

A photograph of a snowy rural landscape. A dirt road with tire tracks leads from the bottom center towards the horizon. The road is flanked by snow-covered fields and bare trees. In the background, there are rolling hills and a few houses under a cloudy sky. Power lines are visible in the upper part of the image.

Shoreham Community Visit

Report and Action Plan February 2010

Vermont Council on Rural Development

Table of Contents

I. Introduction	1
II. Points of Vision	3
III. Initial List of Opportunities and Challenges	4
IV. Priority Topics	7
V. Task Force Action Plans.....	8
VI. Resource Team Recommendations	17
VII. Town Forum Notes.....	26
VIII. Community Visit Participants.....	49
IX. Resource Team Members	50



Vermont Council on Rural Development
PO Box 1384, Montpelier, VT 05601-1384
802-223-6091
info@vtrural.org | www.vtrural.org

Staff:

Paul Costello, *Executive Director*
Margaret Gibson McCoy, *Office and Communications Manager*

I. Introduction

VCRD's Visiting Team to Shoreham was deeply impressed by the dedication of so many Shoreham residents who work hard to make the community a terrific place to live. Its resources in land and the lake, and its heritage of agricultural enterprises from apples to milk, make Shoreham one of the most beautiful parts of the state. To us outsiders, Shoreham is the land of milk and honey. Visitors to the town heard about the variety of the town's assets along with residents' perspectives on the challenges ahead and some of the community's best opportunities to move forward. Through the Community Visit, Shoreham set some key directions that will strategically advance those opportunities while preserving what is most special about the town.

Together, the unique assets of Shoreham make for a terrific set of opportunities, and, correspondingly, a special array of challenges—hurdles to overcome to fully realize these opportunities.

The Vermont Council on Rural Development Community Visit Program is a structured process that enables a community to identify and prioritize goals, fosters local leadership, and serves as a catalyst for the development and realization of concrete, achievable action plans. The program consists of three phases:

1. On the **Community Visit Day** on October 29th, Visiting Team members heard testimony from Shoreham residents in six focus group areas that had earlier been identified by the local steering committee. Notes and issues raised in these sessions are detailed in Part V. Based on the testimony received, the Vermont Council on Rural Development identified an initial list of the key **Opportunities** before the community (Section III).
2. The second stage of the Community Visit occurred at the Shoreham **Community Meeting** on December 1st, when VCRD presented the Opportunities list and facilitated the review and prioritization of these issues by town residents. The resulting list of **Shoreham Priorities** (Section IV) was then the focus for the formation of three Task Forces established to build plans that would address them. This session also included brainstorming around key elements in a **Shoreham Vision** which would be evaluated and voted on at the Resource Day meeting in January.
3. In the third phase of the Visit, the **Community Resource Day** on January 7th, the Task Forces met with a second Visiting Team to get organized, build Action Steps, and consider state, federal, non-profit, and private resources that may be available to support their work. The resulting **Task Force Work Plans** are listed in Section V. Participants also voted on which brainstormed points of vision would be included in the **Vision** statement at the front of this report (Section II).

Resource Team Members (Section IX) signed on with a commitment to serve in an on-going way as sounding boards and referral agents for the Shoreham Task Forces. Many of these visitors can be partners in the work before the committees, others can be great sources of advice or connection to other resources; **call on them for help.**

Members of the Resource Team listened closely to the issues brought forward by town residents and have made suggestions in support of Shoreham's efforts in each challenge area. Their

Recommendations (Section VI) are not prescriptions; community members are in the best position to make decisions about their next steps and strategies. Recognizing existing local efforts and the leadership of the Task Forces, these recommendations are offered, rather, as suggestions for next steps, and as lists of potential resources as the Task Forces make their way forward.

In the end, Shoreham has established solid priorities for action, built something of a new umbrella for coordination between the new community efforts in **energy** and **economic development** and municipal government, advanced a system to recruit **volunteers** and **expand civic engagement**, and set momentum toward the achievement of a number of short and long-term goals that will lead to a great variety of successes in improving the Shoreham's life and prosperity.

The Vermont Council on Rural Development is dedicated to helping Vermont communities develop their capacity to create a prosperous and sustainable future through coordination, collaboration, and the effective use of public and private resources. VCRD is prepared to support the efforts of Shoreham as it moves forward and to provide follow up help to Shoreham Task Forces as called upon. VCRD will also serve as an advocate for Shoreham projects with appropriate agencies and organizations in Vermont; call on us, and Visiting Team members, when we can be of help.

Everyone in the community development field these days talks about "human capital," the people skills and organizational capacity that the residents of a community have to make things happen. The Community Visit brought new people into the matrix of volunteers and set direction to systematically involve more people in the work of the community. VCRD appreciates the work of the Selectboard and their eagerness to work with VCRD, especially all that Karen Shackett did to invite the process and help organize events. We appreciate the participation of all the Shoreham residents who came forward to be part of the process and put their leadership on the line to advance the key priorities established. We have to be especially thankful to those who have agreed to serve as chairs of the Task Forces and to Will Stevens for his willingness to serve as Community Visit Chair during the process and as leader and balance point in supporting the coordination of Task Force efforts over the next year. Shoreham is truly fortunate in the breadth, skill, and capacity of its leadership.

VCRD deeply appreciates the time and energy of the Visiting Team and Shoreham community members alike. It has been inspiring to be part of the effort of the Shoreham community to address the challenges before it. The character, leadership, and will of Shoreham residents give us confidence in their ongoing success.

II. Points of Vision

Approved by Participants of the Shoreham Community Meeting on January 7, 2009

The list below contains suggested vision elements from the community discussion of December 1 that were approved in a straw poll taken on January 7.

Residents of the Town of Shoreham envision the future of the community where:

- Shoreham has been able to maintain its authentic sense of place and cultural identity; it hasn't caved in to external pressures to become like other places with strip malls.
- The pristine beauty of Shoreham and its sense of community have been maintained and protected.
- Shoreham's extensive agricultural land is being fully and productively utilized, and Shoreham has a vibrant agricultural community.
- Shoreham's investment in green energy such as solar, wind and water has led to long-term cost savings to the town and helps meet Shoreham's vision as a self-sufficient and sustainable community.
- Tourists are attracted to this area and stop and spend money supporting the local economy.
- There is a vibrant store in the village center where residents and tourists can purchase local products, and other things.
- Shoreham has parks and green space open to the public.
- An active Community Center is in place that serves as gathering place that builds a sense of community, fosters bridges between the various people and organizations in town, and offers services and activities to the full spectrum of age groups.
- Community volunteerism is alive and well in Shoreham; the fire and rescue and other town services have active volunteers.
- There is a strong education system that attracts families with children to move to and live in Shoreham.
- Shoreham has an affordable tax rate and affordable housing options so that seniors, families, and future generations can continue to live and stay here.
- Shoreham's road improvement plan is in place, and roads are well maintained and upgraded in line with that plan.
- The Town has built a successful long-term capital plan that supports both planned and unforeseen needs or emergencies that may arise.
- There is better leadership in town government.

III. Initial List of Challenges and Opportunities

Identified by Town Forums, October 29, 2009

Community/School Involvement

There is a huge opportunity to enrich the educational experience in the school by systematically drawing the skill and experience of Shoreham residents into the building as volunteers, mentors, career models, and speakers who enrich and expand the curriculum. Senior citizens should be invited to connect with Kindergartners and older children. Volunteer opportunities in the library, classrooms, lunch, and the extended day afterschool program could be formalized. A Community/School Partnership Task Force could lead efforts to extend the School's role as a community center by involving all ages of the community in the school and setting up evening activities and educational opportunities (including talks and student performances, "computer night" etc.). The committee could also bring farmers into the school and work to create opportunities, potentially to the level of apprenticeships, for students to work on farms and learn more about nature, science and the natural resource economy on the land.

Advance New Zoning By-Laws

Zoning revisions are needed to expand housing opportunities in the village center, to increase opportunities for home-based businesses, and to support agriculture as it transitions to include more on-farm processing and diversified enterprise development.

Expand Agriculture

Agricultural tradition is essential to Shoreham's identity and is a key element of its vision for the future. A task force should be set up to systematically advance agriculture and value-added development by working to incubate new farm operations and to expand value added processing (both on farms and in the village), aggregation, and distribution. The task force could also serve as a network of working farmers, and the beginning of a "food hub" to advance local agriculture into the future. The group could evaluate the potential to lease town lands to young people and entrepreneurs who have an interest in building starter farm enterprises. It could also build a "buy local" directory of local foods, meats, compost, and other farm products. The task force could explore opportunities to expand farmers markets and explore the potential of developing a community garden in the village center (with some plots set aside for the school and its students to use). The committee could also help find ways to increase the use of local farm products in the school. To advance all these efforts the committee could help Shoreham build and implement an agriculture development plan.

Build an Agricultural Incubator

A task force of Shoreham residents should investigate the opportunity to turn the Apple Coop building into a food venture center, a common cannery and processing and distribution center where tourists can stop to buy locally-produced goods, where farmers can cooperate to expand their markets, and where food entrepreneurs could start new food enterprises, from cheeses to apple sauce, to advance the next generation of the agricultural economy in Shoreham.

Plan and Attract Village Economic Development

Shoreham has a number of underused assets that can attract business and residential development in the town center providing jobs to Shoreham residents and bringing in new children to address the issue of declining enrollments and ensure the future of the school. Shoreham Telecom high speed internet, 60 acres of town owned land, the ferry, truck access on 22A, three-phase power, water and waste capacity, and some underused buildings provide for some terrific opportunities. Even without a major project, these assets could be foundations for attracting and expanding home-based businesses. Aggregating new

business and housing ‘downtown’ will also help attract shops and food enterprises to make a more dynamic village center. The community should build a creative economic development committee charged to plan for new economic development and the use of the town assets, and then work with potential businesses that may grow in town or be attracted to town-designated sites appropriate for business development and expansion. Shoreham should build and advance an economic development plan.

Build a Business Incubator

A Shoreham task force should investigate the opportunity to develop a business incubator and/or a home-based business office support center in Newton Academy or the Apple Coop Building that will help new and small businesses start up and give home-based entrepreneurs a place to share services and cooperate to meet administrative, marketing or other resource needs.

Advance the School

To ensure the future of the Shoreham School as the center of the community, the district will need to work to attract additional students and ensure the physical capacity and academic performance of the school program. A task force should be developed to address the issue of declining enrollments through options such as unification with Whiting to bring additional students into the Shoreham building, and build a capital improvement plan to catch up on deferred maintenance, cosmetic improvements and modernization of the facility. This task force could then be on point for the community to lead efforts to systematically promote excellence in school programs and results.

Build a Capital Budget

Maintaining and improving roads and ensuring scheduled maintenance of town buildings, emergency service systems and equipment requires long term planning and budget provision. Shoreham should build a capital budget to structurally provision for its future.

Build a Town Energy Committee

A leadership team should be developed to look into energy and efficiency opportunities for the town and its residents. This team could also lead an analysis of the opportunity for a hydro power project at the Richville Dam. It could be on point to encourage the development of renewable energy—wind, bio-fuels, solar, methane digesters. It could investigate the opportunity to form a town energy coop to build a community energy project—a scaled solar array or a community scale wind project.

Expand Tourism Opportunities

A task force could connect the dots of agriculture, recreation and cultural heritage tourism to unite assets and provide an itinerary of activities—ranging from bike tours of farms, fishing, hunting and bird-watching. Build packages including the inn and ferry, develop a local arts/agro-tourism map of places to visit, connect to local historic sites, and market the Shoreham Apple Festival and other community events. This group could also lead a systematic Shoreham effort to improve signage to draw people to the village center and to tourism amenities. If all businesses that reach out to tourists cooperate and advertise together, all can benefit by increased visitors.

Bicycle Tourism

A task force could be developed to expand Shoreham’s role as a bicycling destination. Shoreham is the center of Vermont’s land of milk and honey—its scenic roads, farm fields, orchards, and lake make it an unparalleled bicycling destination. To build on this emerging opportunity, Shoreham should work to build a connection with the Bike Path from Middlebury to Cornwall, improve bike lanes on tarred roads, and build “back road tour” maps to attract the niche riders who like fatter tires and slower rides.

Affordable Housing

To promote the long-term health and vitality of Shoreham, a task force of Shoreham residents should lead efforts to change zoning and work to attract affordable housing to the village center. Young families, farm labor and newcomers to Shoreham or to Vermont need places to live and can contribute to vitality in the town center. An appropriately scaled affordable housing development could be a valuable addition to the community and its future.

Develop an Elder Housing Project in the Village

A task force could work to expand housing for seniors in Shoreham to allow residents to age in the community rather than have to uproot in their later years. By developing a project in the village, the community can build traffic to support local stores, a bakery, café or other amenities.

Improve Civic Participation

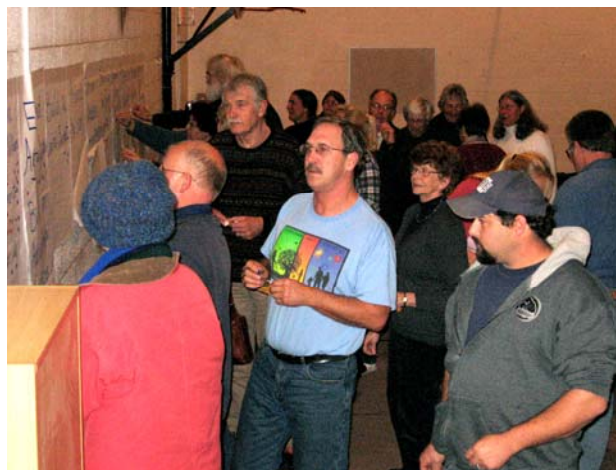
Shoreham needs a task force to concentrate on ways to improve town communications and support volunteerism. This Committee could serve as “volunteer recruiters and coordinators” inviting residents to help the school, recruiting for the fire department and to meet other community needs. It could build a list of all efforts that could use volunteers and reach out to invite all residents of Shoreham to participate in ways that strengthen the community. It could look at ways to foster volunteerism from an early age through programs that connect students with community opportunities. This task force could also lead community communications and encourage greater participation in the town newsletter and website.

Do an Analysis to Reduce Taxes

With rising costs to tax-payers in these uncertain economic times, some home-owners are being stretched passed their ability to pay, even without the additional burden that might be added to fund any new initiatives. Shoreham needs a task force to look at ways to reduce taxes going forward.

Build a Safer Community

Shoreham needs to look at ways to build a safer community for residents including an option such as setting up neighborhood watch groups.



*Voting priorities at
the Community
Meeting Day,
December 1, 2009*

IV. Shoreham Priorities

Determined by Shoreham residents at the VCRD Community Meeting, December 1, 2009

✓ Advance Economic Development

A. Plan and Attract Village Economic Development

Shoreham has a number of underused assets that can attract business and residential development in the town center providing jobs to Shoreham residents and bringing in new children to address the issue of declining enrollments and ensure the future of the school. Shoreham Telecom high speed internet, 300+ acres of town owned land, the ferry, truck access on 22A, three-phase power, water and waste capacity, and some underused buildings provide for some terrific opportunities. Even without a major project, these assets could be foundations for attracting and expanding home-based businesses. Aggregating new business and housing ‘downtown’ will also help attract shops and food enterprises to make a more dynamic village center. The community should build a creative economic development committee charged to plan for new economic development and the use of the town assets, and then work with potential businesses that may grow in town or be attracted to town-designated sites appropriate for business development and expansion. Shoreham should build and advance an economic development plan.

B. Build a Business Incubator

As part of its work this Shoreham task force should investigate the opportunity to develop a business incubator and/or a home-based business office support center in Newton Academy or the Apple Coop Building that will help new and small businesses start up and give home-based entrepreneurs a place to share services and cooperate to meet administrative, marketing or other resource needs.

✓ Improve Civic Participation

Shoreham needs a task force to concentrate on ways to improve town communications and support volunteerism. This Committee could serve as “volunteer recruiters and coordinators” inviting residents to help the school, recruiting for the fire department and to meet other community needs. It could build a list of all efforts that could use volunteers and reach out to invite all residents of Shoreham to participate in ways that strengthen the community. It could look at ways to foster volunteerism from an early age through programs that connect students with community opportunities. This task force could also lead community communications and encourage greater participation in the town newsletter and website.

✓ Build a Town Energy Committee

A leadership team should be developed to look into energy and efficiency opportunities for the town and its residents. This team could also lead an analysis of the opportunity for a hydro power project at the Richville Dam. It could be on point to encourage the development of renewable energy—wind, bio-fuels, solar, methane digesters. It could investigate the opportunity to form a town energy coop to build a community energy project—a scaled solar array or a community scale wind project.

V. Task Force Action Plans

Resource Meeting, January 7, 2010

Task Force: ✓ Advance Economic Development

Chairperson: **Steve Goodrich**

Facilitator: **Robin Scheu**, *Addison County Economic Development Corporation*

Resource Leaders: **Paul Costello**, *Vermont Council on Rural Development*

Steve Paddock, *Vermont Small Business Development Center*

A. Plan and Attract Village Economic Development

Shoreham has a number of underused assets that can attract business and residential development in the town center providing jobs to Shoreham residents and bringing in new children to address the issue of declining enrollments and ensure the future of the school. Shoreham Telecom high speed internet, 300+ acres of town owned land, the ferry, truck access on 22A, three-phase power, water and waste capacity, and some underused buildings provide for some terrific opportunities. Even without a major project, these assets could be foundations for attracting and expanding home-based businesses. Aggregating new business and housing 'downtown' will also help attract shops and food enterprises to make a more dynamic village center. The community should build a creative economic development committee charged to plan for new economic development and the use of the town assets, and then work with potential businesses that may grow in town or be attracted to town-designated sites appropriate for business development and expansion. Shoreham should build and advance an economic development plan.

B. Build a Business Incubator

As part of its work this Shoreham task force should investigate the opportunity to develop a business incubator and/or a home-based business office support center in Newton Academy or the Apple Coop Building that will help new and small businesses start up and give home-based entrepreneurs a place to share services and cooperate to meet administrative, marketing or other resource needs.

Action Steps

1. Build a brochure / website that includes a list of activities and resources. A buy local directory of businesses and could have a couple of editions: one to attract businesses and one to be useful to tourists and residents. Feed this information also into the Chamber. Unifies the business message of Shoreham.

Steps:

- Assess attractions.
- Build a business list and invite them to join this effort.
- Each of us brings business lists and assets list.
- Develop a business social networking event.
- Identify the content for each version of the brochure.

2. Get business leaders to line up behind setting town plan and zoning bylaws to build predictability. Concentrate on village residential and commercial.

Steps:

- Identify all businesses.
- Do a mailing to all businesses with a survey; inventory employees and actions.

3. Build a business friendly climate.

Resources

1. **Addison County Regional Planning Commission:** 14 Seminary Street, Middlebury, VT 05753; Phone: 802.388.3141
2. **Addison County Chamber of Commerce:** 2 Court Street, Middlebury VT 05753; 802-388-7951 or 1-800-SEE-VERMONT; info@addisoncounty.com
3. **Bank, Shoreham Telecom** (897-9911), **other lead businesses**
4. Existing **Shoreham town website:** <http://shorehamvt.org/town/index.shtml>
5. Carlene Telgen
6. **Shoreham Inn:** 51 Inn Road, P.O. Box 265, Shoreham, Vermont 05770; 802-897-5081
7. **Addison County Transit Resources (ACTR):** 282 Boardman Street, Middlebury, VT 05753-8861; (802) 388-1946; info@actr-vt.org
8. **Community Development Block Grant (CDBG):** Addison County contact for this planning grant from the State: Lisa.ryan@state.vt.us; 828-1256
9. **Rural Business Opportunity Grant, USDA RD:** Rhonda Shippee, Community Programs Director, USDA RD, City Center, 89 Main Street, Montpelier, VT 05602; (802) 828-6033; rhonda.shippee@vt.usda.gov
10. **Addison County Economic Development Corporation (ACEDC),** 1590 US Route 7 South, Suite 2, Middlebury, VT. 05753; (802)-388-7953; info@addisoncountyEDC.org
11. **Vermont Small Business Development Center (SBDC),** P.O. Box 188, Randolph Center, Vermont 05061-0188; (802) 728-9101 or in VT (800) 464-SBDC; lquillen@vtsbdc.org
12. **Vermont Council on Rural Development,** Paul Costello, Executive Director, 43 State Street, PO Box 1384, Montpelier, VT 05601-1384; (802) 223-5768, pcostello@vtrural.org.
13. **Smart Growth Vermont,** 110 Main Street, Burlington, VT 05401; (802) 864-6310; info@smartgrowthvermont.org
14. **Addison County Food Hub group,**
15. **Rutland Area Farm and Food Link (RAFFL),** Tara Kelly, Executive Director, P.O. Box 561, East Poultney, VT 05741; 802-417-7331; Tara@rutlandfarmandfood.org
16. **Vermont Community Foundation (VCF),** Stuart Comstock-Gay, Executive Director, Three Court Street, P.O. Box 30, Middlebury, VT 05753; Phone: 802-388-3355; scomstock-gay@vermontcf.org
17. **Farm to Plate strategic plan** (due to be complete 6/30/10), Ellen Kahler, Executive Director, Vermont Sustainable Jobs Fund, 3 Pitkin Court, Suite 301E; Montpelier, Vermont 05602; 802.828.1260; ellen@vsjf.org

Task Force Members

Name	Phone	Email
Scott Barkdoll	897-5141	skywoods@sover.net
Nick Causton	897-2747	ncauston@shoreham.net
Robin Conway	897-3141; 897-2668	rconway@shoreham.net
Stephen Goodrich	897-5885	897-5885
Maizie Hescock	897-7861	haycroft@sover.net
Barney Hodges	462-2349	bhodges@shoreham.net
Jonathan Ives	897-5443	jives@securenet.net
Dianne Lawson	897-2647	platt@shoreham.net; lawsons33@myfairpoint.net
Holly McKenzie	897-5151	holly@shoreham.net
Jeremiah Parker	897-5555; 897-7222 h	parkerrestoration@shoreham.net; mparker@shoreham.net
Rene Saenger	897-5331	carilloncruises@shoreham.net
Sue Spitzner	897-5757; 897-2365	tootsweet@shoreham.net
Scott Stanley	897-5942	897-5942
Rustan Swenson		haycroft@sover.net
Peter and Valerie Szymkowicz	897-2657	szym@shoreham.net
Barbara Wilson	897-5339	bwilson@shoreham.net; barb@solar-haven.net

Flip chart notes from brainstorming discussion

- Current Status:
 - Efforts have been individual so far.
 - Not much of an effort.
 - Had an apple coop.
 - Apple coop purchased by Barney Hodges. Not a coop anymore. Still an active and good business. Use is still 65% in apples and serving several farms. Used to be a packing house. 1/3 owned by Seedway. Seedway has significant role in the agricultural community. It is underutilized.
 - Have good infrastructure with capacity, including phone and high speed internet.
 - Home-based and internet-based businesses.
 - New bank branch.
 - Shoreham town website lists businesses.
 - Shoreham Inn.
 - Opportunity for housesites that are permitted and ready to go including senior rentals / affordable housing available.
 - Housing on a sewer / water extension. Senior rental housing.
 - Lack of updated zoning bylaws makes development uncertain and should be clarified.
 - Idea of networking among businesses or farming and buy local network. Shoreham town websites list businesses in town.
 - Tourism improving, cycling, etc.
 - Bikers love it here. Tourism seems to be growing. Inn is centerpoint.
- Priorities:
 - After identifying businesses (including farms, work with them to support zoning changes: village residential, village commercial.

- Identify businesses, how? Mail card out.
- Survey of businesses – size, #employees (be inclusive).
- Create a business-friendly climate to be ready for new businesses.
- Potential Future Action Steps:
 - Key is housing. We need more people. Housing in smart growth.
 - Getting people to move here.
 - Assess the obstacles of people moving here and the attractions so we know how to prioritize.
 - Need to draw a new business and employer into town.
 - Website promoting Shoreham to businesses to relocate: 3 phase power / septic / water.
 - Bring / have a business of size that more people will live here.
 - Light manufacturing jobs / business with livable wage.
 - Need a diverse base of businesses.
 - Better use of lakefront.
 - Maintain and be respectful of character and diversity of community.
 - Coffee shop, local products, meeting place.
 - Brochure / website for businesses, tourists, and residents: identify resources, list businesses, consistent message.
 - Town brochure and map about Shoreham, with things to see and do in Shoreham.
 - Promoting Shoreham with consistent message.
 - Look at how home businesses could group together to attract business. Carillon boat tour / Orchard / Inn as a bus tour event. Packages for tours “a day in Shoreham”.
 - To do:
 - Assess obstacles and attractions:
 - committee identify businesses in town,
 - ask businesses what works and what doesn’t,
 - invite businesses to social networking event.
 - Identify audience for brochure (or each brochure).
 - Get current business owners to help with town zoning changes.
 - Develop / utilize town center.
 - Commercial community kitchen to produce value-added agriculture products. Value added ag. incubator.
 - Encourage / have an organized approach to tourism with singular, focused message.
 - Bike map and have at information center.
 - Bus service – Shoreham to Middlebury / ACTR.
 - Monthly farmer’s market on town green.
 - A place for lunch in the village.

Task Force: ✓ Improve Civic Participation

Chairperson: **Paige Pierson as facilitator along with support from Ginny, Beatrice,**
Facilitator: **Chip Evans, Vermont Workforce Development Board**
Resource Leaders: **Peter Hopkins, Pownal Community Visit Chair**
Sally Miller, Director of Sustainable Woodstock

Shoreham needs a task force to concentrate on ways to improve town communications and support volunteerism. This Committee could serve as “volunteer recruiters and coordinators” inviting residents to help the school, recruiting for the fire department and to meet other community needs. It could build a list of all efforts that could use volunteers and reach out to invite all residents of Shoreham to participate in ways that strengthen the community. It could look at ways to foster volunteerism from an early age through programs that connect students with community opportunities. This task force could also lead community communications and encourage greater participation in the town newsletter and website.

Action Steps

1. Keep this group together.
2. Develop a catchy name for the group – “volunteer vixens.”?
3. Develop a standardized format/sheet where groups needing volunteers can list their needs.
4. Keep needs manageable and time limited to attract new volunteers.
5. Next Steps: Develop a more detailed action plan for:
 - Inviting people from other community groups – who else needs to be here?
 - Informing organizations needing volunteers about how to identify the simpler time-limited tasks that will attract new volunteers.
 - Develop a list of organizations needing volunteers.
 - Help organizations identify small volunteer opportunities – time limited to appeal to potential new volunteers.
 - Have the town designate a volunteer coordinator as a liaison with this group.

Resources

1. Paige Pierson volunteered to be a facilitator for the group with one or two support people from different age groups: Ginny, Beatrice, Robin.
2. Town website: <http://www.shorehamvt.org/town/index.shtml>. Robin Conway updates it.
4. Town can provide copying of notices and flyers, etc.
5. Utilize existing newsletters and websites.
6. Paige will develop a form for organizations to use to list their needs for volunteers.

Task Force Members

Name	Phone	Email
Dianne Lawson	897-2647	platt@shoreham.net; lawsons33@myfairpoint.net
Ginny VanHazinga	897-5420	gvanhazinga@earthlink.net
Heather Best	897-7181	hbest@acsu.k12.vt.us
Bonnie Campbell	897-2580	blc.buster@yahoo.com
Carol Causton	897-2747	ccaust@aol.com
Natasha Causton	897-5924	nkcauston@yahoo.com
Elizabeth and Jasper Christianson	897-2289	elizabeth@thewarmestwelcome.com
Peter Hopkins	823-5405	peter.hopkins@comcast.net
Jori Jacobeit	897-5443	jori.jacobeit@gmail.com
Beatrice Parwatikar	897-2658	ginbe@shoreham.net
Paige Pierson	897-5249	paige@olifants.com
Karen Shackett	897-5013	kms Shackett@gmail.com
Virginia Spadaccini	897-5254	ginnys89@shoreham.net
Judy Stevens	897-7031	judy_stevens1960@yahoo.com
Peter Wimmer	897-7648	hexapod@shoreham.net

Flip chart notes from brainstorming discussion:

- Guidelines for recruiters:
 - understanding requirements;
 - setting expectations;
 - making tasks manageable;
 - gathering information & distributing
- Liaison – volunteer coordinator.
- Need to find new volunteers.
- Handout at town meeting?
- Personal invitations: how to systematize recruiting; phone tree; put blurb or needs on website.
- Create template for gathering information from Shoreham organizations that need volunteers.
- Build a base of people to do smaller jobs.
- Explain what volunteerism means: time commitments; get people started.
- Use multiple media: town meeting; town website; school website; town newsletter; newspaper.
- Other community websites: school, library.
- Make people feel welcome.
- Encourage open houses.
- A volunteer day – more social.
- Facebook? Twitter? – who would update?
- Volunteer coordinator appointed by town – the go-to person.
- Get the word out about what is needed.
- Keep the group together.
- Appoint a facilitator or co-coordinator.
- Get a name.
- Develop a template.
- Money for printing, etc.
- Develop list of organizations and needs.
- Develop a plan for how to invite people.
- Events: Shoreham Day; Apple Blossom; Tour de Farms; Apple Fest; Green Up Day; Homegrown dinner; Library book sales, bake, plant; Church events; Library programs for teens, elementary, preschool; Senior weekly dinner.
- Projects for youth, real accomplishments, part of the community vs. school; get motivated.
- Helping elderly – raking, etc. maybe with college kids.
- Community / School liaison.
- Volunteerism credits for high school students; get recognition.

Task Force: ✓ Build a Town Energy Committee

Chairperson: **George Gross** offered to serve as interim

Facilitator: **Johanna Miller**, *VT Energy Climate Action Network, Vermont Natural Resources Council*

Resource Leaders: **Elizabeth Golden**, *Addison County Regional Planning Commission*

Irene Wrenner, *Essex Selectboard Chair, Essex Energy Committee Founder*

A leadership team should be developed to look into energy and efficiency opportunities for the town and its residents. This team could also lead an analysis of the opportunity for a hydro power project at the Richville Dam. It could be on point to encourage the development of renewable energy—wind, bio-fuels, solar, methane digesters. It could investigate the opportunity to form a town energy coop to build a community energy project—a scaled solar array or a community scale wind project.

Action Steps

1. Define the committee structure (is it an ad hoc group or should it be an appointed group).
2. Define the commitment of the committee (x's/month, etc.).
3. Identify the interests (passions of what its members want to work on) and expertise of members.
4. Identify focus by reviewing, adding to and amending the initial brainstorm list.
5. Identify resources with Elizabeth Golden's help.
6. Undertake a focused campaign identified by the group, possibly:
 - Vermont Community Energy Mobilization Project through ACRPC
 - Button Up
 - Light bulb exchange
 - Way 2 Go carpool opportunities
 - Town survey at town meeting or through the town newsletter
 - Update town plan related to energy

Resources

1. **Addison County Regional Planning Commission:** Elizabeth Golden, Environmental and Land Use Planner (and Shoreham resident), 14 Seminary Street, Middlebury, VT 05753; (802) 388-3141; egolden@sover.net
2. **Vermont Energy and Climate Action Network (VECAN):** Johanna Miller, VNRC and VECAN, Energy Program Co-Director, (802) 223-2328 extension 112; jmiller@vnrc.org
3. **Efficiency Vermont:** 255 S. Champlain Street, Suite 7, Burlington VT 05401; 888-921-5990;

Task Force Members

Name	Phone	Email
Scott Barkdoll	897-5141	skywoods@sover.net
Dale Birdsall	897-2572	gdbirdsall@yahoo.com
Robin Conway	897-3141; 897-2668	rconway@shoreham.net
Deborah Diemand	897-2634	diemand@shoreham.net
Elizabeth Golden	598-2388 cell; 388-3141 w	egolden@sover.net
George Gross	897-5339	gmgross@shoreham.net
Bill Heminway	897-2311	bheminway2@gmail.com
Dianne Lawson	897-2647	platt@shoreham.net; lawsons33@myfairpoint.net
Peter Lynch	897-5835; 897-5232	peter@gatp.org
Holly McKenzie	897-5151	holly@shoreham.net
Michael O'Neil	897-2188	oneillm@shoreham.net
Rob Perry	897-5058	rperry55@aol.com
Lottie Prah	897-2188	oneillm@shoreham.net
Erik Remsen	897-5346	erikremsen@yahoo.com
Andrea Scott	897-2779	andrea.scott@yahoo.com
Mark Spitzner	897-2365	msjspitz@shoreham.net
Will Stevens	897-7031	wstevens@shoreham.net
Kurt Suchomel	897-2459	suchomel@shoreham.net
Bill Suhr	897-2777 (orchard); 897-2779 h	bill@champlainorchards.com
Rustan Swenson	897-7861	haycroft@sover.net
Robert Warren	897-5701	dee_bob@shoreham.net
Gail Wood	897-8201	woodfamily@shoreham.net

Flip chart notes from brainstorming discussion:

Issues

- Merits of efficiency / conservation opportunities, renewables, expensive.
- Inability to get loans, affordable housing.
- We're a commuter town, need public transit.
- Wind farm, but no funding.
- CVPS – no support for wind farms.
- Community-based energy coop – CVPS could be a competitor, how to manage it?
- CVPS is a broker, not a producer.
- VELCO provides infrastructure.
- Steps to evaluate doing hydro-power.
- Dam owned by Fish & Wildlife.
- Protection vs. using it.
- Energy planning with zoning.
- Feasible projects?
- Lake side is available, neighbors complain.

What other communities are doing

- Set goals for energy reduction. i.e., 10-10 (10% reduction by 2010).
- Light bulb exchange.
- Hand out info.
- "Button Up" program.
- Bring experts in to speak and answer questions.
- Install programmable thermostats.
- Add "energy" into the town plan.
- Forest management plan.
- Household energy audits / municipal buildings: Efficiency Vermont or gas company can do it.
- Weatherize.
- Reduce use – everyone can do something.
- Carbon footprint – on-line goals challenge.
- "carbon shredders."

- Tours of ‘renewables’ homes.
- Solar panels on schools.
- Community Mobilization program.
- Car pool options: ACTR or Way To Go challenge program.
- PACE clean energy assessment.
- District/town bonds for home-owners to invest in renewables (taxes).
- ACRPC – a resource for municipal audits; technical resource; resource to find \$.
- Clean energy fund.
- Larger heat and power projects.
- Environmental state regulations.
- Ag communities energy issues: regional biomass; regional biofuels; on farm opportunities.

Action items

- Planning and Zoning up to date.
- Energy codes, state level.
- Community scale energy efficiency program.
- A community scale renewable project.
- Policy-related programs – codes, bonding, etc.
- Carbon reduction credits.
- Find out where people are driving?
- Way To Go program.
- Florescent lighting incentives coupons at local store.
- Vermont Community Mobilization Program.
- Publicize activities on town website, tally number of bulbs.
- Engage the school.
- Identify resources with Elizabeth’s help.
- Identify everyone’s passion related to energy on the committee.
- More research on what other towns have done.
- Town survey of needs in newsletter prior to town meeting, or could use Survey Monkey.
- Bike generating electricity machine demonstration at town meeting.
- Filter through ideas with a combination of email and face-to-face meetings to get more people involved with continual communication.
- Decide ad hoc or appointed committee / task force (insurance, funding, oversight, support).
- Attend Jan 28 ACRPC meeting.

VI. Resource Team Recommendations

In response to the Three Shoreham Priorities for Action

✓ Advance Economic Development

Plan and Attract Village Economic Development and Build a Business Incubator

The Economic Development Task Force should encourage business leaders to participate in its efforts and grow participation over time. To create the kind of development envisioned will take all of the community pulling together.

The "planning" portion of this priority is really important to avoid dissipating volunteer energy. A critical step in the planning is to identify possible synergy among the town's various economic development assets (and they are promising). For this step Shoreham may need outside help from a consultant or from the Addison County Regional Development Corporation. The planning phase should be short and result in a list of clear action steps and a proposed timeline so they can measure progress and keep volunteer energy and focus on-line.

Inventory. Inventory your other assets, i.e. educational, workforce development, financial, business assistance, cost of housing, health care, infrastructure, and have that available as you talk to new businesses about starting or locating to Shoreham. Some of these services may not be in Shoreham but nearby. As you talk you identify gaps in your assets, determine which are appropriate for you to fill in Shoreham or have those assets nearby.

Do a good analysis of the condition of your village buildings to determine if they are ready for occupancy. If not, talk to the landlords and determine what they are willing to do to attract tenants. Same with landowners.

Talk to existing businesses about expansion and/or assistance needs. Perhaps some need space to grow that is available in the village. Talk to home businesses that may be growing out of their houses about spaces identified in your village.

After you know what you have to offer, you can "package that" and develop some marketing materials. Doesn't have to be fancy, but answers questions about your key assets: what Shoreham has that may differentiate you from surrounding communities (have townspeople help identify) and who to contact. Be sure to follow through on ALL contacts. You will kiss a lot of frogs before you find your princes and princesses. When new businesses come, stay close to them and help them grow.

Don't assume you have to reinvent the wheel. Borrow from other communities successes. The Council on Rural Development can help identify those communities.

Economic Development Assessment. Beyond a survey of existing businesses, the committee could develop its own assessment of town-owned land and vacant building space available in the village that could attract business development. The town could enlist the assistance of the Addison County Regional Development Corporation in marketing the land and/or buildings, or, in the case of public assets, could consider listing land or space with a commercial real estate firm.

Eventually, the town may want to create a comprehensive management plan for town owned lands. Uses might include housing, lease of fields long-term for CSA, recreational venues (fields and or trails), sale of firewood or saw logs to town residents/businesses, town quarry for road materials. The income generated from the sale or management of town lands could be slated for investment in new economic development.

Brochures, Maps and Buy Local. A number of towns have built brochures, maps and buy local directories to spur businesses, bundle tourism activities and lodging, and stimulate the local business climate. One of the best to emulate might be the Islands guides produced by the Lake Champlain Island Chamber of Commerce (Ruth Wallman, 802-372-8400).

Zoning. A careful examination of the town's zoning bylaw and other regulations can determine if they are friendly for business and housing development. Many towns inadvertently build regulatory barriers that discourage development. This is especially true in village or downtown locations where large lot size, setbacks and restrictions on multi-family units can get in the way of attracting new housing or small business. The committee should work with the Planning Commission and Selectboard to advance a set of zoning bylaws that will advance clarity and predictability and give businesses confidence to build or invest. These are especially important in the village center where the community wants to see more density and business opportunity. The last time this work was attempted it did not pass a public vote; revisions proposed then could be reviewed on their pertinence to economic and village development and a new proposal could include those elements that could be directly aimed at village development. The town could also look at other regulations that may not be friendly to home-based businesses or cottage industries, and eliminate or modify them to signal the town's interest and support for these enterprises.

Survey and Support Home Businesses. It is far easier to grow businesses that already exist than it is to create or attract new ones. The economic development task force can serve as a support system for home-based businesses. That's the kind of "out of the box" thinking that is so critical for a small town. The committee should start by talking to the people in town who already run such businesses to define their needs and identify which ones the town could help with. What kinds of services would have helped them start up, or what will help them grow? They can gather that data with a paper poll, survey and through a facilitated public meeting for brainstorming. Do an inventory, including questions that would help identify those interested in growing into more formal space, or needing help to grow. The inventory could provide the information for a "buy local" guide that could encourage spending in local businesses.

It would also be wise to take that opportunity to recognize and celebrate their existing home-based businesses, perhaps through an article in web or paper based media, perhaps through a local event like a pot luck or by building a local "economic development summit" as they recently did in Richmond.

Ultimately, the committee may choose to support the creation of a business service center somewhere in town that could support entrepreneurs and their home based enterprises.

The committee could work to secure a schedule for the availability of RDC/SBDC technical assistance for small local businesses in town. (For example: A small business counselor will be available for consultation IN Shoreham every other Tuesday from 3-5PM to help entrepreneurs build business models, expand, or increase efficiencies).

Planning Support. The Economic Development Task Force might want to work with the Selectboard to apply for a planning grant from the Community Development Program at the Agency of Commerce to help hire someone to assist in doing this work. The Addison County Regional Development Corporation could help. Currently Shoreham is not a dues-paying member; the town should consider whether investing in their assistance would be beneficial; and if it did proceed, the committee should press for services and assistance.

LDC. At some point in the future the Task Force could consider establishing an LDC (local development corporation) like the Randolph Area Community Development Corporation (RACDC) that can access VEDA sub-5 funding, buy/sell assets, develop affordable housing, etc. To evaluate this strategy, the Shoreham Economic Development Task Force could meet with the RACDC and the Bellows Falls CDC and talk to them about their projects, successes and pitfalls.

Foods and Value Added Agriculture. Clearly this is a real area of opportunity for Shoreham. The Task Force should explore the food-based economic development opportunities by talking to the Vermont Sustainable Jobs Fund, Tara Kelley at the Rutland Area Farm and Food Link, and Helen Labun Jordan at the Agency of Agriculture and enlisting their support for enterprises.

Visit Other Communities. The Task Force might want to visit and talk to leaders in other places that have tackled similar economic development challenges: Groton (mixed housing, commercial and public facilities in the village), Hancock (new town green and affordable housing; unsuccessful plywood plant rescue), and others.

Use the Green.

Generally, the original uses of New England town greens were either for livestock grazing, sales venues and/or military drill grounds. Shoreham should consider re-offering the Town Green as a venue for businesses to hold events on specific days. Offer the Town Website calendar as one venue and a link to the business or organizing entities website for advertising the event. Events could include:

- a. Farmer's markets
- b. Antiques and/or residents flea market field sales
- c. Outdoor equipment sales
- d. Horse/dog or other shows/events
- e. Concerts or other recreational events either for admission or sponsored by the Inn or other local business to bring people to town.
- f. Offer an event on the Green to every business within town. The Committee could provide them with guidelines for use and cleanup, schedule a calendar for participation and generally be responsible for the events.

Official "Village Designation." Use the Village work Shoreham did previously and apply for a designation from the State Downtown Program as a village center. This will give businesses within the designated area access to tax credits to rehabilitate their facades or other facilities. It also prioritizes the Town for infrastructure grants (like for sidewalks...).

RESOURCES TO SUPPORT THE SHOREHAM ECONOMIC DEVELOPMENT TASK FORCE

The **Addison County Regional Development Corporation** led by Robin Scheu (388-7953) could be instrumental in supporting the mission and strategies of the Task Force. Their involvement could range

from advice to the committee to direct supports for prospective businesses or assistance in locating businesses or advancing an incubator project.

The **Addison County Regional Planning Commission** (ACRDC) can be extremely useful in energy planning and Elizabeth Golden is already working with the energy committee. They can also help, potentially, in developing zoning revisions or even in potentially developing a CDBG planning grant. Contact Adam Lougee at 388-3141.

A **CDBG (Community Development Block Grant)** planning grant might be a perfect source of financial support to hire the outside help for this type of project; these can go as high as \$30,000. The CDBG coordinator at the Department of Housing and Community Affairs should be the first phone call to discuss the fit and competitiveness of this kind of activity. Given that proposed outcomes would include increased employment opportunities for low and moderate income households, it could be very competitive. Contact Carl Bohlen in the Agency of Commerce for more information at 828-5215.

USDA Rural Development has a variety of resources that could be available for planning and project implementation. **RBOG** grants can help economic planning, cluster planning and with groundwork to spur economic development; **RBEG** grants can support the progress of particular enterprises and might be especially useful if an incubator project is developed. Contact Karen Lynch at 828-6044 or Rhonda Shippee at 828-6080.

The **Vermont Community Foundation** is building the capacity of philanthropy to invest in agricultural development in Vermont today. Contact Ryan Torres at 388-3355. The **High Meadows Fund** is also a partner in a number of agricultural development and energy projects in Vermont; Gaye Symington, their director, can also be reached at 388-3355.

Vermont's Small Business Development Center can provide small business development counseling and business training to assist entrepreneurs. Steve Paddock (388-7953) in their Addison County Office can assist small businesses and has particular expertise in business models for agricultural and value added enterprises.

If Shoreham businesses have **workforce development** and training needs, resources could be available from the ACRDC, the VT Dept. of Labor (Middlebury or Rutland offices), VT Training Program (Agency of Commerce), Hannaford Tech Center, or the Stafford Tech Center (Rutland).

The **Vermont Software Developers Alliance** could be approached to market Shoreham to their members. The infrastructure Shoreham contains makes it a perfect community host for member businesses. 735-0840.

Middlebury College's Digital Bridges Program could be useful to the community and its businesses. They help under-funded young companies and start up for-profit or not-for-profit enterprises. DigitalBridges2.0's Middlebury Solutions Group (MSG) offers free venture-coaching services aimed at helping early-stage and start-up enterprises get from concept to implementation. Clients get help conducting market research, opportunity assessment, and competitor analysis; developing enterprise models, marketing plans and Web-presence; and presentation coaching - including PowerPoint design and authoring. For more information and MSG client application forms, contact: Michael Claudon, DigitalBridges2.0 Director, claudon@middlebury.edu, (802) 443-5799; or MariAnn Osborne, DigitalBridges2.0 Program Director, mosborne@middlebury.edu, (802) 443-5435.

✓ Improve Civic Participation

The Task Force could start by making a list of simple tasks/needs that anyone can do, and more complicated ones that may require more time and effort. Ask committees, the library, Newton Academy, the school, municipal government, fire department and town services about their volunteer needs and build a matrix that can serve both as a guide and a recruiting tool.

Identify willing community members, their areas of expertise and realistic time able to contribute. Possible tools include newsletters home in kid's backpacks, sign up at library, Post Office, town meeting day, and other local gathering spaces such as the Inn. Post on town website.

Make a concerted effort to involve kids, particularly with a clear, tangible and do-able tasks. This can be a terrific education in civics and also a great way to get more parents involved. Involving kids to reach out to older neighbors would be a great way to inspire volunteering.

Ask churches to get involved in specific activities – they may not want to 'run' things, but if you have a festival you might be very successful in getting a group of them to do specific things on the day of the event.

You never get volunteers by putting it in a newsletter – though the more ways people hear about an issue and feel invited, the better. Most people get involved by being personally asked one-on-one by someone they like and respect. The Task Force should make new volunteer recruitment part of their job and look at how they can systematically and directly invite community residents to share their skills, time and energy. Beyond a generic invitation, one great way to advance volunteerism is to have individual members of the community go knock on doors to ask. That's where their results will come. Why not a United Way-like drive, but for volunteers? Task force members and participants from each neighborhood of Shoreham could agree to knock on doors of their neighbors (a handful each) and ask about their interest and willingness to volunteer for specific projects.

Have an attitude that everyone can do something...some are very small tasks, some not.

Look for ways to celebrate Shoreham volunteers and ways to MAKE IT FUN!

Build a communications structure that will help you match volunteers to opportunities and needs. An on-line community forum might be devised (like Front Porch Forum in Burlington) or a place on the Shoreham website defined as a communications and volunteer center-point to share needs and updates. Another idea would be to include requests in tax bill mailings from the town.

A key point in the voluntarism effort is to provide discrete, time-limited opportunities. Some people are quite willing to help on the day of the activity, but just don't want to be involved in an ongoing process. Build volunteer opportunities so that each type has a way of being involved. Folks are most likely to volunteer when they (1) know what they're being asked to do (and can do it); and (2) know it's time-limited.

A "volunteer fair" or a community/organization open house could also be a good idea and way to match needs with people who want to help.

The Task Force should attract well respected champions in town who are willing to give of their time and work to energize others. It could bring in some outside speakers to talk about how Shoreham can drive its own destiny and it could also facilitate some further discussions around topics identified but not prioritized for immediate action through the Community Visit process.

Involve the schools in any appropriate aspect. Can students help create a “motto” or graphics around a “theme” for Shoreham? Can teachers lead student projects around beautification or in other areas?

RESOURCES TO SUPPORT THE SHOREHAM CIVIC PARTICIPATION TASK FORCE

Borrow from other towns who have achieved success. Peter Hopkins, the Pownal Community Visit Chair might be a useful resource in sharing ways they moved the mark: 823-5405. Tara Kelly of RAFFL, 417-7331, has chaired Rutland’s efforts to build volunteerism and participation in their Creative Economy movement—she may have advice on engaging people in the community. Call the local area office of USDA RD for advice or assistance: Michael Bard, 828-3013. Contact VCRD for other examples of communities that are effective in drawing volunteers into service, 223-5763.

✓ Build a Town Energy Committee

Identify a couple of simple and short term projects to get started where the Task Force can get “in the game,” start to build public interest, and have some initial successes to build on.

Then create a plan that has doable town wide goals such as:

- 100% homes will use good light bulbs.
- 100% of homes will be evaluated for efficiencies.
- Shut down the idling of all cars, busses and trucks at school.

Build the business model and evaluate community ownership and development options for a small hydro project at the Richville Dam. Marshfield is developing a town-owned small hydro project. Lori Barg provides consultation, assistance and project management for such efforts, 454-1874. Lori is the state’s leading expert on micro-hydro development. The Task Force could develop a municipal planning grant to provide the funds to contract for Lori’s services as a development consultant—she can tell you how.

The selectboard could take the lead in this activity and give it legitimacy by formally endorsing the Task Force as the Town Energy Committee. This would involve a careful statement of its purpose and responsibilities. The most straightforward would be to make it advisory to the selectboard to help identify and plan for specific energy tasks. It’s important for the committee to be open to new members and to advance practical projects early to build momentum, a feeling of success, and public recognition to draw more people into activities. Don’t get stalled by organizational logistics!

Work with CVPS to identify power distribution needs/constraints (3 phase lines, etc.).

RESOURCES TO SUPPORT THE SHOREHAM ENERGY TASK FORCE

The **Addison County Regional Planning Commission** has some energy grant funding to provide services to communities and Elizabeth Golden from their staff will be an invaluable asset as the Task Force advances its work.

The **Vermont Energy and Climate Action Network (VECAN)** works to support community energy planning throughout Vermont and can provide facilitative assistance to Shoreham. **Johanna Miller** from the VNRC is coordinating Town Energy Committees around the state. Her telephone number is 223-2328 and her email is jmiller@vnrc.org. **Paul Markowitz** is also involved in Town Energy Committees through his work with the Sierra Club, VEIC and as a member of the Vermont Energy and Climate Change Network. His telephone number is 229-6307 and email is: paul@markowitzvt.com

Projects vary greatly across the state but today some 90 towns have built town energy committees. Some towns are working on small-scale hydro (Greensboro, Middlebury, Ripton), others are focusing on making town buildings more energy efficient and converting town vehicles to biodiesel. Brattleboro, Middlebury and Montpelier have signed on to **ICLEI-Local Governments for Sustainability**, an international association of communities addressing climate change – visit (www.iclei.org/usa) A draft guidebook for community energy planning can be obtained from **Deb Sachs** at dsachs@10percentchallenge.org.

Gina Campoli, Environmental Policy Manager with the **Vermont Agency of Transportation**, is a good resource for general community energy activities around the state. She can be reached at (802) 828-5756.

Efficiency Vermont has been a key partner in conducting the technical review component of efficiency projects and also has grant funding to support qualified projects—both municipal and private. Contact Paul Lambert, Business Development Specialist, 1-888-921-5990 x 1088 or plambert@veic.org

USDA Rural Development supports both grants and guaranteed loans for project that involve energy efficiency and renewable energy generation. Recently funded projects include methane digester development, reverse osmosis efficiency for maple producers, and biomass energy production. **Cheryl Ducharme** is the Rural Energy Coordinator, 828-6083. One-on-one project development works best for USDA programs. Examples of businesses that are high-energy users that could benefit include: grocery stores and small markets, maple sugar producers, dairy farms and machine shops. **Rural Energy for America Program (REAP)** is unable to directly help a municipality or non-profit, however, REAP can play a very big funding role for a small business that wishes to reduce energy costs by replacing an existing furnace with a more energy existing unit, install efficient lighting, insulation, energy efficient windows, greenhouse curtains, etc. For really energy conscience business owners their Renewable program can help with the cost of installing solar photo voltaic systems, solar thermal systems, wind, geo thermal, hydro electric, anaerobic digesters, and more. Grants can cover up to 25% of eligible project costs not to exceed \$250,000 for efficiency projects, and \$500,000 for Renewable projects; guaranteed loans can cover up to 50% of eligible project costs not to exceed 25 million.

USDA Natural Resources Conservation Service has participated in funding methane digester projects. Vicki Drew is the Vermont State Program manager and can be reached at (802) 951-6796 x242. A portion of methane digester projects may qualify for USDA NRCS EQUIP funding. Contact **NRCS** in Williston at 879-4785.

Businesses and farms can obtain supplemental funding for projects from a variety of banks or other sources. Key funding partners include **Vermont Economic Development Authority**, 828-5627; **Vermont Community Loan Fund**, 223-1448; and **USDA Farm Service Agency** 524-6503.

The **Vermont Earth Institute** helps communities organize study courses on particular topics related to sustainability. Working with them to form a course could help clarify thoughts on sustainability and draw community members into a larger discussion. Their program is described online at www.vtearthinstitute.org.

Casella Waste Management has innovative recycling and waste management projects, 775-0325.

Information on sustainability groups forming in Vermont can be obtained from the **Vermont Peak Oil Network** at www.vtpeakoil.net.

Universities and colleges can be partners in developing strategic plans for sustainability. **Middlebury College** has student groups working on sustainable systems projects that Shoreham may be able to draw in for help. Jack Byrne is the sustainability integration office Director and can be reached at 443-5043. More information can be found at www.middlebury.edu/administration/enviro/. Jim Merkel is a sustainability coordinator at **Dartmouth College** – www.dartmouth.edu/~sustain/.

The **Addison County Relocalization Network** (ACoRN) is designing a local sustainability and energy initiative that may be relevant to Shoreham municipal activities. Visit www.willitseconomiclocalization.org.

The **Sustainability Leadership Institute** might be able to offer facilitation and leadership development for the Shoreham task force start-up meetings. They may be willing to partner with VECAN and other local organizations to support task force members in initial steps. Contact the Institute Director, Monica McKenna at 462-2111 or mmckenna@sustainabilityleaders.org.

Shanna Ratner at **Yellow Wood Associates** 524-6141 and Chris Paterson at the **Center for Whole Communities** 496-5690 can provide an overview of the Community Indicator field's efforts, successes and considerations. Two of many web-based resources are [Smart Communities Network](#) and [Sustainable Measures](#).

The **Vermont Community Foundation** (VCF) has grant rounds and sub funds that may be of use for this Task Force. Call 388-3355 or visit www.vermontcf.org for more information. Likewise, the **New England Grass Roots Environmental Fund** has jumpstarting grants for small projects. Cheryl King Fischer is their director at 223-4622.

Contact existing **Energy Committees** in other town's to see how they formed, what their mission is and how they are implementing their plans. **Dawn Francis** serves as chair of the **Hinesburg Energy Committee** which has had a number of significant successes. She can be reached at 863-3489 #210, **Irene Wrenner** has led the **Essex Energy Committee** to some strong successes; she can be reached at 879-0011. Another model committee is **LEAP in Waterbury Town**. They are a fairly young energy committee with interesting ideas including having held a Town Energy Fair. Waterbury LEAP (Local Energy Action Partnership) describes itself as an all-volunteer organization dedicated to engaging our community in reducing carbon emissions and promoting energy efficiency and the use of renewable resources in Waterbury and the surrounding area. Since 2007 LEAP members have been involved in

many local activities including: 1) selling more than 2,500 compact fluorescent bulbs for 99 cents each to local community members; 2) arranging for free energy audits from Efficiency Vermont for many local businesses and all municipal buildings; 3) hosting an annual Waterbury Energy Efficiency & Climate Change Rally each April; 4) conducting educational efforts in local schools; and 5) distributing information to local families and businesses of many ways people can reduce their emissions and energy use, and save money. The two movers and shakers in the organization are **Duncan McDougall** clif@clifonline.org and **Keith Thompson** kothomps@hotmail.com.

VII. Town Forum Notes

Compiled from focus group discussions held with Shoreham residents and the VCRD Visiting Team on October 29, 2009

Although the prioritization work of the Community Visit 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.

Community Involvement in Shoreham

Resource Team: Jeff Francis, Stuart Comstock-Gay, Ann Cousins, Joss Besse, Chip Evans, Brent Raymond, Greg Brown, Deb Maguire, Sarah Waring, Margaret Gibson McCoy (scribe)

What are the Assets and Challenges in this Area?

- People, the nice neighbors we have in this town is a huge asset. People take care of each other.
- As a new resident I was made to feel welcome right away.
- It's a welcoming great community with a community-minded reputation.
- Having our own library is an asset.
- As I walk the roads everyday, I'm astonished that everyone waves at me from yards, porches, cars. I came here from CT where that doesn't happen.
- The Inn is a huge asset. It's a social center with good food, great beer, a great place to gather especially in the winter. Now that it's a restaurant it's open 5 nights a week. The multi-generational aspect of the Inn is wonderful; can have 3 generations of people, who are unrelated, sitting together. A way where newer residents can get to know people and also people from other towns come to town.
- The Orchards bring people to town – pick your own apples, strawberries, school group tours. Champlain Orchards has increased their events, wine-tasting on weekends, concerts.
- The ferry brings people to town
- The Half-way House restaurant is an early morning gathering place.
- Lake Champlain is an asset, but don't know that it's used.
- People come here to bicycle, the scenery is an asset.
- Biggest challenge is getting people to participate. We're becoming more of a bedroom community where people commute and aren't making contacts in this town. It's a challenge to get people to volunteer for fire department.
- The church provides a meeting place and offers activities that are connecting points – another place to come together.
- Life and role of the churches in the town reflect the challenges in town: aging demographic, financial challenge.
- A challenge is the small number of people in town; the pool of people is small to start from and then it gets split as people pick between the many activities to volunteer for.
- Many places to volunteer: friends of the library, school board, PTNO, green up, Shoreham Day (fizzling out due to lack of involvement), fire dept and first responders (dangerously close to not existing).
- Recruitment for the fire department / first responders is word of mouth. Lower number of volunteers these days. This town used to have 50 active farms and we're down to 12 now. With 50 active farms there were workers and kids that would volunteer. They could stop their chores to respond to a call, and then go back to chores later.
- Fewer people work around here. People commute to Middlebury or other places away. They can't respond to a call, so they can't volunteer to serve and it's hard to maintain numbers.
- Also a lot of seniors in town, that can't do it.
- Land from farms turning to development bringing people here from out of town.

- Shoreham Day has been a big enough event to attract other communities. More new people come to the event than people that grew up here. The volunteerism to put that together goes to the 10% of people that do everything.
- We have a fair number of events in town, Derby Day, Tour de Farms, Shoreham Day, Home Grown Dinner.
- No matter where you are, it's the same handful of people that do everything.
- Burnout happens with people that do everything.
- Where is the next set of volunteers? How do we attract the next generation?
- That's where we fail because there are divisions in town. If you're a large land-owner, then a couple wealthy land owners can do a mailing to the whole town to pressure people to vote a certain way. What will make it attractive for people to move here or stay here?
- People who sent things out weren't people with a lot of money; they pooled resources to be able to send out flyers.
- Personality differences within groups in town is a challenge. People within groups have strong feelings and no point of mediation.
- Communication between the groups is a challenge. How can groups help each other get the word out on events? Can take awhile to get things on the town website calendar.
- There are notices put up in the post office but I only go there every 6 months. Don't get the notices so I don't know what's going on.
- Town website is an asset
- People forget that use of the Congregational Church facilities is as a community asset but it doesn't get the support from the people who use it. The community needs to figure out a way to support that asset.
- Restoration of Newton Academy is a challenge that could turn into an asset. The town is divided as what to do with it. It's a 200 year old building.
- Town website – it's like pulling teeth to get anyone to send news in for the website or town newsletter. Stopped the news blog that wasn't worth time dealing with because no one used it. We're one of the few towns that has a website that shows school closings or road closings.

Opportunities: What Should Be Done?

- Would like to see more volunteers; there are a lot of people that work tirelessly on many projects in town and each project has 10 people on it times 15 projects there's your 10% of the community doing the work.
- The website should be the center of everything that goes on in town.
- People don't have skills to be helpful in all areas – people need to volunteer what they can really do. I volunteer where I know that I can be helpful. Maybe we need a volunteer coordinator to help people know where they can best serve.
- Certain committees seem so set which makes new people feel like outsiders. The person doesn't feel that they are valued or that their input is important. Hard to come in to groups that are long-standing.
- As a new person, you get snippets of the history of certain projects that have gone on for years and then try to balance what you're hearing and figure out how you could get involved in an effort that feels like it won't help anyway.
- Can we find some areas that the community can get behind and put energy around?
- Separation between old school and new school – no one is grooming people.
- How do you get people to volunteer for the rescue squad with all the training that is required now: 175 hours of training, EMT's need 6 months 8 hours/week? It's a huge commitment. We have double-duty members. There are 6 certified fire fighters but only 2 of us are available during the day. We have 5 trucks. If we're on a call, our back up is Middlebury, 23 miles away.
- The solution has to be on a state level. Have to incentivize it somehow. People can't leave their jobs for fire calls anymore. People have more excuses than a 3 dollar hooker why they can't help.
- We have to start training children from the beginning to be volunteers. For instance, church in St. Lewis start out with smallest children training them to donate money. Need to start with junior fire fighters or whatever. Need to start people younger.

- Have a volunteer coordinator who could then connect people who are interested with the person in charge of a particular group to make it easy for new people to town; or someone has a master list of events.
- Outreach is important. No one has ever asked my son to be on the fire department. Maybe people don't always feel invited or welcome or that it's important.
- When you want to get out of a job, you're responsible to find your replacement. Every group should have an active recruiter or recommend people they meet to join a meeting, etc. It's our responsibility to be the welcome wagon to try to plug people in to participate.
- Appreciation – Shoreham festival day does recognize a person or group that's done something outstanding for the community. Maybe other groups could offer recognitions – people put in a lot of effort but don't feel appreciated.
- People are waiting to be asked – they may not know it.
- Have Senior citizens team up with the Kindergartners, a way to start these connections at an early age. And getting us older folks re-connected with the school. Getting connections back with the school and with the kids is important.
- Start with the kids to build a sense of community with those children.
- Parents can volunteer in the school without having to get finger prints.
- Can the principal's notes be put on the website?
- Yes!! There is a new school website with principal's notes, event calendar, and other info.
- Biggest problem are fewer numbers of kids. There aren't enough kids here to support certain sports teams so they are being transported somewhere else.
- The Lake is a regional thing – there are always problems with cleaning zebra mussels, etc. We should be given more info because we are a lake community. If there's a way someone can participate in the overall planning.
- Middlebury College is a tremendous resource regionally; museum, arts calendar, sports track
- Bike path will connect Cornwall with Middlebury, Shoreham might want to connect with that.
- Would like to get volunteers from Middlebury College to Shoreham to volunteer. Middlebury College is doing a lot of work with farm workers from Mexico.

Reflections of the Community Visit Team

- Brent – town has DSL; there are opportunities for town to have info dispersed in the community but people aren't aware of it. Maybe people sign up for email lists to proactively disseminate info; (or an RSS feed)
- Joss – impressed with 22 people here. Good indicator of likely success for this town. There are ways to help address the things that came up today. Be hopeful, you can do this. Could have active sign-up list at tonight's dinner about who might volunteer to reach out to new people. Do it tonight for starters.
- Stu – might look at Front Porch Forum as a way for people in a community to share information. It's a "push-out" technology that comes to your inbox. If all of our towns can collectively teach kids to volunteer it helps everyone.
- Chip – there seem to be a willingness on the part of some people to do things but not knowing how to plug in. I'll send some ideas when we get to formal feedback. Ask people to do small things first that are time limited and defined. That allows people a low threshold of activities to join.
- Deb – volunteerism is really important. Heard distinct feelings about a division between those who have been here for awhile and those who are newer; community has to come to terms with that to find ways to work together. I like the idea of having a volunteer coordinator, or "downtown" organization that makes people feel welcome and involved. Recently worked on a project (45th parallel) around regionalization to help fire fighters. Include appreciation on the websites – have a featured volunteer organization of the month or a list of people that did something helpful for the community.
- Greg – a lot of the issues are driven by changes in VT that are beyond your control. Can't change demographic patterns of VT unless have more babies and they stay here. The good news is that what

you're experiencing is not unique. Fewer children in town, young people leaving town, those productive age cohorts tend to go away. In some cases they come back. There is a lot of distraction and multiplicity of activities that people can get involved in, competition for hours is fierce and it's growing. This is the kind of situation every municipality is experiencing. Communities are coming up with creative ways to overcome with new ways to keep sense of community alive. There is feeling of us vs. them between folks that have deepest roots here and those who have not.

- Jeff – I heard a lot of wisdom and some percolating ideas of what can be done. There are 2 phenomena: the changing face and characteristics in VT and the country in terms of volunteerism. The strongest one is the willingness of people to come together and communicate. Look for ways to utilize traditional communication methods as well as technological opportunities. RSS feeds – workshop for the community members in technology as form of communication people will come learn. Younger

kids can teach the older folks. Opportunities for interest mentors at the school. i.e., notion of multi-generation communication and sense of community to work to preserve. Tackle them as a community but do it in a multi-generational way. Farmers market in Middlebury; you have a local organic CSA. Could have a "Farmer's Market" once a year for volunteer opportunities. Create a safe environment for people.

- Ann – the community has some of the answers yourself. Similar to FPF is iBrattleboro – an electronic way to communicate. iPutney also want opportunities for face-to-face so they hold monthly potlucks. A get to know me type of thing for the organization.
- Sarah – idea of appreciation. It's hard for folks when don't get a sense that the service was recognized and important. Formalize it at town meeting or at some other regular event to have time for one of the organizations a chance to share what they do.

Shoreham Town Buildings

Resource Team: Jeff Francis, Stuart Comstock-Gay, Ann Cousins, Joss Besse, Chip Evans, Brent Raymond, Greg Brown, Deb Maguire, Sarah Waring, Margaret Gibson McCoy (scribe)

What are the Assets and Challenges in this Area?

- A: a great collection of historic buildings owned by community and privately owned historic buildings all around Shoreham.
- A: town sewer and town water in the village.
- A: the town owns 300 acres to build and expand on.
- A: the energy of the people trying to raise money for the buildings is an asset.
- A: a capital campaign to double the size of the library, and a campaign to renovate Newton Academy in 3 stages.
- A: Newton Academy – 1810, oldest standing secondary school in the state, used continuously as a school until 1972. After that it was vacant for awhile. In the late 70s got a town doctor who uses space. A community meeting room which now serves as day care. We need a good meeting place and the building is there and the town owns it. There's a stage for plays and things. It's a building worth saving and the town owns it.
- A: Newton Academy – the town has received 170k or so for structural repairs through volunteers raising money. Has already received \$ from Leahy's office and would like to get money from Welch's office as well. Over 3300 hours of volunteer time already logged in on this building. Room for the doctor, clinic and day care to stay and room for other things to come in – concepts about what to do with it are already in place.
- A: Tri-Town Water – Addison, Bridport and Shoreham. Treatment in Addison – lake water that's treated and distributed to customers (around 1500). The nice thing is that if the electricity goes off you still have water. Projections are that it should last for another 50 years. Municipal sewer in the center of village (only about a third of capacity). And we have DSL in town!
- A: Library was donated in 1900. One of the oldest not-for-profits in the state. We've raised about 200,000 dollars in the past 10 years and the

number of volunteers has gone up and more people meeting there. Kids are using it on a regular basis. We hope to double the size, which is why we want to have a capital campaign.

- A: the school functions as a community center, but has limitations – gym floor is concrete covered by a carpet. You can now cook there, which you couldn't before.
- A: conjoined building with fire dept, rescue squad, and road commissioner. It's a good building and is used during Shoreham Day.
- A: 300 acres where the water treatment plant is. We have the residual land to do something else for the community – but right now it's not utilized in any other way.
- A: Town Green is an asset – 22A went around the town – this town has character that the others don't. Lots of groups use it for ball games. There's basketball, Shoreham Days, fireworks, tennis courts. Thanksgiving football.
- A: we also have a small town forest.
- A: Shoreham Inn is a huge asset. It's a real community center and it has done more for this town than anything else. It's not public in ownership, but it's public in use.
- A: something that's taken for granted – we have a Post Office in town.
- A: the Gazebo/Pavilion
- A: the covered railroad bridge in East Shoreham.
- A: basement of Congregational Church is community owned.
- A: the recycling facility is very well managed.
- A: the oldest continuously running ferry that's become a hot topic recently!
- A: Richville Pond is great for canoeing, fishing, ice skating, etc.
- A: Lake Champlain.
- A: former Masonic Hall which is going to become a Music Conservatory – they do have concerts in there. The Masonic Hall has installed the ADA ramp and now they can open it up to the public.
- A: the town owns an access to Lake Champlain, which could be asset or challenge (cause they have to clean it up or fix it up).
- C: existing town clerk's office is too small and has no 'feng shui' at all. The former town clerk and treasurer had been working for many years trying to get a new office – do we have a new building or put the town office in the Academy?
- C: the former historical society – lots of people take photos, but it's owned by the town.
- C: biggest challenge is that we have two very active groups – one for Platt Library and one for Newton Academy. It's a hard thing to do or to raise money for when we have school to raise money for and taxes going up, etc. Newton Academy has gotten grants; the Library has gone to the community. The community just can't do it all – so unless we get help from outside they might stalemate against each other. Both have community interest and historic value.
- C: you also have the need for a new town clerk's office converging with these challenges. You could either do it free standing, or connect to other projects.
- It's been a question of 'what are the priorities?' there's not much money in the bricks and mortar part. We had to go out and get more money for Phase 1 and Phase 2 – we've had to be really creative about how to raise it.
- C: the big challenge is all these things need to be done and the town is too small. The town clerk space can't handle meetings. The library is not handicapped accessible. And Newton Academy is a big empty space that needs to be fixed up.
- One is an historic structure and the other is new construction, so the funding sources are different.
- C: there are 1200 people in town and 1199 opinions! There was a fire at Newton Academy and some people just wished it would go away because they are worried about taxes going up.
- People are concerned about the ongoing costs of maintaining these buildings once they are renovated.
- Others are concerned about the ongoing increasing school taxes amount for the coming years. We don't want to have higher taxes than towns around us, because people would move to other places.
- Some folks don't value the historic structures. Others feel that the taxes will be raised.
- The towns with historic buildings have character and that can help bring people here. I know Newton Academy won't be torn down, but it'd be nice to have it fixed up. Space, capacity and historic preservation are all challenges.
- The town has set aside money for the town clerk's office but the whole point of the other two

buildings has been to NOT have to ask the taxpayers.

- The budget numbers will be different depending on which people and which users are finally in the space. The costs difference between renovating the historic building and the building new are negligible.
- There are opportunities for long term change in the town. The road commissioner might be too big for where they are now. Likewise the recycling

might be too big and hazardous for children playing where it is now.

- Capacity issues with fire, road and recycling.
- The physical plant continues to suffer at the town school as well.
- C: a lot of the challenges we're facing are not unique to the school; they are all over Vermont and even all over the country.

Opportunities: What Should Be Done?

- I'd like to consider a toll.
- The shortage of people and the way the grant process is done is formidable. We're a small community trying to get money – and it should be more simple. Fortunately for N.A. we've had folks like Wilson who have been really pro-active. Simplify it!
- We need a town plan. It needs to have folks around to work on a town plan.
- It might behoove the community to bring in an outside facilitator to agree that within X amount of time – you focus all the energy on the priorities you decide on. There's going to have to be some hard compromise and establish reasonable goals.
- We need deadlines and timeframes. We need to decide on the complete and total value of all of these projects. I'd like the Select Board to make some decisions about what is the highest priority – I'd like to see a little bit more leadership.
- I think we should consider some alternative energy sources for our town buildings.
- I think there should be both geothermal, and wind and solar.
- There's also strong opposition against wind.
- We do have a town plan and existing zoning by-laws (although they are outdated). I think that by town meeting day we should have zoning by-laws to vote on. If there's a group in town that doesn't like what the Planning Commission did, they should come up with recommendations about what they'd like to do. The Planning Commission hasn't had time to do anything except work on revision after revision.
- We did a Shoreham Commons Task Force – that plan is still in the clerk's office. In all three of the enterprises, we need a clear priority. I think the library can proceed of its own volition to double the size. I personally think the Town Clerk's office

should be built new behind the current one and I think N.A. needs a business plan to help sustain the cost (the doctor's office and the day care could stay to help).

- The location of the town clerk's office is important and a new building might have lower maintenance costs and the functional flow of work might be better maintained in a new building than an older one. People stop at the Town Clerk's now to find out where N.A. is, so we can't put the Town Clerk's office in there – we have to look at the function of Town Clerk's office to find out how it works.
- If you put the Town Clerk's office in a building we already own then you don't have to keep or maintain a second building. There's plenty of room up there and if we get grants to defray the costs, than there's less cost because you're not keeping up two buildings.
- There are great opportunities for working together specifically on historic preservation grants. Like roofs, for example.
- I appreciate that the town clerk needs a functional space. The library and the N.A. designers could give it their best shot to see if the town clerk could fit there.
- There are economic development opportunities to bring to town to help with the tax base as well (like the huge warehouse).
- Business owners won't come here until we have clear zoning by-laws.
- If the town built a new garage for the town trucks then the town clerk's office could go into that building.
- It's a huge missed opportunity to not put the town clerk's office into N.A.; it's a big space, doesn't have to be chopped up, and could be used how they want it.

- The flow of the work for the Town Clerk is a very important thing. They can't just move it – they have to figure out how to keep town functions going; design the flow of work.
- We need a strategic plan, where we list what is going to be done and what group is doing the work, with timelines.
- I think we need to make a decision on this – it's been going back and forth and back and forth. It would make better sense if there was a decision and a direction. Wonderful ideas and enthusiastic visions.
- The biggest obstacle we seem to have is that the Select Board is hesitant to make a decision. We've been rehashing this for 10 years; we've had surveys, etc.
- One of the challenges for the Select Board is making sure that the public is informed about the costs. No one wants to have extra burden on them right now. Until we're secure in knowing what the costs will be and what the project is – we're not ready to bring it to the voters.
- State Historic Preservation has been involved with reconfiguring the inside of Newton Academy.
- Perhaps it's the Select Board's responsibility to put together a survey or information collecting process (once and for all) to decide.
- As far as the Town Clerk's office goes, we ought to take more seriously the opinion of those people who work there or have worked there to know what they need. Let the functional needs of the town clerk's office determine what the design is.
- Has there been a meeting where Town Clerks have gone in to sit with an architect to see if places could be reconfigured? That should be done as a recommendation.
- My recommendation is that given the timeframe that's already been spent, the Select Board decides to do a 'final information gathering' and use Town Meeting to make the decision.
- It might help the Town Clerk's office decision to visit with other town clerk's to see if there's a new flow or new ideas.
- The N.A. could be designed any way – just the windows and the doors would stay where they are. There's 5k out there to look at design of New Town Clerk's office, but the time and money should be split to look at N.A. as well.
- Please, no more surveys! Select Board knows who the players are and they should be putting forth proposals.
- Owning land in this town is an obligation to maintain town assets. I don't see any way we can do this just with grant money. I think there should be a presentation of the status of the work and there need to be town funds involved.
- Another option – move the library up to where the gazebo is and build a new Town Clerk's office joined with it, the joined part would be handicapped accessible and they would share restrooms. This would utilize existing property. Would be an easy walk for kids from school.

Reflections of the Community Visit Team

- This is a very exciting opportunity, even though it may not feel that way. You've raised a fair bit of money, but you've got a decision making it a challenge, but you're in a really good place. The momentum needs to be about getting to a decision place.
- I wished I lived here! I'm impressed with the creativity, town energy, and thoughtfulness! As a funder at the state level, there is outside money available from the state, foundations and the federal government, but it only goes to communities that have a consensus. There's nothing that offputs a funder more than disunity.
- We are a funder for Newton Academy and the library. There has been collaboration – but this is an opportunity to let your hair down and say everything. I hear a fear that may be based in the current economic times. Both groups have been waiting for so long. There are other communities that take on multiple projects at the same time and they move them forward incrementally. Hold on and don't lose faith.
- There's a lot of passion here. And the most positive thing is that it's very civil. You have a Select Board that's concerned about listening to all of you, so maybe you need a project manager to move this forward.
- Community facilities: there's a cost to doing something and a cost to not doing something. What does it mean to NOT do these projects? Find out what the financial cost is, what the real budgets are. You need to know what the options

and costs are. When working with federal agency for grants or loans, you need to be forceful right up front about your requirements. You need to KNOW the requirements for procurement, construction, fair process, etc. There are probably people in the community who have the expertise to put together grants for agencies. I would recommend that the Select Board move as quickly as possible and maybe be ready for a bond vote. Use the VCRD process to bring in and talk to other towns that have been in similar situations.

- Big agenda for a modest sized town. How will you apply the resources you have available to you? At some point the completion will require a decision being made. They can only do that in an effective way if they are given information. In this situation, the best possible final cost estimates you can assemble – when they face tax payers, is what they need. I’m stunned that no one mentioned anything about roads – we live and die for them!

- You have incredible assets here, it’s a great town. The big ones it boiled down to are Newton Academy and the Town Clerk’s. How do you get the information you need as a community and as a Select Board to get the decision made? How will you formalize the information needs? Can you hire someone to be your project manager or a senior volunteer? At some point, you’ll have to make an investment – the communities that invest in themselves will be the ones that succeed.
- The Newton Academy is a huge asset and is invaluable from a state perspective – are there new business opportunities for that space? Maybe there are home offices that could fill it up quickly from home businesses to be rented. Bristol did it with an old church on the green.

The Shoreham School

Resource Team: Jeff Francis, Stuart Comstock-Gay, Ann Cousins, Joss Besse, Chip Evans, Brent Raymond, Greg Brown, Deb Maguire, Sarah Waring, Margaret Gibson McCoy (scribe)

What are the Assets and Challenges in this Area?

- Nice in town location of the school, near the library with after school story hours.
- The Children are our strongest assets. School policy discussions sometimes move away from what’s in the best interest of the children.
- Children are happy at the school and are getting a good education. Proud to go to school in Shoreham.
- Location – kids can go to a school in their home town. They don’t have to take a lot of time commuting to somewhere else; can spend more family time and less commuting. Also, it’s a center of activity for the town bringing town together.
- Excellent teachers.
- Challenge – poor test results and there’s an image around that the school isn’t doing well. There’s an image problem and a testing problem.
- Declining enrollment is a challenge so we have tremendous costs.
- Appreciate that the school is local and approachable w an open door policy. Can talk with educators, administrators, board members, etc.
- Like how it’s smaller than other schools because kids get to know everyone in the school; it builds a lot of friendship that will help you in middle and high school.
- Students are well prepared for high school; students like the connection between ages which is encouraged and possible in this setting.
- The school integrates the kids well. Not sure my kids were greatly prepared for middle school. Hard socially going from Shoreham to the middle school.
- It’s not easy for people that aren’t connected to the school to know what’s going on there.
- There is a new school website with principal’s notes, calendar of events: shorehamschool.org.
- The school is serving hot lunch now; it just started up again. In the last couple of years the school has transitioned to give school lunch starting with bag lunches, and now we’ve partnered with a satellite school and import our hot lunch. Now the kitchen is complete and we can serve in house. We have a high population of hungry kids; we’ve already started to see test score numbers move since

offering hot lunch. There's a lot of growth going on at the school.

- Shoreham has the highest level of students who are free and reduced school lunch - 65% of kids in district; 75% of students at the Medicaid poverty level in the district. It's a challenge when looking at test scores. In the last 6 years, we've seen a 20% increase in free and reduced eligible and over 30% increase in kids below the poverty line.
- Is there a way to measure how teachers are doing? There are some concerns about a teacher there; teachers do a lot of work to make positive changes for students. There are a couple new district initiatives: there's a new system in the ASCU district that allows us to track individual student statistics and then track over time which will give us a lot of concrete feedback.
- Cost per student is high here which is a challenge. A large fraction of the budget isn't negotiable so it's a hard nut to crack. It's an issue that somehow needs to be brought to the table.
- Lived all over the Eastern US. It's not a bad thing for kids to move. They learn a lot about how to adjust to the world. How to cope with the world as it is becoming.
- Rarely seen the amount of passion that this school has. Would like to see the passion spread out so there is more community involvement in the school. Love to see the school become a community center. All ages involved in the school in one way or another. Evening opportunities, computer night, etc. lots of ways to pull people in.
- No agreement on how to measure when a school is successful.
- Test scores are a controversial subject. Teaching to the test is a horrible way to teach kids. People choose to send kids to private schools for many reasons, not just because of test score results. Challenge: always going to have a subset of the population that only care about whether their taxes go up. How do we better communicate the successes of what's going on and some exciting stuff to the community at large? How to engage those people that are so concerned about their taxes.
- The facility isn't very good. It's a lousy building with a great roof; new ventilation system. No windows in some rooms, some working out of a closet.
- Maybe we ought to combine schools. It wouldn't hurt students from this town to go to school with other children, it might enrich their lives. Maybe along those same lines, combining classrooms.
- It's an asset that students can move between grades to meet their academic needs.
- The school has a great feel; sets a nice tone walking in the building. Town meeting was distressing; there's no replicating experience of going to a small school; sensing a lot of questioning about what's going on at the school and putting teachers on the spotlight. Would like to see more community support. I hear a lot of positive things but am discouraged when hear the public questioning the school.
- I see children excitedly walking to school. I see children in the after school program not fighting. I see a playground that is clean and welcoming which shows me the children are being thought about by the whole community.
- We have a great Parent, Teacher, Friends (PTF) group. It's an asset. The transition with change in administration is always hard. Our new principal is an asset to our school. She is working with the teachers and in the last couple of years, has had teachers look at who we are as a community. Kids come home talking about how to resolve conflicts. Enrollment is big challenge – the elephant in this room. How do we do this? Because it's per pupil cost in the state, we as a town need to say how are we are going to meet this challenge which impacts our taxes.
- We currently have 87 students; have hovered around 100 for the last 7 years. Maximum enrollment was 135 in past history.
- How many students are home schooled and why?

Opportunities: What Should Be Done?

- How do we make public the general statistics about school kids in this town?
- How can the Shoreham public school stay competitive with the other opportunities children have for education?

- I home-schooled my kids but it had nothing to do with the quality of the school.
- There are great opportunities for events at the school to reach out and bring non-parent community members into the school; people sit in judgment without ever getting into the building. Need to market events to the town.
- Need better collaboration with the town's website and getting people to use both websites more. We have an opportunity to communicate better.
- How to be competitive with other schools – more parent involvement with the students in terms of homework, it goes a long way when the parents are enthusiastic about the kid's assignments.
- Transitioning to Middlebury is a challenge. Identities shift when kids go to Middlebury. There's an opportunity for the sending towns to Middlebury to get together and figure out how to continue their own town spirit when the kids go to Middlebury. We are all part owners of that system and it's too bad the school is named "Middlebury" High School. Can't we have pride of our towns in the high school? We've let them take it. Like minded members of the communities that send to the high school should collaborate on bringing spirit of the towns within the high school.
- I wear my Shoreham t-shirt to school because I like to show that I'm proud to be from Shoreham.
- We need to ask the community what they need from us to invite them in.
- Seniors would go into the school and get together with the younger students; the PTF is talking about reinstituting that. Maybe an elder could take it on as a project to move it along.
- Help more people understand that the school is an asset to the town and can pull families in and make them want to live here.
- How to include more volunteers in the school; library, classroom, lunch. There are plenty of meaningful jobs the school needs help with and where people would feel they have a stake in the school.
- Everybody Wins is an interesting program – would be fun as an afterschool activity. Extended day is a new thing at the school and there are opportunities for volunteers. It runs 4 days a week: M-Th for 3 extra hours, and it's free. Kids do science work, home work club; it's funded by a grant so people who run program are being paid. We have 25 or more kids for 3rd grade and up participating.
- Town-wide volunteer coordinator.
- Fireman and rescue people come in to the school, historical society comes in.
- People learn to volunteer from a very young age. Is there any curriculum or drive to teach children to become volunteers – go out to seniors or nursing homes, etc?
- In past, kids have donated to humane society. Sent care packages to Iraq. Problem is length of school day. Maybe with extended day there are opportunities to do more.
- Open house worked well where kids show what they are working on. Make sure to advertise it to general public. Also, musical performance held at community center in town, not just a school event but a community event. Science night or any kind of showing where kids are excited about what they are doing could bring the community in.
- Have a school marquee for community information; to post meeting events or to welcome community.
- Need to get technology into our community members.
- Shoreham offers DSL connections; we could attract more telecommuters to the community with faster broadband.
- Can we modify the school's charter so it's a semi-private school so that school can enroll students from other communities as well? That may free us from constraints of state and federal guidelines.
- In the 2008 graduating class of MUHS, Shoreham had the top 3 GPA for students in the graduating class.

Reflections of the Community Visit Team

- Joss – struck me how many people have showed up today. Impressed with the community. I come from a town that is similar: 1000 people, school of 60 kids. Good things about small schools including the ability to change things quickly compared to a larger system. Our school improved really quickly

in 4 years. Have ability to make change. Also, when look at community development, having a great school is one of the best things you can do for a community for economic development. Heard talk about bringing people in to school activities, what about using it as a community center. Evening events for public not related to school. Senior meals and lunches during school day. Functions school plays for the community. Brings more community into the school.

- Ann – I moved to Richmond because of the school. The passion I heard in this room made me want to move here. I'm hearing that you want interaction from community which is a tremendous opportunity.
- Jeff – my life is filled with school policy issues. In my comments, I'm focusing on what I didn't hear. I'm a proponent of public education, as a community you should brace yourselves. The difficulties will become more challenging. The spirit around the school is heartening. The community commitment is great. You need to be prepared to respond to at the local level – the economics aren't getting more favorable. We're the 5th highest state in the country to support our public education system. Change of some type is imminent. The challenge is to participate in the change process so get good outcomes. The positive energy needs to prevail so that you keep what you have but done in the context of creativity in the cost structure. We're on thin ice. From a statistical standpoint, VT has lowest birthrate in the country. We have an increasing population of people without children in the schools. We have an education funding formula that provides funds on the basis of pupils. Need to decide what we need for schools and start funding them as entities rather than based on the number of students.
- Stuart – trying to keep the spirit in small town in the context of the bigger setting. Worth pursuing.
- Greg – cost, no one was passionate about schools costing too much. Change is imminent. The state doesn't have the capacity to generate the kind of growth we've seen in the past decade. There will need to be change. There's opportunity to engage constructively in the change and mold it in the interest of Shoreham. In future, would be beneficial to have opportunity for Visiting Team members to listen to students; VCRD should invite students.
- Chip – Vermonters are generous in supporting public education. In involving community, have an inventory with a carpenter, computer person, gardeners, etc. that teachers could call on when they needed something. Fixing things are ways of engaging more people from the community and could be a way to save some money.
- Brent – educate those people who are concerned about fiscal responsibility they are more likely to come in as volunteers and do work that saves money.
- Deb – Passion and pride in your school is an asset. Jasper is an excellent example of what Shoreham turns out. You already know you have to include more of your community. I encourage you to initiate that communication in various ways. Also, kids are the greatest asset and are adorable. They can learn at an early age to serve and volunteer; have children have sense of ownership in success of their school by having them involved.
- Sarah – Incredible opportunity with communications. Groups should sit down and figure out how to combine their websites, etc.

Infrastructure and Budget Challenges

Resource Team: Chuck Ross, Jenny Nelson, Mark Young, Adam Lougee, Jim Saudade, Noelle MacKay, Neale Lunderville, Tara Kelly, Gil Livingston, Robin Scheu, Paul Costello, Elizabeth Golden (scribe)

What are the Assets and Challenges in this Area?

- Sewer system and Tri-Town water system, at 1/3 capacity, lots of excess capacity.
- Potential for development.
- Newton Academy had \$170K in grant money used for renovations recently; enough physical space for the doctor's clinic and preschool, as well as the town clerk's office. Town wants to use the building for all of these uses.
- A: Library fund raising money for expansion to the small original building; raised a good part of the funds but not the total amount, looking at the

expansion plans again in view of the limited funds available.

- Town Clerks' office built in 1960, under discussion for many years, town struggling to decide what can be done; location at Newton Academy or where to expand the space; have some reserve funds for it.
- Fire department and rescue department is in the town garage. Space is limited. There are four bays. With the size of the fire truck, in the winter, the door will barely shut. Equipment storage is in the adjacent building.
- Proposed zoning bylaws did not pass; we have existing bylaws, much discussion but no agreement.
- 40 miles of dirt roads in dire need of upkeep and repair; paved town roads also in need of repair; spend only \$50K per year for 70 miles of road.
- Challenges: money is a big problem. Money is needed for materials to properly maintain / upkeep the roads. There is money for staff salaries. We've come a long way. The grader and the loader run well, but the town needs to look at maintenance. They have a schedule but not a budget for replacements and budgets.
- A new issue in town is the closure of the Champlain Bridge. If it results in extra traffic, we will have issues with safety, children going to school, and the intersection at Route 22A and 74.
- On the other hand, some businesses in town may appreciate more business traffic.
- The state bridge is concrete and pretty well gone. Trucks have a problem, since it is a narrow bridge. If more traffic comes, it will be a problem.
- The School building has issues. The carpet had to be replaced because of mold. The boiler is getting old. The school was built in 1956 and has had a new roof put on it and some repairs. More maintenance needs to be done, and put in the budget. The gym floor is old. There are fewer students over the years. About 90 students this year. Capacity is 125 students. Financial challenges to pay for the school budget.
- When the school budget comes up for a vote, the school budget is higher than the town budget. The building maintenance itself gets deferred.
- Newton Academy was condemned due to lack of maintenance years ago.
- The septic plant phosphorus mitigation plan – does it affect cost of maintenance? It helps. We're ditching more. Not putting water into a stream.

They take pictures of the road prior to the project. There's no real measurement on how to offset phosphorus. It's not adding to road maintenance.

- Shoreham Telephone provides good service; they have invested ahead of the curve. They have DSL. Service depends on where you are in town. The standard technology has a range of 3 miles; proprietary technology has a range of 6 miles. The downside is you can't buy a commodity DSL modem. We have three phase power. CVPS.
- Beautiful village center with historic buildings.
- Long history of agriculture.
- Other ag infrastructure.
- Shoreham owns 60 acres of ag land near the bank of Orwell. The whole north end of the town to the waste treatment plants. 320 acres, much swamp, 10 for the treatment plant, the rest could be development.
- We had a task force looking at uses for the town land. There was residential potential, nice meadows north of town along 22A, two nice houses valuable, senior housing potential behind the house on Route 74, quarry for slate extraction. Recommendations were made but nothing happened. There was a turnover on the Select board and nobody took up the ball. Lack of money. 2001.
- The Planning Commission could take this on, but they have been busy updating the Town Plan and Zoning Regulations.
- Rock quarry is operating, privately owned. In the north part of town, a mile and a half from the Halfway house.
- Fire and rescue have outdated equipment. They have \$30,000 for new equipment, but that would empty their account.
- A burden is that the rescue squad goes to Whiting and Orwell. There's no reimbursement from the other towns or insurance companies. So it's burden on the town.
- There aren't enough people volunteering, and the rescue squad is being misused in lieu of people going to the emergency room. The callers tend to be frequent users of emergency rooms.
- The fire department – the last two calls were false alarms: private home fire alarm systems that call 911.
- Budget Challenges:
 - For many years, the school is a huge amount of the budget, so it's hard to maintain the

municipal budget. Roads couldn't catch up with the maintenance.

- The community wants the local school. The School Board brought it out 2-3 years ago, and has talked about joining with other schools such as Bridport or Cornwall. Whiting tried to join with another school. We would be a right size fit with Whiting. Our children go to Middlebury Middle and High School.
- We made an agreement with Cornwall to bring in hot lunches. We had a kitchen in 1957.
- 75% of grade school children qualify for free lunches – correct data given to visiting group.
- The housing prices are higher than elsewhere in the state, which may be partly because of second homes, in the village. Some college workers live in Shoreham. A lot of people commute out of Shoreham.
- Many second homes are owned by people from out of state. More second homes than before.
- The tax rate is low, as is the school rate. We just had a reappraisal in 2007. Total tax rate is under \$1.89.
- When the Grand List goes up, the tax rate doesn't go down, and there isn't any more money for roads and the school.
- The budget for roads has gone up. \$130,000 gravel budget; \$40,000 for paving, increased from \$50,000 total four years ago.
- A lot of people who grew up in Shoreham do volunteer work.
- Newcomers volunteer a lot of hours in Shoreham, and also in Middlebury junior and senior high.
- Human infrastructure – Do you have the staff needed to manage the town properly? The Select board and volunteers.
- Group does not think that is a problem. We rarely have contested races for Select board offices.
- People are happy with what the Select board is doing.
- Preparing and maintaining a Capital Budget takes time. Is there a need for a part time administrator? The Treasurer, Jason and Select board have been talking about a Capital Plan. One Select board member oversees the buildings and the grounds – Karen Shackett is building a Capital Plan for our buildings. Another Select board member and Jason manage the roads and are putting together a Capital Plan for equipment and other needs, such as more help in other times of the years. A fairly new Select board.
- When Jason started as Foreman, a new Select board was elected, for a reason.
- The Treasurer has pushed for a Capital Plan for years.
- Traffic – The Shoreham Inn gets a lot of business with bicycle tours. They have said that the lanes are nice to stop, but Vermont drivers give them a wide berth. The dirt roads are better for bicyclers because the paved roads are used by truckers. The bike lane is a narrow strip of paint along the road. We do have a lot of bicycle traffic. People frequent this area, which is picturesque. There is room for improvement for major and other roads. Wider roads would improve the bicycle riding.
- Some bikers stay in their lane and others are all over the road. The roads are part of our commons.
- Another asset is our soils and the farming culture. Even the non-ag community is drawn here by our ag culture. 26% of our land base is conserved, which is an asset.

Opportunities: What Should Be Done?

- Consider a Capital Budget.
- Views of progress differ. Conserved land.
- Economic development can mean traffic, noise and congestion, like in Middlebury.
- Is there an economic development that connects to ag that is appropriate here?
- A lot of the farmers are open to new ideas. You see it in fundraising things we have done, such as a local foods, organic dinner. We're starting to promote the idea that we are an apple center.
- We're an active farming community. Many of our economic development enterprises.
- Farm workers – There are some ridiculous regulations regarding farm workers, such as the need to fence in orchards.
- No new business, so children are moving away from the community. Our youth will move away. The population is aging. One goal is to bring in work for our children.
- The town needs to make a decision about the zoning bylaws which have been worked on and

nothing was decided. As a result of zoning bylaws with a lot size too big for the village, we lost some affordable housing grant opportunities. The lot size makes the land too expensive for affordability.

- The Town Plan will be worked on first, and then the Bylaws looked at again.
- Part of the problem is that people who don't like the bylaws don't make a positive recommendation.
- The zoning bylaws needs to be decided upon and provide smaller lots in the village center as well as business development, because we have public sewer, water and telephone service.
- We want to avoid box stores and strip malls. There are no controls to maintain the small town village character, which is special about Shoreham. Consider that development may not be what you planned on, if you have no land use plans to control development. Plans and zoning are part of the process, or else developers will make the decision for us.
- The Richville Dam is a possible hydro site with real potential. It's in good shape. The VEC owns the waterway. It was a mill area at one time. It's an energy opportunity.
- The Lemon Fair Bridge is deteriorating.
- Over the last two years the Tour de Farms had 250 people riding around on bicycles, 520 this year, 20 plus miles, mostly in Shoreham, also in Orwell. Clearly people are drawn here for all the right reasons – farm visits, local food, and connecting to real farms. This is an agro-tourism event, co-sponsored by three organizations. They plan to do it again next year. In terms of infrastructure improvements,
- The Library did fundraisers in conjunction with the event. Feedback indicated that our roads were criticized. It highlighted the farms and orchard.
- We have the Champlain Byway along Lake Street to Bridport. They come from Lake Street to Shoreham, and they are riding on dirt on narrow tires as soon as they reach Shoreham.

- We had a wonderful bakery in Shoreham, which didn't have the numbers to make a go of it. It was a real loss. It was a place to get together, as are Halfway House and the Shoreham Inn.
- There are home businesses with regular visits.
- Maplefields is a hang out.
- Quite a few parents take kids out of Shoreham to different schools. Could our school offer something unique to bring back those students, such as a magnet school or special classes, using the talent in the community?
- We have fantastic tennis courts, which created men's and women's tennis groups.
- Keep the ability to have businesses at home. How many business websites are from Shoreham?
- What can the town do to encourage at-home businesses? The plan and zoning bylaws provide for it.
- Office space with high speed internet at homes, or meetings conducted at home for work.
- Coffee shops promote internet access.
- Small business incubator in town.
- The bakery didn't have any seating either.
- The Apple Coop – apple processor, employed people at its packing house. Part of it is for sale. It would make a nice visitor's center with people coming off the ferry. It could be a museum.
- There's a new bank, we can eat at the Shoreham Inn, and the Service Center has been expanded.
- The school needs to be supported (in terms of more students), we need affordable housing in the village center.
- The school needs upgrading, something to draw the students and teachers to that school.
- The teachers need to be better.
- 65% of the students qualify for free lunch; it's a reflection of the real issues at the school, which the teachers are dealing with.

Reflections of the Community Visiting Team:

- Lacking a place to meet, like at Buxton's Store in Orwell, a place for interaction of people in town and involvement. Maybe some problems come from not talking about things enough.
- Need to deal with the zoning issue and what to do with the town land. It's near water and sewer, and

wouldn't use good ag soils, so a good place for development.

- You have critical capacity near the village center – water, sewer and land.
- The roads need to be budgeted for and prepare for the future.

- The school is a core component of the human infrastructure that needs to be addressed.
- The charter school idea utilizing the talents in town – the school could serve as a hub to meet and a place to teach children better, benefiting the entire town.
- The road budget is going up and things are being done a lot better. In spite of small amount of problems, the roads are being worked on.
- The town has many assets and it's a beautiful area. You need to leverage what you have.
- Tourism is becoming a greater asset. Combine the best of Shoreham in ways that can help you out.
- How can you use the limited budget to affect the best changes?
- You have incredible infrastructure in the village. Talk about what you want to happen in the village, leverage the ag you have available, and create opportunities in the village center.
- Develop a capital budget and plan, and look at where you want to build in terms of your Town Plan and Zoning Bylaws.
- Celebrate all of the efforts you have had in Shoreham; emphasize the agriculture.
- Consider an ag museum.
- There is a lot of pride in the town, which turned in energy, can do a lot for the town.
- In 2002-3, Shoreham did a village center study, looking at the buildings around the town green. I recommend you look at that plan again to utilize what you have.
- There is a study about small business asking how far away you are from a box store concept. It may be an interesting study to use as a marketing study on how to bring in new businesses.
- Pool your resources and thinking to work together on how to use your resources to best advantage.
- The Preservation Trust has incubated new models for business development, which can be utilized.
- There is a history of innovative farmers in this community. Make the most of the intelligence of farmers collaborating around product production and marketing, utilize this leadership.
- There is a lot of community, optimism, and cooperation in this community.
- Work on capturing the value of the authenticity, connecting with the agricultural culture of Shoreham.

Economic Development in Shoreham

Resource Team: Chuck Ross, Jenny Nelson, Mark Young, Adam Lougee, Jim Saudade, Noelle MacKay, Neale Lunderville, Tara Kelly, Gil Livingston, Robin Scheu, Paul Costello, Elizabeth Golden (scribe)

What are the Assets and Challenges in this Area?

- We have three-phase power, public sewer, water and land in the village center.
- I'd like to see us bring in a manufacturing enterprise with 150 jobs.
- We have many small businesses and some are ag businesses. We have a close proximity to Middlebury.
- The Shoreham telephone company is an asset, but it's a challenge because I'd like to see a quicker response.
- We have several agricultural jobs available in this area, an economic plus.
- We have a major truck route through our areas, which could support business development. We are close to New York. The question is how we bring businesses into Shoreham.
- The sense of community and visual aesthetics is inviting to film makers, as an economic development.
- An overlooked asset is its agricultural history which is underutilized. There is a potential market in organic and locally grown produce. We can use the highway connectors to distribute products.
- Concerned that the town is becoming a bedroom community for other surrounding towns. Agriculture is becoming less important.
- We have a strong agricultural culture that we should develop; doesn't want a manufacturing plant in Shoreham.
- Like to see more retail businesses and small businesses in town, as I have to go to Middlebury for most shopping.
- Small home businesses are an asset in Shoreham.

- We could support shops and food enterprises in the village center.
- The grocery store in town was successful years ago, but people choose to go to big box stores. It needs a lot of business to keep it going.
- We had two stores in Shoreham when the population was less and everything revolved around the community. We do have enough people to support a country store.
- Like to see energy possibilities at Richville Dam.
- The site at Ticonderoga and the ferry offer a lot of history and potential economic development. Sustainable economic development involves looking at the assets we have that nobody else has. We have an agricultural community, land, and resources, and utilized together, could provide economic development.
- Grossly underutilized are the historic traditions of Vermont. The sites could be promoted and provide tourism opportunities. Vermont's scenery and history can be capitalized upon. The bucolic agricultural landscape can be enhanced and more productive, not developed per se. Develop tourism.
- Most people want to see some kind of economic development in town.
- Transportation is the lifeblood of commerce and commerce is the lifeblood of civilization. We can utilize the state roads for some kind of economic development.
- The pub is an amazing successful story. They turned the B&B into a pub, and never had to advertise. They created something special. One thing wonderful about Shoreham is the diversity of work people do in this town, from office work to value added agriculture. Shoreham attracts people because of its beauty, not as a place to make a living.
- The Shoreham Co-op failed; similarly the agricultural industry is suffering. We need to keep the ag industry alive if we want Shoreham to have the assets it has now. We need something besides ag – some diversity of development – to bring to the tax base of this town. The taxes outpace the pay check in terms of increases. We need a greater economic base to keep our infrastructure what it is now, or better. It may be industrial or something else. We could use more kids to get our numbers up.
- With the taxes high, it is challenging to support the infrastructure. A greater portion of the taxes are going to the schools, so look there for low hanging fruit. It seems non-negotiable. The teachers have very comfortable salaries, benefits, and pensions. We need to look at whether the school provides a good value for the dollars spent – it is not a good quality product for the dollars spent. The education is too costly.
- Any economic development would have to be modulated.

What challenges or opportunities does the ag community see?

- There are 12 dairy farms, many with Mexicans doing the milking.
- We are losing potential workers in these areas because they are moving out. Few want to work on farms. There are better jobs outside of town. We are still primarily agricultural, but lacking potential employees.
- The work world has changed. DSL allows people to work from home and live in a close-knit community, a huge draw.
- The area is beautiful and the land is available. Many people work "remotely." People with farming roots move here to continue the farming tradition; doing something good with it. We can do value added farming to maintain Shoreham as a desirable place. We could come up with ways for farmers to reinvest themselves to do value added farming by partnering with UVM Extension and get funding for programs and hire people to help to make it happen.
- It would be helpful to have a directory of local food, meat, and farm resources. Have a store front where people could showcase local farm products, especially near the Inn to appeal to tourists.
- Research what local products are available to sell to tourists at a local market. The road became a major truck route with growth potential. Also, the store can provide an educational resource.

- The Department of Ag has a program called the Matchmaker to match ag sellers and buyers throughout the State. There is interest in local schools buying local dairy products. Provide an environment for facilitating matching, and schools directly purchasing local products. The VT Land Trust can encourage on-farm processing of value added products. (Newborn Dairy for example.) There is potential for jobs within the community.
- Encourage larger buyers to buy local, such as schools, prisons, and larger businesses.
- Elderly project in the center of Shoreham, where they could walk over to support local stores with local jobs.
- Seasonal local farmer's market – maple syrup, pie makers, apple growers – on a monthly basis.
- Locate the market along 22A to attract tourists easily.
- The view of Shoreham along Route 22A needs to be improved.
- Invite people onto Route 74 into the Village Center through better signage. They could stop at the pub at night. Select magnets to draw people in.
- Plan events like the Shoreham apple festival more often to get people to know more about Shoreham.
- Does the town have an economic development or ag development plan? It needs systematic, coordinated conservation about ag and economic development.
- The Planning Commission is trying to get something going to plan for the future opportunities, rather than restrictions. The PC needs to plan to bring something in.
- The Library Committee and Newton Academy Committees are working on restoring and reusing the historic buildings. The overall coordination for economic development is lacking. We need a bigger umbrella.
- Because we have such a small population and small tax base, and people are spread thin in terms of their money, the restoration committees are competing for the money. There are new people with new ideas, who brought up the existing farms to new levels. Fresh ideas lead to families and greater school attendance, with more money available to pay for our needs.
- The Shoreham Co-op could be a viable place to produce, bottle, market and sell local commodities.
- People who feel good about their jobs will stay to raise their families here. We have the potential spaces, but they are empty.
- There was a study on value added ag, but the attitude was nobody wanted to do the production.

What Can Shoreham Do to Develop These Opportunities?

- An incubator at the Apply Co-op. A pie business that uses local food products.
- We need advertising throughout the State.
- The food hub idea in Rutland could be implemented here. There is incubator space where one can create value added products. The Apple Co-op could develop freezer and retail space. There is potential to bring Addison County products together. Most farmers don't want to take that step themselves, but others can do it. We need product "movers" who can market those products. This is happening in other locations in Vermont.
- Green building – We could bring contractors together into a co-op to produce environmentally "green" homes.
- Offer opportunities for green building housing in the village center as economic development.
- High speed internet attracts people to real estate in Shoreham.
- Develop a network of home-based businesses, to support each other's work, and invite in particular talents and services that are needed, such as accounting, legal, computer technician, website development and marketing, to share their talents locally.
- Encourage greater participation in the newsletter, take greater advantage of it, and print more frequently.
- Need a committee that works diligently on developing these ideas.
- The School Board, Planning Commission, Select board and other groups have very little participation. Another Committee would just need more people to participate.

- Expand our outreach outside of Shoreham for support for our ideas; there is a lot to be gained from what other communities are doing.
- Utilize the Regional Planning Commission to share ideas with other towns.
- Such a creative economic development committee could work to develop a creative proposal, and take the ideas to others, and could be successful because no one can complain that their tax dollars are being used to develop this plan.
- Everyone in the room needs to make a commitment to keep it going as a voluntary effort.
- Can we divide the economic opportunities into four categories:
 1. Village related growth with small enterprise.
 2. Manufacturing relying on existing assets, a single enterprise.
 3. Tourism/cultural exchanges.
 4. Ag enterprises.

Visiting Team Reports Back:

- A Committee of creative thinkers, like the Creative Economy group in Rutland, with a vision will draw in people. Some type of body with energy behind it, with a newsletter sharing their progress, would be helpful. There is synergy around the effort. The idea of connection to surrounding communities is a wave through the State and Country. Innovative businesses are getting attention.
- Take an inventory of your assets – home businesses and ag businesses. Use signage along Route 22A, such as flags indicating one is coming close to Shoreham.
- There needs to be a Plan for the ag industry. Shoreham has strong, precious resources. An ag map, connected to culture. Create a Shoreham brand. Need a coordinated conversation about Shoreham's shared vision. There is an enormous opportunity to draw it all together.
- There needs to be a group, separate from the operations of town government, for people to focus on new ideas, separate from bylaws and the like. This group can push the ideas forward and coordinate them.
- Shoreham has so many assets. Pull together any three ideas, and then work together, such as providing elderly housing, a farm-fresh, healthy living town.
- There needs to be more agreement on what economic development for Shoreham should look like, and a coordinated, creative group to work on developing the potential. We can steer you toward many resources available.
- Expand the pub and bring in more people as a place to meet informally in Shoreham. The bakery could also serve this purpose.
- Connect the dots by providing tangible data from the ag community, and develop farmers markets and more.
- Have the "creative committee" pick one or two areas (like Route 22A) for economic development, create a success, and then move on to the next area.
- The list of assets is greater than the list of obstacles. Think of economic "development" more like economic "opportunity," to avoid the negative baggage of the word "development."
- Bring in people from other companies to offer marketing and other help.
- Utilize your "unifying places," set them up to be used.
- Look at how to raise capital for restoration and business development projects.
- Shoreham has an enormous set of assets in our buildings and other infrastructure to control our future. They need to line up and have a well articulated vision. We don't need government to create a vision, it's up to those in this group to take ownership and coordinate the assets in our town.
- The newsletter can become the "bible" everyone reads.
- We have a rosy future.

Land-Use: Agriculture, Planning & Zoning

Resource Team: Chuck Ross, Jenny Nelson, Mark Young, Adam Lougee, Jim Saudade, Noelle MacKay, Neale Lunderville, Tara Kelly, Gil Livingston, Robin Scheu, Paul Costello, Elizabeth Golden (scribe)

What are the Assets and Challenges in this Area?

- They stopped making land a long time ago, and once it is broken up, it is hard to reclaim.
- We have lost a lot of farms over the last 25 years.
- 26% of the land in Shoreham is permanently conserved under conservation easements. About 6 communities in the State are at that level. That's a large amount of land.
- An asset is the view of the beautiful farmland.
- We don't have a lot of tillable land that isn't being utilized.
- The available septic capability is an untapped asset. Clustering houses is an option based on our septic capacity.
- The lake is an asset for Shoreham, as well as the historic nature of the area near Larrabee's Point.
- The proposed zoning bylaws that did not pass may have not passed due to the density issue.
- Permeable soil issues on farmland. The build out of perc-able land.
- Shoreham Telephone offers DSL, which provides an opportunity to farmers to sell their products.
- A challenge is how we can keep our dairy farmers in business.
- The commute to the dairy infrastructure for milk isn't too far to go. Bulk milk delivery infrastructure needs revitalization.
- Tri-town water is an asset.
- Agricultural diversification needs some kind of resources to tap into to stay viable, such as methane digesters. These create a challenge to the zoning to open up the ag land as an industrial use.
- Ag zoning needs to allow all ag uses. You can call the methane digester a value added use, but it is also a way to produce electrical power.
- The former Apple Coop is an asset. A challenge is that large farms use large vehicles which have an impact on the roads, and increase maintenance costs.
- Farms that need to add uses to their land to remain viable, which have to be allowable under zoning.
- People were uncomfortable about the zoning changes. There was dissatisfaction about what the zoning would do, in particular the new restrictions on uses. Some people are uncomfortable with any zoning policy at all.
- The Town Plan is coming up for revisions. It still has a strong ag component. It needs to provide enough growth in housing to allow families to move in to support the school.
- The Town Plan is protective of agriculture.
- The zoning currently in effect allows for one year in the village and two acre zoning 500 feet along the roads. Ag land is 25 acre zoning. Historically the State septic regulations restrict housing construction. A lot of land in Shoreham is unbuildable due to state regulations.
- Commercial development is allowable in the Village Center.
- Organic farmers and other entrepreneurs are assets.
- The Shoreham Inn is an asset.
- There are 6-7 apple orchards, which are assets; strong apple economy.
- The rural environment and ability to farm in Shoreham is an asset. The ag culture is active.
- Maple syrup production and sales is an asset. There's a nice little shop and the trees are being taken care of.
- The orchards bring in tourists; many have self-picking.
- Tourism is underutilized in Shoreham. We haven't exploited it enough.
- A woodworking business connects the economy to the forest products.
- Fishing and hunting are valued, as well as wildlife access, birding areas.
- The boat launch isn't good enough, but it's available.
- There are websites that link to ag businesses through ACORN and a couple people belong to the Addison County Farm Bureau.
- Farmers spread manure which could create wear and tear on the roads and create an odor problem for non-farmers.
- The ferry and trails are assets.
- Small farms need to share equipment on a smaller scale.

Opportunities: What Should Be Done?

- The percentage of land in conservation affects the tax rate, but also allows farmers to purchase land they otherwise couldn't afford, to do business.
- We don't have thousands of acres of well drained land; we have a limited amount of land. We would like to encourage some value added processes on our small farms. Zoning should allow value added production. Farming does not necessarily mean milking a cow. The VT Seal of Quality and the VT Land Trust is well respected by those who use it.
- The Localvore Movement is progressive. The State of VT is high on the list and should be encouraged by Shoreham.
- The people providing value added services should be supported with marketing and a local distribution center.
- More farms to offer CSAs.
- The school can support ag education. The teachers should be from a farming culture. Integrate the culture of ag into the curriculum. The school lunch program can purchase local food. The farm to school programs does this.
- Let people know more about what farmers are doing.
- Hold a mini-festival in the meadow; hold a town bartering event.
- Keep an open mind regarding planning and zoning. They change over time. Take the parts of zoning that we agree on and change the zoning over time.
- We need fresh ideas. Bring new brains to the table.
- Since we have town sewer and water in the town village, we should look at multi-family on smaller lots to make housing more affordable.
- Amend the zoning to encourage cottage industry in local homes. Sell products made locally in a local store.
- Electronic businesses are also possible.
- It is extremely hard for a young person to work on a farm and find housing they can afford.
- It is hard to build housing under 25 acre zoning. You cannot set up worker housing on a farm. Ag is an exemption. Septic laws restrict housing that can be built. Go to Montpelier to solve that problem.
- Stop thinking about how to carve up farmland; think about how to protect the farms and build housing in the village center. Develop some kind of offsets that if farms can't build, more houses could be built in the village center. The town needs to have a long conversation on how to encourage farming.
- The problem for farming is not that we don't have enough farmland; it's that we can't control what a farmer pays for equipment, salaries, and selling their products. Farms need an empowered consumer who can pay a premium for a local product, which creates a demand for that product. They need a sufficient profit margin for the farmer, which supports a decent wage that supports farm help so they can afford to live in Vermont (people live in NY). There is too much supply and too poor a consumer to pay a premium for a local product.
- Encourage on-site manufacturing (much is at the State level) to increase value added and reduce costs.
- Support farms through:
 - The Planning Commission needs to be creative about how we can make farm labor housing on the farm affordable.
 - Public safety issues make it too expensive.
 - The Planning Commission tried to take into account what farmers need by allowing two acre zoning along the roads, and 25 acre zoning within the farm to protect the farm.
 - We are losing our youth to outside the State. We should encourage them to be part of our community when they return from college. Purchase local food for our schools. Have direct contact with the children to keep them in farming.
 - The schools can ask every farm in town if they have value added products we can serve in the schools. Let the kids know where the food comes from.
 - Create an apprenticeship program wherein the children can receive school credits by working on a farm, and learn the business. Does the State have such a program? Liability and regulations make it difficult.
 - An apprentice program for adults coming into the community for are interested in farming and cottage industries, teamed up with others who are in that industry.

- The Apple Coop building could become a common cannery or a distribution center, where tourists can stop by to buy locally produced goods, like a food hub. It can value through processing, cheese production, marketing, storage and a distribution market. It has a truck corridor. The community would have to show support. Other towns need to support it to make it possible. There is funding available through the FDA for a project of this type. Economic Development has a grant to do the planning.
- With so many of our children coming to school and qualifying for free lunches, we would provide a community garden where the children can learn to grow their own food on the available public land.
- Develop renewable energy, such as wind power, biofuels, solar, and methane digesters. We need to be aware of where our energy is coming from for today and tomorrow. Evaluate how our resources can be utilized to product energy.
- Over 80 towns have energy committees. Shoreham could develop a committee to look at possibilities.
- Form a small energy co-op to provide a wind tower or solar panel installation and share the power.
- Amtrak is only half an hour away, which can provide tourism access. It could close, which is a concern. There is no other mass transit into Shoreham.
- The future of ag is about relationships. First generation farmers have to partner with other folks or teach our own children to make transition of farms over the generations.
- Bring a farm product supplier into Shoreham.

Reflections of the Community Visit Team:

- Ag needs to be linked to planning and zoning. There are some disagreements about private property rights and the needs of farms to provide affordable housing for labor and add value added food production.
- Shoreham needs better communications around planning and zoning disagreements.
- Everyone agrees there is an enormous ag community that could be advanced with an educated plan, with ag housing, education and value added business development.
- Use our talents to support the ag industry and creative value added businesses.
- There is a real need for cooperative value added efforts.
- Review zoning in parts. Could easily agree on village center zoning, due to the availability of water, sewer, and internet.
- Ag internships.
- Economic development relates to land use. Affordable housing touches both issues. Small business coalitions. Bring tourists into town via Amtrak. The ag community and economic development overall are linked.
- Ag is very important to the community, and there is a lot of diversity. The viability and succession of farm ownership are issues. There needs to be a vision, and then the zoning regulations will follow.
- The visioning process of the plan is the fun part, where you share your goals; whereas the zoning part is more difficult. Involve the community in many ways, and offer complete transparency. Visuals are keys to translate the goals into regulations. With help from the ACRPC.
- The hardest part is finding a balance between community needs and individual property rights, but that is essential.
- Ask the children what they want the town to look like.
- Build community through the community garden concept.
- The planning and zoning issue has been divisive, but it's exciting what physical and virtual communications systems we have. The desire to share farm ag products as well as communications networks through Shoreham Telephone to do marketing.
- There's a huge opportunity to promote agriculture in Shoreham.

Summary by Visiting Team at End of Visit:

Community Involvement –

- There were many groups represented at this session.
- The group worked together well.
- They wanted to involve new people in the process.

Infrastructure –

- The discussion included all kinds of infrastructure – agriculture, sewer, water, the quarry, and the internet for example, which Shoreham has as assets.
- The school is underperforming and is an underutilized asset.
- The town needs a capital budget, not just a timeline.
- Agriculture was discussed a lot as an asset.
- A community gathering place is needed, although many thought the pub served this function.
- The Richville Dam is viewed as a hydro energy resource.
- The school budget is a large share of the total budget, and thus results in deferred maintenance of the town roads.
- Town buildings are very important. The Newton Academy, Fire Station, Clerk's Office and Library need to be expanded. The Clerk's Office is being considered for a move into Newton Academy.
- There are long term tax implications of these potential projects.
- There is no clear pathway for the town to make capital improvement decisions. They are spinning around.

Economic Development –

- There are a lot of good resources.
- There is a lack of consensus on what economic development should be – agriculture, small business, village retail, industry.
- There is no critical mass to support village economic development.
- The bakery failed due to lack of support.
- There is a plethora of home businesses in Shoreham. The question is, however, where they can go when they grow.
- Incubator space is needed.

- The village center has public water, sewer, three-phase power, access to the transportation network, the agricultural cooperative building, town owned land, and a lot of agriculture products locally available.
- They could do value added agricultural production in the village center, as well as affordable housing.
- The schools need more children, who would be provided by affordable family housing.
- The town has no vision for the development of the village center, however.
- The development would need lots of tech support and design charrettes to form specific direction and goals.

Shoreham Elementary School –

- The participants in this session support the school and thought it was doing well.
- Their emphasis was on the school as a small town asset.
- They need to enlist the support of the community at large to support the school.
- They need to reach out to people without children, as well as parents for support.
- Test scores are low, but they attribute that to the large number of children receiving free lunches.
- They don't acknowledge that the school is underperforming.

Land Use –

- The group in this session did not want to talk about planning and zoning, nor did they want to help the Planning Commission.
- Common ground included the development of their agricultural economy.
- There is no comprehensive whole or pulling it together, but they would like to do so.
- They are interested in an agricultural spearheading committee.
- They are on the verge of moving forward and have lots of energy.
- They lack the chemistry to reach an outcome, or focus on what the steps are.
- They need to do visioning right away.
- Select Board member, Karen Shackett added that it is going to take a lot to get people to the table.

The visiting team did not hear the whole story, as the owners of the big farms were absent from the discussion today.

- Paul added that this community needs a physical success to be brought together.

- They also need better communication.

Buildings –

- The discussion went back and forth over what could be done with the Newton Academy.



Residents attended forums on October 29, 2009

VIII. Participants

Jen Abbey
C Ayer
George Baker
Mary Baker
Scott Barkdoll
Meg Barnes
Heather Best
Dale Birdsall
Roberta Blodgett
Steve Brileya
Susan Brileya
Eleanor Brisson
Randy Brisson
Jeff Bronson
Bonnie Campbell
Howard Campbell
Carol Causton
Natasha Causton
Nick Causton
Elizabeth Christianson
Jasper Christianson
Molly Clark
Peter Coe
Robin Conway
Doc Allen Curtis
Judy DeAngelis
Deborah Diemand
Amy Douglas
Bob Douglas
Bob Fisher
Marthe Fisher
Dee Dee Flagg
Dominic Francis
Molly Francis
Denise Gibeault
Stephen Goodrich
George Gross
Bob Growney
Hilary Hammond
Bill Heminway
Joe Hescoc
Kathleen Hescoc
Lorraine Hescoc

Maizie Hescoc
Edwina Ho
Barney Hodges
Andrea Hubbell
Jonathan Ives
Charlie Jackson
Jori Jacobeit
Edwin James
Mary Jane James
Deb Kelly
Joe Kelly
John Kiernan
Phil Kivlin
Jen Kravitz
Deb Lalley
Edson Lanpher
Heidi Lanpher
Martha Lapham
Chris Laroche
Dianne Lawson
Peter Lynch
Sue MacIntyre
Wilson MacIntyre
Bob Maguire
Polly Maguire
Holly McKenzie
Mac McLaughlin
Christine Murphy
Jim Murphy
Michael O'Neil
Jim Ortuno
Julie Ortuno
Jason Paquette
Jeremiah Parker
Marcia Parker
Beatrice Parwatikar
Rob Perry
Paige Pierson
Lottie Prah
William Rader
Bob Rathburn
Art Remick
Erik Remsen

John Reynolds
Gerard Sabourin
Paul Saenger
Rene Saenger
Andrea Scott
Karen Shackett
May Small
Steve Small
Virginia Spadaccini
Judy Sperry
Mark Spitzner
Sue Spitzner
Rodney Stagg
Scott Stanley
Sofia Sterling
Judy Stevens
Will Stevens
Kurt Suchomel
Bill Suhr
Rustan Swenson
Glen Symon
Peter Szymkowicz
Valerie Szymkowicz
Sharon Tierra
Kate Tilton
Jeff Treadway
Dick Treadway
Ginny VanHazinga
Cora Waag
Conrad Waite
Jean Waite
Robert Warren
Barbara Wilson
Peter Wimmer
Margaret Witherell
Sanford Witherell
Nancy Wollum
Gail Wood
Loren Wood
Ellen Young

IX. Resource Team

Joss Besse

Director
Dept. Housing & Community Affairs
Nat'l Life Bldg, Drawer B
Montpelier, VT 05620
joss.besse@state.vt.us
802-828-5212

Greg Brown

VCRD Board Member
Town of Dummerston and VCRD
Board
431 Holland Hill Road
Putney, VT 05346
gig_brown@yahoo.com
272-5634

Stuart Comstock-Gay

President & CEO
The Vermont Community
Foundation
P.O. Box 30
Middlebury, VT 05753
scomstock-gay@vermontcf.org
802-388-3355

Ann Cousins

Special Gifts Officer
Preservation Trust of Vermont
104 Church St
Burlington, VT 05401
ann@ptvermont.org
802-658-6647

Chip Evans

Executive Director
VT Workforce Development Council
PO Box 488
Montpelier, VT 05601-0488
allen.evans@state.vt.us
802-828-4156 ; 777-0349 cell

Jeffrey Francis

Executive Director
VT Superintendents Assoc.
2 Prospect Street
Montpelier, VT 05602
jfrancis@vtvsa.org
802-229-5834 (voice)

Elizabeth Golden

Environmental and Land Use Planner
Addison County RPC
14 Seminary St.
Middlebury, VT 05753
egolden@sover.net
598-2388 cell; 388-3141 w

Peter Hopkins

Pownal Community Visit Chair
peter.hopkins@comcast.net
823-5405

Tara Kelly

Regional Planner
Rutland Area Farm and Food Link
PO Box 561
East Poultney, VT 05741
tara@rutlandfarmandfood.org
802-775-0871

Gil Livingston

President
Vermont Land Trust
8 Bailey Avenue
Montpelier, VT 05602
gil@vlt.org; rebecca@vlt.org
223-5234; 262-1214 (Rebecca); 262-1210

Adam Lougee

Executive Director
Addison Co. RPC
79 Court St.
Middlebury, VT 05753
alougee@sover.net
802-388-3141

Neale Lunderville

Secretary
Vermont Agency of Administration
109 State Street
Montpelier, VT 05609
neale.lunderville@state.vt.us
802-828-3322

Noelle MacKay

Executive Director
Smart Growth Vermont
110 Main St.
Burlington, VT 05401
noelle@smartgrowthvermont.org
802-864-6310

Deb Maguire

*VT/NH Community Programs
Specialist*
USDA Rural Development
City Center, 3rd Fl, 89 Main Street
Montpelier, VT 05602
deborah.maguire@vt.usda.gov
828-6024

Johanna Miller

*Outreach Director and Energy
Program Co-Director*
VT Natural Resources Council
9 Bailey Avenue
Montpelier, VT 05602
jmiller@vnrc.org
802-223-2328

Sally Miller

Director
Sustainable Woodstock
4 Lincoln St
Woodstock, VT 05091
spm@sustainablewoodstock.com;
spmiller22@gmail.com
(802) 457-1239

Jenny Nelson

Ag. Policy Advisor, Rural Econ. Devel.
Office of Senator Sanders
51 Depot Square, Suite 201
St. Johnsbury, VT 05819
Jenny_Nelson@sanders.senate.gov
802-748-9269

Steve Paddock

*Area Bus. Advisor and Agribusiness
Dir.*
Small Business Development Center
1590 Route 7 South, Suite #2
Middlebury, VT 05753
spaddock@vtsbdc.org
802-388-7953

Brent Raymond

Office of Congressman Welch
30 Main Street, Suite 350
Burlington, VT 05401
brent.raymond@mail.house.gov
888-605-7270; 652-2450

Chuck Ross

State Director
Office of Senator Leahy
199 Main St., 4th Floor
Burlington, VT 05401
chuckr@gmavt.net;
Kaye_Swainbank@leahy.senate.gov
802-863-2525

James Saudade

Deputy Secretary
VT Agency of Commerce
Nat'l Life Bldg, 6th Fl., Drawer 20
Montpelier, VT 05620-0501
jim.saudade@state.vt.us
802-828-9200

Robin Scheu

Executive Director
Addison County Econ. Development
Corp.
1590 US Rte. 7 South
Middlebury, VT 05753
rpscheu@addisoncountyedc.org

Irene Wrenner

Essex Selectboard Member
15 Thrush Lane
Essex Junction, VT 05452
lmwren@aol.com
802-879-0011

Mark Young

President
First National Bank of Orwell
P.O. Box 38
Orwell, VT 05760
nborwell@shoreham.net
802-948-2811



Vermont Council on Rural Development

PO Box 1384, Montpelier, VT 05601-1384

802-223-6091

info@vtrural.org | www.vtrural.org

Cover photo: Sue Spitzner
Printing by Minuteman Press