A Vision for 7

Shelburne, VT SDAT- October 2011

AIA Communities by Design

ENVISION. CREATE. SUSTAIN.

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INTRODUCTION

In December of 2010, Shelburne, VT submitted a proposal to the American Institute of Architects (AIA) for a Sustainable Design Assessment Team (SDAT) to assist the community and its citizens in addressing key issues facing the community. The issues included economic development, connectivity, sustainable design, and creating community. The AIA accepted the proposal and, after a preliminary visit by a small group in May 2011, recruited a multi-disciplinary team of volunteers to serve on the SDAT Team. In October 2011, the SDAT Team members worked closely with local officials, community leaders, technical experts, non-profit organizations and citizens to study the community and its concerns. The team used its expertise to frame a wide range of recommendations, which were presented to the community in a public meeting. This report represents a summary of the findings and recommendations that were presented to the community.

The Sustainable Design Assessment Team (SDAT) Program

The Sustainable Design Assessment Team (SDAT) program focuses on the importance of developing sustainable communities through design. The mission of the SDAT program is to provide technical assistance and process expertise to help communities develop a vision and framework for a sustainable future. The SDAT program brings together multidisciplinary teams of professionals to work with community stakeholders and decision-makers in an intensive planning process. Teams are composed of volunteer professionals representing a range of disciplines, including architects, urban design professionals, economic development experts, land use attorneys, and others. Today, communities face a host of challenges to long-term planning for sustainability,

including limited resources and technical capacity, ineffective public processes and poor participation. The SDAT approach is designed to address many of the common challenges communities face by producing long-term sustainability plans that are realistic and reflect each community's unique context. Key features of the SDAT approach include the following:

- **Customized Design Assistance.** The SDAT is designed as a customized approach to community assistance which incorporates local realities and the unique challenges and assets of each community.
- **A Systems Approach to Sustainability.** The SDAT applies a systems-based approach to community sustainability, examining cross-cutting issues and relationships between issues. The SDAT forms multi- disciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.
- **Inclusive and Participatory Processes.** Public participation is the foundation of good community design. The SDAT involves a wide range of stakeholders and utilizes short feedback loops, resulting in sustainable decision-making that has broad public support and ownership.
- **Objective Technical Expertise.** The SDAT Team is assembled to include a range of technical experts from across the country. Team Members do not accept payment for services in an SDAT. They serve in a volunteer capacity on behalf of the AIA and the partner community. As a result, the SDAT Team has enhanced credibility with local stakeholders and can provide unencumbered technical advice.
- **Cost Effectiveness.** By employing the SDAT approach, communities are able to take advantage of leveraged resources for their planning efforts. The AIA contributes up to $15,000 in financial assistance for each project. The SDAT team members volunteer their labor and expertise, allowing communities to gain immediate access to the combined technical knowledge of top- notch professionals from varied fields.







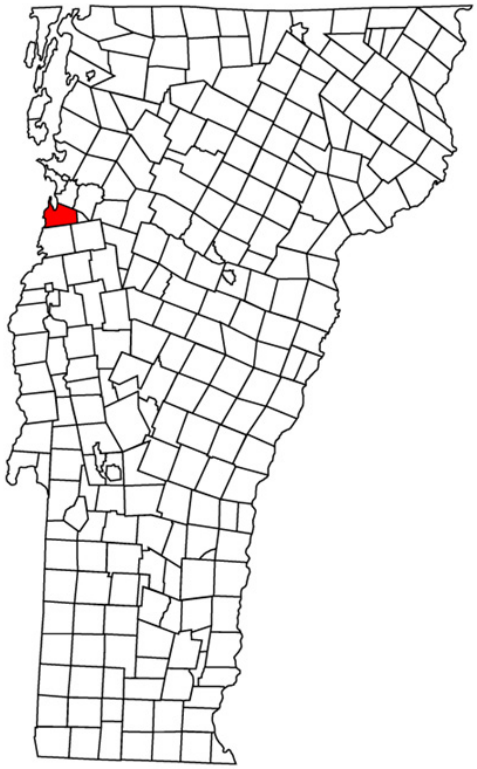

The SDAT program is modeled on the Regional and Urban Design Assistance Team (R/UDAT) program, one of AIA's longest-running success stories. While the R/UDAT program was developed to provide communities with specific design solutions, the SDAT program provides broad assessments to help frame future policies or design solutions in the context of sustainability and help communities plan the first steps of implementation. Through the Design Assistance Team (DAT) program, over 500 professionals from 30 disciplines have provided millions of dollars in professional pro bono services to more than 200 communities across the country. The SDAT program leverages the pivotal role of the architectural community in the creation and support of sustainable livable communities.

The following report includes a narrative account of the Shelburne SDAT project recommendations, with summary information concerning several principle areas of investigation. The recommendations are made within the broad framework of sustainability, and are designed to form an integrated approach to future sustainability efforts in the community.

Executive Summary

From October 17 through October 19, 2011, the American Institute of Architects brought a Sustainable Design Assessment Team to Shelburne, VT. The team was invited by the town to study and prepare recommendations for the Route 7 business corridor north of the historic town center – a 2.4 mile stretch of roadway that connects the Village of Shelburne with South Burlington. The visit was precipitated by the recent widening and rebuilding of the corridor to accommodate traffic volume on Route 7, which is an important north-south state road.

Over the course of the three days, the team met with members of the Shelburne Corridor Steering Committee, conducted a tour of the town, met with local leaders and professional experts, and conducted a public engagement meeting that drew more than 100 residents. The team reviewed and analyzed existing planning documents and worked with the local planning and zoning staff on background data and information. The team presented their findings and recommendation at a final public meeting that also drew more than 100 residents. The results were warmly received and supported by the local press.



The team was charged with helping Shelburne create a vision for the Route 7 corridor that would transform the street from a commercial strip to a place with character reflective of community values.

The team felt that in order to arrive at a vision for the corridor, the corridor needed to be understood in the larger context of Shelburne as a part of the Greater Burlington region with a focus on the following town-wide systems and assets:

- Natural systems
- Transportation and mobility
- Land use
- Built environment
- Cultural assets
- Recreational assets

To guide their work, the team arrived at the following principles drawn from their analysis of the project area, their interviews and field visits, and the discussion of values, identity, challenges and opportunities at the public meeting:

- It's not just the Corridor.
- Honor natural systems.
- Think 200 years out.
- Balance local and global.
- Diversify the community.
- Leverage assets and cultivate a culture of success.
- Empower civic and political leadership to achieve the vision.

The recommendations focus on the following areas:

- Natural systems
- Placemaking
- Mobility and access
- Character and form

Key implementation recommendations include:

- Take Ownership of North Route 7.
- Appoint a corridor manager.
- Create a Business Improvement District (BID).
- Create an economic development plan.
- Create development standards and guidelines.
- Consider creating a new North Route 7 Design Review District.
- Review and update zoning and land use restrictions for better performance.
- Create strategic partnerships.
- Leverage assets and secure funding.

The team's recommendations should be viewed as a catalytic tool for the Shelburne community to organize around, ultimately realizing the latent potential in the Shelburne Road Corridor.

CONTEXT AND BACKGROUND

Shelburne, Vermont is a town of 7,000 people inhabiting nearly 16,000 acres or 24 square miles in southwestern Chittenden County in northwestern Vermont. Shelburne sits along Route 7, a main north-south state arterial road that links towns along Lake Champlain. Shelburne is located approximately 7 miles south of Burlington, Vermont – the largest city in Vermont with a population of 42,000 people. Shelburne is located on the outer southern edge of Greater Burlington and is served by public bus transportation along Route 7.

Shelburne completed a comprehensive plan in 2007, with zoning updates completed in 2009. The plan called for supporting dense, pedestrian-scaled development in the historic center while creating nodes of new development in strategic portions along the Route 7 Corridor.

Shelburne's 24 square miles encompass a varied range of landscapes, land uses and building types which include:

- The historic village center, which includes a parade grounds, general store, hotel, bed and breakfast, municipal buildings and town hall. The village center is the iconic, imageable identity of Shelburne: that of the classic, quintessential New England village with historic wood clapboard buildings and a town hall. The main crossroad of Shelburne Road (Vermont Route 7) and Harbor Road is thought of as the center of town – an intersection that is heavily trafficked and the source of traffic back-ups in the mornings and afternoons.
- Farmlands and conserved natural areas surround the historic village center. Some of the farmlands are under threat of development pressures from Greater Burlington, yet the area includes working farms and historic farmscapes. The Bread & Butter Farm opened in 2009 and is an example of the organic community farm movement bringing renewed agrarian life and fresh foods to Shelburne. Over 1000 acres of wetland and upland area surround the Shelburne Pond and are conserved as part of the University of Vermont Environmental Program.
- Shelburne Farms, a 1400-acre Frederick Law Olmsted-designed working farm from 1886 is a world-class landscape with historic farm buildings. It is run as a non-profit educational center and, along with the complementary but independently managed Shelburne Museum, is a highly visited tourist destination, ranking among the top tourist attractions in the state.
- While nearly invisible from the Shelburne Road, Lake Champlain and Shelburne Bay is a significant natural resource on the western side of the town. Water-related amenities include a public beach, boat launch and private yacht club. Additional water features include the Shelburne Pond and the La Platte River
- The Shelburne Road Corridor (Route 7) is a 2.4-mile stretch of state highway north of the village center running from the LaPlatte River north to the South Burlington line. It has been largely developed in the past 50 years as postwar, suburban commercial strip with intermittent clusters of automobile-dependent development. The corridor includes some remaining farmland, a large number of home furnishing-related businesses, the remains of the early 20th century tourist industry, mobile homes and access to postwar cul-de-sac neighborhoods. The state recently completed a road widening project for the corridor that includes a median and bicycle lanes.

METHODOLOGY

The AIA team took a holistic approach to understanding the Route 7 Corridor and its challenges. One of the distinguishing physical and built environment characteristics of Shelburne relative to Route 7 is the lack of a connected street grid throughout the town. This is particularly evident on the northern stretch of Route 7 from the historic village to South Burlington. In this area, there are limited through streets that connect the outlying neighborhoods and farms, creating significant local traffic volume on an already heavily trafficked state road. Traffic volumes range from 18,000 to 22,000 vehicles per day (counted in 2002) in this part of the corridor.

To understand the corridor – both its current conditions and its potential - the AIA team took a comprehensive view of Shelburne, arguing that the corridor is not a stand-alone section of the community but is rather an integral component of a larger whole. To understand the corridor in its context, the team looked at Shelburne as-a-whole through the following lenses:

- Economy
- Natural systems
- Transportation systems
- Land uses
- Cultural assets
- Recreational assets

The team toured the town and met with local professionals, elected officials and experts. The team conducted a town meeting that drew more than 100 residents and the facilitated conversation focused on shared values, identity and impediments to change. The team met with local planning, zoning, development and business professionals and reviewed current planning, economic, and transportation documents and plans.

UNDERSTANDING SHELBURNE

Based upon the field observations, interviews with local experts and the facilitated public meeting, the team prepared the following analysis of the town's strengths, weaknesses, opportunities and threats (SWOT analysis).




STRENGTHS

- Human capital (Professional capacity & expertise)
- Wealth
- Pride of place
- Natural beauty (Lake, Mountains, Rivers)
- Historic resources (Buildings, Landscapes, Town center)
- World Class Cultural resources (Shelburne Farms, Shelburne Museum)
- Tourist destinations
- High traffic volume (30,000 cars)
- Walkable core
- Strong institutions (Schools, Government, Nonprofits {Shelburne farm and museum}, UVM extension
- Recreational amenities (Indoor soccer)
- Quality of life (Clean air and water, No graffiti)
- Social capital (Strong civic society)
- Retirement destination
- Agricultural assets
- Local food culture (CSAs, Bread & Butter farm, Vineyard, Local food institute, Brewery)
- Arts community
- Activities for kids
- Proximity to greater Burlington
- Transit service (Existing, Potential {rail, water, shared}

WEAKNESSES

- Arrogance/elitism
- Conservative/liberal split
- NIMBYism
- Weak leadership
- Homogeneity (Elected, Population)
- Fantasy/reality split (Village v. strip)
- Perception of poor development process
- Affordability
- No economic development plan or goals
- Focus on details versus big picture
- Greenfield conflict (Easier to develop)
- No vision or collective identity (Holding onto image of old Shelburne)
- Have not leveraged assets (Shelburne Farms, Shelburne Museum, Fresh food/agriculture)
- Individualism
- Traffic/Route 7 as state highway (Heavy truck traffic)
- Fractured connectivity/lack of access
- Lack of architectural character on corridor
- Conflicting land uses
- Blighted transitional properties
- Lack of wayfinding
- No visual jurisdictional cues
- No green infrastructure
- No sense of arrival/sense of place
- Isolated neighborhoods resistant to change
- Physical splits (Ledge/river north to south, Route 7 east to west)
- Weak commitment to sustainability
- Median (Limited access)
- Disconnected green space

OPPORTUNITIES

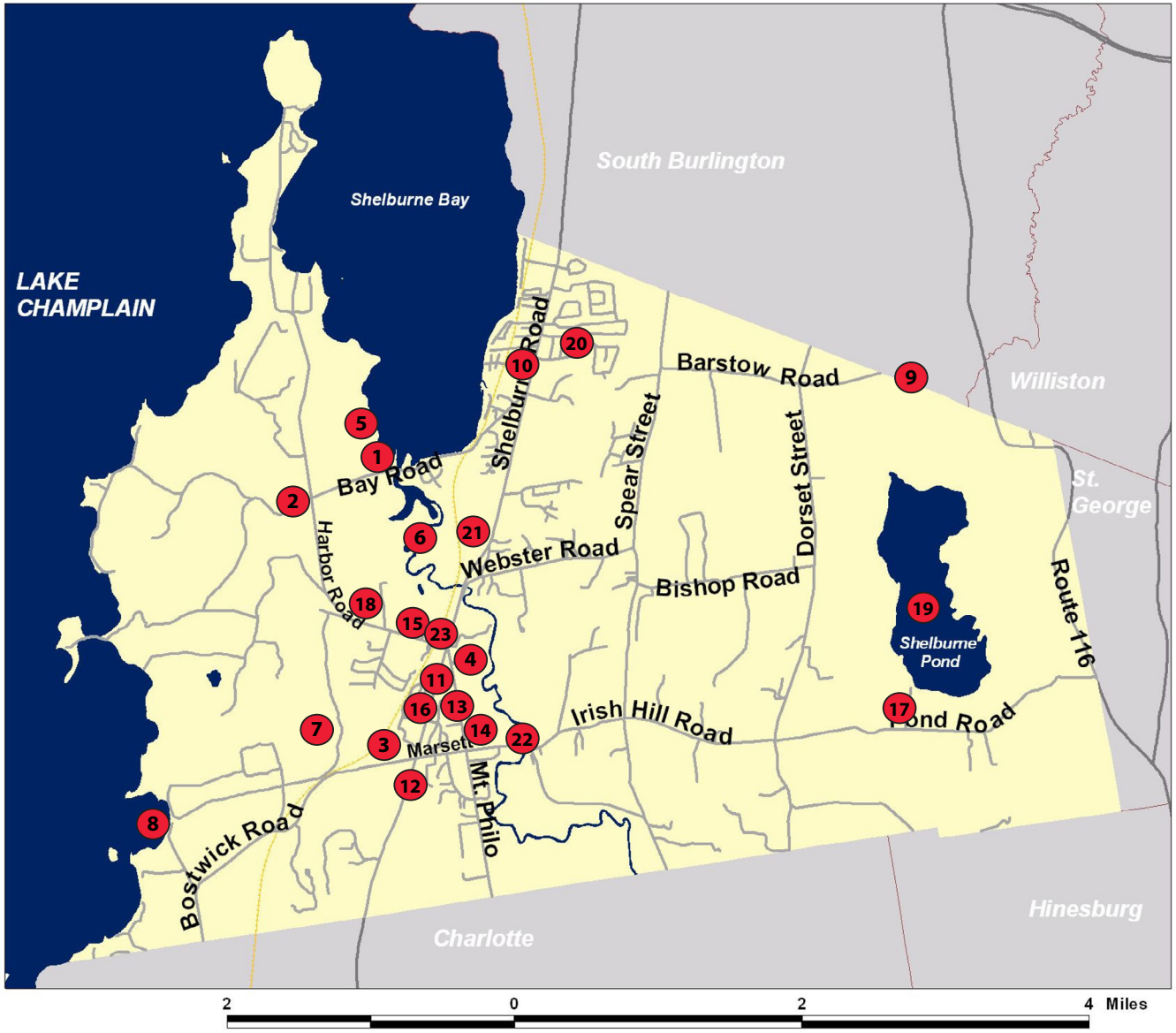
- Slow economy
- Ability to revisit zoning
- Chance to enhance sustainable goals
- Ability to capture traffic for business
- Create a community-wide vision
- Unmet demand for local and visitor services
- Joint marketing
- North/Town Center/South (Create sub areas and nodes)
- Expand the identity of "what is Shelburne" (Beyond the village)
- Create nodes with different functions (Local, Farm, Commuters
- Use landscape to bring character of Shelburne to the corridor
- TIF, BID
- Orton Soul of the Community Grant
- Corridor manager
- Preservation ordinance and cultural resources register
- Wayfinding and visual cues
- Connect open spaces/zones (River, Water, Agricultural, Water sheds)
- Integrate natural with use nodes
- Aesthetic enhancements
- Calm traffic
- Distribute traffic
- Create network

THREATS

- Resistance to change
- Economic stagnation
- Traffic impact on tourism
- Relationship to VTRANS
- Unrealistic economic goals
- Sprawl
- Lack of political will
- Long term demographics (Elderly v. young)
- Do Nothing Congress

Treasured Places

1. Community Boat Launch
2. Shelburn Farms
3. Shelburne Museum
4. Shelburne Country Store
5. Shelburne Rec. Path (off of Bay Rd.)
6. La Platte River
7. Museum Backyard
8. Shelburne Beach
9. Bread & Butter Farm
10. North Route 7 Shopping
11. Library
12. Shelburne Vineyard
13. Farmers Market
14. Shelburne Shopping Market/Plaza
15. Recreation Fields
16. Town Gym
17. Pond Road (unpaved)
18. Ti-haul Path
19. Shelburne Pond
20. Pocket Park at Hullcrest
21. Rice Woods Cliffs
22. La Platte Preserve
23. Shelburn Art Studies (craft school)



OUR CHARGE

The team saw the Route 7 Corridor as an important opportunity for Shelburne to embrace the 21st century. Rather than view it as an eye-sore and painful reminder of the changes from farmland to postwar strip development, the team felt that Route 7 could serve as the economic Main Street of Shelburne and that's its economic muscle should be embraced through sound and sustainable environmental, residential, transit and economic development. The team understood Route 7 as having significant potential to become a vibrant mixed-uses series of places. To successfully achieve the vision for Route 7, the team prepared the following planning principles.

Principles for Developing Route 7

It's Not Just About the Corridor

Shelburne must embrace the corridor as part of the town in order to fully realize it's potential. While the historic village gives Shelburne its iconic image, the corridor is its potential economic engine and it is vital that the town create an identity for a flexible, 21st century Shelburne that embraces the fullness of the multiple identities that is Shelburne.

Honor Natural Systems

Build with nature, not against it, and incorporate sustainable design and planning practices that enable ecosystems to work together. Work with the land in the way that it was before we arrived. Allow natural systems to inform built patterns of development.

Think 200 Years Out

Embrace and preserve cultural and natural resources. Work to ensure that our descendants will benefit from the area's natural beauty and delight in the cultural assets that Shelburne enjoys today.

Balance Local With Global

As part of the Greater Burlington sphere of influence, work to ensure that the local

character and qualities of life are maintained while embracing Shelburne's location in the wider global nexus. Mix local food and farming practices with international educational and business opportunities to enable Shelburne to continue to thrive well into the 21st century.

Diversify The Community

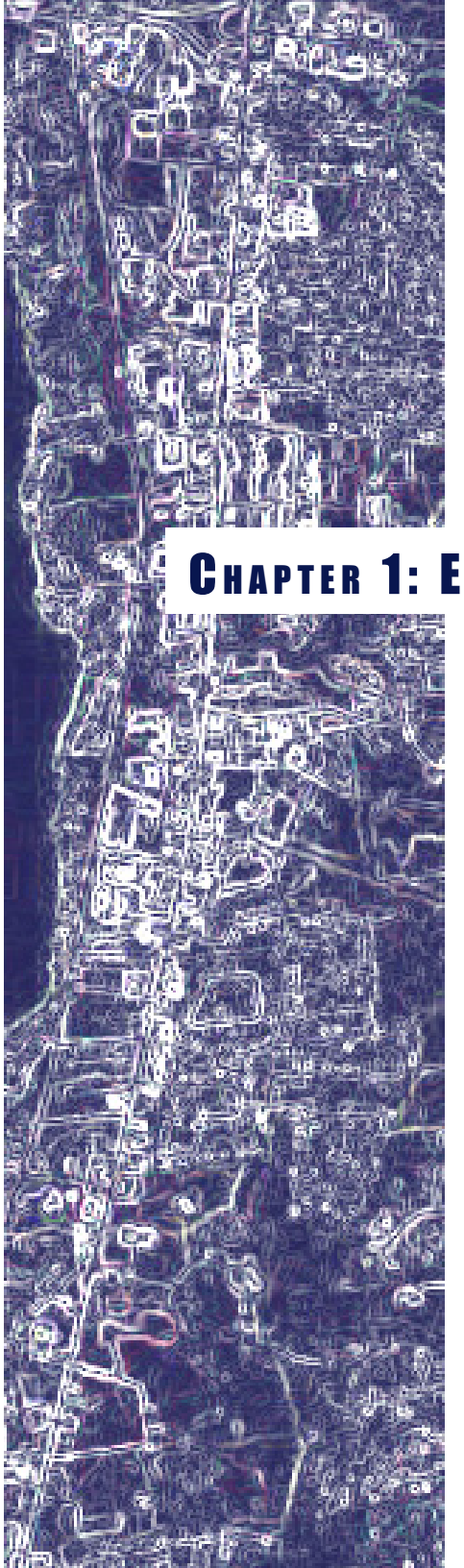
Healthy communities are diverse communities and Shelburne should strive for a wide range of housing types, economies, people and environmental systems in order to ensure that new generations of young people from many walks of life can afford to live, work, and play in Shelburne.

Leverage Assets and Cultivate a Culture of Success

Shelburne can multiple the impact of world class institutions such as Shelburne Farms, Shelburne Museum and the University of Vermont and significant businesses like the Teddy Bear Factory on the local economy through the creative clustering of ancillary and affiliated businesses.

Empower Leadership to Achieve the Vision

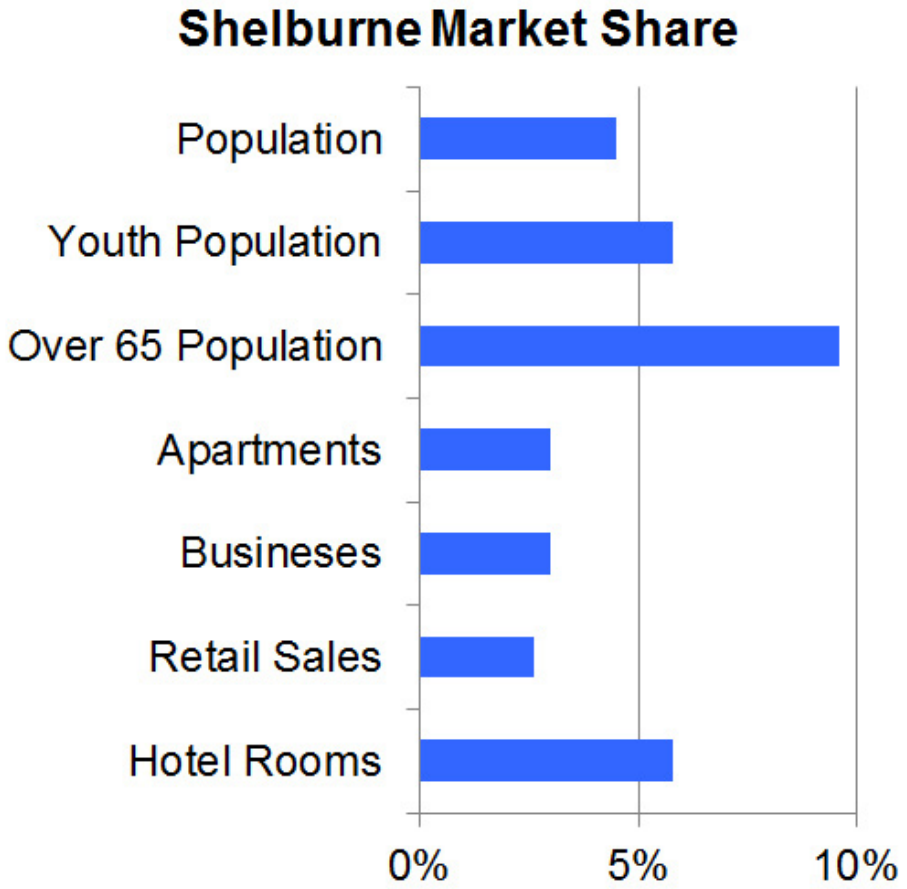
Draw upon the rich civic and social capital in Shelburne and create a Route 7 coalition that is authorized to implement the vision of Route 7 as a vibrant, mixed-use series of places. Include civic engagement, marketing, communication and management as part of a tool kit that keeps Shelburne citizens involved and the outside world interested in doing business in Shelburne.



Chapter 1: Economic Context

SHELBURNE'S ROLE IN THE REGION

As part of the Burlington metropolitan area, Shelburne is a popular daytime tourist destination and also a sought-after residential community for family households and, increasingly, area retirees. The chart below shows the relative share of various market sectors within Shelburne. The community contains 4.5 percent of the county's residential population, but significantly more or less than this proportion of other uses, most notably the older adult population. Shelburne also enjoys strong youth demographics and more than its share of hotel rooms, although this number is not as high as would be expected given the number of top tourist draws in the community.



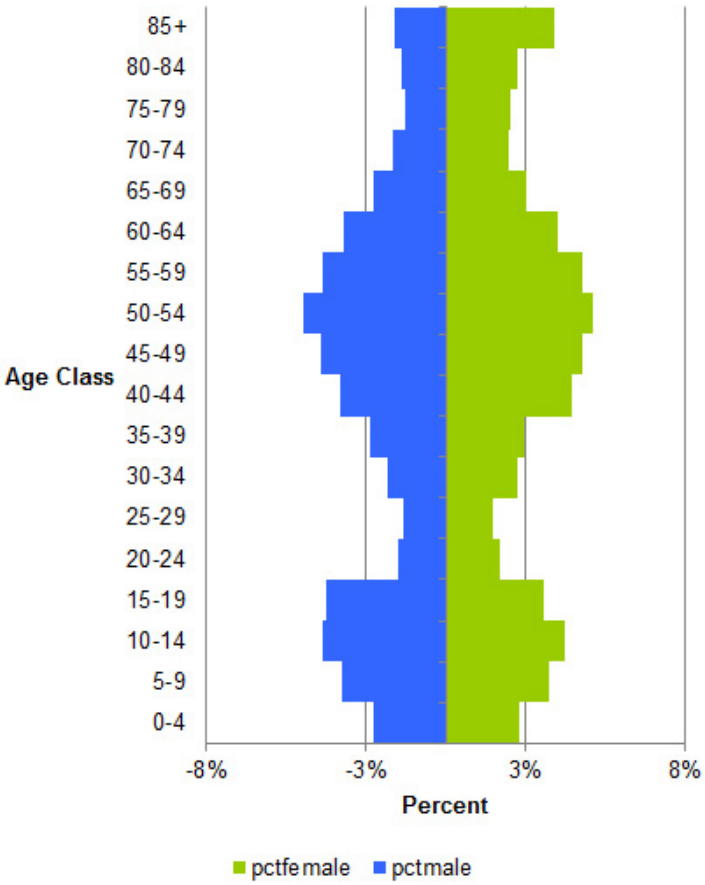
Specific areas which are lacking from a property standpoint are apartment units and professional office space, where Shelburne has only three percent of County totals, and retail sales, which are also significantly less than other areas in the region, likely due in part to the inability to retain visitors and tourists for overnight and multi-day stays.

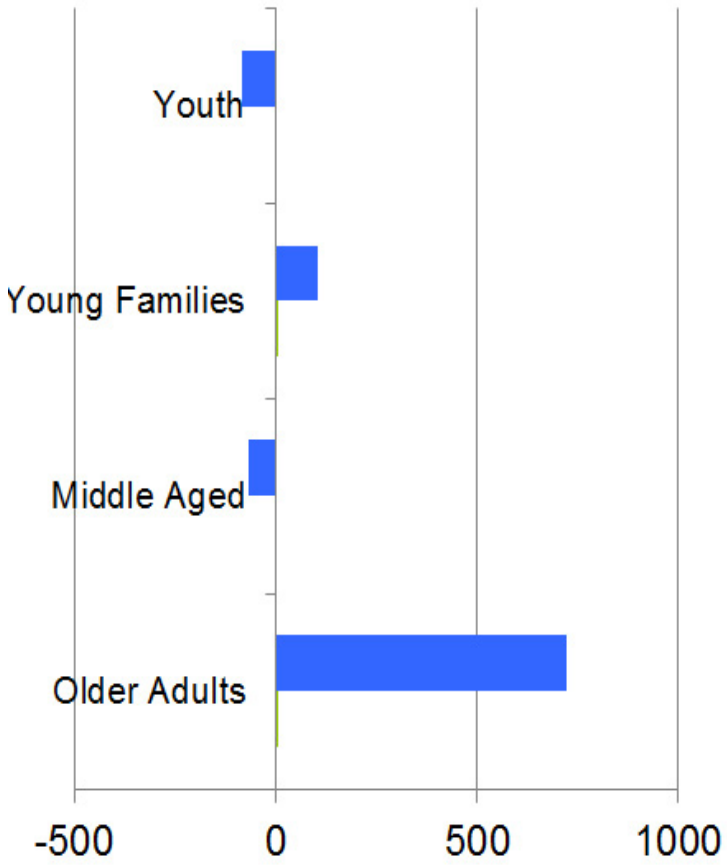
While every community has unique assets that will create clusters and concentrations in one particular sector, a balanced approach to land use planning and economic development can help to even out seasonal revenue streams. In the case of Shelburne, focusing on attracting more residential and core commercial uses can stabilize traffic and tax patterns for both the town and individual businesses year-round. For instance, adding office space will provide weekday revenues for hoteliers, as well as lunchtime traffic for local restaurants. Additionally, providing employment opportunities for Shelburne's residents will start to minimize daytime commuting traffic and provide alternatives for residents who currently work from home full or part time. Creating additional opportunities for residents to interact in a professional setting, such as with a co-working facility, can enhance social interactions and increase cohesion among different residential groups. Lastly, providing a mix of uses in the community will ensure that it is well-positioned to take advantage of emerging economic and social trends, providing a variety of contexts and locations for all types of companies and industries.

DEMOGRAPHICS & GROWTH PROJECTIONS

Many of the core values identified by the community during the public input process were highly associated with the particular demographics of the community. One of the key areas of concern was making the community an ideal place for children, which is reflected by the large amount of playgrounds, schools and other youth-oriented amenities. However, as with many communities nationwide, Shelburne is experiencing the graying of the population. Given the continuation of current trends, the existing population pyramid will change significantly, with a sizable increase in older adults, as illustrated in the below chart. The current younger generation will create the potential for an increase in young families. However, there will need to be new housing opportunities in the community to retain this group, who will otherwise be priced out of the current market.

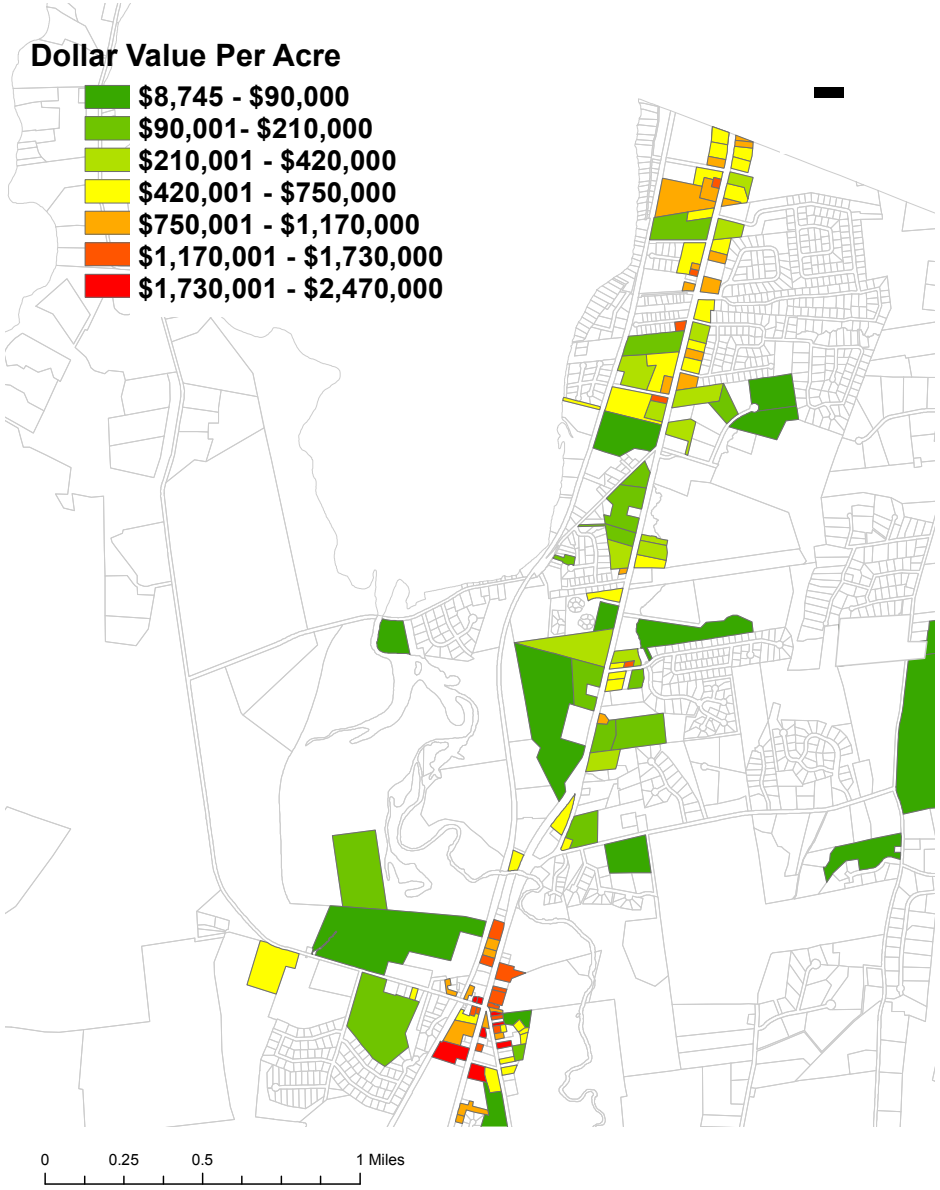
The potential addition of more than 700 additional residents in the 65 and older cohort would significantly impact community dynamics and infrastructure requirements. As more of these older residents are unable or choose not to drive, additional circulation systems will be necessary to convey them through the community given the interspersed shopping and service nodes throughout the community. Additionally, the significant educational infrastructure in the community will need to shift towards life-long learning and full-spectrum recreation needs. Providing the framework for some of this infrastructure in the near and mid-term will minimize the costs of doing so at a later date. Elements such as pedestrian-friendly infrastructure and full-spectrum amenities such as a recreation center can be enjoyed by younger populations today as well as by older populations in the future.





PROPERTY VALUATION TRENDS

A significant percentage of overall Town revenues comes from single family residential properties (12%). However, several commercial areas also provide significant values per acre, and together total 54 percent of total property taxes. As can be seen on the adjacent map, which illustrates the variation in property values for commercial properties only, the Village core stands out as a strong commercial node, but there is also increasing strength on the northern end of the corridor. From a commercial property perspective, the north end of the corridor (north of the bridge) provides almost seven times the property taxes as the Village core. The emerging South Village area is also gaining ground, with its $12 million in commercial property taxes providing almost as much income as the Central Village area, which receives the most attention as the commercial hub.



SPECIFIC OPPORTUNITIES

In order to capitalize on opportunities, it is important to understand the individual market sectors and opportunities that may exist within current or projected future trends which would be appropriate and attractive for Shelburne to attract. There are some opportunities which are indicated based on gaps in supply and demand of existing spending, and additional opportunities to add specific uses to better capture Shelburne's share of market demand. In other words, Shelburne's anticipated population growth provides a driver for expansion in virtually every sector. However, the community can also explore opportunities to create nodes or development areas intended to meet the needs of those already in the community which have been underserved in the past. These specific opportunities are explored in the next individual sections.

OFFICE AND INDUSTRIAL

Suburban vacancy is 6 percent for suburban Chittenden County, and Class A office space has a 7.2 percent vacancy county-wide. In the development industry, 10 percent vacancy is considered the equilibrium point where new construction is considered. Attracting a major employer that reflects the education and skill set of local residents can reinforce the community's reputation as a highly educated knowledge center and provide significant crossover benefits. Locating this type of facility on northern Shelburne Road corridor in the business park or other adjacent land will be unlikely to contribute to additional congestion, and may even help ameliorate some commuting traffic by spacing out the timing of commuter flows. Based on current market share, Shelburne could support an additional 100,000 square feet of office space at current population levels, and an estimated 55,350 additional square feet of space by 2020.

Industrial properties are not underrepresented on the corridor, and are well-positioned and represent a diverse industry base. In addition to the significant tenant base in the North area, the Vermont Teddy Bear Factory is also a large manufacturing presence in the region. With direct access to a heavily traveled North-South corridor and available rail service, Shelburne enjoys a favorable position for manufacturing and distribution services. While this type of industry does not typically represent the highest land value opportunities, it is ideal for non-streetfront uses, especially as buffers to rail lines or other unappealing residential areas. In general, industrial employment allows a community to diversify its economic base in ways which create synergies for retailers and office employers also located in the area. Manufacturing of retail goods or food items are also frequently visitor destinations (i.e. breweries, Ben & Jerry's, etc).

RETAIL

Current retail supply and demand gap patterns for a 10-minute drive from the Village core (Shelburne and immediately adjacent areas) demonstrate the significant impact that commuting populations and tourist travel has on the local economy. Based on a strict comparison of area spending and local-market demand for individual retail goods, there is nearly an 100 oversupply of goods sold. This oversupply makes it slightly more difficult to identify areas where local populations may be underserved (i.e. there is significant spending on clothing, but it is largely tourist based and not priced for local daily needs). However, applying a 50 percent factor, which was the approximate market share of visitors to locals (and commuters) identified by a majority of business owners surveyed, some opportunities emerged. One market that is not being met at all based on spending data is for nursery/lawn and garden goods, which shows the potential for $3.3 million in local spending but is only attracting $1.4 million, leaving a nearly $2 million gap. This may be due to the presence of a regional lawn and garden center draw, but none were identified in an initial market scan. Given the significant home goods cluster already present on the northern corridor, and the significant residential home values, this niche would provide a great fit for the community. Many nursery and home & garden centers are moving toward a full-service design approach, providing not only greenhouse goods but also design specialists and offering outdoor landscaping services and amenities such as outdoor

firepits and kitchens. A nursery and greenhouse coupled with an outdoor design center would increase greenery in the corridor, respect the agricultural heritage, and meet a gap in demand.

Additional sectors which had either enough of a gap in demand, or which were underserved based on typical industry ratios (i.e. one bank per 1,000 residents) include health and beauty (which will be served by the new pharmacy), clothing and accessories, electronics/appliance stores, entertainment/arts centers and professional services. While these sectors represent potential successful businesses, the demand is not as significant, and businesses will need to develop a local niche to be successful. Historically, Chittenden County has added 153,000 new square feet of retail space in the suburban areas. In order to keep pace with expected residential growth, Shelburne could add 51,000 square feet of retail space through 2020. Additionally, the community could add another 50,000 square feet of retail space to meet existing market demand. This is especially true as centers originally designed for retail, such as the Jelly Mill property, are converted to professional service or other office uses.

Looking to the future, Shelburne may want to consider the following rules of thumb for retail siting, which will help identify population thresholds at which certain types of uses may become possible. The population totals are market numbers, and represent the pool of all potential consumers, so visitor traffic will be a factor in many cases, allowing Shelburne to attract more retail than would otherwise be supported locally:

- Local Grocer: 8-10,000 people
- Small Retail Center: 50-80,000 SF per 10,000 people
- Local Restaurant: 10,000
- National Restaurant: 25-50,000
- Specialty Restaurant (California Pizza Kitchen): 50-100,000

HOUSING

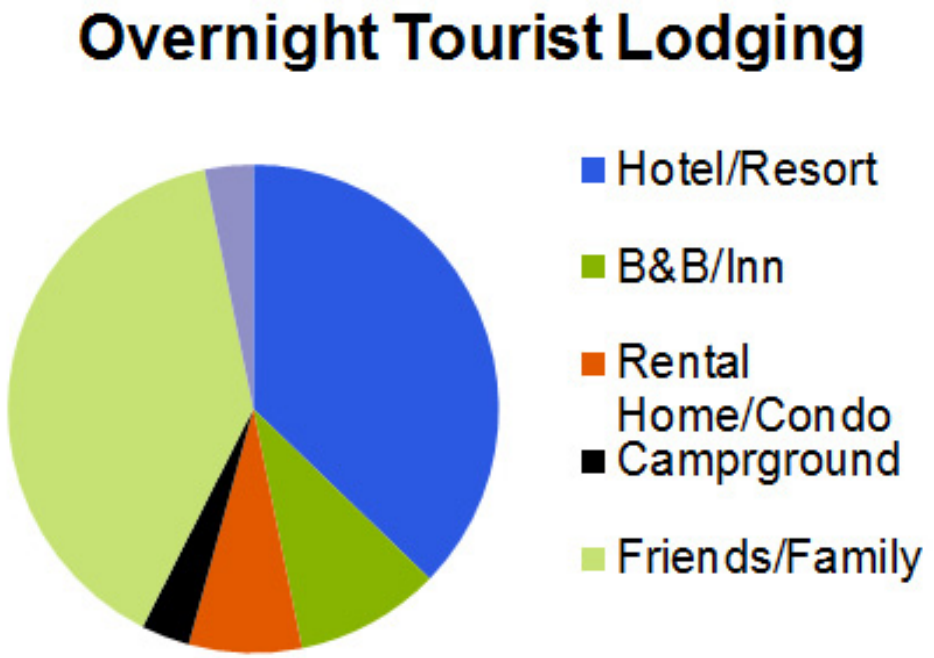
Residential demographics are the backbone of Shelburne, although this popularity has created a rather one-dimensional community as residents sought to maximize the use of high-value properties and work within zoning regulations which require significant quantities of land per residential unit. Based on a market comparison, Shelburne is underserved in apartments by 318 units at present. By 2020, demographic

shifts coupled with projected growth will require 100 additional apartment units, 436 senior housing units, and 40 entry level homes in order to retain current youth populations within the community as they form new households.

HOSPITALITY

According to some studies, over 70 percent of total consumer-led retail sales occur in the hours after 6:00 p.m. Similarly, tourists typically spend only a fraction of their day (4 hours on average) at their primary destination. The remainder of their time is spent at restaurants, shopping, at other local attractions or at their place of lodging. Not surprisingly, 60 percent of total spending is done in the hours spent at destinations other than the primary attraction. Currently, Shelburne is attracting only a small portion of this spending from its tourist population due to the lack of sufficient variety and quantity of hotel rooms in the community. The Town has a strong following at several of the area motel establishments, and the Shelburne Inn benefits from its location on the farm, but there is a shortage of quality mid-price hotels, especially those that would appeal to the family households which are the primary audience for many of the local attractions.

An additional opportunity for the community to boost off-season activity is the addition of additional meeting and events facilities in the community. Luckily, the planned expansion at the Shelburne Museum and Shelburne Farms are likely to add high quality classroom and events space, respectively. This type of growth will help boost overnight visitor traffic, especially in the off-peak months. Working with



these venues to provide adequate adjacent hotel space and community support for marketing these attractions is highly recommended. Based on anticipated growth rates, there is a market opportunity for 70 new hotel rooms, distributed among the various hotel types. The addition of new units also provides the community with the opportunity to better match its available lodging with the type of facility preferred by overnight tourists.

Sources: Claritas, Vierbicher, State of Vermont Department of Taxes, University of Vermont Center for Rural Studies, Vermont Department of Tourism, 2010 Census, City of Shelburne, Allen & Brooks, OneSource

RECREATION	
Beach Stickers/Fees	8,700
Recreation Programs	19,889
Adult Leagues	1,170
Little League	22,235
Babe Ruth	5,110
Summer Baseball	600
Softball	1,440
Swimming Lessons	1,250
Dog Obedience	5,040
Martial Arts	5,340
Youth Basketball	4,380
Soccer	11,850
Summer Soccer Camp	16,250
Ski Program	22,500
Concerts/Special Events	12,350
Lacrosse	5,720
Donations	1,000
Recreation Facility/Field Use Fees	14,000
Transfer From baseball Funds	
Capital Project Grants/Donations	
Misc. Income	

SUB-TOTAL RECREATION	158,824

MISCELLANEOUS	
Selectbrd. Discretionary Expenses	6,000
Selectbrd. Town Committees Support	3,200
Town Community Events	1,500
Tree Conservation	1,000
Compost Bins/Rain Barrel sales	
McCabe Circle Project	
Misc. Other	
Tax Adjustmts: BCA/Court Decisions	

SUB-TOTAL MISC.	11,700

NEXT STEPS

Shelburne should strive for a balanced recognition of business and commercial property owners as an essential element of the community which provides a significant tax base to pay for desired community amenities. The process of developing an economic development strategy will help to illuminate this contribution, and enable business partners to feel more invested in the local community. By strategically seeking a balanced mix of land uses within the Town, Shelburne will enjoy greater tax stability and reduce reliance on residential taxes and tourism traffic for fiscal support.

Valuing Economic Development

Shelburne has a long history of providing a high quality of life for its residential citizens. With a handful of large non-profit, philanthropic and community-based organizations, the business sector has never been a high priority in the community. In addition, many of the original Village core businesses were locally owned and operated, making them an extension of residential life in Shelburne. As the community diversifies and consumer and industry patterns shift, addressing business and manufacturing uses in a proactive and strategic manner becomes more important. The town is home to several national manufacturing and distribution centers and benefits from its location on a major arterial it ability to offer a highly educated and well-qualified workforce. Creating a mechanism for directing town attention and focus to preserving and promoting businesses which serve the shopping, business and professional lives of residents and visitors is equally important as tree conservation, LaCrosse, or Rain

Barrels, all of which received more than $1,000 in commitments in the 2011 municipal budget.

Developing an economic development strategy, both for the town as a whole as well as the northern Shelburne Road corridor, is a critical first step toward recognizing the issues and drivers which are shaping the town. A second critical step is determining an appropriate organizational mechanism for providing ongoing focus and support to the issue. This could be provided through rededication of existing staff time, hiring a new staff position, or creating a public-private partnership with a local chamber of commerce. Whichever mechanism is selected, the individual in the position needs to have a clear understanding of the town's mission and vision, and be provided with a strong set of guiding principles and benchmarks to measure success in these areas.

Messaging & Sustaining Tourism

Shelburne needs to effectively embrace tourism and welcome visitors into the community. Providing a source of funding, as discussed in the finance section, for tourism and marketing operations is critical to creating continuity and responsibility for these activities. Additional visual cues such as wayfinding and opening the community beach to the public (on a day fee basis) send strong signals to visitors that they are welcomed in the community and encourage them to stay longer.

Artisanal Center

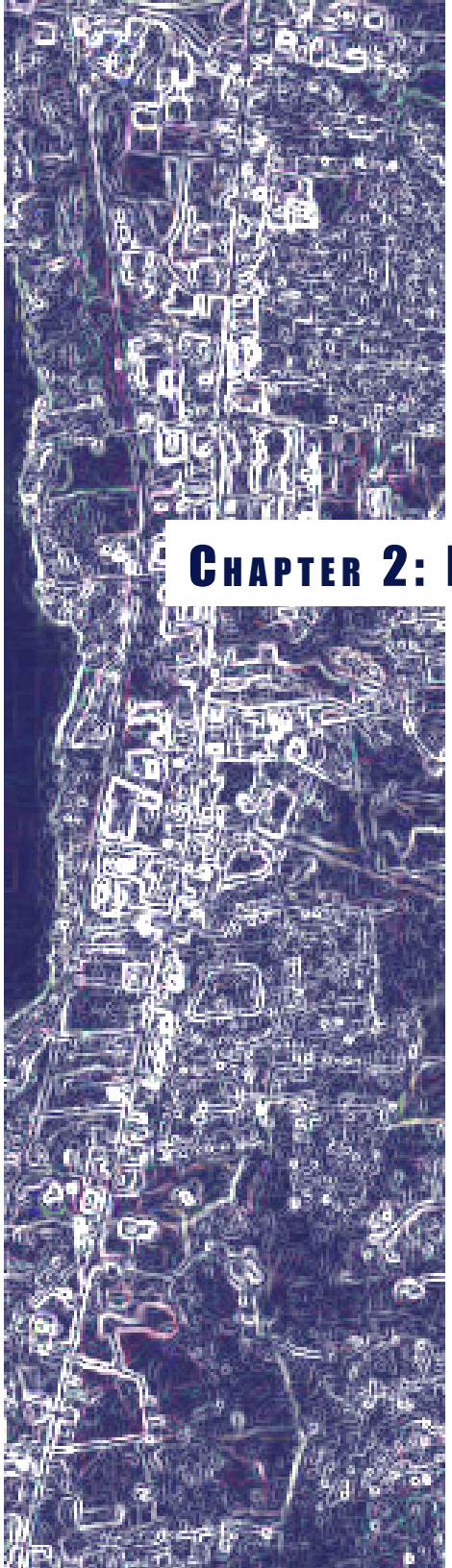
To market and provide a central retail outlet for the wide variety of locally produced goods in the community, a welcome center that doubles as a bike/boat rental facility and artisan gallery space could be constructed. The cost for this space can be supplemented by rent paid by merchants (i.e. $30 per month rent per display unit) or by introducing a coop model for local businesses to serve as a partner in the business model as in the Artistree Coop in Central Florida (Artisan Co-Op- http://www.artistreeco-op.com/about_artistree_coop.htm). The center could also provide a central outlet for area local foods providers, or a pickup location for CSA amenities which could also attract commuters. Consumer spending on food at home has grown by more than 10 percent in the last decade, and is estimated to grow by another 10 percent through 2020. In Vermont, local foods make up 20 percent of this total, or $20 out of $100 in groceries purchased. Providing a central location for the wide variety of artisan foods, spirits and produce can help increase the trade area for Shelburne's producers.

Financing

The Vermont Local Option Tax provides a mechanism for communities to capture a percentage of sales tax for use locally. This tax, while variable and reliant on economic cycles, provides the most significant revenue potential for use in implementing the corridor vision. Implementing only the Rooms and Meals tax could conservatively generate $2.1 million for Shelburne. In contrast to the Local Option Sales Tax, the Rooms and Meals Tax would primarily impact tourists to the community, collecting

dollars from visitors to the community which can then be funneled toward projects which further the tourism objectives and address impacts created by the significant seasonal traffic. While the additional tax would legally be part of the general fund, it is recommended that any revenues would be directed toward a newly created public-private entity which would be responsible for marketing and tourism initiatives in the community. This entity could effectively coordinate the business owners and tourist destinations, implement events and activities, operate programs such as a circulator shuttle or staff the visitor center/artisan gallery. This department would employ a dedicated staff which would be devoted to the improvement of the corridor and enhancing Shelburne's reputation and attractiveness as a tourism destination. Additionally, directing tax revenues in this manner would ensure that the Town does not become dependent on what can be a highly variable source of income. *Assumptions: 1% sales tax, 70% remittance to City, based on 2010 Sales Tax Collections, Average Room Rate & Occupancy.*

Using the Special Assessment District option as a funding mechanism would generate between $26,000 and $100,000 depending on the assessment methodology. The significant variance depends on whether the district is taxing only commercial properties versus all properties as well as the size of the district which could include only the area north of the bridge, or the entire Shelburne Road corridor. While this financial tool would net less overall revenue, it would also be a tax which directly benefits the corridor property owners, and would give them a greater say in the management of corridor activities. A*ssumptions: $.15 assessment per $1,000 of taxable value. Tax rate applied to each of the following scenarios: corridor commercial, all corridor properties, all town properties.*

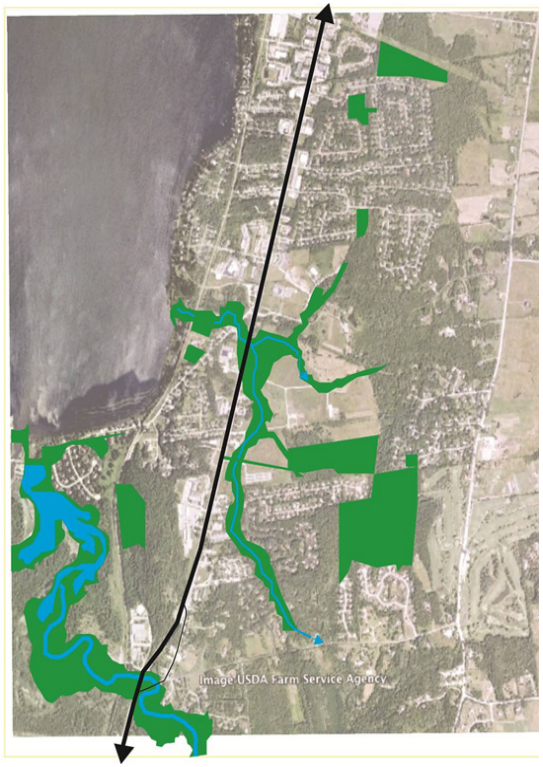


Chapter 2: Natural Systems

NATURAL SYSTEMS

Shelburne has a plethora of natural assets and resources, including streams, wetlands, lakes and a bay. Water follows the natural process of infiltration, evapotranspiration and conveyance to the lake through creeks, streams, rivers and subsurface flow. Land development disturbs this process while adding contaminants to the water system.

In Shelburen, as land was developed for farming and other uses, wells were installed and roof runoff was discharged to yards. As development increased over the past 250 years, stormwater has been collected in pipes and flows concentrated. Much of the past development for farming, housing and commercial uses discharge untreated stormwater to the water system. Concentrated phosphorous, metals and total petroleum hydrocarbons are discharged to streams, wetlands and surface water bodies.

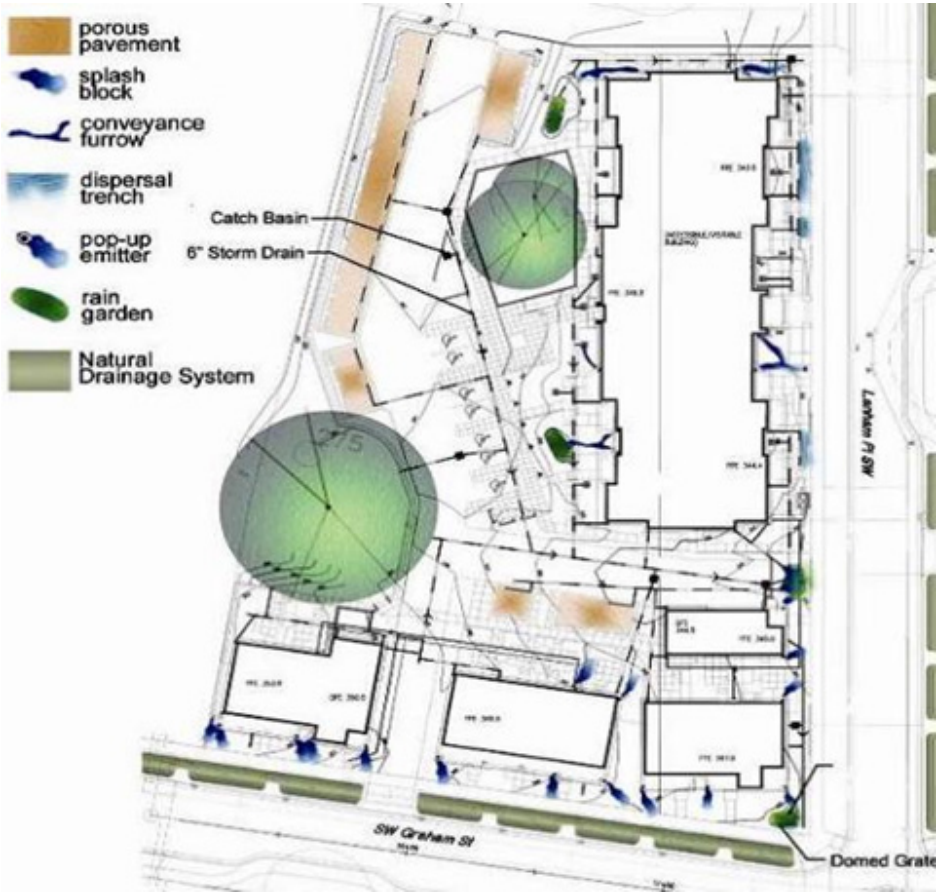


Recent water quality code improvements have attempted to address new development. Natural drainage approaches manage stormwater flows and maximize infiltration, utilizing natural processes in amended soils to nourish plants, slow stormwater flows, and filter out pollutants.

Implementation of Natural Drainage and Low Impact Development approaches need to be similar in cost to traditional methods for installation and maintenance to be accepted. The current Shelburne code allows or requires setbacks for open areas between projects which allows for plenty of space for implementation. The open areas are currently mowed, manicured and maintained. The current private and public storm systems are periodically cleaned out with tractors and backhoes. The maintenance requirements for the vegetated systems would be similar.

The soils within the City have been mapped for acceptability for septic systems, which is a preliminary indicator for acceptance for infiltration. Natural drainage systems can be designed and implemented in areas of poor draining soils, even in an area of shallow ledge, as long as there is enough relief for gravity flow.

Many of these approaches, such as bioretention and infiltration, are included on the list of Practices Acceptable for Water Quality Treatment.



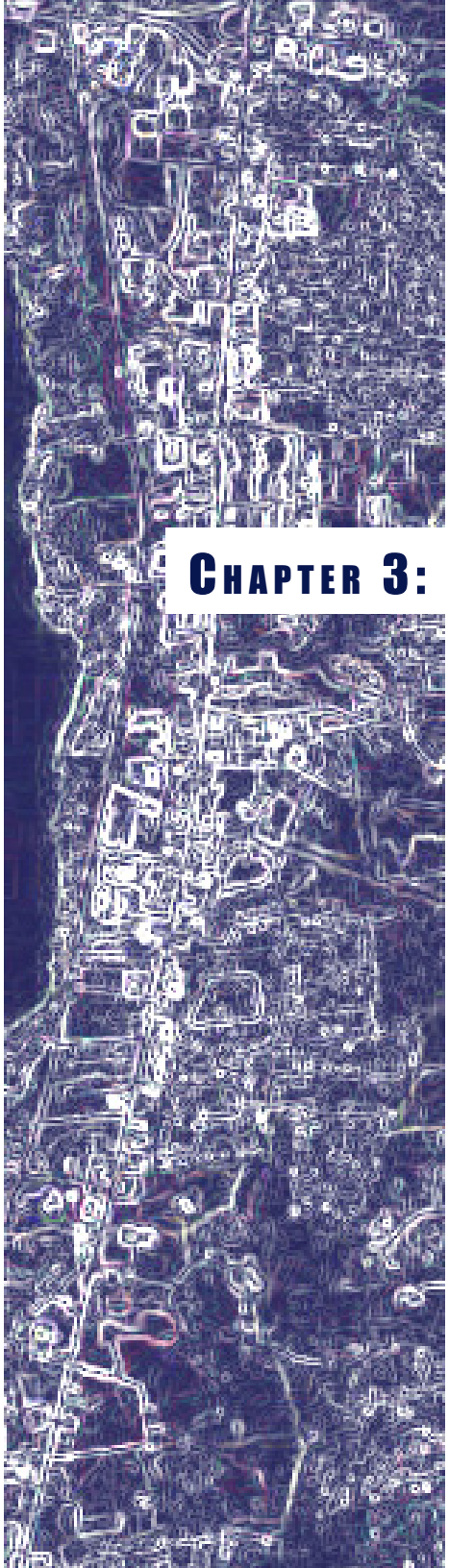
Porous Pavement is being heavily studied in the Northeast for use as an environmentally and economically beneficial approach to manage stormwater for new and re-development. The University of New Hampshire (http://www.unh.edu/unhsc/) has been studying the use of porous water quality requirements.

WHY?

A pollution prevention and control program was enacted in 1996 between the Governors of Vermont and New York, and Quebec subsequently signed on in 2002. The potable drinking water for Shelburne is taken from Lake Champlain and then treated. Water bodies are resilient to a point and can take a certain level of inputs such as metals and oil, keeping in mind that runoff from driveways, roadways and lawns ends up in the Lake. However, similar to our bodies, a high concentration of any input is toxic. Controlling inputs into the streams, rivers and lakes will protect the natural recreation, drinking and habitat resources currently enjoyed for generations to come.

Recommendations:

- Revise local codes and specifications to encourage Green Stormwater Infrastructure. Infiltration and filtering are the most effective ways to control phosphorous.
- Encourage a prospective development in the near future to utilize porous pavement as a test case as part of the stormwater management approach. Resources are available throughout New England, such as those from UNH. Build on the existing lessons learned and data.
- Revise local codes and specifications to lower the minimal drive width in coordination with fire and snow removal.
- Revise the code to encourage minimum tree installation requirements on private and public street improvements.
- Reduce Vehicle Miles Traveled for both in town driving and for commuting to produce major improvements to the air, water quality, general health and livability of the community. An integrated placemaking and mobility vision requires code revisions and infrastructure improvements to provide choices.
- Create code requirements to encourage pedestrian easements between developments.



Chapter 3: Making Places

LAND USE / DEVELOPMENT PATTERN INTRODUCTION

At the public Town Meeting and afternoon stakeholder discussions held on the first day of the SDAT, some of the comments that were used to describe Route 7 included:

- Undifferentiated
- Suburban strip
- Not Shelburne
- Could be anywhere
- Through traffic makes neighborhood circulation difficult.

Route 7 between Burlington and Shelburne looks like a typical suburban strip developed corridor, in contrast with segments to the north and south, which are forested or rural/pastoral in character. The 2-mile long segment located in the Town of Shelburne is indistinguishable from the 2-mile long segment to the north. The entire 4-mile long segment was recently widened to two lanes in each direction, with a center turn lane/raised landscaped median and bicycle lanes with curbs and gutters and sidewalks with continuous parkways. The appearance is of a conventional suburban corridor in contrast to the rural, "unimproved" character of Route 7 south of Shelburne and elsewhere in Vermont, where the native forests and pastures meet the highway.

Landscaped setbacks range throughout the corridor. Generally, parking lots are in front of freestanding structures. There is a wide range of uses including both locally serving retail and services, as well as some services with a broader draw, such as mattress and furniture stores, restaurants, auto sales, farm/garden equipment sales, lumber, motels, and professional services. Transforming Route 7 requires three complementary strategies:

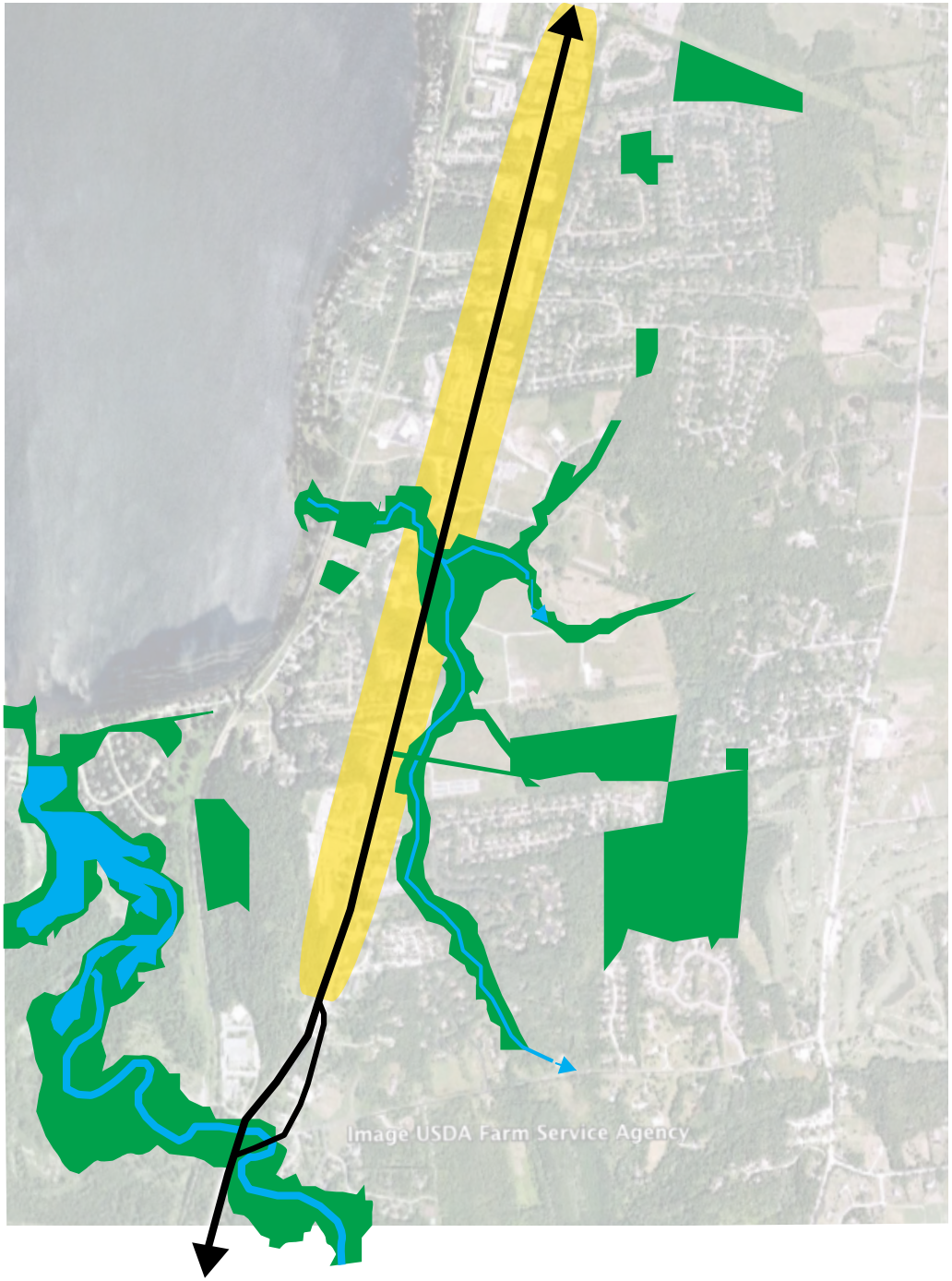
1. Restructuring the pattern of land use and development lining the highway (Making Places).
2. Modifying the circulation system that links Route 7 to the surrounding town (Making Connections).
3. Redesigning the built form of the development and the street realm (right-of-way and setbacks) so that Shelburne Road and the places along it begin to reflect their role in the Town and its identity (Making Community).

LAND USE / DEVELOPMENT PATTERN RECOMMENDATIONS

1. Think of Route 7 as the Town's "Main Street".

Look at Route 7 through a different lens: instead of thinking of it as a State Highway dividing the Town, and the development along it as "out-of-control" strip malls, recognize that Route 7 (Shelburne Road) is the Town's "Main Street", and take control of the type and character of development that occurs along it and how that development connects to the surrounding neighborhoods. The street itself is a public space where commerce and social interaction can occur and community can flourish.

The economic overview shows that the Shelburne Road north of the Village is home to the lion's share of commercial development and economic activity in the Town. The concern is that it is undifferentiated, unattractive and generally un-Shelburne. So change that. Mold the corridor to the community's vision, making it the centerpiece of the Town. To do this, it is necessary to embrace the entire Town (not just the Village) as Shelburne.



Route 7 today.

2. Break the Corridor into a Sequence of Places, Each with a Distinct Identity.

As on most corridors, there is not sufficient demand to support retail along the entire corridor and, even if there was that demand, given the current pattern of development, it would consist of a series of freestanding single-tenant structures or strip malls with parking in front and deep grassy setbacks between parking and the street. The alternative to a continuous undifferentiated strip commercial corridor is a series of walkable retail clusters or districts with a mix of uses that allow for social interaction and are not just internally walkable to encourage "park once" shopping, but walkable and bikeable from the surrounding neighborhoods and accessible by public transportation. The segments between these centers can accommodate other uses, building on existing successful uses and introducing new uses, particularly housing.

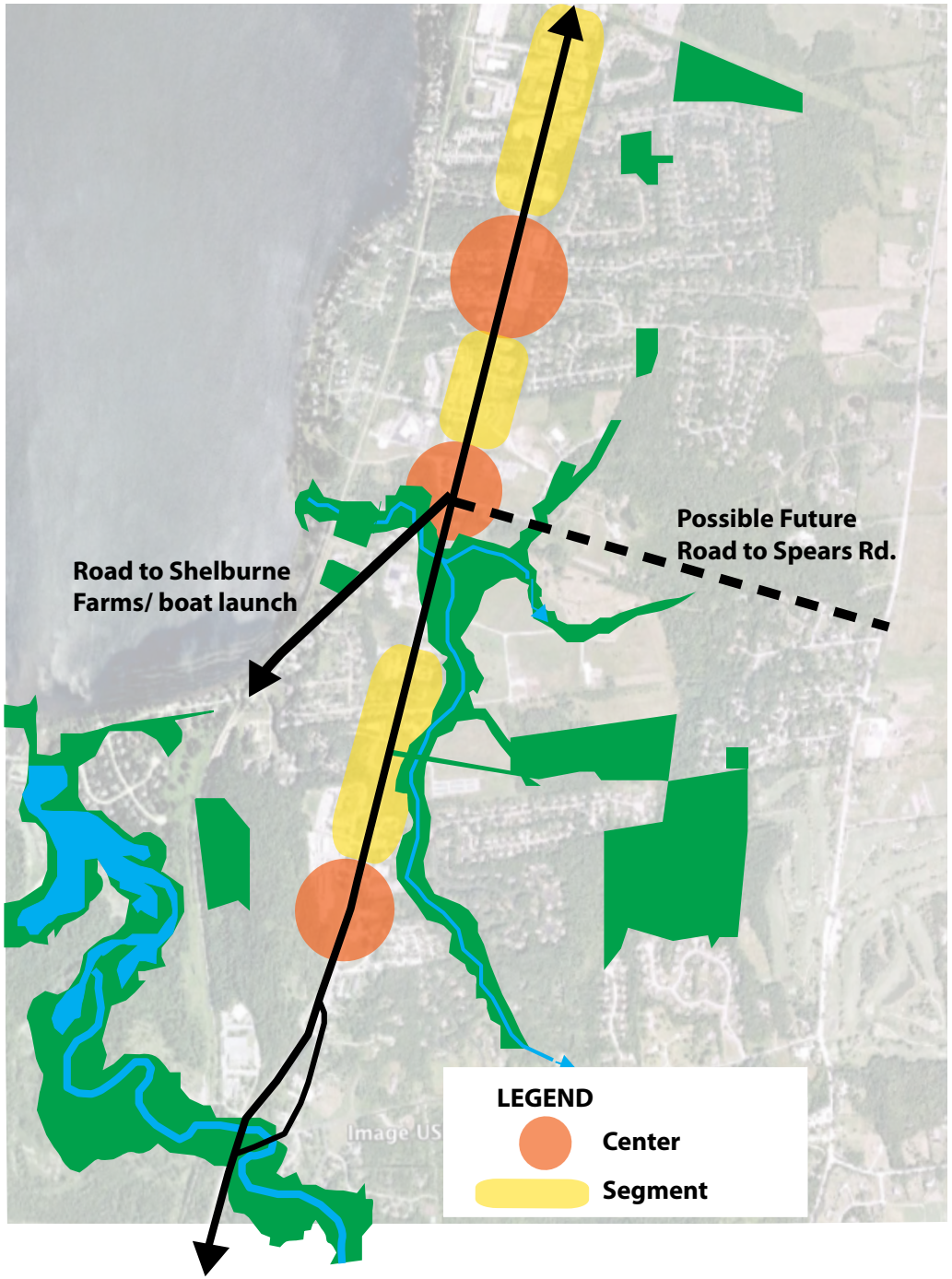
Planning for Walkable Retail Clusters

According to the formula outlined in EPA's guide for planning the revitalization of deteriorating strip commercial corridors ("Restructuring the Commercial Strip"), the first steps to planning the conversion from a linear to nodal development pattern are:

- Identify favorable locations for retail clusters at crossroads (highways or major arterials), existing successful retail concentrations and/ or available development sites that are ideally deep enough to accommodate more than a single building with parking and in the evening commute direction. Note that a center need not (and perhaps should not) span Shelburne Road.
- Identify a potential hierarchy of retail venues appropriate to the corridor by matching cluster size and mix to trade area: regional (serving a minimum of 150,000 households within 15 miles), city centers (30,000 to 50,000 households within 5 to 7 miles), and neighborhood centers (5,000 to 8,000 households within 1 to 2 miles).
- Plan the sequence of retail clusters as part of an economically supportable framework of Town and regional framework.

Given the corridor's location between the Town of Burlington/ regional-serving retail to the north and the Village of Shelburne, which is the "heart" of the Town, to the south, and the Town's population, its is likely that Shelburne Road could support one neighborhood center and potentially a few other small specialized retail nodes.

There are currently no arterial "crossroads" on Shelburne Road between the northern town limit and Webster Road. However, if Executive Road is extended east to Spears (see the "Making Connections" chapter), then Bay/Executive could be considered a crossroads. According to a number



Illustrative diagram of retail centers with segments between - this diagram does not show actual locations.

of community members the most successful (or at least most popular) existing retail center is the Shelburne Bay Plaza, which might serve as an anchor for other neighborhood retail. That challenge in this location, as along much of the corridor, is the relatively shallow lot depth. However, there is the potential to develop additional walkable retail along the corridor frontage in the vicinity of Shelburne Bay Plaza, with smaller block widths that connect to adjacent residential streets.

At the intersection of Shelburne Road with Bay Road and Executive Road, there may be an opportunity to create a specialized "Visitor Welcome" center. Bay Road leads to Shelburne Farms and the boat launch, while the proposed extension of Executive Road to Spears Road would connect to community-based agricultural enterprises to the east. The center could serve as a gateway and introduction to both visitor attractions and the local economy, particularly locally grown and locally made goods. This relatively small center could include a visitor center and a shop or warehouse selling locally produced goods.

Near Webster Road where there are already several models, restaurants and other visitor services, a retail center could become a destination for overnight visitors, with lodging and restaurants at a range of price points, as well as entertainment, retail and services.

Shelburne Road is fortunate to have excellent bus service (30-minute headways). Bus stops can be adjusted as needed to serve emerging centers and segments.

To be successful retail clusters that allow for social interaction and are integrated into the surrounding community, the centers should be structured to provide:

- A healthy mix of uses with retail, food service and entertainment located in ground-floor, street-oriented retail.
- A wide diversity of shops, workplaces, and residences. Toward that end, it is wise to retain existing structures to accommodate lower rent tenants.
- Higher concentration/intensity of development than elsewhere on the corridor.
- Buildings organized with spaces between them to cultivate street life.
- Small blocks.
- Parking located to support walking.

Planning for Successful Segments Between Retail Clusters

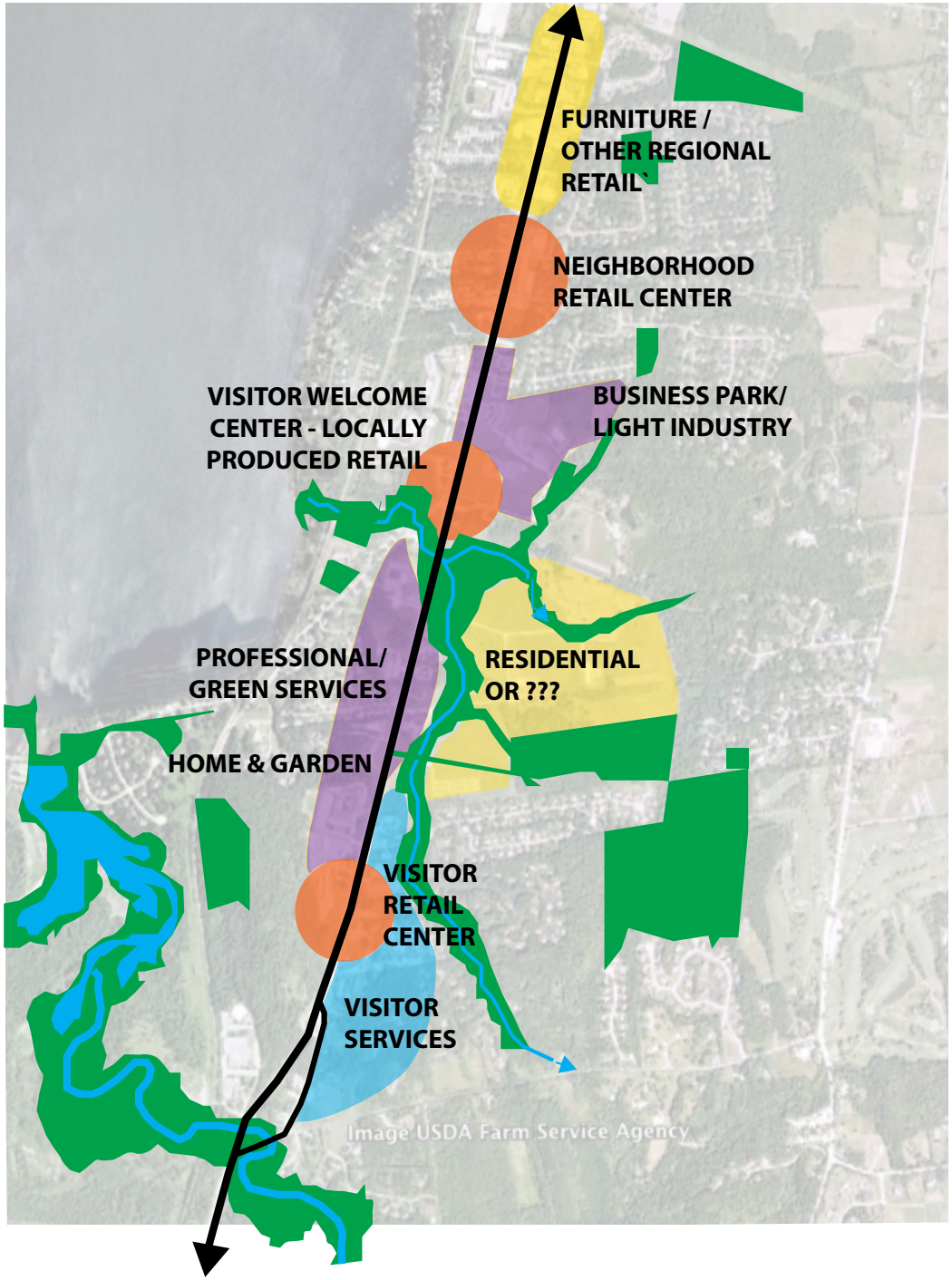
For the most part, the segments between the walkable retail centers will accommodate other uses than those at the centers. Where possible, the character of each segment should build on the character and mix of uses that is already in place. Our initial observations suggest that, with a vision and corresponding development standards and guidelines, the segments between centers along Shelburne Road might break down into the follow distinct places, as one moves from north to south:

- Furniture and other retail establishments with a broader than local market.
- Business park/light industry. The economic overview shows that Shelburne lacks such facilities.
- Professional services with an emphasis on "green" services.
- Home and garden facilities, with an emphasis on sustainability. Existing businesses include the lumber yard and farm and garden equipment. Potential businesses include a garden center.

- Visitor services, including hotels, motels, and camping, adjacent to restaurants, entertainment and retail at the visitor-serving center. A concentration of such uses near the Village, in the vicinity of the Dutch Mill, would provide opportunities for visitors to stay in Shelburne while they are visiting Shelburne Farm, the Museum, the Teddy Bear Factory, and other future attractions.

Mixed use would seem to be viable in most of these places. After further study, it may be determined to be appropriate to designate or create incentives for areas between the above commercial centers to accommodate housing only or mixed use projects that are primarily residential. Clustered residential development between centers would provide a separation between the commercial centers and reinforce the identity of each center similar to the way open space between them would provide the residents needed to support the retail centers. Focusing each place on a different mix of uses that have different built form and development characteristics is intended to attract related uses.

Even though the goal is to make places with a specific mix of uses, it is typically necessary to allow flexibility in allowable uses, at least initially. It is probably wise to focus on defining the built form and site design in each place (see Creating Community) rather than on the specific uses that are permitted or prohibited. If each place has a built form and characteristics appropriate to the mix of uses envisioned, even if other uses occupy



Illustrative diagram focused on identity within retail centers and segments, building on existing strengths and actual locations.

development site initially, more appropriate uses may later be available, and by emphasizing different characteristics, each place will begin to develop a distinct identity.

3. Bring the Natural Environment Back to the Corridor.

One reason Shelburne Road north of the Village may seem "un-Shelburne-like" or "un-Vermont-like" in character is that it has been "improved": it is not only wider, but it is also designed like a typical suburban highway with curbs, gutters, medians and parkways planted with turf and small non-native trees. In contrast, the segment south of the Village and most other state highways have forested, pastoral edges, and landscaped swales instead of curbs, gutters and parkways. They are more natural, better reflecting the identity of both the state and the Town of Shelburne. Historically, towns in Vermont and nearby states set aside Town Forests, and those forests are part of the identity of each town.

It would be ideal, and perhaps preferable, to maintain and supplement open space between the centers and other places along the corridor, as occurs south of the Village, to help differentiate them from one another. However, this may be difficult to accomplish, at least in a pure form. We identified three approaches to adding open space along the corridor:

- Own it:
    - Outright
    - Easement
- Regulate it:
    - Transfer development rights
    - Density bonuses
    - Zoning – setbacks, open space, lot coverage, cluster development (PUD)
    - Zoning for residential between mixed use centers.
- Design it:
    - Alternatively create the appearance of open space or "Town Forest" by landscaping development setbacks in a naturalistic manner, including the use of native forest species to bring the natural landscape back to the corridor. See Creating Community for more on this concept.

As the images on the next page illustrate, there are still pockets of undeveloped land along the Shelburne Road frontages. Some is protected as open space or flood plain. The majority is just undeveloped. Acquisition, either outright or through an easement, is the best way to ensure that undeveloped land remains undeveloped.

A less costly alternative is to restore the appearance of natural forested and pastoral edges through land use regulations and public realm design. Segments between retail centers do not require as much visibility as the retail centers. They can have landscaped side and front setbacks and those setbacks can be landscaped with native forest trees and shrubs. Signage can be provided in the form of monument signs along the street in front of the forested setback, similar to locations south of the Village. Because it is difficult to maintain large trees that would provide scale to the street, the medians and parkways can be planted with native grasses, which are more sustainable than mowed turf. See the "Making Community " chapter for more on public realm and setback landscaping.

Furniture sales and other broader based retail establishments.

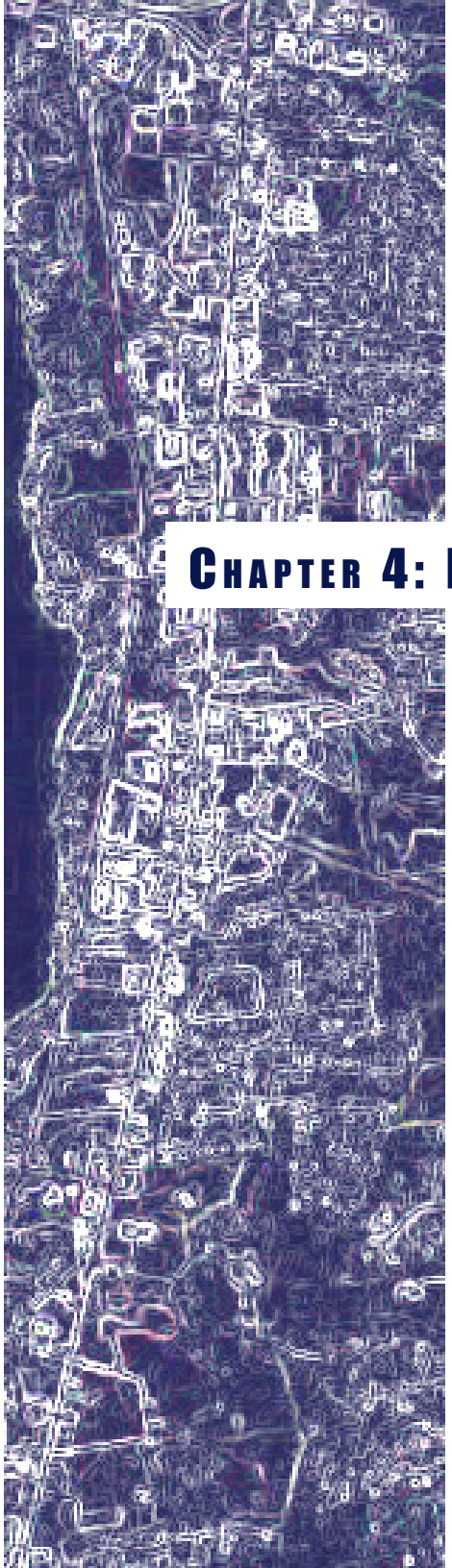
Visitor-serving retail and services.

Neighborhood shops and services.

Housing.

Professional services.

Business park/light industry/office. Not currently in Shelburne (this example is farther north).



Chapter 4: Making Connections

A COMMUNITY'S STREETS ARE ITS BONES

Nature provides each animal on Earth with a unique skeletal system that helps to ensure its survival. Some creatures can run like the wind on powerful legs, while others can stretch their long necks high to reach treetop food sources. Human skeletons include a few large bones that allow us to stand upright, walk, run, and carry things, complemented by hundreds of tiny bones that support thousands of uniquely human activities, from making tools to dancing jigs. Our elegantly proportioned skeletons have enabled us to become dexterous, adaptable, and creative creatures.

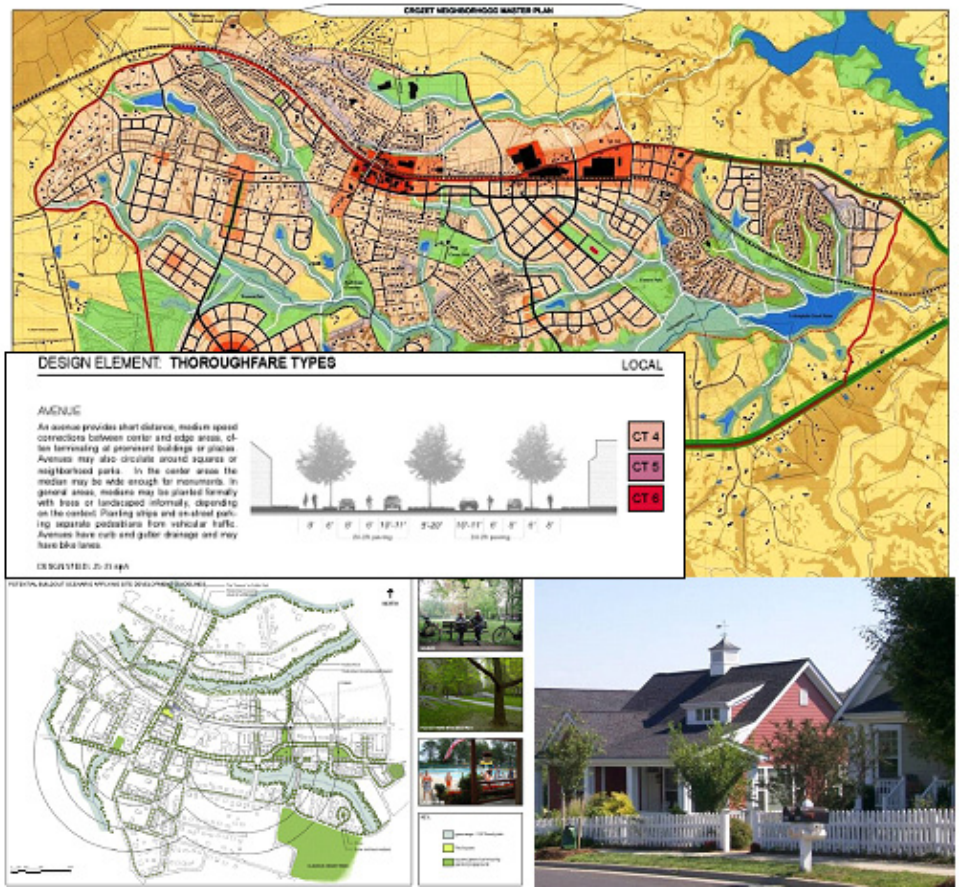
A human community is, in a sense, the collective "body" of the people who create it. Nature provides the living environment for a town, village, or city. But we build the community's skeleton – the networks of streets, rail lines, and pathways that define its size, scale, and functionality. In places that grow around a large framework of "bones," such as a suburban arterial roadways, buildings are often large, and activities are far apart. People who live in "large-boned" places usually have to drive everywhere, from getting to work and school to shopping and visiting friends. By contrast, in places that grow around a finer-grained network of local streets, everything is closer together and people have the option to access everyday destinations by foot or in lower-speed vehicles.

CREATING HUMAN-SCALED COMMUNITY "SKELETONS"

Human communities, like human bodies, need both large and small bones. Without higher-speed connections, we would be unable to share goods and draw upon resources outside of our immediate community. Without finer-grained connections, we cannot engage in the frequent, intimate variety of commercial and social interactions that is essential to building a strong local culture. The key to designing a complete transportation system that supports a thriving, sustainable community is to organize a "skeleton" that fits within the natural framework and that provides a balance of travel options for higher-speed vehicles moving at a regional scale and lower-speed vehicles operating at a local scale.

In other words, communities evolve best when they are organized around a few strategically placed big streets (and, sometimes, rail lines) that support efficient, higher-speed travel to and from other regions, complemented by thousands of smaller streets and paths that support a wide variety of efficient, lower-speed travel choices and routes among local and neighborhood activities.

Supported by a well-balanced transportation "skeleton," a human community can grow – literally and figuratively – at a human scale. Whether the vision is to revitalize a flagging rural town, maintain character in a fast-growing village, or corral suburban sprawl, the quality and characteristics of the street network are, quite literally, the foundation for a community's success.



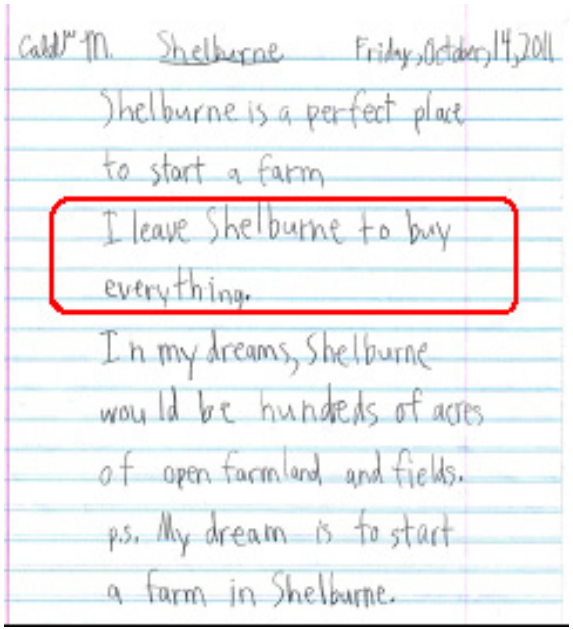
The village of Crozet, Virginia (pop 3,000) developed a master plan in which the natural landscape set the context for the community's placement and proportions. Upon a thoughtfully designed network of greenways and interconnected streets, the community is growing with appropriately scaled streets, buildings, and civic spaces. For more information, visit the plan's homepage on the Albemarle County website. www.albemarle.org/department.asp?department=cdd&relpage=3733

BENEFITS OF COMPLETE STREET NETWORKS

A complete street network provides safe, convenient paths for all types of travelers using all types of modes. The state of Vermont recently adopted a policy to promote the development of complete streets throughout the state by "encompassing, coordinating, and integrating all modes of transportation, and to consider "complete streets" principles, which are principles of safety and accommodation of all transportation system users, regardless of age, ability, or modal preference."

A complete street network, scaled to fit the community it serves, provides a cohesive framework that helps the community to provide public services in a highly efficient way and to adapt to change without losing its core identity. Regardless of its size, any community can realize three major benefits from well-connected complete street networks: shorter trips, a wider variety of travel choices and more cost-effective public services, and infrastructure.

Creating more direct connections shortens travel time, which effectively brings people closer to their destinations. With more available connections, residents can get to local stores and activities that may have simply been off their radar before -- not because they were too far away, but because they were too far out of the way.



By developing networks of complete streets, communities provide more not only more travel routes, but also more travel choices. A broader array of routes helps to spread traffic more efficiently than

bunching all vehicles onto a few corridors. Providing bicycle, pedestrian, and transit options improves the overall mobility of the general population. The combination of alternative routes and modes can help to reduce traffic congestion by allowing people to drive on lower-speed local streets or choose to leave their car at home rather than using overworked arterials for short trips.

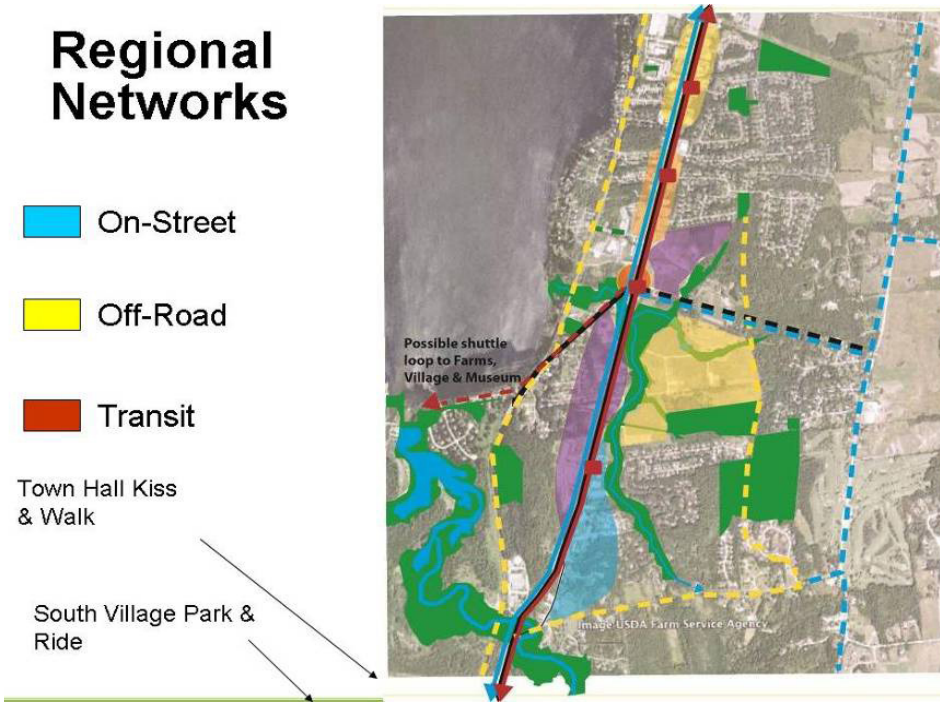
Greater street connectivity also allows public service providers, such as firefighters and police, to save precious minutes reaching the scene of an emergency by providing a variety of alternative routes. When complemented with more efficient development patterns, connected streets also allow them to serve a broader area without having to build expensive satellite stations or patrol larger land areas. Other public service vehicles, from school buses to trash collection trucks, also operate more efficiently on connected street networks. According to Jim Parajon, former planning manager for Cary, North Carolina, the goal of achieving cost savings in public services was the number one priority behind the town's adoption of a connectivity ordinance in 1999.

DEVELOPING A COMPLETE STREET NETWORK AROUND ROUTE 7

The Route 7 corridor, and the village of Shelburne as a whole, would benefit from developing a "complete network" around the heavily traveled Shelburne Road corridor. The concept, described below, includes a regional framework of local and collector streets, transit routes, and greenways that complement the arterial road and provide a variety of alternative routes for residents and visitors to access the village's historic center, shopping areas, and major tourist destinations. At strategic points along the corridor, local grids of streets and bicycle/ pedestrian networks form a foundation for commercial and mixed-use centers that add economic vitality to the community while preserving traffic flow on the main highway.

THE BIG BONES: REGIONAL STREETS, TRANSIT ROUTES, & GREENWAYS

To achieve the goal of providing a healthy balance of regional transportation routes for not only North Shelburne, but for the community as a whole, the village must work with the Vermont Department of Transportation (VTRANS), the Chittenden County Metropolitan Planning Organization (MPO), and other public and private partners to build a regional network of local streets, transit routes, and off-road pathways to complement the high-speed vehicle mobility provided by Route 7. Specific suggestions include the following regional facilities and services:



Regional Greenways and Bikeways: Construct a circuit of greenways that follows the contours of the natural landscape east and west of Route 7. The eastern portion would allow local bicyclists and pedestrians of all ages to navigate within North Shelburne communities and centers, as well as traversing a few miles between the village center and points north, without ever having to go near the Route 7 highway. The western network along the Lake, which is a portion of the planned regional Champlain Path (see below), could attract bicycle tourists from nearby Burlington (a ten-mile ride away) and provide a way for local residents and visitors to enjoy much of the lovely lakefront that is currently hidden from view.

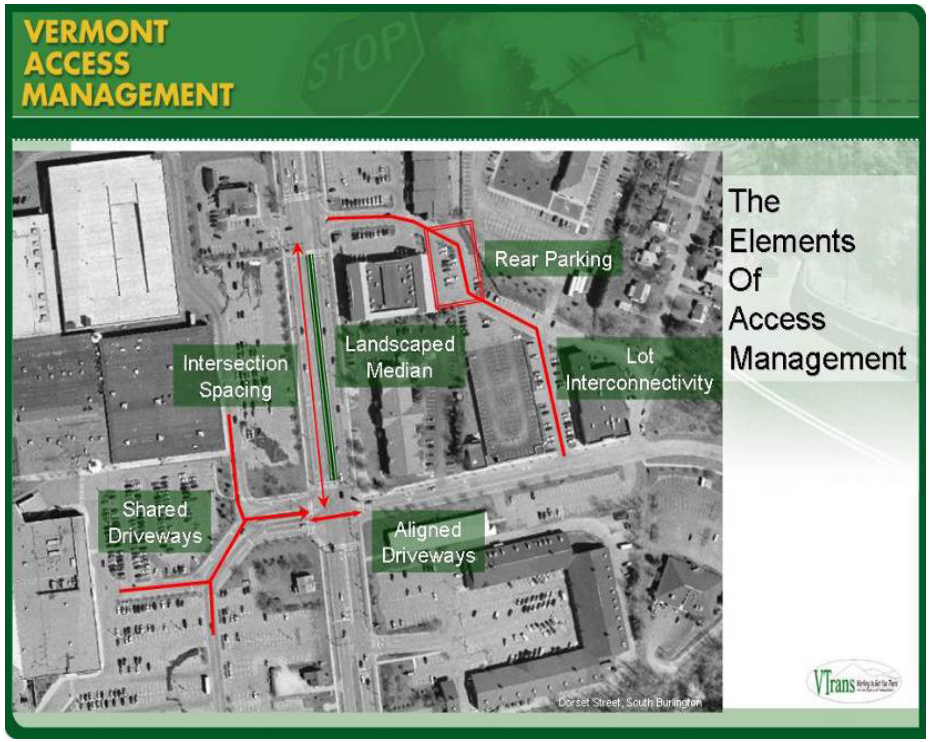
There is a current trail from South Burlington through Burlington to Grand Isle via a future ferry connection. A study was recently completed for the Chittenden County Metropolitan Planning Organization. This trail study identifies options for connecting South Burlington to Charlotte through Shelburne. This proposed Champlain trail will take years of advocacy and a strong organized effort between non profit, public and private entities.

There are some sections of the proposed trail which offer early implementation and benefits to neighborhoods and residents. The trail section from Pine Haven Shore Road south to Bay Road (1.4 miles) can be completed in sections once approval is obtained from Vermont Electric Power Company (VELCO). This trail can be designed and constructed to accommodate maintenance access. Many times a power company will be resistant to providing a transportation facility; however, in the long run they will ultimately realize the benefits of improved access to their facilities. Even completing one block sections of trail as funding is available offers a location for off roadway walks for residents of all ages. Residents of local senior centers can have a safe place to stroll; small children have an off road place to learn how to ride their bike. Short sections of trail allow walking connections between neighborhoods without having to traverse Route 7. These short sections of trail begin building a larger vision and excitement for completing the trail. Crushed concrete from County and City road projects can be placed at little to no cost for subgrade as it becomes available and then an asphalt surface can be placed as funding is available, even as a bid alternate to local road projects.

The current bike access along Spear Road east of town provides an existing route from Burlington into Shelburne. This route should be advertised as a viable route for tourists to Shelburne. Advertising for B and B's, restaurants, café's and attractions should be coordinated in package deals. The package deals could be coordinated with bike rentals, tours and advertised to bike clubs nationwide.

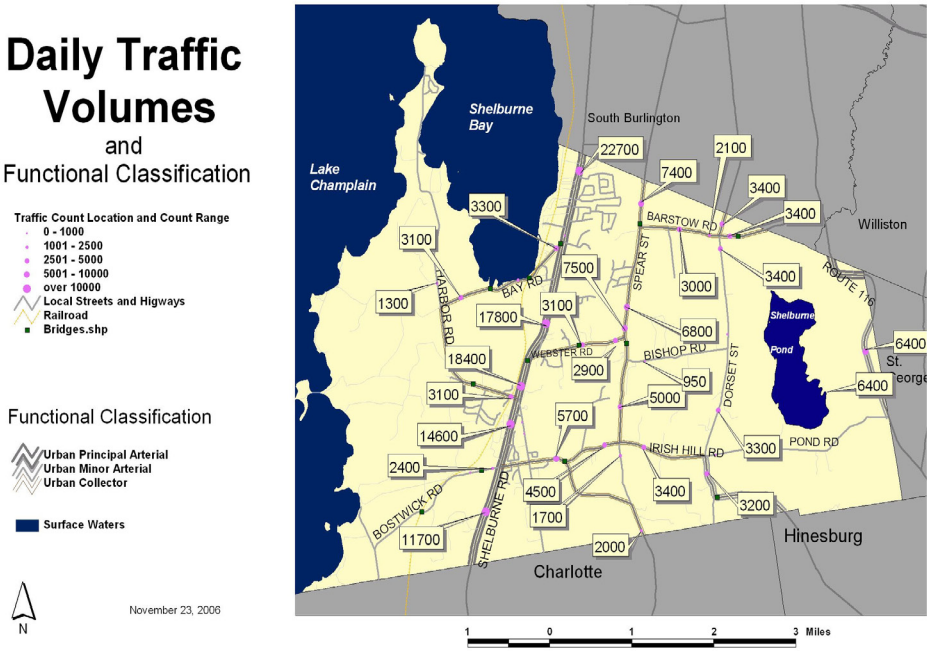
Connector Road: Build a new east-west local connector road from the intersection of Route 7 and Bay Road to Speer Road. This should be a fairly low-speed street (around 35-45 mph) with 10-foot travel lanes, bicycle lanes, sidewalks, and bus shelters. The connector would provide an important "missing link" in the street grid around Route 7.

Consolidated Driveways: Gradually consolidate the many individual driveways and intersections along Route 7 into a few well-designed, signalized intersections, with crosswalks where appropriate, spaced about a quarter-mile to a half-mile apart. This "access management" strategy of intersection spacing is consistent with the corridor's functional classifications designated by VTRANS, which range from Urban Principal Arterial in the northern section to Urban Collector south of Bar Road. Reducing the number of driveways along the corridor will greatly improve traffic flow and reduce the incidence of crashes. Travelers will be able to access many destinations from each intersection by using the proposed local street grids to be built over time, usually concurrent with new development or redevelopment.



Chittenden County MPO Northwest Vermont Project Presentation to South Burlington, VT May 23, 2006

Transit: Expand the range and frequency of local and regional transit services along the corridor. The ideal "headway" for local services is a maximum of 30 minutes, meaning that people won't have to wait longer than a half hour for a bus anywhere



Functional Classification Map. Source: 2007 Shelburne Comprehensive Plan Vol. II Maps

along the corridor. Each transit station or shelter would be supported by finer-grained networks within the various activity centers, as described in the next section on "Local Grids." Additional transit services could help to reduce some of the local and regional automobile traffic currently using the corridor every day. Perhaps even more importantly, transit services will be increasingly critical to the growing population of aging adults in Shelburne, as well as older tourists and visitors. Many healthy older adults will be able to drive safely for years to come, but any community that does not provide good transit services is at risk for increased numbers of unsafe drivers as the

Access Category	Highway Functional Class (AADT)	Degree of Access Control	Direct Property Access	Driveway Controls	Traffic Operations Allowed	Design Features
1	Principal Arterials (Interstate)	Full	No	NA	Access at Interchanges Only with Public Hwys	Grade-Separated Interchanges
2	[1] Principal Arterials (Non-Interstate – LA) [2] Other Principal Arterials (LA) [3] Limited Access (LA) Major collectors	Full to Partial	No- Except by Access Rights	NA or Location	Access at Intersections with Public Highways	At-Grade or Grade-Separated at 1/2 to 1 Mile Intervals
3	[1] Principal Arterials (Non LA) [2] Other Principal Arterials (Non LA) [3] Minor Arterials (>5000 AADT) [4] Non-Limited Access Major Collectors on State Hwy & Class I TH's (>5000 AADT)	[1] Mandatory Restrictions to operations [2] Design Features [3] Land Use Issues	Deny, Restrict or Allow	NA or Number, Spacing and Location	NA or May Limit Turning Movements	[1] Physical Barriers [2] Signal Spacing Requirements [3] Left and/or Right Turn Lanes Required [4] Spacing of Public Hwy Intersection (1/4 to ½ Mile)
4	[1] Minor Collectors [2] Minor Arterials on State Hwy or Class I TH's (<5000 AADT) [3] Non-Limited Access Major Collectors on State Hwy & Class I TH's (<5000 AADT)	[1] Design Features [2] Land Use Issues	Yes	Number, Spacing and Locations	[1] All Turns In & Out [2] May Limit Turning Movements	Spacing of Public Highway Intersection (1/4 to ½ Mile)
5	Frontage or Service Roads	[1] Design Features [2] Land Use Issues	Yes	Number & Location	All Turns In & Out	Signal Spacing (No Less Than 300 Feet)
6	"Urban" Sections of Highways	[1] Design Features [2] Land Use Issues	Deny, Restrict or Allow	Number, Spacing & Location	[1] All Turns In & Out [2] May Limit Turning Movements	Signal Spacing (No Less Than 500 Feet)

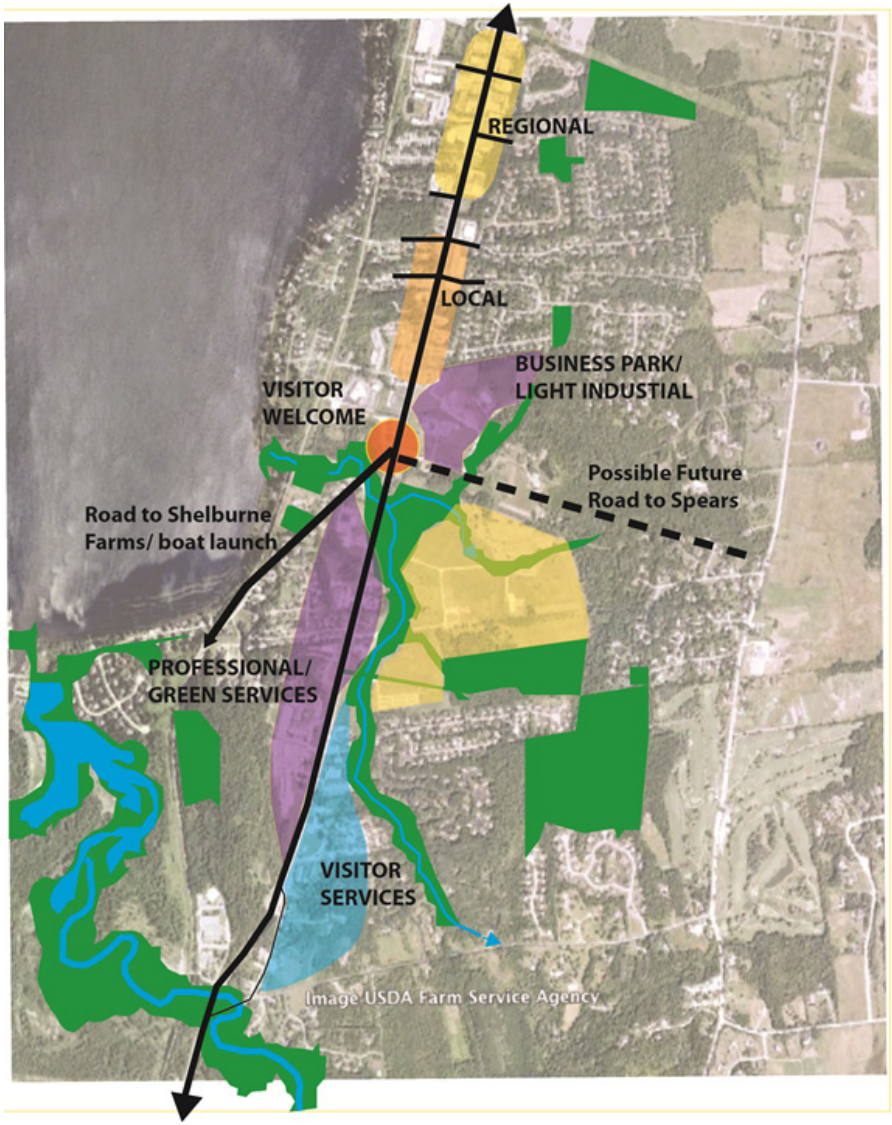
current generation of Baby Boomers heads into its senior years. Equally important is the maintenance of the highest possible quality of life for everyone in the community by providing a variety of transportation options for those who cannot or choose not to drive. The act of giving up one's car keys should not be punishable by imprisonment in one's home.

Launch a new visitor transit shuttle service between the proposed Visitor Services area and attractions such as Shelburne Farms, the Teddy Bear Factory, and Shelburne Museum, as well as local farms and the historic village center. This service would have a two-fold benefit: 1) Expanding the community's thriving tourism economy by providing more visitor amenities and promoting visits to multiple sites; and 2) Decreasing the number of tourists driving on the congested downtown portion of

Route 7 (many of whom come from in the north and miss the turnoff for Shelburne Farms).

Develop a "kiss and walk (or ride)" station in the town hall parking lot where parents can drop off and pick up their children from the schools on Harbor Road. This would help to alleviate the routine morning and evening traffic backups within the Village that spill onto the southern portion of commercial Route 7. It would also reduce the potential for conflicts between trucks and cars along this busy portion of the corridor. Create a park-and-ride station along Route 7 a mile or two south of the village municipal limit that serves commuters coming to Burlington from villages such as Charlotte. This can help to reduce the amount of commuter vehicles using the busy northern section of the corridor during peak morning and evening hours.

The train tracks in the past provided a life blood to the community for movement for people and local goods for regional consumption. The rail currently is used mostly for movement for goods and services through the community. The rail was used in recent years periodically for movement people between Shelburne and Burlington. This rail connection has a huge potential for tourist and commuter use. Communities throughout the nation pulled rail up and eliminated rail service in preference for the vehicle. Many of those communities are now reinstating those rail services to provide public transportation. The existing rail and train station is a potential economic boost allowing transportation choices for commuters, a way for Burlington visitors to come to Shelburne for a day or three without renting a car. Coupled with a bikeway, people could bike one way and ride the train back.



THE FINE BONES: LOCAL STREETS, SIDEWALKS, AND BIKE PATHS

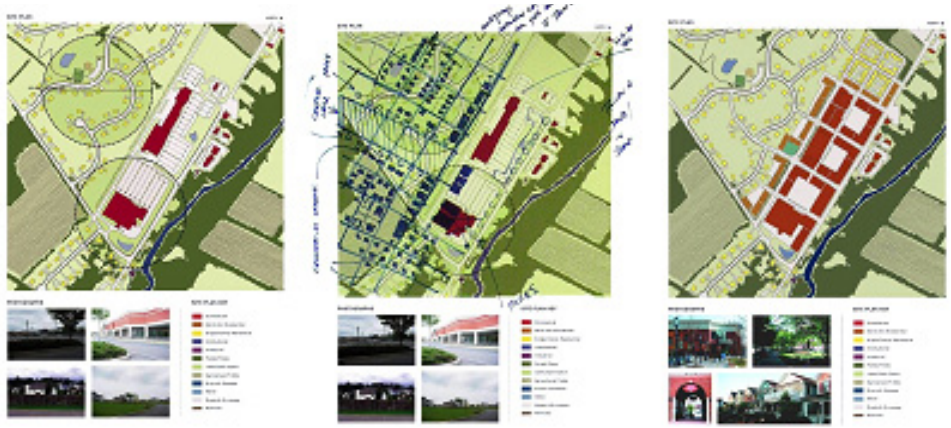
The "big-boned" network described above will only function properly if supported by "fine-boned" transportation networks within and among the neighborhoods and activity centers along the Route 7 corridor. Key strategies to advance the development of these vital networks include the following:

- Design small-scale local connector streets that are friendly to lower-speed vehicles, bicyclists, and pedestrians. In some cases, this could be as simple as filling a gap in an existing potential network by joining the parking lots of two adjacent shopping centers, or providing a back entrance to a commercial area for people who live in nearby subdivisions. The key is to provide ways for the people who live, work and shop along Route 7 to travel within and between activity centers and neighborhoods without having to drive on the highway.
- Complement the local street networks with off-road connections for bicyclists and pedestrians. These smaller facilities can sometimes provide more direct access between places than a full-size street. When carefully planned with strong community involvement, these types of facilities can also provide a way to improve connectivity to conventional "cul-de-sac" subdivisions, especially for children, without the political controversy of opening the residential areas to more vehicle traffic.

- Use a variety of strategies to ensure door-to-door accessibility for all types of travelers along Route 7, especially transit riders and pedestrians. Strategies could include locating shelters and stops within shopping centers instead of up on the highway; redeveloping commercial properties with front doors that are closer to the street; and building strong pedestrian networks that provide safe, convenient, and attractive connections among transit stops and businesses.

SUMMARY: BENEFITS OF A COMPLETE STREET NETWORK AROUND ROUTE 7

The collective impacts of providing these complete networks of regional and local corridors along Route 7 can help to reduce current traffic congestion, lessen the rate of traffic growth, and improve corridor safety. In addition, and perhaps ever more importantly, the improved transportation system can provide many economic and social benefits.



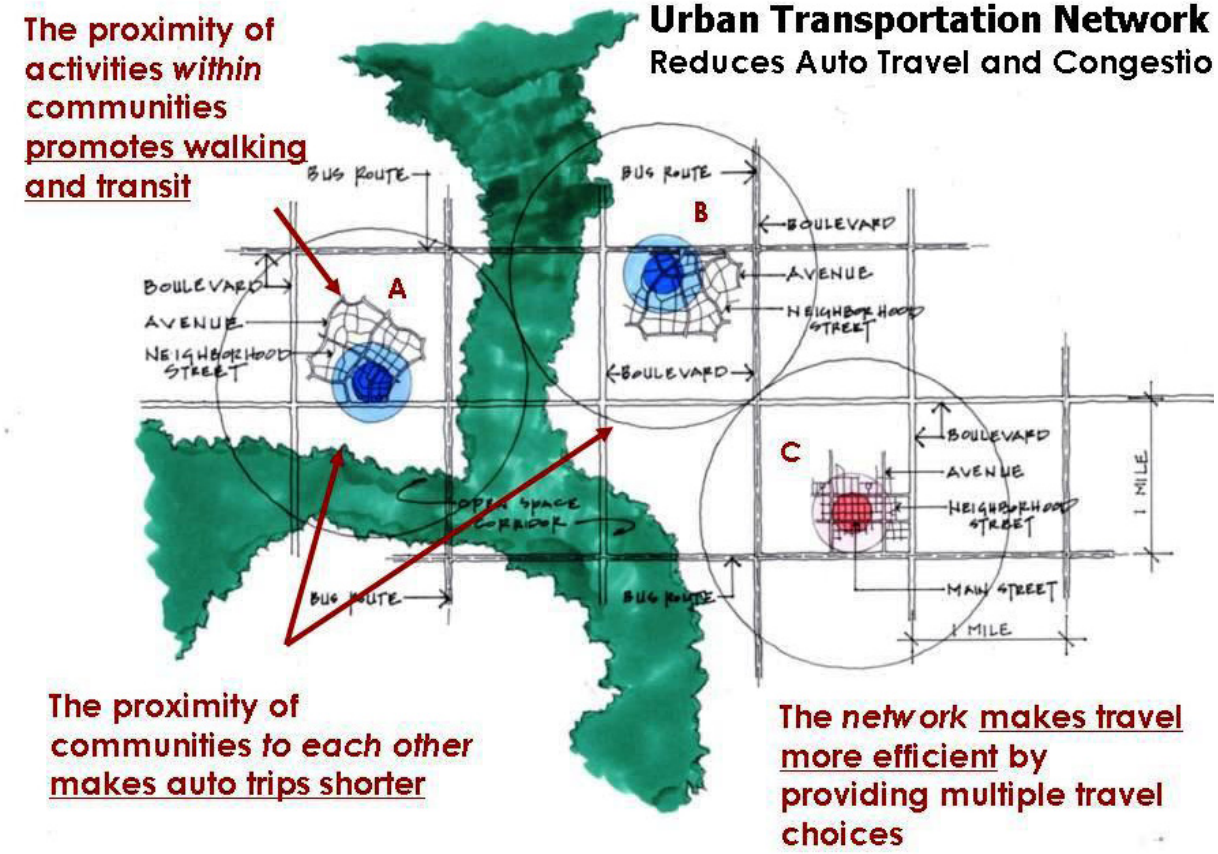
Community Workshop Ideas for Redeveloping Typical Strip Commercial Development on Route 57 in Warren County, New Jersey. Source: Renaissance Planning Group, www.citiesthatwork.com

A Shelburne child's vision of a good street, drawn during the SDAT.

Residents of North Shelburne will no longer have to use Route 7 to reach destinations along the corridor, in the village, and other points north and south of town. In addition to freeing up space along the busy roadway, they can save time and energy by driving or bicycling to town on local streets; bicycling along greenways into the village or to lakefront destinations; and taking transit to regional destinations.

Similarly, people who live in the rest of Shelburne can reach North Shelburne destinations using the same network of local streets and pathways. Pulling local trips off the corridor whenever possible will not only help to reduce overall traffic pressure on the roadway, but, perhaps more significantly, it helps to reduce the number and frequency of turning movements onto and off of the corridor. As is true with many suburban arterial corridors, bottlenecks and crashes can be greatly alleviated by reducing the number of vehicles turning onto and off of the roadway at frequent intervals. With a viable network of local travel options in place, the community can, over time, consolidate driveways and limit turning movements to a few well-designed intersections in order to improve overall traffic flow and vehicle safety.

By capitalizing upon a well-designed network of local and regional greenways, Shelburne will be well positioned to boost its attractiveness to bicycle tourists, who tend to be affluent, well-educated, and more likely to stay overnight in a community than day-trippers who arrive by car. A 2009 North Carolina study showed that half of the Outer Banks' bicycle tourists earn more than $100,000 a year, 87 percent earn more than $50,000, and 40 percent have a masters or doctoral degree.



Advantages of Connected Transportation Networks. Source: Thomas Jefferson Planning District Commission Jefferson Area Eastern Planning Initiative, www.tjpdc.org.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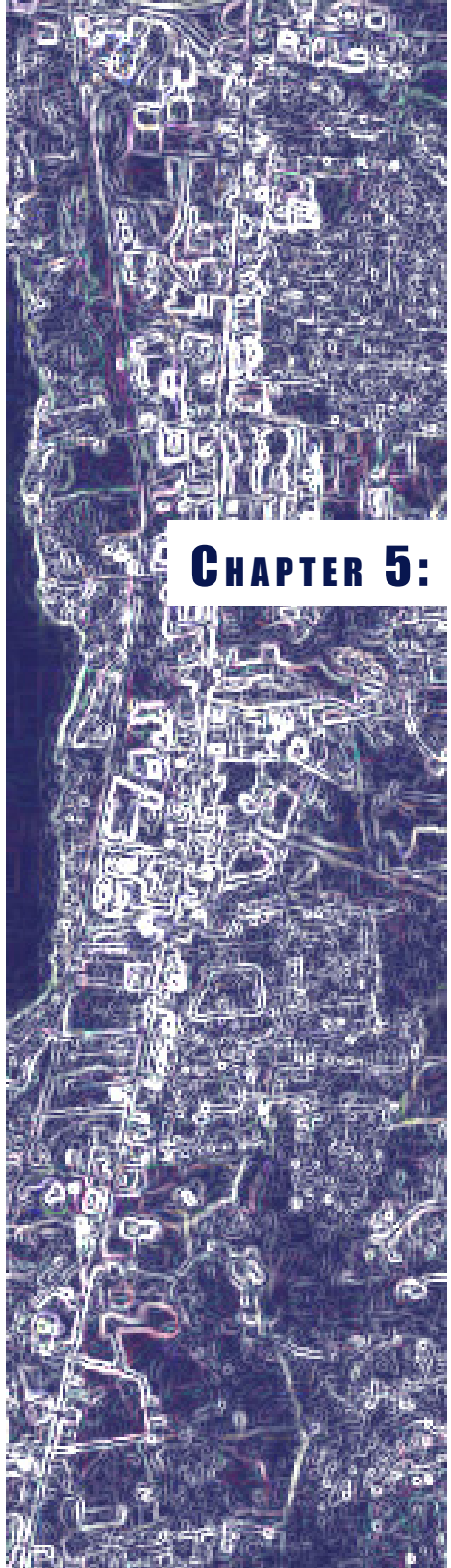
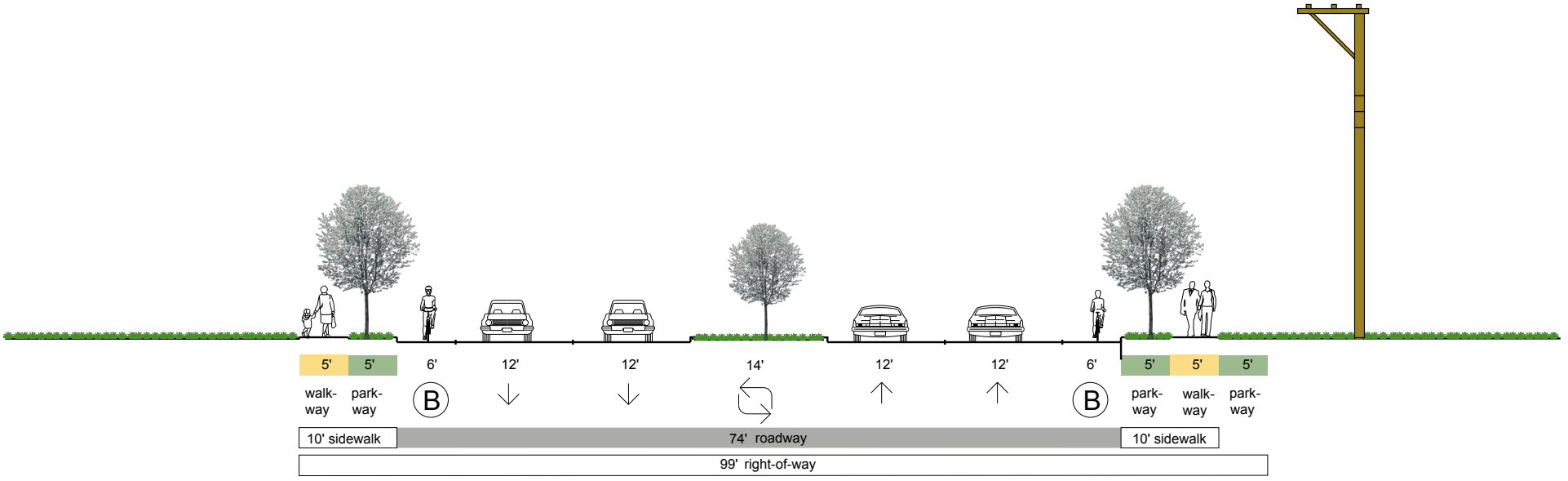


Chapter 5: Creating Community

INTRODUCTION

Transforming Shelburne Road from an undifferentiated strip to a pattern of centers and other places, as described in Making Places, requires a comprehensive approach to the entire corridor that integrates the design of the street with the design of the places along it. Having just been reconstructed by VTrans, the street cross section is not expected to change from the current 99' right-of-way, which includes two 12-foot travel lanes, a 6-foot bike lane, and a 10-foot sidewalk, divided into a 5-foot landscaped parkway and a 5-foot walkway, in each direction with a 14-foot raised, landscaped center median or left turn lanes and an additional 5 feet between the sidewalk and property line on the east side of the street. However, the character of the street and the setback and that of future development along the street can change.

Existing median and parkway landscaping is suburban in character, consisting of mowed turf and small non-native trees. The trees are not doing well. There appears to be little topsoil and limited drainage, both of which inhibit tree growth. Existing setbacks to development (parking or buildings) vary from a few feet to more than 100 feet. Parking is most often located in front or on the side of buildings and sometimes in back with driveways from Shelburne Road. Most existing buildings are one story single use buildings; there are a few multi-use buildings. All of these characteristics can change over time if the community has a different vision.



Scale: 1"=10'

Existing Shelburne Road Cross Section.

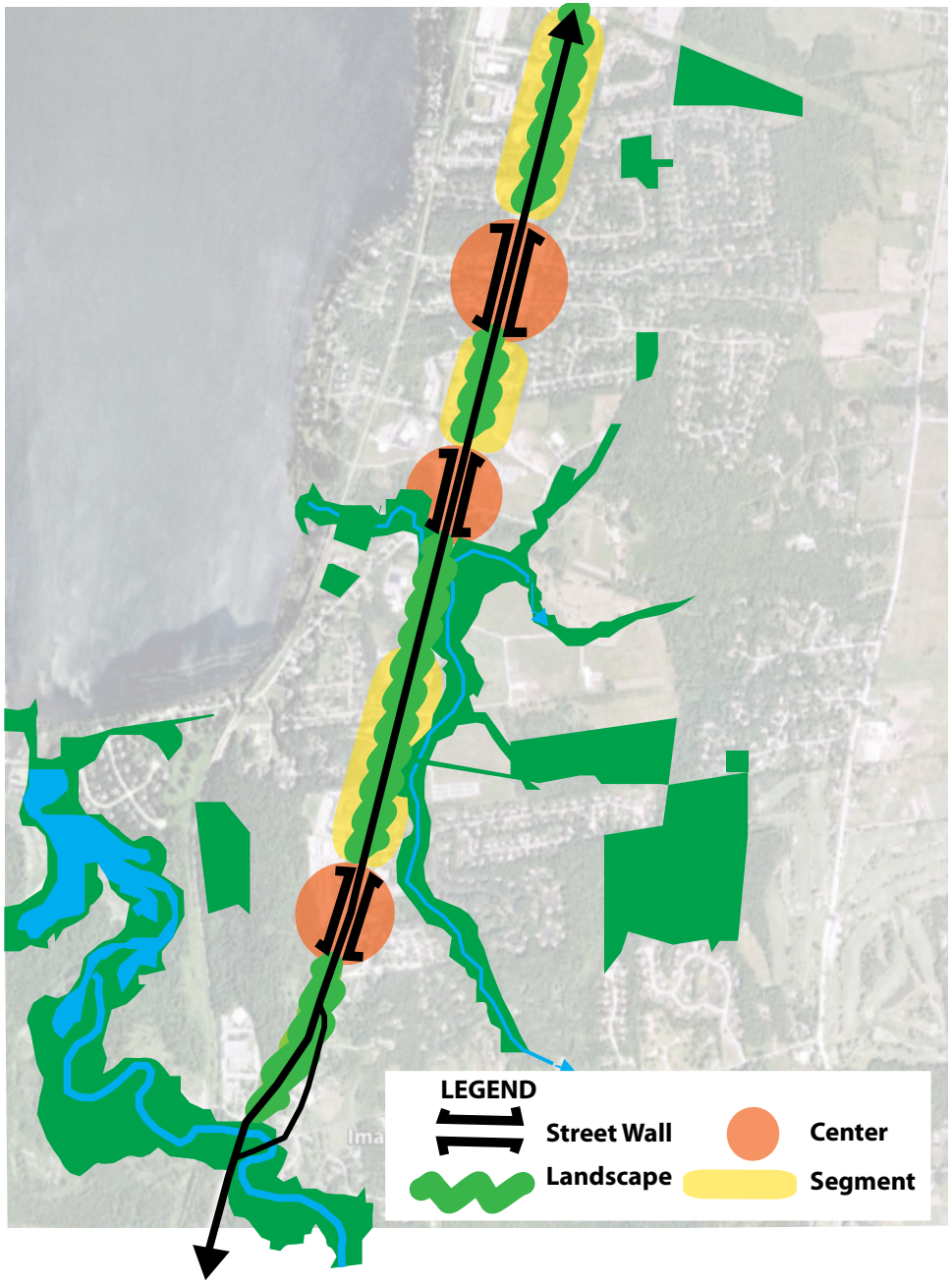
1. Adopt a Vision & Clear Development Standards/Design Guidelines for Distinct Places.

The community's vision for Shelburne Road should describe the intended character and physical form of the street and the centers and segments along it. The community vision is typically translated into a "regulating plan" that establishes the boundaries of the centers and segments between them. The centers and segments may be described individually or they may be grouped into "place types."

The establishment of place types highlights the variations in the physical characteristics of development in different places. Physical characteristics that define each place include the relationship of the development to the street (building orientation, facade and entry treatment, and setback treatment), building envelope (height, length, setback and massing), parking configuration, landscaping, open space, and signage.

The place types can be as simple as one for centers and one for segments. The adjacent diagram illustrates this basic distinction for frontage treatment, showing that building in centers would be located closer to the street with building, creating "street walls", while buildings in the intermediate segments might be set back behind landscaping. As a result of the contrasting frontage treatment, the centers would be differentiated from the segments.

However, if the community's vision includes clear differences in physical form among the centers or among the segments, the centers and/or the segments can be



Illustrative diagram of frontage conditions.

divided into several place types. For example, if certain segments are intended for residential development only, those segments may have different physical characteristics than segments where a mix of uses or primarily commercial uses are anticipated. Or, if the intent is for the centers to be physically different from one another, different types of centers could be designated.

Typically, some standards will be common to all place types, while others will vary. Standards that are often common to all place types include:

- Mixed use as an encouraged use.
- Lot coverage.
- Driveways from (new) cross streets, rather than from Shelburne Road.

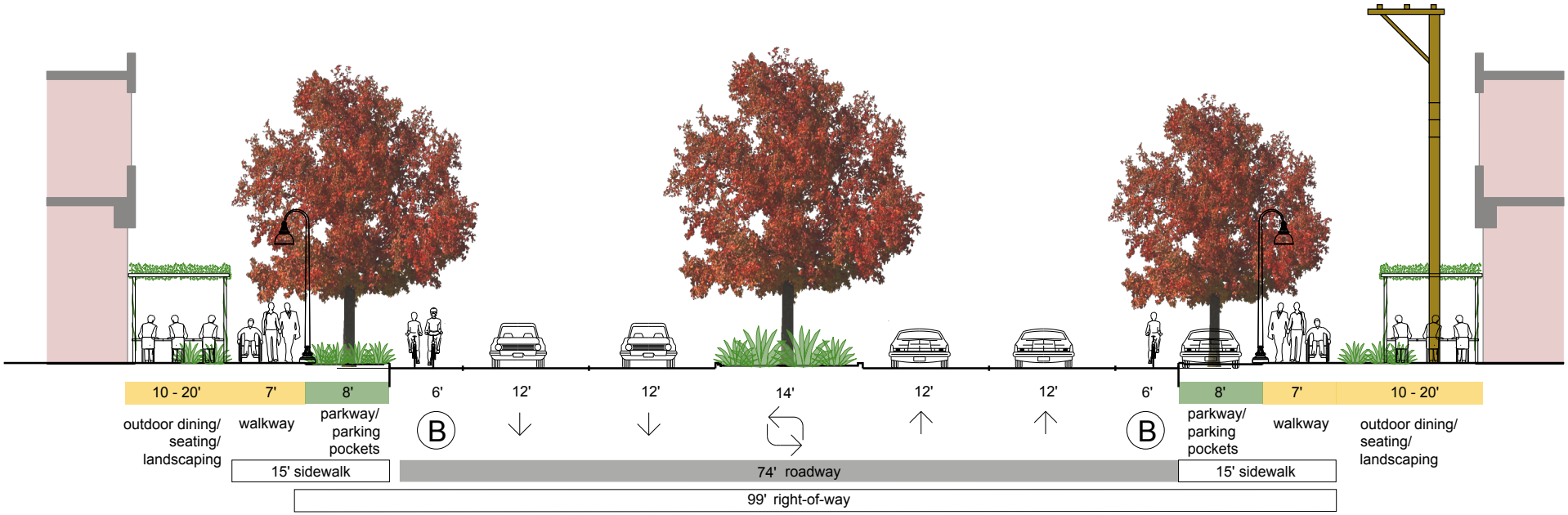
Standards that vary among place types may include:

- Sidewalk design.
- Setback dimensions and treatment.
- Parking location.
- Building frontage treatment.
- Open space location.
- Signage.
- Building types, design and appropriate design elements and materials.

The adjacent table illustrates how several key characteristics might vary by place type.

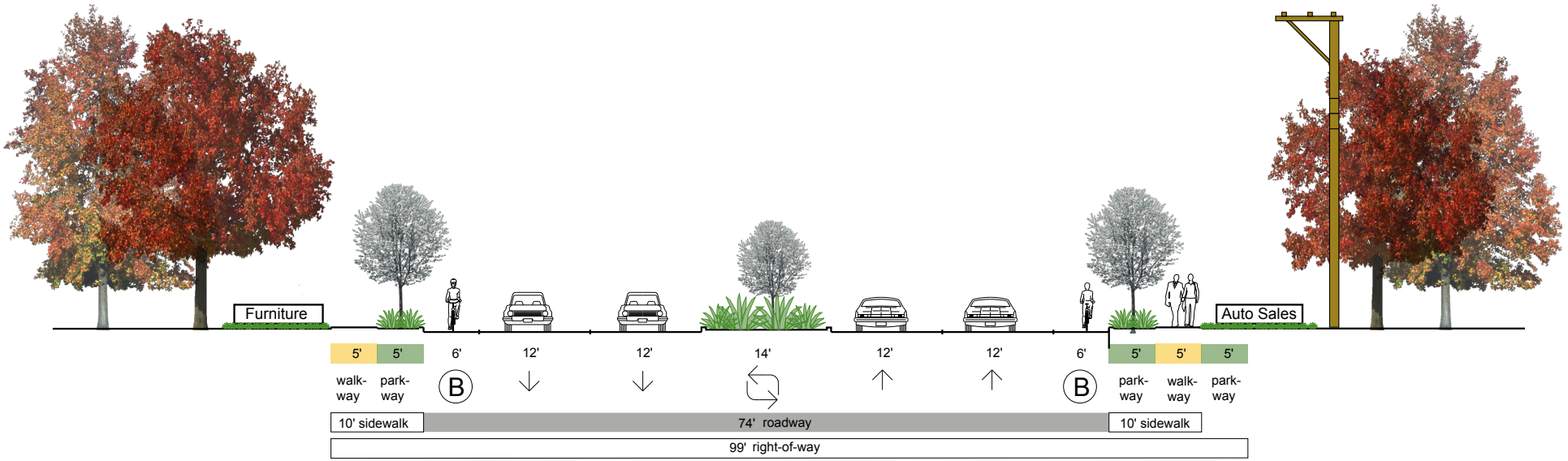
Place Type	Required Uses	Permitted Uses	Frontage	Parking Location
Neighborhood Center	Ground floor retail storefronts along the street	Housing, office, lodging above	Wide sidewalks with street trees, etc.	Behind or side
Visitor-Serving Centers	Ground floor retail storefronts along the street	Office, lodging above	Wide sidewalks with street trees, etc.	Behind or side
Regional Blvd.	--	Retail, auto sales, office, lodging housing	Setback with natural forested or pastoral landscape	Behind, side or front
Town Blvd.	--	Retail, office, lodging, housing	Setback with natural pastoral landscape	Behind, side or front
Residential Clusters	--	Housing with corner retail/ services	Setback with natural forest landscape	Behind or side

The cross sections on the next page illustrate how the sidewalk, setback, and frontage treatment might vary between centers and segments.



Scale: 1"=10'

Center with storefront retail along the street and large canopy trees in the parkways and medians.



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Segment with monument signs and large canopy trees in the setbacks and native grasses/groundcover in the parkways and median.

2. Establish clear rules for existing non-conforming buildings.

As noted previously, existing buildings can be more affordable than new buildings, allowing for a wider range of businesses and housing. Furthermore, it is more sustainable to re-use, rather than tear down existing buildings if they can be integrated into the community's vision for the corridor. To encourage the re-use of existing buildings, develop standards and guidelines that clearly define the criteria for re-use of existing buildings.

3. Make incremental street/setback improvements that reinforce local identity.

The cross sections on the previous page illustrate how streetscape and landscape elements can reinforce the character of different places or place types.

Setbacks. Setbacks in centers can be designed as extensions of the sidewalk with outdoor dining, landscaping and/or other design elements that support retail activity.

In the segments, indigenous Vermont forest species can be incorporated into the front and side setbacks in an irregular, "forest-like" pattern that will set Route 7 Shelburne apart from conventional suburban settings. The table on the next page is a list of native Vermont trees, provided by Plant Native.

In the segments, monument signs can be located in the setbacks to identify uses located behind the setbacks. In addition, trees in the setbacks can be pruned as they mature to increase the visibility of retail uses.

Medians and parkways. The medians and parkways can be returned to a more natural appearance with native grasses or shrubs that require pruning only once a year.

In the segments, if the setbacks are planted with native trees, as well as shrubs, perennials and grasses, trees in the medians and parkways are less important.

The use of larger trees that can be pruned up above business signs in the parkways and medians in the centers would contrast with the segments and would reinforce the role of the centers.

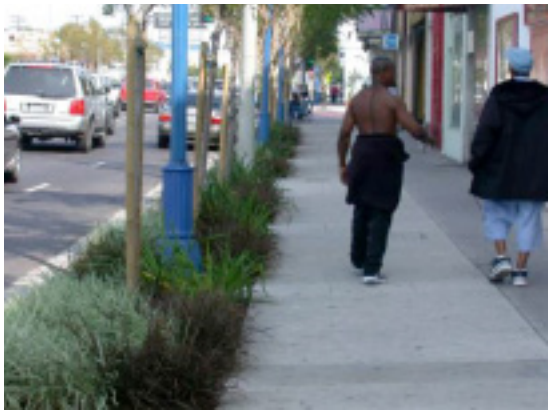
Public gathering places. In each center, it would be ideal to create a central space. That space could be at the center of a group of retail shops or adjacent to them along the sidewalk.

Wayfinding system and visual cues. Wayfinding is critical along a highway, especially one that has so many visitor attractions and visitors. Both signage and other elements that offer visual cues contribute to wayfinding. Typically, a system of signs of different sizes convey appropriate information at different locations along the street.

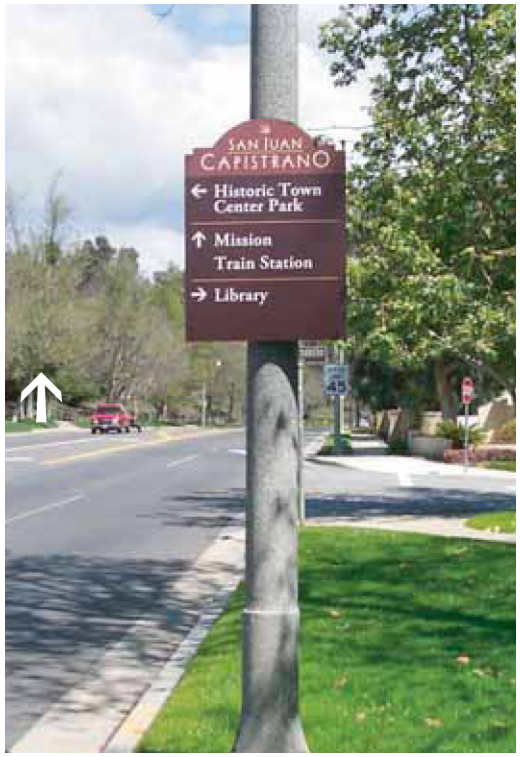
Trees

Common Name	Scientific Name	Sun	Moist.	Ht.	Comments
Balsam Fir	*Abies balsamea*	F-P	A	75′	Open growth in hot dry locations, evergreen
Red Maple	*Acer rubrum*	F-P	A	60′	Excellent fall color; tolerates wet spring soil
Sugar Maple	*Acer saccharum*	F-P	A	75′	Excellent fall color, beautiful large shade tree
Mountain Maple	*Acer spicatum*	F-P	A	30′	Useful in naturalizing
Yellow Birch	*Betula alleghaniensis*	F-P	A	100′	Does best in cool soils, beautiful bark
Paper Birch	*Betula papyrifera*	F	A	70′	White bark year-round, tolerates poor, dry soil
Gray Birch	*Betula populifolia*	F	A	40′	Does well in poor soils; good for naturalizing
American Hornbeam	*Carpinus caroliniana*	F	A	30′	Use for naturalizing; tolerates periodic flooding
Pagoda Dogwood	*Cornus alternifolia*	F-P	A	25′	Moist soil is important, white flowers in June
(Champlain) Hawthorne	*Crataegus submollis*	F	A	30′	Red fruits in fall attract birds
White Ash	*Fraxinus americana*	F	A	80′	Good fall color; tolerates alkaline soil
Green Ash	*Fraxinus pennsylvanica*	F-P	A	60′	Grows fast; tolerates salt, drought, alkaline soil
Tamarack	*Larix laricina*	F	W-A	80′	Good for moist-wet sites & well drained sites
Black Gum	*Nyssa sylavatica*	F- P	A	50′	Excellent yellow-orange fall leaf color
American hophornbeam	*Ostrya virginiana*	F-P	A-D	40′	Slow to establish after transplanting
White Spruce	*Picea glauca*	F-P	A	60′	Good specimen or windbreak; evergreen
Black Spruce	*Picea mariana*	F-P	A	40′	Tolerates wet sites; evergreen
Jack Pine	*Pinus banksiana*	F	D	50′	Useful for windbreaks in sandy soil; evergreen
Red Pine	*Pinus resinosa*	F	D	80′	Good windbreak; tolerates dry soils well
White Pine	*Pinus strobus*	F	A-D	80′	Handsome specimen; not tolerant of salt
Bigtooth Aspen	*Populus grandidentata*	F	A-D	70′	Fast growing; short lived; good yellow fall color
Quaking Aspen	*Populus trembuloides*	F	A	50′	Fast growing, short lived; good yellow fall color
Pin Cherry	*Prunus pensylvanica*	F	A	35′	Adaptable; fast growing; tolerates poor soil
Black Cherry	*Prunus serotina*	F	A	60′	White flowers (spring); wildlife food source
White Oak	*Quercus alba*	F	A	80′	Large tree; transplant when young
Red Oak	*Quercus rubra*	F	A	75′	Transplants readily; good fall red leaf color
Black Willow	*Salix nigra*	F	W-A	35′	Tolerates wet soils; twigs can cause lawn litter
American Mountainash	*Sorbus americana*	F	A	30′	Fruits good in wildlife landscape
White Cedar	*Thuja occidentalis*	F-P	A	60′	Useful hedge plant; tolerates alkaline soil
Basswood	*Tilia americana*	F-P	A	80′	Tolerates alkaline soil; use in urban landscape
Eastern Hemlock	*Tsuga canadensis*	F-S	A	70′	Does not tolerate drought or windy sites

Setbacks in centers (first two images) are extensions of the sidewalk, providing a "front yard" for businesses. Setbacks along segments may be forested or pastoral with natural landscaping and monument signs where needed to identify retail and service establishments, similar to frontages south of the Village (remaining three images).



Medians and Parkways: Large trees with open canopies provide scale and dappled light along sidewalks in pedestrian-oriented centers. Parkways and medians with native grasses, perennials and groundcover require less maintenance, energy and chemicals than turf and bring the natural setting back to the street.



***Wayfinding Signs and Other Elements:** Three example sign systems (San Juan Capistrano, CA, Goodyear AZ, and Claremont, CA (source/designed by: Hunt Design Group). Public art can also provide wayfinding.*

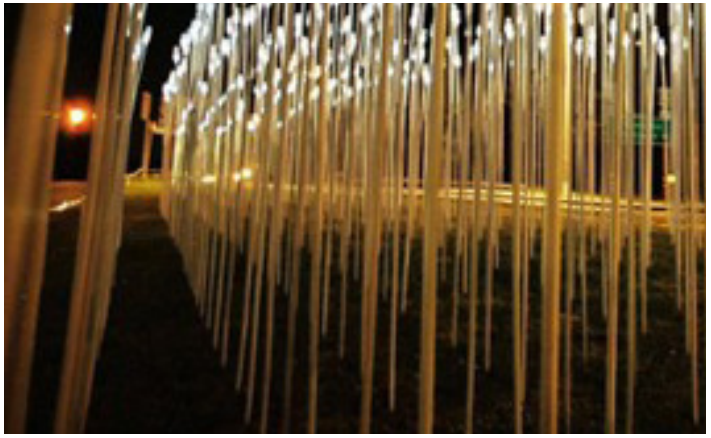




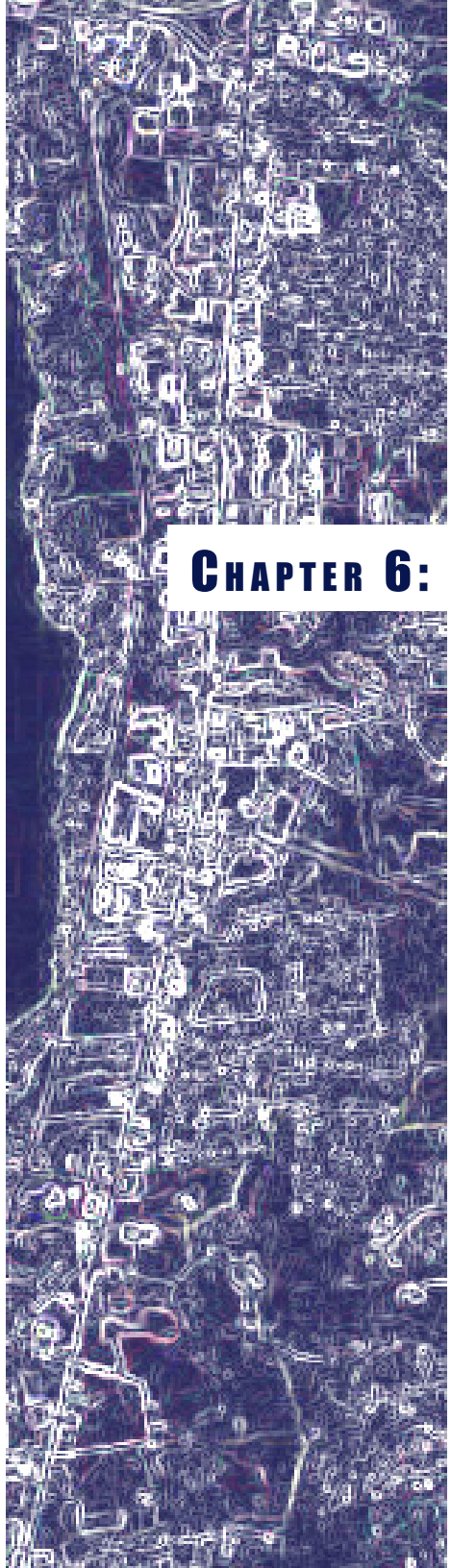


***Pedestrian Street Lights:** In addition to street lights that illuminate the roadway for vehicles, ornamental lights on lower pedestrian-scale poles can provide additional illumination of the sidewalk at night and can contribute to community and district identity both at night and during the day time.*

***Other Street Furniture:** Like lighting, street furniture is functional and can contribute to the identity of the entire street and, in particular, of centers. Bicycle racks, trash receptacles, seating, and bus shelters are the most widely used elements.*



Public art, which can be permanent or temporary, reinforces identity and can be linked to events and other activities.



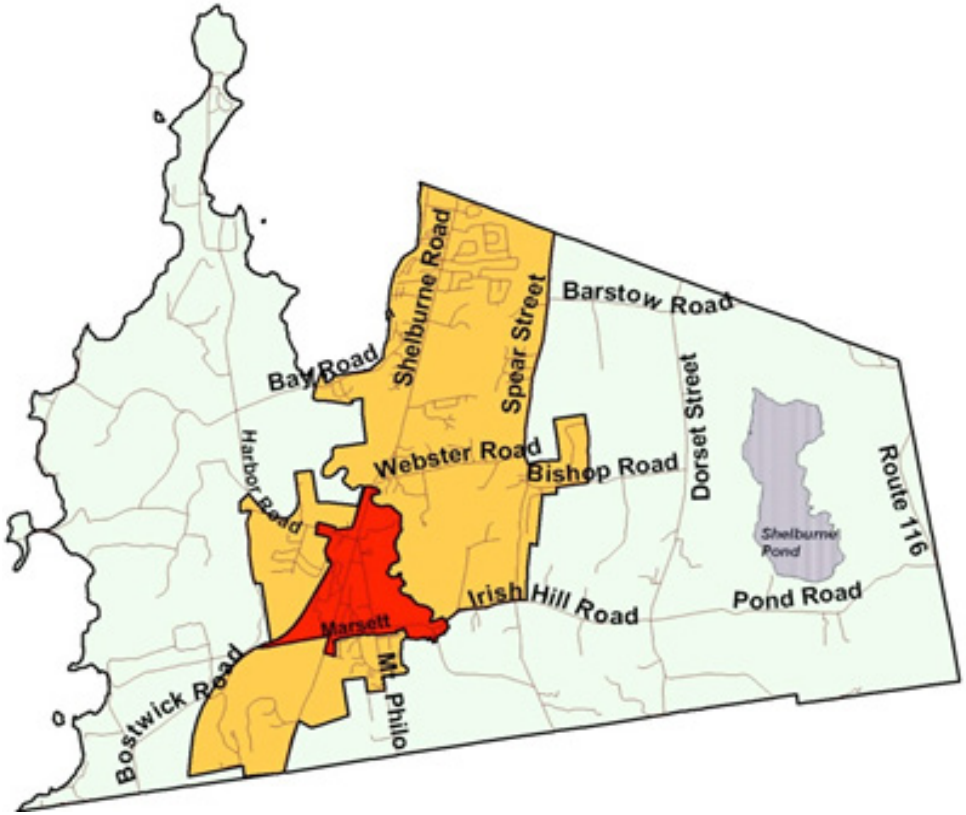
Chapter 6: Land Use, Character, & Form

CHARACTER AND FORM

The Town of Shelburne identified three planning areas in the 2007 Comprehensive Plan:

- Growth Area 1 – Shelburne Village;
- Growth Area 2 – identified as Beyond the Village;
- Rural Area – identified as Outside the Growth Areas.

The SDAT also considered the Shelburne Road or Route 7 Corridor as a planning area for purposes of the study. The SDAT recognized that the identified areas have distinct characters and that development in each has followed a form or pattern.



Our visit, although brief, resulted in the assembly of lots of information from the SDAT Steering Committee, the Town, members of the community, our own observations, and our experience in our individual professions. The resulting recommendations have taken the form of a "best practices" approach to our assignment. The Town of Shelburne may already be following many of these recommendations at varying levels or degrees.

By way of introduction, planning for a community should focus from the general to the specific. Communities use a town-wide focus for policies and infrastructure–circulation patterns (streets), utilities, and open space. It is easiest to work in community wide groups to craft a vision or to identify shared values that apply community wide. Planning at this level creates the structure or framework for the sub-area and corridor planning that follows.

Differences in specific goals or detailed direction often arise when the large groups consider individual neighborhoods or intersections. Then it is most appropriate to develop detailed plans and guidance for the sub-areas. The sub area plans need to allow for adaptability over time to facilitate desired change or recognize that times and economies change. They should provide specific direction to the expected result.

The framework plans and sub area plans need to have strong or active public participation. If the community does detailed planning at this stage, everyone knows the expected character and how you expect the area to perform. This makes it is

easier for the property owner and developer to comply with the Town's plans and meet their objectives.

The Town of Shelburne has created policies to use in guiding their regulations. However, there doesn't seem to be a prioritization of their desired outcomes. Clarity of purpose can be achieved when the Town identifies what is important and significant for the community. Recognizing that not everything is "most important", the policies should give direction to for what is desired, using words and pictures to describe what the community wants and what the community expects. Policies and regulations that only describe what is to be avoided don't give good direction to the desired outcomes. And finally, be aware of unintended consequences. The Town is required to update the comprehensive plan every five years. It should also review the regulations to determine whether they are working as intended and producing the desired results.

The Shelburne community has identified areas within the Town of Shelburne that are stable and where stability is desired, such as the residential areas, the rural areas in general, and the specific conservation areas. There are areas where change is desired or expected. Two examples are the Shelburne Road corridor and the Village area. The Shelburne Road corridor is not treasured so the plan and tools should facilitate the desired change. The Village is treasured so the plan and tools should give direction to the desired form and the expected level of quality.

Land uses can change over time but the character of the area doesn't have to if the form is strong and the quality is high. The message here is to select the appropriate tool and apply it appropriately to the desired result. There are tools available to help promote the desired stability. The tools include purchase of property or development rights, zoning and subdivision regulations, and utility and roadway access policies. The same tools that can promote stability can be used to guide the process of change.

Conventional zoning is primarily focused on land uses. It is an appropriate tool for the areas where stability is desired and expected. Form based codes are good tools to use in areas where you know that use of the buildings is likely to change, or where the community wants to change the character of the area. Covenants and deed restrictions are private controls that are privately administered. The town's subdivision regulations regulate the division of land into marketable or developable parcels. The design standards in the subdivision regulations should be consistent with the zoning regulations as well as with the Plan policies. Another set of regulations, and often the source of unintended consequences, is the public works standards. With all the tools available, which one is the right one? The answer is that there isn't a single right option.

RECOMMENDED TOOLS

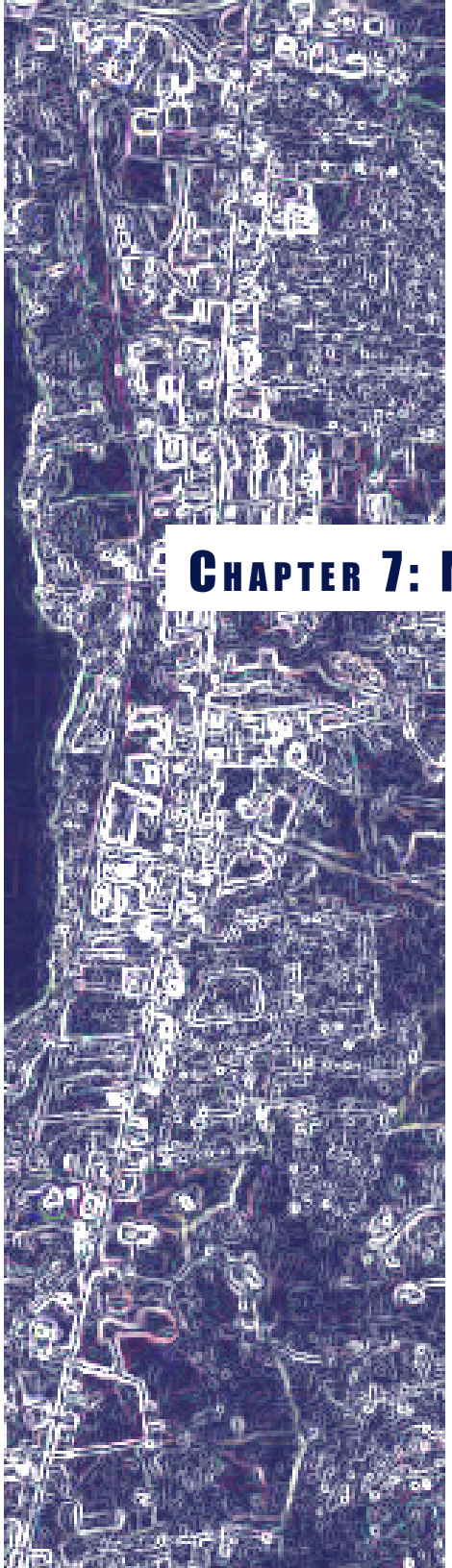
Conventional land use, or Euclidian zoning, works appropriately when an area has the desired character and few, if any, changes are desired. For the Town of Shelburne, conventional zoning tools appropriately serve the rural areas and the residential areas.

During the plan and regulation review period, the Town should ask if the use list is consistent with the community desires and expectations. They should also determine if the dimensional requirements support the desired character for the area.

- The Shelburne Road Corridor and Shelburne Village are appropriate areas for using Form Based Codes.
- The Town should allow for mixed uses along the corridor & in the village as well as multiple uses on the lots or in the buildings.
- Offer property owners the opportunity to use either a Form Based Code or the conventional zoning regulations.
- The Form Based Code should be calibrated to the specific needs and desires of each area.
- The Form Based code and the opportunities it creates should be an advantage on its own, but the Town may consider offering additional incentives to encourage its use.
- Infrastructure should be constructed by the Town, the State, and developers.
- The capacity and dimensional requirements for development need to be consistent with the character of the district and the level of use.
- The infrastructure standards also affect the environment and the budget – both for construction and operation.

Implementation tools Include:

- Zoning: Conventional, Euclidian, Planned Unit Development, Form Based Codes
- Design Review
- Subdivision
- Land acquisition: Fee, Easement, Development Rights, ROW for future Streets.



Chapter 7: Moving Forward

TAKE OWNERSHIP OF NORTH ROUTE 7

During SDAT's exploration of the town of Shelburne's values (S.W.O.T. analysis) it became clear that (as one public official put it) "No one, as far as we can tell, takes ownership of North Route 7." As long as there exists a kind of collective indifference about the area, it will fail to live up to its full potential and will languish- no matter what land use designations and other prescriptive regulatory measures are assigned to it. What does it mean to "take ownership" and how can it occur? Creating a shared vision for the area is the place to start. Building up a positive identity for the corridor, rooted in Shelburne Village's core values and aspirations will take time and determination. Toward these goals active support from the city and surrounding neighborhoods will be necessary. Some of the practical tools we see as available for implementing a shared vision for the corridor are described below.

- Apply for Orton Heart and Soul Community Planning Grant for entire corridor.
- Create corridor identity and character through long-term coordinated planning, programs, and strategic investments based on community values and vision.
- Introduce Form-Based Code drawn from the community plan.

CREATE A CORRIDOR-WIDE BUSINESS IMPROVEMENT DISTRICT

A business improvement district (BID), is a an area designated by the city through a community process, usually a central business district, in which businesses and/or property owners elect to be assessed a tax or fee toward improvements and services not otherwise provided by city. Supplemental services provided through a BID are not limited, and may include enhanced street-cleaning, seasonal flowers and festival banners, marketing, and increased security. BIDs have been effective in reversing economic decline in commercial districts in towns and cities around the country. It's not hard to find successful examples of special taxing districts elsewhere in Vermont. Middlebury has a downtown special improvement district. It covers non-residential properties within the boundary with a cap of $100 per $100,000 of assessed value. Established in 1996, it generates between $30-$34k annually from 120 parcels. Burlington also has the Church Street Marketplace special assessment district. In 2010, it generated $451k in assessments.

CAPTURE TOURIST DOLLARS THROUGH MEALS AND ROOM TAX FOR COMMUNITY- AND MARKETING (ESTIMATED ANNUAL REVENUE FROM TOURIST DOLLARS $2.1M)

Another form of revenue enhancement allowed under state law is the Local Option Tax; Burlington, South Burlington and Middlebury all use this tool. It is a 1% tax, 70% of which goes to the municipality, with the rest then going to the state. South Burlington tax generates $2- $2.5 million annually. Middlebury collects ~$725,000 per year in taxes from its program. Williston collects $2.4 million annually, a figure that makes up 1/3 of the budget. Possible uses of the room tax and BID funds include:

- The creation of an Economic Development Plan for the corridor and Shelburne in accordance with the shared vision.
- The ability to hire a full-time Corridor Manger to liaise with city government, implement programs, support stewardship
- Implement a Citywide Marketing Plan.
- Coordinate a visitor/tourist marketing strategy with businesses, museums, and institutions.

- Physical Improvements and Streetscape enhancements such as signage, lighting, children's playscapes, pedestrian amenities, wayfinding, etc.
- The preservation of pasture lands and cultural resources.
- Funding for a visitor center.

ZONING REFORMS FOR PERFORMANCE/FORM BASED CODES

The SDAT is concerned that the current Mixed Use District zoning designation for North Route 7 corridor under the Shelburne Land Use Code may not produce desired outcomes in character and use, and may result in unintended outcomes over time, such as economic stagnation, little or no new housing developed, loss of cultural resources and farmland, and irrational/excessive open space set asides without protecting farmland or pastoral character. For example, multifamily development under the current prescriptive code requires a set aside of 10,000 square feet of open space per unit. This would appear to be a significant disincentive to development of housing (which the majority of community members say they want!), let alone affordable housing due to the heavy land burden. Instead, clustering mixed use development in exchange for protecting larger, more consolidated tracks of pasture land might achieve better results.

A Form-base code approach, based on a community plan or vision, could serve to produce better a physical environment in the corridor with each incremental development over time. Form based codes support more predictable physical form (preferably derived from character defining elements of the established and/or desired built environment) rather than segregation of land uses and irrational control of development density through prescriptive requirements such as FAR, setbacks, parking ratios, arbitrary open space requirements, etc., at the cost a qualitative built form. Examples of form based code provisions include design standards for public spaces, building form, bulk, signage, public lighting, architecture and aesthetics, and project by project design review. There are a number of good examples of form based codes in the U.S. and other countries, and the trend is catching on in many communities.

- Zone for what you want to encourage!
- Use pro forma analysis to calibrate prescriptive zoning provisions (answer the question: are preferred uses economically feasible and can they be achieved through market rates?)
- Incentivize multi-family housing for sale or rental.
- Promote mixed use.
- Reduce open space requirement and/or utilize transfer of development credits (TDRs) where appropriate to protect desirable open space areas and incentivize preferred types of development in clusters.
- Grant design departures (through design review) prescriptive standards for performance.

CREATE DEVELOPMENT STANDARDS AND GUIDELINES

Examples of development standards and guidelines include:

- Achieve conservation goals through design strategies.
- Design for low impact development.
- Define preferred plantings and xeriscape landscaping.

- Allow varied building setbacks and height restrictions where appropriate to protect critical view sheds and farmscapes, and open up/protect view corridors to the lake.
- Cluster development to preserve open space rather than thin out development.
- Calibrate parking requirements so as not to encourage excess parking.
- Reduce need for excessive curb cuts by sharing local vehicular access and parking.
- Identify façade treatment options (eg. transparency, entry placement and design, signage controls, lighting, use local/natural materials, use of building materials and techniques inspired by Shelburne Village character).
- Establish consistent standards of quality borrowed from Shelburne Village character defining aesthetics to be applied through peer design review.
- Protect buildings with historic character (consider landmark designation for most significant historic buildings).

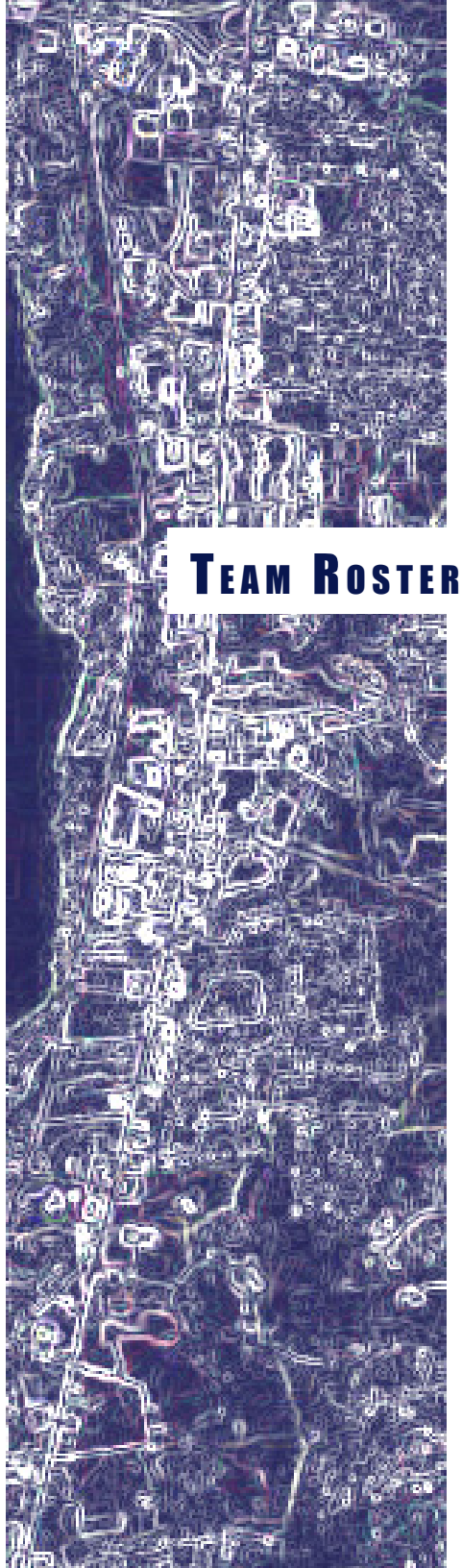
ESTABLISH NORTH ROUTE 7 PROJECT DESIGN REVIEW

The Route 7 corridor is a definable area where the Shelburne community has a determined interest in enhancing its physical character and use attributes. Over time, design review can help achieve these ambitions. Project design review process is a necessary administrative component of performance-based and form- based codes and is strongly recommended for the North Route 7 corridor. It need not be overly burdensome or time-consuming, and can serve to expedite the permitting process by addressing and removing citizen objections through better design. Design review objectives aim to: 1) Provide flexibility in the application of development standards (performance); 2) Encourage better design and planning that enhances the character of the neighborhood based on objective design criteria; 3) Better integrate design with community planning policies; and 4) Improve communication and involvement among neighbors, developers, and the city early in the design for new development.

DESIGN GUIDELINES

- Create strategic partnerships
    - State
    - Federal
    - Institutions
    - Universities
    - Transportation DOT

- Leverage assets and secure funding
    - BID
    - Meals and room tax ($2.1M)
    - TIF
    - Grants
    - Orton Heart and Soul Community Planning Grant



Team Roster

SUSTAINABLE DESIGN ASSESSMENT TEAM MEMBERS

Harris Steinberg, FAIA- Project Team Leader

Harris M. Steinberg, FAIA, is the founding executive director of PennPraxis, the clinical arm of the School of Design whose mission is to foster faculty and student collaboration on real world projects across the five disciplines of the school: architecture, landscape architecture, city and regional planning, historic preservation and fine arts.

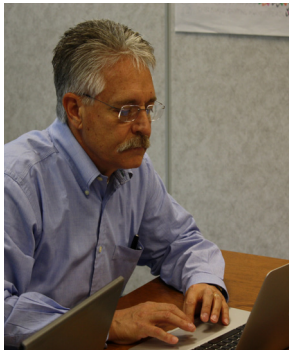
From 2003 until 2006, Harris was the Director of the Center for Innovation in Affordable Housing Design. He was a lecturer at PennDesign from 1998 to 2003 and an adjunct assistant Professor in PennDesign's Architecture Department from 2003 to 2006. Harris' professional experience includes work at Venturi Raunch Scott Brown and Geddes Brecher Qualis Cunningham. He was the founding partner of Steinberg & Schade Architects and Steinberg & Stevens Architects.

His most recent project, Creating a Civic Vision for the Central Delaware Riverfront, has brought more than four thousand Philadelphians together to build a vision plan for seven miles of Philadelphia's Delaware riverfront. His prior civic engagement work includes the 2003 Penn's Landing Forums with the Philadelphia Inquirer and the 2006 casino forum with the Philadelphia Daily News. The riverfront vision plan was released this November 2007.

Harris has had chapters in Rebuilding Urban Places after Disaster, The Deliberative Democracy Handbook, and The Sustainable City II: Urban Regeneration and Sustainability. His articles appear regularly in The Philadelphia Inquirer, the Philadelphia Architect, and City Space. He has been published in the Wharton Real Estate Review, Architectural Record, and Mid-Atlantic Construction.

Dave Rodgers, PE, LEED AP- Green Infrastructure

Dave Rodgers, PE, LEED® AP is a principal civil engineer at SvR Design Company, a Seattle-based landscape architecture and civil engineering firm specializing in integrated and environmentally responsible design. SvR's areas of practice include green infrastructure, complete streets, civic and community centers, mixed-use development, housing, parks and recreation, and environmental restoration. Dave has worked on a variety of projects from affordable housing redevelopments, to infill housing and living buildings, to parks and arterials. He also has extensive experience with low impact drainage design including natural drainage systems. He led the design of the third phase of the 102-acre HOPE VI NewHolly Housing Redevelopment and has led the design for a number of community oriented streetscapes, parks and trails, including the implementation of the Seattle Bicycle Master Plan. Dave is a professional engineer with 17 years of experience; he holds a degree in Civil/Environmental Engineering from Clarkson University. Dave previously served on the Portland, Maine SDAT Team.



Thomas W. Rounds, AICP- Land Use/Zoning

Thom Rounds is the Manager of Community Planning and Urban Design, leading a group of 13 planners, landscape architects, urban designers, and architects for URS in Colorado. He is also the Business Line Leader for the Development Services practice for URS in Colorado. In this role he is responsible for business development and coordinating the delivery of planning and engineering services development and redevelopment projects for public and private sector clients.

Mr. Rounds has 30 years experience in public sector and consulting planning. He has worked directly for municipal and county government planning departments. He has consulted to local governments, state and federal agencies, and private sector clients. Mr. Rounds' project experience includes operation of local government planning and engineering functions, land use planning, design and regulation, capital improvement planning, programming, and finance, and integration of land use and transportation.

Mr. Rounds has extensive experience in working with citizen groups to identify issues and concerns affecting land use and transportation decisions. He has received training in "Choosing By Advantages" and is certified by the National Charrette Institute as a Certified Charrette Planner. Mr. Rounds is a member of the American Institute of Certified Planners.

Patricia Smith, ASLA, AICP- Making Places/ Creating Community

Patricia Smith, ASLA, AICP has more than 20 years of experience providing urban design and landscape architecture services to private and public sector clients. She specializes in streetscape improvements. With ZGF, she prepared the Master Plan for Santa Monica Boulevard in West Hollywood which received a national AIA Urban Design Award in 2001, followed by the landscape design plans for the boulevard, including extensive median landscaping. Construction was completed in 2001. She designed and prepared construction documents for Phase 1 streetscape and landscape improvements in the Los Angeles Sports and Entertainment District around Staples Center and prepared the Streetscape Master Plan for future improvements. Pat prepared the Mission Street Specific Plan for the City of South Pasadena in 1995 and more recently prepared a Downtown Streetscape Plan and construction documents for the same area. She worked with the local community in the residential South Park community of Los Angeles to design Venice Hope Park, which includes an integrated public art component. She has prepared more than 20 landscape plans for elementary, middle and high schools, with an emphasis on replacing asphalt with play fields and planting area and providing shade through strategic tree planting. Pat has previously served on an SDAT in Portland, Maine, in 2010.

Peter Steinbrueck, FAIA- Sustainable Planning

Steinbrueck Urban Strategies: Led by nationally recognized architect, policy maker, and former Seattle City Councilmember Peter Steinbrueck, FAIA, brings exceptional sustainability planning, smart growth management and land use experience to a variety of teams. Clients include cities, public agencies, institutions and corporate/private entities. It has a demonstrated record of proven results in public policy, land use, planning, and code and development regulations for livable cities. Steinbrueck Urban Strategies provides mission-driven professional consulting services-- complex problem-solving and strategic advice, to clients interested in advancing systems wide approaches to urban sustainability. This may include conducting systems assessments, examining current practices, and recommending change mechanisms to achieve a higher degree of sustainability in planning, development, and infrastructure, and ultimately a lower the carbon footprint.

Peter Steinbrueck is a 2010 Harvard Loeb Fellow. During his academic year, Peter's research focused on the politics, planning, and best practices for advancing urban sustainability among cities in the United States and worldwide. Peter is a Core Member of the Working Group for Sustainable Cities at Harvard University.

Hannah Twaddell, AICP- Transportation

Hannah Twaddell has more than 19 years of experience building consensus and developing plans and studies for local and regional governments. Hannah is skilled at public facilitation, writing and teaching and has led research and training courses on land use and transportation integration for the National Academy of Sciences and FHWA. She served for several years as Assistant Director of the Thomas Jefferson Planning District Commission and for more than a decade as chief staff to the Charlottesville-Albemarle Metropolitan Planning Organization in Charlottesville, Virginia. Hannah is a prolific writer and contributes regularly to "Forward Motion," the transportation planning column for the nationally distributed Planning Commissioners Journal, and is past Newsletter Editor for the Virginia Chapter of the American Planning Association. Hannah has previously served on an SDAT Team in Coos County, Oregon in 2010.

Errin Welty- Market Analysis/Economic Revitalization

Errin Welty is a market analyst at Vierbicher, working with public and private sector clients to create market-based solutions to solve economic and planning issues. Errin has significant planning and real estate experience, having been on staff with downtown organizations in both St. Cloud, MN and Denver, CO, and a founding member of Wheat Ridge 2020, an economic

development organization focused on revitalizing one of Denver's original inner-ring suburbs. She recently relocated to Madison, Wisconsin from Denver, Colorado, where she was manager of Grubb & Ellis' research and marketing department, responsible for real estate and economic forecasting and planning assistance for developer and landlord clients representing a variety of property types.

Joel Mills- AIA Staff

Joel Mills is Director of the American Institute for Architects' Center for Communities by Design. The Center is a leading provider of pro bono technical assistance and participatory planning for community sustainability. Through its design assistance programs, the Center has worked in over 200 communities across 47 states. Its processes have been modeled successfully in the United States and across Europe. In 2010, the Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field.

Joel's 18-year career has been focused on strengthening civic capacity and civic institutions around the world. This work has helped millions of people participate in democratic processes, visioning efforts, and community planning initiatives. In the United States, Joel has worked with dozens of communities in over 25 states, leading participatory initiatives and collaborative processes that have facilitated public-private partnerships and led to hundreds of millions of dollars in new investment. His work has been featured on ABC World News Tonight, Nightline, CNN, The Next American City, Smart City Radio, The National Civic Review, Ecostructure Magazine,The Washington Post, and dozens of other media sources.

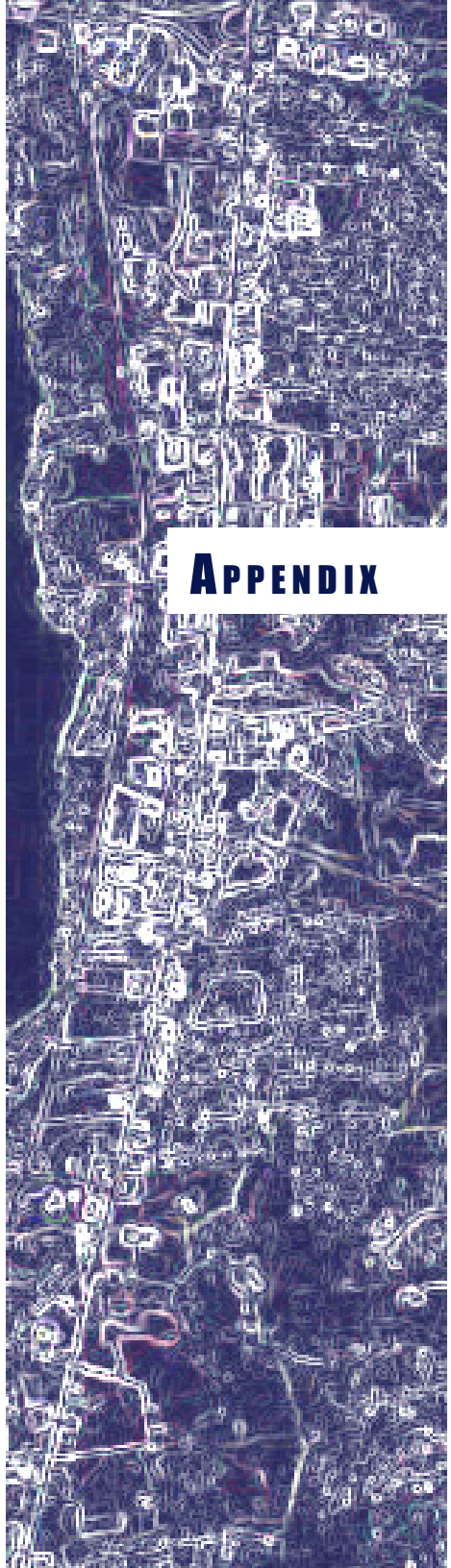
In December 2010, he was elected to the Board of Directors for the IAP2-USA. He is also a member of the International Association of Facilitators (IAF), the American Planning Association, the National Coalition for Dialogue and Deliberation (NCDD), and the Mid-Atlantic Facilitators Network.

Erin Simmons- AIA Staff

Erin Simmons is the Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. Her primary role at the AIA is to provide process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community members to provide technical design assistance to communities across the country. Through its design assistance programs, the AIA has worked in 200 communities across 47 states. In 2010, the Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field.

Erin is a leading practitioner of the design assistance process. Her portfolio includes work in over 45 communities across the United States. A frequent lecturer on the subject of creating livable communities and sustainability, Erin contributed to the

recent publication "Assessing Sustainability: A guide for Local Governments". Prior to joining the AIA, Erin worked as historic preservationist and architectural historian for an environmental and engineering firm in Georgia, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, conducted historic resource surveys, and wrote property nominations for the National Register of Historic Places. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from the University of Georgia.



Appendix

Opportunity Gap by Retail Store Types

Area(s): Drive Time 10.0 minutes

ZIP CENTROID
SHELBURNE, VT 05482

Latitude: 44.388100
Longitude: -73.220800

Retail Stores	2010 Demand (Consumer Expenditures)	2010 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales & Eating, Drinking Places	364,894,093	775,948,868	-411,054,776
Motor Vehicle & Parts Dealers-441	61,465,890	251,759,489	-190,293,599
Automotive Dealers-4411	50,924,072	243,832,505	-192,908,433
Other Motor Vehicle Dealers-4412	4,910,438	2,456,664	2,453,774
Automotive Parts/Accsrs, Tire Stores-4413	5,631,380	5,470,321	161,059
Furniture & Home Furnishings Stores-442	8,552,968	22,214,163	-13,661,195
Furniture Stores-4421	4,728,711	14,614,979	-9,886,268
Home Furnishing Stores-4422	3,824,257	7,599,184	-3,774,927
Electronics & Appliance Stores-443	9,336,500	12,202,296	-2,865,796
Appliance, TVs, Electronics Stores-44311	7,054,099	9,630,684	-2,576,584
Household Appliances Stores-443111	1,547,427	1,841,331	-293,903
Radio, Television, Electronics Stores-443112	5,506,672	7,789,353	-2,282,681
Computer & Software Stores-44312	1,865,946	908,106	957,840
Camera & Photographic Equipment Stores-44313	416,455	1,663,506	-1,247,051
Building Material, Garden Equip Stores -444	39,044,001	59,653,566	-20,609,565
Building Material & Supply Dealers-4441	35,744,505	58,210,913	-22,466,409
Home Centers-44411	15,393,533	40,516,847	-25,123,314
Paint & Wallpaper Stores-44412	810,393	4,486,105	-3,675,713
Hardware Stores-44413	3,431,918	1,239,494	2,192,425
Other Building Materials Dealers-44419	16,108,660	11,968,467	4,140,194
Building Materials, Lumberyards-444191	6,458,011	4,682,236	1,775,775
Lawn, Garden Equipment, Supplies Stores-4442	3,299,496	1,442,653	1,856,843
Outdoor Power Equipment Stores-44421	569,277	304,813	264,464
Nursery & Garden Centers-44422	2,730,219	1,137,839	1,592,379
Food & Beverage Stores-445	45,964,548	106,652,963	-60,688,415
Grocery Stores-4451	41,608,879	88,399,066	-46,790,187
Supermarkets, Grocery (Ex Conv) Stores-44511	39,520,594	83,343,975	-43,823,381
Convenience Stores-44512	2,088,285	5,055,091	-2,966,806
Specialty Food Stores-4452	1,414,795	8,376,237	-6,961,443
Beer, Wine & Liquor Stores-4453	2,940,875	9,877,660	-6,936,785
Health & Personal Care Stores-446	18,935,249	18,245,218	690,031
Pharmacies & Drug Stores-44611	16,270,644	8,621,261	7,649,383
Cosmetics, Beauty Suppls, Perfume Stores-44612	658,306	1,492,912	-834,606
Optical Goods Stores-44613	816,008	1,080,885	-264,877
Other Health & Personal Care Stores-44619	1,190,291	7,050,159	-5,859,868

Opportunity Gap by Retail Store Types

Area(s): Drive Time 10.0 minutes

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Retail Stores	2010 Demand (Consumer Expenditures)	2010 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	29,781,053	31,773,939	-1,992,886
Gasoline Stations With Conv Stores-44711	22,209,121	29,950,034	-7,740,913
Other Gasoline Stations-44719	7,571,932	1,823,906	5,748,026
Clothing & Clothing Accessories Stores-448	18,889,283	24,253,416	-5,364,132
Clothing Stores-4481	13,369,649	17,989,815	-4,620,166
Men's Clothing Stores-44811	884,562	1,770,644	-886,082
Women's Clothing Stores-44812	3,332,710	6,869,034	-3,536,324
Childrens, Infants Clothing Stores-44813	668,586	1,352,793	-684,207
Family Clothing Stores-44814	7,249,061	5,572,227	1,676,834
Clothing Accessories Stores-44815	334,521	518,766	-184,245
Other Clothing Stores-44819	900,209	1,906,351	-1,006,142
Shoe Stores-4482	2,387,013	3,618,416	-1,231,403
Jewelry, Luggage, Leather Goods Stores-4483	3,132,622	2,645,184	487,437
Jewelry Stores-44831	2,915,666	2,313,786	601,880
Luggage & Leather Goods Stores-44832	216,955	331,398	-114,443
Sporting Gds, Hobby, Book, Music Stores-451	8,755,046	28,127,686	-19,372,640
Sporting Gds, Hobby, Musical Inst Stores-4511	5,868,502	19,683,147	-13,814,646
Sporting Goods Stores-45111	3,195,669	13,466,383	-10,270,714
Hobby, Toys & Games Stores-45112	1,732,556	4,364,739	-2,632,183
Sew/Needlework/Piece Goods Stores-45113	382,968	1,298,373	-915,404
Musical Instrument & Supplies Stores-45114	557,307	553,652	3,655
Book, Periodical & Music Stores-4512	2,886,544	8,444,538	-5,557,994
Book Stores & News Dealers-45121	2,074,483	7,146,822	-5,072,339
Book Stores-451211	1,989,161	7,146,822	-5,157,661
News Dealers & Newsstands-451212	85,322	0	85,322
Prerecorded Tape, CDs, Record Stores-45122	812,061	1,297,716	-485,655
General Merchandise Stores-452	49,717,073	60,198,569	-10,481,496
Department Stores Excl Leased Depts-4521	24,704,000	60,192,746	-35,488,746
Other General Merchandise Stores-4529	25,013,073	5,823	25,007,250
Miscellaneous Store Retailers-453	10,113,410	21,916,736	-11,803,327
Florists-4531	749,409	798,024	-48,615
Office Suppls, Stationery, Gift Stores-4532	4,148,984	11,148,195	-6,999,211
Office Supplies & Stationery Stores-45321	2,390,878	7,219,456	-4,828,577
Gift, Novelty & Souvenir Stores-45322	1,758,106	3,928,739	-2,170,633
Used Merchandise Stores-4533	925,118	2,185,261	-1,260,143
Other Miscellaneous Store Retailers-4539	4,289,899	7,785,257	-3,495,358

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SHELBURNE, VT 05482

Latitude: 44.388100
Longitude: -73.220800

Retail Stores	2010 Demand (Consumer Expenditures)	2010 Supply (Retail Sales)	Opportunity Gap/Surplus
Non-Store Retailers-454	26,460,699	79,388,496	-52,927,797
Foodservice & Drinking Places-722	37,878,373	59,562,332	-21,683,959
Full-Service Restaurants-7221	17,050,709	25,270,339	-8,219,630
Limited-Service Eating Places-7222	15,948,380	25,358,847	-9,410,467
Special Foodservices-7223	3,135,522	8,600,527	-5,465,005
Drinking Places -Alcoholic Beverages-7224	1,743,762	332,619	1,411,143
GAFO	99,399,854	158,144,324	-58,744,470
General Merchandise Stores-452	49,717,073	60,198,569	-10,481,496
Clothing & Clothing Accessories Stores-448	18,889,283	24,253,416	-5,364,132
Furniture & Home Furnishings Stores-442	8,552,968	22,214,163	-13,661,195
Electronics & Appliance Stores-443	9,336,500	12,202,296	-2,865,796
Sporting Gds, Hobby, Book, Music Stores-451	8,755,046	28,127,686	-19,372,640
Office Suppls, Stationery, Gift Stores-4532	4,148,984	11,148,195	-6,999,211

Opportunity Gap by Merchandise Line Items

Area(s): Drive Time 10.0 minutes

ZIP CENTROID
SHELBURNE, VT 05482

Latitude: 44.388100
Longitude: -73.220800

Merchandise Lines	2010 Demand (Consumer Expenditures)	2010 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales & Eating, Drinking Places	364,894,093	775,948,868	-411,054,776
Groceries & Other Foods	59,292,873	107,465,130	-48,172,257
Meals & Snacks	30,829,165	50,118,558	-19,289,393
Alcoholic Drinks	1,560,641	1,807,554	-246,913
Packaged Liquor/Wine/Beer	9,568,639	18,560,469	-8,991,830
Cigars, Cigarettes, Tobacco, Accessories	9,905,219	14,290,536	-4,385,317
Drugs, Health Aids & Beauty Aids	29,971,983	51,796,962	-21,824,978
Soaps, Detergents & Household Cleaners	800,224	1,886,449	-1,086,225
Paper & Related Products	3,384,794	4,884,955	-1,500,161
Men's Wear	10,231,999	17,514,424	-7,282,425
Women's, Juniors' & Misses' Wear	15,643,235	29,576,505	-13,933,270
Children's Wear	6,041,932	12,352,085	-6,310,153
Footwear	5,520,773	11,386,003	-5,865,230
Sewing, Knitting & Needlework Goods	757,862	1,900,926	-1,143,065
Curtains, Draperies, Blinds, Slipcovers Etc	4,935,735	10,962,442	-6,026,707
Major Household Appliances	2,567,747	4,701,987	-2,134,240
Small Electric Appliances	658,375	1,134,647	-476,272
Televisions, Video Recorders, Video Cameras	3,089,233	4,687,749	-1,598,516
Audio Equipment, Musical Instruments	4,200,124	6,048,940	-1,848,816
Furniture & Sleep Equipment	8,399,062	21,108,126	-12,709,065
Flooring & Floor Coverings	1,910,121	2,130,403	-220,282
Computer Hardware, Software & Supplies	6,983,728	13,376,795	-6,393,068
Kitchenware & Home Furnishings	7,733,361	13,465,813	-5,732,452
Jewelry	6,379,397	9,100,990	-2,721,593
Books	6,168,307	14,350,528	-8,182,221
Photographic Equipment & Supplies	1,007,035	2,318,555	-1,311,520
Toys, Hobby Goods & Games	5,888,238	10,331,647	-4,443,408
Optical Goods	1,436,883	1,959,653	-522,770
Sporting Goods	6,179,184	13,199,899	-7,020,715
Hardware, Tools, Plumbing, Electrical	2,432,472	2,363,487	68,985
Lumber & Building Materials	1,714,978	1,547,186	167,792
Lawn, Garden, and Farm Equipment & Supplies	4,476,374	6,942,825	-2,466,451
Paint & Sundries	768,777	2,435,791	-1,667,014
Cars, Trucks, Other Powered Transportation	50,725,390	240,406,738	-189,681,348
RVs, Campers, Camping & Travel Trailers	5,296,226	4,967,011	329,214

Opportunity Gap by Merchandise Line Items

Area(s): Drive Time 10.0 minutes

ZIP CENTROID
SHELBURNE, VT 05482

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Merchandise Lines	2010 Demand (Consumer Expenditures)	2010 Supply (Retail Sales)	Opportunity Gap/Surplus
Automotive Fuels	22,136,257	23,039,417	-903,160
Automotive Lubricants	438,225	603,651	-165,426
Pets, Pet Foods & Pet Supplies	3,285,965	5,943,431	-2,657,465
All Other Merchandise	22,573,562	35,280,602	-12,707,041

Consumer Buying Power

Area(s): Drive Time 10.0 minutes

ZIP CENTROID
SHELBURNE, VT 05482

Latitude: 44.388100
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Base: United States

Name	2010 Aggregate Expenditure Estimate	Comp	2015 Aggregate Expenditure Estimate	% Comp	2010 Annual Average per HH	2015 Annual Average per HH	Average Annual Growth (%)	2010 Market Index
TOTAL SPECIFIED CONSUMER EXPENDITURES (USA)	$5,721,781,175,582		$6,396,208,340,439		$49,268	$52,884	2.36%	
Market Area Share of Total USA		.01%		.01%				
TOTAL SPECIFIED CONSUMER EXPENDITURES	$496,246,026	100.00%	$544,546,110	100.00%	$54,066.63	$58,093.49	1.95%	110
FOOD AT HOME	$51,737,972	10.43%	$54,541,753	10.02%	$5,636.92	$5,818.65	1.08%	98
Bakery Products	$5,293,613	1.07%	$5,590,380	1.03%	$576.75	$596.40	1.12%	106
Cereals & Cereal Products	$2,491,358	.50%	$2,619,859	.48%	$271.44	$279.49	1.03%	100
Dairy Products	$5,797,208	1.17%	$6,110,101	1.12%	$631.61	$651.84	1.08%	104
Fresh Milk & Cream	$1,398,937	.28%	$1,470,105	.27%	$152.42	$156.83	1.02%	98
Other Dairy Products	$3,876,129	.78%	$4,091,638	.75%	$422.31	$436.51	1.11%	108
Eggs	$522,142	.11%	$548,358	.10%	$56.89	$58.50	1.00%	93
Fats & Oils	$477,724	.10%	$504,485	.09%	$52.05	$53.82	1.12%	93
Fish & Seafood	$978,682	.20%	$1,042,123	.19%	$106.63	$111.18	1.30%	79
Fruits & Vegetables	$6,093,145	1.23%	$6,440,334	1.18%	$663.86	$687.07	1.14%	91
Juices	$1,568,370	.32%	$1,651,689	.30%	$170.88	$176.21	1.06%	96
Meats (All)	$9,654,779	1.95%	$10,149,196	1.86%	$1,051.90	$1,082.74	1.02%	94
Prepared Foods	$10,175,636	2.05%	$10,729,835	1.97%	$1,108.65	$1,144.68	1.09%	99
Non-Alcoholic Beverages	$5,527,377	1.11%	$5,821,865	1.07%	$602.21	$621.09	1.07%	96
Sugar & Other Sweets	$3,680,081	.74%	$3,881,887	.71%	$400.95	$414.13	1.10%	110
FOOD AWAY FROM HOME & ALCOHOL	$37,305,460	7.52%	$39,573,033	7.27%	$4,064.48	$4,221.75	1.22%	104
Alcoholic Beverages	$9,711,230	1.96%	$10,283,955	1.89%	$1,058.05	$1,097.12	1.18%	103
Alcoholic Beverages At Home	$8,349,436	1.68%	$8,833,810	1.62%	$909.68	$942.41	1.16%	103
Alcoholic Beverages Away From Home	$1,361,794	.27%	$1,450,145	.27%	$148.37	$154.70	1.30%	105
Food Away From Home	$27,594,230	5.56%	$29,289,077	5.38%	$3,006.43	$3,124.63	1.23%	104
Lunch	$7,225,062	1.46%	$7,648,402	1.40%	$787.18	$815.95	1.17%	107
Dinner	$11,029,769	2.22%	$11,726,962	2.15%	$1,201.71	$1,251.06	1.26%	103
Breakfast & Brunch	$2,268,917	.46%	$2,404,473	.44%	$247.20	$256.51	1.19%	102
DAY CARE, EDUCATION & CONTRIBUTIONS	$45,738,448	9.22%	$49,193,752	9.03%	$4,983.26	$5,248.11	1.51%	137
All Day Care	$3,181,107	.64%	$3,484,956	.64%	$346.59	$371.78	1.91%	101
Contributions (All)	$19,069,527	3.84%	$20,451,471	3.76%	$2,077.65	$2,181.81	1.45%	145
Education	$23,487,814	4.73%	$25,257,325	4.64%	$2,559.03	$2,694.51	1.51%	138
Room/Board	$2,076,314	.42%	$2,119,222	.39%	$226.22	$226.08	.41%	172
Tuition/School Supplies	$21,411,500	4.31%	$23,138,104	4.25%	$2,332.81	$2,468.43	1.61%	135
Health Care	$44,079,887	8.88%	$49,352,727	9.06%	$4,802.56	$5,265.07	2.39%	99

Consumer Buying Power

Area(s): Drive Time 10.0 minutes

ZIP CENTROID
SHELBURNE, VT 05482

Latitude: 44.388100
Longitude: -73.220800

Base: United States

Name	2010 Aggregate Expenditure Estimate	Comp	2015 Aggregate Expenditure Estimate	% Comp	2010 Annual Average per HH	2015 Annual Average per HH	Average Annual Growth (%)	2010 Market Index
Medical Services	$22,931,757	4.62%	$25,683,468	4.72%	$2,498.44	$2,739.97	2.40%	113
Drugs	$19,282,474	3.89%	$21,583,372	3.96%	$2,100.85	$2,302.57	2.39%	86
Medical Supplies	$1,865,656	.38%	$2,085,887	.38%	$203.27	$222.53	2.36%	106
HOUSEHOLD FURNISHINGS & APPLIANCES	$26,694,045	5.38%	$29,971,958	5.50%	$2,908.35	$3,197.48	2.46%	115
Furniture	$7,812,872	1.57%	$8,804,902	1.62%	$851.22	$939.33	2.54%	119
Bedroom Furniture	$2,002,287	.40%	$2,256,962	.41%	$218.15	$240.78	2.54%	116
Living/Dining Room Furniture	$3,572,629	.72%	$4,033,436	.74%	$389.24	$430.30	2.58%	119
Other Furniture	$2,118,329	.43%	$2,383,854	.44%	$230.79	$254.32	2.51%	121
Household Textiles	$5,093,685	1.03%	$5,690,886	1.05%	$554.96	$607.12	2.34%	114
Domestic Textiles	$4,025,812	.81%	$4,494,488	.83%	$438.62	$479.48	2.33%	113
Window & Furniture Covers	$1,067,873	.22%	$1,196,398	.22%	$116.35	$127.63	2.41%	116
Major Household Appliances	$2,563,869	.52%	$2,890,564	.53%	$279.34	$308.37	2.55%	110
Miscellaneous Household Equipment	$4,968,333	1.00%	$5,540,179	1.02%	$541.31	$591.04	2.30%	114
Small Appliances & Housewares	$6,255,286	1.26%	$7,045,426	1.29%	$681.52	$751.62	2.53%	113
HOUSING RELATED & PERSONAL	$75,171,649	15.15%	$81,794,511	15.02%	$8,190.05	$8,726.04	1.76%	111
Housing Expenses	$43,326,362	8.73%	$46,959,056	8.62%	$4,720.46	$5,009.71	1.68%	109
Fuels & Utilities	$23,832,159	4.80%	$25,363,679	4.66%	$2,596.54	$2,705.86	1.29%	110
Telephone Services	$10,462,248	2.11%	$11,361,414	2.09%	$1,139.88	$1,212.06	1.72%	102
Household Repairs	$4,880,508	.98%	$5,348,759	.98%	$531.74	$570.62	1.92%	113
Household Services	$5,473,156	1.10%	$6,046,793	1.11%	$596.31	$645.09	2.10%	99
Housekeeping Supplies	$3,482,161	.70%	$3,835,844	.70%	$379.39	$409.22	2.03%	103
Personal Expenses & Services	$18,009,463	3.63%	$19,604,058	3.60%	$1,962.15	$2,091.41	1.77%	120
PERSONAL CARE & SMOKING PRODUCTS	$19,196,413	3.87%	$21,138,866	3.88%	$2,091.47	$2,255.15	2.02%	103
Personal Care Products & Services	$10,553,285	2.13%	$11,561,620	2.12%	$1,149.79	$1,233.42	1.91%	106
Personal Care Services	$4,180,122	.84%	$4,586,848	.84%	$455.43	$489.34	1.95%	98
Smoking Products & Supplies	$8,643,128	1.74%	$9,577,246	1.76%	$941.68	$1,021.72	2.16%	100
Pet Expenses	$5,310,777	1.07%	$5,954,364	1.09%	$578.62	$635.23	2.42%	106
SPORTS & ENTERTAINMENT	$59,016,816	11.89%	$72,767,898	13.36%	$6,429.96	$7,763.05	4.66%	121
Photographic Equipment/Supplies	$1,137,361	.23%	$1,476,512	.27%	$123.92	$157.52	5.96%	117
Reading Materials	$5,123,169	1.03%	$5,645,480	1.04%	$558.18	$602.27	2.04%	131
Sports & Recreation	$16,887,616	3.40%	$21,230,324	3.90%	$1,839.93	$2,264.90	5.14%	122
Sports Equipment	$10,172,893	2.05%	$13,270,942	2.44%	$1,108.35	$1,415.78	6.09%	130
Travel	$22,383,879	4.51%	$24,221,578	4.45%	$2,438.75	$2,584.02	1.64%	123

Consumer Buying Power

Area(s): Drive Time 10.0 minutes

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Latitude: 44.388100
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Base: United States

Name	2010 Aggregate Expenditure Estimate	Comp	2015 Aggregate Expenditure Estimate	% Comp	2010 Annual Average per HH	2015 Annual Average per HH	Average Annual Growth (%)	2010 Market Index
TV, Radio & Sound Equipment	$7,323,099	1.48%	$10,816,755	1.99%	$797.86	$1,153.96	9.54%	108
Computers, Software and Accessories	$6,161,691	1.24%	$9,377,248	1.72%	$671.32	$1,000.39	10.44%	119
TRANSPORTATION & AUTO EXPENSES	$95,286,103	19.20%	$100,617,802	18.48%	$10,381.54	$10,734.15	1.12%	108
Automotive Maintenance/Repair/Other	$18,104,710	3.65%	$18,470,155	3.39%	$1,972.53	$1,970.44	.40%	99
Gasoline	$19,161,958	3.86%	$18,637,999	3.42%	$2,087.72	$1,988.35	-.55%	102
Diesel Fuel	$153,767	.03%	$149,902	.03%	$16.75	$15.99	-.50%	99
Motor Oil	$382,385	.08%	$370,332	.07%	$41.66	$39.51	-.63%	96
Other Transportation	$1,080,672	.22%	$1,114,264	.20%	$117.74	$118.87	.62%	119
Vehicle Purchases & Leases	$48,883,525	9.85%	$51,719,706	9.50%	$5,325.92	$5,517.58	1.16%	110
New Automobiles/Trucks/Vans	$26,114,015	5.26%	$26,719,608	4.91%	$2,845.15	$2,850.51	.46%	114
Used Vehicles	$18,148,110	3.66%	$17,777,088	3.26%	$1,977.26	$1,896.50	-.41%	99
Boats and Recreational Vehicle Purchase	$4,621,399	.93%	$7,223,011	1.33%	$503.51	$770.57	11.26%	141
Rented Vehicles	$2,897,687	.58%	$2,932,434	.54%	$315.71	$312.84	.24%	144
TOTAL APPAREL	$40,432,558	8.15%	$45,852,940	8.42%	$4,405.18	$4,891.70	2.68%	112
Women Apparel	$13,650,025	2.75%	$15,486,144	2.84%	$1,487.19	$1,652.10	2.69%	115
Men Apparel	$8,928,269	1.80%	$10,259,228	1.88%	$972.75	$1,094.48	2.98%	119
Girl Apparel	$2,494,260	.50%	$2,808,812	.52%	$271.75	$299.65	2.52%	95
Boy Apparel	$1,768,274	.36%	$2,004,163	.37%	$192.66	$213.81	2.67%	96
Infant Apparel	$1,009,554	.20%	$1,150,042	.21%	$109.99	$122.69	2.78%	96
Footwear (Excl Infants)	$4,817,332	.97%	$5,537,248	1.02%	$524.85	$590.73	2.99%	103
Other Apparel Products & Services	$7,764,844	1.56%	$8,607,303	1.58%	$845.99	$918.25	2.17%	119