wireless Internet access	<b>383</b>	326	709	54%
More variety of retail shops and merchandise	<b>536</b>	173	709	<b>76%</b>
More affordable gifts	<b>470</b>	239	709	66%
More unique high-end gifts	230	<b>479</b>	709	68%
More family restaurants	<b>447</b>	262	709	63%
More high-end restaurants	350	<b>359</b>	709	51%
Music in the streets	<b>471</b>	238	709	66%
Sidewalk sales	303	<b>406</b>	709	57%
More Festivals and Performing Arts	<b>527</b>	182	709	74%
More Museums	323	<b>386</b>	709	54%

According to Stowe's overnight visitors, more free parking and a wider variety of retail shops and merchandise would be the greatest improvements to the village (Table 4). Both of these suggestions were tied for the highest rating at 76%. More festivals and performing arts followed closely behind. Every three out of four overnight visitors agree that these three changes would improve the village. Other improvements to the visitors experience would be more affordable gifts and restaurants, wireless internet access, and more music in the streets. These seven improvements would contribute to a more vibrant village. Visitors appear to be asking for more vibrancy in the village.

When people go to the village they either shop, eat, or stroll (Figure 2). Visitors were asked what activities they engaged in when they visited the village. The most common response was going to a restaurant (88%), followed closely by shopping (86%) and then leisure strolling (71.5%). Approximately 40% of the visitors stroll the village to view the architecture but only 6% take the historic walking tour, indicating some opportunity for improvement with this activity. Almost 3 out of every ten visitors go to art galleries with no intention of buying any art, indicating a slight demand for more visual art venues.



**Figure 2: While visiting Stowe village what activities did you engage in?**



### Visitor's Leisure Preferences

The survey also asked respondents about their personal preferences for certain leisure activities. The question asked what they typically do during their leisure time anywhere. The Stowe visitor typically enjoys passive recreation and family oriented activities (Table 5). They enjoy pleasure shopping, attending cultural and musical events, and festivals. They enjoy non-technical sports that typically do not require a high degree of special skills such as hiking, biking, nature walks, and swimming. Visitors to Stowe rarely engage in motorized sports. Visitors were asked to rate the frequency in which they engaged in certain activities on the following scale: at least once per month; 3 or more times per year; once or twice per year; less than once per year; or never. For analytical reasons the first two choices are combined into one category called "frequent." The second two choices are combined into one called "infrequent", and the never category is left as is. The results are shown in table 5. Of the more surprising results is the number of people who never played golf or tennis. One might assume that in a high end resort community like Stowe there would be more golfers and tennis players. However, about half of all visitors never played these two sports. Nine out of ten visitors to Stowe have never hunted and over half have never fished.

The most frequent activity is pleasure shopping. Nearly 70% of the visitors engage in this activity. The majority of visitors also frequently enjoy family getaways, music, and cultural events.

Pleasure driving, swimming, biking, hiking and festivals are also popular activities.

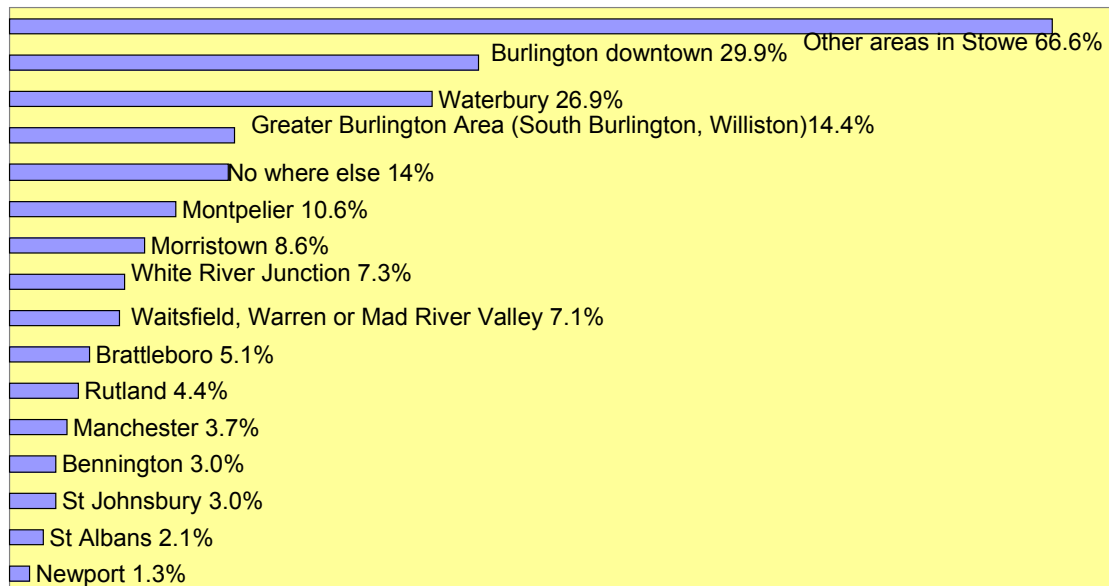
Table 5: Visitor Activity Preferences						
	Frequent		Infrequent		Never	
Pleasure shopping	494	<b>70%</b>	183	26%	32	5%
Pleasure driving	405	<b>57%</b>	235	33%	69	10%
Going to a spa	118	17%	341	<b>48%</b>	250	35%
Romantic getaways	296	42%	366	<b>52%</b>	47	7%
Family getaways	443	<b>62%</b>	234	33%	32	5%
Attend sporting events	383	<b>54%</b>	264	37%	62	9%
Attend music events	427	<b>60%</b>	271	38%	11	2%
Visit museums	261	37%	404	<b>57%</b>	44	6%
Attend fairs and festivals	368	<b>52%</b>	327	46%	14	2%
Attend cultural events	446	<b>63%</b>	244	34%	19	3%
Picnicking	236	33%	380	<b>54%</b>	93	13%
Guided tours	53	7%	405	<b>57%</b>	251	35%
Nature walks	399	<b>56%</b>	279	39%	31	4%
Hiking	353	<b>50%</b>	275	39%	81	11%
Biking	419	<b>59%</b>	194	27%	96	14%
Motorized land sports (Snowmobiling, dirt biking, ATV's, etc)	64	9%	143	20%	502	<b>71%</b>
Motorized water sports (Jet skis, motor boating, etc)	121	17%	225	32%	363	<b>51%</b>
Non-motorized water sports (kayaking, canoeing, sailing, etc)	250	35%	303	<b>43%</b>	156	22%
Golf	202	28%	143	20%	364	<b>51%</b>
Tennis	156	22%	199	28%	354	<b>50%</b>
Swimming	420	<b>59%</b>	232	33%	57	8%
Hunting	23	3%	33	5%	653	<b>92%</b>
Fishing	97	14%	225	32%	387	<b>55%</b>
Attend church services	292	<b>41%</b>	213	30%	204	29%

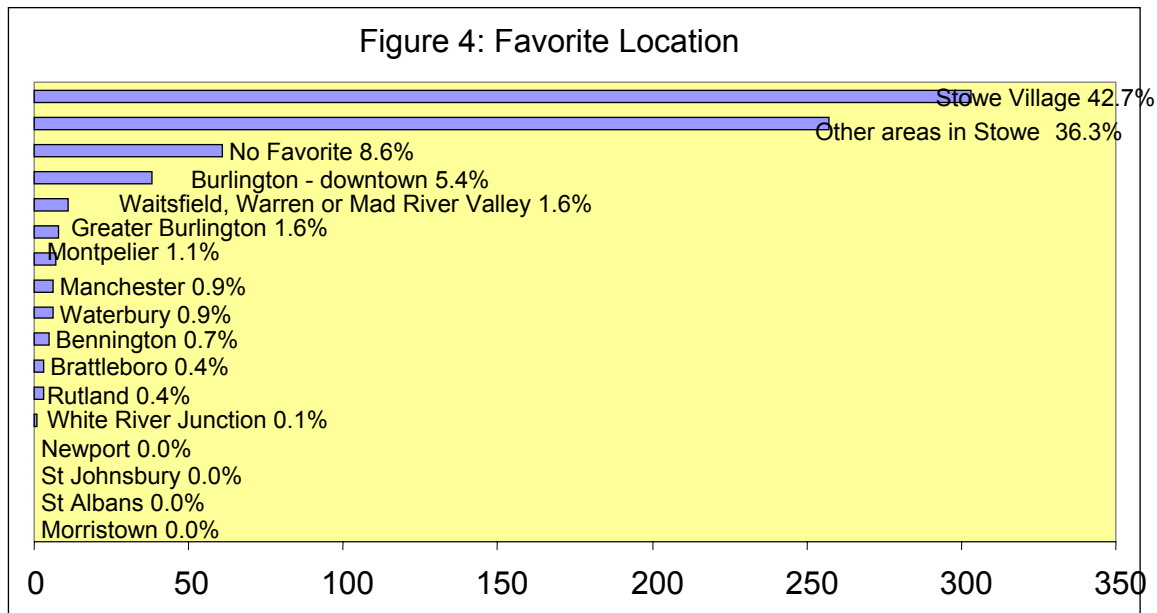
### Other Visitor Destinations

The survey also looked at other locations that may compete with the village in terms of shopping and entertainment. Question 9 asked "During your visit here where else besides the Stowe Village did you shop or visit?" "Other areas in Stowe" was the most common response. Approximately 66% of Stowe visitors shopped in other parts of Stowe. This only makes sense as 89% of the visitors find accommodations outside the village.

Respondents were given a list of 15 other locations and asked to identify which they visited. Approximately 30% of Stowe's visitors go to downtown Burlington during their stay and 27% go to Waterbury. These two locations are the most common destinations for Stowe visitors. When asked which was their favorite place to visit, Stowe Village rose to the top. Over 42% of Stowe visitors cited Stowe Village as their favorite place among all to the places they visited. This was the most common response followed by "other areas in Stowe" at 36%. In other words, 78% of Stowe's visitors find no better location than Stowe. The customer satisfaction rate is very high for Stowe's visitors.

Figure 3: Where else besides Stowe Village did you Shop and Visit?





Overnight visitors to Stowe have a high degree of satisfaction...in many cases Stowe exceeds their expectations.

Two-thirds of the visitors would consider more music in the streets, more affordable gifts, and more family restaurants an improvement to the village

### Visitors Survey Summary

Overnight visitors to Stowe have a high degree of satisfaction. They enjoy the Stowe village. They see the village as a friendly and safe place to visit; it is a traditional and quaint Vermont village. For the most part they get what they expect to get and in many cases Stowe exceeds their expectations. Many stated that Stowe village was their favorite place of their trip.

Visitors did not have strong opinions on changes to the village but three out of four of them would like to see more free parking, a greater variety of shops and merchandise and more festivals and performing arts. Two-thirds of the visitors would consider more music in the streets, more affordable gifts, and more family restaurants an improvement to the village. These survey findings also corroborate the feedback gathered through informal interviews the consultant held with visitors on the street.

When visitors come to Stowe they seek to do the same leisure activities they do elsewhere. Pleasure shopping is the most frequently enjoyed activity by survey respondents in any location and 86% of Stowe's visitors pleasure shop when they come to town. When it comes to festivals or music events, respondents attend them more often in other destinations than Stowe village. Only 24% of those respondents who consider themselves frequent festival attendees, (going once per month or three or more times per year) went to a festival in the village. This is likely due to the lack of festivals in the village. Similar dichotomies exist for other activities such as swimming. However, if the village offers what visitors like to do, then the data suggests that visitors will increase visitation to the village.

## Local Market Survey

### Methodology and response rates

A second survey was designed to gather opinions from local residents living in the local market area from Stowe. The local market area was defined as a 45 minute drive of Stowe. A vibrant village is made up of more than visitors but a good mix of both residents and visitors. In fact, most travelers visiting new places often seek places where “the locals” choose to go. This gives the visitor a more authentic experience. Therefore, attracting local residents to the village is good for tourism development, as well as increasing vibrancy and improving the quality of life for permanent residents.

The "local market area" was defined as a 45-minute drive from Stowe...the population is estimated at 385,442 people.

The local market survey was administered on the internet. Respondents were sent an e-mail with a web link to the survey. Mailing lists from several sources were used to solicit respondents. Mailing lists from the Vermont Department of Tourism, the Stowe Area Association, and lists owned by private merchants in the village were used. The lists were filtered by zip code and sent to those within the local market area. The survey took approximately 5 minutes to complete and respondents were given an incentive to complete the questionnaire. Those willing to provide their contact information were placed in a lottery to win a free overnight stay and dinner for two in Stowe. Ninety-seven percent of the respondents provided their contact information.

The population of the market area is estimated to be approximately 385,442 people. There were 312 completed and usable surveys returned providing a 95% confidence level with a confidence interval of plus or minus 5.5%. Table 6 shows how representative the sample is of the total market area. An ideal representation would have the same percentage of respondents as population percentage of the market area for each county. The sample under represents the opinions of those living in counties farther away from Stowe while it over represents those living closer. The responses are therefore biased toward those living in Lamoille County. If a bias had to be present in the responses it would be preferable for it to lean toward those closer to Stowe than farther away. These people are much more likely to visit Stowe than those farther away and any policies or recommendations should favor individuals more inclined to visit. The responses of Chittenden and Washington Counties nearly match the percentage of the market area for that county. Statistically, the difference is negligible. In other words, the opinions of Chittenden and Washington County residents in this survey represent the opinions of all County residents, to the degree that the respondents are randomly selected. An improvement in the responses would have included more Franklin County opinions since that is one of the fastest growing counties in the State. Nonetheless, the opinions in this survey provide valuable insight into how the village might be improved to attract a larger percentage of local residents.

Stowe residents made up 15% of the total responses (47 completed surveys). Of just the Lamoille County responses, 55% came from Stowe, 14% came from Morrisville, 10% from

County	Population*	% of Total Market Area	% of Respondents
Addison	16,521	4%	1.3%
Caledonia	29,636	8%	2.9%
Chittenden	152,846	40%	36.0%
Essex	1,232	.5%	1.0%
Franklin	47,617	12%	3.5%
Grand Isle	5,276	1%	1.9%
Lamoille	24,442	6%	27.7%
Orange	23,185	6%	1.9%
Orleans	25,526	7%	1.6%
Washington	59,141	15%	19.3%
Windsor	1,097	.5%	1.3%
<b>Total</b>	<b>385,422</b>	<b>100%</b>	<b>99.1%</b>

\*Population in the market area portion of the county only

Johnson and the remainder from Hyde Park (7%) and a mix of several other municipalities. The majority of Washington County responses came from Duxbury, Waterbury, Middlesex, Montpelier and Berlin, in that order. The Chittenden County responses were fairly evenly distributed across the county; 25% of the responses came from Burlington, Essex, Williston and South Burlington in that order while the remainder came from the rest of the municipalities.

### Local Resident's Perception of Stowe

Thirty five percent of the respondents believe that Stowe is mostly for tourists, while 58 percent say the town is more 50:50, tourists:locals. Nearly all of the people who believe that Stowe is mostly for tourists, come from the outlying areas. A large majority of the respondents who live in Chittenden, Washington and Lamoille Counties do not believe that Stowe is mostly for tourists.

Most respondents in the local market area visit Stowe less than once per month with 30% visiting "once or twice per year." The survey asked several questions that revealed the perception locals have of Stowe.

	Agree		Partially Agree		Disagree		Not sure	Response Count
I wish my town was more like Stowe	56	18%	81	26%	144	<b>46%</b>	31	312
I think Stowe is too "stuffy"	36	12%	109	35%	155	<b>50%</b>	12	312
I think Stowe is friendly and inviting	151	<b>48%</b>	128	41%	27	9%	6	312
I think Stowe is too crowded	25	8%	108	35%	163	<b>52%</b>	16	312
I think Stowe is vibrant	131	42%	149	<b>48%</b>	21	7%	11	312
I think Stowe is a fun place to visit	208	<b>67%</b>	86	28%	14	4%	4	312

One perception that needed to be understood was whether Stowe was too pretentious for the local Vermonters. Several conversations during the pretest stage of the survey suggested

that this might be a problem for Stowe in attracting local residents. Survey responses revealed that this was not entirely true. Approximately 50% of the respondents disagreed that Stowe was "too stuffy"; only 12% agreed with the statement. On the other hand 35% thought the statement was partially true. This indicates a need to further investigate this issue. Several question will return to this notion that almost ½ of the local market agrees or partially agrees that Stowe is "stuffy".

A large majority of people, both locals and tourists, who visit Stowe, really enjoy themselves.

Only 9% of respondents disagreed that Stowe was friendly and inviting; 89% either agreed or partially agreed with this statement. Two-thirds of the respondents thought that Stowe was a friendly place to visit. Of all the perceptions presented to the respondents this one received the most consistent response and the largest majority of positive support. This is also consistent with Stowe's overnight visitors. A large majority of people, both locals and tourists, who visit Stowe, really enjoy themselves. Only 7% of the respondents thought that Stowe was not vibrant. Most people agreed or partially agreed that Stowe is a vibrant place. When asked if they wished their town was more like Stowe only 18% agreed, and oddly enough half of them were from Stowe. Most locals do not think that Stowe is too crowded.

### Shopping In Stowe

Several survey questions asked about the shopping experience in Stowe. Most locals either agreed or partially agreed that shopping in Stowe was too expensive. Only 23% disagreed that Stowe was too expensive and 29% of those respondents were Stowe residents. Another 37% came from Chittenden County, mostly from Burlington, South Burlington, and Essex. The remaining 33% came from all over the market area with no one dominate municipality. In other words, most of the people who do not think that Stowe is too expensive come from municipalities with above average household income levels.

	Agree		Partially Agree		Disagree		Not sure	Response Count
I don't shop in Stowe because it is too expensive	82	26%	142	<b>46%</b>	71	23%	17	312
I shop in Stowe because it has a good variety of shops and merchandise	30	10%	134	<b>43%</b>	104	33%	44	312
I don't shop in Stowe because most of the stores are closed when I go shopping	19	6%	56	18%	179	<b>57%</b>	58	312
I avoid Stowe because there is not enough parking	13	4%	84	27%	193	<b>62%</b>	22	312

A previous question asked if Stowe was too "stuffy" and 35% partially agreed. This may be because of the cost of shopping. Pleasure shopping is one of the most popular leisure time activities by local residents, enjoyed by 68% of the local market



at least three times per year. So Stowe is not pretentious per se, in terms of attitude, but it may be exclusive economically and prevent shopping of too many would-be buyers.

Another reason some shoppers might not be coming to Stowe is the variety of shops. One third of the local market believes there is not enough variety of shopping in Stowe. Only 10% agreed that there was enough variety. The largest percentage, 43%, partially agreed and 14% weren't sure.

Many local merchants believe that people are not shopping in Stowe because many of the shops close early. However, a majority of local shoppers disagree. The survey responses indicate that people are not avoiding shopping in Stowe because the shops close too early.

Local merchants were divided on whether there was enough parking. A strong majority of locals however, think there is adequate parking. It appears that most local shoppers are not staying away because of the lack of parking. However, this survey regarded the entire town and not specifically the village.

### The Local Market's Leisure Preferences

The survey asked a series of questions about how often people in the local market engaged in certain activities. Respondents rated 28 activities according to the frequency in which they participate on a 5-point scale that included the following ratings:

At least once per month	Three or more times per year	Once or twice per year	Less than once per year	Never
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Table 9 shows the results. The table combines the first two columns ("at least once per month" and "three or more times per year") into one category called "frequent" and the second two categories into one called "infrequent." Nature walks are the most popular leisure activity in the local market. This is followed closely by pleasure shopping, swimming and hiking. In other words, three of the top four most popular leisure activities in the local market are low-cost, family friendly, and easily accessible activities. Pleasure shopping, the second most popular activity, is not likely family friendly or low cost. The 5<sup>th</sup> and 6<sup>th</sup> most popular activities, pleasure driving and biking, are also easy to enjoy and low cost.

As a general rule, events of all types are very popular with over half of the market area. Music events, cultural events, fairs, and festivals are attended three or more times per year by over 50% of the market.

Winter sports, believe it or not, are not popular with the local market. Four out of every ten people in the local market have never skied downhill or cross-country nor have they ice skated.

40% of the local market has never skied downhill or cross country, nor have they ice skated.

By including the category "less than once per year" the totals increase to 54% to 62% depending on the activity. This may seem improbable to many readers but national statistics support a similar result. According to American Sports Data Inc., a national organization that collects and sells sports participation data, in 2004 only 2.4% of the population in the Northeast participated in cross country skiing, and 6.1% participated in downhill skiing. On a comparative basis to the northeastern United States, the local market area participates more often. However, winter sports rate very low in priority than other activities. Stowe has worked for decades to establish itself as the "Ski Capital of the East" this may have had the effect of excluding non-skiers. In fact, 60% of the respondents who think Stowe is mostly for tourists have never downhill skied, or ski less than once per year.

Golf and tennis are also unpopular with the local market. Two-thirds of the market have never golfed or played tennis. After combining the less-than-once-per-year category the percentages jump to over 70%. Hunting, fishing, and motorized sports of all types are also unpopular in the local market.



Table 9: Frequency of Local Market Participation in 28 Leisure Activities

	A	B	C	D	E	F	G	H
	At least once per month	Three or more times per year	Frequent (Column A+B)	Once or twice per year	Less than once per year	Infrequent (Column D+E)	Never	Response Count
<b>Events</b>								
Attend sporting events	17.3%	<b>28.5%</b>	45.8%	20.8%	15.7%	36.5%	18%	312
Attend music events	16.7%	<b>37.2%</b>	53.8%	28.8%	11.2%	40.1%	6%	312
Visit museums	4.5%	24.0%	28.5%	<b>39.7%</b>	22.8%	62.5%	9%	312
Attend fairs and festivals	7.1%	<b>45.2%</b>	52.2%	37.5%	9.3%	46.8%	1%	312
Attend cultural events	15.4%	<b>39.4%</b>	54.8%	26.3%	12.2%	38.5%	7%	312
Guided tours	0.3%	3.8%	4.2%	10.9%	23.7%	34.6%	<b>61%</b>	312
<b>Leisure Getaways</b>								
Pleasure driving	<b>30.1%</b>	27.9%	58.0%	18.9%	8.3%	27.2%	15%	312
Pleasure shopping	30.1%	<b>36.5%</b>	66.7%	19.6%	8.0%	27.6%	6%	312
Going to a spa	3.8%	8.3%	12.2%	17.3%	25.3%	42.6%	<b>45%</b>	312
Romantic get-aways	2.2%	23.4%	25.6%	<b>34.0%</b>	25.6%	59.6%	15%	312
Family get-aways	8.7%	<b>40.1%</b>	48.7%	32.4%	10.9%	43.3%	8%	312
Picnicking	9.3%	<b>38.8%</b>	48.1%	27.6%	15.4%	42.9%	9%	312
<b>Snow Sports</b>								
Downhill Skiing	24.7%	10.9%	35.6%	10.6%	10.6%	21.2%	<b>43%</b>	312
X-country or tele-skiing	16.0%	17.3%	33.3%	10.9%	14.4%	25.3%	<b>41%</b>	312
Snowboarding	5.4%	7.1%	12.5%	4.5%	3.2%	7.7%	<b>80%</b>	312
Ice Skating	6.7%	14.7%	21.5%	16.0%	22.1%	38.1%	<b>40%</b>	312
Snowshoeing	17.3%	27.6%	44.9%	13.8%	13.5%	27.2%	<b>28%</b>	312
<b>General Recreation</b>								
Nature walks	<b>37.5%</b>	30.8%	<b>68.3%</b>	20.2%	8.0%	28.2%	4%	312
Hiking	27.9%	<b>33.7%</b>	61.5%	22.1%	8.0%	30.1%	8%	312
Biking	<b>29.5%</b>	26.0%	55.4%	15.1%	11.5%	26.6%	18%	312
Motorized land sports (ATV's, etc)	4.8%	6.1%	10.9%	8.7%	9.6%	18.3%	<b>71%</b>	312
Motorized water sports (Jet skiing, etc)	5.4%	12.5%	17.9%	10.3%	13.1%	23.4%	<b>59%</b>	312
Non-motorized water sports (kayaking, etc)	17.9%	22.4%	40.4%	<b>22.8%</b>	14.4%	37.2%	22%	312
Golf	9.9%	7.7%	17.6%	8.3%	8.0%	16.3%	<b>66%</b>	312
Tennis	6.1%	6.7%	12.8%	7.4%	12.8%	20.2%	<b>67%</b>	312
Swimming	29.5%	<b>36.5%</b>	66.0%	15.1%	9.6%	24.7%	9%	312
Hunting	1.6%	5.8%	7.4%	3.8%	3.2%	7.1%	<b>86%</b>	312
Fishing	8%	13%	20%	12.5%	15.7%	28.2%	<b>52%</b>	312

## The Local Market's Propensity to Consider Stowe

A series of questions asked the local market how often they "considered" going to Stowe when they go out shopping or recreating. Table 10 shows 8 activities that include nightlife, shopping, entertainment, family oriented activities, and outdoor

Table 10: How often does the local market consider Stowe?										
	Very Often		Often		Once in a while		Hardly ever		Not applicable to me	Response Count
When I want to go out at night I consider Stowe...	25	8%	60	19%	98	31%	102	<b>33%</b>	27	312
When I want to go shopping for groceries I consider Stowe ...	14	4%	18	6%	32	10%	163	<b>52%</b>	85	312
When I want to go shopping for household necessities I consider Stowe...	4	1%	17	5%	39	13%	184	<b>59%</b>	68	312
When I want to go shopping for fun I consider Stowe...	14	4%	42	13%	108	35%	119	<b>38%</b>	29	312
When I want to go to a festival, performance or event I consider Stowe...	43	14%	82	26%	132	<b>42%</b>	48	15%	7	312
When I am looking for something fun to do with my family I consider Stowe...	40	13%	101	32%	114	<b>37%</b>	41	13%	16	312
When I want to recreate outdoors I consider Stowe...	75	24%	78	25%	115	<b>37%</b>	36	12%	8	312
When I am looking for a good restaurant I consider Stowe...	61	20%	74	24%	121	<b>39%</b>	46	15%	10	312

recreation. Stowe received low marks on all of them. The majority of the local market considers Stowe "hardly ever" or just "once in a while" when shopping for fun, going out at night, shopping for household necessities or shopping for groceries.

**73% of the local market rarely considers Stowe for pleasure shopping. This is unfortunate considering that it is the second most popular activity.**

The category that scored lowest was "shopping for fun," with 73% of the local market saying that they rarely<sup>1</sup> consider Stowe for this activity. This is rather unfortunate considering that it is the second most popular activity. Approximately 280,000 people, or 68% of the market, within a 45 minute drive, engage in this activity. This is also a new marketing opportunity for local merchants. A large majority of those who rarely consider Stowe for this activity are residents of Chittenden County, although 15% come from Stowe and Waterbury.

<sup>1</sup> "rarely" is used here as the combination of "once in a while" and "hardly ever"

The same new marketing opportunities exist with nighttime activities; 64% of the market rarely considers Stowe when going out at night, and 54% rarely consider Stowe when looking for a restaurant. As a general rule, those who go out at night in Stowe are close geographically such as Morrisville, Waterbury and Stowe itself. Chittenden County residents are much less inclined to come to Stowe.

When it comes to outdoor recreation Chittenden County residents are slightly more inclined to come to Stowe. About 49% of the local market considers Stowe often or very often when planning on outdoor recreation. Approximately 36% of Chittenden County residents consider Stowe when planning for outdoor recreation "very often" (5%) "often" (11%) or "once in a while"(20%). Considering that Stowe is an outdoor recreation destination there should be more local Vermonter's heading to Stowe.

The results are similar for fairs and festivals. Approximately, 40% of the local market considers Stowe when looking to go to a festival. About 36% come from Chittenden County. This reveals one of the largest untapped marketing opportunities. Over 45% of the local market goes to fairs and festivals three or more times per year. Another 37.5% attends them once or twice per year. This amounts to approximately 338,000 people who attend festivals at least once or twice per year and 185,000 people attending them three or more times per year. Stowe held 66 short and long term events last year (12 long term events lasting more than 30 days and 53 short term events of one to five days). Yet, 60% of the survey respondents said that they don't consider Stowe when seeking to go to festivals or fairs. The events at Stowe are high quality and well organized events; this is based on the consultant's comparative observations of events in Stowe and throughout Vermont. The reason people are not considering Stowe is not likely because the event is poor quality or doesn't appeal them. Rather, it is more likely a public awareness and marketing issue.

Stowe held 66 short and long term events last year ... Yet, 60% of the local market said that they don't consider Stowe when seeking to go to festivals or fairs.

## Where Do the Local's Go?

A series of questions asked the respondents where they usually go when they spend their leisure time. The question addressed the same list of activities as the previous question about whether they considered Stowe when planning to go out. This question asked which town they usually go to for each of these same activities.

Table 11: Popular Destination for the Local Market							
activity	Burlington or South Burlington	Williston	Stowe	Waterbury	Montpelier	Some other location	Response Count
When I go out at night I usually end up in...	<b>46%</b>	4%	18%	5%	7%	20%	312
When I go shopping for groceries I usually end up in...	26%	10%	7%	11%	8%	<b>38%</b>	312
When I go shopping for household necessities I usually end up in...	26%	<b>35%</b>	4%	6%	4%	24%	312
When I go shopping for fun I usually end up in...	<b>58%</b>	13%	10%	0%	5%	15%	312
When I go to a festival, performance or event I usually end up in...	<b>55%</b>	1%	23%	0%	4%	17%	312
When I go out and have fun with my family I usually end up in...	<b>37%</b>	4%	22%	2%	5%	30%	312
When I recreate outdoors I usually end up in...	12%	1%	36%	4%	2%	<b>45%</b>	312
When I go to a good restaurant I usually end up in...	<b>39%</b>	6%	26%	4%	7%	18%	312

Burlington and South Burlington were the most popular destinations for 5 out of the 8 activities. These towns are most popular for pleasure shopping and festivals. These two activities attract 58% and 55% of the market area respectively. Chittenden County respondents were 36% of the total therefore; the Burlington area draws 22% of its shoppers from outside the county, and 19% of its festival goers from outside the county.

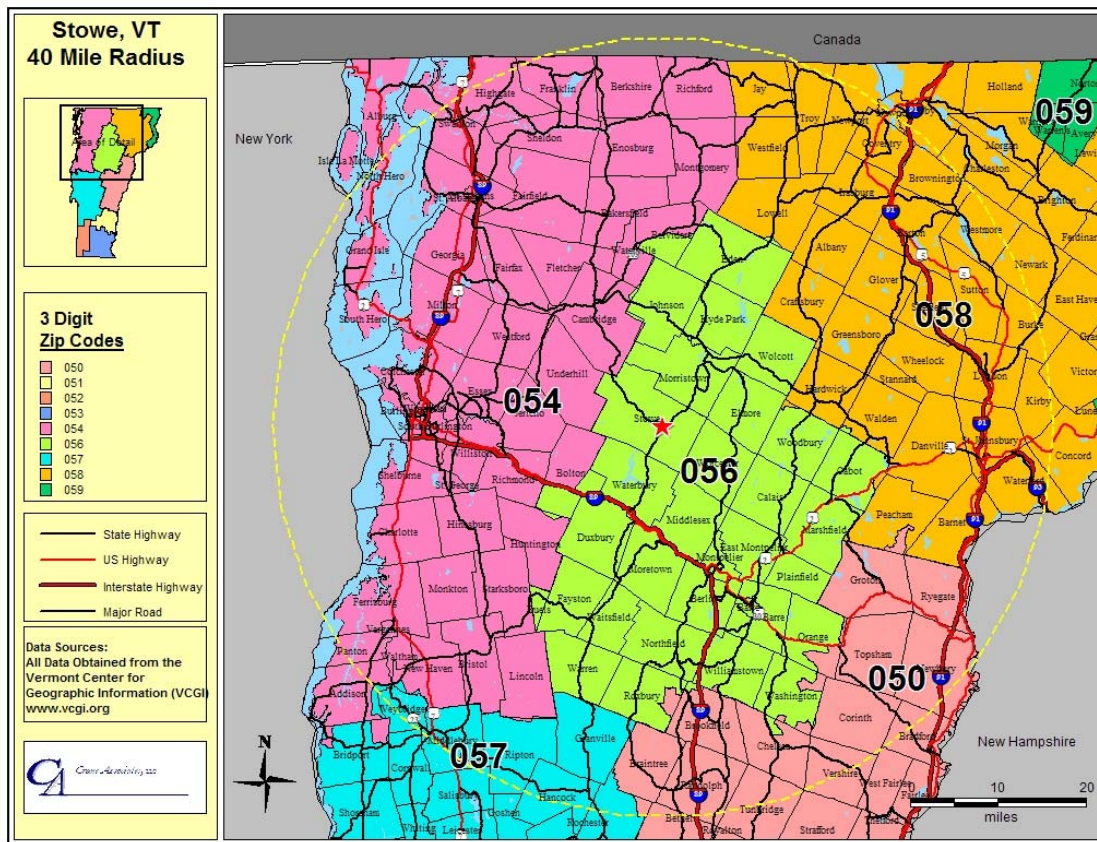
By comparison, Lamoille County residents made up 27% of the total respondents but only 23% usually ended up in Stowe for festivals and only 10% went to Stowe for pleasure shopping. Stowe is losing its own share of pleasure shoppers and festival goers to Chittenden County. Outdoor recreation is the only activity where Stowe attracts more people than who live in the county. Yet, even in this category a majority is choosing to go to "some other location" than any area presented in the



questionnaire. In terms of going to a restaurant, Stowe is holding its own.

### Zip Code Analysis

Using zip codes is an effective way of analyzing responses from local residents. The postal service establishes the geographic area for the first three digits of a zip code along logical delivery routes. They do not follow political boundaries but use natural barriers that would limit delivery such as mountain ranges and large bodies of water. They center their delivery routes on major transportation corridors and concentrated populations. For example the 056\_\_ zip code is bounded by the spine of the Green Mountains on the west and it stops on the east, north and, south where populations become very thin and rural (see map below). The I-89 corridor is placed in the center of the 056\_\_ zip code area so it can deliver to both sides of the highway, and it encompasses entire major municipalities such as Montpelier, Waterbury, Morrisville, and Stowe. The 054\_\_ zip code is bounded by the spine of the Green Mountains (or the Long Trail) on the east, Lake Champlain on the west, the Canadian border on the north, and in the south it stops in the middle of Addison County where populations become very low between Vergennes and Middlebury.

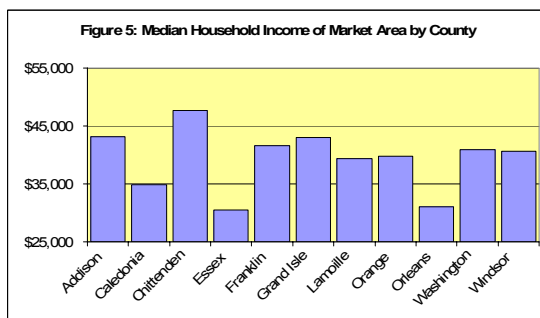


Map 1: Three digit zip codes of market area



The same logical breaks that make sense to the post office also make logical market area boundaries in many cases. It certainly makes sense for the retail and entertainment markets. When people decide to go shopping, or attend a festival, or go out to dinner they are confronted with a transportation decision. They decide whether they will travel across a mountain pass or traverse a long stretch of rural area with no services to go out to dinner or attend a concert. For leisure time activities and those activities that are associated with a vibrant village, they make good market area boundaries. Therefore, the local market data was analyzed according to three-digit zip codes.

Approximately 23% of Stowe's closest market (those in the 056\_\_ zip code<sup>2</sup>) usually ends up in Chittenden County when they go out at night. Conversely, those in the 054\_\_ zip code



rarely choose Stowe. The 054\_\_ zip code area arguably represents Stowe's largest potential, yet untapped, market. Franklin County is the fastest growing county in the state and Chittenden County is most populous with the highest household incomes. However, Stowe does not do well in attracting them. Only 2 respondents (1%) in the 054\_\_ zip code said they "usually end up" in Stowe when going out at night.

Chittenden County residents may be less likely to travel to Stowe when going out at night because there is plenty of entertainment and nightlife in Burlington and South Burlington (not to mention the issues of driving late at night). However, Stowe hosts many high quality festivals and events. Therefore, fairs and festivals were also examined to determine the market's willingness to drive to Stowe. In terms of going to festivals, people in the 054\_\_ market were only slightly more inclined to go to Stowe compared to going out at night.

Approximately 13% of the 054\_\_ market usually ends up in Stowe for festivals, performances and events (compared to 1% for going out at night). However, and unfortunately, only 34% of the Stowe's closest neighbors (those with a 056\_\_ zip code) stated that they usually end up in Stowe for a festival, performance or event. Considering Stowe's relatively large amount of events they should be gathering more locals. This helps confirm what focus groups and interviews have anecdotally revealed: that Stowe has a lot going on but they are mostly geared toward visitors and there are relatively few things for local residents. Cross tabulation of the survey data also supports this notion. In fact, of those respondents who live in the 056\_\_ zip code and who believe that Stowe is "mostly for tourists" 90% do not usually go to Stowe for festivals or performances. Burlington was their most popular choice, followed by "some other location." The cross tabulation results were nearly identical for pleasure shopping.

<sup>2</sup> The 056\_\_ zip code includes all Lamoille County towns east of the Long Trail, all of Washington County, and the few Addison and Orange County towns that border Washington County.

In terms of restaurant patrons, 17% of those who usually go to Stowe come from the 054\_\_ market. The remainder is almost entirely from the 056\_\_ market.

In terms of pleasure shoppers, most reported going to Burlington (54%) for pleasure shopping and many of them actually have to either leave Stowe or drive through Stowe to get there. Of all pleasure shoppers in the local market, 10% reported usually going to Stowe. Stowe attracts almost none from the 054\_\_ market and a small percentage of the 065\_\_ market. Only 15% of Stowe's closest market, those in the 065\_\_ zip code, usually end up in Stowe for pleasure shopping while 85% go elsewhere. Of the 15% who go to Stowe for pleasure shopping, 81% were over 40 years old and a majority was Stowe residents. Only one respondent was in the 20-29 age range. Only 2% of the 054\_\_ market reported usually going to Stowe for pleasure shopping. In the 054\_\_ market 54% were 40 years old or over while 46% were younger than 40 years.

Of those respondents who live in the 056\_\_ zip code and who believe that Stowe is "mostly for tourists" 90% again do not usually go to Stowe for pleasure shopping. The most popular locations for this sub group were Burlington, Montpelier and Williston in this order.

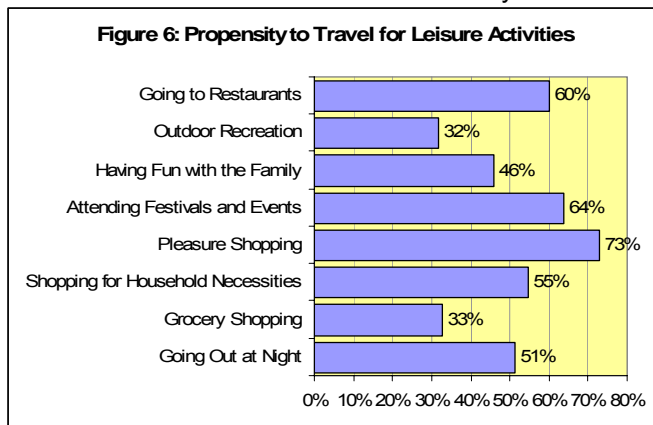
Only 8% of those living in the 054\_\_ zip code say they usually end up in Stowe when looking for something fun to do with their family. For those respondents living in the 056\_\_ zip code, 38% said they usually end up in Stowe, 20% go to Burlington, and 26% go to some other location for this activity. Of those 056\_\_ residents who usually go to Stowe, 72% live in Stowe. Of those who usually go to Burlington/South Burlington, 46% are from Burlington/South Burlington. Again, the Burlington area tends to be able to attract more people from other municipalities than Stowe is able.

### Traveling for Leisure Activities

For which activities are people more likely to travel? The data were analyzed to determine the likelihood that people will leave their hometown to participate in certain leisure activities.

If Stowe wants to attract outsiders to increase village vibrancy they should concentrate on those activities for which the local market has the most propensity to travel.

The data were filtered by activity and sorted by the destination and hometown of the respondent. The responses that included the same destination and hometown were removed. The result was a dataset of



responses where people stated that they usually leave their hometown to participate in the eight leisure activities in question.

The local market has the greatest propensity to leave their hometown when they go pleasure shopping. Approximately 73% of the local market leaves their hometown to go pleasure shopping. Where do they go? The data on just these travelers reveals that 70% of them go to Burlington/South Burlington for pleasure shopping and approximately half of them are from outside the 054\_\_ zip code. Williston is the next most popular designation at 17% followed by Stowe (8%), and Montpelier (6%).

The local market also has a propensity to travel away from their hometown when attending a festival or performance and when going to a restaurant. Burlington also takes the lead in attracting travelers for these two activities but Stowe comes in second. Burlington however, far exceeds Stowe.

Approximately 74% of those leaving their hometown most often end up in Burlington for a festival and a little over half of them are from outside the 054\_\_ zip code. Stowe is the second most common destination, but with only 18% of the festival travelers (a little over half are from outside the 056 \_\_ zip code). For restaurant goers, 51% of the out-of-town patrons go to Burlington, and 25% go to Stowe. For both municipalities, a little less than half are from outside their three digit zip code.

### Local Survey Summary

The local market's perception of Stowe is very favorable. Over 2/3rds of the market believe that Stowe is a fun place to visit and about half believe it is friendly. When combining the "partially agree" category the percentages rise to 95% and 89% respectively. About 42% of the locals agree that Stowe is vibrant, this is likely more than the number of visitors who think Stowe is vibrant.

The most popular activities among local residents are: nature walks, pleasure shopping, swimming, hiking, pleasure driving, biking, cultural events, music events, and festivals or performances, in this order. The activities that locals are most likely to drive out of their hometown for are pleasure shopping, festivals, dining, and pleasure driving.<sup>3</sup> Stowe provides high quality products in all of these activities but it is rarely visited by locals. Stowe attracts 10% of the local market's pleasure shoppers, 23% of festival participants, and 26% of the restaurant patrons.

Most people in the local market area (45 minute drive) that go to Stowe for these three activities, however, are already from Stowe or the neighboring towns of Waterbury and Morristown. In terms of proportional quotients of the market, Stowe is losing its

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<sup>3</sup> It is assumed that pleasure driving will take people out of their hometown; the survey didn't specifically ask this question.

Nearly 90% of those who think Stowe is mostly for tourist also stay away from Stowe for pleasure shopping, attending festivals, or going out to dinner.

own local share of the market in shoppers and festival participants. It is about even with restaurant patrons. To date, Stowe had been unable to attract the people in the most populous and wealthiest areas of the local market – Chittenden and Franklin Counties. From these counties, there are less than 1% of the pleasure shoppers, approximately 13% of festival attendees and 17% of the restaurant patrons who said they usually end up in Stowe.

The local market rarely considers Stowe for their most popular activities. It is unclear what prevent locals from coming to Stowe more often. Is it related to the fact that Stowe is a tourist town? Do most of the people who think Stowe is mostly for tourists also believe that Stowe is stuffy? Cross tabulations show that of those people who said Stowe was mostly for tourists only 23% agreed it was "stuffy", 33% disagreed and 39% partially agreed. Since the "partially agree" response is also a partially disagree response, it can not be used to make definitive conclusion. There is not a strong correlation between those who think Stowe is for tourists and those who agree that Stowe is stuffy.

There is a strong correlation between those who believe Stowe is mostly for tourists and Stowe's leisure activities. Nearly 90% of those who think Stowe is mostly for tourist also stay away from Stowe for pleasure shopping, attending festivals, or going out to dinner. Over 38% of the local market believes that Stowe is mostly for tourists. Changing this image of Stowe would likely increase local foot traffic and help improve vibrancy.

## Marketing Stowe to the "Locals"

Stowe has the products, services, and entertainment that locals are looking for but they are not choosing Stowe. The local market is willing to travel to go pleasure shopping, attend festivals and performances, and to out to restaurants. The local market thinks Stowe is "a fun place to visit" and "friendly." Yet, for all Stowe has on its side, the locals are not coming to Stowe.

It has been demonstrated in this report that Stowe has many high quality festivals and events and it shows that the local market is willing to travel for these events. Therefore, Stowe has great potential in this area. However, Stowe only attracts 13% of the 054\_\_ market and 34% of the 056\_\_ market. In other words, 281,000 people usually travel outside of their hometown for festivals but only 57,200 usually come to Stowe.

Stowe marketing materials also boast a great variety of shops. There are 53 retailers who are members of the Stowe Area Association (about 2/3rds of the total shops). These are unique shops and most are the variety that invokes pleasure shopping. With the exception of the hardware store, variety store, and a few others, the majority of retail items sold in the village are not household necessities. Given the pedestrian scale of the village,

Stowe's inability to attract the local market in the top three leisure activities needs to be addressed... there are between 150,000 to 350,000 people who actively engage in the leisure activities that Stowe offers but rarely go to Stowe, or even consider Stowe, when participating in them.

the views, and the traditional Vermont atmosphere, Stowe should be attracting more local pleasure shoppers yet only 2% are coming to Stowe from the wealthiest and most populated regions in Vermont.

The same is true for restaurants. There are over 40 restaurants in Stowe. In Burlington's downtown area there are approximately 60 restaurants<sup>4</sup>. On a per capita basis, Stowe has far more restaurants than Burlington. However, Stowe is not able to attract more than 10% out of the 054\_\_ market into their restaurants. Comparatively, Burlington is able to attract 22% from the 056\_\_ market into their restaurants.

Stowe's inability to attract the local market in the top three leisure activities is an area that needs to be addressed. In terms of untapped market potential this is one of the town's greatest opportunities. Depending on the activity, there are between 150,000 to 350,000 people who actively engage in the leisure activities that Stowe offers but rarely go to Stowe, or even consider Stowe, when participating in them. The reason they aren't coming to Stowe is not because they wouldn't travel for these activities; 60% to 73% of the market travels for these activities. It is not because Stowe has lower quality offerings. The quality of Stowe's restaurants, events, and shopping is superb and rivals any Vermont town but the locals are not choosing Stowe.

The local market is close and easy to communicate with. Stowe Area Association is one of the best destination marketing organizations in the State. The marketing skills are in Stowe and the products and services that local Vermonters are looking for are in Stowe. However, the two haven't been connected. One reason for this may be the administrative structure of the Association.

Stowe Area Association is one of the most financially stable tourism marketing organizations in Vermont. The Vermont Department of Tourism considers SAA a model for other marketing organizations. The reason for their financial success is because they receive substantial revenues from memberships of lodging businesses. They also book rooms for lodging members and receive a commission on the sale. Last year, lodging reservation revenue was 2.4 million dollars. Lodging businesses pay a substantial membership fee and, rightfully so in the consultant's opinion, expect that the energies of SAA will be proportionately spent on filling bedrooms in their businesses. SAA has long advocated for marketing Stowe first. The reason for the organization's success is because they market the place called Stowe. They do not market any one sector of businesses like lodging rather the comprehensive experience. Nonetheless, those most active in the organization and those paying the largest membership fees are lodging businesses. Whether this

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<sup>4</sup> This excludes restaurants in the remote areas of the City which visitor's wouldn't likely know about. List is approximate based on current restaurant guide which usually doesn't include all of them.

influences where their marketing resources are allocated is not certain nor does it matter. It is important, however, to understand the conventional mindset of the organization.

One thing that can be measured accurately is where their marketing dollars are spent geographically. The SAA annual report documents their marketing efforts and interviews with the Executive Director confirm how these resources are allocated. Over \$800,000 is spent on marketing, sales and advertising and 14 pages in the annual report show how it is spent. Highly professional publications are made and distributed including: a wide variety of brochures, vacation planners, dining and shopping guides, retail maps, retail promotions and calendars. These are distributed to the typical tourist locations such as airports, welcome centers, Ben and Jerry's, cooperating hotels, and sent to mailing lists of out of state tourists. Advertising budget is used to purchase ads in at least 46 locations, all of which is intended to catch the out of state traveler. Essentially, nearly all of SAA's marketing, sales, and advertising budget is focused on attracting the out of state traveler.

Conventional thinking in SAA is that the out of state traveler is the one who spends the money. This report challenges this thinking and contends that there is great potential in Vermont especially in Chittenden and Franklin counties.

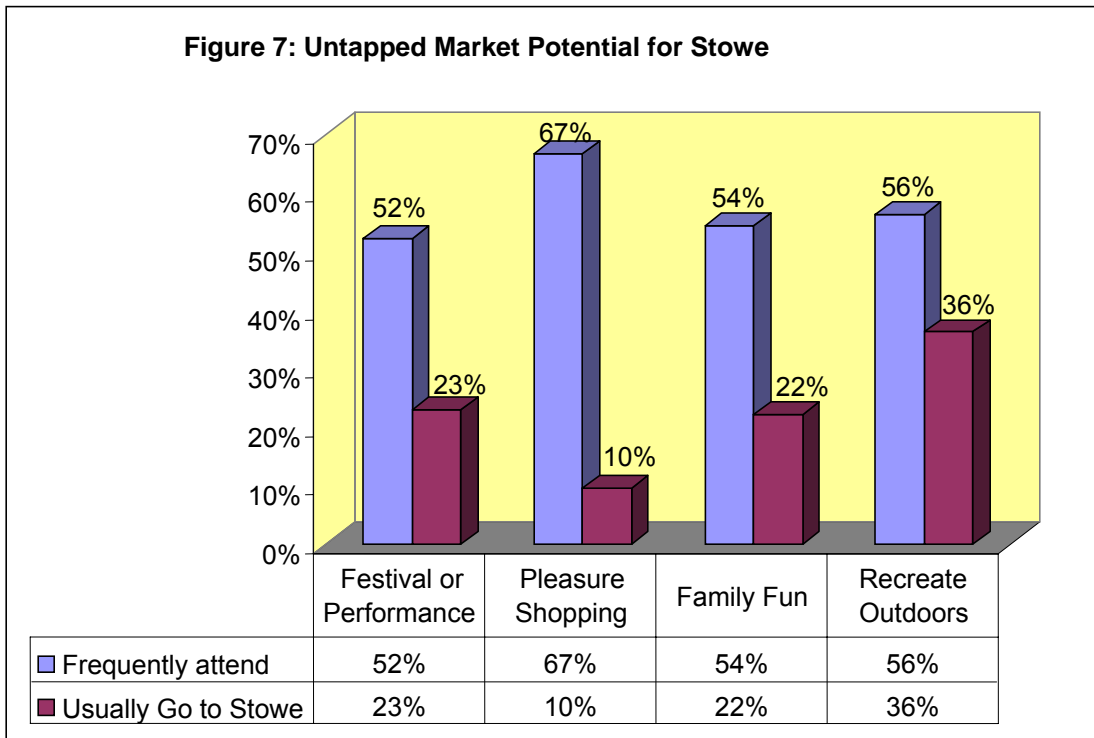


## The Potential

potential (pə ten 'shəl) adj.1. orig. , that has power, potent 2. that can, but not yet, come into being; possible; latent; unrealized undeveloped.

According to Daniel Webster "potential" is unused power. To a market analyst potential is an opportunity waiting to happen. The market potential in Stowe is measured by the difference between how frequent one engages in leisure activities and how frequent they go to Stowe for those same activities. Figure 6 shows the market potential for four popular leisure activities in the local market.

Pleasure shopping represents Stowe's greatest potential because it is the most popular activity in the market with the least amount of Stowe participation. This is clearly an opportunity for retailers to coordinate their marketing and promotional efforts to increase their share of the local market's pleasure shoppers. Stowe is not capturing 90% of their potential in pleasure shopping.



Stowe is capturing less than 25% of the local market's potential in festivals and performances. While 53% of the total market (or 201,358 people) frequently attends festivals and performances only 23% of them, or 46,367 people usually go to Stowe. The numbers are similar for family activities. For outdoor recreation, Stowe is capturing about one third of the local market while 64% do not usually go to Stowe. Table 12 shows the size of the

market for each of these activities and the size of the potential, yet unrealized, market for Stowe. There are clearly opportunities to increase attendance and sales in Stowe by capturing more of the local market. It is unrealistic to assume that Stowe could capture all of its market potential. The Law of Diminishing Returns would prevent that.

The Law of Diminishing Returns basically states that as you increase inputs, outputs will initially increase to a point and then eventually diminish as more inputs are provided. In other words, it is much easier to capture the first 10% of the market than the last 10%. The return on investment for marketing to the locals will pay off largely for capturing the first half of the market potential and return less as marketing dollars increase. However, since the market potential is large there is a good opportunity for retailers and event organizers to gain a strong return on advertising and public relations investment geared toward local Vermonters.

Table 12: Size of Market Opportunity for Stowe

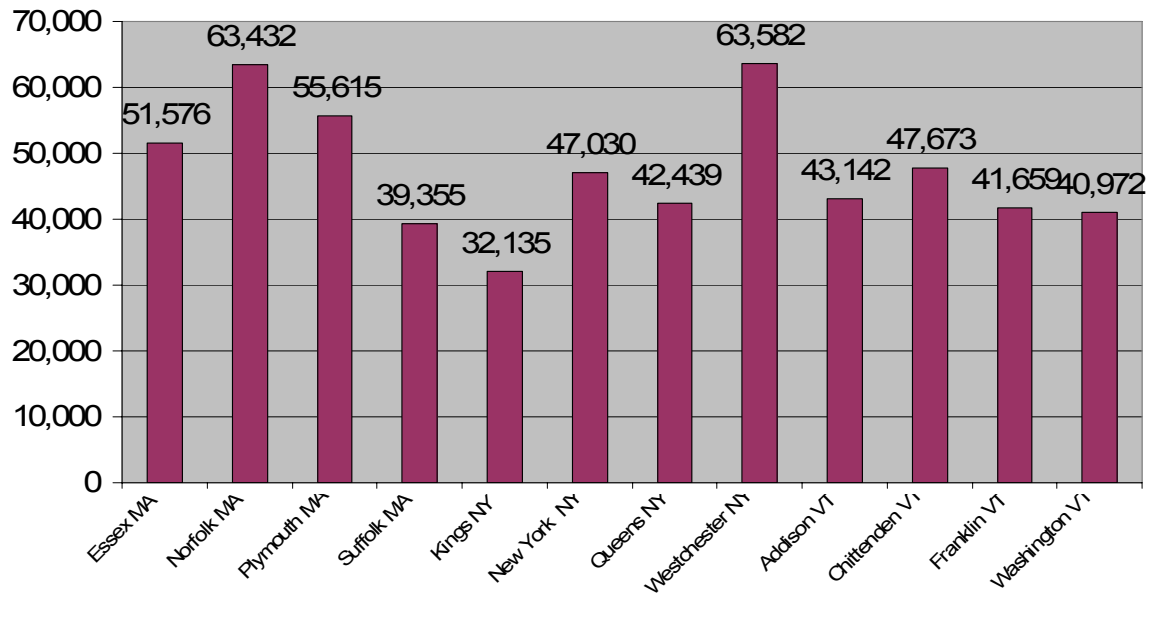
	Total Market Size	Stowe % of Market Total	Attendance in Stowe	Untapped Opportunity for Stowe	% of Market
Festival or Performance	201,358	23%	46,467	154,891	77%
Pleasure Shopping	256,948	10%	24,706	232,241	90%
Family Fun	210,006	22%	46,443	163,562	78%
Recreate Outdoors	217,418	36%	78,744	138,673	64%

A comparison of median household incomes in the counties that surround Manhattan, Boston, and Burlington showed that Chittenden County has a slightly higher median income than Manhattan and only \$4,000 less than the north Boston area.

The assumption that Vermonters will not stay as long as out of state visitors is likely true. An overnight guest from Vermont will stay 1 to 2 nights with an estimated average near 1.3 nights. The out of state visitor stays 2 to 4 nights with an estimated average of 2.7 nights. This does translate into more meals and services bought. Vermonters, however, are more able to stay on Sunday night and weekdays nights when out of state visitors usually can not. In addition, there is no reason to believe that local Vermonters will spend less on a per day basis.

Local Vermonters are not on average significantly less wealthy than the market Stowe tries to attract. A comparison of median household incomes in the counties that surround Manhattan, Boston, and Burlington showed that Chittenden County has a slightly higher median income than Manhattan and only \$4,000 less than the north Boston area. The four Vermont counties (Chittenden, Franklin, Addison, and Washington) were comparable with most of the counties in the New York, New York area with the exception of Westchester, and with one Boston County. Of the 8 out-of-state counties reviewed, the Chittenden County median household income is higher than 4 and lower than 4.

**Figure : Median Household Incomes for Select Counties in MA, NY and VT**



The long held assumptions that Vermonters spend less and have less money than out of state travelers should be challenged. Conventional thinking was that Stowe's drive markets are Montreal, Boston, Connecticut and New York. Chittenden County and the rest of Vermont should now be included in the list of drive markets. In fact, because Vermonters have been excluded from most of SAA's marketing efforts, there will likely be the greatest return on investment of marketing dollars, as measured by visitation rates, from Vermont than any other drive market.

# Recommendations:

Stowe village will be a place where residents live, work, and socialize and will forever retain its original and authentic functions as a true Vermont community.

## The Vision for a Vibrant Stowe Village

*"Make no little plans; they have no magic to stir people's blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency." - Daniel Burnham (1846-1912)*

A vibrant Stowe village will have busy sidewalks full of residents and visitors strolling, shopping, having fun, and going about their daily lives. The village will continue to serve as the town's civic, cultural, commercial and residential core as envisioned in the town plan. Stowe village will be a place where residents live, work, and socialize and will forever retain its original and authentic functions as a true Vermont community. By doing so, it will also be attractive to visitors seeking genuine Vermont. It will be inviting to all groups of people with a wide diversity of interests, ages, and incomes. The village as a whole will be a draw. Its combination of professional services, shops, museums, recreational amenities, entertainment, and restaurants will attract visitors from their hotel rooms and become the most memorable experience of their trip. It will also attract employers with high paying office-base jobs by being conveniently located to wide range of services.

A vibrant Stowe village will have a wide range of retail shops, services restaurants, night clubs and a performing arts center. The village will be the preferred location for business owners of all types, reversing a long trend of businesses moving toward the Mountain Road and Lower Village. The current downward cycle of businesses locating out of the village, which has led to fewer shoppers and less sales income, will be reversed through a series of business incentives for the entertainment sectors.

An entertainment district will be created to serve as a "center of gravity" for the town. The two block area between Main, Pond, Depot and Park Streets will be rezoned to create strong incentives for business owners and landowners to establish a vibrant village center. This concentration of shops and restaurants in a pedestrian friendly environment will break the "chicken and egg" cycle of shops closing early because there aren't enough shoppers and shoppers not coming to the village because the stores are closing early.

Most importantly, Stowe village will retain its historic charm and preserve the assets that both visitors and residents enjoy. The village will remain the friendly and traditional Vermont village that people expect. The village will augment these assets by encouraging more retail shopping and entertainment related businesses, thereby providing more reasons for visitors and residents to spend more time in the village.

## Introduction

Creating vibrancy in Stowe requires a comprehensive approach. Simply holding more events or installing more streetscape improvements alone will not increase foot traffic or generate more sales. Each recommendation presented here is designed to work with all others as a package. The recommendations cover a range of categories from marketing to infrastructure and are integrated with each other to mutually address the obstacles preventing a vibrant village. They are also designed to augment the many positive strengths of Stowe.

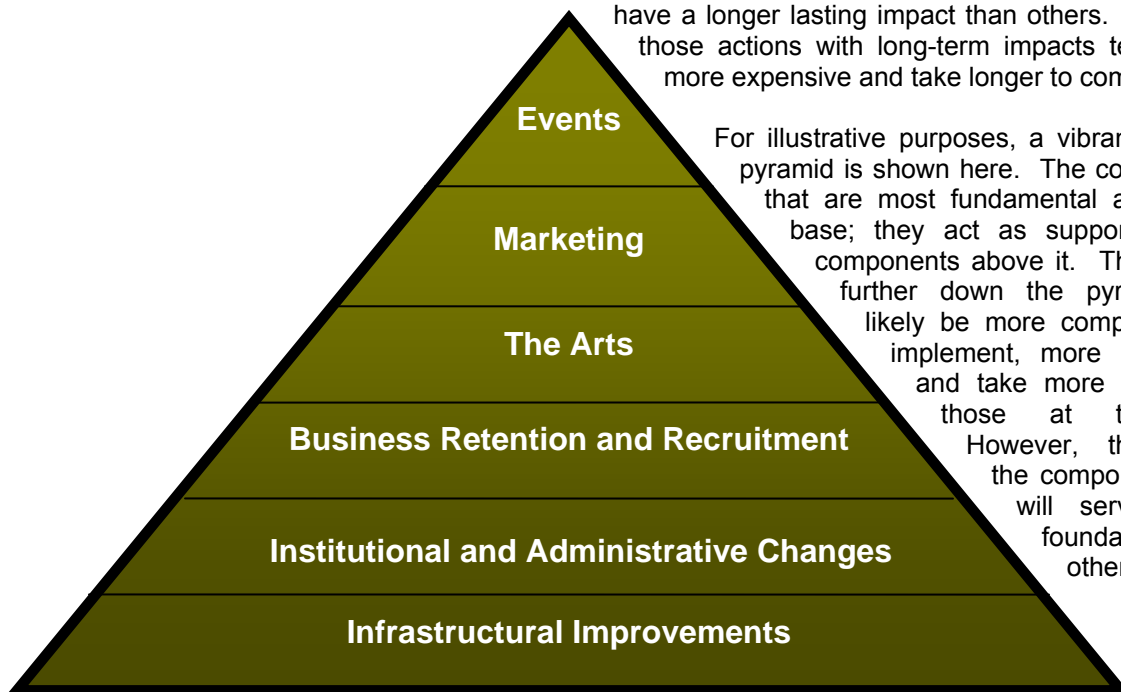
These recommendations are not designed to simply increase tourism. They are designed to create a vibrant village that serves the needs of residents and visitors alike. Promoting any "ism" leads to extremism; tourism is no exception. There are no recommendations presented here that are designed to increase bus traffic or to facilitate large tours full of low budget shoppers en-route to some other destination. The recommendations are not designed to attract national chain stores, or factory outlets. They are designed to strengthen the viability of downtown Stowe for everyone. The recommendations do recognize that the locally owned businesses in Stowe need visitors to survive. The number of high quality shops and restaurants can not be sustained by the 5,000 Stowe residents. In fact, the quality of life for local residents is improved by the wide variety of commercial and cultural enterprises that occur in Stowe – and many of them occur because of visitors. Therefore, the residents and visitors have a symbiotic relationship and mutually benefit from a vibrant village.

Some of the recommendations below may challenge conventional thinking or run counter to long held beliefs or values of some people. They are not intended to jostle anyone. Rather, they are proposed under the rubric that if one continues on the same path one will continually move toward the same ends. Crane Associates was hired based on the recognition by the Town that village vibrancy was not moving in the right direction. The Town recognized that the village needed to do something different. Indeed, new approaches to marketing, different perspectives on design, additional infrastructure and a reallocation of personnel and resources will be required to achieve the goals of a more vibrant village.

Some of the recommendations may appear to conflict with some business owners interest while supporting others. Or some may be contrary to personal values. No doubt, compromises will have to be made to implement these recommendations. Caution should be used if the town decides to cherry pick out some recommendations while leaving others in. This may not have the desired effect or may even be a waste of resources. Decisions should be based on an understanding of the comprehensive and integrated nature of these recommendations.

Implementing these recommendations will require cooperation between many entities including town government, non-profit organizations, committees, associations, the private sector and many individual volunteers. Finally, it will require follow through over a long period of time, perseverance, and determination.

There is also a hierarchical element to these components which should be recognized. Certain actions are prerequisites for others. Some recommendations can be implemented more efficiently if others were completed first, or some actions can have a longer lasting impact than others. Naturally, those actions with long-term impacts tend to be more expensive and take longer to complete.



For illustrative purposes, a vibrancy action pyramid is shown here. The components that are most fundamental are at the base; they act as support for the components above it. The actions further down the pyramid will likely be more complicated to implement, more expensive and take more time than those at the top. However, these are the components that will serve as a foundation for others.

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The base actions facilitate many of the actions above it and therefore are the most important. Concentrating only on the actions higher on the pyramid will not lead toward long-term sustained progress toward vibrancy. However, they still serve a vital role. The easier and less expensive actions at the top will tend to boost moral and build confidence which is needed when tackling the more difficult ones. So implementation of these actions isn't necessarily progressive from top to bottom or from bottom to top but from both directions; a priority should be based on what is most appropriate for the town at this time.

Another observation the author feels compelled to make regarding these recommendations is what is already successful. Too many reports are written about what needs to change at the expense of not revealing what works.

First of all, we must not forget the fact that a strong majority of visitors sincerely enjoy Stowe village. Vermonters and out-of-state visitors alike rank Stowe highly in customer satisfaction. They enjoy shopping, dining, and strolling through the village. The strongest call for change comes from the merchants who have seen their sales significantly drop over the long term and



their fixed costs rising. Therefore, these recommendations are intended to augment the customers existing experience while generating more foot traffic for the merchants.

Secondly, there are many talented people in Stowe and this highly skilled labor pool is running many of the town's organizations. In addition, there are many volunteer committees keeping costs low and quality high. Examples include the Stowe Area Association, Helen Day Art Center, the Ski Museum, Stowe Town Government, Stowe Performing Arts, and many others are great assets to the town. The boards, staff, and volunteers of these organizations are more experienced and skilled than one would find in most villages of 5,000 people. The recommendations try to tap into these skilled individuals.

The recommendations are not intended to dictate the details of how to complete each step; these talented individuals can figure that out. Instead, these recommendations simply try to guide the town toward more efficient and effective choices. They are also intended to offer a new perspective on the town. These recommendations make observations on the underlying causes, not symptoms, of current day challenges to achieve vibrancy such as institutional issues, capital infrastructure and marketing trends.

## Marketing Recommendations

### Market Stowe to Local Vermonters

Local Vermonters enjoy Stowe just as much as visitors. The survey responses show strong similarities between visitors and Vermonters on their perspective toward Stowe. They both think it is friendly and fun. Both groups enjoy pleasure shopping, dining, music events, outdoor recreation, and festivals. However, most of the marketing budget of SAA is spent toward attracting out-of-state visitors. Traditional marketing logic goes like this: attract those from farther away because they will stay longer and spend more money. There is an age old assumption that because the local market is within a 45 minute – 1 hour drive that they won't stay overnight. This is a false assumption.

Stowe offers local Vermonters what it can not give out-of-state visitors – a Stowe vacation without the drive. Local Vermonters can escape to Stowe, have an excellent dinner, stay in a luxury resort or a cozy lodge, dance all night, hike the next day, go shopping and do all those fun things that they or anyone else does on vacation. They would also have more time doing these things because they are only an hour away, not 4, 6, or 8 hours. However, those in Chittenden and Franklin counties don't get that message. In fact, informal interviews with Chittenden county residents have revealed that they don't know much about Stowe. They see very little advertising about Stowe. They generally don't know what's happening in Stowe.

Stowe Area Association should engage in a new marketing blitz in Chittenden, Franklin and Washington counties. Marketing should target the 054 and 056 zip codes (see appendix for the complete list). Lodging businesses should provide Vermonters with special rates, restaurants should offer specials to Vermonters, retail shops should coordinate special sales and increase advertising in the Chittenden and Franklin county area. The former "Ski, Scoop and Shop" program was a success. These kinds of efforts should be expanded and on going. The efforts should be coordinated through SAA so the local market understands that this is a town wide special. The local market should receive the message that Stowe is making a concerted effort to attract them. SAA should develop a new ad campaign: "Stowe welcomes Vermonters", "All the vacation without the drive" This effort will address two issues simultaneously, first, it will generate more foot traffic for the village and second, it will help correct the perception, held by nearly 40% of the market that Stowe is mostly for tourists. A sustained marketing campaign in the Chittenden County area will also reach tourists. Therefore, it can have the effect of raising awareness to, and perhaps attracting, out of state visitors in Burlington who may not have considered coming to Stowe.

## Change the Image that Stowe is for Tourists

The fact that approximately 40% of the local market believes that Stowe is mostly for tourist is hindering efforts to increase vitality. Approximately 90% of those local Vermonters who believe that Stowe is mostly for tourists go to Chittenden County most often for pleasure shopping, dining, and festivals. Some of them even drive through Stowe to get there. The Stowe Area Association should create a focused marketing effort to change this image. The recommendation above suggests marketing to locals to attract them to the village. This recommendation is suggesting that a change in image is needed to attract them.

## Work Toward the Right Mix of Businesses in the Village

There are no standards for the "right mix" of businesses for a given geography. There can be a highly successful restaurant on a rural highway 15 miles from the nearest population center and there are restaurants that can fail in a vibrant downtown. Much of a business's success rides on the entrepreneur's skills and in their understanding of the market. There are no reference books one can turn to that will reveal a successful combination of the businesses to make a downtown vibrant. The mix of businesses provided here is based on the knowledge gained from understanding the market through surveys and interviews.

There is a current demand for the following types of businesses:

- ❖ Moderately priced and informal restaurants;
- ❖ Moderately priced retail (not discount stores but not Saks Fifth Avenue either);
- ❖ Music venues large and small both in a night club setting and coffee house atmosphere;

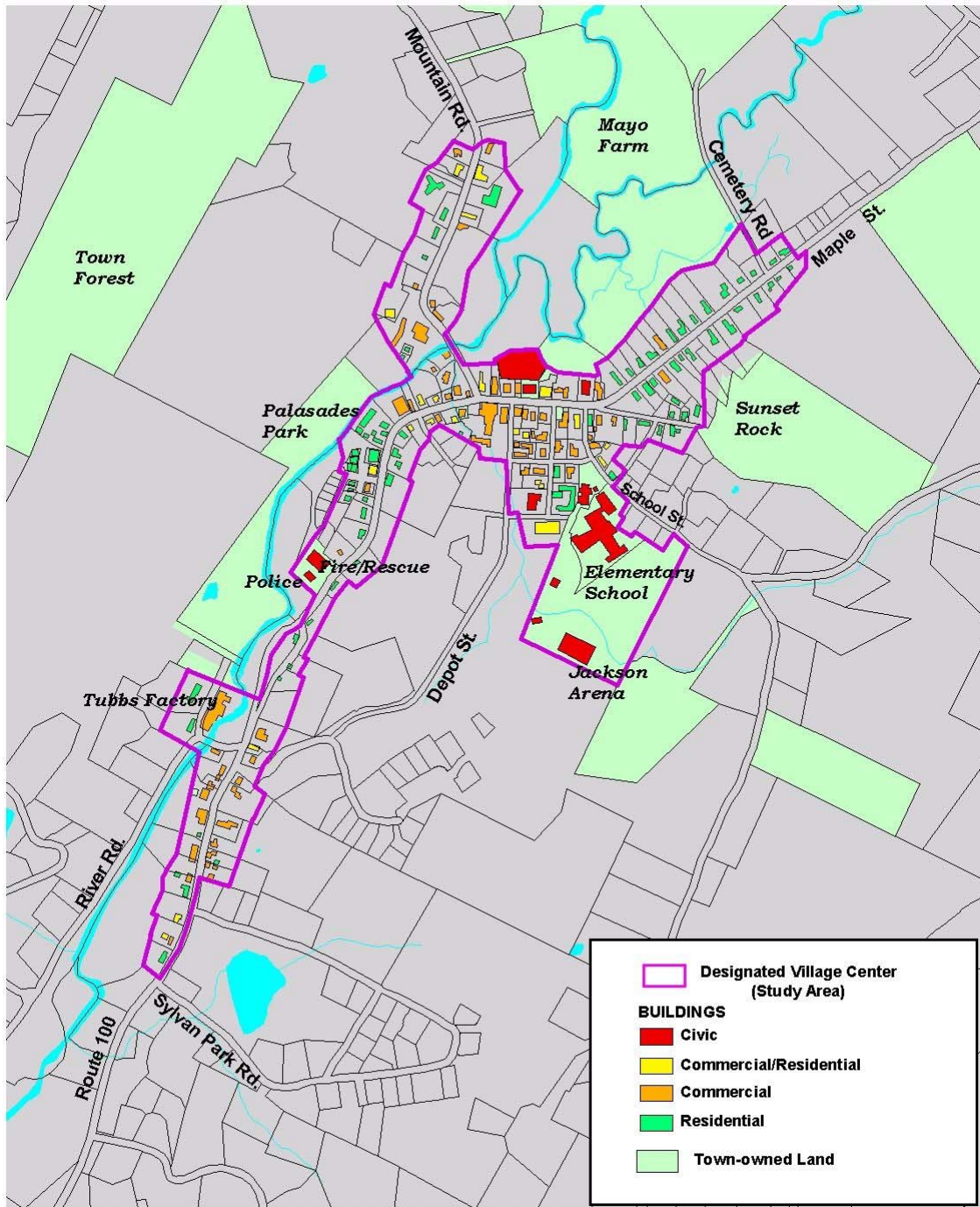
Attracting these businesses requires supporting infrastructure, the right real estate, and a person actively recruiting businesses to the village. These three elements are addressed in separate recommendations.

### A New Center of Gravity: The Entertainment District

In the lexicon of community planning a "Center of Gravity" is the force which naturally draws people. It is a logical meeting place; the hub of activity. The center of gravity is a place that is comfortable, attractive and convenient. It provides services and leisure activities. Today, Stowe has a weak center of gravity at the Depot Building. It is weak because restaurants and retail along the Mountain Road are also a draw. Visitors are drawn to the Depot Building and then disperse to other areas of the town. It is not accurate to call it a "center" of gravity but more realistically it is current directional flow of visitors.

An entertainment district is recommended in order to reverse two established trends in Stowe: (1) businesses preferring the Mountain Road and Lower Village over the Village and (2) village businesses closing early because there are too few shoppers to make it profitable. In order to change the momentum of these trends a strong push in the opposite direction will be needed. The entertainment district should be strategically planned with the current group of land owners. A working group of landowners, planners and prospective tenants should be established to master plan this area.

The location of a business should be based on the type of business. For example, pleasure shopping and restaurants are most dependent on walk by traffic, more so than business services such as printers, or professional services such as doctors or real estate offices. Therefore, retail and restaurants would be most successful where there are sidewalks and street lighting. The most walkable section of the study area is from the hardware store on the north to Mack's Market store on the south including the grid of streets between Main, Pond, Depot and Park Streets.



Map 2: Stowe's New Center of Gravity





### **Stowe's New Center of Gravity**

This grid of streets is Stowe's best opportunity to create a walkable entertainment district. Most of the area has sidewalks. Improvements would include completing the sidewalks, pedestrian signage, and street lights. The common activity of visitors when they are in the village is going to a restaurant (88%), shopping (86%), leisure strolling (72%), having a snack (more eating 48%), viewing the architecture (more walking 41%), and walking for exercise (even more walking 31%). There is a market demand for a denser concentration of restaurants and shops. Respondents, however, are asking for less expensive items in both categories. More affordable gifts and more family oriented restaurants are in high demand. A greater variety of gifts and shops would be the single greatest improvement according to 76% of the out of state visitors. Two-thirds said they want more affordable gifts and over two-thirds said that more unique and high end gifts would not be an improvement.

Two consistent messages have emerged from surveys and interviews; Stowe has great restaurants and shops but they are spread out all over the town. If even half of Stowe's great restaurant and shops were concentrated in the walkable section of Stowe, there would be an entertainment district in Stowe that would rival anything in Vermont. Stowe should work toward creating an entertainment district that is bounded by Main, Depot, Pond and Park Streets (pictured below).





**Stowe's Future Entertainment District**

There are basic principals of establishing an entertainment district that should be followed so that all property owners and businesses are successful. For example:

- Impulse buying items or pleasure shopping items such as: shoes, fashion, toys, and unique housewares should be on Main Street to attract passers-by.
- Destination items such as hardware and service shops like dry cleaners should be at the ends (the Stowe Hardware store is ideally placed where it is).
- Second floor retail businesses should be allowed an appropriately designed sandwich board.
- Retail businesses should be grouped to encourage comparison shopping and to ensure the shoppers know they are getting value for price.
- Restaurants should be strategically placed to encourage walking past retail storefronts.
- Lighting and landscaping should be modest. Ornate streetlights detract and compete with retail signage and window marketing.
- Storefronts should change often. Architecture and window design should change often with the fashion and merchandise. Historical architecture regulations should be respected but also allow for flexibility to meet changing market trends.
- Create a focal point for shoppers to be drawn. A shopper's information booth and kiosk should be placed on Main Street and consistent signage should help lead visitors from the center to shops around town.

Shoppers have a hard time being drawn past the two residential uses on Main Street (Main and School Street). Studies by the Urban Land Institute show that it only takes 30 feet of non-retail activity for a pedestrian to stop and turn around. On Stowe Main

Street, the residential uses detract from a vibrant shopping and entertainment experience. Single family residential on Main Street is not conducive or compatible with vibrant commercial activity; therefore, these uses should be slowly zoned out. Existing single-family residential properties should be considered non-conforming uses and not be allowed to continue at the next sale or exchange of the owners. In the mean time, 10x10 vendor booths should be permitted for sidewalks spaces in front of residential buildings and other non-retail storefronts.

The Town of Stowe can create incentives for an Entertainment District to be created by making special changes to existing zoning strictly for entertainment businesses only. This should include:

1. Zoning to allow bars, taverns, nightclubs, restaurants, theaters, and retail establishments as a permitted use (not conditional).
2. Eliminate side and rear yard setbacks.
3. Change minimum density of 2500 sq.ft. per 1 business to maximum of 12,000 sq ft and no minimum (or very low such as 500 sq ft)
4. Relax signage requirements (except on Main Street) to allow more flexibility for businesses out of common view.
5. Allow limited and appropriate use of neon signs (except on Main Street).
6. Create special tax breaks for new restaurants, nightclubs, and retail businesses on temporary basis until they are established in the village.
7. Provide street lighting around the district.
8. Complete sidewalk construction along Park Street, Pond Street.
9. Eliminate parking requirements (already completed in new zoning).
10. Create a series of pedestrian signage for way finding and business exposure.
11. Create a Tax Increment Financing District (non-educational tax) to fund infrastructure improvements.



**Artist rendering of Stowe's new entertainment district**

## "A Neon Sign is not a Crime"



Example of limited and appropriate use of neon in an historic village

The author realizes that this may sound like blasphemy to some people in Stowe but the appropriate use of neon should be considered. Neon is historic. It was first used during prohibition to indicate what can be found inside an establishment. During the 1930's 1940's and 1950's neon lights became synonymous with art, nightclubs, diners, and drive-in movies. Neon lighting can say what nothing else can. It tells visitors what they can expect from an establishment better than most lighting mechanisms for certain type of businesses. During the 1960's, 1970's and 1980's neon was over run by cheap florescent lighting, overused and abused. As a result many zoning regulations threw the baby out with the bathwater when it came to internally light electric signs.

Vermont's historic and quintessentially traditional Ski Capital of the East is not Route 66 or Las Vegas and should not be light up like these places. However, a blanket restriction is too simple and ignores neon's value in reviving vibrancy. A moderate application (single strand; limited size) of neon in the entertainment district, excluding Main Street, and limited to entertainment businesses only (retail, night clubs, and restaurants) will not alter Stowe's historic character. There are far too many historic buildings, and too many other building uses where it would not be allowed, for that to happen. It would also send a very loud message to business owners that the town is serious about attracting them. Because this move would be so out of character with Stowe's policy, allowing a single strand neon sign on a business may become one of the cheapest and most effective incentives that the town has ever created.

## Physical Infrastructure

### Parking

The Lamoille County Regional Planning Commission conducted a parking study for the town in 2003. Their recommendations were for improved parking management including better signage, enforced time limits, improved striping, and strategic employee parking. These recommendations should be implemented. The study's methodology should also be examined. The study's recommendations were based on data gathered on the last Wednesday in February and three days later on the first Saturday in March in 2003. The study says " This time period represents a busy time of year in the Village, with ski season in full swing, and many grade-schools, including Stowe Elementary, and high-schools on vacation." In fact, having the Stowe Elementary School on vacation frees many parking sites for visitors that would not otherwise be available. February is Stowe's busiest month however that is due to the activity surrounding President's Day weekend and better snow conditions that occur earlier in the month. These data are more representative of March activities, which according to the Stowe Area Association records, typically has less visitors than January, February, August, September, October and December. In addition, the year 2003 generated the least rooms and meals revenue during February and March, than for the same months in any other year within a 4-year period from 2002 to 2005. The statement that this was Stowe's busy time of year is simply not accurate. Therefore, the data are likely skewed toward underestimating the average demand for parking in the village.

Most importantly the parking study was designed to measure current demand and not the parking demand that would occur with a more active and vibrant village. It also did not estimate the parking that is needed to create incentives for businesses owners in the entertainment sectors to relocate to the village. In fairness, the parking study wasn't designed for that.

Parking is one of those critical pieces of public infrastructure that helps break the downward spiral of low commercial investment which leads to less people activity and less vibrancy. Less people only further discourages commercial investors and business owners from locating in the village. Village vibrancy would be greatly increased by more nightlife and retail options. Yet, the business owners in the retail and entertainment sector are reluctant to invest in the village because of the lack of parking. This is confirmed by interviewing current business owners in Stowe who have chosen to locate on the Mountain Road.

This study suggests that an elevated parking facility in the village is appropriate and critical to encourage the right mix of private sector businesses that will increase village vibrancy. Elevated parking is likely a controversial subject for Stowe residents. Issues of aesthetics, location and who will pay for it will arise. In addition, the conversation will lead to asking the question



whether the village needs more stores and restaurants if it means a parking facility. Elevated parking facilities in abstract terms create images in the average person's mind of ugly concrete structures that are cold, dangerous, and occupy important land. In reality, they are important public infrastructure that increases the efficiency of land, improves local merchant's viability, and if designed and located correctly can have little or no negative aesthetic impacts.

The parking garage should be designed to hold approximately 200-300 spaces. The exact number will depend on the site, design, and cost per space. According to some research on parking designs, the most efficient building footprint is 290 feet by 124 feet or 5/6<sup>th</sup> of an acre. This yields 124 spaces per floor. Efficient parking structures can also be built on 1/2 an acre yielding 78 spaces per floor.<sup>v</sup> Parking structures cost approximately \$14,000 per space.<sup>vi</sup>

There are two potential locations for elevated parking in the village. The first is behind the Town Hall on the site of the power substation. This substation will be removed by the power company as part of an upgrade to the system. The substation currently occupies approximately 1/4 of an acre. A parking garage will need 1/2 to 1 acre of land. The remaining land would come from the current bike path parking lot. The benefit of this site is that the garage would be hidden from Main Street. Design and construction costs would therefore be minimized. The garage would have three levels and provide an at-grade exit onto Main Street. A bike ramp should also be built on the outside of the structure to give bikers coming off the bike path a gradual incline up to Main Street. This supports another recommendation of this study of connecting the bike path and Main Street.



A second location could be part of a redeveloped School Street block. The garage would fit behind the current Main Street businesses on the land where parking is currently located. The Union Bank, the printing shop would be redeveloped and brought to the front of the sidewalk. Additional retail will be built to form a continuous line of shops and restaurants along new sidewalks down School Street, across Pond Street and back up Park Street. With or without the parking garage this block needs significant redevelopment in order to create the new center of gravity as mentioned above. This block is made up of four parcels of land. The two parcels that front Main Street include historic buildings. These parcels and buildings should remain untouched. The two remaining parcels are along Pond Street and should be redeveloped. These are the few non-historic buildings in the village and, in terms of location, may be the best opportunity for redevelopment. A three level parking garage in the center of this retail block would provide approximately 210 parking spaces. This parking location would be more convenient and preferable from a customer point of view. It would also increase the value



of the retail properties. It would have to be more attractively designed and therefore might cost more per space.

### Parking Management

In addition to new parking the following parking management techniques should be enforced:

- Employees and owners should not park on any street. Distant employee lots should be established by each owner and employees should be required to use them. There are approximately 100 employees in the village on an average day and 100 parking spaces on the road would be a big improvement to the parking situation.
- Police should enforce 2 hour on-street parking.
- Consider turning Park Street into a one-way street and adding curb side parking along the road.
- Provide road striping on Pond Street and other roads to better allocate parking

### Hide the Power lines on Main Street

The power lines on Main Street detract from the historic village aesthetics. The utility poles and lines should either be buried or relocated behind buildings. If the distance from the Hardware Store to Mack's grocery was free from unsightly utility infrastructure it would dramatically improve the character of the village. This is a tough sell because people have grown accustomed to seeing them. In some ways they are immune to their negative impacts much like a bee keeper gets used to the sting. Once the lines are removed, however, the improvements will be dramatic. The improved aesthetics will increase property values and create a more attractive place to shop and visit.

### Complete the Sidewalks around the Village

The Town of Stowe has made steady progress toward building sidewalks throughout the town. Sidewalk construction has been in the capital budget for several years and may likely continue. There are several places in the village that, if not already in the capital budget, should be included. Sidewalks abruptly end at various locations along School, Park, Depot, and Pond Streets. These should be listed in the towns capital planning.

## Encourage Walking with Improved Pedestrian Information

Directional signage and way finding for visitors would be an inexpensive and highly effective method for increasing circulation throughout the entire village. The reason this is necessary is because of the mix of residential uses. As stated elsewhere in



this report, studies have shown that it only takes 30 feet of non-retail use to make a pedestrian stop and turn around. Because there are residential uses intermixed with commercial the pedestrian needs to be encouraged to continue strolling through the streets. Simple, attractive and consistent signage should be designed for the pedestrian and strategically placed in the village to encourage walking. In the example shown here, the new street lamp doubles as a sign post so it can be read at night. The signs display the names of village locations or buildings (i.e: Memorial Fields; Ice Rink).

Consistent color and design are used throughout the village so the pedestrian will know well before the sign is legible that information about the village is available to them just a few steps away. The signs should be placed on street corners and should be visible (not legible) to the average person one block away.

An information kiosk should be placed in the center of the village. An attractively designed kiosk should draw visitors to the sign and provide them with information on upcoming events and attractions. The kiosk should also have a map and business directory to help pedestrians find businesses throughout the village. This was a recommendation made by several businesses. The cost of this kiosk should be shared between the town and the business owners. The kiosk can also be funded by advertisements so long as it is modest and in keeping with the village atmosphere.

## Build and Market the new Stowe Ramp Park

Stowe has been contemplating building a new skateboard park for some time. This would help increase vibrancy in the village and should be done to accomplish several town objectives. Ramp Parks make statements about a community. They say that the community is a cool place; they attract youth, diversity, and people with creative ideas. In addition, skateboarding, in-line skating, and BMX biking are spectator sports. People stop and watch participants perform acrobatic stunts. Ramp parks are as much a part of modern day communities as wireless internet. Stowe's ramp park should be located strategically to allow maximum visibility yet in a logical and appropriate place. It should not be hidden from view.



From the author's point of view, the Stowe's proposed ramp park seems to be considered more of a nuisance or obligation than something that has real value to the community. This is an asset that should be touted. The ramp park should be located near the school are but in a place with high viability. It should be a state of the art park that attracts out-of-town youth (and their parents who drive them). It should be of a quality that is suitable for regional level competitions. This was also suggested in the Stowe 10-Year Comprehensive Recreation Plan.

The Park should be highly visible not only for vibrancy reasons but for management and law enforcement reasons. As many of us know, teens have a pecking order and those at the bottom have a harder time integrating. The fewer the adult eyes the more established the pecking order becomes and the more it becomes a private hang out for a small group of teenagers. In a highly visible location, adolescent competition is less successful. The eyes of local business owners, shoppers, teachers, and tourists lend a low-key, informal enforcement mechanism on ethical and respectful behavior. As Jane Jacobs once said, "Planners do not seem to realize how high a ratio of adults is needed to rear children at incidental play...spaces and equipment do not rear children...only people rear children and assimilate them into civilized society." (Jane Jacobs, *The Rise and Fall of Great American Cities*.)

## Make Stowe the Incubator for Emerging Artists

Building on emerging local trends is one of the central tenants in downtown revitalization in any location. A community must not only augment what currently works, but they must branch out and support new fledgling opportunities. Stowe has long supported the arts. The Helen Day Art Center, Stowe Performing Arts, Stowe Theater Guild are just a few examples of established art based organizations. In addition there are at least 20 galleries and studios of painters, furniture makers, sculptors, and other artisans in Stowe. Stephen Huneck, who is gaining a national reputation as a painter, wood-block printer, and author, recently opened a gallery in the village. The artist world is growing in Stowe and the village should build on this trend.

The "Ski Capital of the East" has been Stowe's marketing niche for a long time. For over 60 years Stowe has worked hard to successfully capitalize on this niche. A similar, long term and sustained effort should be planned and implemented to build a new niche, "New England's Art Mecca". Stowe should plan and grow toward being the place where artists know they can go and find a receptive audience. Artists should regard Stowe as the place to find other great artists, a supportive network, ample venues to display and perform, and a strong customer base where they can reasonably expect to sell their work. Visitors will see Stowe as the place to go to find new and interesting art. Art buyers, collectors, and dealers should see Stowe as the best place in New England with a high concentration of artists and the best opportunity to do business. One day Stowe will be the place where people say "if you like art you have to go to Stowe."

There are several reasons that Stowe has an advantage over other areas to make this niche a success:

- 1) The current market of art galleries in Stowe is growing which indicates a strong private sector interest. Hence, there is a strong customer base in Stowe that can support artists selling their goods.

- 2) Art is good for the "shoulder season." Vibrancy in the village is strong during August, October, and February but the village is very slow during April, June and November. This has always been because Stowe's traditional customer base is weather dependent. Leaf peepers, skiers, and summer-time hikers and bikers are Stowe visitor's base. However, art shows, performances, film festivals and other art related events are usually not weather dependent (except outdoor craft festivals) and can be strategically planned to occur during the slow seasons.

- 3) A strong visitor base gives artists an audience. With over 750,000 visitors annually, Stowe provides artists a captive audience with extra time on their hands.

Creating this niche is a long term effort. There are both long term and immediate actions that could take place to support this concept. Stowe should consider the following:

### Stowe Craft Producers Market

Arts and crafts producers should be given a venue on Main Street to sell their products. The Stowe Craft Producers Market would be modeled after a typical farmers market where vendors rent a 10'x10' or 8'x8' space one or two days per week. There is a strong demand from fledging art producers for this type of venue. Operators of the Stowe Farmers Market were interviewed for this project and revealed that a majority of their current vendors are not farmers. Most items sold are value added agricultural products and crafts including jewelry, clothing, and gifts. They said that their preference is to provide a venue for farmers but they get far more requests from non-farmers. They are not willing to relocate to the village because they don't want to reestablish themselves in a new location when the current location works well. The excess demand for craft producer booths should be absorbed by a craft producers market in the village.

The Stowe Craft Producers Market would need a coordinator (perhaps a town or SAA employee) that would work with the town to delineate vendor booth areas. The booths would be established along Main Street in front of non-retail properties. Booths could be lined on Main Street from Paul Spera Realty to the Swiss Pot Restaurant and from Stowe Area Association to the Stafford Building. Vendors would also be allowed to set up in the new town green space on the corner of Park and Main. Vendors would not be allowed to block motorist views of retail store fronts. The hours for the Craft Producers Market would be on Friday and Saturday evenings from 3:00 to 9:00 pm. They would not be allowed to break down their booths until after 9:00pm. This would help increase foot traffic in the evening and help encourage retailers to stay open as well.

### Street Vendors Permits

The Town should establish a permit system that allows for street vendors. Street vendors have been controversial in the past. Some retailers believe it is unfair competition for vendors because they don't have the expenses an in store retailer does. However, retailers should encourage street vendors because they help slow traffic and attract customers who might otherwise drive by, they get customers closer to retailers store front windows, and they add to a vibrant atmosphere that customers enjoy. With respect to unfair competition, vendors also have their challenges. While retailers have higher fixed costs, vendors may only have 64 square feet of retail space, many can't take credit cards, and they can be shut down by the weather. Vendors are also good for economic development in the town. Vermont Teddy Bear started as a street vendor in Burlington as did many great and well established restaurants. Street vendors are a municipality's incubator businesses and the street is the

town's low cost incubator building. Many of these businesses grow and become established on the town's tax base. If coordinated correctly, vendors can help attract customers to retail store fronts by selling complementary items. Those vendors selling similar items should be separated by an established distance. An example of vendor permits is located in the appendices.

### Performers permits

Allowing street performers to perform in the village helps establish the niche as New England's Art Mecca. Once performers understand that Stowe is receptive to having them they will start to create a consistent presence in the village. This consistency over a long period will start to change the atmosphere in the village. It will encourage visitors to slow down and stay longer. Street performers and the village have a symbiotic relationship; performers need an audience and the village needs vibrancy. Street performances should not only be allowed but they should be encouraged.

An example of street performer regulations and permit applications are available in the appendices. Performers and students from Circus Smirkus, area dance schools, and similar institutions should be contacted. They should be invited by Stowe to come and audition. Auditions should be reviewed and approved by a downtown merchant committee.

### Open up Micro-venues for Fledgling Performers

While Stowe doesn't have many large outdoor venues, it does have many smaller venues. Smaller venues allow for retaining the traditional and quaint village atmosphere yet still allow public performances. There are numerous public performance venues that can be opened up for emerging Vermont singer/songwriters. Give emerging musicians a free venue and an audience and they will perform. In doing so, they will give Stowe a vibrant village atmosphere at no cost to the town. These micro venues include: The village green; public parking lots; the Town Hall steps; the porch on Stowe Area Association; and other privately held bits of lawn in the proposed entertainment district.





## The Stowe Performing Arts Center

The time has come for the village to have a performing arts center. Performing arts is in high demand in Stowe. Over 60% of out-of-state visitors regularly attend cultural and music events. Over 50% of the local market attends music and cultural events three or more times per year. More festival and performing arts in the village would be an improvement to 74% of the visitors. The shows at the Stowe Theater Guild are often sold out (300 seats) and the general sense is that if there was a larger venue more seats could be sold. Stowe Performing Arts, a non-profit that holds concert series in town has the expertise to organize and operate concerts. Their shows at Trapp Family Lodge are mildly successful, but their challenges are not from lack of demand but from a venue that is weather dependent. With a popular act and good weather they sell 1500 to 2000 tickets, 90% of which are at the door. Interviews with competing promoters in Burlington have revealed that these numbers are impressive and very competitive in the northern Vermont market.

A Stowe Performing Arts Center in the heart of the village would dramatically improve vitality. Although performing arts centers, theaters, and similar venues present difficult challenges in construction, operations and maintenance to make the building sustainable. In most cases the venues do not turn a profit from ticket sales alone. Ticket sales pay for annual operations and maintenance at best. Capital construction, capital repairs, and debt are typically subsidized in some way. Endowments, public/private partnerships, foundation grants, and other fund raising are often used to help fund these sections of the budget. A recent study by the RAND Corporation revealed that communities with a "strong foundation sector" and with a "tradition of individual giving to the arts" are more likely to succeed in creating and support arts organizations. Stowe has a culture of corporate giving and an overall history of individual generosity toward the community. Fundraising for the arts can be successful in Stowe if it is a coordinated effort, there is strong community backing, and the vision of the arts center is presented clearly. It would require a coordinated effort from the existing arts organizations especially Stowe Performing Arts, the Stowe Theater Guild, and the Helen Day Arts Center. A professional fund raiser would be required to help guide the strategy.

The location of the arts center must be in the village. There are a few opportunities in location. First is the 7 acres on the Mountain Road just past the covered pedestrian bridge, commonly referred to as the Downer Farm. This parcel will soon be in the VC-10 zone and 90% of it is not in the flood plain. There are approximately 5.5 acres of developable land there. The land drops steeply from the road down about 20 feet. This provides an ideal opportunity for hidden and elevated parking in the back with an at-grade entrance at the sidewalk level. The arts center should be planned to hold approximately 1,000 seats with a balcony holding about 20% of the total seats. This would

required a building footprint of 60' wide by 210' long or ¼ of an acre.



**7 acre Downer Farm**



**Artist Rendering of Stowe Performing Arts Center at Downer Farm Property**

The second site could be in the newly proposed entertainment district as part of a redeveloped Park Street block. This site would also require parking to be built. The arts center project could be part of the elevated parking facility.

## Events

### Use the Elementary School property for events

The school property is in high demand for school related events during the school year. However, during the summer it remains vacant a majority of the time. The school's ball fields contain turf that is much tougher and can withstand the impact that events usually give it than what is grown on the Mayo Farm events fields. If the school fields were to be used, care needs to be taken to not harm the fields and preclude any future school use. Also school related use of the fields should take precedent at all times. However, the current schedule of the fields shows that there is vacancy during the summer months. The fields are important village assets that can and should be used to attract more foot traffic in and around the village. Events that are appropriate for the school fields should take place there. Events that would put a large number of vehicles on the grass should be considered inappropriate for these fields but concerts, performances, fairs, and shows would be appropriate.



### Concert Series

A concert series is something that taps into Stowe's existing expertise. Stowe Performing Arts is an organization with the capability to promote concerts and their skills should be applied to the village. A concert series should be planned that helps promote the niche of a place for emerging artists. New England's best emerging singer/songwriters should be recruited for a 3-month summer concert series that culminates on a weekend music festival in September. The concerts should be held in the school fields. The festival will use the school fields as a main stage and several micro-venues around the village as smaller stages. Appropriate genre of music would include folk, blues, Celtic, bluegrass, and Americana.

### Film Festivals

Film festivals can be excellent shoulder season activities. The Vermont Ski Museum on Main Street hosts the Stowe Mountain Film Festival which is perfect for Stowe. It is a natural fit for the "Ski Capital of the East." The festival is held primarily in November, a perfect shoulder season activity and timed well to get people ready for the winter. The museum should build upon this event. It should grow from the current single venue at the museum to multiple venues throughout the village. Multiple and concurrent film showings at venues such as the Stowe Community Church, the elementary school, the town hall, the Gail Recreation Center, the movie theater, the Helen Day Art Center and Library and possibly other private venues. The genre should also expand from strictly skiing to all winter sports or even all outdoor adventures. This film festival has a lot of untapped potential. The 2007 film festival is underway as of this writing but little information on it is available to the public. The consultant could find no information about the 2007 film festival

on the Ski Museum web site. A short, 2-sentence notice in the Burlington Free Press calendar told readers of the time and date of a showing without further elaboration on festival itself. The festival should be marketed more broadly and should be planned to grow.

The film festival should eventually grow into approximately 10 consecutive days with several concurrent showings. It should include presentations and interviews with actors, directors, and producers. It should include competitions and awards. Film festivals may be regarded as a cosmopolitan activity reserved for the glamour cities of New York, Paris, Cannes, and Berlin. However, there are many well known festivals in small towns, especially resort towns, such as Telluride CO, Ashland NC, Durango CO, Woodstock, NY, Newport RI, and of course Park City UT is the home the Sundance Film Festival. A team of individuals with interest in making the Stowe Film Festival great should research these small cities as case studies to determine what is needed to grow the Stowe festival.

### Winter Carnival

Stowe has a long tradition of holding a winter carnival. In recent year the carnival has been spread throughout the town and has lost its punch. The Ski Capital of the East should have the most fantastic winter carnival in the eastern United States. The Stowe Winter Carnival needs to be revived with more interactive events, competitions, and rides in a more concentrated geographic area – the village. There are many sponsorship opportunities to help pay for an event coordinator and the event costs. The Winter Carnival Committee should research winter carnivals in places like Quebec, the Rocky Mountains, the Scandinavian Countries, Europe, and Japan for new ideas and bring the best back to Stowe.

## Personnel and Administration

### Events Coordinator

Many of the recommendations suggested here require a person to coordinate the effort. This one person would still need to rely on the goodwill and expertise of Stowe's many volunteers however a paid staff person is necessary. This position would not only be responsible for planning, coordinate, and organizing events but also for recruiting them into Stowe. The Stowe Event Coordinator would recruit talent and book shows in the Ice Rink, Community Church, the future Performing Arts Center, the Library, and other venues. The person would be responsible for contractual agreements with all phases of the operation from stage hands, talent, food and beverage services, emergency services, and security.

Municipalities seeking more vibrancy need someone at the helm responsible for putting all the pieces together. However, they are not always municipal employees. Sometimes they are paid through the local chamber of commerce or visitors bureau. Other areas create non-profit business improvement districts or downtown associations and pay for staff through their membership fees. They can also be full time or part time staff or subcontractors. Burlington VT hires an event coordinator through the recreation department budget. Park City UT has a special events coordinator under the buildings and facilities department. In the Conway New Hampshire area an event coordinator is paid for through the local area chamber of commerce. Lake Placid NY has an events coordinator employed by the local visitors bureau.

The time is ripe for Stowe to have an events coordinator. The position can be paid for in a number of ways. The Stowe Area Association should have a major role in hiring and supervising the coordinator. They have the marketing expertise that the coordinator will rely upon. Many events will take place on town owned facilities such as the ball fields, the ice rink, and the library therefore the town has an interest in this position. The Stowe Mountain Resort may also have an interest in having an event coordinator working for them. Perhaps they would also benefit from supporting this position. Finally, some of the major events themselves should be profitable enough to help pay for the position. A conversation between these three entities should take place to discuss funding this important position.

### Community and Economic Development Coordinator

Many towns have a staff position that supports local businesses and recruits additional employers. The person also helps plan and coordinate the construction of public infrastructure that supports businesses such as streetscape beautification projects, sidewalks, façade rehabilitation and the like. The person is not necessarily an engineer, rather more of a development coordinator. The person is an advocate for both business and the community as a whole.

The Stowe Community and Economic Development Coordinator would serve as staff to several town committees and would be responsible for implementing many of the recommendations in this report including: assisting the town engineer with construction contracts and permit applications for capital projects; determining the design of public fixtures such as streetlamps, pedestrian signage, kiosk, and sidewalk surfaces; issuing permits for performers and street vendors; facilitating the redevelopment of the entertainment district by working with the landowners; ensuring town facilities such as the new ice rink are maximizing their return on investment; overseeing events being held on town property; recruiting businesses into empty commercial space; organizing the Stowe Craft Producers Market; applying for and administering community development block grants and other funding sources; completing analysis for tax increment financing, impact fees, and tax stabilization incentives, and administering these programs.

### The Role of the Recreation Department

Vibrancy is about leisure as much as it is about businesses. A municipal recreation department is in the business of promoting leisure activities. It is only natural that the recreation department takes an active role in promoting vibrancy in the village. There are many things that a recreation department already does that can improve improved vibrancy if slightly redirected. Recreation departments know how to entertain kids, they know how to coordinate events, they provide services to seniors, they manage facilities, and organize teams. The number of things the Stowe Recreation Department can do to help village vibrancy are limited only by one's imagination. Below are two examples:

Market the "Kids Night Out" to visitors: Imagine a father and mother of two children, ages 8 and 10, reading the entertainment section of the paper looking for something to do this weekend. They stumble upon an advertisement that promotes dinner and babysitting. Drop the kids off at 6:00 at the Stowe Recreation Department, go out to dinner and pick them up after dessert. Since this would be a fee-for-service program, the Stowe tax payers would not pay for this, in fact it would create net revenue. The purchaser would require a reservation so the Recreation Department would have lead time to find staff. The Recreation Department and area restaurants and stores can engage in joint marketing and promote it with discounts, coupons and maybe even a cooperative reservation system.

Organize a "Kids Day" event: The Recreation Department should hold an annual celebration strictly for children (of all ages). It's a summer time event held in the school fields that celebrates the joy of being young. It features games, rides, competitions, stage shows, educational adventures, and learning activities. The day is sponsored by area businesses and open to all. The Recreation Department should be the lead coordinator of this event.



## Consider Establishing a Business Improvement District or Similar Entity

Most successful downtowns are run by an organization with paid staff. They are often called Business Improvement Districts or BID's. These districts are member based organizations in which the membership dues help pay for operations. Members within the district receive exclusive benefits that help promote and market their downtown and their individual businesses. Benefits can range from marketing and promotions, event coordination, physical improvements, streetscape beautification or other benefits the members seek. There are only 2 BID districts in Vermont, the Church Street Marketplace in Burlington and in Downtown Rutland. Both of these models are larger than what Stowe would need. For example, the Church Street Marketplace has a budget of \$750,000. However, they serve as reasonable examples of how these organizations are structured and what benefits their members receive. Members of the Village Vibrancy Committee, the Selectboard, village retailers, and town staff should learn more about the issues associated with establishing a BID. They should visit officials from these two organizations at their offices, tour their downtowns and speak with district members to determine if such a District is right for Stowe.

It is the consultant's opinion that an organizational structure of some type, tailored for Stowe, is needed to maintain merchant vitality and improve downtown vibrancy. A 2005 study by Cornell University reviewed several key characteristics of 11 successful downtowns and found that in each case there was some entity responsible for implementing downtown marketing, promotion, beautification, events coordination, and similar services. The report also found that no single model existed or proved to be more successful than another one.

*"In a majority of the case cities, a traditional comprehensive downtown program was not in evidence. In Burlington, the Church Street Marketplace Commission is a municipal department of the City government. In Providence, the Providence Foundation has assumed the lead role in advocating and facilitating for downtown revitalization. In Northampton, the Chamber of Commerce has adopted a downtown agenda and serves as the organization charged with downtown marketing, events and advocacy. Chapel Hill created a three party Local Development Corporation that brings together Town, University, and downtown business interests to advance the downtown agenda. In Ann Arbor, the lead role in downtown affairs is assumed by a downtown development authority (DDA). In Charlottesville, a weak merchant organization is attempting to strengthen itself after years of attempting to operate under the various organizational formats."<sup>vii</sup>*

In other words, there are many ways to achieve the same results but there must be some entity in place to coordinate and implement downtown activities and advocate for Stowe village.

Stowe officials should also tour these successful downtowns to get more ideas on what it takes to create and maintain a vibrant village.

## Next Steps:

The goal of this research and report was to study the underlying issues that challenge the merchants in Stowe village and to develop recommendations that would improve their viability and increase village vibrancy. The village was studied from numerous perspectives using different methodologies and a series of 24 interconnected recommendations were made.

The recommendations involve long and short term planning horizons. They include marketing, events, the arts, physical infrastructure, personnel and administration. They require the public and private sectors, non-profit organizations and the general public. Finally, the recommendations do not ask the voters for additional taxes or bonding approvals. The recommendations suggest the town's contribution be in the form of policy changes, and the reallocation of existing resources and personnel. Financial expenditures for most of the recommendations would come from the private sector or non-profit fundraising. Increasing vibrancy in the village will require cooperation between many entities and a long term commitment by a solid working group of town appointed individuals.

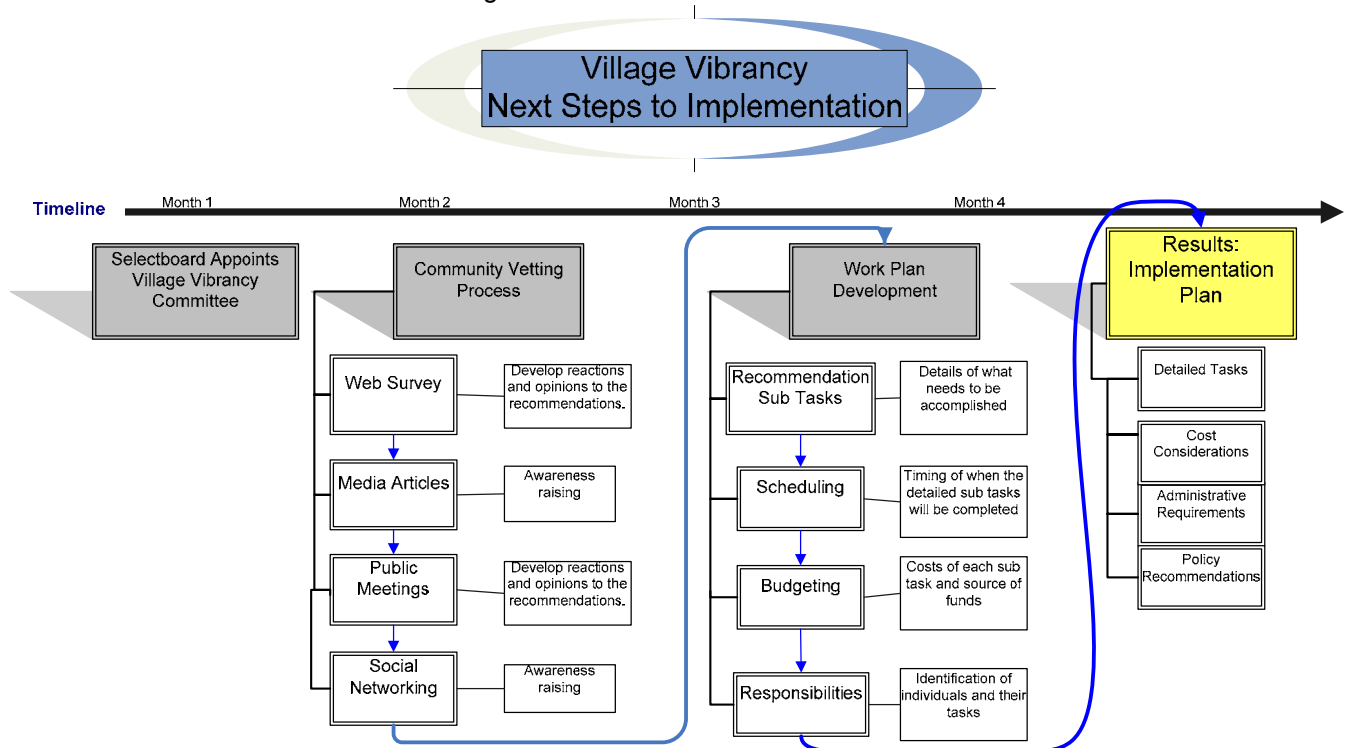
Vibrancy itself is a challenging concept to define because it means different things to different people. Therefore, one of the most important first steps is to widely circulate this report and generate feedback from the general public. Each recommendation must be vetted through the public so it can become commonly understood. For example, one person may think of street musicians as a duet of cello and violin playing classical music while another person may envision a one-man band on a unicycle banging on garbage cans. One of those definitions may be commonly acceptable to the public while another may not. Although these recommendations do reflect the demands of the public, a more detailed refinement of these concepts is necessary.

Another critical next step is for the Selectboard to officially appoint members to the Village Vibrancy Committee and charge them with the tasks of implementing this report. The committee is currently an ad hoc sub-group of the Planning Commission. Appointing the Committee doesn't mean that the Selectboard approves of every recommendation or endorses the report. It only signifies that they believe the village needs the attention that this committee can give it, that the report is heading in the right direction, and they would like to see something come from this research.

The last "next step" before actual implementation can start is for the Vibrancy Committee to develop a detailed work plan. A detailed work plan will require several meetings and many hours of discussion. Each of the recommendations should be carefully planned with each recommendation being broken down into sub tasks. Each sub task is assigned to specific responsible parties.

The scheduling and timing of specific actions are detailed, and the cost for each sub task is estimated and the source of funding is identified. For some of the longer range recommendations that require private sector investors, such as the entertainment district or the performing arts center, it will be impractical to detail every task from start to finish. For these recommendations the Committee will need to develop interim benchmarks and work toward them.

A flowchart is presented below to depict the actions that the Village Vibrancy Committee should start with to implement this report. There are three main groups of actions. First the Selectboard appoints the Village Vibrancy Committee. Second, the Committee allows the public to review and comment on the report to build public support and fine tune the recommendations. Third, the Committee breaks down each recommendation into sub tasks, schedules, responsibilities and budgets.



**Flowchart 1: Committee's Immediate Next Steps toward Implementing the Report**

To prevent this report from landing on a dusty shelf, the Village Vibrancy Committee must continue to meet on a regular basis. They must get support from the Selectboard, and town staff, and they must actively publicize the report through informal conversations, public meetings and community wide surveys. All members of the Stowe community have a stake in implementing this report: the merchants, the media, the village homeowners, town officials, and the general public. The Committee must ensure they are all engaged. It is up to the town and the Committee to guarantee that this report is not an academic exercise.

# Appendices

## Appendix A: Stowe Village Building Inventory

Address		Property Description	Acres
151	MAIN ST	0.30 AC & COMM BLDG	0.24
32	PARK ST	0.33 AC & 2 COMM BLDGS	0.34
49	SCHOOL ST	0.18 AC & COMM BLDG	0.17
60	RIVER RD	2.04 AC & 3 APT BLDG	1.88
64	SOUTH MAIN ST	0.84 AC & COMM BLDG/4 APTS	0.84
86	MAIN ST	0.27 AC & DWL	0.22
283	MAPLE ST	0.75 AC & DWL/2 APTS	0.66
571	SOUTH MAIN ST	0.62 AC & COMM BLDG	0.36
255	MAPLE ST	0.25 AC & OFFICE BLDG	0.46
37	DEPOT ST	0.26 AC & COMM BLDGS/2 APTS	0.23
18	MAIN ST	4.64 AC & HOTEL COMPLEX	4.70
547	SOUTH MAIN ST	0.125 AC & SHOP/APT	0.12
405	MAPLE ST	0.35 AC & DWL	0.34
39	MAIN ST	0.18 AC & BANK	0.26
123	THOMAS LN	3.6 AC & 6 APT BLDG	3.31
229	MOUNTAIN RD	0.6 AC & DWL	0.65
59	PALISADES ST	0.12 AC & DWL	0.06
266	MAPLE ST	0.69 AC & DWL	0.69
645	SOUTH MAIN ST	0.62 AC & COMM BLDG	0.62
95	SCHOOL ST	0.25 AC & DWL/APT	0.22
52	RIVER RD	2.15 AC & COMM BLDG	3.50
25	MAIN ST	0.22 AC & COMM BLDG	0.28
112	MAIN ST	0.2 AC (COMMON LAND)	0.31
275	MAPLE ST	0.57 AC & DWL	0.62
55	PALISADES ST	0.09 AC & DWL	0.07
188	SOUTH MAIN ST	0.11 AC & COMM BLDG	0.11
73	POND ST	0.3 AC & COMM BLDG	0.35
188	MAPLE ST	0.2 AC & PARSONAGE	0.69
137	MAIN ST	0.4 AC & CHURCH	0.43
86	PALISADES ST	0.19 AC & DWL	0.15
613	SOUTH MAIN ST	2 AC & THE SEASON PASS INN	1.40
5	PLEASANT ST	0.25 AC & DWL	0.19
222	SOUTH MAIN ST	0.5 AC & DWL	0.46
94	PARK ST	0.33 AC & COMM BLDG/3 APTS	0.33
82	PARK ST	0.23 AC & COMM BLDG	0.22
57	DEPOT ST	0.11 AC & RESTAURANT	0.16
460	MAPLE ST	0.33 AC & DWL	0.30
132	MOUNTAIN RD	0.39 AC & COMM BLDG	0.46
600	SOUTH MAIN ST	0.14 AC & COMM BLDG	0.15
226	MAPLE ST	0.25 AC & DWL	0.25

38	PALISADES ST	0.14 AC & DWL	0.05
250	MAPLE ST	0.96 AC & DWL/5 APTS	1.02
37	SOUTH MAIN ST	0.18 AC & DWL	0.31
311	MOUNTAIN RD	0.55 AC & PUB/APT	0.42
55	MOUNTAIN RD #A	0.38 AC & COMM BLDG	0.36
62	PALISADES ST	0.13 AC & DWL	0.10
38	SUNSET ST	0.41 AC & 4 APT BLDG	0.38
6	SUNSET ST	0.7 AC & 3 COMM BLDGS	0.89
406	MAPLE ST	0.5 AC & DWL	0.35
109	SOUTH MAIN ST	0.17 AC & 4 APT BLDG/SHOP	0.25
58	SUNSET ST	0.26 AC & DWL	0.30
71	PALISADES ST	0.18 AC & DWL	0.16
346	MAPLE ST	1 AC & DWL	1.16
280	MAPLE ST	0.5 AC & DWL/APT	0.46
359	MAPLE ST	1.3 AC & 11 APTS	1.41
128	MAIN ST	0.5 AC & COMM BLDG/5 APTS	0.45
431	MAPLE ST	0.25 AC & DWL/APT	0.32
447	MAPLE ST	0.27 AC & DWL	0.33
314	MAPLE ST	0.5 AC & DWL	0.93
591	SOUTH MAIN ST	0.25 AC & COMM BLDG	0.25
4	HIGHLAND AVE	0.25 AC & DWL/SHOP	0.31
181	MAPLE ST	0.57 AC & DWL/APT	0.66
282	MAPLE ST	0.66 AC & WORKSHOP	0.66
78	SOUTH MAIN ST	0.2 AC & COMM BLDG	0.24
81	CLIFF ST	0.4 AC & DWL/APT	0.22
692	SOUTH MAIN ST	2 AC & LODGE	1.53
56	PARK ST	0.23 AC & COMM BLDG	0.23
109	MAIN ST	0.63 AC & COMM BLDG	0.65
232	MAPLE ST	0.17 AC & DWL	0.15
125	MOUNTAIN RD	0.4 AC & COMM BLDG	0.42
254	MOUNTAIN RD	0.4 AC & OFFICE/2 APTS	0.39
742	SOUTH MAIN ST	1 AC & DWL/3 APTS	0.67
82	PALISADES ST	0.14 AC & DWL	0.11
234	MAPLE ST	0.57 AC & COMM BLDG	0.60
123	MOUNTAIN RD	3.51 AC & THE STOWE INN	5.22
246	SOUTH MAIN ST	0.5 AC & 4 APT DWL	0.63
23	RIVER RD	0.3 AC & DWL/APT	0.28
216	MAPLE ST	0.38 AC & DWL	0.38
368	MAPLE ST	0.5 AC & DWL	0.71
161	MOUNTAIN RD	0.75 AC & DWL	0.85
11	MAIN ST	5 AC & DWL/OFFICE	5.16
588	SOUTH MAIN ST	0.65 AC & OFFICE/2 APTS	0.79
54	RIVER RD	2.01 AC & DWL	2.41
219	MAPLE ST	0.25 AC & DWL	0.42
277	SOUTH MAIN ST	0.7 AC & DWL	0.74
206	SOUTH MAIN ST	0.13 AC & DWL	0.17



673	SOUTH MAIN ST	7.47 AC & DWL	7.37
321	SOUTH MAIN ST	0.45 AC & 6 APT BLDG	0.26
804	SOUTH MAIN ST	8.4 AC & 3 APTS/2 OFFICES	7.57
51	SOUTH MAIN ST	0.10 AC & LODGE (30% TAXABLE)	0.09
19	PALISADES ST	0.15 AC & DWL	0.08
72	MAIN ST	0.39 AC & DWL/OFFICE	0.38
832	SOUTH MAIN ST	0.6 AC & DWL/2 APTS	0.59
97	CLIFF ST	0.48 AC & DWL	0.46
48	CLIFF ST	0.55 AC & DWL	0.77
47	CLIFF ST	0.58 AC & DWL	0.62
121	SUNSET ST	0.64 AC & DWL	0.47
162	SOUTH MAIN ST	3.55 ACRES (COMMON LAND)	3.37
127	PALISADES ST	0.23 ACRE (COMMON LAND)	0.23
697	SOUTH MAIN ST	0.5 AC & DWL/COMM BLDG	0.43
103	PARK ST	0.63 AC & 12 CONDO UNITS	0.79
294	MOUNTAIN RD	0.58 AC & REST/4 APTS	0.55
48	SOUTH MAIN ST	0.17 AC & COMM BLDG/2 APTS	0.15
288	SOUTH MAIN ST	0.5 AC & COMM BLDG	0.61
327	MAPLE ST	1.25 AC & DWL	0.88
32	SOUTH MAIN ST	0.13 AC & COMM BLDG	0.13
105	DEPOT ST #1	CENTRE VIL POST OFFICE CONDO #1	0.94
707	SOUTH MAIN ST	1.5 AC & COMM BLDGS	1.42
14	SOUTH MAIN ST	0.38 AC & MINIMART	0.48
782	SOUTH MAIN ST	0.47 AC & COMM/2 APTS	0.84
14	POND ST	0.09 AC & COMM BLDG	0.10
100	MOUNTAIN RD	0.37 AC & COMM BLDG/1 APT	0.50
243	MOUNTAIN RD	0.33 AC & 3 APT BLDG	0.52
422	MAPLE ST	0.25 AC & DWL	0.32
118	SOUTH MAIN ST	0.63 AC (COMMON LAND)	1.22
541	SOUTH MAIN ST	0.75 AC & OFFICE BLDG	0.81
299	MOUNTAIN RD	0.4 AC & COMM BLDG/ 2 APTS	0.41
29	PALISADES ST	0.17 AC & DWL	0.07
287	MOUNTAIN RD	1 AC & 8 APT BLDG	1.20
77	PARK ST	0.26 AC & 4 APT BLDG	0.24
35	SCHOOL ST	0.08 AC & RESTAURANT	0.06
385	MAPLE ST	1.2 AC & DWL	1.39
88	SOUTH MAIN ST	0.75 AC & FOOD MARKET	0.85
722	SOUTH MAIN ST	0.36 AC & DWL/SHOP	0.46
65	SOUTH MAIN ST	0.25 AC & OFFICE/2 APTS	0.18
162	SOUTH MAIN ST	0.22 ACRE (COMMON LAND)	0.22
166	SOUTH MAIN ST	0.1 AC & COMM BLDG	0.11
55	MOUNTAIN RD #B	0.23 AC & COMM BLDG/APT	0.21
107	SUNSET ST	0.25 AC & DWL	0.13
0	SUNSET ST	0.20 AC	0.18
91	MAIN ST	0.33 AC & COMM BLDG/5 APTS	0.31

96	SUNSET ST	0.66 AC & DWL	0.68
49	DEPOT ST	0.21 AC & COMM BLDGS	0.21
232	MOUNTAIN RD	4.9 AC & COMM BLDG	5.64
70	PALISADES ST	0.14 AC & DWL	0.11
127	MOUNTAIN RD	0.69 AC & DWL/OFFICE/APT	0.76
618	SOUTH MAIN ST	3.15 AC & COMM BLDG	2.72
51	MAIN ST	0.125 AC & OFFICE BLDG	0.11
123	MOUNTAIN RD	0.09 AC (COMMON LAND)	0.09
123	MOUNTAIN RD	0.10 AC (COMMON LAND)	0.10
0	RIVER RD	0.04 AC & PUMP STATION	0.04
104	MAIN ST	0.07 AC	0.08
15	SOUTH MAIN ST	0.1 AC & BLDG	0.12
1	SOUTH MAIN ST	0.18 ACRE	0.13
67	MAIN ST	0.33 AC & MUNICIPAL BLDG	0.32
312	SOUTH MAIN ST	1.45 AC & FIRE/POLICE BLDG	1.37
0		14 AC & REC/SCHOOL LAND	14.45
0	SCHOOL ST	4 AC & ELEMENTARY SCHOOL	3.99
54	MAIN ST	0.20 AC & COMM BLDG	0.19
394	MAPLE ST	1 AC & DWL/APT	0.55
177	SOUTH MAIN ST	0.87 AC & DWL	0.98
73	SCHOOL ST	0.5 AC (COMMON LAND)	0.39
57	MOUNTAIN RD	0.45 AC & COMM BLDG	0.38
205	MAPLE ST	0.35 AC & DWL	0.42
70	POND ST	0.26 AC & COMM BLDG/2 APTS	0.26
47	PARK ST	0.33 AC & BANK	0.26
237	MAPLE ST	0.66 AC & DWL	0.64
145	SOUTH MAIN ST	0.89 AC (COMMON LAND)	0.89
44	PALISADES ST	0.11 AC & DWL	0.06
144	MAIN ST	0.13 AC & BLDG/ 4 APTS	0.13
95	SUNSET ST	0.25 AC & DWL	0.16
50	PALISADES ST	0.12 AC & DWL	0.08
344	MOUNTAIN RD	0.56 AC (COMMON LAND)	0.56
311	MAPLE ST	0.5 AC & DWL	0.77
276	MOUNTAIN RD	13.1 AC & 49 APTS	14.45
100	PALISADES ST	0.22 AC & DWL	0.16
35	SOUTH MAIN ST	0.25 AC & COMM BLDG/1 APT	0.23
		total acres	152.78
Source: Stowe Grand List 2007			

## Appendix B: Community Events

<b>Community Events in Stowe</b>			
<b>Extended Events</b>	<b>Date</b>	<b>Sponsor</b>	<b>Location</b>
Stowe Farmers Market	May-Oct	Farmers Market	Mountain Rd and Cape Cod Rd
Remote Control Model Sailboat Racing	May - Oct	Commodores inn	Lower Village
Traveling Artist Exhibit	June-Aug	Helen Day Art Center	Village
Photography Exhibit	June-Aug	Helen Day Art Center	Village
Stowe Free Library Book Sale	July-Aug	Stowe library	Village
Face to Face: Meet the Author Series	Jan-Dec	Stowe Free library	Village
Exposed - Outdoor Sculpture	July-Oct	Helen Day Art Center	Village
Nature Remain-Art Exhibit	Sept-Nov	Helen Day Art Center	Village
Wine Tasting	June-Sept	Trapp Family Lodge	Trapp Family Lodge
Film Festival and Series	Jan-Dec	Vt Ski Museum	Village
Fly Fishing School (1 day)	May - Sept	Fly Rod Shop	Fly Rod Shop
Chocolate and Candy Making Workshops	Each month	Laughing Moon Chocolates	Laughing Moon Chocolates, in Village
Stowe Theater Guild - monthly plays Town Hall theater	Jun- Oct	Stowe Theater Guild	Town Hall Theater, Village
<b>Short Term Events</b>	<b>Date</b>	<b>Sponsor</b>	<b>Location</b>
Music in May - 1 hour concerts at noon on Wednesdays (solo or duo artists in jazz and classical music)	2,9,16,23,&30	Stowe Performing Arts	Village
Student Art Exhibit	May 3-26	Helen Day Art Center	Village
Stowe Weekend of Hope - Workshops and lectures for cancer survivors	May 4-6	Stowe Area Association	Town wide
Stowe Basketry Festival-private workshops in basket making	May 14-20	Round Hearth Inn	Round Hearth Inn
Last Trick Rail Jam	May 26th	Stowe Mountain Resort	Stowe Mountain
Vermont Chocolate Show	May 26-27	Stoweflake	Stoweflake Resort
International Choral Festival	June 14-17	Trapp Family Lodge	Trapp Family Lodge

Corvette Festival	June 15-17	YeOld Country Inn	YeOld Country Inn
Vermont Culinary Classic	June 15-24	Stowe Area Association	Town wide
Spring Bounty Festival	June 16-		
Third Thursdays Gallery Evenings in Stowe	June 21st	Local Galleries	Village and Mountain Rd
The 9th Annual Stowe Wine and Food Classic	June 23-24	Benefit for Copley Hospital	Trapp Family Lodge
15th Annual Stowe Garden Festival	Jun 29th -Jul 1st	Stowe Garden Festival	Town wide
USAirForceLiberty Pops	July 1st	Stowe Performing Arts	Trapp Family Lodge
Moscow parade	July 4th	Town of Stowe	Moscow Village
Independence Day Celebration	July 4th	Town of Stowe	Stowe Events Field
Stoweflake Hot Air Balloon Festival	July 6th-7th	Stoweflake Resort	Stoweflake Resort
7th Annual Vermont Kaleidoscope Festival	July 13-15th	Stowe Craft Gallery	Stowe Craft Gallery
Fed Cup Tennis Match	July 14th-15th	Grand Slam Tennis Tours	Top Notch Resort
Terrance Simien	July 15th	Stowe Performing Arts	Trapp Family Lodge
YouthCUE NATIONAL CHORUS Performs in Stowe!	July 15th	Stowe Performing Arts	Village
Third Thursdays Gallery Evenings in Stowe	July 19th	Local Galleries	Village and Mountain Rd
Cobras in the Mountains	July 20-22	YeOld Country Inn	Ye Old Country Inn
Live Earth - Opening Reception	July 21st	West Branch Gallery	West Branch Gallery
Stowe Arts and Crafts Festival and Taste of Stowe-restaurant showcase	July 27th-29th	Helen Day Art Center	Top Notch Field
Vermont Mozart Festival	July 29th	Vermont Mozart Festival	Trapp Family Lodge
Vermont Vocal Arts Institute's All-Star Showcase	July 27th-29th	Vermont Vocal Arts Institute	Stowe high School
Vermont Mozart Festival Concert "Royal Encore with Fireworks"	Aug 5th	Vermont Mozart Festival	Trapp Family Lodge
50th Stowe Antique and Classic Car Meet	Aug 10th - Aug 12th	Vermont Auto Enthusiasts	Village and Nichols Field

6th Annual Stowe Summer Music Festival	Aug 15th - Aug 18th	Stowe Music Festival	Stowe High School
Third Thursdays Gallery Evenings in Stowe	Aug 16th	Local Galleries	Village and Mountain Rd
Jazz and Jive 2007 - benefit for Clarina Howard Nichols Center	Aug 23rd	Clarina Howard Nichols Center	Rusty Nail
Outdoor Adventure Week	Sep 2nd - Sep 7th	Stoweflake Mountain Resort	Stoweflake Mountain Resort
The British Invasion	Sep 14th - Sep 16th	British Invasion Inc.	Stowe Events Field
Opening Reception at the Helen Day Art Center	Sep 14th	Helen Day Art Center	Village
6th Annual Stowe Home Tour	Sep 15th	Helen Day Art Center	Town wide
EXPO display: The Mt. Mansfield Electric Railroad	Sep 15th	Stowe Historical Society	Village
Benefit for The Women's Commission	Sep 15th	West Branch Gallery	West Branch Gallery
Third Thursdays Gallery Evenings in Stowe	Sep 20th	Local Galleries	Village and Mountain Rd
Family Day	Sep 22nd	Helen Day Art Center Family Day	Helen Day Art Center Family Day
Stowe Oktoberfest	Sep 28th - Sep 30th	Rotary Club of Stowe	Village
Stowe Foliage Art and Craft Fair	Oct 5th - Oct 7th	Craft Producers Incorporated	Top Notch Field
Third Thursdays Gallery Evenings in Stowe	Oct 11th	Local Galleries	Village and Mountain Rd
Stowe Community Church's Christmas Fair	Dec 2nd	Stowe Community Church	Village
Festival of Trees Family Day	Dec 9th	Helen Day Art Center	Village
Vermont Mozart Festival Christmas Concert	Dec 14th	Stowe Community Church	Village
International Roots Reggae Winter Holiday Concert	Dec 14th	Rusty Nail	Mountain Rd
The Logger's Holiday Variety Show	Dec 28th-30th	Stowe high School	Stowe high School
Stowe Winter Carnival	Jan 18-26	Stowe Area Association	Town wide
Family Day at Helen Day Art Center	Feb 3rd	Helen Day Art Center	Village
Stowe Derby	Feb 25th		Mountain to Village

## Appendix C: Examples of Vendor Permits and Regulations



### ARTIST RULES AND REGULATIONS Trial Period

October 4, 2001

- **Application** Artist applies to the Marketplace with Name, address, phone number and what type of art they do.
- **Fee** \$30.00 for the first month. If no problems\* occur the Artist would then be eligible for an annual license for an additional \$50.00.
- **Behavior** Artist are expected to behave in a professional manor and violations of any municipal, state or federal law will result in revocation\*\* of the license.  
We ask that Artists who create nudes or other paintings that our customers would find offensive to not display them in this walkway as it is part of the main entrance to the Marketplace/garage. **The Artist is welcome to have a notebook with this type of artwork displayed in it.**
- **Painting** Artist can paint on the Marketplace and give out their business card and/or
- **Display/sell** in the walkway to the Marketplace garage (this is the only area for selling/displaying art). This area runs along the Banana Republic wall (so that center area of the walkway is clear) and goes back to the parking garage. Display area is a 3' by 6' or 4' by 8' area. Tables and racks are okay. A cart is not required. Staff will have to approve the display before it is used on the Marketplace. Area would be first come first served.
- **NO INSURANCE REQUIREMENT** but you must sign a disclaimer stating that the artist is responsible for all aspects of their displays.

**\*Problems are NOT THE TYPE OF ART but enforceable laws such as being under the influence of alcohol, etc.**

**\*\* The Artist would then have the right to present their case to the Marketplace Commission at their next regularly scheduled meeting.**

#### CHURCH STREET MARKETPLACE DISTRICT COMMISSION

2 Church Street 2J ■ Burlington, VT 05401-4457 ■ email: mbell@ci.b.vt.us  
TEL 802/863-1648 FAX 802/865-7252 TTY 802/865-7142  
[www.churchstmarketplace.com](http://www.churchstmarketplace.com)



**PLEASE ANSWER ALL APPLICABLE QUESTIONS**

**PEDDLER LICENSE APPLICATION**

DATE \_\_\_\_\_

Name (A) \_\_\_\_\_ SS # \_\_\_\_\_ Phone # \_\_\_\_\_

Current Address \_\_\_\_\_

Date of Birth \_\_\_\_\_ Place of Birth \_\_\_\_\_ Sex \_\_\_\_\_

Name (B) \_\_\_\_\_ SS # \_\_\_\_\_ Phone # \_\_\_\_\_

Current Address \_\_\_\_\_

Date of Birth \_\_\_\_\_ Place of Birth \_\_\_\_\_ Sex \_\_\_\_\_

Business Name \_\_\_\_\_

Have you ever been convicted of any misdemeanor, felony, or violation of any city or town ordinance or law? \_\_\_\_\_

If yes please explain \_\_\_\_\_

---

Have you ever had a peddler license with the City of Burlington (including the Church Street Marketplace)? \_\_\_\_\_

If yes, has this license ever been revoked for any reason? \_\_\_\_\_ If revoked, please explain why and when \_\_\_\_\_

---

Name, address & phone # of current employer \_\_\_\_\_

Gross Receipts # \_\_\_\_\_ Food Peddler's State License number (VT Dept. of Health) \_\_\_\_\_

Peddler's with a vehicle endorsement – Vehicle Reg. # \_\_\_\_\_ Lic. Plate # \_\_\_\_\_

Type of goods being sold \_\_\_\_\_

Description of Table, Cart, Stand or Vehicle \_\_\_\_\_

Proposed Location (see map for central district peddlers) \_\_\_\_\_ Spot # \_\_\_\_\_

.....  
.....  
**FOR OFFICE USE ONLY**

Pictures \_\_\_\_\_ Insurance \_\_\_\_\_ Date Deposit Refunded \_\_\_\_\_ Refunded to \_\_\_\_\_

**\*\*APPLICANT MUST PRESENT LICENSE TO RECEIVE REFUND\*\***

License: Central [ ] General [ ] Vehicle [ ] Fee Paid \_\_\_\_\_ Deposit Paid \_\_\_\_\_ Duration \_\_\_\_\_

Temporary Issued \_\_\_\_\_ to \_\_\_\_\_ Attorneys reply from background check \_\_\_\_\_

Licensed Approved \_\_\_\_\_ Date \_\_\_\_\_ Dates Valid \_\_\_\_\_ to \_\_\_\_\_

**\*\*\*\*\*PLEASE SIGN BACK OF APPLICATION\*\*\*\*\*!!**

Types of Licenses

- 1) **General Peddling District** - all locations throughout the city except:
  - a. Within the Church Street Marketplace District;
  - b. Within the Central Peddling District;
  - c. Between the curblines of any street (unless the license carries a vehicle license endorsement);
  - d. Within any city park or within twenty (20) feet of the boundary of any city park except by authorization from the Parks & Recreation Commission. Unless authorized by the Commission, peddlers shall also be prohibited from the following areas located near city parks:
    - 1) East from North Beach on the Institute Road right of way to North Avenue
    - 2) Lake Street right of way from Depot Street to College Street inclusive
    - 3) College Street right of way West of Battery Street
    - 4) City owned land North of Waterfront Park until North Beach including the Water Division access road & the Burlington bikeway
    - 5) Maple Street right of way west of Battery Street
- 2) **Central Peddling District** - includes the area bounded by, and including both sides of, Main Street, Battery Street, Pearl Street, and South Union Street except within the Church Street Marketplace District and within City Hall Park and sidewalks adjacent thereto. The central license also permits operation in the general district.
- 3) **University Place** - The number of licenses with Vehicle endorsements that may be issued for University Place is limited to seven (7) spaces. Those spaces shall be marked and signed for use by peddlers from the hours of 7am through 7pm

Fees and Duration

Peddlers' licenses are payable in full upon application and will be immediately refunded less a five dollar processing fee if the application is denied.

- 1) **Deposit** - A deposit of one hundred dollars (\$100) will be collected from any peddlers selling food and returned upon termination of license and inspection of spot
- 2) **General Licenses** - one hundred dollars (\$100) per year or fifteen dollars (\$15) per month. Vehicle endorsements shall be an additional three hundred dollars (\$300) per year or thirty dollars (\$30) per month.
- 3) **Central Peddling Licenses** - three hundred dollars (\$300) per year; two hundred dollars (\$200) per six months; or sixty dollars (\$60) per month. A vehicle endorsement is not applicable in the Central District.

NOTE: All peddlers must renew their licenses by May 1st of each year. The license period is June 1st through May 31st.

What you Need to Apply

- 1) A picture of the applicant(s) and any employees.
- 2) A picture of the cart, stand or vehicle. Remember the cart must be no larger than 8 feet in height, 8 feet in length, and 24 square feet in area. The Maximum size of any peddlers' vehicle may not exceed thirty feet in length.
- 3) A certificate of insurance with the City as the certificate holder for \$100,000 public liability for personal injury, and at least \$25,000 for property damage.

For information about peddling:  
On the Church Street Marketplace, call 863-1648 In or near City Parks or Waterfront, call Parks dept. at 864-0123

CONDITIONS OF MY PEDDLER'S LICENSE

- 1) I will display my license at all times.
- 2) I will inform the Clerk's Office of any changes in locations.
- 3) If I use employees, I shall be responsible for ensuring that they comply fully with the peddler's ordinance.
- 4) I will be courteous to nearby businesses and neighbors.
- 5) I will not peddle within 15 feet of another peddler unless otherwise designated by the License Committee and I will not peddle within 30 feet of a business or peddler selling similar goods.
- 6) I will not peddle within 10 feet of the Flynn Marquee.
- 7) I will not peddle within 5 feet on either side of any business' doors or windows during their hours of operation.
- 8) I will not peddle in front of a handicapped parking space unless I have a legal right to park in that space.
- 9) I will not interfere with pedestrian traffic flow and the longest dimension of my cart will be parallel to the curblines.
- 10) I will display my products in a neat and safe manner that is pleasing to the public. All extra inventory will be stored completely out of public view.
- 11) I will not use styrofoam containers.
- 12) If I sell food, I will provide a trash receptacle and broom-clean the area around my cart within the 15 foot radius. I will not discharge any grease, ash or any other form of refuse unto any street or sidewalk. I will not deposit my trash into any city receptacles.
- 13) I will move my peddler cart, stand or vehicle from the public street or sidewalk at the close of each business day.
- 14) I will abide by all state and local laws at all times.

I hereby certify that the information I provided on this application is true and complete to the best of my knowledge and belief and I understand that any false or incomplete statements can lead to the revocation of my license. I also authorize the Burlington Police Department to release any criminal history information from State and Federal repositories to the City Clerk's Office relevant to the truth of this application. I have also read the conditions of my license and I understand that failure to abide by them and all other ordinances pertaining to peddling may lead to the revocation or denial of my license.

\_\_\_\_\_  
Signature of Peddler

\_\_\_\_\_  
Notary

\_\_\_\_\_  
Date

#### PEDDLER'S APPLICATION PROCEDURE

1. All applicants will fill out the City's Peddler's Application.
  2. All peddlers are licensed from June 1st through May 31st of each year
  3. The Clerk's office will send an inquiry to the police department for any information concerning the applicant.
  4. If the Assistant City Attorney, after reviewing the applicant's criminal record as supplied by the Police Department, advises the City Clerk that the criminal record is such as to indicate "a risk to the public health, safety or welfare" then the application will be referred to the License Committee.
  5. Any new applicants applying for a peddler's license should not be issued a temporary license. Their license may be issued upon receipt of the police report which is approved by the Attorney's office.
- All renewals may be issued a temporary license for 30 days.
6. All applicants are required to submit the following:
    - a. For food vendors - A One Hundred Dollar (\$100.00) deposit which will be refunded upon termination of license and inspection of spot check for grease on sidewalk,
    - b. Burlington gross receipts tax number and food peddler's State License number
    - c. Pictures of all employees
    - d. Pictures of cart, stand or vehicle
    - e. Liability insurance coverage certificate
    - f. Payment for the required amount
  7. A waiting list is kept for University Place. When a spot is vacated, it is first offered to other University Place peddlers and then it is offered to the first person on the waiting list.
  8. A waiting list (separate from University Place) is kept for the Central area. When applicants come in to apply and they show interest in a spot which is already taken, we can put them on the waiting list and when the location they prefer becomes available we will contact them.



OFFICE OF CLERK AND  
 TREASURER  
 149 CHURCH STREET  
 BURLINGTON, VT 05401  
 802-865-7131 TTY 802-865-7142  
 FAX 802-865-7014

\$100.00

MAY 1, - APRIL 30,  
OUTDOOR ENTERTAINMENT PERMIT APPLICATION

DBA NAME:

COMPANY:

LOCATION:

PHONE:

WEEKDAY	ENTERTAINMENT HOURS	DESCRIPTION OF ENTERTAINMENT
Sunday	to	
Monday	to	
Tuesday	to	
Wednesday	to	
Thursday	to	
Friday	to	
Saturday	to	

\* Please be sure to complete all areas in the above table using "a.m." and "p.m." Example: if entertainment is not desired on Friday, please write "N/A" or "NONE" in the appropriate place.

\* All the hours listed above are for entertainment located OUTSIDE the establishment. A separate application should be submitted for INSIDE entertainment.

\* If the licensee desires to amend or change the above, they must submit an amended application (prior to any changes) to the License Committee of the City Council and the City Council.

\* No permit shall be granted, or considered valid, unless all City taxes are paid or arrangements are made to pay such taxes with the Clerk/Treasurer's Office at the time the application comes before the License Committee of the City Council for approval.

\* Hours of operation are 12:00 pm to 11:00 pm, unless specified on the permit.

As an applicant for an Entertainment Permit in the City of Burlington, I understand that the premises authorized to provide entertainment by this permit must at all times be in compliance with all city and state conditions, laws, ordinances, regulations and statutes and must comply with all restrictions required by this permit and that violation of any conditions, laws, ordinances, regulations or statutes of the permit is grounds for its suspension or revocation.

I, also understand that if I desire to have an "under 21" Activity on any night on which I will also be offering entertainment, I must register the activity with the Burlington Police Department pursuant to the conditions of the permit.

Signed \_\_\_\_\_

Title: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Date: \_\_\_\_\_

# Endnotes

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<sup>i</sup> Impact Analysis of the Hamlet at Spruce Mountain. October 4<sup>th</sup>, 2002. Northern Economic Consulting, Inc. Westford VT.

<sup>ii</sup> The Travel and Tourism Industry in Vermont: A Benchmark Study of the Economic Impact of Visitor Expenditures on the Vermont Economy — 2003. Conducted by Economic and Policy Resources for the Vermont Department of Travel and Tourism.

<sup>iii</sup> 2001 National Survey of the Vermont Visitor. Conducted by the University of Vermont for the Vermont Department of Travel and Tourism.

<sup>iv</sup> Fiscal Year 2006, Annual Report. Stowe Area Association, June 2006.

<sup>v</sup> VTPI. *Parking Cost, Pricing, and Revenue Calculator*, Victoria Transportation Policy Institute, 2006

<sup>vi</sup> Kuzmyak, Richard, R. Weinberger, and H. Levinson. *Parking Management and Supply*, Transportation Research Board TCRP #95Ch18. 2003

<sup>vii</sup> Ferguson, G. 2005. Characteristics of Successful Downtowns: Shared Attributes of Outstanding Small and Mid-Sized Downtowns. Cornell University. Ithaca, NY.