

ENERGIZING OUR POTENTIAL

ST. JOHNSBURY, VERMONT
TOWN PLAN 2011



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LOOKING ACROSS THE VALLEY

PREFACE

A BRIEF HISTORY OF THE TOWN OF ST. JOHNSBURY

The founder of St. Johnsbury was Jonathan Arnold, a native of Rhode Island. In 1787 he built the first framed dwelling in town, at the north end of Main Street now known as Arnold Park. In November of 1786, a charter for the township of St. Johnsbury was granted issued to Arnold. Colonel Ethan Allen had suggested the name "St. John" as a tribute to Hector St. Jean de Crevecoeur, French Consul, experimental farmer and writer, who was considered a powerful friend of young America. De Crevecoeur himself suggested that, since there were many places called "St. John" already in existence, this one might be given the name of "St. Johnsbury", thus making our town unique, as there was no other St. Johnsbury in the world. This distinction remains today.

Much of the town's heritage comes from the invention of the platform scale by Thaddeus Fairbanks. The E. & T. Fairbanks Co. established a business in 1830 that would weigh the world. George C. Cary founded the Cary Maple Sugar Co. in 1904. Cary was a prominent salesman who successfully promoted the use of maple sugar to flavor plug tobacco, and later cigarettes, as a moisturizing and non-fermenting flavor agent.

During each March and April, sugar makers tap maple trees and gather the sap to boil down and produce maple syrup. It takes approximately 37 gallons of sap to make one gallon of syrup. Around 1915, production of Maple Grove Candies was started at an area farm by Katharine Ide Gray and her daughter Helen, and by 1920, had moved to "Pinehurst" (the former Horace Fairbanks home and now the Elks Club on Western Avenue). Meanwhile, Mr. Cary had built a large plant at the east end of Portland Street to house his maple sugar distribution operation; he subsequently built the adjoining facility, which is now known as Maple Grove Farms of Vermont. St. Johnsbury justly became known as "The Maple Center of the World."

With the success and growth of the scale, maple sugar, and wood products industries, so grew St. Johnsbury. Due to its rapid growth, St. Johnsbury had become the shire town of Caledonia County in 1856. It also became a rail and highway junction, as well as industrial, commercial, and cultural crossroads of the region - a position in which it is firmly secure today.

Starting in 1850, railroads became a major factor in St. Johnsbury's growth and industry. Our handsome late Nineteenth Century brick railway station has been preserved (The Pomerleau Building). At one time, four lines merged here, and the tracks are all intact and still used for freight, as well as for occasional tourist excursions.

St. Johnsbury Academy, a private school founded by the Fairbanks brothers, Thaddeus, Erastus and Joseph in 1842, is our high school and provides fine education in both college preparation and vocational training. There are a large number of boarding students from many parts of the world.

Many cultural centers were built by the Fairbanks family, including the Fairbanks Museum & Planetarium, a museum of natural history (1890), and the St. Johnsbury Athenaeum (1871), which

houses a library of over 45,000 books, including a children's library. The adjoining Art Gallery (1873) is the oldest unchanged gallery of its type in the country. It has on display a collection of outstanding paintings by American and European artists, with special emphasis on works by the Hudson River School painters. Featured is "Domes of the Yosemite", the largest painting by Albert Bierstadt.

Several visitors enjoy Courthouse Park and inquire about the Civil War monument. Titled "America," this is an original Italian marble figure, designed by Larkin Mead and sculpted in Florence, Italy. It was dedicated in 1868.

St. Johnsbury continues its tradition of local cultural activities. Area events include summer fairs, weekly band concerts (the St. Johnsbury Town Band's roots go back to 1830), old-fashioned hymn sings, locally produced plays, Catamount Arts and Kingdom County Productions bring in films and world-renown artists and performers. St. Johnsbury has even been the site of independently produced motion pictures.

Successful business and industry resulted in many outstanding homes and churches being built during the last quarter of the Nineteenth Century. A descriptive walking tour of Main Street details the diversity of architectural design. Copies are distributed free at the Athenaeum and Chamber of Commerce.

The Town has a town meeting form of government with a Board of elected selectmen and women and a Town Manager. It enjoys a population of about 8,000 and "a million assets", quoting from The Boston Sunday Globe.

-Initially prepared by the St. Johnsbury Historical Society in 1993 and edited in 2011.



"PINEHURST" NOW THE ELK'S CLUB ON WESTERN AVE

LETTER FROM THE CHAIR

Sometimes a picture is truly worth a thousand words. The collage to the right is a pictorial reflection of inter-relationships of people in every walk of life that enable a community to succeed. During the writing of this Town Plan, nine committees representing approximately 150 people collaborated to assemble recommendations for the Town. Most of these recommendations made it into the goals and policies written by members of the Planning Commission. The Planning Commission could not have moved forward without the grass roots efforts of so many of the community who spent hours of their time contributing their professional and personal expertise. I think you will be as impressed as I am with the



thoughtful compiling of current status, objectives, and recommendations that you will find in Appendix A – the community portion of this document. The Planning Commission will be referring often to this portion as we move forward with our goals, policies, and initiatives over the next five years. Please spend some time reading this important collection of information. Some common themes emerged as the groups met. These themes are evident in the Economic Development Plan that is imbedded in the Town Plan. We heard from the community that our Town needs to attract not only business and job creation, but also be an enjoyable place to live, work, play, and visit. Tourism, multi-generational recreation, public amenities, and green spaces are important to the people of this Town. This “sense of place” is what will **“Energize our Potential”** now and in the future. All of the committee reports are found in their completeness in Appendix A of the published report. We begin both the Town Plan Goals and Policies, and the committee reports with the Health and Human Services section. It is because of the work of this committee that we saw correlations in all the committee work. I want to thank our dedicated Health professionals who brought us this valuable holistic insight. Please note the graphic from “Project for Public Spaces” in Appendix B-10 which pointed the steering committee in finding unity to our work. I highly recommend reading all of the committee work in Appendix A in addition to the Goals and Policies of the Town Plan in order to understand what drives St. Johnsbury and its community of dedicated people. Please join me in celebrating the completion of this Town Plan as we move into the future **“Energizing our Potential.”**

Sincerely,

Susan A. Cherry
Susan A. Cherry
Town Plan Chair

MISSION STATEMENT

The 2011 St. Johnsbury Town Plan, “Energizing Our Potential,” serves as a collaborative planning document which gives direction to the Planning Commission and the Town of St. Johnsbury with environmentally green and healthy goals serving to connect our town and its people; preserving the past with its rich history while paving the way for planned and intelligent growth for the future. This includes welcoming new businesses into a community which values a safe and healthy environment for all ages, encouraging housing with efficient design, promoting ongoing and regular dialogues between diverse populations, and providing a wealth of educational and job opportunities.



THIS VENN DIAGRAM DEMONSTRATES THE CRITICAL USEFULNESS OF THE TOWN PLAN

TOWN PLAN TIME LINE

This original meeting schedule facilitated the gathering of the 9 committees at the same place and time in order to foster collaboration. The community gathered at these meetings to gain insight and make recommendations that would form the basis of the 2011 Town Plan.

Date	Who Meets	Where
Thursday, February 18, 2010	General Meeting - all interested	St. Johnsbury School Auditorium
Thursday, March 4, 2010	Individual Committee Meetings	7th and 8th classrooms - 3rd floor
Thursday, March 18, 2010	Individual Committee Meetings	7th and 8th classrooms - 3rd floor
Thursday, March 25, 2010	Individual Committee Meetings	7th and 8th classrooms - 3rd floor
Thursday, April 8, 2010	Individual Committee Meetings	7th and 8th classrooms - 3rd floor
Thursday, April 15, 2010	Steering Committee (Chairs and Co-Chairs)	Music Room - 22 - 2nd floor
Thursday, April 29, 2010	Individual Committee Meetings	7th and 8th classrooms - 3rd floor
Thursday, May 13, 2010	Individual Committee Meetings	7th and 8th classrooms - 3rd floor
Thursday, May 20, 2010	Final Individual Committee Meetings	7th and 8th classrooms - 3rd floor
Thursday, May 27, 2010	Steering Committee (Chairs and Co-Chairs)	Music Room - 22 - 2nd floor
Thursday, June 17, 2010	Steering Committee (Chairs and Co-Chairs)	Music Room - 22 - 2nd floor
Thursday, July 15, 2010	Steering Committee (Chairs and Co-Chairs)	Music Room - 22 - 2nd floor
Thursday, September 16, 2010	Steering Committee (Final Review)	Music Room - 22 - 2nd floor
Wednesday, October 13, 2010	Present Report to Planning Commission for approval	Town Office - Municipal Board Room

October 2010 – May 2011 – The Planning Commission:

- Reviewed Community Recommendations (now in Appendix A)
- Agreed upon the format for the 2011 Town Plan in Section I
- Defined the Town's 5 year Goals

May 2011 – June 2011 – The Planning Commission:

- Defined and documented the Goals and Policies of each of the 9 Sub-section planning priorities:
 - Economic Development
 - Education/Adult Education
 - Energy
 - Health and Human Services
 - Housing and Neighborhoods
 - Land Use
 - Public Services, Utilities, and Transportation

- Recreation
- Reviewed and approved the policies for each goal
- Identified initiatives to accomplish the goals and support policies
- Developed a glossary of terms

July 2011 – September 2011 - The Planning Commission:

- Gained Select Board and Community Approval
 - Submitted the draft Plan to the Select Board (Aug. 22)
 - Initiated a Select Board and public Q & A period (Aug. 22 & Sept. 12)
 - 4 separate drafts have been available on the Town web site for public view and response beginning with Draft 3 in Oct. 2010 and finishing with Draft 6 July, 2011. The final proposal for adoption was posted September 2, 2011.
 - Select Board approved the 2011 Town Plan on September 12, 2011
 - Held a Regional Planning Commission Review (Sept. 14, 2011). At that meeting, the committee recommended Regional Approval.
 - September 15, 2011, at the Annual Meeting of NVDA, the 2011 Town Plan was approved by our Regional Planning Commission with accolades.
- Posted Town Plan 2011: “Energizing Our Potential” on the Town Web Site



WELCOME CENTER AT THE POMERLEAU BUILDING

SECTION I: ST. JOHNSBURY 2011 TOWN PLAN: ENERGIZING OUR POTENTIAL



HEALTH AND HUMAN SERVICES (HH)



NORTHEASTERN VERMONT REGIONAL HOSPITAL (NVRH)

GOAL HH 1.0 To create a healthy community environment.

POLICIES: HH 1.1-1.6

- HH 1.1** The Town should continually encourage an environment which supports a “Medical Home” approach.
- HH 1.2** The Town should continually encourage an environment supporting a “Healthcare Destination” approach which includes both holistic and mainstream alternatives.
- HH 1.3** The Town should support the ongoing efforts and initiatives of a drug-free community and healthy and safe environment for families.

- HH 1.4** The Town should support the implementation of multi-generational recreation facilities.
- HH 1.5** The Town should be a bicycle and pedestrian friendly town.
- HH 1.6** The Town should make best effort to clear sidewalks of ice and snow to encourage physical activity.

GOAL HH 2.0 To promote the feeling of neighborhoods and support and expand neighborhood associations.

POLICIES: HH 2.1-2.5

- HH 2.1** The Town should maintain and improve amenities to the playgrounds and parks.
- HH 2.2** The Town should provide locations where inter-generational events can take place.
- HH 2.3** The Town should design and increase the number of public activity spaces throughout the town in order to encourage diverse social interaction.
- HH 2.4** The Town should promote opportunities, where feasible, for people to work, live, play, and shop in town.
- HH 2.5** The Town should encourage safe, walkable neighborhoods.

GOAL HH 3.0 To make St. Johnsbury a safe place to live, work, play, and visit.

POLICIES: HH 3.1-3.5

- HH 3.1** The Town should encourage pedestrian-safe lighting.
- HH 3.2** The Town should maintain safe sidewalks.
- HH 3.3** The Town should encourage the development of handicap accessibility at all cultural and historic landmark locations.
- HH 3.4** The Town should encourage safe routes for pedestrian and bicycle traffic.
- HH 3.5** The Town should encourage initiatives that create partnerships between neighborhoods and law enforcement agencies.

HEALTH AND HUMAN SERVICES INITIATIVES

short-term (to be completed within one year of plan adoption)

mid-term (2-5 years of adoption)

long-term (5+ years from adoption).

Planned Initiative	Goal(s)	Responsible Party	Priority
Establish a sidewalk maintenance schedule reflecting phased improvements and pending budgetary approval.	HH 1.0 HH 3.0 PS 3.0	Town Manager Public Works Director	Short-term
Establish a plan to increase pedestrian safety through the use of energy efficient sidewalk lighting in place of current street lights.	HH 1.0 Ec. 3.0 En. 1.0 HN 2.0	Town Manager Planning Commission	Mid-term
Map pedestrian and bicycle traffic patterns – present and future. Develop and implement a plan for optimal safe routes.	HH 1.0 HH 3.0 Ec. 3.0	Town Manager Planning Commission Public Works Director	Mid-term
Assess and maintain a “Safe Routes to School” program.	HH 1.0 HH 3.0 PS 5.0	Town Manager Planning Commission School Board	Mid-term
Establish Public Safety Ambassadors for each neighborhood association.	HH 3.0 HN 2.0	Town Manager Fire Chief Police Chief	Mid-term
Develop a parks and recreation playground map and plan to integrate public activity spaces throughout all neighborhoods.	HH 1.0 HH 2.0 Ec. 1.0 Ec. 6.0 HN 2.0	Town Manager Planning Commission	Mid-term
Establish a needs assessment for a multi-generational recreation space.	HH1.0 HH 2.0 Ec. 4.0 R 1.0 R 2.0	Town Manager Planning Commission	Short-term
Develop plans by District for safe pedestrian and cycle friendly neighborhoods.	HH 1.0 HH 3.0 Ec. 3.0	Town Manager Planning Commission Public Works Director	Mid-term

CULTURAL AND HISTORIC PRESERVATION (CH)



PET PARADE

GOAL CH 1.0 To build upon the assets of the Town which support a “creative economy.”

POLICIES: CH 1.1-1.6

- CH 1.1** The Town should encourage cultural and creative participation in St. Johnsbury.
- CH 1.2** The Town should encourage community art projects, cultural events, festivals and cultural tourism.

- CH 1.3** The Town should encourage the preservation of landmark historic and cultural institutions and locations.
- CH 1.4** The Town should support and encourage the “creative economy”.
- CH 1.5** The Town should encourage the collection and display of items relevant to the history of the Town and its people.
- CH 1.6** The Town should pursue grant opportunities, in collaboration with other community organizations that continue to promote cultural activities and preserve historic resources of the Town.

GOAL CH 2.0 To contribute to the quality of life in St. Johnsbury by promoting a variety of cultural resources and opportunities.

POLICIES: CH 2.1-2.2

- CH 2.1** The Town should encourage community art projects, cultural events, festivals and cultural tourism.
- CH 2.2** The Town should encourage cultural resource groups to collaborate and coordinate with the Town and other interested parties.

CULTURAL AND HISTORIC PRESERVATION INITIATIVES

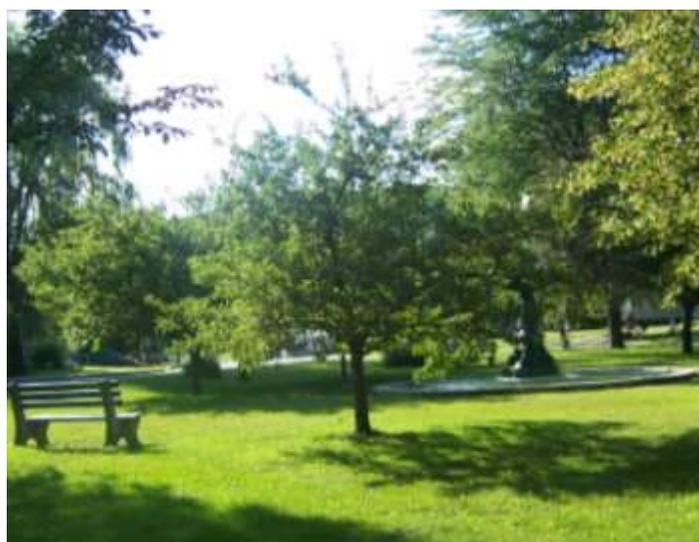
short-term (to be completed within one year of plan adoption)

mid-term (2-5 years of adoption)

long-term (5+ years from adoption).

Planned Initiative	Goal(s)	Responsible Party	Priority
Determine if the Federal Certified Local Government Program [CLG] structure and/or the VT Neighborhood Designation are appropriate for St. Johnsbury.	CH 1.0 Ec. 3.0 Ec. 4.0 LU 2.0	Town Manager Planning Commission Select Board	Mid-term
Establish a plan that promotes and ensures public and private aesthetics and public amenities (signage, bus stops, public rest rooms, etc.) are adequate throughout the Town.	CH 1.0 Ec. 1.0 LU 1.0	Town Manager Planning Commission	Mid-term

Establish Bylaws and Zoning Ordinances review and maintenance to support and encourage sustainable economic growth.	CH 1.0 Ec. 1.0 Ec. 3.0	Town Manager Planning Commission Select Board	Short-term
Establish the importance of the Town's past, present, and future on its website.	CH 1.0	Town Manager	Short-term
Establish a reference of grant opportunities and deadlines that may support funding opportunities for approved projects.	CH 1.0	Town Manager Planning Commission	Mid-term
Establish and maintain the Historic District minimum maintenance ordinance.	CH 1.0 Ec. 1.0 Ec.3.0	Planning Commission	Short-term
Establish and maintain a community calendar of events on the website.	CH 2.0	Town Manager	Short-term
Establish a yearly schedule, including budgets and forecasts, for regular maintenance and support of all Town owned or managed properties; including parks, parking lots, and open lands.	CH 1.0 Ec. 1.0 R 1.0 R 2.0	Town Manager Select Board Planning Commission	Short-term
Complete restoration of Arnold Park including the fountain and basin repair.	CH 1.0 Ec. 1.0	Town Manager Public Works Director	Mid-term



ARNOLD PARK

ECONOMIC DEVELOPMENT [EC.]



RAILROAD STREET

GOAL Ec. 1.0 To sustain business investment in industries that support diverse employment opportunities and contribute to our quality of life with a cohesive plan and infrastructure.

POLICIES: Ec. 1.0-1.20

Ec. 1.1 The Town should maintain zoning bylaws that encourage economic development while maintaining community character.

Ec.1.2 The Town should develop a waterfront-specific plan that gives the Passumpsic riverfront back to the community for mixed use recreation, retail, and visitor service uses.

- Ec.1.3** The Town should encourage investment in business and community aesthetics and amenities to promote relocation of skilled laborers and professionals into the Town.
- Ec.1.4** The town should plan for and invest in economic development growth that supports land use stewardship policy.
- Ec.1.5** The Town should encourage energy conservation, renewable energy development and environmental stewardship as a part of economic development strategies.
- Ec.1.6** The Town should encourage aesthetically attractive “gateways” into the Town.
- Ec.1.7** The Town’s planning patterns should link the designated downtown and surrounding districts together by use, zoning, and design.
- Ec.1.8** The Town should research methods to encourage external revenue investment into the community.
- Ec.1.9** The Town should maintain regulations, zoning, impact fees, and taxes to ensure they encourage sustainable economic growth through community investment and development.
- Ec.1.10** The Town should maintain incentives to sustain existing businesses and to encourage new and existing business investment.
- Ec. 1.11** The Town should establish an environment that encourages capital investment in both businesses and the talent pool needed to increase the employment rate and median income of its residents.
- Ec.1.12** The Town should ensure competitiveness with other regions of the state by performing a comparative analysis of the cost of doing business; including taxes, fees and regulations.
- Ec. 1.13** The Town should study and measure the economic contribution and interrelationships of businesses and industries in order to enhance how such businesses can complement each other and benefit the community.
- Ec.1.14** The Town should play a leadership role in community partnerships and collaborations that build upon existing natural, historic, and cultural assets.
- Ec. 1.15** The Town should work with other public and private entities to identify and implement utility policies and resources that will decrease the energy cost of doing business and living in the community.
- Ec. 1.16** The Town should solicit, encourage and support state initiatives that will reduce the cost of doing business and increase economic investment and development opportunities locally.

- Ec. 1.17** The Town should adopt a capital improvement program to ensure that infrastructure plans support current and projected needs for the innovative, industrial, sustainable, creative, travel and tourism, and small business economies within the Town.
- Ec. 1.18** The Town should adopt business policies that facilitate growth from “incubator” through established businesses to encourage innovative ideas that support the needs of travel and tourism and other industries.
- Ec. 1.19** The Town should actively investigate and apply for economic development grants that support growth; including brownfield cleanup, green redevelopment, recreation, blight remediation, and historic preservation.
- Ec. 1.20** The Town should examine alternative energy policy that promotes clustering of energy generators and sources to reduce dependency on outside services and increase local sustainability.

GOAL Ec. 2.0 To formulate and implement regulations that support planned growth in the industrial segment of St. Johnsbury.

POLICIES: Ec. 2.1-2.4

- Ec. 2.1** The Town should coordinate industrial planning efforts with other area agencies, public and private, to promote and achieve planned regional growth in industrial development.
- Ec. 2.2** The Town should partner with neighboring communities to seek active support, cooperation, and favorable decisions from outside agencies, public and private, to advance investment in regional infrastructure.
- Ec. 2.3** The Town should ensure industrial development is compatible with surrounding land use.
- Ec. 2.4** The Town should consider clustered development of industrial use to minimize impact on the open spaces within the town.

GOAL Ec. 3.0 To maintain the downtown environment as a favorable place to live, work, and play.

POLICIES: Ec. 3.1-3.8

- Ec. 3.1** The Town should ensure that policy and zoning regulations support and maintain a “downtown designation” under the National Trust for Historic Preservation guidelines.
- Ec. 3.2** The Town should actively promote, assist, and encourage business, building owners, and Town staff to take advantage of financial and other benefits available to businesses and residents who own property in a designated downtown district.
- Ec. 3.3** The Town’s downtown building and planning decisions should reflect a priority to preserve and protect historic character and design.
- Ec. 3.4** The Town should evaluate current mixed use trends and amend policies to encourage compatible mixed use (residential, retail, commercial, professional) redevelopment in the downtown designation area.
- Ec. 3.5** The Town should maintain policies and priorities to ensure a balanced ratio of housing, retail and commercial opportunities for all income levels.
- Ec. 3.6** The Town should continue to improve and develop municipal and other land in the downtown districts to encourage activities that promote pedestrian safety and community connectedness.
- Ec. 3.7** The Town should establish ordinance and support that encourages landlords and business owners to take pride in downtown building aesthetics.
- Ec. 3.8** The Town should create a streetscape plan encompassing elements that encourage pedestrian use of the entire designated downtown area.



FARMERS' MARKET



BAY STREET AND RIVERFRONT CORRIDOR

GOAL Ec. 4.0 To prepare for future economic development in the Bay Street and Riverfront corridor.

POLICIES: Ec. 4.1-4.3

- Ec. 4.1** The Town should evaluate zoning regulations to ensure they support compatible residential, commercial and recreational uses in the Bay Street and riverfront corridor that allow the community to access and enjoy the full length of riverfront.
- Ec. 4.2** The Town should take a leadership role in the Bay Street redevelopment project.
- Ec. 4.3** The Town should collaborate with business and building owners to identify and establish appropriate plans to address alternative land use and encourage clean-up of the area.

GOAL Ec. 5.0 To maintain a vital retail business district that encourages businesses which support the local community, and promote economic growth.

POLICIES: Ec. 5.1-5.4

- Ec. 5.1** The Town should adopt policies and programs that encourage improvement in the appearance, safety and amenities throughout all business and retail districts.
- Ec. 5.2** The Town should maintain minimum standards for and enforcement of building codes to maintain property values that promote economic growth.
- Ec. 5.3** The Town should maintain standards for vacant building owners to encourage renovation for new uses, redevelopment, or demolition.
- Ec. 5.4** The Town should collaborate with regional organizations, public and private, to leverage “economies of scale” for new development.



ESTABROOK HOUSE BED AND BREAKFAST

GOAL Ec. 6.0 To increase external sources of revenue in St. Johnsbury businesses by capturing increased market share of the Vermont Travel and Tourism industry.

POLICIES Ec. 6.1-6.5

- Ec. 6.1** The Town should establish and maintain a strategic plan to meet a year over year travel and tourism market share revenue target, in collaboration with key community organizations.

- Ec. 6.2** The Town should strive to meet its year over year target to increase its market share of the travel and tourism business.

- Ec. 6.3** The Town should obtain, analyze, and build a plan to implement amenities, recreational opportunities, and other features that will encourage travel and tourism clientele to come to and stay in the town.

- Ec. 6.4** The Town should enhance and develop facilities and aesthetically attractive signage to enable and encourage visitors to move throughout the town.

- Ec. 6.5** The Town should collaborate with organizations to offer support services for visitors and their activities.

GOAL Ec. 7.0 To achieve local economic growth through collaboration with local and regional economic development organizations.

POLICIES Ec. 7.1-7.2

- Ec. 7.1** The Town should ensure its needs are actively represented within key local and regional economic planning and development organizations.

- Ec. 7.2** The Town should evaluate how it can strengthen the local business environment through collaboration with regional business organizations, public and private.



ENTERING TOWN FROM RAILROAD ST.

ECONOMIC DEVELOPMENT INITIATIVES

short-term (to be completed within one year of plan adoption)

mid-term (2-5 years of adoption)

long-term (5+ years from adoption).

Planned Initiative	Goal(s)	Responsible Party	Priority
Develop an Economic Development Plan that encompasses sustainable, creative, industrial, travel and tourism and agro-tourism economic segments.	CH 1.0 Ec. 1.0 Ec. 2.0 Ec. 3.0 Ec. 4.0 Ec. 5.0 Ec. 6.0 LU 3.0	Town Manager Planning Commission Tax Stabilization Committee	Mid-term
Review the tax stabilization policy and procedures to insure they reflect equitable programs and support the community-approved direction of the Town.	Ec. 1.0 Ec. 2.0 Ec. 3.0 Ec. 4.0 Ec. 5.0 Ec. 6.0	Town Manager Planning Commission Development Review Board	Mid-term
Develop a brownfield assessment plan.	Ec. 1.0 LU 2.0	Town Manager Planning Commission	Short-term
Develop a brownfield remediation plan.	Ec. 1.0 Ec. 5.0 LU 2.0	Town Manager Planning Commission	Mid-term
Take a leadership role in the Bay Street redevelopment project.	Ec. 1.0 Ec. 4.0	Town Manager Planning Commission Select Board	Short-term
Establish and maintain an Historic District minimum maintenance ordinance.	CH 1.0 Ec. 1.0 Ec. 3.0	Town Manager Planning Commission	Short-term
Establish and maintain a Commercial/Retail District minimum maintenance ordinance.	Ec. 1.0 Ec. 3.0 Ec. 7.0	Town Manager Planning Commission	Short-term
Establish the Bylaws and Zoning Ordinances review and maintenance to support and encourage sustainable economic growth, smart growth, form based design, and other new zoning concepts.	CH 1.0 Ec. 1.0 Ec. 3.0	Town Manager Planning Commission Select Board	Short-term

Develop an alternative energy/utility strategy and plan.	Ec. 1.0 En. 1.0 En. 2.0	Town Manager Planning Commission Town Manager Select Board	Mid-term
Establish and maintain a Riverfront Corridor multi-use plan.	HH 1.0 HH 2.0 Ec. 1.0 Ec. 4.0 Ec. 5.0	Town Manager Select Board Planning Commission Development Review Board	Mid-term
Establish and maintain a cost of living and doing business reduction strategy and plan.	Ec. 1.0	Town Manager Select Board	Mid-term
Establish a plan that promotes and insures public and private aesthetics and public amenities (signage, bus stops, public rest rooms, etc.) are adequate throughout the Town.	HH 2.0 CH 1.0 Ec. 1.0 HN 2.0 LU 1.0	Town Manager Planning Commission	Mid-term
Establish a plan to increase pedestrian safety through the use of energy-efficient sidewalk lighting in place of current street lights.	HH 1.0 Ec. 3.0 En. 1.0 HN 2.0	Town Manager Planning Commission	Mid-term
Develop a parks and recreation playground map and plan to integrate public activity spaces throughout all neighborhoods.	HH 1.0 HH 2.0 Ec. 1.0 Ec. 6.0 HN 2.0	Town Manager Planning Commission	Mid-term
Study and measure the economic contribution and inter-relationships of businesses and industries	Ec. 1.0	Town Manager Planning Commission Select Board	Mid-term
Integrate our Economic Development Plan into the Capital Improvement Program.	Ec. 1.0 PS 6.0	Town Manager Planning Commission	Mid-term
Develop an education awareness plan and schedule for all municipal employees and volunteers.	Ec. 1.0 PS. 6.0 PS. 7.0	Town Manager Planning Commission Select Board Public Works Director	Long-term
Establish a yearly schedule, including budgets and forecasts, for regular maintenance and support of all Town owned or managed properties; including parks, parking lots, and open lands.	CH 1.0 Ec. 1.0 R 1.0 R 2.0	Town Manager Planning Commission Select Board	Short-term

Integrate our Economic Development Plan with the Regional Economic Development Plans.	Ec. 2.0 Ec. 7.0	Town Manager Planning Commission Select Board	Mid-term
Map pedestrian and bicycle traffic patterns – present and future. Develop and implement a plan for optimal safe routes.	HH 1.0 HH 3.0 Ec. 3.0	Town Manager Planning Commission Public Works Director	Mid-term
Establish Travel and Tourism goals and measures.	Ec. 1.0 Ec. 6.0	Town Manager Planning Commission	Mid-term
Develop plans by District for safe pedestrian and cycle - friendly neighborhoods.	HH 1.0 HH 3.0 Ec. 3.0	Town Manager Planning Commission Public Works Director	Mid-term
Determine if the Federal Certified Local Government Program [CLG] structure and/or VT Neighborhood Designation is appropriate for St. Johnsbury.	CH 1.0 Ec. 3.0 Ec. 4.0 LU 2.0	Town Manager Planning Commission Select Board	Mid-term
Establish a legislation advisory committee.	Ec. 1.0	Town Manager	Short-term
Establish an alternative energy/utility strategy and plan.	Ec. 1.0 En. 1.0 En. 2.0	Town Manager Planning Commission Select Board	Mid-term
Complete restoration of Arnold Park including the fountain and basin repair.	CH 1.0 Ec. 1.0	Town Manager Public Works Director	Mid-term
Complete the integrated redesign plan and implementation of streetscape for Main, Eastern, Railroad, and Maple Streets.	HH 3.0 Ec. 3.0	Town Manager Planning Commission	Mid-term
Develop a plan and program that supports façade improvements throughout the Retail District.	Ec. 3.0 Ec. 5.0	Town Manager Planning Commission	Mid-term



MOOSE RIVER CAMPGROUND

EDUCATION AND ADULT EDUCATION [ED.]



FULLER HALL - ST. JOHNSBURY ACADEMY

GOAL Ed. 1.0 To provide adequate, high quality educational services relative to anticipated population growth.

POLICIES: Ed. 1.1-1.4

- Ed. 1.1** The Town should provide for the education of our school population without over-crowding, inefficient division of basic educational facilities, or reduction in the quality of our educational programs.
- Ed. 1.2** The Town should ensure that rapid growth or development will not inflict undue impacts and hardships upon the ability of the town to provide adequate educational services.

Ed. 1.3 The Town should encourage access to educational and vocational training opportunities for all ages, sufficient to ensure the full realization of the abilities of current and future residents.

Ed. 1.4 The Town should ensure regulation of land development in the Town does not negatively impact the availability of safe and affordable childcare.

EDUCATION/ADULT EDUCATION INITIATIVE

short-term (to be completed within one year of plan adoption)

mid-term (2-5 years of adoption)

long-term (5+ years from adoption).

Planned Initiative	Goal(s)	Responsible Party	Priority
Appoint a school board member to advise the Planning Commission and review recommendations of the Committee (Appendix A).	Ed. 1.0	Town Manager Planning Commission	Short-term



SPRINGFIELD COLLEGE

ENERGY [EN.]



ARNOLD FALLS FROM FRED MOLD PARK

GOAL EN. 1.0 Our residents, businesses, institutions, and Town government, must measurably increase their energy efficiency and resiliency.

POLICIES: EN. 1.1-1.8

- En. 1.1** The Town should encourage efficiency upgrades in existing building and grounds.
- En. 1.2** The Town should require an energy efficient model in all new building submittals. [E.g. HERS index – Home Efficiency Rating System – VT Code]
- En. 1.3** The Town should require an explanation if said construction is not compliant with the IECC 2009 standard. [International Energy Conservation Code]
- En. 1.4** The Town should encourage, through education and promotion, the use of energy efficient products.
- En. 1.5** The Town should manage Town-wide lighting for improvements in energy efficiency.

- En. 1.6** The Town should work with the State Historic Preservation representatives to set guidelines for energy efficiency in buildings designated for Historic Preservation.
- En. 1.7** The Town should measure its year over year improvement in energy efficiency.
- En. 1.8** The Town should encourage energy conservation by promoting patterns of development that use clustering and energy efficient site design whenever possible.

GOAL EN. 2.0 To increase energy self-sufficiency and/or decrease dependency on external energy providers by stimulating the use of alternative energy sources for the Town and its residents.

POLICIES: EN. 2.1-2.3

- En. 2.1** The Town should stimulate the development of solar, wind, micro-hydro, biomass, and other alternative sources to offset the cost of energy for all residents and businesses.
- En. 2.2** The Town should establish a land-use plan and ordinance for placement of alternative and renewable energy generator banks.
- En. 2.3** The Town should engage the Vermont Public Service Board in support of equitable energy rates and policies for residents and businesses alike, including reciprocal power generation buy-back.



RESIDENTIAL SOLAR PANEL

ENERGY INITIATIVES

short-term (to be completed within one year of plan adoption)

mid-term (2-5 years of adoption)

long-term (5+ years from adoption).

Planned Initiative	Goal(s)	Responsible Party	Priority
Establish an Alternative Energy/Utility Strategy and Plan.	Ec. 1.0 En. 1.0 En. 2.0	Town Manager Planning Commission Select Board	Mid-term
Recommend hybrid fuel sources for generators with buy-back potential.	En. 2.0	Town Manager Planning Commission Public Works Director Energy Coordinator	Long-term
Establish a Town Energy Committee to manage energy campaigns, web site information, and brochures.	En. 1.0 En. 2.0	Town Manager Planning Commission Energy Coordinator	Short-term
Revisit the Town's relationship with the regional utility company concerning the dams in Town and buy-back potential.	En. 2.0	Town Manager Planning Commission	Mid-term
Do a comparative analysis with surrounding towns (Lyndon, Hardwick, etc.) to check generator advantages of having working energy dams in Town.	En. 2.0	Town Manager Energy Coordinator	Long-term
Evaluate potential for District multi-sourced energy generators that off-set the cost of electric and or heating for high density areas of the Town. (E.g. Industrial Park, Downtown).	En. 2.0 LU 2.0	Town Manager Planning Commission Energy Coordinator	Mid-term
Define and initiate a residential and business energy efficiency education plan.	En. 1.0	Town Manager Energy Coordinator	Mid-term

HOUSING AND NEIGHBORHOODS [HN]



LANDSCAPING

GOAL HN 1.0 To ensure the availability of safe and affordable housing for all those residing in the Town of St. Johnsbury.

POLICIES: HN 1.1-1.7

- HN 1.1** The Town should work with the owners of abandoned buildings, mobile homes, and other structures that exist in St. Johnsbury in order to eliminate any public health and safety hazards.
- HN 1.2** The Town should recognize and encourage the development of housing that diversifies the income demographic in new and existing housing stock and neighborhoods of the Town's population.
- HN 1.3** The Town should allow for integrating residential housing into existing buildings.

- HN 1.4** The Town should ensure that rental housing meets fire and health code.
- HN 1.5** The Town should recognize the necessity of having mixed income housing in order to support diversity and integration of neighborhoods.
- HN 1.6** The town should evaluate options for financial incentives for renovation or maintenance of existing housing stock.
- HN 1.7** The Town will continue to comply with applicable Fair Housing Policies.

GOAL HN 2.0 To promote the feeling of neighborhoods and support and expand neighborhood associations.

POLICIES: HN 2.1-2.4

- HN 2.1** The Town should maintain and improve amenities to the parks and playgrounds. (See HH 2.1)
- HN 2.2** The Town should implement initiatives to promote, where feasible, opportunities for people to work, live, play, and shop in town.
- HN 2.3** The Town should continue to improve the image and safety of St. Johnsbury to encourage new growth and residence in neighborhoods.
- HN 2.4** The Town should promote community activities and spaces that promote social connectedness.



SUMMER ST. PLAYGROUND

HOUSING AND NEIGHBORHOODS INITIATIVES

short-term (to be completed within one year of plan adoption)

mid-term (2-5 years of adoption)

long-term (5+ years from adoption).

Planned Initiative	Goal(s)	Responsible Party	Priority
Develop procedures to enforce existing Municipal Ordinances that deal with abandoned structures in a more consistent manner.	HN 1.0	Town Manager Planning Commission Public Safety Personnel	Short-term
Enforce the Town Ordinances with respect to fire and health code standards and regulations by instituting a rental housing inspection program.	HN 1.0	Town Manager Planning Commission	Short-term
Perform a housing study to evaluate the availability and diversity of housing stock.	HN 1.0	Town Manager Planning Commission	Mid-term
Develop a plan to further diversify the availability of housing stock.	HN 1.0	Town Manager Planning Commission	Mid-term
Research and implement options for applicable financial incentives to assist in the renovation or maintenance of existing housing stock.	HN 1.0	Town Manager Planning Commission	Mid-term
Review and update Bylaws to include high density cluster housing and Act 250 growth when possible.	HN 1.0 LU 2.0 LU 4.0	Town Manager Planning Commission	Short-term
Establish a plan to increase pedestrian safety through the use of energy efficient sidewalk lighting in place of current street lights.	HH 1.0 Ec. 3.0 En. 1.0 HN 2.0	Town Manager Planning Commission	Mid-term

LAND USE [LU]



LOCUST GROVE FARM – E. ST. JOHNSBURY

GOAL LU 1.0 To protect and preserve important natural and historic features of the town landscape.

POLICIES: LU 1.1-1.3

- LU 1.1** The Town should maintain an inventory of significant natural and fragile areas, water resources, scenic roads, waterways and views, historic structure sites, and archeologically sensitive areas.
- LU 1.2** The Town should encourage residents and businesses to invest in visual appearance and landscaping to minimize the impact on natural resources.

LU 1.3 The Town should maintain up-to-date maps of zoning, environmental, and sensitive areas to provide the most current information and data when making land use decisions.

GOAL LU 2.0 To maintain and improve the quality of air, water, wildlife and land resources.

POLICIES: LU 2.1-2.5

LU 2.1 The Town should plan for use and development of air, water, wildlife, and land resources according to the principles set forth in 10 V.S.A. § 6086(a).

LU 2.2 The Town should manage town lands as a model for private land owners with regard to conservation and environmental awareness, and promote land stewardship, local products, and energy efficiency.

LU 2.3 The Town should explore preservation and conservation opportunities through state and federal programs for conservation, easements or enhancements.

LU 2.4 The Town should encourage higher density cluster housing to maximize preservation of open land and reduce energy consumption.

LU 2.5 The Town should encourage Act 250 friendly growth.

GOAL LU 3.0 To encourage and strengthen agricultural and forest industries.

POLICIES: LU 3.1-3.4

LU 3.1 The Town should protect long term viability of agricultural and forest lands.

LU 3.2 The Town should consider expansion of community gardens and markets in public spaces.

LU 3.3 The Town should minimize development pressure on agricultural and forest land.

LU 3.4 The Town should support agro-tourism as a dual benefit mechanism for commercial and agricultural land uses.

GOAL LU 4.0 To plan industrial, commercial, and residential development so as to maintain the historic character of compact village separated by rural countryside.

POLICIES: 4.1-4.8

- LU 4.1** The Town should designate commercial, residential, and industrial areas that do not impact environmentally sensitive regions, agricultural operations, or the rural character of the Town.
- LU 4.2** The Town should encourage economic growth in locally designated growth areas.
- LU 4.3** The Town should plan the zoning around economic growth policies to revitalize existing village and urban centers.
- LU 4.4** The Town should ensure public investments, including the construction or expansion of infrastructure; should reinforce the general character and planned growth patterns of the area.
- LU 4.5** The Town should allow for cost effective industrial development which take into account land use stewardship.
- LU 4.6** The Town should manage the residential zoning areas to minimize conflict.
- LU 4.7** The town should maintain updated maps aligned with Geographic Information Systems (GIS), zoning, property boundaries, and street names and coordinate with Public Service departments to reflect changes as infrastructure projects extend through existing boundaries.
- LU 4.8** The Town should establish a land-use plan and ordinance for placement of alternative and renewable energy generator banks while maintaining and preserving the historic character of the compact village separated by rural countryside.

LAND USE INITIATIVES

short-term (to be completed within one year of plan adoption)

mid-term (2-5 years of adoption)

long-term (5+ years from adoption)

Planned Initiative	Goal(s)	Responsible Party	Priority
Establish and maintain up-to-date zoning maps that reflect natural and fragile areas, water resources, scenic roads, waterways and views, historic structure sites, and archeologically sensitive areas.	LU 1.0 LU 2.0 LU 4.0	Town Manager Planning Commission	Short-term

Review and update Municipal bylaws related to protection of landscaping with natural resources and energy efficiency in mind.	LU 1.0 LU 2.0 LU 3.0 En. 1.0	Town Manager Planning Commission	Short-term
Review and up-date Bylaws to include high density cluster housing and Act 250 growth where appropriate.	HN 1.0 LU 2.0 LU 4.0	Town Manager Planning Commission	Short-term
Review and up-date the zoning bylaws to reflect long-term protection of agricultural and forest lands.	LU 3.0	Town Manager Planning Commission	Short-term
Review and up-date zoning bylaws in conjunction with the Economic Development Plan to support defined sustainable, creative, industrial, travel, tourism and agro-tourism zoning needs.	Ec. 1.0 Ec. 2.0 Ec. 3.0 Ec. 4.0 Ec. 5.0 Ec. 6.0 LU 3.0	Town Manager Planning Commission Tax Stabilization Committee	Short-term
Establish a plan that promotes and insures public and private aesthetics and public amenities (signage, bus stops, public rest rooms, etc.) are adequate throughout the Town.	HH 2.0 CH 1.0 Ec. 1.0 HN 2.0 LU 1.0	Town Manager Planning Commission	Mid-term
Determine if the Federal Certified Local Government Program [CLG] structure and/or the Vermont Neighborhood Designation is appropriate for St. Johnsbury.	CH 1.0 Ec. 3.0 Ec. 4.0 LU 2.0	Town Manager Planning Commission, Select Board	Mid-term
Establish and maintain a town-wide map of all public works and utilities supported infrastructure.	LU 4.0 PS 3.0	Town Manager Planning Commission Public Works Director	Short-term
Review and update zoning districts to ensure they support the future direction of the town.	LU 4.0	Town Manager Planning Commission	Short-term
Develop a brownfield assessment plan.	Ec. 1.0 LU 2.0	Town Manager Planning Commission	Short-term
Develop a brownfield remediation plan.	Ec. 1.0 Ec. 5.0 LU 2.0	Town Manager Planning Commission	Short-term

PUBLIC SERVICES, UTILITIES AND TRANSPORTATION [PS]



WELCOME CENTER LOBBY

GOAL PS 1.0 To maintain and support the capabilities of the St. Johnsbury Fire Department in order to provide the protection of life and property.

POLICIES: PS 1.1-1.7

- PS 1.1** The Town should manage the capital improvement budget to reflect anticipated future equipment costs.
- PS 1.2** The Town should fund the capital replacement schedule for all vehicles and equipment.
- PS 1.3** The Town should maintain and continue to support the staffing in both the career division as well as to continue to recruit and retain paid on-call members.
- PS 1.4** The Town should require the fire department to manage a proactive fire safety code enforcement program to ensure public safety.
- PS 1.5** The Town should support on-going professional development for its staff.
- PS 1.6** The Town should provide continued support for fire safety and public education.
- PS 1.7** The Town should continue to maintain and test an Emergency Operations Plan that integrates the requirements of all Municipal services.

GOAL PS 2.0 To maintain and support the capabilities of the St. Johnsbury Police Department in order to provide the protection of life and property to all residents of St. Johnsbury.

POLICIES: PS 2.1-2.5

- PS 2.1** The Town should expand police department services to include all residents of St. Johnsbury.
- PS 2.2** The Town should distribute police department budgets to include all serviced areas.
- PS 2.3** The Town needs to continue to maintain the technology that supports a state-of-the-art dispatch service for local and area towns.
- PS 2.4** The Town should support on-going professional development for its staff.
- PS 2.5** The Town should provide continued support for police safety and public education.

GOAL PS 3.0 To maintain and support the operations of the Public Works Department in order to insure effective function of the municipal infrastructure.

POLICIES: PS 3.1-3.6

- PS 3.1** The Town will maintain compliance with water and sewer regulations and recommendations made by the State of Vermont.
- PS 3.2** The Town should manage the capital improvement budget to reflect anticipated future equipment costs.
- PS 3.3** The Town should fund the capital replacement schedule for all vehicles and equipment.
- PS 3.4** The Town should continue a program of maintenance, replacement and upgrading of the water and sewer infrastructure throughout the Town of St. Johnsbury (including key valves with insertion valves, hydrant replacement and annual flushing).
- PS 3.5** The Town should establish a schedule to repair and/or replace town streets and sidewalks.
- PS 3.6** The Town should continue to expand and improve water and sewer systems throughout the Town of St. Johnsbury (i.e. Breezy Hill area and other potential growth spots).

GOAL PS 4.0 To provide adequate public service facilities for effective operations of the Police, Fire, and Public Works Departments.

POLICIES: PS 4.1-4.4

- PS 4.1** The Town should perform annual evaluations of the operational effectiveness of its buildings and develop appropriate action plans.
- PS 4.2** The Town should maintain upgrades to the current buildings related to general building conditions and safety as required, and should be remediated in a timely manner.
- PS 4.3** The Town should conduct annual inspections to municipal buildings to insure safety and energy efficiency, followed by remediation plans and schedules that insure code compliance.
- PS 4.4** The Town should conduct annual audits to evaluate and maintain the operations effectiveness and federal, state, and municipal compliance of all public service departments and municipal offices.

GOAL PS 5.0 To provide safe, efficient, convenient and environmentally sound transportation options in and around St. Johnsbury.

POLICIES: PS 5.1-5.8

- PS 5.1** The Town should design, implement, and maintain safe and integrated bicycle routes through and around St. Johnsbury.
- PS 5.2** The Town should continually evaluate and develop a plan to improve road conditions that promote safe routes for pedestrian, bicycle, and automotive traffic.
- PS 5.3** The Town should encourage the integration of bus stop, bike rack and ADA access needs into the redesign plans for all public places.
- PS 5.4** The Town should pursue economic and retail development while maintaining or improving the economic viability of the railroads.
- PS 5.5** The Town should provide zoning and signage that supports public transportation and Park and Ride facilities.
- PS 5.6** The Town recognizes the Caledonia County State Airport as a potential for economic development for St. Johnsbury.
- PS 5.7** The Town should continue to work with the St. Johnsbury School District toward establishing and operating the “Safe Routes to School” program.
- PS 5.8** The Town should support an increase in the availability of mass transportation opportunities in and around the municipality.

GOAL PS 6.0 To promote ease of access to all public policies and procedures and provide enforcement to all ordinances and Bylaws of the Municipality.

POLICIES: PS 6.1-6.3

- PS 6.1** The Town should maintain and make accessible a Town Plan that includes current goals, policies, and initiatives for the Town.
- PS 6.2** All Municipal departments and commissions should maintain and make public policies and procedures accessible.
- PS 6.3** The Town should ensure that all Town employees and committee members are aware of economic policy priorities that support growth of industrial investment.
- PS 6.4** The Town should consider an enforcement mechanism for all Bylaws and ordinances of the Town.

GOAL PS 7.0 To establish a continuity of Government.

POLICIES: PS 7.1-7.3

- PS 7.1** The Town should establish a records management policy and off-site storage capability for town and vital records.
- PS 7.2** The Town should ensure that critical operations management personnel have alternative locations from which they can operate.
- PS 7.3** The Town should designate backup for critical operations personnel.

PUBLIC SERVICES AND TRANSPORTATION INITIATIVES

short-term (to be completed within one year of plan adoption)

mid-term (2-5 years of adoption)

long-term (5+ years from adoption)

Planned Initiative	Goal(s)	Responsible Party	Priority
Establish and maintain a town-wide map of all public works and utilities supported infrastructure.	LU 4.0 PS 3.0	Town Manager Public Works Director Planning Commission	Short-term
Establish a sidewalk maintenance schedule reflecting phased improvements and pending budgetary approval.	HH 1.0 HH 3.0 PS 3.0	Town Manager Public Works Director	Short-term
Manage the capital improvement and capital replacement budgets and forecasts to adequately support current and future needs of the Fire, Police, and Public Works Departments.	PS 1.0 PS 2.0 PS 3.0	Town Manager Select Board	Short-term Long-term
Manage the staffing budgets and forecasts that assure adequate staffing and professional development for the Public Services Departments.	PS 1.0 PS 2.0 PS 3.0	Town Manager Select Board	Short-term Long-term

Conduct public safety education programs throughout the year (e.g.: bicycle safety, fire prevention and safety, signage).	PS 1.0 PS 2.0	Fire Chief Police Chief	Short-term
Review and up-date zoning Bylaws to include current Safety Codes and enforcement policy.	PS 1.0 PS 6.0	Town Manager Fire Chief Planning Commission	Short-term
Develop and implement department procedures that support safety Bylaws and enforcement.	PS 1.0	Fire Chief	Short-term
Conduct an annual test of the integrated Emergency Operations Plan.	PS 1.0	Fire Chief Police Chief	Short-term
Develop a plan to expand police services to support all St. Johnsbury residents.	PS 2.0	Town Manager Police Chief Select Board	Mid-term
Upgrade the Town dispatch services to meet federal guidelines for narrow band compliance.	PS 2.0	Police Chief Fire Chief	Short-term
Develop a succession plan for continuation of the Water Filtration Plant operator.	PS 3.0	Town Manager Public Works Director	Short-term
Complete consolidation of the highway and water departments as part of the Public Works Department.	PS 3.0	Town Manager Public Works Director	Short-term
Develop and maintain a rolling five year plan, including budgets and forecasts, to manage and maintain Town water and sewer infrastructure.	PS 3.0	Town Manager Planning Commission	Mid-term
Develop and maintain a rolling five year plan, including budgets and forecasts, to manage and maintain Town parks, open spaces, and recreation facilities.	PS 3.0 R 1.0 R 2.0	Town Manager Public Works Director	Mid-term
Conduct annual safety and operations effectiveness audits of all municipal departments and buildings to assure compliance with building codes and operations procedures.	PS 4.0	Town Manager Public Works Director	Mid-term

Evaluate the current Public Safety Facility to determine the feasibility of upgrading or replacement.	PS 4.0	Town Manager Police Chief Fire Chief Select Board	Mid-term
Evaluate the current Public Works Facility to determine the feasibility of upgrading or replacement.	PS 4.0	Town Manager Public Works Director Select Board	Mid-term
Complete the plan to implement municipal office space at the Pomerleau Building.	PS 4.0	Town Manager Select Board	Short-term
Develop a clear and safe bicycle route between the downtown area, River Corridor, and Three Rivers Recreation trail that includes a combination of signage and designated lanes.	PS 5.0	Town Manager Select Board Planning Commission	Mid-term
Work with NVDA to create safe, designated routes for pedestrians and bicyclists along Memorial Drive.	PS 5.0	Town Manager Select Board Planning Commission	Mid-term
Paint crosswalks for ease of access to public spaces and natural crossing areas.	PS 5.0	Town Manager Public Works Director	Short-term
Integrate bus stops, bike racks, and ADA access into all current plans for the redesigning of public spaces.	PS 5.0	Town Manager Planning Commission	Short-term
Initiate conversations about the economic benefits and viability of bringing passenger and freight rail through St. Johnsbury to Northern New Hampshire and Newport, Vermont.	PS 5.0	Town Manager Planning Commission	Short-term
Survey residential needs for mass transit.	PS 5.0	Town Manager Planning Commission Public Works Director RCT	Short-term
Establish bus stop signage and shelter as needed.	PS 5.0	Town Manager Planning Commission Public Works Director RCT	Mid-term

Assess and maintain a "Safe Routes to School" program.	HH 1.0 HH 3.0 PS 5.0	Town Manager Planning Commission Public Works Director	Mid-term
Review, update, and publish public procedures for all municipal commissions and departments.	PS 6.0	Planning Commission Development Review Board Design Review Board Board of Civil Authority Town Clerk Zoning Department Listers	Mid-term
Develop, implement, and maintain a Town web site that increases the operating effectiveness and interaction between all municipal departments, commissions, and town residents.	Ec. 1.0 PS 6.0	Town Manager Planning Commission Select Board	Short-term
Integrate our Economic Development Plan into the Capital Improvement Program.	Ec. 1.0 PS 6.0	Town Manager Planning Commission	Mid-term
Implement needed bus stops at the four major intersections of the Downtown District.	PS 5.0	Town Manager Planning Commission	Short-term
Conduct a feasibility study to assess the need to expand mass transit in and around the municipality.	PS 5.0 R 3.0	Town Manager Planning Commission	Mid-term
Establish convenient mass transit to and from local area recreation facilities and natural resources.	PS 5.0 R 3.0	Town Manager Planning Commission	Mid-term
Develop specifications for enforcement of municipal Bylaws and ordinances.	PS 6.0	Town Manager Planning Commission	Mid-term
Research and implement municipal records retention rules for municipalities.	PS 7.0	Town Manager Planning Commission	Short-term
Create a vital records document imaging program that insures availability of records.	PS 7.0	Town Manager Select Board	Long-term
Establish a program for safe and fire proof off-site storage of municipal department records.	PS 7.0	Town Manager Select Board	Long-term

RECREATION [R]



TOWN FOREST TRAILS

GOAL R 1.0 To responsibly manage and maintain the Town's natural resources for four season use.

POLICIES: R 1.1-1.4

- R 1.1** The town should maintain signage directing people to our natural resources and trailheads.
- R 1.2** The town should promote its natural recreational resources.
- R 1.3** The town should maintain canoe/kayak portage and parking signage along the local waterways.

R 1.4 The town should continue to budget and forecast funds, in conjunction with the schools and non-profits, for recreational support and/or maintenance of facilities that support the town’s multi-generational recreation strategy and plan (Three Rivers Bike Path, parks, Town Forest, etc.).

GOAL R 2.0 To manage and maintain recreational facilities in St. Johnsbury.

POLICIES: R 2.1-2.5

R 2.1 The town should continue to budget and forecast funds, in conjunction with the schools and non-profits, for recreational support and/or maintenance of facilities that support the town’s multi-generational recreation strategy and plan (Tennis courts, Swimming Pool, etc.).

R 2.2 The town should establish maintenance and use agreements between applicable parties including Kiwanis, St. Johnsbury Academy, and the St. Johnsbury School.

R 2.3 The Town should promote the recreational facilities in St. Johnsbury.

R 2.4 The Town should continue to support the Lamoille Valley Recreation trail and promote its use through ease of accessibility and signage.

R 2.5 The Town should continue to examine the feasibility and plan for additional parks and recreation facilities throughout the Town.

GOAL R 3.0 To promote the use of St. Johnsbury and area recreational facilities and natural resources.

POLICY: R3.1

R 3.1 The Town should promote public transportation to local and area recreational facilities and natural resources.



THREE RIVERS RECREATION TRAIL

RECREATION INITIATIVES

short-term (to be completed within one year of plan adoption)

mid-term (2-5 years of adoption)

long-term (5+ years from adoption).

Planned Initiative	Goal(s)	Responsible Party	Priority
Review and develop budgets and forecasts to ensure adequate funding is available to support the ongoing development and maintenance programs for recreational facilities.	R 1.0 R 2.0	Town Manager Planning Commission	Short-term
Design and place signs directing the public to any and all recreational facilities.	R 1.0 R 2.0	Town Manager Planning Commission	Short-term
Establish a yearly schedule, including budgets and forecasts, for regular maintenance and support of all Town owned or managed properties; including parks, parking lots, and open lands.	CH 1.0 Ec. 1.0 R 1.0 R 2.0	Town Manager Planning Commission Select Board	Short-term
Develop and maintain a rolling five year plan, including budgets and forecasts, to manage and maintain Town parks, open spaces, and recreation facilities.	PS 3.0 R 1.0 R 2.0	Town Manager Planning Commission	Mid-term
Incorporate public access to rivers for fishing, swimming, kayaking and canoeing in redevelopment and redesign plans along the River Corridor.	R 1.0	Town Manager Planning Commission	Mid-term
Extend the recreational trail along the Bay Street (River Front) Corridor.	R 2.0	Town Manager Planning Commission	Mid-term
Conduct a feasibility study to assess the need to expand mass transit in and around the municipality.	PS 5.0 R 3.0	Town Manager Planning Commission	Mid-term
Establish convenient mass transit to and from local area recreation facilities and natural resources.	PS 5.0 R 3.0	Town Manager Planning Commission	Mid-term

SECTION II: CONSOLIDATED INITIATIVES

SHORT-TERM INITIATIVES

SHORT-TERM INITIATIVES	GOALS	ASSIGNED TO
Establish the bylaws and zoning ordinances review and maintenance to support and encourage sustainable economic growth, smart growth, form-based design, and other new zoning concepts.	CH 1.0 Ec. 1.0 Ec. 3.0	Town Manager Planning Commission Select Board
Review and up-date bylaws to include high density cluster housing and Act 250 growth when possible.	HN 1.0 LU 2.0 LU 4.0	Town Manager Planning Commission
Review and update municipal bylaws related to protection of landscaping with natural resources and energy efficiency in mind.	En. 1.0 LU 1.0 LU 2.0 LU 3.0	Town Manager Planning Commission
Review and up-date the zoning bylaws to reflect long-term protection of agricultural and forest lands.	LU 3.0	Town Manager Planning Commission
Review and up-date zoning bylaws to include current safety codes and enforcement policy.	PS 1.0 PS 6.0	Town Manager Planning Commission Fire Chief
Review and update zoning districts to ensure they support the future direction of the Town.	LU 4.0	Town Manager Planning Commission
Establish and maintain up-to-date zoning maps that reflect natural and fragile areas, water resources, scenic roads, waterways and views, historic structure sites, and archeologically sensitive areas.	LU 1.0 LU 2.0 LU 4.0	Town Manager Planning Commission
Establish and maintain a town-wide map of all public works and utilities supported infrastructure.	LU 4.0 PS 3.0	Town Manager Planning Commission Public Works Director
Develop and implement department procedures that support safety bylaws and enforcement.	PS 1.0	Fire Chief
Develop a brownfield assessment plan.	Ec. 1.0 LU 2.0	Town Manager Planning Commission
Develop a brownfield remediation plan.	Ec. 1.0 Ec. 5.0 LU 2.0	Town Manager Planning Commission
Take a leadership role in the Bay Street redevelopment project.	Ec. 1.0 Ec. 4.0	Town Manager Planning Commission Select Board

Enforce the Town Ordinances with respect to fire and health code standards and regulations by instituting a rental housing inspection program.	HN 1.0	Town Manager Planning commission
Develop procedures to enforce existing Municipal Ordinances that deal with abandoned structures in a more consistent manner.	HN 1.0	Town Manager Planning Commission Public Safety Personnel
Establish and maintain an Historic District minimum maintenance ordinance.	CH 1.0 Ec. 1.0 Ec. 3.0	Town Manager Planning Commission
Establish and maintain a Commercial/Retail District minimum maintenance ordinance.	Ec. 1.0 Ec. 3.0 Ec. 7.0	Town Manager Planning Commission
Establish a sidewalk maintenance schedule reflecting phased improvements and pending budgetary approval.	HH 1.0 HH 3.0 PS 3.0	Town Manager Public Works Director
Develop, implement, and maintain a Town Web Site that increases the operating effectiveness and interaction between all municipal departments, commissions, and town residents.	Ec. 1.0 PS 6.0	Town Manager Planning Commission Select Board
Establish and maintain a community calendar of events on the website.	CH 2.0	Town Manager
Establish the importance of the Town's past, present, and future on its website.	CH 1.0	Town Manager
Establish a needs assessment for a multi-generational recreation space.	HH 1.0 HH 2.0 Ec. 4.0 R 1.0 R 2.0	Town Manager Planning Commission
Establish a yearly schedule, including budgets and forecasts, for regular maintenance and support of all Town owned or managed properties; including parks, parking lots, and open lands.	CH 1.0 Ec. 1.0 R 1.0 R 2.0	Town Manager Planning Commission Select Board
Review and develop budgets and forecasts to ensure adequate funding is available to support the ongoing development and maintenance programs for recreational facilities.	R 1.0 R 2.0	Town Manager Planning Commission
Complete the plan to implement municipal office space at the Pomerleau Building.	PS 4.0	Town Manager Select Board
Paint crosswalks for ease of access to public spaces and natural crossing areas.	PS 5.0	Town Manager Public Works Director
Design and place signs directing the public to any and all recreational facilities.	R 1.0 R 2.0	Town Manager Planning Commission

Integrate bus stops, bike racks, and ADA access into all current plans for the redesigning of public spaces.	PS 5.0	Town Manager Planning Commission
Survey residential needs for mass transit.	PS 5.0	Town Manager Public Works Director RCT
Initiate conversations about the economic benefits and liability of bringing passenger and freight rail through St. Johnsbury to Northern New Hampshire and Newport, Vermont.	PS 5.0	Town Manager Planning Commission
Establish a legislation advisory committee.	Ec. 1.0	Town Manager
Appoint a school board member to advise the Planning Commission and review recommendations of the Committee (Appendix A).	Ed. 1.0	Town Manager Planning Commission
Establish a Town Energy Committee to manage energy campaigns, web site information, and brochures.	En. 1.0 En. 2.0	Town Manager Energy Coordinator
Manage the capital improvement and capital replacement budgets and forecasts to adequately support current and future needs of the Fire, Police, and Public Works Departments.	PS 1.0 PS 2.0 PS 3.0	Town Manager Select Board
Manage the staffing budgets and forecasts that assure adequate staffing and professional development for the Public Services Departments.	PS 1.0 PS 2.0 PS 3.0	Town Manager Select Board
Upgrade the Town dispatch services to meet federal guidelines for narrow band compliance.	PS 2.0	Police Chief Fire Chief
Conduct public safety education programs throughout the year (e.g.: bicycle safety, fire prevention and safety, signage).	PS 1.0 PS 2.0	Fire Chief Police Chief
Complete consolidation of the highway and water departments as part of the Public Works Department.	PS 3.0	Town Manager Public Works Director
Develop a succession plan for continuation of the Water Filtration Plant operator.	PS 3.0	Town Manager Public Works Director
Conduct an annual test of the integrated Emergency Operations Plan.	PS 1.0	Fire Chief Police Chief
Research and implement municipal records retention rules for municipalities.	PS 7.0	Town Manager Planning Commission

MID-TERM INITIATIVES

MID-TERM INITIATIVES	GOALS	ASSIGNED TO
Establish a plan to increase pedestrian safety through the use of energy efficient sidewalk lighting in place of current street lights.	HH 1.0 Ec. 3.0 En. 1.0 HN 2.0	Town Manager Planning Commission
Map pedestrian and bicycle traffic patterns – present and future, and develop and implement a plan for optimal safe routes.	HH 1.0 HH 3.0 Ec. 3.0	Town Manager Planning Commission Public Works Director
Assess and maintain a “Safe Routes to School” program.	HH 1.0 HH 3.0 PS 5.0	Town Manager Planning Commission Public Works Director
Establish Public Safety Ambassadors for each neighborhood association.	HH 3.0 HN 2.0	Town Manager Fire Chief Police Chief
Develop a parks and recreation playground map and plan to integrate public activity spaces throughout all neighborhoods.	HH 1.0 HH 2.0 Ec. 1.0 Ec. 6.0 HN 2.0	Town Manager Planning Commission
Develop plans by District for safe pedestrian and cycle friendly neighborhoods.	HH 1.0 HH 3.0 Ec. 3.0	Town Manager Planning Commission Public Works Director
Determine if the Federal Certified Local Government Program [CLG] structure and/or the VT Neighborhood Designation is appropriate for St. Johnsbury.	CH 1.0 Ec. 3.0 Ec. 4.0 LU 2.0	Town Manager Planning Commission Select Board
Establish a plan that promotes and ensures public and private aesthetics and public amenities (signage, bus stops, public rest rooms, etc.) are adequate throughout the Town.	HH 2.0 CH 1.0 Ec. 1.0 HN 2.0 LU 1.0	Town Manager Planning Commission
Establish a reference of grant opportunities and deadlines that may support funding opportunities for approved projects.	CH 1.0	Town Manager Planning Commission
Complete the restoration of Arnold Park, including the fountain and basin repair.	CH 1.0 Ec. 1.0	Town Manager Public Works Director
Establish an alternative energy/utility strategy and plan.	Ec. 1.0 En. 1.0 En. 2.0	Town Manager Planning Commission Select Board
Develop a plan and program that supports façade improvement throughout the retail district.	Ec. 3.0 Ec. 5.0	Town Manager Planning Commission

Develop an Economic Development Plan that encompasses sustainable, creative, industrial, travel and tourism, and agro-tourism economic segments.	CH 1.0 Ec. 1.0 Ec. 2.0 Ec. 3.0 Ec. 4.0 Ec. 5.0 Ec. 6.0 LU 3.0	Town Manager Planning Commission Tax Stabilization Committee
Review the tax stabilization policy and procedures to ensure they reflect equitable programs and support the community-approved direction of the Town.	Ec. 1.0 Ec. 2.0 Ec. 3.0 Ec. 4.0 Ec. 5.0 Ec. 6.0	Town Manager Planning Commission Development Review Board
Revisit the Town's relationship with the regional utility company concerning the dams in Town and buy-back potential.	En. 2.0	Town Manager Planning Commission
Establish and maintain a riverfront corridor multi-use development plan.	HH 1.0 HH 2.0 Ec. 1.0 Ec. 4.0 Ec. 5.0	Town Manager Planning Commission Select Board Development Review Board
Establish and maintain a cost of living and doing business reduction strategy and plan.	Ec. 1.0	Town Manager Select Board
Establish travel and tourism goals and measures.	Ec. 1.0 Ec. 6.0	Town Manager Planning Commission
Study and measure the economic contribution and inter-relationships of businesses and industries.	Ec. 1.0	Town Manager Planning Commission Select Board
Integrate our Economic Development Plan into the Capital Improvement Program.	Ec. 1.0 PS 6.0	Town Manager Planning Commission
Integrate our Economic Development Plan with the Regional Economic Development Plans.	Ec. 2.0 Ec. 7.0	Town Manager Planning Commission Select Board
Complete the integrated redesign plan and implementation of streetscape for Main, Eastern, Railroad, and Maple Streets.	HH 3.0 Ec. 3.0	Town Manager Planning Commission
Evaluate potential for District multi-sourced energy generators that off-set the cost of electric and/or heating for high density areas of the Town.	En. 2.0 LU 2.0	Town Manager Planning Commission Energy Coordinator
Define and initiate a residential and business energy efficiency education plan.	En. 1.0	Town Manager Energy Coordinator
Perform a housing study to evaluate the availability and diversity of housing stock.	HN 2.0	Town Manager Planning Commission
Develop a plan to further diversify the availability of housing stock.	HN 1.0	Town Manager Planning Commission
Research and implement options for applicable financial incentives to assist in the renovation or maintenance of existing housing stock.	HN 1.0	Town Manager Planning Commission

Develop a plan to expand police services to support all St. Johnsbury residents.	PS 2.0	Town Manager Select Board Police Chief
Develop and maintain a rolling five year plan, including budgets and forecasts, to manage and maintain Town water and sewer infrastructure.	PS 3.0	Town Manager Planning Commission Public Works Director
Develop and maintain a rolling five year plan, including budgets and forecasts, to manage and maintain Town parks, open spaces, and recreation facilities.	PS 3.0 R 1.0 R 2.0	Town Manager Planning Commission
Conduct annual safety and operations effectiveness audits of all municipal departments and buildings to assure compliance with building codes and operations procedures.	PS 4.0	Town Manager Select Board Fire Chief Police Chief
Evaluate the current Public Safety Facility to determine the feasibility of upgrading or replacement.	PS 4.0	Town Manager Select Board Fire Chief Police Chief
Evaluate the current Public Works Facility to determine the feasibility of upgrading or replacement.	PS 4.0	Town Manager Select Board Public Works Director
Develop a clear and safe bicycle route between the downtown area, River Corridor, and Three Rivers Recreation Trail that includes a combination of signage and designated lanes.	PS 5.0	Town Manager Planning Commission Select Board
Work with NVDA to create safe, designated routes for pedestrians and bicyclists along Memorial Drive.	PS 5.0	Town Manager Planning Commission Select Board



LONG-TERM INITIATIVES

LONG-TERM INITIATIVES	GOALS	ASSIGNED TO
Develop an education awareness plan and schedule for all municipal employees and volunteers.	Ec. 1.0 PS 6.0 PS 7.0	Town Manager Planning Commission Select Board Public Works Director
Do a comparative analysis with surrounding towns (Lyndon, Hardwick, etc.) to check generator advantages of having working energy dams in Town.	En. 2.0	Town Manager Energy Coordinator
Recommend hybrid fuel sources for generators with buy-back potential.	En. 2.0	Town Manager Public Works Director Energy Coordinator
Create a vital records document imaging program that insures availability of records.	PS 7.0	Town Manager Select Board
Establish a program for safe and fire proof off-site storage of municipal department records.	PS 7.0	Town Manager Select Board



RIVERFRONT CORRIDOR



TOWN OF ST. JOHNSBURY

PLANNING COMMISSION

1187 MAIN STREET

ST. JOHNSBURY, VT 05819

Appendices

The Appendices which follow on pages 55 through 184 are provided for information purposes only, as an aid to assist the reader in understanding the rationale used for making choices in connection with the preparation and adoption of the Plan. The Appendices, however, do not constitute a part of the Plan, and in the event of any inconsistency, the provisions of the Plan shall control.

APPENDIX A: COMMUNITY BACKGROUND AND COMMITTEE RECOMMENDATIONS



POMERLEAU BUILDING WITH WELCOME CENTER

HEALTH AND HUMAN SERVICES



ST. JOHNSBURY SCHOOL GARDEN

COMMITTEE MEMBERS

PAUL BENGTON, CO-CHAIR
PAM SMART, CO-CHAIR

LYNN BUSHEY
LOUISA DRISCOLL
STUART GLADDING
SANDY GRENIER

GREG MACDONALD
MARION STUART
DINAH YESSNE

CREATING A HEALTHY ST. JOHNSBURY

For this Plan, the Committee decided to combine Health and Human Services into one section of the Town Plan enabling the team to portray the holistic vision of health and wellness.

We believe that working together we can improve the health and wellbeing of all our citizens.

HEALTH

St. Johnsbury has implemented a Chronic Disease Management program in partnership with the Vermont Blueprint for Health, Northeastern VT Regional Hospital (NVRH), and Northern Counties Health Care. There is a Kidney Dialysis Center and Cancer Center in full operation. Services are provided in an holistic manner. Fit and Healthy Coalition meets monthly to improve physical activity and nutrition. Working with Dartmouth, members of the group have conducted surveys with employees of local companies and have identified the request for easier access to healthy fruits and vegetables. Area farmers are now contracting with employers and deliver fresh fruit and vegetables to their places of employment. St. Johnsbury has a food co-op and a natural grocery store as well as a Farmers Market.

Wellness classes are conducted at NVRH, including Healthier Living workshops, Life with Diabetes, Smoking Cessation, and Childbirth Education. In addition, NVRH partners with the community to offer free or low cost health and wellness programs through their Wellness Calendar that comes out three times a year and includes CPR, first aid, ballroom dance, Tai Chi, and yoga. The Area Agency on Aging offers exercise, health prevention programs, and provides important outreach programs for elders at home and in remote areas.



FARMERS' MARKET

ACCESS TO HEALTH CARE



NVRH LAB

CURRENT STATUS

Primary Care, Family Medicine, Obstetrical Care, Pediatric Care, Dental Care, Mental Health, Home Care, and Specialty Services are available through Northeastern Vermont Regional Hospital and Northern Counties Health Care, as well as by independent providers. St. Johnsbury is an emergent health care hub for the northeastern Vermont/northern New Hampshire region. Health care institutions, infrastructure, and service providers represent not just a positive force for the town's personal health and quality of life; it's an economic engine for our town.

OBJECTIVES

1. To provide a "Medical Home" for all residents.
2. To deliver holistic services.

RECOMMENDATIONS

1. Attract health care professionals to buy homes in St. Johnsbury by improving the comfort and image of the town; and market the history and charm of living here.
2. The Town should adopt land use policies that encourage the growth of this sector.

3. The Town should support and promote siting and new development of new and expanded health care services consistent with other elements of this plan.
4. The Town should consider zone attributes that support health care services and that can benefit from health care destination traffic by patients and family.

HEALTHY BEHAVIORS: SMOKING



CURRENT STATUS

“Thank You for Not Smoking” signs are in place in all the parks; a tobacco cessation coalition meets monthly; a tobacco cessation program is conducted at Northeastern Vermont Regional Hospital.

OBJECTIVE

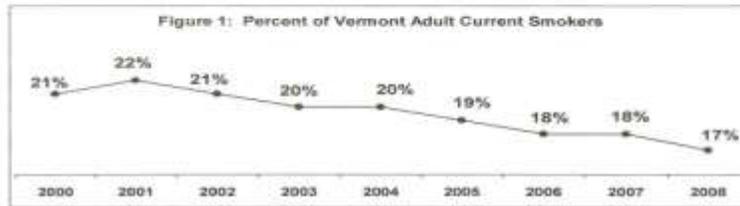
1. To decrease exposure to second hand smoke and eliminate smoking in public places.

RECOMMENDATION

1. Ban smoking in all public places.

Smoking in Vermont, 2008

Since 2000, smoking has decreased from 21% to 17% in 2008. In Vermont, smoking prevalence is measured by the Behavioral Risk Factor Surveillance System (BRFSS), not the VTATS. (Figure 1.)



For the first time since 1991, smokeless tobacco prevalence was also measured on the BRFSS in 2008; 3% of adults said they currently use smokeless tobacco. This is higher than the 2% in 1991, but not significantly so.

HEALTHY BEHAVIORS: SUBSTANCE ABUSE/MENTAL HEALTH

CURRENT STATUS

TOGETHER WORKS is the local coalition dedicated to reducing substance abuse and its consequences.

KINGDOM RECOVERY CENTER is a peer-based service center for people who are seeking or in recovery.

NORTHEAST KINGDOM HUMAN SERVICES provides psychiatric and substance abuse treatment to those of all ages. There are also private counselors in the area.

BEHAVIORAL HEALTH THERAPY is located in five of the Primary Care offices.

AERIE HOUSE, managed by Northeast Kingdom Community Action, provides safe sober housing for women.

COVERED BRIDGE, a faith based program provides safe sober housing for men.

VERMONT SERVICES manages a mobile methadone program.

OBJECTIVES

1. To support a drug free community.
2. To serve the mental and behavioral needs of the community

RECOMMENDATIONS

1. Support the ongoing efforts and initiatives of a drug free community and a healthy environment for families.
2. Increase coalition membership of Together Works.

HEALTHY BEHAVIORS: PHYSICAL ACTIVITY/CHILDHOOD OBESITY



BIKE RACK AT KIWANIS POOL

CURRENT STATUS

St. Johnsbury has ballparks, Kiwanis Pool, tennis courts, hiking at the Town Forest, a walkable town, indoor walking at the Green Mountain Mall, neighborhood skating areas, and playgrounds.

Senior Programs, Tai Chi, Living Strong and others are organized through Area Agency on Aging.

Schools offer physical activity, facilities, and offer health programs.

St. Johnsbury has an annual bike safety fair.

OBJECTIVE

1. Improve multi-generational and limited mobility access to activity.

RECOMMENDATIONS

1. Support the implementation of a multi-generational Recreational Center in the Town of St. Johnsbury.
2. Make St. Johnsbury a bike and pedestrian friendly town.
3. Increase the amount of time for physical activity in schools.
4. Increase access to fruit and vegetables by encouraging new markets to carry healthy foods.
5. Consider moving the Farmers Market to an easier point of access for seniors.
6. Clear sidewalks of ice and snow during the winter months.
7. Maintain, optimize, and publicize existing facilities and resources.

SOCIAL ENVIRONMENT

CURRENT STATUS

St. Johnsbury has many human service agencies. The introduction of the position of **Human Service Field Director** has increased a collaborative approach to assisting people in need. The introduction of the **Help Fund, Community Partners**, and the **Time Exchange Bank** are programs enhancing the quality of life for many residents. **Community Connections at NVRH** has become a point of access to health care as well as human services for people of all economic levels. The **Department of Economics Services** is going through a modernization of how they deliver services. Applications will be available online. While this is predicted to be a positive change, many are concerned about the process and the availability of services to some of our most vulnerable population. Domestic violence continues to be a concern in our community. **Umbrella**, our local domestic violence agency, offers supportive programming and direct service regarding domestic and sexual violence. **Northeast Kingdom Community Action** continues to provide services to moderate-to-low income families empowering those who seek assistance to improve their quality of life. **Northeast Kingdom Youth Services** support youth and their families by providing quality programs that strengthen positive life skills and encourage stability. The many human service agencies' leaders meet monthly at a District Leadership meeting to problem solve in a collaborative manner.

OBJECTIVES

1. To insure access to services to those who qualify for assistance applying for services.
2. To ascertain that residents of all ages and economic status have their basic needs of safety, housing, food, heat, and access to health care met.

RECOMMENDATIONS

1. Partner with the St. Johnsbury School to provide access to computers for those who need access.
2. Provide volunteer assistance as needed.
3. Support local agencies.
4. Provide space in the community for agency outreach workers to assist folks; consider the Welcome Center as a site.



PETER AND POLLY PARK - EAST ST. JOHNSBURY

SOCIAL CONNECTEDNESS

The need for increased social connectedness is identified.

CURRENT STATUS

Neighborhood associations, developed by the Community Justice Center, are in place and growing: Summerville, Four Seasons, Arnold Park, Arlington, East St. Johnsbury Village, and Colonial Tenants meet on a regular basis to identify areas of improvement, brainstorm solutions, and work with the Town to have successful outcomes. The Town has many social, cultural, faith-centered, family,

sports, and shared interest organizations (such as garden groups, book clubs, fish and game club, and snowmobile clubs).

OBJECTIVES

1. To promote the feeling of neighborhoods.
2. To decrease isolation.
3. To bring people together.
4. To provide social support for people of all ages and all socio-economic status.
5. To support and expand neighborhood associations.

RECOMMENDATIONS

1. Increase the number of playgrounds and parks where inter-generational events could take place.
2. Increase the number of benches throughout town to encourage people to stop and visit.
3. Increase volunteerism and promote the many activities for people of all interests and ages.
4. Implement evidence-based initiatives, such as Complete Streets Zoning, to permit mixed use, high density development that provide opportunities for people to work, live, play, and shop in the same town/neighborhood.
5. Improve the image of the town as a safe, clean, walkable, sittable, spiritual, charming, attractive, and historic place to live, work, play, or visit.



PETER AND POLLY PARK – EAST ST. JOHNSBURY

ECONOMIC ENVIRONMENT



SHIPPING AT FAIRBANKS SCALES

CURRENT STATUS

The unemployment rate is 6%; median house is \$122,000.

OBJECTIVES

1. To increase training of employable skills and provide people with a livable wage.
2. To attract professionals (primary care providers) to the area.

RECOMMENDATIONS

1. Recruit and hire an Economic Developer.
2. Conduct an assessment to determine the training needs that will secure employment with livable wages.
3. Encourage Broadband access.
4. Form a citizens group to work with recruitment of businesses and professionals.

VIOLENCE AND SAFETY



CALEX

CURRENT STATUS

The Town maintains full time Police and Fire Departments. There is full time private ambulance service and a hospital that is designated as a trauma center. Domestic violence services are provided by Umbrella. Department of Corrections, Probation, and Parole maintains a positive role in the community, attends community meetings, and keeps residents informed.

OBJECTIVES

1. To make St. Johnsbury a safe place in which to live, work and play.
2. To increase physical activity and safe movement around the Town.

RECOMMENDATIONS

1. Improve lighting.
2. Improve conditions of sidewalks,
3. Add bike lanes and bike racks throughout town
4. Support the initiatives of the police.

CONCLUSION

Vermont has been rated the “Healthiest State” by dropping smoking rates and raising the number of insured and immunized. St. Johnsbury has been a leader in the State working with the Blueprint for Health. Residents have the opportunity to be connected to a “medical home” and be assured that they are receiving high quality, measurable health care.



POLICE CHIEF HOUDE MANNING THE FEMA POST – POMERLEAU BUILDING

CULTURAL AND HISTORIC PRESERVATION



CATAMOUNTS FILM AND ARTS

COMMITTEE MEMBERS

PEGGY PEARL, CHAIR
PEGGY HENRY, CO-CHAIR

ROBERT DESROCHERS
ANDY FISHER
STAN WILKINS

RESOURCES

THE NORTHEAST KINGDOM ARTISANS' GUILD has operated a retail outlet on Railroad Street since 1998 with a growing juried membership in this arts cooperative and a growing retail sales business. The Guild represents 100 artisan businesses in the region and attracts shoppers seeking unique local arts and crafts. The shop includes the Backroom Gallery with a changing exhibit every six weeks, featuring guest artists as well as members' works.



NORTHEAST KINGDOM ARTISANS' GUILD

CATAMOUNT FILM AND ARTS in October of 2008 made the transition from its old facility on Eastern Avenue to the Masonic Temple next door. This revitalized facility now contains two state-of-the-art movie theaters, a large art gallery, a performance space that seats 85, and two classrooms. The local chapter of the Masons continues to meet on the third floor of the building. This new facility, which is now owned by Catamount, allows the arts organization to present an expanded program of films, performances, arts education classes, lectures, and artist exhibits that serve the cultural, artistic, and educational needs of our local and area communities. In addition, the Masonic Temple has

become a community center. Catamount has opened its facility to many local organizations that would otherwise have no place to meet or interface conveniently with the public. Groups such as the OSHER Lifelong Learning Institute, the St. Johnsbury Food Coop, the Strategic Prevention Framework State Incentive Program for Young People (Teen Open Mic night), and the local chapter of the Nashville Songwriters Association International all use the Masonic Temple regularly at little or no cost.

Catamount also continues its partnerships with many local businesses and institutions including St. Johnsbury Academy and Lyndon State College. Catamount annually facilitates approximately 25 live performances, a children's series serving 4,000 students, more than 20 art exhibits, the Live at the Metropolitan Opera series, the National Theater of London series, the Time Talks series, more than 100 independent, documentary and international films each year, and houses a video lending library of over 4,000 titles. Catamount currently has approximately 800 members in more than 60 Northeast Kingdom communities.

One of Catamount's most important Community Partnerships is with the Barnet based Kingdom County Productions. KCP directors Jay Craven and Bess O'Brien work closely with Catamount to benefit the entire community by offering such world class artists and performers as The Acting Company and the Russian National Ballet.

In 2009, Yankee Magazine named Catamount Arts the "Best All Around Community Arts Center in New England."

THE OSHER LIFELONG LEARNING INSTITUTE was founded in 2004. Each semester, it presents 10 academic-style lectures designed for the over-50 population with curious minds. Each lecture costs \$5.00 to attend. For example, the series "Masters Among Us: Appreciating our Local Artists" focused on the history and the fine points of art appreciation. Topics can range from bookbinding to banjo playing to block printing, with a different artist sharing his or her passion and skills at each lecture. Lectures are held in the large theater at Catamount Arts, from 1:30 to 3:00 p.m. each Thursday. Other recent series have addressed orchestral instruments and environmental issues of the northern woodlands. Participants come from all over New Hampshire and northern Vermont. Publicity is presented through a website, newspapers, and brochures distributed throughout the North Country by Catamount Arts and the Osher Steering Committee members.

FIRST NIGHT ST. JOHNSBURY, BEGUN IN 1992, the non-profit typically entertains about 2,500 people at its annual, eight-hour, family-friendly, alcohol-free festival of the arts with over 50 different artists and shows. The 21 venues for the over 100 performances and activities on and near Main Street include auditoriums and halls at Catamount Arts, St. Johnsbury Academy, and the St. Johnsbury School, plus five church sanctuaries, the Kingdom Recovery Center, two art galleries, and two outdoor sites. There's a wide variety of music—folk, pop, rock, rock-a-billy, blues, bluegrass, Broadway, gospel, Celtic, country, classical, karaoke, and original contemporary—played and sung by soloists, ensembles, choruses, combos, and bands. Other shows feature ballet, modern dance, break dance, magic, hypnosis, juggling, clowning, crafts, comedy, first-run movies, and the planetarium. Swing dancing, square dancing, contra dancing, and dancing to rock music is also available. The Fun Fair for kids offers giant inflatables and festive craft activities. Concessions serving all kinds of food are found at a number of venues. The midnight fireworks finale to welcome the New Year is touched off when a lighted ball reaches the top of the 100-foot construction crane. Sales of First Night buttons, at a nominal price, account for just over one-half of the \$35,000 budget, with the balance underwritten by business and individual donations. Hundreds of buttons are given

to low-income people as promotions. Untold hundreds of hours of time are given by the community volunteers who coordinate the festival.

DOG MOUNTAIN GALLERY AND DOG CHAPEL, built by nationally known artist Stephen Huneck, is a cultural destination point that welcomes visitors and their dogs from all over the country and abroad. The business receives a great deal of national TV and print publicity. They have leased a small corner of land on Rte. 2 at the entrance to the road leading to Dog Mountain and erected a sculpture of a woman walking dogs to direct visitors. The Hunecks also gave a life size bronze statue of their famous dog-model "Sally" which is across from the Pomerleau Welcome Center.

Stephen and Gwen Huneck have actively supported other St. Johnsbury cultural institutions for the past 30 years through donations of time and artwork. Stephen Huneck passed away in January, 2010. His wife, Gwen, hopes to keep Dog Mountain open and continue the legacy started by her husband. Besides the gallery and chapel, Dog Mountain also includes hiking trails, an agility course, and a swimming pond for dogs. Dog Mountain is a free attraction that is open year-round. The annual Festival for Dogs is an event which has become very popular.

THE ST. JOHNSBURY ARCHIVES COLLABORATIVE is a partnership between five institutions – the St. Johnsbury Academy, the St. Johnsbury Athenaeum, the Fairbanks Museum and Planetarium, the Town of St. Johnsbury, and the St. Johnsbury Historical Society. The records in St. Johnsbury provide rich possibilities for the study of agriculture, industry, labor, immigration, philanthropy, and social history.

In 2004 The Collaborative published a free guide to the community's archival holdings, *St. Johnsbury Community Archives; Guide to Historic Records*. This is available at each of the sites listed below. The records and collections are available to all regardless of computer literacy. Some records are also available on line through ArcCat the *Catalog of Vermont Archives and Manuscripts*. (<http://arccat.uvm.edu>). Individual institutions may also be willing to email electronic copies of collection finding aids upon request.

THE ST. JOHNSBURY TOWN CLERK'S OFFICE preserves and maintains both permanent and temporary records relating to all aspects of the town's history and governance, as required by Vermont law. Also available are old maps, charters, military records, and other historical records; town reports that date back to the first town report; records of the town meetings, select board meetings, board of civil authority records, and other records of town significance.

To access historic records, contact:
Asst. Town Clerk
Town of St. Johnsbury
1187 Main St., Suite 2, St. Johnsbury VT 05819.
townclerk@town.st-johnsbury.vt.us
Hours: M-F 7:30 AM – 4:30 PM
Web site: www.town.st-johnsbury.vt.us/

The St. Johnsbury Academy's Archive is largely comprised of the school's institutional records and alumni materials. The Graham S. Newell collection is comprised of his Victorian Library. Most of these books were from Edward Taylor Fairbanks's personal library.

To access these archives, contact:
Archivist
St. Johnsbury Academy's Grace Stuart Orcutt Library
1000 Main St., St. Johnsbury VT 05819
802-751-2474
Hours: By appointment only.
Web site: www.stjacademy.org (go to Academics)

THE FAIRBANKS MUSEUM ARCHIVES houses materials that document the history of St. Johnsbury, the Northeast Kingdom region, and, to a lesser degree, the State of Vermont. Collection strengths include Civil War records, photographic materials, personal papers, and institutional records.

To access these archives, contact:
Director, Kitchel Center for the Study of the Northeast Kingdom, Fairbanks Museum
1302 Main St., St. Johnsbury VT 05819.
pswartz@fairbanksmuseum.org
Hours: By appointment only.
Web site: www.fairbanksmuseum.org (go to Collections)

THE ST. JOHNSBURY ATHENAEUM ARCHIVES houses materials that document the history of St. Johnsbury and, to a lesser extent, the surrounding area. Collection strengths include records of local clubs and individuals, photographs, general research materials, and institutional records.

To access these archives, contact:
Library Director
St. Johnsbury Athenaeum
1171 Main St., St. Johnsbury VT 05819
inform@stjathenaeum.org
Hours: Archives by appointment only. General assistance may be available during library hours, which are: M -F 10am-5:30pm; SAT 9:30am -5 pm.
Web site: www.stjathenaeum.org/ (go to Library)

THE ST. JOHNSBURY ATHENAEUM was entrusted to a Board of Trustees by Horace Fairbanks 140 years ago. In 2003, the Athenaeum completed a top to bottom restoration project to preserve this National Historic Landmark building and protect its valuable collections of books and fine art. The building's mechanical systems were upgraded, suitable restrooms were built, library workspace was expanded in a finished basement, and an elevator was installed for convenient access to all three floors. The original decorative paint scheme was uncovered and restored in the gracious Victorian Reading Rooms to create a stunning visual effect attracting visitors from this region and beyond.

Named for Athena, Greek goddess of wisdom, the Athenaeum has served the community as a vibrant public library and cultural center. In addition to library services, the staff and trustees remain committed to providing cultural programs and to meeting the changing needs of the community for free access to information. The library has become fully automated to facilitate increased services and circulation of library materials, free public access to wireless Internet, and as a meeting place for community groups.

The beautifully restored lecture hall on the second floor provides much needed space to present community programs and events. The historic Art Gallery, unique in the area, attracts visitors from around the globe and serves as an educational resource for many schools in the region. The integrated handbook of the Gallery may now be viewed on the Athenaeum's comprehensive web site.

THE NORTHEAST KINGDOM CLASSICAL SERIES is a non-profit arts organization offering four to five chamber music programs featuring distinguished artists throughout the winter season: October through April. Concerts are presented at the South Congregational Church, a space with excellent acoustics and an appropriate ambiance for chamber music concerts. The Classical Series was started in 1989 and is run by a group of dedicated volunteers. For more information, visit the web site.



HISTORIC THEATER CURTAIN FROM GREEN MOUNTAIN GRANGE #1, NOW HOUSED AT THE ST. JOHNSBURY SCHOOL

The St. Johnsbury Band was founded in 1830, making it the nation's third oldest band in continuous service. Prior to 1926, the Band was known as the Brass Band, the Coronet Band, the Serenade Band and the St. Johnsbury Consolidated Band. The first bandstand was in Arnold Park, another was at Railroad Street, and the final location has been Courthouse Park. Until 1943 this was an all-male band but WWII took 23 of its players, and women were substituted and remained making them an integral part of the organization. During the summer, the Monday night outdoor concerts are popular for both visitors and locals. The St. Johnsbury Town Band participates in the Memorial Day and Veterans Day parades as well as occasional events around the state and area. The Band seeks less than a \$1,000 annual appropriation from the town to help cover its costs.

The Caledonia Forest & Stream Club is located at 706 Pierce Road in St. Johnsbury. It was founded in 1900 and pledged to conserve the natural resources of the country. The club supports youth programs including summer camps, hunter safety programs, youth fishing and 4-H programs. The club also provides a safe and appropriate place for members to enjoy shooting sports on two rifle ranges, one pistol range, a trap range, and a 3D archery course spread out over the 47 acre site.

The club is affiliated with the Vermont Federation of Sportsmen's Clubs and the NRA. Club memberships are available at local sports shops and on line..



FAIRBANKS MUSEUM AND PLANETARIUM

The FAIRBANKS MUSEUM AND PLANETARIUM is the largest and oldest museum of natural history in northern New England, and a beloved community asset. Built in 1890, it anchors St. Johnsbury's Main Street Historic District. Since its founding the Museum has been a national leader in museum-based educational programming. It currently serves 27,000 school children annually with programs in natural history, science literacy, and the rural heritage of northern New England. The Museum produces and hosts special exhibitions, offers a range of public programs on science, natural history, and culture, and operates Vermont's only public planetarium. Serving 70,000 – 80,000 visitors each year, the Museum is an important Vermont tourism destination. Its popular outreach programs in weather, astronomy and environmental science includes "Eye on the Sky" on Vermont Public Radio, which reaches millions of listeners annually and also attracts visitors to our community. Among its other core assets are its staff of talented scholars, educators, and community leaders; its exceptional collections and exhibits; and its classic ambience. The Museum's Master Plan calls for phased expansion of its facilities, strategic program development to reach new and changing audiences, and endowment growth to stabilize its operations.

The ST. JOHNSBURY HISTORY & HERITAGE CENTER is a new organization. They have formed to find a place to preserve, collect, and exhibit the town's rich collection of historical items. Until 1960 with the installation of the Planetarium at the Fairbanks Museum, many of these items were displayed in a space known as the Colonial Room. Most of the collections have now gone into storage at the Museum or other outside storage areas. There is a St. Johnsbury Historical organization, but it has never had collections or a home of its own. This non-profit Center would not only collect, preserve, and exhibit; it would provide and stimulate the area's rich history and heritage through education of both students and the public through its programs, publications, and collections. The Center is actively looking for a place within walking distance of other St. Johnsbury attractions. It needs to include an out building to house locally made and used transportation vehicles as well as other larger items. Additional information can be obtained through Peggy Pearl.

ST. JOHNSBURY PLAYERS was founded in 1936 and is the NEK's oldest community theatre company. They are a non-profit, non-professional group that produces from two to three plays a year. Recently they have made the St. Johnsbury School their home. The school uses the Players' lights in exchange for the Players' free use of the auditorium. Since 1980 the Players have presented the W. Clark Noyes Theatre Arts Award to local high school students who plan to minor or major in some form of a theatrical degree. The Players hold monthly meetings from August to June. Their mailing address is PO Box 552, St. Johnsbury, VT 05819. They are also on Facebook.



ST. JOHNSBURY PLAYERS - 1979

OBJECTIVES

While **Catamount Film and Arts** appears to have addressed most of its limitations by moving to the Masonic Temple, it also has incurred greatly expanded monthly operating costs and still has a large debt to pay on the building revitalization. The strong economic downturn of the past two years has also limited the ability of many St. Johnsbury citizens to afford even reasonably priced access to the arts. Catamount has been faced with the increasingly difficult task of finding new and different revenue streams without expanding its budget or staff. For the past two years, voters in St. Johnsbury have also declined to approve appropriations for the organization, placing even greater pressure on Catamount's attempts to seek highly competitive state, federal, and private grants.

The **St. Johnsbury Athenaeum** continues to be responsive to the needs of the community by promoting lifelong learning through the arts, literature, and information services. The Athenaeum will continue its leadership role in creating and sustaining community initiatives in historic preservation, promoting cultural resources, and supporting efforts to build a creative economy.

The **Fairbanks Museum's** monumental building and unrivaled collections also present persistent challenges. The Museum has inadequate facilities for serving modern visitors safely and comfortably; parts of the Museum remain inaccessible to those with disabilities; and its collections require a far more controlled environment for their care, protection, and preservation than is currently practical. Core programs and support services outstrip the Museum's available space. The Museum's current financial position is unsustainable, because it is built upon deferred capital improvements, a painfully austere operation, sub-standard staff compensation, and a host of volunteer subsidies and contributions.

The Museum must be able to continue its leadership in community cultural collaborations, better capitalize on its extensive outreach services, and strengthen its position in the region's tourism and creative economics.

The Museum's expansion will depend upon the development of a multi-building "campus." Continued municipal support for the Museum is vital.

The **St. Johnsbury History & Heritage Center** is well aware of its challenges in these economic times. It is also painfully aware that it needs to try to be a self-sustaining organization.

The **St. Johnsbury Players** are currently trying to do a theatrical season so they can sell adds in a year's worth of programs. It is very expensive to put on shows, so they hope with the help of the business community they can get a really good financial base.

OBJECTIVES

1. St. Johnsbury is a cultural and historic hub for the region with invaluable resources that deserve support.
2. Sustain, maintain, and enhance these resources through land use policy which allows them to grow and adapt. This may also help them qualify for grant funding or other monetary incentives.

RECOMMENDATIONS

1. The Town can help to create a continuing positive economic reality for **Catamount** by cooperating in the following areas. We recommend that the Town:
 - a. Visibly and vocally support Catamount as a necessary part of the town's personality and as a vital part of the Downtown Historic District.
 - b. Facilitate easy access to the Masonic Temple for all residents by arranging on-street handicapped parking and by eliminating at least three parking meters on the south side of Eastern Avenue in front of the building.
 - c. Include Catamount specifically in a campaign to encourage the voters to approve all appropriations for non-profit organizations.
 - d. Offer its expertise and assistance in helping to secure funding through block grants and other appropriate State and municipal sources to assist Catamount in its mission to serve as the community center for many other local non-profit organizations.
2. **Athenaeum and Museum:**
 - a. We recommend that the Town continue to support the historic Fairbanks Legacy of cultural institutions and their collaborative efforts to attract visitors, and to cultivate an environment of creative thinkers to promote and strengthen the community.
 - b. Further, we recommend that efforts be made to promote our cultural institutions and historic architecture as a prime destination for cultural tourism.
3. **The St. Johnsburry History & Heritage Center (HHC)**
 - a. We recommend that officials from the Town and the HHC work together to leverage support by jointly pursuing funding sources and heritage based community services for historic preservation, for HHC-based education services, and for cultural tourism development and marketing.



CATAMOUNT ARTS BUILDING

ECONOMIC DEVELOPMENT



MAPLE GROVE FARMS OF VERMONT

COMMITTEE MEMBERS

JOHN GOODRICH, CHAIR

BOB BISHOP
GREG BROWN
PETER CROSBY
MAURINE HENNINGS
TRACEY HOLBROOK
JIM IMPEY

TERRY KINTER
BERNIER MAYO
DARCIE MCCANN
KATRINA MEIGS
PETER MURPHY
DEBORAH ROBERTS

BRUCE RALSTON

This section of the Town Plan was developed by examining the following areas documented in the 2006 Town Plan:

1. Economic Development
2. Industrial Development
3. Downtown Revitalization
4. Bay Street
5. Business District and Retail
6. Travel and Tourism
7. Business Assistance

A survey of current business conditions and areas for improvement was developed and distributed to 26 businesses in town; 16 companies returned the survey. This first section, Economic Development, presents a set of integrated and over-riding recommendations considered appropriate for the community. It is followed by detailed evaluation and recommendations for each of the specific topics listed above along with supporting appendices, located in Appendix B.

GROWTH AND STABILITY



CURRENT STATUS

St. Johnsbury has many assets that can be leveraged to encourage a strong, sustainable economy for its current and future residents:

- an established downtown
- a strong municipal government
- regionally and nationally recognized historical, cultural, educational, and medical institutions
- easy access to two interstate highways
- an existing rail system that connects the town with national rail systems
- a network of parks and recreation facilities
- substantial riverfront that traverses the town

In addition, Vermont encourages, and St. Johnsbury is home to, entrepreneurial artisan businesses in diverse industries.

However, there are many factors that can and have negatively impacted sustainable economic growth within St. Johnsbury (See appendix - 2010 Economic Development Survey Summary) and made it more susceptible to economic recessions than many other towns in New England and the nation. Some factors such as zoning, assessments, and water and sewer utility infrastructures can be controlled locally. Others such as permits, power, transportation, land use, housing, and taxes depend heavily on externally owned companies or state and federal rules and regulations. There is no public strategy that encourages partnerships for obtaining capital and for the retention of new and experienced workers at all levels of employment and across diverse industries.

OBJECTIVES

1. Sustain economic growth with a cohesive plan and an infrastructure that encourages business investment by industries that support and encourage diversity of jobs.
2. Present an increasingly favorable place for people to live, work, and play in St. Johnsbury. It is the vitality created by the increased wealth and wellbeing of the residents that is needed to encourage the ongoing economic growth and stability of St. Johnsbury.

RECOMMENDATIONS

Several critical elements for growth in today's global economy are the responsibility of the municipality to either fully execute or take the lead to ensure they are accomplished. These elements affect more than one area of economic development.

1. The Town needs to focus on initiatives, businesses, and methods that bring revenue from outside sources into the community. Externally sourced revenue can be derived from the sale of products or services that are used or sold by large, small, or sole proprietor businesses. These initiatives and businesses should enable the retention and circulation of this revenue through local businesses and to area residents.
2. Local industry (manufacturing, medical, professional, retail, construction, lumber, hospitality, "cottage," etc.) needs to be enabled, encouraged, and, where necessary, incented to establish and to grow their business in St. Johnsbury.

3. The cost of doing business in St. Johnsbury must be competitive. Today, competition for market share and for business is the goal of every other town in the nation and rapidly, due to advances in technology, every other town in the world. The cost of doing business that can be controlled locally needs to be examined and re-evaluated to ensure that a highly competitive environment exists for anyone doing business in St. Johnsbury.
4. The Town must support economic development across multiple industries by recognizing the inter-relationships and dependencies that local industries have on each other and the people who live and work in the town. The plan must support a town infrastructure (utilities, land-use, taxes, fees, housing, support services) that does not penalize, and may subsidize, businesses that encourage multiple aspects of economic growth.
5. St. Johnsbury should strive to take the lead on collaborative efforts that will enhance assets already in place. This includes but is not limited to encouraging improvements in rail lines, communications infrastructure, recovery and reuse of historic buildings and residences, and encouraging and supporting recreation facilities that enhance quality of life for residents and the visitor experience.
6. St. Johnsbury zoning needs to be re-evaluated in context with new job development opportunities as well as unique zoning concepts (such as smart growth and form based zones) that have been successfully implemented in other towns that have moved to new and stronger economies. Zoning structures need to allow for opportunities for multi-use land areas that encourage inter-related functions to co-exist within the same general area. For example: co-existing professional, light manufacturing, residential, retail, and recreational facilities.
7. The municipality needs to evaluate its sources of revenue and its assessment structure to ensure that it is encouraging growth at all levels of the economy. The Town needs to identify and revise or eliminate sources of revenue and assessments that sustain a stagnant or declining economic platform or penalize any segment of the individual or business population. The Town also needs to ensure that existing and improved infrastructure costs are appropriately allocated.
8. The Town must work with the State to establish alternative and competitive sources of power, not only for businesses but also for the municipality and its residents. Methods include but are not limited to deregulation of the utility companies to allow competitive consumer choice, encouraging renewable multiple energy sources (see Appendix B-4 – Alternative Energy Sources), and individual tax incentives for businesses and residents.
9. The Town must establish an environment that encourages capital investment in its development of both the businesses and the talent needed to retain jobs for workers at all levels of employment.
10. The Town must follow the example of vital city plans across the nation and make its valuable waterfront accessible to the community by moving industrial development away from the river and promoting multi-use development that supports working, living, and recreation along the river.

INDUSTRIAL DEVELOPMENT



WEIDMAN ELECTRICAL TECHNOLOGY PLANT

CURRENT STATUS

Five out of sixteen business survey respondents can be classified as light industrial, industrial, or manufacturing. The survey data below illustrates the gaps between industrial needs and availability that enables the business to compete locally and nationally from their current location.

TOTAL INDUSTRIAL REVENUES	\$88,850,000
% Local:	17% - \$15,275,000
% National & International:	83%
TOTAL INDUSTRIAL EMPLOYMENT	594 local employees
Competitive wages ratings (importance / condition)	3.8 / 3.6
Workforce ratings (need / availability)	
Experienced:	4.6 / 3.0
Professional:	4.2 / 2.6
Managerial:	4.0 / 2.8
• Transportation ratings (need / availability)	4.0 / 3.5
Local:	4.2 / 3.4
Long Distance:	
• Utilities cost & access ratings (cost / availability)	4.4 / 3.4
Electric:	4.5 / 2.8
Water and Sewer:	4.0 / 3.4
Sewer:	3.8 / 3.5
• Telecommunications ratings (cost / availability) (Broadband and cellular)	4.2 / 2.3

INDUSTRIAL SITE AVAILABILITY

- Several sites in the St. J./Lyndonville Industrial Park remain available.
- Vacant buildings in several other locations are available, e.g. St. J. Econ. Dev. Fund/ Lydall.
- Additional properties with potential for industrial development were identified. (see Appendix B-3 – 2010 Economic Development - Properties identified for Potential Industrial/Commercial development).
- Zoning is not currently appropriate for industrial development at some of the additional properties.
- Existing electric, water, and sewer systems are near all and have some available capacity.



INDUSTRIAL BUSINESS PROMOTION AND ASSISTANCE

- Several organizations exist in the area to help companies wanting to establish or grow here.
- Capital funds are reasonably available and cost competitive.

OBJECTIVES

1. Improve town and area accommodations for new and growing firms' "ease of doing business" here: zoning, regulations, taxes.
2. Increase infrastructure development to support the establishment and growth of industrial companies and also the needs of those firms' employees: cellular and broadband coverage, local highways, water, sewer, power.
3. Greater planned community development to make locating and living in the area attractive to skilled labor plus the professional and managerial workers critical to industrial and other business enterprises: housing, education, entertainment and culture, recreation, health care.



OPEN LAND AT THE INDUSTRIAL PARK

RECOMMENDATIONS

1. Establish an economic development function within town government that is charged with leading and focusing efforts of various town boards and offices to help industrial firms locate and grow here.
2. Assure the town's economic development function coordinates closely with other area development organizations that promote growth in the NEK to achieve regional improvements and accommodations for industrial and commercial prosperity.
3. Assure the town joins with neighboring communities to seek support, cooperation, and favorable decisions from entities such as State government, regional utilities, railroad companies, telecommunications firms, etc.

DOWNTOWN REVITALIZATION



OUTDOOR CAFE

CURRENT STATUS

Downtown St. Johnsbury has many assets of which it can be proud. Its historic character is well preserved, its people are strong and participate in the community.

There are several draws:

- Academics – **St. Johnsbury Academy** draws new professional families and provides an exceptional education experience.
- Healthcare - **NVRH** - a regional critical hospital; **Norris Cotton Cancer Center North** – a satellite branch of Dartmouth Hitchcock hospital; **Fresenius Dialysis Center**.
- Arts and Culture – **Catamount Arts, St. J. Athenaeum, Fairbanks Museum**.
- **Retail** – core of committed and expert merchants.
- **The Welcome Center** brings in and accommodates the needs of hundreds of visitors weekly.

St. Johnsbury has a Designated Downtown (see Appendix B-6), represented by St. Johnsbury Works, also known as The St. Johnsbury Chamber of Commerce. This organization implements a strategic plan based on the National Trust of Historic Preservation’s Main Street approach including its four point program: Organization, Promotion, Design, and Economic Restructuring.

St. Johnsbury has been affected much like all other towns, by the recession.



ST. JOHNSBURY HOUSE

OBJECTIVES

1. Assist business, municipality and building owners take advantage of benefits available to a Designated Downtown.
 - a. Make façade improvements.
 - b. Aid in getting absentee landlords to take pride in building and town aesthetics.
2. Help St. Johnsbury retain its historical and niche market character.
 - a. Assist in linking the districts of the Designated Downtown together.
 - b. Create green space in Depot Square area.
 - c. Provide better pedestrian routes to navigate town.
3. Attract more business and professionals into the downtown.
4. Build residential, mixed use into the downtown. Allow for a range of housing opportunities.

- a. Allow second and third floor apartments and condos.
- b. Improve the image of downtown by balancing housing and shopping for all income levels.
5. Increase stability of the Downtown Business District through newly available designations such as Smart Growth and VT Neighborhoods.
6. Explore alternative zoning and permitting options.
7. Actively fill the void created by a focused Office of Economic Development.

RECOMMENDATIONS

1. St. Johnsbury Chamber offer classes on the benefits of Designated Downtowns to include tax credits and historic preservation grants.
2. Continue to work with Scenic By-Way grant to provide upgrades to Depot Park (green space), parking, alternative uses (amphitheater seating), and pedestrian walk ways.
3. Market the town and promote all of its benefits. Outreach to more urban areas. Celebrate our relaxed way of life with all the communication options of a larger city.
4. Research benefits of Smart Growth and VT Neighborhoods to help address entrances into town on Route 5 and 2, both East and West.
5. Develop a comprehensive plan to meet the Economic Development needs of St. Johnsbury. NCIC, NVDA, and the Chambers must work in collaboration to assure no leads fall through the cracks and all prospects receive the attention they deserve.



BAY STREET AND RIVERFRONT CORRIDOR



RIVERFRONT CORRIDOR

CURRENT STATUS

This area has direct access to Interstates 91 & 93, Route 2, and to downtown.

The area is highly visible from the southern approach to town.

The community previously supported a redevelopment plan and action for this area.

Bay Street area has strong commercial, recreational, and mixed use potential.

OBJECTIVES

1. Actively encourage and support economic development of various types of industry in the area, including recreation and recreation trail.

2. Actively collaborate with business owners to encourage/support timely clean-up and renewal of the area, including the old rail yard.

RECOMMENDATIONS

1. Provide grant search services for:
 - a. Clean-up
 - b. Demolition
 - c. “green” reconstruction
 - d. Urban redevelopment
 - e. Riverfront development
2. Establish tax stabilization or incentives to encourage owners to rehabilitate properties with minimal tax impact.

BUSINESS DISTRICT AND RETAIL



RAILROAD STREET

CURRENT STATUS

The definition of the Business District remains unchanged from the 2006 Town Plan. It begins at the point where South Main Street intersects with Railroad Street, continues north to the Green Mountain Mall, and includes all areas along Route 5 between those points. It also includes the section of downtown from the intersection of Railroad Street and Eastern Avenue to Main Street, north to Maple Street, and then connecting back to Railroad Street. In addition, the area from Railroad Street along Portland Street (Rte. 2 east) to Route 18 is in the defined Business District. This defined Business District lends itself to the historical retail sales areas promoted by the town and further lends itself to development without disrupting the infrastructure already in place.

The nature of retail sales has shifted with the global economy and technology advances that have enabled purchase of more household and business goods through the Internet. Active storefronts cater to local traffic and/or maintain a visible presence to goods also sold by businesses through business websites or Internet service providers.

At the same time, residents and visitors are looking for a unique local shopping experience. For residents this means finding local, affordable goods and services needed to maintain their lifestyle. For the visitor, this means finding local goods and services that they will not find in other towns and cities as they travel across the nation and around the world. Both types of customer are looking for shopping that is not “homogeneous.” However, they are both looking for easy access to stores that provide what they need on a daily basis including clothing, food, household goods, hobby, home, and auto maintenance supplies.

The State and Town property and income tax revenue structure penalizes businesses and individuals that actively improve their property and support local and State economic growth while at the same time encourages the increase of unkempt properties and derelict buildings with reduced property taxes and resulting income tax losses incurred by unoccupied buildings.

Increased profitability of the businesses in town will encourage more jobs through additional goods and services and/or increased hours of operation. This increase in the wealth and well-being of residents will contribute to an overall atmosphere that will attract and retain customers throughout the Business District.

As businesses can afford additional marketing and advertising, the town will benefit from the aggregate promotion of local businesses to broader audiences, which will in turn increase traffic in town and increase revenues from sales and use, and meals and lodging taxes and fees.

OBJECTIVES

1. Establish and maintain a vital Retail Business District that invites residents and visitors to shop local businesses for goods and services that they need.
2. Enable businesses to integrate Internet sales with their storefront businesses to enable them to be competitive in the new retail economy.



FAÇADE IMPROVEMENT

RECOMMENDATIONS

1. Encourage improvements in the appearance of and amenities throughout the Business District. People will shop and stay in a Business District that invites them to relax and to do business. This has become more evident in now vital town and cities that established shopping districts that include restaurants, and parks, along with businesses for goods and services.
2. Establish tax incentives, partnerships with capital investment organizations, and assessments that encourage cleanup and façade improvements to buildings that have active businesses; work with owners of vacant buildings to renovate for new use or demolish vacant buildings.
3. Work with State agencies to evaluate and redefine the revenue structure so that it encourages economic growth and increased personal and business income.
4. Identify and implement methods to impose assessments on building and land owners who do not maintain buildings within the Business District. Derelict and unkempt buildings affect all of the businesses within the district by creating a declining economic image of the town.

5. Work collaboratively with town organizations to identify and fill the gaps in goods and services offered throughout the Business District for both local and area residents and visitors.
6. Work with economic development agencies to establish and promote an environment that encourages new businesses (retail, professional, service, and light industrial) throughout the Business District.

TRAVEL AND TOURISM



WELCOME CENTER INFORMATION BOOTH

CURRENT STATUS

St. Johnsbury is located within one hour of several year round recreational areas located in New Hampshire and Vermont.

St. Johnsbury is 2.5 hours from Boston and Montreal. It is located at the north-south and east-west intersections of two major interstate highways.

St. Johnsbury has a strong historical, cultural, and recreation environment that is sustained mostly by the local and area residents.

The travel and tourism industry is one of the few industries that provide revenue generated exclusively from external sources. Tourists are welcomed by The Welcome Center, and directed to area hotels and B&B's. We currently have The Comfort Inn on Route 5, The Fairbanks Inn on Route 2, The Estabrook House B & B, and a hostel. Moose River Campground services many tourists during the year and directs them to the Town attractions.



ESTABROOK HOUSE

A local Farmers Market is a large draw in the community, and very successful.

The Vermont travel and tourism statistics for 2007 showed \$1.615 billion was spent by 1.43 million business and leisure visitors to Vermont. (See Appendix B-5- Travel and Tourism Trends.)

St. Johnsbury has not yet fully considered the travel and tourism industry a vital source of economic growth. This lack of vision results in the stagnation and/or decline of businesses that are either

dependent on or can benefit from the travel and tourism industry to sustain a margin of profit throughout the year. Entrances to the town do not reflect the potential of the town.

Year over year increase in the cost of doing business in town forces lodging, restaurants, retail, and businesses to run with a low or no profit margin. Operating in this environment cannot be sustained during periods of recession when local patronage is not maintained.

State and local income from taxes and fees (sales, meals, and lodging) incurred by travelers in Vermont help to offset town and individual taxes by contributing needed revenue to the State's general, transportation, and other funds.

A thriving travel and tourism economy creates local jobs in the hospitality, retail, and services industry.

OBJECTIVES

1. Increase the external sources of revenue in St. Johnsbury businesses by increasing St. Johnsbury's market share of the Vermont Travel and Tourism industry.
2. Establish a year-over-year town-wide revenue goal and plan for this industry. Meet this goal by actively collaborating with organizations and businesses that play a role in improving the visitor experience in St. Johnsbury. (A market share increase of 1% can bring in an estimated \$16,150,000 in external revenue to businesses in town.)
3. Small businesses continue to need support.

RECOMMENDATIONS

1. Provide tax incentives for building owners to improve and maintain their buildings and to help sustain small businesses resident in those buildings.
2. Establish facilities that support and encourage visitors to move throughout the town: signs at local and highway intersections directing traffic to local sites, amenities, and institutions.
3. Collaborate with organizations in town to establish and maintain appropriate support services for visitors in town: training for "front desk" personnel, transportation between parking areas and cultural, historic, and recreational area.
4. Examine local and State tax structures and rules and regulations that raise the cost of doing business and collaborate with other towns to establish more industry friendly rules and regulations or incentives to offset the cost of improvements that support business and industry growth.
5. Provide incentives to help building owners convert buildings to new uses that encourage additional business and improve the overall image of the town and therefore help to contribute to the increase in market share of the tourism business.
6. Create a business incubator which facilitates movement from garage manufacturing and business to the Farmers Market and to a retail space.

BUSINESS ASSISTANCE



NEW BUSINESS IN TOWN

CURRENT STATUS

There are several opportunities for business assistance in St. Johnsbury. There are numerous organizations and agencies which provide a variety of services to help expand businesses and employment within the town. These organizations' mission is to help both established businesses and potential new ones.

OBJECTIVE

1. Accomplish St. Johnsbury community goals for economic development growth by collaborating with the following existing economic development organizations that serve St. Johnsbury and surrounding areas.

NORTHEASTERN VERMONT DEVELOPMENT ASSOCIATION [NVDA]: “NVDA's mission as an economic development resource is to improve the economic well-being and quality of life for all of the residents of Vermont’s Northeast Kingdom.”

They provide the following services:

- **Site Selection and Development** - NVDA has helped develop five fully serviced industrial parks.
- **Financing** - NVDA will work with you to finance your business on the best terms possible.
- **Leasing** - NVDA will lease you space in their business incubator building or construct a building and lease it back to you.
- **Technical Assistance** - Along with their Economic Development Coordinator, NVDA hosts an office of the Vermont Small Business Development Center, which provides ongoing technical assistance to Northeast Kingdom businesses. NVDA has also developed a comprehensive guide, "Doing Business in the Northeast Kingdom" to assist businesses that are already here, as well as businesses that are considering relocating.” (From their web site).

NORTHERN COMMUNITIES INVESTMENT CORPORATION [NCIC]: “NCIC is a jobs-based private non-profit serving Caledonia, Essex, and Orleans Counties of Vermont (Northeast Kingdom) and Carroll, Coos, and Grafton Counties of New Hampshire (North Country). They provide capital and professional assistance for a full variety of businesses as well as spearheading community economic development projects.”

- **Business lending** is focused on job-creating-businesses throughout our region. As a U.S. Department of the Treasury-certified Community Development Financial Institution they offer a full spectrum of economic development based financial products ranging from U.S. Small Business Administration (SBA) microloans, direct loans primarily funded through USDA rural development IRPs and SBA 504 loans. NCIC has provided over \$100 million to businesses while leveraging an additional \$300 million from other sources and helped to retain in excess of 10,000 jobs while creating more than 5,000 new jobs.
- **Technical Assistance** (TA) is provided to assist businesses have the visibility to manage to their financials, marketing strategies, website designs, patenting ideas and utilizing technology. TA services have tremendous value for small businesses seeking to advance to the next level and are provided through NCIC staff and retained consultants.
- NCICs **economic development** efforts have included helping mid-sized companies expand through CDBG-based lending (Community Development Block Grant) while guiding and participating with communities to develop educational centers, industrial parks, and complete feasibility studies for future opportunities. Regionally, NCIC is working to establish an improved business environment to strengthen opportunities for job creation and retention, such as **Wireless LINC** and **New Hampshire Grand**.
- Enveloping NCICs offerings, **Innovation North** adds solutions to inspire, draw out, and optimize diverse job-creating potential through the commercialization of new products, services, and processes. With customized technical services and unique funding mechanisms, Innovation North provides deep support for those whose aspirations and solutions have the greatest potential to create and develop diverse and multiple jobs, ensuring strong business structures are built around quality innovations so as to successfully create enduring new jobs.
- NCIC’s **Partnerships** with like-minded organizations multiply their strength, relationships, and reach. Local partners have enhanced visibility of specific local needs and work together

with NCIC on achieving solutions where our skill sets make the difference. Regional lending partners expand NCIC's capacity, especially when help is needed to share the risk to make higher risk yet quality loans happen. State and federal partners help coordinate and deliver added strength and funding mechanisms."

NCIC currently has an economic development specialist that serves their New Hampshire counties, and most recently has added a similar position in Vermont.

NEK COLLABORATIVE: The Northeast Kingdom Collaborative seeks to encourage exchange of information and opportunities through conversations about strategic planning and community action during of Collaborative public informational forums in the Northeast Kingdom of Vermont (comprised of three of the most remote rural counties, located in the northeast corner of Vermont).

With the direction of the Collaborative's strategic plan, millions of dollars in state, federal, private, and non-profit assistance can be induced to flow into the Northeast Kingdom of Vermont by:

- Improving economic viability, diversity, and competitiveness of the local economy and enhancing its participation in State, national and global markets;
- Assisting local communities to develop cooperative strategies that will maintain and expand essential community functions, basic infrastructure, education, health care, housing, and telecommunications;
- Assisting families with crises resulting from displaced employees and joblessness;
- Providing financial and technical assistance to implement a citizen-built strategic plan.

The Collaborative is not a "service provider" but rather a service enabler. An abundance of local, state, and federal providers exist but their efforts are not always coordinated between and among each agency. State-directed community partnerships also exist but sometimes they, too, do not communicate their strategies and opportunities. What the Collaborative does best is offer a neutral ground for exploration, expansion, and leveraging of ideas. It provides only the meeting space and facilitates the appreciation of the most important resource we have in the Kingdom: its people.

ST. JOHNSBURY DEVELOPMENT FUND, INC.: The St. Johnsbury Development Fund is organized for the purpose of promoting and increasing the general welfare of the inhabitants of the Town of St. Johnsbury, Vermont and of neighboring towns, by endeavoring to induce industrial and other businesses to locate, remain, or expand in the region by providing financial and other aid or assistance.

The Development Fund also invests in real and personal property as may be necessary to achieve its purpose.



OUTSIDE THE POMERLEAU BUILDING

ST. JOHNSBURY CHAMBER OF COMMERCE: St. Johnsbury Chamber is our downtown organization and local chamber focused exclusively on promoting and revitalizing St. Johnsbury. The St. J Chamber exists to stimulate and promote the vitality of the St. Johnsbury community through community, commerce and culture.

The St. Johnsbury Chamber's broad services include:

- **Advocacy:** The Chamber actively advocates at town meetings, in Montpelier, and in many community initiatives. Past accomplishments range from improving signage opportunities for merchants to securing tax credits for downtown property owners.
- **Visibility:** Increased exposure locally, regionally and virtually through our widely distributed St. Johnsbury brochures, targeted co-op advertising programs, and website display advertising programs.
- **Internet Presence:** www.discoverstjvt.com is the most frequently visited Internet site of its kind, attracting more than a million hits annually and 5,000 unique visits monthly. St. J. Chamber members have found that directory listings and display ads on discoverstjvt.com are among their best sources of referrals.

- **Publicity:** The St. J. Chamber can help drive real traffic to your special events by featuring them in our email newsletters. St. J. Chamber offers grand openings, often including the Governor of Vermont.
- **Downtown Beautification:** St. Johnsbury Chamber of Commerce, working with the St. Johnsbury Beautification Committee, buffs up the downtown with seasonal streetscape décor that ranges from summer flowers to holiday lighting. St. J. Chamber also sweeps, weeds and cleans the sidewalks, making the core downtown area more attractive to residents and visitors alike.
- **Pedestrian Snow Removal:** St. J. Chamber Winter Ambassadors keep the snow banks between parking meters open to make the stores more accessible. They also clear trouble spots at crosswalks and sidewalks by hand to make pedestrian travel safer.
- **Business Assistance:** St. J Chamber assist new and incoming business to connect with the right partners to assure their business will be successful. St. J. Chamber also partners to offer business related workshops ranging from leadership to marketing.

NORTHEAST KINGDOM CHAMBER OF COMMERCE: The Northeast Kingdom Chamber of Commerce consists of members from businesses, professional firms, and individuals from Northeastern Vermont. The Chamber initiates and supports efforts to increase the prosperity of the regional economy while preserving the distinctive quality of the Kingdom and its people.

The NEK Chamber, based out of St. Johnsbury since the 1880s, is the region’s largest chamber and is fully staffed year-round. The Chamber handles community/economic development, legislative /governmental relations and advocacy, business training, travel promotion, and the marketing of regional projects, products and services.

The NEK Chamber specifically provides direction in the economic development area by direct business counseling and aggressive business advocacy, including business attraction packets, business retention efforts, certificates of origination, and benefit programs for businesses and employees. The Chamber also sponsors workshops/training and network opportunities designed to promote and assist our members and area businesses. The NEK Chamber is currently redesigning its web site to include a significantly enhanced Business Resource Section, with the intention of serving as a one-stop resource for business information for our region.



SMALL BUSINESS RETAIL SALES

RECOMMENDATIONS

1. The identified organizations should work collaboratively to promote economic development in the St. Johnsbury area.
2. The NEK Collaborative board should assume a stronger role in representing the town.
3. The Select Board should encourage the economic representative for Vermont to represent the town well on the Board, and take an active leadership role in the NCIC organization.
4. The Select Board should insure that the town is well represented on the NVDA Board.



EDUCATION/ADULT EDUCATION



THE ST. JOHNSBURY SCHOOL

COMMITTEE MEMBERS

HOWARD CRAWFORD, CO-CHAIR
NANCY GOODRICH, CO-CHAIR

MARION ANASTASIA
RICHARD BOISSEAU
JEFF BURROUGHS
JANE CAMERON
BILL CRENSHAW
KAREN HASKINS
TARA HOLT
TOM LOVETT

TOM MANGES
JENNA O'FARRELL
DAWN POWERS
DEB SANDERS-DAME
THERESA STEVENS
LISA VON KANN
OTTO WURZBURG

FACILITIES/PROGRAMS: EARLY CHILDHOOD

CURRENT STATUS

BUILDING BRIGHT FUTURES (BBF): Building Bright Futures is an innovative statewide initiative to develop a coordinated, inclusive public-private partnership comprised of families, service providers, business leaders, community members, and State government decision makers to lead the design and implementation of a unified, sustainable, system of early care, health and education for young children and their families to ensure that all Vermont children will be healthy and successful (BBF Regional Planning Summary – November 2008).

The BBF Regional Council of Caledonia/ Southern Essex developed the 2008-2009 BBF Regional Plans after a multi-year planning process. The following outcomes and indicators were identified by the council and community. Strategies and key action steps are highlighted in the regional plan.

- Outcome: Children are ready for school (and schools are ready for children)
 - Indicator: Percent of children ready in all five domains of kindergarten readiness
 - Indicator: Percent of regulated early childhood programs that are nationally accredited or have 4/5 STARS
- Outcome: Pregnant Women and Young Children Thrive
 - Indicator: Percentage of women smoking during pregnancy
- Outcome: Children live in stable, supported families
 - Indicator: Rate of substantiated child abuse and neglect for children under age five

CHILDREN'S INTEGRATED SERVICES (CIS): Children's Integrated Services is the name given to Vermont's new approach to providing coordinated child development and family support services formerly provided by three separate programs: Healthy Babies Kids and Families, Children's Upstream Services, and Family Infant and Toddler (CIS Brochure, 12/09).

- CIS- Maternal Child Health Nursing and Family Support, CIS-MCH (formerly known as Healthy Babies Kids and Families): Parent education and support for eligible families. This program is a benefit of the Medicaid and Dr. Dinosaur health insurance programs and helps families connect with high quality health care and support services in their community. A CIS-MCH nurse or family support worker focuses upon individual needs, and can assist with pregnancy planning, prenatal and postnatal care, child development needs, resource availabilities, advocacy, and support.
- CIS- Early Child Family Mental Health, CIS-ECFMH (also known as Children's Upstream Services, CUPS): CIS-ECFMH provides consultation and case management services to families with children ages birth through six who have challenging emotional and behavioral issues. Services are also provided to childcare providers and early education programs.
- CIS- Early Intervention (also known as Family Infant and Toddler): The Federal Individuals with Disabilities Education Act (IDEA), Part C is a critical early intervention service for families with children birth to three. It provides early intervention services for infants and toddlers with severe medical conditions and/or at risk of developing developmental delays. Implementation of these services in Vermont is through a family-centered coordinated system called the "Family Infant and Toddler Project of Vermont," which is now part of

Children's Integrated Services. The Agency of Human Services and the Vermont Department of Education share responsibility for implementation as co-lead agencies.

NORTHEAST KINGDOM COMMUNITY ACTION (NEKCA): Early childhood programs for St. Johnsbury are housed at the Lincoln Center (115 Lincoln St.). These include Early Head Start and Head Start-comprehensive child development programs that serve children from birth to age 5, pregnant women, and their families. They are child-focused programs and have the overall goal of increasing the school readiness of young children in low-income families; and the Parent Child Center which provides programs to nurture and support families with young children: home visiting, early childhood services, parent education, education and alternative high school curriculum, parent support, on-site programs, play groups, and information and referral.

PRE-SCHOOL COLLABORATIVE which is a partnership between St. Johnsbury School, Head Start, and Parent Child Center. This program has 15 slots for 3-year olds and is housed at the Lincoln Street facility. The program is available for four hours, three days a week and includes breakfast and lunch. The funding is through the Early Education Initiative (EEI) grant which is applied for yearly.

ST. JOHNSBURY SCHOOL DISTRICT: The district offers the following programs: developmental screenings for children 3, 4 and 5; pre-school programming currently is offered for children who are 4 by September 1. The sessions are daily for two and three-quarter hours with bussing to and from available. There are 15 slots in each session and four sessions are offered. The program has a teacher and para educator in each class. Kindergarten is available for children who are 5 by September 1. Food service, busing, and student support services are available to enrolled students.

GOOD SHEPHERD CATHOLIC SCHOOL: Preschool Classes (for children who will be 3 years old by September 1) are offered two mornings or afternoons a week. Twenty-four slots are available. Pre-K classes (for children who will be 4 years old by September 1) are offered three mornings or afternoons a week. Twenty-four slots are available. A full day kindergarten program (for children 5 years old by September 1) is offered five days a week. Eighteen slots are available.

REGISTERED HOMES: There are currently 20 registered child care providers in St. Johnsbury. They can serve six full time children birth to 6 (and only two of them can be under the age of 2), four school age children for a total of 120 full time slots, 40 possible infant slots, and 80 school age slots. Registered providers are required by the Child Development Division of the State of Vermont to take 45 hours of training in child development, program management, and other related areas when they register to provide care. Ongoing training is required and a number of St. Johnsbury providers have obtained a CDA license, STARS (Step Ahead Recognition System – offered by Umbrella) and are engaged in a variety of professional development opportunities.

LICENSED CENTERS: There are five licensed centers in St. Johnsbury. This does not include the school-based preschool program at St. Johnsbury School District, the Preschool Collaborative or Good Shepherd Preschool. The five centers are licensed to serve 384 children.

LEGALLY EXEMPT CHILD CARE (LECC): In Vermont State Statute, an individual can care for up to two families without being a registered or licensed child care program. We have approximately 53 LECC providers in Caledonia/Southern Essex - approximately half of these are in St. Johnsbury.

Child Development Division (CDD) definition: Legally Exempt Child Care provider- A person who (1) has obtained an exempt child care provider certificate, (2) is approved to provide legally exempt child care, (3) is reimbursed for that care through the Agency of Human Services.

LECC provides care, protection, and supervision of children on a regular or continuous basis for less than 24 hours a day by a person other than a parent of the eligible child(ren), meets minimal health and safety standards and is provided to children whose families are eligible for child care through the Agency of Human Services

In the past year, Kingdom Child Care Connection (KCCC) at Umbrella has seen a huge increase in families choosing to use LECC providers and pulling out of regulated care. Their eligibility specialists process about 6-10 LECC applications per week. This is up from last year when KCCC saw 1 or 2 a week. KCCC is also seeing families changing LECC providers frequently. This is obviously having a huge impact on child care providers and programs in our region. KCCC is hearing from providers weekly who NEVER have openings and always have a wait list, calling with openings. KCCC still tries to steer families towards regulated care but many are not able to afford it, so they are making other arrangements. LECC providers do not need to attend trainings and most do not. They do not get visited by licensing officers and the only requirements they have is to pass a State of Vermont background check.

KINGDOM CHILD CARE CONNECTION (KCCC) AT UMBRELLA: KCCC offers child care support services to families and providers. KCCC @ Umbrella, located at 1222 Main Street, Suite 301, St. Johnsbury is the regional child care resource and referral agency. A book lending library and early childhood newsletter for professionals are also available.

ST. JOHNSBURY ATHENAEUM: The Athenaeum offers the following programs: Weekly pre-school story time; and outreach to day care centers with book bags, story time and activities provided by an AmeriCorps Outreach Coordinator.

OBJECTIVES

1. Increase accessibility to early education/preschool programs for at-risk children.
2. With the increased use of legally-exempt child care in our region, work to assure the safety and quality of care for children in non-regulated child care.
3. Maintain essential resources for children, families, and early childhood professionals despite budget cuts.
4. Improve communication and coordination among child care providers, preschool programs, and the school district.
5. Create a central place to identify early childhood resources, activities, and parenting classes for service providers and families to access.

RECOMMENDATIONS

1. Provide a centralized location for the dissemination of early education services.
2. Provide a directory of early childhood services in the newspaper, Chamber of Commerce Directory, and online.
3. Connect legally exempt child care homes with the local child care network.
4. Coordinate meetings at least annually between the public pre-school programs and the private sector to facilitate more effective communication.
5. Home/school coordination is a priority at all levels.

FACILITIES: K-8TH GRADE

CURRENT STATUS

The K-8 students who reside in St. Johnsbury have a variety of educational options within the Town of St. Johnsbury itself as well as in nearby towns. Most students attend the St. Johnsbury School. Other schools located in St. Johnsbury charge tuition and offer sectarian and/or alternative educational programs for families who choose them. These schools are in fact regional schools, since students from other towns attend.

THE ST. JOHNSBURY SCHOOL (SJS): In a community of less than 8,000 residents, the SJS constitutes a population of approximately 690 students in a consolidated PK-8 school, which opened in 2002. The school's design was constructed in grade level clusters: PK-K, 1/2, 3/4, 5/6, and 7/8. The staff is committed to supporting their learners through a rigorous and relevant curriculum to address the needs of our diverse community and of the 21st century.

The SJS is funded partly through Federal Title 1 money due to a high percentage of students eligible for free and reduced lunch (64%). School improvement strategies include aligning curriculum with Vermont Standards, Middle School restructuring, implementing formative assessment, providing extended learning opportunities for all students, and making data-based decisions. Most classrooms are equipped with SmartBoard technology for interactive learning opportunities.

Unified Arts include general music, chorus, instrumental instruction, band, art, physical education, technology education, library science, and health education.

The Parent Teacher Organization (PTO) also provides support for extracurricular and enrichment activities. Extracurricular activities include basketball, softball, baseball, soccer, drama, jazz band, art club, chess club, science explorer club, afterschool homework club, and a writing club. There is also a collaborative effort with the Recreation Department for upper level sports.

The SJS offers a remedial afterschool program that runs daily from 3-4:30 p.m., with a bus that makes stops throughout the town at 4:30 p.m. This program is open for eligible students in grades 4-8. Saturday School has been added to enrich the curriculum. Such topics as scrapbooking and cooking have been offered.

THE CORNERSTONE SCHOOL, established in 1996, is a Vermont Department of Education approved independent day school. Cornerstone has the capacity to serve up to 40 students in grades 2-12.

Students who attend Cornerstone are struggling with emotional and/or behavioral issues that do not allow them to access their education in a regular school setting. Students are referred and placed by their sending school district.

Cornerstone School offers academic and therapeutic programming in self-contained classrooms. Staff incorporates the student's prior knowledge, ideas, and interests into learning opportunities. The philosophy of Cornerstone is that students need a safe and nurturing school environment to foster academic and personal growth. Students are encouraged to take risks, rise to challenges, fulfill expectations, and support each other as well as the program mission. In their community of learners, students identify their individual learning styles and work toward developing specific strategies designed to utilize strengths to assist in their learning. Curriculum is process-oriented and intended to meet individual, developmental, and emotional needs. Special education staff constructs educational and behavioral goals that meet objectives defined in Individual Educational Plans (I.E.P.). Treatment goals are created to assist students in working on specific areas of need. Students are empowered with a positive school experience and the acquisition of skills that aid them in the transition to their community school settings. Cornerstone School collaborates with staff from Northeast Kingdom Human Services in providing school-based and community mental health services to their students and families.

Cornerstone School is administered by Northeastern Family Institute of Vermont, Inc., a statewide provider of mental health treatment and educational services for children and families.

CALEDONIA CHRISTIAN SCHOOL at 1274 Main Street is a fully accredited grade 1-10 program that puts emphasis not only on academics, but also on character growth, cooperation, and outdoor education. A small teacher-to-student ratio allows for many varied and interesting activities. Run by the Seventh-day Adventist Church, it focuses on helping students grow to know Jesus better every day.

GOOD SHEPHERD CATHOLIC SCHOOL is a diocesan Catholic school serving grades preschool through 8. Students of all faiths are welcome. Good Shepherd uses a standards-based curriculum with daily instruction in religion and weekly instruction in French, physical education, art, music and library. Christian values are the basis for character education throughout the school day. Good Shepherd also offers an after school program.

Other area regional private elementary schools:

THE RIVERSIDE SCHOOL in Lyndonville (grades 2-8).

THE STEVENS SCHOOL in Peacham (grades 3-8).

Parents who home school have a local support network as well as resources available from the Department of Education.

THE FAIRBANKS MUSEUM & PLANETARIUM is a public institution, opened in 1891, with educational and cultural value. Its mission is "to inspire appreciation for our place in the natural world and to motivate our stewardship of a healthy planet." For 119 years the Fairbanks Museum has been serving students in and around the Northeast Kingdom by offering rich and varied programs in the

natural sciences. The museum currently serves the students of the St. Johnsbury School, grades 1 through 6, on a contract basis, with grades 1 and 2 visiting the museum once per semester and grades 3 through 6 visiting the museum three times per semester. This contractual arrangement also includes extra programs upon request, such as seasonal visits to pond and forest locations, as well as visits from museum staff to the school to present specially requested programs, relevant to the curriculum. In 2009 the Fairbanks Museum & Planetarium entered into partnership with the St. Johnsbury School to offer a science-based afterschool program to select St. Johnsbury School students in grades K through 3 with the purpose of offering additional and early exposure to scientific concepts. The museum contracts with the Good Shepherd School to offer science programs once per semester to each grade level of the school. In addition to servicing contracts with 19 area schools, the Fairbanks Museum & Planetarium offers programs and presentations to schools from around Vermont and New Hampshire.

ST. JOHNSBURY ATHENAEUM: The Athenaeum offers the following programs: story times to area schools both at the schools and in the library; collections and support for home school families; materials for children of military families; afterschool activities; Saturday Games Day with lunch; Summer Reading Program; annual Pet Parade; art gallery classes for area students; computer center for homework and Internet access.

OBJECTIVES

1. Increase parental involvement in student education.
2. Provide a regular and ongoing forum for vertical teaming between educational levels and programs.
3. Better educate the community about the challenges public schools are faced with today.
4. Seek ways to increase educational consistency for a transient population.
5. Create more before- and after-school academic supports as well as offer extended school year and/or summer school programs for the students of the SJS community.

RECOMMENDATIONS

1. The St. Johnsbury School will finalize a strategic plan to offer activities and programs designed to entice the attendance of the community and parents as well as increase student achievement.
2. Invite various educational levels to meet together to discuss community goals.
3. Publish educational articles, positive accomplishments, and statistical reports to keep the public informed on educational issues.
4. Advocate for permanency, educational consistency, and community.
5. Place a priority on home/school coordination efforts.

FACILITIES: SECONDARY EDUCATION



COLBY HALL - ST. JOHNSBURY ACADEMY

CURRENT STATUS

St. Johnsbury neither operates nor designates a secondary school for its student population beyond grade 8, though a wide range of students (re: ability, background, socio-economic status, and interest) are well-served by diverse educational institutions. Parents seeking a secondary education for their children may choose any State-approved secondary school, and the Town of St. Johnsbury pays the tuition up to the rate of St. Johnsbury Academy. The majority of St. Johnsbury's high school students attend St. Johnsbury Academy.

ST. JOHNSBURY ACADEMY is a comprehensive independent secondary school serving a diverse population of students. The Academy serves both as a day and boarding school. It provides its students with academically, culturally, and athletically rich experiences. The Academy also serves as the area technical school. During the summer, the Advanced Placement Institute at the Academy

brings in over 500 teachers from around the country who come to learn how to teach Advanced Placement courses.

THE CALEDONIA SCHOOL is a Vermont Department of Education approved independent, regional high school that has been serving students in the Northeast Kingdom since 2001. The Caledonia School accepts regular education students as well as those requiring special education services. Students voluntarily choose and enroll in The Caledonia School. The Caledonia School community recognizes individual strengths and celebrates differences in a positive learning environment. Students and staff work together to create a trusting community focusing on mutual respect. Students are encouraged to increase their growing independence with opportunities for responsible decision making. The Caledonia School offers individualized instruction in a small group setting. The staff utilize experiential curriculum and innovative teaching methods to engage students. Ultimately, students successfully transition out of high school with the skills required to be productive and healthy members of the community and society. The Caledonia School collaborates with staff from Northeast Kingdom Human Services in providing school-based and community mental health services to their students and families.

The Caledonia School is administered by Northeastern Family Institute of Vermont, Inc., a statewide provider of mental health treatment and educational services for children and families.

Other relatively local secondary schools include:

BURKE MOUNTAIN ACADEMY in East Burke
BLUE MOUNTAIN UNION HIGH SCHOOL in Wells River
CONCORD HIGH SCHOOL
KING GEORGE SCHOOL in Sutton
DANVILLE HIGH SCHOOL
EAST BURKE SCHOOL
LYNDON EDUCATIONAL ALTERNATIVE RESOURCE NETWORK
LYNDON INSTITUTE

ST. JOHNSBURY ATHENAEUM: The Athenaeum provides support for St. Johnsbury Academy students and faculty with programs utilizing library collections and the art gallery. Students use the Athenaeum as a venue for their Senior Capstone presentations. ESL students and teachers use the library collections for their instruction. Other area high schools use the Athenaeum gallery in conjunction with their fine arts programs and library collections for research in many areas.

OBJECTIVES

1. Increase the percentage of students who are employable upon exiting high school.
2. To inform decision-making, collect data on the percentage of dropouts.
3. Encourage more students to aspire to college, the military, or the workplace with clear, reasonable plans.
4. Increase the degree of family/parental support and involvement in their child's education.
5. Create more access to technology and the Internet.

RECOMMENDATIONS

1. Support vertical teaming and curricular coordination.
2. Seek ways to increase access to technology and the Internet.
3. Provide parental support and education to raise the educational aspirations of students and their families.
4. Match each student to the appropriate secondary school and/or program.
5. Smooth transfers between schools and the coordination of transitions between grades 8 and 9 and grades 12 and beyond.
6. Track student vocations and performance, even after graduation.

FACILITIES: ADULT EDUCATION AND JOB TRAINING



COMMUNITY COLLEGE OF VERMONT

DEGREE PROGRAMS

CURRENT STATUS

LYNDON STATE COLLEGE offers a choice of distinctive majors, each grounded in liberal arts studies. Adult learner recognition is available for students 23 years and older.

SPRINGFIELD COLLEGE: Located on Emerson Falls Road, Springfield College offers evening and weekend classes in Human Services. The mission of the School of Human Services is to provide broadly accessible higher education in human services for adult learners. Such an education embodies the principles of humanities, community partnership, and academic excellence to achieve social and economic justice.

COMMUNITY COLLEGE OF VERMONT (CCV) is a Vermont State College providing quality, affordable education to nearly 8,000 students each year. There is not a central campus with housing facilities, instead, students are served where they live and at 12 learning centers around the state and via the Internet. CCV is an open-admissions college. Students range in age from 14 to 78. They enroll for a single course or full-time study, choosing a pace that works for them.

CONTINUING EDUCATION

CURRENT STATUS

St. Johnsbury Academy and The Applied Technology Center at St. Johnsbury Academy in partnership with Lyndon Institute are the major providers for learning beyond the secondary classroom. These two providers form the **CALEDONIA ESSEX TECHNICAL EDUCATION REGION (CETER)**. Through partnerships with the State of Vermont, CETER is committed to provide quality continuing education. CETER:

- serves members of the region including individuals, employers, and community organizations;
- provides educational opportunities including industry-specific skill training, pre-employment training, career advancement training, general employability skills, career awareness skills and personal enrichment;
- delivers services through on campus classes, on-the-job training, and on-line experiences;
- utilizes current and relevant technologies, hands-on-learning and strong links between personal goals and industry standards.

NEK SCHOOL DEVELOPMENT CENTER is located at Lyndon State College. The Center was created as a partnership among the nine supervisory unions in Northeastern Vermont. It serves as a professional development clearinghouse, providing teachers, administrators, and para-educators with educational services. The Center is the Educational Service Agency for northeastern Vermont.

The NORTHEASTERN VERMONT AREA HEALTH EDUCATION CENTER (AHEC) strives to promote excellence in our rural health care systems in the six counties of Caledonia, Essex, Lamoille, Orange, Orleans, and Washington. In collaboration with UVM, AHEC works with health care provider agencies to attract and retain well-trained professionals. Northeastern Vermont AHEC provides continuing health professions education to students and health practitioners, education loan repayment for health professionals, and information and support to those exploring health careers.

UNIVERSITY OF VERMONT EXTENSION SERVICE located on 397 Eastern Avenue in St. Johnsbury and other locations throughout the state, UVM Extension has links to the University and provides timely, research-based information and education. The Extension Service is home for the Osher

Lifelong Learning Institute of The University of Vermont. The Institute offers programs geared for people 50 and over.

NORTHEAST KINGDOM LEARNING SERVICES, INC. (NEKLS) offers community members a variety of adult and continuing education programs at its full service St. Johnsbury Community Education Center located at 364 Railroad Street. The goal of all NEKLS educational programs is student success whether in terms of college readiness, employment, or life skill gains. Lessons are individualized, utilize high interest materials and instructional methods, reflect student goals and support needs, and blend traditional and distance learning options. NEKLS programs and services include: Adult Basic Education, Migrant Education, ACT, GED, and Castle World Wide testing, three high school diploma programs, and tutorials for students enrolled in K-12 schools as well as home schooled students. NEKLS offers custom testing for schools, employers, parents, and individuals. NEKLS will design training programs for organizations and businesses. There is no charge for Vermont Department of Education funded adult education programs.

NORTHEASTERN VERMONT REGIONAL HOSPITAL offers a variety of health and wellness programs aimed at keeping people healthy and giving them the information, tools, and techniques they need to be an active partner in their healthcare team.

- Healthier Living Workshop – an evidence-based workshop designed to help people with chronic conditions take charge of their health.
- Life with Diabetes – a six week skills course for people with diabetes and their partners and caregivers.
- Smoking Cessation – group counseling sessions to help make tobacco products a part of your past.
- Childbirth Education – relaxation techniques and information to help you make the most of this happy time of life.

In addition, NVRH partners with many others in the community to offer free or low cost health and wellness programs through our Wellness Calendar that comes out three times a year including CPR and first aid, ballroom dance, Tai Chi, and yoga.

VERMONT DEPARTMENT OF LABOR (VDOL) – The primary focus of VDOL is to provide services that assist businesses, workers, and job seekers. Through their Vermont Job Link, individuals seeking employment can receive assistance in career exploration, search out potential job training opportunities and get assistance applying for employment. Employers can search the VDOL data base to recruit and maintain a productive workforce.

NORTHEAST KINGDOM WORKFORCE INVESTMENT BOARD: The NEKWIB supports employers in the Town of St. Johnsbury by assisting them to:

- Identify current and future skills and numbers of employees needed to deliver new and improved services in Caledonia County;
- Analyze the present workforce characteristics in relation to these needs;
- Compare the present workforce and the desired future workforce to highlight shortages, surpluses, and competency gaps;
- Examine the diversity profile at all levels against that of the local population.

The NEKWIB promotes a skilled and educated workforce and meets the needs of employers by securing and allocating public and private funds for high quality, innovative, and collaborative workforce development programs.

UMBRELLA offers training for child care providers which leads to professional certifications, including: Child Development Associate (CDA), Step Ahead Recognition System (STARS), and NAEYC (National Association for the Training of Young Children) OR NAFCC (National Association for Family Child Care) accreditation. Umbrella's Advocacy Program offers prevention training for educators and other youth-serving professionals on bullying, sexual harassment, and other school climate topics. Umbrella also offers an Intimate Partner Violence screening and referral curriculum for health care providers, human service providers, and other community groups.

ST. JOHNSBURY ATHENAEUM: The Athenaeum enhances lifelong learning by supporting a wide spectrum of learners. Lyndon State College regularly utilizes the art gallery for classes; lecture series, book discussions, author visits, and other presentations occur on a frequent basis and are open to the public; free public access to computers enhance access to Internet research, job resume and application preparation, email, and word processing programs.

OBJECTIVES

1. Provide a broad base of learning experiences to enhance the quality of life for the general population of the Caledonia County region.
2. Keep the workforce current by providing industry specific job skill training.
3. Train new employees with the skills necessary to replace the region's aging workforce.
4. Provide comprehensive training opportunities for displaced workers.
5. Serve as a tool for economic development to attract new business and industry that are competitive in the global economy.

RECOMMENDATIONS

1. Improve regional infrastructure to assure increased public access to the Internet to facilitate the completion of job applications, access to government programs and general information, and seek resources necessary for staffing and equipment necessary to support increased access to technology. (Requested by Athenaeum)
2. Create a leadership development program designed to identify and engage Caledonia County's emerging community and business leaders. (Requested by NEK Consortium)
3. Publish a directory/catalog of programs and services offered by all providers at least twice annually. (Augment the publication currently inserted once each semester by LI and STJA)
4. Encourage the development of a satellite technical college in the region.
5. Develop a workforce needs assessment procedure for Caledonia, Essex, and Orleans and survey annually to:
 - a. Quantify the strengths and weaknesses of the region's current workforce.
 - b. Project the needs of employers for the next 3-5 years.
 - c. Design a broad-based curriculum to train both those currently employed in the workforce and those seeking employment with the basic skills necessary to pursue further industry-specific training.

CONCLUDING COMMENTS

St. Johnsbury offers a wealth of educational opportunities for a wide range of learners. Nevertheless, these are challenging times for education in the region. Along with increased economic pressures, area educational institutions are experiencing a growing number of students with social/emotional and academic needs. Transience, diverse family configurations, and rural and urban poverty are contributing factors. As area educators seek to raise aspirations among students of all ages, community solutions will best arise from an ongoing and regular dialogue between diverse interest groups on ways to serve all populations. A regional consortium, growing from the June, 2010, Vermont Education Summit sponsored by Lyndon State College, could offer a means to that end.



THE ST. JOHNSBURY SCHOOL

ENERGY



ARNOLD FALLS HYDRO DAM

COMMITTEE MEMBERS

JIM WUERTELE, CHAIR
CHRIS BRIMMER, CO-CHAIR

JOHN AJAMIE
KAREN BUFKA
SCOTT CAMPBELL
BETH CHAMPAGNE
JUSTIN CROCKER

DON HENDERSON
RAY LABOUNTY, JR.
JOHN UNGER MURPHY
ELAINE PARSHALL

JUSTIN PEARSON
GARY REIS
BOB WILKINS
LYNN WURZBURG

The theme of the Plan is “Energizing our Potential”, a reminder of the importance of energy in our thinking. When the Town area was being settled and the Village was forming, wood and water powered both people and animals: cordwood supplied warmth and our three rivers ran machinery. Now fossil fuels bring us food and warmth, while our machines require ten times more electrical power than supplied by existing town-based hydroelectric dams. As energy emergencies arise, public energy security is at risk. Our lives are much improved with the energy we get from afar, but greater efficiency and more locally generated non-traditional energy can help us “Energize our Potential.”

TRADITIONAL ENERGY

CURRENT STATUS

FOSSIL

For heating and transportation, fossil fuels—gasoline, propane, kerosene, diesel and heating oil—are imported into our Town. At any time, these fuels partially fill the tanks of over 3,000 buildings, several emergency generators, retail sites, and perhaps 6,000 vehicles.

Expectations for change during the Plan period foresee that the cost of fuel should rise perhaps faster than that observed over the last two Plan periods, with shocks adding to this as the market adjusts to new factors and increasing costs. (Refer to Appendices B-4 and B-7 for further discussion.)

ELECTRIC

Electrical energy is supplied to more than 3900 accounts in the Town, including municipal buildings and streetlights. Three-phase electrical transmission is routed only along routes # 2, #5 and #18. There are four hydroelectric generators powering the New England utility grid in Town. According to computer analysis, there is potentially more hydro-generating capacity that could be installed in the Town, supplying another 1% of our needs.

Data from 2006 to 2009 electrical utility records indicate only a 1% change in usage. The typical in-town residential account is trending very close to the state average. About 40% of the municipal electrical costs were for leasing and powering streetlights, costing about \$100,000 yearly. In 2007, there was an initiative, completed by the utility and supported by the Town, to replace streetlight bulbs of Mercury Vapor with High Pressure Sodium saving about \$900 yearly. This was grant-funded in part.

Expectations for change during the Plan period foresee that the cost of electricity will rise from the existing 12¢ per kWh abruptly twice: once to perhaps 16¢ per kWh because of a new contract with Hydro-Quebec, and then again after the potential of Vermont Yankee’s decommissioning. Estimated rise might be over 20¢ per kWh after all. Refer to the Energy White Paper in Appendix B-7 for

discussion of future costs. Changing to high efficiency “illuminators” is possible in coordination with municipal street lighting lessee, CVPS.

WOOD

There are approximately 6,000 cords of hardwood at any one time in the Town’s 12,000 acres of forested area if clear-cut, and about 200 cords are generated each year sustainably, but there is no Town monitoring, management, or emergency control over this resource.

State statistics estimate 800 homes in Town use cordwood for heating during part of the winter, and many maintain more than a year’s supply on premises. Local supply of wood fuel is typically outside Town limits, which add transportation costs. There are some pellet and chip stoves used, but transportation, production costs, and the electrical power needed to run automatic burners make these options less reliable.

Expectations for change during the Plan period foresee cost increases for wood fuel products, including chips and pellets. These have increased with different factors—for pellets faster than for chips. Harvested logs for burning will probably rise the slowest, but no official estimates are available. In the past, probably because the energy value of one ton of wood pellets and 100 gallons of heating oil are similar, their retail costs are rarely much different.

NEW ENERGY

CURRENT STATUS

Renewable energy derived from nature challenges us with new responsibilities for planning, investment, energy storage, and dependability. Associated with each new fuel, or new fuel source, is a learning curve for sellers and consumers that should improve over time and experience, just like anything else. The “early adopters” are appropriately sharing their results. Presently, Town construction permits are required for new “off-grid” energy generators, but are typically not required for “net metering” systems. The distinction between the two lies in the method of storing the generated energy: “off-grid” means batteries are used, and “net metering” puts extra power back into the utility lines.

It has been determined that the broad economic effect of locally owned and operated vendors selling their own product is generally double that of similar transactions of remote product. Local vendors’ customer support can be more responsive also.

As New energy source installations have proven, solar panels and other solar arrays do not perform well in cloudy weather, but wind generators do just fine, even at night. Further, large precipitation events can increase micro-hydro performance for weeks. Obviously, these examples promise greater energy security for those able to install more than one energy source on their property.

Expectations for change during the Plan period foresee market shifts, price increases, more grants, improved methods, procedures, and learning as well as new products and technologies.

AGRICULTURE

Comparing all energy inputs necessary for sustainably producing fuel from grass or forest on the same land area, heat values per ton of wood and grass pellets extracted are similar, but corn, providing about 40% more heat energy per pound than the others, requires 10 times the replacement Nitrogen and rusts out heaters faster. Forests do eventually build soil carbon, but annual crops do not. Pellets automate fuel use but logs still require human loading, etc. Experimental grasses and burners are still employed in many university studies around the world, but no clear “winner” is evident as the best choice for an agricultural fuel. This is not meant to be a comprehensive summary of all the factors distinguishing choices, but none of these agricultural fuels is a clear “loser” either. Fuel corn or switchgrass pellets are not produced in Caledonia County now. Growing switchgrass for fuel has been proven on marginal agricultural land in the US.

Locally produced fuel supplies—such as wood, corn and grass—have the advantage of minimal additional energy invested in shipping. Surprisingly, switchgrass pellets are more economic and easier to make than wood pellets for those producing them for self-consumption. Sadly, these are not standardized as a consumer product yet in this country as wood pellets are.

Expectations for change during the Plan period foresee that the market for fuel-type corn will probably shrink, as it requires the most fertilizer, produces the most waste, and thus can be assumed least sustainable.

SOLAR

There are at least five suppliers serving the Town area that provide Solar Hot Water (SHW) system design, equipment, installation, and service. Most SHW equipment is manufactured in China and Germany, and prices have been “flat” from 2007 to 2010. *A SHW system, consuming line power for its circulation pump, heats water with 1/60th the electrical energy required by an electrical domestic hot water heating tank.*

Solar electric systems using Photo-Voltaic (PV) panels powering home appliances are provided in ways similar to those of SHW systems. The resultant electrical generation exceeding use is re-credited by the electric company as “net metering”, makes up for bad weather times of low generation rates. *For homes and farms at some distance from electrical distribution, “off-grid” solar systems provide greater economies compared with traditional fuel-powered generator systems, but with new challenges. There is a lesson here: New energy sources usually bring with them different use and maintenance issues than those associated with familiar energy sources.*

The panels for water and electric solar systems should face south for maximum sunlight reception, but prime mounting and locations differ in complex ways and should be chosen with care. Roof-



mounted electric panels look like very large windows. Some versions of PV panels can actually be part of roofing and siding material. Ground-mounted water panels can be as large as a shed.

Expectations for change during the Plan period foresee that PV system prices will continue to drop below 20¢ per kWh. Presently, they are still falling and are at about 24¢ per kWh. Refer to Appendix B-7 for discussion about the future cost of electricity.

GEOTHERMAL

Geothermal systems moderate building temperatures using land mass thermal inertia by circulating fluids to and from a suitable underground area. New low temperature air or water thermal distribution equipment inside the building is required for best efficiency, and naturally costs less if installed during new construction. Typical installations can be five times more efficient than standard electrical heating, so think of geothermal energy as an economic method of avoiding direct fossil fuel combustion. *A comparison of energy yield with that of solar hot water systems mentioned above indicates geothermal systems are not as "green". On the one hand, energy yield is an important factor in a move towards sustainability, but it cannot be the only factor. Geothermal components are naturally invisible, whereas solar hot water components are mounted outside and not always hidden from public view.*

Standard geothermal systems, which are provided by at least one vendor nearby, operate with little change in performance, in spite of daily and seasonal weather variations. Larger buildings need larger lots for their geothermal underground, into which pipe must be trenched or buried nearby. "Net metering" is not possible with geothermal.

Expectations for change during the Plan period foresee that new versions of this system, using large buried insulated tanks holding energy from one season to the next, and with efficiencies three times greater than before, will be available.

MICRO-HYDRO

For micro-hydroelectric systems, there is one recognized opportunity in St. Johnsbury using an old dam not presently working on the Passumpsic, which could produce an additional 1% of what the Town uses per year, suitable for about 90 "average" homes. There are also smaller private streams suitable for micro systems.

Presently, there is no advantage to individuals building micro-hydro for more than their own use, as decreed by our Vermont "net metering" law. Groups of adjacent farms which could benefit by sharing power through and beyond their own utility connection are pressuring for legal permission, as larger micro-hydro systems could provide this potential advantage; but so far no progress on this. There are technical and business considerations that are unresolved.

Expectations for change during the Plan period foresee micro-hydro possibilities for single homes or farms, but they will have to be developed by individual property owners. For this energy source, both "net metering" and "off-grid" installations are possible. Supporting the possibility of "district electrical distribution" in Vermont is a recent federal study predicting that full utilization of hydroelectric (micro- or otherwise) generation could supply most of Vermont's existing electrical power needs.

BIOMASS

Biomass is biological material from living, or recently living organisms such as wood, waste, (hydrogen) gas, and alcohol fuels grown to generate electricity or produce heat, usually by direct incineration. Area groups are investigating using “long chip” often referred to as “slash” for a plant to be located in St. Johnsbury. This project would employ a gasifier and 400 psig steam boiler. Steam from the boiler would be directed into a 520 kw backpressure steam turbine, reducing the steam pressure to 15 psigs and converted to 185 degrees Fahrenheit hot water. This hot water would be distributed by pipe.

WIND

There is little to report, except that, so far, due to insufficient wind resources, commercial wind opportunities are non-existent in St. Johnsbury.

Expectations for change during the Plan period foresee that future individual small-scale wind installations may be tried, especially for “off-grid” applications or in rural areas, as backup for solar-based energy generators.



EFFICIENCY

CURRENT STATUS

An old Yankee saying assures us that “A rich man throws away nothing”, demonstrating how we already know how efficiency is related to energy. Improving energy efficiency reduces the size of new energy systems brought on board, and shortens their payback times. *Improving efficiency to reduce overall energy requirements is the first step towards a solidly successful new energy project.*

Direct reductions of energy loads, by establishing new priorities, have helped other towns act quickly on their expenses. For instance, in one large university complex, such reductions come with improved streetlight efficiency, advanced control strategies, and new “multi-LED” illuminator technologies. In addition, improved transportation efficiency derives from new engine and body technologies and “responsive” routing. Efficiency improvements in buildings are optimized when employing a careful combination of more insulation, less air leakage, balanced heating capacity, and other use factors. In support of this approach, local standards for increased energy efficiency in building design, already used around the country, are also being implemented in Vermont. Contractors are learning on the job and in professional training sessions.

Heightened awareness of energy use—through inspections, monitoring, standards and reporting—is an indirect factor supporting improvements in efficiency, especially for homeowners. In housing, some builders and architects can provide performance guarantees when using advanced methods of construction and integrated heating appliance system design. For efficiency improvements, automated energy measurements are becoming more dependable. Nationwide, the “Home Efficiency Rating (HERS)” index, aiding project planning, has been developed to complement the “Energy Star” consumer rating for making comparisons. In Vermont and other states, total energy use rates are measured before and after energy projects by municipal, business, or residential entities.

Another indirect factor supporting improvements in efficiency is financial. In the summer of 2010, interest rates were the lowest in decades, and various federal and regional programs support efficiency upgrades for either multi-family buildings or single-family homes.

Expectations for change during the Plan period foresee:

- Increased monitoring of total energy consumption

Municipal examples, for example, could include streetlight efficiency (lumens per watt), transportation (fuel per worker hour), and building energy use (Btu per unit area and heating or cooling degree-days).

- Tightened efficiency requirements for new building construction
- Tightened efficiency standards for new vehicle performance
- Promotion of nation-wide programs (such as “million solar roofs”, municipal “cool roofs and sidewalks”, and—now starting in some other states—municipal gravel roads)

- More efficient energy products, based on existing and developing worldwide technologies, like LED streetlights, district heating, combined heat and power systems, and seasonal heat storage capacity, will become more available.

New measurements, products, and building techniques are easier to implement into the usual code construction for about a 10% premium. By comparison, upgrading a 150-year-old building to the same heat efficiency usually requires much more than just efficiency improvements to be effective, approaching 30% of the home's price. Ever-increasing demands for Green projects and the contractors who can bring them to reality are expected to become the rule rather than the exception as they are now.

OBJECTIVES

In celebration of our desire to work together toward commonly held goals, we must respect priorities that others may hold dear while maintaining our own basic values. The following objectives are prioritized and have their key words underlined.

1. Our community—residents, businesses, institutions, and Town government in all its branches, must measurably increase their energy efficiency. This will stabilize energy costs forever with capital improvements—the ultimate “pre-buy”—and new energy sources will be easier to add.
2. *Our community must improve its resilience to both energy shortages and economic shocks imposed upon us by our fossil fuel dependences. Improved resilience will require municipal and community efforts to identify energy-related risks and to prepare solutions. Repeated attempts or multiple approaches may be needed to obtain results.*
3. *The influence of the Town shall be a core resource encouraging energy efficiency upgrades and/or new energy projects for any building, public or private. The Town must improve its energy future openly and rationally as a policy leader challenging businesses and residents to follow in the best way they can. These are resources of Town influence and they must be utilized.*
4. Publicity will inform on Town energy use, or about on-going or planned energy projects by others. Reports of both predicted and actual results will encourage and inform plans for further change. Our Town government will publicly demonstrate attention to energy use and costs. By using efficiency to cut its annual expenditures for energy, the Town will demonstrate how energy efficiency is a hallmark of civic responsibility.
5. In design review and advisories, the Town will balance traditional expectations with proposed changes for reduced energy use. *Green projects, embodying a response to new priorities while demonstrating respect for past customs, must be interpreted with forbearance and a wider perspective. None of the other objectives could be reached without an enthusiastic and positive balancing of future needs with past traditions.*

RECOMMENDATIONS

In the support of, or to meet, each Objective prioritized above, these recommendations are offered as examples.

(Priority) Objective	Recommended Action	Primary Impact	Changes	Goals
(1) Efficiency	Building energy efficiency upgrading	Town, residential, and businesses	Capitalize energy use with project investments & loans	Stabilize energy costs over time for existing buildings
	Efficient buildings	New construction	Energy efficient design	Lower energy use in new buildings
	New high efficiency building standards	All construction for Town review	IEEC 2009 or similar, and HERS modeling	Common goals for all jobs in contract for energy efficiency
	Building energy efficiency reporting	Sales of energy efficient buildings	HERS index for Real Estate and status	Reward owners of energy efficient buildings
	Un-paving streets	Town savings	Gravel roads in Town	Slower traffic, lower costs
	Efficient street lights	Town savings	Less light, investing in new LED bulbs	Lower Town costs over time as electrical cost expand
(2) Resilience	Generator testing	Owners test	Town requests testing	Prevent emergency failures
	Emergency shelters	Town planning	Published locations and assembly procedures	Population preparedness for extended emergencies
	Emergency wood from Town forest	Emergency shelter wood fuel	Town manages harvest during an emergency	Using emergency shelters during a fuel shortage
(3) Resources	Energy Committee	Voluntary, with Town support and cooperation	Poll and publish data on energy status and represent Town	Improve interest by all in possibilities for success of energy and Green projects
	New energy sources (solar, wind, & micro-hydro) for all	Pride, comfort, energy back-up and cost control	Investing in energy systems, fixing costs for budgeted energy	Greater tolerance to energy cost increases over time, helping budgets
	Legislative support	Easing of “net metering” limits	Pressure legislature Town needs and data	Obtain permission to build district power distribution

	School and Town energy program cooperation	Public activities of student groups	Student contributing on energy projects in Town	Students involved in Town and other energy projects
	Public Service Board presence in support of Green projects	Individual Green energy projects, and efficiency	New enthusiasm for Public Service Board hearing outcomes	Encouraging Green energy projects and efficiency
(4) Publicity	Advisories for public consumption	Energy efficiency interest, reporting	Publish project guide for planning in St. J. in print and on Web	Insuring energy project quality
	Measurements and project status	Building energy & efficiency data	Status reports, photos, perspective	Improving energy awareness for consumers and customers
	Directory	Green business lists, products and services	Update local registry, maintain viable lists	Supporting local energy and efficiency suppliers & service
(5) Balance	Historic issues	Planning review of historical value and impact	Enable New energy source installations	Clarify importance of cityscape impacts from Green projects
	Green zoning	Planning review of energy cost and benefit	Foster existing and clarified historical standards	Support new Green projects and neighborhood tolerance



HOUSING AND NEIGHBORHOODS



PASSUMPSIC VIEW APARTMENTS

COMMITTEE MEMBERS

TIM ANGELL, CHAIR
KEVIN ODDY, CO-CHAIR

NICHOLAS BULLOCK
NANCY COHEN
STUART GLADDING
BOB SOUTH

CURRENT STATUS

Transitional housing has been and will continue to be a topic for community discussion. Within St. Johnsbury, currently, there are four different forms of transitional housing. One is The Aerie Project for women, currently providing 4 beds, located on Cherry Street; Covered Bridge for men, currently providing 6 beds, operates on Railroad Street; Northeast Kingdom Youth Services, currently providing 1 bed for youth, operating on Elm Street; and Judd South House for men currently providing 5 beds.

Gilman Housing Trust plays a major role in renovating existing housing units within our community as well as rebuilding fire damaged/destroyed sites such as the former Daniel's block on Railroad Street. This new building serves as both commercial space as well as housing for our elderly population in a very convenient downtown location.

Both the **Moose River apartments and Mountain View apartments** were completely renovated with new safety systems and improved on-site spaces. However, real estate sales show a need for additional land zoned residential. Additionally, our schools, industry, and the genuine desire to live in our community have prompted the need for more residential housing of both single-family homes and decent affordable rental units.

There are many people who choose to move to our community for purposes of education or job opportunities. There has been a trend in last few years for people living in and around larger cities to want to move to Vermont.

St. Johnsbury has a limited number of **single-family homes** to choose from. There also seems to be a noticeable lack of housing/rental properties for young professionals moving to this area. We have some suitable areas for development of single-family homes for the middle-income family. *Breezy Hill* has been identified as one of these areas. Other areas should be where development can take place to receive the biggest benefit from the extended lines. Areas identified include, but are not limited to the following: *East St. Johnsbury, St. Johnsbury Center, Higgins Hill, Bible Hill, and Lackey Hill*. All the areas identified are within reasonable distance of water/sewer connection. To accommodate the need for more affordable housing, we must augment appropriate zoning and extend municipal services to allow for growth outside the current boundaries.

It is important for the Development Review Board and the Planning Commission to monitor the impact of transitional housing programs and continue to measure the need for them and their impact in our community. This is becoming a higher priority with the implementation of "Challenges for Change" and the potential release of more offenders into communities statewide.

Not having available housing stock or properly zoned land to develop property reduces the opportunities for people to move to St. Johnsbury. St. Johnsbury offers multiple opportunities for such people. We need to provide the land and services to support this potential growth. We suggest that the Planning Commission review the current uses and designations of all areas and adjust as necessary.

It is difficult to find land to easily develop. Much of the open land able to be developed is out of reach of municipal services.

St. Johnsbury abides by Fair Housing ordinances and will not tolerate discrimination against any person protected by law. St. Johnsbury's Fair Housing procedures can be accessed by calling the Town Offices or found on the Town's web site.

AFFORDABLE HOUSING



NEW HOUSING DEVELOPMENT

“Affordable housing” means either of the following:

(A) Housing that is owned by its inhabitants whose gross annual household income does not exceed 80 percent of the county median income, or 80 percent of the standard metropolitan statistical area income if the municipality is located in such an area, as defined by the United States Department of Housing and Urban Development, and the total annual cost of the housing, including principal, interest, taxes, insurance, and condominium association fees is not more than 30 percent of the household's gross annual income.

(B) Housing that is rented by its inhabitants whose gross annual household income does not exceed 80 percent of the county median income, or 80 percent of the standard metropolitan statistical area income if the municipality is located in such an area, as defined by the United States Department of Housing and Urban Development, and the total annual cost of the housing, including rent, utilities, and condominium association fees, is not more than 30 percent of the household's gross annual income.

CURRENT STATUS

Due to the downfall in economic growth and low unemployment rates in 2010, Vermonters' incomes have not kept pace with the soaring cost of housing. The gap between wages and housing reached well up into the middle class; in some parts of the state families earning \$50,000 could not find housing they could afford.

According to the American Community Survey of the US Census Bureau in the 2009 report, St. Johnsbury had a total of 3,522 housing units, of which 1,374 units were renter occupied. 89.7 % were occupied by the owner, 364 were vacant. There were 155 (4.4%) vacant rental units of which 8 were rented but not occupied, 36 for sale, 6 were sold but not yet occupied and 55 were vacant and only used for season, recreation or occasional use. 89% of the housing units were owner occupied. They cited a 2% vacancy rate in homes and a 10% vacancy rate in rental units.

Caledonia County, in 2010, has 12,553 households with 15,942 housing units. There are 12,553 occupied units and 3,389 vacant housing units, of which 2,376 are limited to seasonal, recreational, or occasional use.

The vacancy rate in Caledonia County is 2.0%. The Town of St. Johnsbury also has a 2.0% vacancy rate (American Community Survey, 2009). Statewide, 45.3% of Vermont renters spend more than 30% of their income on housing. In Caledonia County, 37.5% of renters pay more than 30% of their income on housing. The median rental-housing price for a two bedroom dwelling in 2010 was \$725.

There are nearly 500 residents in Caledonia County who receive Section 8 Housing assistance, two thirds of whom are elderly or disabled (VT State Housing Authority 2010). NEKCA served approximately 40 homeless families in 2010. Umbrella reports a gap in emergency services of approximately 18 individuals who were forced to remain with their abusers for lack of emergency housing. Covered Bridge is reported to be 2/3 full to their current capacity. Northeast Kingdom Youth Services reports in 2010, 160 area youth had challenges with transportation so could not participate in many of the activities held there. Forty-six youth needed emergency shelter and 250 youth were homeless or semi-homeless and at risk because of lack of affordable housing and a livable wage.

Reentering offenders from the Department of Corrections have a tremendously hard time finding housing because the scrutiny of their credit and criminal background checks becomes a barrier to housing. This often leaves them in jail for longer periods of time—unnecessarily increasing the taxpayers' costs. There are currently 60-80 male offenders and 14% of women offenders in jail now simply because they have no place to live. On average, 46% find housing difficult due to credit report status.

While HUD's new Fair Market Rent formulas report that the housing situation is improving the reality is much different. Vermont has the oldest rental housing stock in America. This housing is often substandard, unsafe, and unhealthy. Unfortunately, this housing appears to be all that is available for individuals who have been denied housing due to a negative credit report or a criminal background.

Historically, and in general, housing costs in St. Johnsbury have been significantly lower than the rest of the State of Vermont and single-family dwelling acquisition costs have been, and remain, lower than the surrounding communities. Affordability is dependent upon a number of factors, foremost being the income of town residents. For the year 2010, the median price for a home in St.

Johnsbury on less than 6 acres of land was \$100,000. The average price was \$112,000. Assuming a mortgage of 103.5% of the cost of the house, with no down payment, and additional funds for closing, such a median price home was just about affordable for a family of four at the HUD limit of 80% of county family income as illustrated below. Typically, however, there is a down payment that reduces the mortgage amount, but also there may be the need for improvements.

Income	\$	44,650.00
30% of Inc	\$	13,395.00
Taxes	\$	3,000.00
Electricity	\$	960.00
Fuel Oil	\$	1,750.00
Insurance	\$	550.00
Water & Sewer	\$	766.00
Debt Service	\$	7,247.97
Balance	\$	878.97

At the other end of the housing spectrum, a more moderate-income single person, with an income of 50% of the median family income for a one person household, \$19,550, should reasonably be expected to pay 30% of that amount for a one bedroom unit, which would be \$489 per month. According to survey data assembled by the State of Vermont, the median rent for a one-bedroom unit in St. Johnsbury in 2010 was \$455. Examining the data in this very gross way, using the definition of cost versus income, St. Johnsbury can be said to be a community where the availability of affordable housing is not the crisis that it is elsewhere in the State.

However, for specific populations such as seniors with incomes of less than \$18,000, single parent households at income of less than 60% of median income for a family of more than two persons, and for individuals with little or no income who are recovering from drug or alcohol abuse, or are re-entering the housing market from Correctional Programs, housing is not affordable. Homelessness and displaced families resulting from domestic violence are, by definition, situations in which the cost of shelter is worse than being described as unaffordable; it is practically unavailable.

The Town has nearly half the subsidized housing units in Caledonia County and nearly 400 (including Section 8) vouchers for existing housing. There are 220 housing units in Caledonia County and 165 in St. Johnsbury. This helps alleviate the problems of lower income populations.

OBJECTIVES

Notwithstanding the statutory requirements for preparing a new Town Plan, there are limitations on what municipal government can do within the blueprint of a Town Plan. The Town is not a housing authority, it is not a real estate developer that builds houses, and it is not a public assistance agency that can issue grants for housing. Many of the costs that contribute to the affordability of housing, or the lack of it, are determined by the policies of State government. More than half of real estate taxes are for education, almost all of which belongs to the State and distributed back to towns based on a per student stipend. In the illustration above, taxes represent 25% of the housing cost, and almost 7% of the family income. How the State allows real estate to be developed through its regulations, including those for water, waste water disposal, and storm drainage are also contributing factors to the cost of housing.

Until the Town can gather more information, and current information, about the housing market in St. Johnsbury, Town government can recommend a program addressing the housing needs of low and moderate income persons by:

1. Examining its land use patterns for residential development and make changes to it in areas that may foster additional housing development of all types. A larger housing supply will stabilize the cost of owner and renter occupied housing.
2. Amending zoning restrictions such as setback requirements and conditional uses that may allow for “garage” apartments and building additions to increase density in certain residential zones or newly defined areas.
3. Working with State government and non-profit agencies to maintain the existing numbers of subsidized units in St. Johnsbury to meet the needs of the poorest individuals and families. This strategy does not preclude the possibility of some buildings becoming market rate, but suggests that the gross number of assisted units and individuals does not decline.
4. Identify areas in which water and sewer lines can be cost effectively extended to encourage development.
5. Identify publicly held property that could perhaps be dedicated to housing development.
6. Work with housing developers to seek whatever assistance may be available at the state and federal levels to develop housing.

The following recommendations are also based upon these observations:

- HUD chose to ignore the traditional input from regional rental surveys.
- Not everyone has access to affordable housing.
- The real-estate market as an investment market takes residential properties out of the affordability range of local wage earners.
- Renters, because rents are on average far above affordability, cannot save enough money to buy their own homes.
- Negative credit reports prevent many from renting homes.
- Communities are often judged by how they provide for their special populations.
- Fair housing has the potential of attracting new employers to the area.

RECOMMENDATIONS

1. The Town of St. Johnsbury should lead Caledonia and other counties in establishing a Housing Advisory Board separate from the Human Services Subcommittee. This advisory board would act as a discovery panel to determine the feasibility and benefit of St. Johnsbury’s, working in collaboration with other towns, to develop a regional public housing authority. We strongly recommend that this Housing Advisory Board adopt a “Safe, Affordable Housing Bill of Rights” to deal with certain critical issues, some of which are:
 - a. discrimination caused by negative credit or criminal backgrounds;
 - b. sub-standard housing units;
 - c. affordable rental unit replacement for substandard units and loss of units due to fire.

The special interest needs of under-served populations coupled with a tight housing market warrant this critical step. This recommendation will separate the myth from fact as St. Johnsbury has housing challenges unique to the state housing landscape.

2. The Town should extend municipal water and sewer lines to those areas identified in the past as good for development of residential housing. The cost for such extensions will be substantial. The Town would absorb the costs of these extensions to the property lines of the developer who would absorb the cost of service connections within the development.

ABANDONED BUILDINGS

CURRENT STATUS

We have a number of abandoned buildings within our community, including mobile homes. They are dangerous and unsightly. Many abandoned buildings create the following problems: they are unsafe, open to vandalism, and represent fire safety issues. They cause property values to drop.

Owners of abandoned buildings who allow their properties to become dilapidated act irresponsibly.

OBJECTIVE

1. Follow through with existing municipal ordinances in regard to abandoned buildings.

RECOMMENDATIONS

1. The Select Board needs to look at passing and enforcing an ordinance that requires property owners to bring their buildings up to safety codes. The Federal program: HARP (Home Acquisition Rehabilitation Program) has more information.
2. Abandoned buildings should be torn down by the Town after the elapse of a statutory time during which the owner has not brought the building up to code or torn it down.

RENTAL UNITS



UPPER FLOOR RESIDENCES ON MAIN STREET

CURRENT STATUS

There appears to be a sufficient number of rental units available for lower income families, but there are single persons and families who do not meet the criteria for subsidized housing. Gilman Housing has been looked upon as tough competition for the private owners of rental units. However, Gilman Housing informs us of the very strict criteria one must meet to apply for their housing. They inform us that there are people who do get turned away, thus creating a need for other affordable units.

OBJECTIVES

1. St. Johnsbury needs more rental units for middle-income renters.
2. Many upper floors of the buildings in our downtown could be utilized for these units.

RECOMMENDATIONS

1. The Town should encourage private developers to increase the number of middle income apartment units through tax advantages and assistance in getting low cost loans.
2. We recommend that the Town provide incentives to convert the upper floors of downtown buildings to residential use.

3. The Town should engage in discussions with Gilman Housing in order to address the needs and updating of existing facilities for both Senior and Low Income housing to meet the needs of the future.

FIRE AND HEALTH CODES

CURRENT STATUS

St. Johnsbury has no proactive housing fire inspection plan. Inspections are currently done on a complaint basis only. Many of our apartment buildings are potentially unsafe, thus creating a liability for property owners as well as municipal officials and adjoining property owners. Many of our apartment buildings are older homes. They present challenges to improve safety conditions within. The New England area, including St. Johnsbury, has some of the oldest housing stock in the United States. With over 1,500 rental units in St. Johnsbury many of these units are aging and do need considerable maintenance. Due to the large number of rental units and their ages, St. Johnsbury should take a more aggressive and pro-active stance toward rental unit inspection to assure compliance with the fire safety and the Rental Housing Health Codes. In 2008 the Vermont Legislature established Act 178/H863, a safe rental housing committee. In February, 2010 the findings and committee recommendations were released. Based on this study, towns are going to be required to take on a more active role in rental housing safety and inspections to assure safe rental housing.

OBJECTIVES

St. Johnsbury should take more proactive measures to assure that rental housings are meeting the required standards in fire and health code compliance.

The cost of maintaining the status quo and not doing anything can be far more expensive in the potential loss of life and property than the cost of preventive inspections.

RECOMMENDATIONS

1. St. Johnsbury should energetically and proactively enforce its own ordinances with respect to fire and health code standards by instituting a rental unit inspection program.
2. Encourage and promote installing smoke detectors in all buildings in the Town of St. Johnsbury.

NEIGHBORHOODS



ARNOLD PARK WITH FOUNTAIN BASIN

CURRENT STATUS

St. Johnsbury is a community of small villages and neighborhoods. St. Johnsbury, East St. Johnsbury, and St. Johnsbury Center make up the larger geographical areas. These neighborhoods are full of history and meaning. In addition, the Spaulding, Stark, and Bible Hill neighborhoods, as well as Goss Hollow and Chesterfield Hollow, are all very distinctive rural areas. Within the downtown area we remember Paddock Village, Summerville, Arlington, and Fairbanks Village, to name a few. These all come together to weave a tight community fabric with pride and distinction. We must never lose these wonderful neighborhoods and we must strive to make them as noted today as they were in the past.

The following neighborhood associations are currently active: Four Seasons, Arnold Park, Summerville, Arlington, and East St. Johnsbury Village.

OBJECTIVES

We encourage and promote the neighborhood committees which have been formed in the respective neighborhoods. These are citizens coming together to hear concerns and pass them along to town officials. We promote this activity and hope to see it continue and spread to other neighborhoods.

Some homes and properties within neighborhoods are poorly taken care of and dirty.

Owners and residents fear that if they make improvements to their property they will likely suffer significant tax increases.

Poorly maintained homes detract from their neighborhoods. One poorly maintained home discourages its neighbors from improving their homes. Other than personal pride, there is no incentive to keep properties/homes in better shape.

RECOMMENDATIONS

1. The Town should provide incentives to homeowners to make improvements to their homes.



RENOVATIONS

LAND USE



LOCUST GROVE FARM – EAST ST. JOHNSBURY

COMMITTEE MEMBERS

SHANE CLARK, CO-CHAIR
CHAD WHITEHEAD, CO-CHAIR

NICHOLAS BULLOCK
BRANDON CARPENTER
ANDY DUSSAULT
STUART GLADDING
MARTHA HANSON
JOEL SCHWARTZ

INTRODUCTION

The specific land needs and recommendations for its usage are outlined or discussed in numerous committee reports within Town Plan 2011. Zoning and Land Use laws within the town need to reflect the objectives and recommendations of those sections. Although Zoning and Land Use has more direct impacts on some committee reports, such as Economic Development, Energy or Housing, the other committees' objectives and recommendations have impacts on this section. The overall objective of this section of the Town Plan is that Land Use and Zoning Laws meet the needs of all the other sections of the Town Plan in a responsible manner. Impacts to cultural or environmentally sensitive areas should be identified and mitigated as necessary in as efficient a manner as possible without impeding the landowner to progress with development plans.

Comprehensible resources, such as mapping and contact information, need to be made available to assist landowners to help identify sensitive areas and potential impacts, or lack thereof, so that planning can commence accordingly early in the development of a project. Contact information should include State officials responsible for wetlands, biology, threatened and endangered species, culturally or historically significant sites, etc. With less assistance available from the Zoning office, the landowner or developer will be responsible to follow up with these requirements.

Projects with minimal impacts, such as additions, previously disturbed areas, and areas free and clear of environmentally or culturally sensitive areas should be treated accordingly.

Each need can be achieved with appropriate consideration given to the availability of land, its location, and ultimately the presence of other factors or actions such as the availability of federal and state funding, economic development, private investment, and organizational initiatives which spur the development of these lands and the cultivation of these committees' recommendations for progress.

The uses of the land are as varied as the landscape and are important to all of its inhabitants and visitors as well as to its natural resources and the balance of ecology. The management entrusted to us is often a delicate balance of the present and future uses attempting to accommodate the needs of our community both locally and regionally. We have been titled the "gateway to the kingdom" and we must honor this title by being good stewards of the land. This means preserving our natural resources and showcasing our rivers and natural landscape assets. St. Johnsbury is visually a Victorian era village surrounded by a rural setting with three major rivers.

CURRENT STATUS

Conceptually, it is supplying or structuring appropriate opportunities for the development of land for new business ventures and industry and its employment needs for new or enhanced residential housing that will benefit the town, its businesses, and its people. Lastly, it has been well supported that the ability to provide recreational opportunities is a primary consideration for people moving to the area. Recreation provides the "quality of life" which residents expect. Economic vitality and development of the town is further enhanced when providing employment and living opportunities within the same town through the continual turnover of each dollar spent in the area supporting local business, services, and its employment bases. Proper planning of land use is essential to the economic vitality and the aesthetics of the place where we live and work. It should be the direction of the town committees and selectmen to maintain this balance and provide ongoing opportunities

within each area. The initial planning of land use should always be rooted within local town government to promote local control of our land.

Statistics

- St. Johnsbury covers approximately 23,584 acres.
- 4,220 acres (17.9%) of St. Johnsbury contain slopes >25%.
- 13,948 acres (59.3%) of St. Johnsbury contain slopes >15%.
- 849 acres (3.6%) of St. Johnsbury contain prime agricultural soils and 3269 acres (13.9%) contain hydric soils.



THE VILLAGE FROM ALMSHOUSE ROAD

INDUSTRIAL AND COMMERCIAL LAND

CURRENT STATUS

Currently the town's industrial/commercial use land is accessible mostly by Route 2 and Route 5 corridors with residential housing developed in pockets in town neighborhoods or slightly outside.

Several areas have been identified by the Economic Development Committee to have potential for commercial or industrial development. Some of these areas are not currently developed or specifically zoned for such use and zoning adjustments proposed by potential developers to meet these recommendations should be completed if/when an opportunity presents itself.

OBJECTIVE

1. Develop and retain a reputation for local and outside investment as "business friendly" based on responsible Development Review without jeopardizing natural and cultural resources.

RECOMMENDATION

1. Encourage residents and businesses to invest in visual appearance and landscaping. These can create a positive energy that helps to blend the varying uses of land.

AGRICULTURAL AND ENVIRONMENTAL



NVRH COMMUNITY GARDEN

CURRENT STATUS

There are as few as five operating dairy farms remaining in the town.

Most land owned or leased by these dairy farms is in the Current Use program for the purpose of remaining open agricultural land.

Few Land Use obstacles exist for these operations, outside of getting connected with land that may become available for use.

The loss of prime agricultural land is a concern for the remaining dairies. This same land is often desirable for other uses that can often out-compete the farms.

Over the last few decades, the town has seen a decreasing number of operating dairy farms, and a corresponding decrease in the amount of open agricultural land. This loss of open land also impacts potential recreation and scenic opportunities.

We are experiencing an increase in the number of smaller, diversified agricultural operations. This sector is comprised primarily of vegetable producers and small livestock operations.

The local food movement is driving demand for locally grown or raised products.

Maple sugaring and commercial orchard/tree farm operations are remaining consistent over the years. Land that has traditionally been used in this manner continues.

With the confluence of three rivers (Passumpsic, Moose, and Sleepers), the town possesses many opportunities for environmental conservation as well as recreational use.

The amount of land in the Current Use program continues to grow slightly as a way to receive tax relief and preserve the rural nature of the landscape.

OBJECTIVES

1. Promote the preservation of agricultural land and a working landscape.
2. Enable agricultural producers to remain active through proper land use regulation.
3. Designate commercial and industrial areas that do not impact environmentally sensitive areas.
4. Designate commercial and industrial areas that do not impact agricultural operations and the rural character of the town.
5. Identify and establish sensitive and scenic areas to protect important natural resources through land conservation or easements.
6. Establish priorities and strategies for protecting targeted natural resource areas.
7. Manage town lands as a model for private landowners in regard to conservation.
8. Promote land stewardship through community education and awareness.

RECOMMENDATIONS

1. Explore conservation opportunities through state and federal programs for conservation easements or enhancements (e.g. Vermont Land Trust, Passumpsic Valley Land Trust, Farmland Protection Program, etc.).
2. Connect agricultural producers with land available for production (e.g. a local dairy farmer connecting with an out of state property owner in possession of a field that could be hayed).
3. Promote locally grown/raised agricultural products and enable their advertisement and distribution (e.g. Farmers Market).

4. Keep zoning, environmental, and sensitive area maps updated to provide the most current knowledge and data when making land use decisions.
5. Support and promote agro-tourism as a dual benefit mechanism for commercial and agricultural land uses.
6. Work with agencies to obtain assistance for farms with improving efficiencies (energy opportunities)
7. Establish a Conservation Commission to make recommendations and establish priorities.

HOUSING

CURRENT STATUS

There is a scarcity of vacant building lots within the village area in St. Johnsbury. The area serviced by municipal water and sewer is composed largely of older stock.

St. Johnsbury has an older stock of substandard apartments.

St. Johnsbury has limited middle income apartments and housing opportunities (sought after by entry level professionals, recent college graduates, and up-coming business leaders).

OBJECTIVES

1. Promotion of affordable housing needs to include affordable housing for all levels of income.
2. Change the perception that approval of developments for residential housing within the Town of St. Johnsbury is a difficult process.

RECOMMENDATIONS

1. Zoning and Land Use should coordinate with Public Services to reflect changes as infrastructure projects extend through existing zoning boundaries.
2. Where appropriate, be proactive in this environment and look to entice future development as opposed to being reactive in its considerations.
3. Encourage restoration of existing buildings and new, well designed, higher density cluster housing for affordability.
4. Encourage new cluster apartment construction and renovation of apartments over existing commercial space- without discouraging other development types
5. Offer some tax stabilization for renovation of existing stock apartments.
6. Support well designed higher density cluster housing for affordability and preservation of open land without discouraging other development types.
7. Maintain updated maps aligned with GIS, zoning, properties, and street names
8. Encourage Act 250 friendly growth

PUBLIC SERVICES, UTILITIES, AND TRANSPORTATION



COMMITTEE MEMBERS

BRYON QUATRINI, CHAIR
WILL RIVERS, CO-CHAIR

LARRY DONNA
RICHARD LEIGHTON, FORMER POLICE CHIEF
TROY RUGGLES, FIRE CHIEF
JIM RUST, SELECTMAN
DAN SCOTT, PUBLIC WORKS DIRECTOR
MICHAEL WELCH, FORMER TOWN MANAGER
BOB WILKINS
TINA WOOD

FIRE DEPARTMENT

CURRENT STATUS

The St. Johnsbury Fire Department provides fire suppression, technical rescue and emergency medical care to the town. It is currently staffed with ten full-time fire fighters as well as seventeen call fire fighters. All of the full time and seven call fire fighters are certified and trained as Firefighter Level II. All full-time fire fighters are Emergency Medical Technicians. All members of the department have levels of training in Hazardous Materials ranging from the Awareness Level up to the Operation Decon Level. Training within the department is a continuous and ongoing process that is required in order to maintain certifications and to remain efficient.

The St. Johnsbury Fire Department is a regional response team for hazardous material response. The department is equipped with a special hazmat trailer which provides defensive control equipment as well as the necessary equipment to do decontamination of people who have been in contact with dangerous products. In addition to the hazmat capability, the fire department is also one of eleven teams trained and equipped to handle technical rescue in Vermont. A trailer is filled with specialty equipment and the personnel ARE trained to handle rope rescue, confined space rescue, trench rescue, and building collapse. All this equipment and training were provided through Homeland Security funding.

In 2010 the St. Johnsbury Fire Department responded to approximately 1,143 calls within the town of St. Johnsbury. Of the 1,143 calls, 454 were medical aid calls, 111 were rescue and auto accidents, and 578 were fire related calls.

- Currently, enforcement of fire safety code regulations is performed by the State of Vermont along with members of the fire department.
- The St. Johnsbury Fire Department provides fire safety training to businesses, local school children and the elderly as well as offers a program which provides free carbon monoxide and smoke detectors for area residents.
- The St. Johnsbury Fire Department has a very capable staff of professionals that are well equipped, providing excellent fire and emergency medical service to the community.
- The St. Johnsbury Fire Department has for over 15 years enjoyed a relationship with the St. Johnsbury Academy whereby students are allowed to intern with the fire department. The fire department allows students with an interest in the fire service to work alongside the fire fighters during a shift at the station. This has proven very beneficial for the department in providing a source of new call fire fighters. Furthermore, it has been a great source for providing excellent new career fire fighters who moved up through this program.
- The St. Johnsbury Fire Department is allowed 25 on-call members, of which currently only 17 positions are filled, of these 17 only 7 are certified. Finding people who want to be on-call fire fighters has proven to be difficult.
- The capital improvement budget was reduced from \$80,000 to \$50,000 a year due to budget cuts. The benefits of a capital improvement budget have proven themselves in the subsequent purchase of new equipment over the last 10 years, i.e., engines in 2000 and 2006.

- The St. Johnsbury Fire Department has mutual aid agreements with several of its neighboring towns. Primarily the bordering towns of Waterford, Barnet, Lyndonville, Concord, and Danville, as well as Littleton, N.H., provide the majority of responses and that holds true in reverse. In the event of a major emergency the availability of resources is limitless as to what can be requested. Response time becomes the main issue.

OBJECTIVE

1. Maintain and support the Fire Department

RECOMMENDATIONS

We recommend that the Town:

1. Strive to increase capital improvement budget to reflect anticipated future equipment costs.
2. Continue to fund the capital replacement schedule for all vehicles and equipment. This will cut down on cost increases when the time comes for replacements.
3. Currently the St. Johnsbury Fire Department is a combination fire department with 10 career firefighters and positions for 25 paid on call firefighters. It is the intent of this plan to maintain the fire department at this level and support the staffing in both the career division as well as continue to recruit and retain paid on call members.
4. Require the Department to implement a pro-active fire safety code enforcement program within the Department to ensure public safety.
5. Fire safety code enforcement should be a priority within the Fire Department.

Summary

The St. Johnsbury Fire Department is regarded as one of the best-equipped and trained fire departments in the State of Vermont. St. Johnsbury is extremely fortunate to have excellent municipal services for its approximately 7,600 residents. St. Johnsbury and the Special Services district enjoy the benefit of full time fire and Police Departments which provide excellent protection to the residents. All of the public services staff (fire, police, water/sewer and highway) are well trained and experienced in providing valued added public services to the town and Special Services district. These services provide an excellent base to be innovative in enhancing services, improving efficiencies, and upgrading public facilities as outlined in this plan.

POLICE AND DISPATCH SERVICES

CURRENT STATUS

The Special Services district of St. Johnsbury benefits from a full time Police Department providing around-the-clock protection to approximately 4,000 residents within a two mile radius. The Police Department budget is voted for and funded by St. Johnsbury Village residents. There are approximately 3,500 residents within the town of St. Johnsbury who are served by the Vermont State Police for law enforcement services. In 2010, the Vermont State Police responded to 1,274 incidents in St. Johnsbury. The town of St. Johnsbury benefits from a full time dispatch office for both police and fire services. Other documented facts:

- There are eleven full and six part time staff in the Police Department.
- Crime in the Special Services district has dropped over the past ten years.
- The Police Department provides services in keeping with a community policing philosophy. These include vehicle lockouts, vehicle identification number inspections, house checks, bike safety, and hunter safety programs.
- St. Johnsbury is the service center for Caledonia County.
- There has been limited growth within the Special Service district, but the business district has grown along Route 5 north of St. Johnsbury over the past five years.
- St. Johnsbury Police responded to approximately 4,861 incidents in 2010.

The St. Johnsbury Police Department provides a 24-hour emergency dispatch center which dispatches police, fire and EMS services for 16 communities. Dispatch supports a Tactical Dispatch Team that can respond to the scene of an incident to render support to the incident commander.

- St. Johnsbury currently provides the facilities which dispatch police, fire and EMS services for 16 communities.
- In 2010 the Dispatch Center handled 9,434 incidents.
- St. Johnsbury Emergency Dispatch is the holding station for warrants and Relief from Abuse Orders for Caledonia and Essex Counties.
- Dispatch serves as an after-hours contact for all town departments.
- Dispatch currently has 5 full-time and 3 part-time employees.
- By January, 2013 all public safety and public works radios shall meet the FCC requirement of narrowband compliance. September, 2011 is the initial target date with a complete switch over date of 2012.

The **Caledonia County Sheriff's Department** provides an array of services to the Town of St. Johnsbury which reduces the burden on the St. Johnsbury Police Department.

- Staff available for special events and traffic control.
- Contract with NVRH for about 80 hours of service per week.
- Civil process
- Transports for arraignments
- Provides the radar speed cart and radar speed enforcement checks.

OBJECTIVE

1. Maintain and support the Police services of St. Johnsbury

RECOMMENDATIONS

1. Due to the belief that Vermont State Police will begin reducing the amount of area wide patrol coverage due to budgetary constraints, we recommend a phase-in plan to expand the services of the St. Johnsbury Police Department throughout the entire town beginning with added police protection along Route 5 North. This recommendation is made based on the following approach:
 - a. Phase in the addition of the Route 5 North corridor by sharing a proportion of the Police Department services and expenses in a five year phase in. An example, the Rte. 5 North corridor tax payers would pay a percentage of the Police Department budget in the first year increasing over a five year period.
 - b. Phase in a corresponding reduction of the Special Services district's portion of the Police Department expenses over a five year period.
 - c. Increase Special Services fund expenditures in order to fund a portion of the bonding necessary to improve facilities. Maintain this approach in future years.
2. Town should continue to move forward with narrowband compliance and to work collaboratively with area agencies that use the municipality for their dispatch service.
3. Town should continue to work toward the full implementation of a K-9 Unit.

Summary

The St. Johnsbury Police Department is adequately staffed with well trained personnel to expand services throughout the entire Town of St. Johnsbury. Facilities improvements should be part of the annual budget. The department has a good working relationship with the Caledonia County Sheriff's Department. The St. Johnsbury Police Department works in conjunction with the Sheriff's Department to provide services during special events and also helps with transport for arraignments for individuals who may have been lodged in the correctional facility when needed.

All phone calls for the St. Johnsbury Police Department are answered by trained personnel of the St. Johnsbury Emergency Dispatch.

PUBLIC WORKS



WESTSIDE INFRASTRUCTURE IMPROVEMENTS PROJECT

As a result of the 2006 Town Plan, the town highway and water departments are in the process of consolidation and are under the direction of the Director of Public Works. St. Johnsbury has approximately 60 miles of water lines, 50 miles of paved roads and 50 miles of dirt roads.

CURRENT STATUS

These conditions prevail:

- The Town operates a water and wastewater department and a highway department.
- The Town currently has an equipment replacement and capital improvement fund.

- Water transmission lines (pipes) are *not* in good condition. Recent inspection of water lines resulting from the cleaning and lining process, and replacement of water lines at Fairbanks Drive indicate that older water lines in the community have become restricted over time.
- Three of the five water towers are in the process of being replaced. This leaves two water towers located within the Town that are reaching or have exceeded their life expectancy. The towers cannot be taken off-line for repairs.
- Several new fire hydrants will be installed as part of the West Side Improvement Project.
- The Town employs one individual at the water filtration plant.
- The design capacity for the Wastewater Treatment Plant is 1.6 MGD (million gallons per day). The 2009 Average Daily Flow for the Wastewater Treatment was 1.182 MGD. The operation of the Wastewater Treatment Plant is subcontracted to Earth Tech, which in turn employs trained operators. The design capacity for the Water Filtration Plant is 3.0 MGD. The 2009 Average Daily Flow for the Water Filtration Plant is 1.112 MGD.
- St. Johnsbury has approximately 50 miles of paved roads and 50 miles of gravel roads. The West Side Improvement Project is replacing water lines, sewer lines, storm drains, streets and sidewalks on: Autumn Street, Spring Street, Summer Street, Central Street, Church Street, Winter Street, Webster Street, Lynwood Terrace, Clinton Avenue, and a portion of Mt. Pleasant Street.
- Expansion of the sewer system in the Breezy Hill area should be a priority. It has inadequate or failing sanitary wastewater systems.
- Parker Avenue and north on Route 5 and east on Route 2 do not have sewer lines and should be considered for expansion of sewer lines.
- Any repair or inspection (internal inspection performed every five years) of the water towers must be done without a back-up water tower.
- The wastewater plant is regarded as one of the best facilities in the State of Vermont.
- The lack of proper disposal capacity hinders further development.
- Roads and sidewalks are in fair to poor condition.

OBJECTIVE

1. Maintain and support the work of the Public Works Department.

RECOMMENDATIONS

We recommend that the Town:

1. It is imperative that the town train or hire an additional employee to assist at the Water Filtration Plant. The State of Vermont recommends that an additional operator be assigned as well. Preference would be an individual who is a Certified Water Treatment Plant Operator.
2. Continue the consolidation of the highway and water departments into the Public Works Department within the next 3 years.
3. Reinvest cost savings in capital equipment/improvement to the Public Works Department.

4. Continue the implementation of a five-year equipment replacement and town-wide capital improvement plan that is reviewed and updated on an annual basis.
5. Initiate a replacement program to replace key valves with insertion valves.
6. Continue the program of hydrant replacement and annual flushing.
7. Continue the subcontracting of the wastewater plant operations.
8. Establish a schedule to repair and or replace town streets and sidewalks.
9. Expansion of the sewer system in the Breezy Hill area should be a priority along with public meetings to avoid the misconception of mandatory hook ups by residents.

Summary

The Public Works Department is a very busy and fluid department with multi-faceted layers of responsibilities within the town. The staff is hard working and dedicated to the daily operations.

PUBLIC SERVICE FACILITIES (POLICE, FIRE, AND MUNICIPAL)

CURRENT STATUS

The St. Johnsbury Fire Department, St. Johnsbury Police Department and St. Johnsbury Municipal Offices are housed in an existing building with approximately 14,000 square feet of space on Main Street. The building is a historic structure and is central to municipal services in the Special Services district and town. The building is inadequate in terms of space for all the essential services noted above. There are many facts that document the current inadequacies of the facility to meet the current and future needs of the Fire and Police Departments:

OBJECTIVES

1. The current facility is inadequate to house modern fire apparatus and the needs of 21st century public safety officials.
2. The narrow bays create tremendous risk to personnel needing to access the vehicles.
3. The building is located very close to Main Street, making egress a challenge for the fire department in responding to calls, washing the vehicles outside, access by pedestrians in front of the building and impact on traffic flow both when the fire apparatus is leaving for calls and returning.
4. During the winter, vehicles cannot be routinely washed and maintained inside due to poor drainage and the continued negative impact on the floor system.
5. A structural engineer has noted deficiencies in the floor system to support the weight of existing and /or new fire apparatus.
6. Through the Fire Department's proactive thinking utilizing grant funding, they were able to purchase an exhaust system for trucks to reduce the diesel emissions in the building.

7. There is no room for necessary emergency training.
8. There is inadequate storage space for equipment and supplies.
9. The current municipal building has limited handicap access.

SHORT-TERM RECOMMENDATIONS

1. Apparatus floor be re-evaluated for structural stability.
2. Determine any other upgrades to the building related to general building conditions and safety concerns.
3. To explore an alternative location for the fire equipment that is currently housed off-site.

RECOMMENDATIONS

1. We strongly recommend the construction of a new public safety building within the Special Services district. The facility should be designed to provide adequate space for effective operation of the Police and Fire Departments.
2. We recommend the current facility house the municipal offices only for the Town of St. Johnsbury with limited infrastructure improvement.

Summary

There have been numerous discussions about the advantages and disadvantages of the current facility and its future use. Based on facts that have been provided it is the strong perception of this subcommittee that the current facility cannot continue to house the Fire Department and police adequately. The existing facility probably could house the current and future needs of the municipal offices with limited infrastructure improvement.



WORKING INSIDE THE FIREHOUSE

PUBLIC WORKS FACILITIES



PUBLIC WORKS FACILITY

As a result of the 2006 Town Plan, the town highway and water departments are in the process of consolidation and are under the direction of the Director of Public Works. Under this consolidation it has become apparent that a new building, or an addition to the existing highway building, needs to occur as soon as possible.

RECOMMENDATIONS

1. A 3 bay (minimum) 60' x 60' building be erected to accommodate vehicles and equipment.
2. There needs to be a designated office space and common room in the new building.
3. Storage building/shed will be needed to keep materials under cover.

Summary

In order for the new Public Works consolidation to be efficient and effective: the recommendations noted above need to occur.

TRANSPORTATION



MASS TRANSIT FACILITY

CURRENT STATUS

Since St. Johnsbury's founding, transportation has been essential to its economic welfare.

The earliest settlers chose the location because of its central location and the confluence of three rivers. Today, the commerce and economic development of the town is dependent upon and benefits from those rivers, as well as from two US Highways, two Interstates and a railroad.

During the past five years the town has worked to enhance transportation in and around the village, most notably with the completion of the improvement of Portland Street and other roads.

The Portland Street project has not only made for safer and more efficient motorized and non-motorized traffic, but has made that entrance to the village much more appealing. In addition, work on other streets and sidewalks in a time of budget constraints, has helped to provide better access for pedestrians and vehicles alike. Improvement of non-asphalt surfaces, such as those done to Higgins Hill Road, has continued as well.

The Three Rivers Recreation Trail is set to be completed by November, 2011. By the summer of 2012, it is due to connect with the Lamoille Valley Rail Trail into West Danville. The 2-mile pathway will allow pedestrians and non-motorized traffic to travel from South Main Street to Western Avenue without crossing a single intersection, and – during peak traffic times – will be faster than driving. It will attract tourists and provide a trail head for the forthcoming cross-93 mile Lamoille Valley Rail Trail (LVRT).

The regular repainting of crosswalks, centerlines and other road surfaces has improved the safety and efficiency of travel in and around the town.

Rural Community Transportation Inc. (RCT), a private non-profit corporation, provides public transportation. Local public transportation service, while still problematic, has expanded to include service from St. Johnsbury to neighboring communities. There is one local taxi service operating in the region. As of April, 2010, RCT established a US 2 commuter service linking to Montpelier with Green Mountain Transit. There are 2 trips in the morning and 2 in the afternoon. RCT also offers a town bus route to Lyndonville 4 times a day.

The Lyndonville Airport is used by private and business personnel in the area.



RCT BUS

RECOMMENDATIONS

1. Complete the Three Rivers Path.
2. Add marked curbside travel lanes to enhance the safety of motorized and bicycle travel.
3. Town and State should recognize the increased commercial activity on Memorial Drive by improving shoulders and sight lines along the two sections of curves on the southern part of that road.
4. The “honking tunnel” under the Rail yard be retained for pedestrian and bicycle traffic. This is essential in order to link the Three Rivers Path, the Lamoille Valley Rail Trail (LVRT) and the Bay Street development to downtown, and to provide safe, off-road travel for non-motorized traffic.
5. The Zoning Bylaws of the town be amended to include consideration of pedestrian and bicycle access to basic services and to other parts of town for each site plan and project.
6. Place bicycle racks downtown and on Main Street. The town can specify the size and location and approach various service organizations that could then provide the bike racks through purchase or construction. Racks are currently under design with a plan in place to make them.
7. Design, implement and maintain bicycle routes through and around the town in order to connect neighborhoods with the main areas and services of town.
8. Support regional efforts to make the former St. J & L.C. rail bed (LVRT) west of town an all season recreational trail.
9. Pursue economic development and retail while maintaining or improving the economic viability of the railroads.
10. Encourage car-pooling by providing free parking for those who car pool. New park and ride is currently being planned and developed with an anticipated completion date in 2011. Encourage the use of the Go Vermont ridesharing and Vanpooling web portal. This is facilitated through VTrans.
11. Support an FAA approved landing light system at the Caledonia County State airport, and establish a helicopter-approved landing strip in town in order to strengthen the economy by allowing UPS and other transports to expand services.
12. Addition of more sheltered bus-stops strategically located around town, which would be government funded. Currently there are only two which are sheltered, one on Portland Street and one at the Green Mountain Mall.
13. Continue to work with the St. Johnsbury School District toward “Safe Route to School” program; slated to begin during the summer recess of 2011.



BIKE RACKS AT THE ST. JOHNSBURY SCHOOL

Summary

Safe, efficient, convenient, and environmentally sound transportation options in and around St. Johnsbury are critical to the health and welfare of the community. Transportation facilities should be environmentally sensitive, while allowing both citizens and visitors safe and easy access to all parts of the community.

While many residents have more than one vehicle per household, others have none. With the rapidly increasing cost of fuel, the necessity of being able to reach local basic services becomes critical to the social and economic health of the community. Neighborhoods (or the village itself) should be places where people don't have to rely on costly cars to move about.

The "bottleneck" of traffic through downtown is complicated by the unresolved problem of the congestion at the intersection of Maple and Railroad streets. Any improvements to the Bay Street area will further complicate the traffic in downtown. In addition, the traffic problems of the downtown area are exacerbated by the high volume of truck traffic that winds its way through the town.

The intersection of Main Street and Western Avenue continues to present safety and traffic flow concerns. Traffic headed south on Main must stop for traffic headed east on Western; while traffic on Western must negotiate the curve onto Main while remaining aware of cross traffic. While the re-configuration of Western Avenue in order to accommodate school traffic has improved the safety of students in that often-congested area, it has meant the elimination of curb lanes creating increased hazard for bicyclists at all hours. The increased commercial activity on Memorial Drive means that improvements to parts of that road are critical.

Bay Street development must include pedestrian access and should be mindful of the traffic impact on a much wider area – especially Eastern Ave. and traffic approaching the site from the Portland Street Bridge.

Marked lanes are essential on the main thoroughfares such as Portland Street, Main Street, Western Avenue, Concord Avenue and Memorial Drive. In particular such curbside lanes, even narrow ones, should be marked and maintained on Western Avenue.

Re-establishing viable railroad access on the old Maine Central lines east to East St. Johnsbury would provide an incentive for new or established industries in that area.

While many residents enjoy the walking or bicycling throughout the town, other residents have few alternatives but to walk or bicycle for their essential services.

Routes 2 and 5 are nationally advertised as cycling routes through our area, including through the Town of St. Johnsbury.

RECREATION



CENTENNIAL PAVILION AT THE TOWN FOREST

COMMITTEE MEMBERS

JOE FOX, CHAIR
ALAN RUGGLES, CO-CHAIR

BOB BUTTERFIELD
CATHY DELEO
AL DUNN
CHIP LANGMAID
SHARON MEIGS

JAMIE RYAN
JACQUELINE SCHUTTER
DAN SMITH
TOM TUREK
LISA WARREN

INTRODUCTION

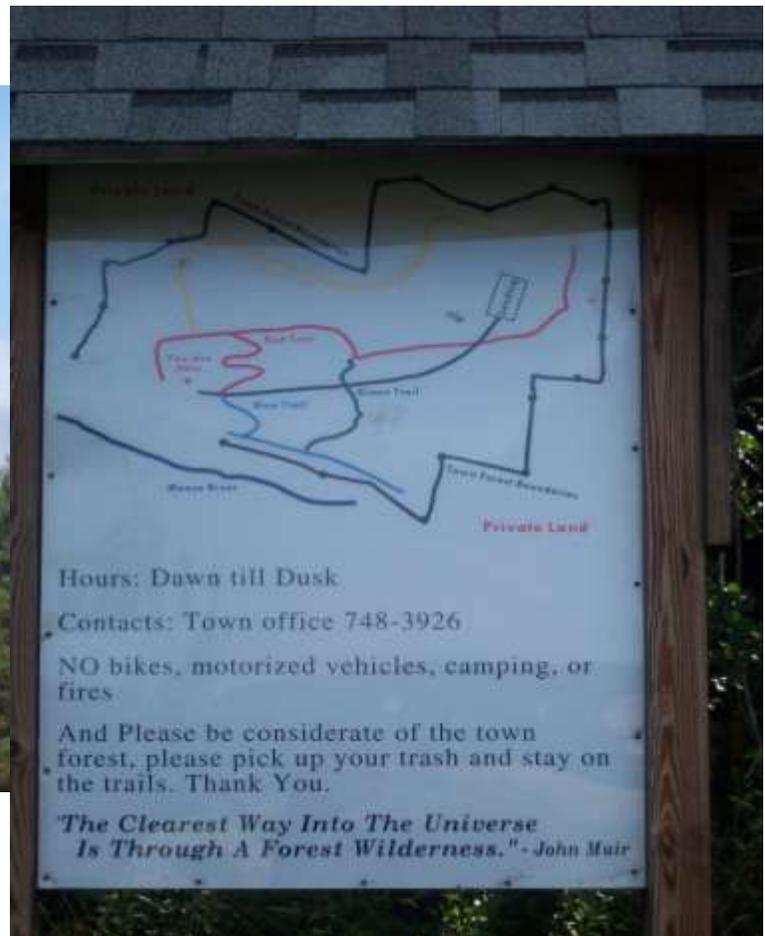
St. Johnsbury has a long history of providing a wealth of recreational opportunities for residents and visitors alike. These opportunities are available to residents and visitors in various domains, including: natural, built, and organizational. It is the recreation committee's belief that the utilization, promotion, and expansion of recreational opportunities in our community can pay numerous dividends to the Town, including:

- Improving the health and quality of life for citizens
- Providing an avenue for economic growth and attracting new residents and businesses to the area
- Increasing personal connections and pride with the community

We therefore are pleased to share our thoughts and vision for an active, attractive, and healthy St. Johnsbury. Before detailing our vision for St. Johnsbury, it is important to note that addition to the numerous recreational resources within its borders, St. Johnsbury is within a short drive to a host of world-class recreational offerings, including National Forests, State Parks, ski resorts, extensive snowmobile and ATV trail networks, as well as top notch fisheries and large and small game habitat. In the interest of space and time we have opted to not include these magnificent resources. It is our belief that with its combination of resources locally, St. Johnsbury truly is an excellent "home-base for adventure."



ENTRANCE TO THE TOWN FOREST



NATURAL RESOURCES

CURRENT STATUS

More than half of St. Johnsbury's acreage consists of forested land, providing numerous opportunities for hunting, trapping, snowmobiling, hiking, biking, bird watching, and more. While the majority of the land in town is privately held, many landowners allow access to their land with permission, particularly for hunting and snowmobiling. That being said, it does appear that an increasing number of landowners are "posting" their land.

The Town has a 73 acre tract of land known as the Town Forest (or Memorial Forest) as well as a 32 acre parcel known as Arlington Woods, both with recreational trail networks open to the public, as well as several other parks throughout town for active and passive recreation including: Arnold Park, Main Street Park (AKA: Summer St. Common and Four Seasons Neighborhood Park), South Park, Fred Mold Park, Peter and Polly Park, and Portland Street Park. (See Points of Interest Map in Appendix B-11.) Several of these parks contain exquisite floral gardens managed by a combination of volunteers and the Town Beautification Committee. Much of the maintenance work – such as mowing, is done by the Department of Corrections. While cost effective, management is often loose and maintenance is dependent on the goodwill of the community.

In addition to the above referenced land resources, visitors entering St. Johnsbury are greeted by signs claiming "St. Johnsbury- Where Rivers and People Come Together." Located in the Connecticut River Watershed, St. Johnsbury has three rivers converging in its downtown- the Sleepers, Passumpsic, and Moose Rivers. The potential for water-based recreation, particularly on the Passumpsic, has yet to be fully developed, although decent portages currently exist along the river at the various dams on its length as well as on the Connecticut River, of which all of the above are tributaries. As St. Johnsbury continues its water and sewer infrastructure improvements outlined elsewhere in this plan, we believe the health and attractiveness of the watershed will only increase. In addition, when the long-planned Three Rivers Recreation Trail comes to fruition we expect more interest and demand for water-based recreation. As the Town undergoes plans for the Bay Street area, recreation trail access, and the trailhead for the St. Johnsbury Three Rivers Recreation trail as well as the Lamoille Valley Rail Trail, we believe water-front access, signage, and associated parking should be carefully considered.

OBJECTIVES

The Recreation Committee believes the natural resources of the town should be responsibly managed, well maintained, be fully utilized, and ultimately promoted for four season use.

RECOMMENDATIONS

1. Improve/install signage directing people to our natural resources and trailheads.
2. Promote resources via local school groups, service organizations, etc.
3. Improve/install canoe portage and parking signage along local waterways.

4. Maintain portages over the three dams in town. (CVPS is required to insure water access to the rivers.)
5. Coordinate training of local hospitality employees/Chamber members of the opportunities available in Town.
6. Utilize Recreation personnel and/or other groups to offer guided tours in both forests and on waterways to help build connection to resources.
7. Better coordinate management of trails, parks, flower gardens etc. Explore creation of parks endowment/adopt a bench/flower bed/etc. program.
8. Consider creation of an “Adopt a Park” or “Adopt a Trail” program for local service clubs, school groups, businesses, etc.



THREE RIVERS RECREATION TRAIL

RECREATION FACILITIES

THE KIWANIS POOL AND TENNIS COURTS

CURRENT STATUS

Open in summer months and free to the public, the Kiwanis pool and tennis courts are maintained by the St. Johnsbury Kiwanis Club and are sited on deeded school district land. Funding is largely driven by the success of an annual volunteer auction, and the Club also receives a special appropriation from the Town each year to help support its efforts. Use of all facilities and programs is currently 100% free, and to our knowledge, is the only 100% free public swimming pool in the United States. The Rec. Dept. assists the club in distributing swimming lesson and lifeguard lesson information on its website.



KIWANIS POOL

The tennis courts are used by both the St. Johnsbury Academy Tennis program, the Recreation's summer program, and a local seniors' tennis program. In the past several years the courts have

been host to a USTA Grand Prix tournament for VT youth. 3 of the courts are in decent condition; however an older fourth court has fallen into a state of disrepair. Staff from the Academy has been exploring improvement to this court.

Walking tours are available at the Welcome Center. Benches have been identified around town for sitting and admiring the surrounding sites.

RECOMMENDATIONS

1. We recommend encouraging residents to continue to provide generous support to the Kiwanis Club and “bid high and often” at their annual auction to keep these resources in good repair and free to the public.
2. We also recommend increasing communication between and promotion of the various user groups of the Tennis courts. Increased signage may also be helpful in educating the public to the presence of the tennis courts.
3. We support any plans to enhance the playability and spectator experiences at the courts and the application for any applicable funds to achieve this goal.

THE ST. JOHNSBURY SCHOOL



ST. JOHNSBURY SCHOOL RECREATION AREAS

In August of 2008 the Recreation Department moved its office to the St. Johnsbury School, following the closing of the “Armory” (Community Center at 1249 Main St.). Since that time many more recreational activities have taken place there; including after school programs, summer camps, increased use of courts for basketball games and practices, and increased use of fields for youth soccer. The St. Johnsbury Academy took over management of Recreation Programs in 2011. The Town web site still posts all recreation activities for their programs.

The St. Johnsbury School has multiple assets related to providing public recreational opportunities, including an auditorium with seating for up to 450, a full size, hardwood basketball court that can seat up to 730, a second, smaller basketball court with a tile floor (referred to as the multi-purpose room), two outside playground areas, a combination softball and soccer field, two outdoor basketball courts, a two-story library, an industrial kitchen and cafeteria that can hold up to 260 people, as well as numerous classroom spaces that could be utilized for recreational programs and/or lectures. In addition much of the School’s assets, such as sporting equipment, AV equipment, and even musical instruments and art supplies may be possible to include in a diverse recreational program for the public.

It appears that the two gyms are the most utilized assets at this time- for both PE classes and extra-curricular activities; namely the school and Recreation basketball programs. The softball/soccer field is also heavily used for recess, PE classes, as well as its intended uses as a softball/ soccer field.

RECOMMENDATIONS

1. Our committee is grateful to the School District for its partnership with Recreation and various user groups, and encourages the further opening of the St. Johnsbury School to recreational use and events. In particular, we highly encourage exploration of strategies to fund the enhancement and improvement of the playing field surfaces at the school.
2. At present both the softball infield and soccer field are in need of repairs such as re-surfacing, re-guarding, and re-seeding. We suggest a cost/ benefit analysis be explored for both contracting out regular maintenance of the fields as well as the feasibility of installing synthetic turf and/or lights to increase the availability of field usage and increase safety. Presently neither the St. Johnsbury School maintenance staff nor the recreation committees possesses the labor, experience, and equipment to properly maintain this valuable recreational resource.

ST. JOHNSBURY ACADEMY

In 2011, the Academy began to act as a sub-contracted service of the Town and essentially assumed management responsibility of the St. Johnsbury Recreation Department. As part of this plan, the Rec. Dept. office moved from the St. Johnsbury School to the Field house. The Academy took on the financial responsibility of the Recreation Director's salary and benefits, in an effort to:

- Stabilize programs (by not subjecting them to annual Town budget swings).
- Maximize Field house and campus utilization and cost efficiencies.
- Reach out to children and families earlier, helping them get familiar with the Academy and increasing aspirations.
- Secure a quality feeder program for high school arts and athletics.
- Work toward realizing a shared vision with the Recreation Department of the creation of a multi-generational, regional recreational complex/facility.

Over the past several years, however, program space and time at the Academy have been increasingly difficult to schedule, particularly gym space in the winter and spring as well as field space.

The Academy is home to multiple playing fields, a track, a multi-level field house with 3 multi-use courts, a swimming pool, weight room, aerobics room, a hardwood basketball court, several performing art spaces including iconic Fuller Hall, and an abundance of green spaces and classroom space with unlimited potential similar to the St. Johnsbury School.

While the primary purpose of the Academy's recreational offerings are for its students, memberships are available to the public for the Field house and the Recreation Department hosts several of its programs there including: track and field, an annual baseball camp, Jr. Olympic Skills contest, adult volleyball league, field hockey camp, as well as occasionally utilizing facilities for basketball practice space and for a home field for youth lacrosse games. We are encouraged by the prospects of this relationship and fully endorse it.

OTHER RECREATIONAL RESOURCES

GOLD CROWN BOWLING ALLEYS: Located on Hastings Hill in St. Johnsbury. Multiple lanes, arcade games, and pool are available to visitors.

STAR THEATRE: Situated on 18 Eastern Avenue, the three-screen theatre offers air conditioned viewing with one 3D screen available. Visit their website for additional information or call for a schedule of movies.



ST. J. BASEBALL AND SOFTBALL FIELDS

ST. JOHNSBURY BASEBALL AND SOFTBALL: A non-profit organization focused on providing fun and skill development for the youth of the area. Over 450 children participate in the program annually with ages ranging from 5 – 16. The program is affiliated with Little League and Babe Ruth.

VAST: Founded almost 40 years ago, Vermont Association of Snow Travelers is responsible for the organization of the sport, maintaining and grooming trails. One of the oldest snowmobiling organizations in the U.S., VAST is a non-profit, private group that includes 138 clubs statewide, with over 35,000 members combined. The clubs and their steadfast volunteers are the backbone of the organization. More information is available on their website.

ICE SKATING RINKS: There are two outdoor ice rinks located within St. Johnsbury during the winter months. One is located on Main Street adjacent to the Father Lively Center while the second is located at the intersection of Portland Street and Concord Avenue. Both facilities are maintained by volunteers.

SIDEWALKS: Throughout the Town of St. Johnsbury there are numerous sidewalks available to individuals seeking exercise. There are scenic walks detailed through a program sponsored by NVRH, additional information can be obtained by contacting the hospital.

ROTARY PICNIC PAVILION: The Centennial Pavilion was built by the local Rotary club to be used by everyone in the area. It provides a scenic view of the Passumpsic River Valley and the Town of St. Johnsbury. Located at the end of Almshouse Road, the Pavilion provides a sheltered area with several picnic tables, and a BBQ pit for cooking. It also serves as a parking area for the trails within the Town Forest.

WELCOME CENTER: This building is located at the bottom of Eastern Avenue in the refurbished railroad station (Pomerleau Building). Historical artifacts are available for viewing as well as modern art. The Center also provides detailed information for visitors to the area. The friendly staff will answer most of your questions.

KINGDOM GYMNASTICS: This is a private business which attracts youngsters from surrounding areas.

The Recreation Committee supports the maintenance and continuation of these resources.



APPENDIX B: CHARTS, PROGRAMS, STATISTICS, AND MAPS

APPENDIX 1: 2010 ECONOMIC DEVELOPMENT SURVEY SUMMARY

Sixteen business surveys, of 26 distributed, were completed and returned. Respondents represent manufacturing, professional, financial, construction, medical, and technology industries with businesses in St. Johnsbury. Revenues ranged from \$850,000 to \$100 million. Total employees are 1,949 with 1,435 employed in St. Johnsbury.

Two of the 16 businesses derive 90% or more of their revenue from outside the region.

One of the 16 businesses derives 100% of its revenue from outside the region.

Overall there was not a consistent set of issues that prevents business from coming to the town. However, there were several key themes expressed across industries:

1. All of the industries are impacted by the overall economy, some more than others and the lag impact varied by the immediate dependency on consumer spending.
2. The town lacks a consistent, cohesive Economic Development Plan that supports growth and expansion for existing and new businesses. This includes expansion capability for power, water, and sewer utilities.
3. Vermont State cost of doing business is higher than other states. Highlighted as key issues were high property taxes, workmen's compensation, and minimum wages.
4. A pool of experienced professional and management employees is not adequate. However, only one company reported issues with relocation incentives although housing for young professionals was noted as a missing element in more than one response.
5. A pool of experienced blue collar and unskilled workers in the immediate area is not adequate for those businesses that rely on these workers.
6. Access to transportation was not an issue overall. However it was cited in more than one instance as an issue for 1) employees commuting within a 50 mile radius and 2) for associates and employees commuting over 200 miles.

Other items of note:

1. Broadband and cellular service was noted as an issue in the finance and manufacturing industry.
2. Access to transportation was not an issue for the supply chain or distribution side of any business.
3. Flexibility to adapt to a "change in lifestyle" is key to successful recruiting
4. Recreation opportunities in town and the surrounding area can be improved and support more diverse segments of the population, e.g. later open hours.
5. The local regulatory environment was not cited by any company as an issue.
6. State and federal regulatory issues, when noted, varied by industry.

APPENDIX 2: ECONOMIC DEV. – INDUSTRIAL PARK EMPLOYMENT STATISTICS

ST. JOHNSBURY/LYNDON INDUSTRIAL PARK EMPLOYEES AS OF 04/01/2010

Charles E. Carter Business Resource Center

13	Murphy's Cell Tech, LLC
4	American Commercial Equip & Supplies
2	River Garden Kitchens of VT
0	Mario Massina
<u>0</u>	Robert Bosch Tool, Inc
19	Total
32	Corner Medical – Hitchcock Clinic
31	Kroll Factual Data
49	Lyndon Woodworking
193	NSA Industries, Inc
10	Twinstare Sitework, Inc
55	UPS
218	Vermont Aerospace Manufacturing, Inc 218
16	Little Dippers Doodle Daycare 16
0	Vermont Fabrications, Inc. 0
25	Dead River Co. 25
7	Amerigas 7
19	Fred's Propane and Heating Oil 19
3	Fastenal Company 3
<u>19</u>	Radiantec Company 19
677	Total

TOTAL PARK EMPLOYEES 696*

*** UP 33 EMPLOYEES FROM 2009**

APPENDIX 3: 2010 ECONOMIC DEVELOPMENT – PROPERTIES IDENTIFIED FOR POTENTIAL INDUSTRIAL/COMMERCIAL DEVELOPMENT

<u>PROPERTY</u>	<u>ELECTRIC</u>	<u>WATER</u>	<u>SEWER</u>
General	Specific dev. projects will dictate if service infrastructure upgrade is needed. Must be paid for by customer.	St. J. serves all. Available capacity uncertain.	St. J. serves all but Blue Moon. Available capacity uncertain. Lyndonville capacity for Blue Moon area is good.
Gingue Farm (Murphy Realty?) & Adjacent. Rt. 18 & I-93	CVPS: 3-Phase service is nearby	Existing Higgins Hill Rd. main almost reaches properties. Need pump stn. to provide demand volume and fire protection.	Need forced main to end of existing line on Concord Ave. at radio station. Alternate is on-site septic if soils allow.
Calkins & Heath properties. Rt. 5 north of Mt. Pisgah Rd.	CVPS: 3-Phase service is adjacent	Existing, good-sized main runs by property. Should handle any development here.	Need forced main to end of existing line on Rt. 5. Need St.J. Ctr. & Hood station pumping increases. Alternate is on-site.
Blue Moon Property Rt. 5 just south of St. J./ Lyndonville town line.	Lyndonville Electric: 3-Phase service is nearby	Existing, good-sized main runs by property. Should handle any development there.	Lyndonville has two alternate plans developed for this site. Both require a gravity main, pump station, and force main.
Cohen property Hospital Rd. behind Price Chopper	CVPS: 3-Phase service is nearby	Elevation requires connection to Breezy Hill zone on opposite side of river. River crossing makes this difficult.	Need 3000' gravity line to connect to existing at Old Center Rd. pump station. Will need Old Center Rd. & Hood station.
Oakes land	Abuts Cohen land	Same as Cohen land	Same as Cohen land

APPENDIX 4: ECONOMIC DEV. - STATEMENT ON ALTERNATIVE ENERGY SOURCES FOR THE INDUSTRIAL PARK AND OTHER BUSINESS AREAS

As utility and energy costs continue to increase for the businesses and the municipality it is imperative that the town and the businesses locating within the town examine and leverage green renewable energy sources to offset the cost of doing business that is derived from a) direct use of utility resources, and b) municipal taxes based on the cost of utilities.

Over the last five years the technology for renewable electric energy have improved and diversified significantly. Over the last three years incentives to generate and employ renewable energy have increased at the state and federal level. Current tax incentives and funding sources are for feasibility, engineering, and deployment by individual businesses as well as for large scale power generation.

It is the recommendation of this committee that the use of multiple source renewable energy generation be encouraged and pursued for the municipality as well as for individual businesses and locations where there is a density or expected density of businesses.

The Town should continue to pursue and support the design, construction, and deployment of the large scale substation and power plant for the Industrial Park that will support current and prospective clients. As the town in partnership with NVDA and the current tenants of the Industrial Park move forward with this initiative it is important to ensure limited dependence on any one source of power where loss of that source could negatively impact any co-generation agreements with utility companies. This co-generation plant should be used as a prototype for other locations in town.

The zoning and planning board should examine regulations that will encourage and/or provide incentive for new businesses and new buildings to leverage multi-use renewable energy and other green technology throughout their facilities.

APPENDIX 5: ECONOMIC DEV. - VERMONT TRAVEL AND TOURISM TRENDS - 2003 THROUGH 2007

Vermont Travel and Tourism Trends

	2003		2005		2007		1% of 2007
Person trips to Vermont for leisure, business, personal		12.8 million		13.4 million		14.3 million	143,000
Direct spending for goods/services (\$ in billions)		\$1.46		\$1.57		\$1.615	\$16,150,000
Visitors by type (# of visitors in millions)							
Out-of-state overnight	49.2%	6.3	53%	7	52.2%	7.5	75,000
In-state day	25.0%	3.2	22%	2.9	24.9%	3.6	36,000
Out-of-state day	20.3%	2.6	18%	2.4	16.2%	2.3	23,000
In-state overnight	5.5%	0.7	7%	1.0	6.7%	1.0	10,000
Visitor \$ by season (\$ in millions)							
Winter (Dec-Mar)	31.4%	\$568.7	28.3%	\$570.2	34.9%	\$562.9	\$5,629,000
Summer (Jun-Aug)	40.2%	\$443.1	37%	\$508.7	33.4%	\$539.2	\$5,392,000
Fall (Sep-Nov)	21.5%	\$337.7	25.6%	\$363.8	23.2%	\$374.6	\$3,746,000
Spring (Apr-May)	6.9%	\$112.5	9.0%	\$131.7	8.6%	\$138.3	\$1,383,000
Visitor \$ by activity (\$ in millions)							
Shopping	26.4%	\$386	21.4%	\$337.2	11.7%	\$188.2	\$1,882,000
Lodging	23.7%	\$346	23.7%	\$372.9	19.9%	\$321.2	\$3,212,000
Food & Beverage	23.6%	\$344	21.4%	\$354.2	25.5%	\$411.6	\$4,116,000
Amusement/Recreation	11.0%	\$161	10.1%	\$158.8	8.7%	\$140.6	\$1,406,000
Gasoline	7.0%	\$102	14.3%	\$225.0	19.1%	\$308.7	\$3,087,000
Groceries	6.7%	\$99	6.4%	\$100.7	13.3%	\$214.7	\$2,147,000
Auto Repair & Services (2007 other transportation)	1.6%	\$24	1.6%	\$25.6	1.9%	\$30.0	\$300,000
Tax & Fee Revenue (\$ in millions)							
General Fund		\$91.7		\$99.3		\$107.7	\$1,077,000
Education Fund		\$74.2		\$82.0		\$82.9	\$829,000
Transportation Fund		\$15.8		\$15.18		\$16.3	\$16,300
Jobs supported by Visitor Spending	1 in 10	36,470	12%	36,250		37,490	374.9

Sourced from Vermont State Archives database: Travel & Tourism Industry

PLEASE REFER TO PAGES 93-94 FOR MORE EXPLANATION OF THESE NUMBERS. OBJECTIVE 2 ON PAGE 94 EXPLAINS THE 1% COLUMN.

APPENDIX 6: ECONOMIC DEV. - VERMONT DOWNTOWN PROGRAM (DESIGNATED DOWNTOWN)

SUMMARY OF THE DOWNTOWN AND VILLAGE CENTER TAX CREDITS

There are three tax credits designed to assist with rehabilitation and code improvements for older and historic buildings located within designated downtowns and village centers:

- 10% State Historic Rehabilitation Tax Credit – This credit applies to the costs for substantially rehabilitating a certified historic building, and piggy-backs on to the 20% Federal Rehabilitation Investment Tax Credit. All building related rehabilitation costs are eligible including exterior and interior improvements and code compliance. The first \$500,000 in costs receives a 10% credit along with half the costs over \$500,000.
- 25% Façade Improvement Tax Credit – This credit applies to the rehabilitation of a building façade. Maximum award is \$25,000. It cannot be used for a building that is eligible under the 10% Historic Rehabilitation credit above.
- 50% Code Improvement Tax Credit – This credit applies to the costs of bringing a building into compliance with state building codes, to abate hazardous materials, or to redevelop a contaminated property. It includes a maximum award of \$12,000 for a platform lift, \$50,000 for sprinkler systems, \$50,000 for elevators, and \$25,000 for the combined costs of all other qualified code improvements, as well as costs for hazardous material abatement and contaminated sites redevelopment. This credit may be used in conjunction with the other two credits, as long as the applicant does not request credits more than once on an eligible expenditure (i.e., no double dipping).

Standard provisions:

- Buildings must be located within the boundary of a Designated Downtown or Designated Village Center;
- Buildings must be constructed before 1983. Government and religious buildings, as well as single family residences, are not eligible;
- A minimum expenditure of \$5,000 must be made;
- Only one application may be made for a building during any 2 year period;
- Bank Credit Certificate – for applicants who do not have the tax liability to use a tax credit, the credit may be sold to a bank in exchange for cash or for adjustments to a mortgage.
- These tax credit programs are capped at \$1,600,000 annually, and no more than \$480,000 can be awarded to projects within any one municipality.

Jim Wuertele

It is reasonable to expect that, during the five-year term of the Plan, residential electricity prices will increase from about 12¢ per kilowatt-hour to 20¢ or higher, representing a total increase of 50% or more. An electric utility contract with Canadian Hydro-Quebec, which held prices stable for the last twenty years, will be updated and increased in 2010. Hydro-Quebec operates at least 3 nuclear plants, which will need either re-building or decommissioning soon. Vermont Yankee, the state's major electricity generator, faces likely shutdown when its license expires in 2012, due in part to regular releases—typical for reactors of its design, construction, and age—of Tritium and other radioactive elements into the environment **(1)**.

Fossil fuel price increases over the last five years have directly affected Town and school heating and transportation costs, as well as household budgets. Factors driving up fossil fuel prices include increased competition by China and India for uncommitted resources around the world (Department of Defense and Department of Energy predicted over 10% oil shortage by 2015), and growing costs per barrel of exponentially more expensive equipment and operations, necessary for recovery of ever more remote supplies **(2)**. Over the last decade, from 1999 to 2010, the price of crude oil increased an average of 14% per year, effectively doubling in five years **(3)**. If continuing at this rate, our gasoline would cost us over \$6.50 a gallon by 2016, ignoring replays of painful market spikes suffered in 2008-9 **(4)**.

Separate from the rising cost of energy mentioned above, some analysts predict that, for several reasons and over the next five years, the American dollar will lose 20% of its purchasing power in international commerce. What costs us \$500 today would cost more than \$600 in 2016—unless the commodity in question is fuel oil, of course **(5)**.

Combining the effects of market compression, extraction costs, and the weakening of the dollar, 2016 would purchase much less than half the fuel for heat or miles it does today **(6)**.

(1): Vermont Department of Public Services' Dave Lamont provided help separating the various contributors to residential electrical costs for the next 6 calendar years. Wholesale power costs are added to plant costs, with included labor and repairs, etc. This ratio is about 60% power and 40% plant according to Lamont.

Hydro-Quebec, the Canadian wholesaler of electrical power, has recently revised their contract for 2011 onward to drop charges down from 6.5 cents to 5.5 cents per kWh with later increases based on the inflation of the dollar and the electrical power markets, in US dollars (DL). The new contract approved by the VPSB, reported by AP in the C-R on April 19, 2011, estimated "competitive with or favorable to market prices". Also, this same article specifies that "Most of Hydro-Quebec's electricity is produced by a series of hydro-electric facilities ..." A key word is "most", since the remainder of H-Q electricity, as confirmed in a Quebecois report published on French TV-5 in 2011, is produced by several aging nuclear generating plants, at least one located near an earthquake fault.

Vermont's own aging nuclear plant, Vermont Yankee faces a shutdown protocol that will finally take them off-line by 2012. As a result, by 2013, prices for their share of our electrical supply (reported by DL) will change from 4.5 c/kWh to market values presently equal to what the New England power

grid charges, which now is 5 c/kWh. The price jump for power would be higher by whatever the amount affected by both dollar inflation and market factors.

The share of the cost of the plant charges, which when added to the wholesale power costs above, with some past history of transmission costs increases, argue cost inflation should double dollar inflation. The final answer of course depends on the amount of cost inflation assumed. Using 7% cost inflation (which is always higher than 1-2% dollar inflation numbers), consumer electricity is therefore predicted to rise from 12.7 c/kWh in 2010 (George Nagel of DPS Energy Planning) to 20 c/kWh in 2016.

A confirmation, made in November, 2010, was by phone with CVPS' C.E.M. Bob Morey. He agreed that a retail cost of 20 c/kWh by 2016 was a "reasonable guess". Late calculation billing from the summer of 2011 confirms the 7% cost inflation assumption of last year (13.22 calculated and 13.9 billed).

(2): *The [Feb 2010] report of the Department of Defense (DoD), at www.fas.org/man/eprint/joe2010.pdf titled "Joint Operating Environment 2010", indicates on page 29: "By 2012, surplus oil production capacity could entirely disappear, and as early as 2015, the shortfall in output could reach nearly 10 MBD."*

(3): *The increase of cost of crude between years 1999 and 2010, extracted from data provided by www.ioga.com/Special/crudeoil_Hist.htm, shows it as 3.5, which can be represented by an incremental increase each year of 13 to 14 %. The elevated numbers for 2008 are ignored.*

(4): *A 14% per year increase in price is calculated by multiplying 1.14 by itself for every following year. In the case mentioned, 1.4 times itself 5 times is 1.93. Multiply the \$3.38/gallon in 2010 times 1.93 and you get (approximately) \$6.50.*

(5): *The webpage:*

www.gonzalolira.blogspot.com/2010/08/how-hyperinflation-will-happen.html

discusses "quantitative easing" and other US measures reducing the power of the US dollar overseas.

Since the dollar is the international exchange currency, the US can get away with changing its value, but doing so reduces trading nations interest in getting paid for their production in dollars, including China. A multi-country coordinated change to some other currency is the ultimate action in the more recently termed "currency wars", and was revealed in 2009 by Robert Fisk at

www.independent.co.uk/news/business/news/the-demise-of-the-dollar-1798175.html

(6): *Market compression, a fixed supply in spite of increased demand, called by some "peak oil", will cause price hikes according to free market theory.*

Peak Oil has already happened, according to the IEA in their 2010 World Energy Outlook (summary) published in November, 2010 at the site:

www.worldenergyoutlook.org/docs/weo2010/WE02010_ES_English.pdf

On page 8 of this web summary: "Crude oil output ... never again regains its all-time peak of 70 mb/d (millions of barrels per day) reached in 2006 ..."

A probable market response, quoted by Hard Assets Investor in the webpage

seekingalpha.com/article/217608-why-we-ll-see-300-oil-by-2020

Charles Maxwell, senior energy analyst for Weeden & Co. says: "If you have a demand for 100 barrels and you can only supply 99, then somebody who needs a barrel is not going to get it. As soon as they see that the loss has landed on them, they'll bid higher, so someone else will have to take the loss. That loss will be tossed around like a hot potato, until finally the price of oil gets high enough that somebody says, 'I can't bid any higher.' That bidding process for 1 percent deficiency of oil can easily carry to 10 percent or 15 percent or 20 percent on a yearly basis. It will be pushing prices up very quickly because an awful lot of people don't want to be the one that fails to get that barrel."

Extraction costs, to recover oil from greater depths at greater risks, have been growing over the last several decades as demonstrated by the following data from

www.chrismartenson.com/crashcourse/chapter-17b-energy-budgeting.

Year	Cost of oil in % of itself (a form of energy EROI calculation)
1930	2% (2 measures of oil produced a net 100 measures of oil for use)
1970	4
1990	5.6
1999	10
2007	33 (produce 4 barrels but have only 3 barrels left to use; CO-2 releases correspond to 4 barrels)

APPENDIX 8: FIRE DEPARTMENT - THE ISO PUBLIC PROTECTION CLASSIFICATION (PPC) PROGRAM

ISO's PPC program evaluates communities according to a uniform set of criteria defined in the Fire Suppression Rating Schedule (FSRS). This criteria incorporates nationally recognized standards developed by the National Fire Protection Association and the American Water Works Association.

Using the FSRS, ISO objectively reviews the fire suppression capabilities of a community and assigns a Public Protection Classification - a number from 1 to 10. Class 1 represents exemplary fire protection, and Class 10 indicates that the area's fire suppression program does not meet minimum recognition criteria.

The FSRS allocates credit by evaluating the following three major features:

- Fire alarm and communication system. This review accounts for 10% of the total classification which centers upon a community's facilities and support for handling and dispatching fire alarms.
- Fire department. This review accounts for 50% of the total classification which focuses upon items such as engine companies, ladder or service companies, distribution of fire stations and fire companies, equipment carried on apparatus, pumping capacity, reserve apparatus, department manning, and training.
- Water supply system. This review accounts for 40% of the total classification highlighting the water supply a community uses for fire suppression, including hydrant size, type, and installation, as well as the inspection frequency and condition of fire hydrants.

When ISO develops a single classification for a community, all of the community's properties receive that classification. In many communities, ISO develops a split classification (for example, 5/9). Generally, the first class, (Class 5 in the example) applies to properties within a defined distance (5-road miles in most states) of a fire station and within 1000 feet of a fire hydrant. The second class (Class 9 in the example) applies to properties beyond 1000 feet of a hydrant but within the defined distance of a fire station. ISO generally assigns Class 10 to properties beyond the defined distance of a fire station.

St. Johnsbury currently has an ISO rating of 4/9. This is an excellent rating for our community. Countrywide only about 6.9% of the fire departments carry a Class 4 rating. Our Class 9 rating is a common rating for those parts of our community without hydrant protection. Class 9 ratings cover over 34% of the fire departments in the country. We have also lowered some of our rural area protection classes down to a Class 4 with the installation of dry hydrants which have been certified to meet the necessary criteria for water supply.

APPENDIX 9: EDUCATION - SAFE ROUTES TO SCHOOL

St. Johnsbury STP SRIN (20) Safe Routes to School Sidewalk and Signage Project St. Johnsbury, Vermont

FINAL / CONTRACT PLANS - JUNE 2011

Location: The Project Area includes a segment of Western Avenue / U.S. Route 2 between High Street/Central Street and Main Street, and a portion of Barker Avenue.
Work to be Performed under this Contract: Includes the removal of existing school zone signs, crosswalks, pavement markings, sidewalk and curb; supply and installation of new sidewalk and curbing, signs and posts, new crosswalks; and supply and installation of new solar AC powered variable message speed radar signs.



Overall Site Plan

SCALE: 1"=40'

INDEX OF SHEETS:

1. QUANTITY SHEET
2. GENERAL MASTER SITE SIGNAGE PLAN
3. SITE PLAN DRAPINGS
4. SIGN PLACEMENT & FINISH DETAILS
5. TYPICAL DETAILS SPECIFICATION
6. TRAFFIC CONTROL
7. SIGN PLAN

VTRANS STANDARD DETAILS

C-04 PORTLAND CEMENT CONCRETE SIDEWALKS WITH SIDEWALK GLAZING TO CURB	REVISED 2011 10 200
C-04 SIDEWALK CURBS	REVISED MAR 11 209
C-05 SIDEWALK CURBS	REVISED MAR 11 209
C-06 CURBS	REVISED FEB 14 200
D-06 CONSTRUCTION APPROACH/EDGE	REVISED JAN 2 204
D-06A SIDEWALK CONSTRUCTION - APPROACH/EDGE	REVISED JAN 2 204
D-07 CONSTRUCTION SIGN DETAILS	REVISED MAY 10 202
D-08 CONSTRUCTION SIGN DETAILS	REVISED JAN 10 200
D-08A CONSTRUCTION SIGN DETAILS	REVISED MAY 1 204
D-09 VARIABLE MESSAGE CONTROL SPEED MESSAGE - ONE LINE COLOR	REVISED MARCH 1 204
D-10 TRAFFIC CONTROL - MISCELLANEOUS DETAILS	REVISED MARCH 1 204
D-12 WARNING SIGN DETAILS	REVISED MAY 1 204
D-13 WARNING SIGN DETAILS	REVISED MAY 1 204
D-13A WARNING SIGN DETAILS	REVISED MAY 10 202
D-14 TUBULAR STEEL SIGN POST	REVISED MAY 10 198
D-14A SQUARE STEEL SIGNPOST	REVISED JUNE 4 200

NOTES:

1. The Western Avenue / Route 2 Sidewalks are based upon information provided by VTrans and the Town of St. Johnsbury.
2. Mapping is based upon base map information provided by VTrans, Esri, Inc., based upon the Vermont Center for Geographic Information (VCGI) orthorectified imagery. Limited additional topographic survey was performed by Latham & Sullivan Consulting Engineers, Inc. in August and November 2004.
3. Funding for this project is being furnished by the Federal Agency of Transportation Safe Routes to School Program through the Federal Transportation ID SAFETEA-LU.
4. Construction is to be performed in accordance with these plans and the Vermont, Town of St. Johnsbury Public Works Specifications, and the VTRANS Standard Specifications for Construction of 2008, as approved by the Federal Highway Administration on June 15, 2008 for the use in the project, including all subsequent revisions in which related specifications and general provisions are not incorporated into these plans.

DATUM	
VERTICAL	ASSUMED
HORIZONTAL	ASSUMED



APPENDIX 10: SENSE OF PLACE GRAPHIC

This diagram was used by the Steering Committee to help unify many of the Town Plan ideas.

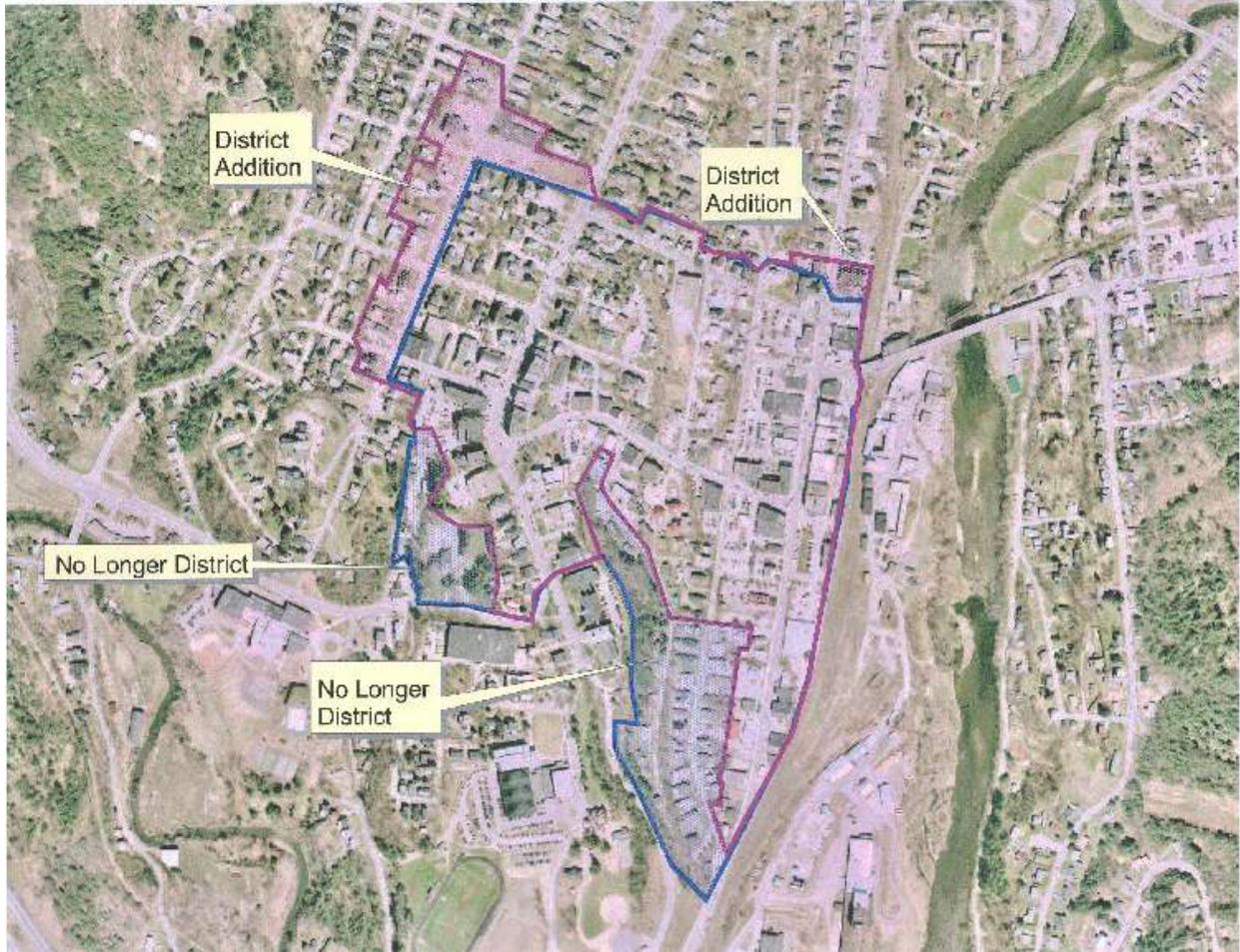


Project for Public Spaces
700 Broadway, 4th Fl.
New York, NY 10003

APPENDIX 11: MAPS



TOWN FOREST HIKING TRAILS ARE ALSO FOUND ON THE INTERESTS MAP.



ST. JOHNSBURY'S DESIGNATED DOWNTOWN AREA (ALSO FOUND ON THE INTERESTS MAP)

APPENDIX 12: GLOSSARY OF TERMS

2009 IECC Code	2009 International Energy Conservation Code . Voluntary, standardized code for the construction , additions, alterations, or repairs to buildings
ACT 250	Protection of water resources - lakes, streams, and wetlands - is considered during Act 250 reviews. Water Quality Division staff review all Act 250 permit applications and make recommendations to the District Environmental Commissions and the Environmental Board to protect these resources.
Alternative Energy	Energy derived from sources that do not use up natural resources or harm the environment.
Brownfield	Brownfield are defined by the U.S. Environmental Protection Agency (EPA) as a property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.
Business Incubator	Programs designed to accelerate the successful development of entrepreneurial companies through an array of business support resources and services.
CDBG based lending	Community Development Block Grant. This is one of the longest-running programs of the US Department of Housing and Urban Development. It funds local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.
Cluster Zoning Development	Cluster-zoning development. A future of denser development and more open space. Although the formula for "bonus" lots differs among communities, the cluster principle - offering developers more buildable lots in exchange for a contiguous, permanent open space - is basically the same. The building ordinance defines a % of open space required for a developer to leverage Cluster zoning benefits. Some town zoning plans specify areas where only clustered development is allowed in order to preserve valuable open spaces.
Creative Economy	The creative economy is based on the arts & culture industry in its various forms. There are documented lists of what is now nationally captured within this industry. A creative economy is either a natural fit for a town or it is not. The creative economy generally requires an initial and sustainable commitment and support infrastructure in order to be visible and viable. Incubator and ongoing lower rent workspace that is in the heart of a community along with an Arts Center and galleries has proven invaluable in cities and towns that have the creative economy as a larger piece of the economic development pie. The creative economy draws its income from local and area residents first and from those outside the area second. St. Johnsbury is an example of a natural fit for the creative economy to be a growth industry with the combination of a well-known and acclaimed Museum and Arts & Film Center, Library on Eastern Avenue creating an "Arts District" along with a location in Vermont, a state that is known for a supportive culture for artisanal residents.

Designated Downtown District	The 1998 Downtown Development Act provides substantial support for downtown revitalization. Towns that receive downtown designation under the Act are eligible for a number of benefits, including tax credits, loans and grants from various state agencies. To qualify, towns must develop a comprehensive revitalization strategy for the downtown district and demonstrate broad-based community support. The strategy must involve a long-term commitment to enhancing economic opportunities, preserving historic buildings, and improving public spaces and infrastructure in the commercial district.
District power distribution	A concept being explored where power generated in St. Johnsbury can be distributed to a district-wide area and benefit the Town.
Economic Development	The programs and actions that lead to a sustainable increase in living standards. It implies increased per capita income, better education and health as well as environmental protection.
Formative Assessment	This is a program which is used in the classroom to measure student progress in a moment by moment assessment. Many tools are used by teachers which drive curriculum and map progress. One curriculum tool is “Keeping Learning on Track”, distributed by Educational Testing Systems of New Jersey.
Form-based zones	This zoning relies on rules applied to development sites according to both prescriptive and potentially discretionary criteria. These criteria are typically dependent on lot size, location, proximity, and other various site-and use-specific characteristics.
Goal	Goals express broad, long-range community aspirations relative to one or more category of topics. A goal statement clearly defines the purpose and the expected outcome of a program or project - or its reason for being. The progress and outcome should be measurable. E.g. The company has instituted several new policies with the goal of reducing waste.
Green Economy	A green economy is based on a critical over-riding operating principle that the town, its businesses, and its residents will continually operate in a way that reduces negative impact on the earth. It will employ renewable, sustainable resources and methods where ever possible. A town with a green economy not only operates its infrastructure with renewable, sustainable, low-impact guidelines it also promotes this with ordinance or “rebates”, etc. for every business and resident of the town. It may also actively pursue businesses that are a vital part of the “Green” community such as: recycling facilities; wind, solar, geothermal, biomass energy producers and or parts manufacturers, or product manufacturers using recycled and/or natural product for production. In general, green economy operating principles prove valuable as long as they are not perceived as beneficial and not “big brother”. In addition, the degree to which a town actively strives toward low-impact varies. Interestingly, geo-tourism is a subset of the travel and tourism industry that overlaps largely with this economic segment. Many towns are adopting Green economy principles as a way of reducing their cost of doing business.
Green Space	An open space reserve – describes protected areas of undeveloped landscape.

Health Access	Availability, accessibility, accommodation, affordability and acceptability of health care services to an individual.
Healthcare Destination	traveling to a location that differs from your own to secure medical treatment for a variety of health issues.
Healthy Behavior	An action taken by a person to maintain, attain, or regain good health and to prevent illness. Health behavior reflects a person's health beliefs. E.g. Some common health behaviors are exercising regularly, eating a balanced diet, and obtaining necessary inoculations.
HERS index	The HERS Index is a scoring system established by the Residential Energy Services Network (RESNET) in which a home built to the specifications of the HERS Reference Home (based on the 2006 International Energy Conservation Code) scores a HERS Index of 100, while a net zero energy home scores a HERS Index of 0. The lower a home's HERS Index, the more energy efficient it is in comparison to the HERS Reference Home.
Housing	Buildings or structures that individuals and their family may live in that meet certain federal regulations.
Hydric soil	This is a soil that is formed under conditions of saturation, flooding, or ponding long enough during the growing season to develop anaerobic conditions.
Implementation Initiatives and Tasks	Implementation Initiatives and Tasks are specific actions that may be taken by identified entities to support one or more policy and achieve the community's goals. This implementation program is aspirational in nature and it is not anticipated that all of the suggested tasks will necessarily be undertaken during the five-year duration of this plan. Tasks that require an expenditure of Town funds will be vetted through the Town's normal budgeting process. Priorities for implementing the tasks are identified as ongoing, short-term (to be completed within one year of plan adoption), mid-term (2-5 years of adoption) and long-term (5+ years from adoption). The groups and/or individuals responsible for each task are identified.
Industrial Economy	The industrial segment aka the manufacturing segment can be anything from the local business that produces salad dressing to the circuit board manufacturer. However, traditionally, this is the segment of the large capital equipment manufacturing facility that employs a greater % of people and sells their product nationally and/or globally. Generally these businesses are courted to get jobs and to offset the residential tax base. Small businesses and startups in this segment help grow the slice of the pie for this segment of the economy. The fit with the environment and the area based on the availability of production resources within the town and/or region are the critical factors to consider. A locally owned industrial business has the same potential to be as destructive on the local economy as a non-local business.

Innovative Economy	Innovative economy is made up of the creative businesses that are outside those defined within the “Creative Economy” segment. They are new and different business ideas that have the potential to establish themselves and grow. They are a natural fit for the area for one or more reasons: based on local, natural resources; some can operate primarily through advances in information technology (e.g. telecommuting), web-sales. An innovative economy requires a population that has access to learning and other support resources to enable the individual with a good idea to vet and grow that idea while minimizing early financial risk. The businesses in this segment are continually changing as they either succeed and grow or are unable to survive.
IRPs and SBA 504 loans	Information Resource Planning and Small Business Association terms. NVDA has access to loans which provide these services.
Land Reuse sites	Land reuse sites are properties that are being redeveloped from their former use.
Land Use	The human use of land. Land use involves the management and modification of natural environment or wilderness into built environment such as fields, pastures, and settlements.
Medical Home	An approach to providing comprehensive primary care that facilitates partnerships between individual patients , and their personal providers , and when appropriate, the patient’s family.
Micro Hydro	This is a term used for hydroelectric power installations that typically produce up to 100 KW of power. These installations can provide power to an isolated home or small community, or are sometimes connected to electric power networks.
Net metering	Net metering is an electricity policy for consumers who own (generally small) renewable energy facilities (such as wind , solar power or home fuel cells) or V2G electric vehicles . "Net", in this context, is used in the sense of meaning "what remains after deductions" — in this case, the deduction of any energy outflows from metered energy inflows. Under net metering, a system owner receives retail credit for at least a portion of the electricity they generate.
Operation Decon Level	This refers to dismantling or decommissioning options.
Policy	Policies are statements of the town’s intent, or position, with regard to specific issues or topics. In certain settings, such as Act 250 proceedings, policy statements will serve as the basis for determining a project’s conformance with the St. Johnsbury town plan.
Public Services	All services of the Fire Department and Police Department are Public Services. The Public Works Department oversees the roads, water, and sewer infrastructures.
Renewable Energy	Energy which comes from natural resources such as sunlight, wind, rain, tides, and geothermal heat, which are renewable (naturally replenished).
Scenic By-Way Grant	A scenic byway is a specially designated road or waterway that travels through an area of natural or cultural beauty. The US Department of Transportation

	offers grant opportunities to develop scenic by-ways.
Small Business Economy	Locally owned, retail, creative, industrial, innovative, sustainable, service, hospitality, etc. A small business can be just about anything. How it fits in the town's economic model is the most important factor for whether or not, how, and where it is permitted to open in the town. The factors affecting this should be well documented by the town in its vision, goals, and ordinances. A local economy based predominantly on small businesses needs a strong support infrastructure and affordability standard that enables businesses to start up and sustain, and that always has new businesses in the pipeline to replace those who discontinue doing business for a variety of reasons.
Smart Growth	An urban planning and transportation theory that concentrates growth in compact walkable urban centers to avoid sprawl and advocates compact, transit-oriented, walkable, bicycle-friendly land use, including neighborhood schools, complete streets, and mixed-use development with a range of housing choices.
Social Environment	It is used in this document to refer to climate and opportunities. The goal of this plan is to develop an environment which encourages a safe and enjoyable place to live, work and play.
Stewardship	The term refers to the careful and responsible management of something entrusted to one's care, as in this case, of natural resources.
Streetscape	The appearance or view of a street. It is commonly used when viewing a street from an aesthetic perspective. References in this Town Plan include beautification and pedestrian and bicycle safety.
Sustainable Economy	A sustainable economy should be the primary goal of every city and town. Whatever industry ratio model fits best with the natural landscape and environment of the town and area and supports the operating principles and direction of the town and its people will prove to be sustainable. It is worth noting that a business that measured well initially may not over time. An example: a locally owned start-up industrial business may be sold to a non-locally owned company. What the company produces changes. The sustainability ratio just changed for this company and how the town responds becomes important.
Switchgrass	This is a perennial warm season bunchgrass native to North America. It is primarily used for soil conservation, forage production, game cover and as a biomass crop for ethanol and butanol projects which produce electric and heat. It is also used for biosequestration of atmospheric carbon dioxide.
Transportation	This plan refers to ease of getting from one place to another. We are looking at public transportation, bicycle safety, pedestrian safety and ease of motor traffic travel around town.
Travel and Tourism Economy	A location that bases its identity, its entire sense of being and income on travel and tourism business has a travel and tourism economy. Construction, housing, service jobs, retail businesses are all defined and maintained with one customer in mind: someone coming in and bringing their money in from somewhere else – the tourist. This is true of island resorts, towns in Mexico and some smaller

<p>Travel and Tourism Economy, continued</p>	<p>coastal or mountain towns in the US, even Disney World transformed Orlando into a primarily Travel and Tourism economy. As with any economic segment, if something impacts the ability of the customer to go to a location for an extended period of time, the local economy begins to fail. This was the case following 9-11, natural disasters, no snow in ski towns, and is the case in some areas now due to the sustained economic downturn and the resulting reduction in discretionary income worldwide. However, the travel and tourism can prove a beneficial segment (slice of the pie) for any local economy where it is a natural fit. When this happens, the infrastructure improvements and existing “attractions” that are present for local and area residents are also available to visitors. The difference is when a town includes travel and tourism as a segment its economy it allocated funds to actively market to attract visitors. Visitors bring money to spend in the local economy with little or no additional cost to the towns they visit.</p>
<p>Utilities</p>	<p>All water, sewer and electric services provided by local services.</p>
<p>VT Neighborhoods</p>	<p>Since the 1970’s, Vermont has promoted policies and programs that seek to maintain and enhance Vermont’s historic development pattern of compact settlements separated by a rural working landscape. This Program is established in Act 176 and provides financial benefits to stimulate new housing development in targeted areas in and around designated downtowns, village centers, new town centers, and growth centers.</p>



BENCHES AT COURTHOUSE PARK

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Current town photographs were taken by Susan Cherry. 1979 Players Historic photograph, courtesy of St. Johnsbury Players.

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