COMMUNITY PLANNING and CAPACITY BUILDING

New Municipal Offices and Library Complex
Assistant Municipal Planner
Repurposing 51 South Main Street
Near-Term and Long-Term Location for Village Police
This project proposes construction of a new municipal complex that would house the Town/ Village municipal offices, the library, and shared community meeting space. The complex could potentially include space for the village police (long-term), non-profits such as the historical society museum, and a Waterbury Welcome Center. The new facility would serve as a hub for the community as well as a civic anchor in the downtown business district. Increased space would allow for the expansion of library services to include after-school programs, more educational opportunities, and online courses; further enhancing the overall quality of life for both residents and visitors. By collocating functions, the project would reduce construction and operational costs as well as minimize environmental impact. At least three potential sites will be analyzed: 51 South Main Street, the State Office Complex, and the existing library site.

The proposed municipal complex will be built to be flood resistant or may be located outside of the flood plain. Renovation of one or more historic buildings may be contemplated. If redeveloped, the building will employ flood and fire protection measures and allow for both passive and active solar application. All three potential project sites are in or proximate to the town’s “Designated Downtown” and none will contribute to unwanted urban sprawl.

**ACTION STEPS**

- Hold public forums
- Determine building uses and potential occupants
- Select an appropriate site
- Identify funding sources
- Determine preliminary design criteria including Leadership in Energy and Environmental Design (LEED) standards
- Acquire approval from Waterbury Development Review Board and comply with Vermont State Act 250
- Develop a Request for Proposal (RFP)
**DISASTER RESILIENCE**

The new municipal complex will be located outside the flood plain and/or incorporate measures to mitigate potential flood damage, which will ensure uninterrupted municipal functionality during future disaster events.

**COST ESTIMATE**

$3,000,000 to $4,000,000

**PROJECT CHAMPIONS**

Margaret Luce and Karen Miller

**PROJECT SPONSOR**

Town of Waterbury
Utilization Study for Municipal Building (51 South Main)

RECOVERY TYPE: VITAL

This project will evaluate the Village-owned lot and structure located at 51 South Main Street that, prior to Tropical Storm Irene, housed the Town/Village municipal offices and the Village Police Department. Pending the results of the utilization study the site could potentially be suitable for the construction of a new facility for the municipal offices and/or Village Police Department. If the site is found insufficient to support these service facilities, the site could then be considered for construction of other facilities to support the downtown business district.

ACTION STEPS
- Hold public forums
- Identify funding sources
- Determine preliminary design criteria including Leadership in Energy and Environmental Design (LEED) standards
- Obtain approval from the Waterbury Development Review Board
- Develop a Request For Proposal (RFP)
- Have trustees work with an architect to fully explore options for repurposing property at 51 South Main Street
- Town and Village explore an Economic Development Administration (EDA) application for a Long-Term Recovery Director

COST ESTIMATE
- Study: $15,000 (authorized on March 7, 2012 by Village voters)
- Capital: TBD

PROJECT CHAMPIONS
- Village Board of Trustees (Skip Flanders)

PROJECT SPONSOR
- Village of Waterbury

DISASTER RESILIENCE
Renovation of the old municipal building and/or new construction on the 51 South Main Street site will incorporate mitigation measures to minimize future damage from flooding as well as bring the building up to code for fire safety and accessibility.
There is an immediate need for a facility to house the Village Police Department, which was displaced by Tropical Storm Irene. The Police are currently using a temporary facility, which must be vacated in the Spring of 2012. In order to ensure continuity of services it is essential to relocate the police department to a temporary location with a two-year minimum tenure. This course of action is based on the assumption that a permanent location will be selected within two years.

**ACTION STEPS**
- Select a temporary location for the Village Police Department
- Secure approval of Village Board of Trustees and Development Review Board for both the location and facility
- Secure funding

**DISASTER RESILIENCE**
The identification of a temporary, short term location for the Village Police Department will provide the time necessary to conduct a comprehensive search and evaluation of options for a permanent location, which will be located outside of the flood plain and/or incorporate appropriate mitigation measures to ensure the continuity of critical police services during a future disaster event.

**COST ESTIMATE**
Two-year total cost: $70,000

**PROJECT CHAMPIONS**
Village Board of Trustees (Natalie Howell)

**PROJECT SPONSOR**
Village of Waterbury
The Assistant Municipal Planner will be responsible for the following tasks:

- Manage three revolving loan funds
- Implement housing and economic development programs
- Provide grant writing assistance
- Implement and administer grant funded housing and economic development projects
- Manage Waterbury’s long-term community recovery project implementation

**DISASTER RESILIENCE**
Increased municipal capacity will allow for more holistic review of new development and allow for the incorporation of emergency management planning into day-to-day planning.

**COST ESTIMATE**
Position Salary and Benefits: $65,000

**PROJECT CHAMPION**
Steve Lotspeich

**PROJECT SPONSOR**
Town of Waterbury

The Town and Village of Waterbury will benefit from the increased community capacity that an Assistant Municipal Planner with economic development experience will provide. Increased municipal capacity may be a precondition for many long-term community recovery programs and projects as well as general community planning and implementation projects that the Town and Village does not currently have the staffing capabilities to undertake.

**ACTION STEPS**
- Create a job description for the Assistant Municipal Planner position
- Assess municipal budget for funding
- Seek additional funding sources
ECONOMIC DEVELOPMENT

Business Resource Center
Community Image Building
Waterbury Arts Center
Food System Development
The creation of a business resource center will help stimulate the recovery of the Waterbury business community by initiating immediate action steps that support existing local businesses and encourage new business to locate in Waterbury. The business resource center will work closely with Revitalizing Waterbury and municipal leaders to provide consistent, dependable community resources that will encourage economic growth.

Waterbury’s economic vitality provides the foundation for a successful and vibrant community. A successful program will help create and maintain quality employment opportunities for Waterbury workers, which in turn could attract entrepreneurs to develop new businesses in the area. Waterbury currently does not have an economic development office and therefore is unable to offer this valuable assistance to its local business community.

The community vision involves returning the business community to its pre-flood workforce status and restoring services and companies dependent on that revenue stream because a strong economy leads to a more sustainable recovery. The business resource center will encourage growth across all business sectors and decrease community dependence on individual employers. The business resource center will support the use of all existing facilities to their highest and best use and support sustainable development, which would build on the natural beauty and core strengths of the area by leveraging energy, land, and natural resources. The business resource center would house three internal positions including:

1) Economic Development Director
2) Business Case Manager
3) Grant Writer and Administrator
**ACTION STEPS**

- Secure community commitment to the program
- Research funding sources
- Identify potential sites for the Business Resource Center

**DISASTER RESILIENCE**

The business resource center will encourage the development of a diverse business sector, which will help protect the community from dependence on one or two large employers. A variety of economic opportunities in the community will decrease Waterbury’s economic vulnerability in the aftermath of a disaster event and leads to a more sustainable recovery.

**COST ESTIMATE**

First-year program costs $250,000

**PROJECT CHAMPIONS**

Mark Frier, Sam Andersen, and Mary Miller

**PROJECT SPONSOR**

Central Vermont Economic Development Corporation (CVEDC)
In March 2011, five months prior to the flood, Revitalizing Waterbury hosted a meeting on the topic of community image building (also referred to as ‘branding’). A diverse group of stakeholders met to learn the basics about branding; what it is, its value, how the process of identifying an image can work and the importance of the community speaking with one voice. Like so many things, the flood interrupted the momentum on this effort.

Post-flood it is paramount to resume this project. News reports and images of Waterbury’s flood damage have clouded the community’s image and it is important to present the positive aspects of Waterbury’s recovery. The Town and Village now have the opportunity to leverage the surge of community pride that the local recovery effort elicited. More than ever, Waterbury citizens are connected to each other and share a powerful common sense of purpose and appreciation the community’s assets.

One of the major objectives of a community image building initiative is to build community pride around an agreed upon set of images and phrases and to use them to project that pride to potential investors, visitors, and businesses. A brand is much more than a tagline, a logo, or an image. It is a system that can be employed, a toolbox that can be used, and an exercise the community undertakes to explore what makes it truly unique and marketable. A unified brand and message will represent the entire Waterbury community. The branding process will create a toolbox (a palette of logos, tag line options, design templates, and marketing pieces) which can be implemented in a concerted program. This project will provide the tools to effectively communicate and recruit new businesses, tourists, shoppers, and residents. Establishing a nonprofit with a 501(c)3 designation will allow the Town and associated to accept available tax-deductible donations.