



Randolph Region Re-Energized



Report and Action Plan ~ January 2020



Vermont Council on Rural Development

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I. Introduction

Right at the heart of Vermont, Randolph is a small town whose influence far exceeds its size. Area residents have a fierce sense of loyalty and a willingness to step up for their community. As the hub of a rural county, Randolph hosts many treasured community institutions including Randolph Union High School, Randolph Technical Career Center, Gifford Medical Center, Vermont Technical College, Randolph Area Community Development Corp, Kimball Library, and the Chandler Center for the Arts. It also boasts many private employers including LED Dynamics, Freedom Foods, Applied Research, and Vermont Castings. It has a compact and densely settled downtown core surrounded by rural neighborhoods and agricultural and forest lands. It is home to great outdoor recreation opportunities, many facilitated by the local trails organization RASTA.

The Randolph Region Re-Energized process, commonly known as R3, was catalyzed in no small part because community members shared a deep concern about their downtown. A key anchor, Belmains Department Store, had closed and there was worry about how to maintain a vibrant and attractive center to the community. These concerns in part contributed to the decision to apply for the Climate Economy Model Communities Program. From the very beginning, as the Superintendent of Schools, Town Manager, leaders from the College and the Hospital and many other key area residents came together, Randolph showed a powerful sense of unity and cohesiveness. There was a clear sense of purpose and desire to act together to preserve and improve this great Vermont town.

As reflected by the name, this process extended beyond the borders of Randolph. The adjacent towns of Braintree and Brookfield both have strong ties to Randolph and the residents of all three communities have been active in the R3 process and will be active in carrying the work forward.

Randolph Region Re-Energized was part of the Vermont Council on Rural Development's Climate Economy Model Communities Program. A strong team from Randolph came together to apply for the program, and in a competitive process was selected as a participant in 2018. The Model Communities Program is designed to help communities build and implement priority actions that increase economic vitality and affordability in a time of climate change. The goal is to help communities model change by implementing energy efficiency, transportation system transformation, renewable energy generation, working lands development, and entrepreneurship and business incubation to spur economic progress.

Modeled on VCRD's Community Visits, the public engagement process for the Model Communities Program is designed to reach into all corners of a community to mobilize a wide mix of participants. Over the course of the initial four-month phase, the community rallies together to brainstorm, prioritize, and develop action plans. Partners take part as visiting and resource teams to inform the action planning process and then provide support to local task forces as they shift into implementation.

In Randolph, the outcome of this community conversation was a focus on four key priorities and the gathering of four task forces that came together to move those priorities forward. The task forces of R3 for the past year have been working to:

- **Reduce Municipal and School Costs through Energy Efficiency and Renewable Energy Projects**
- **Attract and Support Climate Economy Businesses and Entrepreneurs and Strengthen Downtown Randolph**
- **Attract More Visitors to the Randolph Region**
- **Maximize Energy Savings Opportunities for Homes and Businesses**

Since the R3 process kicked off in the spring of 2018, tremendous effort has been contributed by participants and partners. Important steps forward have been made with real accomplishments and lessons learned. The task forces that comprise the R3 initiative are carrying the momentum forward.

R3 was only possible because of the participation and support of many working locally and a strong group of partners. The leadership and initiative of Gary Dir, John Lutz and the applicant team that rallied together to

apply was responsible for bringing the Model Communities Program to Randolph. With the support of the Randolph Select Board, Gary, John and the team assembled a compelling application and made a very strong case for participation. After application review and a community interview, Randolph was the strongest candidate for participation in the program in 2018.

Early on in the process, VTC President Pat Moulton agreed to serve as the Community Chair of R3. Pat provided the perfect balance of charisma, experience, diplomacy, and can-do attitude that this role demanded. She was also very generous in sharing the resources of the College. The College and the Town of Randolph are fortunate to have such a community-minded leader with deep economic development experience at the helm of Vermont Technical College.

The four months of public engagement and outreach that launched R3 required multi-faceted support from all corners of Randolph. A first key step was the convening of a core team responsible for naming the process, planning the kick-off, and broadcasting an invitation far and wide to maximize participation. This planning team was supremely effective with their outreach, spreading the word far-and-wide about the kick-off and using every means available to raise the visibility of the R3 process.

The kick-off included 7 different forums, a pitch session and a community meal occupying an afternoon and evening on April 10. The Town of Randolph, the Chandler Center for the Arts, and downtown building owner Sam Sammis generously provided meeting space and the Randolph Union High School hosted dinner and the evening forums. Chef Ryan O'Malley and Randolph Technical Career Center students provided a delicious meal for participants. 23 visiting team members (listed later in this report) travelled to Randolph to listen to community members and provide reflections.

The community came back together each month after the kick-off, first to select priorities and then to launch task forces to develop and implement action plans. The High School generously hosted the community meeting and the Chandler hosted the launch of the task forces. A resource team of facilitators and experts joined each task force as they built action plans and identified the resources they would need to achieve success.

85 local citizens signed up to serve on the four task forces that made up R3 and local leaders stepped forward to guide the work of those groups. The volunteers serving on each of those groups and particularly the chairs have put in countless hours over the course of R3 as they worked to implement the ideas prioritized by community members. Damian DiNicola, Peter Reed, Jay Hooper, John Lutz, Gary Dir, and Pat Moulton all deserve recognition. The unwavering commitment of this group is a source of inspiration to all who have had the opportunity to work with them. All of these leaders share a deep commitment to their local community and a strong belief that an active group of committed citizens can accomplish big things.

Efficiency Vermont, a key partner, deserves special recognition given their ongoing commitment to the work of the R3 task forces. They dedicated tremendous time and resources to the task force focused on home and business energy use. Efficiency Vermont staff Paul Markowitz and Brad Long spent countless hours with the task force as they worked to implement their action plan. And local resident and Efficiency Vermont staff person Walter Scott was invaluable, both as a task force member and as the local staff person who performed dozens of free home and business energy visits. Efficiency Vermont staff also deserves acknowledgment for their work with Kimball Library, providing a free walk-through and some hand-holding as library Director Amy Grasmick considers the best approaches to reduce energy usage at the library.

The Climate Economy Model Communities Program is made possible thanks to the financial support of VLITE, Jane's Trust Foundation, High Meadows Fund, and Northfield Savings Bank. Thank you to each of these funders for making this important work possible.

III. Vision for the Randolph Region's Future

The R3 Vision was generated from brainstormed vision statements that were shared during Model Community meetings and supported by participants through a paper and online survey. The R3 Chairs worked to distill the statements and survey results into a cohesive vision for a vibrant future for the region. Each R3 Task Force also reviewed the vision and shared input.

What Is Randolph Region Re-energized?

We share a passion for making the Randolph Region a successful and sustainable rural community that is resilient to global climate change by unifying our deep commitment to community, economic vitality and environmental stewardship.

Our Vision

- ❖ A strong, inclusive, accepting community, with healthy and affordable homes, delicious food, vibrant downtown, successful businesses, robust traditions of agriculture and natural resource stewardship, diverse artistic and cultural experiences, a multitude of outdoor recreational opportunities, ample childcare options and highly regarded education and health care systems.
- ❖ A community where all people are proud to live, work, play, conduct business, innovate and seek knowledge.
- ❖ A place where we take care of ourselves and others, welcome diversity and treat everyone with respect.
- ❖ A town that supports local businesses and schools.
- ❖ A culture that honors traditions of self-sufficiency and independence without sacrificing participation in larger state, national and global communities.
- ❖ A society working to develop and enhance a healthy ecosystem of public and private institutions working together to create and maintain great jobs while minimizing our impact on the environment.
- ❖ In short, a place that current and future generations are excited to visit and proud to call home.

II. The Process

The Climate Economy Model Communities Project begins with a 4-step process to engage a broad swath of the community in gatherings to brainstorm, prioritize, and plan for local climate economy initiatives.



Planning Committee Meeting: March 8, 2018

On March 8, 2018, 25 local residents gathered at the Randolph Town Offices to plan for the launch of the Model Communities effort. This group came up with a name for the process, the Randolph Region Re-Energized (R3), and helped to plan the kick-off. They decided on forum topics, meeting locations, dinner plans, and an invitation process. Through calls, e-mails, flyers and face-to-face conversations, this team worked hard to promote the kick-off.

The Planning Committee included Perry Armstrong, Tom Ayres, Adolfo Bailon, Damian DiNicola, Gary Dir, John Farrow, Zac Freeman, Faith Hester-Reyes, Jay Hooper, Miles Hooper, Julie Iffland, Ben Jickling, Paul Kendall, John Lutz, Patricia Moulton, Sarah Natvig, Ramsey Papp, Chris Recchia, Sharon Rives, Chris Rivet, Chris Sparadeo, Ruth Tucker, and Camden Walters.



Kick-Off Forums and Community Dinner: April 10, 2018

R3 kicked off with a series of six brainstorming forums at locations downtown and then moved to the High School for a community dinner, and a combined pitch session and brainstorming forum. At the forums, over 350 action ideas were generated by the nearly 200 different people who participated. 17 visiting team members participated, learning more about Randolph and providing reflections to the community. Downtown forums were hosted at 2 Main Street, the Chandler Center for the Arts, and the town offices. The community dinner was prepared by Chef Ryan O'Malley and students from the Regional Technical and Career Center.

Visiting Team members included: Maura Adams, *Program Director*, Northern Forest Center; Ted Brady, *Deputy Secretary*, VT Agency of Commerce & Community Development; Ben Doyle, *Community Development Specialist*, USDA Rural Development; Elizabeth Gamache, *Vice President of Grants & Community Investments*, Vermont Community Foundation; Lucy Gibson, *Professional Engineer*, Dubois and King; Peter Gregory, *Executive Director*, Two Rivers-Ottawaquechee Regional Commission; Robert Haynes, *Executive Director*, Green Mountain Economic Development Corp; Gary Holloway, *Downtown Program Coordinator*, VT Department of Housing and Community Development; Paul Markowitz, *Program Manager*, VT Energy Investment Corp; Kevin McCollister, *Managing Partner*, Catamount Solar; Haley Pero, *Outreach Specialist*, Office of U.S. Senator Bernie Sanders; Chris Saunders, *Field Representative*, Office of Senator Patrick Leahy; Rita Seto, *Senior Planner*, Two Rivers-Ottawaquechee Regional Commission; Kate Stephenson, *Co-Owner*, Helm Construction Solutions; Megan Sullivan, *Business Liaison*, Office of Congressman Welch; Kevin Wiberg, *Philanthropic Advisor for Community Engagement*, Vermont Community Foundation; Paul Zabriskie, *Weatherization Director*, Capstone Community Action.



Community Meeting: May 7, 2018

After the kick-off, all of the brainstormed ideas were distilled into 12 key areas of action. About 80 citizens gathered at the High School on May 7 to narrow the list of priorities for community action. A survey was also distributed to gauge community interest in home and business energy offerings. After lively dialogue and a round of dot-voting, 4 key action ideas emerged as the key priorities of R3. As participants filtered out of the meeting, they signed up for task forces that would convene to move these priorities forward.



Resource Meeting and Task Force Launch: June 11, 2018

On June 11 at the Chandler, community members, facilitators, and resource team members gathered to form task forces, develop action plans, and identify resources to implement the new priorities of R3. After intense 90 minute sessions, everyone gathered to hear reports from each group about their plans and resources needed to make them a reality. From here forward, all action of R3 was focused at the task force level.

Resource Team Members included: Paul Costello, *Executive Director*, Vermont Council on Rural Development; Ted Brady, *Deputy Secretary*, Agency of Commerce and Community Development; Catherine Craig, *Lead*, Vermont Green Business Program, Environmental Assistance Office, VT Department of Environmental Conservation; Ben Doyle, *Community and Economic Development Director*, USDA Rural Development; Stephanie Bonin, *Executive Director*, Downtown Brattleboro Alliance; Alex Depillis, *Senior Agricultural Development Coordinator*, VT Agency of Agriculture, Food & Markets; Elizabeth Gamache, *Vice President for Grants and Community Investments*, Vermont Community Foundation; Bob Haynes, *Director*, Green Mountain Economic Development Corps; Gary Holloway, *Executive Director*, VT Department of Housing and Community Affairs; Dan Kinney, *Catamount Solar*; Sandy LaFlamme, *Senior Energy Consultant*, VT Energy Investment Corp.; Paul Markowitz, *Program Manager*, Efficiency Vermont; Kevin McCollister, *Co-founder*, Catamount Solar; Jeff Monder, *New Product Development*, Green Mountain Power; Heather Pelham, *Chief Marketing Officer*, State of Vermont Dept. of Tourism and Marketing; Kate Stephenson, *Montpelier Energy Action Committee and Helm Construction Solutions*.



IV. The Priorities

Determined by residents from the Randolph Region Re-Energized area at the VCRD Prioritization Meeting, May 7, 2018

Proving that those who live, work and raise their families in a community are best qualified to understand its needs and potential, community members whittled down a list of 12 issues through discussion, reasoned arguments, and thoughtful reflection. In the end, voting with colored dots, over 75 participants chose action ideas that offer opportunities to enhance existing resources, and to strengthen the region through exciting new ventures. Residents concluded the meeting by signing up for Task Forces in the selected areas.

Residents formed four task forces for future action:

► Reduce Municipal and School Costs through Energy Efficiency and Renewable Energy Projects

Energy costs, for lighting, heating and cooling buildings, transportation, and wastewater treatment represent significant annual expenditures for the schools and municipalities in the Randolph region. These costs are paid by local property taxes. A task force could come together to consider ways that towns and schools could generate more of their own power, to evaluate municipal and school energy usage and to implement creative projects to reduce that usage and associated costs. An added impact of this work is the educational benefits, particularly for school-related projects.

► Attract and Support Climate Economy Businesses and Entrepreneurs and Strengthen Downtown Randolph

Like many communities, the Randolph region is a place that strives to attract and keep young people and to retain and grow great businesses and employment opportunities. A vibrant downtown in Randolph is central to these efforts. A new task force could unify and provide focus to economic development activities in Randolph and surrounding towns and work to revitalize Randolph's downtown. Economic development activities might include business recruitment, development of new co-working, incubator or maker spaces, infrastructure to support new businesses in town, and other actions that make the region more enticing to entrepreneurs and small business people. For downtown, the task force could join together with RACDC (that leads the Designated Downtown Program) and other partners to develop a unified game plan. The group could deploy multiple strategies including beautification, improving downtown infrastructure, creating events, marketing the community, and working with building owners and potential tenants, all with the goal of cultivating a thriving core to the region.

► Attract More Visitors to the Randolph Region

The Randolph region has a long list of assets to capitalize on for enticing visitors including a great arts scene, awesome outdoor recreation opportunities, Amtrak, a multitude of small farms and food producers, and a picturesque landscape. At the same time, there are gaps that limit visits including very limited lodging and the lack of a cohesive brand or marketing effort. A new task force could focus on realizing the economic potential of environmentally sensitive tourism while branding the area as a climate economy destination.

► Create Savings Opportunities for Homes and Businesses through Energy Efficiency, Energy Transformation, and Renewable Energy Generation

With partners like Efficiency Vermont and Green Mountain Power, the R3 program provides a great opportunity to increase awareness and participation in energy efficiency, energy transformation and renewable energy generation opportunities for homes and businesses. This task force will work with utilities and other partners to plan and implement targeted program for homes and businesses in the community.

Other Key Opportunities identified by the community:

Along with the four chosen priorities, the key opportunities listed below reflect other potential ideas for action that community members shared at the Kick-Off Forums. Though these opportunities weren't chosen as priority projects through this process, community members may find the list useful as they look to expand on current projects or take on new ones.

Develop a Regional Farm and Food Network

The Randolph region is home to a growing number of small farms and food producers, and parts of this sector are thriving at a time when other parts of the economy are struggling. A new task force could focus on uniting the diverse agriculture and food sectors in the region with the goal of developing shared resources including equipment, storage and processing facilities, distribution, land access, farm to plate efforts and marketing. Use of organics for compost and energy production could also be explored by this group.

Improve Access to High Quality Internet

High speed internet connectivity is essential for communities looking to thrive in the 21st century economy. A task force could convene to evaluate the availability of current internet offerings in the Randolph region and to develop and implement plans to supplement those offerings with the goal of achieving universal broadband access. This task force could also focus on developing a downtown wi-fi zone in Randolph.

Make the Randolph Region a Great Place for Walking and Biking

Biking and walking are affordable and healthy ways to get around, and for some who don't own a car or can't drive, they are often the only option. Visitors to Vermont also are drawn to places with great outdoor recreational opportunities. A task force could work to improve physical infrastructure, provide better education, and take other actions to make walking and biking easier, safer, and more enjoyable in the Randolph region. It could also market the region as a phenomenal hub for biking and other outdoor recreation.

Engage and Support Area Youth

The youth of the Randolph region are a great source of creativity, inspiration and work for progress. Many young people could benefit greatly from additional support and community engagement. Targeted efforts could be made to engage younger members of the community in efforts to tackle climate change and to contribute to various aspects of civic, social service, and business activity in the region. A task force, ideally including many young people, could be established to develop different avenues for youth/community engagement and mentoring.

Make Randolph a Hub for Electric Transportation

Lower purchase prices, low operating costs, and increased range have made electric vehicles a viable option for Vermonters buying new and used cars. The trajectory of growth in electric vehicle registrations indicates that a rapidly increasing number of local residents and visitors will be in all-electric vehicles and will need access to charging infrastructure. A working group could convene to increase the availability of electric vehicle charging at both public and private locations in the community. The group can also develop strategies to promote and incentivize ownership of electric vehicles and to make them accessible to all socio-economic sectors in the community. This group could also explore electrification of transit, school buses and other vehicle fleets.

Build the Workforce of the Future

As the home to Vermont Technical College, the High School, Randolph Technical and Career Center, and many great employers and current and future employees, the Randolph region has the potential to be a statewide hub for developing workers who will find great opportunity in the climate economy. Strengthening this hub would help to attract and retain young people, help employers with their workforce needs, and take full advantage of the employers and institutions in the Randolph region. A task force could come together to coordinate workforce training activities and to help match potential employees with available positions in the region. Mentoring, internships, and community and business-based learning could also be a focus of this effort.

Heat Locally with a Biomass District Heating Project

Wood and other biomass represent an abundant local energy source, and when used with modern equipment provides an efficient way to heat buildings. A task Force could build on the work that has happened previously in Randolph to develop and implement a plan for a district heating plant in the downtown.

Improve Transportation Options in the Randolph Region

Transportation represents a significant portion of household budgets and Vermont's carbon emissions. Providing alternatives to the car is also important for young people, seniors, and others who don't drive. As technology has advanced, providing flexible transportation in rural places is within reach. At the same time, for a town of its size, Randolph is fortunate to have a great transportation provider like Stagecoach. Working closely with Stagecoach, a committee could chart a course towards the goals of increasing ridership on existing transit and developing other flexible options for better service, both for local trips and longer ones.

V. Task Force Action Plans

Resource Meeting, November 16, 2017

Randolph Region Re-Energized Climate Economy Initiative Task Forces are comprised of community members and an appointed chairperson. At the Resource Meeting, committee members worked closely with a facilitator and small visiting resource teams to develop step-by-step action plans and a list of human and financial resources to help achieve their goals. This phase of the program marks the time when residents truly take ownership of the work, and begin the exciting process of turning ideas into action.

► Reduce Municipal and School Costs through Energy Efficiency and Renewable Energy Projects

Task Force Chair: John Lutz

Resource Team Members: Paul Costello, *Executive Director*, Vermont Council on Rural Development
Dan Kinney, *Catamount Solar*
Sandy LaFlamme, *Senior Energy Consultant*, VT Energy Investment Corp.
Kate Stephenson, *Montpelier Energy Action Committee and Helm Construction Solutions*

Task Force Signups: Jesse Davis, Amy Grasmick, Don Hooper, Robert Jackson, Mark Kelley, John Lutz, Susan Mills, Patricia Moulton, Sharon Rives, Adam Wiggett

Energy costs, for lighting, heating and cooling buildings, transportation, and wastewater treatment represent significant annual expenditures for the schools and municipalities in the Randolph region. These costs are paid by local property taxes. A task force could come together to consider ways that towns and schools could generate more of their own power, to evaluate municipal and school energy usage and to implement creative projects to reduce that usage and associated costs. An added impact of this work is the educational benefits, particularly for school-related projects.

Priority Action Steps

1. The Task Force set its first priority to assess current energy systems, evaluate efficiencies and set goals for progress in three steps:
 - a. Develop the total list of energy expenditures for public buildings in the three communities, including libraries, fire houses, schools, and the Chandler;
 - b. Conduct energy audits on heat and AC, electric usage, and transportation.
 - c. And work with the municipal, school and community partners to set goals for reductions, efficiencies and shifts to clean energy sources.
2. The Task Force set a goal to power public buildings with solar. It will begin its efforts to expand solar by auditing town properties that could have solar potential, find preferred sites, evaluate land at the dump and other sites, consider rooftops, plan for battery storage, and consider ways to proof solar against potential surges.
3. The team set the goal to evaluate the wood heat potential for public buildings (and to evaluate the current heating system for the high school).
4. The group agreed to work with Stagecoach to explore the opportunity to adjust and coordinate bus routes to provide rides to students, with potentially significant savings to schools and taxpayers.

Additional Potential Action Steps

- The Group considered the opportunity to explore efficiency in collective procurement of supplies and disposal of waste and compostables in a collective system.
- It considered the potential to advance Green Gas Cards (developed by an area youth and now developing as a national system) to credit contributions to green enterprises with fill ups at the pump.
- The group played with the idea of developing the first work out gym that employed machines that gathered and stored electricity from exercise.
- The Group proposed that the Randolph Region Re-Energized Project should work with municipalities and schools to identify sites and build charging stations at key sites downtown, for public buildings and for lead employers and should seek VW Settlement funds to do so. *This Task Force recommends this work for the Downtown and Business Development Task Force!*

Resources:

1. Randolph Community Solar business partners (installers) and Solar Developers (who invest capital and finance deals)—preferably local
2. Two Rivers-Ottawaquechee Regional Commission for help with solar site planning
3. Efficiency Vermont; and especially its Retro-Commissioning program for building efficiency
4. Green Mountain Power
5. Liaison to the school systems (the Superintendent) and Municipalities (Select Boards and Randolph Town Manager)
6. VW settlement money
7. Wood business leaders and Vermont Department of Forests Parks and Recreation staff.
8. Stagecoach
9. VELCO—the Vermont grid company
10. Vermont Technical College, faculty and student volunteers
11. Vermont Economic Development Authority
12. VLITE- a potential funding partner
13. Preservation Trust of Vermont, when dealing with older buildings and upgrades
14. The Vermont Community Foundation and the High Meadows Fund
15. Local Banks, especially Northfield Savings, and the Vermont State Employees Credit Union
16. The Energy Action Network Dashboard
17. Kate Stephenson of the Montpelier Energy Committee offered to share their spreadsheet evaluation tools.



Progress Report

John Lutz stepped forward to serve as chair of this task force. The group met consistently in the fall of 2018 and spring of 2019. As an initial action step, the group reached out to many public and non-profit institutions in Randolph to establish a connection, introduce the task force, and gather energy usage data (See chart below). The group also facilitated a connection and walk-throughs provided by staff at Efficiency Vermont for Randolph Union High School, the Chandler Center for the Arts, and Kimball Library. These visits resulted in recommendations and various levels of follow-up. With support from Efficiency Vermont, Kimball Library commissioned a full energy-audit and is continuing to move forward with energy saving recommendations based on the audit.



The Task Force worked with both the Town of Randolph and the Supervisory Union to consider options for solar. The Task Force facilitated a connection between the town and the school to explore the possibility of the school taking advantage of electricity generated by a solar project hosted on the site of the town landfill. As of this report the supervisory union is still exploring different options for going solar.

Strong connections were formed with the town and the school system. These relationships will continue to be important as both institutions consider improvements to their buildings and other energy-savings opportunities.

To bring their work to a close, this task force joined with the task force focused on home and business energy opportunities to develop a forward-looking action plan.

The following annual electric, heating, and transportation fuel cost data was collected by the task force throughout 2018.

Institution/Organization	Contact	Energy Audit	Electricity	Heating	Transport.
Town of Braintree	Holly Jarvis	Yes	\$ 3,000	\$ 6,800	\$ 40,000
Town of Brookfield	Teresa Godfrey	Yes	\$ 3,375	\$ 2,604	
Randolph Wastewater Dept.	Adolfo Bailon	Yes	\$ 110,090	\$ 46,500	\$ -
Braintree Elementary School	Chris Chambers		\$ 17,045		
Brookfield Elementary School			\$ 19,241		
Randolph Elementary School			\$ 44,237		
Randolph Union High School			\$ 189,330		
Randolph Technical Career Center					
Vermont Technical College	Patricia Moulton		\$ 596,000	\$ 557,000	\$ 65,000
Chandler Center for the Arts					
Kimball Library	Amy Grasmick	Yes	\$ 4,400	\$ 2,800	
Randolph Fire Department	Jay Collette		\$ 3,500		
Randolph Center Fire Department	Tim Angel		\$ 1,800	\$ 2,800	\$ 1,200
East Randolph Fire Department	Kevin Taylor	Yes	\$ 3,000		

► Attract and Support Climate Economy Businesses and Entrepreneurs and Strengthen Downtown Randolph

Co-Chairs: Damian DiNicola and Peter Reed

Resource Team Members: Ted Brady, *Deputy Secretary*, Agency of Commerce and Community Development
Elizabeth Gamache, *Vice President for Grants and Community Investments*, Vermont Community Foundation

Bob Haynes, *Director*, Green Mountain Economic Development Corps

Gary Holloway, *Executive Director*, VT Department of Housing and Community Affairs

Catherine Craig, *Lead*, Vermont Green Business Program, Environmental Assistance Office, Dept. of Environmental Conservation

Task Force Signups: Daniel Bennett, Josie Carothers, Tim Caulfield, Jesse Davis, Damian DiNicola, Gary Dir, John Farrow, Kristen Gage, Roger Glovsky, Larry Hart, Calley Hastings, Sonny Holt, Allison Hooper, Sam Hooper, Julie Iffland, Sarah Jackson, Ben Jickling, Jonathan Kill, Gretchen Linton, Mark MacDonald, Alissa Matthews, Thomas Milke, Jim Morrill, Karen Odat, Cameron Pattison, Harvey Porter, Chris Recchia, Peter Reed, Irene Rich, Mary Richter, Larry Satcowitz, Elizabeth Templeton, Ruth Tucker, Anne Walker, Jerry Ward, Susan Westbrook, Adam Wiggett, Ben Wright

Like many communities, the Randolph region is a place that strives to attract and keep young people and to retain and grow great businesses and employment opportunities. A vibrant downtown in Randolph is central to these efforts. A new task force could unify and provide focus to economic development activities in Randolph and surrounding towns and work to revitalize Randolph's downtown. Economic development activities might include business recruitment, development of new co-working, incubator or maker spaces, infrastructure to support new businesses in town, and other actions that make the region more enticing to entrepreneurs and small business people. For downtown, the task force could join together with RACDC (that leads the Designated Downtown Program) and other partners to develop a unified game plan. The group could deploy multiple strategies including beautification, improving downtown infrastructure, creating events, marketing the community, and working with building owners and potential tenants, all with the goal of cultivating a thriving core to the region.

Action Steps:

1. Convene a meeting to include the chamber, RACDC, GMEDC, the Randolph E. D. Committee and others to clearly identify who is doing what, inventory efforts and try to coordinate efforts
2. Build an asset map and perform a Strengths-Weaknesses-Opportunities-Threats analysis
3. Evaluate what other towns have done to structure an economic development position, expand social media presence and create a vibrant downtown
4. Develop a vision/mission to unify and drive economic development efforts in the region
5. Develop a strategic plan to implement the economic development mission
6. In an effort to immediately illuminate what's happening in Randolph, rally volunteers and others to increase social media presence, improve listings on RAEDC's event page, improve information available on the town website, and improve listings on chambers website
7. Create and/or modify a Randolph economic development coordinator position description
8. Identify expenses needed to hire an economic development coordinator, implement the strategic plan (which may include hiring a social media person or making significant IT investments in things like new websites)
9. Create a downtown Wi-Fi zone
10. Hire an economic development coordinator

All Brainstormed Action Steps

- Overlay all actions of the Task Force with a climate economy lens.
- Overlay all actions of the Task Force with a focus on improving downtown.
- Coordinate the different economic development groups working in the town/region.
- Hire an economic development unifier/resource/ombudsperson.
- Build a centralized vision, and a business and marketing plan for the town/region.
- Assess the region's strengths and weaknesses.
- Access information from past VCRD sessions and outputs.
- Define the mission of the group
- Identify low-hanging fruit to get some quick things done.
- Formalize roles of people and organizations – economic development and educational – who does what?
- Invite chamber, business, and economic development folks to a convening on economic development.
- Identify short and long term opportunities.
- Create a town vision to make community more attractive to businesses and young entrepreneurs.
- Include the Town Manager.
- Create a budget for establishing and growing web presence.
- Build a strong social medial presence.
- Identify ways to fill downtown spaces.
- Hire a recruiter.
- Convene a facilitated meeting of the 3 economic development groups with the goal of establishing a broad central vision for the 3.
- Gather research on what attracts a business to a community (Data dive).
- Improve the town website.
- Improve the chamber website.
- Create a free Wi-Fi zone as a promotional tool.
- Help town businesses to improve their digital presence.
- Improve access to digital web/marketing resources at RTCC.
- Create and/or merge job listing sites.
- Expand (PnP?) town calendar project – work w/person.

Resources

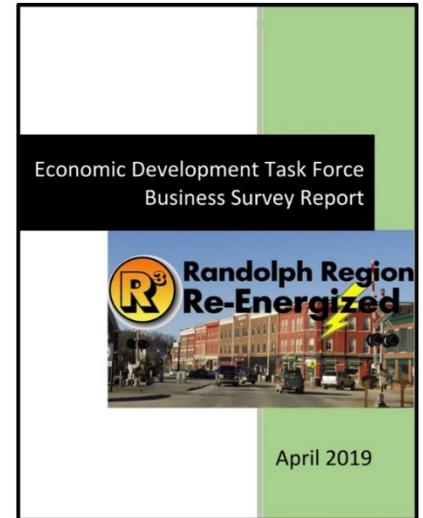
1. Downtown Designation Program – Gary Holloway – Downtown Transportation Fund, Tax Credits, Planning Grants, Priority Consideration for State Grants, Better Communities
2. Green Mountain Economic Development Corp. – Bob Haynes
3. Two-Rivers Ottaquechee Regional Commission – Peter Gregory
4. Vermont Technical College
5. Randolph Economic Development Council – Peter Reed
6. Randolph Area Community Development Corp – Julie Iffland
7. Opportunity Zone Designation
8. White River Investment Club
9. White River Valley Area Chamber of Commerce
10. The Herald of Randolph
11. Vermont Council on Rural Development
12. Green Mountain Power – Jeff Monder
13. Small Business Development Corp (SBDC)
14. Vermont League of Cities and Towns
15. Vermont Community Foundation
16. Jessamyn West – IT
17. Town of Randolph – Adolfo, Selectboard, Planning Commission
18. Local Leaders
19. Other Towns



Progress Report

Chaired by **Damian DiNicola** and **Peter Reed**, the task force working to attract and retain businesses and strengthen downtown worked persistently throughout the R3 process. Immediate efforts focused on creating greater capacity within the municipality to support economic development efforts. The task force provided support and encouragement as the Town sought and hired a new Economic Development Director, Joshua Jerome. Josh joined task force efforts. The task force also worked to facilitate coordination amongst the many entities focused on Randolph's economic health including RACDC, the town Economic Development Committee, and the White River Valley Chamber of Commerce. Additional work broke into the following categories:

- **Business interviews and report** – A subgroup of the task force interviewed a diverse group of 26 businesses with the goal of better understanding the strengths and challenges facing Randolph and developing better connections with area business owners. A 21 page report on this effort can be read here – <https://www.ourherald.com/pageview/viewer/R3-BusinessSurvey#page=0>
- **Opportunity Zones** – Randolph is designated as one of Vermont's 25 opportunity zones as defined in the 2017 US Tax Bill. A subgroup of the task force worked to better understand and realize the potential benefits of this designation for attracting investment to the town.
- **Electric Vehicle Charging Infrastructure** – A subgroup worked actively with Vermont Technical College, Gifford Medical Center, and the Town of Randolph with the goal of installing public charging stations at each location. The subgroup actively supported grant applications on behalf of both VTC and Gifford. These applications for highly competitive grant funds were unsuccessful.
- **Downtown Wi-Fi feasibility** - Julie Iffland and RACDC has researched best approaches for the creation of a downtown Wi-Fi zone. Work on this possibility is ongoing.
- **Expanded Child Care Resources** – Though not part of the initial action plan, Damian DiNicola is spearheading an effort to create more high quality childcare options in Randolph. This topic was raised in multiple business interviews.



► Attract More Visitors to the Randolph Region

Task Force Chair: Jay Hooper

Resource Team Members: Stephanie Bonin, *Executive Director*, Downtown Brattleboro Alliance
Ben Doyle, *Community and Economic Development Director*, USDA Rural Development
Heather Pelham, *Chief Marketing Officer*, State of Vermont Dept. of Tourism and Marketing

Task Force Signups: Perry Armstrong, Chandler Bellanca, Kim Caldwell, Clark Campbell, Susannah Colby, Daniel Devoe, Marda Donner, Vincent Freeman, Zac Freeman, Jason Gravel, Ken Hafner, Martha Hafner, Josh Hanford, Calley Hastings, Lindsay Haupt, Jay Hooper, Chris Hunt, Tony Keller and Karen Peterson, Paul Kendall, Tayo Kirchhof, Ryan LaCroix, Ryan Langlois, Jerry Mascola, Beryl McPhetrey, Shane Niles, Ramsey Papp, Heather Pelham, Mary Richter, Steve Springer, Rachael Sweeney, Abby Thorp, Ken Vandermark, Wink Willett, Kristen Wright

The Randolph region has a long list of assets to capitalize on for enticing visitors including a great arts scene, awesome outdoor recreation opportunities, Amtrak, a multitude of small farms and food producers, and a picturesque landscape. At the same time, there are gaps that limit visits including very limited lodging and the lack of a cohesive brand or marketing effort. A new task force could focus on realizing the economic potential of environmentally sensitive tourism while branding the area as a climate economy destination.

Action Steps: (IN ORDER OF PRIORITY)

1. Support efforts to increase lodging options in the area.
2. Advocate for a point person to move marketing/economic development projects forward.
3. Continue to build out recreational assets in the community (particularly trail systems)
4. Begin to lay the groundwork for identifying and promoting Randolph's unique and authentic brand.

Additional Action Steps

- Develop more events and cross promote them
- Build community capacity to research, apply for, and secure grants
- Explore additional funding resources
- Add additional signage in the downtown to help visitor understand what options are available.
- Clarify the role of the Chamber and other economic development groups in revitalization efforts.

Resources

1. Heather Pelham, Chief Marketing Officer, State of Vermont Dept. of Tourism and Marketing
2. Gary Holloway, Downton Coordinator at Agency of Commerce and Community Development
3. Amy Cunningham, Deputy Director, Vermont Arts Council (Vermont Creative Network)
4. Christopher Damiani, Two Rivers-Ottawaquechee Regional Commission
5. Other communities doing this work well (Brattleboro, Rutland, St. Johnsbury)
6. Ben Doyle, USDA Rural Development



Progress Report

This task force, chaired by **Jay Hooper**, focused on a diverse list of priorities throughout the R3 process. It also collaborated closely with other organizations and initiatives.

Lodging was a key focus. The task force gathered information and reviewed a variety of alternatives. Eventually the task force took a position in support of a new hotel near Interstate 89 in Randolph Center. This project is continuing forward towards construction.

Task force chair Jay Hooper tore down the old and deteriorated information kiosk situated between the gas station and McDonalds. He is in the process of constructing and installing a new one.

The task force supported and promoted multiple events in Randolph including the Winter Lights Parade and Winter Fest at Farr's Hill.

The task force coordinated closely with Rochester/Randolph Area Sports Trails Alliance to support their mission and the development of a new downtown bike shop and trail hub. Zac Freeman of RASTA served as a member of the task force.

Also on the task force was Susannah Gavel who launched a new committee focused on the arts and artists in the Randolph area.



► Create Savings Opportunities for Homes and Businesses through Energy Efficiency, Energy Transformation, and Renewable Energy Generation

Task Force Co-Chairs: Gary Dir and Walter Scott

Resource Team Members: Scott Campbell, 3E Thermal

Jon Copans, *Program Director*, Vermont Council on Rural Development

Alex Depillis, *Senior Agricultural Development Coordinator*, AAFM

Dave Frank, *Owner*, Sunwood Biomass Systems

Paul Markowitz, *Program Manager*, Efficiency Vermont

Kevin McCollister, Catamount Solar

Jeff Monder, *New Product Development*, Green Mountain Power

Paul Zabriskie, *Director*, Capstone Community Action Weatherization Program

Task Force Signups: Amy Borgman, Carl Brandon, Damian DiNicola, Gary Dir, Larry Hart, Jay Hooper, Robert Jackson, Kat Juffre-Ernst, Anne Kaplan, Mark Kelley, Tayo Kirchhof, Susan Mills, Rob Niebling, Jen Phipps, Amanda Pickens, Larry Satcowitz, Walter Scott, Elizabeth Templeton, Andre Walker, Jerry Ward

With partners like Efficiency Vermont and Green Mountain Power, the R3 program provides a great opportunity to increase awareness and participation in energy efficiency, energy transformation and renewable energy generation opportunities for homes and businesses. This task force will work with utilities and other partners to plan and implement targeted programs for homes and businesses in the community.

Notes and Plan:

This task force followed a different process to develop an action plan. Inputs included a survey of options that was distributed at the Community Meeting (see results below) combined with the technical assistance and offerings of potential partners. The group started with a review of the existing landscape and lessons learned from previous efforts:

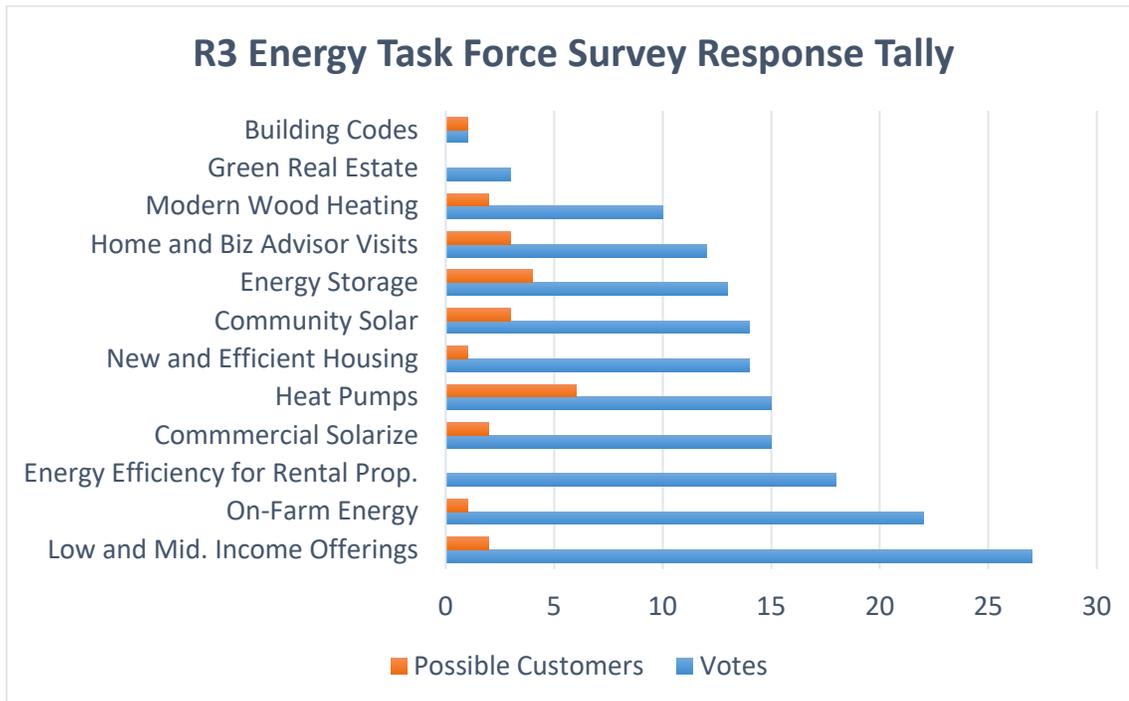
- Gary Dir shared a poster board of the Randolph Energy Committee Accomplishments over the last few years
- Regarding gaps, the following list was identified:
 - Renters are a challenge – no control over their heating and cooling equipment and stuck paying the bill. Landlords have little or no incentive to make efficiency investments.
 - Those living in mobile homes also can't afford to weatherize
 - Community Solar – one project in Randolph was very successful. There is more demand.
 - PACE has not been popular
 - Net Metering Rule has changed and can be an obstacle

After ranking all of the possible initiatives for effort and impact, over the course of two meetings the group eventually settled on promotion of home and business energy visits provided by Efficiency Vermont and a focus on downtown buildings and rental properties as the priorities for task force action. The group also prioritized the promotion of electric vehicles.



Energy Offerings for Homes and Businesses - Survey Results

To help guide the work of the R3 Task Force focused on creating savings opportunities for homes and businesses through energy efficiency, energy transformation, and renewable energy generation offerings, a survey was distributed at the R3 Community Meeting on May 7 and electronically afterwards. The action ideas featured in the survey were generated at the forums that were part of the R3 kick-off. The goal of the survey was both to assess community enthusiasm for various projects that the task force could take on, and also to gauge interest from households and business people about the specific offerings. There were 58 total responses producing the following results:



Results and Descriptions In Descending Order By Popularity	Total Votes	Potential Customers
Energy Efficiency and Other Offerings for Low to Middle-Income Residents – Energy efficiency and renewable energy investments are often out of reach for low and middle-income Vermonters. The task force could identify key partners and strategies and focus specifically on developing offerings targeted to low and middle-income residents.	27	2
On-Farm Energy – The Randolph region is rich in both small and medium-sized farm operations. The task force could engage partners to work with farmers and food producers to develop energy projects to meet the farm community’s needs and also to achieve greater energy efficiency.	22	1
Energy Efficiency for Rental Properties – Because landlords often don’t pay the energy bills for rental units, there is limited financial incentive to make efficiency improvements. The task force could engage partners including Efficiency Vermont and Capstone Community Action’s weatherization program to target apartments for energy efficiency upgrades.	18	0
Commercial Solarize Campaign – Working with a solar installer as a partner, the task force could organize a campaign to help commercial properties go solar and to bring down the cost of installations.	15	2
Cold Climate Heat Pumps – For many Vermonters, cold climate heat pumps are an efficient, lower cost and more renewable heating option (Green Mountain Power’s electric supply is now 60% renewable). The task force could work with partners to promote and incentivize cold climate heat pumps for suitable homes and businesses.	15	6

New and Energy Efficient Housing – New arrivals to the Randolph Region often struggle to find high quality affordable and energy efficient housing, either to buy or to rent. As with much of Vermont, the region’s housing stock is old and oftentimes needs updating. The task force could evaluate and implement strategies to develop new housing and rehabilitate existing housing with an eye towards achieving affordability and assisting first-time home buyers.	14	1
Residential Community Solar Project(s) – The task force could develop one or more small community-owned solar projects to allow those who live in homes not suitable for solar to save on their electric bills by participating in Vermont’s net metering program.	14	3
Residential, Commercial, or Utility-Scale Energy Storage – Battery storage can provide back-up power during outages and has value to our utilities by avoiding costly grid upgrades and expensive transmission payments. The task force could partner with Green Mountain Power and others to deploy energy storage to homes, businesses and other institutions.	13	4
Home and/or Business Energy Advisor Visits – Efficiency Vermont could partner with the task force to provide free energy advisor visits to homes and businesses in the Randolph region.	12	3
Modern Wood Heating Campaign – Wood heat can help Vermonters save on energy costs, reduce carbon emission, and create Vermont jobs for those who harvest timber. The task force could organize a promotional campaign to share the benefits of transitioning to modern, efficient wood heating.	10	2
Promoting Green Real Estate – Home owners who invest in energy efficiency should realize the benefits of those investments when they sell their homes, and those buying homes should have a clear picture of the long-term energy costs they can expect. The task force could engage homeowners and real estate professionals to promote the valuation, disclosure, and marketing of efficiency and solar investments in residential home sales.	3	0
Develop and Enforce Better Building Codes – The task force should work with the region’s municipalities and other partners to ensure that new buildings are constructed that meet high standards for energy efficiency and with suitability for solar.	1	1



Progress Report

- The task force helped to promote and support a “button-up” workshop organized by the Randolph Energy Committee. This event on October 9, 2018, attracted about 20 participants and featured a presentation by Efficiency Vermont staff about the many approaches to improve the thermal efficiency of homes.
- The task force worked with Efficiency Vermont to coordinate a campaign to promote free home energy visits. After extensive promotion, about 35 households in the Randolph Region hosted these visits provided by Efficiency Vermont staff.
- The task force is worked to promote free Business Energy Visits from Efficiency Vermont. As part of the R3 process, Sam Hooper at Vermont Glove connected with Efficiency Vermont. Sam received support for weatherization of his building along with replacement of a coal boiler with a biomass boiler. Sam also worked with Catamount Solar to install solar on the roof.
- The task force organized and promoted an energy workshop for rental property owners in February. Efficiency Vermont, Green Mountain Power, Catamount Solar, the Agency of Commerce and Community Development and 3E Thermal all presented. 7 property owners participated and follow-up with these building owners is ongoing.
- The Task Force organized an evening workshop about advanced wood heating, cold climate heat pumps, and heat pump hot water heaters. VT Dept. of Forests, Parks, and Rec, Green Mountain Power, and Efficiency Vermont all presented. 25 area residents participated with 12 indicating that they were interested in receiving additional follow-up.
- As VCRD’s work in Randolph was coming to a close, the Task Force was planning for two events to promote electric vehicles, at RACDC’s block party and as part of July 4th festivities.
- The Task Force closed out its work by unifying with the Randolph Energy Committee and the School/Municipal Task Force to develop an energy action plan for the coming years.



Workshop on Heat Pumps and Modern Wood Heating

Updating your heating system can save you money, keep you more comfortable, help grow Vermont’s economy and help fight climate change.

Tuesday, April 9, 2019
6:30 pm – 8:30 pm
 Randolph Union High School
 Media Center

Why attend?

- After a long, cold, and expensive winter this is a great time to learn more about the latest in renewable heating opportunities
- Heat pumps can efficiently cool your home in the summertime, and heat pump hot water heaters can help to dehumidify your basement!
- Replacing oil with modern efficient wood heat can help keep more money circulating in the local economy
- New incentives and low interest financing are currently available

Presentations by Efficiency Vermont, Green Mountain Power, and the VT Department of Forests, Parks, and Recreation will last from 6:30 until 8:00 and then there will be time to ask questions and connect directly with experts and installers.

This event is co-sponsored by: R³, the Randolph Energy Committee, Efficiency Vermont, and Green Mountain Power.





Introduction

The Randolph Region Re-Energized (R3) process kicked off in April of 2018. As part of the initiative, 2 task forces came together to promote opportunities for energy efficiency, renewable energy generation, and energy transformation for homes and businesses, and area schools and municipalities. These task forces have worked in collaboration and in parallel with the pre-existing Randolph Energy Committee and there was significant overlap in membership within the 3 groups. As Program Director for the Climate Economy Model Communities Program, Jon Copans provided guidance and staff support to the two R3 task forces. As a final facilitation effort as VCRD's work in Randolph came to a close, all 3 groups came together to reflect on accomplishments and lessons learned and to develop an action plan for future work. The group also decided on an organizational structure for their future work.

Action Priorities

As a result of deliberations and dot voting, the following action areas emerged as priorities for the R3 Energy Task Force for the coming year:

Transportation Alternatives – Transportation represents over 40% of Vermont's greenhouse gas emissions and also the majority of an average household's energy expenses. The task force will work to improve the quality and accessibility of various transportation options while reducing greenhouse gas emissions from the transportation sector. This work could include:

- Promotion of electric vehicles and improving publicly accessible charging stations
- Promoting e-bikes and improving the infrastructure needed for safe walking and biking
- Working with Stagecoach to increase ridership and improve service
- Develop a model where goods are efficiently transported to people rather than having people drive for goods and services
- Innovative ride-sharing initiatives

Building Efficiency - Vermont still has tremendous work to do in increasing the thermal efficiency of homes, businesses, and other buildings. The task force will work with partners to continue to focus on helping area residents and businesses make energy improvements. This will include targeted efforts to reach low and middle-income residents and ongoing efforts to focus on rental properties. This can build from the work the task force has already done in this area, and will also dovetail nicely with participation in Efficiency Vermont's button-up program for the fall of 2019. Home energy visits will be part of that Button-up campaign, and business energy visits can be ongoing.

Work To Engage RUHS and RTCC With A Focus On School Transportation - Engaging area youth is key in progressing towards energy and climate goals. They have the energy and motivation and can also engage their families. The task force will engage RTCC and RUHS to get students involved in task force work and also to ensure that the curriculum, particularly as it relates to automotive repair and building science, reflects the latest innovative practices. This effort will also focus on school transportation which may include facilitating a connection with Stagecoach and the Supervisory Union, working with students to cultivate more walkers, bikers, and bus riders, having the schools participate in the electric bus pilot program, and possibly deploying an anti-idling campaign.

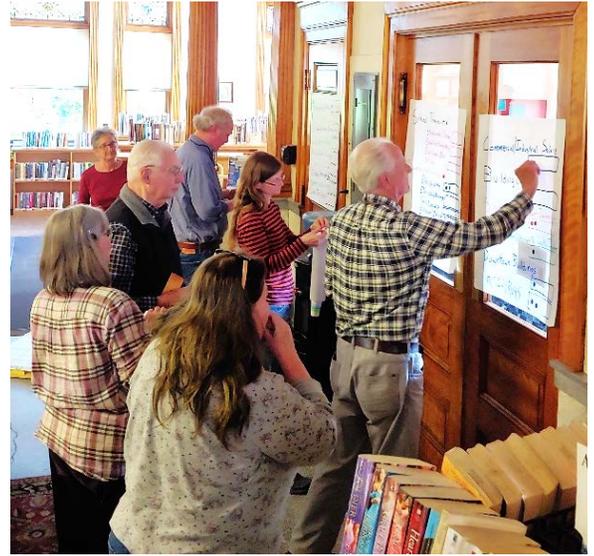
In support of the focus outlined above, in 2019 the Randolph Energy Task Force and the Town Energy Committee will organize four events focused on Button Up, battery storage for resiliency, transportation, and

the July 4th parade with EV's and hybrids. The group is also working in an Energy Concierge role with several local institutions.

Organizational Structure

The two R3 task forces will combine efforts and become simply the R3 Energy Task Force. Because the task force is ad hoc, includes Brookfield, Braintree, and Randolph, and enjoys the benefits of the established R3 brand, it will be the primary vehicle for organizing and action. The group will likely meet monthly and possibly break into sub-groups. The Randolph Energy Committee will meet only on an as-needed basis when there is the need for the more formal stature, direct association with the town governance or for some other related reason. Walter Scott and Gary Dir will put together an agenda for the next meeting of the R3 Energy Task Force with input from other committee members.

Contact info: Walter Scott: wscott@veic.org or 728-9017, Gary Dir: gdir4343@gmail.com or (585) 370-8652



Action Planning Process Summary

This Energy Action Plan was compiled over the course of 2 evening sessions in May 2019. Participants included: Amy Grasmick, Brad Long (Efficiency Vermont), Walter Scott, John Lutz, Gary Dir, Amy Borgman, Susan Mills, Mark Kelly, John Kidder, Robert Jackson, Jennifer Phipps, Pat French and Julie Iffland. The first session included reflections on the task force work over the last year, lessons learned, a list of possible priorities for future work, and a discussion of what criteria would be used to make final decisions. The second session included deliberation about the possible priorities, dot voting to determine preferences, and a discussion about the best organizational structure for plan implementation.

2018-2019 Lessons Learned

- Sign-in sheets are important. Every event is a list-building exercise. Every event can also be a lead development opportunity. Use the sign-in sheet (as was done at the heating workshop) to identify participant interest and get them on the path towards action. Have a partner or partners who are willing to do the follow-up.
- The group has developed an informal event and campaign promotion toolkit. This toolkit should be documented for reproducibility. Remember and use Andre's original communications plan. Approaches for promotion include:
 - R3 E-mail list – nearly 280 addresses
 - Randolph Herald – free (articles) and paid (advertising)
 - Front Porch Forum
 - Facebook
 - Posting Flyers
 - School communications channels
 - Working with partners
 - Tabling/visibility
 - Phone calls, both to those we know and cold.
- We need to share positive stories – unleash “Positive Word of Mouth.” Storytelling and testimonials from those who have participated.
- Workshops are an effective tool. Find a partner to do the presentation (Efficiency Vermont etc) and the local group works out logistics and takes care of promotion.
- Piggy-back on other events. Go where crowds are already gathering to promote R3/Task Force campaigns
- Youth involvement – this was identified as important at the front end, but follow-through wasn't strong.
- On the messaging front, it was suggested that comfort rather than energy savings can be a strong way to connect with others. We have to meet people where they are and make an emotional connection.

R³ Randolph Region Re-Energized Town Forum Notes

Compiled from focus group discussions held with over 250 Randolph residents and the VCRD Visiting Team on April 10, 2018

Although the prioritization work of the R³ Randolph Region Re-Energized Program requires a town to decide what is most important as it moves forward with Task Forces, nothing is lost in the process from the long list of concerns and ideas expressed in early community focus sessions. Many interesting and diverse thoughts are represented here, and are presented as a reminder of issues explored, and a possible foundation for future projects.

Improving Transportation Options for the Randolph Region

Visiting Team: Maura Adams, Jon Copans, Lucy Gibson, Paul Markowitz, Kevin McCollister, Haley Pero, Kate Stephenson, Paul Zabriskie

What are the Assets in this Area?

- Railroad.
- Sidewalks.
- Friendly neighbors.
- Stagecoach bus service.
- Close to the interstate.
- Park and ride.
- School buses.
- Parking - possibly? Lots of it – but question of where it is located in proximity to where people want to go.
- Vanpools.
- Recreational biking.
- Repaving of Rt. 14 – good bike lanes.
- Ride Share sites.
- Amtrak station – offers discount for Vermonters traveling within the state.
- Front Porch Forum.
- Park and ride at Exit 4.

What are the Challenges?

- Parking – challenge where it is located?
- Biking for getting around the community: concerns about safety; challenge for outer towns due to topography.
- Waiting time for bus.
- Lack of sidewalk up to Floyd – Randolph Center.
- Lack of connectivity to:
 - Shaw's via pedestrian
 - Bus stops.
 - Bus transportation to airports and other means to get to key points.
- Airport, Williston.
- Michaels's Craft Shop in Lebanon.
- Truck traffic and access to Beanville Rd. (commercial area).
- Lack of long term parking at Amtrak station.
- Lack of associated infrastructure in certain locations; e.g. water and sewer.
- Only a single bridge in town across the river; can cause bottlenecks.
- 4-way intersection on Elm St./Rt. 66 – causing traffic jams.
- No taxi service.

Opportunities: What Should Be Done?

- Car share services
 - Start possible Uber service; flexible ride share service
 - Establish Zip Cars/car share.
- Electrical vehicles
 - Promote electric vehicles.
 - Start up a municipal EVT charging station for Randolph in downtown area (outside of Town Hall); maybe at Gifford
 - Town had a grant at one time but never went through with putting one in.
 - Check with VTRANS re: opportunity to put in EV charging station at park and ride; as well as downtown.
- Public transit:
 - Establish convenient public transit source between Randolph and Randolph Center; increase connectivity.
 - Use school buses for public transit purposes – is there an opportunity to share this resource? Challenge – would need to forego federal funding. Ludlow has an integrated system.
 - Put up covered bus shelters – particularly next to bus hubs at Shaw's and Gifford.
- Funding:
 - I am willing to give up my car. I would like to know how much it costs on average to operate a car, and then we could ask people to give up the car and donate a % of the \$\$ they would have spent on their car to help expand public transportation.
 - Green Gas Card: donate \$.10/gallon toward climate friendly projects. Developed by local person, David Cooch from Braintree.
- Education
 - Do-it-yourself way finding website to find out how long it takes to walk or bike from one location to another (Walk Your City).
 - Start a website promoting various forms of alternative transportation; how to get around; all the different ways to get around; using FPF to get around for rides.
 - Promote train schedules and other public transit (Stagecoach).
- Infrastructure
 - Redo the striping on the road.

- Look at transportation needs in the broader context of infrastructure needs, e.g. sewer and water, housing for workforce.
- Benches
 - Put up some benches around town; to be able to rest along the way.
 - Benches along the way to Shaws.
- Rail
 - Promote rail service/advertise.
- Bikes/electric assist bikes:
 - Establish place to park bike in town – leave it where it doesn't get stolen.
 - Encourage electrical-assist bikes; expands users.
 - Encourage bicycle taxis in the warm weather; can use electrical-assist bikes.
 - Start bike fixing and/or bike shop in Randolph.
- Taxis
 - Attract a taxi service/van service – help groups of seniors to get around.
- Car rentals

Reflections of the Community Visit Team

- Create ease of biking and walking in downtown area; connecting downtown with other commercial areas (e.g. Shaws) should be a priority. Do it safely and in an environmental safe way.
- Put in public charging station.
- Put together on transportation-related guide for various transit services.
- Might be federal funding for some transportation issues.
- Utilize existing assets, e.g. Stagecoach, Amtrak.
- Work with surrounding towns – transportation is a regional issue.
- We (Stagecoach) are open to more people being involved in helping us set our priorities; addressing local needs, expanding the types of services we provide.
 - Stagecoach has limitations due to federal funding, e.g. can't be a charter service.
- Great ideas about making it more walkable, connected; sharing existing resources; starting a local uber-type system.

Energy Savings for Homes & Businesses

Visiting Team: Maura Adams, Jon Copans, Paul Markowitz, Kevin McCollister, Haley Pero, Kate Stephenson, Paul Zabriskie

What are the Assets in this Area?

- GD – Energy Committee.
- Downtown LED Project.
- Weatherize Program with Vital Communities.
- Pete Thoenen – Community Solar Project on South Randolph Road. Self run so costs are extremely low.
- More solar on rooftops and parking lots.
- How do we figure out how to bring back those profits to the community.
- Solarize project – with Vital Communities – contractors bid. More participants = lower price.
- Commercial solar by the landfill. Another one going in on the capped landfill. Some flowing back to the municipality.
- Green energy zones – sales tax off of village heating systems. Selectboard didn't proceed. Loop was the planning – has anybody thought about it lately.
- Catamount Solar. Efficiency Vermont. Integrity Energy. Vital Communities.
- SunCommon also in town. Offerings include heat pumps, storage, parking canopy options, etc.
- Two Rivers RPC.
- A couple great local contractors. Malcolm Gray and 5 star energy.
- Ayers Brook Goat Dairy – solar project with Catamount. Had them out to the property. They did a rooftop project it was great.
- Require rooftops be solar ready.
- 20 MW solar project proposed on the East Bethel Road.
- Rules governing community solar are very different than those governing larger facilities.

What are the Challenges?

- Access to low income folks.
- Restrictions on community solar. Should be easier to do community solar.
 - New buildings not oriented for solar. Brand new buildings.
- Sometime also not built to energy code.
- New roof engineered so they can't hold solar.
- Change in the PACE program so that participation in community solar can participate even if it isn't on their property.
- PUC State and Legislature.
- How is solar treated on property tax bills?
- Net metering taxes – value on the land underneath the solar array.
- Larger projects – taxed on the capacity
- Education – people don't realize that it is worthwhile to borrow. Lack of awareness.
- No one has applied for the PACE program.
- Price of audit is a barrier.
- Utilities are pushing back on solar. Solar isn't as valuable now that peak has shifted. Batteries is the next opportunity.
- Many houses, also old buildings on Main Street. You can see the heat leaving those buildings in the winter. Savings pay for the work.
- Tesla powerwalls. Residential scale, but also utility scale.

Opportunities: What Should Be Done?

- Local tour of the homes that have been weatherized and solar and alternative heating systems.
- House run on photovoltaics and car and thermal.
- Heat pumps for heating home and heating water.
- Cost of appliances (pellet stoves). Not a great differential between price of pellets and price of oil -collaboration with vendors to bring costs down.
- Owner of large downtown building – wants to drill for geothermal.
- Brand new to town – two questions – retired teacher. What about the Randolph schools? Are there initiatives to solarize schools in Randolph or elsewhere?
- St. Albans school project done by Suncommon.
- HS heats with woodchips, no awareness of solar.
- More intentionality around solar and/or pellet installation as part of tech programs or as part of adult learning as part of tech programs.
- Some dispute on pellets and GHG emissions.
- Municipality? Opportunities there?
- Panels on this building and the high schools.
- Improve efficiency with municipal buildings – Recent renovation. Other buildings – have audits but need a lot of work.
- Efficiency Vermont – green Mountain Glove as an example. Sam Hooper wanted to make an upgrade - EVT did a walk-through. Magnificent and accessible partner.
- Home building for Habitat for Humanity – second that.
- VERMOD mobile homes.
- Solatube – room without a window – it is like daylight. Has prisms to take light into a dark room.
- Low-income, disabled, renters, elderly – most impacted by energy costs.
- Long-term loan can be half the cost of the savings.
- Access to financing. Low income folks don't have the credit rating to access the financing. That is why Pace failed.
- No fund to socialize it.
- Loans to low income people.
- Low-income 80% are eligible for WAP. Those in that 80 to 120 window are the challenge.
- Go-Fund me site to fund low income weatherization.
- Make it available for free – for those who aren't Weatherization eligible.
- Town could fund this work.
- Older people don't want to invest in their homes – they won't be around for that much longer – also resistant to change. Educate them.
- Target landlords – Incentive challenge.
- Help people own homes.
- Require it through codes.
- Utility bill disclosure.
- 3E Thermal works with landlords. If more than 50% of hh are low income, they are eligible.
- More business walk-throughs to talk to business owners.
- Paul Zabriskie at Capstone – they did an audit.
- Boston Globe had a prominent story on Baker Administration in MA – promoting time-of-sale disclosure.
- Group working in Upper Valley with realtors etc.
- Green assessors.
- Some kind of state inspection program for homes, like we do for buildings?
- Heat Pump program through GMP.
- Permit to build anything – can check efficiency and code then.
- Incorporate into the certificate of occupancy process.

Reflections of the Community Visit Team

- Lots of great things have happened in Randolph. Many great examples to build upon. We can replicate those efforts and dig deeper. Build upon local resources and finding partners.
- Capstone is low income weatherization program. Also do home performance work and 3 E Thermal. People don't want to buy efficiency – they want the good that comes from it. People are in active denial. They don't want to know. Same reason people don't want to go to the Dr. They don't believe savings claims. Even when we do energy audits at \$0, people are still reluctant. People don't understand that savings estimates are science driven, not sales driven. We do lots of things that aren't cost effective, but apply that math to home improvements. Tell your stories. Share it with your neighbors.
- Help people see the possibility. Good financing is out there. Test the building, define what your values are, and then look at the math. Behavioral influence is powerful. Package those stories and share them.
- Not too many challenges. Municipal revolving fund. USDA RD.
- Lots of familiarity to solar. Wood heat should be in the mix. Automated wood heat is a great option too. Encourage more thinking about that. Descriptions
- Community solar project and change to the net metering rule. If enough people talk to their legislators, this can change. We are a small state where that is possible.
- Efficiency First. Do the thermal efficiency before you do the other measures.

Agriculture and Food Innovation and On-Farm Energy

Visiting Team: Ben Doyle, Liz Gamache, Gary Holloway, Rita Seto, Chris Saunders

What are the Assets in this Area?

- Price of milk production vs sale price is a problem.
- Smaller farms popping up doing alternative farming techniques – small farms are growing.
- Diversification on small farms.
- On farm energy production with solar and wind production – regional and town plans looking to site these well.
- Mandate by PUC, community solar is more difficult to pencil out.

- Potential for farmland to decrease with increase in solar.
- Local food economy needs to have local farms.
- Land conservation has been very active.
- Network for matching land.

What are the Challenges?

- 4 farms out of business in last year and a half – what is the common thread? Retiring farmers, transition around agriculture.
- Biodigester – feed stock shortage.
- Food processing capacity and storage capacity.
- Gap in supporting local economy and actually supporting local economy – buy local.
- Regulatory – on farm that don't fall under typical exemptions – agritourism.
- Educate and train to not increase population due to limited amount of food that VT can produce – 7% of food produced in VT.
- Look at regional market not just local market.
- Keep local farmers.
- Losing population is a greater problem than gaining population – schools declining in population, tax impact.
- Not enough money to spend on the products being made – need people to buy.
- Land conservation – how its deemed conserved – prime ag soils get all the funding – many farms not on prime ag soils.
- Education – get youth involved with farms, farm to table, farm to schools – perceived lack of youth involvement.
- Cost of production too high to get locals to buy the food at higher prices – incentives to purchase locally produced foods.
- Disconnect in understanding what sustains us as community.

Opportunities: What Should Be Done?

- Group biodigester to share the burden of large capital expense.
- Local investment in land conservation.
- Indoor food hub/farmers market.
- Food venture center – is there enough business in this area – there is an area food packer.
- Local composting – take compost like Intervale so you can get it locally – Act 148 to separate all organics out of trash – will have to eventually.
- Help farms to find energy sources and find new energy sources.
- Distribution efficiency – lots of inefficiencies currently so figure out a better system to increase economic value of farm and consumers.
- Creating community involvement in food hub – community kitchen.
- Look to outside markets – build on VT brand and protect the VT brand to bring cash into area.
- Share farm equipment – inventory of local assets that could be shared.
- Access to qualified labor.
- Farm stays – letting people know where they are and market on farm tours.
- Community compost – grow vegetables in one place and shared.
- More money into back roads to support farms, many are on roads that need to be maintained.
- Sharing land, gardens so that others can lease or use land they need for farming – explore different models that could be used.
- Connect farmers to land owners – develop a system.
- Rely on dairies to keep larger parcels open and maintained – need to keep dairies in business and get creative in how we market milk products – work cooperatively on marketing and processing.
- Shared labor between farms – well trained labor force – make it more affordable to hire someone legally – task force that looks at labor issues.
- Improving access to capital – what businesses can access revolving loan fund and other funding sources.
- Creative project that connects farmers with non-farmers – richness of Randolph – story telling to paint a picture of what farming is really like today in Randolph. Rotating picture of farms. – Identify the Randolph brand as a whole and how is it unique within Vermont – Randolph tour.
- Involve the town and farmers in Gofund campaign.
- Marketing efforts that finds out what leverage point is in Randolph brand and define your own brand – work with VT Tourism.
- Let the history of farming the land in Randolph be known.
- Regulations on small and diverse farm – look at models in Maine to support local food sovereignty.
- Farm to plate goals tied in with targeted goals in Randolph - % of products purchased.
- Town can dedicate land to be solar or do community solar through rooftops of buildings – work with existing local solar companies.
- Maintain zoning that supports rural industrial use, forest products.
- Maintain weight limits that will allow products to be transported on roads.
- Regional partnerships to support goals.
- Existing farmers market with mixed success – move to Guilford medical facility may have been wrong move – don't reinvent the wheel – think small, look for partnerships.
- Education – field trips, lunch program at schools, coordinator that is helping to link.
- Why is product more expensive? Education needed – another entity to support with this effort.
- Finding a synergy with arts and culture, farming.
- Do a stronger marketing effort to brand Randolph not Woodstock.
- Establish a farm commission to help address a variety of issues.
- Community engagement is huge and decreasing the disconnect amongst the community.

Reflections of the Community Visit Team

- Local regulations – maintaining what you already have – farm committee.
- Improving marketing and web presence.
- A ton of assets and huge turnout – diversity of attendees.

Lodging, Tourism, Recreations and the Arts

Visiting Team: Ben Doyle, Liz Gamache, Lucy Gibson, Gary Holloway, Rita Seto, Chris Saunders

What are the Assets in this Area?

- The Chandler Arts center draws people from all over. It was built buy the town—great representation of what Randolph can do.
- Great restaurants. Fantastic Thai place. New restaurants draw people to town.
- Great trails network—most of interconnected.
- Lots of outdoor recreation activities: glade skiing areas, snowmobiling, golf, disc golf.
- Wonderful library.
- Art bus is a great community asset.
- There are two campgrounds that attract about 1900 customers. Brings people here.
- There are a variety of non-traditional boarding options: bed and breakfasts, Air B and B, yurts, etc.
- A recent feasibility study showed that there is enough demand to support a 65 room hotel near the interstate.
- VTC brings people/families into town.
- Rural landscape is what attracts people/keeps them here.
- Randolph is centrally located.
- There is an assisted living facility in town allowing some people the ability to age in place.
- Great medical facility in Gifford Hospital.
- Vibrant amateur sports scene (but Randolph lacks needed fields and facilities).
- Good local papers.
- Number of artists and artisans.
- Good transportation infrastructure: Amtrak/bus service/close to the interstate.
- Great recreation department.
- Beautiful landscape.
- The floating bridge in Brookfield.
- Lots of open land/space (maybe for tiny houses).
- RASTA trail system.

What are the Challenges?

- We don't have a place to stay.
- January through April the inns/rooms aren't completely full.
- No hotel.
- Feasibility study doesn't support hotel in the downtown.
- Conferences can't happen in Randolph and there isn't any place to stay.
- Can't have weddings (no place to stay).
- "Lot of NIMBYs" about hotels.
- No handicap accessibility for people who need to stay overnight.
- Government is perceived by some as anti-business and that impacts downtown.
- Lack of local venues for music.
- Trail closures have limited snowmobiles. Lack of understanding of snowmobile riders and their economic impact.
- Shortage of volunteers.
- Real lack of childcare.
- Missing a bike repair shop (popular one closed).
- Family friendly activities—tough to find a place for kids to have fun.

Opportunities: What Should Be Done?

- Market to RV users—it's a emerging market.
- Increase trail connections to other Vermont communities.
- Allow dirt bikes to drive downtown (it's worked in NH).
- Revisit snowmobile trail issue with specific landowners.
- Open the old community ski hill.
- Better branding effort—get Randolph on the map (when you Google it, Woodstock comes up).
- Identify working group to form Randolph brand.
- Build a shared community space.
- Need better usage of FPF to ensure folks know what's up.
- Empower local officials/select board to make decision that will move Randolph forward.
- Generational divide should be bridged to support local families. Create vital community from within.
- Encourage marketing and mapping trail investments: it leads to other forms of investment.
- Share Mel Adams video about Randolph and update.
- Canvas the neighborhood and ask them what priorities they would like the task forces to focus on. Develop survey. Do that on town meeting day.
- Develop local music infrastructure (venues/promotion).
- Develop vacant stores into shared/cooperative space. Bring a few different activities into shared space.
- Open the hall in East Randolph.
- A local group is doing a survey (RAEDC) about what available community space.
- Look at building on Bethel's success and run a similar initiative.
- Focus on improving childcare situations.
- Event: hold a town walk.
- Improve signage and parking to recreational assets.
- Build wifi hotspots for the downtown.

- Support local efforts for recreation center. One is hoping to open next year (Looking to build trail head near rec center, start teen nights, and be a safe place for young kids). Need community support for sponsorship (spontaneous applause).
- Select board could “get after the state” to improve signage.
- Designate the community as a “walking town.” through a national organization.
- Share information with transportation partners to increase tourism.
- Work with Amtrak to ensure folks can bring bikes on the train.
- Continue the great work at Randolph Fall Festival. Perhaps bring back winter carnival.
- Get a big ball of string (it would be a tourist attraction).
- Hold a community yard sale.

Reflections of the Community Visit Team

- Increase communications. There’s plenty of low-hanging fruit.
- Increase signage.
- Found overlap between stuff for away and stuff from here.
- Fantastic energy. Look to make sure the priorities are inclusive and for everyone.
- Foster connections between different sectors.

Education and Workforce Training

Visiting Team: Ted Brady, Paul Costello, Bob Haynes, Megan Sullivan, Kevin Wiberg

What are the Assets in this Area?

- Vermont department of education office.
- Welding at RDTTC?
- Norwich, VTC.
- Tech Center career and college training for 12th graders.
- Cooperative ed at VTC where kids can be placed to learn a trade (100 community placements).
- Preschool education. Gifford runs a wonderful childcare program.
- VT Tech solar program (solar and efficiency).
- Chandler.
- Good restaurants.
- Hospital and train station.
- Dual enrollment with area higher ed institutions.

What are the Challenges?

- Finding affordable child care.
- Resources are scattered physically and communications.
- People trying to get training are already working.
- Low level of education among local workforce.
- Lack of workforce soft skills, low employability.
- Broadband is hot and cold, unreliable.
- Gap on HS student interest in STEM.
- Green mountain gloves. Extremely skilled labor a month to train.
- Low volume of students.
- Profit margin in farming is so low, how can we create opportunities with a financial burden to farmers.
- Introduce a sense of vocation at a younger age.

Opportunities: What Should Be Done?

- Teach coding at school (starting next year in schools).
- Makers Fair.
- Maker space similar to Generator in Burlington, with mentors, shop like classes with sophisticated equipment, member model with sliding scale dues.
- Coworking space with good wifi for small business.
- Making Randolph the goat capital of Vermont.
- Something like Amazon Hive, have packages go through Vermont.
- Some sort of distribution centers.
- Governor’s Institute on Entrepreneurship.
- Ready to Work programming.
- Career Readiness Certificate from CCV.
- Existing industries offering summer internships to train kids in specific skills set.
- Flexible Pathways Initiative.
- Improve elementary/middle school education.
- Increase awareness of the opportunities that are out there.
- More community partners and businesses start working with middle schoolers.
- Engaging parents in helping their kids learn these skills and offer encouragement. Family support services.
- Reserve capacity to work with smaller groups in enhance training.
- Expand workplace learning in high school and expand it down to at least 8th grade.
- Stronger linkages and data sharing between workforce development resources. Workforce business exchange center, etc.
- Marketing all the good stuff about Randolph. Good educational system. HS educators extremely educated.
- A mentoring program for hs, tech, and young adults – one to one connection with a personal mentor to teach soft skills.
- Use schools as HUBs, kids are already there, create living/learning centers. Beyond the regular school day.
- Commuter rail development.
- A combination of attracting new people and motivating locals.
- Hotel/Motel accommodations.
- VTC has facilities available particularly in the summer to host trainings, etc.
- Reaching out to those who are ready to settle down and start a family, to come back to Randolph.
- Reliable broadband.

Reflections of the Community Visit Team

- Love the idea of goat assets. The central question, what is the Randolph difference. There is a unique proposition for Randolph. Schools, employers. Ability to train from cradle to career in a 10 mile radius. A vibrant employer network. A transportation network. Don't be every other town.
- Randolph is motivated. New town manager. Randolph is mobilizing. A great collection of assets and wonderful opportunities.
- Congress Welch is inspired by home many people are turning out for community conversations. A quilt of ideas/opportunities and have residents to help stitch it all together. Community level work is critical. Telecommunications Committee – expand broadband.
- Impressive turnout whole family, two generation approach. Not just attracting from away, but working on how to build up the local workforce.
- Participation is incredible. The human capacity is Randolph is impressive. The Randolph brand is a real story. Working land and tech combined. The momentum of change with sharing a common direction.

Growing Jobs and Entrepreneurship

Visiting Team: Ted Brady, Paul Costello, Bob Haynes, Megan Sullivan, Kevin Wiberg

What are the Assets in this Area?

- Restaurants.
- VTC.
- Gifford.
- Railroad and industrial park.
- 18 hole golf course.
- Interstate.
- Pragmatic resourceful workforce.
- Chandler.
- History of growing entrepreneurship.
- Local newspaper.
- Businesses embracing clean technology.
- Diversity of interesting people. Many working multiple jobs. A variety of skillsets and life experiences.
- Healthy farmland. Highest concentration of farms in the state.
- Lots of entrepreneurial activity.
- Forestry products.
- Bus services/public transportation.
- In a year we'll have a state lab at VTC.

What are the Challenges?

- Closure of the variety store.
- More people are employed outside of town.
- Housing in general, inventory quality and affordability.
- Communications, lack thereof, not everyone's on the same page.
- Policies that prevent asset sharing in Randolph.
- People need to have jobs to support the local economy. Not enough people to keep the store open.
- More money going out of town than coming in.
- Vermont reputation for high property and income taxes.
- Having students stay interested in the area, Randolph sense of place.
- Lack of available space for expansion.
- High cost of commercial real estate.
- Infrastructure limitations.
- Internet infrastructure is a real problem, broadband throughout. Need fiber access.
- Poor Fiber coverage in downtown. Competition with cable.
- Lack "springboards"—to help launch kids into jobs and entrepreneurship.
- Better coordination.
- Perception that kids are leaving and not coming back.
- Never see college students in downtown. Is this a transportation issue.
- Do we have the stuff that attracts younger people downtown.
- Not enough money here to support entrepreneurs and local economy.
- Drugs.
- People who can't drive.

Opportunities: What Should Be Done?

- Maker spaces and coding education.
- Another ice cream establishment.
- Free Wi-Fi.
- Junior Achievement – a model of students form little companies and "sell stocks"; modeling business practices for youth.
- Need to do a better job of telling our story and selling the Vermont brand.
- Have Pop Ups to attract students to downtown.
- Vermont tech cows. Where's the milk go? Bring it into Randolph as a local commodity to support entrepreneurship.
- Shuttle system to bring students downtown.
- Time to embrace entrepreneurs and zoning/permitting process.
- Leverage corporate/business assets to come up with a value add for new business.
- Business websites.
- Targeted marketing campaign for RHS alumni.
- Taking more risks to engage teenagers.
- Linkages with local employers to connect employees/patients with local services and businesses.
- Shipping container agriculture.
- Wood pellet production. Bulk pellet delivery. Railroad for transport.

- High performance buildings, energy farm, building a more livable/workable spaces.
- Growing medical marijuana.
- More use of the railroad.
- More specialty shops.
- Nurturing co-location and incubation strategies. Meet up groups for entrepreneurs.

- Teachers working with local expertise to engage students and teachers in curriculum development and implementation.
- Adding businesses that students can apply what they've learned.
- Think ahead! Not just following current trends.
- Central location is ideal for distribution center to local, regional, state and others markets beyond.
- Uber hitch hiking.

Reflections of the Community Visit Team

- A tremendous crowd for this time of day. Capacity in Randolph is unprecedented.
- Engaging younger voices in community conversations and solutions.

- It's clear that people are engaged in Randolph and making connections between assets and opportunities. Great to see the diversity in attendance.
- Strong assets here, hospital, chandler, college.



Community Brainstorming Session

Over 100 Randolph community members shared their ideas for action in this evening session on April 10, 2018

- Social corporation – a sustaining non-profit. Profits go back into the organization. It might be a good structure to use for funding a community project that is self-sustaining.
- Farmers markets and events like brew fest, bike fest. A lot of land has come up for sale in and around the town. Maybe the town could acquire some to centralize the events into a space. Create a town fairgrounds.
- Hope leadership will provide us with a mission statement and vision so all the ideas can work together – a “road map” for where this region is going that we can get behind and work together from.
- Vital part of this project is creating the vision and also a town office or resource that centralizes for tracking projects, and to help coordinate and to market as you go.
- Infrastructure is important. Marketing is huge.
- More daycare options in Randolph helps support the larger goal of more jobs.
- Sidewalk to Shaws.
- 2nd floor of 2 South Main is good for downtown hotel location with Merchant’s Row next door.
- Rochester Randolph area non-motorized recreation – mountain bike, back country skiing, trails around town. Low impact. Get involved and get outside.
- Involve youth – middle school and up – where they are doing the work and invested and taking an active part in the process.
- What towns around the globe have done fun or important things to revitalize their own towns? A lot of good ideas can come from what others have done and lead to a fun world of ideas.
- Goat capital of NE. need for a single economic development point person that knows the ins and outs, the process for permitting a new project, and responsible for branding the town so businesses would be inclined to settle here.
- LED manufacturer here – highlight that by having a street scape with mood lighting. A cool LED town.
- Craft fair.
- Childcare and youth voice involved. Have a chance for youth to participate in the conversations. Look online to see how Randolph comes up so we know how it’s seen already.
- Brookfield, Braintree and Randolph inventory of resources and meeting places – for dance recitals, craft fairs, events. Note that faith communities offer their space for community use as well. Use resources to benefit everyone.
- White River Valley Chamber of Commerce has been a regional Chamber. Doors are open. Would like to serve as the hub. Welcome to use conference room. May have office space that could collaborate with this organization. Great video about Randolph in the “Downtowns of Distinction” series with Terry Bradshaw. See video here: <https://www.youtube.com/watch?v=7vHZR9EfDI0>.
- Universal broadband, fiber optic to the home. It comes close on 2 sides and already has several hundred customers in Randolph. It’s a 24 town consortium working to bring fiber to homes. An actionable item but need a higher help.
- Comprehensive website with links to recreation activities, private businesses, etc all aspects of the community.
- Brunswick School mission to have kids be un-plugged with no cell phones as part of their education. Embrace the students and engage them in the ideas coming up.
- Saranac Lake NY town. Community started a community department store where profits go back into the community.
- Bottlenecking our region. Opening up the road from W. Braintree to Rochester Valley. Just north of W. Braintree. Making a way for the 18 wheelers to cross the tracks by Montague Club so they aren’t going through downtown Randolph. The beautiful homes are a feature and could attract people to live there without the trucks.
- Wood pellet manufacturer through town. Have district heating.
- Join the Randolph Energy Committee – we’re little but mighty.
- Places and spaces assessment. The focus stems from hope to establish community center. After the fire at the fire house, bonding was a hopeless objective. Now thinking in terms of open public space being a community center in itself. We are doing a research project on the spaces of the 3 towns that are part of it.
- Bike lanes between Brookfield, Braintree, and Randolph on main roads.
- Great ideas. Combine economic power into a new fund to provide seed capital to invest locally.
- Look at weatherization for low- to moderate-income residents.
- Bike/foot path from VTC to downtown Randolph.
- Feature the river and fundraise to start a disc golf league to bring visitors from the outside.
- What to do with landfills that are filling? Before take stuff to recycling center and dump it in the dumpster. What can you make out of recyclables in town? Lot of resources that could be utilized.
- More events going on locally. Another way to grow the economy and drive folks to our town. Create fun cool events.
- Act 148 is being phased in about separating organics from recycling. BBR (Brookfield, Braintree, Randolph) is own solid waste district. Handle it creatively. Have compost that is saleable.
- Feed school children locally-produced food.
- Train from Randolph to Burlington.
- Hospital, VTC, Chandler – tourism has to be part of the picture. Lodging, motel, hotel. Need lodging. What is the best place to have lodging to bring people into Randolph? What brings people to Vermont? The quaintness of small towns. What is quaint about Randolph? Don’t have a town green...

- A community greenhouse for small scale gardeners to come together and maybe a root cellar. Share equipment. Currently one on School St.
- Add something for skiing. Have skiing by the highway, not a hotel. Bring hotel closer in.
- Local farmers work hard to keep land clear and open. It's beautiful. When grow crops, a way to let people know healthy offerings. Open communication area to plug into. The local computer shop has a list of local restaurants. Maybe help to facilitate people finding out what's going on locally.
- Create a "Solar Fest" event in Randolph. Show the state how it's done.
- Alternatives to solar in terms of energy generation.
- Farm to Plate Randolph. Train. Downtown park across from where solar company is. Garage there now. Might be possible to get the piece of property (triangle next to train) as a garden for the town.
- Take out derelict properties. Buildings are a blight on the community. Have to figure out how to get the money to get rid of them.
- Amtrak comes through town – would be fun to do a mass planting of giant sunflowers so people see us as the train goes through town. Randolph would stand out.
- Partner with Amazon or a tech company. Get a hive for drone delivery. Needed in every region. Have a train, highway, open space where we could build a hive. Ag and tech field in one.
- Fruit trees planted in town for beauty and food. Edible landscape.
- Accentuate the art in town.
- Lot of talk about branding, advertising, outreach. Different age ranges focus on what they know best. Need to hit everything, all print and social media to have well-rounded ad campaign.
- Keep land open, production Ag costs are high. Rely on state funding for land conservation. Local conservation of land is good investment for the town.
- Community dances. Come on out for fun, laughter, reenergizing. Even if we don't have money or solutions.
- Revisit the concept of district heating system. Comprehensive food waste collection system. Collect the massive amount of food waste and turn it into energy.
- Small commercial grade grain mill. Yankee magazine story about one going on in Maine. Local flour feeds us locally and we export the rest.
- Vision for town that might make it a smart city. Work with VTC, implement new technology, without changing the character, but attract young people and entrepreneurs.
- Get a brewery downtown.
- Mentoring for students and students working in the community. Learning how to take care of their homes. If hire someone, maybe they could bring someone young with them. Partner with youth and build those mentoring relationships.



Youth Forum Notes

Compiled from a youth forum held with Randolph Union High School students and VCRD staff on March 23, 2018

What is great about this community?

- Trying to improve amount of things that teenagers can do like bike ramp in town, add to park area for things to do in summer, skate park
- Small, so you know a lot of people
- Stores are close together, park one place and walk around to all the stores
- Skating rink for the winter, pool and tennis courts right in town
- A lot of outdoorsy things to do any season (pool, ice rink, etc.)
- Not a very scary town to live in -- not a lot of scary or sketchy people that live around here, nothing to worry about, feel safe
- For the most part people are respectful
- We have the hospital really close, the college just up the hill, lots of students can take advantage of that (go take classes)

What are some things that need improvement?

- Very homogenous group, lack of racial diversity at RUHS
- Not a very tolerant group, want everyone to be white, straight, conservative
- Heroin is a huge problem in town, don't know a lot of high school students but it is a problem to be around
- Little roads aren't good; they paved it during the summer but it is still terrible with lots of potholes
- Could do more community based things with youth like football game Wednesdays at the park to get people together
- Lack of local businesses; those that are here are going under; need vibrant downtown that attracts people to come to support the local economy

What do you think downtown is missing?

- Brightness, something that says "come here"
- Video game arcade
- Population -- numbers are decreasing over the years, eventually won't have enough people to run the school, maybe even the school (Chelsea and Rochester shutting down)
- Marketplace to get fresh produce, meat, bread accessible to town (Chef's Market is too far out for people to easily access)
- Shaws is walkable, but if no car it is more challenging (people do it out of necessity)
- Need sustainable business for everyone of all socioeconomic statuses, long term
- Ideally serve community and visitors to the community
- Randolph and VT are 2nd home, people are only here certain time of year, so businesses don't make adequate money to survive
- Agreement that online shopping is diminishing local business
- Used to be bookstore on main street, but Amazon and Kindle are so much easier and cheaper, tough to compete, convenience
- McDonalds just hired people because order on touch screen, bring food - no longer need cashiers, jobs taken over by technology
- No one in the room has a license, not excited to get license, "nowhere to go"
- If live here, can walk to everything so no need to have car
- Shift from driving for driving's sake vs to get to destination
- In summer, more options (drive-in, Silver Lake, state parks, places that are farther away and only open ½ year), probably friend or family member that can drive you.

Ways to improve getting around in this community?

- Within town, transportation that is not a car is extremely difficult -- no real bike path, sometimes telephone pole right in the middle of it; limits people who casually ride bike
- Make more accessible to use alternative transportation in the community
- Personally bike most of year to school, making people more aware of bikes on road is important; have to ride through sketchy area or close to hitting car which is not safe
- Teaching people how to ride properly in the road to alleviate tension between drivers and bikers
- Day activity open to full community to teach, could be mandatory in schools, a week of gym classes or one Saturday for a few hours; once ingrained in younger children, keep teaching and they'll remember for whole life, will become habit; also bring community together, everyone coming for class
- Used to do bike licenses @ Gifford with a class, teach how to ride on roads for all ages
- I ride in summer, faster to get to pool but now use penny board (small skateboard), turns easier, ride on sidewalk
- People with penny boards have to sometimes ride on the road because of how bumpy the sidewalk is
- Bike idea -- limits transportation if have to go through licensing process first
- Ride skateboard on sidewalk, cop stops and says to get off the sidewalk; when go on street feels unsafe -- where are you supposed to use it?

- Maple St (road with hospital) has three different types of sidewalk; nice by hospital, none at opposite end, middle section with broken cement chunks
- Randolph has to accept that living in a rural area, people are going to rely on fossil fuels to get places; encourage youth to carpool, get rides with friends, roller blade or bike
- Maybe health class curriculum should teach how to live a healthy, sustainable lifestyle (nutrition, exercise, how decisions and habits now impact for rest of life), more nurturing outlook; our health is linked to the health of our community
- On Grove St. there's a bunch of houses where kids leave and cars are always speeding extremely fast downhill; dangerous for kids, scary for safety
- On Pleasant St. there are people, teenagers, who go up and down and circle around to go 80mph back and forth even though there are signs that say slow down
- In residential areas, speed limit should be 25mph
- Skateboarding – it doesn't make sense to limit alternate transportation
- Drinking and driving is a big problem in our community - picking up trash, all alcoholic beverage bottles on the side of the road, likely means people are throwing them out the window while drinking them
- Biking - if we ride in the road, people honk at you; on side of road no room between sidewalk and side of road; if ride on sidewalk get yelled at by police and pedestrians
- No place to get bikes fixed in town; place in White River for some repairs, or Lebanon, or Barre
- Casual bike rider, not likely to put in that maintenance, too much trouble and cost to get it fixed
- Expensive gas just to go get it fixed

One thing that you would like to see in this community (a positive change)

- Appealing downtown - Church St in Burlington, pedestrian friendly, stores up and down; when we have the New World festival, block off a section of Main St; maybe close off a section every weekend with a market to bring people into the center of town.
- Long term sustainable businesses that are viable; there's nothing here to make me want to stay for the rest of my life right now (lack of opportunity).
- Make it so alternate transportation is safer.
- Accepting alternative transportation.
- Pick up trash.
- Better transportation, safer.
- Stagecoach - a father takes to Montpelier.
 - Perception: bus in town for other people?
 - Two years ago, I wasn't allowed on the bus and neither was anyone other than seniors.
- New sidewalks and paving.
- Bicycle lanes.
- Problem: expensive to live here.
- More restaurants.
- Bike path like in Stowe.
- Alternative transportation opportunities for youth; on roads are parents, new drivers, and bikers, need predictable safe environment.
- Improving sharp corner turns where you can't see around
- Transportation safety.
- More stuff to do, like restaurants, places to go and meet up.
- Bed and breakfast.
- Trail management behind 3 stallion inn to keep accessible.
- Church St idea – way to promote local businesses; not a lot of attention drawn to businesses; like summer Market but with local business orientation and activities to attract families.

VII. Randolph Region Re-Energized Participants

Felicia Allard	John Duddie	Don Hooper	Thomas Milke	Kelli Ross
Joan Allen	Shari Dutton	Jay Hooper	Janet Miller	Linda Runnion
Kym Anderson	Cynthia Duval	Miles Hooper	Marcos Miller	Robin Russell
Janet and Tim Angell	Andrea Easton	Sam Hooper	Susan Mills	Marjorie Ryerson
Haidi Arias	Morgan Easton	Lynda Howells	Lee Moore	Hildegard Sadoo
Lynn Armstrong	Betty Edson	Cathy Hull	Jim Morrill	Eric Sakai
Marshall Armstrong	Carolyn Egeli	Chris Hunt	Linda Morse	Chris Sargent
Perry Armstrong	Aaron Emmons	Julie Iffland	Patricia Moulton	Larry Satcowitz
Tom Ayres	Michael Ernatmeyer	Judith Irving	Matt Murawski	Lindy Sayward
Nathan Bacon	Katja Evans	Cynthia Jackson	Robert Murawski	Tim Schroeder
Adolfo Bailon	Ross Evans	Robert Jackson	Vinny Murawski	Kurt Schultz
Cathy Balch	Gigi Fanning	Sarah Jackson	Nancy Murray	Walter Scott
Kathy Barwin	John Farrow	Nancy Jacques	Elisabeth Nance	Avery Sears
Diana Batzel	Joan Feierabend	Ben Jickling	Sarah Natvig	Erica Sears
Reg Beliveau, Jr.	Fay Ferris	Nathan Johnston	Kate Nicolet	Ian Sears
Chandler Bellanca	Jason Finley	Kat Juffre-Ernst	Lynne Niebling	Rita Seto
Daniel Bennett	Paul Flint	Anne Kaplan	Rob Niebling	Elspeth Sherman
Jane Bennett	Phyllis Forbes	Jon Kaplan	Shane Niles	Bethany Silloway
Gene Bianco	Richard Forbes	Tony Keller and Karen Peterson	Susan O'Malley	John Silloway
Ian Blackmer	Matt Fordham	Mark Kelley	Megan O'Toole	Chris Sparadeo
Amy Borgman	Betsy Fournier	Paul Kendall	Karen Odato	Kathy Spear
Carl Brandon	Jerry Freeman	Eric Kenyon	Curtis Ostler	Steve Springer
Daryll Breau	Shannon Freeman	John Kidder	Charlie Page	Ken Stevens
Jean Bulger	Vincent Freeman	Jonathan Kill	Ramsey Papp	Rebecca Stone
Terry Burgee	Zac Freeman	Dan Kinney	Bart Parmelee	Megan Sullivan
Carol Bushey	Patsy and Pat French	Tayo Kirchhof	Cameron Pattison	Rosalind Sumner
Ken Cadow	Cathy Fulton	Charles Kissel	Linda Paye	Rachael Sweeney
Kim Caldwell	Kristen Gage	Mary Lou Koneesny	Healthier Pelham	Sue Sytsma
Walters Camden	Gerry Gatch	Curtis Koren	Sally Penrod	Jessica Taffet
Clark Campbell	Lucy Gibson	Ryan LaCroix	Caitlin Perkins	Elizabeth Templeton
Sheryl Campbell	Jason Gingold	Abigail Lambert	Richard Phillips	Abby Thorp
Josie Carothers	Denise Glaizer	Paul Lambert	Jen Phipps	Brian Townsend
Tim Caulfield	Roger Glovsky	Cheryl Landi	Amanda Pickens	Dede Tracy
Kristin Chandler	Aaron Gonthier	Ryan Langlois	Mike Pickens	Rosemary Trainor
Nathan Cleveland	Amy Grasmick	Gary Larocque	John Pimental	Tom Treece
Jenn Colby	Jason Gravel	Royal Larocque	Frank Pinello	Ruth Tucker
Susannah Colby	George Gray	Barb Lawrence	Christine Porcaro	Todd Tyson
Barbara Conant	Kelly Gray	Kathy Leonard	Harvey Porter	Carmen Vande Griek
Tom Cooch	Kelly Green	Peter Leonard	Bruce Post	Ken Vandermark
Howard Corey	Peter Gregory	Sam Lincoln	Justin Poulin	Andre Walker
Jack Cowdrey	Jennifer Guarino	Gretchen Linton	Pauline Poulin	Anne Walker
Bill Crossman	Kristy Haapala	Trevor Lohr	Tammy Pregent	Camden Walters
Charlie Dana	Ken Hafner	Eva Loomis	Cynthia Quilici	Jerry Ward
Luna Dana	Martha Hafner	David Lutz	Lisa R	Dorothy Wathley
Zina Dana	Josh Hanford	John Lutz	Chris Recchia	John Westbrook
Larry Davignon	Larry Hart	Ruth Lutz	Peter Reed	Rachel Westbrook
Jenny Davis	Calley Hastings	Sadie Lyford	Steve Reid	Susan Westbrook
Jesse Davis	Joshua Hatch	Mark MacDonald	Joel Rhodes	Adam Wiggett
Don DeFlorio	Heidi Haupt	Jerry Macdola	Irene Rich	Wink Willett
Edward Delhagen	Keegan Haupt	John Mattern	Neil Richardson	Albert Wood
Daniel Devoe	Lindsay Haupt	Alissa Matthews	Mary Richter	Chris Wood
Damian DiNicola	Stephen Heller	Sam Matthews	Anna Riley	Craig Wortman
Lou DiNicola	Faith Hester-Reyes	John Mazzacco	Courtney Riley	Ben Wright
Gary Dir	Russ Heyl	Kevin McCollister	TJ Riley	Kristen Wright
Rachel DiStefano	Nate Hibler	Beryl McPhetrey	Sharon Rives	Lisa Wright
Marda Donner	Michael Hildenbrand	Barbara Meaney	Chris Rivet	
John Doss	Sonny Holt	Abbe Meiling	Evan Roe	
John Doss	Allison Hooper			

VIII. Visiting Resource Team Members

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To mark the one-year anniversary of the kick-off of the R3 process, a dinner and celebration was hosted at RUHS. Over 100 area residents attended. Pat Moulton served as the master of ceremonies with presenters including Peter Reed, Gary Dir, John Lutz, Jay Hooper, Sam Hooper, Zac Freeman, Paul Kendall, and Paul Costello.



**Vermont Council on
Rural Development**

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The Randolph Region Re-Energized Initiative is part of the Vermont Council on Rural Development's (VCRD) Climate Economy Model Communities Program – a community-driven process with local leaders, VCRD, Green Mountain Power, and Efficiency Vermont to cultivate economic development, innovation and affordability in the face of climate change.