



Cambridge Community Visit

Report and Action Plan ~ January 2015

Vermont Council on Rural Development

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I. Introduction

The cover of this report typifies part of what makes Cambridge so extraordinary. This iconic painting by Emile Gruppe captures the dramatic beauty of this place. From the Lamoille River to the chin of Mount Mansfield, Rt. 108 north to Pleasant Valley, and from Jeffersonville and Cambridge Village to Smugglers Notch, the town of Cambridge encompasses some of the most powerful scenic landscapes of Vermont. But that's only part of what makes this town unique. The openness and dynamism of the landscape are mirrored by the special mix of community members who participated in the Community Visit process, the wonderful and hard-working community leaders, the life-long residents, new comers, and part time residents all dedicated to this special place.

While Community Visits are designed to help towns come together, review major issues, develop priorities and line up for action, VCRD has a couple of other goals behind these efforts. We look to build new volunteerism and encourage more local folks to get involved in moving the community forward. We want to help build the connections of the community to human, technical and funding resources from lead agencies and organizations in the state. And we want to help the Visiting Team that we build learn more about local needs and the dynamics in the diverse towns of rural Vermont so they can better serve these communities.

The VCRD Community Visit Team was deeply impressed by the unique combined assets of the Cambridge community; hard working volunteers, effective town and village governments, strong arts and business communities and dedicated working groups all committed to working together for the best future of the town. In our session with high school students we were very impressed by the optimism of youth in Cambridge and their pride in their community.

In all the Community Visit sessions, Cambridge showed a deep commitment to its youth. The town is fortunate in having a growing elementary school population; this is enviable evidence of the town's ability to attract young families. Throughout the process, in dialogues connecting to youth sports, parks and events, residents shared a strong desire to ensure that young people have opportunities to engage in positive activities and experiences. Much of the push toward rally community commitment to support the development of a true community center came from this near-universal interest.

At the same time, residents recognize that Cambridge is a wonderful place for older residents and retirees to live, and determined that the community center could be a huge asset for them too. Cambridge also set the goal to expand senior housing with graduated services to support the ability of residents to age in place in safety, comfort and dignity.

In every town in Vermont that we've worked with, residents want to work more effectively together. Participants in the Cambridge process set two priorities related to effectiveness: one, to look at community capacity to expand community and economic development efforts, potentially through a coordinating leadership position in town government, and secondly in evaluating the structure of town and villages to consider potential ways to spur efficiencies and enable communications. Neither goal was based on negative perceptions between boards, or challenged the performance of officials, quite the

opposite. There is a great sense of local pride in Cambridge, and terrific commitment by municipal and working group leadership....residents want to be sure that all this work and common commitment adds up positively as effectively and efficiently as possible for the future success of the community.

It was not easy to choose these priorities at the Community Meeting, and there are many other good ideas for action listed in the 'opportunities' section of this report that can inform the ongoing work of the Task Forces and be ground for the work of other groups in town over time.

We look forward to working with the Cambridge Task Forces as the priority projects identified in the process move forward efforts to:

- **Plan and Develop a Senior Living Center and Expand Senior Services**
- **Advance a Cambridge Community Center**
- **Expand Communications, Capacity, and Efficiency for Community and Economic Development**
- **Evaluate Municipal Structure**

The Task Forces working to advance these issues are already hard at work—please support their efforts, or join them by reaching out to their chairs (listed in the work plan section of this report).

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

1. On the **Community Visit Day** on September 30th, Visiting Team members heard testimony from Cambridge residents in nine focus group areas that had earlier been identified by the local steering committee. Notes and issues raised in these sessions are detailed in Part VII. Based on the testimony received, the Vermont Council on Rural Development identified an initial list of the key **Opportunities** before the community (Part III).
2. The second stage of the Community Visit occurred at the **Cambridge Community Meeting** on October 27th when VCRD presented the Opportunities list and facilitated the review and prioritization of these issues by town residents. The resulting list of **Cambridge Priorities** (in Part IV) were then the focus for the formation of four Task Forces established to build plans that would address them (see bulleted list above).
3. In the third phase of the Visit, the **Community Resource Day** on December 1st, the Task Forces met with a second Visiting Team to get organized, build Action Steps, and consider state, federal, non-profit, and private resources that may be available to support their work. The resulting **Task Force Work Plans** are listed in Part V.

Resource Team Members (listed with contact information in Part IX) signed on with a commitment to serve as sounding boards and referral agents for the Cambridge Task Forces. Many of these visitors can be partners in the work before the committees; others can be great sources of advice or connection to other resources. ***Call on them for help.***

Members of the Resource Team listened closely to the issues brought forward by town residents and have made suggestions in support of Cambridge's efforts in each challenge area. **Their Recommendations (Part VI) are not prescriptions; community members are in the best position to make decisions about their next steps and strategies.** Recognizing existing local efforts and the leadership of the Task Forces, these recommendations are offered, rather, as suggestions for potential next steps, and as lists of potential resources as the Task Forces make their way forward.

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

VCRD appreciates all the leaders who supported the Cambridge process, especially Representative Bernie Juskiewicz who first contacted us, and Larry Wycoff, Select Board Chair, who led the development of the process with extraordinary commitment and energy.

Larry brought together a meeting of approximately 50 key town leaders to interest VCRD in bringing the Community Visit to town. The town Select Board stepped up at each stage of the process and Trustees from both villages actively engaged in the Visit. Jane Porter the Town Clerk provides so much to the town beyond her job description and was an indispensable ally to the process. A terrific Steering Committee of citizens framed the topics and set up invitations (and so many passed the word on though Front Porch Forum!). We thank the elementary school, the Historical Society, the Fire Station and library for generously contributing space for meetings.

We appreciate the partnership of WLVB, and especially the great Roland Lajoie, along with the Morrisville News and Citizen for their help getting the word out and inviting folks to the Visit events.

Mike Moser and the UVM Center for Rural Studies are terrific allies in our efforts and we appreciate their help building a briefing profile for the VCRD Community Visit Team.

We deeply appreciate the generous financial supporters of the process: the Town of Cambridge, the Vermont Community Foundation, the Vermont Agency of Commerce and Community Affairs, Smugglers Notch Resort, Larry Wycoff, Joe Rogers, and April Tuck.

VCRD calls state, federal and non-profit leaders at the top of their game to participate in Community Visit processes. We are proud of the partners we get to work with—and especially the Cambridge Team—they are the best of Vermont's public servants.

Getting things done is all about leadership, and all of Cambridge should be grateful to those who've stepped up to serve as chairs of the task forces: Lauri Boyden: Advance a Cambridge Community

Center; Alicia Hall: Plan and Develop a Senior Living Center and Expand Senior Services; Jeff Coslett & Laurie Cartwright: Expand Communications, Capacity, and Efficiency for Community and Economic Development; Roger Prescott: Evaluate Municipal Structure.

When we build a Community Visit process we look for a chair who can act as a statesperson for the effort, someone who is diplomatic, organized, and effective and who will put their own agenda behind that of the community will expressed through the Visit. We are so grateful, and Cambridge is fortunate, that April Tuck was pointed to by so many and that she accepted the work and responsibility of serving as the Community Visit Chair. She has already shown great good will and effort and will be a crucial coordinator of the efforts ahead.

In the end, though, we are proud at VCRD that we work in a place where community is real and strong, and where local residents work together to get things done to make their communities the best they can possibly be. So we are grateful to all residents, young and old, who stand up for Cambridge and who are lined up for the common good and best future to this wonderful place.



*Folks participated in forum discussions on **Community Visit Day** and a free community dinner put on by the town.*



II. Vision for Cambridge's Future

These points of vision for the future of Cambridge were from residents at the Community Meeting on October 27 and supported by the majority of participants in a poll of the community. The statements represent broad hopes that Cambridge community members aspire to for the long term good of Cambridge.

Cambridge residents look to a future for the community where:

Cambridge is a place where existing natural beauty and historical aspects are valued and preserved for the benefit of residents and tourists alike, and where the town keeps its character through all the changes of the future.

Cambridge has high-quality good jobs and supports existing and budding businesses and activities. It's a place safe from hazards and crime, and the town is supported by a thriving farm economy.

Cambridge has a community center that promotes health, wellness, art, and recreation, and is a place that brings all ages and parts of the community together; where sports and fitness opportunities are there for everyone in town. There is an improvement in physical and mental health in the community and through prevention, a reduction of crime and diseases. Cambridge develops a place where young people can meet to find support to talk about important issues and prevent drug use.

Cambridge has an assisted living facility for seniors to age in place and is connected to the recreational facility so that seniors and young people are brought together.

Cambridge is a place where young people will come back to, to raise their families, and where youth can afford to stay and work in town.

The town has all the infrastructure needed to be a destination for people to visit and stay. Where there is a beautiful public park in Jeffersonville, and where infrastructure on both the municipal and school side is affordable, sustainable, and thriving with no signs of deferred maintenance. And there is a visual connection between Cambridge Village and Jeffersonville with beautification, signage, and a way to walk between villages without having to walk on Route 15.

Cambridge is a community where all working groups in town are unified, collaborating, and heading in the same direction; and the town employs a staff leader to find grants and offer support for valued programs and infrastructure.

III. Initial List of Opportunities and Challenges

Identified by forums with community members on September 30 and Cambridge high school students on September 25 2014.

More than 185 Cambridge residents joined with VCRD staff and a 21 member Visiting Team for the Community Visit Day on September 30, filling meeting rooms in the Varnum Memorial Library, the Fire House, and the Warner Lodge. They took time from their workday and other commitments to attend forums and a community dinner at the Cambridge Elementary School, and to begin to work together in shaping the future of the town. The following issues emerged as initial challenges and opportunities. This list was presented back to community members at the Community Meeting on October 27 for voting and prioritization:

Improve Parking, Signage, and Transportation Safety

With the help of the Lamoille County Regional Planning Commission, the Village of Jeffersonville is evaluating sidewalk and pedestrian safety issues and will build a plan for improvements. Community residents share a broad set of concerns around transportation safety, signage, and parking that could have significant implications for the future of the village but may be beyond the scope and capacity of the current effort. A more comprehensive master plan for Jeffersonville may be needed; and Cambridge village also has significant concerns. Several Vermont communities have framed such plans, and have leveraged significant federal and state resources to help implement them. A Task Force with representation from the Select Board and Trustees could consider the idea of developing a master plan and work with the LCRPC to search for resources to advance it.

Plan and Develop a Senior Living Center and Expand Senior Services

Cambridge residents see the need for more senior living apartments in town and especially for a development that includes assisted living and opportunities for graduated support for people as they age. Cambridge has a strong and growing senior population, and, with its character and beauty, it can be a wonderful place for retirement. A Senior Living Task Force could evaluate data and the market, consider sites, and partner to work to attract a developer to build senior housing that allows folks to age in place, stay connected to the community, and maintain a high quality of life without leaving town. Seniors need help with issues ranging from rural isolation, to shoveling snow or getting into town. A Task Force could plan ways to expand senior day services in the community and work to expand support for seniors by rallying volunteers to check on neighbors, shovel snow, provide rides or deliveries, and help folks maintain their independence and dignity. Young volunteers could be a key to such an effort with collaborative support from churches in town.

Young Adult Club

Younger adults in Cambridge need a place to come together regularly, to hang out and enjoy each other's company. A Cambridge Young Adult Club could be organized to consider activities that young adults could do together, consider the development of a coffee house, or space for getting together, and consider ways that they can work together to better life in the community. Some residents would like to see such a group provide peer-to-peer mentoring services to the next generation by sharing the stories of their educational and vocational choices to educate middle and high school youth about the choices they face in preparing for the future.

Advance a Cambridge Community Center

The Community Visiting Team of leaders who participated in all the Cambridge forums heard a resounding call from residents for a development to serve as community center for the community. They heard a great deal of public interest and support for the potential for a community center at the Windridge site, but they also heard significant challenges around the current stage of its development. Many residents wonder how the town connects to the development: Is it a municipal community center with public participation and some public funding, or a private venture without public input, non-profit leadership or an ownership interest? This uncertainty leads to a sense of confusion that could slow the full success of the project.

A task force of community non-profit and municipal leaders could team up to consider elements they would envision for the future of a Community Center, identify potential public, private, and philanthropic funding sources, and work with the developers of the Windridge site to build positive communications, take public input, and, ultimately, work together in a public/private partnership to optimize the development of a community center for all parties.

Cambridge Town Newsletter

Even with one of the most vigorous Front Porch Forum memberships in Vermont, residents of Cambridge wish there was a better way to know what was going on in town. A Cambridge newsletter or short monthly newspaper could have brief reports from all the committees working on projects within the town, and could feature stories on the school, local businesses or non-profits. The newsletter would keep residents in touch with initiatives, and could also encourage volunteers where needed, and, for residents who don't go on line to the Front Porch Forum calendar, could also provide a printed copy of a monthly community calendar.

Develop a Cambridge Park in Jeffersonville

Cambridge youth would like to see more outdoor sport and activities space in a public park in Jeffersonville Village. Ideas for a town green and recreational area could include events or music space, basketball hoops, a skate park – and some would like to see a pool! A task force could be formed to evaluate potential sites and features for a town park that would provide a community gathering place and new outdoor recreational space to youth and residents of all ages.

Expand Recreational Activities

Leaders in the Town Recreation Committee have been managing town-led recreational activities and investments for more than a generation. It is time for the next generation of young people to step up to add new ideas and new energy to build upon and expand the good work that has been done to provide recreational activities for residents of all ages in town. Young people would like to see new activities and events, and seniors would like to see multi-generational recreation that could serve everyone in the community, and everyone would like to see close coordination and collaboration with Smugglers Notch.

Develop Youth Mentoring

A mentorship or apprenticeship program with town businesses could benefit local youth by helping them learn job skills and people skills and connect to the economy of the town while still in school. Some town businesses already take on youth apprentices; others could provide immersions that would give students rich experiences of some of the diverse vocations in town. Some residents believe that it would be particularly useful to build opportunities for college students to support to middle school students in peer to peer relationships to encourage youth to better understand the path through college and follow their dreams.

Develop a Kiosk and Cambridge Information Center

Cambridge has so many diverse arts, activities, and outdoor recreational assets, but they are disbursed throughout the town and visitors do not know about them. A kiosk and information center would provide a starting point and could link tourists to sites, restaurants, shops and galleries, biking, hiking, canoeing, and local maps to attractions and outdoor recreation. The Kiosk could also be the center point for signage out to the community, and could even include a public restroom. A task force could evaluate the potential for this center point, and organize to make it happen.

Build a Cambridge Teen Coalition

Cambridge young people say they feel respected and supported but that there is not much to do in town, and that, because they leave town for school, it is hard to find ways to come together in their community. A task force of Cambridge residents could work with young people to build a Cambridge Teen Coalition that would develop activities and potentially provide services for the community. Teens remember when there were regular movie nights in the elementary school and have other ideas for activities. They have not felt called upon to take leadership to build recreational activities or to volunteer for community projects. With adult advice and support, a Teen Coalition could identify and implement activities ranging from sports to movies, improved communications (like a teen Front Porch Forum site), and could identify ways they could improve life in the community and make them happen.

Expand Communications, Capacity, and Efficiency for Community and Economic Development

Cambridge has committed citizens, great initiative teams, wonderful volunteers, and strong town and village leadership. There are several community groups working to support the arts, commerce and economic development, along with the library, historical society, school and afterschool, and a number of other efforts. Lacking a Town Manager, Town Administrator or Community and Economic Development staffing, however, Cambridge Town and its villages do not have the personnel or capacity to provide coordination between all the working groups or to systematically support and advance all the wonderful volunteer efforts underway. Cambridge lacks an umbrella to unite efforts and help them succeed. Without this communications and support capacity, the town has limited ability to advance an economic development strategy, compete effectively with other communities for limited state and federal development grant dollars, or unite the great human capacity of the town to complete projects that would create jobs and significantly advance the well-being of the community. A Community Capacity Task Force could frame a proposal to advance community capacity for the Select Board, Trustees and voters of Cambridge to consider.

Evaluate Municipal Structure

Cambridge has great leadership in its Select Board and the Trustees from each of the Villages as well as from a strong Town Clerk's office. Some residents believe that with changing times the town should examine the structure of the municipalities and their separate functions to consider if there are duplications, inefficiencies, or more unified ways to provide effective municipal functions. A task force could form to lead this evaluation and to work with leaders from each municipality to consider a potential framework to increase efficiency and better serve the community.

One opportunity was added at the Community Meeting session on October 27th:

Expand Police Protection

Cambridge residents are concerned about traffic issues, speeding, drug related crime and robberies, and other public safety issues. Some would like to see current police protection efforts expanded to include broader coverage in the rural parts of town and to increase in the number of hours of protection.

*Community members
read the list of
opportunities aloud on
**Community Meeting
Day, October 27th.***



IV. Cambridge Priorities

Determined by Cambridge residents at the VCRD Community Meeting, October 27 2014

Proving that those who live, work and raise their families in a community are best qualified to understand its needs and potential, Cambridge community members whittled down a list of 13 issues through discussion, reasoned arguments and thoughtful reflection. In the end, voting with red and blue stickers, over 180 participants chose four issues that offer opportunities to enhance existing resources, and to strengthen the town through exciting new ventures. Residents concluded the October 27 meeting by signing up for one of four Task Forces in the selected areas.

Cambridge residents selected four priorities for future action:

✓ Plan and Develop a Senior Living Center and Expand Senior Services

Cambridge residents see the need for more senior living apartments in town and especially for a development that includes assisted living and opportunities for graduated support for people as they age. Cambridge has a strong and growing senior population, and, with its character and beauty, it can be a wonderful place for retirement. A Senior Living Task Force could evaluate data and the market, consider sites, and partner to work to attract a developer to build senior housing that allows folks to age in place, stay connected to the community, and maintain a high quality of life without leaving town.

Seniors need help with issues ranging from rural isolation, to shoveling snow or getting into town. A Task Force could plan ways to expand senior day services in the community and work to expand support for seniors by rallying volunteers to check on neighbors, shovel snow, provide rides or deliveries, and help folks maintain their independence and dignity. Young volunteers could be a key to such an effort with collaborative support from churches in town.

✓ Advance a Cambridge Community Center

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✓ Expand Communications, Capacity, and Efficiency for Community and Economic Development

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✓ Evaluate Municipal Structure

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*Community members use colored dots to vote their priorities on **Community Meeting Day**.*



V. Task Force Action Plans

Resource Meeting, December 1 2014

Cambridge Task Forces are comprised of community members and an appointed chairperson. On Resource Day committee members worked closely with a facilitator and small resource teams to develop step-by-step action plans and to devise a list of human and financial resources to help achieve their goals. This final phase of the program marks the time when residents truly take ownership of the work, and begin the exciting process of turning ideas into action.

Task Force: ✓ Plan and Develop a Senior Living Center and Expand Senior Services

Chairperson: **Alicia Hall**

Facilitator: **Susan Wehry**, *VT Department of Disabilities, Aging and Independent Living*

Resource Leaders: **Taylor Foster**, *Lamoille Regional Planning Commission*; **Jim Lovinsky**, *Lamoille Housing Partnership*; **Beth Stern**, *Central VT Council on Aging*;

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Action Steps:

1. Build a market study / evaluate community needs / inventory of services (Demographics: ages, income, household projection. See town plan. Services needed: help with meds, recreation opportunities).
2. Explore programs / models for senior housing and services - VTV, WHO – age-friendly cities, Homeshare, Therapeutic Community Residence (TCR), Health commission
3. Meet with organizer for Mann’s Meadow; develop more robust rec board and work with community center group.
4. Therapeutic community residence.
5. Get the word out about resources, build publicity.
6. Lower priority: strengthen emergency response system.

Resources

1. SN Chamber; business partnerships

2. SASH services and supports at home: meals, nursing, homemakers, personal care, wellness, assessments
3. Publicly financed resources: home health agency, Meals on Wheels (Brynn Evans), senior helpline, volunteer programs.
4. Vermont Council on Aging
5. Different types of graduated care housing communities
6. Village to village network; shared services (Montpelier is Vermont's only one)
7. Home Share
8. Livable Communities; age friendly practices, set of principles, e.g. sidewalk maintenance, carpooling line, lighting, etc.
9. Out and About, Morrisville

Task Force Members

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Task Force: ✓ Advance a Cambridge Community Center

Chairperson: **Lauri Boyden**

Facilitator: **Paul Costello**, *VCRD*

Resource Leaders: **Seth Jensen**, *Lamoille Regional Planning Commission*; **Christopher Kaufman Ilstrup**, *Vermont Community Foundation*

The Community Visiting Team of leaders who participated in all the Cambridge forums heard a resounding call from residents for a development to serve as community center for the community. They heard a great deal of public interest and support for the potential for a community center at the Windridge site, but they also heard significant challenges around the current stage of its development. Many residents wonder how the town connects to the development: Is it a municipal community center with public participation and some public funding, or a private venture without public input, non-profit leadership or an ownership interest? This uncertainty leads to a sense of confusion that could slow the full success of the project.

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Action Steps

1. Define need/common vision/components of the Community Center
2. Organize Subcommittees for program, fund development, and communication, and hold regular meetings.
3. Identify funding sources (including public grants and private foundations) and pursue as appropriate.
4. Share story and raise awareness regarding the vision for the Community Center.
5. Better define and articulate the partnership between developer and Cambridge 360 – especially as it relates to potential funders, and consider expanding Cambridge 360 as the robust non-profit partner in the development of the facility.

Resources

1. Vermont Community Foundation Foundations Directory
2. Fund Developer/Consultant to organize a Capital Campaign
3. LCPC – grant writing assistance
4. Preservation Trust of VT – guidance related to “Community Supported Enterprises”
5. Similar projects in other communities -- examples of success (Middlebury Indoor Tennis) and failure (IROC)

Raw Notes

- Defining what community wants is a challenge – people have different wants – defining what is realistic and can be moved forward is important.
- How do you pay for it? – need to support operations over the long term.
- Space has lots of possibilities.
- Cambridge 360 was founded to raise funds for a community center. Has reached an agreement with the developers to serve as a 501(c)3 fiscal agent.
- Who gets to use the facility, what happens to revenues from center operations?
- Likely two pieces – the “field house,” that may contain a gym with membership fees, and the “dorm building,” which would contain space for community meetings, workshops, etc.
- Need to spread word that C360 is involved and donations are being accepted for the Center.
- Provide clarity regarding what the developers and C360 need – funds needed, list of potential in-kind donations, work that needs to be done at the Center.
- Have rough list of building/construction needs and code upgrades. Need to develop more specific cost estimates.
- Field house building is in better condition – easier to renovate. Need more community input on the dorms.
- Both buildings need a new access road and connection to Village sewer. Have local approvals, working on Act250.
- Potential to work with Cambridge Elementary School to address space/overcrowding needs.
- Potential for Community Center to work with Cambridge after school programs.
- Major need for someone to coordinate fundraising/capital campaign.

Task Force Members

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✓ Expand Communications, Capacity, and Efficiency for Community and Economic Development

Chairperson: **Jeff Costlett & Laurie Cartwright**

Facilitator: **Steve Gold**

Resource Leaders: **Duncan Hastings**, *Town of Johnson*; **John Mandeville**, *Lamoille Economic Development Corp.*

Cambridge has committed citizens, great initiative teams, wonderful volunteers, and strong town and village leadership. There are several community groups working to support the arts, commerce and economic development, along with the library, historical society, school and afterschool, and a number of other efforts. Lacking a Town Manager, Town Administrator or Community and Economic Development staffing, however, Cambridge Town and its villages do not have the personnel or capacity to provide coordination between all the working groups or to systematically support and advance all the wonderful volunteer efforts underway. Cambridge lacks an umbrella to unite efforts and help them succeed. Without this communications and support capacity, the town has limited ability to advance an economic development strategy, compete effectively with other communities for limited state and federal development grant dollars, or unite the great human capacity of the town to complete projects that would create jobs and significantly advance the well-being of the community. A Community Capacity Task Force could frame a proposal to advance community capacity for the Select Board, Trustees and voters of Cambridge to consider.

Action Steps

1. Develop an inventory of existing groups and organizations – who, what, legal status, mission, etc.
2. Support the establishment of a part- or full-time public administrator to undertake both economic and community development activities.
3. Develop a mechanism for communication among all groups with both an intergroup planning capacity and a public information capacity.

Resources:

1. A lot of volunteers: individuals and organizations
2. Lamoille and State Economic Development Corporation: LEDC
3. Regional Planning Commission
4. CEDAC – possible proposal to residents for tax support
5. Non-government fundraising strategies; businesses contribute money
6. Natural resources: Rail Trail in particular as potential economic engine
7. New Center of Sustainable and Diversified Ag Education; Robtoy Farm, GMTCC
8. Ability to draw from large metro areas to the north and south
9. Strong fine arts history and present
10. SWOT analysis – 2 years old to be revisited

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✓ Evaluate Municipal Structure

Chairperson: **Roger Prescott**

Facilitator: **Jeff Francis**, *Vermont Superintendents Assoc.*

Resource Leaders: **Steven Jeffrey**, *Vermont League of Cities and Towns*

Cambridge has great leadership in its Select Board and the Trustees from each of the Villages as well as from a strong Town Clerk's office. Some residents believe that with changing times the town should examine the structure of the municipalities and their separate functions to consider if there are duplications, inefficiencies, or more unified ways to provide effective municipal functions. A task force could form to lead this evaluation and to work with leaders from each municipality to consider a potential framework to increase efficiency and better serve the community.

Action Steps

1. Identify and describe the responsibilities of and resources available to each governing body, i.e., the Cambridge and Jeffersonville Village Trustees and the Town select board.
2. Identify and evaluate existing inter-municipal and public communication channels.
3. Analyze and assess our current municipal governance structure and consider how other communities have addresses similar issues/opportunities.
4. Report out our findings/recommendations.

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*Task force groups meet to build action plans on **Community Resource Day**.*

VI. Resource Team Recommendations

Resource Team members represent a wide array of professionals from across the state, and agree to serve as partners and advisors to the Cambridge Task Forces. Their recommendations below encompass their experience, past success, and consideration of the community's unique assets and needs. It is hoped that community members will turn frequently to these pages for concrete ideas, resources and support. Resource Team members are eager to support the Task Forces as they begin their work.

✓ Plan and Develop a Senior Living Center and Expand Senior Services

POTENTIAL ACTION STEPS:

The Task Force could invite housing and social services experts to meet and share what they know about housing and serving seniors—and their perspective on the potential for a senior living center with graduated services in Cambridge. This may open new possibilities for partnership. Experts might include: VHCB, Lamoille Housing Partnership, VT Health Dept. Morrisville District Director, the Lamoille County Housing & Homeless Coalition, VT Agency on Aging, Capstone Community Action (formerly CVCAC), Copley Hospital, Cambridge Regional Health Center, The Manor, Alliance Property Management, and/or private developers from Burlington.

Bringing social service agencies and housing partners to the table early in the process would be essential for building the network of support required for assisted living of any type. For instance, in Swanton, the community located a health center in the same facility as the senior housing to foster wellness care. How can the community make it 'easy' for a senior to transition out of his/her home?

Finding an affordable senior/non-profit housing developer could be challenging. The Task Force should start with a discussion with the Lamoille Housing Partnership. They would also be an important resource in evaluating the market for senior and graduated care housing and the viability of a Cambridge housing project. To attract outside resources and to insure any project is viable, it would be advisable to complete a housing study. Assisted living facilities often experience challenges with financial viability based on their affordability. Does the Cambridge senior market match the required affordability limits for such a facility?

For both expanded services, and the idea of a senior living center, often communities join together for the development of a senior center which serves multiple towns and is often run by a non-profit. Twin Valley in Plainfield, for example, serves Plainfield, Marshfield, East Montpelier and Calais. All towns provide some support annually but it takes a lot of volunteers and fundraising to stay afloat. Is there someone providing a meals program that could expand their services? The Area Agency on Aging should be a resource to help plan and structure steps forward. Cambridge also may want to consider the regional market for any apartments or facilities. Belvidere and Waterville both share housing identities with Cambridge and Jeffersonville. Siting facilities in Jeffersonville may also attract seniors from Underhill and Jericho and these towns should be looked to as partners.

The committee should take time to review data and information in the municipal plans on demographics and future housing needs for the town of Cambridge, and Jeffersonville village. If info is not available, request Lamoille Regional Planning Commission or Mike Moser through UVM Center for Rural Studies to pull together the info for the Task Force.

A second meeting with key organizations to map existing senior services and activities might be useful. The new Task Force shouldn't start from scratch or re-create senior activities that are already in place. Bring together representatives from existing organizations, such as MOW, Lamoille Housing Partnership / Alliance Management, the 55+ Club, and other service organizations to brainstorm activities they are currently doing or can do, and publicize them together.

It will be important to talk to seniors. For Mann's Meadow, teams could knock on doors and talk to residents. The committee could lead a discussion with seniors about needs; a handwritten or hand-typed invitation to meet at a certain date and time in the library to do an activity or think about the idea of a housing project could go a long way. It will be important to coordinate any new services with those offered through Mann's Meadow.

RESOURCES TO SUPPORT THE SENIOR LIVING CENTER AND EXPAND SENIOR SERVICES TASK FORCE:

The new Task Force could explore getting an AmeriCorps/ VISTA Volunteer, either with Lamoille Housing Partnership or with the Town, which could inexpensively provide legs and energy to support the ongoing work of this team.

USDA RD can provide capital financing for senior centers and assisted living but a lot of work precedes their grants for a facility.

The Lamoille County Planning Commission can provide housing data, grant writing services, project management services, task force facilitation services, bring regional and outside partners to the table, assist with site location analysis, foster tax credit applications to convert buildings to new uses, and foster infrastructure development that supports a senior-friendly village center.

Doug Babcock, Cambridge Emergency Management Director, through the Fire Department, is collecting a list of information for elderly, handicapped, and homebound residents who may need assistance during an emergency. There may be the potential to do a survey of these residents with Doug's efforts. dsbcambridgevt@zoho.com

The Task Force could meet with the Area Agency on Aging and reach out to the AARP to see what resources they could lend to the work.

Nancy Eldridge at Cathedral Square Corporation could be a great source of advice for funding and services. 863-2224.

Nancy Owens, the President of Housing Vermont could advise on everything from where to go for a feasibility analysis or market study, to funding construction. She is at 343-3818.

One service that benefits seniors in other communities is "Timebanking" (Brattleboro is successful in this) where volunteers hours are loaned and lent, giving seniors ways to contribute, but also help them

find folks to shovel the driveway or transport for appointments. Taylor Foster at the Lamoille County Planning Commission could provide information on how to get this going – but can't be the local champion. Taylor@lcpvt.org.

The Task Force should work with Jim Lovinsky at Lamoille Housing Partnership to learn about Mann's Meadow's organizational structure and how other senior housing can fit into the local market. jim@lovinsky.net.

One potential option that could provide immediate assistance to some folks would be HomeShare Now. Contact Christina Goodwin, cgoodwin@homesharenow.org for information.

Funding sources for senior housing could include Community Development Block Grants (through the VT Agency of Commerce—Contact Deputy Secretary Lucy Leriche, 828-5200), USDA Rural Development (828-6080), NeighborWorks (through Central VT Community Land Trust, 476-4793).

✓ Advance a Cambridge Community Center

POTENTIAL ACTION STEPS:

Cambridge needs to decide if it will have an ownership stake in a Cambridge Community Center. To do so in a meaningful way, the people of Cambridge will need to unite to define what they want the center to do and to be, in partnership with the private sector owners/developers, and then raise the funds to realize community dreams for the center. Cambridge 360, which has taken leadership in supporting the initiative of the private sector investors, has not had the bandwidth to provide the drive, the programmatic input, or the systematic fundraising for key features of the project in partnership with the private sector developers.

Cambridge residents should rally to support the new Task Force. The Task Force should hold to some key principles and objectives:

- Respect the leadership and initiative of the private sector developers. Much of this project may be for-profit with profit centers around a number of potential areas, from gym membership to tennis court fees. The committee should understand that the developers own the project, and that they will need to build a business model to sustain the full enterprise.
- The new Task Force should support that full enterprise. It may raise funds to support infrastructure and development of the center as a whole.
- But the Task Force should also work with the developers representing the community to define key aspects of what a "Cambridge Community Center" is and should be. The group should consider serving as a leasing partner for the development of those features of the center, and consider how local non-profit leadership or municipal recreation resources could contribute to funding, programming, and management for those aspects of the center deemed most important to the public and which need public commitment to take place.
- The Task Force should also respect the key leadership that Cambridge 360 has taken to date. Great work has already been done by the developers in defining their goals and by 360 in supporting them. For the public side of this enterprise to be fully realized, however, the public

will need to have a broader and deeper sense of identification and ownership of the process. The Task Force can be the vehicle for that larger leadership. It should work closely with 360 to identify community goals and needs, consider key functions or facility needs to fund, build a systematic capital campaign, effectively manage and oversee all publicly contributed funds, and build community communications around the public aspects of this project.

- Toward that end, Cambridge 360 should consider dramatically increasing its membership and board, and the Task Force and 360 should consider whether they should merge as one entity with the goal of providing community leadership to advance this development. One way to do this would be for Cambridge 360 to allow any and all residents to serve as members, and then membership could elect a board that represents the full interests of the community.
- Is the town itself going to participate in funding operations/maintenance? This question should not be answered hastily. There may be lots of ways the town could support the center as a community facility; these could range from providing snow plowing to making an annual investment from the recreation budget to activities in the facility. In the process of advancing this project, the Task Force should consider what may be an appropriate, specific and realistic 'ask' to make of the municipality and ultimately of the voting taxpayers of Cambridge, and how that investment fits into the overarching plan for the development and its community services.

The Community Center Task Force is the community's vehicle for having some voice about what is included in a community center in Cambridge. It has the capacity to take community leadership in this project along with Cambridge 360...but that will include significant leadership both in defining the services/activities in a community center and corresponding responsibility for finding funding for these services or facilities.

The proposed task force of non-profit and municipal leaders is critical to identify and build consensus for the center. It is important that the Task Force leads an all-inclusive approach to the entities that might use/partner in the center, and leads a regular communications campaign to keep each step of the development in the public eye. The center should also serve all ages and parts of the community and could be the vehicle to meet many of the senior service needs, for example, that could be defined by the Task Force working on senior living and services.

An important first step in fundraising is to put together a full blown business plan that describes the public and private aspects of this development; much of this is done by the private developers. Part of a business plan for a project like this has to be a definition of the public aspect of the project and how philanthropic funds will be specifically used. Private sector donors, especially larger donors and granting organizations, need to know how their donations fit into the full project and need assurance that they are funding legally philanthropic activity. They also want to know that there is fiscal oversight of their investment by a non-profit intermediary. If donations go through Cambridge 360, it needs to be ready to fully oversee and be accountable for their use in the project. Once a solid document is in hand, including a capital campaign framework, then possible federal funding sources can be explored in more depth, and major philanthropic prospects can be sought. Often this framework is shared in a "case statement" that rallies community support and investment and serves as the consensual foundation for federal and philanthropic grant requests.

RESOURCES TO SUPPORT THE COMMUNITY CENTER TASK FORCE:

If the Task Force takes this work to scale to realize the full potential for the community center, it will be critically important for it to work with a fund development consultant like Christine Graham (343-0659) to understand the possibilities and structure for a capital campaign to develop such a center. Christopher Kaufmann-Ilstrup from the VT Community Foundation could also be a great resource—both for his own advice, but also to recommend other potential capital campaign consultants or funders (388-3355).

The VT Community Loan Fund may have advice and could help model fiscal structure for the publicly funded elements of a center.

The Task Force should look at how other centers in nearby communities work, like River Arts in Morrisville.

Funding sources could include: USDA, Rural Development Community Facilities and other programs, the federal Economic Development Administration, the Community Development Block Grant program, Windham Corp. (partners with Smuggler's Notch Resort), the Vermont Community Foundation and other Vermont philanthropy, crowdfunding sources such as Kickstarter, Indigogo and others.

The potential developers should consider hiring a community development consultant to help them undertake a community process to untangle the knots and see this project through. The VtSBDC could help with at least the Business Plan development part of this planning. Contact Linda Rossi at LRossi@vtsbdc.org.

If there will be low to moderate income benefit, the project could apply for a VT Community Development Planning Grant from the Department of Housing and Community Development within the Agency of Commerce and Community Development. Contact Josh Hanford at Josh.hanford@state.vt.us.

Yellowwood Associates out of St. Albans might be an excellent consulting and planning resource for the community planning aspect of this project. Rather than simply sharing their ideas and experiences, they explore what the community is thinking and how the community might support a facility.

✓ Expand Communications, Capacity, and Efficiency for Community and Economic Development

POTENTIAL ACTION STEPS:

The VCRD Visiting Team sees several key aspects to this work:

- **Community Organization Consolidation:** So much good is being done by so many wonderful volunteers and organizations. Their very multiplicity, however, requires lots of extra communications and can lead to mission rivalries, overlaps, and inefficiencies. The Community Visiting Team encourages the task force to inventory the community and economic development

groups working today and look at overlaps and potentials for merger. Could the Cambridge Artists and Entrepreneurs group merge with the Smuggler's Notch Area Chamber of Commerce, for example?

- **Community Communications:** Throughout the Visit, residents complained of multiple entities, the lack of a common schedule and inability to communicate on the same page. While Front Porch Forum clearly answers some of this need, it could be used more systematically by all the working groups to share information and keep a common schedule.
- **Town Staffing:** Many towns have confronted calls for town and village mergers by taking practical steps to interconnect for purchasing, siting offices, coordinating planning and staffing for results. In many communities, the town administrator or manager also serves as administrator or staffing for village government, ensuring positive communications and coordination between municipal groups. In Cambridge, where there is no managerial staff, aside from the Town Clerk (who has done a great job of supporting work between groups) and no staff to provide pro-active leadership for planning, economic development, community project development, grant-writing and managing the connections between government and non-profit efforts for the public good. VCRD sees tremendous positive energy in Cambridge. A coordinating lead staff person working for the Select Board and connecting to both Boards of Trustees could provide significant leverage to systematically advance community projects, write grants and raise funds, improve communications and coordination in ways that can have tremendous and multiple public benefits. We have seen other communities make significant and speedy progress by hiring a half time community development officer (by whatever title); in Cambridge, such a position could be part of a more full time Town Administrator position.

VCRD's team submits these suggestions as potential routes for the task force and municipal government to explore, knowing that final decisions on what works best in Cambridge must be led locally and develop as a platform for local voters to decide.

The staffing issue, however, is one that intimately connects to, and could potentially be used to resolve, challenges found in the evaluation of municipal structure...in other words, structural inefficiencies or duplications could be improved upon step by step, with the leadership of the boards and an integral staff person.

It may be helpful for representative of the Task Force to meet individually with all the named groups above and with the Selectboard and Trustees to brainstorm around community needs, and then group those needs and host a broader conversation to discuss the ideas with a possible SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis as the focus narrows. Defining what the community wants to accomplish in the first year, and at three and five years, is critical to this endeavor.

Define and Investigate Solutions: Once priorities are set, the decision to move forward with town staffing, municipal merger or contracted services will likely become self-evident. Putting numbers to those solutions would also clarify how to move forward.

RESOURCES TO SUPPORT THE COMMUNICATIONS, CAPACITY, AND EFFICIENCY FOR COMMUNITY AND ECONOMIC DEVELOPMENT TASK FORCE:

An outside facilitator may be necessary if the community chooses to bring all groups together for one facilitated discussion of needs. Externally, Susan Titterton of Elmore would match with the community. LCPC, VLCT, and many other service providers could also assist with facilitation services, or VCRD could potentially facilitate a session.

The Artists & Entrepreneurs group held a panel discussion about how other communities have provided capacity for economic development. Holding a community-wide panel for how municipalities have increased capacity to serve community-based organizations (CBOs) and inviting all the local community based organizations to participate in the discussion may be helpful.

The Lamoille County Planning Commission (LCPC) can, and has, provided staffing assistance to municipalities in the past on a contractual basis. LCPC would be willing to provide such assistance to Cambridge; however, Cambridge would receive the most benefit from hiring its own staff person rather than contracting for services. LCPC would be willing to provide coaching or assistance to the staff person upon request and would continue to provide the level and types of services they currently provide to the municipality. They would be willing to provide facilitator services to help a transition.

✓ Evaluate Municipal Structure

POTENTIAL ACTION STEPS:

Potential for Town Village Merger: The need for an “umbrella” to unite community and economic development efforts begs the question of whether there could be some efficiency gained from eliminating the separate village governments that would provide the savings to hire a town manager, administrator or community and economic development coordinator. Paul Gillies, probably the most knowledgeable legal expert on town/village issues in Vermont notes that in the last 60 some odd years 36 towns and villages have merged and no new villages have been created.

The work of the Task Force on municipal capacity (above) could help solve challenges, and this Task Force should pay attention to its work, and if appropriate over time, merge efforts.

As a starting point for considering merger potentials; here are four practical steps to take in evaluation:

Define Hopes: What do citizens hope to achieve with an altered municipal structure?

SWOT Analysis: What functions do the current municipalities perform and how are they working/not working? Determine if there are overlaps or gaps, perceived performance problems, or other challenges that may suggest an altered structure is not the solution or provide a direction for moving forward.

Panel Discussion: Invite municipalities that have considered merging or have completed a merger to discuss their experiences with local residents or a task force. Don't forget to ask the current Selectboard/Trustee members and town/village employees for their thoughts. Their insights are valuable for building stronger government(s). Towns could include Richford, Hardwick, Northfield, Woodstock and Waterbury.

Understand Legal Framework: Build knowledge about legal steps that must be completed to move forward.

RESOURCES TO SUPPORT THE MUNICIPAL STRUCTURE TASK FORCE:

VT League of Cities and Towns could provide information about municipalities that considered mergers around the state, why communities chose to, or not to pursue mergers, and the details about making mergers work legally. They also have a fee-based facilitation service that could help evaluate options. Contact Steve Jeffrey at the Vermont League of Cities and Towns for advice and to learn more about what they can offer. 229-9111

The Vermont Agency of Commerce and Community Development (particularly those working in Community Development) and Vermont Secretary of State's office could also provide advice or some potential facilitation.

Paul Cillo of Hardwick was involved in that merger and could be a good advisor. 472-6222.

EfficientGov just released an e-newsletter with an article summarizing a study of municipal mergers in New Jersey - Consolidation Success in Lieu of Size (<http://efficientgov.com/blog/2014/12/11/consolidation-success-lieu-size/>). Based on the findings, the researchers suggest beginning the discussion of efficiency and cost-savings by exploring shared services agreements. While the scale of the NJ municipalities is much larger than Cambridge, the concept of exploring shared services and staffing can provide a non-threatening way for the community to discuss this priority.



VIII. The Town Forum Notes

Compiled from focus group discussions held with over 185 Cambridge residents and the VCRD Visiting Team on September 30 2014

Although the prioritization work of the Community Visit Program requires a town to decide what is most important as it moves forward with Task Forces, nothing is lost in the process from the long list of concerns and ideas expressed in early community focus sessions. Many interesting and diverse thoughts are represented here, and are presented as a reminder of issues explored, and a possible foundation for future projects.

Senior Issues

Resource Team: Alex Aldrich (facilitator), Sharon Combes-Farr (scribe), Steve Dale, John Fischer, Eddy Gale, Alex MacLean, Susan Wehry

What are the Assets in this Area?

- There is senior housing at the complex across the road – it is well-maintained – with 22 units and 28 residents. (The building is for seniors only.)
- The community is a very caring and accepting community where everyone feels welcomed and included.
- We have a medical center down in Cambridge Village that services this area with a dental office, primary care physicians.
- There is also a physical therapist with a swimming pool.
- The Varnum Library.
- The Historical Society.
- We have a greenway walking path – on the Jeffersonville side of the river.
- The elementary school welcomes seniors in to volunteer.
- The Smugglers Notch Resort is an asset; it has a senior ski club.
- The senior citizen center complex is within walking distance – stores, banks, post office. (This depends which village you live in. Jeffersonville has more things within a walkable distance.)
- We have two fine art galleries in town.
- Hyde Park Opera House is the closest performance arts area.
- The Town of Cambridge is within 30 minutes to 5 different Hannaford's.
- We are being serviced by the transit line – CCTA. Two buses into Burlington every day.
- Cambridge Arts Council.
- There is a book discussion group that has 20-25 people that attend at the Varnum Library.
- There are a lot of free events in town – library, arts... every wk.
- Free downtown Wi-Fi – Jeffersonville and Cambridge.
- Library has free Wi-Fi.
- There is an exercise group for seniors at the church called "Bone Builders."
- Concerts at the church in Jeffersonville.
- Rural Community Transportation (nonprofit) is on call.
- Jeffersonville already received a grant to re-do the sidewalks and lighting.
- One of the churches has a food shelf.
- Eagles' Club – a fraternal organization that gives a great deal of money to the community. A group of people that benefit a great deal from them. They help their members. Free lunches every other Wednesday.
- There is a Rotary Club that also helps people.
- Morrisville culinary program is an asset.

What are the Challenges?

- We need more senior housing. There is only low income senior housing. There is property all over the place, but no one seems to want to build senior housing.
- Transportation is an issue for everyone here, particularly for seniors. It's even hard to get from one village to the other, unless you have a car.
- There is no assisted living care here.
- We do not have pedestrian friendly villages – signage, lighting, sidewalks, curb cuts, etc.
- Access to the greenbelt has no signage.
- There is a pending project to put a larger culvert on route 15.
- We have a very old village, in terms of the infrastructure. Not designed with accessibility in mind. Expensive for business owners to provide access.
- Recreation board talking about senior specific trips and activities, but it never happened and it is definitely a need.
- Sidewalks are not very walkable.
- I have a lot to say about driving and parking around here. For example the bank is on a side street and there's no way to park on the street and see other cars coming. My car was side-swiped by another car. The parking is tight all over.
- A great influx of visitors from Smuggler's Notch in the Village.
- Route 108 opens through the Notch in the summer and that increases summer traffic.
- They put a small roundabout in the towns – people are having accidents on them, because they are so small.

- Another problem with driving is that there is a lack of space for young people – so as a driver, you have to be careful to look out for kids flying by on bicycles and skateboards.
- There's not even enough space for the school busses to move around.
- I don't think there are other busses for seniors to get around for recreation and whatever else. We only have the routes to Burlington. There's no pre-defined route to other places that you can rely on – only the on-call service.
- Jefferson/Cambridge doesn't have a set schedule on the Rural Community Transportation (nonprofit).
- We have a large Baby Boomer population that is growing.
- Assisted living is very expensive. It's \$5,000 a month in Morrisville. Cruising is only \$3,000 per month! Nursing homes are \$10,000 per month.
- It's sad that I have to give my money away to my daughter, in order to go into a senior facility.
- There are some robberies of homes but there aren't really muggings on the street.
- A lot of the services for the County are in Morrisville which is not within easy reach. In fact, Chittenden County is closer.
- We don't have an organization that can provide a little light house-keeping.
- There is no clothing store in town.
- Senior Housing today is built in a flood plain.
- Working with sidewalks helps people who walk, but not drivers.

Opportunities: What Should Be Done?

- I believe that we have a desperate need for senior housing with an assisted living facility. Since there aren't really locations to build something new, some of these older homes have to be retro-fitted. Public-private partnerships.
- The sidewalks need to be re-done and lighting needs to be improved. Some sidewalks need to be added in other areas.
- A plan is already in place on the sidewalks and the lighting.
- The burning issue is the senior housing with assisted living. We need to gather data on who is on the waiting list who is 65 and older and who are the market for this. Inventory of needs. Need to find a local available property. How would you then go about the financing?
- I would approach the Lamoille Health and Partnership to find out if they have the ability to add another facility. (Someone said that it's on the flood plain so it is not a solution).
- There's an opportunity to create a local nonprofit that assists local seniors with small assistance that offers them also dignity. Perhaps some kind of consortium of the three churches in town.
- Encourage other deliveries to seniors. Maybe students can help with that.
- Assistance with snow removal for seniors during the winter months is needed.
- Housing for 30-40 people (seniors) with graduated level of care. A true "nursing home" would be somewhere else near a hospital.
- We want to invest in a facility that does both things in one facility. Right now the housing option is only for the poor and those with other means are stuck in their homes. So the solution needs to offer solutions for seniors, even if they have some means.
- Baby Boomers need education about "aging in place" so they can be educated from themselves but also for our parents. Community of Vermont Elders.
- Create some kind of partnership with Smuggler's Notch – possibly expand their children's program to include seniors – and do things like using their busses for transportation, and make their pools available and heat it to a "senior level", etc.

Reflections of the Community Visit Team

- The fact that their current facilities are in flood plains. It seems like there is a real challenge.
- Someone should do more research about what is available that you are not aware of.
- I hear about the need for housing which is what I hear around the State. What people mean by housing is clearer to me. Stay at home as long as you can. Then go somewhere else when you can no longer stay at home and the facility to move to at that point, you would like to have different levels of care. Independent and then not as independent.
- Vermont has a problem in the middle income area and that is a top goal for us.
- Transportation is number two. So, Cambridge is right on par with the rest of the State.
- It's clear that you all love your community and your town center and you identified a lot of town assets.
- In small communities in Vermont, there is a significant linking between those of us who are aging and the whole question of how we keep our communities vibrant and bringing young families to the community. As you think of your 9 separate discussions you need to pull it all together and see how it all fits together.
- When we were talking about the sidewalks and the lighting, it's important to be preventative. In many cases, there's a role for intermediaries to help capture information and disseminate information. In many cases, schools and students volunteer to do those things. Teachers, etc. are always looking for community service activities / volunteer opportunities. Students are a good resource for transportation and delivery issues.
- I was struck by two things: first that you didn't express a need for activities for seniors. The other thing was that there's an opportunity to work more closely with Smuggler's Notch to create programs to help seniors. And also an opportunity to forge a closer relationship with the school to harness teens as a resource to help seniors with digital literacy, companionship, running errands, providing transportation, etc.

Youth

Resource Team: Alex Aldrich, Sharon Combes-Farr (scribe), Steve Dale (facilitator), John Fischer, Eddy Gale, Alex MacLean, Susan Wehry

What are the Assets in this Area?

- Boy Scouts more active than the Girl Scouts.
- After School Board (a private nonprofit) Program is huge because it has child care and activities.
- 4-H
- 21-C enrichment program connected to the school.
- The school is a very good asset in this community.
- There is one church in town that has youth activities.
- Smuggler's Notch does a lot for children.
- Cambridge Rotary.
- Cambridge Rec Board offers youth athletics year-round.
- Rail Trail exists and will be extended. Eventually it will go to St. Johnsbury and Swanton.
- Conservation Commission offers scholarships, conversation camp, and environmental programs.
- Church provides a coming of age process, including joining the adults in conversations.
- We have a really extensive volunteer network in town.
- The Mentoring Program at school.
- "Play in the Wild" Kids Camp Program in the summer – 6-12 year old and also a week long program on the Long Trail for older kids.
- Cadets program that reaches into the high school.
- The community is thinking that "youth" is 18 and under.
- We do have a growing community of 20 something's who are active and coming back here. They are connected to a lot of the groups we mentioned.
- Peace Garden – just out of the village but in Town of Cambridge.
- Art Council has a youth tent for the festival of the arts.
- Chamber includes kids in some of their programs, including Winter Festival / 4th of July.
- Ice Skating rink by the school in winter.
- Late bus to the H.S.
- We have a very active PTA that does dances and movie nights, etc.
- The elementary school has a newsletter that goes home with kids that reaches all families. Those without kids can access the newsletter via the website.
- Farmer's Market – Cambridge 360 had activities, too.
- Smuggler's Notch offers a summer swim program for 8 weeks.

What are the Challenges?

- Distance to the high school (Lamoille Union H.S.) prevents the kids from doing things in the town after school or may discourage after school activities.
- Our children are on the bus an hour each way – easy. Some of them have to take multiple busses.
- We don't have any activities locally for the older kids – all of those things are at the H.S. which is a long way away.
- Games are not covered by the late bus.
- There are so many activities at the school...It's great, but there are specific drop-off points (central points).
- Inter-generational experience is lacking – that is also an opportunity.
- Older kids say there is nothing to do here such as a teen center or a movie theatre.
- We're looking at building a community center – right now we don't have one.
- Some kids are engaging with their friends online on their phones and they seem just as happy doing that as they would be actually being physically.
- One of the fastest growing elementary schools in the State. We have no space of our own to keep equipment or to keep art projects out to dry. It's difficult to find space large enough for 70 kids to do activities.
- We don't have a broad cross-section of sports – no gymnastics or dance, for example.
- More activities during the school-year, but there is nothing in the summer time.
- Lack of public recreation – there is no basketball court.
- No football.
- At age 18 people fall off the institutional track. If you don't go to college or find a good job there's nothing for you. It leads to the drug culture because they have no way to add value or have self-worth.
- Transportation issues for teens.
- Bus service into Burlington is only during commuting hours.
- Nothing equivalent to the elementary school newsletter for older kids.
- There is no formal connection between Smuggler's Notch and the Town. The owner of the resort is a Cambridge resident. They are growing and they are having trouble offering enough resources.
- 3 tickets paid by the Rotary to ski each season.
- 10 sessions at \$10 lessons and \$10 lift tickets.
- Transient working population on the mountain in the winters who might be taking job away from the 18-25 year olds.

Opportunities: What Should Be Done?

- Would love to put in a basketball court or open up the gym for a few hours a day or maybe in the summer the school's facilities could be opened-up. (It's often booked – so that's hard).
- We are trying to get a community center. There is a facility that has been purchased – that could have programs to support youth, hang-outs, and Wi-Fi, etc.
- I would like to see the Smuggler's Notch Resort opened up more to youth and even something like evening skiing.
- Smuggler's Notch has a lot of summer and other activities, but they do not market them to the community or embrace the community very much.
- There used to be a teen coalition in town. The teens should be able to drive this bus of what the right solutions are for them.
- There used to be a summer enrichment program (the funds were reallocated) – it still exists.
- There is no place for the teens to go – maybe the community center is the location where they can go and form something.
- For the 18-25 year olds, need to identify who these people are and invite them to help us to improve our community. Use the model of the fire department to integrate the former children back into the "congregation" of our community.
- How about creating a mentoring or apprenticeship program with the many wonderful small businesses in town to offer opportunities for learning with the young people in our community. Cambridge Village Market and a local publishing company does this but it needs to be more formalized and expanded to include other smaller business. Some way to communicate and organize not only with businesses – I would love to have people help out with my herbal business / hobby. It would need to be clear organization to make that happen.
- Going back to the idea of the "teen coalition" – creating a teen committee – it would be a huge opportunity – tech meet-ups. Activities. Car-pooling. Centralized information source – "like Front Porch Forum that is cool and for youth only."
- Johnson has a "pump track" for BMX biking and someone is willing to build one with donated equipment and materials.
- More organized sports that are low-cost like wrestling. Have a swim team using Johnson State College's pool.
- Rail Trail expansion on the horizon.
- Match teens with elderly folks. There are a lot of people living in their own homes and it would be great to get the kids – inter-generational involvement. An ongoing relationship. Adopt a grandparent. It would be reciprocal.
- Also adults who would like to transport kids in their vans.
- Create more jobs for the 18-25 year old. If they work at Smuggler's Notch then they don't have opportunity in the non-winter months.

Reflections of the Community Visit Team

- Important to forge a closer relationship with the mountain to work on programs for children and volunteering and mentoring.
- You have a lot of rich activities for youth and you have stand-out programs.
- Looking at the resort as an employment opportunity for your teens.
- I'm blown away by the quality of the conversation and that everyone has a lot to add. This is a great conversation and very thoughtful. You think that everyone adds value to the community.
- The "village to village" movement – the notion of how to centralize activities and how to value people's voices.
- I love to see that a whole family came with children. That is one of the solutions. Institutionalizing youth voices into the school board and other places. There are greater opportunities to capture the opinions of youth.
- Employment opportunities – employment before 18-25 – the mountain can be a solution.
- 21-C programs – you've got a winner and incorporate that into more enrichment programs. Research shows that it's critical to incorporate enrichment programs. It is often on the chopping block. It needs a sustainable funding solution.
- I was just going to chastise everyone for not mentioning the elderly – but you snuck it in just at the end.
- Outside clubs – taking advantage of outdoor recreation could be added to your list.
- Thinking of the list of items – easy and hard on one side and expensive / cheap – sustainable / unsustainable. Plot the items on this graph. The relationship with Smuggler's Notch is critical. If young people came up with the program it would be a compelling application for funding. The combination of the corporate entity and youth.
- There are so many ways to integrate the arts – think beyond what is obvious and be patient.
- The things that are driven by young people age 9 and up and those will really catch fire.
- This was a really impressive conversation and an impressive group. We fully expect to see a lot to come to fruition out of this conversation.

Education

Resource Team: Alex Aldrich (facilitator), Sharon Combes-Farr (scribe), Steve Dale, John Fischer, Eddy Gale, Alex MacLean, Susan Wehry

What are the Assets in this Area?

- We have a great school – Cambridge Elementary.
- We have an incredibly talented group of teachers.
- We have had generally good support from the community for education both at the elementary level and at the junior / high school level.
- Johnson State College is a great asset – high school students are able to take classes there, for example
- Pre-school story hour at the Varnum library.
- Community involvement in the elementary school, including the Rotary.
- Four Winds Nature Institute with parent volunteers in the school is a science curriculum for K through 4th grade. Now it's funded privately – used to be funded by the school.
- There seems to be a lot of community educators in the community also with things like yoga and the arts.
- Cambridge After School Program – After School Board.
- There's a regular book discussion – Vermont Humanities Council – at the library. It's been going on for 5 years.
- Cambridge Enrichment- 21-C.
- Openness of the school to support home schooling to offer activities and science classes – very inclusive.
- We have a wonderful Mentor Program – includes tutoring.
- Johnson also has a Serve Program through America Reads.
- Smuggler's Notch has ski days.
- Arts program through the school that includes workshops.
- They have 1.5 positions at the school dedicated to the gifted and talented program.
- Jeffersonville Church helped with the food shelf to bridge the gap with the poorer students.
- The State Dept. of Libraries has a reading program to help parents with young children.
- Kindergarten is universal now and pre-K is being expanded in the schools.
- Every student has an iPad in middle high and high school.
- Cambridge is a very involved community. There are linkages between different groups and organization that are helping children. A new environmental studies program.
- Cambridge Connections.
- Cambridge wants more stuff and they are good about reaching out.
- The Pre-Tech program at our technology center (Green Mountain Tech).
- The high school just started posted on Front Porch Forum.
- There's inclusion for home schools.
- We make sure that kids who are in the tech program keep up their education. It is not a terminal degree.
- Cambridge Area Rotary sends a newborn book for each new parent.
- Every student has an individual learning plan or will have one by a certain time. That should help with some issues if it is truly implemented.
- The library is a space for online learning. We have 5 computers. We also have Wi-Fi and universal classes.
- The tech center offers adult education classes.
- We offer foreign languages early in our elementary school.
- The local jeweler is French and teaches French in the school.
- Emphasis on the arts in the electuary school in terms of the number of teachers dedicated to various arts.

What are the Challenges?

- Money.
- Community and family challenge once your child graduates from the elementary school here or the middle school in Hyde Park and then has to go to Lamoille High School. It creates a community disconnect.
- The commute is an hour and more in the winter – each way.
- We have a large growing poverty problem and there's a correlation between school performance and poverty. It's a challenge to get them to cooperate with the school.
- We don't do as well with the free and reduced lunch population. We have a lot of kids who we really have to hold their hands just to get them to graduate.
- School is perceived by some parents as day care and they might not fully understand the purpose of school.
- Day care quality varies by cost and it ends up giving an advantage in learning to children who come from families with more money.
- The common core – needs to be better understood by parents so that they know how to help their children prepare for it.
- There are more moms that stay at home longer. They are taking the hit on the income to spend more time with the children.
- Our school does a pretty good job but can do better at Inclusion for children with disabilities.
- Education from birth to school age. How can we facilitate learning for children and families in this critical period?
- There is a lot of information out there about early education and other things – there could be better information sharing.
- High turnover of the superintendent level has led to a leadership gap.
- Challenging kids and allowing children to move along with their level as quickly as they are capable, but still be individual and allow them to grow emotionally and cognitively at different rates.

- The curriculum is different at the different schools around here and that is a challenge. You lose a year or more in middle school because some of the kids are coming in at a lower level. This is related to all of the area elementary schools that all feed into the Lamoille Union. Better communication between the elementary schools for all the feeder schools that go to the same middle school.
- There is a common curriculum now so hopefully that will help.
- Cambridge kids get to high school at a higher level and they are not challenged when they get there.
- Lack of advocacy for kids who don't have it – consistent advocacy.
- Disconnect emotionally when you leave your town and go to another town for middle school or high school.
- The knowledge base in the world changes every 18 months. How can these curricula / preparation keep up with this? How can policy resolve that?
- There's a waiting list for the After School program. We need help with getting more grants to help pay for a bigger program.
- The middle school isn't posting in Front Porch Forum yet.
- What happened to the Success By Six program? It was information that was distributed.
- There is another resource that does that now.
- College debt. How do we lower the cost of higher education for kids and lower the burden on kids in middle school and high school?
- We do not have basic adult education classes available here.
- Some young families come here to take advantage of Cambridge Elementary and then they leave when their kids are middle school aged because the middle school in Hyde Park is not as highly rated.
- There is also a transportation problem if the parent works in Chittenden County and the kids are going to Hyde Park or Lamoille for school.

Opportunities: What Should Be Done?

- Mentoring is helping 9 kids in Cambridge. But there is room for Advocacy to help even more children. There is only one guidance counsellor for all of the kids in middle school. You lose kids in the 7th grade and again in the 9th grade. We need to work to fix this system.
- We need to help kids who are in 7th grade figure out what their talents are. They need more than the one quarter that they have now to do that. Knowing their strengths will help them find what they can do for their whole life.
- The Pre-Tech program at our technology center (Green Mountain Tech Center). If we can expand this somehow to the 7th and 8th graders to get them connected early.
- Better communications. We have a middle school but maybe if there is better community level social connection.
- For 7th and 8th grade, before kids select their courses for high school, they need to be better educated on what types of classes they need to take to have certain prerequisites for various paths after high school. Example: you need 4 years of foreign language, or a specific type of science class, etc.
- Have our own high school.
- We need to allow the ability for people to test in and test out of classes and then still have social growth. Have the high school level students have college level students.
- Offering higher education for kids and for adults for college credit within the community.
- I would like to see multiple options for 7th graders to take courses and learning.
- Do an inventory of the student base of the area to understand how we are servicing each level of students and whether it is adequate and the percentage of drop outs at each level to find areas of opportunity.
- Offer different levels of classes in 8th grade because kids are at different levels.
- Skill assets inventory to see what can be leveraged in the community. (Cambridge Connection sort of does this. 21-C.)
- I would like to see as much emphasis on the arts as on athletics. What about offering a dance class that can be both an art credit and a P.E. credit?
- Increasing our rating of the schools (particularly the middle school) would increase the number of students coming here and it would lift up the quality of the education and the students.
- A PR campaign that discusses all of the facts about PR education here. Focus the things that are working and fix the things that need more work.
- Put together a forum of recently graduated students that had gone on to college and have them come back to talk to the students in middle school. A peer-to-peer network. Give the kids that went various paths – what is it like? How would they have done differently? What was done right?
- Get more student directed learning for the classes.

Reflections of the Community Visit Team

- One theme is that you all have an appreciation for lifelong learning. Therefore, you have a lot of systems in place to capitalize on people as mentors, etc. I applaud that. Education and learning are lifelong activities. Program called "Global Campus" that invites people to invite other people to teach about what they are passionate about – it flips educator and learning.
- You had a great conversation and you are on track with what we are thinking at the State Board. State Board educational standards, etc.

- Those of you working with the environmental sciences – can get that inserted into the learning to meet standards and students can progress at their own pace.
- Take advantage of the Vermont Virtual Learning Cooperative and its classes.
- This is a passionate group and you obviously care a lot about this topic.
- You love your program and your school here.
- The transition from 6th and 7th grade sounds like a real problem. You are better prepared than the other students. If this is true, then the district and the system need to help you address this issue.
- If there's truth to parents moving here for elementary school and moving out for high school then that is worth spending time to understand that.
- The fact that Cambridge Elementary school is so wonderful creates the kiss of death when the kids go off to Hyde Park for middle school – that your students aren't getting the same quality of education there. Is there a way to work with the other schools in the district to get their students level up, because wouldn't everyone want to be at that level.
- The kids in the room when they gave their opinion brought tears to my eyes. And it reminds me that we need to spend more time asking students what they want to learn.
- A recognition forum what is our long-term aspirational goals for arts education.

Community Center

Resource Team: Ted Brady (facilitator), Lucy Leriche, Chelsea Lewis, Tyler Machia (scribe), John Mandeville, Jenny Nelson, Megan Smith, John Tracy

What are the Assets in this Area?

- Caring community.
- Bike path / rail trail.
- Windridge tennis camp.
- Local Nonprofit organizations are supportive of the project.
- Well established nature and hiking trails in the surrounding area.
- Rivers: both the Brewster and the Lamoille
- Strong youth population aged 18-25 eager to participate in the process.
- Outdoor active community that values its surroundings.
- Smugglers Notch Resort and facilities.
- Adventure course at ArborTreck.
- Desire to build both physical and personal assets for the community center.
 - Strong youth enrichment program facility would allow for further youth development
- Location both of the town and the proposed community center location.
- Growing community.
- Proximity to Burlington.
- Farmers market.
- Great educational opportunities in the town both at the preschool and elementary levels; educational opportunities in the town.
- Increasing enrollment.
- Thriving arts community with three arts gallery's in town.
- Cambridge Arts Council.
- Active rotary which has helped implement a winter wellness program as well as a skiing/skating program.
- Commitment of local non-profits like Cambridge 360 to the project; could help with seeking grant funding.
- Strong commitment to promoting and growing local business.

What are the Challenges?

- Money.
- How do you define a community center and what activities does it provide: sports, arts, age-based activities.
- How would you allot space for different activities?
- Who gets to decide how the space is used so that it includes a variety of activities both sport-wise (tennis, weight lifting, etc.) and community-wise (arts, workshops, plays, etc.)?
- Organization and planning.
- How to bring community and private owners together to collaborate on the vision of a community center?
- Need to make it financially sustainable and generate enough interest in the community.
- How to create a shared vision for what the community center should be and what activities should be provided?
- Municipal organizational issues between the town and the villages.
- How do you bring in communities other than Cambridge: Belvidere, Waterbury, Fletcher?
- Who do we include in the community?
- Feasibility of plan
 - Will there be enough money to maintain the facility?
 - Will people use it?
- Transition of business plan to an action plan.
- Need to include wider community both smugglers notch and Waterville and Belvidere.
- Proving that the concept of a community center can work in such a small town.

- Communication between members of the community: things can be taken out of context; getting information to people in an effective way.
- Translate people's verbal support to action.
- How do non-profits work with for-profits?
 - Building is owned by a for-profit company
- How do you pay staff? Do you pay staff?
- Issues of grant funding.
- Complex relationship between nonprofit (Cambridge 360) and the LLC. Some members are upset that Cambridge 360 is giving money in the form of grants to a for-profit LLC that owns the building.
- Legal challenges.
- Don't feel there's hope for government funding.
- Need to build out an organization to help organize and run the community center.
- Issues of transparency and trust in the planning process.
- Need to be welcoming for all age groups form 6-65.
- Flood plain.

Opportunities: What Should Be Done?

- Improving communication between various actors both private, nonprofit, and community:
 - Develop a communication list.
 - Combine local community list to create a master list.
 - Newsletter.
- Help splash a group to design Programs for adults and youth.
- Need to make it affordable for the community.
- Reach out to Marlboro College which has experience helping nonprofits and private companies work together.
- Common Good Vermont.
- Identify funding sources and find someone to write grants for the organization.
- Coordinating efforts of the various private and non-profit actors.
- Finding people to commit to working for the project.
- Build infrastructure to support the facility: Roads/parking, Electrical, Water/ sewer
- Develop a vision that people can support.
- Defining what a community center is, what it's going to do.
- Taking the first steps from theory to action.
- Trying to utilize the skills of people in the community: donating time, money, expertise.
- Developing a list of priorities for the project and reach out to the community to look for donations of supplies, time, skills, equipment, etc.
- Developing a process to bring in the greater community to participate, and more people who have not traditionally participated.
- Developing a website.

Natural Resource Issues

Resource Team: Ted Brady (facilitator), Lucy Leriche, Chelsea Lewis, Tyler Machia (scribe), John Mandeville, Jenny Nelson, Megan Smith, John Tracy

What are the Assets in this Area?

- Gorgeous scenery.
- Gorge area.
- Easy access to river/ hiking.
- Ski area/ hiking.
- Farming.
- Woodlots.
- Innovative farming techniques.
- Large sugar producing area.
- State forest land.
- Balancing utilization without exploitation.
- Ice climbing/rock climbing.
- Nature tourism.
- Peregrine falcon.
- Wildlife.
- Access to cross-country skiing.
- Access to private lands.
- Very productive soils for forestry and agriculture.
- Organic agriculture.
- Potential for rural energy development:
 - Solar
 - Small scale hydro
- Mount Mansfield.
- Municipality that supports local agriculture:
 - Cambridge conservation committee
- Wide variety of terrain from farm land to mountains.
- Wine production.
- Vermont Land Trust.
- Tech school developing a farming program in the area.

What are the Challenges?

- Economic growth in the flood plain.
- Balance between economic growth and natural preservation.
- How to plan for natural disasters.
- Posting of private land.

- Need to protect open land allow access of private land for recreational and commercial uses.
- Pollution/ littering.
- Illegal dumping sites.
- Contaminated soils.

- Access to land for development.
- Developing of land for housing instead of agriculture.
- Need to maintain a strong current use program.
- Needs to be kept strong to support farmers.

Opportunities: What Should Be Done?

- Figure out what can be done at the local level and what can be done at the state level.
- Address the balance between economic development and preservation.
- Collaborate with the state where appropriate.
- Build trust with land owners to allow public access on private land.
- Work on Madonna Vasa Trail and Brewster River trail.
- Better information to home-owners about the benefits of open land.
- Consider developing zoning laws.
- Identify areas that the town wants to develop.
- Hosting more hunter education: let landowner know the benefits of allowing hunters on land.
- Increased game warden presence.
- Have to allow the town to adapt and evolve over time and protect natural resources to get younger people to stay in town.
- Creating a shared vision for the future.
- Developing a land trust.
- Developing economic opportunities for youth in town.
- Attract entrepreneurs both agricultural and non-agricultural.
- Outreach to the agricultural and forestry community to get them to participate in the process. Help them grow their businesses.
- Preserve the aesthetics of the town to preserve tourism.
- Consider developing small scale hydro power.
- Study the feasibility of renewable energy in the community.
- Marketing.
- Value added products.
- Preserve as much of the natural resources as possible while allowing economic development.
- Having the village of Cambridge and village of Jeffersonville collaborate more on economic development and preservation rather than act independently.
- Promote open meetings.
- Consolidation of planning committees: Education, Energy, Planning.
- Welcoming packet for new land-owners that tells them about the history of open land. Could be added to town report.
- Better utilization of economic development.

Economic Development & Tourism

Resource Team: Ted Brady, Lucy Leriche (facilitator), Margaret Gibson McCoy (scribe), Chelsea Lewis, John Mandeville, Jenny Nelson, Megan Smith, John Tracy

What are the Assets in this Area?

- Smugglers Notch and the Resort.
- Miles of hiking/biking trails.
- Lamoille River for canoeing, kayaking and paddle boarding.
- 3 historic covered bridges in Cambridge that attracts visitors.
- Route 108S is a popular leaf peeper route.
- Farm store and other small mom and pop businesses, and restaurants.
- Stowe VT is nearby, bringing in tourists.
- Art galleries.
- Ag related tourism and commercial farms.
- Vibrant local businesses: distillery, winery; we are a destination.
- A lot of weddings are held in the area; we are a destination wedding area that brings in a lot: Boyden Valley, Sterling Ridge, Smugglers.
- Good accommodations, restaurants, for tourists.
- A lot of talented people that have established businesses.
- Close to a lot of lakes.
- Excellent Elementary School.
- Well-trained fire department.
- Many people have had multiple careers and are willing to redefine themselves and try something different to make a living. Well-trained base of entrepreneurs to cultivate.
- Strong non-profit presence in town. People on multiple boards, volunteering for community is high.
- 4-5 acre park is available to be developed into something.
- Respect for history, lots of buildings on national register.
- We are a Designated Downtown.
- Lamoille Valley Rail Trail is under construction. The first section being done here. It ties in with Cambridge Greenway established 17 years ago. People will be able to go from the Village to Morrisville, to St. Johnsbury eventually.
- It's beautiful here: river with mountain in the background.
- Community Center in the making.
- Lots of land in the Land Trust.
- High speed internet on the back roads.
- Growing farmers market, expanding each year, draws large crowd.

- A rural community with own character but yet we are close enough to Burlington and cultural activities.
- Commuter bus to Burlington.
- Friendly people, neighborly. People treat each other well.
- History of painters who have come here who visualize the historic downtown and beautiful scenery.

- Old buildings are maintained.
- Business park with 2 vacant lots. Willing to sell them for next to nothing just to get someone into town that can hire 8-10 people.

What are the Challenges?

- Act 250 is slow, cumbersome, requires a lot of money from consultants, engineers. Hampered by state bureaucracy.
- Being more open to other recreation, like off-road riding, snowmobiling. More terrain for motorized recreation.
- No cohesion of all of the resources. When people get here they have no idea what's going on here, they don't know what to do, they are lost. No signage, no sidewalks, no town park. What is Jeffersonville a destination spot for? No welcome center. The little hairdressing spot could be staffed to help people find out what to do when here, and have a bathroom.
- There are few spots to build on due to the geography of land, flood plain and steep hillsides. It's a challenge to find balance of areas that don't flood, that aren't on a mountain.
- The signs we do have are mono-lingual. It would be useful to also have signs in French.
- Limited sewer and water. Need to increase to attract more businesses.
- Tapping the Canadian market to bring them to town.
- Infrastructure in downtown is challenged due to the limitations of historic buildings – difficult to house the Farm Store with refrigeration needs. Hard to have a retail space in old buildings, landlords can afford to upgrade them.
- Lack of unification around Cambridge and Jeffersonville.
- Need public bathrooms.
- Division in town around whether people want economic development or not. Need some manufacturing jobs whether food processing, wood working, etc. That adds value to the town.
- Need stable jobs as well as tourism jobs.
- How to teach youth things that they can do to stay here. They need a reason to stay.
- There aren't a lot of jobs here.
- People coming to the resort sometimes come on a plane, they don't want to drive in the snow. There isn't a way for them to get from the resort to town to explore what we have to offer. In the summer, people come to see the area, in the winter they come here to ski. It's the nature of the beast.
- Lack of public transportation – we're the forgotten pocket.
- Lack of signage so people driving through don't know that there are art galleries, restaurants...
- Need stronger connection between Jeffersonville, Cambridge and the ski industry.
- Lack of affordable rental units, and housing to buy. Permitting demands and conditions increase costs, so if need to spend extra to go through Act 250, with all the amendments, hearings, etc and on top of that have to wait sometimes months for the state to make a decision – it's very challenging.
- Lack of affordable rooms in the Village for those that come to ski but want to stay in the Village rather than at the resort. We have failed B&B's, a nice lodge on Sterling Ridge, but are there rooms in the Village for people that want to stay in the Village?
- We have affordable restaurants which is nice, but a number of restaurants haven't been successful. You have to cater to the everyday crowd, need the locals too.
- Tourism business is 8 months of the year so we have to do a year's worth of business in 2/3 of a year. We need large investors here.
- Are we marketing ourselves well enough to the big time investors?
- We can't think diversely and tend to have myopic view of economy here. We need broader view of economic opportunities that might be available. We could attract small, non-polluting businesses, and businesses that don't require sewer and water, etc.
- Still managing municipal and school budget with antiquated governance system. Jeffersonville and Cambridge are separate. We need to take a step back and see if our governance model is in our way. We don't have economic manager, for example, that can follow projects through.
- Don't have a lot of events, or places to hold music.
- Have to go either to Chittenden County or Morrisville to bulk grocery shop, car wash, no assisted living place for seniors. Need some infrastructure.

Opportunities: What Should Be Done?

- Change the intersection so that everyone has to stop at the 3-way. People would see more.
- Create visitor center with toilets. The idea mentioned before about turning the old hairdressing spot into a welcome center that is staffed a certain number of hours to help people find out what to do.
- Raise revenue at town level to spend money on infrastructure: toilets, sidewalks, marketing that brings a cohesive image of Jeffersonville/Cambridge.
- Look at governance model to examine how it can build a true coalition from economic standpoint.

- Give tax breaks to get incubators into the industrial park.
- Large business owners form relationships like Smuggs did with Windham. Market what we have.
- Tourism is a broad word. Segment it into various markets and define the segment we want to focus on in Jeffersonville. Can do it with smart marketing folks. Go after it with technology. Blogging is a great way to get your marketing message out there.
- When talking about economic development need to talk about education – need an educated workforce. The more educated the workforce, the higher the incomes and the more they have to spend. Look at the contributions we're making to help children in our local schools, so that they go beyond high school. it's a long-term view to decide we want to help our children become productive members of society.
- After-school programming is maxed out at 70 kids. It's important to bring young working families to town. Need more space.
- People can become a mentor – 1 hour per week commitment.
- 21st century enrichment program looking for people with skills to share with children: cooking class, learning about trees, mushroom walk. Many ways for adults in the community to be positive role models.
- Nothing for middle-school kids to do – a community center would give kids a place to go from 3-6pm.
- Bring some manufacturing jobs here. Encourage blue-collar businesses into town. Encourage the tech center to teach a wider range of options to teach students.
- Cultural shift in town. i.e., Jackson Hole Wyoming has a thriving downtown and a thriving ski industry. Need sidewalks, a town center, need concerted effort as a town so that we can decide what we want: do we want to be sleepy or busy? We need to decide what kind of culture we want to be as a town.
- CEDAC (Cambridge Economic Development Advisory Committee) will be coming to selectboard with recommendations around top things that we need to do and how to do them. This process will help to feed into that.
- The businesses could come together and participate in a Jeffersonville advertisement as a town that shows all the things that we have to offer together; do a centerfold ad that all businesses would chip in to it. Add signage too that directs people once they are here.
- Coming together of groups as one. Tap into the technical resources of the visiting team.
- Johnson added curbs, parking, and spruced up their Main Street. Have someone work on design to spruce up, put in sidewalks, curbs and a visitor center.
- Look at other communities to understand whether they are successful or not. Get some role models that we can apply. Examine what has and hasn't worked in other communities.
- Create a Cambridge VT app or website where everything going on in town is posted.
- Most tourists don't know the difference between Cambridge, Jeffersonville, and Stowe – they know Smugglers Notch. So need to key off the Smuggler's Notch brand.
- Keep things open on Mondays.
- Working with high school to develop shadow program so kids know more about the jobs that are here.
- Smuggs shuttle to bring people into town on a more regular basis.
- A trail connecting Cambridge and Jeffersonville Village. There's lots to offer in the whole town, not just Jeffersonville.
- Change name of Jeffersonville to Smuggler's Notch Village.

Reflections of the Community Visit Team

- Need to figure out what economic development really is. At its most basic, it's the facilitation and creation of jobs. Figure out how to do that – are you going to base your job creation and retention on tourism economy, attracting manufacturers? Can't just go to an investor to ask for money, have to have a vision in mind. Headed in the right direction, need to decide some specifics and make action plan. Need to clearly identify why someone should invest in Cambridge/Jeffersonville.
- The region needs to figure out its brand. The Department of Tourism works with communities to do that.
- Latch onto Smuggs brand rather than create a Jeffersonville or Cambridge brand. People understand the Smuggs brand. A lot of vibrancy in the community may not yet be reflected yet maybe because of lack of signage, mix of businesses, business hours, etc. lots of potential here.
- Smuggs, Lamoille, Working lands are all huge asset. This town doesn't talk about wanting to be how it was. They want to look ahead toward cohesion and success. Call for industry, connecting to the mountain, cohesion, etc.
- Didn't know Jeffersonville and Cambridge are same town before today. Signage would be helpful. Diversity and value and wealth of natural resources along with pride. Sense some divisions and activity but people not talking to each other, or hearing part of conversations. Communication is key. By end of this process can be on same team. Have wonderful players, all the skills you need.

Traffic, Parking, and Pedestrian Infrastructure

Resource Team: Paul Costello, Steven Jeffrey, Fred Schmidt (scribe), Brian Searles (facilitator), Martha Trombley-Oakes, Bonnie Waninger

What are the Assets in this Area?

- Love the new roundabout that runs from North Cambridge on 108, now we have a safe spot.
- Ditto!
- Road surfaces improved recently, but still complaints – esp. Upper Pleasant Valley Rd. However, surfaces in town are nice.
- Rail trail on Lamoille River valley has reached the village... almost – “a real resource” – for non-motorized transport. Connection of Rail trail to Jeff Village - will be able to bike from Jeff to Cambridge.
- Just the main, paved RT-15 road from here to Johnson – I biked it. Had lunch and came back – only a small section unfinished.
- Several folks enthusiastically embraced the new bike road from Jeff to Cambridge.
- A study has been set up to evaluate sidewalks and bike paths... long term – “lots of new connections possible” – The Cambridge greenway – along the Lamoille – a 1.25 mile gravel path – a canoe trail on the Lamoille parallels the old rail trail.
- What happens to my drive when I find 4 wheelers on it – who’s at fault when they don’t stop (e.g. the snowmobilers). If and when they get struck who is liable?
- Regarding responsibility for rec trails: we have a driveway across the path but we know we have to stop – this requirement was part of the permit process.
- The Select board is sponsoring the study and working with the Regional Planning office – would like to see sidewalks enhanced, walk on the Valley Road – would like to see more cooperation. They need more public input on the plan.
- The sidewalk and road issues compete for attention with needs around the school.
- There’s a good public transportation connection to Burlington now-- to Chittenden County—but none to Lamoille County.
- Timing of trips is poor. Not enough early morning or evening runs.
- CCTA is a real asset. My wife works in Winooski and commutes by bus – loves it!

What are the Challenges?

- Speed limit issues: on 1. Main Street – 2. Church Street –3. Upper Pleasant Valley Rd.
- Solutions – more speed tables – great asset, one can plow over ‘em.
- More issues noted back to the 3 way stop by Hanley’s store and stretching up the hill to the southeast – the road to the ski area. Three ways stop at Hanley’s – needs a roundabout?
- Problems: the little (iron) triangle. Awful Triangle. Also sidewalks – well liked, but a couple of issues – definitely sidewalks. WE HAVE NO sidewalks – kids walking 3 wide in the street – an issue all around the school. “The sidewalk thing should be addressed sooner than later – keeping the kids safe. Kids darting in and out.” Pedes facilities in and around the school not clear, mix with the kids. Can we solve pedestrian problems in a way to include resident walkers, dog walkers and school kids?
- Huge improvements needed up by the school. “It would make more sense to focus on traffic as well – the traffic pattern could be altered/challenged. Parents drop off in both directions, park to drop off = uncontrolled, etc. Neighboring driveways, a mess. Dangerous.
- Someone sums: 2 major issues – pedestrian and traffic.
- Expand on the Transportation and speeding – people gun it up the Mtn road. – Probably doing 55 by the time they leave the town... need to reduce speed.
- This is now a dilemma, no local power to address speeding – need to go to state for the state road part. Actually Mill St., leaving the village – 108 – Speeding. A solution to the “T” needs 3 stop signs (+).
- Concern with one-way street/traffic set up at the school specifically – wouldn’t that force traffic up by the school – esp. if they can’t turn around – this might create more traffic at the school.
- Winter maintenance a nightmare – you can’t push snow the wrong way on a one-way street! We need to try to keep the snow away from the school and keep it off the driveways at the same time.
- We must distinguish between “SPEED” as an issue and the VOLUME of traffic. And to make it more complex, these issues probably differ (in importance) depending where you are in town. Hanley’s area is just speed, but the school neighborhood represents a whole different dynamic.
- Speeding problem may dominate – agreed. The issue by Hanley’s Store – some disagreement as the nature of the problem at the T intersection – visibility is a problem too. Speed trumps the other issues.
- Mtn Road Intersection – as cars in line, watching to see whether lead car is turning right or left... Need a balance.
- Possibly the intersection now is not technically legal. Need to explore legality. Don’t forget speed in Cambridge village as well.
- Parking??? What parking? Example today – all visitors asked not to park at Fire Station. Parking not well defined in town.
- Will people accept tearing up the green space for diagonal parking? Parking should be, but isn’t, a part of the scoping

study. No good way to get from school to the greenway. Need a crossing defined on RT 15. An underpass is proposed!

- Another parking comment – head-on parking without curbs affects walking. Bumper impedes pedes.

Opportunities: What Should Be Done?

- Pedestrian access and safety on Upper Valley Road – need some threats of speeding arrest. How is speeding handled?
- Cambridge pays overtime for state police on top of their normal services – 50 hours a month for overtime focus on speeding. Need some way to focus the police protection on different speeding spots. The hours of the State Police service is off a bit – they start at 8am when commuting (by and large) is over.
- Police service needs to edify by resident concerns – adjust hours. Speed table – remind speeders there are rules. Skunk Hollow Road has some dips. Plows might really tear out the speed tables. Get some feedback from the Jericho town road crew. Upper Valley Road.
- Need to focus the speed issue topically, ie. site specific speeding.
- There is a committee looking at parking as well as throughput for sidewalks. For the village only. The Village of Jeff Steering Committee for sidewalks.
- How about authorizing someone local to enforce parking and speeding? Would have to contract with State Police for someone with authority. Maybe emulate Essex Junction? EJ has senior crossing guards – safety patrol. Given the number of kids walking to school here in Jeff, maybe local crossing guards would help. Need to recognize we can't change people and if kids on the bus at 6:30 or 7:30 in the car – family timing and quality time is an issue. Bus use is tempered by time constraints on the family.
- Driving, parking and pedestrian access all need to be considered. Years ago the flow of traffic was to go one way but haven't any guidelines about that recently. A couple years ago Cambridge kids walking to the bus stop – now more stops – but a solution is to have the bus stop more often. (Smaller buses/vans – fewer stops).
- Under the Scoping study – feels like parts of town left out? Speeding an issue all over. Design and access of parking in front of Cambridge Market. Intersection wide open – needs

- definition. Also farm equipment on the road. A policeman pulled someone over for the first time in 15 years when the vehicle passed a piece of farm equipment.
- Stuck trucks up in the “Notch” – several semis got stuck at the very apex of the road over the mountain. In the last 5 years, a majority of the trucks were NOT from Canada, but recent evidence might suggest a “French Connection.”
- Signage – the lighted signs – big improvement. Two signs by the closed road where no tractor trailers. But the signs should also be translated into French.
- Village of Cambridge – state owns the drains – in poor condition. One over by the pharmacy – all need improvement, reshaped? Storm water issues in drainage. Solution is to get the state in. Is this a bigger issue? Is state working with the town?
- A winter issue – state had not put enough salt on the road – town put on sand. Went into another town, no sand – state not working with town jurisdictions – over the border to another town – a gap in service. Westford town just does it – sands. No reason why we can't get more state cooperation with the towns. A big diff on Rt-15 from here to Underhill Station road. After you hit Underhill station Road – you get a clear road.
- From the State – Brian notes plow routes – State notes that there shouldn't be a difference in management.
- Millions spent on wrong way bridge – still not washed down. Solution – put a pump in the local river – and wash the bridge. Brian (State) responds that this is a different issue. State trucks don't use sand on orders from the top.
- No public transportation to Morrisville – maybe join up on the Morrisville-Stowe link.
- CCTA sponsorship – need some feedback on timing. Bus here stops and turns around. Senior Van – local? We need someone to take seniors to meds, to doctor, to shop. Special Services – on demand. RCT services out of ST. Johns – on demand as opposed to Medicare supported Transportation.

Reflections of the Community Visit Team

- How to maintain sidewalks in winter – not elevated in terrible condition. Have a snow blower. Each village maintains its sidewalks. Sidewalk issue – is the study looking at redoing the sidewalks that are here or building new ones. Yes looking at both – possibly lighting as well.
- Painted parking spots? Parking not part of the study, but they are trying to get as much out of the study as possible.
- Trying to alleviate the parking issues should be part of the committee's discussion.
- Are these issues that town and village governments are handling – water and sewer handled by village, town handles roads. Some consternation in the past. They all talk monthly – hope to have addressed village-town government issues. One

- road crew – one system, one set of vehicles. Village hires people to handle water issues.
- Roundabout – to escape from Mobile station at 5pm – cars don't stop – going too fast and go through it, but lots of accidents – no one would walk the streets crossing at 5. Police won't enforce the law until people tell police to enforce it. Roundabout doesn't work – heavy traffic – RT 15 dominates. Roundabout rule is that if you are in it – you have the right of way. Looking for enforcement.
- Maybe the roundabout is a site for the digital reminders. A proven, safer way to make your way ahead. They are here, we need to educate ourselves. Now need an education as a way to use it. Not 30 feet.

- Bicycle path – now umpteenth more than ever. Now faster drivers. Now with new, expensive, beautiful bike path – how to incorporate the bike path into the town and out. Can we discourage bike traffic on Rt-15 and get them off the road – and onto our paths. Two kinds of bikers – through riders won't use gravel path. Type 2 - ? serve them by bike paths. Need better designation – road widening.
- Drivers too close to white line – Dangerous to ride bikes on paved roads. Double-wide should be legally bound to be in one lane.
- Bringing in the bike lines. Maybe a generator for local economic development. Used to ride from Jeff to Johnson – scary.
- One more item – public restrooms. None... anywhere.
- Bike tourism is it promoted – out of state tours. Greenway path, is moved back annually by river expansion – now losing earth trail moving in. Can get permission from ANR to rip-rap the banks.
- More speed signs from Smuggs heading down hill. Sign says speed reduced to 40. People going 80.
- Signage – more Jake brakes in Village Center Use of engine brakes is a fed requirement. Newer trucks better – a couple of old dump trucks. Old ones to be recycled. Be happy if they are using their engine brakes – greater safety results.
- One promo for a parking study now going on up in the Notch – will post on Front Porch Forum – need a Cambridge rep on their committee.
- Double wide bikers!! (not double wide semis) notes: CCTA does ridership studies – get them to respond to your commuter needs. Certainly the areas around the school calls for more immediate planning. Be sure everyone is party to the findings AND the town moves forth with informed decisions.
- Positive discussion – civil, handling tough issues with civility!
- Lots of good ideas here.
- Rivers – traffic issues – you all recognize the confluence of speed and volume – lots of positive – hubs. Bikes – transport in and out of town! A lot of issues without clear single solutions. A lot on Jay's shoulders – a lot to carry needs help. Speed and lack of enforcement almost everywhere. People flying through.
- A ranking focused discussion! We know what needs to be done. I am encouraged by emphasis on safety. Not too different from other communities. Results are attainable.

Health & Safety

Resource Team: Paul Costello (facilitator), Steven Jeffrey, Fred Schmidt (scribe), Brian Searles, Martha Trombley-Oakes, Bonnie Waninger

What are the Assets in this Area?

- Our EMTs and Fire Dept are terrific – “I live near them and they are training all the time – well prepared.”
- A Regional Health Center, right here in the village – a couple of Doctors, even a PT person (*who was present*).
- Food Shelf – housed here in the Church in Jeff. Operates out of the basement. Supported by the people of Cambridge – plus a couple of other communities donate. Part of the safety dimension of this discussion.
- Church – offers exercise – other well -being courses.
- Select board has a good sense of balancing finances as well as recognizing community's health and safety needs.
- Taxpayers support all services. In general residents are oriented outdoors – an active population. Includes fishing, skiing, riding, biking, hiking etc. In general , the community is pretty aware of outdoors –and using it.
- Used to have a recreation department. Is it still here?
- The recreation committee is still meeting but has aged and no longer has kids in the programs so not actively connected to youth.
- Natural assets.... Trails, hiking trails, beauty – Cambridge with most hiking trails in VT – town boundaries run south-east and actually go past the Notch.
- The Rotary and church and others support wellness program – skiing for kids, skating rink... winter activities for kids.
- Have a 55 Club for seniors. Note the reduced rate to ski.
- Front Page Forum shows a significant sense of “looking for your neighbors”. A great fire prevention program, fire safety concerns reflected in a grade school program.
- Have a good rapport with state police – they use the Fire Station as an informal stop.
- Community supports rescue.
- One of only 2 Storm Ready communities. “We look out for each other. We watch out for one another” – Everybody “picks” and that keeps robberies down.
- Imbedded officers with school – school discussion safety – State troopers have positive relations here and though the barracks are to the south and out of town, the troopers do pay attention to this place.

What are the Challenges?

- Number of needy folks growing – food shelf constituency seems to be growing. “THE NEED IS UP” – is it folks who don't drive? Is it folks who can't reach the food shelf? The food shelf saw a 4-8% increase over last year. Look for fundraiser going out tomorrow.

- Health Center – despite beautiful area, we have a distinct lack of physical fitness reflected in the residents; obesity, diabetes is almost epidemic, drug deals going on... people suffering from drugs. Troubling narcotics, prescription narcotics.
- 3,600 residents only 1/2 of the volunteers in EMS from local – how to get more people to volunteer? Paid staff, but half the volunteers from outside!
- A series of break-ins. Boyden’s break in at the farm and subsequent stealing of tools, etc. They “knew” who it was now, but goods sold and little they could do. The overwhelming number of residents on FPF – Cambridge is 2nd – one of the first to have FPF. Break-ins at the school. In Jeff village – someone broken in 3-4 times in 18 mos.
- Paul notes that the youth expressed concerns about this at the youth session last week.
- Break-ins RELATED TO THE DRUGS – a relationship. Trooper says now in a coordination effort intra-community. Drug seeking cycle.
- Look at number of HH downtown turned into small apts. We have a transient population. This transient population has impacted the demographic composition of downtown.
- Speeding through the village.
- Want to see a more active REC board. There used to be a more active recreation program. Looking for more seasonal activities – esp. summer. More enriching program. Cambridge Connections is a great program, but doing the job of an active rec board. No organization, not much provided. Not enough for young people. Ltd recreation opportunities. And for adults too? Seniors? What about over the hill – on the hill – over 55 club. Stuff for everybody to do.
- Seniors who needs medications, isolated and poor seniors. Rural poverty across the board.
- There is a small contingency fund often tapped by people in real need!!

What’s working now?

- Have Senior housing but need a Senior Resistance – supportive of Seniors. People carrying for generations... young families carrying their elders. More than housing for seniors needed – a senior center? Meals on Wheels – limited. It is here? What are their boundaries? People say they’ve been told they don’t live on a distribution route. * missing link – info about services.
- Public Safety – got drugs, speeding?
- Some of the villages struggling to build a tax base to support their water and sewer systems. Struggling to fund these at a village level.
- Seniors hit with fraud. Number of counterfeit checks taken in. Grandparent scam, two local residents subject to this. But the tellers caught it. A tremendous amount of fraud.
- Ambulance not as fast as we’d like. Had to wait over 45 minutes for Fairfax. An issue of EMS response rate.
- Concern with state’s inspection of those downtown sub-divided homes.
- Safety – lighting, curbs – sidewalks. Other issues of safe infrastructure

Opportunities: What Should Be Done?

- A resource bank. Who can provide what skills? CambridgeVT.com lists builders, restaurants, all businesses.
 - Need to get the word out about it on FPF.
 - Personal volunteerism could help – revisit the spirit of the 60s & 70s.
 - Is there a way to build phone trees to check up on folks? The old ladies in the meadow. Some way to connect folks in case, for example in an ice storm? How are you? Especially for seniors.
 - School has an alerting system – VTALERT – run by the state. Would push a lot of info out. Check Cambridge EMS Facebook page. But not easy to connect to CambridgeVT.com – has FPF links and other links – a one stop shop for residents and visitors. Separate from the municipal website – a community effort to integrate information sources.
 - People not on the internet – how do they get reached? How do they get plugged in? Possibly the most vulnerable. More communication might help but this cohort is the long term problem. Select board could initiate a phone call alerting folks as to dangers. Could set up its own network and push out information like this.
 - Problem going on land-lines – cell phones? Can go to cell phones as well!
 - Trying to provide some of this communication and wellness service through a community center. Some simple things can do around storage and disposal of prescription drugs. Alternative to narcotics? Healthy Lamoille County.com – an information source.
 - Rec board might need some new folks, younger folks. Focus on seniors as well as youth. There is a Rec budget! Designed to respond to needs.
- Who has heard about the community center?
2/3rds of hands go up.
- Select board has opportunity to bring together a health committee to explore not only the basic needs of health and safety, but the mental and physical health of people as well as the sports and rec services.
 - Surprise – number of people living in their car, on the street – very needy. The town has a safety officer who can provide emergency support for homeless folks.
 - Role of paid volunteers with EMS – limited resources to pay.

- Trooper – has some data - Last 3 years (to 2014) 11, 12, 13 burglaries in same time period: 43, 43, 46 gas drive offs. Other services? Doing some work around drug issue. Unravelling relationship tween robbery, drugs, drug habits, youth?
- Young 27 year old – only rep of her demographic cohort – hard to find aerobics, age relevant services.
- Need a swimming gym – something that serves everyone. The whole community, affordable services for everyone – exercise classes. Elders, mid-years.
- Soccer boys want more sports facilities, soccer fields, BUT also recognized needs of the whole population.
- Need a grant writer. All look to Bonnie.

Paul has heard lots of groups doing different things, but little coordination (maybe like Johnson through a grant writer, pull folks together)... serves as a hub. An example of solutions – More Solutions?

- In Johnson they've raised over \$10M to do community things. Fairfield did something similar with a town and school committee.
- Looking for way to get word of speeding, robberies, etc. to State Police – need a little faster response.
- Trooper – neighborhood watch works in big city – FPF might take that place, Police can't monitor FPF, but a volunteer could be that contact person – a point person reporting on the goings on in town with the State Police.
- Over in NH a town this size had a full time police officer. A residential officer knows your community – knows who's been

- good and bad.... Could be a local police force. Would have to pay for it. 2 am to 6 am on call possible to state police. What would it cost to have someone on patrol the gap hours 2 am to 6 am? There are resident state police in Cambridge.
- EMS guy = a national movement toward having a local coordinating person using local resources – maybe out of the clinic or the EMS HQ - * call them a community development person. Or maybe a person to urge folks to take better care of themselves – the healthy Community design. Eating better, crossing route 15, etc.
- Maybe hold a volunteer fair regularly or annually – problem aggressive recruiters.
- Targeted volunteer recruitment – worked at Poker Hill School.
- Gorilla in the room – government overlap and shortfall? There are communication gaps. A village trustee had 3 projects together – town has worked on rip-rapping – a box culvert that you can walk through, a bridge on the bike path thanks to Lamoille County Planning C. 3 successful efforts with town and Jeff Village.
- Some kind of parent health and wellness education? * A school nurse? * maybe more aggressive info and programing from the clinic. Also mother daughter sex education “the talk.”
- A plea for simplicity – today's attendance for example was generated by a single phone call. Also knowing people in the community. Need and complete inventory of everyone' skills.
- Awards – Oct 25th – PSAs use them more - *FPF – use for communication. Chase the gold car.

Reflections of the Community Visit Team

- Tremendous involvement and volunteerism – an issue of small town government to survive demands –you aren't alone – lots of small towns face this.
- Smuggs – a resource but ignored. Fred invited years ago to Smuggs to participate in a community discussion.
- Struck by resources and talents here. Still wonder about deficits – talks about elder care... a real concern for the lack of solutions here. Great Conversation.
- Congratulations – being here as volunteers in large numbers. A good showing and high quality conversation – esp. health and safety and YOU are the most powerful force.
- Struggling here. Maybe more volunteers in the past. Changing community – more renters? More commuting; how do we change what we are doing because our communities are changing. Is there a new way to do it? How to get out of the box. Guy from Carolina, old Vermonters – says now they are becoming a town larger, more like a bigger place – call vols and say I think you know how to help us... need to tap more. Facing the same issues of a town in SC – what to do when St. Albans gets here.
- Probably 30th public process around the state. These problems the problem of a successful town – lots of leadership, moving forward, are you efficient, are you organized as a community – do you know what your are doing. The dysfunction is communication among select board, community center, rec committee – need to work more efficiently, especially as you design the next wave of public sector development, think partnerships with private and public.
- Maybe we'd get more done if we could provide an outside community development person on a short term basis to pick up the prioritized lists and get things going – it would be great to coordinate this with extension.
- No talk of coordination tween the community center and the rec program? Dysfunctional? Sounds like some planning and coordination is necessary – some gulfs between elders in the community vs. those with kids. Has the conversation about services for kids and rec and seniors and drugs been held?

Creating Community Unity

Resource Team: Paul Costello (facilitator), Steven Jeffrey, Fred Schmidt (scribe), Brian Searles, Martha Trombley-Oakes, Bonnie Waninger

What are the Assets in this Area?

Lots of complex issues facing a growing and successful town including the presence of multiple organizations and multiple levels of government. So how can they work together better? And what are our assets regarding unity.

- Sports are an asset.
- The natural terrain here should facilitate communication as the bulk of the population lives in or near the center of this wonderful, natural bowl – and at the confluence of the rivers and lower valleys. This very fortunate geographic configuration can also be a polarizing aspect as well.
- The large numbers of committees here reflect the interest and commitment of the citizenry – but participants tonight are looking for improved communication to make the community a stronger collective.
- I see the beginning of collaboration – the ball in motion – need to help it pick up steam.... Now what is this momentum we sense? i.e.,: the planning commission, chamber artist and entrepreneurs, Smuggs – all had a say in the planning – also resulted in a trails map. They are now creating a printed map – and on line... free to access on a number of different on line sites. Is it possible that an easily accessible map will draw this community together?
- There is strong and consistent support for the Cambridge Elem school, evidenced in the fact that the school budget never gets voted down.
- FPF – on line – (by a show of hands only one of 34 in the room was NOT on FPF) – tracking gold cars...
- Diversity is an asset – different points of view make this a rich community.
- Eagles VFW, the Legion, Rotary – 4 traditional service groups all present and functioning and work on successful projects.
- A lot of engaged volunteers – skilled but a challenge remains in bringing them together efficiently – lots of committees. People who are networkers – provide a conduit. Many key connectors.
- A lot of cultural activities here like Sun Dog poultry. These cultural activities build community capacity. Another great example is the library – free and open – a program source.... A hub.
- Stronger downtown in Jeffersonville. However, the Village Trustees and Select board over all communicate with one another. What are these competing civil units? A board of trustees for both villages and the select board of the town. Are services collaborated? Coordinated?
- Another organizational asset – the Historical Society – sponsors community events, but it gets lots of support (finances) from local businesses to help sponsor the event.
- The amount of land put into conservation easements is an asset... because this action protects view sheds... and adds to the image of the community and of itself... maybe accentuated by recent struggle to save the property Jolly Gas Station chain wanted to develop.
- The community has a legacy of overcoming hostile and diametrically opposed positions and come to agreement to everyone's satisfaction.
- Smuggs is a resource – a visual focal point with a number of physical/man made resources.
- Cambridge Music festival – Weekly Farmers' Market. AG heritage written into town plan... new farmers emerging... People feel a sense of identity.

What are the Challenges?

- Demographic Challenges – a large pop of seniors, as well as a large pop of young – need a community center to bring them together.
- With so many commuters – time a premium – hard to get people out – a large number of events with low attendance.
- Scheduling is an issue – so much going on... hard to choose.
- Discussion of the need for a Planning Calendar to coordinate and get a schedule together – use FPF. No coordinator... Planning time for each group is different. Historical society starts in Feb to plan an Oct event...
- SCHEDULING is on the table.
- Basically this is a bedroom community with many “difficult-to-reach folks” ... BUT they are on FPF.
- It was noted that there are “strong groups in town” – but “folks get quickly polarized into this camp or that.” Another noted, “there are natural groups that form – Rep, Dems, flatlanders, Lamoille valley group.”
- In a lot of our activities we start, and then go on out alone... together. We want to work together and deepen our sense of community.
- So many people are birthright Cambridgians – references to old land marks. Sometimes newcomers are taken for granted – may use historic name the gym as a meeting place, but not the school so newcomers don't know where to go.
- Some of our issues are very complex, involving technical answers (possessed by only a few) and knowledge – “it's hard to catch up with them” – “hard to explain if you are involved, hard to figure out if you are an outsider.” For those in decision making positions, e.g. select board, a trustee, planning commission it is hard to tell other citizens how and why certain solutions are proposed and implemented.
- No good gathering places – a coffee shop, some place for everyone to promenade (like Italy) need the sidewalks to facilitate getting face to face relationships.
- Having 3 municipalities isn't too unusual in Vermont – but in some ways this is a divisive factor.

- Perception versus reality. Sometimes very little participation. Example Cambridge Village meeting had no one else in attendance. Jeffersonville attendance is little better, except for issue time when lots turn out. Jeffersonville PO addresses think they can vote – different municipalities – some confusion in knowing where to vote – who has jurisdiction.
- This situation adds an extra level of complexity to anything process oriented. Many don't understand just where they have to vote. Don't know where the power is in it. Confused also by the post office. And Smuggs becomes a private area.
- Confusion about jurisdictions – the 3 municipalities have different functions. Village and Town PC, and Jeffersonville Village PC. This municipality issue does retard progress in some issues like economic development. Extends to taxation issues as well. Lots of confusion regarding towns, villages and what to do about them.
- Some mentioned the lack of support from Smuggs.
- Street address creates some confusion – Fletcher residents (some of them) share addresses with Cambridge – or vice versa.
- Maybe consider Smuggs as a 4th – the residents there mostly seasonal – a different population. The diff between Smuggs 20 years ago and today. Smuggs needs the town, but now is better than it used to be.
- 38.5% of the tax base comes from property owners at Smuggs – they are good neighbors to this town.
- River a major feature in this town – a divider, but a unifier as well.
- Village of Jeff has a transient population. True for Cambridge village as well.
- This by the way is an element because they are service users. Regardless of how long they stay – they are 60% of Jeff's population – maybe transient but they are bedroom commuters.
- The transient residents here who work for Smuggs – this is an issue!
- Hard to create unity with the transients, the tenants and the permanent residents. Need to find a way to engage the commuter group. IF commuter's have children they are involved. Commuter group is the fastest growing segment in this community. For 30 years the fastest growing community in the county.

What's working now?

- Maybe employ more commuters locally might ground them here more.
 - A community center – multi-centered/multi-group hub – a place where people go.
 - Put the clinic in the center – work with the school to educate whole families – nutrition, exercise, good food.
- Facilitator asked for clarification on the community center and recent activities. Russ and Dr. _____ announced that they have bought the Windridge property and are working to turn it into a community center. They indicated that they had some firm ideas but there are other areas open to suggestion and influence by the community. A series of questions and answers ensued in a rather rapid fire exchange:
- Is the center a partner with the municipality?
 - Currently it is an independent entity, not related to the municipalities. In the future we want to get it going as an independent.
 - What resources does the Center have now?
 - The project "has 360 funds" in it. Cambridge 360 funds.
 - Will the villages and town have input into the design and organization of the community center?
 - Cambridge village input is now oriented to a center being planned for Jeff village.
 - How can citizens keep better tabs of these and other discussions?
 - Town/village meeting notes might be posted on www – Cambridge town has www site – but villages apparently don't have the www access.
 - What are meeting times? Are they when citizens can make the meetings?
 - Town meeting in midweek – want to move it to a Saturday when working folks can make it....
 - Are there technical limits to www site posting?
 - No one clearly answered, but the indications were that tech support is available, but uneven.
 - I don't understand what's gone into the Community Center financing – but maybe a campaign is called for to get financial input and develop a community wide plan. Maybe start with an investment campaign?
 - Community Center founders have identified local folks who might invest. We are fortunate to have investors.
 - Comment: Maybe we can help them (presumably the two who had purchased the Windridge property) find donors.
 - The key is to answer how we can get a return on our investment – so it would have to make money (*presumably the community center*). "This is a kind of chicken and egg thing." We have 4 or 5 different plans to get resources.
 - Would the "Bees Knees co-op model" (nearby town) work here? Participants would pay in get a service?
 - It is difficult to get 1,000 small investors. Cambridge 360 org is critical input, certainly makes them a community org. But we are still manipulating the model. We are trying to figure out what to do.
 - Could do it for \$100 a resident, would that get the thing off the ground?
 - Any discussion about doing this as a municipal effort has to be aware of our initial offer (*I believe it was \$480,000 dollars*, then dropped it to \$380,000 the night before. This property was for sale as far back as the 1980's. There was discussion then as Windridge was looking for purchasers.
 - Is this another perception versus reality thing?
 - The word is the town is not in the real estate business.

- Some considerations of what the program(s) at such a center might be?
 - Lots of history here. Many programmatic efforts that are appropriate have occurred and are occurring here. Consider the Cambridge Teen Coalition – back a few years

ago – get teens and parents together. A more active agenda – maybe help seniors, companionship. Need teens to make decisions. Years ago the teens made their own decisions, had events, had governance, were successful. Learned civic engagement.

Opportunities: What Should Be Done?

- What activities might get things going? A program or series of programs doesn't necessarily need a building at the outset. What programs might we go ahead with?
- Could get all people excited about participating – engaging. "Hanging IN THERE" (a local program) led to a passion and the passion caught on fire...
- Kids used to go from the school had an activity agenda service – now has been discontinued and then there was the "Lunch Bunch" who met in the Church.
- Could be a way with a lot more connections – maybe around wood working – or helping do something with the land – build something.
- Historical society – a number members have left the area – lots of interests from former residents like being connected back to their community. Could work on a community calendar – one quarterly newsletter goes to an expanded network of folks tied to Cambridge in one way or another, reminding them of what is going on ... has to go out on paper. ...Remember that half the community doesn't go on e-commerce.
- Library also with a large membership many don't participate in meetings. Maybe an overlapping interest in these different mailing groups. Library has a sophisticated address retention process.
- There are no public media in this town – emerged in senior group.... No public radio or TV, no newspaper. A newsletter might be the answer.
- More on newspapers: "Fairfax gets out a weekly." Charlotte gets out two. Historical society has it right – has demonstrated that folks who maintain an affiliation with the Cambridge high school. We need to think about doing something like this, but it MUST be in hard copy as well as electronically to be inclusive of all residents.
- Last big ideas.... Closed circuit TV? Maybe get something going here with random video.
- A little idea – bet we don't know our teens. Who are the Cambridge teens? – a Cambridge Hall of Fame.
- Some way of acknowledging people and activities about what are going on... Awards to volunteers – volunteer of the year. The Jeffrey award.
- Let's pool our resources – consider other programs, maybe Welcome Wagon. Introduce it. For newcomers – introduce an old-timer every month. A Cambridge directory. (Library does this to new babies and a history of the town also to new commers.)
- Why not hold regular round-table discussions – come together. Weekly – monthly... each rep brings "what's up" to the table. Here 25 groups doing good work. Could share more.

Reflections of the Community Visit Team

- Seems that Cambridge underutilizes the opportunities that municipal government usually uses. No zoning? As your grand list grows, probably need to explore zoning. Municipal bond bank – 2% money for 30 years. Lots of opportunities here if you commit to a stronger municipal government. Tremendous work going on all over here. Sometimes more government means more taxes, more government control but the products may make expanding and coordinating local government more would be worth doing.
- Regional planning – struck by the number of times youth were mentioned – none here tonight. Comment made from a native born Vermonter – no one asks us why we stay – but typically ask only "why they leave."
- Really enjoyed the sharing of ideas. An asset here is the diversity of opinion here – a real asset. Some unity of opinion especially regarding the issues you face.
- So the issue is "how do you get to where you want to be?"
- Before I went to state offices I had worked and lived in 2 Vermont communities with notoriously bad government relations. I learned that government structure doesn't exist to promote itself, but it exists to solve the problems you've got.
- Tune into what's happening here. Tune in and change what you don't like and make it serve you better. But be wise and use your work to leverage more funds and resources.
- Do monitor your municipalities – learn what they are legally mandated to do. Figure out what is working well. Be sure you know and understand the actual jurisdictions and powers of the civil units you live within. Know when you are asking your local government to go beyond its mandates and delve into unfamiliar waters.
- So many people are birthright Cambridgians – references to old land marks. Sometimes newcomers are taken for granted – may name the gym as a meeting place, but not the school.
- Use external resources more effectively by bringing in expertise in to help solve some of these problems. And have them help you leverage external resources to solve these problems.
- Need a hub – existing government doesn't have the capacity. Doing a lot right - how do you coordinate more efficiently to get to the next level. Don't forget the teens. And the late October meeting!

Cambridge Youth Forum Notes

Compiled from discussion held with 19 Cambridge youth September 25 2014

What's Good Now in Cambridge?

- Connections – run into people you know.
- Smuggs, brings people in, lots of fun, lots of snowboarding.
- Artists are respected here.
- Many small businesses – tavern, new businesses, new energy.
- We're not Johnson.
- Can use a room at the gym (Lamoille High School).
- Can organize events at the library for all sorts of activities and participants.
- Opportunities for young people to work – Smuggs, restaurants.
- Good sports teams and athletic programs at Cambridge.

How many of you think you will live here in 10 years?

- a few hands went up

What would you like to see for the future of Cambridge? What is missing? What's important?

- Envision a new park in an area of the town: We need to build park, needs fence because near road. but problem with flooding in that area.
- Need to develop/renovate the former Windridge facilities – could build indoor tennis courts and pool.
- Need better lodging places – nothing except Smuggs in this area.
- Need public volleyball court.
- Need drive-in movie theater.
- Need bowling alley, skate park (there are skate parks in Johnson and at Smuggs).
- Need a Chucky Cheese place – arcade and pizza place.
- Need a Community training facility, public gym.
- But windmills kill birds, and they are ugly.
- We should explore green energy a bit.
- If I were to start a business I would start a gym over in the vacant field.
- We need to promote farming for young people and offer trainings and support.
- We need to incorporate local foods into school lunch program.
- It is important to keep the rural feel of Cambridge – open fields, scenic views.
- More local events are important to the future – we do a 5K run, 4th of July, Pie for breakfast – but we could have additional events to bring people to Cambridge.

What about global economy and climate change, what does Cambridge need to deal with these issues?

- Windmills – could produce power for whole region and reduce reliance on coal.

Do young people take a leadership role in any events?

- Used to show movies – PG rated so kids can attend – could do it again.

What are the Big Issues for the Future?

- Driving through the round-about – need signs to instruct people about how to use them.
- No coin drops.
- More parking – because people parked on my lawn when the Cambridge events happened.

What new economic development is needed?

- Cambridge has a bike shop, but it does not sell bikes – just repairs them. Need to be able to rent or buy a bike in town.
- There is a place to rent canoes and kayaks, this business needs to expand and rent bikes too.
- Need sports store – have to drive to Williston to buy a soccer ball and other essential equipment.
- Need better bike shop, but don't want it to become like New Jersey (malls and too many stores).
- Ornament studio is in building that used to be old house. Need to preserve our old buildings.
- Why doesn't Cambridge have commercials on TV? Stowe does.
- Not much to do in town.
- Nothing to do, I don't come downtown – just go to friends' houses.
- Subway is only place in town to meet friends and hang out.
- There is a park, but cannot hang out there, closed after dark.
- No place designated for teenagers – not the library.
- Nothing to do at night.

- Could do movie night at the high school, but not many people would go.

Do you have jobs?

- Participants raised hands, stated their jobs: several are lifeguards, volunteer at library, work at Tavern – prep cook and dish washer, work at airport - help with the gliders, several work at Smugs in the winter, 2-4 do landscaping in the summer, work on farm, bus tables at 158.
- Whole group liked their elementary school, and they said they were well prepared for high school.
- Want school choice so they can attend a school close to home. There is a long wait to get on the school bus to go Lamoille HS.

Good communications in town or do residents need better ways to inter connect?

- Smuggler’s Notch, Jeffersonville, and Cambridge – 3 distinctly different places – people know about Smugs, but kids from Jefferson and Cambridge have to explain to people that their town is near Smugs.
- No division/barriers between the three towns
- Getting around is limited for kids. School bus runs at several times, will drop you off any place, but you cannot

get back on. It is not like public transit. No one takes public transit to Burlington, but they know it runs.

Are there safety issues here? Drugs?

- There was a robbery yesterday.
- In Cambridge Village there is an area where weird things happen.
- One student says he has seen everyone from rappers to druggies around his house.
- Yes, drug deals happen in Cambridge

Does the fire department and ambulance service work well?

Do residents feel protected?

- Fire Department was known as “foundation savers,” but they got a new truck and things have improved.
- I live on a dirt road, but the safety services are good.

Any other issues about youth that are a concern to you?

- Need more driver’s education classes at Lamoille HS. I had to wait 3 semesters before I could get into the class. Driving is really important for high school students.
- Good idea to convert Windridge building into a community center.
- I and my family volunteer at animal shelter.
- An announcement was made about work day – Saturday – to start renovation work on Windridge building that will eventually be converted into a community center.



*From the Senior Issues forum on **Community Visit Day**.*

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