

# A Master Plan for Downtown Middlebury



From a presentation made to the Middlebury Selectboard in December 2016

# Context



## Middlebury Town Plan

Updated Dec 2017

### 2020 Downtown Master Plan

Other types of plans and studies, that could be referenced or incorporated into a Municipal Town Plan:

- Town Energy Plan
- Town Transportation Plan
  - Economic Study
  - Retail/Market Study
  - Housing Study
- Bike/Ped Master Plan
- Rte 7 Corridor Master Plan
  - Open Space Plan
- Parks & Rec Master Plan
- Urban Forest Management Plan
  - Parking Study



# Why Plan?





# Purpose

A Downtown Master Plan would...

Summarize where we are now-

Serves as a consolidated resource document

Documents past studies

Describes existing assets and resources

Articulate a vision for where we are going-

Documents public process

States the community's values and needs.

Illustrative master plan map

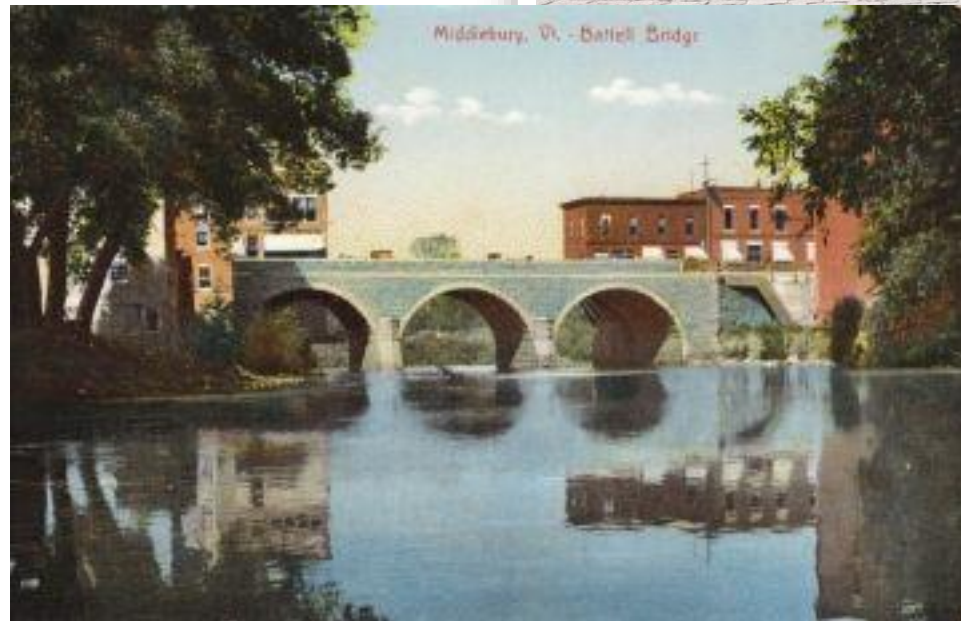
Provide directions for getting there-

List of project recommendations and costs

Recommends future studies and initiatives

Site-specific plans

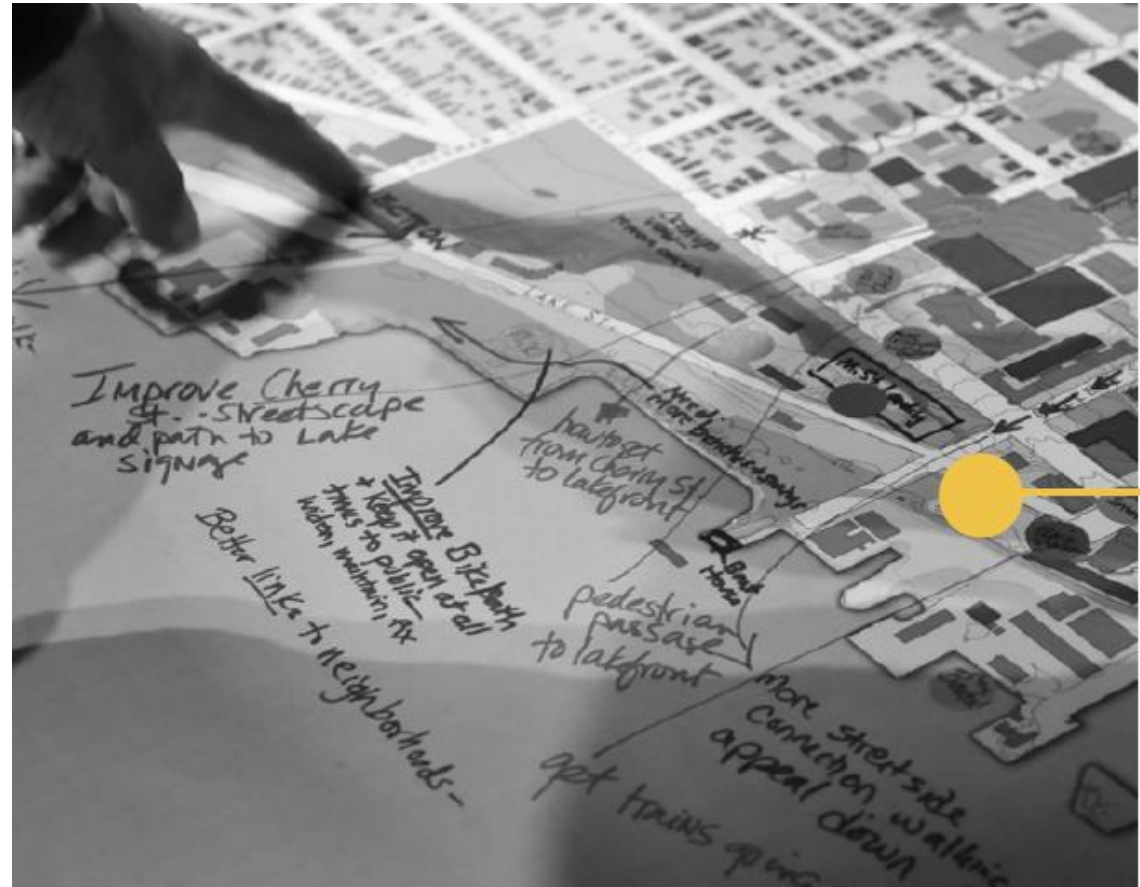
Roadmap for future growth.



# Benefits

- Increased confidence in future investments
- Projects are likely to have public support
- Increases efficiency in decision-making
- Reduces conflicts and duplication of efforts
- Prepares you for funding opportunities
- Increases cooperation and collaboration
- Better overall final product

Downtowns that have undergone a master planning process receive priority consideration for funding opportunities, are more attractive to private investors, and Municipal officials have increased confidence in the improvements they make to public space.



# What is in this Plan?



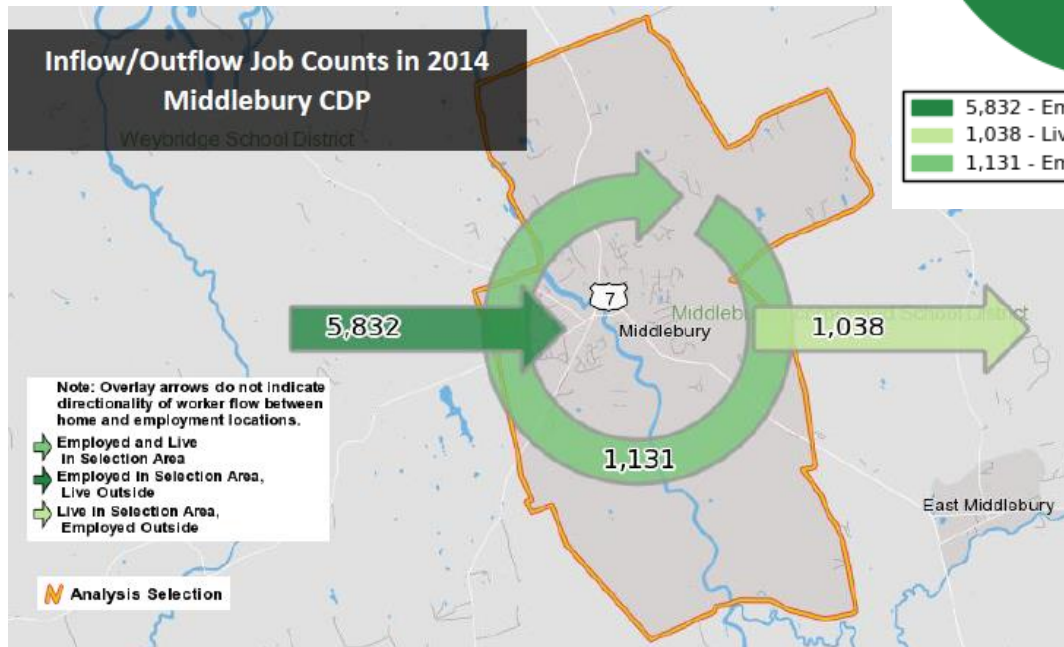
BBC.com



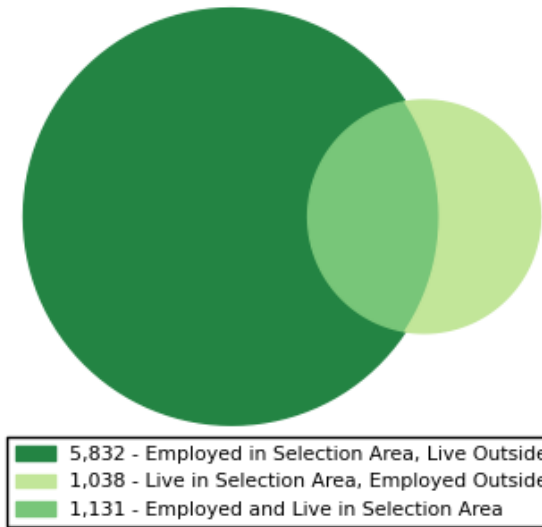
# Plan Content

## Background Data (Existing Conditions)

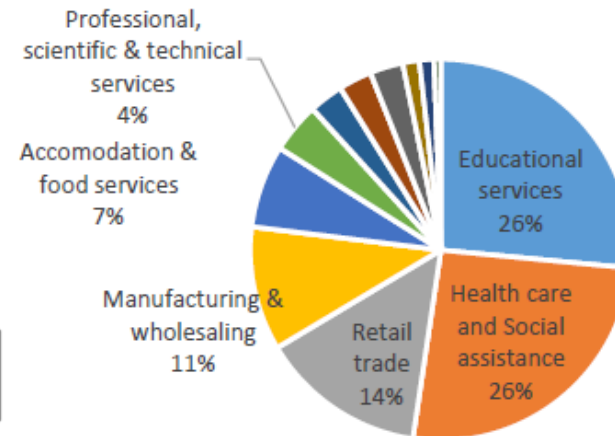
- Demographic and income data
- Housing characteristics in downtown
- Commercial space statistics/ real estate analysis
- Visitor characteristics
- Parking data
- Inventory of downtown businesses
- Etc.



Inflow/Outflow Job Counts in 2014



Town of Middlebury - Employment by Sector 2014



- Educational services
- Retail trade
- Accommodation & food services
- Public Administration
- Transportation & warehousing
- Arts, entertainment, recreation
- Health care and Social assistance
- Manufacturing & wholesaling
- Professional, scientific & technical services
- Other services
- Administrative & support services
- Ag, Forestry and Quarrying

source: 2014 American Community Survey, U.S. Census

# Plan Content

## Public Process – Vision and values

### A Meaningful Public Process:

- 1) Reaches a large number of participants
- 2) Samples a diverse segment of the population
- 3) Directly involves appropriate stakeholders
- 4) Utilizes local expertise
- 5) Samples a wide segment of the population
- 6) Builds on past initiatives
- 7) Offers the public a chance to check-in





# Plan Content

## Public Process – Vision and values

### Public Process implementation:

- 1) Reach people in a variety of different ways, including direct communication, web & social media tools, community survey, fun events and stop-in open studio hours.
- 2) Target a variety of participants, including business owners, young people, families, students, service providers, and regional partners.
- 3) Seek local expertise to supplement the work of outside consultants
- 4) Develop the vision iteratively, with opportunities to check-in and provide input throughout the process.





# Plan Content

## Overall Illustrative Master Plan Map



Plan BTV



## LEGEND

- EXISTING BUILDING
- PROPOSED BUILDING
- FACADE RENOVATION AND/OR REDEVELOPMENT OPPORTUNITY

①

### SHARED PARKING RESOURCES

- 1A Hudson Consolidated Lot  
110 spaces +/-  
(Existing +/- 90)
- 1B Core Lot  
300-400 Spaces, 3-4 Levels  
(Existing +/- 103)
- 1C Lake Consolidated Lot  
250-345 Spaces, 2-3 Levels  
(Existing 120)
- 1D Allen Street Lot  
105 Spaces +/-

②

### NEW DEVELOPMENT OPPORTUNITIES

- 2A 45,000 SF 3-4 Floors
- 2B 20,000 SF 3 Floors
- 2C 7,000 SF 3 Floors
- 2D Multi-Modal Center
- 2E 14,000 SF 3 Floors
- 2F 30,000 SF 2 Floors
- 2G 8,000 SF 2 Floors
- 2H 30,000 SF 2 Floors
- 2I 2 Residential Lots
- 2G-2I 115 Parking Spaces
- 2J 20,000 SF 2 Floors
- 2K 32 Parking Spaces
- 2L 42,000 SF 3 Floors
- 2M 135 Parking Spaces, 2 Levels

Source: St. Albans Downtown Master Plan



# Plan Content

## Downtown Transportation Plan





# Plan Content

## Targeted Area Plans



Source: Bennington Downtown Master Plan



# Plan Content

## Subject Area Discussions

Consultant provides an analysis and recommendations based on major themes that arise from public process, customized to the community

For example we might predict these would be emergent themes for Downtown Middlebury-

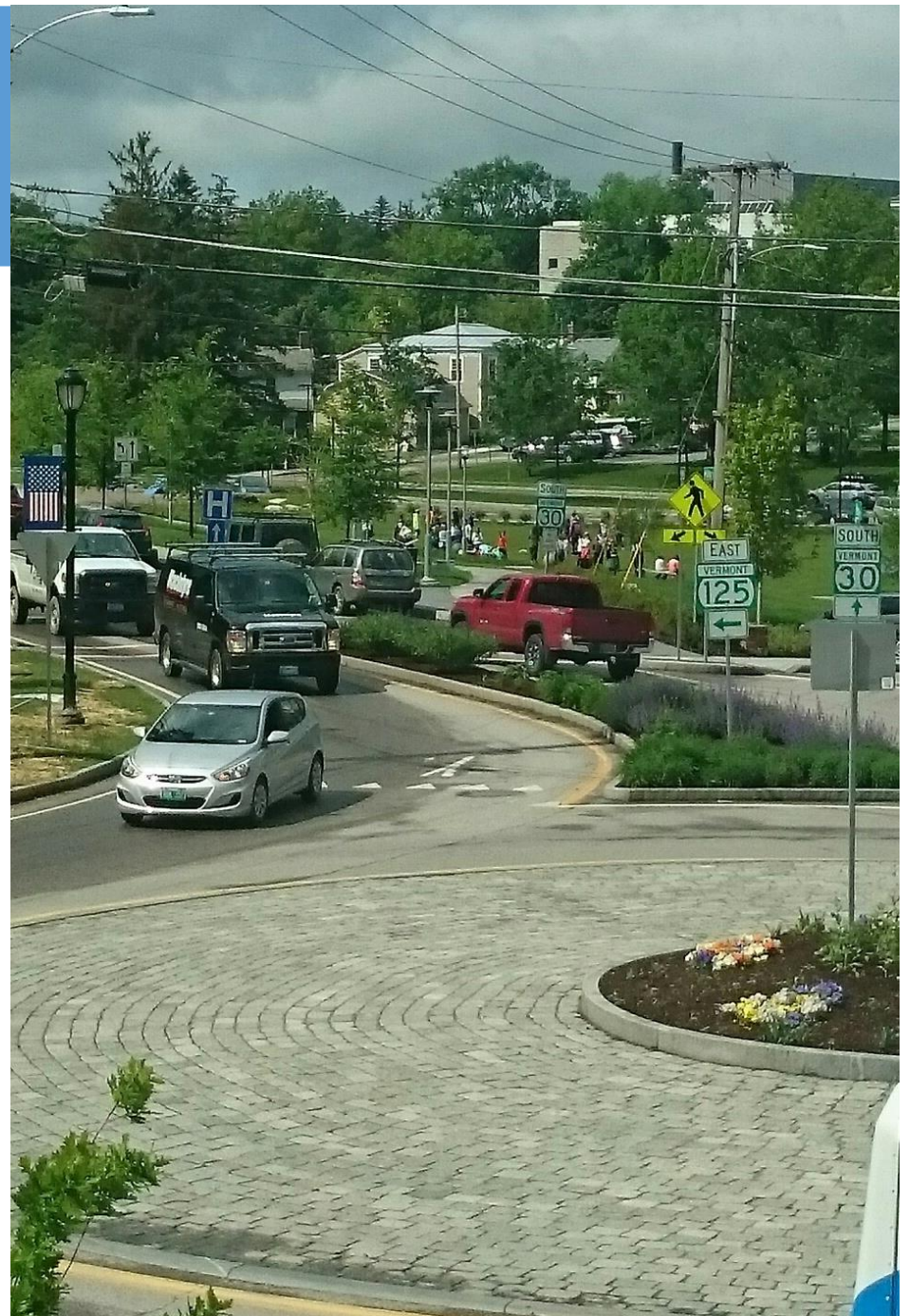
Parking Management

Complete Streets

Resiliency/Local Economy

Parks, Trails and Riverwalk

Downtown Housing




# Plan Content

## Implementation Plan/ Recommendations

### Provides a list of action items:

- Prioritizes critical items to be tackled in Downtown.
- Coordinates efforts; gets folks busy on the right things
- Separates high-level public sector policy recommendations from private sector initiatives
- Helps substantiate Capital Planning, assists in timing of grant requests

	RECOMMENDATION	TIMING	AGENCY	COST	CATALYST P
FUTURE LAND USE					
A.1	Formally adopt DTIP	Short	COD		
A.2	Formally adopt Form Base Code	Short	COD	n/a	Yes
A.3	Establish a new Zoning District in Denton Development Code titled "Downtown District"	Short	COD		
PARKING					
B.1	Increase On-Street Parking	Short	COD		
B.2	Establish Shared Parking Program	Medium	COD		
B.3	Enlarge Public Parking Lots	Medium	COD	TBD	Yes
B.4	Create and Implement Wayfinding Signage Network to Parking	Short	COD	\$125K	Yes
B.5	Establish Cash-in-Lieu Parking Program	Short	COD		
B.6	Early Action Parking Projects	Short	COD		
PARKS/OPEN SPACE					
C.1	Create a series of Urban Spaces - pocket parks, neighborhood parks, and wide pedestrian sidewalks	Medium	COD		
C.2	Create Music and Fine Art Venues	Medium	COD		
C.3	Implement Quakertown Park Master Plan	Medium	COD		
ARCHITECTURAL					

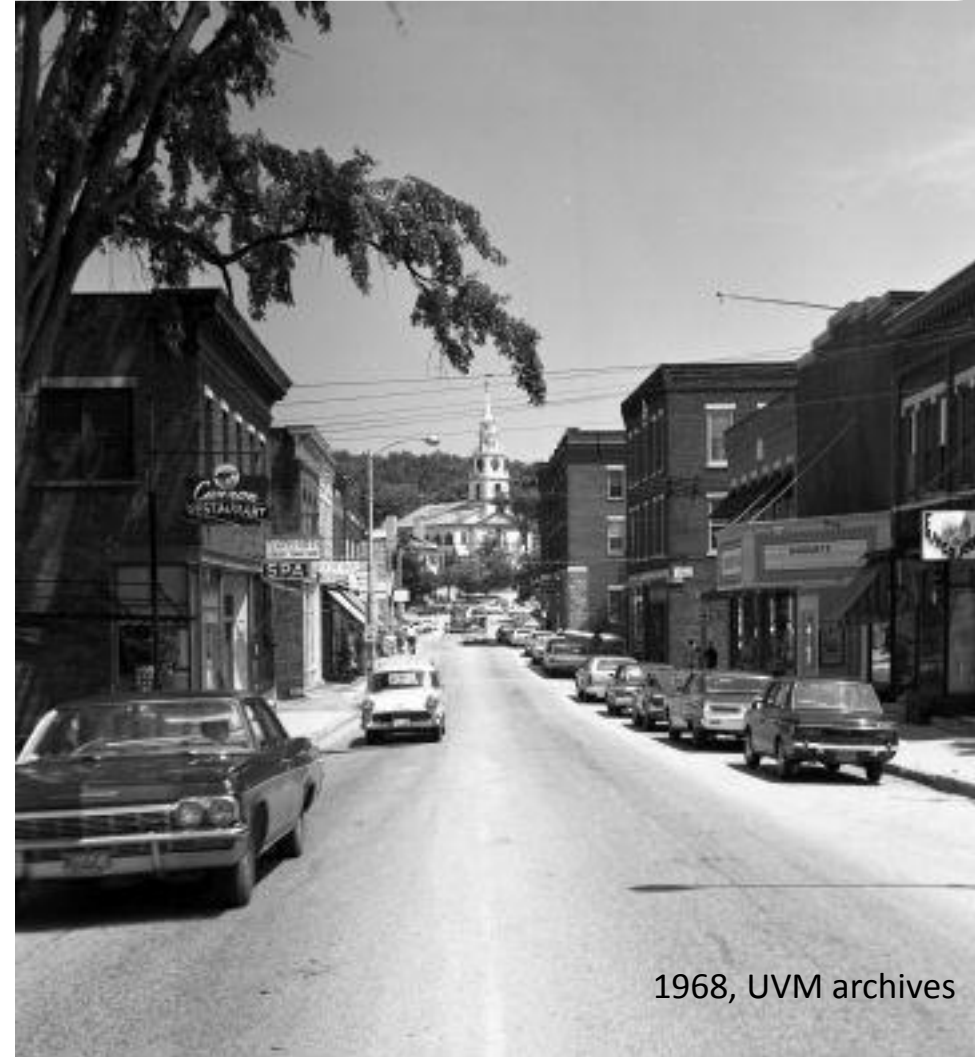
Recommended - Funding Mechanisms and Development Incentives Exhibit 6.2			
120 DENTON DOWNTOWN			
			
CHAPTER 6			
PROGRAM NAME & AUTHORIZING BODY	ELIGIBLE USES	PROGRAM SUMMARY	DENTON APPLICATION
Tax Increment Financing (TIF) (continued)  City of Denton – Revenue Fund or Financing Tool	Public-Private Developers: All Land Uses  Public Infrastructure	<b>Advantages:</b> <ul style="list-style-type: none"><li>• TIF may create new taxes, rather than simply redistribute existing tax revenues to specific infrastructure projects.</li><li>• TIF is locally-administered and is autonomous from state and federal involvement.</li><li>• TIF does not count against a municipality's debt limit.</li><li>• TIF provides a stimulus for targeted areas of redevelopment.</li><li>• TIF provides private developers with a city commitment for public improvements or write-down of the cost of land.</li><li>• TIF provides a way of funding redevelopment from taxes collected in the TIF district itself without raising the taxes of city residents.</li></ul> <b>Disadvantages:</b> <ul style="list-style-type: none"><li>• TIF can lead to inter-jurisdictional conflicts when multiple municipalities or taxing districts are involved.</li><li>• TIF removes local elected officials from making decisions about use of public funds.</li></ul>	<b>Recommended – Form a Tax Increment Finance District.</b>

City of Denton OH downtown master plan



# Downtown Master Plan Schedule

- Phase 1
  - Collection of baseline data
  - Present-May 2019
- Procure Funding
  - Better Connections Grant Application Deadline- Jan 2019
  - Awards- March 2019
  - Must complete within 18 months
- RFP/ Consultant Selection
  - April 2019
- Community Planning Process:
  - May-November 2019
- Final Deliverable:
  - Jan 2020
- Start Implementing Recommendations
  - Year 2020



1968, UVM archives

# Cost

Total project cost **\$50,000 – 60,000**

Better Connections Grant program:

- Make 3 awards per year, announced in March
- Requires 10% match
- Cost to Town: \$5,000 - \$6,000
- Overall Project Cost: \$50,000 - \$60,000 (90% Grant-funded)



2009, UVM archives



# BUZZ. BUZZ BUZZ

## 13 Steps to Public Engagement

The City of Burlington led the kind of public engagement process that is rarely achieved because of budget constraints and staff limitations. Over the course of 12 months, the City pounded the pavement, using a number of creative techniques to

try and reach a broad cross-section of Burlington and spread the word about the planBTV charrette. In today's busy world, where there is no one way to reach people, Burlington set a new standard for outreach, inventing creative ways to engage the public and generate buzz.

### 1. Social Media

In this age of technology, planBTV used web-based tools to reach out to a large number of constituents. The planBTV Website gave more detailed information on the project and provided all materials and documents to anyone who was interested. The planBTV Facebook (with over 350 friends) offered a live forum for constant updates and discussions, especially to our younger population, mostly reaching the 18-35 year old population. Other tools such as Front Porch Forum and the BUZZ newsletter continued to reach a broad audience.



### 2. Speaker Series

Hundreds attended our free Speaker Series events aimed at providing background data and information, while also educating the larger public on best planning practices from around the country. Six events were held on topics including transportation, public health, housing, retail and real estate market, form-based codes from July 2011 to April 2012.

### 3. Public Meetings

In September 2011, the planBTV team held a public workshop, where about 60 residents explored ways to better connect Church Street Marketplace to the waterfront. In November 2011, planning staff visited each Neighborhood Planning Assembly for an interactive public input meeting during the annual Neighborhood Improvement Nights (NINs). Five separate meetings were held that were focused on sharing information and re-affirming the broad vision for each part of the city.

### 4. Word of Mouth

The City of Burlington Planning staff spent hours of time communicating directly with city departments, stakeholders, and members of the public. In person, word-of-mouth communication and having champions of the project were critical to generating energy and buzz.

### 5. Local Media

The local media channels/papers have recognized the importance of this project and have covered many of our events, including the charrette, as well as some of the milestones reached along the way.

### 6. Art Contest

Public Art is an important component of what makes Burlington such a thriving community. PlanBTV went into the schools and offered kids a fun opportunity to participate in the project through an Art Contest that included four mediums (photo, drawing, essay, video). About 60 submissions were received and nearly 800 votes cast to determine the winners. An Art Juried Exhibit for professional artists (9 participated) provided us with their view of the "Essence of the City".



Staff requests that the Selectboard consider guaranteeing the cost of the plan, in the event the funding doesn't materialize. This would allow us to start preparing the community early.