Milton in the New Millennium

A Community Vision Workshop

May 7-8, 1999
Milton Elementary School
Herrick Avenue, Milton
Dear Milton Community Members and Friends,

Congratulations on the success of the Milton in the New Millennium event! On behalf of Antioch New England Institute, let me express how much we enjoyed working with you in offering this important visioning session. The energy and expertise of the MnM Steering Committee and volunteers, the talent of the Milton Department of Planning and Zoning staff, the interest and dedication of MnM event participants, and the beauty of Milton itself, were all an inspiration for us. Milton’s exploration of issues at the gathering in May has already led to new contacts and projects, and we are confident that your community will build on this work to create exciting new scenarios for the town.

This comprehensive report of the Milton in the new Millennium event provides a detailed record of participants’ hard work over the 1 1/2 days. We hope the good ideas and thoughtful perspectives recorded here will have continuing influence in the years to come. As we move into the new millennium, the collective dreams, goals, and action plans—such as those you have created here—will help lead us toward the kind of future we desire.

Our experience is that most towns find success with several, if not all, of the projects that come out of this type of gathering. We also know from experience that many communities go back to their report and “mine” it for additional ideas, once the initial projects are completed. We hope you will continue to use this report in the future as a living document—a gold mine of positive energy and exciting ideas for Milton’s future.

Please see Antioch New England Institute as a continuing resource as you build on your work with Milton in the New Millennium.

With warm best wishes,

Susan Clark,
Senior Project Manager,
Antioch New England Institute
MILTON IN THE NEW MILENIUM

TO: Milton Community Profile Participants

FROM: Milton Community Profile Steering Committee

THANK YOU for participating in the Community Profile weekend on May 7-8, 1999. The task of identifying characteristics of our community provides both a vision for the future of Milton and an action plan to implement that vision. Special THANKS to the Steering Committee members who put it on and held it all together. And, our hats go off to the volunteer Facilitators who managed to keep us focused, on time, and in good spirits.

We also want to thank the many donors who made the financial end of the weekend happen. Also, high praise to the Fire Department Auxiliary for feeding us and providing drinks for the thirsty. A complete list of donors can be found in the report. If someone got missed, we offer our sincere apologies and would like to be corrected.

This report summarizes the work of the weekend and identifies aspects of our community that YOU indicate are worth preserving and those that we should work to change.

We believe that the weekend was a great success. We look forward to your continued interest and participation in implementing the ideals identified as important to Milton.

Here's to our successful future endeavors!

With sincere regards,

[Signatures]
Mike Joseph, Co-Chair

Linus Kinner, Co-Chair
Milton in the New Millennium
A Community Vision Workshop

Steering Committee members:

Alice Anderson       Lori Donna
Gail Henderson-King  John Hoyt
Mike Joseph, Co-Chair Linus Kinner, Co-Chair
Jim Manley           Pat McRae
Charlotte Parrot     Mary Pratt
Lawrence Pyne        Kim Ransom
Anne Showalter       Eileen Sonnick
Rebecca Strader      Don Turner, Jr.

The following organizations and businesses have provided support in order to make the Milton in the New Millennium Community Vision Workshop possible. Thanks to them all!

Vermont Municipal Planning Grant
The Town of Milton
Milton Business Association
A-1 Printing
The Milton Independent
Milton Economic Development Commission
Coca-Cola Bottling Company
Ben and Jerry's, Inc.
Lake Road Variety
Rene's Discount Beverage
Exxon Short Stop
Midtown Mobil
Branch's Store
Shaw's Supermarket
Milton Fire Department and Women's Auxiliary
Milton in the New Millennium (MnM)
Milton’s Community Vision Workshop

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Milton in the New Millennium
Agenda • May 7-8, 1999

Friday Evening

3:30  Set-up

5:30  Sign-In, Pot-Luck Supper

6:15  Welcome
Overview of MnM Process

6:30  Who is Here?
Introductory activity

6:45  Mosaic and Vision
What is our town like now?
What do we want out town to be like in the future?

7:15  How does our town compare?
Report from the Milton Historical Society
Milton by the Numbers: Selected Milton Data

7:45  Presentation of Ten Key Community Components
1. Effective Community Leadership: A Broader Definition
2. Informed Citizen Participation: More Than Voter Turn-Out
3. Inter-Group Relations: Celebrating Diversity Within the Community
4. Cultural Heritage: Arts, Festivals and Celebrations
5. Education and Social Services: Meeting Our Citizens’ Needs
6. Physical Infrastructure and Services: The Basics That Serve Our Needs
7. Use of Natural Resources: Water, Energy, and Materials
8. How the Community Looks and Feels: Village, Farm, Forest
9. Economic Vitality: Stability through Diversity
10. Growth and Development: Are we planning well?

8:00  Break

8:15  Small Group Discussion of Components (with small-group facilitators)
Random assignments to small groups, one component per group
• Strengths of Milton in component area
• Weaknesses of Milton in component area
• What would we like to see in the future?
• What are the five key issues that need to be addressed?

9:30  Adjourn for the evening
Saturday

8:45  Coffee and check-in

9:00  Small group reports
      Each of the ten small groups report to the large group, five minutes each

9:50  Selection of Key Issues
      Discussion to refine list of 50 Key Issues down to about 6-10, based on consensus

10:25 Individual selection of Key Issue
      Participants select small group/issue to work on

10:30 Break

10:45 Key Issue Discussions—Small groups (with small-group facilitators)
      • Define the problem or opportunity
      • Project goals—identify what you want to accomplish
      • Identify potential projects/solutions
      • Evaluate potential projects using impact/feasibility grid
      • Select three projects to bring to the full group

12:15 Lunch

1:00  Report Back from Small Groups

2:00  Voting
      Which project do you think we should move forward on?
      Which is the most important project for our town right now?

2:15 Break
      Individual selection of project development groups
      (“Committee for the Afternoon”)

2:35 Project development—Small groups (with small-group facilitators)
      • Principal leadership
      • Resources needed
      • Potential obstacles, solutions
      • Action Steps
      • Timeline
      • Coordinator, first step

4:00  Where do we go from here? Full group
      • Action format: task forces or full body
      • How to communicate with each other and the community
      • Future meetings
      • Who else should be included?

4:30 Wrap-Up and Adjourn
Milton in the New Millennium (MnM)
Milton’s Community Vision Workshop

The Milton in the New Millennium community vision workshop was conducted at the Milton Elementary School on Herrick Avenue over two days: Friday evening, May 7, and all day Saturday, May 8, 1999. Over 80 participants joined in the lively MnM discussions. The MnM event was facilitated by Antioch New England Institute’s Susan Clark and Paul Markowitz.

Friday Evening Session

The Milton in the New Millennium workshop opened on Friday evening with a pot-luck supper. After enjoying a wide variety of delicious dishes, MnM participants joined together for an overview of the community visioning process and an introduction to the goals for the two days. Attendees then participated in an opening activity where we learned a little about each other—how long each of us had lived or worked in Milton, where we worked, how many of us had children in the schools, and more. We were then asked to offer descriptions of what our town was like right now ("The Mosaic") and subsequently, what we would like Milton to look like in the future ("The Vision"). Participants called out adjectives and phrases, which were recorded on large easels in the front of the room. The results are listed below.

THE MOSAIC: What is Milton like today?

identity - challenged  rural  self reliant
great volunteers  home  non-industrialized
well located (geographically)  busy  groping
deregulated  growing  conservative
under-utilized  beautiful  geographically rich
safe  crowded  controversial (media)
great kids  committed  loving
involved faith communities  involved  stigma
literate  sleepy  improving
snafu  individual  old
confused  proud  new
tough  energetic  caring
determined  thoughtful  diverse
stubborn  spread out  changing
split  special  immature
transition  self-rule  young
civic-minded  wanting  sports-minded
normal  friendly  developing
middle class  historic  misunderstood (media)
youth oriented  family oriented  resilient
determined  clean  green
THE VISION: What would we like Milton to be like in the future?

heliport
open space
well-equipped schools
movie theater
face-lift for Milton
Catamount Park filled
new grocery store
unique
charter school
enthusiastic community
well planned
peaceful
excellence
educated
opportunities
fishing
pedestrian friendly
alternate transportation
community center
rural
green
tax diverse
friendly
safe
better mobility
non-sprawl
I-89 access
cleaner waters
town square
rural parks
sports facilities
vibrant village
local businesses
flowers in town
clean Lake Arrowhead
vision workshop after five years
well-equipped and successful police force
improved community image - outside Milton
control of industrial growth

proud
beautiful
local economy
youth center
agriculturally friendly
bike trails & paths
expanded sewer/waste water
historic preservation
controlled growth
rail or bus service
strong moral fiber
trees
community involvement
citizen-owned businesses
home business
recreational
river front park
reasonable taxes
Lamoille River greenway
advanced classes
adequate school facilities
greater participation in government
caring
x-country skiing
town beach - Lake Champlain
senior housing
jobs for graduates
affordable to live in
amphitheater
high profile - public & private schools
low tax rates
respect
impressive architecture
lodging/conference - downtown
high-end restaurant--one with tablecloths!
I would like to thank the Steering Committee for giving me the opportunity to speak for the Milton Historical Society. Before presenting a summary of Milton’s past, I would like to publicly thank the voters of Milton for their overwhelming support of Article 7, which was to purchase the Trinity Episcopal Church for the Milton Museum. We will do our best to provide a museum that you will be proud of. At the same time, we will be preserving a historic landmark which helps shape a community’s character, personality and identity. I understand the purpose of these meetings is to plan ahead for Milton’s future. What is more important than to preserve the architecture of this beautiful church? This will definitely be a positive step for Milton as we go forth into the next millennium.

Any society that doesn’t know where they came from and how they got there will find it very difficult relating to the present or looking ahead to the future. The Historical Society’s main purpose is to provide this information to interested persons.

Milton’s Charter was granted to 62 grantees on June 8, 1763 by Governor Benning Wentworth of New Hampshire. The town was not settled until the worst of the Revolutionary War was over. On February 18, 1782, the first five settlers arrived and located in different areas of the six-mile square township (approximately 23,000 acres) in the northwestern corner of Chittenden County.

Milton’s natural resources, which included abundant white pine forests, and seven waterfalls located on the Lamoille River, which ran through the center of town, provided energy for as many as thirteen mills during its early, prosperous years.

The views of the Adirondack Mountains, our “Great” Lake Champlain and the Green Mountains from the higher elevations of Arrowhead and Georgia Mountains and Cobble Hill are outstanding. Also, the reflection of Arrowhead Mountain on Arrowhead Mountain Lake is beautiful. Two hundred years later, Robert Schad, President of Husky Injection Molding, Inc., recognized these physical features, and he decided to locate his factory in Milton. We need
to preserve this exceptional landscape.

The town was comprised of four smaller settlements of West Milton, Milton Borough, Milton Falls, and Checkerberry (named for the wintergreen berry which grew abundantly in the area), and a smaller hamlet of Sopertown. Each provided services such as school, church, post office, cemetery, two or three stores, blacksmith shop, a tannery, etc. By 1900, most of the activities were focused in Milton Falls.

Thirteen schools were established in the early 1800s and operated until the 1880s. In 1806, the first school was built on Main Street. At the 1818 town meeting, five of seven articles on the ballot concerned school matters. By 1930, there were only nine schools still open and, by 1954, all district schools were closed and the students were bussed to the new Herrick Avenue Elementary School.

Milton’s population increased rapidly from 786 in 1800 to 1,548 in 1810. Our population peaked in 1850 at 2,451, making us at that time the third largest town in Chittenden County. In the late 1800s, our population declined to around 2,000 where it remained until the mid-1950s.

Milton’s history was unique because our center of town was relocated four times during a two hundred year period. The first town meetings were held in the homes of settlers in West Milton, which was more thickly settled. Ten years later they voted to erect Milton’s first Town House on Checkerberry Green. It was the second most populated area, and it was the geographic center. Meetings were held there from 1806-1849 until Joseph Clark, Milton’s most prominent businessman, with his partners, transferred their interest to Milton Falls. They built a Town House on River Street and Main Street, and the Falls became the center of Milton for the next 145 years. The new Municipal Building, located on the Plains off Route 7 South, opened in 1995.

In 1849, the Central Vermont Railway opened with our own Joseph Clark as one of the directors. It brought progress to Milton Falls, and it has been written that Milton’s busiest early years were 1870-1880s. There were three meeting houses, nine stores, a paper mill, two grist mills, three fulling mills, three tanneries, a drug store, a weekly newspaper, a shoe store and shoemaker’s shop, a depot, two law offices, a post office, a barber shop, a town hall, a Young Ladies Select School, a tin shop, a wagon shop, a blacksmith shop, a plaster mill, a sash and door factory, restaurants, three hotels, and an iron bridge across the river.

As you learn more about Milton’s history, you will think as I do of the people who lived here before. You can visualize the Abenaki Indians camping along the Lamoille River; Amos Mansfield, Joseph Clark and other early settlers clearing the forests, building and loading rafts on the banks of the river in West Milton and shipping the lumber to Montreal and foreign markets. You can imagine 16,000 sheep in 1840 clearing the hillsides and making way for dairy farms, which dominated the town for over one hundred years. Today there are fewer than ten operating farms.

I found it very difficult to write a brief history. There is much more, so please plan to visit the Milton Museum as soon as it opens. Better yet, join the Milton Historical Society and help us preserve our history.
Milton By the Numbers:
Selected Milton Data

The following graphs were presented to the MnM gathering to offer a glimpse of some of the environmental, economic, and social trends facing Milton today.

Milton Population*
(actual and projected)
1970 - 2010
*Source: U.S. Census

Milton -- Total # of Housing Units*
1970-1990
* Source: U.S. Census
Milton -- Educational Levels
% of Population*

*Source: U.S. Census

Milton -- Income and Poverty*
% of population

*Source: U.S. Census
% of Students Using Alcohol within past 30 days - 1997*

Source: U.S. Agency of Human Resources

% of students smoking cigarettes within past 30 days -- 1997*

*Source: VT Agency of Human Resources
Milton -- Land Uses*
*Source – Chittenden County Regional Planning Commission
(white areas: developed land (commercial, industrial, residential)
(dark areas: undeveloped land (agricultural, woodland, recreation uses)

1969  1995

Milton -- Water Service Area*
*Source – Champlain Initiative
(dark areas: water service area; white areas – non-service areas)

1969  1996
Friday Evening Small-Group Discussions:
Ten Key Community Components

After we developed the “mosaic and vision” for Milton, and digested the data and historical information presented, we counted off into small groups to discuss Milton within the ten component groups listed below.

Each of the ten groups focused its discussion on one of the following list of ten key qualities that help a community work well and sustain cultural, economic and environmental health and vitality for the long-term future. (Antioch developed this list for Vital Communities of the Upper Valley, drawing on the work of the National Civic League, the Cooperative Extension System, Tufts University’s Center for Environmental Management, and other groups.) These qualities were described and accompanied by suggested questions for generating discussion specific to Milton.

Each group brainstormed a list of Milton’s strengths, weaknesses, and vision for the future for their component, and then created a list of the five key issues for Milton for that topic area.

The Ten Key Community Components:

Civic Infrastructure
1. Effective Community Leadership: A Broader Definition
2. Informed Citizen Participation: More Than Voter Turn-Out
3. Inter-Group Relations: Celebrating Diversity Within the Community

Community Infrastructure
4. Keeping Our Cultural Heritage Strong: Arts, Festivals and Celebrations
5. Education and Social Services: Meeting Our Citizens' Needs
6. Physical Infrastructure and Services: The Basics That Serve Our Needs

Environment
7. Use of Natural Resources: Water, Energy, and Materials
8. How the Community Looks and Feels: Village, Farm, Forest

Economy
9. Economic Vitality: Stability through Diversity
10. Growth and Development: Are we planning well?
Small-Group Discussions of Ten Community Components:
Discussion Results

1. Effective Community Leadership: A Broader Definition

Facilitators: Diane Lemieux and Jerry Jeffords
Participants: Connie Plunkett, Judy Kinner, Brenda Steady, Randy Cary, Brian Brown

The public, private and non-profit sectors must all develop leaders who can cooperate with each other in enhancing the long-term future of the community. Leadership must be responsive, honest, efficient, enlightened, fair and accountable. Leaders should be representative of their community, and should have both a grasp of the community’s problems and the ability to envision an economically secure, environmentally sound and socially viable future. Leaders should be attuned to the potential to exploit opportunities and to solve problems of the community by cooperating with other neighboring communities.

Questions to Think About:

Is there active leadership in all three sectors of the community: public, private and non-profit?
Do the public, private, and non-profit sectors work together? Should they?
Do leaders seek out the interests and ideas of local citizens?
Do they represent diverse community interests (age and gender groups, length of time they have resided in the community, etc.)
Do leaders demonstrate knowledge, accountability, professionalism, and innovation?
Is leadership results-oriented?
Are leaders willing to take appropriate risks?
Do leaders demonstrate long-range (20+ years) thinking? Do they understand the impacts of their actions on the long term health and vitality of the community?
Are leaders willing to consider and utilize alternative methods for delivering services, and to undertake regional solutions where appropriate?
Do all three sectors actively recruit, train and empower new leaders?
Do leaders have a common forum to discuss issues with other leaders in the region? How do region-wide policy conflicts get resolved?
Is there a good relationship between town and village? Should they merge?

Committee Response:

Strengths
Schools headed in right direction - action plan/strategic plan
Strong family/community center
Community has opportunity for input
Strong volunteer groups - leaf-peeker groups
Fire/rescue teams
Economic opportunities: business - Husky; private - A-1
Fire department mentors
Private business: sponsor/support kids; groups - teams
Milton Business Association
Non-profit youth programs: Cornerstone Church; Milton Family Center; youth groups
Many citizens make a contribution - different ways/groups contribute to individuals and to town.
Meeting with school/selectboard
5th Monday

**Weaknesses**
Town v. Village (potential)
No Town Meeting Day - lack of community turn out
Is there true collaboration between school/selectboards?
Number of people who serve on town/school boards, committees, commissions - recognition
Negative public opinion - as expressed in media
Citizens being negative with each other and to government officials
Limited time to serve community
Businesses not willing to support volunteerism
Lack of respect for leaders and public servants

**Future**
Volunteer recognition
Continuation of "5th Monday" concept - groups meet more often
More people willing to run for office and/or volunteer
Young people attending meetings
Schools working with local government - "pages"
More respect
Continue "cadet" program
Town/village question
Leadership opportunities for youth
Continued "community vision" workshops every five years - develop plan and report progress annually
Town (local) government day or weekend for youth - boys'/girls' state
Town Meeting Day

**Key Issues**
1. **Town Invests in Youth**
   - leadership opportunities (local boys'/girls' state)
   - town/school collaboration
   - mentors
   - feeder programs (cadets)
   - student representation on boards
   - community service
2. **Town Government**
   - town/village relationship
   - collaboration between all boards
3. **Town Meeting Day**
   - community involvement
4. **Encourage Service to Milton**
   - volunteers
   - respect for each other
   - recognition
5. **Business**
   - community involvement
   - increased partnership opportunities
2. Informed Citizen Participation: More than Voter Turn-Out

Facilitator: Mike Joseph
Participants: Vanessa Brown, Shirley Cary, Arthur Williams, Jim Lehneman, David Donna

If a community is to be strong, citizens must participate through voting in local elections, serving on government boards, attending public hearings and being active in civic organizations. Declining ability of government to meet community needs means that philanthropy and volunteerism become even more important. All citizens need to develop knowledge and skills to contribute to community life. All sectors within a community—private, public and non-profit—must each take responsibility for the community's civic education and generate and share information with the public. Sharing in problem solving and planning for the future as a community increases pride in the community and can result in an ethic of giving and sharing as a way of life.

Questions to Think About:

Do citizens know how the system works?
Is it easy for newcomers to learn how to get involved in the community?
How do people find out what is going on in the community?
What is the level of volunteerism and philanthropy in the community? Which are the best areas and which are the weaker areas?
Are citizens actively involved in major projects?
Do citizens volunteer to serve on local boards and committees?
Is participation pro-active or reactive?
Do civic organizations and local businesses actively contribute to community functions?
Do citizens have the information they need to make good decisions?
Is there both adequate and balanced media coverage of local events and issues?
How well do local committees and boards communicate with each other and the public and with other boards and committees throughout the region?
Are local citizens actively involved in civic and business organizations and clubs that involve interaction with residents of neighboring communities?
Do civic education efforts involve the entire community?
Do schools, churches, youth and civic groups provide citizen education and promote community service?
Should Town Meeting be re-instituted?

Committee Response:

Strengths
Cable Channel 2
Good communication of civic events
People want to see civic participation and change
Good level of civic volunteerism and donations
Community center (MFCC)
People willing to volunteer
If local government cannot provide service, people will contribute
Good representation of different backgrounds on local boards
Weaknesses
People don’t participate in local decisions until it effects them
Lack of communication (specific issues, land use) of town’s long-term plans to the townspeople
People don’t want to participate in community
Citizens (general public) not aware of the dynamics of the civic structure
No town meeting has contributed to citizens not being aware
Low voter turnout
Not aware of volunteer needs
No assurance of diversity on the local boards
Not getting best people on the local boards

Future
Meetings to focus on several issues, then inform public before final vote
Higher voter turnout
Higher percentage of people running for office
Have an open discussion/debates of candidates running for office
Have a town meeting
Eliminate the Australian ballot
A community center for civic events
More long-term planning (200 years+)
Find ways for total town participation
Send a town “newsletter” quarterly as to what’s going on (from individuals)
Board decisions tentative until public approval

Key Issues
Find ways for total town participation in decision making process (hold town meeting)
More communication from town leadership to citizens (appointed and elected)
Extended long-term planning (greater than 100 years) to focus on future
Ways to increase voter turnout
Increase citizen knowledge of the local government system

3. Inter-Group Relations: Celebrating Diversity Within the Community

*Facilitators:* Jane Jackson and Brenda Tourangeau
*Participants:* Linda Williams, Bob Lombard, Margaret Turner, Mike Penchina

A community is made up of many different people with different interests, experiences and backgrounds. These characteristics may divide a community into natural groups but there must be cooperation among them if the community is to work well. Increasing social complexity present challenges to reaching consensus or resolving conflicts but also provide opportunities for cultural enrichment. As disagreements arise, neutral forums and processes are needed where all opinions can be heard and consensus encouraged. In addition, programs are needed to increase communication and understanding of different perspectives among groups and within the community as a whole.

*Questions to Think About:*

How much communication is there among diverse interest groups in the community such as natives/newcomers, summer/year-round residents, young parents/retirees, town/gown, as well as the business community, commuters, etc.?
Are such groups involved in identifying community goals and in resolving community issues?
Do all groups have the skills to become involved in the community?
Do formal and informal forums exist for sharing ideas and resolving public issues?
Are collective decisions, which represent broad input reached and implemented?
Do groups cooperate in resolving broad disputes?
Do small, specific conflicts escalate into larger issues?
Does the community deal with critical issues before they become crises? How is this done?
How would you define the self-image of the community? Is it a positive one?
How is social and cultural diversity celebrated in the community?

Committee Response:

Strengths
Fire department - fire prevention
Fire department - cadet program
Police
Rescue
Volunteer efforts mobilized around specific needs
Active boosters
Milton's community pulls together in time of need
Large enough to serve
Small enough to care
Accepting of diversity
Forum of Letters to Editor - local paper - to feel free to express our voice
85% support of Husky
Good communication skills among decision makers
Value of preserving history - historical society
People live here because they choose to
Those who work here because it is a great place to be
Great youth
Active PTA
Athletic achievements - boys and girls
Retired community members volunteer
New Direction grant
Music program
Project graduation
Churches
Oliver Seed - feels real
Milton Family Community Center
Food shelf
Milton Resource Center

Weaknesses
Youth Center - we need one!
Need more youth activities
More competition - stores
Littering - more user-friendly park sign
Summer houses and year-round houses need more communication
Little after school care
Geographic isolation - exclusive areas (waterfront property) makes people feel they are not a part of the community
No public transportation
No town green - feel we need a place to "connect" with the community
Need a welcome wagon - especially for people who don't have children
Need to connect more with seniors
Need more community representation for the new Milton Resource Center

**Future**
Welcome Wagon
Annual town meeting for newcomers
Youth center
Community center - town green
Art shows
Cultural events
Community band
Mentoring programs
Other publicity forums - community bulletin board
Sponsoring speakers of different cultures
Exchange student programs
Break down economic barriers and misconceptions

**Key Issues**
- Diverse opportunities for seniors and youth (youth center and multi-generational mentoring program)
- Opportunity for people to gather and socialize (community center and community festivals)
- There is a need for a transportation system
- Economic and geographic separation - awareness of all citizens as a vital part of the community
- The people of Milton make up who we are, and are our greatest strength

**4. Keeping our Cultural Heritage Strong:**
**Arts, Festivals and Celebrations**

*Facilitators:* Wanda Vieu, John Hoyt
*Participants:* Ken Nolan, Roberta Penchina, Mary Larivee, Joan Palmer

The cultural life of a community can be a strong source of pride for citizens. Arts, theater, local festivals and celebrations all reflect and build a community's positive sense of itself and strengthen the fabric of all social interactions within the community.

**Questions to Think About:**

What is the community's self image?
What ways does the community celebrate itself?
What are the special cultural centers, events and festivals within the community?
Are these events well known within the community? Outside the community?
Does the community preserve and enhance what is special and unique about its cultural heritage?
Are children encouraged to participate in cultural events?
Are citizens part of larger regional cultural events?
Does the town need a community center or other physical gathering space?
Committee Response:

Strengths
Milton Town Players (drama)
School involvement in arts
July 4th celebration
Church festivals
Milton Family Community Center
Library
Milton Fair
Youth sports

Weaknesses
No town core
No easy transportation for pedestrians
No facility
No "Arts Council"
No adult educational programs
Lack of community connection
No defined image - Milton and arts specifically

Future
Community Center
Physical village core
Village green (bandstand)
Town band/ice cream socials
Diversity
Adult Education Program
Active Arts Council
Major performing artists (annually?)
Transportation (CCTA)
Active programs for children
Farmers' market/crafts
Public art exhibits
Expanded scope for Milton Fair (agricultural)

Key Issues
--Lack of a cultural image/identity - Arts Council: major performing artists; local art exhibits
--Lack of a physical town center: Town band, socials, farmers' market, expansion of fair
--Lack of funding
--Mobility: transportation - sidewalks, bus station, to other communities
--Adult educational opportunities: Classes for cultural development to promote interests in cultural identity, non-credit classes; i.e. music appreciation, photography, quilting, etc.
5. Education and Social Services: Meeting Our Citizens’ Needs

Facilitators: Charlotte Parot
Participants: David Palmer, Debbie Lewis, Ted Nelson, Cliff Thorpe, Mary Pratt, Alice Anderson

All citizens have a need for food, clothing, shelter, and for the education of their children. Although some needs are met by local, state, and federal programs, caring communities still keep a neighborly eye on fellow citizens. Things like pre-school programs, youth services, low-income housing, after-school extracurricular youth programs, and preventative health and substance abuse programs help to strengthen the social foundations of a community.

Questions to Think About:

Are educational and social services provided equitably?
What services does the community provide to its neediest citizens?
Does the community, through its schools or other programs, offer counseling on parenting or family relationships?
What local or regional programs or services are offered? What are needed? For daycare/substance abuse/recreational/youth counseling?
Are these services adequate? Are they well utilized? Under-utilized?
Are school programs adequate for the community's needs?
Is school planning forward thinking and open to regional solutions?
Does local government address qualitative concerns about service?
Does government consider and utilize alternative methods of service delivery?
Is there a need for teens to gather?
Do we feel that our town’s schools and community spaces are safe? What should the role of the police be within our community?
What should the role of alternative education (such as private schools, home schooling, etc.) be in our town’s education system?
Does our town’s historic district need attention?

Committee Response:

Strengths
Foster programs
Advanced placement
Adult sports/leisure activities
Police
Child care facilities (40+/- registered; 3+/- licensed)
Interactive TV - learning center
Family community center
Herrick Avenue addition
Milton Family Practice
Wellness program
Scouting/Brownies - program
Teen center
Senior center
Eagles club/Masons
Churches
Food Bank
Special services - Transportation Authority - SSTA
Milton Resource Center
Kids & Cops
Students Assistance Program (SAP)
Howard Services
Sports programs
Youth programs

**Weaknesses**
Teen programs/center
Better marketing of recreation and adult programs
More adult programs - health, education
Sports programs
Police department
Clothing bank PR
Safe house
After school programs
Jobs for kids - bulletin board and opportunities
Too much TV
Mentoring programs
Big brother/sister
SCORE
Schools
Historic district - falling down
School chairs/auditorium
Elementary school sound system
Clothing store
Affordable housing
Rental housing
Grocery store options
Interactive TV - accessibility
Upscale housing base ($400,000+)

**Future**
Shops - Department Store (like Ames)
Clean waters/environment in all of town
Enforceable housing standards
Respectable town (image)
Expanded educational opportunities
Community social events: street dance; weekly concerts
Curbside town refuse removal
Catamount Park use
Three K-6 schools
One 7-8 school
One 9-12 school
Swimming pool
Recreational center - youth gathering place
Grocery store
Inter-generational center with rental housing
Fewer car dealerships
Livable wage for all
Infant child care center
Updated schools with state-of-the-art equipment and facilities

20
Waldorf school
Big brother/sister programs with communication
Social program resource guide (like Green Book)
Adult education
VTC campus
More police forces
High school technical center
Education/community/business working together (monthly)
Farmers' market
Bike path
Restaurant with real tablecloths/cloth napkins

Key Issues
--Need for inter-generational center connected to bike path, recreational, educational
   and social activities
--Need to expand and consolidate communication about existing social services and activities
--Need for well-equipped, community based schools and enhanced educational opportunities
--No town center to attract businesses and social services
--Need to evaluate municipal services

6. Physical Infrastructure & Services:
The Basics That Serve Our Needs

Facilitators: Lori Donna and Pat McRae
Participants: Devin Lewis, Fran Ferro, Sally LaPorte, Robert W. Hicks

Public buildings, schools, sidewalks, sewers, roads, and the public water supply--are basic to the
existence of a community. They absorb most tax dollars and sharply influence the community's quality
of life.

Questions to Think About:
What schools and other public facilities exist in the community?
What facilities or services are needed?
How does the community handle disposal of its wastes?
Does the community address storm water runoff and toxic water pollutants?
Does the town have a plan for financing the maintenance, expansion and replacement of its public
facilities? Is it open to regional solutions for future infrastructural needs?
Is there adequate housing available for elderly or disabled individuals? For people of lower income?
Are public buildings such as schools and town hall adequate for our needs. Are they accessible to people
with disabilities? Are they energy efficient?
Do officials address qualitative concerns about facilities and systems and utilize alternative methods of
service delivery?
Are officials professional and entrepreneurial in meeting public facility needs?
Are appropriate physical connections being made, such as public transportation between housing and job
(or shopping) sites?
Should there be more flexibility with alternative methods of on-site sewage disposal?

Questions specific to Milton:
Presently, there are very few east/west transit corridors within the town of Milton. Is there a desire to
have more east-west transit corridors?
An interstate exit just for Milton has been talked about for many years. Does the community want an exit? Where should it be? What should it look like?
The downtown area has not been clearly defined. There have been thoughts to make it a mix of uses, including residential. What types of uses, buildings and character is the community interested in?
Is there a desire to have more sidewalks throughout the downtown and neighborhoods? should they be on both sides of the roadways with crosswalks? Should there be street trees and street lights in these areas?
It has been discussed at the state and regional levels to provide passenger rail service from Burlington to Montreal and beyond. Does the community support the idea of passenger rail service in Milton? Would people use it?

**Committee Response:**

**Strengths**
New addition to Herrick Avenue
Combining K-6 grades
Technology in schools
New municipal building and library
New rescue squad building
Champlain Water District
Town engineer and additional services
Recreation park - with trails
Elderly housing and facilities
Health services
Improved signage at Middle and Railroad Streets

**Weaknesses**
Sidewalks don’t connect
Sewer - too small and old; outdated; no drainage system; outdated water system
No fire protection on NW side of town:
building too small
poor location
poor access
No consistent upkeep maintenance for schools and grounds
Insufficient classroom space
Access control for traffic
Need pedestrian crossing
Lack of handicap access - automated doors to schools and municipal building
Lack of non-field recreation programs, non-ball such as intellectual or creative ideas
No swimming pool - indoor recreation facility
No hockey rink
No youth center - inside and safe
No public transportation within town
  - bus
  - rail
  - taxi
  - bike path
  - walking paths
Define downtown area
Lack of town green (like St. Albans)
Indoor community center
Lack of I-89 Exit (Lake Road)
No town beach
**Future**
Community recreation center indoor/outdoor
Peaceful community green park with connecting sidewalks
Safe, recreational transportation system (non-motorized) to connect recreation center with park
Updated sewer and drainage system throughout town or village to industrial parks
Access and exit to I-89 (Lake Road)
New fire station
Well maintained schools, enlarged for class size/new facilities as needed
Automated doors for handicap access at municipal building and schools
Transportation within town for elderly
Town beachfront - along Lake Champlain

**Key Issues**
--Expanded sewer for broader tax base
--Safe, user-friendly transportation:
  I-89 exit/entrance
  access control for traffic - MHS
  local miscellaneous motorized travel (i.e. bus, rail, taxi)
--Safe, user-friendly transportation
  sidewalks and crosswalks
  recreational paths (bike, walk, rollerblade)
--Community/youth/recreation center (indoor/outdoor)
--Public safety - ambulance/fire department facilities - larger fire department or substation
--Well maintained and adequate sized to meet demand on school system

**7. The Use of Natural Resources: Water, Energy and Materials**

*Facilitators:* Aaron Henson and Jim Manley  
*Participants:* Lynn Delaney, Lonnie Poland, Heron Hoffman, Rich Ferro

Natural resources are materials from nature that maintain and enhance a community. This includes food, fuel, and materials used in everyday life. A sustainable community attempts to balance the rate at which renewable resources are consumed with the rate at which they are renewed. Dependence on nonrenewable resources is minimized as much as is feasible. A sustainable community attempts to rely on local sources of food and materials. A sustainable community also attempts to reduce the amount of waste and emissions produced by increasing energy efficiency, and tries to minimize the effect of wastes that are created.

*Questions to Think About:*

Are water supplies sufficient and are they used efficiently?
What percent of the energy used by the community is renewable versus nonrenewable?
What opportunities exist for local sources of renewable energy?
What problems are associated with existing patterns of energy use?
Do energy conservation programs exist within the community?
To what extent does the local community rely on local sources of food, fuel, and materials?
How does the community handle disposal of its wastes?
What percent of waste generated is recyclable and recycled?
What opportunities exist for reducing that amount of waste generated to begin with?
Committee Response:

Strengths
Good working farms
Good lakes and water
Hydro-electric power
Land resources
Good relationship with CSWD
No longer Milton landfill
Forest for firewood
Less drain on water table because of CWD
Recycling waste available
Municipal sewage system
Strong participation in green-up
Cyr Lumber
Local firewood dealers
Milton Wood Pallets (recycling)
Husky and local businesses recycling
Metal and car recycling businesses - junk yards
Manure pits (farms)
Vibrant eco-systems
Good zoning - shoreline setback
Septic regulations
Preserving wetlands
PRDs - clustered housing
Open space donations
Public natural resource land (Milton Pond, Eagle Mtn, sand bar)
Comeback of osprey nesting
New alternative farming enterprises - sheep, emu & llama
Park and ride

Weaknesses
Illegal dumping
Recycling is expensive
Some recyclables not accepted by CSWD
Leaking manure pits
Failing septic systems
Clear-cutting and erosion
Too much backyard burning
Dependence on outside water source
Losing farms
Junk yards (contaminated)
Lack of mass transportation - alternative transportation: walking, biking, etc.
Not enough sidewalks
Not enough erosion control (during construction)
Not enough sewer capacity

Future
Expanded sewer
More comprehensive recycling
Alternative transportation master plan
Higher recycling participation
Expanded water quality (public)
Comprehensive open space plan
Tighter burning regulation
Maintain - support working farms
Farmers' market
Adequate farm labor supply
Retain our natural areas
Clean up junk yards
Sustainable forest management
Continued wildlife preservation

Key Issues
--Encourage more and better recycling
--Preserve and enhance local farming and forestry businesses and open space
--Improve water resources for nature and human consumption
--Work on alternate and mass transportation
--Clean up pollution sources

8. How the Community Looks and Feels: Town, Farm, Forest

Facilitators: Linus Kinneer, Joan Cleveland
Participants: Lorraine Manley, Steve Delaney, Anne Showalter, Hal Turner

The natural assets of a community consist of the places of natural beauty that contribute significantly to the quality of life of the residents. Streams, rivers, walking trails, working farms, clean air, pastures and open land help determine a community's personality. They contribute to the everyday pleasures of community life. A sustainable community practices effective management of natural assets so as not to undermine their existence or ability to function over time.

Questions to Think About:

What are your town's special water and land assets?
Is there a broad community interest and participation in maintaining these?
How healthy are the natural systems within the community?
What stresses are the local economy and population putting on those natural systems?
Are there ways to guide population and economic development to allow healthy functioning of natural systems?
Are current systems, such as waste management, handled in a way that preserves the integrity of natural systems in the community without damaging the integrity of natural systems elsewhere?
Are the existing businesses environmentally sound?
Are the public water sources protected?
Should our town do more to protect local farms and natural features?
Should there be more usable "green areas" within the downtown area and neighborhoods? (small parks, playgrounds, etc.)
Is there a desire to have a beach or public access to the Lake Champlain?
Committee Response:

Strengths
Expansion of wastewater
Three working hydro plants
Decent zoning
Common land - town's willingness to set aside public lands
Husky
Protection of open space
Land trusts
Green space in town
River walk - between dams
Arrowhead Lake
Lamoille River
Lake Champlain
Aquifer
Georgia Mountain
Cobble Hill
Arrowhead Mountain
Eagle Mountain
Long Pond
Coon Ridge
Scenic views
Western Ridge
Town forest
Great swamp
Tracy property
Town recreation
Dairy farms

Weaknesses
MH failed septic
Unable to attract industry
Junk yards
10 acre lots / 9 acre brush
Demise of family farms
Economics of farming
Lack of neighborhood parks
Walking paths
Lack of sidewalks
Lack of town beach
Communication of issues - boards and commissions

Future
Non-motorized pathway grid
Town pool - rink
Town green
Pride in property
Improve Rt. 7 corridor
Preserve scenic attractions
Key Issues
--Small town charm
--Preserve scenic areas and farms
--Improve public access to waterways
--Alternate transportation
--Sewer expansion

9. Economic Vitality: Stability through Diversity

Facilitators: Mike Thompson
Participants: Mike Showalter, Jane Fitzgerald, Matt Strader, John Rowley Jr.

The need to maintain flourishing workplaces is of great importance to communities. A sustainable community includes a variety of businesses, industries, and institutions which are environmentally sound, financially viable, provide reasonable wages and benefits to workers, and provides those workers with opportunities to develop their skills through training, education, and other forms of assistance to prepare for the community’s future needs. Government, businesses and public service organizations are all important in attracting new investment and in developing new businesses that suit the character of the community.

Questions to Think About:
What types of businesses, industries and institutions make up the economic base of the community? of the region?
How diverse is the economic base? Is one sector or one employer dominant or is there a wide variety of sectors and employers?
Are the existing businesses environmentally sound?
Are there locally available education opportunities to provide residents with skills that match the needs of local businesses?
What business services are lacking in the community?
What types of jobs are available to residents in terms of security, wage levels, skill levels, and benefits?
Do wages allow the majority of the population to enjoy a reasonable lifestyle?
What can be done to improve the economic climate and the tax base of the community?
How do we envision the future of our downtown (for example, do we want a dense downtown of commercial development? Do we want a variety of development—residential, commercial, etc.?)
Should there be other businesses in town? (example—restaurant? motel? grocery store?)

Committee Response:

Strengths
Pristine environment, physically, emotionally and visually
Small town feeling is a magnet
Affordable living
Variety of living conditions in town
Small business atmosphere - take care of your local customers
Multitude of business opportunities for future
Catamount park has expansion room
Quality recreation

Weaknesses
Need to encourage small business: services
Route 7 traffic
Lack of pedestrian traffic areas
Negative stigma - media
Non-college oriented training
Too fast residential growth

**Future**
Defined commercial center
Pedestrian links residential to commercial to recreational
Mass transit locally
Limit growth
Places of quality entertainment

**Key Issues**
- Developing commercial downtown center
- Growth Control
  - planned
  - strong
- Perception/Attitude
  - positive attitude
  - maintain pristine landscape and vistas
  - quality recreation and entertainment
- Traffic control - Route 7

**10. Growth and Development: Are We Planning Well?**

*Facilitators:* Rebecca Strader, Kim Ransom
*Participants:* Janice Clements, Geof Plunkett, Beverly Quebec, Bob Stafford

Zoning regulations and bylaws affect how a town develops. They are meant to be a tool, not a set of restrictions. With them, you can guide how and where subdivisions and housing are laid out, how and where commercial districts are developed and expanded, how the town center is utilized. These are all important topics when trying to allow for growth while maintaining the character of the town that the citizens love.

**Questions to Think About:**

- How do our town's bylaws successfully guide how our housing is laid out?
- Is the density and placement of housing in keeping with the character we want to preserve?
- Are there parts of the town that should be encouraged to be duplicated?
- Does it encourage open space in ways that we want? In ways that are beneficial to preserving the character of the town?
- Do our methods of housing development and subdivision of land encourage patterns of transportation that seem in character with what we want for our town?
- Is our approach to housing and subdivision of land sustainable?
- Is our business district successful?
- Does it provide for a sense of community? Is that needed?
- Does it provide for our community in the ways that we want?
- Does it encourage patterns of transportation that seem in character with what we want for our town?
- Are our business districts appropriately placed?
- Should they be expanded or decreased in size?
How are we doing in preserving rural character, if that is desired?  
Do we have adequate programs and bylaws to encourage active farming and protect existing farmland?  
Are we adequately preserving open space?  
Should we be more aggressive in our preservation efforts?  
Are bike paths or other forms of recreation lacking?  
Do we want the old center of town to remain an active and pivotal center of town?  
Is our zoning supporting it?  
What should our downtown character be like?  
Should there be design control in our town?  

Committee Response:

Strengths
Experience/wisdom  
Good zoning for shoreline  
Open space protection  
Effective professional planning staff  
Cooperative effort with industry  
Space available for town center development  
Strong, forward thinking zoning regulations and comprehensive plan  
Splitting DRB and planning commission  
Proactive  
Access and Mobility Committee  
Great volunteer efforts

Weaknesses
Inconsistency of planning board members  
Hard to get people to serve on DRB  
10-acre zoning  
No design review  
Not specific enough zoning regulations  
Lacking incentives for farms to remain farms  
Dangerous to walk on Route 7 and other roads (a lot of roads)  
Disconnected sidewalks  
Access and mobility: high school; businesses  
Lack of funding  
State control of Route 7  
Lack of closer I-89 exit/entrance  
Non-diverse development and businesses  
No second grocery store  
No restaurants with tablecloths  
No hotels/bed & breakfasts

Future
Clearly defined downtown - beautiful and vibrant downtown  
Sustained professional leaders  
Environment of excellence  
Contemporary set of zoning regulations and bylaws  
Controlled development (along Route 7)  
Upgrade of public infrastructure  
Recreation trails  
more extensive
linked to Lake Champlain byway
Public beach front
Residential development similar to Ridge Field (off of west Milton Road)
Controlled industrial/commercial growth
Thoughtful land use (dense in downtown; encourage openness in rural)

**Key Issues**
- Clearly defined, vibrant downtown/community center
- Preserved open space (farms)
- Accessibility and mobility of pedestrian/vehicular/recreational traffic (including sidewalks, trails, highways, intersections)
- Professional leadership - including boards/commissions/town employees
- Contemporary zoning regulations to achieve controlled development
Saturday Morning: Key Issues

MnM participants reassembled at the school on Saturday morning, enjoyed breakfast, and surveyed the “fifty key issues” identified in last night’s session that now spread before us on easels in front of the gym.

Our work began with brief presentations from a representative of each group. Antioch facilitator Susan Clark then offered a draft condensed list, based on discussions with MnM event leaders and small group facilitators, of the overarching issues or connecting threads that ran through all of the group’s responses. All participants then worked together to evaluate and hone this list.

After discussion, seven key issues emerged as important to address for the future of Milton. (The issues were numbered for identification purposes only, not to indicate priority.)

Milton’s Key Issues:

1. Transportation

2. Community Activities/Facilities

3. Municipal Services/Planning/Economic Development

4. Communication and Participation

5. Town Center/Economic Development

6. Open Space Protection and Natural Resource Access

7. Schools

Next, each participant selected which issue s/he wanted to discuss further, and we broke up into small groups. The task of each group was to define clearly the problem to be addressed, and to identify goals they hoped to accomplish.

Each group then brainstormed possible solutions or projects that would address the issues identified. We evaluated the potential of each possible solution/project by assessing its possible impact and its actual feasibility, and then selected three top solutions/projects to present back to the full group.

The small groups presented their findings and top three solutions/projects to the full group after lunch. Notes from each of the groups are presented below.
1. TRANSPORTATION

Facilitators: Aaron Henson, Jim Manley
Participants: Hal Turner, Steve Delaney, J.V. Manley

Clarification of the Problem/Issue to Be Addressed:
Over-dependence on Route 7 and;
A lack of safe, alternative corridors
Need better, non-motorized transportation system
Under-utilization of I-89
Alternative transportation
Sidewalks - pedestrian accessibility
Safe, user-friendly transportation
Mass transit - mobility within town and out of town
Recreational trails/intersections
Traffic control (Route 7)
I-89 exit
Access control for traffic (MHS)
Cross-links

Goals:
Alleviate congestion/unsafe conditions on Route 7
Provide alternate corridors
Need better alternative transportation
motorized (i.e. bus, train)
non-motorized (bikes, trails, sidewalks, etc.)

Solutions/Projects:
New I-89 interchange
Bike lanes on Route 7 (Milton)
Bike lanes off Route 7 to village core
Upgrade Route 7 - intersections
Bus system - Burlington-St. Albans and Essex
Sidewalks on Route 7 - connecting to existing sidewalks
Third bridge across river
Commuter rail
Improve East Road, including railroad underpass
Fix Kingsbury Crossing
Widen Main Street between North Road - Railroad Street

Top 3 Projects:
1. Upgrade Route 7 intersection
2. Expand and connect sidewalk network
3. Bike path from high school to town center

2. COMMUNITY ACTIVITIES/FACILITIES

Facilitators: Diane Lemieux and Jerry Jeffords
Participants: Kate Cadreau, Brenda Tourangeau, Debbie Lewis, Devin Lewis, Kathleen Kathleen Raupach, Margaret Turner, Mary Larivee, Linda Williams, Lorraine Manley, Sally LaPorte, Lonnie Poland, Jane Jackson
Clarification of the Problem/Issue to Be Addressed:
Intergenerational center
Adult education
Youth center
Diverse opportunities for seniors/youth
Opportunities for people to gather
Town invests in youth
Art exhibits
Cultural identity
Bandstand/entertainment

Solutions:
Use successful models from other towns - i.e. Shelburne (craft school, barns); South Burlington (bike paths, sports programs)
Need arts, crafts, photography
Expand business and school partnerships with community
Empower youth to be involved (new directions)
Mentor program
Form a committee - multigenerational - all stakeholders, including town government representatives, schools, businesses
Advertise and actively seek participants
Determine current resources
What’s currently happening - research and begin to expand - collaborate
Get representatives from current efforts together (a core group)
Survey needs/wants/demands
Logo
Go door-to-door - Coffee Klatch!
Develop programs
Raise money
Fundraise
Get kids involved
Cut across economic lines
Identify strengths of citizens
Artists
Craftspersons
Skills
Have students/adults/businesses help create structures; i.e. bandstand
Sense of cultural identity!!
Expand/create a unique, annual event for all ages
Old home days
Cabin fever festival
Winter carnival
Make it seasonal
Harvest festival
July 4th
Support historical society

Top 3 Projects:
Our goal is to create safe, comfortable, multi-generational programs and/or facilities, a place where people can: Connect; Grow; Be productive; Have fun; Share talents and experience; and which has the ability to: Expand; Meet demands and diverse interests; Communicate information.
1. Form committee (diverse) to support our goal
2. Develop and expand programs/facilities that support our goal
3. Determine and assess existing human and physical resources that support our goal

3. MUNICIPAL SERVICES/PLANNING/ECONOMIC DEVELOPMENT

Facilitators: Rebecca Strader, Gail Henderson-King
Participants: Randy Cary, George Nelson, Robert W. Hicks, Ken Nolan, Matt Strader, Bob Stafford

Clarification of the Problem/Issue to Be Addressed:
Need to evaluate municipal services
Public safety (ambulance/fire)
Recycling
Expanded sewer
Infrastructure to meet school demand
Planning (long-term: 100 years)
Growth control
Improve water resources

Goals:
Achieving balance between growth/economic development and infrastructure
Need leadership/citizen participation/communication
Provide system for evaluation
Providing infrastructure to achieve balance
Planning municipal services to keep up with growth

Solutions:
Find out expectations
Process for addressing problems
Do capacity planning
Need community by-in to vision
Paper (quarterly, monthly) published and sent out to the public
Public involvement in Act 250 hearing for WWTP on May 25th and beyond
Get people to read local newspaper
Get communication and citizen participation
Update zoning regulations/comprehensive plan on growth issues/control
Better image of town
Get message out to town
Need mechanism for finding out expectations of municipal services needed
Surveys
Visioning on Town Meeting Day
Once a year / Every five years
Continue "5th Monday" meetings
Annual review of municipal services by department
Communication before problem becomes too big
Milton Independent - send out flyers
Neighborhood meetings
Vision publicized more
EDC/MBA should be pro-active
Have reports to SB as to activities they are involved in
3 Top Projects:
1. "New Town Meeting Day:
   * Focus group for future vision and what community wants and feedback (everything!)
   * maybe 1 year, 2 years
   * note: May 25th WWTP Act 250 hearing

2. Published correspondence from Boards/Commission
   in local newspaper; newsletter; bulletin boards; internet--town web site

3. Develop clearly defined roles for each committee in town for better working inter-relationships.

4. COMMUNICATION AND PARTICIPATION

Facilitators: Charlotte Parot, Wanda Viau
Participants: Vanessa Brown, Connie Plunkett, Lynn Delaney, Ida May Gravelle, Beverly Quebec, Don Turner Jr., Mike Showalter, Anne Showalter

Clarification of the Problem/Issue to Be Addressed:
No traditional Town Meeting Day
Make it so!
Low voter turnout
Night driving
Lack of citizen knowledge
Information book should be distributed - Town Report
Indifference - feel opinion is of little use
Lack of citizen participation

Goals:
Total participation of town in decision-making processes
Increase voter turnout
Youth participation in town affairs
Reinstitute town meeting
Encourage volunteer service (respect/recognition)
Partnerships with businesses
Awareness of people as Milton’s greatest strength
Professional leadership (town/village government/community collaboration) - includes boards/commissions/town employees
More communication between leaders and citizens
Increase citizen knowledge of government
Increase communication regarding existing social services/activities

Solutions:
Reinstitute Town Meeting Day
Survey of reason for not being involved
Electronic bulletin board
Web page
Transportation at voting
Pot luck - community involvement at voting
Volunteers to canvas voters
Newsletter from public officials (quarterly)
Utilize "5th Mondays"
Mailed Town Report
Volunteer recognition
More frequent acknowledgment
Offer transportation and childcare
Get youth involved
Teach civics in school
Teach civics on local issues and government

3 Top Projects:
1. Town Meeting with pot luck supper
2. Get youth involved in civic (local affairs)
3. Information / Communication Committee

5. TOWN CENTER/ECONOMIC DEVELOPMENT

Facilitators: Lori Donna and Pat McRae
Participants: Jerry Learn, Janice Clements, Ted Nelson, Bob Lombard, Butch True

Clarification of the Problem/Issue to Be Addressed:
To develop an accessible, livable, attractive, economically viable town center
Define physical boundaries

Goals:
Clearly defined, commercial vibrant downtown
Physical town center
Small town charm
Historic preservation

Solutions:
Approach from south to downtown transition
Retail clustered into one area
Public/private leverage and incentives to improve gateway from south, to improve appearance of gateway
Allow maximum density including increased height within designated area
Public forum to define town center
First, have meeting with property owners with defined area
Develop incentives
Attractive street amenities
Urban forestry
Green with bandstand
Link historic to downtown via riverwalk, sidewalks, public transportation

Top 3 Projects:
To develop an accessible, livable, attractive, economically viable town center:
1. Define (public meeting/landowners) and encourage (incentives) downtown core and village green (increase density, street amenities)
2. Enhance appearance of southern approach to the downtown (leverage with public and private $)
3. Officially designate an historic district linked to center of downtown (railroad; public transportation; sidewalks; riverwalk)
6. OPEN SPACE PROTECTION AND NATURAL RESOURCE ACCESS

Facilitators: Mike Thompson, John Hoyt
Participants: Geof Plunkett, Brian Brown, Arthur Williams, Alice Anderson

Clarification of the Problem/Issue to Be Addressed:
Open space lost due to residential expansion

Goals:
Secure development rights - purchase rights
Encourage Land Trust use
Impact fee use
Farm tax incentives
Reverse auction for rights
Surtax for rights purchase
Open land inventory
Market open space concept

Solutions:
Preserve/enhance local farming and forestry businesses and open space
Preserve open space/farms
Preserve scenic areas, views
Improve access to waterways

Top 3 Projects:

Open space lost due to residential expansion
1. Purchase development rights via land trusts or other agreeable methods
   • Surcharge
   • Impact fees
2. Encourage open space preservation by tax incentives for landowners:
   • Farms
   • Forests
   • Wetlands
   • Shoreline
3. Create / maintain inventory of all open land available

7. SCHOOLS

Facilitators: Mike Joseph, Linus Kinner
Participants: Sheila Sternisha, Molly Snow, Peggie Waterman Hoyt, Linus Kinner

Clarification of the Problem/Issue to Be Addressed:
Increased visibility of the PTA
More single parents
Daytime meetings
Student input
Underutilized facilities
Vocational resources
Computer literacy
No perception of safety in schools by students
Unsupervised schools
Unidentified "Main Entrance"
Staff contracts re: supervision
Lack of separation of age groups (7-8 vs 9-12)
Entrance ($)
Lack of communication: school-town; school-businesses

Goals:
Have monitors at entrances
Change staff contracts so they can monitor entrances
Change entrances to make the schools safer
Increase communication
More teacher training or more counselors on student issues
Well-equipped schools
Well maintained and adequate size
Connection to business community
Town/School collaboration
Technical education
Use of facilities by other groups

Solutions:
Build Middle/Jr. High School for grades 6-8
Change elementary school entrance and put up signs
Greater utilization of school buildings by town
Supervised after school programs
Broader school calendar distribution
Greater teacher and staff accountability

Top 3 Projects:
1. Greater utilization of school buildings by town
2. Monitoring of safety throughout schools by civic volunteers
3. Supervised after-school programs
Saturday Afternoon
Project Selection: Results

When participants re-assembled as a full group after lunch, each small group presented their three top projects, and all participants agreed on combining certain projects that they saw as overlapping. The group then "voted" on the projects. Each participant was given four "sticky dots" with which to indicate his/her top choices. Participants were asked not to put more than 2 dots on any one topic.

Participants were reminded that all projects were important, and that the voting only represented where the group was placing its priorities at this time. (Many towns even go back to take on their next priorities after their top projects are accomplished.)

Votes were tallied as follows. An asterisk * indicates the top five choices.

Above: MnM participants place their dots (votes) next to their project choices.
1. Transportation

*1. Upgrade Route 7 intersection: **22 votes**
2. Expand and connect sidewalk network: **15 votes**
3. Bike path from high school to town center: **10 votes**

2. Community Activities/Facilities
(Note: These three items were combined into one for voting purposes.)

Our goal is to create safe, comfortable, multi-generational programs and/or facilities, a place where people can: Connect; Grow; Be productive; Have fun; Share talents and experience; and which has the ability to: Expand; Meet demands and diverse interests; Communicate information.

*1. Form committee (diverse) to support our goal: **30 votes**
   2. Develop and expand programs/facilities that support our goal
   3. Determine and assess existing human and physical resources that support our goal

3. Municipal Services and Planning / Economic Development

*1. “New Town Meeting Day: **15 votes**
   • Focus group for future vision and what community wants and feedback (everything!)
   • maybe 1 year, 2 years
   * note: May 25th WWTP Act 250 hearing

2. Published correspondence from Boards/Commission: **10 votes**
   • in local newspaper
   • newsletter
   • bulletin boards
   • internet: town web site

+ Info. Communication Committee

(NOTE: Item 4.3 “Info./Communication Committee” was combined with this item for voting purposes)

3. Develop clearly defined roles for each committee in town for better working inter-relationships: **1 vote**

4. Communication and Participation

1. Town Meeting with pot luck supper: **5 votes**
2. Get youth involved in civic (local affairs): **3 votes**
3. Information / Communication Committee (NOTE: this item was combined into 3.2 “Published correspondence from Boards Commissions” for voting purposes)
5. Town Center / Economic Development

To develop an accessible, livable, attractive, economically viable town center:

*1. Define (public meeting/landowners) and encourage (incentives) downtown core and village green (increase density, street amenities): **43 votes**

2. Enhance appearance of southern approach to the downtown (leverage with public and private $): **11 votes**

3. Officially designate an historic district linked to center of downtown (railroad; public transportation; sidewalks; riverwalk): **9 votes**

6. Open Space Protection and Natural Resource Access

*Note: these three items were combined into one for voting purposes.*

Open space lost due to residential expansion

*1. Purchase development rights via land trusts or other agreeable methods: **32 votes**
   *Surcharge
   *Impact fees

2. Encourage open space preservation by tax incentives for landowners:
   *Farms
   *Forests
   *Wetlands
   *Shoreline

3. Create / maintain inventory of all open land available

7. Schools / Education

1. Greater utilization of school buildings by town (combined with 3.) Supervised after-school programs: **13 votes**

2. Monitoring of safety throughout schools by civic volunteers (support and friendship): **4 votes**
Saturday Afternoon
Project Development

As the group evaluated the results of our voting, we decided to focus on the five projects with the most votes. As noted above, the five projects selected were:

1. Transportation
2. Community Facilities/Activities
3. Define and Encourage Downtown Core and Village Green
4. Open Space
5. Town Meeting

Participants once again chose the working group that interested them most. These groups were to function as a “committee for the afternoon.” Each group confirmed its goals and objectives, and discussed critical steps to implementation, brainstorming on some or all of the following issues:

- **Existing initiatives on a related topic (other groups that might want to collaborate)**
- *Potential obstacles and possible strategies to overcome them*
- *Leadership--from within the group, and who else in the community might be interested in joining the group later*
- *Resources needed (financial, materials, people)*
- *Action steps--what needs to be done to make this project fly?*
- *Timeline for implementation*
- *First action step*

All groups were asked to select a convenor/contact person, and time and place for a next meeting.

Above: MnM participants examine the results of their “dot-voting.”
Project 1. TRANSPORTATION

Facilitators: Aaron Henson and Jim Manley
Participants: Hal Turner (893-7602), Doran Metzger (893-4461), Steve Delaney (893-2576)

Goals/Objectives
Facilitate smooth and safe traffic flow along Route 7
Safe pedestrian crossing
Reduce congestion
Reduce traffic accidents

Principal Leadership
School board
Selectboard
Planning
Economic Development
State of Vermont

Resources Needed:
Land for right-of-way
Money
Interest group buy-in

Potential Obstacles/Solutions
Communication between groups
Clear definition of responsibility
Too much process, not enough progress

Existing Initiatives
Long-range access and mobility committee (a.k.a. the transportation committee)
MPO Route 7 Corridor Study
Sub-committee of conservation
Commission = Alternative
Transportation committee
Lamoille River trail
High school bike path to Milton Library

Action Steps/Timeline
Key Intersections (in order of priority):
Middle/Railroad/Route 7
Centre Drive/Haydenberry Drive
Barnum Street/Lamoille Terrace
Rebecca Lander Drive/Villemare
Lake Road
Access Management - Milton Diner to Landfill Road
Bombardier
Main Street
Husky Bridge

Next Meeting
May 18, 7:00 p.m., Town Manager’s Conference Room
Contact: Steve Delaney, 893-2576 (h); 893-2028 (paper)
First Step: Plot key intersections on road map.
Project 2. COMMUNITY FACILITIES / ACTIVITIES

Facilitators: Diane LeMieux and Jerry Jeffords
Participants: Jim Lehneman (893-8164), Lonnie Poland (893-6396), Molly Snow (893-0639), Mary Larivee (933-4489), Margaret Turner (893-4428), Debbie Lewis (893-4003), Mike Thompson (893-7846, MikeHTV1@aol.com), Kathleen Raupach (w - 893-1457), Devin Lewis (893-4003), Judith Kinner (893-2542)

Goals/Objectives
Our goal is to create safe, comfortable, multi-generational programs and/or facilities, a place where people can:
Connect;
Grow;
Be productive;
Have fun;
Share talents and experience;
and which has the ability to:
Expand;
Meet demands and diverse interests;
Communicate information.

Principal Leadership
Teens/Youth - Student Council
Seniors
Entertainment/Art Groups
Organizations (representatives) from existing groups - town
Planning committee
Recreation department
Churches
Business
School department
Law enforcement
Historical department

Potential Obstacles/Solutions
Individual time commitment
People don’t know what already exists
Lack of transportation
Lack of child care
Cost
No facility/equipment
No current committee to act as clearinghouse for information

Solutions
Offer flexible ways to commit
Build inventory, distribute and act as clearinghouse
Use committee members or members of group
Talk with bus company
Provide on-site care, volunteers, youth groups
Need facility which encompasses all of our needs
Investigate all current and future programs
Create the committee
**Existing Initiatives**
Senior Center
Family Center
Eagles
Scouts
Knights of Columbus
New Directions
Teen Center (Cornerstone)
Recreation Commission
School programs
Milton youth sports programs
Drama club
Churches
VT Adult Learning
Reach-Up
Grandparent's Support
Grange
Historical Society
American Legion
Conservation Corp
Ski club
Area agency on aging
AARP chapter
Masons
Alcoholics Anonymous - 12 steps
Snowmobile club
Recreation committee

**Action Steps/Timeline**
Create committee
Advertise
Invite
Get more people involved
Inventory - door-to-door
Activities/facilities
Survey interests/needs

**Next Meeting:**
May 18, 1999, 7:00 P.M.
Contact person: Lonnie Poland, 893-6396
Project 3. DEFINE AND ENCOURAGE DOWNTOWN CORE AND VILLAGE GREEN “Milton Downtown Development Committee”

Facilitators: Rebecca Strader and Lori Donna
Participants: Ida May Gravelle (893-7845), Jerry Learn (893-8311), Linda Williams (893-4668), Janice Clements (893-1263), Lynn Delaney (893-2028), Pat McRae (893-2715), Matt Strader (893-1961), Lorraine Manley (893-7860), Bob Lombard (893-4581), Ted Nelson (w - 893-6655), Mike Showalter (893-4182), Anne Showalter (893-4182)

Goals/Objectives
Define Location
Street amenities - sidewalks
From Municipal Building (possible location) - out
From Village Green - multi-generational activity
Restructure zoning to encourage economic growth within core (include design review)
Parking - municipal parking/rear parking/centralized
Downtown as an end destination with multiple uses
Develop a strategic plan
Multi-level development with multiple uses
Encourage connections with historic district/riverwalk

Potential Obstacles
Talk - no action
Leadership - need
Insufficient response to rotary from businesses

Solutions
Meet with citizen group, then planning commission
Sub-committee of planning committee - including members of other committees
Strategic Plan - target date
Long-term planner/coordinator - Non-profit corporation
Grant funds - Downtown Development Authority
Regular meetings
Questionnaire for public input to be distributed through many avenues
Chamber of Commerce (MBA/EDC)/Rotary/other business organizations
Landowners

Action Steps
Joint meeting with EDC, MBA and the public
Planning Commission

Next Meeting:
May 20, 1999, 7:45 a.m. (Free coffee and donuts)
Municipal Building Community Room
First Agenda Item: Joint Meeting of EDC and MBA
Contact people: Lynn Delaney 893-2028, and Anne Showalter 893-2091
Project 4. OPEN SPACE

Facilitators: Linus Kinner (893-2542), Wanda Viau (879-6972)
Participants: Peggy Hoyt (893-7770), Geof Plunkett (893-6663), John Hoyt (893-7770), Arthur Williams (893-4668), Vanessa and Brian Brown (893-3812)

Goals
To maintain the rural character of the town
Open space is:
Farmlands
Viewsheds from roads
Wetlands
Large parcels of undeveloped lands (woodlands, etc.)
Lands with ecological values

Objectives
Identify viewsheds
Protection from development - to set aside 10-20% of total available lands today in the next 10-20 years
To preserve farmland - working landscape
To have greenbelt along the lake

Principal Leadership
Wendall Noble, Lawrence Pyne, Gene Towne, Ken Nolan, Jack Lindsay, Janice Clements, Arthur Williams

Potential Obstacles
Funding (money)
Losing tax funds (lands taken off the tax role)
Owner consent (unwilling/unsure to give up)
Owners feel they lose control of their land in the future
Owners don’t fully understand the benefits of land preservation
Time: preservation works slower than developers

Existing Initiatives
Milton Land Trust (inventory of acreage - Ag soils)
Milton Conservation Commission
Lands of ecological value, plant and animal communities
Keeping Track program
CCRPC (Chittenden County Regional Planning Commission) - Open space inventory

Action Steps/Timeline
Expand membership in Milton Land Trust
Education of landowners of benefits of land conservation
Fully understanding options/initiatives and do package for educating individual landowner
Explore the possibility of a town conservation fund
Define viewsheds (Husky has done farmland inventory):
Conduct a study of viewsheds
Make contact with affected landowners
Set priorities
Explore adding money through the tax rate:
1( on the tax rate for escrow for preservation fund
Designated funds for land conservation
Check off box on income tax form
Impact fees

Next Meeting:
Tuesday, May 11, 1999 7:00 P.M. (First Tuesday of every month)
Milton Land Trust - Lister's Conference Room, Municipal Building

--Closer collaboration between Milton Land Trust and Conservation Commission
--Reach out to expand Land Trust membership
--Researching Town Conservation Fund: Brian Brown
--Viewshed software: Linus Kinner
Contact person: Linus Kinner (893-2542)
Project 5. TOWN MEETING  “New” Town Meeting

**Facilitators:** Mike Joseph and Brenda Tourangeau  
**Participants:** Bob Stafford (893-2424), Ken Nolan (893-8972), Sally LaPorte (893-8972), Robert W. Hicks (893-2553), Connie Plunkett (893-6663), Kate Cadreact (893-6302), George Nelson (893-4233), Randy Cary (893-4241), Beverly Quebec (893-1866)

**Problem**
Having balance between growth and infrastructure  
Providing better municipal systems/sewer  
Communication of community vision to citizens  
Communication of citizens to leaders concerning expectations and problems

**Goals/Objectives**
Provide vision  
Forum to provide a chance to voice  
Sharing information on a community vision between town officials and residents  
Provides an opportunity to make changes/validate decisions  
Take action on decisions  
Constructive conversation  
Good facilitation

Through constructive conversation, provide the sharing of information on a community vision between town officials and residents, also providing an opportunity to make changes/validate decisions through good facilitation.

**Potential Obstacles/Solutions**
Communication: personal contact - phone  
Apathy: education - empowerment  
Transportation: offer to give a ride, volunteers, bussing  
Date and time of event: TBA  
Staffing: community members (modeled after today)  
Support cost: donation, town budget proposal

**Existing Initiatives**
Pre-town meeting (on traditional Town Meeting Day), town meeting eve of Town Meeting Day  
Existing comprehensive plan of the town’s five-year vision  
Capital improvement

**Principal Leadership**
To be determined by this committee to be formed

**Resources Needed:**
Financial budget  
Town volunteers  
Local officials

**Action Steps**
Form Committee  
Set first meeting by June 1  
Set goals/formulate budget (by November 1)  
Contact local officials (village, town, school)  
Pull in community members
Wrap-Up and Adjournment

Each small group reported back their plans to the full group. All participants were thanked for their contribution of energy and expertise, and the full group discussed next steps to continue the work of the MnM gathering through committees into the future. The meeting was adjourned at 4:30 p.m.
Appendices

MnM Community Vision Workshop Participants
MnM Press Coverage (selected)
Antioch New England Institute's "Community Profile" Questions & Answers
Milton in the New Millenium
Community Vision Workshop Participants

Alice Anderson
Brian Brown
Vanessa Brown
Kate Cadreact
Randy Cary
Shirley Cary
Janice Clements
Lynn Delaney
Steve Delaney
David Donna
Fran Ferro
Rich Ferro
Jane FitzGerald
Ida May Gravelle
Robert W. Hicks
Herm Hoffman
John Hoyt
Peggie Waterman Hoyt
Jane Jackson
Judy Kinner
Linus Kinner
Sally LaPorte
Mary Larivee
Jerry Learn
Jim Lehneman
Debbie Lewis
Devin Lewis
Bob Lombard
J. V. Manley
Lorraine Manley
Pat McRae
Doran Metzger
George Nelson
Ted Nelson
Ken Nolan
David Palmer
Joan Palmer
Mike Penchina
Robert Penchina
Connie Plunkett
Geoff Plunkett
Donna Poland
Lonnie Poland
Mary Pratt
Beverly Quebec
Kathleen Raupach
John Rowley, Jr.
Anne Showalter
Milton in the New Millenium
Community Vision Workshop Facilitators

Joan Cleveland
Lori Donna
Aaron Henson
John Hoyt
Jane Jackson
Jerry Jeffords
Mike Joseph
Gail Henderson-King
Linus Kinner
Diane Lemieux
Jim Manley
Pat McRae
Charlotte Parot
Kim Ransom
Rebecca Strader
Mike Thompson
Brenda Tourangeau
Wanda Viau
Residents huddle to map out future

Retreat yields list of five priorities

By Emily Stone
Free Press Staff Writer

Milton's future should include open spaces, a clearly defined downtown and a community center.

That is the vision of a group of about 80 people who met for two days last weekend to discuss longer-term plans for the town. They voted on a top-five list of concerns, which includes addressing safety at busy intersections on U.S. 7 and establishing a forum on Town Meeting Day since Milton has its town meeting in April.

"It's very exciting to be able to decide with my fellow townpeople exactly what we feel is important," said Milton resident Jerry Loe. Milton is on an upswing, he said, and he wants to make sure a vision is being worked on before the town starts growing rapidly.

The meeting, titled "Milton in the New Millennium," was sponsored by the Planning Commission after the town received a $7,500 state grant for the project. It hired New Hampshire-based Antioch New England Institute to facilitate the meeting.

After coming up with its list of priorities, the group formed five committees that will meet regularly to further the projects.

The community center project is one of the more ambitious plans on the list, said Mike Joseph, one of the meeting organizers. The goal is to create a place that would serve as a focal point for recreation in town. It could host after-school activities for children, be a sign-up spot for sports leagues and even have a pool or skating rink, Joseph said.

The open spaces group will catalog what the town now has and think of ways to keep the areas free of development. The downtown project consists of defining where the business center and historical center of town should be. The U.S. 7 committee, with existing transportation committees, will coordinate with existing transportation committees to improve safety at busy intersections such as Main Street and the Middle Road/Railroad Street intersection.

The fifth group wants to create a forum on Town Meeting Day. In March, where the town departments can present their work to residents, Milton, which has its regular town meeting in April, also has a March public meeting. But the group wants to boost participation.

"We're trying to facilitate better communication," Joseph said, "to try to reduce some of the voter apathy that we're experiencing and that every town is experiencing.

as men began to explore the only sea they knew, the Mediterranean.

Sometimes there were more than a hundred rowers on those old galleys. Their job was to pull, just to pull, and not to question the ship's direction or destination. Nobody asked the rowers where the ship should go, and nobody inquired of them, "Would you like to steer?"

Nowadays, we are asked. Here's the invitation.

Would you like to steer Milton? Would you like to help set our town's course into an uncertain but promising future? Would you like to help us to avoid the rocks and shoals of unknown waters ahead?

You can do that.

On May 7 and 8, Friday and Saturday of next week, the Town of Milton is gathering as many people as it can into a day and a half of hard thinking about our future.

Do we want an Interstate access?
Are we comfortable with industrial growth?
Can we avoid sprawl?
Should there be a "town center" and if so, where?
How do we prepare for an increasing population?
Can we improve our road system?
In short, what do we want to be when we grow up? The answers may well come out of a broad-based discussion of who we are, where we are, and where we're going.

It's a chance for all of us, the stake-holders of Milton, to perform a singular service for our community, and for ourselves as well.

Because participating means being heard when we say, "Let's do this," or "We ought to do that."

Contact the Town Planner's office, 893-1186, if you would like to help steer. It's useful in row, but it's more satisfying to set the destination and the course.
Community Profile
Questions and Answers

Q: What is a “Community Profile”?
The “Community Profile” is a one-and-a-half day community gathering, which brings together a broad cross-section of community members to assess their town’s strengths and weaknesses, to share their ideas and hopes for their community’s future, and to shape an action plan to achieve their specific goals.

Q: Who organizes the Profile?
A citizen Steering Committee, representing a cross-section of the community, works with the Antioch New England Institute to plan the event. ANEI provides the structure and the lead facilitation, while Steering Committee members decide how to make the event most successful for the community, coordinating the location, date, publicity, and other details.

Q: What are the over-arching goals of a Community Profile?
The Community Profile has two over-arching goals:

**Strengthening Community:** The Profile process is designed to help strengthen community, rallying renewed community spirit and energy. During the 1-1/2 day process, local citizens gather with old and new acquaintances to affirm the town’s strengths, identify common concerns, and create action steps to meet these challenges.

**Building Leadership:** The Profile process brings new faces into the community discussion process. Drawing heavily on the collective wisdom of the participants, the Profile provides a means for citizens to work together, expands the community’s leadership pool, and creates momentum and local spirit for positive change.

In addition, ANEI offers facilitation training to 20 community members, who then act as small-group facilitators during the Profile event. This new pool of trained facilitators can be a valuable asset in follow-up efforts across the community.

Q: What are the actual outcomes of a Community Profile?
Although each Community Profile is as unique as the community it represents, all Profiles have three outcomes:

1. **Community Projects:** During the 1-1/2 day event, participants begin with big-picture visioning, and then narrow their ideas down to concrete, prioritized action steps. These action projects are only limited by the imagination of the community and, in towns across Vermont and New Hampshire have included such efforts as launching a community newspaper, building a town trail system, organizing an industrial park, creating a support group for new small-business entrepreneurs, and many, many others.
2. Community Profile Report: The results of the small- and large-group sessions at the Community Profile event are all recorded and transcribed, and result in a Community Profile Report that is distributed to all participants as well as town committees and the library. Far from another report that will sit on the shelf, the Profile Report includes the many ideas and suggestions citizens offered at the event; once towns have successfully completed the first round of action steps, they often go back to the report to “mine” it for additional ideas.

3. Increasing Community Connections: Although this outcome may be the hardest to measure, it also may be the most important. The Community Profile draws on a broad range of viewpoints, examining cultural, economic, environmental and social issues, each in light of the other. Profiles focus on thoughtful issue identification. Rather than polarizing a community around problems, it brings people together around solutions.

Q: Who should participate in a Community Profile?
Everyone! The Profile event is broadly inclusive. Profile planners work hard to make sure that the many different groups and corners of the community are represented, in order to make for the richest, most accurate discussion of the community’s past, present and future. Well-rounded participation also ensures that the action steps that come out of a Profile have broad citizen “buy-in” and create sustainable solutions.

Although the average size of a Profile is around 120 citizens, Profiles have ranged from as small as 40 citizens to as large as 250. The most important factor is that all parts of the community feel included and are represented.

Each community is unique, and it is up to the Profile Steering Committee to decide whether there are non-resident “stakeholders” who should also be included in the Profile event (for example: seasonal residents, people who work or own businesses in town but live elsewhere, etc.).

Q: How long does it take to plan a Profile?
We suggest a minimum of 3 months from the first Steering Committee meeting to the date of the Profile event itself. This offers enough time for thorough planning and, most importantly, allows for the word to get out to ensure broad community participation.

Q: Where did the Profile process originate?
The Antioch New England Institute staff developed the Community Profile model four years ago, working collaboratively with the Vital Communities of the Upper Valley. With support from the League of Women Voters of the Upper Valley, the development of the Profile model included drawing from the University of New Hampshire’s Civic Profile model, the University of Vermont and national Extension System’s Take Charge program, and other programs. ANEI built in a new emphasis on sustainability, community capacity building, inclusive participation, and an integrated assessment of community issues.

Q: What other towns have done Community Profiles?
The Antioch New England Institute has completed almost two dozen Community Profiles across New England. Fourteen of these Profiles were completed through the Vital Communities of the Upper Valley organization; they include the New Hampshire towns of Charleston, Enfield, Grantham, Hanover, Haverhill, New London, Newport, Plainfield, and Unity, and the Vermont towns of Barnard, Chelsea, Norwich, Thetford, and West Fairlee. Additional ANEI Profiles in Vermont include the five-town “Foothills to Shoreline” Profile in the Champlain Valley, Dover, and now, Milton!