



Steering Committee Meeting
October 26, 2011; 7:45 am – 10:00 am
Ethan Allen Center, 298 College Street, Burlington
(Parking behind the Center, enter from College or Bradley Streets)

AGENDA

- 7:45 Breakfast and Networking
- 8:00 Call to Order & Introductions
- 8:05 Approval of Additional Steering Committee Members - *ACTION* (attached)
- 8:10 Quick Review of Project Status & Documenting Efforts
- 8:15 Approval of May 25, 2011 Meeting Summary – *ACTION* (attached)
- 8:20 Approval of Goals – *ACTION* (attached)
 - a. Summary of comments received
 - b. Action on revised goal statements
- 8:30 Preview Draft Analysis reports
 - a. Economic – GBIC
 - b. Housing – VHFA
 - c. Land Use/Transportation – CCRPC
 - d. Energy – VEIC
 - e. Natural Resources – LandWorks
 - f. Social – Champlain Initiative/DOH/Fletcher Allen
- 9:40 Next Steps /Engagement Efforts
 - a. Review Draft Analysis Reports with your organization
 - Contact LandWorks/CCRPC to attend your meeting
 - Submit Comments on Draft Analysis Reports by December 31
 - b. LandWorks Report on Public Engagement Efforts
- 10:00 Adjournment - **Next Meeting: January 25, 2012**

PLEASE NOTE: For carpooling/ridesharing opportunities to this event,
please see [GoVermont](http://GoVermont.com) 's website.



MEMORANDUM

DATE: October 19, 2011

TO: ECOS Steering Committee

FROM: Charlie Baker, CCRPC

RE: STEERING COMMITTEE MEMBERSHIP

After our first two Steering Committee meetings, we received a number of comments about the lack of diversity in the group. With assistance from Sara Martinez de Osaba, Wanda Hines, and Penrose Jackson, we have sought additional representatives to increase our diversity.

Our Steering Committee Agreement contains a provision for adding members to the Steering Committee as follows:

If an organization, agency or individual desires to become a member of the Steering Committee after May 15th, they or a current member shall submit a written request for consideration by the Steering Committee including a description of the added value they will contribute to the process. A vote of the Steering Committee is needed to approve a new member.

Please consider this memo the written request to add the members described below because they will expand the variety of perspectives engaging in the ECOS Project bringing their own skills into the conversation and thereby improve our results for all in our community. The proposed new members are:

Pablo S. Bose - An assistant professor in the Department of Geography at the University of Vermont working on issues of on migration and transnationalism, race and ethnicity, and immigrants in non-traditional destinations. Current projects include research on transportation justice and immigrants in Vermont, the politics of refugee resettlement in Chittenden County, and food culture and migration in Vermont. He has been involved with community-based anti-racism and sustainability efforts in several locations and teaches courses on sustainable development, political ecology and race and ethnicity in the US at the University of Vermont.

Yacouba Jacob Bogre - The Executive Director of the Association of Africans Living in Vermont Inc. Yacouba holds a Master in Law degree and has served as President of the Association of Africans Living in Vermont before becoming Executive Director in January 2009. The AALV delivers a range of integration services, including bridging case management, workforce development, behavioral health awareness, and interpreter services programming. Jacob is a 2008 graduate of the Lake Champlain Chamber of Commerce Leader Program. Yacouba also holds a Professional Certificate

in Leadership and Management from the Vermont Business Center at the University of Vermont, School of Business Administration.

Oscar Hernandez - Founder and Senior Pastor, Alpha and Omega Christian Center in Burlington, Vermont. Reverend Oscar Hernandez holds a Master's degree in Divinity from Lee University, Cleveland, Tennessee, a degree in Mechanical Engineering from Puerto Rico Polytechnic University and further studied Psychology and Theology at Ana G. Mendez University, Puerto Rico. As well as founding the Burlington Alpha & Omega Church, which serves a mostly low-income and the homeless population, Pastor Hernandez also founded the Vermont Hispanic Association and serves on the Burlington Development Review Board, the Stewardship Committee at the Sustainability Academy, the Burlington Social Equity Investment Project and the Burlington School District's Equity Council.

Judy Dow - Highly respected and environmentally active Abenaki leader and teacher. Judy's family has been in Vermont for at least 9 generations. She is an accomplished basket maker as well as a teacher of native environmental practice. She teaches about the interconnection of the land, history and material culture we have with us today. Her work has been on exhibit throughout the US and Canada including a display at the National Museum of the American Indian in Washington DC, Mc Cord Museum and the Botanical Garden in Montreal, University of Vermont, University of South Dakota and the University of New Hampshire, Strawberry Bank Museum and the Pocumtuck Museum in Deerfield, Massachusetts.

Lindsay Reid – Contract Staffing Specialist with Tetra Tech ARD. Lindsay previously served as an Employment and Training Counselor with the Association of Africans Living in Vermont and coordinated projects related to job skills development and employment. She also previously served as a Team Leader in the Community Economic Development Office of the City of Burlington. She was honored with the Governor's Award for Outstanding Community Service, 2009-2010. She also worked as a Secondary Language Support Specialist with the Burlington School District.

Hal Colston - His lifelong interests of social justice and entrepreneurship have been blended in his career path. Hal founded the Good News Garage program, to create transportation equity for people in economically distressed communities. Good News Garage has become a national model with locations in several other states. Hal launched NeighborKeepers in January 2006, an inclusive community empowering families to create a sustainable path to access needed resources. In January 2011 Hal was appointed by Governor Peter Shumlin as Executive Director of SerVermont formerly known as the Vermont Commission on National and Community Service which administers AmeriCorps State and VISTA programs.

Denise Helen Dunbar - For over thirty years Dr. Dunbar has been collaborating with PK-12 and higher education institutions as well as organizations in advocating for progressive school transformation through the frameworks of multiculturalism and anti-racist education. For the past



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twenty years Denise has been collaborating directly with schools and families on how to facilitate age appropriate discussions about racism as well as its intersections with other forms of oppression. She is the volunteer coordinator for Chittenden County's Reading to End Racism; an interactive literacy program that engages students and the greater community in discussing bullying, harassment and institutional racism and poverty. She consults with schools throughout the northeast as an educational consultant DBA-Just Transformations.

Please contact me at cbaker@ccrpcvt.org or 735-3500 if you would like to discuss in more detail. Thank you for your consideration.



Regional Sustainability Steering Committee

DRAFT MEETING SUMMARY

Date: May 25, 2011
Time: 8:30am
Place: Ethan Allen Center, 298 College Street, Burlington, VT

1. Breakfast and Networking.

2. Call to Order & Introductions. Sandy Miller welcomed everyone to the ECOS Steering Committee meeting, and thanked members for their commitment to this project (see attendance list attached). Sandy is co-chairing the Steering Committee with Penrose Jackson, who is leading the business of the meeting today. Penrose added her welcome this morning, saying there are so many faces that she knows here and many more that she looks forward to knowing. Penrose reviewed the agenda and noted there would be another meeting in late July.

4. Review March 16, 2011 Meeting Summary. Steering Committee members received this summary electronically. There were no questions or comments.

5. Steering Committee Agreement Signing. Charlie thanked all for being here, being part of this and to those who handed him signed agreements this morning. The Steering Committee has 58 organizations/municipal members as of last week, and he has signed agreements from about 35. It is extremely important to get the other 20 agreements in by the end of next week.

3. Keynote: Governor Shumlin. Governor Peter Shumlin said he is delighted to be here, and excited to see so many wise people in the room. Vermont is one of three in New England to receive one of these \$1M grants; the others were Maine and Boston. Governor Shumlin said he is excited for the stakeholders because this regional sustainability plan is a first – a plan that allows us to think outside of the box, come up with solutions that will make Vermont a leader, insuring that our kids and grandkids not only have an extraordinary community to live in, but also jobs and economic opportunities. Mr. Shumlin said he is aware that Vermonters, on average, are making the same money as they did a decade ago and, at the same time, living in a world in which if we do not act on sustainability in our daily lives (food, transportation, energy, how we build our buildings), this planet will not be livable for future generations. We only need to look as far as Lake Champlain to see symptoms. The lake is breaking historic records and the government, mayors and transportation leaders in Canada, Vermont and New York State are offering their help, but there are still 600-700 houses under water. People are despondent, having lost the most important things in their lives. What do we do? This conference is one answer. There will be extra opportunities to move from oil-based economy to other ways to power the future – and we have an opportunity, as regional planners, to set the plan for better jobs and a better quality of life. Vermont is leading in energy, but we are not doing enough. We are building wind and looking at biomass more effectively; the capital city is first to use combined co-generation, bringing steam to state buildings, businesses and residents, as in Scandinavia, and looking at energy planning for a whole community. He talked about converting to pellet stoves, where the products and labor are all home-grown. There are huge opportunities in transportation: Vermont should



be the first state with plug-ins; we are leading on food and insuring investments in infrastructure so farmers can get a value-added product. As you plan, think about buying local food. This \$1M allows us to invest in resources to come up with best plan, create economic opportunities, insuring that we and future generations have a planet that is in much better shape than it is now. Seeing all the bright and creative people in the room, the Governor concluded, that this would not happen anywhere but in Vermont.

4. Individuals Representing More than One Organization. Charlie reminded members to expect an email from him about the agreements and another regarding members' other affiliations. He has heard from eight members and he asked if others would let him know what other board affiliations they may have for the expansion of public engagement. The more people involved, the better this project will be.

5. Early Round of Implementation Grants. Charlie referred to a memo in the agenda packet regarding early implementation. In the HUD-approved grant proposal, there was the possibility of distributing approximately \$100,000 to projects this winter. Charlie requested discussion of reasons to keep the early round in order to build momentum and get started as quickly as possible. Reasons to wait on implementation would be because prioritization will not have taken place. The questions are: should we stick to the original plan, or stop the early round and hold funds until prioritization is completed?

Rachel Batterson, Legal Aid, asked if there is a process already in place for applying/being chosen. Charlie responded that a good deal of work will have to be done over the next few months to draft criteria at the July meeting, and in October, decide on the criteria and solicit proposals with the intent of awarding this early round at the January meeting. Doreen asked for a sense of what we might not be able to do if there were an early round and not the full use of the \$280K. Penrose said this is a totally open question, and the Steering committee is not considering funding anything specific yet; we are waiting for this process.

Bill Bowman, Vermont Energy Investment Corporation, said he would opt to wait. Given the integration of interests and groups, his experience is that this will take time. A responsible expenditure will require the understanding of how we are going to integrate and 'get more bang for our buck.' His interest is energy; others, housing and transportation. Time should be allowed to form an integrated agenda and then come together to spend responsibly. Bill thinks it is a little early to develop a consensus of this type.

Jim Fay, Champlain Water District, said the only benefit to early implementation is a blended approach with a cap of \$25-50K and with someone piloting the process to make sure this works properly, thereby having some early gain in implementation and polished process.

Sandy Dooley, Chair, South Burlington City Council, agreed with Jim Fay and said she thinks we can learn from early implementation grants, gaining momentum. Sandy said she thinks if we wait, we will miss an opportunity. Penrose noted that we do have flexibility with HUD.

Tom Buckley, Winooski, thinks it is difficult to deal with this idea in theory. It is worth going forward and seeing what ideas will emerge.

Erik Filkorn, Town of Richmond, said that if we allow the possibility of some early implementation and what comes of it isn't worthy of going forward, then we've gone through the exercise, learned a bit about the



process and if we don't come up with a smoking idea, we don't have to do it.

Dave Tilton, Westford, said he thinks we will be surprised how quickly the implementation funding will run out. Thinks it's a mistake to jump in before we've had the chance for the communication we are beginning.

In a straw vote, the majority voted to defer the implementation grants. Penrose thanked the Committee for their consideration. The Steering Committee will take both viewpoints to heart and communicate in July to talk about next steps.

Andrea Morgante, Hinesburg, asked about the difference between the Steering Committee and the Coordination Group. Who is the 'we' making the decisions and what issues are coming back to the group? Charlie responded that as an example, the Steering Committee got to consensus on the implementation issue. There is no other decision-making process. The criteria and goals will come back to this group for consensus before moving forward. This is the decision-making group.

8. Introduce ECOS Brand and Background. David Raphael, Public Engagement Consultant from LandWorks, talked about branding the project. Because this project is bringing us altogether and will have a life of its own, he felt it was a good decision and a way to get the word out and support public engagement to have a brand for the project. ECOS (in English) is the root word for ecology and economy and could be an acronym encompassing all that we stand for: Environment, Community, Opportunity and Sustainability. Branding is a collection of perceptions by which a product or initiative is known and its use over time drives recognition and creates a consistent visual feel, which David notes is happening around the room, on the web, and in his communications. As part of the rollout, he handed out ECOS buttons made with recycled materials.

Public engagement has begun with this meeting with invitations to the public, press releases, and the website. The website is the core of this interaction and getting everyone around the region involved. Please go to www.ecosproject.com. There will be a series on the site called, "Sustainability is..." for you and your constituents. David will reach out with a variety of events to all constituencies to get their input. With the help of Doreen Kraft and Burlington City Arts, ECOS will be involving arts and artists this summer to get people to communicate and interact. In the fall, we will be going to schools as part of the Legacy Project update, as well as reaching out to young people region-wide. Outreach involves all members working with their constituents and engaging them in it. David is working with Leslie Bonnette, from CCRPC, on this outreach process. Please contact David or Leslie as you work with your organizations and communities.

Bill Bowman said he applauds the idea of a brand, but does it make sense to look beyond a two-year project? Perhaps Chittenden County's organizations can use the ECOS brand to depict a theme rather than a project and he urged members to consider that. Bill's hope is that the ECOS name and idea of interaction and process will live on. Andrea Morgante said that we are working on the goal statements, but goals usually follow vision - and we have not spent a lot of time on a vision. If we hold the words [Environment, Community, Opportunity, Sustainability] as part of our vision as we work on those goals, that might be a



start. Burlington City Arts may help us clarify that vision and not just through words. Rachel Batterson thanked Governor Shumlin for talking about the environment and sustainable future in a green sense. Rachel's vision of the future includes integrated communities with a mix of incomes, race, color, national origin and one in which people with disabilities are able to access all available facilities. Erik Filkorn added that one way to think about sustainability is to think about what is unsustainable – to think in the negative. A brand is a promise, but we have to deliver on it and add meaning.

9. Draft Goal Statements Presentation. David directed the group to the breakout areas.

10. Work Group Breakout Sessions. The group dispersed into their areas of interest to spend time vetting the goal statements. The topics of interest are: Built Environment, Economy, Energy/Telecommunications, Natural Environment and Social Community.

Michele Boomhower reported on the Built Environment goal statement session and the group revised the Goal Statement to read:

Built Environment: Transportation, Housing and Employment, Water Supply, Waste Water, Historic Preservation, Recreation

1. All future development will support, maintain, & reinforce Vermont's historic settlement pattern of compact hamlets, villages and urban centers separated by and harmonizing with working and natural rural countryside; adhere to sustainability principles of environmental quality, economic vitality, and social and inter-generational equity.
2. Increase the opportunities for safe, decent, energy efficient, and affordable and fair housing for all types of households in mixed income neighborhoods
3. Increase and improve the accessibility, affordability, safety, security, social equity and choices of our regional and local multi-modal transportation system.
4. Ensure adequate future water needs for all users.
5. Respect, preserve, restore, interpret, and make accessible archeological and historic resources.
6. Increase the availability and accessibility of diverse, year round recreational areas and facilities, arts, and cultural opportunities for all residents and visitors.
7. Reduce the loss of life and property by considering anticipated natural hazards and adaptation to and mitigation of the potential impacts of climate change.
8. Minimize the generation of waste materials.

Seth Bowden, the Director of Business Development of GBIC with Mark Waterhouse, of Garnet Consulting, reported on the Economic goal statement and revised it to read:

Economy: Workforce Education, Employment, Economic Development, Fiscal Responsibility

1. Retain key employers and jobs
2. Advance develop key employer clusters
3. Increase and support the recruitment and development of new target sector employers and jobs
4. Improve education, workforce education, and training



5. Improve economic development, housing opportunities, and infrastructure in town centers, villages and other areas planned for development
6. Improve and broaden economic, employer, employee and workplace diversity.
7. Improve the financial security of households
8. Increase location business ownership and entrepreneurial activities.

Bill Bowman of Vermont Energy Investment Corporation reported on the work of the Energy & Telecommunications goal statement group and they revised the statement to read as follows:

Energy & Telecommunication: Efficiency, Conservation, Generation and Transmission, Demand, Alternatives, Broadband

1. Reduce energy consumption through energy conservation and efficiency.
2. Encourage and reward the generation and use of renewable energy sources and foster distributed environmentally responsible energy generation.
3. Energy production, transmission, and distribution infrastructure in Chittenden County should be efficient, reliable, cost-effective, and environmentally responsible and to ensure equal access to services.
4. Ensure equal access to appropriate and affordable communication services for all.

Stephanie Hurley, of LandWorks, reported on the Environmental Systems and Natural Resources working session. The group revised the goal statement as follows:

Environmental Systems and Natural Resources:

Environmental Quality, Aesthetics, Water Resources

The group wanted to change the name to Natural Environment/Natural Resources.

1. Conserve, protect and improve the health of native plant, fish, and wildlife.
2. Protect and enhance working landscapes specifically agricultural and forestry land uses.
3. Protect the valued scenic and recreational resources of the mountains, forests, lakes, rivers, and other natural areas.
4. Improve or restore the health of the natural environment where it has been damaged or degraded.
5. Enable access to and appropriate use of open land and recreational resources, both public and private.
6. Reduce emissions of Federal and State-identified local and global air pollutants, and greenhouse gases.
7. Conserve water resources and aquatic ecosystems; use clean water appropriately; protect and improve water quality, addressing Federal and State-identified pollutants of concern.
8. Promote wiser consumption and improved use of waste through increased resource recovery and recycling.
9. Improve collaboration with neighboring communities regarding protection of important natural features and environmental systems.

Penrose Jackson, co-chair of the ECOS Project, reported on the Social Community working session. The group revised the goal statement as follows:

Social Community: Health, Education, Life Skills, Social Equity, Governance, Culture & Arts, Recreation, Public Safety, Civic Engagement.



1. Improve the ability of Chittenden County residents to access healthy food and engagement in physical activity in their daily lives.
2. Provide diverse recreational and cultural opportunities for all residents.
3. Increase the use of and access to school facilities for multiple functions that serve the entire community.
4. Provide youth with high-quality education and social supports.
5. Provide lifelong learning opportunities for all.
6. Improve collaboration between employers, schools, and community organizations to ensure that affordable, quality child-care services (including family providers) are available to meet the different needs of households.
7. Increase active individual and organizational participation in all levels of government by ensuring that government processes are open, transparent, and accessible.
8. Coordinate governmental efforts among town, regional, and school representatives.
9. Increase cooperation among town, school and regional entities to seek comprehensive solutions.
10. Ensure physical access to the built environment (buildings and transportation) for all people.
11. Promote inclusion of socially, economically, culturally and racially diverse people in our community.
12. Increase opportunities for underserved populations to access and contribute to arts and cultural activities.
13. Improve public safety.
14. Increase the accessibility of social services in the County.

13. Next Steps and Closing Remarks

- Review Draft Goal Statements with your Organization
- Submit Revisions to Draft Goal Statements by June 30

David Raphael thanked members for coming. In closing, he said his global thought is: how to display this information in a graphic format. He asked members to contact him with any feedback on the event today. How it was run, etc. Dave Tilton asked how this information will be synthesized and pulled together. There is a Coordination Group meeting next week. Please go on the ECOS website. David said this will be taken out to the community. He reminded members that he is available to support members in public engagement. Shortly we will be posting events; please keep us informed about connections with other agencies working on this. It may be the job of working groups to identify synchronicities.

15. **Adjournment.** Without any further business, the meeting adjourned at 12:52pm.

Respectfully submitted

A handwritten signature in black ink, appearing to read "Laurie J. Somers".

Executive Assistant



MEMORANDUM

DATE: October 19, 2011

TO: ECOS Steering Committee

FROM: Charlie Baker, CCRPC

RE: APPROVAL OF GOALS

Thank you for the excellent work at the May 25th Retreat to refine the goal statements. They were released for public review from July 14 until September 30, 2011. We received about 200 comments from 65 individuals. Some of these individual comments were quite extensive. All of the comments and responses can be found on the website at www.ecosproject.com/goals.

Based upon the comments, the goals have been refined with the addition of a vision, mission statement, principles, broad goals and improvement of the more specific goals that we started with in May. **The revised goals document attached is now presented for approval by the Steering Committee.**

Please keep in mind that we may improve the goals as we go further through this process. In particular, as we discuss indicators and priority actions we may find that we need to revise our goals to some extent.

Please contact me at cbaker@ccrpcvt.org or 735-3500 if you would like to discuss in more detail. Thank you for your consideration.



Common Goal Statements

As of October 19, 2011

Background

This project was started with the understanding that there has been a lot of planning done in Chittenden County, our municipalities and the state. We want to build on the work that has been done previously and pull it together into a more cohesive whole in order to accomplish more together than we would working separately.

The following goal statements were developed after reviewing about 60 planning documents that have applicability to Chittenden County. These planning documents included municipal plans, regional and organizational plans, and state agency policy documents. In total, about 2,500 statements were collected. They covered the spectrum from very broad vision statements to specific objectives in a specific neighborhood. The first draft goal statements were reviewed by the ECOS Steering Committee and revised in a workshop on May 25, 2011. The revised comments were released for a public comment period from July 14 to September 30, 2011. About 200 individual comments were received from 65 individuals during this period. Some of these individual comments were quite extensive. Please go to <http://ecosproject.com/goals> to review and provide additional comments.

Below is a revised structure and goal statements resulting from this public review. Numbering is only included for ease of reference and is in no way related to any prioritization. It should be noted that **these goals may be revised as the process progresses and we identify improvements.**

Structure of Goals

A vision, mission, principles, and overarching broad goals have been developed to improve understanding of the purpose and intention of the effort. While reading and revising these statements, please keep in mind the following definitions.

Principles describe our underlying values and guide the selection of strategies and actions to achieve our goals.

Goals are the general, long-range desired outcomes of the community. For this project, we have divided the goals into two categories: broad and specific goals. Goals will be used to help define indicators that will gauge our progress towards achieving these goals.

Objectives are specific goals with measurable targets. The specific goals beneath the broad goals may be turned into objectives if measurable targets are developed. This may occur in April when the Steering Committee considers indicators for approval.

Strategies are the basic approaches or methods for achieving the goals. If a proposed action is not specific with regards to location and responsible parties it is defined as a strategy. Strategies and actions will be reviewed by the Steering Committee from April to October, 2012.

Implementation Actions are the actual tasks to be accomplished that might include capital investments, program investment and delivery, or legislative changes. Strategies and actions will be reviewed by the Steering Committee from April to October, 2012. Implementation actions will be evaluated and prioritized for their ability to most effectively and efficiently help us reach our goals.



VISION – A healthy, inclusive and prosperous community.

MISSION – We will have a collaborative planning process with citizens, public and private organizations to develop a consensus regarding priority actions to achieve the goals below. The intent of this effort is to strengthen and enhance coordination, accountability and implementation of the plans of participating organizations such as state and local governments, planning organizations and other partner organizations - including business, environmental, education, and human services.

PRINCIPLES - These 10 principles will guide the selection of strategies and actions to achieve our goals (from Sustainability Goals & Guiding Principles, ICLEI, October 2010).ⁱ

1. **Think—and act—systemically.** Sustainable communities take a systems perspective and recognize that people, nature and the economy are all affected by their actions. Local governments in these communities consider the broader implications before embarking on specific projects, and they look for ways to accomplish multiple goals rather than default to short-term, piecemeal efforts.
2. **Instill resiliency.** Sustainable communities possess a strong capacity to respond to and bounce back from adversity. Local governments in these communities prepare for and help residents and institutions prepare for disruptions and respond to them swiftly, creatively and effectively.
3. **Foster innovation.** Sustainable communities capture opportunities and respond to challenges. Local governments in these communities cultivate a spirit of proactive problem solving to provide access to futures otherwise unobtainable and to enable the risk-taking inherent in innovation.
4. **Redefine progress.** Sustainable communities measure progress by improvements in the health and wellbeing of their people, environment and economy. Instead of focusing on GDP (throughput of dollars), local governments in these communities use a broad set of indicators.
5. **Live within means.** Sustainable communities steward natural resources so that future generations have as many opportunities available to them as we do today. They also recognize that resources exist for the benefit of life forms other than humans. Local governments in these communities assess resources, track impacts, and take corrective action when needed so that they meet the needs of today without depleting what they leave for future generations.
6. **Cultivate collaboration.** Sustainable communities engage all facets of society in working together for the benefit of the whole. Local governments in these communities bring government representatives, community members and organizations together and create a culture of collaboration that encourages innovation, sharing of resources, and jointly shared accountability for results.
7. **Ensure equity.** Sustainable communities allocate resources and opportunities fairly so that all people who do the full range of jobs that a community needs can thrive in it. Local governments in these communities actively eliminate barriers to full participation in community life and work to correct past injustices.
8. **Embrace diversity.** Sustainable communities feature a tapestry of peoples, cultures and economies underpinned by a richly functioning natural environment. Local governments in these communities



celebrate and foster ethnic, cultural, economic and biological diversity and encourage multiple approaches to accomplish a goal.

9. **Inspire leadership.** Sustainable communities provide leadership through action and results. Local governments in these communities recognize their opportunity to effect change by backing visionary policies with practices that serve as an example for citizens and businesses to emulate.
10. **Continuously improve.** Sustainable communities engage in continuous discovery, rediscovery and invention as they learn more about the impacts of their actions. Local governments in these communities track both performance and outcomes, are alert for unintended consequences, and modify strategies based on observed results.

BROAD GOALS

1. **Built Environment** - Make public and private investments in the built environment to minimize environmental impact, maximize financial efficiency, optimize social equity and benefits, and improve public health.
2. **Economic Infrastructure** – Build the region’s capacity for shared and sustainable improvements in the economic well being of the community through support of both local and globally competitive initiatives.
3. **Natural Systems** – Design and maintain a strategically planned and managed green infrastructure network composed of natural lands, working landscapes, and open spaces that conserve ecosystem values and functions, and provide associated benefits to our community.
4. **Social Community** – Promote the skills, resources, and assurances needed for all community members to participate in the workforce and in their family, civic and cultural lives, within and among their neighborhoods, and in the larger community.

Built Environment

1. All future development will support, maintain, and reinforce Vermont’s historic settlement pattern of compact hamlets, villages and urban centers separated by and harmonizing with working and natural rural countryside; adhere to sustainability principles of environmental quality, economic vitality, fiscal responsibility, and social and inter-generational equity.
2. Encourage and reward the generation and use of renewable energy sources and foster distributed environmentally responsible energy generation.
3. Ensure adequate future water supply and quality for all users.
4. Ensure equal access to appropriate and affordable communication services for all.
5. Increase the opportunities for safe, decent, energy efficient, affordable and fair housing for all types of households in mixed income neighborhoods.
6. Increase and improve the accessibility, affordability, safety, connectivity, security, social equity and choices of our regional and local multi-modal transportation system.
7. Increase the availability and accessibility of diverse, year round recreational areas and facilities, arts, and cultural opportunities for all residents and visitors.



8. Maintain and develop energy production, transmission, and distribution infrastructure in Chittenden County that is more efficient, reliable, cost-effective, and environmentally responsible.
9. Maintain our transportation system and improve its safety and efficiency.
10. Reduce energy consumption through energy conservation and efficiency.
11. Reduce the loss of life and property from natural and manmade hazards pull to strategy.
12. Respect, preserve, restore, interpret, and make accessible archeological and historic resources.

Economic Infrastructure

1. Advance and develop key employer clusters.
2. Increase and support the recruitment and development of new target sector employers and jobs
3. Improve economic development, housing opportunities, and infrastructure (transportation, waste water, water, energy, telecommunications) in town centers, villages and other areas planned for development.
4. Improve and broaden economic, employer, employee and workplace diversity.
5. Improve education, workforce education, and training.
6. Improve the financial security of households.
7. Increase local business ownership and entrepreneurial activities.
8. Retain key employers and jobs.

Natural Systems

1. Conserve, protect and improve the health of native plant, fish, and wildlife habitats.
2. Conserve water resources and aquatic ecosystems; use clean water appropriately; protect and improve water quality, addressing Federal and State-identified pollutants of concern.
3. Decrease materials consumption and increase the use of renewable resources, resource recovery and recycling.
4. Enable access to and appropriate use of open land and recreational resources, both public and private.
5. Improve collaboration with neighboring communities, counties, and state regarding protection of important natural features and environmental systems.
6. Preserve native soils and clean up contaminated soils.
7. Protect and enhance working landscapes specifically agricultural (including local food production) and forestry land uses.
8. Protect the valued scenic and recreational resources of the mountains, forests, lakes, rivers, and other natural areas.
9. Reduce emissions of Federal and State-identified local and global air pollutants, and greenhouse gases.

Social Community

1. Ensure physical access to the built environment (buildings and transportation) for all people
2. Decrease the proportion of residents engaging in unhealthy behaviors such as smoking and binge drinking
3. Improve the ability of Chittenden County residents to access safe, affordable, healthy food, especially locally produced.
4. Increase the ability of residents to engage in physical activity.
5. Diversify workforce training programs and the Vermont Brand to include the creative economy.
6. Improve public safety.



7. Increase active individual and organizational participation in all levels of government by ensuring that government processes are open, transparent, and accessible.
8. Increase opportunities for underserved populations to access and contribute to arts and cultural activities
9. Increase the accessibility of social services in the County.
10. Increase the use of and access to school facilities for multiple functions that serve the entire community.
11. Provide diverse recreational and cultural opportunities for all residents.
12. Provide youth with high-quality education and social supports.
13. Provide lifelong learning opportunities for all.

ⁱ The following HUD grant principles were reviewed and are addressed in our goals. The Partnership for Sustainable Communities (HUD, EPA, DOT) established six livability principles that will act as a foundation for interagency coordination:

1. **Coordinate policies and leverage investment.**
Align federal policies and funding to remove barriers to collaboration, leverage funding and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.
2. **Enhance economic competitiveness.**
Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers as well as expanded business access to markets.
3. **Promote equitable, affordable housing.**
Expand location- and energy-efficient housing choices for people of all ages, incomes, races and ethnicities to increase mobility and lower the combined cost of housing and transportation.
4. **Provide more transportation choices.**
Develop safe, reliable and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions and promote public health.
5. **Support existing communities.**
Target federal funding toward existing communities - through such strategies as transit-oriented, mixed-use development and land recycling - to increase community revitalization, improve the efficiency of public works investments, and safeguard rural landscapes.
6. **Value communities and neighborhoods.**
Enhance the unique characteristics of all communities by investing in healthy, safe and walkable neighborhoods - rural, urban or suburban.



MEMORANDUM

DATE: October 19, 2011
TO: ECOS Steering Committee
FROM: Charlie Baker, CCRPC
RE: DRAFT #1 ANALYSIS REPORTS

The 2nd Phase of the ECOS Project is to produce data and analysis in order to improve the common understanding in our community with regards to economic development, housing, energy, land use and transportation, natural resources and health/human services/ education.

The 1st Draft Analysis reports have been prepared and are accessible on the ECOS website at <http://ecosproject.com/documents>. At the October 26th meeting, each of the agencies or consultants that have drafted analysis reports will provide a brief overview of their findings.

Over the next several weeks these reports will be refined and will be released for public comment on November 15th. The public comment period will run from November 15 – December 31, 2011.

If you would like us to come to a meeting of your organization or another organization you think would be interested, please contact David Raphael at davidr@landworksvt.com or 802-388-3011. Thank you for your consideration and assistance.