

Social & Human Development

7.1 The Basis of Community Values

Our values as a community drive our decision-making and our choices. In this plan, they are reflected in the vision and the goals of the plan, as well as the priorities we set for actions as we move forward. We form our values in community, through our families, our education system, our associations with religious practices, organizations, and the natural world. Creating a place in the Master Plan for all these areas of community life that play such an important role for us as human beings is the goal of this section. We need to insure that the systems we depend on for care, for relationships, and ultimately for our happiness are addressed on a community level.

Our social well-being includes our needs for peace and safety, valued relationships, recreation, lifelong learning, health care, child care, a sense of community, self-expression, aesthetic enjoyment, and a spiritual life. Community systems that have evolved to meet these needs have an important element in common: they are all linked to the ways we care for one another and to the way we form and express values.

When we get sick, or injured, we need a way to get care. In the United States, the caring function of health care may have been upstaged by economic factors, for example, in the efficient delivery of an expensive service. But it's not called health care for nothing. We need care, *not just medicine*, when we are sick. Being healthy, that is, living in such a way to promote well-being, is a holistic, proactive approach to health care that requires living in harmony with the world. Recapturing that element of the health care system is an important challenge. Health care is largely about care - care for our families, care for our bodies, care for our communities.

Probably the most important function of our social system is *lifelong learning*. We educate our children because we care about them and we want them to function and succeed. Our need for education has increased, as more complex conceptual skills are required to live in today's world. People need to learn an enormous amount of complex information in order to function

effectively in the world. Education is not the same as information – information is power. Sharing information with people, part of education, is a function of caring rather than power.

Earth Charter Principle I.3(a): *Ensure that communities at all levels guarantee human rights and fundamental freedoms and provide everyone an opportunity to realize his or her full potential.*

Although *child care* could be considered a subcategory of education, there is an important distinction to be made. Education has the goal of sharing values, information, skills, life skills, and thinking habits with others. Beyond this, there is a need for nurturing, for caring for the physical, psychological, and social needs of children. Children who are too young to be in an educational system often need care while parents work. Older children need care and activities after school hours, if parents are still at work.

Another critical element of our social system is the *spiritual life* of a community. Ever since the dawn of consciousness, we have sought to make sense of our existence, to connect with a transcendent reality that is greater than we are as individuals. The need for practices, values, beliefs, and social activities that address this fundamental sense of connection and self-transcendence is an historical fact, whatever our particular faith, belief system, or values. Our spiritual needs include the needs to develop a philosophy of life, to find meaning in what can sometimes seem like a senseless world, to find ways to withstand tragedy and loss, to forgive others and come to reconciliation, and to belong to a community that shares our values and moral code. Not everyone can be a mystic or live within a religious system of rituals, symbols, and celebrations, but everyone does have some basic needs for meaning, purpose, and connectedness. Ignoring them can produce excesses or dysfunctions in other areas.

We need to have a *sense of community*, a sense of belonging. People seek to meet this need in a variety of ways – the fact that the social systems we have established are not fulfilling our need for a sense of community is likely to be the cause of the rise of participation in *intentional* communities around the world. Intentional communities have many names. No man is an island, and while some people go through life as loners, very few will deny that, as human beings, we need *meaningful relationships* with others.

Without *safety*, we can't meet our needs for other things. The need for safety is a basic, fundamental need; on the community or national level, it is a need for peace, for national security, for law and order. This need, writ large, drives many unsustainable systems that exist in our world today – nuclear weapons being one of the worst examples.

The ways in which we pursue arts and culture are twofold – *self-expression* and *beauty*, or to use a less value-laden term, *aesthetic enjoyment*. We have a need to express ourselves – we have a need for self-actualization and creativity. In addition to our need for self-expression we find the need for beauty, the need to enjoy the pleasures derived from our five senses. The need for self-expression can complement the need for beauty to drive the creation of art and music, drama, dance, architecture, gardens, landscapes, good food, literature, and spiritual ritual, all of the ways in which we realize our full human potential.

While in any sustainability plan, the *carrying capacity* of the local environment and the community is an important consideration, our social and human development creates something equally important – our *caring capacity*. This section outlines all the ways the caring capacity of Montpelier is created and supported, and offers goals, targets, and strategies to help members of the community continue to make the city the friendly, supportive community we all love.

Community Assets

Throughout the enVision Montpelier meeting process, the Social and Human Development committee spent a lot of time considering Montpelier's many assets and the ways in which we can build upon our assets to build a stronger more sustainable community in the future. Montpelier has a range of strengths—from diverse and talented residents, to dynamic community organizations, to beautiful natural surroundings—all of which shape our healthy, thriving community. On the following page are just some of the many community assets the committee came up with:

Community Assets

All Species Day	Local businesses
Alternative medical care	Lost Nation Theater
Annual coat drive	Mental health services
Art galleries	Montpelier Alive
Basement Teen Center	Mountaineers baseball team
Bookstores	Museums
Capital Area Neighborhoods (CAN!)	Music (classes, concerts, etc.)
Caring people	National Life
Central VT Medical Center	New England Culinary Institute
Chamber of Commerce	Newspapers
Churches, Synagogues, etc.	Non-profit organizations
Civic engagement	North Branch Nature Center
Community activism	Nursing homes
Community celebrations	Onion River Community Access (ORCA)
Community College of VT	Outdoor recreation options (hiking; snowshoeing)
Community Connections	Parks and Recreation Departments
Community gardens	Pharmacies and pharmacists
Emergency services (City of Montpelier)	Physician groups (various)
Family Center	Playgroups
Farmers' Market	Pocket park
Farms	Pre-schools
Fire department; emergency/ambulance service	Public lectures and seminars
First in Fitness	Quad at VT College of Fine Arts
FITP - Family, Infant and Toddler Program	Restaurants
Food pantry	Savoy, Capitol Theater
Food Works	Schools (K-12, NECI, Fine Arts, Goddard, etc)
Friends of the Winooski River	Senior center
Frost Heaves basketball team	Soup kitchens
Green Mountain Club	State offices/organizations
Green Up Vermont!	State House lawn
Healthy environment- clean air and water	Support groups
Historical Society	VCIL (VT Center for Independent Living)
Home child care providers	Volunteer organizations
Home health and hospice	Vermont Public Radio
Housing Authority	VT Historical Society
Hunger Mountain Co-op	Walkable city
Informal gatherings	Yoga studios
Kellogg Hubbard Library	Youth Service Bureau

Health, Wellness, and Treatment

Central Vermont enjoys a wide variety of health practitioners and services. Wellness practices and preventive care opportunities keep residents healthy, and top quality medical treatment is available nearby. Many local employers offer their employees wellness programs, and the availability of healthy places to walk, bicycle, ski, and exercise makes Montpelier an excellent place to live.

The closest full-service medical treatment center is the Central Vermont Medical Center (CVMC) in Berlin. CVMC employs 1,300 full and part-time employees, and includes Woodridge Nursing Home and several medical group practices. The medical staff numbers 121 physicians providing care from their private practices as well as from CVMC's fifteen

community-based medical group practices. Central Vermont Medical Center is the primary health care provider for 66,000 people who live and work in central Vermont. They provide 24-hour emergency care, with a full spectrum of inpatient (licensed for 122 beds) and outpatient services.

Further away, but still an easy drive from Montpelier, we also have access to the Dartmouth Hitchcock Medical Center in Hanover, NH, the Fletcher Allen Medical Center in Burlington, Gifford Hospital in Randolph, and Copley Hospital in Morrisville. All of these facilities offer medical care and high quality physicians and staff.

There are smaller integrated medical practices in and near Montpelier, where people can have access to a group of doctors and other trained staff for health needs. These include the Montpelier Medical Center, the Plainfield Health Center, the Berlin Family Health Practice, and Gifford Health in Berlin.

Wellness programs and complementary and alternative therapies in Montpelier include a wide variety of practitioners:

Green Mountain Natural Health	Yoga Educators and Studios
The Center for Integrative Herbalism	Massage Therapists
Green Mountain Medicinals	Quantum Biofeedback Practices
Flower Essences	Reflexologists
Chinese Medicine Practitioners	Reiki Practices
Chiropractors	Shamanic Healing

Montpelier is also home to a wide variety of mental health practices and to Washington County Mental Health Services, a public mental health support system for area residents. Psychologists, psychiatrists, coaches, counselors, and therapists with many different approaches and types of training are readily available.

Child Care

The availability of adequate child care facilities for working parents is increasingly recognized as an important part of a community's social and economic infrastructure. Child care services are important influences on a child's early development, while at the same time help enable working parents to enter or stay in the workforce. Most licensed and registered child care facilities are small businesses which benefit the local and regional economy through the wages and taxes of the child care workers as well as those of the parents and others who are supported by the child care sector.

Parents who are unable to find or afford child care services have much greater difficulty entering or remaining in the workforce. This can lead to increased social, educational, and health costs. According to the Windham Child Care Association/Peace and Justice Center's 2002 study, this problem is particularly acute in the retail and service sectors, which comprise almost half of Vermont's total jobs. Meanwhile, a significant proportion of the wages earned by the parent goes

to child care expenses. The WCCA/PJC estimated that, in a household with two wage earners, between 22% and 34% of the second income was spent on child care services.

According to the WCCA/JPC report, an increase in the percentage of women in the work force, welfare reform, more female-headed households, and more people working non-traditional hours have caused the demand for child care services to increase dramatically over the last several decades, but the supply of child care services has not kept pace.

The provision of child care services is not strictly a local issue. For example, it might be more convenient or practical for a Montpelier resident working in Waterbury to use child care services there or along the way in Middlesex, and vice versa. Although this has not been defined, there is probably a child care-shed, or the maximum distance a parent is willing to travel out of their way to obtain child care services, in the Central Vermont region.

The Vermont Department for Children and Families/Child Development Division regulates child care facilities. Child care providers who care for six or fewer pre-school children from two or more families in their homes, and not more than four school age children for four or fewer hours each day, must be registered with the state. There are licensed child care centers and registered home family child care programs.

Earth Charter Principle III.11(c): *Strengthen families and ensure the safety and loving nurture of all family members.*

At the time of the 2000 U.S. Census, 364 Montpelier residents (4.5%) were under 5 years of age, and 432 between the ages of 5 and 9 (5.4%). Census data show that a significant number of Montpelier households with children have working parents.

According to the State of Vermont Child Development Division's Bright Futures Information System (<http://www.brightfuturesinfo.org>), as of April 2010, there were 14 licensed facilities (including school based programs) and 6 registered homes providing care for children within Montpelier. These facilities serve children with full-day child care and/or part-day pre-school, but do not include legally exempt child care services (homes that provide care for not more than two families, including the provider's), of which there are approximately 30 in Montpelier, or other unregulated arrangements among families and friends. Information provided by the Family Center of Washington County indicates that, as of April 2010, the total capacity of the licensed programs and registered homes in Montpelier/E. Montpelier can accommodate 64 infants, 78 toddlers, 165 preschoolers, and 206 school age children (100 of school age spaces summer and school vacations only; 13 toddler, 28 preschool and 38 school age spaces are school year only).

Although the City does not directly deliver child care services, the Family Center of Washington County's Preschool program is a partnership between the Family Center and the Montpelier School District. In addition, there are other actions the City can take to encourage the establishment and operation of private facilities in the community and eliminate potential unnecessary regulatory barriers.

Table 7-1: Licensed and Registered Child Care Providers in Montpelier, 2010

Licensed		Registered	
1.	Montpelier Children's House, Inc. 41 Barre Street (802) 223-3373	Mears, Robin 9 Dunpatrick Circle (802) 223-1154	
2.	Kid Country Childcare Center and Preschool, Inc. 24 Mountain View Drive (802) 223-3954	Roby, Cheryl 52 Hackamore Road (802) 223-6459	
3.	MRD Capital Kids Day Camp 170 Main Street (802) 225-8699	Dupre, Kimberley 390 Haggett Rd. (802) 223-3891	
4.	Capital Kids Day Camp 1 Poolside Drive (802) 225-8699	Hedges, Lynn 175 Fair Road, E. Montpelier (802) 479-7240	
5.	Tall Pines at Turtle Island Children's Center 661 Elm Street (802) 229-4047	Touchette, Ila 1920 Towne Hill Road, E. Montpelier (802) 223-7317	
6.	Turtle Island Children's Center, Inc. 659 Elm Street (802) 229-4047	Cano-Scribner, Tracy 785 Vt. Route 14 N, E. Montpelier (802) 223-0664	
7.	Family Center of Washington County Early Childhood Program 383 Sherwood Ave. (802) 262-3292		
8.	Community Connections at Union Elementary School 1 Park Street (802) 225-8259		
9	Orchard Valley School Child's Garden 155 Northfield St (802) 456-7400		
10.	E. Montpelier Community Connections 665 Vincent Flats Rd, E. Montpelier (802) 223-7936		
11.	Orchard Valley School After School Program 2290 Vt Rte 14 N, E. Montpelier (802) 456-7400		
12.	East Montpelier Elementary Preschool 665 Vincent Flats Rd, E. Montpelier (802) 223-7936		
13.	All Together Now! 170 Cherry Tree Hill Rd, E. Montpelier (802) 223-1242		
14.	Happy Hearts 1205 Towne Hill Rd, E. Montpelier (802) 229-9489		

Family Center of Washington County

The Family Center of Washington County (FCWC) is a non-profit child care and family support service provider located in Montpelier that provides a wide range of services to child care providers and families seeking services in Washington County.

- Their *child care referral service* provides information about openings in the county and how to choose quality care;
- Their *child care Financial Assistance Specialist* can help families obtain funding for child care;
- They offer inclusive infant and toddler, preschool, *early care and educational programs*, which are accredited by the National Association for the Education of Young Children;
- They provide a variety of *training opportunities* and *technical assistance* for child care providers;
- Their *playgroups* are available to all families with children up to five years old;
- Their *parent educators* offer classes and workshops; and
- They provide *direct support to parents* through home visits.

The FCWC also collaborates with Montpelier Public Schools. Their preschool staff work with the Montpelier Essential Early Education (EEE) staff to provide an inclusive learning environment for young children with special needs.

Regulatory Issues

Section 605.F. of Montpelier's zoning regulations currently provides for a Home Child Care as a permitted residential use, where it is defined as "A state registered or licensed day care facility serving six or fewer children on a full-time basis, and up to four additional children on a part-time basis, shall be considered by right to constitute a permitted single-family residential use of property."

Article 13 further provides for the following definitions:

Child Care Facility: A facility which operates according to a license or registration from the State of Vermont in which care is provided on a regular basis for seven or more children less than sixteen years of age, at one time, for periods not to exceed 24 hours. Such facilities include those commonly known as day care centers, day nurseries, play groups, and preschool.

Child Care Home: A child care facility which provides for care on a regular basis in the caregiver's own residence for not more than ten children at any one time. Of this number, up to six children may be provided care on a full-time basis and the remainder on a part-time basis. Care of a child on a part-time basis shall mean care of a school-age child for not more than four hours a day. These limits shall not include children, who reside in the residence of the caregiver, except:

- a) these part-time school-age children may be cared for on a full-day basis during school closing days, snow days and vacation days which occur during the school year; and
- b) during the school summer vacation, up to 12 children may be cared for provided that at least six of these children are school age and a second staff person is present and on duty when the number of children in attendance exceeds six. These limits shall not include

children who are required by law to attend school (age 7 and older) and who reside in the residence of the caregiver. [33 V.S.A. 4902(3)]

Below is an excerpt of Table 606. Table of Uses, which illustrates in what district various types of child care facilities are currently allowed.

Excerpt of Table 606. Table of Uses

RESIDENTIAL USES (10)(11)	LDR	MDR	HDR	CIV	CB-I	CB-II	OP	GB	IND	REC	RIV
Child Care-Home	P	P	P			P		P	C		
INSTITUTIONAL USES (12)	LDR	MDR	HDR	CIV	CB-I	CB-II	OP	GB	IND	REC	RIV
Child Care Facility	P	P	C or (16)		C	C(3)	P	P	C		
Child Care Home(2)	P	P	P			P		P	C		

Relevant notes to the Table of Uses:

P=Permitted Use; C=Conditional Use (Requires Development Review Board Approval); = Not Permitted

(2) Facilities licensed to serve 6 or fewer children are permitted in any residence. See Section 605.F.

(3) Only in historic buildings or structures existing as of 1/01/87.

(10) There shall be no more than three single family residential structures or four duplex / multi-family dwelling units on a single lot, except as may be approved as a planned development under section 308.

(11) Any combination of uses listed under the heading Residential Uses totaling 24 dwelling units or more, shall be reviewed as a conditional use. This requirement shall be cumulative and shall include all units approved after the effective date of this regulation on the same parcel or in the same development.

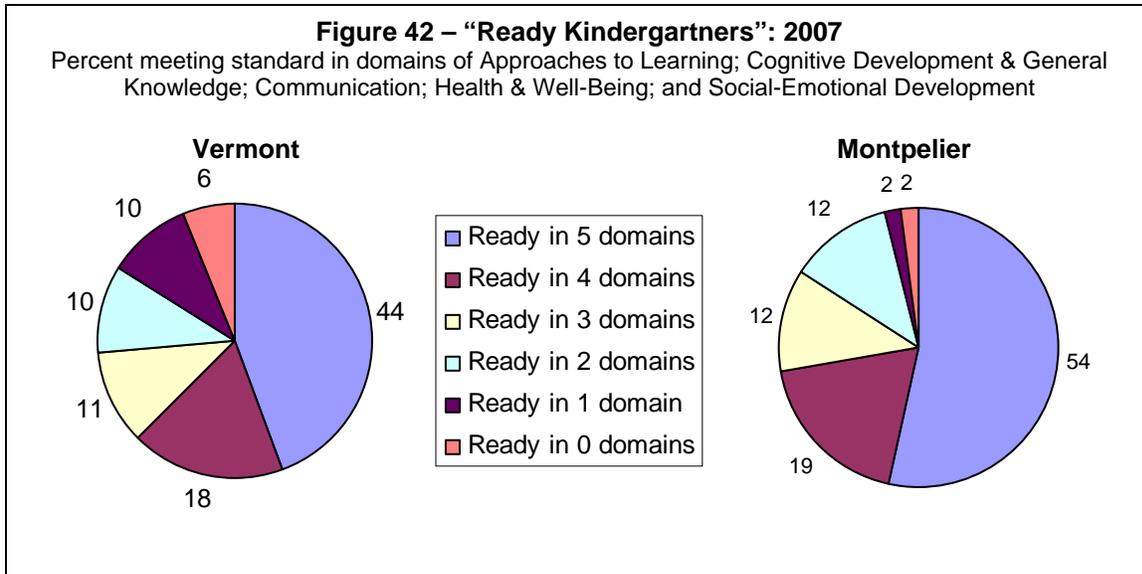
(12) Any retail, commercial, industrial, and/or multiple use structures 10,000 square feet or larger and/or multiple structures which combined equal or exceed 10,000 square feet shall be reviewed as a conditional use. This requirement shall be cumulative and shall include all structures approved after the effective date of this regulation on the same parcel or in the same development.

Lifelong Learning

The Montpelier School District operates three schools:

- 1) The Union Elementary School, housing grades K through 5, constructed in 1937 and renovated in 1993.
- 2) The Main Street Middle School, housing grades 6 through 8, constructed in 1919, and renovated in 1983, 1989; the grounds were updated in 2009.
- 3) The Montpelier High School, for grades 9 through 12, constructed in 1953, renovated and enlarged in 1983, and again in 1998.

Students entering kindergarten at Union Elementary School are generally prepared for school, though there is still room for improvement. According to the 2007 Montpelier Community Profile, 73% of children met standards in four or five domains, indicating a readiness for school (Five Domains include: Approaches to Learning; Cognitive Development & General Knowledge; Communication; Health & Well-Being; and Social-Emotional Development). This is higher than statewide, where only 62% of children met standards in four or five domains (Figure 42).



Currently there are about 996 students in the public school system, including tuition students. Table 7-1 below indicates current and projected school utilization rates, given the current system structure and based on traditional patterns of growth.

Table 7-2: School Enrollment and Utilization

School	Capacity	Current Enrollment	Utilization Rate	Projected Enrollment	Projected Utilization Rate
Union Elementary	440	452	103%	TBA	
Main Street Middle	371	201	54%	TBA	
High School	500	343	69%	343	69%
TOTAL		996			

The schools are consistently recognized for their high quality education – in the years 2007-2010, Montpelier High School was listed in the top 3% of high schools in the country by U.S. News and World Report. Graduates go to the top colleges and universities all around the country.

Several institutions of higher education reside in Montpelier. The Vermont College of Fine Arts, which has a campus comprising approximately 35 acres and several buildings, is a growing institution expected to continue to grow over the coming years. The VCFA campus is also home to classes offered by Vermont Community College, which enrolls about 900 students. Vermont Community College has its main headquarters on Elm Street, and expects to offer classes on that campus within the next five years.

Earth Charter Principle IV.14: *Integrate into formal education and life-long learning the knowledge, values, and skills needed for a sustainable way of life.*

New England Culinary Institute (NECI), a two-year culinary school founded in 1980, enrolls over 500 students. In addition to the main campus, the school also owns and operates a number of restaurants in the downtown district, including Main Street Bar & Grill and La Brioche

bakery. In 2009, NECI closed its Essex campus, moving all administrative operations to Montpelier and broadening the school's focus to all aspects of the food continuum from farmer and producer to researcher, writer, distributor, preparer and server. As the Culinary Institute is one of the few colleges with a more traditional student population, they do provide dormitory facilities to house some of their students, while others choose to live independently elsewhere in Montpelier.

In order to address some of the issues raised by past Vermont College and New England Culinary Institute expansion plans, in 1993, the City of Montpelier created an institutions overlay zone around both institutions. The intent of this designation was to provide the schools with room for expansion, to buffer adjoining residences, to address housing needs of students in their land use development plans, and to simplify the review process for institutional uses.

In addition to institutes of higher education, Montpelier also hosts Central Vermont Adult Basic Education (CVABE), a community-based nonprofit organization that has served Montpelier adults and teens for over forty years. Each year, 60 - 90 residents come to CVABE for free instruction in basic reading, writing, math, computer operation and English as another language. Students enrolled in the program also have the opportunity to study for their high school equivalency exam (GED) or pursue other diploma options. Many prepare to meet the basic education requirements for employment and/or college. CVABE encourages the active engagement of community members as volunteers to ensure the relevancy of its individualized education programs and to guarantee accessibility to their opportunity.

Faith, Wisdom, and Spirituality

Montpelier is home to many communities of faith and practice. As of this writing, they include:

Beth Jacob Synagogue	Resurrection Baptist
Bethany Church	Shambhala Buddhist Meditation Center
Bible Baptist Church	Shepherd of the Hills Lutheran Church
Christ Episcopal Church	St. Augustine Church
Church of the Latter Day Saints	Seventh Day Adventist
First Baptist Church	Sun Do Center
First Church of Christ Scientist	Trinity United Methodist Church
Jehovah's Witness Church	Twin City Harvest Christian Church
Lighthouse Christian Church	Unitarian Church
Mindfulness Meditation Group	

Beyond the organized practices, there are many informal ways for people to expand their sense of meaning, purpose, and connectedness to the community. The Clark Lecture Series organized by the Unitarian Church offers insights into the human condition, along with many other interfaith lectures and activities.

Earth Charter Principle II.8(b): *Recognize and preserve the traditional knowledge and spiritual wisdom in all cultures that contribute to environmental protection and human well-being.*

Sense of Community

In 2008, the city organized a new set of neighborhood associations in response to the rapidly rising fuel costs and the economic crisis. Designed to help communicate emergency information and to form a support system for residents, the Capital Area Neighborhoods (CAN!) organization was born. Leaders were recruited from all over town, and flyers describing the emergency support systems available to residents are circulated in the fall every year.

Many CAN! groups have regular meetings, annual events, and e-mail and web connections that allow participants to ask their neighbors for help. Some examples of CAN! activities since 2008 include:

Resource Brochures - In fall of 2008 and 2009, CAN! volunteers distributed resource brochures to residents throughout the city. Brochures contain information about CAN!, food shelves, community meals, fuel assistance, Vermont 2-1-1, and more. Brochures will likely be distributed in future years.

Summer Celebrations - June through August of 2009, neighborhoods throughout the city hosted Summer Celebrations to get neighbors out meeting one another and celebrating their unique communities. Celebrations, which were very well-received by neighborhoods throughout the city, ranged from picnics to barbeques to neighborhood-wide yard sales.

CAN! - Mountaineers Partnership - Summer 2009, Montpelier CAN! partnered with the local Mountaineers baseball team to encourage residents to take their neighbors out to the ballgame! At each game, the Mountaineers recognized a neighborhood with announcements and cheers from the mascot. Residents who cheered and held up a CAN! banner on their neighborhood's night were eligible for free tickets to the game. Those who went had a great time!

1-10-10 Photo Contest: In the winter of 2010, the Montpelier CAN! neighborhood leaders organized a photo contest where people in the city took photographs of their neighborhoods on January 10, 2010. The exhibit was hung in City Hall for Town Meeting Day in March, and stayed up through April.

Safe Neighborhoods

While Montpelier enjoys a very low crime rate, we do take proactive steps to keep the community and neighborhoods safe. In addition to the public safety departments described below, the city also organized Montpelier CAN! as a way to connect neighbors and increase the number of contacts among neighbors on a regular basis. Research has shown that crime rates have a direct correlation with neighborhood cohesiveness, as measured by indicators such as the number of contacts between neighbors, the level of trust in a local area, etc.¹⁰



Alexandria Heather, Montpelier resident

Police Department

The Montpelier Police Department is devoted to providing professional and quality police services, and strives to remain effective, efficient, and responsive to the changing needs of our community, while providing a safe environment that enhances the quality of life in Montpelier. The role of the Montpelier Police Department is very diverse; duties include: control and reduction of crime; movement and control of traffic; maintenance of public order; provision of public service; administration and support; and crisis response and crisis management.

The Department is comprised of 17 full-time sworn officers, 6 full-time emergency service dispatchers, and one administrative assistant. In 2009, the Police Department received a Community Oriented Policing Services (COPS) grant from the Department of Justice, which allowed the department to hire one additional full-time police officer, restoring the department to the authorized staffing level of 17 officers.

In 2009, the Police Department was awarded a Justice Assistance Grant for approximately \$33,000 to purchase a new records management system, partial funding of a used unmarked cruiser, special investigations equipment, and 6 ballistic helmets. At the direction of City officials, an appropriation of \$6,000 from this grant was given to the Montpelier Community Justice Center to fund contract mediators for the Conflict Assistance Program.

The Police Department continues partnerships with other law enforcement agencies, mental health providers, and community service organizations, some of which provide financial and personnel support to Montpelier.

Fire and Ambulance Department

It is the vision of the Montpelier Fire / Ambulance Department that Montpelier will be a safe community for people to live in, work in, and visit, and a community where people will know their possessions and property will be protected from unnecessary loss or damage.

The Montpelier Fire / Ambulance Department plays a significant role in making that vision a reality by providing leadership to the community in the areas of Fire Protection and Emergency Medical Services and by providing support to the efforts of other public and private agencies in their areas of responsibility.

Achieving a Fire Safe City is primarily accomplished by protecting the structures in the City from catastrophic fires. Recognizing that some fires will always occur, the highest level of safety will be accomplished by achieving the following goals:

1. Fires in structures will be detected and reported while in the incipient stage
2. Fires in structures will be prevented from reaching flashover

These goals will be achieved by an ongoing program designing, developing, and maintaining a fire protection system for each structure in the City. The design of the fire protection systems

shall take into consideration the building construction, available detection and suppression technology, and type of occupancy.

The primary role of Fire Protection professionals, career and volunteer, working for the City are to inspect, evaluate, and recommend improvements to those fire protection systems. Supplementary Roles of the Fire Protection professional include delivering fire prevention and fire safety education and responding to and managing those fire incidents, hazardous materials incidents, rescues, and other emergencies that occur within the City.

Emergency Medical Services (EMS)

Emergency Medical Care is primarily needed by individuals in the community faced with an acute illness or traumatic injury. In addition, non-emergency transportation and other appropriate support services, allow persons in need to live fuller, more independent lives.

The Primary Role of EMS professionals, career and volunteer, working for the City is to provide effective and compassionate response to persons suffering from injuries and illnesses. Supplementary Roles of the EMS professionals include: Developing and implementing programs designed to reduce injury and loss of life (these programs are based on the specific needs of the City); and delivering general safety education to the community.

Emergency Management Coordinator

There is an Emergency Management Team composed of the major department heads. The City Manager provides direction to the Team while the Fire Chief coordinates the emergency management functions in the City. The Emergency Management Team is responsible for ensuring that the City is prepared for serious incidents. The primary areas of concern are:

1. Evaluating the risks to the City and ensuring that City plans are kept updated;
2. Maintaining the Emergency Operations Center (EOC);
3. Verifying that personnel have necessary training and certifications;
4. Monitoring conditions in the City as needed;
5. Drills to practice plans; and
6. Reviewing mitigation efforts in the City.

Montpelier faces specific risks that need to be considered and planned for. Potential natural disasters include flooding, winter snow and ice storms, and high wind events. Hazardous materials primarily involve propane and other fuel transport and storage, but potential for other materials exist primarily from rail and interstate transport through a portion of the city. There is risk to the city from potential widespread health issues caused by infectious diseases. The potential for terrorist action is increased because of State Government being based in the city. Changing economic conditions have the potential to disrupt the community.

Cultural Opportunities

Central Vermont is a region alive with arts organizations. Of the approximately 200 Vermont arts organizations registered with the Vermont Council on the Arts, over 40 make their home in Central Vermont, and more than half of these are based in Montpelier. Because these numbers reflect only organizations such as theater and dance companies, art galleries, and musical groups,

they do not encompass the myriad individual artists, artisans, performers, and crafts people who make Montpelier, and the other communities of Central Vermont, their home.

Montpelier also has many institutions of higher education, Vermont College of Fine Arts, Vermont Community College, New England Culinary Institute, and Union Institute and University. In addition to the private library facilities available through the colleges, Montpelier is also served by the Kellogg Hubbard Library, a facility that has over its 100-year history developed into an important regional resource.

The Library

The Kellogg-Hubbard Library, while not educational institution, is one of the major cultural institutions in Montpelier. The library, built in 1896, houses over 60,000 volumes, and has the highest circulation of any public library in the state. It is a regional center offering adult and children's reading programs. The children's programs serve over 3,000 children annually.

In recent years, a two story 5,500 square foot addition to the rear of the library, which allowed the Children's Library to move from the basement into larger and dryer quarters, was completed. The \$1.5 million addition also allowed for the expansion of the adult library and renovations of the existing building.

Museums

The Vermont Historical Society, a private, non-profit organization located in Pavilion Building on State Street, is another of Montpelier's major cultural organizations. The society has been located in state buildings since it was founded in 1838. It currently occupies 13,700 square feet in the Pavilion Building on State Street, a 19th century hotel reconstructed in 1970 for state offices. The society operates a museum and library (both open to the public) and sponsors educational programs, all of which attract approximately 18,000 people a year to Montpelier.

The Historical Society has moved its offices to Barre and has renovated space in the Pavilion Building to expand the museum by 6,600 square feet. This expansion features a permanent exhibit on Vermont history, a classroom for educational programming, and an expanded museum shop for visitors.

The Wood Art Gallery, located on the Vermont College of Fine Arts campus, with an art collection valued in excess of 3 million dollars, is a focal point for the visual arts in Montpelier. Hosting 15 to 25 major exhibits a year, in addition to a standing collection, the Wood Gallery brings in over 6,000 visitors each year.

Arts Organizations

Montpelier boasts a sizeable arts community for a town of its size. The most prominent of the arts organizations serving the community are the Lost Nation Theater, and the Wood Art Gallery. All of these organizations have facilities they utilize as performance or display space. Lost Nation Theater, Montpelier's resident professional company, holds theatrical performances six

days a week June to October in the City Hall auditorium, and conducts the drama program at Montpelier High School.

Lost Nation Theater’s mission is to “create and produce stimulating drama in original and innovative ways for the greater Montpelier community, which will in turn provide financial support for: a professional performing arts ensemble, a quality-oriented training program, and a physical plant, resulting in benefits for local artists, local businesses, the theater program at Montpelier High School, and special events.”

Lost Nation Theater depends primarily on the City Hall Auditorium for its performance space and manages the rental and promotion of this facility. This structure, with a capacity of 1,300, was renovated in 1994-95 with a new lighting grid, walling, and drapes. While this construction addressed some of the lighting and acoustical shortcomings of the facility, there are still some sound system and lighting needs that must be addressed to make the auditorium a high quality performance space.

The Monteverdi Music School and the Summit School are private music schools that offer voice and instrument lessons to children and adults.

Another regional force for artistic endeavors is the Vermont Council on the Arts, the official state arts council, which offers grant funding to Vermont artists and performers. While all of these organizations currently have some performance space, or access to performance space, there is a general feeling among the arts community in Montpelier that current performance, studio, and display space is inadequate for the size and robustness of the arts community. Of particular need is adequate studio space for performing and visual artists.

Earth Charter Principle I.1(b): *Affirm faith in the inherent dignity of all human beings and in the intellectual, artistic, ethical, and spiritual potential of humanity.*

The Montpelier Gallery walk was initiated to increase the promotion of and access to the artists, their studios, and gallery spaces in and around Montpelier’s downtown. Offered on the first Friday of each month, the gallery walk is becoming increasingly popular and is among the many initiatives to strengthen and grow Montpelier’s arts community.

Montpelier Senior Activity Center

The Montpelier Senior Activities Center provides cultural opportunities and support services for seniors in the community. The center offers a multitude of classes on topics like: foreign language, writing, line dancing, and tai chi. The center also provides services like health screenings, chiropractic care, and computer support. In 2009, a fire caused extensive damage to the senior center. Since the fire, many of the services provided by the senior center have moved to St. Michael’s School until the senior center can be rehabilitated. It is estimated that the Senior Activities Center will reopen in 2011 or 2012.

Vermont Mountaineers

In addition to a vibrant arts community, Montpelier is also home to the Vermont Mountaineers, a franchise of the New England Collegiate Baseball League. The Mountaineers and the NECBL attract collegiate baseball players from across the nation, making the team and the league one of the most competitive showcases for pre-professional baseball talent in the country. The 42-game season is played in June and July with all 21 home games played at historic Montpelier Recreation Field. In eight years the Mountaineers have been to the playoffs six times, winning the division championship four times and the NECBL Championship twice.

7.2 Goals for Social and Human Development

Citizens of Montpelier developed eight long-range goals for Montpelier's Social and Human Development. The goals are meant to reflect the vision of the City that community members would like to leave for future generations.

Sense of Community

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



Safe Neighborhoods

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

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.



Resilience

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

Health & Wellness

People in Montpelier lead lifestyles that promote the health of the whole person across the lifespan. The city environment and recreational systems provide 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.

Faith, Wisdom, & Spirituality

Montpelier is a place where a wide variety of traditions, values, and spiritual practices are honored. Residents are 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.



Aesthetic Enjoyment & Creative Self-Expression

The natural beauty, art, and talent in Montpelier delight and inspire people. Everyone has the opportunity to participate in creative endeavors.



Families & Relationships

Montpelier is a friendly and welcoming place where people greet each other openly and warmly. We have a culture of neighbors reaching out to neighbors. Conflicts are resolved through participatory community processes and seen as opportunities for connection and understanding. Healthy relationships foster a sense of belonging, interdependence, mastery, and generosity to their family, neighborhood, city, and global communities. All types of family relationships are honored and respected.

Key to Recommendations (next page)

Goals are long-range visions for the community. Goals are identified by letters (A, B, C, etc.) at the top of each page.

Targets are measurable benchmarks toward the goals. Targets are identified by numbers (1, 2, 3, etc.) at the top of each table.

Recommended Strategies are action steps toward the targets. Recommended strategies are listed by number/letter (1a, 1b, 1b.1, etc.) within each table.

7.3 Social & Human Development Recommendations

Goal A: Sense of Community

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

1		By 2015, over 80 percent of residents report that Montpelier has a “good” or “excellent” sense of community.	Responsible Party
<i>Recommended Strategies</i>	1a	<p>Promote and expand opportunities for interaction and engagement within neighborhoods and the larger Montpelier community.</p> <p>1a.1 Encourage a variety of community-wide festivals, celebrations, and activities, and promote knowledge of them to a diverse audience.</p> <p>1a.2 Preserve and enhance public spaces so that they can be sustainably used for community-wide events.</p> <p>1a.3 Close portions of downtown streets during outdoor festivals.</p> <p>1a.4 Identify family-friendly locations to install playgrounds within walking distance of downtown.</p> <p>1a.5 Increase and support neighborhood-based community gardens throughout the city.</p>	Stakeholders

Goal A: Sense of Community

	<p>1b Support community-based strategies to welcome newcomers to the community.</p> <p>1b.1 Encourage Montpelier Capital Area Neighborhoods (CAN!) leaders, Montpelier Alive, landlords, and local realtors to distribute welcome packages to new neighbors. Welcome packages could include information about neighborhood listservs, gatherings, resource-sharing, etc.</p> <p>1b.2 Encourage Montpelier Alive to develop a local coupon book or other means of providing an incentive for new residents to explore the Montpelier community and visit local stores.</p> <p>1b.3 Develop support systems, such as awareness trainings and welcome literature in different languages, that work to include people from diverse backgrounds at schools and other public institutions.</p>	<p>Stakeholders</p>
<p>2009 Montpelier Citizens' Survey</p>	<ul style="list-style-type: none"> ✓ 73 percent of residents report that opportunities to participate in social events and activities are “good” or “excellent.” ✓ 68 percent of residents report that opportunities to participate in cultural activities are “good” or “excellent.” ✓ 58 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. ✓ 79 percent of residents report that Montpelier’s sense of community is “good” or “excellent.” 	

Goal B: Safe Neighborhoods

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

1	Montpelier residents feel safe in their neighborhoods.	Responsible Party
Recommended Strategies	<p>1a Encourage residents to participate in neighborhood community-building activities.</p> <p>1a.1 Encourage participation in Capital Area Neighborhood (CAN!) groups.</p> <p>1a.2 Encourage participation in neighborhood-based community gardens.</p> <p>1a.3 Encourage students to walk or bike to school.</p> <p>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.</p>	CAN!
2009 Montpelier Citizens' Survey	<ul style="list-style-type: none"> ✓ 84 percent of Montpelier residents report that they feel “very” safe in their neighborhoods during the day. ✓ 53 percent of Montpelier residents report that they feel “very” safe in their neighborhoods after dark. ✓ 84 percent of Montpelier residents report that they feel “very” safe in downtown Montpelier during the day. ✓ 39 percent of Montpelier residents report that they feel “very” safe in downtown Montpelier after dark. 	

Goal B: Safe Neighborhoods

2		By 2015, participation in Capital Area Neighborhoods (CAN!) has increased, as demonstrated by neighborhood listservs, events, and meetings.	Responsible Party
<i>Recommended Strategies</i>	2a	<p>Provide support and resources to the volunteers who are working to create vibrant neighborhoods.</p> <p>2a.1 Connect residents and neighborhood groups in need of meeting space with organizations and businesses that have meeting facilities.</p>	CAN!
3		Montpelier residents are safe, and the city's crime rate remains low. When conflicts arise, they are resolved in a peaceful manner.	Responsible Party
<i>Recommended Strategies</i>	3a	Support the Community Justice Center and other groups in their efforts to provide: Restorative responses to offending; conflict management and dispute resolution; and community forums and educational programs.	Stakeholders
	3b	Maintain and promote awareness and prevention programs which teach residents how to ensure their personal safety.	Stakeholders
	3c	Enhance current and new school programs and activities that emphasize character development, personal responsibility, and conflict resolution skills.	School Board
	3d	Develop and maintain programs to eliminate discriminatory behavior in schools. Regularly report to community on progress to reduce discrimination incidents.	School Board
	3e	Encourage the Police Department and other City departments to use the Community Justice Center to resolve disputes.	Police Department
2009 Montpelier Citizens' Survey		✓ 78 percent of Montpelier residents report that crime prevention in the city is "good" or "excellent."	

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.

1		Systems are in place to support, from birth, the growth and development of children and families.	Responsible Party
Recommended Strategies	1a	<p>A variety of quality, affordable care is available for parents and guardians with young children.</p> <p>1a.1 Maintain the maximum capacity of effective early childhood education programs to assure equal educational opportunities for all.</p> <p>1a.2 Continue to expand publicly supported pre-school options.</p> <p>1a.3 Establish and promote alternative options for regular and “off-hours” child care, such as use of the community time bank.</p> <p>1a.4 Post Child Care providers on the City’s website, with a direct link to the State of Vermont’s Child Development Division’s Child Care Information System website for the most current information.</p>	Stakeholders
	1b	<p>Encourage the teaching and use of positive parenting methods, so parents are equipped to provide the love and support that children need to flourish.</p> <p>1b.1 Promote and enhance existing parenting programs in the community.</p> <p>1b.2 Create and maintain parent mentoring and other support programs.</p>	Stakeholders
	1c	<p>Encourage and promote family literacy programs, such as those offered at the Kellogg-Hubbard Library and elsewhere in the community.</p>	Library
Additional Indicators	Percentage of Montpelier children exhibiting 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.		
2009 Montpelier Citizens’ Survey	<p>✓ 30 percent of Montpelier residents with children report that the availability of affordable, quality child care is “good” or “excellent.”</p>		

Goal C: Education

2	By 2015, over 85 percent of residents report that Montpelier public schools are “good” or “excellent.”	Responsible Party
<i>Recommended Strategies</i>	<p>2a Continue to seek new and innovative ways to improve the quality of the city’s schools and education system.</p> <p>2a.1 Maintain high levels of accountability, to ensure that excellent faculty and staff are maintained.</p> <p>2a.2 Continue to seek adequate funding in a responsible manner 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.</p> <p>2a.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.</p>	School Board
	<p>2b Support and encourage cooperation and collaboration within and among students, schools, families, and the community.</p> <p>2b.1 Maintain high levels of communication and cooperation between the School Board and City and between schools and parents. Work toward citizen understanding of, and engagement in, the fulfillment of School Board Ends Policies.</p> <p>2b.2 Maintain and encourage whole-school participation programs that increase sense of belonging and connection to the school.</p> <p>2b.3 Support initiatives to encourage parental involvement in schools.</p> <p>2b.4 Ensure continued support of arts and music programs that connect schools with community groups.</p> <p>2b.5 Encourage student engagement in the community as part of their K-12 experience.</p>	Stakeholders, Public and Private Schools
	<p>2c Ensure that the reputation of Montpelier schools is one which draws families with school age children.</p>	School Board

Goal C: Education

	2d	<p>Provide students experiencing academic challenges with academic supports.</p> <p>2d.1 Support and enhance existing tutoring programs and adult mentorship programs.</p> <p>2d.2 Offer study programs focusing on organizational skills, homework completion, and study habits.</p> <p>2d.3 Increase support to English-as-a-second-language (ESL) students.</p> <p>2d.4 Provide increased academic, personal, and physical support to students, and parents of students, with disabilities and learning needs.</p>	School Board
	2e	<p>Provide academic challenges to students who are more advanced than their peers.</p>	School Board
<p>2009 Montpelier Citizens' Survey</p>		<p>✓ 81 percent of residents report that Montpelier public schools are “good” or “excellent.”</p>	

<p>3</p>		<p>By 2015, all high school seniors have aspirations for education, vocational training, or employment; and 85% of graduating high school seniors will have completed a two- or four-year course of study by age 25.</p>	<p>Responsible Party</p>
<p><i>Recommended Strategies</i></p>	3a	<p>Establish a method of tracking students after graduation from high school.</p>	School Board
	3b	<p>Strengthen students' level of readiness for academic and career development.</p>	School Board
	3c	<p>Provide youth with opportunities to participate in long-term mentoring programs with caring adults and/or career role models.</p>	School Board, Stakeholders
	3d	<p>Enhance existing alternative high school programs, to address different types of learner needs and interests.</p>	School Board
	3e	<p>Maintain high levels of programming to address educational needs of special needs individuals.</p>	School Board

Goal C: Education

4		By 2020, 90% of Montpelier’s adult residents will have attained the basic academic skills required to successfully participate in the economy, the community life of the city, and guidance for their children’s education.	Responsible Party
Recommended Strategies	4a	<p>Support and expand existing adult education and literacy services by:</p> <ul style="list-style-type: none"> • Encouraging volunteer engagement in the outreach, instruction, and programming work of Central Vermont Adult Basic Education. • Promoting understanding by public school leaders for the paramount role parents play in the success of their children in school and the consequent value of each adult’s attainment of a basic education. 	<p>CVABE, School Board, Montpelier Senior Activities Center (MSAC)</p>
	4b	<p>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.</p> <p>4b.1 Supplement the Central Vermont Adult Basic Education’s outreach efforts via the city’s publicity and information channels by raising community awareness of the opportunities for adult education and literacy programs and services.</p> <p>4b.2 Encourage employers to support employee enrollment in basic education offerings and to provide on-site space for tutoring and classes.</p> <p>4b.3 Encourage the local media to feature regular stories of adult students and the programs designed to meet their particular needs.</p> <p>4b.4 Celebrate achievements by adult students—such as gaining a high school credential; passing the citizenship test; reading a book to a child for the first time; grasping the algebra involved in a carpentry challenge—in all corners of community life throughout the year.</p>	<p>Stakeholders</p>

Goal C: Education

5		By 2015, the number of positive interactions between intergenerational groups has increased yearly.	Responsible Party
Recommended Strategies	5a	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.	School Administration
	5b	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.	Stakeholders
	5c	Develop one or more community centers where people of all ages interact on a regular basis.	Stakeholders, CAN!

6		By 2015, over 65 percent of residents in all age groups and income brackets report that there are “good” or “excellent” educational opportunities in Montpelier.	Responsible Party
Recommended Strategies	6a	<p>Ensure opportunities for learning in the community are widely available, affordable, and easy to use.</p> <p>6a.1 Consider developing a consolidated list of community learning opportunities—a “Communiversi-ty”—to coordinate and promote educational programs in the community.</p> <p>6a.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.</p> <p>6a.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.</p> <p>6a.4 Identify and promote other informal learning environments, such as coffee shops and meeting spaces, where residents can connect and learn from one another.</p> <p>6a.5 Improve public transit and walking and bike paths to learning destinations.</p> <p>6a.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.</p>	Stakeholders, MSAC

Goal C: Education

	<p>6b Offer a variety of life-enhancing, lifelong learning opportunities, such as courses focusing on creative and domestic arts, crafts, languages, health and wellness, sustainability, life skills, and personal growth.</p> <p>6b.1 Support and encourage learning institutions, such as Vermont College of Fine Arts, Community College of Vermont, the New England Culinary Institute, the Kellogg-Hubbard Library, Union Institute, Norwich University, and Goddard College, to offer accessible and affordable educational courses to the community.</p> <p>6b.2 Encourage learning institutions to share their facilities with other groups and organizations who could teach classes to the community.</p> <p>6b.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.</p> <p>6b.4 Support informal learning opportunities, such as those held by businesses, non-profits, collectives, and cooperatives.</p>	<p>Stakeholders</p>
	<p>6c Increase collaborative education efforts in the schools and the community.</p> <p>6c.1 Establish a forum for community education, encouraging school and community leaders to shape the future of schools in the context of the broader community.</p> <p>6c.2 Encourage learning institutes to work together (i.e. share educational programs, conference facilities, etc).</p> <p>6c.3 Better integrate the public schools with other schools and educational programs in the region.</p> <p>6c.4 Support groups, such as the Central Vermont Food Systems Council, that facilitate experimentation and cooperation and seek to incorporate a learning component into their activities.</p>	<p>Stakeholders, Public Schools</p>
<p>2009 Montpelier Citizens' Survey</p>	<p>✓ 61 percent of residents in all age groups and income brackets report that educational opportunities in Montpelier are “good” or “excellent.”</p>	

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.

1	Montpelier residents of every age and ability have strong networks of support.		Responsible Party
Recommended Strategies	1a	<p>Actively encourage and nurture the involvement of residents in neighborhood and community events and activities.</p> <p>1a.1 Encourage residents to join neighborhood and CAN! groups.</p> <p>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.</p> <p>1a.3 Strongly encourage participation in community events.</p> <p>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.</p>	CAN!, MSAC
	1b	<p>Increase the number and diversity of non-monetary exchanges and resource-sharing taking place by:</p> <ul style="list-style-type: none"> • 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. 	Stakeholders
	1c	<p>Assess and support services for youth, such as those available through the Washington County Youth Service Bureau, to ensure 24-hour resources for youth in crisis.</p>	Stakeholder
2009 Montpelier Citizens’ Survey	<ul style="list-style-type: none"> ✓ 44 percent of residents report that they provided help to a friend or neighbor in need 3 to 12 times in the last 12 months. ✓ 63 percent of residents report that youth services in the community are “good” or “excellent.” 		

Goal D: Resilience

2		Residents report that resources and social services are easily accessible to them.	Responsible Party
<i>Recommended Strategies</i>	2a	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.	Stakeholders, MSAC
	2b	Support and enhance existing referral systems, such as 2-1-1 and the senior help line, 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.	CAN!, Stakeholders
	2c	Increase advertising of Vermont assistance programs throughout Montpelier.	Stakeholders

3		Montpelier citizens report that police, fire, and ambulance/emergency services are “good” or “excellent.”	Responsible Party
<i>Recommended Strategies</i>	3a	<p>Support and promote existing systems of communication, and take advantage of new systems as they develop.</p> <p>3a.1 Encourage residents to join the Montpelier Alerts list to receive emergency updates via e-mail and/or phone.</p> <p>3a.2 Encourage Montpelier CAN! Leaders to subscribe to the Montpelier Alerts lists so that they can distribute Alert information to neighborhood listservs.</p> <p>3a.3 Provide ways to link the efforts of individuals/institutions who provide assistance in emergencies, natural disasters, pandemics, etc.</p>	City Staff, CAN!
	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).	Police and Fire Departments, City Council

	3c Evaluate all fire hydrant flow rates and available water to ensure adequate fire protection, and identify areas needing fire protection systems upgrades	Fire Department
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Goal D: Resilience

2009 Montpelier Citizens' Survey	<ul style="list-style-type: none"> ✓ 85 percent of residents report that police services are “good” or “excellent.” ✓ 96 percent of residents report that fire services are “good” or “excellent.” ✓ 96 percent of residents report that ambulance/emergency services are “good” or “excellent.” ✓ 64 percent of residents report that the City’s emergency preparedness (services that prepare the community for natural disasters or other emergency situations) is “good” or “excellent.”
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4	By 2020, the capacity exists locally to provide services and/or shelter to people who are homeless or in a time of transition.	Responsible Party
Recommended Strategies	4a Create and maintain an organized, drop-in homeless shelter in Montpelier for people to stay overnight when in need.	Housing Task Force, City Council
	4b Coordinate and expand the kinds of transitional services (housing, recovery programs, etc.) that can help individuals improve their circumstances in the long-term.	Housing Task Force, City Council
	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 those who might need them.	Stakeholders
	4d Create and maintain an emergency, temporary childcare facility.	Housing Task Force, City Council, Planning Department, Stakeholders

Goal E: Health & Wellness

People in Montpelier lead lifestyles that promote the health of the whole person across the lifespan. The city environment and recreational systems provide 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.

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.	Responsible Party
Recommended Strategies	<p>1a Ensure that all Montpelier residents have access to health education and recreation to support physical and mental health.</p> <p>1a.1 Support and enhance existing school curricula to ensure students have the knowledge to lead healthy lifestyles.</p> <p>1a.2 Conduct a needs assessment of existing to determine if health and recreation programs offered by the recreation department, the senior center, and various other community groups. are emerging needs that are not being met.</p> <p>1a.3 The Central Vermont Food Systems Council increases awareness of local food education opportunities.</p> <p>1a.4 Increase awareness of, and accessibility to, existing substance abuse prevention programs in all age groups.</p>	<p>School Board, Central Vermont Food Systems Council, Stakeholders, MSAC</p>
	<p>1b Make Montpelier a place where it is easy to integrate physical activity into daily life.</p> <p>1b.1 Design roads in major transportation-ways to make biking and walking viable alternatives to automobile use.</p> <p>1b.2 Develop and maintain affordable, indoor community wellness options so that community members can stay active year-round.</p> <p>1b.3 Increase involvement in groups like CAN! to encourage participation in physical activity with neighbors.</p> <p>1b.4 Introduce additional “neighborhood-scale” recreational opportunities, and ensure larger regional facilities are well-served by alternative transportation.</p> <p>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.</p>	<p>Parks Departments, City Council, CAN!</p>

Goal E: Health & Wellness

	<p>1c Promote ways to integrate physical activity and nutritious eating habits into the workplace.</p> <p>1c.1 Encourage fitness programs/challenges in the workplace. Set up public/private partnerships to support these programs.</p> <p>1c.2 Encourage employers to support employee participation in non-company, healthy lifestyle programs.</p> <p>1c.3 Create a regular City Employee Wellness program, focusing on nutrition and physical activity, so that city employees may lead by example.</p>	<p>Stakeholders, City Departments</p>
	<p>1d Increase the number of youth participating in outdoor educational programs.</p> <p>1d.1 Support and enhance existing outdoor educational opportunities and encourage the development of programs that promote physical activity.</p> <p>1d.2 Increase the understanding of “outdoor classroom” opportunities at school.</p> <p>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.</p>	<p>School Board</p>
	<p>1e Promote healthy eating habits.</p> <p>1e.1 Encourage and support such programs as farm-to-school and farm-to-hospital.</p> <p>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).</p> <p>1e.3 Support and enhance programs that teach individuals how to shop for and cook with whole foods.</p>	<p>Central Vermont Food Systems Council, Farmer’s Market, MSAC</p>
<p>2009 Montpelier Citizens’ Survey</p>	<p>✓ 63 percent of residents report that the availability of affordable, quality food is “good” or “excellent.”</p>	

Goal E: Health & Wellness

2		By 2020, more than 50 percent of Montpelier residents report that the availability of affordable quality health care in Montpelier is “good” or “excellent.”	Responsible Party
Recommended Strategies	2a	By 2020, develop and use measures to regularly report citizens’ opinions of the accessibility of affordable health services and the quality of care they receive.	Planning Department
	2b	<p>Ensure Montpelier residents have access to a wide variety of health care services in a number of different forms.</p> <p>2b.1 Support efforts to create and sustain collaborations among providers, organizations, businesses, and individuals. Support existing and new outreach and prevention programs.</p> <p>2b.2 Ensure Montpelier is a vibrant community that draws and retains health providers and professionals.</p> <p>2b.3 Support the REACH Program, which is a Care Bank as a complementary system of health and elder care.</p> <p>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.</p> <p>2b.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.</p>	Stakeholders, REACH, Area Healers
2009 Montpelier Citizens’ Survey		<ul style="list-style-type: none"> ✓ 47 percent of residents report that the availability of affordable quality health care in Montpelier is “good” or “excellent.” ✓ 52 percent of residents report that the availability of preventative health services in Montpelier is “good” or “excellent.” ✓ 59 percent of residents report that health services in Montpelier are “good” or “excellent.” 	

Goal E: Health & Wellness

3	By 2020, seniors and people with disabilities report that they have the support and resources needed to live independently in the community.	Responsible Party
<i>Recommended Strategies</i>	<p>3a Ensure that seniors and people with disabilities have the support and resources necessary to live independently.</p> <p>3a.1 Expand availability of affordable home care and related home support services (such as snow removal and housing maintenance), by, for example, making better linkages with schools and youth.</p> <p>3a.2 Expand the availability of, and access to, caregiver respite services.</p> <p>3a.3 Encourage seniors and people with disabilities to continue to participate in the community by volunteering, joining REACH and the Onion River Exchange, and/or attending community events.</p> <p>3a.4 Strengthen and improve connections between different age groups, so that students and young people maintain relationships with seniors.</p>	<p>Central Vermont Council on Aging, REACH, MSAC</p>
	<p>3b Provide supportive housing services to people who are unable to live independently.</p>	<p>Housing Task Force</p>
	<p>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.</p>	<p>REACH, CVCOA, MSAC</p>

Goal E: Health & Wellness

4	By 2040, the capacity exists locally to provide all appropriate support services to people with mental illness.	Responsible Party
Recommended Strategies	4a 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.	Washington County Mental Health, Stakeholders
	4b Encourage physical well-being, healthy eating habits, stress reduction, and healthy sleeping patterns as a means to maintaining good mental health.	Stakeholders
	4c Increase adequacy of, and access to, mental health services and treatment for addiction.	State of Vermont



Alexandria Heather, Montpelier resident

Goal F: Faith, Wisdom, & Spirituality

Montpelier is a place where a wide variety of traditions, values, and spiritual practices are honored. Residents are 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.

1		By 2015, over 80 percent of Montpelier residents report that the openness and acceptance of the community toward people of diverse backgrounds is “good” or “excellent.”	Responsible Party
<i>Recommended Strategies</i>	1a	Increase public awareness of and education about Montpelier’s faith, wisdom, and spiritual community.	Stakeholders, Faith & Wisdom Community
2009 Montpelier Citizens’ Survey		✓ 79 percent of residents report that the openness and acceptance of the community toward people of diverse backgrounds is “good” or “excellent.”	

2		By 2015, over 85 percent of Montpelier residents report that there are “good” or “excellent” opportunities to participate in religious or spiritual events and activities.	Responsible Party
<i>Recommended Strategies</i>	2a	<p>Create opportunities for dialogue and celebration among different religions, faith traditions, and cultures.</p> <p>2a.1 Establish forums and policy/program discussions that encourage conversation among different religions, faith traditions, and cultures.</p> <p>2a.2 Encourage cultural celebrations.</p> <p>2a.3 Support interfaith education programs.</p>	Stakeholders

Goal F: Faith, Wisdom, & Spirituality

	<p>2b Ensure people are aware of faith and spiritual resources in the community.</p> <p>2b.1 Include information about faith and spiritual resources in a welcome package for newcomers to the city.</p> <p>2b.2 Encourage spiritual groups to provide electronic links on their on website to other opportunities in the area.</p> <p>2b.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.</p>	<p>Stakeholders</p>
<p>2009 Montpelier Citizens' Survey</p>	<p>✓ 82 percent of residents report that the there are “good” or “excellent” opportunities to participate in religious or spiritual events and activities.</p>	

Goal G: Aesthetic Enjoyment & Creative Self-Expression

The natural beauty, art, and talent in Montpelier delight and inspire people. Everyone has the opportunity to participate in creative endeavors.

1	Montpelier is considered a destination for arts and culture, with a number of arts and cultural activities, such as festivals, exhibits, and performances taking place.	Responsible Party
Recommended Strategies	<p>1a Create opportunities for artists and arts organizations to be located in Montpelier, particularly in the downtown business district, in order to cultivate Montpelier’s role as a regional arts and cultural center.</p> <p>1a.1 Consider establishing an “Arts District” offering arts organizations economic incentives to locate in the district.</p> <p>1a.2 Explore alternative funding sources to augment contributions to local arts organizations.</p> <p>1a.3 The City explores offering property owners that develop affordable studio space or gallery space, such as underutilized upper floor space in downtown, tax incentives or abatements.</p> <p>1a.4 Explore feasibility of cooperative studio space.</p>	Stakeholders, Planning Department, MSAC
	<p>1b Actively promote the local arts community, by providing 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).</p> <p>1b.1 Collaborate with various organizations to provide descriptive materials and maps about local arts, historical, and other cultural organizations and venues.</p> <p>1b.2 Encourage and promote cultural events, festivals, and cultural tourism.</p>	Vermont College of Fine Arts, Montpelier Alive!, Stakeholders
	<p>1c Utilize public facilities and space as venues for visual and performance artists, historical exhibitions, culinary activities, and cultural events whenever possible.</p> <p>1c.1 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.</p>	Stakeholders
	<p>1d Engage artists’ participation in planning and design decisions in the city of Montpelier.</p>	Planning Commission

Goal G: Aesthetic Enjoyment & Creative Self-Expression

	1e	The City continues to allocate at least 1% of the capital budget to the arts.	City Council
2009 Montpelier Citizens' Survey		✓ 68 percent of residents report that there are "good" or "excellent" opportunities to attend cultural activities.	

2		Montpelier is recognized as a beautiful city with a range of opportunities for creative self-expression and the aesthetic enjoyment of nature, arts and culture.	Responsible Party
<i>Recommended Strategies</i>	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.	Stakeholders, Artists
	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.	Stakeholders, Artists
	2c	Promote educational programs and opportunities for all residents to develop their talents and skills.	Stakeholders, MSAC
2009 Montpelier Citizens' Survey		✓ 82 percent of residents report that the overall appearance of Montpelier is "good" or "excellent."	

Goal H: Families & Relationships

Montpelier is a friendly and welcoming place where people greet each other openly and warmly. We have a culture of neighbors reaching out to neighbors. Conflicts are resolved through participatory community processes and seen as opportunities for connection and understanding. Healthy relationships foster a sense of belonging, interdependence, mastery, and generosity to their family, neighborhood, city, and global communities. All types of family relationships are honored and respected.

1	By 2040, Montpelier residents of each 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.	Responsible Party
Recommended Strategies	<p>1a Foster and accommodate social interaction and a range of activities in which Montpelier residents of all ages, abilities, and backgrounds can participate.</p> <p>1a.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)</p>	Stakeholders
	<p>1b 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.</p>	Stakeholders
	<p>1c Encourage and support mentoring activities across a wide spectrum of the community.</p> <p>1c.1 Establish links among organizations and individuals who are providing both formal and informal mentoring in the community.</p> <p>1c.2 Develop, maintain, and promote mentor training programs so that people can take on mentoring roles with confidence.</p>	School Board, Stakeholders
	<p>1d Develop and implement educational programs and informal learning opportunities that focus on building empathy, acceptance, and respect.</p>	School Board
	<p>1e Strengthen systems that help individuals and families connect to a network of support for their particular needs and aspirations.</p>	Stakeholders