ACTION STEPS

- Research other community image building efforts, lessons learned, funding sources, and recommendations of firms that have experience with communities of similar size
- Determine whether to undertake a branding effort as a stand-alone project or part of a more comprehensive economic development plan (marketing analysis and design)
- Seek and secure funding sources including in-kind services
- Prepare an RFP for technical assistance, advertise, review bids, and select firm(s)
- Develop a project timeline
- Conduct necessary stakeholder outreach
- Develop a toolkit and implementation guidelines

DISASTER RESILIENCE

A branding effort, particularly if coupled with a market analysis and design planning, will strengthen Waterbury’s image as a great place to live, start a business, visit, and invest. Highlighting Waterbury’s unique assets will help build a more cohesive and sustainable local economy.

COST ESTIMATE

$15,000-$40,000

PROJECT CHAMPIONS

Laura Parette and Cindy Lyons

PROJECT SPONSOR

Revitalizing Waterbury
A community arts center is necessary for artists to support and showcase their work and to provide arts instruction to members of the community. Flooding from Tropical Storm Irene impacted that effort and outreach in the following ways:

1. Art production was postponed or stopped as artists were forced to rebuild or relocate their studio space.
2. The disaster presented an opportunity in which artists could demonstrate their resiliency and passion to help the community heal. Artists met in homes and community studio spaces to identify possible solutions and establish a more viable future for the arts.

An informal survey conducted by the art community invoked an overwhelming response. An arts feasibility study is the next step needed in order to move forward the vision of establishing a sustainable center for the arts. The study will analyze the potential impacts of an art center that will serve all of the communities throughout a 4,000 square mile area of central Vermont—extending northwest to the Champlain Islands and as far south as White River Junction.

Once the study is completed, a business plan and development strategy will follow to help select the optimum location and maintenance requirements for each phase of development. This will provide the Waterbury community a base from which to meet evolving art market demands.

The Waterbury Arts Center will complement all cultural and humanities organizations including, but not limited to, programming at the Waterbury Public Library, area schools, daycare centers, senior citizen centers, and recreational organizations. The Center could partner with business and community organizations to provide space and education, programming, and resources and information to business and community organizations.

### ACTION STEPS

- Conduct background research of potential user/beneficiaries
- Identify specific resources and partners within the community for ongoing support
- Perform a gap analysis
- Identify market capability
- Develop an implementation plan for phases of activity and growth
- Recommend initial and future programming based on strengths already present in the community
- Create a plan for various self-sustaining funding prospects, including capital funding sources
- Incorporate arts agendas and development
- Create a business plan that supports the center’s mission and vision
- Ascertained the economic and cultural impact to the Waterbury community
- Identify recommended course of action for capital building and infrastructure
- Create strategies for both capital and organizational fundraising
- Research unidentified planning needs
The findings of a feasibility study will help determine the necessary next steps to construct an arts center in which the community can gather for art-based activities. It will also serve as a basis from which subsequent expansion can take place.

**DISASTER RESILIENCE**

The study will identify the best options for flood mitigation measures for the adaptive reuse of an existing site or new construction. Once construction has been completed the arts center building could serve a secondary purpose as an emergency shelter during future disaster events.

**COST ESTIMATE**

- Feasibility Study: $75,000
- Development Plan: $75,000
- Capital: $5,000,000

**PROJECT CHAMPION**

- Monica Callan

**PROJECT SPONSORS**

- MOXIE Productions and Revitalize Waterbury (Interim sponsors)
- Waterbury Activities and Cultural Center (WACC) - in confirmation process at time of printing
Flooding from Tropical Storm Irene united a collection of food and agricultural businesses that had previously been disjointed and had functioned as independent entities. Producers (i.e., farmers, food manufacturers) and buyers (i.e., wholesale distributors, grocers, restaurant buyers/chefs, institutional food service buyers) in Waterbury have not always built and sustained relationships with each other, just as these producers and their consumers have not always connected with each other in the marketplace. There is untapped potential in Waterbury for food-related businesses to network, share resources, and promote local food businesses, as well as their products. Additionally, leveraging Waterbury’s high volume tourist visits to attract more customers for local food businesses will create more jobs and help to brand Waterbury as a culinary destination. This project will help develop the food-related business sector in the area and generate momentum for Waterbury’s long-term economic recovery.

The Food System Development project will utilize various funding sources and existing community resources to hire a Waterbury Local Food Coordinator to accomplish the following:

- Develop and convene a local food system business cluster to help local food producers and processors find local wholesale/retail markets, assist retail establishments and food service personnel in sourcing local food, and improve access to healthy, fresh, local food for all residents
- Promote the development of new farming operations in the Waterbury area
- Work with various organizations to market Waterbury as an agricultural tourism destination as part of a “green community” branding campaign
- Work with area farmers and businesses to increase tourist activities related to food, agriculture, food manufacturing, and the culinary arts
- Act as a clearinghouse for resources and information on grants, funding, and technical assistance for farm and food businesses
- Coordinate efforts to support local educational programs concerning local food and farming heritage, thereby enhancing our farm-to-school opportunities and obtaining assistance and guidance from local and state agriculture and food-related programs and organizations
**ACTION STEPS**

- Waterbury Area Food System Assessment – complete final report (by February/March 2012)
- Disseminate Waterbury Area Food System Assessment and solicit feedback
- Begin to involve local farm and food businesses in the Food System Development project. Identify key participants who will join the Food System Business Cluster (February/March 2012)
- Identify potential fiscal sponsors for the Food System Development project (March 2012)
- Establish an agreement with a fiscal sponsor for the project (April/May 2012)
- Apply for grants/funding for a Local Food System Coordinator (April 2012 through July 2012)
- Hire a Local Food System Coordinator (by September 2012)
- Local Food System Coordinator will develop a Food System Business Cluster network and hold regular meetings (Fall 2012)
- Establish regular matchmaking events and other food system development projects (Winter 2012/2013)

**DISASTER RESILIENCE**

Sustainable local/regional food systems increase a community’s ability to reduce risk and losses by promoting sustainable farming techniques that reduce non-point sources of water pollution, help retain soil integrity, and preserve the working landscape. Permaculture designs can mitigate runoff and retain soil even during adverse weather conditions. Additionally, a community that produces and processes food may be less reliant on outside disaster relief efforts and more resilient to a host of potential disasters.

**COST ESTIMATE**

Annual cost of $65,000 for 3 years

**PROJECT CHAMPIONS**

Erica Campbell and Amy Hoskins

**PROJECT SPONSOR**

Waterbury-Duxbury Food Council
ENERGY, EFFICIENCY, and TRANSPORTATION

Bicycle/Pedestrian System, Welcome Center, and Wayfinding

Center for Resilient Technology and Development

Waterbury Community Energy

Create Sustainable Transportation System
The successful development of a master plan for safe, accessible bicycling and walking in the Town/Village of Waterbury, offers an effective, healthy, and economical system for residents and visitors to navigate through town. Coupled with wayfinding signage, a Welcome Center, and information kiosks, this project will provide residents and visitors with a fun and efficient way to get information and travel through and around Waterbury.

Waterbury is a compact community offering a wide variety of recreation and civic activities, an in-town library, excellent schools, office and retail space, and many restaurants. The town is surrounded by a rich assortment of natural resources; the reservoir, mountain bike trails, and two state parks. Residents and visitors of all ages enjoy getting exercise, being outdoors and pursuing an active lifestyle year-round. Considering the close proximity residents have to these community assets, it should be easier to get to them by bike or on foot, but residents find it difficult and consequently, choose to drive. This perpetuates in-town congestion and prevents these recreational assets from being fully used and enjoyed.

This project will assess parks and recreational facilities for pedestrian greenway opportunities and bicycle path options, anticipate future needs, and develop a plan based on assessment results. Ultimately, the goal of this project is to build upon Waterbury’s core strengths and support interest in experiencing the inherent wealth of its rich natural resources.

This project can be described as a two-part effort:

1. Bike and Pedestrian Route Improvements
2. Wayfinding and Public Space Improvements

**ACTION STEPS**

- Conduct an accessibility Study to identify where to locate and connect pathways
- Complete bike/pedestrian Master Plan
- Develop a marketing plan to communicate project outcomes to general public
- Implement Wayfinding signage
- Implement Gateways and Welcome Kiosk

**DISASTER RESILIENCE**

The existing River Road Community Path and possible expansion areas are in the flood plain. Passive use of this space for recreational activity allows the land to be utilized without posing a danger to critical infrastructure.
COST ESTIMATE
Master Plan: $10,000-$20,000
Wayfinding: $50,000-$60,000
Welcome Center: $65,000–$90,000
Capital Road Improvements: TBD

PROJECT CHAMPIONS
Bill Minter, Jane Brown, and Kaitlin O'Shea-Healy

PROJECT SPONSOR
Waterbury in Motion
As the State Office Complex is rebuilt into a flood-resistant center for state government, Waterbury will establish a nonprofit regional center for aggregating research and best practices in creating resilient communities and infrastructure. This center will foster research, consulting, and training designed to help municipalities, consumers and businesses create resilient infrastructure that can successfully survive future disasters. The center will also host a business incubator designed to promote the development of innovative construction technologies and practices. Generation of jobs and the development of innovative best practices will further establish Waterbury as a leader in change management well into the 21st Century.

**KNOWLEDGE CENTER**

The Knowledge Center will be a central resource for disaster-affected communities in New England and around the country. Located in a flood-proof “green” building that is part of the newly redesigned State Complex, the knowledge center will host a world-class facility for sharing technologies and fostering innovation in developing flood-resistant infrastructure. The Center will provide best practices, technical assistance, and research for its clients and will train both public and private-sector professionals who are involved in rebuilding disaster-affected communities.

Areas of specialization could include:
- Transportation infrastructure (roads and bridges)
- Floodplain redevelopment strategies
- Energy efficient rebuilding
- Community recovery (people and businesses)
- Business and municipal disaster planning

**BUSINESS INCUBATOR**

The Business Incubator will accept businesses that have a strong connection to the work of the Center. While it will mirror some elements of currently successful venture models, the Business Incubator will focus on clean/green technologies and ideally attain the “Green Stars” rating.

Areas of specialization could include:
- Architectural firms specializing in flood-safe buildings
- Transportation consultants
- Economic development consultants
- Energy efficiency contractors
- Technical writers and researchers
- Clean/green technology developers