

ENVISION MONTPELIER

COMMUNITY ACTION PLAN
DRAFT

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ENVISION MONTPELIER

ECONOMICS & LIVELIHOODS

GOALS – DATA – TARGETS – STRATEGIES

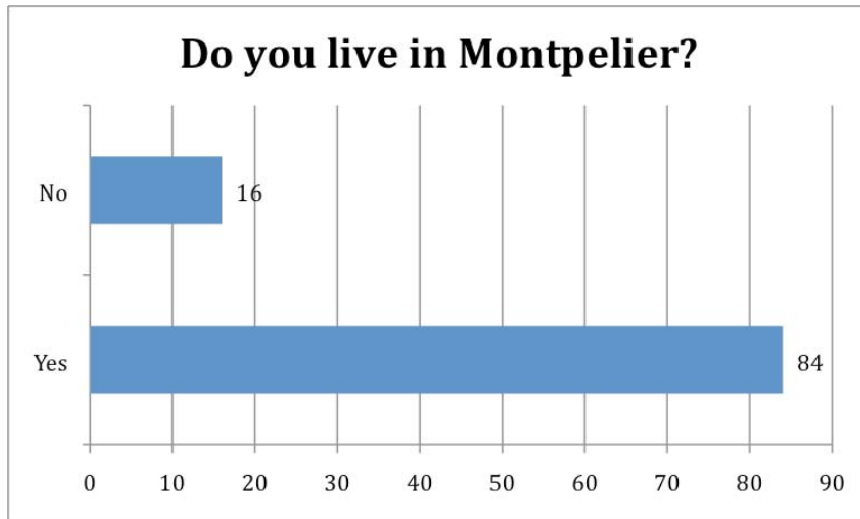
ECONOMIC WELL-BEING

Montpelier, Barre, and other adjacent communities cooperate as an economic, social, and cultural center of the Central Vermont region and provide jobs, income, housing, cultural activities, recreation, health care, goods, and services to area residents.

Economic Well-Being Survey Results

A six-question survey was sent to a variety of e-mail groups, including enVision Stakeholders, Montpelier CAN leaders, MDCA, City Council, etc. We received 100 total responses. Please note that the charts show the numeric value of responses; boxes to the right of the charts show percentages.

Chart 1: Area of residence

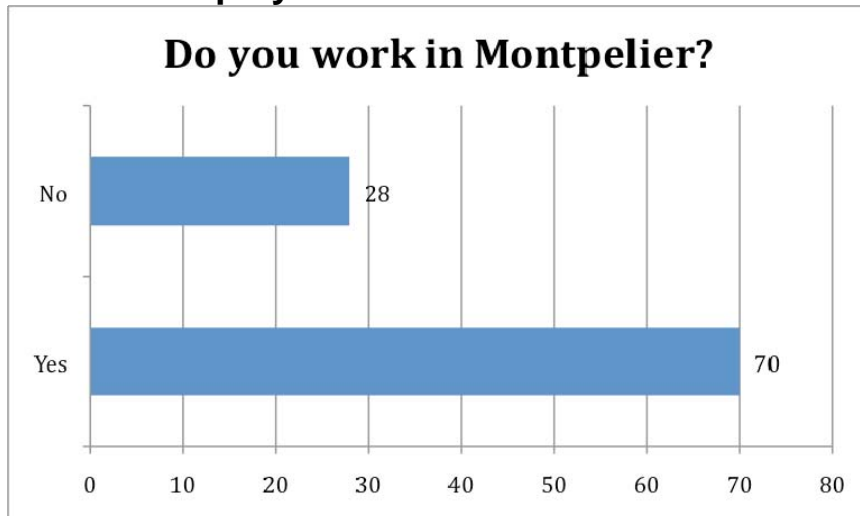


Response Percent	
No	16%
Yes	84%

Those who responded “no” live in the following areas:

- | | |
|---------------------|-----------------|
| East Montpelier (6) | Woodbury (1) |
| Plainfield (2) | Putnamville (1) |
| Barre (1) | Moretown (1) |
| Barre Town (1) | Adamant (1) |
| Middlesex (1) | Waterbury (1) |
| Calais (1) | |

Chart 2: Employment location

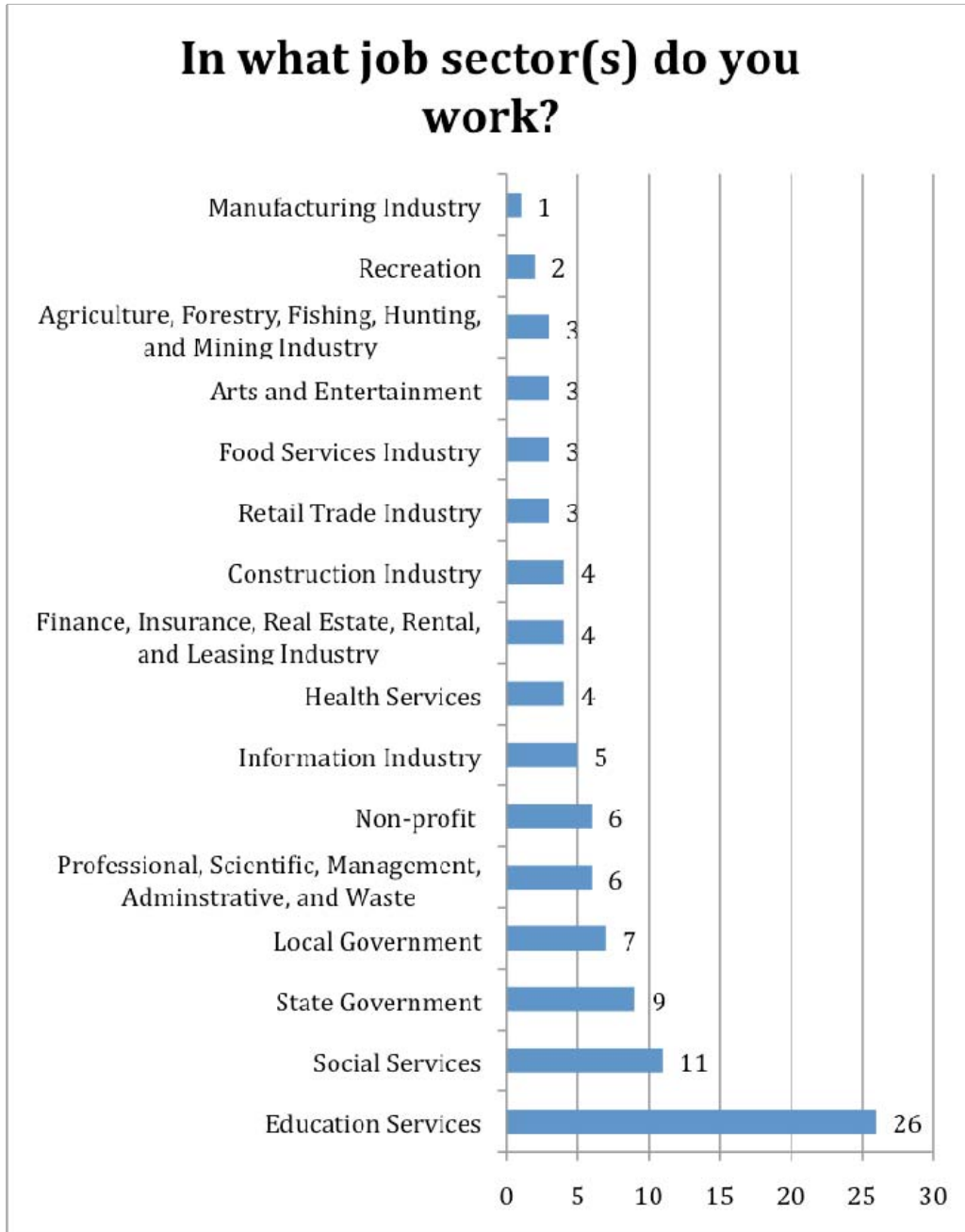


Response Percent	
No	28.6%
Yes	71.4%

Those who do not work in Montpelier work in the following locations:

- | | |
|-------------------------|---------------------|
| Waterbury (6) | Unemployed 1 |
| Retired (4) | Williamstown (1) |
| Barre (4) | Stowe (1) |
| Berlin (3) | East Montpelier (1) |
| Online (2) | Maternity leave (1) |
| Travel out of state (1) | Plainfield (1) |
| Burlington (1) | South Royalton (1) |

Chart 3: Job Sector



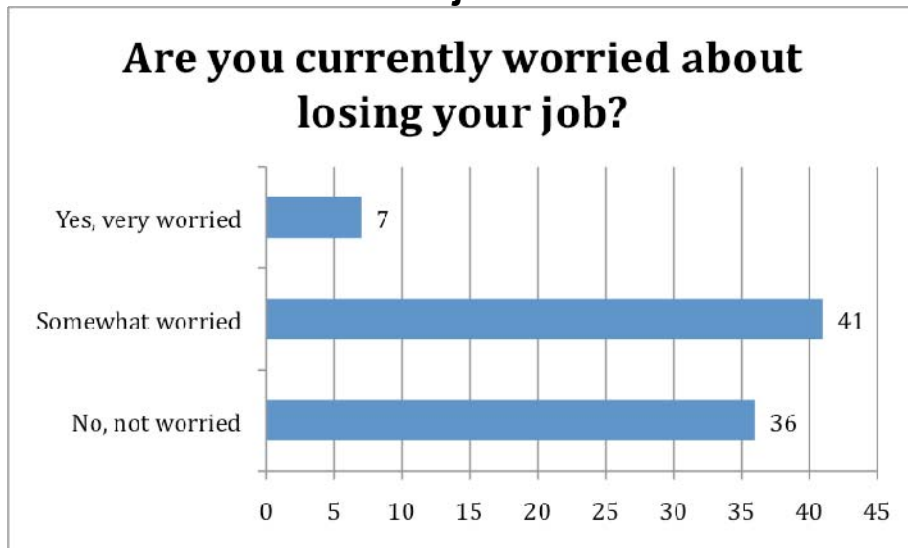
*97 people responded, thus the percentages are almost equal to the numeric value.

Chart 4: Job or Income Loss



Response	Percent
N/A	8%
No	74%
Yes	18%

Chart 5: Concerns about job loss



Response	Percent
Yes	7.0%
Somewhat	41%
No	36%

Goal A: Economic Well-Being

Montpelier, Barre, and other adjacent communities cooperate as an economic, social, and cultural center of the Central Vermont region and provide jobs, income, housing, cultural activities, recreation, health care, goods, and services to area residents.

Target 1

By 2020, the City of Montpelier demonstrates leadership in promoting regional planning by organizing annual regional meetings and cooperative discussions with surrounding municipalities.

Strategy 1a

Establish a regional planning and economic development entity which enables Montpelier and surrounding communities to retain and promote the prosperity of existing businesses, as well as to attract economic development appropriate to each community while not pitting one against the other.

1a.1 Work with neighboring communities to determine what municipal services should be shared.

1a.2 Work with regional and neighboring communities to ensure that the central communities are the primary growth center of the region, intended to prevent sprawl by absorbing a higher percentage of regional growth.

Target 2

By 2040, the loss of jobs during economic downturns is reduced by X percent.

Strategy 2a

Develop mechanisms to support businesses in times of economic stress.

2a.1 Enhance the City's loan program for businesses under stress.

2a.2 Develop a regional value exchange that allows businesses to exchange goods and services with one another using complementary currency. Use the Swiss WIR as a model.¹

2a.3 Explore and implement economic development projects that boost the local economy. Use other cities as a model.²

¹ WIR is a cooperative association of small to medium size, independent Swiss businesses for the purpose of mobilizing their own credit potentialities, i.e., without using commercial banks as intermediaries, to facilitate business transactions within their own circle. WIR credit can be described as supplementary, low-cost credit, but has had also – the fully intended – result of increasing the business volume of their members. As a self-help measure, it appears to have been successful in large measure in protecting the small, independent businessman against the constantly increasing pressure from large, financially strong competitors. The WIR system remains fully operational even in times of economic crisis. http://www.smallisbeautiful.org/local_currencies/wir.hansch.html.

² Many cities have developed innovative methods for boosting their local economies. For example, the City of Lancaster, California, developed “Shop&Drive Lancaster,” an incentive program that rebates vehicle registration fees in the form of “Shop&Dine” dollars when a consumer buys or leases a vehicle from a participating Lancaster dealer. “Shop&Dine Lancaster” rewards local shoppers who spend \$300 or more with any Lancaster business with a \$30 “Shop&Dine Lancaster” gift card to be used at local businesses. These programs support consumers and local

2a.4 Establish a Smart Card system which encourages both businesses and consumers to take advantage of local goods and services.³

2a.5 Promote an economic mix deep and broad enough to mitigate downturns in specific sectors.

Target 3

Montpelier builds upon its local advantages and gradually reduces non-essential imports⁴: a 10 percent decrease by 2015; a 40 percent decrease by 2025; and a 60 percent decrease by 2040.

Strategy 3a

Encourage local purchasing and investment.

3a.1 Encourage local buyers to purchase goods and services from local businesses.

3a.2 Develop a searchable, online guide that lists where particular goods and services can be found and purchased locally.

3a.3 Promote Employee Stock Ownership Programs (ESOPs) and other strategies to increase local ownership.

3a.4 Pursue municipal and cooperative ventures to increase local economic control.

3a.5 Promote energy efficiency to reduce energy imports.

Target 4

By 2040, alternative ways to measure economic well-being are commonly used to support sustainability principles in decision-making.

Strategy 4a

A Genuine Progress Indicator (GPI), is examined and, if appropriate, applied in order to measure the sustainability of Montpelier's activities.⁵

businesses and help create a stronger bond between citizens and local government.

<http://www.cityoflancasterca.org/index.aspx?page=20>.

³ A Smart Card system would encourage businesses and consumers to shop locally. Businesses could earn credit for engaging in sustainable practices, such as recycling, green purchasing, etc., and then use its credit to exchange goods and services with other local businesses. Consumers could earn credit for shopping locally and eventually redeem credit in local stores.

⁴ In this case, "non-essential import" refers to goods and services that can be produced locally but currently are not.

⁵ A Genuine Progress Indicator (GPI) is an alternative to the Gross Domestic Product (GDP) that reconciles various social and environmental factors to better measure the sustainability of an entity's activities. GPI calculations consider items such as the value of volunteer labor, the loss of leisure time, the cost of pollution, and the cost of crime.

VIBRANT DOWNTOWNS

The Montpelier and Barre area has vibrant downtowns with a range of housing and activities in addition to many locally-owned businesses which offer a wide variety of affordable goods and services within an accessible distance to meet resident's needs.

Goal B: Vibrant Downtowns

The Montpelier and Barre area has vibrant downtowns with a range of housing and activities in addition to many locally-owned businesses which offer a wide variety of affordable goods and services within an accessible distance to meet resident's needs.

Target 1

By 2025, there is 95 percent occupancy of downtown and surrounding buildings.

Strategy 1a

Explore and find means to improve accessibility and affordability of space for small businesses and/or residential space in downtown buildings, particularly on 2nd and 3rd floors.

1a.1 Explore the feasibility of the development of a cooperative or shared service core, including cooperatively used elevator that can serve the buildings on State and Main Street.

1a.2 Offer incentives or tax credits to landlords who are able to maintain high standards of energy efficiency, access, and safety.

1a.3 Establish regulatory procedures for the City to review and secure vacant buildings and other commercial space.

1a.4 Redevelop empty or underutilized properties in the downtown.

1a.5 Encourage the use of upper floor units for internet businesses, artist studios, and for-profit and non-profit incubator spaces.

1a.6 Encourage artists to use upper floor units as studio space. Provide an incentive, such as a property tax credit, to encourage use.

1a.7 Create and maintain an environment in which new businesses feel welcome. Encourage community investments, such as educational, health care and municipal services, that will aid in attracting economic development opportunities while strengthening and improving viability of existing business with new businesses that complement Montpelier's quality of life.

Strategy 1b

Invest in new and existing infrastructure to support additional growth and development in the designated downtown and the Growth Center.

Strategy 1c

Establish a regional redevelopment authority which has the authority to both inventory blighted property and cause their redevelopment and capitalize a revolving loan fund targeted to specific priority development.

Strategy 1d

Develop a permit-by-right system which enables the redevelopment of existing properties within the specified time frames and allows significant development to proceed without timely delay.

Target 2

By X date, the number of employees in sectors that are already successful, specifically health care, insurance, internet technology, and renewable energy, increases by X percent.

Strategy 2a

Create the necessary communication infrastructure (i.e. ECFibernet and/or shared satellite uplink) and public transportation to make Montpelier an ideal place for businesses to locate.

Strategy 2b

Support and expand existing employment clusters so that individuals can change jobs without switching fields.

Target 3

By 2025, the total number of people, including local residents and tourists, shopping and visiting downtown increases by 30 percent.

- By X date, X percent of residents report that shopping opportunities in Montpelier are “good” or “excellent.”
- By X date, X percent of residents report that the overall quality of business and service establishments in Montpelier are “good” or “excellent.”
- By X date, X percent of residents report that opportunities to attend cultural events are “good” or “excellent.”
- By X date, X percent of residents report that opportunities to participate in social events and activities are “good” or “excellent.”

Strategy 3a

Support a dynamic business mix that provides both fun and functional goods and services.

3a.1 Maintain the number and diversity of food stores and restaurants in town.

3a.2 Develop a coupon book for local businesses. Sell coupon books in local bookstores.

3a.3 Determine what “everyday” goods and services, currently unavailable in Montpelier, could be provided by local businesses. Encourage entrepreneurs and businesses to try to provide such goods and services.

Strategy 3b

Explore creative ways to draw more people downtown.

3b.1 Create a mechanism, such as a local options tax, to pay for the requirements to support cultural activities which attract people to downtown.

3b.2 Increase the number of pocket parks and playgrounds within walking distance of downtown.

Strategy 3d

Promote Montpelier as a tourist destination.

3d.1 Coordinate tourism related development with other economic development efforts (such as downtown revitalization, agricultural products, commercial, retail, and industrial development) in order to maximize the City's return on investment by exposure of all facets of products and opportunities to both visitors and residents.

3d.2 Identify facilities and activities, existing and potential, which attract identified tourist target groups. Encourage the development of needed identified facilities and activities.

3d.3 Utilize a variety of methods to promote community-wide festivals, celebrations, and activities, to tourists.

3d.3 Jointly promote all of the accommodations and conference facilities available in Montpelier.

Strategy 3e

Given that the state occupies a large part of downtown, look for opportunities to collaborate and work with the state, and encourage them to be partners in the community.

ENTREPRENEURIAL OPPORTUNITIES

The city of Montpelier is a healthy environment for new ventures; businesses, schools, and other organizations find the support they need to initiate entrepreneurial ideas that create meaningful, creative, and livable wage jobs.

Goal C: Entrepreneurial Opportunities

The city of Montpelier is a healthy environment for new ventures; businesses, schools, and other organizations find the support they need to initiate entrepreneurial ideas that create meaningful, creative, and livable wage jobs.

Target 1

By 2025, entrepreneurial ventures, as measured by the number of new business registrations, increases by 50 percent.

Strategy 1a

Provide needed support and assistance to new ventures.

- 1a.1** Provide links to entrepreneurial resources on the City of Montpelier website.
- 1a.2** Provide useful information to prospective businesses and developers in order to attract increased investment in the community. Develop, maintain, and market an inventory of available sites and the expansion needs of existing businesses.
- 1a.3** Support organizations and programs, such as the CVCAC Micro-Business Development Program, Community Capital of Vermont, Central Vermont Economic Development Corporation, and the Vermont Small Business Association, that assist with the working capital and expansion needs of existing or new business. Consider exploring funding opportunities to support such programs.
- 1a.4** Develop a non-profit/for-profit incubator space with the infrastructure and communication technology needed for new entities.
- 1a.5** Lobby the state for policy change around local investment so that unaccredited investors can make low-risk investments in locally owned businesses.⁶
- 1a.6** Support tax advantages, such as tax-increment financing (TIF), that encourage re-investment.
- 1a.7** Facilitate access to venture capital by connecting new businesses with resources.
- 1a.8** Support disadvantaged and women-owned businesses.⁷

Target 2

By 2025, there is a 50 percent increase in programs and opportunities to learn about business and entrepreneurship.

⁶ Currently, the Securities and Exchange Commission prohibits small investors who are “unaccredited” from investing in small businesses.

⁷ A disadvantaged business is a business that is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged or, in the case of any publicly owned business of which 51% of the stock is owned by such individuals; and whose management and daily business operations are controlled by one or more such individuals. A woman-owned business is any business which is at least 51% owned by one or more women; and management and daily business operations are controlled by one or more women who own the business.

Strategy 2a

Support new and existing programs which help community members and entrepreneurs to fully understand entrepreneurship.

2a.1 Work with government and educational institutions to ensure training about business issues is available to local small businesses.

2a.2 Encourage entrepreneurs to meet with community members to gather interest and establish community buy-in.

2a.3 Develop school curriculum and community programs for entrepreneurial skill development, including business and financial management.

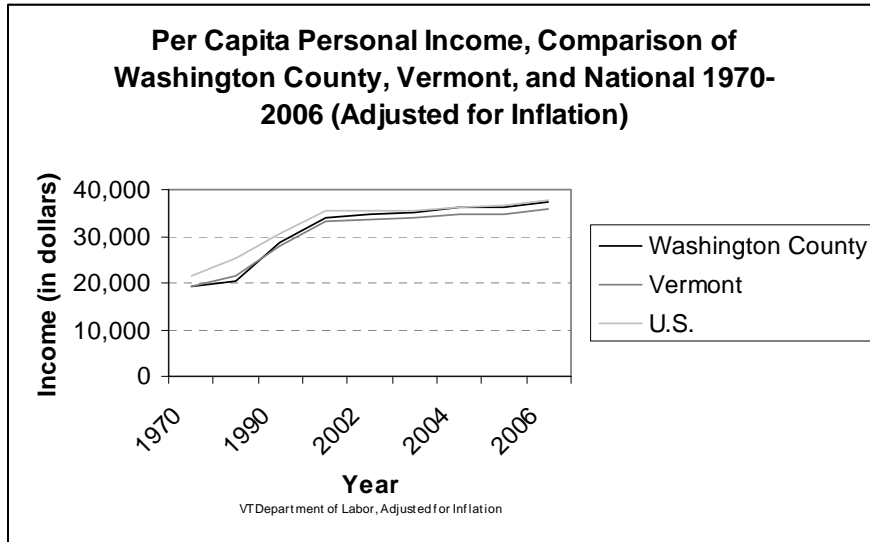
HUMAN NEEDS

There are adequate income and human and social services in place so that over their lifespan, residents are able to meet their needs within the community regardless of age, abilities, employment, income level, and health, and involuntary poverty is a thing of the past.

INCOME

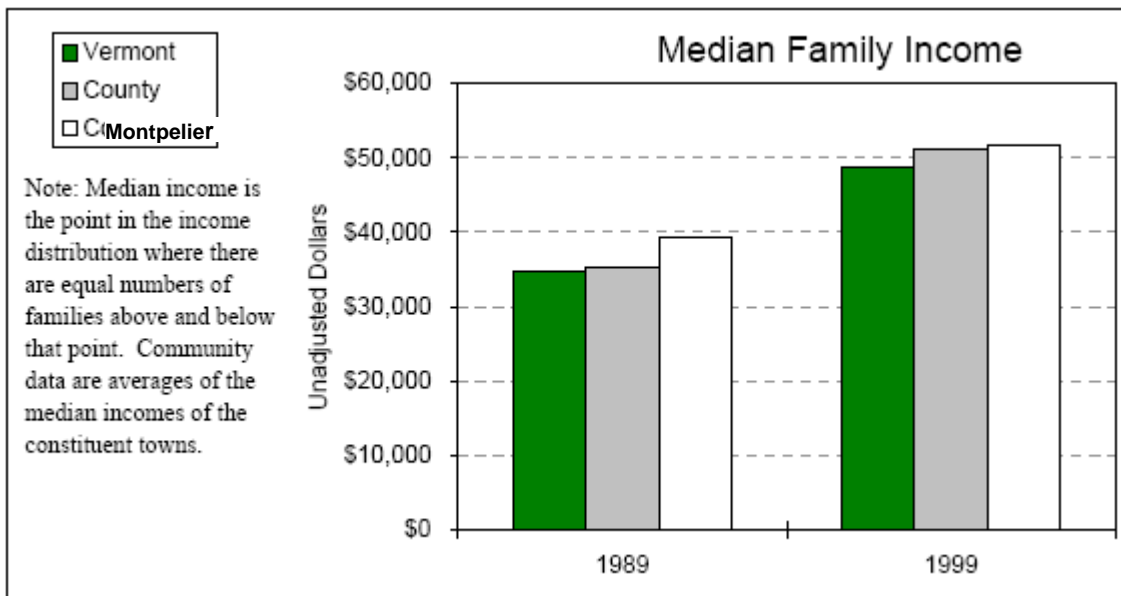
PER CAPITA PERSONAL INCOME

From 1970 to 2002, per capita personal income in Washington County was below the national average, but since 2003, it has remained above or near the national average. Washington County per capita personal income is higher than the Vermont average.



MEDIAN FAMILY INCOME

Median family income in the Montpelier School District is higher than the median family income in both Washington County and Vermont. Median family income in the Montpelier School District increased 24%, from \$39,151 to \$51,818, between the years of 1989 and 1999.

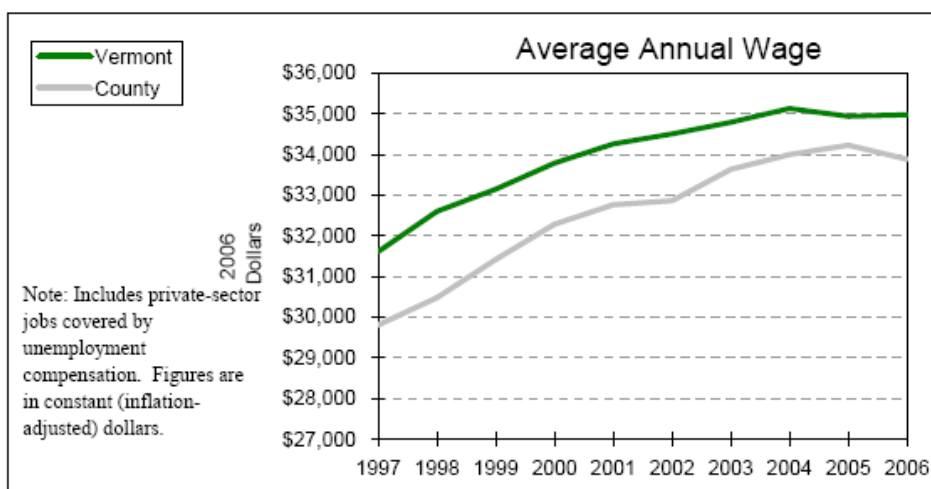


Agency of Human Services: 2007 Community Profile

WAGES

ANNUAL WAGE

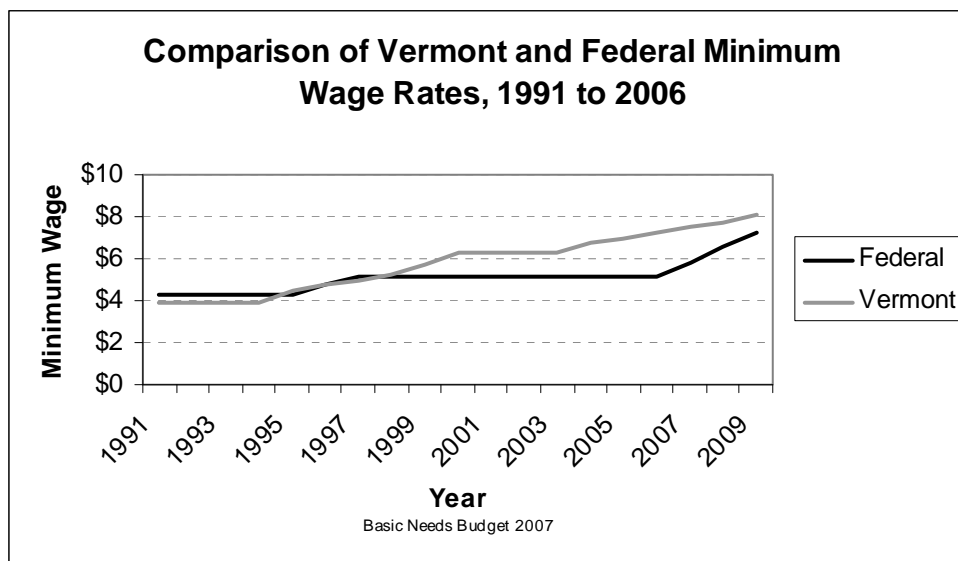
The average annual wage in Washington County and in Vermont increased steadily from 1997 to 2004. The 2006 average annual wage of Washington County was \$33,880. From 2005 to 2006, Washington County saw a decline in the average annual wage.



Agency of Human Services: 2007 Community Profile

MINIMUM WAGE

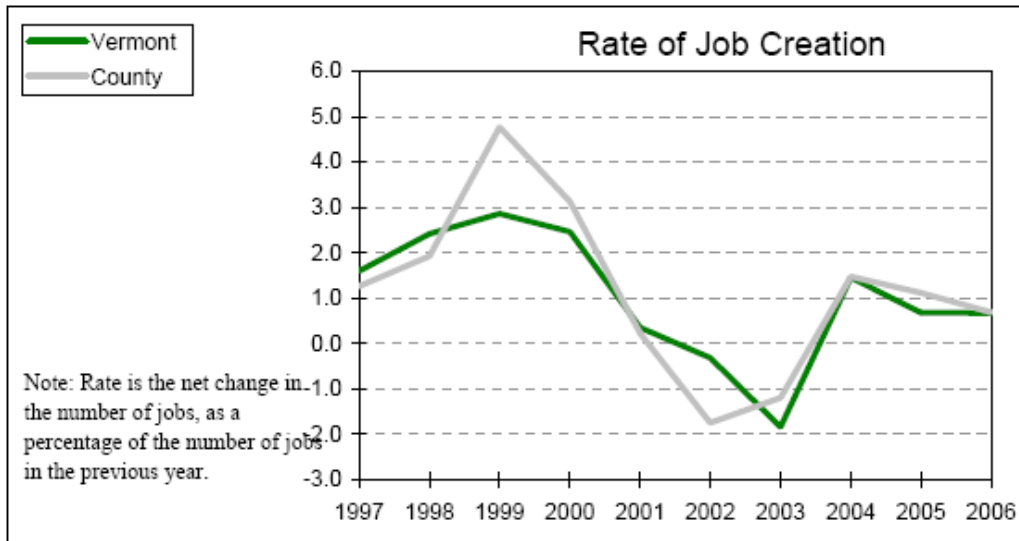
The minimum wage in Vermont gradually increased from the early 1990s to the present, while the national minimum wage remained unchanged, at \$5.15 per hour, from 1997 until 2007. The current Vermont minimum wage is \$7.68 per hour. On January 1, 2009, and on each subsequent January 1, the minimum wage rate in Vermont will be increased by five percent or the percentage increase of the Consumer Price Index, or city average, not seasonally adjusted.



EMPLOYMENT

JOB CREATION

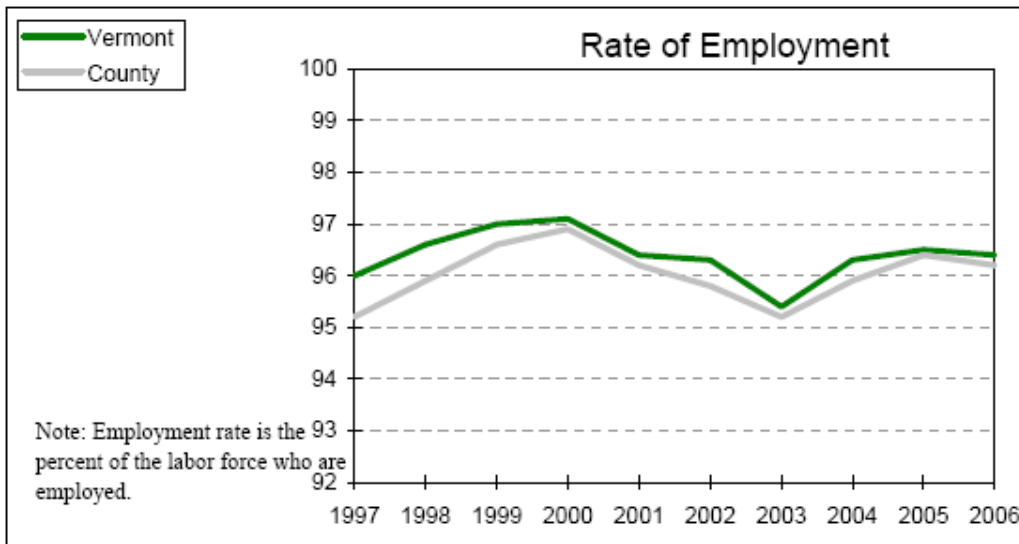
The rate of job creation refers to the annual percent change in private-sector employment. From 1997 to 2006, the rate of job creation in both Washington County and Vermont fluctuated between negative two and positive five percent. The rate of job creation in Washington County in 2006 was positive 0.7 percent.



Agency of Human Services: 2007 Community Profile

EMPLOYMENT RATE

The Washington County employment rate was slightly lower than the Vermont employment rate from 1997 to 2006. In 2006, the Washington County employment rate was 96.2 percent.

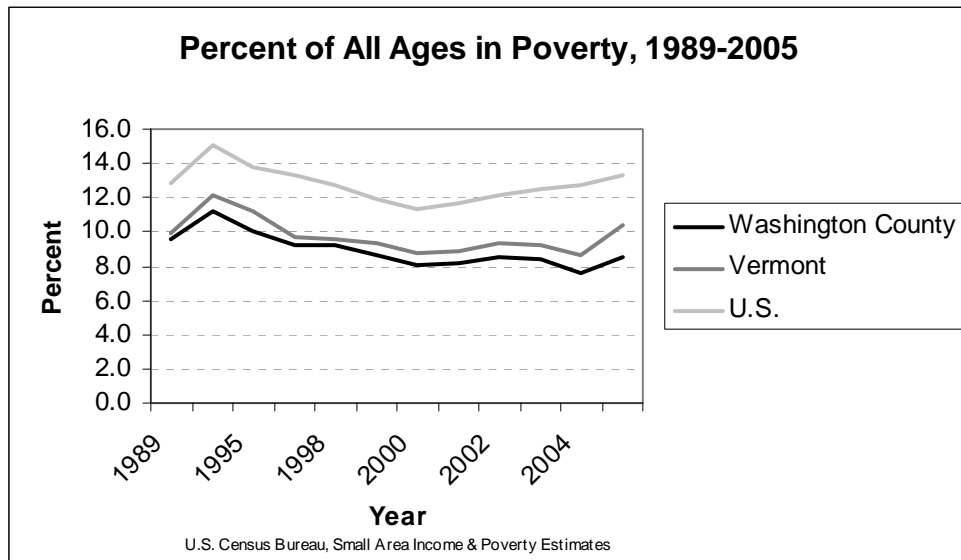


Agency of Human Services: 2007 Community Profile

POVERTY

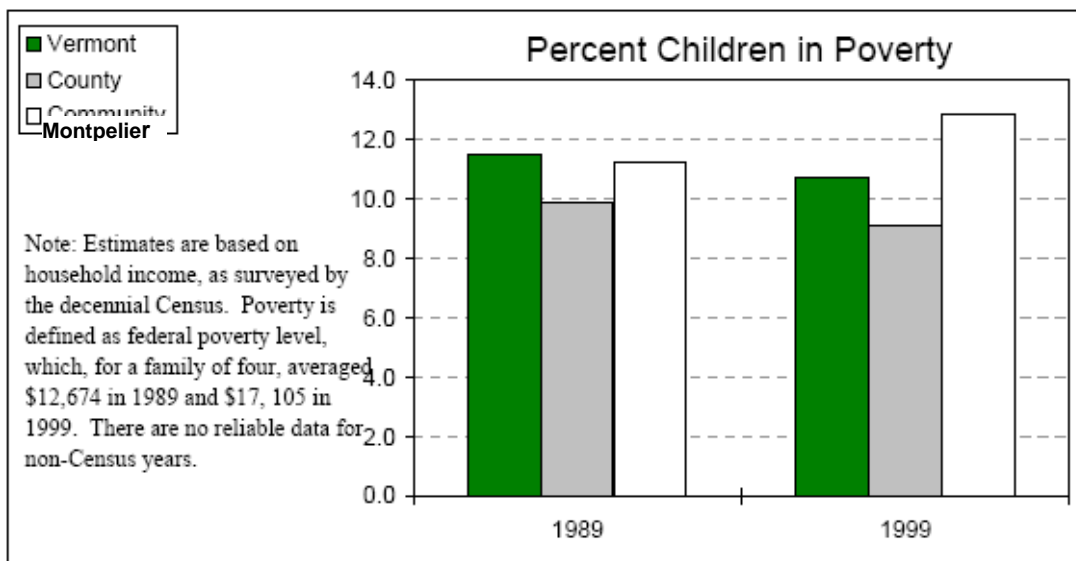
ALL AGES

The percent of people (all ages) in poverty in Washington County has remained at least 3% lower than the national percent of people (all ages) in poverty from 1989 to 2005. In 2005, 8.5% of people (all ages) fell below the poverty level.



CHILDREN

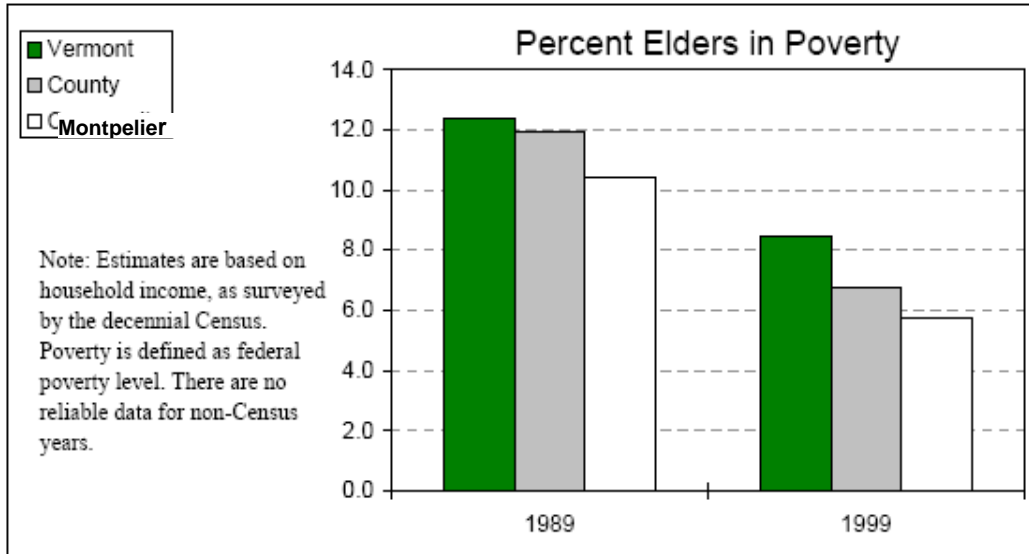
The percent of children in poverty in the Montpelier School District is higher than county and statewide averages. In 1999, 12.9 percent of children lived with families whose household income fell below the federal poverty level.



Agency of Human Services: 2007 Community Profile

OVER 65

The percent of population aged 65 and over living in poverty in the Montpelier School District is lower than in Washington County and the state of Vermont. The percent of Montpelier residents aged 65 and over living in poverty declined from 10.4 percent in 1989 to 5.7 percent in 1999.

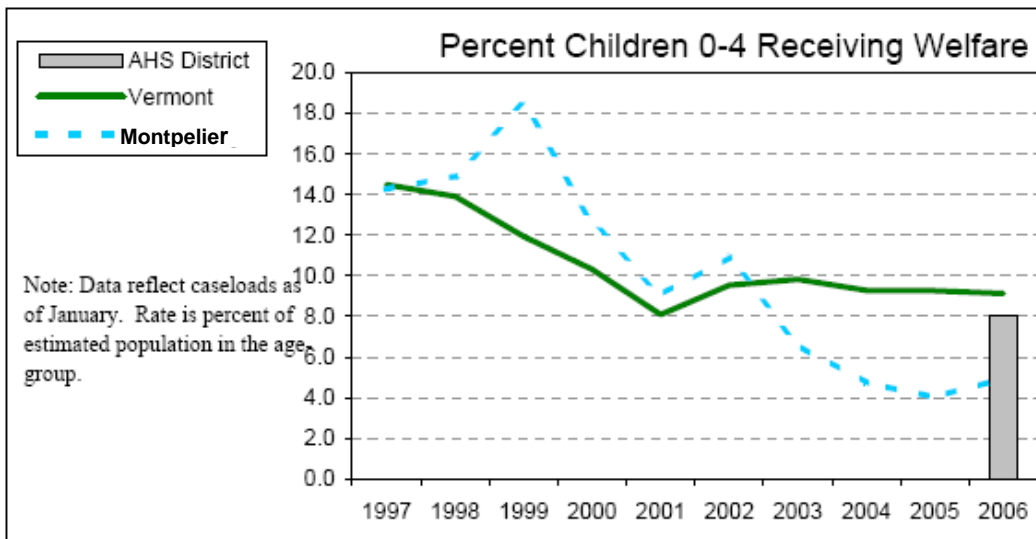


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WELFARE

REACH UP: AGES 0-4

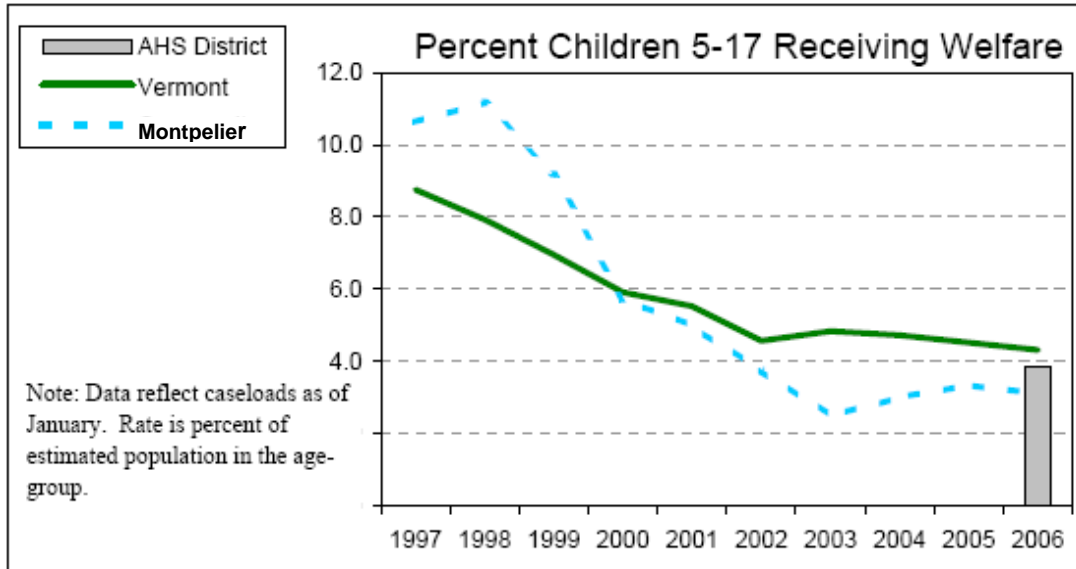
The percent of children ages 0-4 in families receiving welfare (Reach Up) in the Montpelier School District dropped from 14.3% in 1997 to 5.0% in 2006. Below, “AHS District” refers to the Agency of Human Services District of Barre.



Agency of Human Services: 2007 Community Profile

REACH UP: AGES 5-17

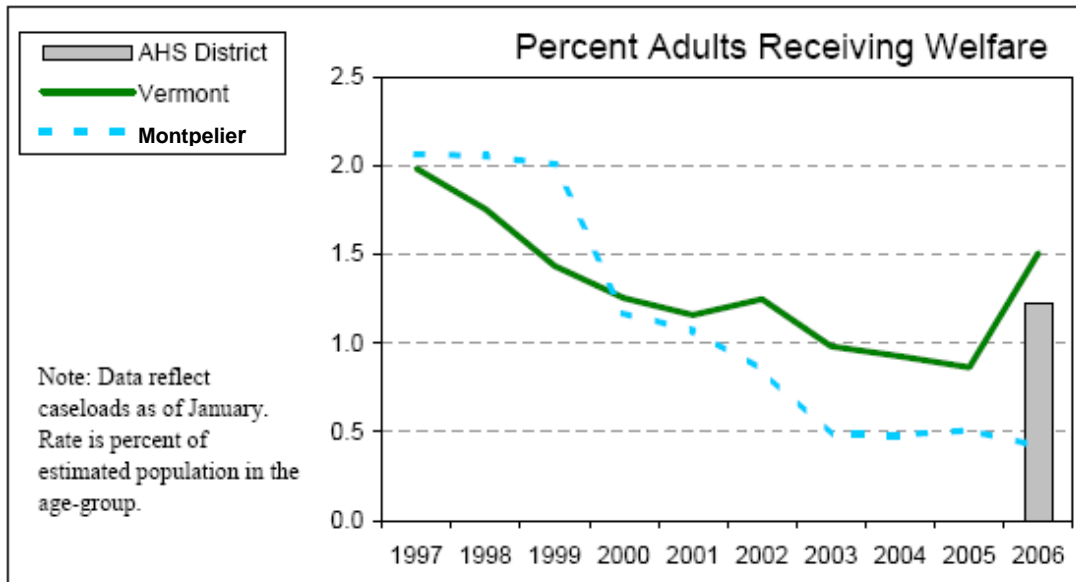
The percent of children ages 15-17 years in families receiving welfare (Reach Up) in the Montpelier School District dropped from 10.6% in 1997 to 3.1% in 2006. The Vermont rate fell steadily from 8.8% in 1997 to 4.3% in 2006. Below, “AHS District” refers to the Agency of Human Services District of Barre.



Agency of Human Services: 2007 Community Profile

REACH UP: ADULTS

The percent of adults (ages 18+) receiving welfare (Reach Up) in the Montpelier School District dropped from 2.1% in 1997 to 0.4% in 2006. The Montpelier rate has remained below the statewide rate since 2000. Below, “AHS District” refers to the Agency of Human Services District of Barre.

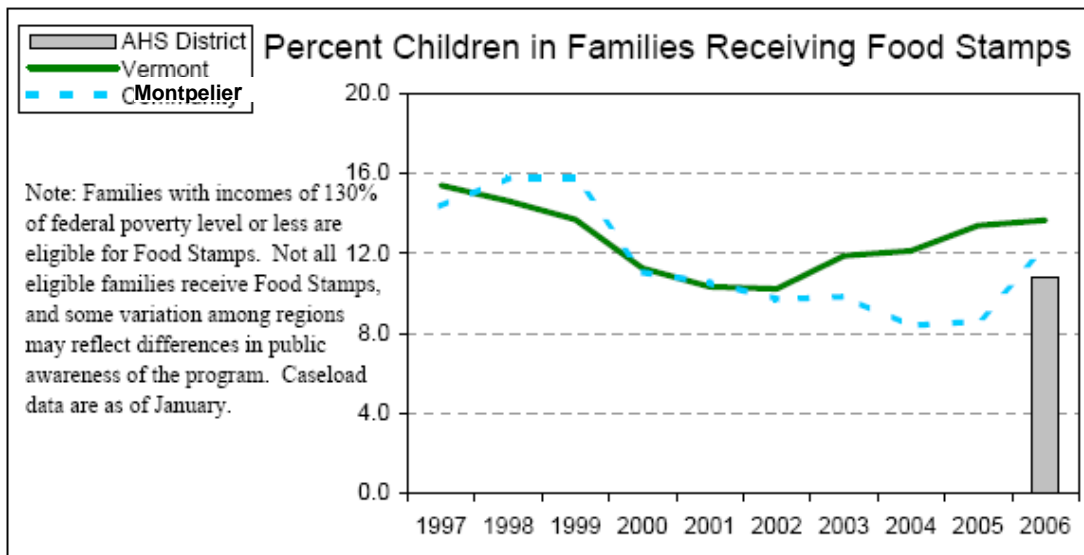


Agency of Human Services: 2007 Community Profile

FOOD ASSISTANCE

FOOD STAMPS

In 2006, almost 12% percent of children in the Montpelier School District lived with families receiving Food Stamps. This was slightly lower than the statewide rate of 13.7% in 2006. Below, “AHS District” refers to the Agency of Human Services District of Barre.



Agency of Human Services: 2007 Community Profile

Goal D: Human Needs

There are adequate income and human and social services in place so that over their lifespan, residents are able to meet their needs within the community regardless of age, abilities, employment, income level, and health, and involuntary poverty is a thing of the past.

Target 1

By 2020, total income (adjusted for inflation) increases by 50 percent. Costs and expenses are stable, or decrease, in relation to income.

Strategy 1a

Connect organizations like the Vermont Employee Ownership Center with local businesses that could benefit from having Employee Stock Ownership Programs (ESOPs) in order to increase the investment income for area employees.

Strategy 1b

Increase the current percent of housing in the city to increase entrepreneurial growth (60 new housing units per year).

Strategy 1c

Increase value added crafts and manufacturing from local resources to strengthen the local economy.

Target 2

By X date, X percent of Montpelier residents hold jobs that pay a livable wage, and the percentage of residents needing public assistance decreases by X percent.

Strategy 2a

Enhance programs and supports that help unemployed and low-income people achieve economic self-sufficiency. Urge the not-for-profit sector, businesses, and government to use a collaborative and shared investment approach to develop and implement:

- Self-advocacy programs for the unemployed and low-income to address confidence issues that perpetuate poverty;
- Adequate training, education, life skills development, financial management, job preparation and job placement services;
- Programs that teach cost-saving strategies relating to consumption patterns;
- Various employment supports, including transportation subsidies, child care and eased eligibility levels for health benefits;
- Early childhood development supports that help parents provide children with healthy environments for full development;
- Programs that increase access to quality food sources; and

- Affordable housing supports, including eased eligibility levels for mortgages and subsidized interest rates.

Strategy 2b

Promote a livable wage job policy.

2b.1 Develop educational programs to inform business and consumers of the benefits associated with employers adopting such policies.⁸

2b.2 Explore tax incentives for businesses that adopt a livable wage policy.

2b.3 Examine how paying a livable wage might reduce the taxes associated with income transfers that are necessary otherwise (e.g. income assistance).

2b.4 Explore the livable wage as a corporate social responsibility, community public relations, and goodwill process.

2b.5 Provide financial and other support to the non-profit sector to enable them to perform this advocacy role that benefits the whole community.

Strategy 2c

Increase the number and variety of non-monetary exchanges taking place throughout the city.

Strategy 2d

Make sure all Montpelier residents have access to “safety net” services to support them, regardless of income.

- Provide an economic “safety net” for those who are unable to earn enough to meet their basic needs and collaborate with state agencies to eliminate disincentives such as the loss of welfare benefits for individuals returning to the workforce.
- Seek more local control and community input into job training and social service programs that use state and federal dollars.

⁸ Benefits associated with livable wage policies may include decreased turnover, training and recruitment costs, and employee theft. Livable wage policies may also increase attraction and retention, customer satisfaction, employee morale, and productivity.

MEANINGFUL WORK

Work in the community is life-enhancing, meaningful, and satisfying, and residents have opportunities throughout their lifetimes to improve their skills and advance to new challenges.

CURRENT STATUS OF EMPLOYMENT VS. LONG-RANGE GOALS

CURRENT STATUS OF EMPLOYMENT IN VERMONT

Current status of employment in Vermont:

“While many new jobs have been created [in Vermont] in the last 20 years, the economy has become dominated by services and retail trade, which now account for 57% of all jobs in Vermont. Many of the new jobs **don’t pay well, require limited skills, and offer few opportunities for advancement.**” (emphasis added) – Vermont Job Gap Study (2000)

LONG-RANGE GOALS FOR MONTPELIER

2000 Master Plan, Section 9.2: A Vision for the Montpelier Economy

“In order to maintain, develop, and enhance Montpelier’s high quality of life, unique character and the blend of natural and built environment, there needs to be a variety of economic opportunities and diversity of services for the people who live in, work in and visit the city.”

Lifelong Education and Training

Montpelier offers many opportunities for formal education and continuing education for its residents and citizens in the region. Future businesses and employers often prefer to locate in areas where there is an educated workforce, opportunities for continuing education, and resources to support economic development policies. The City seeks to encourage residents of all ages to utilize the wide array of educational, technical, and recreational opportunities offered by the many institutions of higher learning, public school facilities, City recreational facilities, and other private resources, and to integrate these resources to further enhance employment opportunities through the cooperative sharing of these assets and the building of cooperative partnerships.

TYPE OF EMPLOYMENT

MONTPELIER: CENSUS 2000 DATA REPORT

Montpelier City: Census 2000 Data Report

Census Category	2000 Census Data (Montpelier)	% Change from 1990 Census Data
Population 16 Years and Over	6,572	+ 0.5%
In Labor Force	4,474	- 0.5%
In Armed Forces	5	
Civilian	4,469	
Employed	4,354	+ 2.9%
Unemployed	115	- 56.4%
Not in Labor Force	2,098	
Employed Population 16 Years and Over	4,354	
Male Employed Population 16 Years and Over	2,062	
Female Employed Population 16 Years and Over	2,292	
Agriculture, Forestry, Fishing, Hunting, and Mining Industry	46	
Construction Industry	147	
Manufacturing Industry	275	
Wholesale Trade Industry	86	
Retail Trade Industry	423	
Transportation, Warehousing, and Utilities Industry	50	
Information Industry	154	
Finance, Insurance, Real Estate, Rental, and Leasing Industry	360	
Professional, Scientific, Management, Administrative, and Waste Management Services Industry	379	
Education, Health, and Social Services Industry	1,106	
Arts, Entertainment, Recreation, Accommodation, and Food Services Industry	450	
Public Administration Industry	557	
Other Service Industries	321	

In Montpelier, there are 4,474 residents in the labor force, which is 68% of the population age 16 and over. This is a 0.5% decrease from 1990. Approximately 97% of the people in the civilian labor force are employed, while 3% are unemployed. The 115 residents that are unemployed represent 56.4% less than the unemployment level in 1990. All of the industries covered in the Census are represented by residents of Montpelier. The industries with the largest percentage of workers are: education, health, and social services, which represents 25.4% of employed residents; public administration, which represents 12.8% of employed residents; arts,

entertainment, recreation, accommodation, and food services, which represents 10.3% of employed residents; and retail trade, which represents 9.7% of employed residents.

As of December 2008, the civilian labor force of Montpelier totaled 4,440. Of that number, 4,280 were employed and 160 were unemployed. The unemployment rate was 3.7%. (VT Department of Labor, Economics & Labor Market Information).

EDUCATIONAL ATTAINMENT AND INCOME OF WORKFORCE

2000 MASTER PLAN, SECTION 9.1: ECONOMIC CHARACTERISTICS

Montpelier's population consists of a substantially better educated labor force than the county or state. This is particularly noticeable in the 16.8% of residents over 25 years old holding advanced degrees, nearly double the statewide level (Table 9-5).

TABLE 9-5
Educational Attainment of Persons Over 25 Years, 1990

	Montpelier		Washington County		Vermont	
	Persons	%	Persons	%	Persons	%
	No High School Degree	774	13.9	6,652	18.7	68,637
High School Graduates	2,159	38.8	17,695	49.7	176,024	49.3
College Degree*	1,698	30.5	8,000	22.5	80,850	22.6
Advanced Degree	936	16.8	3,256	9.2	31,734	8.9

*Includes both Associate and Bachelor Degrees
Source: 1990 U.S. Census, STF3A

TABLE 9-6
Median Adjusted Gross Income for Families by Town and State

Town	1995	Median AGI, 1996	1997	% Chg 96-97
Barre City	\$30,168	\$30,725	\$31,261	2%
Barre Town	\$40,778	\$42,363	\$44,053	4%
Berlin	\$37,790	\$39,593	\$40,485	2%
E. Montpelier	\$42,954	\$44,009	\$47,685	8%
Middlesex	\$44,097	\$46,937	\$48,952	4%
Montpelier	\$41,681	\$42,055	\$43,742	4%
Waitsfield	\$39,884	\$41,006	\$45,210	10%
Waterbury	\$41,740	\$42,671	\$46,264	8%
State Total	\$36,113	\$37,609	\$39,408	5%

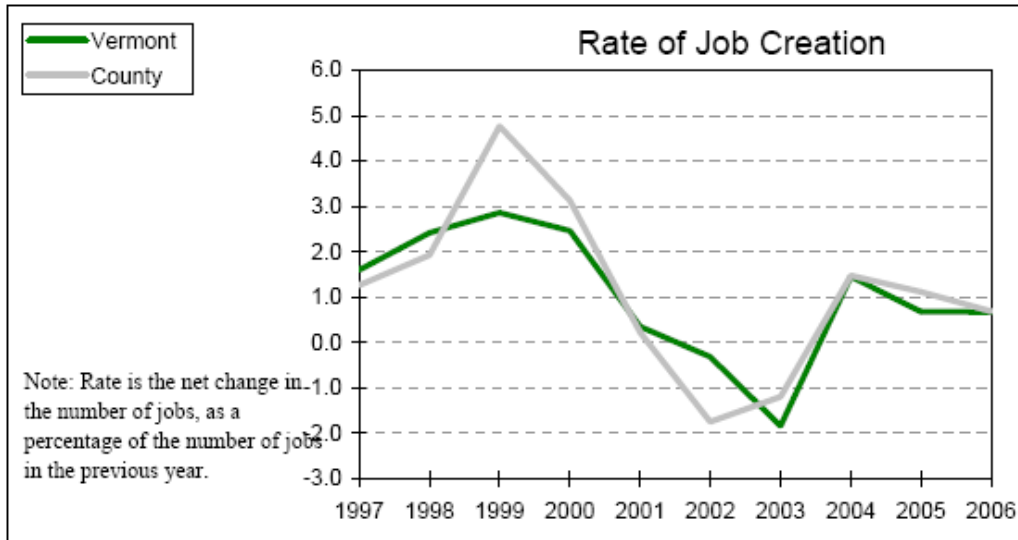
Source: Vermont Department of Taxes 1998.

The quality of jobs in the city and high levels of education are reflected in elevated median family incomes (Table 9-6). The median adjusted gross income is defined as married filing jointly and head of household returns. These figures do not include persons or families who did not file a tax return or who are unrelated people sharing a dwelling. The median family income for Montpelier and the surrounding communities is showing a steady increase over time. These income levels for Montpelier and the surrounding towns are substantially higher than the state average and may be partly attributed to the number of relatively higher wages of the state and federal jobs available in Montpelier.

CURRENT EMPLOYMENT STATISTICS

2007 COMMUNITY PROFILE: RATE OF JOB CREATION

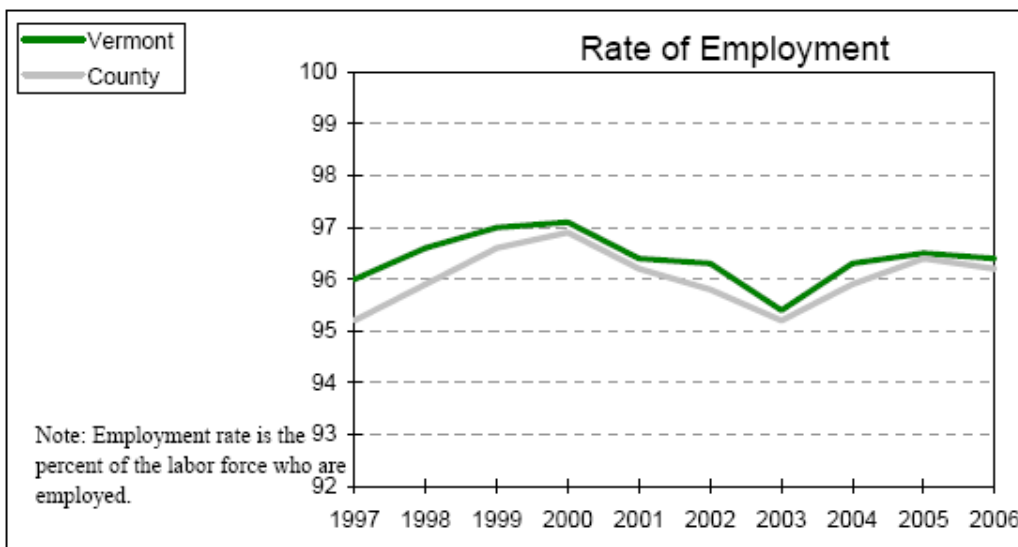
The rate of job creation refers to the annual percent change in private-sector employment. From 1997 to 2006, the rate of job creation in both Washington County and Vermont fluctuated between negative two and positive five percent. The rate of job creation in Washington County in 2006 was positive 0.7 percent.



Agency of Human Services: 2007 Community Profile

2007 COMMUNITY PROFILE: RATE OF EMPLOYMENT

The Washington County employment rate was slightly lower than the Vermont employment rate from 1997 to 2006. In 2006, the Washington County employment rate was 96.2 percent.



Agency of Human Services: 2007 Community Profile

OPPORTUNITIES TO IMPROVE SKILLS

CITY, COUNTY, AND STATEWIDE PROGRAMS

Central Vermont Adult Basic Education in Montpelier

<http://www.cvabe.org/>

CVABE offers free, individualized and confidential academic services to adults and teens 16 years and older. Students, staff and volunteers meet at CVABE's seven centrally located centers or at other community-based sites. One-on-one tutorials, small group sessions and classes are offered on a regular and flexible schedule. Each student determines his or her own learning goals and works with a teacher to develop a learning plan. CVABE services are carefully matched to each student's needs.

Offers reading, writing, math; high school completion; family literacy; English as another language; college readiness; work readiness; computer instruction.

Vermont Community Action Agencies Workforce Development

Micro Business Development Program

<http://www.vtmicrobusiness.org/index.html>

Help low to moderate income Vermonters use self-employment as a means to achieve economic self-sufficiency. We provide business counseling, technical assistance, classroom training, and loan application packaging.

Offers one-on-one counseling; classroom training; seminars; loan packaging; market research and analysis.

Vermont Department of Employment and Training

<http://www.labor.state.vt.us/Businesses/WorkforceTrainingPrograms/tabid/115/Default.aspx>

Offers a wealth of services to residents:

Statewide network of resource centers with self-help resource rooms; job-matching services at no cost (Vermont JobLink); registered apprenticeships; training for dislocated workers, youth, and adults; Labor market information for employers and job seekers; specialized programs for people with disabilities; veterans' employment services

Vermont Family Business Initiative

<http://uvm.edu/familybusiness>

The Vermont Family Business Initiative is a statewide membership organization led by the University of Vermont's School of Business Administration. Our goal is to give Vermont businesses the tools and support they need to compete in both the local and global arenas. Through a series of forums that provide interactive learning, the free exchange of ideas, and the opportunity to share challenges and solutions to business issues, we are committed to assisting both family businesses and closely held businesses as they evolve and strive to grow to their full potential.

Vermont Reach Up program

http://dcf.vermont.gov/esd/reach_up

Reach Up provides case management, cash assistance, and support systems to individuals looking for work. The program assesses readiness for work by looking at skills and abilities, job interests, and training or education. It also looks at any challenges a person faces that make it difficult for him/her to work, such as childcare, transportation, health needs, or personal issues. Reach Up provides a case worker to help create a family development plan that maps out work goals and the steps necessary to achieve them. Goals might include looking for a job; getting a GED or high school diploma; attending a job training; pursuing higher education; and getting on-the-job training/work experience.

Vermont Women's Business Center

<http://www.vwbc.org/>

The Center provides business counseling, referrals, e-business seminars, workshops, and networking events for women in business, whether they are starting a business or expanding an existing business.

Goal E: Meaningful Work

Work in the community is life-enhancing, meaningful, and satisfying, and residents have opportunities throughout their lifetimes to improve their skills and advance to new challenges.

Target 1

All Montpelier residents have the opportunity to learn basic life skills. By 2040, there are X number of life skills classes offered in schools and the community.

Strategy 1a

Increase the number and variety of life skills classes (computer technology; finances; parenting; cooking; etc.) in schools and the community. Offer such classes to all community members at low or no cost.

Target 2

By 2039, 85 percent of employees express a high degree of job satisfaction and feel like their work is meaningful.

Strategy 2a

Develop an online job database that helps people match their skills to available jobs in the area.

Strategy 2b

Explore and promote ways to encourage people to value all occupations and educational achievements and recognize each contributes to the overall needs of the community. Consider:

- Promoting cross-training as a means to enrich work and increase productivity;
- Adding responsibility to jobs;
- Engaging people in more problem-solving; and
- Exploring ways to shift the mindset that values higher education and certain occupations more than other educational achievement levels and occupations.

Strategy 2c

Continue to promote volunteerism, creative work, and community service as alternative ways to obtain meaningful work.

Target 3

By 2040, X percent of seniors report that they are engaged in fulfilling work that contributes to the economy and/or the community.

Strategy 3a

Create flexible work schedules, seasonal work and volunteer opportunities for retired seniors, and promote a change in attitude toward hiring older workers.

SUSTAINABILITY

All economic activities in the city enhance the natural environment, celebrate the rivers and watersheds, and build the natural, social, cultural, human, financial, and institutional capital base for future generations.

Goal F: Sustainability

All economic activities in the city enhance the natural environment, celebrate the rivers and watersheds, and build the natural, social, cultural, human, financial, and institutional capital base for future generations.

Target 1

By 2040, “green” jobs, or jobs that reduce total energy use and environmental impact on the planet, increase by 75 percent.

Strategy 1a

Create opportunities in fields such as:

- District energy;
- Energy efficiency;
- Green building;
- Public transit;
- Waste reuse and recycling.⁹

Target 2

By X date, X percent of Montpelier businesses regularly report sustainable business practices.

Strategy 2a

Encourage sustainable business practices.

2a.1 Develop a Green Business Program that helps Montpelier businesses adopt environmental practices that are both sustainable and profitable. Encourage these businesses to report regularly on their progress. Recognize green businesses for their sustainable practices.

2a.2 Promote carbon trading as a means to reduce carbon dioxide emissions.¹⁰

2a.3 Develop ways to adopt full-value accounting—including life cycle, environmental, social, health, and other “costs”—in economic decision-making.

⁹ Waste reuse and recycling involves utilizing the waste energy or materials from some firms as the essential feedstock for others.

¹⁰ Carbon trading is a market-based mechanism for helping mitigate the increase of carbon dioxide in the atmosphere. Any entity that emits CO₂ to the atmosphere may be encouraged to balance their emissions by purchasing credits from entities that reduce their carbon emissions.

EMPLOYMENT OPPORTUNITIES

The employment available in the region represents a ladder of opportunities from entry level to highly skilled, and offers creative, recreational, and cultural jobs in addition to those in the traditional employment sectors of government, financial services, public and private education, non-profit, professional services, social support, manufacturing, food business, and retail.

ENVISION MONTPELIER

LONG-RANGE GOAL: EMPLOYMENT OPPORTUNITIES

Employment Opportunities: The employment available in the region represents a ladder of opportunities from entry level to highly skilled, and offers creative, recreational, and cultural jobs in addition to those in the traditional employment sectors of government, financial services, public and private education, non-profit, professional services, social support, manufacturing, food business, and retail.

CURRENT EMPLOYMENT STATISTICS

2009 EMPLOYMENT: BARRE-MONTPELIER

Employment: Vermont Labor Market Areas January 2009 (Not Seasonally Adjusted)				
	Labor Force	Employment	Unemployment	
			Number	Rate
Vermont	354,950	327,850	27,100	7.6
LMA areas in unemployment rate order				
Lebanon, NH-VT	46,650	44,850	1,800	3.8
Hartford	19,550	18,650	850	4.4
Warren-Waitsfield	4,300	4,100	200	4.6
Woodstock	3,550	3,350	200	5.1
Colebrook, NH-VT	3,700	3,500	200	6.0
Colebrook, NH-VT (VT only)	850	800	50	6.2
Littleton, NH-VT	14,300	13,400	900	6.3
Burlington-South Burlington	111,500	104,200	7,350	6.6
Littleton, NH-VT (VT only)	900	850	50	6.6
Brattleboro	24,250	22,600	1,600	6.7
Springfield	13,350	12,450	900	6.7
Manchester	12,650	11,650	1,000	7.9
Middlebury	18,100	16,600	1,500	8.2
Randolph	8,450	7,750	700	8.4
Rutland	26,450	24,200	2,250	8.5
Morristown-Stowe	20,650	18,850	1,800	8.7
St. Johnsbury	15,000	13,700	1,300	8.8
Barre-Montpelier	28,650	26,100	2,600	9.0
Bennington	13,400	12,150	1,250	9.5
North Adams, MA-VT	17,400	15,750	1,650	9.6
Bradford	4,900	4,450	500	9.6
Swanton-Enosburg	14,200	12,800	1,400	9.8
Newport	13,750	12,150	1,600	11.5

Source: Vermont Department of Labor, Local Area Unemployment Statistics

- Please note- This information includes both the Barre and Montpelier areas

JANUARY 2008 – JANUARY 2009 EMPLOYMENT/UNEMPLOYMENT

Employment – City, County, State, National Statistics											
	Montpelier (Not Seasonally Adjusted)			Washington County (Not Seasonally Adjusted)			Vermont (Seasonally Adjusted)			U.S. (Seasonally Adjusted)	
	Jan '09	Dec '08	Jan '08	Jan '09	Dec '08	Jan '08	Jan '09	Dec '08	Jan '08	Jan '09	Dec '08
Unemployment Rate	6.6	3.7	3.3	8.0	5.7	5.7	6.8	5.9	4.3	7.6	7.6
Labor Force	N/A*	N/A	N/A	34,550	34,200	34,450	357,200	356,700	354,600	153,716 <small>(in thousands)</small>	154,000 <small>(in thousands)</small>
Employment	N/A	N/A	N/A	31,800	32,250	32,500	333,000	335,700	339,400	142,099 <small>(in thousands)</small>	143,000 <small>(in thousands)</small>
Unemployment	N/A	N/A	N/A	2,750	1,950	1,950	24,200	21,000	15,200	11,616 <small>(in thousands)</small>	11,000 <small>(in thousands)</small>

* N/A – Information not available

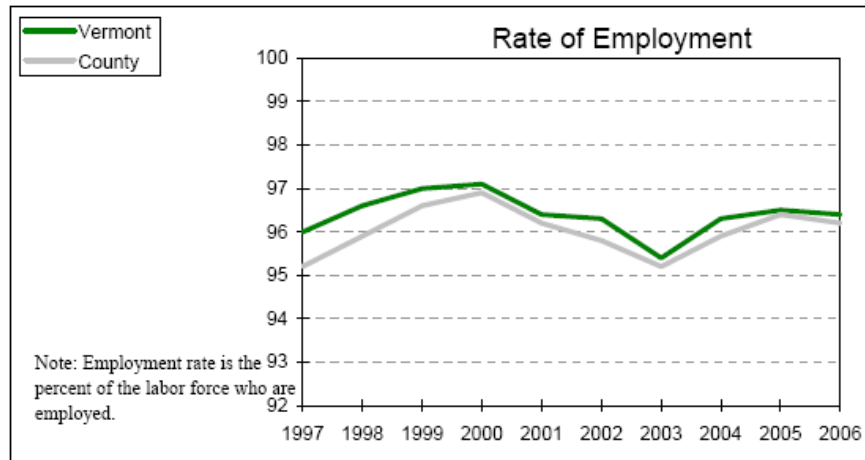
Sources: Vermont Department of Labor; U.S. Bureau of Labor Statistics

2007 COMMUNITY PROFILE

RATE OF EMPLOYMENT

The Washington County employment rate was slightly lower than the Vermont employment rate from 1997 to 2006.

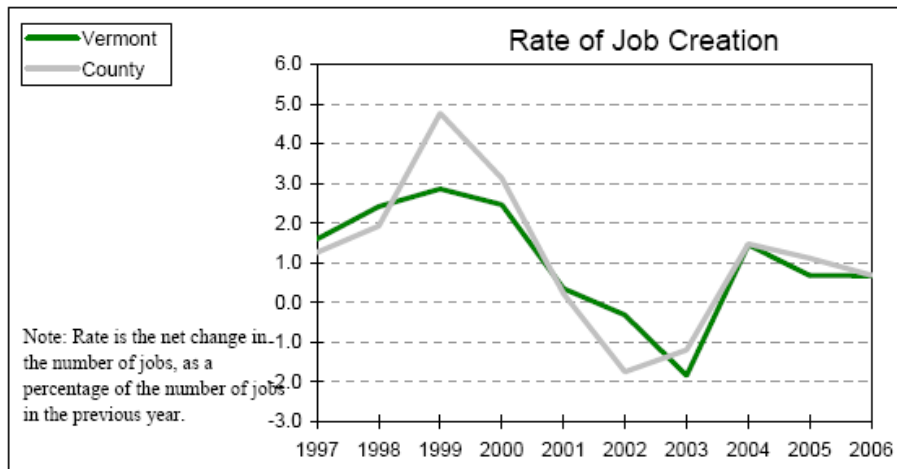
According to employment data from the table on page three, Washington County continues to have a lower employment rate than Vermont. As of January 2009, the Montpelier employment rate was 93.4; the Washington County employment rate was 92; and the Vermont employment rate was 92.4 (data not seasonally adjusted).



Agency of Human Services: 2007 Community Profile

RATE OF EMPLOYMENT

The rate of job creation refers to the annual percent change in private-sector employment. From 1997 to 2006, the rate of job creation in both Washington County and Vermont fluctuated between negative two and positive five percent. The rate of job creation in Washington County in 2006 was positive 0.7 percent.



Agency of Human Services: 2007 Community Profile

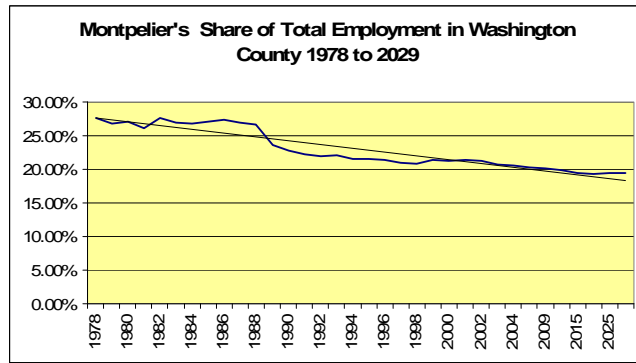
EMPLOYMENT PROJECTIONS

FROM THE 2009 MONTPELIER GROWTH CENTER APPLICATION

From “Question 1.1: Summary Response”

A majority of Montpelier’s future growth cannot fit in the designated downtown. Montpelier’s designated downtown is 123 acres in size and is nearly completely built out. The City is expected to grow by 706 new housing units and 1,430 new jobs. 51% of this new development can not fit into the existing designated downtown without redevelopment of a majority of the parcels of land. Because many of these parcels are historic structures and state owned property, and because the city would like to retain its existing character and protect historic properties, extensive redevelopment is not likely to occur.

The 1,430 net new jobs that will be created in Montpelier during the next 20 years is consistent with historic growth trends as measured from 1978 to today. A line graph showing employment totals for the City is a fairly smooth upward curve. The only anomaly to this progression occurred between 1989 and 1992 when the city lost approximately 1,300 jobs over three years. This curve continues on the same trajectory as it is extrapolated from today to the year 2029. While Montpelier’s total job count will continue to increase slowly over the next 20 years, the City’s regional share of jobs will decline slightly from 20.1% of the region to 19.5%. Therefore, the regional impacts of commercial activity in the City are expected to have negligible effects on neighboring municipalities. Right now, Montpelier has many more jobs than residents, and so the emphasis of this application is on fostering new residential development that meets the needs of the city’s employees. It is not clear that a commensurate amount of new commercial space would be necessary to accommodate the jobs and growth.



From “Questions 1.1: Employment Projections”

The following local level employment projections were created in February 2005 as part of a Fiscal Impact of Growth Model that was completed for the City by Crane Associates. **Total job growth in Montpelier is projected to grow to 11,349 by the year 2030.** As can be observed from Figure 1 and Table 10, the **City’s employment is increasing at a decreasing rate of growth.** The City suffered significant job losses from 1989 to 1992 and then returned to its traditional rate of employment growth as seen by the line graph. Table 10 also shows the regional share of employment that the City is expected to receive.

Montpelier’s regional share of total employment in Washington County has been on a steady decline from 1978 until today (see Figure 3). Montpelier’s share has declined from 27.6% to 20.1%. The employment projection methods used here maintain this steady decrease in regional share. No alternative growth scenarios were used to change Montpelier’s historic regional context. What this means is that Montpelier’s growth will have less of a regional impact on a comparative basis than it used to in the past 3 decades. Neighboring municipalities are increasing their impacts on the region and are able to attract their own array of employers. Therefore, the proposed growth center is not expected to negatively impact adjacent municipalities whether or not they have a designated downtown, village center, or new town center.

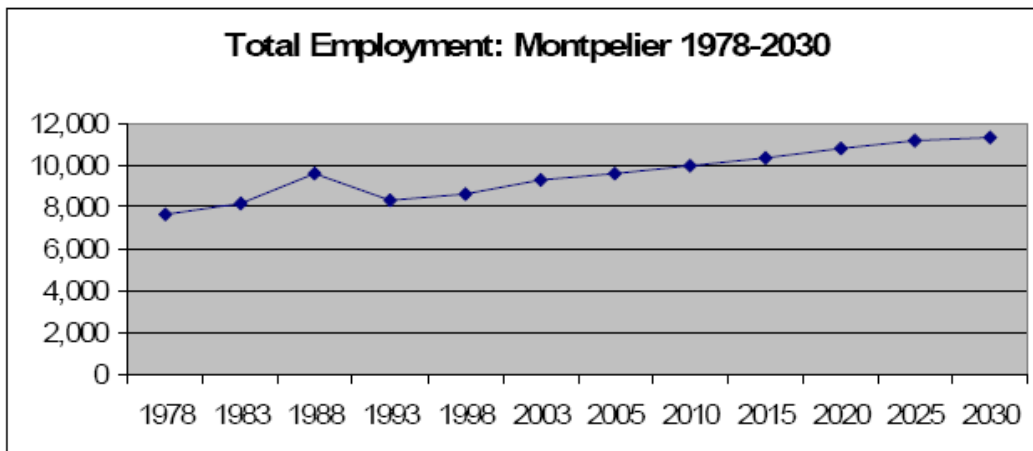


Figure 1: Long term employment trend

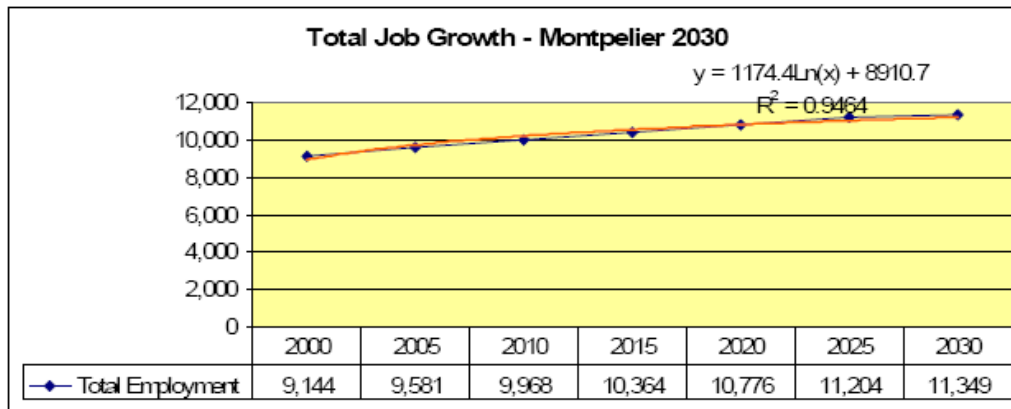


Figure 2: Employment Forecast to 2030

Table 10: Total Employment 1978 to 2030¹

	Total Jobs Wash. Co	Total Jobs Montpelier	Regional Share
1978	27,822	7,685	27.62%
1979	28,607	7,650	26.74%
1980	29,203	7,902	27.06%
1981	29,438	7,681	26.09%
1982	29,850	8,231	27.57%
1983	30,383	8,193	26.97%
1984	31,087	8,324	26.78%
1985	31,981	8,652	27.05%
1986	33,157	9,095	27.43%
1987	34,371	9,244	26.89%
1988	35,879	9,583	26.71%
1989	37,108	8,785	23.67%
1990	37,383	8,531	22.82%
1991	36,783	8,199	22.29%
1992	37,031	8,147	22.00%
1993	37,860	8,344	22.04%
1994	39,312	8,486	21.59%
1995	39,626	8,509	21.47%
1996	39,832	8,541	21.44%
1997	40,718	8,527	20.94%
1998	41,288	8,597	20.82%
1999	42,078	8,994	20.37%
2000	43,136	9,144	21.20%
2001	43,399	9,266	21.35%
2002	43,696	9,261	21.19%
2003	44,866	9,294	20.72%
2004	46,036	9,434	20.49%
2005	47,206	9,581	20.30%
2009	49,664	9,891	20.14%
2010	50,279	9,968	19.83%
2015	53,424	10,364	19.40%
2020	56,766	10,776	19.30%
2025	60,316	11,204	19.40%
2029	63,335	11,320	19.50%
2030	64,089	11,349	19.50%
Net New Jobs		1,430	

Methods for determining the aforementioned employment projections (From the 2009 Montpelier Growth Center Application)

To develop employment projections for the City of Montpelier, several tools and two past studies were used. The employment forecast for the six-county Northwest region of Vermont was completed by using a dynamic input-output model known as the REMI Policy Insight Model¹¹. Forecasting regional employment on a macro-scale such as this is necessary because the economy does not recognize political boundaries. This regional employment analysis was created for the CVRPC in 2001 by a private consultant (Appendix 3). The City's employment projections must be established on the basis of the regional economy within which it is part. General regression analysis was used to define the share of Washington County employment relative to the forecasted northern Vermont total employment¹². Next, Montpelier's share of the regional employment must be determined. Using Montpelier's constant historical share of employment and an indicator of future share will likely be inaccurate. Instead, a shift share analysis was completed to determine Montpelier's share to the County's total employment.¹³

Major sectors, such as Manufacturing, Non-Manufacturing, and Government were projected using general regression analysis on the local share of these sectors based on regional employment totals. The major industrial divisions within the Non-Manufacturing sector were projected using the historical shift shares of each industry. The historical data series used in this estimation were the historical ratios between the Bureau of Economic Analysis' (BEA) full-and part-time employment data from 1978 to 2004 and the historical shares of ES-202¹⁴ employment during the same time span.

Employment Results

The City's employment projections are based on *net new employment* in order to determine the ability of the growth center to absorb 51% of future growth. To determine total net new jobs for the City, the base year is subtracted from the total jobs in year 2030 (or 11,349 jobs). The Statute requires that the applicant forecast 20 years of growth but since the application takes about one year to complete the base year used is 2009. Because the most reliable data comes in ten year increments, the data was interpolated to determine the employment from the years 2009 to 2029. The City is expected to receive a total of 1,430 net new jobs in the next 20 years.

¹¹Regional Economic Modeling, Inc., Amherst, Mass.

¹²General regression analysis is a long-standing tool in econometrics and statistics. General regression analysis examines the relationship between a dependent variable and one or more independent variables. The equation of a line of known data plotted on a graph is used to project future occurrences within a certain level of statistical accuracy. The best-fitting regression equation is selected based upon the R²'s for each equation. The R² or coefficient of determination is a standard statistic used in examining the fit of an estimated line to the data points. Essentially, it is a ratio of the residuals, or errors due to the regression line to the total error within a data set. The closer the ratio is to 1, the better the estimated line fits the data set.

¹³"Shift share analysis improves on the "constant share" approach by adding a shift term to account for the differences between local and regional growth rates that cause the industry to "shift" in and out of a regional economy. ($e_i = (1 - R_{i-t} + s_{i-t}) e_{i-t}$)"

¹⁴ES-202 (now called QCEW: Quarterly Census of Employment and Wages) employment includes only those employees covered by unemployment insurance. It excludes sole proprietors, business owners, self-employed and other workers not covered. BEA data includes all workers. The shift share analysis accounts for this discrepancy.

The same Fiscal Impact of Growth Model mentioned above also determined the City's need to accommodate new jobs. Total employment was separated into four major employment categories:

Manufacturing/Industrial/Transportation; Office; Retail; and Government. Employee square footage needs were estimated based on existing square footage usage patterns in the City.

Goal G: Employment Opportunities

The employment available in the region represents a ladder of opportunities from entry level to highly skilled, and offers creative, recreational, and cultural jobs in addition to those in the traditional employment sectors of government, financial services, public and private education, non-profit, professional services, social support, manufacturing, food business, and retail.

Target 1

By 2040, jobs in the creative economy, which are high quality, well-compensated, creative positions, increase by 75 percent.

Strategy 1a

Foster an environment that attracts and retains talented and creative people by:

- Supporting and encouraging existing innovators, such as local artists, creative institutes, and entrepreneurs;
- Providing access to the kind of technology that facilitates communication and creativity;
- Respecting and celebrating diversity; and
- Increasing affordable studio space.

Target 2

By 2025, X number of programs exist to provide employment experience and skill development for youth.

Strategy 2a

Provide more “place-based,” experiential, and out-of-school educational opportunities for youth, including internships, work-study programs, and community service requirements.

2a.1 Assist businesses in utilizing local labor, community services, and community facilities by coordinating educational and employment needs to ensure a highly skilled and professional workforce.

2a.2 Support and enhance existing community service and service learning programs in the school systems.

2a.3 Create a central database listing internships, fellowships, apprenticeships, and service programs available in the Washington County region.

2a.4 Encourage local businesses and non-profits to offer internships, work-study programs, and volunteer opportunities.

Target 3

By 2040, full employment of the labor force, defined as unemployment below 5%, is sustained.

Strategy 3a

Develop approaches that ensure we have an adaptive workforce.

3a.1 Support new initiatives and business expansions that diversify services, increase or maintain average wages, provide quality jobs and/or meet an identified community need.

3a.2 Encourage clusters of employment to provide lateral mobility so individuals can change jobs without switching fields.

3a.3 Develop ways that support the transfer of skills to new careers as the economy changes.

3a.4 Develop a job readiness training center for higher skilled jobs in collaboration with local educational institutions, employers, and the Vermont Department of Employment and Training.

GOVERNANCE

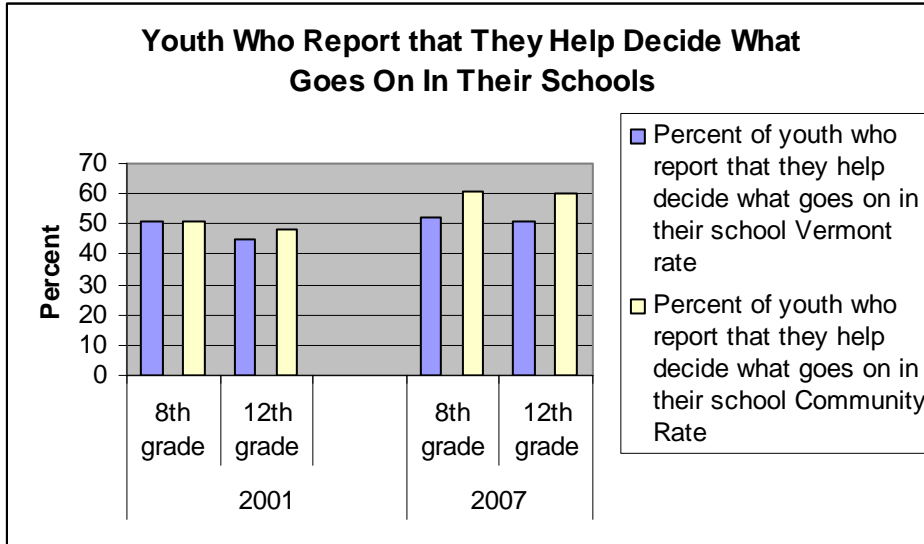
GOALS – DATA – TARGETS – STRATEGIES

SELF-DETERMINATION

Montpelier subscribes to the principles of democratic governance and recognizes that it cannot thrive without an informed and involved citizenry. The City therefore promotes civic education and strives to make it as easy as possible for community members to be knowledgeable about and engaged in issues of the day. Citizens likewise recognize their rights and responsibility to play an active role in civic life.

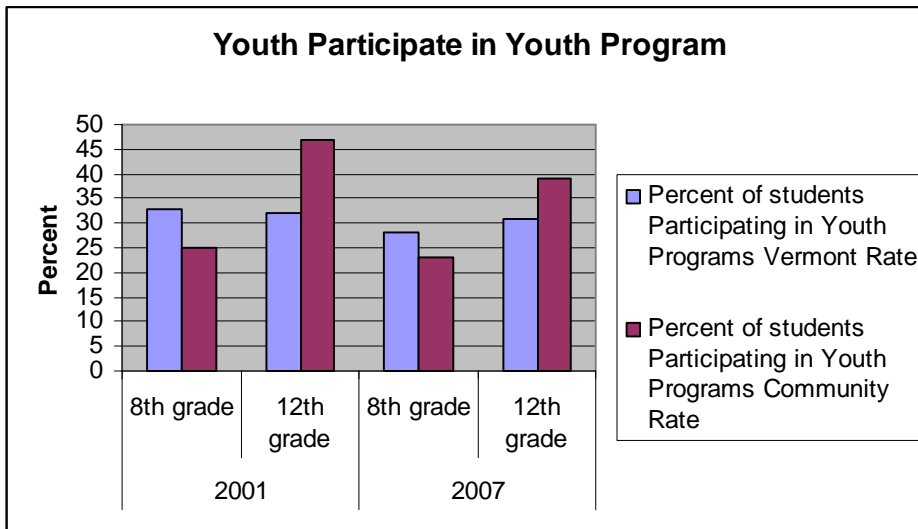
COMMUNITY STATISTICS

I. Youth Decide What Goes on In Schools



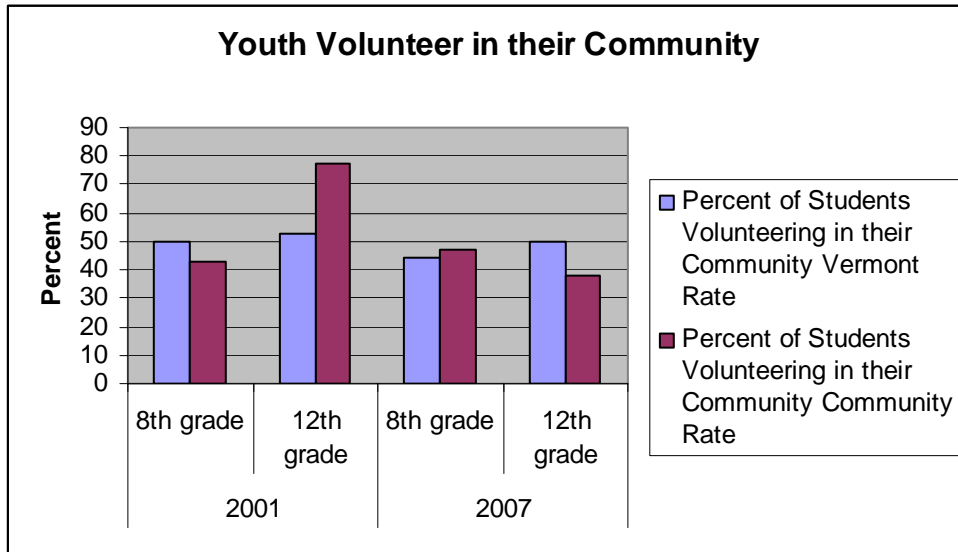
In both 2001 and 2007, a higher percentage of Montpelier high-school seniors reported they helped decide what went on in their schools than seniors state-wide. The 2001 and 2007 percentages of eighth-graders reporting decision-making power in Montpelier were similar to statewide percentages.

II. Youth Participate in Youth Programs

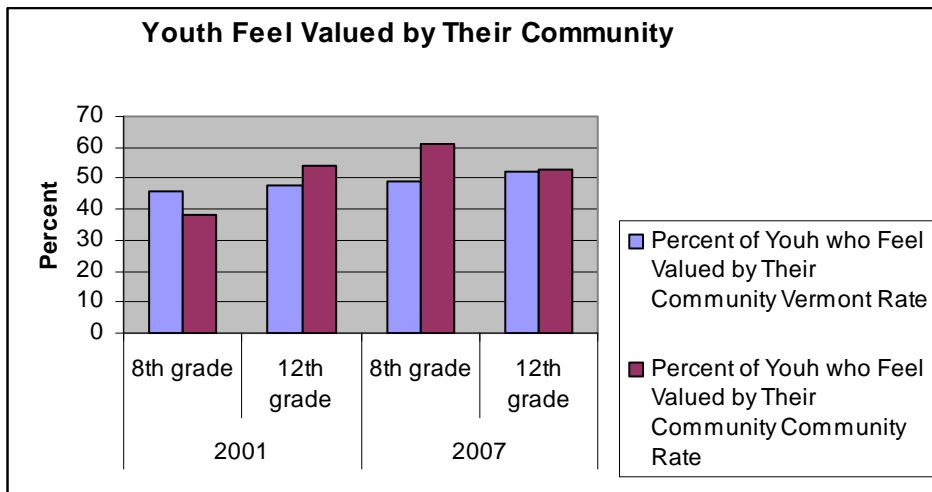


In both 2001 and 2007, more Montpelier high-school seniors participated in youth programs than senior students throughout Vermont. More 8th graders participate in youth programs statewide than those in Montpelier.

III. Youth Volunteer in the Community

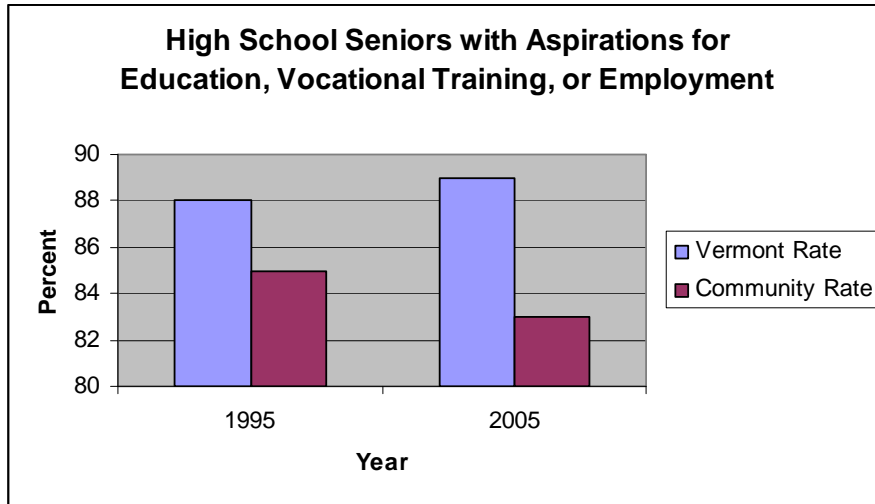


IV. Youth Feel Valued By Their Community



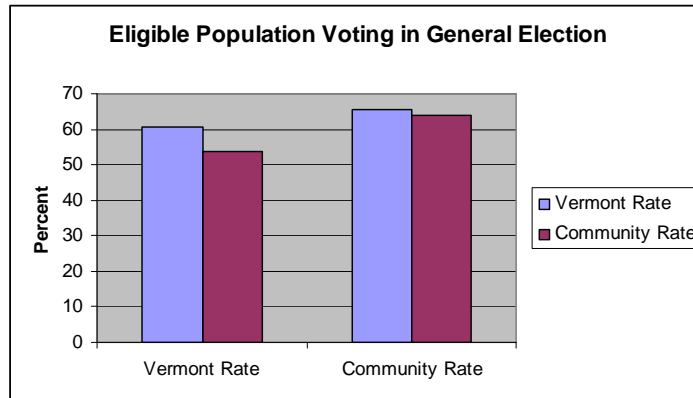
Between 2001 and 2007, the percent of Montpelier 8th graders who felt valued their community increased from 38% to 61%. The percentage of Montpelier 12th graders who feel valued by their community declined slightly, from 54 to 53%.

V. Future Aspirations of High-School Seniors



In both 1995 and 2005, fewer Montpelier high-school seniors had aspirations for future education, training, and work than seniors statewide.

VI. Percent of Eligible Population Voting in General Election



In both 1988 and 2006, a higher rate of people in Montpelier voted in the general election than statewide.

MONTPELIER PUBLIC SCHOOLS

MISSION AND VALUES

MISSION: "Students will be capable, self-directed, and eager participants in the local, national, and world communities."

NEW Mission Draft (Nov. 2008): "Students will be capable, motivated contributors to their local, national, and world communities."

VALUES:

Student-centered education

Excellence

Affordability

Passion

Courage

A safe, healthy, and caring environment

DESIRED ENDS:

1. Students master a core body of knowledge and cognitive skills, based on state standards.
2. Students act as responsible citizens:
 - acknowledge the needs of the community
 - value diversity
 - interact with respect and kindness
 - collaborate with a sense of purpose
3. Using core knowledge from across disciplines, students think critically, work collaboratively, solve problems, and act creatively.
4. Individual students at all ages and ability levels are engaged in rigorous, relevant, and inspiring learning which prepares each of them for success as they move through and beyond school.

UNION ELEMENTARY SCHOOL INFORMATION

- Representatives from each Union classroom provide input on school rules at a Rules Congress, which teaches students the democratic process.

MAIN STREET MIDDLE SCHOOL INFORMATION

"Main Street Middle School, with the support of parents and the larger community, is committed to ensuring a developmentally appropriate, safe, healthy, caring environment for learners in grades six through eight. We structure rigorous, creative, challenging, and interactive learning experiences that develop students' critical thinking and social values. We act as a bridge from the elementary grades to the high school, assess and meet individual and group needs, and prepare students to become life-long learners and responsible citizens." – School Report, February 2008

- Main Street Middle School has a very active student leadership team, consisting of 20 students in grades 6-8. In addition to their community outreach activities, these students focus on building school-wide community spirit.

MONTPELIER HIGH SCHOOL INFORMATION

- U.S. News and World Report announced Montpelier High School as a Silver Medal winner in its list of the “Best High Schools in America” in the fall of 2007—meaning it was one of the top 500 schools of more than 18,000 in the study. The measures included overall student performance on state assessments, performance by disadvantaged students on state assessments, and the number and success rates of students taking advanced placement courses.
- Student Council representatives meet weekly to participate in the school’s decision-making process.
- A student-led class available to all high school students allows students to research and discuss topics important to them.
- Twenty-nine percent of students spend one or more hours per week in clubs or organizations outside of school, not including sports.

**MONTPELIER HIGH SCHOOL GRADUATION REQUIREMENTS (RELATED TO CIVICS
EDUCATION)**

Social Studies Coursework

9th Grade

Required:

Principles of Social Studies

Electives:

None

10th Grade

Required:

World History Seminar 420

World History Seminar 421

World History and Geography 422

Electives:

Public Speaking

World Geography

11th Grade

Required:

U.S. World History or

American Studies or

Advanced Placement U.S. History

Electives:

Economics

Public Speaking

World Geography

12th Grade

Required:

None

Electives:

Psychology

Sociology

Economics

U.S. History II

Advanced Placement U.S. History

Public Speaking

World Geography

SERVICE LEARNING STATISTICS

Service Learning is a method of teaching and learning that challenges students to identify, research, propose, and implement solutions to real needs in their school or community as part of their education.

- During the 2006-2007 school year, a total of 845 K-12 students participated in service learning activities.
- Community partners assisting with service learning projects totaled 162.
- Example of Service Learning Projects:
 - Growing Fresh Air
 - Project Description: Students identified a need to improve the appearance of the school building as well as clean the air. They did this by researching which plants would suit our purpose and then purchased and placed the plants throughout the building. They produced an informational video and power point to educate the students and staff.
 - Need: Need to improve air quality and appearance of school
 - Community Partners: Agway, Home Depot, Cruthers Environmental
 - Students Involved: 40 6th grade students in all four core subject areas

Goal A: Self-determination

Montpelier subscribes to the principles of democratic governance and recognizes that it cannot thrive without an informed and involved citizenry. The City therefore promotes civic education and strives to make it as easy as possible for community members to be knowledgeable about and engaged in issues of the day. Citizens likewise recognize their rights and responsibility to play an active role in civic life.

Target 1

When interviewed, X percent of residents rate opportunities to be involved in community matters as “Good” or “Excellent.”

Indicators:

- Participation rates in formal and informal government increase X percent by X date.
 - Boards and Commissions
 - Attendance at public hearings
 - ORCA
 - Montpelier City Website
 - enVision
 - CAN!
- X percent of residents rate the opportunities to volunteer as “Good” or “Excellent.”
- Participation rates with civic groups increase.
 - By X date, X percent of residents self-report volunteering time to some group or activity within Montpelier three or more times over the past year.
 - By X date, X percent of residents self-report participating in a club or civic group in Montpelier three or more times throughout the past year.

Strategy 1a

The City increases public outreach, so that people know about and feel comfortable participating in the civic process.

Strategy 1b

Adopt a “Citizens’ Handbook” that clearly explains local civic processes and opportunities for residents to participate.

Strategy 1c

The City increases the diversity of ways that citizens can participate in local government (call-in, email, blog, online video, etc.) to accommodate time availability.

- By X date, X percent of residents report that they attended a meeting of local elected officials or other local public meeting three or more times over the past year.
- By X date, X percent of residents report that they watched a meeting of local elected officials or other local public meeting three or more times over the past year.
- By X date, X percent of residents report that they visited the city website 13 or more times over the past year.

- By X date, X percent of residents report that the Montpelier government does an “Excellent” or “Good” job at welcoming citizen involvement.
- By X date, X percent of residents report that the Montpelier government does an “Excellent” or “Good” job at listening to citizens.

Strategy 1d

Serve food and refreshments at public events to build a sense of community.

Strategy 1e

Organize discussions with expert panels, in order to educate the public about city issues/happenings.

Target 2

Elected officials, board members, and city staff carefully elicit and address citizen input to local processes. By X date, X percent of residents report that Montpelier employees’ responsiveness to citizen concerns as “Excellent” or “Good.”

Indicators:

- By X date, X percent of residents report that Montpelier employees’ knowledge as “Excellent” or “Good.”
- By X date, X percent of residents report that Montpelier employees’ courtesy as “Excellent” or “Good.”
- By X date, X percent of residents report their overall impression of Montpelier employees as “Excellent” or “Good.”

Strategy 2a

Upon entrance into a City position, elected officials and board members receive training in listening, conflict management, communication, and outreach skills.

Strategy 2b

Upon entrance into a City position, elected officials and board members receive a copy of the Citizen’s Handbook.

Target 3

By 2040, young adult participation in Montpelier civic activities is significant. Young voters (ages 18-24) turn out at the polls ahead of national averages and the rate of young adult voting has grown.

Strategy 3a

Develop and implement a consistent civics curriculum in all K-12 Montpelier schools. Develop adult education classes to teach new Montpelier residents about local and state civic processes.

Strategy 3b

Identify and support community service and internship placements for students to participate in civics affairs.

Strategy 3c

Create opportunities for youth and young adult representatives to serve on city boards and commissions. When appropriate, representatives are selected by youths themselves.

Strategy 3d

Strengthen school student councils. Develop meaningful connections between the councils, the community, and student government associations at local higher education institutions.

Strategy 3e

Present an annual youth agenda to the city council.

Strategy 3f

Create and support a student advisory committee to the school superintendent. This student advisory committee would also advise city commissions and boards on key issues.

Target 4

By X date, voter registration has increased by X percent.

Strategy 4a

Provide continuing, strategic education to the public about the importance and responsibility of voting.

Strategy 4b

Provide incentives, such as free transit to voting stations, to increase voter turnout.

Strategy 4c

Generate interest and trust in the municipality by increasing public information on government activity.

Target 5

By 2015, the City of Montpelier has co-operative, supportive, and mutually beneficial working relationships with governing bodies in the region and therefore, has X regional engagements per year.

Strategy 5a

The City of Montpelier reaches out to regional governing bodies to initiate and strengthen collaborative ventures among nearby communities.

Strategy 5b

Representatives of the city on regional governing bodies have a direct link to the public and elected officials through elections and regular reporting.

Strategy 5c

Community leaders and residents of Montpelier join with those of surrounding communities to learn about proposed developments and opportunities for cooperation.

Strategy 5d

Educate the general public through a series of newspaper articles about regional issues.

ACCESS

Montpelier recognizes that all members of the community have a right to participate in public discourse about the city's present and future and to have a meaningful say in municipal decision-making. The city encourages residents to monitor its operations and responds promptly and candidly to public concerns.

Aware that its mechanisms for civic input may not keep pace with changing demographics, it reviews and revises its procedures every few years to ensure broad participation.

Goal B: Access

Montpelier recognizes that all members of the community have a right to participate in public discourse about the city's present and future and to have a meaningful say in municipal decision-making. The city encourages residents to monitor its operations and responds promptly and candidly to public concerns. Aware that its mechanisms for civic input may not keep pace with changing demographics, it reviews and revises its procedures every few years to ensure broad participation.

Target 1

By X date, X percent of citizens attend annual enVision Montpelier meetings to participate in public discourse and contribute thoughtful input to the city's ongoing activities.

Strategy 1a

Convene enVision groups annually to review goal completion and discuss progress toward enVision goals and new City happenings. The City ensures strong promotion of meetings.

Strategy 1b

The enVision Governance committee further explores opportunities to learn from Swiss Democracy¹⁵. A "sister city" connection is made, if possible.

Target 2

Montpelier CAN! serves as an access point for residents to connect with local government. By X date, a regular meeting schedule between City Councilors, board members, and CAN! groups is established. The City Charter and City Council Procedures reflect this commitment to participation.

Strategy 2a

City Council considers City District changes based on both equitable population distribution and sense of neighborhood, in order to create a more straightforward connection between CAN! and City Council.

Strategy 2b

The city provides needed resources to CAN! groups and continually recruits effective leadership.

2b.1 Establish community meeting rooms in each of the CAN! geographic areas.

2b.2 Identify and educate informal community organizers about ways to connect fellow residents with local government.

Strategy 2c

¹⁵ A style of direct democracy where single majorities at the town, city, canton (state), and national level direct the governance of the Switzerland.

Ensure some City Council meetings take place within the community, especially when a project or development affects a particular neighborhood.

Strategy 2d

Ensure some decision-making is decentralized to the neighborhood level. Neighborhoods are considered when Capital Planning funding is renewed.

EQUITY

Montpelier realizes that communities grow stronger when all their members are able to help shape their common future. Our public officials thus work to remove barriers to participation by reaching out to all members of the community and empowering them to participate in civic dialogues and decision-making processes. Factors such as language, age, race, culture, gender, sexual orientation, time, finances, ability, knowledge, and health prevent no one from taking part.

MONTPELIER CITY CHARTER ON CITY VOTING DISTRICTS, LAST

TITLE II: CITY VOTING DISTRICTS

The city council is empowered to designate or eliminate the boundaries of voting districts. The city council may make changes from time to time in the number and boundaries of the districts as it may deem proper, having regard, so far as practicable and convenient, to an equal division of population among them. Such changes shall not be made more frequently than once in five years. Such districts shall be described by ordinance. Such changes shall be approved by the legal voters of the city at an annual or special meeting of the city and shall become effective immediately upon approval.

UPDATED 1994:

AGE:

Estimated Montpelier Population by Age-Group

	Age Group				
	<u>0-9</u>	<u>10-17</u>	<u>18-24</u>	<u>25-64</u>	<u>65+</u>
Year 1997	956	926	627	4619	1283
TOTAL=8411					
Year 2006	796	689	735	4560	1174
TOTAL=7954					

"2007 Community Profile, For the Community Served by Montpelier School District." Vermont Agency of Human Services. 2007.

Percent of Population ages 65+ in poverty

	Vermont Rate	County Rate	Community Rate	Community Number
Year 1989	12.4	11.9	10.4	122
Year 1999	8.5	6.8	5.7	66

"2007 Community Profile, For the Community Served by Montpelier School District." Vermont Agency of Human Services. 2007.

Percent of Elders at Risk for Depression

	County Rate	Vermont Rate
Year 1998-2002	6.4	7.3
Year 2001-2005	5.5	6

"2007 Community Profile, For the Community Served by Montpelier School District." Vermont Agency of Human Services. 2007.

RACE AND CULTURE:

Race/Ethnicity/Nativity

	Montpelier	Washington County	Vermont
Total Population, 2000			
...of all races) that is Hispanic/Latino	113	732	5504
...that is White Only	7758	56326	589208
...that is Black/African American Only	52	274	3063
...that is Asian Only	66	330	5217
...that is American Indian/Alaskan Native Only	19	175	2420
...that is Native Hawaiian/Pacific Islander Only	1	7	141
...that is Some Other Race Only	31	152	1443
...that is Multi-Racial	108	775	7335
Total Claims, 2000			
...of White Racial Background	7856	57070	596079
...of Black/African American Racial Background	86	418	4492
...of Asian Racial Background	90	454	6622
...of American Indian/Alaskan Native Racial Background	81	642	6396
...of Native Hawaiian/Pacific Islander Background	1	14	308
...of Some Other Racial Background	45	259	2727
Native to US, 2000	7766	55924	585582
...Native to Vermont	3876	33942	330528
...Native to Other State	3768	21395	250395
Foreign Born, 2000	297	2115	23245
...Entered Area within previous five years	175	708	8217

*"Vermont Indicators Online, 2008 Montpelier Profile." Vermont Center for Rural Studies. August 2006. Accessed from <<http://maps.vcgi>> 12 Jan 2009.

GENDER:

Year	Sexual Assault			
	Vermont Rate	County Rate	Community Rate	Community Number
1997	2.1	n/a	2.9	24
2006	0.5	0.2	0.6	5

*Rate is per 1,000 population

"2007 Community Profile, For the Community Served by Montpelier School District." Vermont Agency of Human Services. 2007.

FINANCES:

Year	Rate of Employment	
	Vermont Rate	County Rate
1997	96	95.2
2006	96.4	96.2

Year	Average Annual Wage	
	Vermont Number	County Number
1997	31615	29814
2006	34974	33880

Year	Median Family Income		
	Vermont Number	County Number	Community Number
1989	34780	35396	39151
1999	48625	51075	51818

Year	Percent People Above Poverty Level			
	Community Number	Community Rate	County Rate	Vermont Rate
1989	7148	90.8	91.7	90.1
1999	7097	90.2	92	90.6

**"2007 Community Profile, For the Community Served by Montpelier School District." Vermont Agency of Human Services. 2007.*

Goal C: Equity

Montpelier realizes that communities grow stronger when all their members are able to help shape their common future. Our public officials thus work to remove barriers to participation by reaching out to all members of the community and empowering them to participate in civic dialogues and decision-making processes. Factors such as language, age, race, culture, gender, sexual orientation, time, finances, ability, knowledge, and health prevent no one from taking part.

Target 1

By X date, X percent of residents from each income and cultural/racial area report that opportunities to participate in community matters are “Excellent” or “Good.”

Strategy 1a

The city creates a model of engagement that reflects the diversity of the community, by reaching out to underserved populations through a variety of methods.

Strategy 1b

The city uses proactive measures to encourage more diversity in leadership positions.

1b.1 The city attracts diverse groups by initiating special marketing from recognized leaders.

Strategy 1c

The media embraces the diversity of the community.

1c.1 Educate the media on diversity issues.

1c.2 Increase media coverage of diverse cultural events/holidays.

CONFLICT RESOLUTION

Montpelier residents strive to defuse tensions and resolve disagreements in the early stages. It develops lasting and satisfactory solutions and helps people discover their own power to settle disputes.

Goal D: Conflict Resolution

Montpelier residents strive to defuse tensions and resolve disagreements in the early stages. It develops lasting and satisfactory solutions and helps people discover their own power to settle disputes.

Target 1

By 2015, 100% of citizens who seek help from City employees, Boards, or Commissions to resolve non-criminal disputes will be referred to the Community Justice Center for assistance in resolving the conflict collaboratively with the other parties directly involved in the dispute. When the City is a party to the dispute, the appropriate City representative will participate in a collaborative problem-solving process.

Strategy 1a

The City supports restorative justice programs and alternative models of dispute resolution and community service offered by the Community Justice Center.

Strategy 1b

The Community Justice Center will partner with CAN! to provide training to citizens in conflict resolution and to help citizens learn about the help available through the Community Justice Center and how to access it.

Target 2

By 2015, 100% of appropriate misdemeanor criminal acts (as defined in a Memorandum of Understanding between the Montpelier Police Department and Community Justice Center) are referred to the Community Justice Center for a Restorative Justice process.

Strategy 1b

The City offers Community Credits or inducement for reparative Community Justice Center board service.

Strategy 1c

The Community Justice Center reaches underserved groups in their recruitment process for reparative boards.

ENVISION MONTPELIER

INFRASTRUCTURE & THE BUILT ENVIRONMENT

GOALS – DATA – TARGETS – STRATEGIES

COMMUNICATIONS

The citizens of Montpelier are connected to each other and the rest of the world. Our communication systems are reliable and support the engagement of all people, information dissemination, social relationships, entertainment, and economic activity.

East Central Vermont Community Fiber Network

Bringing a Community-owned, Subscriber-funded, Fiber-Optic Network to East Central Vermont

What exactly is being proposed?

ECFibernet, a group of local municipalities, in partnership with ValleyFiber, a non-profit service company, is planning to implement a high-capacity fiber-optic network capable of serving 100% of homes and businesses in participating towns with Internet, telephone and cable television service.

It would be privately financed by a 15-20 year non-recourse capital lease arranged by a joint municipal entity on behalf of the participating towns. The private financier would own the network for the duration of the lease and lease it back to the joint municipal entity. At the end of the lease, ownership of the network would revert to the joint municipal entity on behalf of the participating towns. The network would be financially self-sustaining. "Non-recourse" means the towns would not be obligated to pay any expense of the network. User fees would cover interest, principal and operating expenses. One-time fees for connecting to the network would be similar to what you would pay for a new phone or cable connection. A scale of monthly fees for a range of packages of Internet, telephone and cable television services could start at approximately \$50 per month.

No municipal bonds or taxpayer funds would be necessary to fund the effort. In fact the network would have a positive effect on taxes in several ways:

- 1) each participating town's grand list would increase substantially due to the investment in the fiber-optic distribution system by the network . Taxes paid by the network to participating towns would be approximately \$30 per household per year.
- 2) Once the network is profitable, revenues from the network would be distributed back to towns, further reducing taxes to residences and businesses.
- 3) municipalities and school systems would benefit from access to less expensive communications options
- 4) in towns where the cable company pays franchise fees (typically a small percentage of cable revenue), the network would pay the same percentage of cable revenue to the towns.

Why is this important?

Our country has a rich infrastructure - if you are talking about roads, electricity, and telephones. The United States is far behind other countries in providing ubiquitous broadband access. South

Korea, Japan, France, even Iceland are significantly ahead of the US (and far ahead of the Upper Valley) in the availability of broadband access.

A universally-available service would have great advantages to residents, as well as town governments, schools, businesses, and non-profits, and would improve the region's attractiveness to high-tech industries and the home-based businesses on which the Upper Valley's economy increasingly relies.

One clear beneficiary would be our school systems. In Burlington, which has a municipal fiber network, the schools have been able to significantly improve their Information Technology capabilities at a lower overall cost. Ultimately, a universal network would provide important curricular and educational opportunities.

Why fiber?

Optical fiber-to-the-home (FTTH) is “future proof”; with almost infinite capacity, it is literally the communications highway system of the future. Having this kind of universal, open access, financially and technologically sustainable infrastructure is one of the most important economic development initiatives a community can and must undertake at this time. Without such infrastructure, rural communities in particular will be left behind as the rest of the world moves rapidly in this direction. Today, very few businesses, schools, medical facilities, etc. can compete or operate effectively without access to this level of communications service.

Fiber-optic cable supplies not only the fastest Internet available but also can offer low-cost phone and cable TV services. Compared to copper -based DSL and cable systems, fiber is many times faster, has far greater capacity, and is cost-effective to install and maintain. Because fiber is lashed to a high-tensile cable, it is less susceptible to breakage and weather events. As a hard-wired solution, it is not vulnerable to the shortcomings of wireless technologies. In the future, fiber optical technology can distribute such applications as medical monitoring, fire alarm protection, energy optimization, etc.

Why community-owned?

None of the major private network providers has offered to make ultra-high-speed service 100% available. As a community-owned project, this network will be available to all households , businesses and public institutions. Because it is a “last-mile” solution, it reaches to customers in remote parts of town including those on class 3 and 4 roads. Moreover, because it will be community-controlled, customers will be protected from unreasonable price hikes.

Goal A: Communications

The citizens of Montpelier are connected to each other and the rest of the world. Our communication systems are reliable and support the engagement of all people, information dissemination, social relationships, entertainment, and economic activity.

Target 1

By x date, x percent of all Montpelier residents report that they have easy access to current forms of communications technology. *Indicator:*

- By X date, X percent of Montpelier residents report that the quality of public information services is “good” or “excellent.”

Strategy 1a

Determine the feasibility of utilizing a fiber-optic system to extend affordable, high-speed internet, telephone, and cable to all residents, businesses, and institutions within the community.

Strategy 1b

Support and enhance programs that provide Montpelier residents with the skills necessary to access current communications technology.

Strategy 1c

Provide support for the provision of necessary communications technologies and resources.

1c.1 Ensure new buildings and facilities are capable of supporting appropriate communications infrastructure and can adapt over time.

1c.2 Ensure programs are designed to provide communications technology to households unable to afford them, including software and monthly communications costs, publicly funded programs for access, and access in schools.

1c.3 Make full use of a variety of methods—online networking, local media, volunteer outreach, etc.—to ensure everyone is aware of the resources and opportunities available to them.

Strategy 1d

Foster and promote opportunities for information technology to replace or reduce the need to physically move people or goods and services. Encourage telecommuting and teleconferencing.

Strategy 1e

Develop an advisory function to help local shops redefine their business models and adapt to internet technology.

Target 2

Montpelier residents utilize communications technology to stay informed about local government matters.

- By x date, x percent of Montpelier residents report that they visited the City of Montpelier website at least 3-12 times per year.
- By x date, x percent of Montpelier residents report that they watched a meeting of local elected officials or other local public meeting on cable television at least once or twice per year.

Strategy 2a

Develop and maintain communications infrastructure to support informed decision-making.

2a.1 Utilize the City of Montpelier website to post announcements about upcoming meetings, as well as decisions made by government and municipal boards. Decisions made by government are quickly and widely dispersed and inform us as to how decisions will impact us.

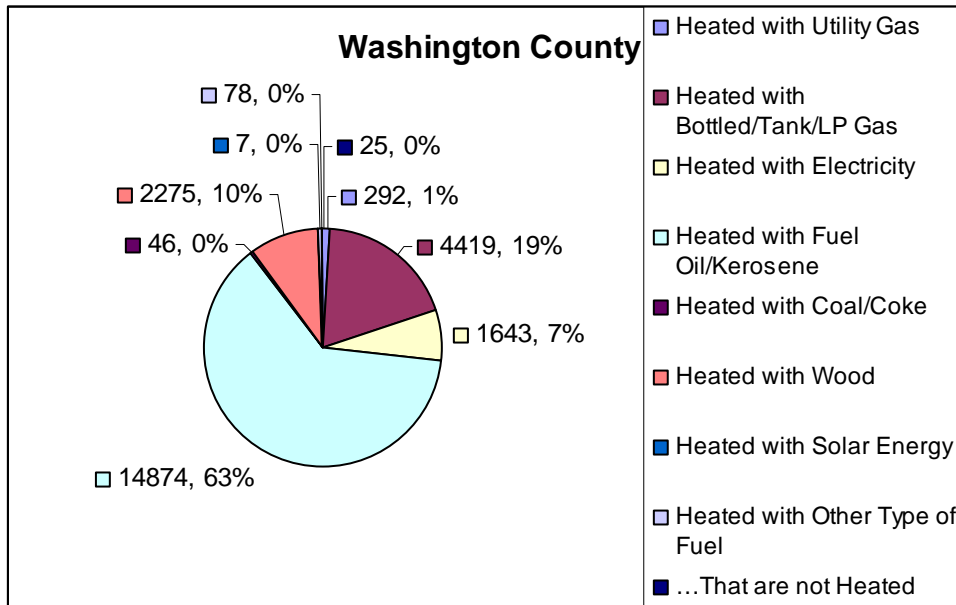
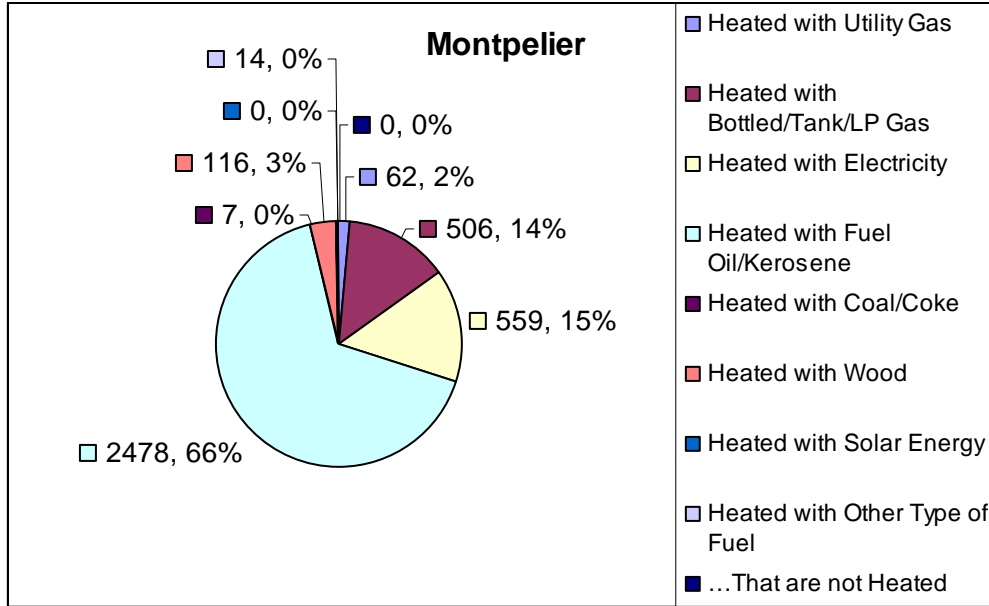
2a.2 Increase the number and diversity of local public meetings that are broadcasted on public access television.

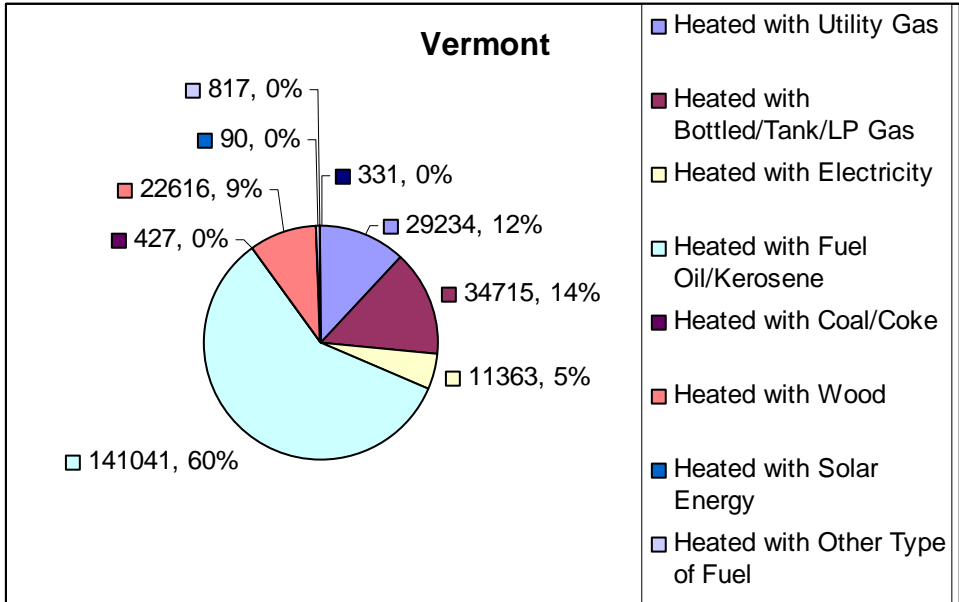
ENERGY

Energy efficiency in Montpelier is maximized. Montpelier's energy is generated by renewable resources of local origin. The delivery of energy is structured to encourage efficient use and affordability.

HEAT SOURCES

MONTPELIER, WASHINGTON COUNTY, AND VERMONT HOUSING UNITS BY HEAT SOURCE





(Charts developed with information from Vermont Indicators online)

CLIMATE ACTION

ACTIVITIES TAKING PLACE IN STATE GOVERNMENT AND IN NEIGHBORING VERMONT CITIES

Many of the concerns that have been growing nationwide are reflected in Vermont. Vermonters are increasingly concerned about global warming. In 2005 and 2006, there were significant changes to Vermont law, regulatory initiatives, stakeholder engagement efforts, and developments in the market around energy use, and many people in state, private, and non-profit sectors are working on these issues. In 2006, Governor Douglas endorsed the '25 by 25' vision, a national initiative whose goal is that by 2025 America's farms, forests, and ranches will provide 25 percent of the total energy consumed in the U.S. Governor Douglas, in his 2007 State of the State speech, proposed incentives for purchasing fuel-efficient cars and for using biofuels. The 2007 Legislature spent its first few weeks hearing from nationally-known energy experts on strategies for reducing global warming emissions, and is considering energy-related legislation. On the Congressional front, Vermont Senators Bernard Sanders and Patrick Leahy announced in January 2007 they were co-sponsoring a bill to reduce pollution associated with global warming. Vermont in 2006 had the highest per capita budget for electric energy efficiency programs in the country, at \$31.25 per person, compared to an average of \$8.50 per person...These investments have translated into substantial energy savings for Vermonters.

-excerpts from "The Vermont Energy Digest"

Goal B: Energy

Energy efficiency in Montpelier is maximized. Montpelier's energy is generated by renewable resources of local origin. The delivery of energy is structured to encourage efficient use and affordability.

Target 1

By 2040, total non-renewable energy consumption per capita is reduced by 20 percent based on 2004 use.

Indicators:

- By 2013, Montpelier achieves a 50,000 ton annual reduction in greenhouse gas emissions, the equivalent of \$15 million of fuel oil annually and with an investment in the local economy of approximately \$100 million.
- By 2030, Montpelier achieves a city-wide 80% reduction in greenhouse gas emissions and fossil fuel use.
- By 2040, the use of low-impact renewable energy increases by 30 percent as a percentage of total energy use.

Strategy 1c

Encourage residents to replace underutilized lawn space with xeriscaping¹⁶, permaculture¹⁷, and other natural landscaping techniques in order to reduce the high fossil fuel use and air pollution associated with lawn maintenance.¹⁸ Residents are encouraged to replace gas-powered mowers with electric or non-powered lawnmowers.

Strategy 1d

Reduce total fuel use and greenhouse gas emissions by increasing shared transport, public transit, walking, and biking and by decreasing the use of cars by single riders.

Target 2

By 2020, Montpelier reduces import of wood pellets by 30%, because more wood pellets are provided locally.

¹⁶ Xeriscaping refers to landscaping and gardening in ways that reduce or eliminate the need for supplemental irrigation. The use of native species is emphasized, and care is taken to avoid losing water to evaporation and run-off.

¹⁷ Permaculture is an approach to designing human settlements and agricultural systems that mimic the relationships found in natural ecologies. Synergy between design elements is achieved while minimizing waste and the demand for human labor or energy.

¹⁸ Yale University has estimated that the United States uses more than 600 million gallons of gas to mow and trim lawns each year, an estimated five gallons per household. In addition to fuel consumption, mowers and outdoor power equipment contribute heavily to air pollution. Operating a typical (4 HP) gasoline-powered lawnmower for one hour produces as much smog-forming hydrocarbons as driving an average car between 100 and 200 miles under average conditions. (UVM Extension)

Strategy 1a

The City of Montpelier completes a feasibility study to establish a wood pellet/chip plant at the Stump Dump to create a local source for wood pellets. Invasive plant species removed from city properties are used in making wood chips or wood pellets. The plant would service the Washington County region. If the project is feasible, the City will develop a timeline for development.

Strategy 1b

The City of Montpelier establishes a combined heat and power plant in downtown to serve many downtown residents and municipal buildings. The plant uses excess heat in the summer to fuel a wood pellet plant.

Target 2

By 2040, all new and retro-fitted developments, buildings, vehicles, and equipment are built to be within five percent of the highest energy-efficient design available out of all economically competitive products, as measured on a life cycle basis.

Strategy 2a

In the purchase of equipment and appliances, the City selects, when the choice is available, those that are energy-star rated.

Strategy 2b

When the City purchases new vehicles for its fleet, it considers the “greenest” options.

Target 3

By 2009, 100 Montpelier homes will be weatherized and switch to a carbon neutral fuel source. By 2013, 1,000 Montpelier homes will be weatherized and switch fuel sources.

Strategy 3a

Encourage residents and businesses to investigate and take advantage of programs offered by Efficiency Vermont and other energy service providers to increase energy efficiency.

Weatherization and energy efficiency programs connect with groups like Montpelier Senior Center, Vermont Center for Independent Living, Central Vermont Community Land Trust, landlords, churches, VFW, Elks, Rotary, and schools.

Strategy 3b

Neighborhood groups share resources for small energy efficiency projects and weatherization.

Strategy 3c

Investigate the potential for neighborhood geo-thermal energy.

Strategy 3d

Develop a set of household energy-saving tips here to help residents and businesses reduce energy.

Strategy 3e

Eco-teams (e.g., Montpelier Energy Team) build local buzz about efficiency.

FOOD

Food sources derive from local, sustainable practices that provide us with a high quality, healthy, affordable, and secure supply of food. Neighborhood gardens grow local, seasonal, and fresh food for all our residents, and neighborhood food storage facilities ensure local food in all seasons.

Goal C: Food

Food sources derive from local, sustainable practices that provide us with a high quality, healthy, affordable, and secure supply of food. Neighborhood gardens grow local, seasonal, and fresh food for all our residents, and neighborhood food storage facilities ensure local food in all seasons.

Target 1

By x date, x percent of Montpelier's food supply derives from sources that practice sustainable food production.

Indicators:

- By 2020, Montpelier farmers reduce their use of fossil fuels by 20 percent.
- By 2020, the number of organic producers located within Montpelier increases by X percent.

Strategy 1a

Map local soils and then, use the best soils for farming.

Strategy 1b

Encourage local farmers to utilize conservation tillage practices.

Strategy 1c

The Central Vermont Food Systems Council provides support to current and new producers.

Strategy 1d

Promote sustainable food production.

1d.1 Expand and promote educational programs about sustainable food production.

- Community classes about food production and preservation are well-advertised and attended by community members.
- The Central Vermont Food Systems Council increases public outreach about local food issues through radio spots and public television programming.

1d.2 Expand and promote awareness programs about where our food comes from and how far it has traveled.

1d.3 Support organizations that promote sustainable agriculture and discourage the use of chemicals in local food production.

Target 2

By 2025, fifty percent of the regional food supply is produced and consumed within a 50-mile radius of Montpelier, in order to reduce dependence on food imports.

Indicators:

- By X date, direct purchasing from local farmers increases by x percent.

- By X date, X percent of Montpelier residents participate in community supported agriculture (CSA).

Strategy 2a

Montpelier increases direct purchasing of local produce by:

- 2a.1** Establishing a four-season farmers' market in a permanent location.
- 2a.2** Increasing the number and variety of festivals, craft fairs, and entertainment at the Capital City Farmers' Markets to draw a larger and more diverse crowd.
- 2a.3** Increasing direct purchasing between Washington County farmers and Montpelier restaurants; groceries; and municipal, medical, and educational institutions.
- 2a.4** Supporting and enhancing processing and distribution facilities to increase the amount of value-added products bought and sold locally.

Strategy 2b

Provide opportunities for local food producers to easily access the Montpelier food marketplace.

- 2b.1** Support and promote neighborhood-based gardens and the farmers' market.
- 2b.2** Develop a permanent, year-round location for the farmers' market.
- 2b.3** Set aside some of the City's small and under-utilized land parcels for food production.
- 2b.4** Develop land use districts for local food production. Dedicate city-owned land to food production by small, local producers.
- 2b.5** Require mainstream food stores to carry a certain percentage of locally produced food.
- 2b.6** Increase direct purchasing between Washington County farmers and Montpelier restaurants and groceries.

Strategy 2c

Promote existing educational programs and create new programs that teach about the benefits of local food.

- 2c.1** Promote community classes about food production and preservation.
- 2c.2** The Central Vermont Food Systems Council increases awareness of local food education opportunities and increases public education of local food issues through radio spots and public television programming.
- 2c.3** Develop a "garden mentor" program to support new household gardeners.
- 2c.4** Develop a lawn conversion program to help residents convert lawns to gardens.

Strategy 2d

Modify municipal ordinances to support agriculture within the city.

- 2d.1** Allow individuals to grow food on neighbors' property and/or create community gardens through a local land-share program.
- 2d.2** Change regulations that prohibit on-site processing.
- 2d.3** Obtain grants to develop community garden sites.
- 2d.4** Provide a tax incentive to land-owners who share land.

2d.5 The City provides support by offering assistance to develop “Garden Parks” in areas of high need. These parks would meet food, open space, and recreational needs.

Target 3

By X date, X percent of Montpelier residents report that the availability of affordable quality food is “good” or “excellent.”

Strategy 3a

Develop informal systems in every neighborhood that allow residents to utilize existing infrastructure (gardens, root cellars, freezers, tool sheds, etc) to grow, preserve, and/or share food.

Strategy 3b

Ensure food sources are affordable and derived from secure and reliable suppliers.

Strategy 3c

Maintain programs that subsidize the institutional purchasing of local food.

Strategy 3d

Support and maintain programs that provide nutritious foods to people in need.

Strategy 3e

Expand and promote educational programs about making healthy food choices.

Strategy 3f

Maintain local non-profits and churches’ community lunch programs.

HOUSING & BUILDINGS

Montpelier has a mix of housing that is affordable, safe, healthy, accessible, eco-efficient, in diverse neighborhoods that enhances the experience of people who live here. The housing adapts over time to reflect changes in demographics, climate, and technology while maintaining its historic character. Public and private buildings enhance the historic environment and cultural values which have shaped the city through time, and contribute to comfort, health, peace, and safety of our residents.

Housing

Montpelier has an unmet need for housing. While the population has declined, the number of households in the City has increased. At the same time, Montpelier has lost housing through conversions of multifamily homes to single family dwellings and conversions of residential dwellings to commercial and retail space. In addition, Montpelier's housing stock is the second oldest in Washington County, and many rental units are in need of maintenance or substantial repair. These pressures on the housing market are likely to continue as the population ages and the number of children per household declines.

In addition, the price of housing generally, for both rental and owner-occupied units, is not affordable to large segments of the City's population. Entry-level houses are too expensive for new market entrants, there is little mobility through market segments in the City, and this creates an impediment to market entry for new homeowners.

The lack of housing forces people and families who want to live in Montpelier, and who would make a positive contribution to the community, to seek housing elsewhere. This encourages sprawl in the region. In addition, in times of declining school enrollments this causes the loss of state education funds and exerts upward pressure on property taxes.

Montpelier's infrastructure, including utilities, public services, and school system, has sufficient excess capacity to accommodate a substantial increase in the number of housing units in the City.

Population Trends

- A. Census data indicates a continued **decline in population** – whereas County population has experienced a steady increase. Several outlying communities to Montpelier have seen substantial population increases since 1980.
- B. However, in line with the national and state trends, the **number of households has increased.**
- C. Also in line with national trends, the **household size has declined**
- D. **Why are these trends important?** Even without population increases there is still a need for additional housing units. Currently there is a lack of efficient use of public infrastructure. These trends highlight the need for increased housing units through the creation of accessory units and home-sharing.
- E. **Median age of City residents has increased**, as compared to the County and State which is consistently younger.
- F. Make-up of population those **aged 18 and under and those age 65 and over**. Noting the **decline in both age categories**. Highlighting the projected continued decline in school enrollment and the importance of efficient use of buildings/capacity.
- G. The 2000 Census notes 19% of Montpelier residents between the age of 21 and 64 have a **disability**. Montpelier being a service center community this percentage is likely to increase.
- H. **Why is this important?** These trends affect the City's ability to maintain a diverse population and have stable economic growth. Highlights the need for the construction of

more modest “starter” single family homes; the need for affordable housing for moderate to low income families; and the importance of examining housing options for residents who may need special needs.

- I. **Population Projections.** The Economic and Demographic Forecast conducted in 2001 for the Central Vermont Planning Region, notes a consistent rate of growth in Montpelier from 2000 to 2020 that the city has seen since 1980. Montpelier is likely to see a slight rate of growth at about 0.1%. However, regional population is expected to increase by approximately 9,800 between the years 2000 and 2020.
- J. **Why is this important?** Is important to mention forecasts are based upon historical relationships and do not reflect policy changes or unforeseen events. However, the overall population growth the Central Vermont region is expected to witness has important implications for the City and region’s approach to housing retention and development.

Housing Conditions and Characteristics

- A. Montpelier contains a **wide variety of housing styles and types**; ranging from historical structures to modern condominiums and multifamily dwellings. Small apartments still dot upper floors of downtown buildings. **Many of the historic properties are located near Montpelier’s downtown; many have been converted** to various other uses since their construction. Montpelier is comprised of several quiet neighborhood streets with single family and duplex houses, as well as more historic older homes dispersed throughout.
- B. According to the 2000 Census, there are a **total of 3,899 housing units** in Montpelier. This is a 3.4% increase from the number of units in 1990.
- C. The 2000 Census notes, of the 3,743 total occupied housing units in Montpelier, **72% are 1 to 2 person households, while 24% are 3 to 4 person households**. This certainly highlights the need and effectiveness of accessory units and home sharing to help fulfill the housing needs for those who live or work in Montpelier.
- D. The 2000 Census highlights, **just over half of the City’s housing units (54.7%) are owner occupied, with 1,531 renter occupied housing units**.
- E. Montpelier is second in the County to Barre City for the total of rental units, with 27% of the total rental units in Washington County.
- D. Since 1980, the City of **Montpelier has lost 228 apartment units** due to conversion to other uses, fire, demolition or other matters.
- E. Additionally, Montpelier has **only seen an increase of 21 apartment units since 1980**
- F. **Why is this important?** Important to note Montpelier’s role in the region’s rental market and how conversion of apartment units effects the overall market. Additionally, how a healthy mix of housing units affects population diversity.
- G. Montpelier’s **housing stock is significantly older** than the county and state averages, with the majority (52.2%) of housing units constructed prior to 1940. While these buildings add to the overall character of Montpelier, older buildings are more difficult to maintain and update to current building code standards. This highlights the need for a building inspection program and the Preservation Loan Program.
- H. Montpelier has 309 units of restricted rental housing, making up 7.4% of the city’s housing stock. Restricted housing is defined as housing that is not available to the

general public and is reserved for elderly, disabled, or low and moderate income households. When examining 10 other cities throughout Vermont, Montpelier's availability of restricted units is average, with about 3.7 restricted units per 100 Montpelier residents.

Housing Market Trends

- A. Using City building and zoning permit data, there was a **net increase of 561 housing units from 1980 to 2002**. However, it is important to note the reliability of the data is dependent upon where or not a permit was actually obtained for a development, yet it is believed only a small percentage of property owners do not obtain permits and the data reveals important trend information.
- B. **Condominium development** has been the largest contributor of Montpelier's additional housing units, with 388 units coming on-line between 1980 and 2002. It is important to note, 24 of these additional condominium units were conversions from apartment units.
- C. **148 new apartment units** were created between 1980 and 2002; however, this was offset **by the loss of 185**. Montpelier has seen a loss of 37 apartment units between 1980 and 2002. Additionally, there has not been a new unsubsidized apartment building constructed in the city since 1990.
- D. **Conversion of apartment buildings** to commercial uses accounts for the largest loss of apartments in the city, with a loss of 83 units.
- E. A **high proportion of Montpelier residents reside in rental units**, the 2000 Census notes 44% of Montpelier residents were renters.
- F. In 2000, the census showed Montpelier's **vacancy rate** for rental properties to be at 1.8%, which is considerably lower than the State rate of 4.2%. It is important to consider how low vacancies contribute to rising rents and the need for residents to seek housing outside the City.
- G. The 2000 Census indicates Montpelier's **median housing value** \$108,000, is similar to the countywide median at \$105,200; with the statewide median at \$111,200.
- H. When examining Montpelier's housing market by looking at **single family median sales price as compared to the countywide median income**, we see an accelerated increase in the sales price as compared to the median income captured by county residents.
- I. Since 1996 Montpelier has seen the single family median sales price increase by 92%, whereas the countywide median income has increased only 55%.
- J. **Why is this important?** Given the steady increase in Montpelier's median sales price as compared to countywide incomes, Montpelier is likely to see a continued decrease in the population of younger families and moderate income families seeking homeownership opportunities in the City.

Goal E: Housing & Buildings

Montpelier has a mix of housing that is affordable, safe, healthy, accessible, eco-efficient, in diverse neighborhoods that enhances the experience of people who live here. The housing adapts over time to reflect changes in demographics, climate, and technology while maintaining its historic character. Public and private buildings enhance the historic environment and cultural values which have shaped the city through time, and contribute to comfort, health, peace, and safety of our residents.

Target 1

By 2011, all of Montpelier's zoning, subdivision, and affordable building codes meet applicable state and national standards, such as LEED, for sustainable, eco-efficient, smart growth.

Strategy 1a

Undertake a comprehensive review of all city regulations affecting building with the goal of identifying and eliminating unnecessary regulatory obstacles to development. Such a review shall include, but not be limited to, a review of minimum lot size requirements, setbacks, lot coverage, and parking.

1a.1 Identify areas of the city that could not be rebuilt under current zoning and rezone these parcels when appropriate.

1a.2 Encourage infill development by adopting prevailing setback and lot coverage requirements that would give developers the option of complying with the existing development patterns of adjacent properties rather than strict conformity to the zoning regulations.

Strategy 1b

Develop new regulations and incentives to improve the efficient use of buildings and land.

1b.1 Promote appropriate high density clustered development, by adopting zoning regulations and appropriate review criteria to allow small (4 units or less) multi-family development as a permitted use within the Low Density Residential (LDR) Zoning District.

1b.2 Create and implement regulatory and other incentives to encourage residential use of vacant space where appropriate.

1b.3 Encourage the adaptive reuse and full utilization of existing underutilized or vacant structures through various means including by implementing a regular building inspection program for vacant buildings.

1b.4 Encourage home sharing through various means including by making renovation loans to homeowners who need assistance modifying their homes to better accommodate additional occupants.

1b.5 Utilize density bonuses to encourage the development of affordable housing.

Strategy 1c

Support an Accessory Apartment program, which provides funding for new accessory apartments and also for the reduction of the number of apartments in a multi-family home (to encourage family housing).

1c.1 Provide technical and financial assistance to homeowners interested in developing accessory apartments.

1c.2 Reduce water/sewer hook-up fees for new accessory apartments.

Strategy 1d

Consider revisions to the Zoning Regulations, Zoning District Map, and Design Review Guidelines to:

- Permit compatible mixed uses that reinforce neighborhoods;
- Allow for mixed uses within neighborhoods, particularly those uses that are mutually supportive and complement the fabric of the area in which they are located;
- Expand conditional and permitted uses in all of the zones, particularly in office parks and residential zones; and
- Increase density where appropriate to achieve compact, efficient, settlement patterns.

Target 2

By x date, x percent of Montpelier residents report that the availability of affordable quality housing is “good” or “excellent.”

Strategy 2a

Tabulate and review local and regional housing development and demographic trends to identify Montpelier’s housing needs, including special needs and transitional housing. Monitor affordability with the goal of promoting the development of housing that preserves economic diversity in the city.

Strategy 2b

Promote the development of housing in the city’s downtown. Consider adopting an ordinance to provide incentives for creating mixed uses in new or substantially renovated structures.

Strategy 2c

Encourage the development of affordable housing through innovative standards and practices.

2c.1 Continue working with non-profit housing developers to develop new rental and homeownership opportunities affordable to low and moderate income households.

2c.2 Adopt inclusionary zoning to ensure the development of housing affordable to lower income households.

2c.3 Work with regional employment providers to develop employer assisted housing programs.¹⁹

2c.4 Maintain the City's Housing Trust Fund to fund affordable housing opportunities.

2c.5 Integrate non-market housing throughout the city, with a mix of rental, owned, and mixed-income tenures.

2c.6 Support public/private partnerships to develop integrated affordable housing into existing and new neighborhoods.

2c.7 Support initiatives to eliminate homelessness.

Strategy 2d

Identify and eliminate impediments to fair housing choices.

Target 3

By X date, Montpelier's existing building and housing stock demonstrates ongoing improvements to be safer, healthier, and more accessible in the context of maintaining historic integrity.

Strategy 3a

Implement an apartment inspection, registration, and certificate of occupancy program.

Strategy 3b

Implement a time of sale inspection program that requires properties to meet minimum housing standards prior to sale.

3b.1 Work towards providing ceiling sprinklers in all multifamily buildings within 10 years through the adoption of new ordinances such as a time of sale sprinkler ordinance, which would require sprinklers to be installed within existing multifamily structures at the time of sale.

Strategy 3c

Seek out funding to assist multifamily property owners in installing ceiling sprinklers in their buildings.

Strategy 3d

Continue the City's Housing Preservation Loan Program, which provides renovation loans to low and moderate income homeowners.

¹⁹ Employer assisted housing (EAH) is a way for employers to help their employees buy or rent homes close to work.

Strategy 3e

Adopt a housing replacement ordinance to address the loss of housing units to commercial conversion or demolition.

Strategy 3f

Encourage the inclusion of design considerations for people with disabilities in new housing construction or substantial renovations.

Strategy 3g

Support the identification and removal of lead paint within residential dwellings.

Strategy 3h

Incorporate barrier-free design in new building construction or substantial renovation projects to ensure buildings are functional, safe, and convenient for all users, including those with any type of disability.

Strategy 3i

Explore or find means to improve accessibility and affordability of space for small businesses and/or residential space on 2nd or 3rd floors.

Target 4

By 2011, all new development in Montpelier preserves the integrity and character of Montpelier's neighborhoods.

Strategy 4a

Ensure that new development complements its surrounding neighborhoods where possible. Where development cannot tie into and reinforce existing neighborhoods, the scale and diversity of that development should follow Montpelier's existing patterns.

4a.1 Create incentives for development that:

- May be less profitable but desirable, such as housing and the arts; these might be tied to profitable development; and
- Reinforce or complements existing neighborhoods.

Strategy 4b

Re-evaluate existing standards regarding parking, traffic flow, road design regulations, and street elements to ensure compatibility with neighborhoods and to reinforce neighborhood centers.

Strategy 4c

Existing affordable housing and light industry along Barre Street should be protected. Additional housing and space for the arts might be incorporated into new development in the Barre Street neighborhood.

Strategy 4d

Development should reinforce existing neighborhoods, by increasing diversity of use and by maintaining current densities. Where an entirely new neighborhood is created, the existing characteristic of Montpelier's neighborhoods may be used as a model, to the extent of providing housing and commercial uses.

Strategy 4e

Encourage developers to submit plans for review by the Department of Planning and Zoning at the pre-application conference, prior to applying for permits.

Target 5

By x date, all new and retrofitted non-residential buildings are built to be within five percent of the highest energy- and water-efficient design available out of all economically competitive products, as measured on a life cycle basis. And by x date, x percent of Montpelier's housing stock uses less energy than was reported in 2004.

Strategy 5a

Promote and educate about eco-efficient building design and encourage all new construction to meet LEED standards (or the equivalent).

Strategy 5b

Streamline the development approval process for buildings and housing that demonstrate eco-efficient standards.

Strategy 5c

Encourage residential energy retrofit programs and use of the Central Vermont Community Action Council's Weatherization Program in Montpelier.

Strategy 5d

Explore and create incentives for adopting eco-efficient standards in home and building site design.

5c.1 Consider subsidies for eco-efficient home and building site design.

5c.2 Provide financing incentives for homes and buildings that are more energy efficient.

5c.3 Support local groups and businesses that offer green building products and technologies through information and awareness packages.

Target 6

By X date, establish an educational program that promotes infill development, adaptive reuse and/or redevelopment of vacant or underutilized land.

Strategy 6a

Identify priority areas for potential infill, redevelopment, and accompanying infrastructure improvements.

Strategy 6b

Parking requirements are waived for new development/redevelopment in CB1 and Riverfront districts to allow greater flexibility for shared use parking.

Strategy 6c

Provide tax or zoning incentives to encourage the redevelopment of vacant or underdeveloped lots within the city.

Strategy 6d

Encourage infill development through Montpelier's Grant and Revolving Loan program.

Strategy 6e

Redevelop vacant former industrial areas known as "brownfields" (e.g. Carr Lot; Stonecutters' Way; Turntable Park) to absorb significant commercial and/or mixed-use growth.

Target 7

By X date, all new non-residential buildings are designed to encourage the use of alternative forms of transportation (e.g. walking, cycling, and transit).

Strategy 7a

Establish building standards that foster multiple forms of transportation and reduce the impacts of the transportation system on the natural environment.

Strategy 7b

Provide incentives to commercial builders that promote more environmentally friendly commuting choices (e.g. infrastructure for cyclists, walkers, car poolers, and bus riders)

TRANSPORTATION

Montpelier is built at a human scale with a transportation system that serves the access and mobility needs of all people through a choice of convenient, comfortable, affordable, and efficient transportation modes. The transportation system connects people and goods locally, regionally, and globally. Transportation needs are met safely in a manner supportive of human and ecosystem health.

U.S. AND VERMONT TRANSPORTATION STATISTICS

Transportation accounts for about two-thirds of U.S. petroleum use. The U.S. has close to one-quarter of all the cars in the world. Most developed countries have fewer cars per person than the U.S. For instance, in 2004, Western Europe and Canada had the number of cars per person that the U.S. had in 1972. U.S. car sales have shifted toward pickup trucks, SUVs, and minivans in recent years, with a corresponding drop or plateau in the average fuel efficiency of vehicles on the road. In 2005, 50% of vehicle sales were these 'light trucks,' compared to 19% in 1975. From the mid-1970s to the late-1980s, the car/light truck fleet became more fuel-efficient, but since then it has become slightly less efficient or stayed the same. The average fuel economy of cars on the road in 2003 was 22.3 miles per gallon; the average of light trucks was 17.7. There has been an increase in more efficient cars sold recently due to higher gas prices. In 2006, more than 251,000 hybrid vehicles were sold, an increase of 22% compared to 2005. Meanwhile, light duty vehicle sales fell by 2.6% between 2005 and 2006.

Almost one-third of Vermont's energy use is transportation, making it the state's largest energy end use. Forty-six percent of statewide carbon dioxide emissions come from the transportation sector. Vermont's vehicle miles traveled were 7.6 billion in 2005, a doubling of miles since 1981.

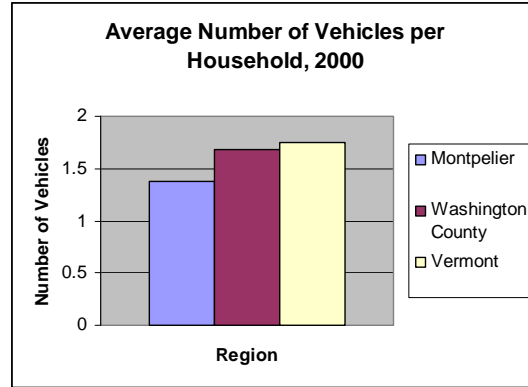
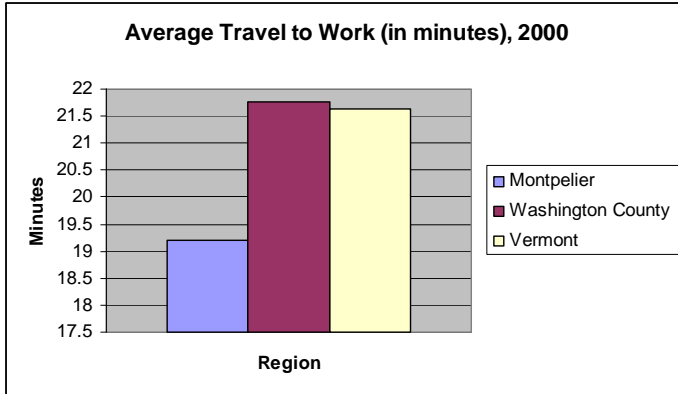
The average Vermont car travels 17,000 miles per year, emits 7.5 tons of air pollution per year, and costs \$2,000 or more per year just for fuel. The annual cost of owning and operating a vehicle in Vermont is \$6,000 or more. Vermonters spend an average of 70 minutes per day driving, covering about 53 miles per day. Driving our vehicles is one of the most expensive, time-consuming, energy-consuming, and polluting activities we do.

Vermonters spend much of their driving time commuting to and from work. On average, Vermonters travel 16 miles to their work; 17% live 26 miles or more from their work. About 75% of Vermonters employed outside their homes drive alone as their primary method for getting to work; twelve percent drive with one or more others at least partway.

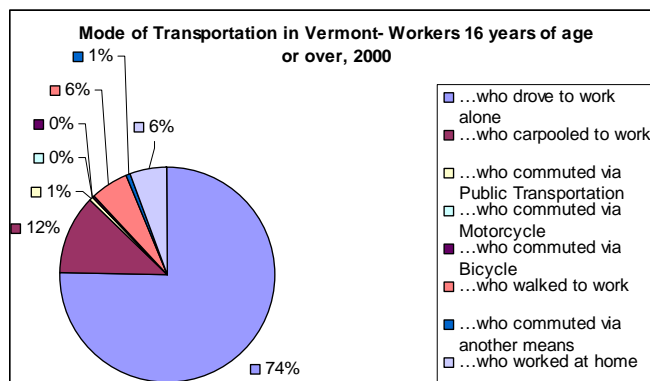
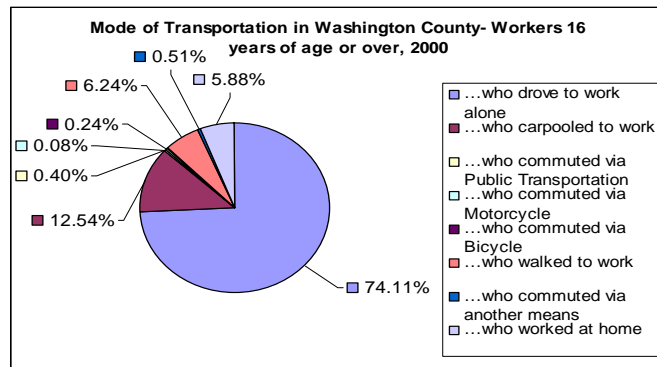
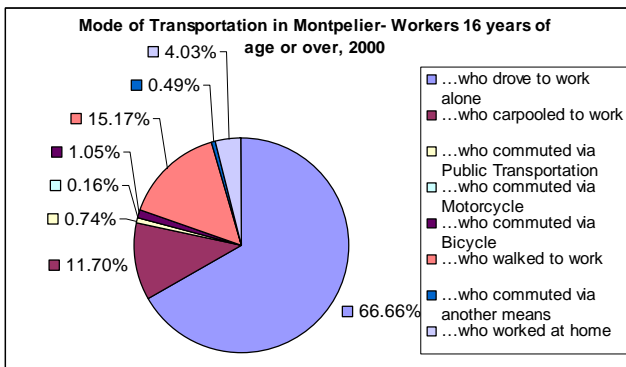
-excerpts from the "Vermont Energy Digest"

Information regarding average travel time to work and average number of vehicles per households in Montpelier, Washington County, and Vermont are displayed below. Washington County residents have a higher average commute time than Montpelier or Vermont. Both Montpelier and Washington County have fewer vehicles per household than Vermont.

(information for charts from Vermont Indicators Online, Vermont Center for Rural Studies)



The graphs below, also based on information from the “Vermont Indicators Online”, show the percentage of population using various modes to commute to work in Montpelier, Washington County, and Vermont. A higher percentage of workers walk and bicycle to work in Montpelier than in Washington County or Vermont.



(charts based on information in “Vermont Indicators Online” from the Vermont Center for Rural Studies)

Goal G: Transportation

Montpelier is built at a human scale with a transportation system that serves the access and mobility needs of all people through a choice of convenient, comfortable, affordable, and efficient transportation modes. The transportation system connects people and goods locally, regionally, and globally. Transportation needs are met safely in a manner supportive of human and ecosystem health.

Indicator:

- By 2039, the total annual private vehicle miles traveled by Montpelier residents are reduced by 20 percent.

Target 1

By 2039, the number of Montpelier residents who commute by walking or bicycling increases by 40 percent. *Indicators:*

- By X date, X percent of Montpelier residents report that the availability of paths and walking trails is “good” or “excellent.”
- By x date, x percent of Montpelier residents report that the ease of walking and bicycle travel in Montpelier is “good” or “excellent.”

Strategy 1a

Extend a wheel-and-spoke trail system to surrounding communities.

Strategy 1b

Extend the river-way bike path, so that it is tied into larger, regional transportation path plans.

Strategy 1c

Develop and implement a wide range of material that promotes walking and bicycling as healthy forms of exercise and transportation.

Strategy 1d

Increase awareness about Free Ride Montpelier and the services offered (bike maintenance, classes, etc.).

Strategy 1e

Provide bicycle storage areas and racks throughout the city.

Strategy 1f

Better maintain sidewalks.

Strategy 1g

Extend sidewalks through Towne Hill Road.

Strategy 1h

Introduce traffic calming tactics near Main Street Middle School.

Strategy 1i

Regularly paint crosswalks to ensure that they are luminous.

Target 2

By 2039, Montpelier residents commuting by transit increases by 30 percent. *Indicators:*

- By x date, x percent of Montpelier residents report that bus or transit services are “good” or “excellent.”
- By x date, x percent of Montpelier residents report that ease of bus travel is “good” or “excellent.”
- By x date, x percent of Montpelier residents report that they have ridden a local bus within Montpelier x number of times in the past year.

Strategy 2a

Ensure that buses are accessible and user-friendly for all riders.

Strategy 2b

Expand the City Commuter and City Route Mid-Day routes to create bigger loops with more stops.

Strategy 2c

Expand the Capital Shuttle, so that it operates year-round. Establish more stops, in order to connect adjacent neighborhoods to the downtown.

Strategy 2d

Add a new GMTA route with expanded options in Montpelier.

Strategy 2e

Establish a trolley train that loops up East State Street.

Strategy 2f

Secure a location for an intercity, multi-modal transit station. This facility provides a destination to integrate Vermont Transit, GMTA, bicycle path users, a Welcome Center for tourists and tour buses, and potential retail and commercial tenants. The center is the major transfer hub for regional coach buses, inter-regional commuter transit, and satellite parking lot shuttles for downtown employees and visitors as part of the larger parking policy.

Strategy 2g

Increase park-and-ride options. A park-and-ride station is situated in Montpelier's Commercial/LDR zones.

Strategy 2h

Encourage, through incentive programs, new housing developments to be located close to public transportation.

Strategy 2i

Upgrade the Montpelier Junction train station to allow more passenger trains to come through Montpelier.

Strategy 2j

Encourage and promote employee reward programs that support the use of public transportation, car pooling, walking, and biking.

Target 3

By x date, the number of Montpelier residents commuting by car-pooling increases by 20 percent.

Strategy 3a

The City and local non-profit groups better promote Vermont's ride-share program. (www.connectingcommuters.org). Links to state and national ride-share websites are available on the City's website.

Strategy 3b

The City of Montpelier cooperates with the City of Barre and other municipalities in joint parking conservation programs, including programs to encourage commuters to car pool, van pool, walk, and use public transit.

Strategy 3b

The City of Montpelier investigates the potential of establishing a Smart Jitney system (use of cell phones and GPS technology to compile and disperse information about individual vehicles, their destinations, and their riders so vehicles can be shared) through the City's website.

Strategy 3c

Volunteers utilize the Senior Center vans to do loops throughout the City during community events.

Strategy 3d

Establish Zip-cars or other car-share opportunities.

Strategy 3e

Increase co-ownership of vehicles among neighbors.

Target 4

Montpelier maintains safe, quality roadways, sidewalks, and bike paths.

- By X date, X percent of residents report that street repair is “good” or “excellent.”
- By X date, X percent of Montpelier residents report that sidewalk maintenance is “good” or “excellent.”

Strategy 4a

Identify problem areas of roadways, sidewalks, and bike paths and provide maintenance when needed. Utilize reports, such as the Growth Center Designation application, which identify problem roadways and provide suggestions for improvements.

Strategy 4b

Effectively address the perception and the reality of problematic mobility by creating an effective transit management system which would be empowered to:

- Better utilize existing parking;
- Create a ZIP car, ride-share, and/or Smart Jitney²⁰ system;
- Manage existing municipally-controlled parking systems;
- Be accountable.

²⁰ The Smart Jitney is a system of efficient and convenient ride sharing that utilizes the existing infrastructure of private automobiles and roads. The goal of the system is to insure that each private car always carries more than one person per car trip, optimally 4-6. The Smart Jitney system uses GPS technology, cell phones and the Internet for ride reservations and coordination. (<http://www.communitysolution.org/transport.html>)

NATURAL ENVIRONMENT

GOALS – DATA – TARGETS – STRATEGIES

WATER RESOURCES

Montpelier residents value water as a precious resource and guarantee equitable access for all living things. We live in harmony with the natural rivers, and have protected and recaptured historic floodplains. We are stewards of water, protecting its quality and quantity by maintaining the integrity of the hydrologic cycle and the integrity of our watersheds, including the waters that flow to Lake Champlain. Our water supply is sufficiently secure, flexible, and adaptable to changing conditions and circumstances.

Water Supply

The Berlin Pond currently supports the city with 1.1 million gallons a day and has a total capacity of 4 million gallons per day. The only threat of contamination is the section of the pond exposed to interstate 89.

There is capacity to support more users, both residential and commercial. By supporting other municipalities, such as Berlin, water rates would be lowered.

Montpelier's water tanks are located on Town Hill, Terrace Street, and Northfield Street. An additional tank is needed at National Life to complete the system loop that currently serves U-32.

Hydroelectric generation is not a possibility due to the location of the water plant. Currently, pressure is added to support the circulation to neighborhoods in higher elevations. Although the mains are very good, secondary systems need improvement. Lines on East State Street have high sediment build-up, reducing the original diameter of 4".

Goal A: Water Resources

Montpelier residents value water as a precious resource and guarantee equitable access for all living things. We live in harmony with the natural rivers, and have protected and recaptured historic floodplains. We are stewards of water, protecting its quality and quantity by maintaining the integrity of the hydrologic cycle and the integrity of our watersheds, including the waters that flow to Lake Champlain. Our water supply is sufficiently secure, flexible, and adaptable to changing conditions and circumstances.

Target 1

By X date, all Montpelier rivers have a 50-foot vegetation buffer. Mowing practice ordinances are altered to ensure that landowners near waterways allow natural vegetation to re-emerge for flood protection.

Strategy 1a

Replace invasive species with native species and fruit and nut trees, in order to enhance waterway buffers.

Strategy 1b

Convert landscapes, both downtown and throughout the rest of the city, into “edible landscapes”²¹ or low-maintenance landscapes that people of all ages can enjoy.

Strategy 1c

Expand set-backs and buffer ordinances around waterways to increase natural flood protection.

Strategy 1d

Establish a green-scape for natural flood control, recreation, aesthetics, and business.

Strategy 1e

The Conservation Commission takes a lead role in planning and developing riverfront parks and walkways, in order to increase access to and recreation near local waterways.

Target 2

Montpelier increases water conservation and management efforts, as compared to those in place in 2009.

²¹ Edible landscapes are an alternative to conventional ornamental landscaping. Edible landscapes consist of food-producing plants, such as fruit and nut trees, berry bushes, vegetables, herbs, and edible flowers, which are arranged into aesthetically pleasing designs. Landscapes can be a mix of food and ornamentals and can include anywhere from 1-100 percent edible species.

Strategy 2a

Identify other surface water sources, including springs, and increase protection and outright acquisition, in coordination with surrounding municipalities.

Strategy 2b

Identify and protect viable groundwater sources.

Target 3

Montpelier water-ways flow freely and are free of pollutants. By 2040, storm water is reduced by 50% through a variety of low impact development techniques. (Baseline data is obtained for particulate matter, e-coli, coli form. Specific targets are established for each.) *Indicators:*

- By 2040, watershed health—as measured by loss of wetlands, water quality, non-compliance with pollution standards, in-stream flow, and groundwater levels—improves.
- By 2040, per capita water consumption is reduced by 40 percent.

Strategy 3a

The City completes a stream geomorphic study and management plan. The management plan is carefully followed.

Strategy 3b

Minimize the use of pollutants, including pesticides, herbicides, and chemical fertilizers.

Strategy 3c

Establish roof-top gardens for storm water control on 50% of available roofs.

Strategy 3d

Increase rain gardens and storm water retention basins within the city increase, and require all new developments to have them.

Strategy 3e

Montpelier Parks and Public Works Departments utilize biodegradable lubricants in all applicable power tools, saws, and machinery.

Strategy 3f

Reduce impervious surfaces.

Target 4

By 2020, all Montpelier students, K-12, successfully complete curriculum focused on local water resource issues.

Strategy 4a

Create and/or maintain student water quality curriculum.

Target 5

By X date, the number of activities aimed at increasing public awareness of local water issues increases by X percent.

Strategy 5a

Encourage students to educate the community about water quality issues with public service announcements.

Strategy 5b

City officials and local non-profits circulate informational materials to local dry cleaners, salons, and restaurants about the proper disposal of harmful effluents.

Strategy 5c

Increase community awareness of water contamination sources and risks, through local press coverage and signage near waterways.

Strategy 5d

The City of Montpelier embraces and celebrates its river heritage.

NATURAL COMMUNITIES & BIODIVERSITY

Montpelier is rich with intact ecosystems and their diverse natural communities. We protect and restore our natural heritage, rare and endangered species and communities, wildlife corridors, and the overall biodiversity of the city. There are strong links to larger ecosystems surrounding the city, and we are mindful of our regional and global assets and impacts.

Goal B: Natural Communities & Biodiversity

Montpelier is rich with intact ecosystems and their diverse natural communities. We protect and restore our natural heritage, rare and endangered species and communities, wildlife corridors, and the overall biodiversity of the city. There are strong links to larger ecosystems surrounding the city, and we are mindful of our regional and global assets and impacts.

Target 1

By 2040, native biological diversity has been protected and maintained, as measured through Bio-Blitzes, every 10 years, and local key indicator species.

Strategy 1a

Protect and manage species and establish recovery measures for threatened species.

- 1a.1** Establish linked networks of representative reserves in the city and throughout the bioregion.
- 1a.2** Monitor and track current and emerging non-native invasive species.
- 1a.3** Remove invasive plant species and use them for medicinal and heating purposes.
- 1a.4** Develop proactive management strategies to protect species.

Strategy 1b

Protect and restore wildlife corridors.

Strategy 1c

Establish Planning policies/bylaws that reflect the commitments of the sustainability goal.

- 1c.1** Integrate biodiversity conservation and development planning (low-impact development).
- 1c.2** Protect and improve the carrying capacities of ecosystems.

Strategy 1d

The City of Montpelier ensures that sustainable design encourages biodiversity downtown.

- 1d.1** Encourage the building of green roofs downtown to create habitat.
- 1d.2** Include native species in City planters and street trees, so that birds and small wildlife are attracted.

Strategy 1e

Educate residents and visitors about downtown biodiversity efforts by posting signs downtown.

Target 2

By 2040, the number and/or size of protected or restored habitats increase to X, a state of health and functionality.

Strategy 2a

Ensure no viable wetlands (Class 1, Class 2) are lost. [When wetlands are destroyed or damaged, the same acreage of native wetlands are re-established elsewhere in Montpelier.]

Strategy 2b

Use the rural urban fringe to create new, exciting, living landscapes, ranging from working farms, to historic sites, to cultural centers.

2b.1 Provide opportunities to regenerate land and develop communities using the best available knowledge in building, landscape design, management, sustainable transportation, and renewable energy.

Strategy 2c

Improve habitat health and resilience.

2c.1 Value biodiversity and ecosystem services the same as other economic commodities; consider placing a monetary value on ecological goods and services.

2c.2 Secure land in environmentally-sensitive areas through partnerships and other legal vehicles, like land trusts and conservation easements.

2c.3 Promote biodiversity through the use of indigenous plants in local parks and for decorative purposes.

2c.4 Encourage and promote the sale of native plant species at nurseries.

Target 3

By X date, there are X number of educational programs about biodiversity and natural communities for Montpelier residents.

Strategy 3a

Provide interpretive materials throughout Montpelier that identify natural resources.

Strategy 3b

Ensure that all K-12 students successfully complete a curriculum exploring local biodiversity and natural communities.

OPEN SPACE & RECREATION

Montpelier residents and visitors have opportunities to recreate outdoors and to learn about the natural environment. There are abundant green and open spaces throughout the city for both natural ecosystems and recreation. The city parks are linked to each other, to neighborhoods, and to surrounding open spaces, forming green spaces, pathways, trails, and corridors for the benefit of people and wildlife.

Goal C: Open Space & Recreation

Montpelier residents and visitors have opportunities to recreate outdoors and to learn about the natural environment. There are abundant green and open spaces throughout the city for both natural ecosystems and recreation. The city parks are linked to each other, to neighborhoods, and to surrounding open spaces, forming green spaces, pathways, trails, and corridors for the benefit of people and wildlife.

Target 1

By 2040, Montpelier residents report that the ease of bicycle travel and walking in Montpelier as “good” or “excellent.”

Strategy 1a

Develop and extend a wagon-wheel network of trails throughout downtown Montpelier and to other neighboring communities.

Strategy 1b

Re-design the bike path to increase accessibility and use.

Strategy 1c

Establish a trail at Sabin’s Pasture that links to National Life and U-32 ski trails.

Strategy 1d

Design roads in major transportation-ways to make biking and walking viable alternatives to automobile transportation.

Strategy 1e

Establish an East State Street trolley car system that transports people to and from downtown and Vermont College.

Target 2

By 2020, the number of visitors accessing Hubbard Park by foot and bicycle increases by 40%, replacing those who presently drive.

Strategy 2a

The City *creatively educates* the public about existing access points to Hubbard Park.

Strategy 2b

Increase walking access points to Hubbard Park.

Strategy 2c

Create a trail or sidewalk to link Terrace Street with upper Hubbard Park/Stump Dump, in order to better serve Park West residents.

Strategy 2d

Increase Montpelier parkland to provide recreational opportunities within walking and biking distance of all city residents.

Target 2

By X date, X percent of Montpelier residents report that they have used recreation centers X number of times in the past year. *Indicators:*

- By x date, x percent of Montpelier residents report that they have participated in a recreation program or activity x number of times the past year.
- By x date, x percent of Montpelier residents report that recreation centers or facilities are “good” or “excellent.”
- By x date, x percent of Montpelier residents report that recreation programs or classes are “good” or “excellent.”

Strategy 2a

Improve outreach to increase the use of existing recreation facilities.

Strategy 2b

Local employers subsidize gym memberships for employees in order to encourage healthy lifestyles.

Target 3

By X date, guidelines ensuring that new construction and re-development downtown is carefully planned to maintain open space and important natural features, including the city’s riverfront, the backdrop of wooded hillside and primarily unbroken ridgelines, the Capitol lawn, and other open spaces are created and/or enforced.

Strategy 3a

Focus in-fill development in the MDR, HDR, and downtown districts.

Strategy 3b

Adopt an open space protection plan supporting conservation education, and a development review process to assure that there is accessible, well-maintained open space in all neighborhoods.

Strategy 3c

Institute “three dimensional” planning, using computer and physical modeling to identify areas where building density and heights can increase while maintaining critical open space, view corridors, air flow, and sunlight.

WASTE MANAGEMENT

Montpelier residents work toward zero waste by using materials responsibly and minimizing consumption. We reuse, recycle, and reduce the materials we consume. Wastes created are safely managed without harm to other species or systems.

Goal E: Waste Management

The citizens of Montpelier work toward zero waste by using materials responsibly and minimizing consumption. We reuse, recycle, and reduce the materials we consume. Wastes created are safely managed without harm to other species or systems.

Target 1

By 2020, Montpelier reduces total municipal solid waste by 60% and by 2025, creates new targets.

Strategy 1a

The City of Montpelier reduces waste and becomes a leader in green purchasing.

1a.1 The City works with waste haulers that serve the Montpelier area to establish financial incentives for better waste management.

1a.2 Advertise Montpelier's commitments to waste management to businesses and residents through educational programs and media outreach.

1a.3 Re-commit to the City Green Purchasing Policy.

1a.4 Encourage the use of public water faucets in City buildings for visitors to re-fill water bottles and reduce packaging waste.

Strategy 1b

Montpelier residents, on a per capita basis, consume fewer goods.

1b.1 Implement a pilot educational program for city residents on how to minimize and reduce waste generation, in cooperation with Central Vermont Solid Waste Management District (CVSWMD).

1b.2 Encourage resource-sharing in neighborhoods to minimize wasteful purchasing (e.g. lawn-mowers, snow-blowers, etc).

1b.3 Provide "individual action steps" to residents and businesses so that they can learn how to consume in a more sustainable way (e.g. backyard chickens; composting; etc).

1b.4 Promote re-use by encouraging residents to take advantage of second-hand stores and web-based sites that promote re-use. Include links to local businesses and websites on the City website.

Strategy 1c

Montpelier businesses and institutions reduce their waste.

1c.1 Encourage organizations to establish green procurement policies to reduce their amounts and types of waste.

1c.2 Encourage businesses to provide incentives for those who bring their own reusable containers for bulk items, salad and soup bars, and beverages.

Strategy 1d

Create a zero-waste farmers' market. Use other cities as a model.

Strategy 1e

Establish cooperative buying systems for biodegradable products.

Target 2

By 2020, Montpelier increases the overall waste diversion by 60% and creates new targets by 2025.

- By 2025, 80% of all organic waste is diverted from the waste stream to compost.
- By 2040, 85% percent of waste materials are converted to other useful products.

Strategy 2a

Undertake a study to analyze how much of the city's waste stream is being diverted through recycling and composting (in cooperation with the Central Vermont Solid Waste District). Develop and implement a program to increase diversion levels.

Strategy 2b

The City of Montpelier serves as a leader in recycling.

2b.1 Mandate recycling and composting at City-sponsored events. Ensure signage is clear and educational for those attending the event. Encourage recycling and composting at all non-City-sponsored events.

2b.2 Ensure that all City buildings are equipped with recycling receptacles.

Strategy 2c

Develop a variety of ways for the City, residents, and businesses to divert food and organic residuals.

2c.1 Support the Central Vermont Solid Waste Management District in promoting backyard composting and supplying bins, digesters, and other mechanisms that allow residents to compost at home.

2c.2 Encourage residents to share compost facilities with neighbors when they do not have a compost pile of their own.

2c.3 Establish a community compost pile at the Stump Dump. Develop smaller neighborhood compost sites within CAN! areas.

2c.4 Support and promote the school systems' efforts to reduce waste and compost.

2c.5 Experiment with programs that allow Montpelier High School students to share knowledge about composting with residents participating in community and neighborhood garden programs.

Strategy 2d

Encourage entrepreneurs to develop a mini-industry for waste sorting/management at large local events.

Strategy 2e

Assist in the development of markets that use waste as a resource. Enable opportunities for waste generated from construction activities to be utilized by individuals or other businesses.

AIR & CLIMATE

Montpelier residents value the quality of clean air, recognizing it as the most basic need for survival. Treasuring clear, bright skies, we steward our air shed and responsibly address climate change. Economic and social activities protect all living things by ensuring healthy air quality indoors and out.

AIR QUALITY

2005 AIR QUALITY INDEX

Current Air Quality Index (AQI)

Latest AQIs available for **Friday, December 5, 2008 9-10:00 EST**. This information is updated hourly.
[Click here for current AQI report.](#) Click on site below for current concentration data.

AQI Query
 Month:
 Day:
 Year:

Pollutant	AQI
PM _{2.5} 24h*	0
CO (8h)	3

[Burlington](#)

Pollutant	AQI
PM _{2.5} 24h*	25
CO (8h)	5
SO ₂ (24h)	N/A

[Rutland](#)

Pollutant	AQI
Ozone 1h**	20
PM _{2.5} 24h*	10

[Bennington](#)



Pollutant	AQI
Ozone 1h**	22
PM _{2.5} 24h*	25



[AQI Defined](#)

The Vermont Air Pollution Control Division has not verified this data and it may change. This is the most current data, but it is not official until it has been quality assured.

(Agency for Natural Resources)

U.S. AND VERMONT CLIMATE STATISTICS

"There is substantial evidence that significant global warming will occur during the 21st century. Because changes have been gradual so far, and are projected to be similarly gradual in the future, the effects of global warming have the potential to be manageable for most nations. Recent research, however, suggests that there is a possibility that this gradual global warming could lead to a relatively abrupt slowing of the ocean's thermohaline conveyor, which could lead to harsher winter weather conditions, sharply reduced soil moisture, and more intense winds in certain regions that currently provide a significant fraction of the world's food production. With inadequate preparation, the result could be a significant drop in the human carrying capacity of the Earth's environment...

In the past, as an alternative to the scenarios of gradual climatic warming, that are so common, we outlined an abrupt climate change scenario patterned after the 100-year event that occurred about 8,200 years ago. This abrupt change scenario is characterized by the following conditions:

- Annual average temperature drop by up to 5 degrees Fahrenheit over Asia and North America and 6 degrees Fahrenheit in northern Europe
- Annual average temperatures increase by up to 4 degrees Fahrenheit in key areas throughout Australia, South America, and southern Africa
- Drought persists for most of the decade in critical agricultural regions and in water resource regions for major population centers in Europe and eastern North America
- Winter storms and winds intensify, amplifying the impacts of the changes. Western Europe and the North Pacific experience enhanced winds."

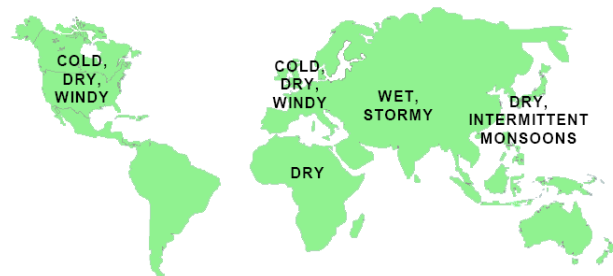
-excerpts from “An Abrupt Change Scenario and Its Implications for United States National Security” by Peter Schwartz and Doug Randall, Department of Defense (2003)

Schwartz and Randall summarize the changing climate patterns in the following way:

The Regions: 2010 to 2020

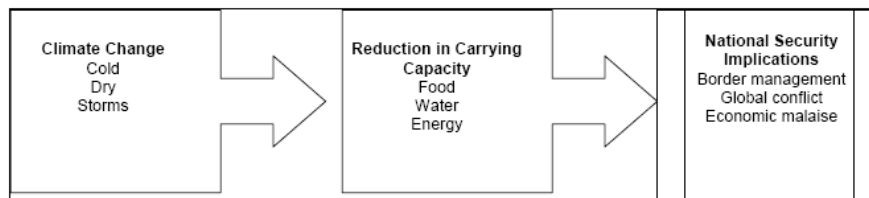
The Weather Report: 2010-2020

- Drought persists for the entire decade in critical agricultural regions and in the areas around major population centers in Europe and eastern North America.
- Average annual temperatures drop by up to 5 degrees Fahrenheit over Asia and North America and up to 6 degrees Fahrenheit in Europe.
- Temperatures increase by up to 4 degrees Fahrenheit in key areas throughout Australia, South America, and southern Africa.
- Winter storms and winds intensify, amplifying the impact of the changes. Western Europe and the North Pacific face enhanced westerly winds.



The above graphic shows a simplified view of the weather patterns portrayed in this scenario.

As global and local carrying capacities are reduced, communities will seek to maintain or attain resources for themselves. Schwartz and Randall expect international tensions to escalate.



CLIMATE CHANGE CAUSES

Vermont's Council on Rural Development cited in their April 2007 "Vermont Energy Digest" that the Intergovernmental Panel on Climate Change, a scientific intergovernmental body established by the World Meteorological Organization and the United Nations Environment Programme tasked with evaluating the risk of climate change, has concluded that it is "very likely," or 90% probable, that human activity caused global warming.

VERMONT GREENHOUSE GAS EMISSIONS

In 2005, activities in Vermont accounted for approximately 9.1 million metric tons (MMt) of *gross*¹ carbon dioxide equivalent (CO₂e) emissions, an amount equal to 0.13% of total US gross GHG emissions. Vermont's gross GHG emissions are rising at a somewhat slower rate than the nation as a whole (gross emissions exclude carbon sinks, such as forests). Vermont's gross GHG emissions increased by 11% from 1990 to 2004, while national emissions rose by 16% during this period.

For 1990 through 2011, Vermont's net GHG emissions are negative – in other words, the GHG emissions removed from the atmosphere due to forestry and other land uses (i.e., carbon sinks) were estimated to be greater than the GHG emissions associated with electricity consumption and emissions associated with the RCI, transportation, and other sectors in Vermont. For 2012 through 2030, Vermont's net GHG emissions exceed its carbon sinks under both the low- and the high-emission scenarios without new DSM programs. However, the forecast suggests that new DSM programs could result in carbon sinks continuing to exceed emissions under the high-emission scenario through 2020 and under the low-emission scenario through 2030.

Figure ES-1 illustrates the State's emissions per capita and per unit of economic output. On a per capita basis, Vermonters emit about 15 metric tons (Mt) of CO₂e, which is 40% lower than the national average of 25 MtCO₂e. Like the nation as a whole, per capita emissions have remained fairly flat, while economic growth exceeded emissions growth throughout the 1990-2004 period. During the 1990s, emissions per unit of gross product dropped by 40% nationally, and by 44% in Vermont.

As illustrated in Figure ES-2 and shown numerically in Table ES-1, under the reference case projections, Vermont's gross GHG emissions continue to grow. By 2030, total gross emissions for all categories are projected to climb to 10.7 MMtCO₂e (31% above 1990 levels) under the low-emission scenario, and to about 12.9 MMtCO₂e (58% above 1990 levels) under the high-emission scenario without new DSM programs being implemented starting in 2006. As shown in Figure ES-3, the electric sector is projected to contribute significantly to emissions growth in both the low-emission and high-emission scenarios.

Figure ES-1. Historical Vermont and US Gross GHG Emissions, Per Capita and Per Unit Gross Product

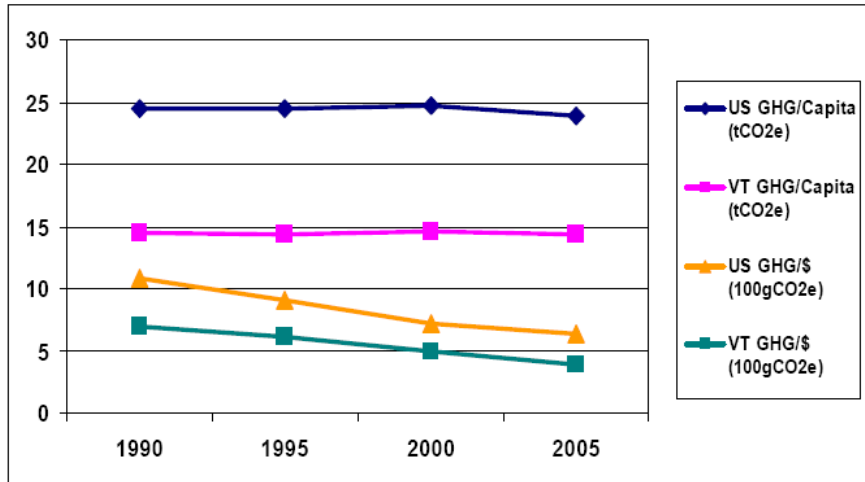
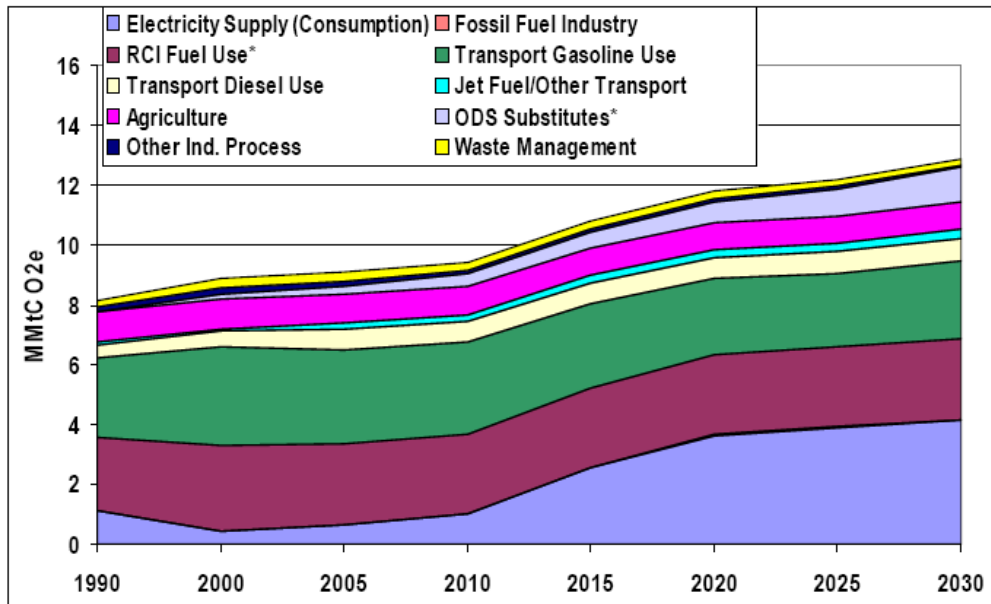


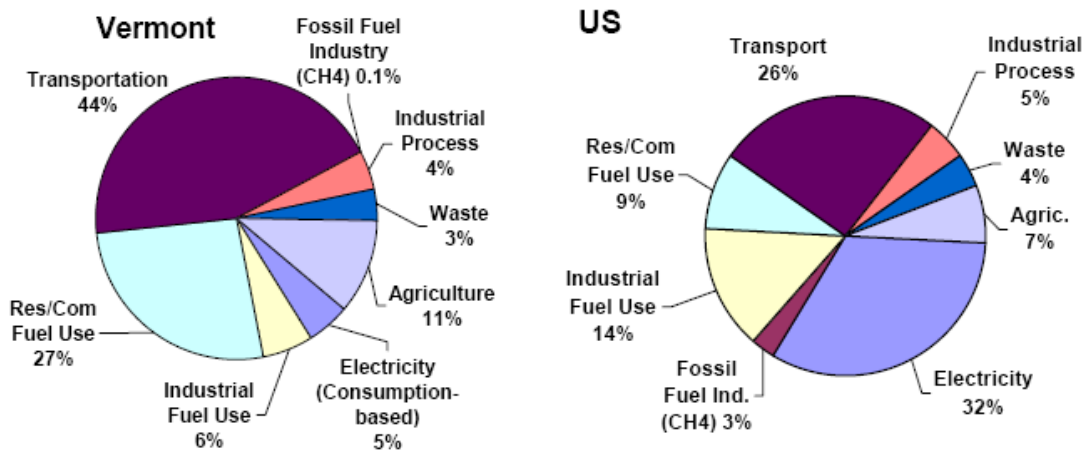
Figure ES-2. Vermont Gross GHG Emissions by Sector, 1990-2030: Historical and Projected (Electricity Supply High-Emission Scenario)



* RCI – direct fuel use in residential, commercial, and industrial sectors. ODS – ozone depleting substance.

Transportation and use of fossil fuels – natural gas, oil products, and coal -- in the RCI sectors historically have been the State’s principal GHG emissions sources. In 2000, the combustion of fossil fuels by the transportation and RCI sectors accounted for 44% and 33%, respectively, of Vermont’s *gross* GHG emissions, as shown in Figure 2. For the transportation sector, onroad gasoline and diesel consumption have been the major sources of GHG emissions. For the RCI sectors, consumption of petroleum has been the major source of historical GHG emissions. The relative contribution of agricultural emissions (CH₄ and N₂O emissions from manure management, fertilizer use, and livestock) is slightly higher in Vermont (11%) than in the nation as a whole (7%). This is a result of more agricultural activity in Vermont as compared to the US on average.

Figure 2. Gross GHG Emissions by Sector, 2000, Vermont and US



EXCERPTS AND FIGURES FROM “THE FINAL GREENHOUSE GAS INVENTORY AND REFERENCE CASE PROJECTIONS, 1990-2030” FROM VERMONT’S DEPARTMENT OF ENVIRONMENTAL CONSERVATION, CENTER FOR CLIMATE STRATEGIES

Goal G: Air & Climate

Montpelier residents value the quality of clean air, recognizing it as the most basic need for survival. Treasuring clear, bright skies, we steward our air shed and responsibly address climate change. Economic and social activities protect all living things by ensuring healthy air quality indoors and out.

Target 1

Montpelier maintains good air quality levels. By X date, X number of Montpelier homes are heated by clean-burning fuel sources, including natural gas, solar, and geothermal.

Strategy 1a

Maintain home wood stoves and district energy plants to standards that insure safe NOx and particulate levels.

Strategy 1b

The City of Montpelier considers the potential air quality issues associated with new development and industry projects.

Strategy 1c

Ban non-compliant outdoor wood boilers from downtown Montpelier.

Strategy 1d

Through traffic alleviation, Montpelier addresses air quality issues.

Target 2

By 2036, indoor air contaminants are reduced to zero percent.

Strategy 2a

Establish criteria for healthy indoor air quality.

2a.1 Identify contaminants.

2a.2 Co-ordinate actions that focus on indoor air quality.

2a.3 Collaborate with building contractors on contaminate standards (e.g., LEED program, Built Green, etc.).

Strategy 2b

Improve air quality by striving to achieve a transportation and parking system which minimizes auto emissions due to idling and congested traffic.

Strategy 3b

Encourage measures to reduce potential for air pollution such as, but not limited to, continuing to enforce the City's ban on backyard burning.

LAND & SOIL

Fertile soil is vital to maintaining life. Montpelier community members are responsible stewards of land, maintaining the life-supporting processes integral to healthy, intact ecosystems. The City will promote a compact, efficient, and equitable pattern of land use and growth that balances development with conservation of the natural environment.

Goal H: Land & Soil

Fertile soil is vital to maintaining life. Montpelier community members are responsible stewards of land, maintaining the life-supporting processes integral to healthy, intact ecosystems. The City will promote a compact, efficient, and equitable pattern of land use and growth that balances development with conservation of the natural environment.

Target 1

Land use and growth in Montpelier enhances, rather than impairs, the city's natural resource and environmental attributes, while also limiting the fragmentation of productive agricultural and forest land.

Strategy 1a

Establish priorities and adopt tools for open space and natural resource protection, including fee purchase, transfer or purchase of development rights, acquisition of easements conservation overlay districts, or other appropriate zoning.

Strategy 1b

Prepare a complete inventory of productive agricultural and forestlands within the City of Montpelier and assess the resource values of each parcel in the inventory.

Strategy 1c

The City will continue to support the reallocation and use of Conservation Fund for conserving lands and waters within the City for agricultural, forest, wildlife, recreational, or natural area use.

Strategy 1d

Develop and adopt a ridgeline protection ordinance that includes the following provisions:

- Site should avoid areas subject to strong crosswinds, without natural protection and with limited solar exposure, in order to maximize efficient use and recovery of energy.
- Any development which potentially breaks the skyline when viewed from a public highway should be carefully reviewed using specific site plan and/or design review criteria.

Strategy 1e

Enact, through zoning, policies to protect hillsides and ridgelines, productive agricultural and forestlands, preserve and enhance riverfronts, and existing neighborhoods.

Strategy 1f

Consider the addition of a Shoreland Overlay District to the zoning ordinance and design guidelines that can preserve and enhance riverfronts.

SOCIAL & HUMAN DEVELOPMENT

GOALS – DATA – TARGETS – STRATEGIES

SENSE OF COMMUNITY

We have a strong sense of pride in and connection to our community and within each of our diverse neighborhoods, varied interest groups, and community affiliations. We value and encourage inclusive participation in community activities. We honor and observe our role as stewards of our richly diverse social, cultural, and natural resources. We are proud that our city is the seat of Vermont government, and we welcome visitors, employees, and enterprises attracted to Montpelier as the State capital.

Goal A: Sense of Community

We have a strong sense of pride in and connection to our community and within each of our diverse neighborhoods, varied interest groups, and community affiliations. We value and encourage inclusive participation in community activities. We honor and observe our role as stewards of our richly diverse social, cultural, and natural resources. We are proud that our city is the seat of Vermont government, and we welcome visitors, employees, and enterprises attracted to Montpelier as the State capital.

Indicators for Sense of Community:

- By X date, X percent of residents report that there are “good” or “excellent” opportunities to participate in social events and activities.
- By X date, X percent of residents report that there are “good” or “excellent” opportunities to participate in cultural activities.
- By X date, X percent of residents report that they talk or visit with immediate neighbors (people who live in the 10 or 20 households closest to them) several times a week or more.
- By x date, participation in neighborhood activities and community events increases by x percent.

Target 1

By X date, x percent of residents report that Montpelier has a “good” or “excellent” sense of community.

Strategy 1a

Promote and expand opportunities for interaction and engagement within neighborhoods and the larger Montpelier community.

1a.1 Encourage the diversity of community-wide festivals, celebrations, and activities, and promote knowledge of them to a wide audience.

1a.2 Preserve and enhance public spaces so that they can be sustainably used for community-wide events.

1a.3 Experiment with closing portions of downtown streets during outdoor festivals.

1a.4 Identify family-friendly locations to install playgrounds within walking distance of downtown.

1a.5 Increase and support neighborhood-based community gardens throughout the city.

Strategy 1b

Support community-based strategies to welcome newcomers to the community.

1b.1 Encourage Montpelier CAN! leaders, Montpelier Alive, and local realtors to distribute welcome packages to new neighbors. Welcome packages could include information about neighborhood listservs, gatherings, resource-sharing, etc.

1b.2 Encourage Montpelier Alive to develop a local coupon book to be sold in local venues. Once purchased, the coupon book would provide an incentive for new residents to explore the Montpelier community and visit local stores.

1b.3 Embrace the diversity of the community by assuring a welcoming environment in schools and other groups, including support systems to integrate new members from diverse cultural backgrounds.

SAFE NEIGHBORHOODS

People take an active role in planning, maintaining, and looking out for safe neighborhoods. Residents, young and old, feel safe in their homes and on city streets at all times of the day or night.

Goal B: Safe Neighborhoods

People take an active role in planning, maintaining, and looking out for safe neighborhoods. Residents, young and old, feel safe in their homes and on city streets at all times of the day or night.

Target 1

Montpelier residents feel safe in their neighborhoods. By X date, X percent of Montpelier residents report that they feel “very” safe in their neighborhoods during the day and after dark. By X date, x percent of Montpelier residents report that they feel “very” safe in downtown Montpelier during the day and after dark.

Strategy 1a

Encourage residents to participate in neighborhood community-building activities.

1a.1 Encourage participation in CAN! groups.

1a.2 Encourage participation in neighborhood-based community gardens.

1a.3 Encourage students to walk or bike to school.

1a.4 Make full use of a variety of methods—online networking, local media, volunteer outreach, etc.—to ensure everyone is aware of the opportunities available to them.

Target 2

By 2015, participation in Capital Area Neighborhoods (CAN!), as demonstrated by neighborhood listservs, events, and meetings, increases by 30 percent.

Strategy 2a

Provide support and resources to the volunteers who are working to create vibrant neighborhoods.

2a.1 Encourage Montpelier CAN! leaders, Montpelier Alive, and local realtors to distribute “welcome packages” to new neighbors. Welcome packages could include information about neighborhood listservs, gatherings, resource-sharing, etc.

2a.2 Connect residents and neighborhood groups in need of meeting space with organizations and businesses that have meeting facilities.

Target 3

Montpelier residents are safe, and the city’s crime rate remains low. When conflicts arise, they are resolved in a peaceful manner.

- By x date, x percent of Montpelier residents report that crime prevention in the city is “good” or “excellent.”

Strategy 3a

Support the Community Justice Center in its efforts to provide restorative responses to offending; conflict management and dispute resolution; and community forums and educational programs.

Strategy 3b

Maintain and promote awareness and prevention programs which teach residents how to reduce their chances of being victims of crime.

Strategy 3c

Enhance current and new school programs and activities that emphasize character development, personal responsibility, and conflict resolution skills.

Strategy 3d

Develop programs to eliminate discriminatory behavior in schools. Regularly report to community on progress to reduce discrimination incidents.

EDUCATION

Montpelier is a learning community where people share questions and experiment with ideas. Accessible learning opportunities support a life-long process that fosters personal success and contribution as members of the local, national, and global community.

Goal C: Education

Montpelier is a learning community where people share questions and experiment with ideas. Accessible learning opportunities support a life-long process that fosters personal success and contribution as members of the local, national, and global community.

Target 1

By X date, X percent of residents report that Montpelier public schools are “good” or “excellent.”

Strategy 1a

Work toward citizen understanding of, and engagement in, the fulfillment of School Board Ends Policies.²²

Strategy 1b

Continue to seek new and innovative ways to improve the quality of the city’s schools and education system.

1b.1 Strengthen systems of accountability maintaining excellent faculty and staff.

1b.2 Continue to seek adequate funding to make those capital improvements necessary to ensure that all of the city’s schools have adequate space and facilities to meet the needs of the student population.

1b.3 Continue to participate in studies relating to joint programs between the Montpelier School District, Washington Central Supervisory Union, or other nearby school districts, to determine the feasibility and impact of such programs, particularly with respect to enrichment or vocational training opportunities. Review alternative sites for school expansion or reorganizing of existing space.

Strategy 1c

Support and encourage cooperation and collaboration within and among students, schools, families, and the community.

1c.1 Increase communication and cooperation between the School Board and City and between schools and parents.

1c.2 Encourage whole-school participation programs that increase sense of belonging and connection to the school.

1c.3 Support initiatives to encourage parental involvement in schools.

1c.4 Ensure continued support of arts and music programs that connect schools with community groups.

1c.5 Encourage students’ engagement in the community as part of their K-12 experience.

²² See Appendix A at end of document.

Strategy 1d

Ensure that the reputation of Montpelier schools is one which draws families with children of school age.

Strategy 1e

Provide students experiencing academic challenges with academic supports.

1e.1 Support and enhance existing tutoring programs and adult mentorship programs.

1e.2 Offer study programs focusing on organizational skills, homework completion, and study habits.

1e.3 Increase support to English-as-a-second-language (ESL) students.

1e.4 Provide increased academic, personal, and physical support to students, and parents of students, with disabilities and learning needs.

Target 2

By X date, X percent of Montpelier children exhibit kindergarten readiness, as reflected by meeting standards in domains of learning, cognitive development and general knowledge, communication, health and well-being, and social-emotional development.

By X date, X percent of Montpelier residents report that the availability of affordable, quality child care is “good” or “excellent.”

Strategy 2a

A variety of quality, affordable care is available for parents and guardians with young children.

2a.1 Increase the total number of effective early childhood education programs to assure equal educational opportunities for all.

2a.2 Continue to expand publicly supported pre-school options.

2a.3 Establish a Care Bank to increase alternative options for regular and “off-hours” child care.

Strategy 2b

Encourage the teaching and use of positive parenting methods, so parents are equipped to provide the love and support that children need to flourish.

2b.1 Promote and enhance existing parenting programs in the community.

2b.2 Create and maintain parent mentoring programs.

Strategy 2c

Encourage and promote family literacy programs, such as those offered at the Kellogg-Hubbard Library and elsewhere in the community.

Target 3

By X date, X percent of Montpelier youth complete high school within four years; X percent of high school seniors have aspirations for education, vocational training, or employment; and X percent of graduating high school seniors continue their education within six months.

Strategy 3a

Strengthen students' level of readiness for academic and career development.

Strategy 3b

Provide youth with opportunities to participate in long-term mentoring programs with caring adults.

Strategy 3c

Ensure the availability of a range of alternative high school programs, to address different types of learner needs and interests.

Strategy 3d

Broaden programs and capability to address educational needs of special needs individuals.

Target 4

By X date, the number of formal interactions between people of different age groups increases by X percent.

Strategy 4a

Support and enhance programs that connect youth and adults. For example, encourage collaboration between schools and community groups through service learning and community service projects.

Strategy 4b

Promote opportunities for intergenerational interaction by making full use of a variety of methods—online networking, local media, volunteer outreach, etc.—to ensure everyone is aware of the opportunities available to them.

Strategy 4c

Develop one or more community centers where people of all ages interact on a regular basis.

Target 5

By X date, X percent of residents in all age groups and income brackets report that there are “good” or “excellent” educational opportunities in Montpelier.

Strategy 5a

Ensure opportunities for learning in the community are widely available and easy to use.

5a.1 Consider developing a consolidated list of community learning opportunities—a “Communiversality”—to coordinate and promote educational programs in the community, such as those available at the Kellogg-Hubbard library and other organizations in the community.

5a.2 Encourage residents to utilize the Kellogg-Hubbard library, which provides informal meeting space where residents of all ages and social circumstances can connect and learn from one another.

5a.3 Support and expand upon the library’s community education themes, such as the Sustainable Living Series, Comparative Religion Series, and the “Vermont Reads” series, so that the community can learn and grow together.

5a.4 Identify and promote other informal learning environments, such as coffee shops and meeting spaces, where residents can connect and learn from one another during hours when the library is closed.

5a.5 Improve public transit and walking and bike paths to learning destinations.

5a.6 Make full use of a variety of methods—online networking, local media, volunteer outreach, etc.—to ensure everyone is aware of the lifelong learning opportunities available to them.

Strategy 5b

Offer a variety of life-enhancing, lifelong learning opportunities, such as courses focusing on creative and domestic arts, crafts, languages, health and wellness, life skills, and personal growth.

5b.1 Support and encourage learning institutions, such as Vermont College of Fine Arts, Community College of Vermont, the New England Culinary Institute, Union Institute, Norwich University, and Goddard College, to offer educational courses to the community.

5b.2 Support the Kellogg-Hubbard Library, which partners with local educational institutions, such as Vermont College of Fine Arts, Community College of Vermont, the New England Culinary Institute, Union Institute, Norwich University, and Goddard College, and with service agencies, in order to provide life-enhancing, lifelong learning programs.

5b.3 Encourage learning institutions to share their facilities with other groups and organizations who could teach classes to the community.

5b.4 Develop a list of individual action steps for sustainability so that residents can learn what it means to live sustainably.

5b.5 Make full use of a variety of methods—online networking, local media, volunteer outreach, etc.—to ensure everyone is aware of the opportunities available to them.

Strategy 5c

Increase collaborative education efforts in the schools and the community.

5c.1 Establish a council for community education, comprised of school and community leaders, to shape the future of schools in the community and take action on issues of education.

5c.2 Encourage learning institutes to work together (i.e. share educational programs, conference facilities, etc).

5c.3 Better integrate the public schools with other learning institutions and programs in the region.

5c.4 Support groups that facilitate experimentation and cooperation (e.g. Food Council; Transition Town).

Target 6

By X date, X percent of adult Montpelier residents have the minimum levels of literacy and numeracy—as defined by the International Adult Literacy and Skills Survey—required to fully participate in the economy and all aspects of life in Montpelier.

Strategy 6a

Support and expand existing adult education programs. Make full use of a variety of methods—online networking, local media, volunteer outreach, etc.—to ensure everyone is aware of the programs and opportunities available.

RESILIENCE

When difficult times occur, Montpelier's strong community shines. Networks of support respond to those in need in a cohesive and timely way.

Goal D: Resilience

When difficult times occur, Montpelier’s strong community shines. Networks of support respond to those in need in a cohesive and timely way.

Target 1

Montpelier residents of every age and ability have strong networks of support. By X date, X percent of residents report that they provided help to a friend or neighbor in need X number of times in the last 12 months. By X date, X percent of residents report that there are “good” or “excellent” youth services in the community.

Strategy 1a

Actively encourage and nurture the involvement of residents in neighborhood and community events and activities.

1a.1 Encourage residents to join neighborhood and CAN! groups.

1a.2 Establish one or more community centers that can be used for events, activities, food preparation, etc. Consider developing “neighborhood centers” in neighborhoods that presently lack meeting space.

1a.3 Strongly encourage participation in community events.

1a.4 Make full use of a variety of methods—online networking, local media, volunteer outreach, etc.—to ensure everyone is aware of opportunities for community involvement.

Strategy 1b

Increase the number and diversity of non-monetary exchanges and resource-sharing taking place by:

- Establishing more neighborhood resource-sharing systems, which encourage neighbors to share goods and services with one another;
- Increasing Onion River Exchange membership;
- Developing a Care Bank, which would provide complementary home health services; and
- Developing food-sharing systems.

Strategy 1c

Support existing support services for youth, such as those available through the Washington County Youth Service Bureau. Consider providing 24-hour resources for youth in crisis.

Target 2

By X date, X percent of residents who have accessed social services report high levels of satisfaction with referral systems.

Strategy 2a

Ensure resources and social services are easily accessible to all Montpelier residents.

2a.1 Develop and maintain a resource guide (electronic and print) with information about resources and social services available in the area. Make the guide available in a variety of places throughout the city and sites online.

2a.2 Support and enhance existing referral systems, such as 2-1-1, so that people in need can easily find and understand the resources for which they qualify. Provide ways to link the efforts of individuals/institutions who direct residents to resources.

2a.3 Increase advertising of Vermont assistance programs throughout Montpelier.

Target 3

By X date, X percent of Montpelier residents report that the City's emergency preparedness (services that prepare the community for natural disasters or other emergency situations) is "good" or "excellent." By X date, X percent of Montpelier residents report that police, fire, and ambulance/emergency services are "good" or "excellent."

Strategy 3a

Support and promote existing systems of communication, and take advantage of new systems as they develop.

3a.1 Encourage residents to join the Montpelier Alerts list to receive emergency updates via e-mail and/or phone.

3a.2 Encourage Montpelier CAN! Leaders to subscribe to the Montpelier Alerts lists so that they can distribute Alert information to neighborhood listservs.

3a.3 Provide ways to link the efforts of individuals/institutions who provide assistance in emergencies, natural disasters, pandemics, etc.

Strategy 3b

Ensure that the public safety facilities and equipment of the Police and Fire departments are of the highest caliber, and enable both departments to operate at optimum levels of efficiency and effectiveness to protect the comfort, quiet, repose, health, peace, and safety of Montpelier residents (recognizing that all might not be optimized at once).

Target 4

By X date, X number of systems are in place that provide the necessary support to people who are homeless or in a time of transition.

Strategy 4a

Create and maintain an organized, drop-in homeless shelter in Montpelier for people to stay overnight when in need.

Strategy 4b

Coordinate and expand the kinds of transitional services (housing, recovery programs, etc.) that can help individuals improve their circumstances in the long-term.

Strategy 4c

Make full use of a variety of methods—online networking, local media, volunteer outreach, etc.—to ensure everyone is aware of the resources available to them.

HEALTH & WELLNESS

People in Montpelier lead lifestyles that promote the health of the whole person across the lifespan. The city environment provides healthy sustenance and community support. When any of us is in need, family, friends, community members, and professionals provide compassionate, high quality, and affordable care.

Goal E: Health & Wellness

People in Montpelier lead lifestyles that promote the health of the whole person across the lifespan. The city environment provides healthy sustenance and community support. When any of us is in need, family, friends, community members, and professionals provide compassionate, high quality, and affordable care.

Target 1

By 2040, the incidences of preventable illness, injury and premature death in Montpelier are significantly reduced; life expectancy increases; and there is an improvement in quality of life for those who suffer from chronic diseases.

Strategy 1a

Ensure that all Montpelier residents have access to health education to support physical and mental health.

- 1a.1** Support and enhance existing school curricula to ensure students have the knowledge to lead healthy lifestyles.
- 1a.2** Support and enhance existing health programs offered by various community groups.
- 1a.3** Collaborate with the Central Vermont Food Systems Council to identify and promote nutrition education opportunities.
- 1a.4** Increase awareness of, and accessibility to, existing substance abuse prevention programs.

Strategy 1b

Make Montpelier a place where it is easy to integrate physical activity into daily life.

- 1b.1** Examine current walking and biking environments and propose necessary changes to encourage use.
- 1b.2** Develop and maintain affordable, indoor community wellness options so that community members can stay active year-round.
- 1b.3** Increase involvement in groups like CAN! to encourage participation in physical activity with neighbors.
- 1b.4** Introduce additional “neighborhood-scale” recreational opportunities, and ensure larger regional facilities are well-served by alternative transportation.
- 1b.5** Make full use of a variety of methods—online networking, local media, volunteer outreach, etc.—to ensure everyone is aware of the opportunities available to them.

Strategy 1c

Promote ways to integrate physical activity and nutritious eating habits into the workplace.

- 1c.1** Encourage fitness programs/challenges in the workplace. Set up public/private partnerships to support these programs.
- 1c.2** Encourage employers to support employees’ participation in non-company, healthy lifestyle programs.

1c.3 Create a regular City Employee Wellness program, focusing on nutrition and physical activity, so that city employees may lead by example.

Strategy 1d

Increase the number of youth participating in outdoor educational programs.

1d.1 Support and enhance existing outdoor educational opportunities and encourage the development of programs that promote physical activity.

1d.2 Increase “outdoor classroom” opportunities at school.

1d.3 Make full use of a variety of methods—online networking, local media, volunteer outreach, etc.—to ensure everyone is aware of the opportunities available to them.

Strategy 1e

Promote healthy eating habits. By X date, X percent of Montpelier residents report that the availability of affordable, quality food is “good” or “excellent.”

1e.1 Support and enhance farm-to-school programs.

1e.2 Promote the awareness of programs that increase accessibility and affordability of whole, fresh foods (EBT at Farmers’ Market; fresh food at Food Shelf; etc).

1e.3 Support and enhance programs that teach individuals how to shop for and cook with whole foods.

Target 2

By X date, X percent of Montpelier residents report that the availability of affordable quality health care in Montpelier is “good” or “excellent.”

- By X date, X percent of Montpelier residents report that the availability of preventative health services in Montpelier is “good” or “excellent.”
- By X date, X percent of Montpelier residents report that health services in Montpelier are “good” or “excellent.”

Strategy 2a

Develop and use measures to regularly report citizens’ opinions of the accessibility of affordable health services and the quality of care they receive.

Strategy 2b

Ensure Montpelier residents have access to a wide variety of health care services in a number of different forms.

2b.1 Support efforts to create and sustain collaborations among providers, organizations, businesses, and individuals. Support existing and new outreach and prevention programs.

2b.2 Ensure Montpelier is a vibrant community that draws and retains health providers and professionals.

2b.3 Establish a Care Bank as a complementary system of health and elder care.

2b.4 Experiment with developing a healing arts package (Community Supported Healing Arts, or CSH, package, similar to Community Supported Agriculture) for people to experience a variety of healing arts and support local businesses.

2b.5 Increase awareness and knowledgeable use of alternative therapies.

2b.6 Make full use of a variety of methods—online networking, local media, volunteer outreach, etc.—to ensure everyone is aware of the opportunities available to them.

Target 3

By x date, x percent of seniors and people with disabilities report that they have the support and resources needed to live independently in the community.

Strategy 3a

Ensure that seniors and people with disabilities have the support and resources necessary to live independently.

3a.1 Expand availability of affordable home care and related home support services (such as snow removal and housing maintenance).

3a.2 Expand the availability of, and access to, caregiver respite services.

3a.3 Encourage seniors and people with disabilities to continue to participate in the community by volunteering, joining the Onion River Exchange, and/or attending community events.

Strategy 3b

Provide supportive housing services to people with mental illness and others who are unable to live independently.

Strategy 3c

Encourage a range of career and service opportunities (e.g. education, internships, practicum, credentialing, and Care Bank) for individuals to be trained to provide support for people with disabilities and others needing care.

Target 4

By 2040, X percent of Montpelier residents, in all age groups, maintain excellent or very good mental health as indicated by standard measures of mental health.

Strategy 4a

Consider utilizing standard measures of mental health, such as the Medical Outcomes Study Short Form 36, to regularly report Montpelier residents' mental health levels.

Strategy 4b

Encourage engagement in the community to increase feelings of inclusion and belonging. In order to minimize conflict and stress, maintain Montpelier's welcoming nature and continue to develop strategies for incorporating diversity into the community.

Strategy 4c

Encourage physical well-being, healthy eating habits, stress reduction, and healthy sleeping patterns as a means to maintaining good mental health.

Strategy 4d

Increase adequacy of, and access to, mental health services and treatment for addiction.

FAITH, WISDOM, & SPIRITUALITY

Montpelier is a place where a wide variety of traditions, values, and spiritual practices are honored. Each of us is able to seek inner peace, meaning, purpose, connectedness, wisdom, and guidance for right action in our own ways. Faith- and values-based communities actively seek to understand and support one another.

Goal F: Faith, Wisdom, & Spirituality

Montpelier is a place where a wide variety of traditions, values, and spiritual practices are honored. Each of us is able to seek inner peace, meaning, purpose, connectedness, wisdom, and guidance for right action in our own ways. Faith- and values-based communities actively seek to understand and support one another.

Target 1

By X date, X percent of Montpelier residents report that the openness and acceptance of the community toward people of diverse backgrounds is “good” or “excellent.”

Strategy 1a

Increase public awareness of and education about Montpelier’s faith, wisdom, and spiritual community.

1a.1 Publish articles in community newspapers and publications about Montpelier’s diverse spiritual community.

1a.2 Make full use of a variety of methods—online networking, local media, volunteer outreach, etc.—to ensure everyone is aware of the opportunities available to them.

Target 2

By X date, X percent of Montpelier residents report that there are “good” or “excellent” opportunities to participate in religious or spiritual events and activities.

- By X date, X percent of Montpelier residents report that they participated in religious or spiritual activities in Montpelier X times in the last 12 months.

Strategy 2a

Create opportunities for dialogue and celebration among different religions, faith traditions, and cultures.

2a.1 Establish forums and policy/program discussions that encourage conversation among different religions, faith traditions, and cultures.

2a.2 Encourage cultural celebrations.

2a.3 Revive and promote interfaith education programs.

Strategy 2b

Develop and maintain a guide (electronic and print) listing available faith and spiritual resources in Montpelier. Include in a welcome package for newcomers to the area.

AESTHETIC ENJOYMENT & CREATIVE SELF-EXPRESSION

The natural beauty, art, and eccentric talent in Montpelier delight and inspire us. The beauty and talent in Montpelier provides a vibrant and diverse source of inspiration for all our senses. Everyone has the opportunity to participate in creative endeavors—the most important prerequisite is our enthusiasm.

Goal G: Aesthetic Enjoyment & Creative Self-Expression

The natural beauty, art, and eccentric talent in Montpelier delight and inspire us. The beauty and talent in Montpelier provides a vibrant and diverse source of inspiration for all our senses. Everyone has the opportunity to participate in creative endeavors—the most important prerequisite is our enthusiasm.

Target 1

Montpelier is considered a destination for arts and culture. By X date, X number of arts and cultural activities, such as festivals, exhibits, and performances, take place in Montpelier.

- By X date, X percent of Montpelier residents report that there are “good” or “excellent” opportunities to attend cultural activities.

Strategy 1a

Support the growth of arts, historic, culinary, and other cultural organizations and events in order to cultivate Montpelier’s role as a regional arts and cultural center.

1a.1 Consider establishing a downtown “Arts District” offering arts organizations economic incentives to locate in the district.

1a.2 Explore alternative funding sources to augment contributions to local arts organizations.

1a.3 Actively promote the local arts community.

1a.4 Encourage the retention of artisans and arts organizations in Montpelier.

1a.5 Provide links to local arts organizations, programs, and events on municipal and organizational websites (e.g. “Find Arts Montpelier,” which allows one to search for local arts activities and programs).

1a.6 Collaborate with various organizations to provide descriptive materials and maps about local arts, historical, and other cultural organizations and venues.

1a.7 Encourage cultural events, festivals, and cultural tourism.

Strategy 1b

Better integrate local arts organizations into the social fabric of Montpelier and the downtown business district.

1b.1 Seek opportunities to develop gallery and studio space for local visual and performing artists. There is currently a large amount of underutilized upper floor space in downtown that could, through zoning and fire code upgrades, be rendered usable by local artists.

1b.2 Explore feasibility of cooperative studio space.

1b.3 The City could offer property owners that develop affordable studio space or gallery space tax incentives or abatements.

1b.4 Look for opportunities for the public schools and local arts organizations to share facilities and programs to produce educational visual and performing arts programs for the public school children.

1b.5 Utilize public facilities and space as venues for visual and performance artists, historical exhibitions, culinary activities, and cultural events whenever possible.

Strategy 1c

Deliberately seek out and engage artists to participate in planning and design decisions in the city of Montpelier.

Strategy 1d

Actively promote residents' creative freedom, and encourage residents to express their unique gifts and talents.

Target 2

Montpelier is a beautiful city that has a range of opportunities for the aesthetic enjoyment of nature, arts and culture. By X date, X percent of Montpelier residents report that the overall appearance of Montpelier is "good" or "excellent," and that the overall quality of life is "good" or "excellent."

Strategy 2a

Connect the arts with the natural environment.

2a.1 Increase the number of arts and festivals along rivers, in parks, etc.

2a.2 Sustain and celebrate environmental features within each neighborhood and throughout the city as a whole.

2a.3 Create and protect both developed and uncultivated natural areas to ensure we can enjoy these areas now and in the future.

Strategy 2b

Ensure that there are a number of public spaces and artistic elements that contribute to the aesthetic beauty of the community.

2b.1 Use public art and other design elements to reflect our diverse cultural character and celebrate our heritage.

2b.2 Create and protect beautiful public spaces to provide more opportunities for aesthetic enjoyment.

FAMILIES & RELATIONSHIPS

Montpelier is a friendly and welcoming place where people greet newcomers openly and warmly. We have a culture of neighbors reaching out to neighbors. Everyone who is able is a mentor to another. Interactions are based on mutual respect; young and old interact on a regular basis for pleasure, work, and shared wisdom. Conflicts are resolved through participatory community processes and seen as opportunities for connection and understanding. These healthy relationships help people feel a sense of belonging, interdependence, mastery of the skills and strengths they share, and generosity to their family, neighborhood, city, and global communities.

Goal H: Families & Relationships

Montpelier is a friendly and welcoming place where people greet newcomers openly and warmly. We have a culture of neighbors reaching out to neighbors. Everyone who is able is a mentor to another. Interactions are based on mutual respect; young and old interact on a regular basis for pleasure, work, and shared wisdom. Conflicts are resolved through participatory community processes and seen as opportunities for connection and understanding. These healthy relationships help people feel a sense of belonging, interdependence, mastery of the skills and strengths they share, and generosity to their family, neighborhood, city, and global communities.

Target 1

By 2039, 95 percent of Montpelier residents of every age and ability report that they feel valued and that they have mutually supportive relationships in several settings, such as home, school, work, and the community. By X date, X percent of youth feel valued by the Montpelier community, and X percent of youth have an adult who provides help and advice.

Strategy 2a

Foster and accommodate social interaction and a range of activities in which Montpelier residents of all ages, abilities, and backgrounds can participate.

2a.1 Increase the number of public spaces and events for community members to gather and interact. (Community garden parks; playgrounds near downtown; public spaces for gathering/events; festivals; etc)

2a.2 Make full use of a variety of methods—online networking, local media, volunteer outreach, etc.—to ensure everyone is aware of the opportunities available to them.

Strategy 2b

Establish a Care Bank as a means of support for individuals and families.

Strategy 2c

Encourage and support mentoring activities across a wide spectrum of the community.

2c.1 Establish links among organizations and individuals who are providing both formal and informal mentoring in the community.

2c.2 Develop, maintain, and promote mentor training programs so that people can take on mentoring roles with confidence.

Strategy 2d

Develop and implement educational programs and informal learning opportunities that focus on building empathy, acceptance, and respect.

Appendix A

Montpelier School Board
Ends and Indicators
DRAFT – 4/15/09

Mission

Students will be capable, motivated contributors to their local, national, and world communities.

Values

To that end, we value student-centered education, excellence, economic sustainability, passion, courage, and a safe, healthy and caring environment.

Ends

1. Students master a core body of knowledge based on reliable measurements such as state standards and locally developed assessments.

Indicators: (emphasis on trends relative to a relevant comparison group such as students from across the state)

DRA	SAT Scores
NECAP	Profiles
Kindergarten Screening	Life Skills Portfolios

2. Students apply cognitive skills and core knowledge across disciplines, and are able to think critically and flexibly, communicate effectively, work collaboratively, and solve problems creatively.

Indicators:

Service Learning Projects	Learning portfolios of meaningful work
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3. Individual students at all ages and ability levels engage in rigorous, relevant, and inspiring learning which prepares them for success in school and beyond.

Indicators: (emphasis on trends for subgroups and/or relative to relevant comparison group)

AP participation rates and scores
Drop-out rate
Evidence of quality, including awards and other recognitions
Post-secondary plans
Surveys that measure passion for learning
Senior-level exit surveys to measure passion

Post-graduate feedback sessions
Tech student success measures
Correlation of subject-matter grades with standardized assessments
Subgroup data (e.g., gender or income) on indicators for Ends #1
Learning portfolios of meaningful work

4. Students demonstrate good citizenship skills by acting responsibly and showing respect for themselves and others.

Indicators: (emphasis on trends)

Bullying/harassment reports
School climate surveys
Learning portfolios of meaningful work

Co-curricular participation rates
Discipline reports