

**Community  
Action Plan**

**RECREATION** ECONOMY  
*for*  
**RURAL** COMMUNITIES

**Poultney,  
Vermont  
February 2021**



**Northern Border  
Regional Commission**





## CONTACT INFORMATION

**Poultney, Vermont**

**February 2021**

For more information about RERC, please visit:  
<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

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The Steering Committee would like to thank Jonas Rosenthal for his assistance with the project application.

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# COMMUNITY STORY

Poultney is a town located in rural Rutland County in southwestern Vermont on the border of New York State to the west. Before Poultney was established by European colonization, the area was the traditional territory of the Abenaki, Mohican, and Wabanaki Confederacy peoples, inhabited by indigenous people for almost 10,500 years. As one of the New Hampshire Grants, Poultney was chartered in 1761 and first settled 1771 as colonists took up land along the Poultney River and enjoyed easy cultivation of the landscape providing an abundance of crops.

Much of the village of Poultney grew up around a grist mill and in the 1800s, East Poultney became a booming manufacturing hub with large companies exporting flour, casework, and slate. During the same period, West Poultney emerged as the center of town with the establishment of Green Mountain College, Route 30, and later the railroad from Rutland to Albany cementing the village and its downtown area. Due to its unique position within New England's slate belt, historic buildings, roofing, tiles and walkways can be found made of slate.<sup>1</sup>

Today, Poultney retains its historic village charm with a population of 3,432 residents.<sup>2</sup> U.S. Route 140 serves as the town's Main Street and connects East and West Poultney where much of the residents and businesses reside. To the northeast, Poultney is bordered by Castleton, the most populous town in Rutland County, and the large town of Granville, New York to the southwest.

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<sup>1</sup> Poultney Historical Society, <https://www.poultneyhistoricalsociety.org>

<sup>2</sup> U.S. Census, <https://www.census.gov/>

## STEERING COMMITTEE

**Reuben Allen**, Parks Regional Manager, Vermont State Parks, Department of Forests, Parks, and Recreation

**Lara Bitler**, Poultney Downtown Revitalization Committee, Inc.

**Paul Donaldson**, Town/Village Manager, Town of Poultney

**Jeffrey King**, Chair, Town of Poultney Selectboard, Town of Poultney

**Doug Langdon**, Poultney Downtown Revitalization Committee, Inc., Town of Poultney

**Jaime Lee**, Poultney Planning Commission Chair, Town of Poultney

**Caitrin Maloney**, Task Force Member, Trails, Biking, and Outdoor Recreation Task Force

**Sarah Pelkey**, Economic Development Coordinator, Town of Poultney

**Sheryl Porrier**, Poultney Recreation Committee and Selectboard, Town of Poultney

**Cecelia Ward**, Economic Development Consultant, Town of Poultney

Figure 1: Local Steering Committee

Poultney is surrounded by a wealth of natural amenities and landscapes. The area around the villages provides a New England rural charm of rolling hills and agricultural lands. Poultney is about 16 miles from the Green Mountain National Forest to the south, Vermont's largest contiguous public land area with more than 400,000 acres of federal land characterized by striking scenery of mountain peaks and diverse vegetation. Within Poultney, Slate Valley Trails, Inc. continues to expand on over 33 miles of biking, hiking, and cross-country skiing trails on private land for public use. State of Vermont resources such as Lake St. Catherine State Park and Bird's Eye Wildlife Management Area provide additional recreational opportunities on land and water. The Delaware & Hudson (D&H) Rail Trail is a 19.8-mile section of former railroad bed that rolls through scenic countryside with direct access from the village of Poultney for pedestrians, bicyclists, and horseback riders. Visitation data provided by the U.S. Environmental Protection Agency's Office of Research and Development (described below) found that Poultney attracts visitors year-round, with major spikes in visitation at Lake St. Catherine State Park in the summer. Though visitation is from across the U.S., the majority of visitors are coming from New York and Massachusetts. During the COVID-19 pandemic, recreation amenities saw a huge increase in visitation, highlighting the potential for outdoor recreation to grow in the region and reinforcing the need to carefully steward natural resources.

Despite its many assets, Poultney faces significant economic challenges. In comparison to the state of Vermont and

## PLANNING ASSISTANCE TEAM

- Stephanie Bertaina**, U.S. EPA Office of Community Revitalization
- Ted Brady**, Vermont Agency of Commerce and Community Development
- Darcy Carter**, U.S. Small Business Administration
- Jessica Dominguez**, U.S. EPA Region 1
- Andi Giardina**, USDA Forest Service
- Dan Goldeen**, USDA Forest Service
- Rich Grogan**, Northern Border Regional Commission
- Karl Honkonen**, USDA Forest Service
- Nausheen Iqbal**, USDA Forest Service
- Jon Kaplan**, Vermont Agency of Transportation
- Holly Knox**, USDA Forest Service
- Susan Mazza**, U.S. Small Business Administration
- Nate Merrill**, U.S. EPA Office of Research & Development
- Jon (Max) Muise**, USDA Rural Development
- Dorrie Paar**, U.S. EPA Region 1
- Alexis Rourk-Reyes**, U.S. EPA Office of Community Revitalization
- Andrea Smith**, Northern Border Regional Commission
- Matthew Suchodolski**, U.S. Economic Development Administration
- Tim Tierney**, Vermont Agency of Commerce and Community Development
- Wei-Lun Tsai**, U.S. EPA Office of Research and Development
- Jennifer Waite**, National Park Service Rivers, Trails, and Conservation Assistance Program
- Megan McConville**, EPR, PC (Facilitator)
- Katie Allen**, The Conservation Fund (Facilitator)

*Figure 2: Several federal and state agency partners joined consultants to comprise the planning assistance team.*

Rutland County, Poultney is seeing slower growth and below average economic performance. The average household income of Poultney is lower than county and state averages, and the poverty rate of 18 percent exceeds the state average of 11 percent. Forty percent of Poultney High School students and 46 percent of elementary school students are eligible for free and reduced school lunch.<sup>3</sup> Poultney's principal anchor and employer since the early 1800s, Green Mountain College, closed its doors in 2019, terminating the jobs of 104 full-time employees, 21 part-time employees, and 37 adjunct professors. Poultney's Main Street has also seen the closure of several other businesses in recent years, including a bank, pharmacy, manufacturer, food cooperative and eateries.

## RECREATION ECONOMY FOR RURAL COMMUNITIES

Poultney was one of ten towns across the nation selected to receive planning assistance through the inaugural round of the Recreation Economy for Rural Communities program. Sponsored by the U.S. Environmental Protection Agency (EPA), the USDA Forest Service, and the Northern Border Regional Commission (NBRC), the program is helping communities develop action plans to revitalize their downtowns through outdoor recreation. Also receiving assistance in the first round of RERC were:

- Cambridge, New York
- Fryeburg, Maine
- Giles County, Virginia
- Glenwood Springs, Colorado
- Gorham, New Hampshire
- Grants, New Mexico
- Jasper, Alabama
- John Day, Oregon
- Thompson Falls, Montana

The Town of Poultney applied to the U.S. Environmental Protection Agency's Recreation Economy for Rural Communities (RERC) planning assistance program because it seeks to capitalize on its many natural assets to establish itself as a hub for outdoor recreation in Vermont and New England, energize its downtown, and harness the activity around recreation to create jobs and restore and grow the regional economy. This work is already well underway. With Slate Valley Trails' expanding network of year-round trails and the development of the D&H Trail, Poultney is poised to become a trail town. Exciting new businesses are capitalizing on this opportunity, such as Analog Cycles and REclaimED, a makerspace and community hub that is developing innovative approaches to community engagement in many industry sectors. In 2020, entrepreneur Raj Bhakta purchased the former Green Mountain College campus to develop several projects around agriculture, medicine, food, and recreation, potentially playing a big role in the future of Poultney. With the closure of the college, Poultney's two largest private business sectors are the retail trades and accommodations and food services. These sectors could expand to accommodate a growing regional outdoor recreation economy, especially as young entrepreneurs continue to build a network throughout the community. Community members are energized about revitalizing their town and opening the next chapter of its history. Following the college closure, the Poultney Comes Together initiative engaged over 200 residents to identify priorities and projects to address the impacts. The Poultney Downtown

*Figure 3: Background on the RERC program. Further information can be found at <https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>*

<sup>3</sup> University of Vermont Center for Rural Studies, Vermont State Data Center, <https://www.uvm.edu/crs/vtsdc>

Revitalization Committee (PDRC) has also been working to improve the downtown built environment and support new businesses.

Poultney's RERC workshop was aimed at developing a set of strategies for establishing the community as a destination for outdoor recreation and renewing momentum around downtown revitalization. This report documents the RERC planning assistance process in Poultney, which was led by a local Steering Committee (Figure 1) with the support of a planning assistance team (Figure 2) and culminated with a virtual workshop held on February 8-11, 2021. It details the steps workshop participants went through to develop goals and actions, and includes the final community action plan that was produced at the workshop and refined over the following months. The action plan will serve as a blueprint for efforts to grow Poultney's recreation economy over the next 2-3 years.

Poultney was also selected as one of two RERC communities to receive additional support from EPA's Office of Research and Development. Through this project, the local Steering Committee received quantitative and geospatial data on visitation to key sites in Poultney, including the downtown, Lake St. Catherine State Park, the Fairgrounds Trails, Whaleback Vineyard, and the West Rutland Marsh Boardwalk. The data indicated the origins of visitors, the annual distribution of visits, and other information about visitation. This was generated by exploring visitation levels and visitor origin information provided by commercially-available human mobility datasets derived from cellular device locations. EPA has been working with human-mobility datasets as an instrument to understand how people interact with nature and how they are affected by environmental policy. EPA researchers presented their preliminary findings to the Steering Committee during a post-workshop conference call on March 5, 2021. Details are available in the full data summary provided to the community by EPA's Office of Research and Development.



*Trail Construction at the Fairgrounds.*



*Summer Concert with Stone Valley Arts*



*Snowshoeing around Poultney*



# ENGAGEMENT PROCESS

The planning assistance engagement process for Recreation Economy for Rural Communities (program background provided in Figure 3 above) has three phases of plan, convene, and act, illustrated in Figure 4 below. The **plan** phase consists of three preparation conference calls with the local Steering Committee and the planning assistance team to clarify goals and arrange workshop logistics. The **convene** phase includes the effort’s capstone event—a workshop with the community. The **act** phase includes three follow up conference calls to finalize a community action plan and strategize on how to implement the plan and maintain momentum generated during the workshop. Due to the COVID-19 pandemic, the community workshop was held using a virtual platform, rather than an in-person event. Six virtual workshop sessions took place over four days from February 8-11, 2021 and activities during those days are described below. Workshop exercise results are summarized in **Appendix A** and a list of workshop attendees are provided in **Appendix B**.

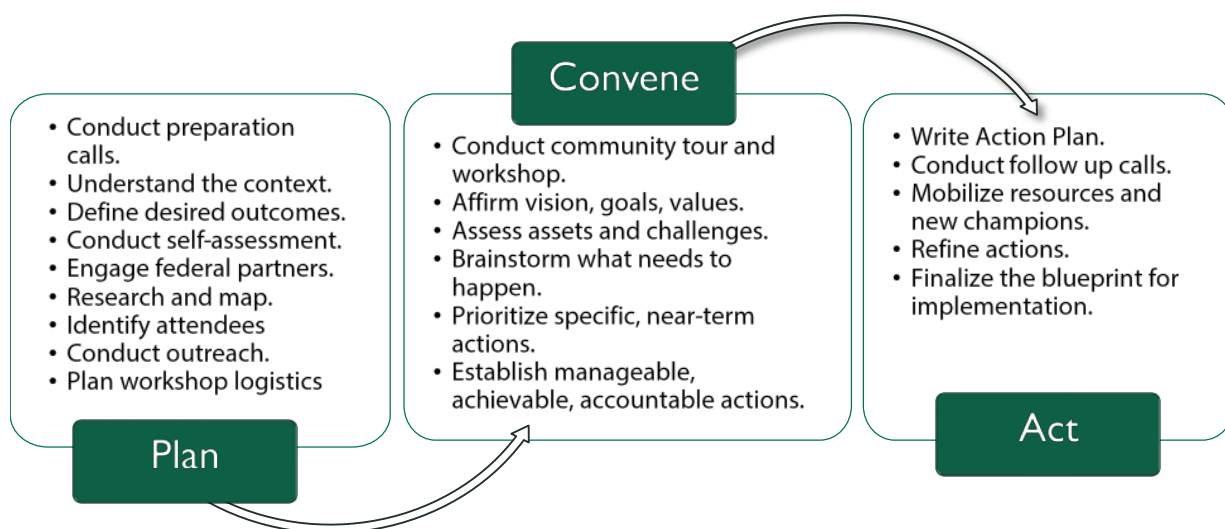


Figure 4: Planning Assistance Process Diagram



Family Ride at Poultney’s Fairgrounds.

## VISION AND VALUES SESSION ONE

Over 75 Poultney residents and community stakeholders convened virtually for the first public session of the workshop on the evening of February 8, 2021, an amazing turnout of high energy and excitement. Each participant was asked to introduce themselves and provide one word that they believe describes Poultney. Their responses were captured and summarized in a word cloud in Figure 5 and listed in full in **Appendix A**. Following introductions, Stephanie Bertaina of the U.S. Environmental Protection Agency provided a brief overview of the RERC program purpose and process. Although a physical community tour was not possible, Sarah Pelkey, the Town Economic Development Coordinator, and several community members provided the





The strong presence of engaged organizations was recognized as a key factor in making Poultney a fun place to live for all ages, such as the Young at Heart Senior Center, Poultney Historical Society, Poultney Snowdevils, and Stone Valley Arts.

Jaime and Sarah highlighted downtown amenities like the future site of the Slate Valley Park on Main Street, the D&H trailhead, the East Poultney Green, downtown group bike rides, and REclaimED, all of which demonstrate the connections between outdoor recreation, downtown, and businesses that already exist.

Jaime and Sarah also showed hiking, biking, cross-country skiing, ice fishing, snowmobiling and paddling activities at parks, preserves, fairgrounds, and through the villages providing beautiful views of rolling hills, idyllic rural character, and mountain ridges ripe for visits all year round.



*Mountain Biking on the Hunker Down Trail*

Raj Bhakta followed Jaime and Sarah’s presentation to discuss the future vision for Green Mountain College under his new ownership. Raj noted that the community, its values, and its assets were a big draw for him in making Green Mountain College his new home. He and his team are excited to focus on developing the college as hub for high end, artisanal craft products, spirits, and recreation. The campus site could serve as a destination for residents and visitors for recreation activities, meeting space, food, and drink in the future, supporting the values and goals of Poultney.



*Concert on the Green in East Poultney.*

The community context presentation set the stage for the upcoming discussions about Poultney’s vision and goals and how the recreation economy could help maximize the potential of the assets described

**Vermont's  
Outdoor Recreation  
Economy Generates**



**\$5.5  
BILLION**

IN ANNUAL CONSUMER SPENDING\*

**51,000**  
JOBS STATEWIDE

*Figure 6: Recreation Economy in Vermont. Credit: <https://outdoorindustry.org/state/Vermont>*

## RECREATION ECONOMY

The planning assistance team provided an overview of opportunities and benefits related to the recreation economy, including how supporting and growing the outdoor recreation economy can be part of a community's overall economic development strategy and can be mutually supportive of other economic development efforts. Outlining how the recreation economy benefits from a comprehensive approach that connects across sectors, the planning assistance team discussed three areas of focus to build the



**1. Physical Connections:** Continue to expand year-round sustainable recreational assets in Poultney, and to connect them to the downtown and East Poultney village.

**2. Downtown Amenities & Business Development:** Develop the town's and village's sense of place and amenities to augment recreational assets. Encourage the development of new businesses and support the expansion of existing businesses that are both directly and indirectly related to the recreation economy.

**3. Engagement:** Increase youth, senior, and broader community engagement in outdoor recreation and community and natural resource stewardship.

**4. Community Brand:** Position Poultney as a center for the recreation economy for the region, recognizing that recreation is a multigenerational lifestyle AND an economic driver that can support business development and entrepreneurship.

## PEER INSPIRATION

Starting in Session 1 and continuing in Sessions 2 and 3, workshop participants heard presentations on case stories from other communities that are leveraging outdoor recreation opportunities to strengthen community vitality.

In Session 1, the group was joined by Elyse Peters from Jasper, Alabama, a fellow RERC community. Elyse is Assistant Vice President for Community Impact of the United Way of Central Alabama. She shared her community's experience participating in the RERC program and how their Health Action Partnership has



Group ride in East Poultney.

## MAKING HEADLINES

In the Rutland Herald: "Slate Valley Trails Connects Wells, Poultney, Middletown Springs, and W. Rutland, Anchored by a Nano Brewery, Hip Camp Spots, and a Downtown Hostel."

"New Cafe, Retail Shop, and Visitor Center Opens on Poultney's Main Street – Everything You Need to Hit the Trails!"

"Poultney Breaks Ground on New Bike Path That Will Connect the Downtown to Lake St. Catherine and Slate Valley Trails."

In Sam's Pretty Good News: "Sustainable Manufacturing Comes Back to East Poultney, Bringing a 200-year History Full Circle."

"Poultney and Lake St Catherine Host the 2nd Annual Slate Valley Sprint Triathlon! Poultney Green-Up Group Partners with Casella Waste for Event Clean-Up and Innovative Recycling!"

"Recreation, Art, and Sustainable Living All in One Tiny Package. Poultney, VT: Heart of the Southwest Kingdom."

"Gap in Rail Trail South of Poultney Finally Opened to the Public."

"Riverwalk Opens! St Catherine Park Opens Year-Round. Taps Opens Outside Dining on the Rail Trail."

"Poultney Quality of Life and Outdoor Recreation Opportunities Draws New Residents."

Vermont Business Magazine: "A People-powered Revitalization has Occurred in Poultney. Poultney has Re-created Itself!"

"Kids Drop Game Controllers and Take Up Hiking. Parents Shocked."

"Kids and Grandparents Bike Together, as Parents Go Wild on New Trails!!!"

Figure 8: Aspirational headlines created by session participants.



played a key role in meeting livability goals. As a result of the RERC program, Jasper has been tackling projects to meet their goals to establish a culture of recreation and health, connect outdoor recreation resources, support outdoor recreation businesses, and create natural resource stewards. Providing inspiration about what is possible, Elyse shared how Jasper has been making trail improvements around Walker County Lake, created an interpretive “eagle’s nest” viewing platform, coordinated efforts to support downtown businesses during the COVID-19 pandemic, and built momentum for Jasper’s Industrial Mountain Bike Park. Discussion around Jasper illustrated key takeaways in how a community can be successful in implementing their action plans. Katie Allen followed Elyse’s remarks by presenting a collection of short case stories pertinent to each of Poultney’s goals in Sessions 2 and 3.

## ASSET MAPPING & ASSESSMENT SESSION TWO

On the morning of February 9, 2021, participants reconvened for the second session of the virtual workshop. The session kicked off with a set of case stories from Katie Allen related to Poultney’s Goals 1 and 2. As Katie presented, she asked participants to use the chat to brainstorm newspaper headlines that they would like to read in 3-5 years, drawing on the inspiration provided through the case stories. Figure 8 provides a sampling of the aspirational headlines created by session participants.

Related to Goal 1 on connectivity, Katie presented on efforts around trail planning, trail connections to downtown, and events around trails with examples from West Virginia and Mississippi. Key elements of successful trail connections are establishing priorities around making trails welcoming, ensuring users can find information about the community, making a strong and safe connection between the town and the trail, collecting data and educating local businesses on the economic benefits of meeting trail tourists’ needs, and recruiting new businesses or expanding existing ones to fill gaps in the goods or services that trail users need.

To support Goal 2, Katie highlighted a range of downtown economic development case stories from Virginia, Pennsylvania, and Kentucky, showing how outdoor recreation and community engagement can transform Main Streets. Overall, Katie emphasized that communities can tackle small projects to build momentum right away. Key priorities for downtown business development success include assessing the local markets with the community to fill gaps; recognizing that investing back in the community is critical to attracting businesses; creating products that tell the authentic local story and link to outdoor recreation to develop unique retail destinations; and understanding the power of business networking, training, and mentoring to provide access to capital and growth among local businesses.

Following this peer inspiration, workshop participants began to identify opportunities for Poultney through small group exercises focused on asset mapping and assessment. These activities would lay the groundwork for

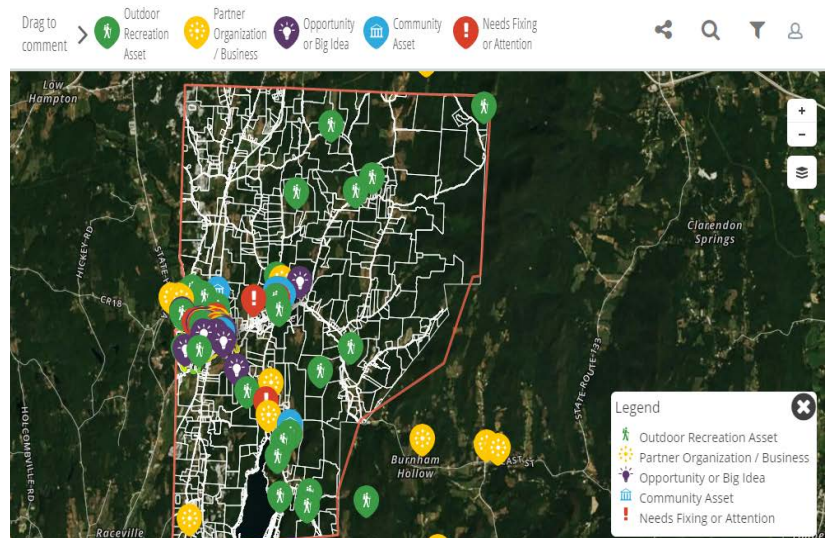


Figure 9: A screenshot of Poultney’s Social Pinpoint map.

the action brainstorming in the next session. Four breakout groups formed with one group working on a Social Pinpoint Asset Mapping exercise, one group working on an Itinerary Planning exercise, and two groups working on an Asset Assessment exercise.

## SOCIAL PINPOINT MAPPING

One group worked with a shared online mapping tool called Social Pinpoint to place virtual pins on a map of Poultney identifying favorite places, outdoor recreation assets, community assets, areas needing improvement, opportunities and big ideas, and partners. The interactive RERC Poultney map can be viewed here: <https://eprpc.mysocialpinpoint.com/merc-Poultney#/> This website (screenshot in Figure 9) will remain open for comment and input by the community. A summary of the content generated as of February 2021 is available in **Appendix A**.

## ITINERARY PLANNING

Another small group worked on an itinerary brainstorming exercise designed to outline a variety of multi-day itineraries for visits to Poultney, considering different scenarios for various visitors. This exercise served to highlight what assets Poultney currently has to serve visitors’ and residents’ needs and what opportunities might be worth pursuing in the future. Overall, the group identified gaps in information tools for visitors to learn about biking trails, river access, and adaptive opportunities; general safety and connectivity concerns around bike lanes; and needs for more diverse lodging and camping options with accompanying places to find supplies. Figure 10 shows a sample itinerary. The full exercise results can be found in **Appendix A**.

**ITINERARY A: A Family with Young Children Visiting or Living in the Region**

DAY 1	Activity	Location/destination	Supplies and services needed, source	Transportation/route to next stop
	Bike ride	D&H Rail Trail	Bikes, bring or rent	biking
	Play at playground including beginner mountain bike trails	Veteran’s park/Veteran’s trails	bikes	bike/walk
	lunch/ ice cream	Local restaurant	money	walk/bike
	Read a story/attend story hour/other program	Poultney library	none	
DAY 2	Activity	Location/destination	Supplies and services needed, source	Transportation/route to next stop
	hike	Deane’s Preserve Trails	Snack, water, good shoes	Hike or drive
	Picnic lunch	Lake Saint Catherine State Park	Lunch, entry fee	none
	Swim, playground, canoe, disc golf, mtn bike, fishing	Lake Saint catherine State Park	Bikes, discs etc	none
	Overnight campout	LSCSP	camping	drive
	Zen garden hike	Hubbardton		

Figure 10: Example of Itinerary Planning exercise, complete set of itineraries and findings in Appendix A.

Additional work on itinerary planning may benefit from review of EPA visitation data, which indicates that the downtown and Lake St. Catherine State Park attract visitors from further away, with over 30 percent of the visitors to those sites traveling more than 20 miles, while the West Rutland Marsh Boardwalk, the Fairgrounds

Trails, and Whaleback Vineyard attract more local visitors. Additionally, Poultney draws visitors year-round, with large spikes in visitation to Lake St. Catherine in the summer months, and large drops in visitation to downtown in February, March, and April. Details are available in the full data summary provided to the community by EPA’s Office of Research and Development.

## ASSET ASSESSMENT

Two additional small groups considered assets and challenges around the four workshop goals. Working in a virtual shared document, participants identified what is working well in Poultney to build on the outdoor recreation economy and revitalize downtown, what barriers exist to achieving goals around outdoor recreation and downtown revitalization, and what needs to happen to overcome those barriers. Participants answered these questions for each goal and discussed them in their groups. The combined outputs of each group are summarized in **Appendix A**. An example of the assets and challenges identified for Goal 1 related to physical connections is provided below in Figure 11.

**Goal 1: Physical Connections:** Continue to expand recreational assets in the community, and to connect them to the village.

Assets / Working well			Challenges / Barriers		
Main Street is important to connect town to all Trails and to the lakes and parks,	Paul Donaldson and folks from SVT are meeting monthly to assess and plan opportunities to create physical trail connections town to trails	Slate valley trails - currently maintains more than 40 miles of trails for hiking and biking in the area	"Finishing" the rail trail down to Granville	Lack of wayfinding signage	Lack of downtown hub or centralized information about rec opportunities where tourists can find info
Swimming holes along Poultney River	Town of Poultney plans to apply for a Better Connections grant to hire a consultant to plan rec assets and physical connections	The community has identified trails and connections in several previous planning fora	lack of information on where things are located - Lack of marketing and communication between organizations.	Creating connections from Town to Trails or the lake involves crossing private land and many private landowners	Funding to create physical connections
Snowmobile group for trail maintenance	Vast amount of VAST snowmobile trails! Landowners are friendly towards access for snowmobiles	Slate Valley Trails as an organization is robust and continuing to grow. Great community asset.	Add snow mobile trails to mountain biking trails - need land owner agreement	Need landowner access to swimming holes	Need organized group of engaged people to move this forward

Figure 11: Sample of an assets & challenges exercise slide; a complete set of exercise results are in Appendix A.

## ACTION PLANNING

The action planning process during the workshop consisted of four phases of work, each phase a virtual working session. Below is a summary of this process and outcomes at the Poultney workshop. Overall, group participation by the community in Poultney was very thoughtful with productive conversations and learning, and the workshop maintained a high level of energy throughout. Below is a Zoom group picture that is emblematic of the participation and energy.





## ACTION BRAINSTORMING SESSION THREE

On the afternoon of February 9, 2021, participants reconvened for session three of the virtual workshop to begin action brainstorming. The purpose of this session was to get participants thinking about specific actions they could take to achieve their goals.

The session began with a final round of case stories from Katie Allen, focused on Poultney’s Goals 3 and 4. On Goal 3 related to youth engagement, Katie highlighted stories from Pennsylvania – the PA Wilds’ interactive classroom curriculum on inspiring entrepreneurs; Tracy, California – youth engagement through the arts and recreation, and Houston, Texas – developing youth ambassadors in recreation and health. These short stories highlighted the fun opportunities to involve youth in planning and decision making in creative ways. Key tactics to successfully engaging youth include being inclusive, offering incentives, using preferred communication channels, including youth early on, and building positive role models. Suggestions to create youth advisory panels or youth chairs on committees are excellent ways to represent younger voices in decision making.

Lastly, to support Goal 4 on branding, Katie discussed the facets of building a brand with examples from other communities with strong outdoor recreation economies, such as Travelers Rest, South Carolina, the PA Wilds regional branding effort, and Oakridge, Oregon. Katie illustrated how a brand is more than a logo, but relies on the character and values of the place, the stewardship of natural resources, and hospitality among local residents and business owners to express a brand related to the recreation economy. The brand can be a useful tool through these expressions to retention and recruitment of businesses. Key elements are to be sure to think regionally to build a shared vision, build mutually supportive programs that can reinforce brand values across sectors, and emphasize priorities that elevate the brand identity when making community decisions.

Participants then turned to action brainstorming. The planning assistance team instructed participants to think of actions that in the near to medium term (within two years) could be implemented to advance each workshop goal. Using a virtual shared document, each participant was given time to work independently to brainstorm and type in actions. Participants brainstormed many creative and potentially impactful actions. Once participants completed their individual brainstorming, the facilitation team reviewed the posted actions from each participant, noting areas of overlap and asking for clarification or additional feedback from attendees. Between sessions three and four, the planning assistance team organized each of the brainstormed

### EXAMPLE

#### Participant Name

<p><b>Goal 1</b> Create a recreation "hub" in downtown for residents and visitors to Poultney. The hub is a place to find information about recreation opportunities and as a jumping off point for adventures.</p> <p>Participant Name</p>	<p><b>Goal 2</b> Finding funding for, create, and host a "Small Business Boot Camp" (similar to Marion VA) to help create new businesses and help bolster existing businesses.</p> <p>Participant Name</p>	<p><b>Goal 2</b> Identify funding for placemaking in downtown Poultney to improve the interface between the Rail Trail and the downtown.</p> <p>Participant Name</p>
<p><b>Goal 4</b> Create a robust website visitors can use to plan their next visit to Poultney - including lodging, dining, shopping, recreation, cultural, arts and event opportunities.</p> <p>Participant Name</p>	<p><b>Goal 4</b> Create a cohesive, recognizable "brand" for Poultney, with a suite of brand assets that can be used in marketing and promotion.</p> <p>Participant Name</p>	<p><b>Goal 3</b> Support State Valley Trails and Poultney Recreation Committee in offering programming for youth in outdoor recreation and stewardship. This could include creating a youth conservation corps, nature &amp; trail-focused summer camp opportunities, and other leadership opportunities.</p> <p>Participant Name</p>

1. **Physical Connections:** Continue to expand recreational assets in the community (including trails), and to connect them to the village.
2. **Downtown Amenities & Business Development:** Develop the town's and village's sense of place and amenities to augment recreational assets. Encourage the development of new businesses, and support the expansion of existing businesses that are both directly and indirectly related to the recreation economy.
3. **Engagement:** Increase youth and community engagement in outdoor recreation and stewardship.
4. **Community Brand:** Position Poultney as a center for the recreation economy for the region, recognizing that recreation is a lifestyle AND an economic driver that can support business development and entrepreneurship.

#### Action Brainstorming Instructions

Begin with a **verb**; be specific; think <24 months, which Goal does it advance. write the number in the box top. Please write a **complete sentence**. Consider actions that **you** could help with. Keep **one action** per box. You don't have to write six actions, just write what you want to. Feel free to describe as much of the action as you need in the text box.

Figure 12: Example of an action brainstorming slide where every participant had their own slide in a shared Google Slides document and wrote a set of actions to support one or more workshop goals.



actions into themes, looked for similar actions to combine, and inputted the actions into a virtual voting form. The planning assistance team asked participants to vote for their priority actions, with each participant allocated 15 votes to assign to the actions of their choice across all four goals. The planning assistance team shared and discussed the results with workshop participants in session four.

## ACTION PRIORITIZATION SESSION FOUR

After a break to reflect and vote for their priority actions, participants joined the fourth session of the virtual workshop on the evening of February 10, 2021. The purpose of this session was to discuss as a group what actions are most important to make progress on each goal. At the start of the session, the facilitation team allowed any remaining participants to vote for their highest priority actions while federal and state agency partners introduced their roles in supporting the recreation economy and the types of assistance their programs can offer to support implementation of community goals.

Once completed, the facilitation team reviewed the voting results with the participants. Participants then broke into small groups to confirm priorities based on the votes and to select actions to move forward in the planning process. The actions ranked for Goal 3 are shown in Figure 13 as an example, and actions ranked for all four workshop goals are summarized in **Appendix A**.

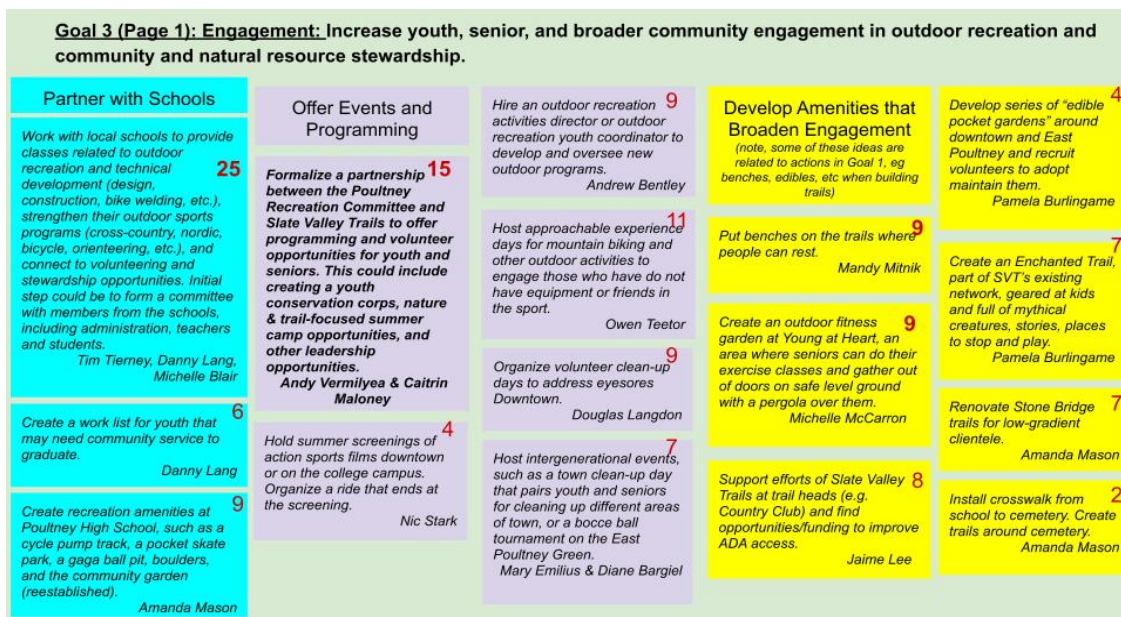


Figure 13: Goal 3 Priority Actions – number of votes are in red. A complete set of the brainstormed actions is in Appendix A.

## ACTION PLANNING SESSION FIVE

The final phase of the action planning process culminated on the morning of February 11, 2021 with an action detailing exercise. Participants worked in small groups assigned to each goal, fleshing out the details of the top actions for their goal, including importance, timeframe, lead role, etc. Small groups detailed approximately three to four priority actions for the goal they were assigned. Each small group prepared to report on their actions in the final session.



## WORKSHOP CLOSE SESSION SIX

Participants joined for the sixth and final session of the virtual workshop on the afternoon of February 11, 2021. This final session was all about making it happen. Before reviewing the work completed in session five, federal and state partners shared the projects and programs from their agencies that they felt could most closely align with the goals and actions developed during this process. See **Appendices C and D** for references, technical assistance, and funding resources. Nate Merrill with the EPA Office of Research and Development also provided a preview of the visitation data collected as part of the RERC program.

For the remainder of the session, each of the Session Five working groups presented the results of the action planning session for their assigned goal. Other workshop participants provided feedback, and together they discussed next steps. In this final phase, the resulting action plan tables provide background information and details for each goal and action. These action tables can be found below in this report.

The workshop closed with an offers and asks exercise. The planning assistance team asked each participant to offer something to advance the action plan and to ask for something that they hope for or expect from the process moving forward. Below is a list of those offers and asks that can be used to support the implementation of the action plan. Community members and federal and state partners alike shared their great enthusiasm for taking active roles in plan implementation, and many volunteered to tackle specific actions.

## OFFERS

- Katie Allen offers to work with you all to talk about how you can use this plan moving forward and celebrate your success!
- Diane Bargiel offers to start with seeing how she can help with the Poultney Recreation Committee and finally get more involved in Stone Valley Arts.
- Jamie Belchak offers to participate and support growth of the Better Connections grant committee. Help with education and demonstrations.
- Michelle Blair offers time to review materials for input.
- Pamela Burlingame offers to support Goal 3.1 by trying to catalyze a conversation with local schools and other educational partners.
- Silvia Cassano offers a Slate Valley Trails partnership in whatever means possible that staff time and volunteer time (overlapping volunteers here) allows.
- Carl Diethelm offers to continue volunteering his work through REclaimED to take advantage of the equipment they have available!
- Mary Emilius offers to create a proposal for the Town to hire a Communication Manager.
- Leo Gibson offers to make office/auditorium space at college available for the follow up meetings, COVID permitting.
- Dan Goldeen offers to be an easy to reach point of contact at the USDA Forest Service Washington Office.
- James Johnson offers to help plan the Meet Poultney Tour for new business folks and to make it rad.
- Tim Johnson offers to continue to work on improving the Poultney River Rail Trail.
- Holly Knox offers to continue to support trail connectivity efforts with Poultney, particularly in regards to the Vermont state-wide network.
- Jaime Lee offers to champion these fantastic ideas in local planning efforts.
- Caitrin Maloney offers to help the Town and Rutland Regional Planning Commission put together the Better Connections planning grant application AND make our Town to Trails planning meetings open to more people to participate!
- Michelle McCarron offers to be on the Economic Development Task Force.
- Mandy Mitnik offers to share these goals with the individual rotary members so that they find more volunteers for these projects.
- Dorrie Paar offers to coordinate with the Rutland Regional Planning Commission to see if there is funding available to determine if the corner gas station is eligible for brownfields assessment funding.
- Sarah Pelkey offers to be the repository for grant information.
- Julie Sperling offers to continue participating!
- Nic Stark offers to serve as a design liaison for projects. Can speak to needs and technical specifications of a wide variety of design assets (web, graphic design, data visualization, video).
- Carolyn Stelatella offers to stay involved and engaged and share what has been going on here with other Poultney friends and neighbors.
- Carol Stierle offers time and energy and input where needed and makes most sense.
- Susan Sutheimer offers her time and energy.
- Owen Teetor offers to help build/install trail benches, and bike racks.

- Deborah Weiss offers to provide her time where needed on a flexible basis.

## ASKS

- Katie Allen asks each of the participants to talk to someone that wasn't part of this process to share what you learned!
- Diane Bargiel asks that the EPA help in securing that garage, but in general, that this remain a supportive community project.
- Jamie Belchak asks that our community keep a very open mind when exploring economic development and community growth.
- Michelle Blair asks we have access to viewing status updates on various projects.
- Pamela Burlingame asks to identify someone to update and work closely with the Poultney Recreation Committee on this plan.
- Silvia Cassano asks that the community gets involved in Slate Valley Trail Committees that may help further and overlap with these goals and connections in this workshop (Events Committee; Trails Committee; Marketing, Promotions and Fundraising Committee), or attend our next Board Meeting which is our Annual Meeting in early April.
- Carl Diethelm asks that others that were not part of these discussions will be found that will contribute. A lot of people on these calls are already overcommitted!
- Mary Emilius asks for a visible improvement in assets, appearances, and general health of the Town. It has beautiful potential and she hopes this charrette kick starts forceful momentum towards a thriving future for Poultney.
- Dan Goldeen asks to try some of the local brandy and maple syrup when he goes up to bike the trails.
- Tim Johnson asks for more collaboration with development of this trail, volunteers for maintenance, help with interpretive input.
- James Johnson asks that the Small Business Administration and others provide assistance to help answer questions and guide potential business owners in Poultney.
- Holly Knox asks that you do not hesitate to reach out if you have questions/ideas on how the staff of the Green Mountain National Forest could support your efforts.
- Jaime Lee asks that you be ready to help advocate the more challenging/potentially contentious ideas to the community at large; bring your passion and some friends.
- Caitrin Maloney asks everyone to help keep this ball rolling and bring even more people into the fold moving forward!
- Michelle McCarron asks for the Young at Heart Senior Center to be included in the beautification, enhancement, involvement, river walk, so that the elders of our society are always included in the changing of Poultney.
- Mandy Mitnik asks for Sarah to help with summarizing what the rotary members might help with and what we have agreed to start working on.
- Sarah Pelkey asks the community to please continue to take initiative on their particular areas of interest and bring your friends. LET'S DO THIS!
- Nic Stark asks everyone to keep this energy up!
- Carolyn Stellatella asks others here to stay involved.



- Susan Sutheimer asks that there be continued excitement about these projects.
- Owen Teetor asks for community input for location and material sourcing.
- Deborah Weiss asks for a more eclectic and dynamic Poultney with more community events.

# COMMUNITY ACTION PLAN | Poultney

Here are the final goals and actions developed through Poultney's Recreation Economy for Rural Communities action planning process.

## **Goal 1 – Physical Connections: Continue to expand year-round sustainable recreational assets in Poultney, and to connect them to the downtown and East Poultney village.**

- *Action 1.1 – Build new trail segments and enhance existing segments to form a trail connection that could accommodate biking, walking, and cross-country skiing between Poultney, East Poultney, and Lake St. Catherine State Park, with connections to the D&H Trail and Young at Heart Senior Center.*
- *Action 1.2 – Promote the Poultney River and Rail Trail to raise awareness and increase the use of the trail.*
- *Action 1.3 – Identify opportunities to expand recreational assets and activities that are inclusive of all levels of ability and interest; that are based on community input; and that adhere to the principles of smart growth, complete streets, and conservation-informed planning.*

## **Goal 2 – Downtown Amenities & Business Development: Develop the town's and village's sense of place and amenities to augment recreational assets. Encourage the development of new businesses and support the expansion of existing businesses that are both directly and indirectly related to the recreation economy.**

- *Action 2.1 – Work with the Poultney Planning Commission to create language with formulaic business development restrictions into the updated Poultney Town Plan.*
- *Action 2.2 – Build momentum around the Better Connections Program by holding a “Beauty Blitz” event to spur discussions on placemaking projects for downtown and at community gateway entrances.*
- *Action 2.3a – Create an economic development taskforce to tackle the projects detailed in 2.3b, 2.3c, 2.3d.*
- *Action 2.3b – Inventory and assess the conditions of properties for redevelopment and identify potential brownfield sites in Poultney.*
- *Action 2.3c – Host an event in the summer to help potential business owners find new sites by allowing them to tour available spaces, talk to real estate agents, meet with internet providers, and learn about grant funding and loan options.*
- *Action 2.3d – Develop ongoing assistance programs for existing and new businesses, particularly recreation-related businesses, such as providing business training or holding networking events.*
- *Action 2.4 – Improve, enhance, and sustain the outdoor recreation visitors' experience satisfaction to Poultney's downtown and surrounding area.*

## **Goal 3 – Engagement: Increase youth, senior, and broader community engagement in outdoor recreation and community and natural resource stewardship.**

- *Action 3.1 – Identify what outdoor programming is currently happening through the recreation commission, Poultney school system, and Slate Valley Trails. Work with local schools to enhance youth involvement and leadership opportunities in outdoor recreation at the community level.*
- *Action 3.2 – Explore how to create a Coordinator Position to develop and oversee new programs and partnerships for expanding multigenerational outdoor recreation activities from Action 3.1. The position would build on existing programming for youth, with a focus on fostering outdoor and intergenerational connections.*
- *Action 3.3 – Work with Stone Valley Arts to connect the arts and outdoor activities.*
- *Action 3.4 – Create an outdoor fitness garden at Young at Heart Senior Center.*

**Goal 4 – Community Brand: Position Poultney as a center for the recreation economy for the region, recognizing that recreation is a multigenerational lifestyle AND an economic driver that can support business development and entrepreneurship.**

- *Action 4.1 – Hire a communications manager.*
- *Action 4.2 – Develop a brand for Poultney.*
- *Action 4.3 – Build on and maintain the outdoor recreation website being developed for Poultney through the VOREC grant and align it with related branding, social media, and other efforts.*



## Goal 1: Physical Connections: Continue to expand year-round sustainable recreational assets in Poultney, and to connect them to the downtown and East Poultney village.

Physical connections contribute to lifestyle and quality of life in a community. Providing safe options for pedestrians and bicyclists encourages physical activity among residents and visitors, reduces the reliance on motor vehicles, increases equitable access to community amenities, and reduces infrastructure costs (such as parking) and carbon emissions. Supporting improvements to streets, sidewalks, and access to the recreation amenities will elevate Poultney’s image as a community that promotes equitable access to physical activity, considers safety, and accommodates limited mobility.

### Action 1.1 – Build new trail segments and enhance existing segments to form a trail connection that could accommodate biking, walking, and cross-country skiing between Poultney, East Poultney, and Lake St. Catherine State Park, with connections to the D&H Trail and Young at Heart Senior Center

<p>What this is. Why it is important. Who benefits?</p>	<p>The state park is a key recreational asset for Poultney. A multi-use path would strengthen the relationship between the town, the village, and the state park by providing year-round access. This is an ongoing effort, but additional efforts could include holding information sessions for landowners who might not know the about the benefits that the connection could provide. A recreation hub at the trailhead in Poultney could foster more trail use.</p>
<p>Initial steps and deadlines (Present &gt; 24 mos.)</p>	<ul style="list-style-type: none"> <li>▪ Review Better Connections Grant scope of work and assistance that will support efforts related to this action.</li> <li>▪ Create a working group to identify possible trail connections between the Slate Valley Trail, the Poultney River and Rail Trail, East Poultney, and downtown Poultney. Also include potential parking locations (near trailheads and near businesses).</li> <li>▪ Step 1: working group to recommend routes based on land features and existing roads</li> <li>▪ Step 2: identify parcels and landowners</li> <li>▪ Step 3: meet with landowners to see if interested</li> <li>▪ Step 4: secure funding</li> </ul>
<p>Measures of success</p>	<ul style="list-style-type: none"> <li>▪ Working group established</li> <li>▪ Funding for trail segments and connections is secured</li> <li>▪ Trail segments are built</li> </ul>
<p>Lead Roles</p>	<ul style="list-style-type: none"> <li>▪ Paul Donaldson (Poultney Town/Village Manager)</li> <li>▪ Caitrin Maloney (Sustainable Trailworks and Conine Family Foundation)</li> <li>▪ Hardy Avery</li> <li>▪ Owen Teetor (Ferncliff camps)</li> <li>▪ Chuck Helfer (Slate Valley Trails)</li> <li>▪ Julie Sperling (Naga Bakehouse)</li> </ul>
<p>Supporting cast</p>	<ul style="list-style-type: none"> <li>▪ Reuben Allen (Vermont State Parks)</li> <li>▪ Sarah Pelkey (Poultney Economic Development Coordinator)</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Devon Neary (Rutland Regional Planning Commission)</li> <li>▪ VT Department of Forests, Parks and Recreation</li> <li>▪ Jamie Belchak (Past committee member of the Killington Valley initiative)</li> <li>▪ Danny Lang (REclaimED)</li> <li>▪ Carl Diethelm (REclaimED)</li> <li>▪ Susan Sutheimer</li> <li>▪ Alexi Conine (Slate Valley Trails) can host a landowner info session over the summer</li> <li>▪ Frank Reed (Poultney Resident)</li> </ul>
Needed resources and possible sources	<ul style="list-style-type: none"> <li>▪ Better Connections Grant (applied for and awarded to the Town of Poultney and Rutland Regional Planning Commission during the RERC process)</li> <li>▪ U.S. Department of Agriculture (USDA) Rural Development resources (Jon Max Muise)</li> <li>▪ State Community Development Block Grant (CDBG) Funding (Tim Tierney, Vermont Agency of Commerce and Community Development)</li> <li>▪ Recreational Trails Program (Tim Tierney, Vermont Agency of Commerce and Community Development)</li> <li>▪ Assess opportunity to connect trails near or through Buzcek Marsh WMA rather than along Route 30.</li> </ul>

### Action 1.2 – Promote the Poultney River and Rail Trail to raise awareness and increase the use of the trail.

What this is. Why it is important. Who benefits?	The trail is an important recreational asset for the town, but it is not well known to visitors. The trail’s topography (it is very flat) makes it especially good for families. Developing various points of interest along the trail where users could stop and enjoy what the area has to offer, e.g., swimming, fishing, or birdwatching, could be part of this action.
Initial steps and deadlines (Present > 24 mos.)	<ol style="list-style-type: none"> <li>1. Review Better Connections Grant scope of work and assistance that will support efforts related to this action.</li> <li>2. Continue to install signage along the route in summer 2021.</li> <li>3. Improve the surface of the trail to enhance the quality walking and cycling.</li> <li>4. Work with East Poultney to plan for more parking options.</li> <li>5. Work with the Poultney Mettowee Natural Resources Conservation District and the Champlain Valley Native Plant Restoration Nursery to build a picnic table at the nursery, as the nursery serves as the parking area for the trail.</li> <li>6. Better promote the trailhead in downtown Poultney to highlight the entrance and attract more users. This could be as simple as installing signage or removing fencing.</li> </ol>
Measures of success	<ul style="list-style-type: none"> <li>▪ Trail signage is installed.</li> <li>▪ Surface of trail is improved.</li> <li>▪ Additional parking options are planned.</li> <li>▪ Nursery improvements are made.</li> </ul>

	<ul style="list-style-type: none"> <li>Trailhead in downtown Poultney is well known.</li> </ul>
Lead Roles	<ul style="list-style-type: none"> <li>Tim Johnson (Bike shop owner, Slate Valley Trails trail steward)</li> <li>Paul Donaldson (Village of Poultney) is working with Jon Kaplan (Vermont Agency of Transportation) on some access points for the D&amp;H Rail Trail to downtown.</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>Caitrin Maloney (Slate Valley Trails)</li> <li>Hilary Solomon (Poultney Mettowee Natural Resources Conservation District)</li> <li>Carl Diethelm (REclaimED)</li> <li>Danny Lang (REclaimED)</li> <li>Frank Reed (Poultney Resident)</li> </ul>
Needed resources and possible sources	<ul style="list-style-type: none"> <li>Need grant writers.</li> <li>Town and village to continue commitments to helping with some person-power for trail maintenance.</li> </ul>

**Action 1.3 – Identify opportunities to expand recreational assets and activities that are inclusive of all levels of ability and interest; that are based on community input; and that adhere to the principles of smart growth, complete streets, and conservation-informed planning.**

What this is. Why it is important. Who benefits?	We must consider all potential users when planning improvements to the area’s recreational assets so that the improvements have the biggest possible impact. Improvements that are consistent with smart growth, complete streets, and conservation-informed planning will make the town more resilient in addition to their addressing their immediate objective.
Initial steps and deadlines (Present > 24 mos.)	<ol style="list-style-type: none"> <li>Review Better Connections Grant scope of work and assistance that will support efforts related to this action.</li> <li>Assess what barriers might exist and what is missing through a community survey and focus groups.</li> </ol>
Measures of success	<ul style="list-style-type: none"> <li>Community survey and focus groups are held.</li> <li>Priority list of opportunities to expand recreational access and activities is developed.</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>Poultney Recreation Committee</li> <li>Jonas Rosenthal (Town of Poultney – Recreation Department)</li> <li>Sheryl Poirer (Town of Poultney, Poultney Recreation Committee and Selectboard)</li> <li>Slate Valley Trails</li> <li>Sarah Pelkey (Town of Poultney)</li> <li>Tim Tierney (Vermont Agency of Commerce and Community Development)</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>Young at Heart Senior Center (related to Goal 3)</li> <li>Poultney Planning Commission</li> <li>Rutland Regional Planning Commission</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Adaptive Athletes</li> <li>▪ High School Principal (Joe DeBonis) is a potential partner</li> <li>▪ Andrew Bentley</li> <li>▪ Diane Bargiel (Poultney resident)</li> </ul>
Needed resources and possible sources	<ul style="list-style-type: none"> <li>▪ Land owned by the Town of Poultney (near the American Legion)</li> </ul>

#### Additional actions not detailed:

- Develop various points of interest along the Poultney River Rail Trail. Here users could stop and enjoy what the area has to offer including river access for fishing and swimming; birding hot spots; and historical, geological, and ecological interpretive signage.
- Create & advertise a “slate route” bike or vehicle trail to highlight how slate quarries and related industries are still an active part of the local economy.
- Create art installations along trails leading to town that also serve as advertisement for town businesses.
- Place historical information signs along a river walk.
- Connect the D&H Rail Trail to downtown in a more obvious way (it is right on Main St but does not currently stand out). Signage could improve things and taking down a fence or two might help access to businesses.
- Determine ownership of property near trails and rivers for more river walks, river access, and capitalize on viewing spots to see the river.
- Extend the hiking and biking trail system by combining it with the snowmobile trail network. Get buy-in from landowners for all-year usage of trails.
- Determine if there are opportunities to create more trail pods off the Poultney River and Rail Trail to allow for side expeditions and options for cyclist visiting and or moving to the area.
- Establish a working group comprised of Slate Valley Trails, the Selectboard, and other folks to identify possible trail connections between the Slate Valley Trail, Poultney River and Rail Trail, East Poultney, and downtown Poultney, and find sites for parking (both near trailheads and businesses).
  - Trail folks ID recommended routes based on land features and existing roads.
  - ID parcels and landowners.
  - Meet with landowners to see if interested.
  - Find funding.
- Plan to connect the Poultney River and Rail Trail to Granville to make the trail long enough to be worth driving to. Evaluate how to work with New York State to buy out or leverage recalcitrant land owners.
- Increase awareness and access for cross-country skiing with a ski map and trail grooming.
- Identify funding sources for physical connections related to improving sidewalks on the streets parallel to main street (Bentley and Furnace and Church), and building trail and road connectors (St. Catherine State Park to East Poultney to Downtown).
- Write a proposal for Better Connections that, if awarded, will provide the Town with professional expertise to identify numerous opportunities to implement this goal. *(This action was implemented and the grant was awarded.)*
- Install better signage for wayfinding along the Poultney River Rail Trail, including larger signs where the trail crosses roads.

- Within 2 years, have a series of branded wayfinding signs identifying the many assets available within a certain mileage of downtown.
- Find a grant to improve the walking path from East Poultney to Green Mountain College.
- Smooth and level the Poultney River Rail Trail surface for easier mowing and gravel or harden trail surface for better biking.
- Improve the parallel streets to Main St with proper sidewalks, ramps, and easy access. Furnace St, Bentley Ave, and Church St should all have safe "trails."
- Have Slate Valley trails formally partner with the Town of Poultney to share mowing and maintenance responsibilities for the Poultney River Rail Trail. Also find more volunteers to help with trail maintenance.
- Replace bridge over Poultney River by East Poultney Green.
- Develop "complete road systems" so that routes 30 and 140 can have shoulders that allow for cyclists and pedestrians to facilitate connections to trails and to welcome cyclists to connect neighboring towns.

**Goal 2: Downtown Amenities & Business Development: Develop the town’s and village's sense of place and amenities to augment recreational assets. Encourage the development of new businesses and support the expansion of existing businesses that are both directly and indirectly related to the recreation economy.**

The outdoor recreation economy can contribute to the revitalization of downtowns, and Poultney is taking steps to align priorities for recreation and developing a vibrant community center. Main Street, the commercial center of Poultney, is the hub for residents and visitors and has a key role in 1) connecting residents and visitors to recreation destinations with transportation options, wayfinding, and marketing in the downtown; 2) growing the local recreation-based and related businesses in the downtown; and 3) identifying policy and investment decisions to evaluate infill and mixed used development and adaptive reuse of historic buildings, vacant lots, or brownfields in addition to other aesthetic, sustainable, and compatible land use improvements. Investing in Poultney’s Main Street give confidence to residents, business owners, and entrepreneurs that Poultney will support and promote their enterprise with vision and planning.

**Action 2.1 – Work with the Poultney Planning Commission to create language with formulaic business development restrictions into the updated Poultney Town Plan.**

What this is. Why it is important. Who benefits?	Local businesses more effectively promote a specific sense of place than national and regional chain businesses. Restrictions must be codified in the Town Plan to effectively preserve a balance of local and chain businesses. Limiting the proliferation of chain businesses will preserve Poultney’s unique character.
Initial steps and deadlines (Present > 24 mos.)	<ol style="list-style-type: none"> <li>1. Research examples of restrictive language from other comprehensive plans in Vermont – Sarah Pelkey (Town of Poultney) has examples.</li> <li>2. Investigate business trends and market demands evolving for Poultney residents and businesses.</li> <li>3. Create an outreach plan to educate the public and lay the groundwork for to gain their support.</li> <li>4. Adhere to the Town Plan planning process.</li> </ol>
Measures of success	<ul style="list-style-type: none"> <li>▪ The inclusion of such language in the adopted Town Plan.</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>▪ Sarah Pelkey (Town of Poultney) &amp; Jaime Lee (Poultney Planning Commission) (step 1 on research)</li> <li>▪ James Johnson (advocacy/outreach)</li> <li>▪ Poultney Planning Commission</li> <li>▪ Selectboard</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Rutland Regional Planning Commission</li> <li>▪ Green Mountain College/Zoning use changes</li> </ul>
Needed resources and possible sources	<ul style="list-style-type: none"> <li>▪ Information on zoning changes related to Green Mountain College.</li> <li>▪ Information on interim zoning to inform the process.</li> <li>▪ Standards and recommendations for beautification in planning ordinances to sustain efforts around placemaking.</li> </ul>



**Action 2.2 – Build momentum around the Better Connections Program by holding a “Beauty Blitz” event to spur discussions on placemaking projects for downtown and at community gateway entrances.**

<p>What this is. Why it is important. Who benefits?</p>	<p>Placemaking can be used to reinvigorate the pride in downtown Poultney and create new uses for neglected spaces. The “Beauty Blitz” design charrette could support the Better Connections grant application by showing a great deal of interest among residents. The ideas generated at the event could be developed and implemented if the grant is awarded.</p>
<p>Initial steps and deadlines (Present &gt; 24 mos.)</p>	<ol style="list-style-type: none"> <li>1. Apply for Better Connections Grant.</li> <li>2. Return to the task force for beautification of downtown and expand with interested volunteers, such as participants of this workshop.</li> <li>3. Identify a lead for the task force.</li> <li>4. Hold a “Beauty Blitz” event that includes art, outdoor recreation activities, facade improvements, plantings, popup gardens, and gathering spaces. Recommendations include: <ul style="list-style-type: none"> <li>• Paint, improve, or update the appearance of the Community Events Board at the Town Office.</li> <li>• Work with Local Motion or Devon Neary at the RRPC to install temporary bumpouts/placemaking at the D&amp;H Trail. This could include a temporary painted crosswalk. Other towns have done this as a first step to more permanent changes.</li> <li>• Work with the Poultney Mettowee Natural Resources Conservation District, University of Vermont Garden Club, area nurseries, or other organizations to beautify the public spaces (with trees and plants) at the Young At Heart Senior Center.</li> <li>• Install 3-5 bike racks at Main Street businesses (Poultney Downtown Revitalization Committee, REclaimedED and Slate Valley Trails could help).</li> <li>• Assist businesses to clean up their storefronts (remove tarps, use spaces for display area and/or more visible/uniform FOR RENT signs).</li> <li>• Assist owner of gas station (near Stonebridge) with clean up from vandalism and review opportunity to use the parking area for temporary displays and/or food truck parking.</li> <li>• Look for priority clean-ups at community gateway entrances with blitz activities.</li> </ul> </li> <li>5. Encourage beautification priorities in all new community and business improvement plans, such as current sidewalk improvements on Furnace Street could be augmented with street tree plantings.</li> </ol>
<p>Measures of success</p>	<ul style="list-style-type: none"> <li>▪ If the grant is won.</li> <li>▪ If the event is held.</li> </ul>
<p>Lead role</p>	<ul style="list-style-type: none"> <li>▪ Sarah Pelkey (Town of Poultney)</li> <li>▪ Poultney Comes Together Task Force</li> <li>▪ Doug Langdon (Poultney Downtown Revitalization Committee)</li> <li>▪ Mandy Mitnik (Poultney Rotary)</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Interested volunteers from the workshop participants</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Amanda Mason (Poultney High School)</li> <li>▪ Hilary Solomon (rain gardens)</li> <li>▪ Stone Valley Arts</li> <li>▪ Patty McWilliams (Hermit Hill Books)</li> <li>▪ Poultney Mettowee Natural Resource Conservation District</li> <li>▪ Local businesses for sponsorship and donations</li> <li>▪ Local gardeners for sponsorship, donations, leadership</li> <li>▪ School/Community garden</li> <li>▪ University of Vermont master gardeners</li> <li>▪ ReClaimED</li> <li>▪ Area Youth</li> <li>▪ Local Motion</li> <li>▪ State of Vermont Agency of Transportation (VTrans)</li> </ul>
Needed resources and possible sources	<ul style="list-style-type: none"> <li>▪ Environmental Protection Agency (EPA) soilSHOP event to help people learn if their soil is contaminated with lead, and how to reduce exposures to contaminated soil and produce in community gardens.</li> <li>▪ EPA – complete streets resources</li> <li>▪ Beauty Blitz examples (flowers, paint, arts)</li> <li>▪ Landscape architects or urban designers to develop concept for gateways and trailheads.</li> </ul>

### Action 2.3a – Create an economic development taskforce to tackle the projects detailed in 2.3b, 2.3c, 2.3d.

What this is. Why it is important. Who benefits?	Leadership and guidance will be needed to complete the projects detailed in the actions below. The taskforce will provide a point of contact for the community. The taskforce could tie this work into other goals and efforts.
Initial steps and deadlines (Present > 24 mos.)	<ol style="list-style-type: none"> <li>1. Invite the workshop participants to form the taskforce.</li> <li>2. Recruit additional taskforce members through a public outreach campaign.</li> <li>3. Create a webpage to document ongoing efforts and to celebrate successes.</li> <li>4. Convene the taskforce regularly to implement actions in action 2.3b-d.</li> </ol>
Measures of success	<ul style="list-style-type: none"> <li>▪ When the taskforce is assembled.</li> <li>▪ When meetings are coordinated.</li> <li>▪ When a webpage is set up.</li> <li>▪ Implementation of tasks 2.3b-d.</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>▪ Sarah Pelkey (Town of Poultney)</li> <li>▪ Chamber &amp; Economic Development of the Rutland Region (CEDRR)</li> <li>▪ Poultney Downtown Revitalization Committee</li> <li>▪ Susan Mazza (Small Business Administration)</li> <li>▪ Poultney Area Chamber of Commerce</li> <li>▪ Poultney Rotary</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Michelle McCarron (Young at Heart Senior Center) volunteers for the taskforce</li> <li>▪ James Johnson (Analog Cycles) volunteers for the taskforce.</li> <li>▪ Leo Gibson (Bhakta Spirits/Green Mountain College Campus)</li> <li>▪ Julie Sperling (Naga Bakehouse)</li> <li>▪ Jeff King, Selectboard Chair</li> <li>▪ José Galvez</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Downtown Program, Agency of Commerce and Community Development</li> <li>▪ Content Lab at Castleton University</li> </ul>
Needed resources and possible sources	<ul style="list-style-type: none"> <li>▪ Need web design expertise.</li> <li>▪ Need volunteer time.</li> </ul>

### Action 2.3b – Inventory and assess the conditions of properties for redevelopment and identify potential brownfield sites in Poultney.

What this is. Why it is important. Who benefits?	Understanding property and building conditions can help set the stage for setting priorities for remediation and redevelopment.
Initial steps and deadlines (Present > 24 mos.)	<ol style="list-style-type: none"> <li>1. Develop an inventory of building and structures available for redevelopment.</li> <li>2. Determine brownfield remediation needs and capture findings in a map.</li> <li>3. Research potential funding options.</li> <li>4. Secure funding.</li> <li>5. Implement remediation projects.</li> </ol>
Measures of success	<ul style="list-style-type: none"> <li>▪ Implementation of a brownfield assessment.</li> <li>▪ When work on remediation begins.</li> <li>▪ When issues and progress are documented in an online map or inventory.</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>▪ The Economic Development Task Force from Action 2.3a.</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Poultney Downtown Revitalization Committee</li> <li>▪ Poultney Area Chamber of Commerce</li> <li>▪ Town of Poultney</li> <li>▪ Vermont Division of Historic Preservation</li> <li>▪ Poultney Historical Society</li> <li>▪ Rutland Regional Planning Commission</li> <li>▪ Real Estate Agents</li> <li>▪ Building owners</li> <li>▪ EPA</li> <li>▪ USDA Rural Development (USDA RD)</li> <li>▪ State of Vermont Agency of Transportation</li> <li>▪ Small Business Administration</li> <li>▪ Poultney Rotary</li> </ul>



Needed resources and possible sources	<ul style="list-style-type: none"> <li>▪ Rutland Regional Planning Commission (Brownfield grant)</li> <li>▪ Vermont state brownfield grants</li> <li>▪ EPA Brownfields Area-Wide Planning Program</li> <li>▪ Review information from real estate listers.</li> </ul>
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**Action 2.3c – Host an event in the summer to help potential business owners find new sites by allowing them to tour available spaces, talk to real estate agents, meet with internet providers, and learn about grant funding and loan options.**

What this is. Why it is important. Who benefits?	Connecting business owners with the people and resources required to expand their businesses is an important action in stimulating Poultney’s recreation economy. The event could help to assess the level of interest in and breakdown barriers to business development in downtown. Discussions at the event could also inform the development of future business incentives.
Initial steps and deadlines (Present > 24 mos.)	<ol style="list-style-type: none"> <li>1. Develop a communication strategy to engage entrepreneurs and potential businesses in and outside of Poultney.</li> <li>2. Plan the event, including the space, speakers, resources, and tours.</li> </ol>
Measures of success	<ul style="list-style-type: none"> <li>▪ When the event is held.</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>▪ The Economic Development Task Force from Action 2.3a.</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Vermont Department of Tourism (Stay to Stay program)</li> <li>▪ Trade Associations</li> <li>▪ Poultney Chamber of Commerce (Welcome Wagon program)</li> <li>▪ Poultney Comes Together Task Force (Boosting Downtown Poultney)</li> <li>▪ Poultney Downtown Revitalization Committee</li> <li>▪ Poultney Rotary</li> </ul>
Needed resources and possible sources	<ul style="list-style-type: none"> <li>▪ Connect to job boards and develop resources that advertise beyond Poultney.</li> <li>▪ Need funding or in-kind resources for planning.</li> <li>▪ Need to address COVID limitations (consider virtual programs).</li> </ul>

**Action 2.3d – Develop ongoing assistance programs for existing and new businesses, particularly recreation-related businesses, such as providing business training or holding networking events.**

What this is. Why it is important. Who benefits?	Assistance programs could support the town’s recreation economy in several ways. The programs could create opportunities to bring business owners and entrepreneurs together, which could create a more cohesive business community. Programs could include onboarding assistance, which would reduce risk for existing businesses that want expand or businesses that want come to Poultney. Expanding assistance programs would provide ongoing support and resources for
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	the town’s recreation businesses.
Initial steps and deadlines (Present > 24 mos.)	<ol style="list-style-type: none"> <li>1. Inventory existing resources and ongoing business support efforts in other communities.</li> <li>2. Develop an event schedule and webpage that includes information resources, and social media marketing.</li> <li>3. Develop an outreach strategy to local and new businesses (pulling from the Action 2.3c participants).</li> <li>4. Hold events on regular basis.</li> </ol>
Measures of success	<ul style="list-style-type: none"> <li>▪ When events are held.</li> <li>▪ When networking between businesses begins to happen regularly.</li> <li>▪ When resources are made available.</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>▪ The Economic Development Task Force from Action 2.3a.</li> <li>▪ Green Mountain College for an event space (Leo Gibson)</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Poultney Chamber of Commerce (Welcome Wagon program)</li> <li>▪ Poultney Comes Together Task Force: Bob Mitnik, C.B. Hall, Chrispin White, Mandy Mitnik, Kyle Callahan, Joe DeBonis, Ruth Ann Fischer, Doug Freilich, Nick Gutierrez, Doug Langdon, Mariah Lovejoy, Patricia McWilliams, Suanne Ohl, Charlene Rapinz, Jonas Rosenthal, Kristen Ross, Kim Rupe, Dawn Sarli, Ina Smith, Dick Weis</li> </ul>
Needed resources and possible sources	<ul style="list-style-type: none"> <li>▪ Small Business Administration for resources and examples</li> </ul>

### Action 2.4 – Improve, enhance, and sustain the outdoor recreation visitors’ experience satisfaction to Poultney’s downtown and surrounding area.

What this is. Why it is important. Who benefits?	<p>This is an important priority that will support and reinforce efforts to create enduring community character and sense of place to contribute to resident and visitor satisfaction. It will capitalize on the current increase in visitation to put some early “wins” in place that demonstrate Poultney’s commitment to visitor satisfaction. These wins will create an environment that promotes overnight and extended-stay guests and that provides a diversity of high-quality lodging, dining, shopping, and cultural experiences. They will help Poultney transition from a visitor experience based around Green Mountain College to one that is welcoming and interesting to recreational tourists.</p>
Initial steps and deadlines (Present > 24 mos.)	<ol style="list-style-type: none"> <li>1. Review how the Better Connections Grant can support this action.</li> <li>2. Review list of actions not detailed to develop a list of priority “quick wins” that can support this action’s objective.</li> <li>3. Research and connect with similar communities to learn tips and best practices to develop a list of “quick win” projects to start effort.</li> <li>4. Review operations of the Stonebridge building to increase awareness/usage of the Welcome Center and/or expand opportunities at the site.</li> <li>5. Review available accommodations (including house/cottage rentals) and</li> </ol>

	assess gaps.
Measures of success	<ul style="list-style-type: none"> <li>▪ List of actions for “quick wins” is identified</li> <li>▪ Connections to other similar communities have been made</li> <li>▪ Stonebridge operations assessed</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>▪ Sarah Pelkey (Poultney Economic Development Coordinator)</li> <li>▪ Poultney Downtown Revitalization Committee</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Poultney Area Chamber of Commerce</li> <li>▪ Preservation Trust of Vermont</li> <li>▪ Vermont Department of Tourism</li> <li>▪ Network of Economic Development Professionals available through the Vermont Downtown Program</li> <li>▪ Vermont Agency of Commerce and Community Development</li> </ul>
Needed resources and possible sources	<p>Doug Langdon has running list of nearby towns that could serve as examples or provide tips on what some best practices or inspiration for making Poultney attractive to visitors/improving visitor experiences.</p> <p>Monthly virtual Downtown Organization Meetings hosted by Gary Holloway/Vermont Downtown Program</p>

#### Additional actions not detailed:

- Encourage citizenry to establish pride in place and shop in downtown Poultney and support local businesses, with potential incentives that are induce residents to try new places.
- Make Maplefest more cohesive in terms of location. It could be a lot more geared at keeping people together on Main St (like Chili Fest).
- Showcase local maple production and facilities. Encourage people to see the maple trees and buy local maple products. Can be done by bike, ski, snowshoe, or foot depending on location and season. Possibly have winter tours of sugaring operations.
- Develop a website and email list for interested parties to subscribe to where we can keep them updated on progress and also invite them to come to the area.
- Make sure visitors know where in the community they can acquire needed supplies for visiting including gear, food, beverages, overnight stays, etc. and make this information easy to access.
- Develop creative connections between businesses and outdoor rec activities that will point visitors to both. An example might be to have a map in every store and business of outdoor activities and to have a map of the businesses at outdoor recreation locations. This could also take the form of something like a “pub crawl”, but with businesses along an outdoor recreation asset, like a river or a trail.
- Consider if the community wants to be pet friendly. How would this impact the downtown amenities and businesses as well as amenities along the trails?
- Find ways to spread the word about the services and events local organizations are providing to enrich the community.
- Buy that old garage on the corner and make that a little open-sided welcome center and parking area.
- Build a virtual visitor center, a good Poultney website that is updated yearly, along with a map based on collaborative cartography. People could add or update assets in the map, and these could be added to a cleaner map yearly.

- Identify specific locations at the various entries of Poultney to place a welcome station, sign, or banner. These can include a physical map of the area highlighting various recreational activities.
- Create a recreation hub in downtown for residents and visitors to Poultney. The hub is a place to find information about recreation opportunities and serves as a launch point for adventures (also look at East Poultney).
- Find funding for, create, and host a “Small Business Boot Camp” (similar to Marion, VA) to help create new businesses and help bolster existing businesses.
- Create a playbook of how we can capture the attention of retail and service businesses to give Poultney a look.
- Work with zoning commission to remove restrictions and support the planning commission as they work on the Town Plan update and zoning review to encourage downtown utilization and/or revitalization.
- Establish a tourism board comprised of business owners, rotary, and chamber members, etc. to work towards a comprehensive website promoting the recreational, historical, and educational assets in the area.
- Write into law a restriction on box and franchise businesses in Poultney.
- Determine the barriers to new businesses developing and create a committee (if there isn’t already one) that works together to encourage business development.
- Research funding opportunities that are available to support the desired changes in the community (regional/state/federal/nonprofit/foundations).
- Determine the business direction of the prior Green Mountain College and align marketing and local development to accompany this project.
- Look into how Act 250 may affect development.
- Identify funding for placemaking in downtown Poultney to improve the interface between the Poultney River Rail Trail and the downtown.
- Determine if there is enough parking and infrastructure to support the influx of people the changes could bring to the community. Traffic, garbage, restrooms/water, fountains, lighting, policing, upkeep of public areas.
- Establish a convenient downtown site (e.g., an empty storefront) that could be used as a public bathroom.
- Work with the local florists to plan to grow and order flowers for streetscape and entryways as needed.
- Build a park on Main Street (currently happening) that will honor the Slate industry and connect it to the rail trail on Main Street through signage for educational purposes.
- Use empty store windows to showcase recreational activities (outdoor and creative) in the area.
- Create interactive murals and art pieces (ex: Wings over Nashville, Before I Die, etc.) at downtown businesses using local artists and designs that show local flair and encourage interactions with local visitors.
- Develop centralized parking area downtown with basic amenities, bathrooms, info center, etc.
- Create an initiative to provide lockable bike racks throughout town.
- Find funding and an interested manager for a bicycle store downtown that would have clothing, small items people might have forgotten, snacks for the road.
- Support the opening of a good cafe/coffee shop.
- Incentivize a Vermont craft brewer to open a nano-brewery and biergarten in Poultney.
- Arrange for multiple food trucks to set up downtown in conjunction with events that will attract more people than our existing restaurants can handle.
- Get a bike shop or outdoor sports store downtown. The closest is currently Dick’s Sporting Goods in Rutland.
- Explore tax incentives for young entrepreneurs to start home grown Vermont businesses. Encourage youth and those who come to town for education to stay with incentives to stay.



- Explore incentives to attract businesses; not only monetary but also consider the power of social capital (e.g. the Downtown Program's recent initiative to welcome new businesses – businesses knowing about such a welcoming committee in advance can impact decision making – a foot in the door is invaluable).
- Create tie-ins between local businesses i.e., rent a bike here get a coupon for first pitcher free there.
- Sponsor a one-stop reservation center for area Airbnb's.
- Incentivize entrepreneurs to start businesses with lower rent for new startup businesses that will bring revenue into the town.
- Collaborate with owners of empty storefronts to encourage free or scaled rent for new, innovative businesses.
- Develop a competitive monetary pool for new business development and support of businesses that directly promote outdoor recreation activities.
- Create Stay & Play packages with local businesses, for families, couples, retreats, etc.

### Goal 3: Engagement: Increase youth, senior, and broader community engagement in outdoor recreation and community and natural resource stewardship.

Community engagement is vital to community stewardship and sustainability. Increasing targeted participation from youth, seniors, and the broader Poultney community in outdoor recreation will build community recognition of Poultney’s valuable assets, instill momentum for volunteerism, and connect folks in healthy lifestyle activities. Activation of community engagement can lead to more inclusive decision making to ensure the diverse needs of the community are met to sustain access to natural resources, and protect them in perpetuity.

#### Action 3.1 – Identify what outdoor programming is currently happening through the recreation commission, Poultney school system, and Slate Valley Trails. Work with local schools to enhance youth involvement and leadership opportunities in outdoor recreation at the community level.

<p>What this is. Why it is important. Who benefits?</p>	<p>This action will facilitate the expansion of:</p> <ul style="list-style-type: none"> <li>▪ After school programs and school sports</li> <li>▪ Amenities (i.e. skate park, community garden, outdoor classrooms)</li> <li>▪ Community service opportunities</li> <li>▪ Mentoring by elders</li> <li>▪ Teen leadership in recreation programs</li> </ul> <p>These efforts would create opportunities for youth to engage in healthy activities rather than risky behaviors. It is important to connect kids to outdoor experiences and to other generations in the community, who can share experiences and talents. Creating these roles will allow youth to take on responsibility while supporting outdoor recreation activities in Poultney and surrounding towns. Fairhaven and Castleton have similar initiatives (i.e. Vermont Youth Project), which can help with the momentum needed to create opportunities for kids at a larger scale.</p>
<p>Initial steps and deadlines (Present &gt; 24 mos.)</p>	<ol style="list-style-type: none"> <li>1. Enact assessment in Action 3.2. (Summer 2021)</li> <li>2. Assist Poultney Recreation Commission in:             <ul style="list-style-type: none"> <li>▪ Utilization of youth leaders and junior counselors</li> <li>▪ Coordinating with Poultney Recreation and SVT for bike camps (July/Aug 2021)</li> <li>▪ Coordination with Caitrin Maloney on Trail Blazers youth trail stewardship program</li> <li>▪ Active senior volunteers to be teen leaders for safety bike/hikes</li> <li>▪ New programs for seniors to share/teach skills: i.e., quilting, sewing, history/travel, drama story telling</li> </ul> </li> <li>3. Explore the benefits of joining &amp; funding Vermont Youth Project to help create “third spaces” and expanding youth-centered outdoor recreation. (Spring 2021)</li> <li>3. Based on assessment in Step 1, determine other priority projects and identify</li> </ol>

	<p>committee members as needed (school representatives, students, non-profits, other community members). May include “Additional actions not detailed” from Goal 3. (Fall 2021-Spring 2022)</p> <p>4. REclaimED staff to meet with school representatives for feedback on what technical programming to offer for students. (Fall 2021?)</p> <p>5. Future planning: Discussions with Mandy Mason (Poultney High School) on maintaining and possibly expanding engagement in community garden housed at the middle/high school.</p>
Measures of success	<ul style="list-style-type: none"> <li>• Visible increase of kids participating in outdoor-based activities.</li> <li>• Recreation Commission sees increase in youth participation and adult volunteerism.</li> <li>• Successful communication with school representatives.</li> <li>• School staff feel supported to try more outdoor-based education.</li> <li>• Slate Valley Trails sees more kids signing up for programs.</li> <li>• REclaimED sees more student traffic.</li> <li>• Availability of the leadership roles are developed (i.e., Teen Leaders) through all the programs in our community.</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>▪ Carol Stierle</li> <li>▪ Jamie Lerner</li> <li>▪ Pamela Burlingame</li> <li>▪ Coordinator from Action 3.2</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Sheryl Porrier/Jonas Rosenthal (Poultney Recreation Commission)</li> <li>▪ Caitrin Maloney and Sarah Graham (Slate Valley Trails)</li> <li>▪ Amanda Mason (PHS community garden)</li> <li>▪ Michelle McCarron (Young at Heart Senior Center)</li> <li>▪ School administrators: Joe DeBonis (PHS), Greg Rosenthal (LiHigh), Kathy Caliguiri (PES), Jaime Milazzo (Leap Frog), Katie Duffy (Katie’s Center)</li> <li>▪ School athletic staff, i.e., Dave Capman (PHS, Male Sports Coach)</li> <li>▪ Parent/Teacher Organizations</li> <li>▪ Jamie Bentley (RRMC, Bowse Health Trust)</li> <li>▪ Chris Holquist (VT Youth Project, VT After School Project)</li> <li>▪ Danny Lang &amp; Carl Diethelm (REclaimED)</li> <li>▪ Sadie Brown (Poultney Mettowee NRCD; has provided some environmental and outdoor education for schools)</li> <li>▪ Diane Bargiel (Educator &amp; Poultney resident)</li> <li>▪ Andrew Bentley (Ribbon Trails &amp; Property)</li> <li>▪ Jennifer Waite (National Park Service, River Trails &amp; Conservation Assistance Program)</li> </ul>
Needed resources and possible	<ul style="list-style-type: none"> <li>▪ Center for Teachers and Schools, Castleton University (for how to embed outdoor learning into curriculum)</li> </ul>

sources	<ul style="list-style-type: none"> <li>▪ Poultney Public Library (snowshoes, bikes, programming)</li> <li>▪ Tim Johnson/PES/SVT (access to bikes)</li> <li>▪ Vermont Community Foundation (school-based programming support)</li> <li>▪ Tim Tierney, VT Agency of Commerce &amp; Community Development</li> <li>▪ AARP Community Challenge Grants</li> <li>▪ Eastern Mountain Sports and REI community programs</li> </ul>
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**Action 3.2 – Explore how to create a Coordinator Position to develop and oversee new programs and partnerships for expanding multigenerational outdoor recreation activities from Action 3.1. The position would build on existing programming for youth, with a focus on fostering outdoor and intergenerational connections.**

What this is. Why it is important. Who benefits?	A coordinator would help to connect, expand, and promote existing outdoor engagement efforts by improving communication between Town leadership, schools and after school projects and organizations, the Recreation Commission, and the greater community. In so doing, this position will create the capacity to support and coordinate activities, which often rely on volunteers. This will promote inclusion and increase outdoor recreation opportunities for people of all ages.
Initial steps and deadlines (Present > 24 mos.)	<ol style="list-style-type: none"> <li>1. Discuss with Goal 4 participants about whether this position could/should combine with their action for a Communications Manager. (May 2021)</li> <li>2. Obtain grant funding for an interim coordinator, and hire one. (July 2021)</li> <li>3. Coordinator assesses current opportunities and gaps or needs. This would include communication with schools and after-school programs, Recreation Commission, Slate Valley Trails, REclaimED, Community Garden, Vermont Youth Project, Vermont After School Youth Project, and programs in nearby towns. (September 2021)</li> <li>4. Once assessment has been completed, determine if a full/part-time, paid coordinator is needed to further the work. (December 2021)</li> </ol>
Measures of success	<ul style="list-style-type: none"> <li>▪ Finding someone who will serve as a temporary coordinator.</li> <li>▪ Visually recognizing that kids are participating in outdoor recreation programs and “third spaces” that are offered.</li> <li>▪ The community observes that youth/seniors are more visible and involved with each other.</li> <li>▪ Availability of information from each organization to understand what is currently happening and future planning.</li> <li>▪ Youth expressing more involvement by increasing interest in projects developed within the community because of the coordinator’s involvement, by word of mouth or active participation increase.</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>▪ Carol Stierle</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Sheryl Porrier/Jonas Rosenthal (Poultney Recreation Commission)</li> <li>▪ Paul Donaldson/Select Board (Town of Poultney)</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Sarah Pelkey, Economic Development Chair</li> <li>▪ Michelle McCarron (Young at Heart Senior Center)</li> <li>▪ Caitrin Maloney (Sustainable Trailworks and Conine Family Foundation)</li> </ul>
Needed resources and possible sources	<ul style="list-style-type: none"> <li>▪ Funding partners (federal/state/private). Grant-funded projects can include staff time if it is packaged into a time-specific program initiative; this could support “starter staff” until a more sustainable source is identified.</li> <li>▪ Jon (Max) Muise, USDA</li> <li>▪ Northern Border Regional Commission grants, Spring 2022 (an administrator is an allowable cost to implement physical and programmatic initiatives)</li> <li>▪ Vermont Community Foundation Spark grants</li> <li>▪ Hills &amp; Hollows funding</li> <li>▪ AARP Grants for Intergenerational Work</li> <li>▪ Senior volunteers</li> <li>▪ Americorps VISTA (Robyn Baylor)</li> <li>▪ Student Conservation Association</li> <li>▪ National Service Program Manager</li> <li>▪ SerVermont</li> <li>▪ Agency of Human Services, Office of the Secretary</li> <li>▪ Tim Tierney, VT Agency of Commerce &amp; Community Development</li> <li>▪ Jessica Brodie, executive director of the Vermont Recreation and Parks Association, <a href="mailto:jessica@vrpa.org">jessica@vrpa.org</a>, could be a helpful resource on the challenge of adding recreation programming capacity</li> </ul>

### Action 3.3 – Work with Stone Valley Arts to connect the arts and outdoor activities.

What this is. Why it is important. Who benefits?	There is a potential to engage a wider range of community members by integrating the arts and outdoor recreation. Elevating public art in developed spaces, adding playful or thoughtful artistic elements to trails, and incorporating music, film, etc. with outdoor recreation events are all possible ways to encourage connection within the community and to our recreational assets.
Initial steps and deadlines (Present > 24 mos.)	<ol style="list-style-type: none"> <li>1. Stone Valley Arts Board: Strategic goals that would align more broadly with outdoor activities? What additional community partnerships might need to be formed to enhance these? (Spring 2021)</li> <li>2. Coordinate with Michelle McCarron of Young at Heart Center on mural project. (Summer 2021)</li> <li>3. Inventory possible spaces for public art. (Summer 2021)</li> </ol>
Measures of success	<ul style="list-style-type: none"> <li>▪ When the arts are more visible in community spaces.</li> <li>▪ When pathways and other outdoor spaces become more inviting to a range of users.</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>▪ Patty McWilliams (Stone Valley Arts)</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Stone Valley Arts</li> <li>▪ REclaimedED</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Slate Valley Trails</li> </ul>
Needed resources and possible sources	<ul style="list-style-type: none"> <li>▪ Vermont Arts Council</li> <li>▪ The Carving Studio, West Rutland</li> </ul>

### Action 3.4 – Create an outdoor fitness garden at Young at Heart Senior Center.

What this is. Why it is important. Who benefits?	A fitness garden would provide an area where seniors can exercise and gather outdoors in a safe, accessible space. Seniors are too isolated from the community and need a space to socialize and get outdoor exercise safely. Additionally, supporting our aging community members is part of the Community Health Needs Assessment and benefits us all.
Initial steps and deadlines (Present > 24 mos.)	<ol style="list-style-type: none"> <li>1. Identify a location for the fitness garden (it might not all fit at the Senior Center).</li> <li>2. Get approval from the Town Manager and Select Board. (Spring 2021)</li> <li>3. Research design, equipment, permitting, and funding options. (August 2021)</li> <li>4. Apply for and secure funding. (September 2021)</li> <li>5. Develop the fitness garden. (Spring 2022) Elements, in order of priority, include: <ul style="list-style-type: none"> <li>• Exercise pad (research recycled rubber material and companies)</li> <li>• Pavilion with electricity and overhead shield, perhaps partially see-through and/or with solar panels for “rooftop”</li> <li>• Oval path forming the perimeter of the fitness garden (research materials, obtain estimates)</li> <li>• Outdoor fitness equipment (research companies)</li> <li>• Beautification of river side, with debris trees gone (after checking with Poultney-Mettowee Natural Resource Conservation District) and low wall built to visually separate garden from river bank</li> <li>• Memory garden with heart-shaped stone relocated to “serenity garden area,” maintained with integrity</li> <li>• Benches strategically placed using existing 2 benches built by local Eagle Scout and 4-6 new single benches</li> </ul> </li> <li>6. In conjunction with the Better Connections Program, explore safe paths for seniors to access the Center (potentially ties into trail connections detailed under Goal 1).</li> </ol>
Measures of success	<ul style="list-style-type: none"> <li>▪ When seniors can exercise and socialize safely outside.</li> <li>▪ Increase in programming for seniors.</li> <li>▪ Seniors feel more connected to and more visible in the community.</li> <li>▪ If other community members are benefitting too, such as seniors’ family members.</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>▪ Michelle McCarron (Young at Heart Senior Center)</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Jon (Max) Muise, USDA</li> <li>▪ Jonas Rosenthal</li> <li>▪ Jennifer Waite (National Park Service Rivers, Trails, and Conservation</li> </ul>

	<p>Assistance Program) to provide info on outdoor accessible spaces</p> <ul style="list-style-type: none"> <li>▪ Jamie Bentley (Community Health Needs Assessment)</li> <li>▪ Bob Mitnik, architect (designing the vision of the fitness garden)</li> <li>▪ Andrew Bentley, Ribbon Trails (potential Riverwalk trail along the Poultney River from Young at Heart Senior Center to Autumn Leaves Senior Housing)</li> <li>▪ Diane Bargiel (Poultney resident)</li> </ul>
<p>Needed resources and possible sources</p>	<ul style="list-style-type: none"> <li>▪ Property plot from town office.</li> <li>▪ Guidance from Poultney-Mettowee Natural Resource Conservation District (Hilary Solomon) about riverbank setback restrictions.</li> <li>▪ Funding for concrete slab, pergola, benches, and fitness equipment.</li> <li>▪ U.S. manufacturer of outdoor fitness equipment for seniors, made to withstand hot and cold temperatures.</li> <li>▪ Castleton Senior Center has an example garden.</li> <li>▪ Galveston, Texas has an example fitness garden.</li> <li>▪ Native American Museum in Warner, New Hampshire has a great example of a path.</li> <li>▪ The Recreation Park at the Poultney Elementary School is a potential resource that is currently underutilized.</li> </ul>

**Additional actions not detailed:**

- Create projects like creating additional recreation amenities at Poultney High School, such as a cycle pump track, a pocket skate park, a gaga ball pit, boulders, or a community garden.
- Create a work list for youth that may need community service to graduate.
- Create recreation amenities at Poultney High School, such as a cycle pump track, a pocket skate park, a gaga ball pit, boulders, and the community garden.
- Hold summer screenings of action sports films downtown or on the college campus. Organize a ride that ends at the screening.
- Host approachable experience days for mountain biking and other outdoor activities to engage those who have do not have equipment or friends in the sport.
- Organize volunteer clean-up days to address eyesores Downtown.
- Host intergenerational events, such as a town clean-up day that pairs youth and seniors for cleaning up different areas of town, or a bocce ball tournament on the East Poultney Green.
- Put benches on the trails where people can rest.
- Support efforts of Slate Valley Trails at trailheads (e.g., Country Club) and find opportunities and funding to improve ADA access.
- Develop series of pocket gardens with edible plants around downtown and East Poultney and recruit volunteers to adopt maintain them.
- Create an Enchanted Trail, part of Slate Valley Trails’ existing network, geared at kids and full of mythical creatures, stories, places to stop and play.
- Renovate Stone Bridge trails for low-gradient clientele.
- Install a crosswalk from school to cemetery. Create trails around the cemetery.
- Develop an “Adopt a Grandparent/Senior” program and organize activities such as letter exchanges or art work exchanges, volunteering, walks, and outdoor games.

- Work with local businesses to support workforce development. For example, a group of outdoor recreation-related businesses could create a round robin work study for teens.
- Incorporate local businesses into Slate Valley Trails events, i.e., finishing a ride at Taps with discounted drinks, etc.
- Engage the local schools and youth with community art projects going on in town.



## Goal 4: Community Brand: Position Poultney as a center for the recreation economy for the region, recognizing that recreation is a multigenerational lifestyle AND an economic driver that can support business development and entrepreneurship.

The recreation economy is connected to various industry sectors such as tourism that support and cater to attracting visitors to join in recreational activities and to seek out unique opportunities to explore in downtowns at restaurants, shops, community gathering places, and cultural amenities. As such, it is important that communities safeguard and steward the unique attributes of their community and showcase those to residents and visitors. Poultney can take the initial steps of elevating their community's identity and values through communication tools, stewardship of a diversity of assets, and connecting residents and businesses in celebrating what makes Poultney unique. This unique identity will set the tenor for what it means to live, work, and play in Poultney, engaging tourists to seek out a visit.

### Action 4.1 – Hire a communications manager.

What this is. Why it is important. Who benefits?	The position could be critical to positioning Poultney as an outdoor recreation hub and to attracting visitors and new residents to the region. A professional role could ensure a robust and active digital presence. The responsibilities would include social media, websites, press releases, and could include updating the new website being developed through the Vermont Outdoor Recreation Economic Collaborative (VOREC) grant. Depending on interest and funding, this position could report to the Town or the Rutland Regional Planning Commission (RRPC) and could be a remote position.
Initial steps and deadlines (Present > 24 mos.)	<ol style="list-style-type: none"> <li>1. Create a comprehensive list of all current Poultney area communication agents.</li> <li>2. Create a report demonstrating the values of a communications manager and receive feedback of town leaders.</li> <li>3. Create job description, explaining scope and role of a communications manager.</li> <li>4. Secure funding for position. (long term / short term)</li> <li>5. Hire position.</li> <li>6. Develop a marketing plan for Poultney</li> </ol>
Measures of success	<ul style="list-style-type: none"> <li>▪ Securing long-term funding.</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>▪ Mary Emilius (Slate Valley Trails Volunteer) is co-leading an effort to develop a proposal.</li> <li>▪ Eventually, the Town or RRPC would lead.</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Town of Poultney</li> <li>▪ Rutland Regional Planning Commission</li> <li>▪ Nic Stark</li> <li>▪ James Johnson (Analog Cycles / Tanglefoot Cycles)</li> <li>▪ Poultney Downtown Revitalization Committee</li> <li>▪ Kim Rupe (Chamber &amp; Economic Development of the Rutland Region) to provide social media training and support</li> <li>▪ Economic Development Committee</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Jaime Lee (Poultney Planning Commission)</li> </ul>
Needed resources and possible sources	<ul style="list-style-type: none"> <li>▪ Need to explore capacity for this among existing staff and organizations.</li> <li>▪ Need potential funding sources, such as the USDA Rural Business Development Grant.</li> <li>▪ Potential resources from other organizations seeking web help, such as the Poultney Vermont Historical Society, Young at Heart Senior Center.</li> </ul>

### Action 4.2 – Develop a brand for Poultney.

What this is. Why it is important. Who benefits?	Developing a brand for Poultney would channel and amplify the unique natural resources, history, and values of the community. A strong brand will help attract visitors and new residents to the area. The process of developing the brand will create community discussions on the town’s character.
Initial steps and deadlines (Present > 24 mos.)	<ol style="list-style-type: none"> <li>1. Create presentation for the PDRC extolling the benefits of rebranding Poultney.</li> <li>2. Develop a working group to solidify the goals and deliverables of the branding effort and make a plan for community engagement within 6 months.</li> <li>3. Determine needs for hiring outside consulting vs local talent.</li> </ol>
Measures of success	<ul style="list-style-type: none"> <li>▪ If the branding working group is established and meeting within 6 months.</li> <li>▪ When a professional is hired to develop the brand.</li> <li>▪ If the brand and branding guidelines are established within 24 months.</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>▪ Nic Stark</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Poultney Downtown Revitalization Committee</li> <li>▪ José Gálvez (PhD Candidate @ New School for Public Engagement, former Poultney resident)</li> <li>▪ Sarah Pelkey (Town of Poultney)</li> <li>▪ Rutland Economic Development Council</li> <li>▪ Castleton University graphic design department students and the Content Lab</li> <li>▪ Local businesses</li> <li>▪ Local organizations</li> <li>▪ Jaime Lee (Poultney Planning Commission)</li> <li>▪ Diane Bargiel (Poultney resident)</li> </ul>
Needed resources and possible sources	<ul style="list-style-type: none"> <li>▪ Tupper Lake example (Michelle Blair)</li> <li>▪ Slate Valley Trails branding guidelines and Marketing Committee (Nic Stark)</li> <li>▪ Historic fonts and signs (Nic Stark)</li> <li>▪ Town website eventually needs to be updated to reflect the brand</li> </ul>

### Action 4.3 – Build on and maintain the outdoor recreation website being developed for Poultney through the VOREC grant and align it with related branding, social media, and other efforts.

What this is. Why it	An attractive, appealing, and well-maintained website is a top priority for
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is important. Who benefits?	establishing Poultney as an outdoor recreation hub and drawing visitors. A site is being developed through the town's Vermont Outdoor Recreation Economic Collaborative (VOREC) grant. This action builds on and enhances that initiative by aligning it with the work coming out of this action plan and related efforts, tapping into community expertise, and creating a plan and support for ongoing maintenance.
Initial steps and deadlines (Present > 24 mos.)	1. Develop plan for upkeep (website maintenance, keeping content up-to-date).
Measures of success	<ul style="list-style-type: none"> <li>▪ Funding is set aside for site maintenance; this could include revenue from the advertising of local businesses.</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>▪ VOREC Advisory Committee</li> <li>▪ Eventually, the communications manager detailed in Action 3.1 could take over.</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>▪ Nic Stark</li> <li>▪ Slate Valley Trails</li> <li>▪ Castleton University web design, marketing, and business students, and the Content Lab</li> <li>▪ Chamber &amp; Economic Development of the Rutland Region</li> <li>▪ Local businesses</li> <li>▪ Women's Business Organization</li> <li>▪ Caitrin Maloney (Sustainable Trailworks and Conine Family Foundation)</li> <li>▪ Jaime Lee (Poultney Planning Commission)</li> <li>▪ Nancy Liberatore (Lakes &amp; Homes Real Estate)</li> <li>▪ Owen Teetor (Ferncliff camps)</li> </ul>
Needed resources and possible sources	<ul style="list-style-type: none"> <li>▪ Need funding sources.</li> <li>▪ Need technical expertise.</li> </ul>

#### Additional actions not detailed:

- Explore Smart Growth planning with respect to protecting natural resources, maintaining compact village centers, access to affordable housing, making sure we have enough parking for visitors, making sure we can maintain our recreation infrastructure, etc. Incorporate relevant Smart Growth principles into the Town Plan, the Zoning Ordinance, the Town budget, and any other relevant planning processes and documents.
- Promote Poultney in national, statewide, and regional publications, blogs, and websites focused on specific recreation activities through advertising and by bringing media influencers to town.
- Partner with state-wide advertising campaigns to bring people to Poultney.
- Write up a blurb and appropriate links for each Airbnb in the area to include in their listing.
- Set up a stream of revenue to pay for regular drop off of brochures and promotional materials at state welcome sites as well as paying for a representative to host a booth at regional or even national travel shows.
- Cut out life-size images of historic figures from Poultney and place them on the sides of buildings downtown.

- Partner with local organizations to host unique events and festivals that draw people to Poultney. Possible examples could include the Poultney Highland Games, Vermont Mountain Bike Association fest, or a chili cook-off.
- Inventory assets that could inform Poultney’s brand identity. These could include outdoor rec assets (motorized and non-motorized), historical and cultural features, and other community amenities. This inventory should consider assets in the town and region, those which appeal to people of diverse interests and backgrounds, and things to do year-round and on non-outdoor days.
- Create a robust website that visitors can use to plan their next visit to Poultney, including lodging, dining, shopping, recreation, cultural, arts and event opportunities. The website should be a central repository of info, well maintained, mobile friendly, and accessible via QR codes. It can establish Poultney as a welcoming center for inclusive outdoor recreation and offer resources for recreationists of various backgrounds and experience levels.
- Create a distinct social media presence for the community using geotags, hashtags, etc. Encourage participation by visitors and use them to showcase distinct features of the area.
- Develop a virtual and possibly paper map showing recreational assets in Poultney and the region.
- Create a map of bike rides on Town gravel roads with clever names and things to see and do along the way.
- Update and reprint historical tours brochure.
- Start a video marketing campaign around the multi-generational lifestyles in the Poultney area and the various year-round recreational activities available.



# IMPLEMENTATION AND NEXT STEPS

Following the workshop, the Steering Committee and additional interested stakeholders who participated in the workshop began to meet via video conference to reflect and review on the results of the workshop. Three video conference calls were held on March 5, 2021; March 26, 2021; and April 13, 2021, during which the group refined the action plan, discussed progress made post-workshop, and planned their next steps. For all four workshop goals, the local team in Poultney has made exciting initial progress, despite being constrained by the COVID-19 pandemic. Listed below are some key implementation steps the local team in Poultney has made since the workshop.

- *Related to Action 1.1, 2.2, and others: The Town of Poultney has been awarded a Better Connections grant from the state, which totals \$75,000 plus a Town match. Caitrin Maloney shared that Slate Valley Trails is developing a Trails to Town effort.*
- *Related to Action 1.2: Tim Johnson shared that he and others have been working on developing wayfinding for the Poultney River Rail Trail by creating a shared Google Doc. When that is done, they will take that to Slate Valley Trails to see if they can fund the project or can help find others who can. Susan Sutheimer is helping develop the interpretive part of the trail. Tim is also working on connecting with Elyse Peters from Jasper, Alabama to learn about what they have done to develop a blueway, and is looking into grants to fund the wayfinding project and examples from other communities.*
- *Related to Action 1.3: Sarah Pelkey mentioned that the Town, REclaimED, and other partners are applying for the Vermont Arts Council "Animating Infrastructure Grant" for an installation next to the D&H trail.*
- *Related to Actions 2.1, 2.3, and others: Jaime Lee shared that the Town is in the process of updating the Town Plan; community members can go to [www.poultneyplanning.com](http://www.poultneyplanning.com) to provide input and get updates.*
- *Related to Actions 3.1 and 3.2: Caitrin Maloney shared that Slate Valley Trails has a Mountain Bike Camp in the works for Poultney Summer Recreation, as well as a Trailblazers program, where junior counselors and counselors sign up to do paid trail work; looking for adult volunteers to lead.*
- *Related to Action 3.4: Michelle McCarron shared that the Young at Heart Senior Center has gotten approval from the Town Manager and Select Board to begin the fitness garden project. Renderings of the vision for the fitness garden have been designed and are hanging in the Young at Heart office for all to view. Additionally, architect plans are in progress, grants are being applied for, and estimates of materials are being gathered. Michelle has had many emails and phone calls to manufacturers and other companies, and has also had many visitors to the senior center to walk the future fitness garden and river walk. She welcomes all to come and do this!*

## APPENDICES

- *Appendix A – Workshop Exercise Results*
- *Appendix B – Workshop Participants*
- *Appendix C – References*
- *Appendix D – Funding and Technical Assistance*